



**KPU Board of Governors – Regular Meeting**

**Date: March 25, 2026**

**Time: 5:00 pm – 6:00 pm**

**Location: KPU Langley, Room 1030**

## BOARD OF GOVERNORS – REGULAR MEETING AGENDA

**March 25, 2026**

**5:00– 6:00 pm**

**KPU Langley Room 1030**

**Attending:** Kwuntiltunaat (Kim) Baird, Erin Barnes, Furquan Gehlen, Gabby Gill, Kim McGill, June Park, Lyndsay Passmore, Amanda Smith-Weston, Stephanie Smith, Diane Purvey, Dianne Doyle,

**Regrets:**

**Presenters & Administrative Resources:** Jenn Harrington, Carole Laplante, Zena Mitchell, Asma Sayed, Peter Smailes, Keri Spindler, Deborah Henderson

*M = Motion to Approve*  
*D = Discussion*  
*I = Information*  
*E = Education*

**Regular Board Meeting**  
**Closed Board Meeting to follow**

AGENDA ITEM	RESOURCE	ACTION	TIME	PAGE
Presentation: Institute for Sustainable Horticulture	Dr. Deborah Henderson	E	5:00	
1. Call to Order & Introductory Remarks	Erin Barnes		5:20	

We at Kwantlen Polytechnic University respectfully acknowledge that we live, work and study in a region that overlaps with the unceded traditional and ancestral First Nations territories of the Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt, and Kwikwetlem, and with the lands of the Kwantlen First Nation, which gifted its name to this university.

2. Approval of Agenda	Erin Barnes	M	5:21	2
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**MOTION:** THAT the Board of Governors approve the regular meeting agenda for March 25, 2026

3. Conflict of Interest	Erin Barnes		5:22	
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4.	Consent Agenda	Erin Barnes	M	5:23	5
4.1	Minutes of the January 28, 2026 Regular Board of Governors Meeting				6
4.2	Program Suspension – Citation in Cloud Architecture and Security		M		12
4.3	Program and Course Discontinuations: Bachelor of Music in Musical Arts, Major in General Studies		M		14
4.4	Program Suspension – Post-Baccalaureate Diploma in Technical Management and Services		M		16

**MOTION:** THAT the Board of Governors approve the following items on the Consent Agenda:

- 4.1. Minutes of the January 28, 2026 Regular Board of Governors Meeting
- 4.2 Program Suspension – Citation in Cloud Architecture and Security
- 4.3 Program and Course Discontinuations: Bachelor of Music in Musical Arts, Major in General Studies
- 4.4 Program Suspension – Post-Baccalaureate Diploma in Technical Management and Services

5.	Governance Committee Report				
6.1.	Committee Chair Report	Erin Barnes	I	5:24	Verbal
6.	Human Resources Committee Report				
7.1.	Committee Chair Report	Stephanie Smith	I	5:25	Verbal
7.	Audit Committee Report				
8.1.	Committee Chair Report	Gabby Gill	I	5:26	Verbal
8.	Finance Committee Report				
8.1.	Committee Chair Report	Gabby Gill	I	5:27	Verbal
8.2.	Transfer to KPU Foundation	Peter Smailes/Carole Laplante	M	5:28	18

**MOTION:** THAT the Board of Governors approve the following allocation of funds from the 2025/2026 fiscal year:

- a) That up to \$2.9 million in net proceeds generated by Faculty of Health Professional Studies funds be transferred to the KPU Foundation to support the Foundation’s efforts in securing matching grants and advancing KPU initiatives, as recommended by the Board Finance Committee

9	President’s Report				
9.1.	Report to the Board	Diane Purvey	I	5:30	Verbal

10	Provost's Report	Diane Purvey	I		
	10.1. Report to the Board			5:35	
	10.2 Listening Tour Q&A Report			5:36	20
	10.3 Enrolment Improvement Initiatives at KPU			5:46	38
11	Senate Report – Meetings Held on January 26, 2026 and March 2, 2026	Diane Purvey	I	5:56	43
12	Any Other Business	Erin Barnes	D	5:58	
13	Closing Remarks & Adjournment	Erin Barnes		6:00	

Next Meeting: Regular Board Meeting  
Wednesday, May 27, 2026

**Virtual**

5:00 – 8:00 pm

## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number: 4**

**Meeting Date:** *March 25, 2026*

**Presenter(s):** *Erin Barnes*

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**AGENDA TITLE:** CONSENT AGENDA

**ACTION REQUESTED:** Motion

**RECOMMENDED RESOLUTION**

**THAT the Board of Governors approve the following items on the Consent Agenda:**

**4.1. Minutes of the January 28, 2026 Regular Board of Governors Meeting**

**4.2. Program Suspension – Citation in Cloud Architecture and Security**

**4.3 Program and Course Discontinuations: Bachelor of Music in Musical Arts, Major in General Studies**

**4.4 Program Suspension – Post-Baccalaureate Diploma in Technical Management and Services**

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### **Attachments**

1. Minutes of the January 28, 2026 Regular Board of Governors Meeting
  2. Program Suspension – Citation in Cloud Architecture and Security
  3. Program and Course Discontinuations: Bachelor of Music in Musical Arts, Major in General Studies
  4. Program Suspension – Post-Baccalaureate Diploma in Technical Management and Services
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### **Submitted by**

Keri Spindler, University Secretary

### **Date submitted**

March 18, 2026

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## BOARD OF GOVERNORS - REGULAR MEETING

**Minutes of Regular Meeting**  
**Wednesday, January 28, 2026**  
**5:28 p.m. – 6:58 p.m.**  
**KPU Tech**

**Present: Board of Governors**

Erin Barnes, Chair  
Dianne Doyle  
Furquan Gehlen  
Gabby Gill  
Kim McGill  
Lyndsay Passmore  
Amanda Smith-Weston  
Kim (Kwuntiltunaat) Baird, Chancellor

**University G7 members**

Jenn Harrington, Interim Vice-President, Human Resources  
Diane Purvey, Provost and Acting President  
Asma Sayed, Vice-President, Equity & Inclusive Communities  
Peter Smailes, Vice-President, Finance and Administration  
Zena Mitchell, Vice-President, Students

**Presenters and Administrative Resources**

Carole Laplante, Associate Vice-President, Financial Services  
Jennifer Duprey, General Counsel  
Lori McElroy, Associate Vice-President, Planning and Accountability  
Keri Spindler, University Secretary  
Laurie Clancy, Vice President, Human Resources

**Regrets:** Bruce Choy, President & Vice-Chancellor, Stephanie Smith, Karanbir Boparai, June Park

**1. Call to Order and Introductory Remarks**

The Chair called the meeting to order at 5:15 pm.

The Chair acknowledged KPU's commitment to reconciliation and recognition that we live, work and study in a region that overlaps with the unceded traditional and ancestral First Nations territories of the Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt, and Kwikwetlem, and with the lands of the Kwantlen First Nation, which gifted its name to this university.

- 2. Approval of Agenda**                      **MOTION #11-25/26**  
**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the regular meeting agenda for January 28, 2026.**
- 3. Conflict of Interest**                      No other Conflict of Interest was declared.
- 4. Approval of Consent Agenda**        **MOTION #12-25/26**  
**MOVED, SECONDED AND CARRIED the motion THAT Board of Governors approve the following item on the Consent Agenda as circulated:**  
**4.1. Minutes of the November 26, 2025 Regular Board of Governors Meeting.**  
**4.2. Request for Proposal for External Auditor**  
  
**AND THAT the Board of Governors receive the following items for information:**  
**4.3. KSA Fee Changes – Academic Year 20226-27**  
**4.4. KPU’s Generative AI Steering Committee Report**
- 5. Governance Committee Report**                      **5.1. Committee Chair Report**  
  
Erin Barnes, Committee Chair, informed that the meeting was cancelled due to a lack of agenda items.
- 6. Human Resources Committee Report**                      **6.1. Committee Chair Report**  
  
Erin Barnes, on behalf of the Committee Chair, informed that the meeting was cancelled due to a lack of agenda items. Barnes also informed the Board that student Board Member, Anirudh Agnihotri, has resigned from his position.
- 7. Audit Committee Report**                      **7.1. Committee Chair Report**  
  
Gabby Gill, Committee Chair, informed that the committee met on January 13, 2026 and there is nothing to report.
- 8. Finance Committee Report**                      **8.1. Committee Chair Report**  
  
Gabby Gill, Committee Chair, informed that the committee met on January 13, 2026 and items are on the agenda.  
  
**8.2. Pay Transparency Act Report**  
  
Jenn Harrington, Interim Vice President, Human Resources, informed the Board that the Pay Transparency Act was brought into effect in May 2023 and that this is KPU’s second report

under the mandated legislation. Harrington provided a summary of the results in each category.

The Board asked management what recommendations have come from the report and what next steps KPU will be taking. Harrington noted that KPU's results are comparable to other public, Post-Secondary Institutions in BC. Progress will be determined once three years of data is available for both KPU and other Post-Secondary Institutions. KPU has developed salary guidelines and annual salary reviews for administrative positions. Management will be continuing with initiatives put in place in 2025, including looking at equitable placements on the salary scale for administrative positions, and ensuring union positions follow language in the Collective Agreements.

**Action Item:** Board Human Resources Committee to review Pay Transparency Act Reports and determine Indicators of Success.

### **8.3. Revision of Bylaw. No. 4 Fees**

Peter Smailes, Vice President Finance and Administration, provided an overview of the changes to Bylaw 4. Smailes noted that Domestic Tuition is being increased by 2%, in line with legislation limits, and that International Tuition is also being raised 2%, in line with other Post-Secondary Institutions.

#### **MOTION #13-25/26**

**MOVED, SECONDED AND CARRIED the motion THAT the Board of Governors approve the revisions to the Bylaw No. 4 Fees, as presented.**

### **8.4 Fiscal 2026/2027 University Budget**

Peter Smailes provided a high-level overview of the budget. Carole Laplante, Associate Vice President, Finance, provided a detailed overview of the budget, utilizing the presentation included in the Board package.

Lyndsay Passmore asked why the budget was being presented to the Board for approval in January, instead of March and asked for clarity around unused faculty contract budgets.

Management provided clarity around the differences between NR1 and NR2 faculty contracts and confirmed that the unused faculty contract budget was for on-demand sections that were not being utilized at present.

Management also confirmed that the province's budget is not likely to have any significant impact on KPU's budget. Government's processes have been consistent and predictable and any major changes are typically communicated to management in advance. Peter Smailes also noted that KPU's enrollments are so low that any fluctuations in the coming year will have a minimal impact on KPU's budget. He further reconfirmed that if any material changes are required to KPU's budget, it would be brought back to the Board Finance Committee and the Board for review and approval in March.

Management further confirmed that the Province's review of the Post-Secondary sector is likely to be delayed beyond the initial March 15 deadline, and any recommendations are expected to be broad in nature.

Management advised that the Board Finance committee requested in 2025 that the budget timeline be reviewed and moved earlier, if possible. Following year-end in March, the Finance team begins working on the year-end review and audit, making it difficult to load the approved budget at the same time. Best practice is to have an approved budget in place several months in advance of the start of the fiscal year.

Lyndsay Passmore asked management to confirm if the requirements under the Collective Agreement regarding the budget had been met. Laurie Clancy, Vice President, Human Resources, noted that the BCGEU does not have a requirement for consultation on the budget. Jenn Harrington, Interim Vice President, Human Resources, confirmed that the requirement under the Kwantlen Faculty Association Collective Agreement to present the budget to the union before Board approval, had been met.

Peter Smailes noted that he and Provost and Vice Chancellor, Dr. Diane Purvey, completed a listening tour in the Fall, meeting with all Faculty Councils as well as numerous other employee groups and held 1-hour open consultation sessions. During the tour they presented KPU's 5-year financial plan and collected ideas and questions which were compiled and responded to on an internal website. Dr. Purvey noted that this was the most robust budget consultation at KPU she had seen and that the website is still available to employees.

**Action Item:** A summary of feedback from the Listening Tour to be shared with the Board.

Lyndsay Passmore moved an amendment to the Motion to delay the budget approval until the Board's March meeting. The Motion did not receive a second.

The Board requested that during next year's budget development process, management more clearly communicate to employees and the Board that the Budget can be revised and brought back for approval, in March, should the need arise.

**MOTION #14-25/26**

**MOVED, SECONDED AND CARRIED the motion THAT the Board of Governors approve the attached consolidated budget as the Fiscal 2026/2027 consolidated budget**

Lyndsay Passmore opposed the motion.

**8.5 Endowment Fund Approvals**

Peter Smailes advised that KPU sold excess lands at KPU Tech for the building of a new hospital in Surrey. Proceeds from the funds were used to establish the two award funds. After review with legal counsel, management is requesting that the funds be converted to endowments, to allow a more diversified investment with higher returns over the long run. The principle will remain protected, with only the interest being spent.

**MOTION #15-25/26**

**MOVED, SECONDED AND CARRIED the motion THAT the Board of Governors approve the endowment fund terms of reference for the Student Award Endowment Fund and the xé?el? Reconciliation Endowment Fund.**

**9. President's Report**

**9.1. Report to the Board**

Diane Purvey, Acting President noted that business at KPU is occurring as usual, with some meetings being cancelled and others postponed.

**10. Provost's Report**

**10.1. Report to the Board**

Diane Purvey, Provost, read a statement from her report to Senate on January 26<sup>th</sup>. The statement spoke to KPU's current financial environment and a call to the Deans to work with their faculties to review programs and courses. Dr. Purvey noted that significant strategic planning is occurring locally in each of the faculties.

Dr. Purvey shared that there is currently a display in the Arbutus Gallery at KPU Surrey as well as a mural being completed in the Cedar Lounge and encouraged members to visit both.

Dr. Purvey confirmed that Deans are provided with support from various areas of management for any new initiatives they are interested in developing.

**11. Senate Reports**

Senate report from November 24, 2025 was included in the meeting package.

Diane Purvey noted that Senate also met in January, where it approved the KPU Library's strategic plan as well as many curriculum changes which will make programs more accessible to students.

**12. Any Other Business**

No other business was identified.

**13. Closing Remarks & Adjournment**

The meeting adjourned at 6:58 p.m.

**Next Meeting**

The next meeting has been scheduled for Wednesday, March 25, 2026 at KPU Langley – Room 1030.

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**Board Chair**

## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number: 4.2**

**Meeting Date:** *Wednesday, March 25, 2026*

**Presenter(s): Erin Barnes**

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**AGENDA TITLE:** PROGRAM SUSPENSION: CITATION IN CLOUD ARCHITECTURE AND SECURITY

**ACTION REQUESTED:** Motion

### RECOMMENDED RESOLUTION

**THAT the Board of Governors approve the suspension of the Citation in Cloud Architecture and Security program, effective January 1, 2026.**

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### COMMITTEE REPORT

On January 26, 2026 Senate approved the suspension of the Citation in Cloud Architecture and Security program, effective January 1, 2026 on the recommendation of the Joint Senate Standing Committee on Academic Planning and Priorities and on University Budget.

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### Context and Background

The Citation in Cloud Architecture and Security (CCAS) is a 15-credit program developed by the Computer Science and Information Technology department in the Melville School of Business. Intakes have been opened three times; the first in Fall 2024. Each of the three intakes was cancelled due to lack of demand. No students are currently enrolled or progressing through the CCAS program.

### Key Messages

1. Each of the three intakes generated an insufficient number of applications. Efforts to drive demand included revision of admission requirements, promotion to industry professionals, recent graduates and current students, and a paid marketing campaign that generated interest, but few applications.
2. The paid online marketing campaign generated more than 30,000 visits to the program website, and over 200 leads; these failed to translate into applications. We conclude that there is potential demand for the program if we identify and remove as yet undetermined barriers to enrolment and/or redesign the program to appeal to a clearly defined target market. During the suspension period, Melville will hold consultations, conduct research, and make modifications that could increase demand.

3. On a without prejudice and without precedent basis, this suspension is being brought to the Board for approval.

### **Implications/Risks**

As there are no students enrolled or progressing through the program, there is no impact to students and no financial implications to the proposed cancellation.

### **Consultations**

1. Diane Purvey, Provost
2. David Burns, Associate Vice President, Academic
3. Heather Harrison, Dean pro tem, Melville School of Business
4. Meredith Laird, Manager, Curricular Support
5. Catherine Schwichtenberg, Senate Vice-Chair
6. Mandeep Pannu, CSIT Department Chair
7. Gustavo Arruda, Director, Strategy and Business Development, Melville School of Business
8. CSIT Department, Melville School of Business

### **Attachments**

1. [Proposal to Suspend the Citation in Cloud Architecture and Security program.](#)
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### **Submitted by**

Keri Spindler, University Secretary

### **Date submitted**

March 19, 2026



## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number:** 4.3

**Meeting Date:** *Wednesday, March 25, 2026*

**Presenter(s):** *Erin Barnes*

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**AGENDA TITLE:** PROGRAM AND COURSE DISCONTINUATIONS: BACHELOR OF MUSIC IN MUSICAL ARTS, MAJOR IN GENERAL STUDIES

**ACTION REQUESTED:** Motion

### RECOMMENDED RESOLUTION

**THAT the Board of Governors approve the discontinuation of the Bachelor of Music in Musical Arts, Major in General Studies program (BMMA) and its associated courses, effective September 1, 2026 as recommended by Senate**

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### COMMITTEE REPORT

Approved by Senate March 2, 2026

On February 6, 2026, the Joint Senate Standing Committee on Academic Planning and Priorities & University Budget recommend that Senate approve the discontinuation of the Bachelor of Music in Musical Arts, Major in General Studies program (BMMA) and its associated courses, effective September 1, 2026.

Approved by Arts Standing Committee on Curriculum on December 12<sup>th</sup>, 2025

Approved by Arts Faculty Council on January 23<sup>rd</sup>, 2026

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### Context and Background

The Bachelor of Music in Musical Arts Degree Program (BMMA) had a history of running at a loss, and changes in funding models necessitated a shift towards a new and financially sustainable model in the form of the existing Music Minor and a future proposal (currently in process) for a two-year Music diploma. Historically, the BMMA program was a feeder school for the UBC music program, and there are other music programs in greater Vancouver and our region that offer similar programming to what KPU used to offer, creating redundancies with respect to the BMMA. The employment opportunities for performing musicians and opera singers have diminished significantly in the last decades, and there is no longer a thriving industry for performing musicians, especially in the classical music genre.

The BMMA and its associated courses have not been offered for many years, and there are no students enrolled in this program.

### **Key Messages**

1. No students are enrolled in this program
2. Current format was not sustainable
3. Consultations with external and internal advisory committees such as the Surrey Music Strategy recommended a new credential for KPU's music program that aligns with the needs of our communities.

### **Consultations**

1. Diane Purvey, Provost and Vice-President, Academic
2. David Burns, Associate Vice-President, Academic
3. Shelley Boyd, Dean, Faculty of Arts
4. The Surrey Music Strategy
5. Department of Music

### **Attachments**

1. [BMMA AR MUSI: Bachelor of Music in Musical Arts, Major in General Studies](#)
2. [MUSI Courses for Discontinuation \(175 total\)](#)
3. [Memorandum from Senate](#)

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### **Submitted by**

Keri Spindler, University Secretary

### **Date submitted**

March 19, 2026

**BOARD OF GOVERNORS - REGULAR MEETING**

**Agenda Number: 4.4**

**Meeting Date:** *Wednesday, March 25, 2026*

**Presenter(s):** *Erin Barnes*

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**AGENDA TITLE:** PROGRAM SUSPENSION: POST-BACCALAUREATE DIPLOMA IN TECHNICAL MANAGEMENT AND SERVICES

**ACTION REQUESTED:** Motion

**RECOMMENDED RESOLUTION**

**THAT the Board of Governors approve the suspension of the Post-Baccalaureate Diploma in Technical Management and Services (TMAS), effective May 1, 2026**

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**COMMITTEE REPORT**

Approved by Senate on March 2, 2026.

On February 6, 2026, the Joint Senate Standing Committee on Academic Planning and Priorities & University Budget recommended that Senate approve the suspension of the Post-Baccalaureate Diploma in Technical Management and Services (TMAS), effective May 1, 2026.

On September 22, 2025, the Melville School of Business Faculty Council endorsed the suspension of the Post-Baccalaureate Diploma in technical Management and Services, effective May 1, 2026.

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**Context and Background**

The Post-Baccalaureate Diploma in Technical Management and Services (TMAS) is a 33-credit program developed by Operations & Technical Management (OTM) department in the Melville School of Business. The school initially suspended intakes for the Summer 2025 and Spring 2026 to direct all applications towards the Fall 2025 intake. Subsequently, the Fall 2025 intake was also cancelled due to insufficient student demand. Currently TMAS is in a teach-out phase with the last student expected to complete all course requirements by the end of Fall 2026.

**Key Messages**

1. Historically, the students in this program were predominantly international. Most of the enrolled students have expressed an interest in obtaining permanent residency in Canada. However, recent federal policy changes—including reductions in the issuance of international student visas and revisions to post-graduation work permit eligibility (with TMAS no longer qualifying)—have resulted in a significant decline in both applications and student enrollment in this program.

2. Students are not attracted to this program anymore since it does not lead to a Post Graduation Work Permit (PGWP).

### **Implications/Risks**

There are 32 students are currently progressing through the TMAS program. So, this program suspension requires that MSB facilitate a teach-out process for the existing students in the program. This is currently underway through a combination of scheduling the required courses and using the student advising team to communicate and support individualized progression plans for students to complete the program.

- 13 students are expected to complete in Spring 2026.
- 17 students are expected to complete in Summer 2026.
- The remaining 2 students will require guided studies to fulfill program requirements and are expected to complete in Fall 2026.
- All 32 students are expected to have completed the program by December 31<sup>st</sup> 2026.

The Student Advising Team is actively supporting students to:

- Register for required courses.
- Develop individualized plans for earliest possible program completion.

### **Consultations**

- David Burns, Associate Vice President, Academic
- Heather Harrison, Dean pro tem, Melville School of Business
- Alia Somji, Dean pro tem, Melville School of Business
- Meredith Laird, Manager, Curricular Support
- Nadia Henwood, Associate Vice-President, Enrolment Services and University Registrar
- Lori McElroy, Associate Vice-President, Office of Planning & Accountability
- Phaedra Burke, OTM Department Chair
- OTM Department, Melville School of Business

### **Attachments**

1. [Proposal to Suspend the Post-Baccalaureate Diploma in Technical Management and Services \(TMAS\).](#)
2. [Memorandum from Senate](#)

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### **Submitted by**

Keri Spindler, University Secretary

### **Date submitted**

March 19, 2026

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**BOARD OF GOVERNORS - REGULAR  
MEETING Agenda Number: 8.2  
Meeting Date: March 25, 2026  
Presenter(s): Peter Smailes**

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**AGENDA TITLE:** 2025/2026 TRANSFER TO KPU FOUNDATION

**ACTION REQUESTED:** Motion

**RECOMMENDED RESOLUTION**

**THAT the Board of Governors approve the following allocation of funds from the 2025/2026 fiscal year, as recommended by the Board Finance Committee:**

- a) **That up to \$2.9 million in net proceeds generated by Faculty of Health Professional Studies funds be transferred to the KPU Foundation to support the Foundation's efforts in securing matching grants and advancing KPU initiatives.**

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**COMMITTEE REPORT**

The Board Finance Committee reviewed and approved the recommendation at their March 17, 2026 meeting.

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**Context and Background**

Kwantlen Polytechnic University's (KPU or the University) Faculty of Health (the Faculty) generates revenues through its Health professional studies activities. For the 2025/2026 year, the Faculty requested that approximately \$1 million of these Health professional studies revenues be transferred to the KPU Foundation (the Foundation) to support the Foundation's efforts in securing matching grants and advancing KPU initiatives. This proposed transfer has been incorporated in the University's year-end projections. In addition, the Faculty has approximately \$1.9 million of Health professional studies revenues carried forward from previous years that it would also like to transfer to the Foundation.

As of January 31, 2026, KPU is projecting a balanced budget for the 2025/2026 fiscal year inclusive of the \$1 million transfer. If the University's actual year-end results show a deficit, the \$1 million transfer will not proceed. If actual results exceed projections and generate an additional surplus, KPU will transfer additional funds—up to the full **\$2.9 million** available—to the Foundation. For context, a \$1 million transfer represents **0.36%** of total University revenues.

In line with past practice, approval is being sought to transfer up to \$2.9 million to the Foundation. Receiving advance approval allows KPU to make a timely and accurate transfer once final year-end results are confirmed. The actual amount transferred will be determined closer to fiscal year-end and will not exceed the available surplus or the net proceeds generated by the Faculty's professional studies programs. The final transfer amount will be reported to the Board at its first meeting following year-end.

### **Key Messages**

1. KPU may contribute up to \$2.9 million from surplus Health professional studies funds to the KPU Foundation to support the Foundation's work in:
  - securing matching donor funds that advance KPU priorities;
  - advancing education by supporting research and new program development;
  - advancing education by supporting student and faculty exchanges;
  - supporting donor giving that advances KPU's mission
2. This contribution is not an endowment. All transferred funds will flow directly to the Foundation for immediate use in support of its activities.

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### **Submitted by**

Peter Smailes, Vice President, Finance and Administration

### **Date submitted**

March 18, 2026

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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number:** 10.2

**Meeting Date:** *Wednesday, March 25, 2026*

**Presenter(s):** *Diane Purvey, Acting President, Provost and VP Academic*

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**AGENDA TITLE:** LISTENING TOUR Q&A REPORT

**ACTION REQUESTED:** Information

**RECOMMENDED RESOLUTION**

**N/A**

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### COMMITTEE REPORT

For Secretariat Use Only

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#### Context and Background

In 2025, Kwantlen Polytechnic University (KPU or the University) conducted Listening Tour sessions with Faculty, BCGEU and administrative employees. These sessions were led by Diane Purvey, Provost and Vice President, Academic and Peter Smailes, Vice President, Finance and Administration, and provided an opportunity to hear ideas about current and potential initiatives focused on reducing costs and creating efficiencies at KPU.

Sessions were held with each Faculty, and the Library, as well as four sessions, primarily for BCGEU and administrative employees, that were held at each of Langley, Tech, Richmond and Surrey campuses. In total, approximately 450 to 500 people attended in-person or online. The sessions included a brief presentation on KPU's five-year financial plan, which referenced the challenge in balancing budgets with reduced revenues and identified \$48m in salary and non-salary expenditure reductions over a five-year period.

KPU has compiled questions raised from these sessions held in 2025 in the attached **Listening Tour Report**. This report provides a snapshot of questions and responses, including questions regarding enrolment, academic planning and initiatives, human resources matters and administration efficiencies. The report also includes general feedback and comments from session participants that touch on potential opportunities and improvements for KPU to consider in various department and Faculty areas. Responses were provided on a best-efforts basis with information at the time and may not reflect KPU's current position on certain topics.

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Subsequent to facilitating these sessions, the KPU community has been provided the opportunity to submit additional thoughts and ideas, which is currently ongoing. Senior leadership has received additional expenditure reducing and revenue generating ideas for the University to consider. Input from the KPU community is still being collected and the information received will be reviewed and compiled for the Board of Governors at a later date.

### **Key Messages**

1. In 2025, KPU held Listening Tour sessions which provided Faculty, BCGEU staff and administrative employees both an opportunity to hear from senior executive members, including a brief presentation on KPU's five-year financial plan, and to share ideas on current process and identify opportunities and efficiencies.
2. KPU has compiled questions and responses received at the Listening Tour sessions in a report that is available for review. The sessions generated a variety of questions; however, it also provided an opportunity for KPU faculty, staff and administrators to reflect on positive solutions for KPU.
3. The Listening Tour Report provides a snapshot of questions and responses compiled from the Listening Tour sessions and input from the KPU community is still ongoing; KPU is in a period of rapid transition and not all responses provided in the document may be the same if addressed at the time of this report.

### **Consultations**

1. KPU Faculty
2. KPU BCGEU staff
3. KPU Administrative staff

### **Attachments**

1. Listening Tour Report
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### **Submitted by**

Diane Purvey, Acting President, Provost and Vice President, Academic

### **Date submitted**

March 19, 2026

# Listening Tour 2025

The Provost and Vice President Academic, and the Vice President Finance and Administration conducted a Listening Tour in 2025. Sessions with each Faculty as well as one with the Library were held between August and October 2025. Four sessions, primarily for BCGEU and administrative employees (one on each of Langley, Tech, Richmond and Surrey campuses), were held in October 2025. In total, approximately 450 to 500 people attended.

Each session began with a short presentation on KPU's five-year financial plan and the challenge in balancing our budgets with reduced revenue. This document provides the questions that were raised during those sessions, and their answers, with some updates and additional information that wasn't available at that time.

This document is a record of what was said in 2025 Listening Tour meetings and is therefore snapshot in time from the late summer and the fall of 2025. KPU is in a period of rapid and responses provided in this document may not be the same if the same question is re-asked in the future. Many of the answers provided were a best effort to answer the question in the moment. KPU policies, procedures, collective agreements and other established sources of university knowledge will take precedence in the event an answer provided on the Tour in good faith unintentionally contradicted them.

One point stands out from these sessions. KPU faculty, staff and administrators are passionate about KPU. They want to help find solutions to help KPU get through these challenging times, and become an even better institution.

## Faculty Sessions

### Enrolment

**Is there potential to increase enrolments via development of trans-national opportunities and partnership agreements that go beyond memorandum of understanding (MOU) and general partnerships?**

Our intention is to focus on 8-10 partnerships and really nurture them. We are examining several trans-national opportunities that are 2+2 programs. KPU is also exploring bringing new programs to KPU through partnerships with other universities. We are also in the initial stages of looking into offering KPU programs overseas.

**What has been done by the University to diversify its international student base/enrolment?**

International started diversifying recruitment several years ago, long before the government changes to international student study permits. While we continue to look at new markets, we are concentrating on areas where students have successfully received study permits to maximize our international student numbers.

## Academic

### **Are there certain programs or positions that are easy to be aligned with levels from five years ago?**

We have looked at levels from five years ago, but many new programs and positions have been developed in recent years due to government and societal imperatives: for example, accessibility; cybersecurity; sexual violence; sustainability; EDI, etc. In this way, KPU is a much different place than it was five years ago.

### **How are revenue generating areas at Richmond campus doing and how can it help the university? e.g. ENTA (Entertainment Arts)**

Use of space is being looked at on various campuses. ENTA has had a reduction in international students, as have many other programs, so we are looking at program changes to increase the appeal to the domestic market.

### **What are possible areas where there are opportunities to revise/adjust prior learning assessments and transfer credits for mature students?**

With the reduction of students, KPU is reviewing the process for intake of mature learners through our PLA and transfer credit process.

### **Is there any consideration for marketing programs to outside the community, i.e. more inner-city areas like Vancouver, special programs, niche programs being marketed that are not being offered by big universities?**

Our Marketing office is developing a new strategy. Stay tuned!

### **Is transfer credit assessment being reviewed? Will transfer credits over 10 years be included?**

This is something that is currently being worked on and is a significant priority.

### **What about online applications that may be a technological barrier for Academic Career Preparation students?**

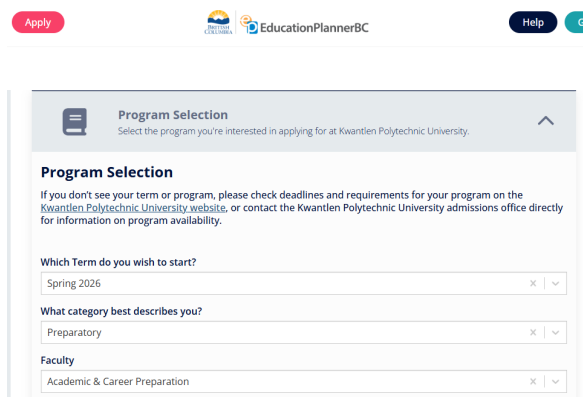
Future Students Office provides 1:1 support to Academic Career Preparation applicants, including a dedicated Student Recruitment Coordinator to support students who need assistance. The Ministry funds Education Planner BC (the platform that houses KPU's online admission application) and all public post-secondary institutions in BC are required to use it.

### **Mature student age is 19+. Students who are 18 cannot register as mature students.**

This requirement is currently embedded in KPU Policy. The Registrar is looking at bringing forward a recommendation to change this, which could allow students under 19 without high school to register.

**Applicants are forced to select a faculty when it is too soon for them to know. It seems that the Faculty of ACP (Academic & Career Preparation) isn't a choice. Why not?**

ACP is a choice as noted in this screen shot of the online application:



**KPU should stay in touch with ACP students to support them to transition to undergrad courses/programs, and to continue to connect with them even if they decide not to immediately transition to undergrad programs at KPU.**

We welcome ways in which ACP can help support the retention and persistence of their students. As an example, Faculty of Arts does their “I do declare” outreach campaigns to help students persist and stay on track. We are also exploring more intentional outreach in this regard as part of the Stay the Course retention pilot.

**Why are students asked to apply before being assessed? Being assessed then applying makes more sense from the student perspective. As well, some students need additional in-person support to help them with the assessment and application process.**

For students assessed outside of KPU (e.g. IELTS, TOEFL or other external tests) they can absolutely be assessed prior to applying. If students are looking to be assessed by KPU, the practice has been that they first apply, but this process will be reviewed with Assessment and Testing Services.

**Is outreach to Vancouver and Richmond school districts being done?**

KPU is a regional university serving Richmond, Delta, Surrey and Langley. KPU’s Future Students Office (FSO) has many recruitment connections and sends recruiters into high schools in all the school districts in our region. In addition, the VP of Students, the AVP Academic and Deans regularly meet with school district representatives. If faculty are interested in getting involved more directly, FSO has created a Faculty Recruitment Resources page as a place to explore how and where to start.

**Deferral deadline should be extended to the add/drop deadline. Students often lose their money and this isn't transparent to them.**

The deferral deadline is the add/drop deadline, for both domestic and international students.

**ELST students who want to go into Design and don't have their English requirements by the deadline have to wait a year. It seems they are cut off before they have their final marks even though they have portfolios ready?**

An ELST student can apply into the design program and be granted a conditional admission and the English requirements will be checked once the grades are submitted. Design programs only have one intake a year, so if students don't meet the English requirements in time to start in fall they will have to wait for the next fall, but this will give them time to finish upgrading their English to meet the requirements.

## Proposed efficiencies and improvements

**The paperwork is so intense for faculty members to apply for funding.**

We are aware and we are looking into this. We are in the process of making things easier by updating signing resolutions. We want to streamline the hospitality form approvals process and give employees more responsibility when purchasing small amounts; but accountability will come with that. The signing and spending policy (GV4) has been simplified and the revised policy is now in effect.

**Consider a review and/or revision of scheduling system – to assist with scheduling class space, room bookings, exams. Scheduling software would help with efficiencies immensely.**

OREG has been working on implementing new class scheduling software called Ad Astra Essential Scheduling. It will be rolled out to department and Deans' offices during the Fall 2026 scheduling cycle. Integrated directly with Banner, this tool will replace the current scheduling method of using Excel worksheets in SharePoint, as well as provide some additional scheduling and reporting tools. Training will be provided on a Faculty-by-Faculty basis starting May 2026.

**Need to look at longer-term or zoning scheduling; if certain rooms are available for that. Look at sectioning off rooms or space for students to utilize, e.g. library.**

We will discuss with the deans.

**Increase signage / make signs larger at the Richmond campus.**

We will look into this.

**Marketing swag should be designed in-house by WSOD (Wilson School of Design) with sustainability in mind.**

We are supportive of this idea.

**Review timeline for replacing hardware, i.e., laptops.**

We have been increasing the time between hardware refreshes as the longevity of hardware increases.

**Do an audit of all the forms that have to be filled out by faculty.**

This is underway.

**CSIT equipment is very old; consider updating it to retain students.**

We are willing to look at a proposal. Please send in a budget request via your Dean.

**General feedback/ideas/comments**

**Revenue generating research opportunities.**

All of the Deans' offices are open to ideas. The Provost will also discuss this with the Deans.

**Pilot a cohort model?**

We are piloting a cohort model in the Faculty of Arts and the Melville School of Business this year. It will be assessed and a decision will be made about whether to continue with the pilot.

**Additional attention to some facilities at various campuses, e.g., broken doors, bathrooms.**

While Facilities do look for maintenance issues, please let Facilities know when you notice something needing attention so it can be fixed promptly.

**Explore opportunities for departments within Faculties to work collaboratively.**

Great idea! Please discuss with your Deans. The Provost will also raise this with the Deans.

**Need to develop more robust articulations with international partners.**

This is underway.

**Consider differentiation: who are we?**

It is an excellent point. The next strategic plan will speak to differentiation.

**Faculties would like more support from Marketing for outreach.**

Marketing now reports into the Provost's office which will better align our marketing efforts with the Faculties. We are developing a new marketing strategy and this will be incorporated into the strategy.

**KPU should strive for personal transfers, not direct students to call a number. Note that Student Service call centres already take this approach.**

We agree that personal transfers are something to strive toward and will consider how we can expand this with the resources we have available.

**ELS (English learners) students should be able to register as late admits in the general interest category.**

We tried this previously and there were a lot of problems. We can explore this possibility to see if anything has changed.

**Could IACP students take ENTA courses?**

ENTA curriculum is being revised and will have opportunities for non-ENTA students to take ENTA courses where appropriate.

**Faculty would like more transparency around assessments: is Accuplacer used by students very much, compared to EPT?**

OPA did an assessment of Accuplacer in Fall 2025 and found it just as valid an assessment of English proficiency as Grade 12 English. The assessment will be brought to Senate in March 2026.

## **Employee Sessions**

### **Enrolment**

**What is the expectation for changes to immigration rulings from the federal government?**

IRCC has set declining international student targets over the next three years. There is no expectation that international student numbers will increase in the short to medium term.

**What is the sense of how long this fiscally challenging environment is expected to last?**

The whole landscape of post-secondary has been hit hard across Canada. We are not expecting external factors to change significantly so are looking internally to see how we can improve our financial situation. The current climate presents an occasion for internal assessments and opportunities to re-energize and implement change. The university is working to develop connections through its Trans-national education (TNE) efforts and is oriented for the longer term to stabilize finances going forward. This is a long-term issue we are facing.

**What are some of the larger strategies that the university is taking to mitigate the financial constraints and enrolment decline?**

The university is currently engaged with a number of initiatives, such as:

- International student study permit application processing assistance with BorderPass to help improve study permit approval rates from IRCC.
- Partnering with a company to recruit US students
- Increasing Continuing Professional Studies (CPS) offerings
- Expanding use of prior learning assessments for advance placement
- Developing Trans-national education initiatives and partnerships for Faculties
- Targeted marketing to increase new students
- Review diploma and degree programs to determine their viability
- A retention initiative called “Stay the Course”, providing new students with additional supports (advisors, peer mentors, learning centre) to encourage students to continue at KPU
- Looking at high DFW (Grade D, Grade F, and withdrawal) rates, which can be a barrier to student retention and exploring ways to address this issue
- Talking with other institutions about whether we should all be offering similar programs
- Facilities and IT are in discussions with vendors to look for any areas where we can reduce our costs
- Reviewed space usage identifying opportunities to close parts of our campuses to save money of cleaning, maintenance and heating.
- Non-salary expenditures are being carefully reviewed to look for cost savings

## Academic

**Are there any planned opportunities for employees to participate in master’s programs?**

Development of master’s programs takes time so this would be a longer-term initiative.

**Are there any thoughts on an executive training program? This could be a short-term revenue generating opportunity and possibility explore host countries / offering overseas?**

This is offered currently through CPS with a focus on domestic students.

**35 seats are the limit for our courses. How about increasing the maximum seat capacity?**

It would be extremely challenging to change this. The Collective Agreement with the Faculty Association limits class sizes to 35 students. From a physical perspective we do have classrooms that could be made into larger classrooms.

**Can we offer more curriculum tailored to health care workers, such as Diplomas? A health certificate would be well received. Is that a possibility?**

Yes, that is a possibility and we will discuss with the Dean of Health.

**How can we find ways for international students to do volunteer work or internships or other?**

We have options through Co-op and WIL (work integrated learning). We are expanding these opportunities.

**We lose students to BCIT who seek specialized programs. How can we enhance our programs to become more specialized?**

We are looking at the high leaver rate from KPU (the top destination for students who leave KPU for another institution is BCIT) and discussing it in our Strategic Enrolment and Retention Council. We are continually revising programs and developing new ones to better meet student needs.

**Have you done an analysis for potential sections to be held in Richmond and Langley?**

Yes, we continually analyze our section allocations at each campus and make adjustments as necessary.

**Have we looked at reviving some campuses and offering more programs? And offering programs at various campuses?**

We are reviewing new program possibilities carefully. New programs cost money so we need to be sure there is student demand for any new program. Offering programs at multiple campuses can be challenging because there is seldom sufficient demand to fill sections on multiple campuses.

**Have we explored doing evening programs on the Richmond campus?**

Programs that are taught exclusively in the evening, targeting people working during the day, is something we want to explore.

**Has the possibility of offering other arts programs in Richmond been considered?**

Yes, that is a possibility – to envision KPU Richmond as an ARTS hub, where we offer bespoke ARTS related programming is something we are exploring.

**Some other institutions are good at long term programming, for example, developing a new program within 18 months. Can we move faster to be ahead of the game so that people can come to us?**

We are mandated by the provincial government to go through the BC Degree Quality Assessment Board (DQAB), which takes time and over which we have no control. Our internal process could be faster and we are looking at that. We also need at least 8 months to effectively market a program to ensure a successful launch, which we can't start until the program has Ministry approval.

**What are some of the comments and questions that stood out for you from other Listening Tour sessions to date?**

A number of the comments and questions focused on KPU as a polytechnic – our students should be job ready. For instance, we were asked a question about preparing students for employment, as well as providing more Co-op and WIL opportunities. Our Career Service team offers webinars on job search and interviewing skills, has a resume review service and has a mock interview tool to practice interviewing. In addition, EDUC 4100 is a course for students to consider their future after they leave KPU. There were other questions focused on bureaucratic burden, for example Privacy Impact Assessments and whether the process can be shortened

**There are some universities that can offer 100% online degree/diploma courses. Can KPU do this?**

Yes. We already have a graduate certificate that is fully online. However, if we make a change in program modality, we need to seek approval from Degree Quality Assessment Board (DQAB).

**What about recruitment trends, do students want online or in-person instruction?**

Students vary in their preference for online or in-person course delivery. Most want at least some of both, but the interest in online is higher for domestic students. Recognizing that not all courses and disciplines are suited to be offered online, KPU could move towards offering more online, where appropriate.

**Will programs more suitable to international students be held on the Surrey campus? Such as healthcare?**

About two-thirds of all international students are enrolled in courses on the Surrey campus. Few international students are in our health programs, with the exception of the TCM program on the Richmond campus.

## Financial

**What are some additional revenue generating ideas being considered?**

There has been a review of CPS options for revenue generating opportunities. In addition, the university is using deferred revenues to help develop other opportunities, such as transnational education and partnerships.

**Can you provide clarification on manager signing authority implementation and possible revision?**

One-over-one signing authority is to remain in place and be enforced in the departments. The signing and spending policy (GV4) has been simplified and the revised policy is now in effect.

**Can you provide clarification on mileage claims being made from home campus and not from the location traveled from?**

The current mileage guidance is dictated by CRA taxation requirements. If you claim mileage from home to your place of work, CRA deems it to be a taxable benefit.

**What are the parameters for the one-time funding/deferred funding?**

The funds can only be used for one-time initiatives and cannot be used to fund ongoing salaries. The general categories are EDI support, health and safety, planning, technology projects and services, students, and Indigeneity. This can be discussed with your VP.

**Are there any opportunities to streamline PIA (Privacy Impact Assessment) process?**

Risk adversity in certain areas could be reviewed to streamline processes. Leadership is looking closely at support functions and increasing efficiencies – especially with procurement processes. Efforts are being made to look at risk evaluation and adjust the framework for risk appetite. There are discussions taking place to look at more of a sector-wide approach.

**Have you had discussions, and are you aware of how KPU compares with other institutions financially?**

It is our understanding that twenty of the twenty-five post-secondary institutions are forecasting at least one annual deficit between now and fiscal 2028/29. KPU is one of the five not projecting a deficit. A decrease of \$88 million in international tuition revenues over the past three years is a massive drop and we have to reduce all our budgets significantly to reach a financially sustainable position. KPU is in a better position financially than some other institutions due to being able to save in the past. We have some money that can be used for one-time initiatives. This is a huge benefit to us that some other institutions don't have.

**Is it true that international student revenue projections to 2029 are increasing?**

No. We are expecting to see decreasing international student revenues to 2029/30 as current international students complete their studies and are not replaced by new international students (that is, the number who graduate is much higher than the number of new students). We do not have any projections beyond that given the high degree of uncertainty the further out we look. Given Canada's reputation has been damaged, if the Federal government were to increase the number of international study permits any increases in international student revenues will take to materialize.

**What is the situation financially?**

The \$88m decrease in international student fees from 2023/24 to 2026/27 will put serious financial pressure on the entire university. However, we have a plan to get through this financial challenge and while it will not be easy, we are also looking for opportunities to improve KPU for the long term.

## Human Resources

### **What are some strategies for employee retention and addressing changes to FTE / job workload that may be affected due to layoffs/changes to organizational structure?**

Organizational structure changes are being looked at by leadership and an overall position review is currently underway.

### **Why does the budget presentation suggest that benefits are being reduced?**

When we have staff reductions and the salary line reduces, the benefits line reduces along with it. We are not reducing the value of employee benefit packages. There are just fewer employees so less money is needed to fund their benefits.

### **Associate Deans sometimes struggle with being informed about faculty schedules for vacation and PD/Accountable time and having an understanding of when people are on vacation. There is no defined way to track faculty vacation time.**

The Wilson School of Design is currently piloting a way to track faculty vacation and PD. If successful, we plan to implement across Faculties.

### **BCGEU had a 3% increase in salary. What about excluded admin staff?**

The 3% increase applies to increases negotiated with BCGEU and BC Public Service, not with KPU. KPU is in the early stages of collective bargaining negotiations with the BCGEU. We're optimistic that the government will increase our operating grant to support salary growth in faculty and BCGEU positions but, at this point in time, there is no indication they will support any increases in administrative staff salaries.

### **Will there be layoffs of some faculty, and is it tied to enrolment?**

Given the seriousness of the revenue declines, we anticipate that layoffs across all employee groups are likely. However, we will be consulting with the Unions and following the process outlined in the respective collective agreements before we make any such changes. We will continue to run selected programs even with low enrolments because they are iconic to our identity. Some post baccalaureate diploma programs will be discontinued, where international students made up almost all the students in these programs.

### **Understandably, layoffs occur, however, can I suggest that KPU extend a message of a possible rehire in the future. It's not a promise but it will make the employee feel better.**

For both Faculty and BCGEU members who are impacted by layoffs, there are options for recall in their collective agreements.

**Can we expect to see further early retirement offers coming in the future?**

Yes, we anticipate targeted retirement incentives to mitigate against future layoffs.

## Administration

**Is there an ongoing review of campus space utilization?**

Yes, we are looking at intensifying the use of classrooms and campus space so we can take some of it offline. That will reduce cleaning, maintenance and utilities costs.

**Have we considered closing a campus?**

Yes. Our current plan is to close all but the 9<sup>th</sup> floor of the Civic Plaza as of the end August, 2026.

**Are there plans to integrate AI at higher levels?**

The IT department has implemented a chatbot to provide a higher level of service to students and employees, particularly outside of regular hours. We are currently exploring other uses of AI.

**Why is the university building residences and spending money on student housing at this time? Why are these major projects going forward when the focus may need to be on saving money?**

The student housing project is a significant opportunity to bring in students from various areas across the province and nationally; it will fundamentally change the campus. As this is a capital investment, the provincial government has provided most of the funding and KPU's contribution is from the sale of the land for the hospital, which cannot be used for operational budgets.

**Will student housing become an income source?**

Eventually, but typically student housing doesn't generate a lot of income. It is a long-term, 50+ year investment. But it can help revenue indirectly by increasing student enrolment.

**Is there any consideration for designated campus space for one-off programs? Also, are there any provisions for dedicated housing for trades/tech students for such one-off programs and special events? What are provisions/options to benefit students with the childcare facility?**

Yes, we would consider space for one-off programs. The day care will support both students and employees. The student housing is intended to address longer-term needs of students. It would be difficult to have dedicated housing for one-off programs and special events while still being able to address the long-term needs of students.

**Is there an interest in exploring opportunities to share resources amongst universities/institutions (e.g., bulk purchasing, materials)?**

There are initiatives underway; a new Ministry group is being put together to explore such programs. The university uses BCNET procurement services which is a consortium of all 25 BC institutions. In 2025, KPU purchased over \$11m in goods and services through the BCNet consortium.

**Why do we still have a contract with Eway/Staples, when some items cost a lot less to purchase on Amazon, for example?**

We will be looking at this and all of our vendor contracts to ensure that we are getting the best deals.

**What can we do to support wellness of employees?**

We support people to attend wellness workshops. And attending the holiday socials is one opportunity to do this. We still need to get together – it's important as an organization. HR provides access to a number of [mental health and wellness supports](#).

**Have you considered using some of the strategies used during Covid to alleviate financial pressure?**

Covid wasn't the same sort of impact. There are very few levers in a university, close to 70% of our costs are salary. There is a limited number of things that we can do, and there is no magic bullet. We are looking at all our expenses and at where we can generate revenue as well – it does take time to generate revenue.

**In the past recruitment qualified some US students to get a loan to come here. Do our recruitment teams still do that? (But if US students can't get a loan in Canada, it is a barrier)**

KPU students that are US citizens are not eligible for US federal student loans. US students may be eligible for other loans, including private loans.

**Will this affect the Library collections budget?**

We haven't considered reducing the library collections budget. The library is a key resource, and we need to keep up to date with our collections.

## Inefficiencies

**Why are we still producing cheques for students? Can we have method of electronic payment?**

We are not working on this currently; it is a complex project to set up.

**Sometimes funds intended to be paid in one fiscal year get pushed to the next fiscal year which is concern, as a department could start off the year with a substantial deficit. Sometimes this is caused by poor communication. Establishing clear paths of communication might help avoid delays with paperwork and form signing. Can we use DocuSign?**

There may be efficiencies that we can look at. Finance has been working to bring the divisional business managers together regularly to improve communication, however KPU doesn't use DocuSign as it is a US based company.

**Can we reduce the time wasted on completing forms?**

We are working on this. For example, we are looking at how we can simplify the procurement process.

## External and alumni relations

**Are donations from external vendors being explored, especially for Trades?**

Yes, this is being explored to increase connections with donors and support fundraising. This also helps with connecting students and community.

**What is being done with alumni outreach and engagement for previous students? Do many students return to upgrade their credentials?**

KPU Alumni and External Relations are working hard with community events and opportunities for KPU alumni to be involved and support future growth of the university.

**Are we extending efforts to fundraise with the alumni?**

Yes, with the recent change in the KPU Foundation management we are expecting an increased focus on all fundraising opportunities including alumni fundraising.

## General feedback/ideas/comments

**Some universities provide their students with support in how to be job-ready, such as how to start up business conversations. Would it be of value to KPU students to bring in outside groups, for example Toastmaster groups, who would pay for space rentals at the university to host the events and allow more accessibility for students to develop much needed skills such as public speaking?**

Co-op offers workshops for all students to support them as they transition to a post-credential job. There are already Toastmasters groups at KPU and many of the meetings are online. We already rent our space to external groups.

**Is there any opportunity to expand student engagement and opportunity through CPS? Wondering if there could be opportunities to allow 3rd and 4th year students to develop short CPS offerings in their areas of expertise (e.g., Design basics, how to do basic car repairs, etc.). These could be offered at campuses during lunch hours and supervised by faculty members as a way to engage staff in what our students are doing, give students an opportunity to share what they are learning and develop soft-skills, and provide a financial incentive to our learners.**

This is an interesting idea. We'll talk with our Deans and CPS team about this possibility.

**Trades would like to explore opportunities to make/sell prefabricated products to certain vendors and/or contractors. Examples include: lumber prefab options – shed building, shipping, reassembling; steel workings.**

This is another interesting idea. We do have to be careful competing with the private sector using government funded buildings and government grants.

**Consider exploring options for transportation improvements for students and employees with the hospital development near Tech.**

We will continue to push Translink to increase transportation options to the Tech campus given the expected increase in demand for transit services as a result of the hospital.

**Consider sending out a communication to faculty and staff that exams should be shredded after a year.**

Good idea.

**This opportunity to talk about processes and what is/isn't working is great – let's have it yearly.**

Yes, there are some great ideas coming forward across the campuses.

**Complaint process with students. How do we communicate with our students in a way that is encouraging? How do we say thank you, we'll be happy to get you to the right place, are we being supportive in connecting them to the right place? How can we improve that?**

Our service culture is even more important at this time of dwindling enrolments. We need to foster an asset-based approach to communicating with our students, focusing on their strength. Some of our student-facing forms are unfriendly and we are working to change that.

**Can we expect some funding through donation or sponsorship, such as the donation we received in the past from Coast Capital Savings Credit Union?**

Yes, we are increasing our focus on fundraising across the university.

**We have to go through a lot of hoops, privacy, and legal language in order to make software purchases, and cannot start the process of acquiring new software without a purchase order. Colleagues in other universities have the software. Why is the process so onerous? We also need registration software for a conference that KPU is hosting.**

We are continually looking at investing in software that we need. We also have to balance software needs with cybersecurity and privacy risks that arise when software is not properly vetted.

**Concur is very limited as a method of booking travel. Are KPU employees mandated to use Concur?**

KPU employees are not mandated to use Concur.

**It will be good for our students to have housing as so many have nowhere to live. We need more job fairs and opportunities for our students. A construction company in BC is having to hire electricians from Mexico to finish a project. We haven't received any money from the province for our trades programming. We have the demand, and we have the students.**

Good news, the provincial government has committed to increasing funding for the Trades.

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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number:** 10.3

**Meeting Date:** *Wednesday, March 25, 2026*

**Presenter(s):** *Diane Purvey, Acting President, Provost and VP Academic*

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**AGENDA TITLE:** ENROLMENT IMPROVEMENT INITIATIVES AT KPU

**ACTION REQUESTED:** Information

**RECOMMENDED RESOLUTION**

**N/A**

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### COMMITTEE REPORT

For Secretariat Use Only

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#### Context and Background

Since 2023 there have been multiple changes made by Immigration, Refugees and Citizenship Canada (IRCC) which have affected international student enrolment at post-secondary institutions across Canada. Like other institutions across Canada, Kwantlen Polytechnic University (KPU or the University) has experienced declining international student enrolment and revenues, which has had a significant effect on KPU's budget planning.

In response, KPU has focused on initiatives to improve student recruitment and retention in order to increase enrolments. Management has prepared a report on these initiatives, focusing on its recruitment efforts and retention initiatives for both domestic and international students. KPU has expanded its efforts to improve enrolments and has worked to widen the student pool through new recruitment initiatives to engage and guide students for success at KPU. This includes new partnerships, tools to assist with study permits, increased marketing efforts and student housing.

To provide comprehensive information for the KPU community, including the Board of Governors, the Office of the President established an 'Enrolment and Finances' information hub, where this report has been posted, together with other information. This provides a focus point for senior executive, governance offices, the Office of Planning and Accountability, and Financial Services to bring together key information and resources on student enrolment and budget impacts.

## **Key Messages**

1. KPU management has prepared a report on enrolment improvement initiatives that is available for review as part of the collective information on KPU enrolment and financial impacts and planning.
2. The report provides details about recruitment and retention efforts to increase both domestic and international student enrolment. KPU has expanded and strengthened certain tools, resources and pathways for students to be engaged and successful in their studies at KPU.

## **Consultations**

1. Office of Planning and Accountability
2. Vice President, Students

## **Attachments**

1. Enrolment Improvement Initiatives at KPU report
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## **Submitted by**

Diane Purvey, Acting President, Provost and Vice President, Academic

## **Date submitted**

March 19, 2026

## Enrolment Improvement Initiatives at KPU

Although the policies of Immigration, Refugees and Citizenship Canada (IRCC) with respect to international students are forcing a decline in international enrolments, KPU is expanding its efforts to improve enrolments and fill more seats.

To counter the decline in student enrolment and the consequent reduction in revenue, our strategy involves widening the student pool through new recruitment initiatives and deepening it through enhancing retention efforts to help students stay engaged in their studies.

**Recruitment:** In addition to our regular recruitment activities, recruitment initiatives currently underway at KPU, aimed at increasing both domestic and international enrolments include:

**BorderPass:** BorderPass is an online tool that new international students can use, free of charge, to prepare and submit their study permit application to IRCC. The process is complex, and the tool is designed to provide support, advice and feedback throughout the process. In addition, if students have their application denied, BorderPass has immigration lawyers that can help them appeal the decision. If effective, a higher proportion of admitted international students will receive study permits, thereby increasing the number of new international students.

**US Recruitment:** We have partnered with a data-driven recruitment and marketing company to expand outreach to prospective students in the United States, a market where study permit approvals are generally less complex and where students are more readily able to demonstrate financial capacity and intent to return home—two common reasons for IRCC study permit refusals. To date we have had direct outreach with more than 25,000 U.S. high school students.

**Faculty Recruitment Resources:** The Future Students' Office (FSO) has developed a suite of faculty-focused recruitment resources in SharePoint ([Faculty Recruitment Resources](#)) to support faculty members in advancing recruitment efforts. These resources offer practical guidance on using faculty expertise, program-level storytelling, and student outcomes to engage prospective students. By reducing barriers to participation and aligning program-level contributions with institutional campaigns, these resources strengthen collaboration between Faculties and FSO and enhance the effectiveness of KPU's recruitment efforts.

**Enhanced Dual Credit:** KPU continues to expand and strengthen its dual credit portfolio as a strategic recruitment and early-engagement pathway for domestic students. Recent initiatives include expanded partnerships with local school districts, increased offerings in high-demand areas such as health and applied programs, and targeted dual credit orientations that introduce post-secondary expectations while building early connections to KPU. Supported by dedicated staffing in the Future Students' Office and closer collaboration with Faculties, these efforts improve coordination, student experience, and transition into full-time studies, strengthening KPU's presence in secondary schools and building a stronger enrolment pipeline.

**Transnational Education (TNE):** Our intention is to focus on a small number of partnerships and really nurture them. We are examining several opportunities that are 2+2 programs. One example is a new articulation pathway that was recently formalized with Dunis Africa, enabling students to complete their first two years of study in Business Administration or Political Science at DUNIS

and then transfer to KPU to finish a bachelor's degree. The pathway includes mapped transfer credit into KPU's BBA programs and the Bachelor of Arts, Major in Political Science.

**New Partnerships:** KPU is expanding access to programs through partnerships with other institutions. For example, a new articulation agreement with Alexander College creates a clear transfer pathway for international students already in Canada to complete the Bachelor of Psychiatric Nursing at KPU. Students who complete approved coursework at Alexander College can transition into KPU to finish their degree, strengthening upper-year enrolment, supporting student mobility and retention, and providing a more stable recruitment pipeline aligned with KPU's focus on high-demand health programs.

**Enhanced Conversion Activities.** We have increased the involvement of student ambassadors as part of our conversion calling campaigns, with outreach to applicants who have not yet accepted their offers for the upcoming term, as well as to students with incomplete application documents that need to be submitted to move their applications forward.

**Offer Boxes:** Along with an offer of admission to a limited intake program, offer boxes are now sent out by FSO in efforts to encourage prospective students to accept their admission offer and join KPU. Boxes include a Dean's welcome letter, next steps instructions, a t-shirt, program handouts, and program-specific swag.

**In the Know with FSO:** This new monthly newsletter, launched in January, communicates and highlights domestic recruitment activities underway in the Future Students' Office. The newsletter supports recruitment efforts by improving understanding across the institution, equipping faculty members and staff with timely information, key messages, and examples of effective practices that can be amplified through their own networks and interactions with prospective students

**BCCAT Transfer Widget:** A new quick-lookup tool on KPU's transfer credit webpage helps prospective and current students understand how courses from other institutions will transfer to KPU, supporting recruitment by reducing barriers and uncertainty for prospective transfer students considering KPU as a destination. The hosted search widget, which is fully integrated with BCCAT, enables KPU to create a transfer guide search directly from our KPU website.

**Student Housing:** Addressing students' housing needs is one way to both attract and retain students. Recent initiatives include expanded student housing partnerships through new agreements with GEC Living and Spaces Shared, which increase access to safe and affordable housing options for students, particularly those who may otherwise struggle to remain enrolled due to housing insecurity. In addition, construction of student housing on the Surrey campus will begin in 2027, including over 350 beds in a combination of single- and double-occupancy rooms and four-bedroom apartment-style units.

In addition to the above, we are working on improving our marketing efforts. The Marketing department now reports into the Provost's office which will better align our marketing efforts with the Faculties. We are working on being more strategic with our marketing, including developing a combined plan between Marketing and the Faculties, based on feedback from Deans, with increased support for social media content and enhancement to the website. We are also working with faculty on potential new programming in key growth areas, such as supply chain management, as well as working on increasing Continuing Professional Studies (CPS) offerings, which are revenue generating, and expanding the use of prior learning assessment for advance placement of new students.

**Retention** initiatives currently underway at KPU that are aimed at increasing student success and retention, thereby increasing both domestic and international enrolments, include:

**Stay the Course:** This initiative is intended to increase domestic student retention by providing additional supports to new domestic students. Currently, about two-thirds of domestic students in open-intake programs leave without graduating, the majority after their first year. This initiative provides targeted advising and peer mentor support to new domestic students in open-intake programs, as well as other supports intended to help them be successful in their first year. If effective, this will increase the proportion of new domestic students that continue at KPU.

**International Student Degree pursuers:** KPU's two-year diplomas used to be very attractive to international students because, following graduation, they could get a three-year work permit through IRCC's Post-Graduation Work Permit (PGWP) program. Now only a limited number of KPU's non-degree programs are eligible for the PGWP, but all degree programs remain eligible. The international recruitment team has been putting more emphasis on promoting our degree programs and we are seeing an increase in the proportion of international students pursuing degrees. Although this isn't increasing the number of international students, it means those pursuing degrees will be here longer, contributing to an increase in enrolments by helping to fill third- and fourth-year courses, which tend to have much lower fill rates.

**Student Referral Program:** Formerly known as Early Alert, the revamped Student Referral Program provides a more proactive, coordinated, and holistic approach to student support. Embedded within KPU's myKPU service portal, the program enables faculty to easily refer students experiencing academic, personal, or behavioural challenges. These referrals trigger timely outreach from relevant service areas, connecting students to a wide range of supports—including advising, accessibility services, counselling, Indigenous student services, library supports, career services, and financial assistance—strengthening early intervention, student success, and retention.

**Peer Mentors:** We continue to grow our peer mentor programming for both domestic and international students. Peer-to-peer supports have had great success and also contribute to student retention by strengthening students' early sense of belonging, improving the transition to KPU, and providing them with support early in their education journey at KPU.

We are also looking at other ways to improve student retention, such as addressing high DFW (Grade D, Grade F, and withdrawal) rates, which can be a barrier to student progression and retention.

## VC Report from the Senate Meeting of January 26, 2026 to the Board of Governors

The first Senate meeting of 2026 was held on Teams with nearly full attendance and many observers.

Senate approved the Registrar recommended list of graduates and also several curriculum and course prerequisite changes. The removal of prerequisite requirements are actions taken after Faculties reviewed their utility and rationale and found they created unnecessary barriers for students. Senate also approved admission requirements revisions to 14 Trades & Technology programs which will result in four seats per intake being reserved for self-declared Indigenous students.

Another change approved was to the Post-Baccalaureate Diploma in Human Resources Management which underwent significant work to adapt to a program that was taken by international students.

Senate received the 2025–2027 Library Strategic Plan and approved the suspension of the Citation in Cloud Architecture and Security program, effective January 1, 2026.

With Respect,  
Catherine Schwichtenberg  
Vice Chair, Senate

## Report to the Board from the Senate Meeting of March 2, 2026

The Senate meeting was brief, with a streamlined agenda. The Vice Chair expressed sincere appreciation to the Acting President for her leadership and calm guidance during the President's leave, recognized the many teams across KPU whose ongoing work ensures continuity and stability during this time and also expressed appreciation for the presence of Dianne Doyle from Board of Governors who attended the meeting.

From there the meeting proceeded through the agenda items which were all unanimously approved by Senate. These included: a Search Advisory Committee for the Melville School of Business, two Graduate Studies General Regulations for Master's students (Leave of Absence and Admission Requirements), a set of course outline changes, revisions, and discontinuances, and finally the suspension of the Post-Baccalaureate Diploma in Technical Management and Services (TMAS) program. The suspension will support transitioning students and allow the program to 'pivot' the program from a primarily (and contracting) international student body that is shrinking to a growing number of interested domestic students.

The one motion coming to the Board of Governors is the discontinuation of the Bachelor of Music in Musical Arts, Major in General Studies program (BMMA) and its associated courses, effective September 1, 2026. This discontinuation was well supported at the Faculty, Senate Committee, and Senate level and they look forward to a new diploma coming in the very near future.

Respectfully

Catherine Schwichtenberg

Vice Chair, Senate