KWANTLEN POLYTECHNIC UNIVERSITY
Senate

SENATE - REGULAR MEETING
Monday, November 30, 2026
4:00 p.m. – 7:00 p.m.
MS Teams

Attending:

Voting Members (32)

Allyson Rozell
Anjela Godber
Brett Favaro
Bryan Webber
Carlo Tala
Carley Hodgkinson
Catherine Schwichtenberg, Vice-Chair
Celia Brinkerhoff
Christina Neigel
David Burns
Diane Purvey, Chair
Harry Bains, Chancellor
Helen Bougeois
Jenna Smith
Jessica Bayntun
Laura Del Rio Torres
Laura McDonald
Leland Dieno
Lesli Sangha
Melissa Cuthill
Michael Cober
Mike Larsen
Mike Mann
Navnoor Singh
Rajbir Gahir
Richard Popoff
Richi Taneja
Rob McTavish
Shelley Boyd
Tara Lyons
Winston Sayson
Zena Mitchell

Non-Voting Members

Amy Jeon
Anson Fong
Nadia Henwood

Presenters and Administrative Resources

Michelle Molnar
Nancy Train
Ruby Gupta

Regrets:

Agenda

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

AGENDA ITEM	PRESENTER	ACTION	TIME	PAGE
1. Call to Order and Opening Remarks	D. Purvey		4:00	
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 Kwantlen First Nation, which gifted its name to this university and the Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt, and Kwikwetlem.				
2. Adoption of Agenda	D. Purvey	M	4:05	1
MOTION: THAT the agenda be adopted as circulated.				
3. Consent Agenda	D. Purvey	M	4:07	4
3.1. Minutes of the October 26, 2026 Regular Senate Meeting				
3.2. Course Revision: BIOL 4320				
MOTION: THAT Senate approve the following items on the Consent Agenda: 3.1 Minutes of the October 26, 2026 Regular Senate Meeting 3.2 Course Revision: BIOL 4320				
4. Reports of Officers				

4.1.	President and Vice-Chancellor Report to Senate	D. Purvey	I	4:10	11
4.2.	Provost and Vice-President, Academic Report to Senate	D. Burns	I	4:15	15
4.3.	Secretary of Senate, Associate Vice-President, Enrolment Services & Registrar	N. Henwood	I	4:20	
4.3.1	Fall 2026 Byelection Report				20
4.3.2	Notice of Spring Election 2027				21

5. Senate Executive Committee

5.1. SEC Chair's Report

6. Senate Governance and Nominating Committee

6.1.	SGNC Chair's Report	C. Schwichtenberg	I	4:25	24
6.2.	November Committee Nominations	C. Schwichtenberg	M	4:30	25

THAT Senate approve the following nominations:

Senate Standing Committee on Academic Planning & Priorities

- **Anjela Godber, Faculty Senator, Faculty of Academic and Career Preparation, Voting, December 1, 2026 – August 31, 2029**

Senate Standing Committee on Curriculum

- **Mayyadah Al-Ani, Faculty Representative, Wilson School of Design, Voting, December 1, 2026 – August 31, 2029**

Senate Standing Committee on Library

- **Pamela Ip, Faculty Representative, Melville School of Business, Voting, December 1, 2026 – August 31, 2029**

Senate Standing Committee on Program Review

- **Ulrich Paschen, Faculty Representative, Melville School of Business, Voting, December 1, 2026 – August 31, 2029**
- **Ben Kwan, Faculty Representative, Melville School of Business, Voting, December 1, 2026 – August 31, 2029**

Senate Standing Committee on Research

- **Jackie Au, Designate, Director, Office of Research, Non-Voting, December 1, 2026 – August 31, 2029**

Senate Standing Committee on Teaching and Learning

- **Anjela Godber, Faculty Senator, Faculty of Academic and Career Preparation, Voting, December 1, 2026 – August 31, 2029**
- **Wiktor Tutlewski, Faculty Representative, Melville School of Business, Voting, December 1, 2026 – August 31, 2029**

6.3.	Search Advisory Committee for the Associate Vice President, Research & Innovation	C. Schwichtenberg	M	4:35	26

MOTION: THAT Senate appoint the following members to the Search Advisory Committee for the Associate Vice President, Research and Innovation: **Regular faculty members (up to three):** **1. Daniel Bernstein** **2. Fabricio Telo** **3. Lisa Monchalin**					
6.4. Faculty Bylaw Revision: Faculty of Arts	C. Schwichtenberg	M	4:40	29
MOTION: THAT Senate approve the revisions to the Faculty of Arts bylaws.				
7. Joint Senate Standing Committee on Academic Planning and Priorities and University Budget				
7.1. SSCAPP/UB Chair's Report	C. Schwichtenberg	I	4:45	61
7.2. Program Proposal: Diploma in Contemporary Music and Applied Technology	C. Schwichtenberg	M	4:50	62
MOTION: THAT Senate advise the Board of Governors to approve the proposed Diploma in Contemporary Music and Applied Technology program and associated new and revised courses, effective September 1, 2027.				
7.3. FY27 Management Financial Reporting Update	Carole Laplante	D	5:05	90
7.4. 2027/28 Fiscal Draft Budget	Carole Laplante	M	5:20	96
MOTION: THAT Senate endorse and advise the President that the draft Fiscal 2027–28 Budget aligns with the Budget Principles and Priorities, as presented.				
7.5. Draft Strategic Plan	D. Purvey & L. McElroy	D	5:50	107
8. Senate Standing Committee on Curriculum				
8.1. SSCC Chair's Report	C. Schwichtenberg	I	6:10	113
8.2. Bachelor of Psychiatric Nursing Changes – Deferral of Implementation	C. Schwichtenberg	M	6:15	114
MOTION: THAT Senate approve a delay to the program changes to the Bachelor of Psychiatric Nursing program, approved at the November 24, 2025 Senate meeting, to September 1, 2028.				
9. Senate Standing Committee on Policy				
9.1. SSCP Chair's Report	C. Schwichtenberg	I	6:25	116
10. Senate Standing Committee on Program Review				
10.1. SSCPR Chair's Report	C. Schwichtenberg	I	6:30	117
11. Senate Standing Committee on Research				
11.1. SSCR Chair's Report	Melissa Cuthill	I	6:35	118
12. Senate Standing Committee on Tributes				
12.1. SSCT Chair's Report	C. Schwichtenberg	I	6:40	119
13. Any Other Business				
14. Adjournment and Next Meeting	D. Purvey			

Next meeting of Senate is scheduled for February 1, 2027.

KWANTLEN POLYTECHNIC UNIVERSITY

SENATE
Agenda Number: *3*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Diane Purvey*

AGENDA TITLE: CONSENT AGENDA

ACTION REQUESTED: Motion

THAT Senate approve the following items on the Consent Agenda:

3.1. Minutes of the October 23, 2026 Regular Senate Meeting

3.2. Revisions to BIOL 4320: Human Genetics

Attachments

1. Minutes of the October 23, 2026 Regular Senate Meeting
2. BIOL 4320: Human Genetics Course Outline

Prepared by	**Date submitted**
Michelle Molnar	November 12, 2026

KWANTLEN POLYTECHNIC UNIVERSITY
Senate

SENATE - REGULAR MEETING
Meeting Minutes
Monday, October 26, 2026
4:00 p.m. – 7:00 p.m.
MS Teams

Voting Members (28)		
Brett Favaro	Jenna Smith	Richard Popoff
Bryan Webber	Jessica Bayntun	Rob McTavish
Carlo Tala	Laura Del Rio Torres	Shelley Boyd
Carley Hodgkinson	Laura McDonald	Tara Lyons
Catherine Schwichtenberg, Vice-Chair	Leland Dieno	Winston Sayson
Celia Brinkerhoff	Melissa Cuthill	Zena Mitchell
David Burns	Michael Cober	
Diane Purvey, **Chair**	Mike Larsen	
Non-Voting Members	**Guests**	**Administrative Resources**
Amy Jeon	Sean Conway	Michelle Molnar
Anson Fong	Anjela Godber	Nancy Train
Nadia Henwood	Helen Bourgeois	Ruby Gupta
Regrets:		
Allyson Rozell	Navnoor Singh	
Christina Neigel	Rajbir Gahir	
Mike Mann	Richi Taneja	

1. Call to Order and Opening Remarks

The chair called the meeting to order at 4:01 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 Kwantlen First Nation, which gifted its name to this university and the Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt, and Kwikwetlem.

2. Adoption of Agenda

MOTION #S19-26/27

MOVED, SECONDED and CARRIED that Senate adopt the agenda as circulated.

3. Consent Agenda

3.1. Approval of Minutes

3.2. Course Revision: MRKT 1299

MOTION #S20-26/27

MOVED, SECONDED and CARRIED that minutes of September 28, 2026, and Course Revision for MRKT 1299 be approved as circulated.

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4. Reports of Officers

4.1. President and Vice-Chancellor Report to Senate

Diane Purvey, President and Vice-Chancellor, pro tem, referred to the report as attached. She briefed Senate on the implications of the provincial election, including new government relationships, anticipated changes in ministerial appointments, possible changes to Board of Governors appointments, and the pending Avison report. Discussion addressed provincial priorities affecting the post-secondary sector, including trades training, apprenticeships, work-integrated learning, research partnerships with industry, and government financial review processes. Existing and potential relationships with MLAs, civic leaders, and other elected officials were also discussed.

4.2. Provost and Vice-President, Academic Report to Senate

David Burns, Provost and Vice-president Academic, pro tem noted that his report was included in the agenda package.

4.3. Secretary of Senate

4.3.1 October 2026 Graduate Report

MOTION #S21-26/27

MOVED, SECONDED and CARRIED that Senate approve the conferral of credentials on the students listed in the Graduation Report – October 2026.

4.3.2 Declaration of Senate Vacancy

Nadia Henwood, University Registrar and Associate Vice-president, Enrolment and Student Service, and Secretary of Senate, referred to the report as attached regarding the declaration of a Senate vacancy. She noted that the vacancy had been identified in time to be included in the by-election currently underway. The item was presented as a formal notice to Senate that the vacancy existed and had been incorporated into the election process.

5. Senate Executive Committee

5.1. SEC Chair's Report

David Burns, Provost and Vice-president Academic, pro tem chaired the October 16 meeting. There were no questions or discussion.

6. Senate Governance and Nominating Committee

6.1. SGNC Chair's Report

Catherine Schwichtenberg, Vice Chair of Senate, presented her report and highlighted that the committee reviewed the Senate Committee Bylaws and revision work will continue.

6.2. October Committee Nominations

MOTION #S22-26/27

MOVED, SECONDED and CARRIED THAT Senate approve the following nominations:

Senate Standing Committee on Research

• John Yang, Faculty Representative, Faculty of Health, Voting, October 27, 2026 – August 31, 2029

Senate Standing Committee on Curriculum

• Navnoor Singh, Student Senator, Voting, October 27, 2026 – August 31, 2027

Senate Standing Committee on Program Review

• Navnoor Singh, Student Senator, Voting, October 27, 2026 – August 31, 2027

Senate Standing Committee on the Library

• Rajbir Gahir, Student Senator, Voting, October 27, 2026 – August 31, 2027

Senate Standing Committee on University Budget

• Rajbir Gahir, Student Senator, Voting, October 27, 2026 – August 31, 2027

Senate Executive Committee

• Rishi Taneja, Student Senator, Voting, October 27, 2026 – August 31, 2027

Senate Standing Committee on Teaching and Learning

• Rishi Taneja, Student Senator, Voting, October 27, 2026 – August 31, 2027

7. Joint Standing Committee on Academic Planning and Priorities and University Budget

7.1. SSCAPP/UB Chair's Report

Catherine Schwichtenberg reported that the Joint Senate Standing Committee on Academic Planning and Priorities and University Budget received an update on the development of KPU's first Strategic Enrolment Management Plan and looked forward to receiving further updates as the work progressed. The committee also received a financial update and engaged in an open discussion.

7.2. Preliminary Proposal for the Discontinuation of the Faculty of Academic and Career Preparation

Amy Jeon, Associate Vice President, Academic, pro tem, presented the Preliminary Proposal for the Discontinuation of the Faculty of Academic and Career Preparation under Policy GV9.

Clarification was provided in that the motion determined whether the proposal warranted further consideration, not to approve the discontinuance itself.

The proposal outlined the potential realignment of the academic departments and the proposed transfer of the Learning Centre. Questions were raised regarding the proposed organizational structure, budget implications, and the role of the Learning Centre. Guests addressed Senate and expressed concerns regarding the proposed discontinuation, including its potential impact on access programming and the findings of a prior GV9 task force.

MOTION #S23-26/27

MOVED, SECONDED and CARRIED that Senate agrees that the Preliminary Proposal for the Discontinuance of the Faculty of Academic & Career Preparation warrants further consideration.

8. Senate Standing Committee on Curriculum

8.1. SSCC Chair's Report

Catherine Schwichtenberg presented her report.

8.2. Program Revision: Certificate in Foundations in Entertainment Arts

Catherine Schwichtenberg presented the proposed revisions to the three Entertainment Arts programs, including the Certificate in Foundations in Entertainment Arts, Diploma in 3D Animation and 3D Modelling, and the Diploma in Game Development and related courses. The proposed changes address concerns regarding program lengths and structure, and align the programs with KPU policies and practices, broaden student learning beyond technical skills, and support critical thinking, communication, and understanding. It was noted that the revised credentials would reduce the number of credits required and improve alignment with comparable programs. Recognition was given to the significant work undertaken by faculty and administrators to review and revise the curriculum. The revisions were intended to improve program sustainability and competitiveness while maintaining program quality.

MOTION #S24-26/27

MOVED, SECONDED and CARRIED THAT Senate approve the changes to the Certificate in Foundations in Entertainment Arts program and associated courses, effective September 1, 2027.

8.3. Program Revision: Diploma in 3D Animation and 3D Modelling

MOTION #S25-26/27

MOVED, SECONDED and CARRIED THAT Senate approve the revisions to the Diploma in 3D Animation and 3D Modelling program and associated courses, effective September 1, 2027.

8.4. Program Revision: Diploma in Game Development

MOTION #S26-26/27

MOVED, SECONDED and CARRIED THAT Senate approve the revisions to the Diploma in Game Development and associated courses, effective September 1, 2027.

9. Senate Standing Committee on Policy

9.1. SSCP Chair's Report

Catherine Schwichtenberg reported that the committee reviewed the FM10 Cash Acceptance, Handling, and Anti-Money Laundering Policy as well as AC6 Recognition of Prior Learning and will continue to provide feedback as the policy development process progresses. It was noted that two new committee members had joined the committee and were actively contributing to its work.

10. Senate Standing Committee on Program Review

10.1. SSCPR Chair's Report

On behalf of the Committee Chair Fergal Callaghan, the Vice Chair of Senate reported on the approval of Quality Assurance Process for the Horticulture Technology Diploma and self-study reports for the Sociology BA Major, Sociology BA Minor, Associate of Arts, Psychology BA Major, and Applied Psychology Major in Human Behaviour. The committee reported that 40 programs were at various stages of the program review process, including 16 in the self-study phase. The ongoing efforts to increase participation in the committee's work and encourage senators to share committee service opportunities with individuals seeking service opportunities was noted.

11. Senate Standing Committee on Tributes

11.1. SSCT Chair's Report

Catherine Schwichtenberg reported that the committee had reviewed its forms and processes to make them easier to use for applicants, nominators, and committee members. An additional meeting had been scheduled to continue work on the tribute criteria, and further updates would be provided as that work progressed.

12. Any Other Business

12.1. Vice Chair of Senate Progression Planning

Catherine Schwichtenberg advised Senate that she would not be seeking another term as Vice Chair of Senate following four years in the role. She brought the matter forward in advance to provide Senators with an opportunity to consider the position and potential future candidates. She provided a brief description of the role which includes liaising across Senate committees and Faculties, interaction with the President and Provost, orientation of new senators, troubleshooting, and acting in place of the President when required. She noted that the position provides significant opportunities to learn about university governance and institutional operations.

Former Vice Chair Amy Jeon spoke in support of the role, noting the opportunity it provides to gain a broad understanding of the institution and work with colleagues across the university.

Support available to the Vice Chair through former position holders and the Senate Office was noted.

12.2. Senate Standing Committee on Teaching and Learning Chair’s Report

Mike Larsen, SSCTL Chair, reported on work completed regarding guidance on AI-assisted devices and encouraged Senators to share the resource with colleagues. David Burns advised that the university's

privacy policy is scheduled for review next year and that discussions had begun regarding alignment between policy language and guidance related to AI-assisted devices.

The committee also discussed its mandate, composition, annual work plan, academic integrity trends, and the Relearning Gender Moodle course availability to students.

13. Adjournment and Next Meeting

The meeting adjourned at 5:02. The next Senate meeting is scheduled for November 30. 2026.

SENATE
Agenda Item: *4.1*
Meeting Date: *November 30, 2026*
Presenter: Diane Purvey

President's Report to Senate
Dr. Diane Purvey
November 2026

1. President's Message

Over the past several months, I have spoken with Senate about the significant changes taking place across the post-secondary sector. As we approach the end of the year, this environment continues to evolve, bringing both challenges and opportunities for KPU.

The broader government landscape is also shifting. Federally, the recent budget signals a strong focus on security and defence, productivity, emerging technologies, and Canada's economic resilience. While there was relatively little new direct investment in post-secondary education, these priorities reinforce the role polytechnic institutions can play in workforce development, applied research, innovation, and industry partnerships. These are areas where KPU has considerable strengths and opportunities to contribute. This builds on the opportunities I shared with Senate last month following discussions at Polytechnics Canada.

Closer to home, we are entering a period of transition following the provincial election. While it is too early to know what the new government's priorities will mean for post-secondary education, financial sustainability across the sector will remain a critical factor. We will continue to monitor developments, engage with government, and ensure KPU's interests and perspectives are well represented.

Looking ahead, I remain optimistic about KPU's future. Our polytechnic model is particularly relevant as governments, industry, and communities increasingly focus on skills, workforce needs, innovation, and economic growth. Realizing this potential will require thoughtful choices, discipline in resource allocation, and an understanding about where we can have the greatest impact.

As we approach the winter break and end of another year, I want to acknowledge the many contributions across our university community during a period of considerable change. The year ahead will bring challenges, and not every decision will be easy. However, I believe KPU is well positioned to navigate what lies ahead if we remain focused on our purpose and work together.

Thank you to everyone across our community for the many ways you have supported KPU and our students throughout the year. I wish you a restful and enjoyable winter break.

2. Student Experience and Supports

2.1 Accessibility through Collaboration

Accessibility Services partnered with Faculty of Arts instructor Gordon Cobb's COHORT program to create tactile graphics for students with visual impairments, demonstrating how collaboration across KPU can enhance accessible learning. Learn more about COHORT.

2.2 EmpowerHer Personal Safety

Sport and Recreation partnered with Surrey Police Service, with support from KPU Legal, Privacy, and Risk, to offer *EmpowerHer*, a free, one-day personal safety workshop for students and employees at KPU Surrey. The inaugural session combined practical instruction and hands-on training for 14 participants, with strong interest from both participants and Surrey Police Service in continuing the initiative.

2.3 Expanding SpacesShared

Student Affairs re-engaged with *SpacesShared* following a summer host-recruitment campaign that generated dozens of prospective hosts and approximately two dozen new listings. SpacesShared is working with participating hosts to offer students rents below prevailing market rates, expanding affordable housing options for KPU students.

3. People, Culture, and Operational Initiatives

3.1 Growing Alumni-Owned Businesses

Community Engagement and Major Events (CEME) and Alumni Affairs partnered around the Movember Trades wellness initiative to increase participation by alumni-owned businesses in the new Perks app. In just six days, 12 new alumni-owned businesses joined, bringing the total to 41 since the app launched in August 2026. The initiative also provided additional visibility for an alumni-owned business through KPUAA sponsorship and KPU social media.

3.2 Strengthening Alumni Connections

An October campaign, supported by an iPad donated by TD, encouraged recent graduates to update their personal contact information before losing access to their KPU email accounts. The campaign generated 237 new Perks memberships and 273 alumni contact information updates, strengthening KPU's ability to maintain connections with recent graduates.

3.3 Building New Alumni Networks

Alumni Affairs received charters and expressions of interest to establish seven new alumni networks in:

- Accounting
- Brewing
- Design
- Indigenous alumni, in partnership with ISS
- Journalism
- Marketing
- Psychology

The networks will create new opportunities for alumni engagement while building stronger connections between alumni, students, academic programs and campus activities.

4. Partnerships and Events

4.1 Community Impact Career Showcase (October 6, 2026)

KPU's inaugural Community Impact Career Showcase (CICS) on October 6 connected more than 110 students with 26 community partners, including 16 non-profit organizations. The event generated more than 1,000 student-partner interactions and featured faculty and student presentations highlighting community-focused projects and opportunities for collaboration.

The showcase was complemented by a CICS Kickoff Series of career-readiness webinars and workshops that engaged more than 75 students in the weeks leading up to the event. Together, these activities created opportunities for students to build connections, learn more about meaningful career pathways, and see the many ways their education can contribute to the communities around them.

4.2 Alumni Spotlight: Thriving Through Winter (October 19, 2026)

As part of Thrive Week, KPU alum Reggie Mann led *Thriving Through Winter: Practical Tools for Mental Wellness*, sharing strategies to support emotional well-being and healthy routines through the winter months. The October 19 webinar engaged both students and alumni, illustrating the contribution alumni can make to current student wellbeing and success.

4.3 Interior Design Alumni Reunion (October 23, 2026)

KPU welcomed back members of the Interior Design Class of 1993, along with former faculty, friends, and family, for a reunion on October 23. Attendees toured the building and reconnected with former classmates, faculty, and KPU leaders, including retired Dean Andhra Goundrey and Wilson School of Design Dean Carley Hodgkinson.

4.4 The Inaugural Gender and Sexual Equity Symposium (October 29, 2026)

On October 29, the Office of Equity and Inclusive Communities hosted KPU's inaugural Gender and Sexual Equity Symposium. Students, faculty, staff, and community members came together for a half-day of learning and dialogue centred on gender and sexual equity and the celebration of Trans and Queer joy.

Keynote speaker Sonali (Alyy) Patel presented *Dual Exile: Being Queer & South Asian*, exploring the complexities of living at the intersection of South Asian and lesbian identities in Canada. The symposium also included *Experiencing Trans Joy at KPU*, a panel featuring KPU students Leng Bombase and Kai Barcellos Luna.





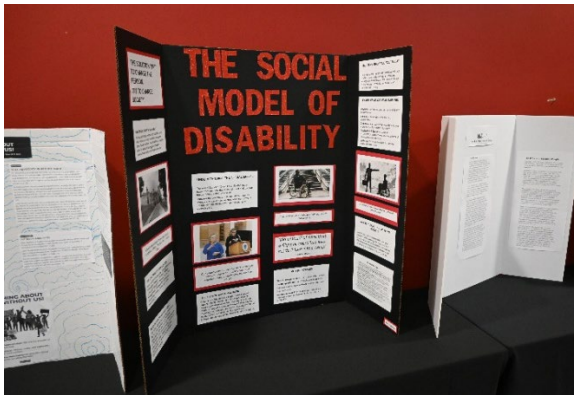
4.5 The Inaugural Anti-Ableism and Disability Justice Symposium (November 10, 2026)

The Office of Equity and Inclusive Communities hosted KPU's inaugural Anti-Ableism and Disability Justice Symposium on November 10, bringing together more than 130 students, faculty, staff, special guests, and community members for a full day of learning.

The keynote speaker was Dr. Laverne Jacobs, Professor of Law, University of Windsor, Research Chair in Disability Equality and Administrative Justice, and Canada's representative to the UNCRPD. Dr. Jacobs presented *From the CRPD to Beyond the Lecture Hall: Imagining Disability Justice in Post-Secondary Education in Canada,* where attendees learned about the various barriers that students living with disabilities face. The talk also highlighted some hopeful cases where institutions are making changes to make campuses more accessible.

The event also included a panel discussion with special guests: Dr. Rheanna Robinson, Dr. Michael Bach, Dr. Erika Cedillo, Michael McLellan, and Dr. Jacobs. During a break, attendees had the opportunity to engage with student presentations from the Sociology of Health and Disability class. The event ended with a performance by KPU's Social Justice theatre group.





4.6 KPU Bike-a-thon for Men's Mental Health (November 19, 2026)

On November 19, KPU hosted its fifth annual Bike-a-thon for Men's Mental Health at KPU Tech in support of Movember. The event brought together students, employees, and members of the community for a day of fundraising, education and activities focused on opening up conversations about men's mental health.

Through music, games, workshops, and opportunities to connect, the Bike-a-thon helps create space for conversations that are not always easy to have. Just as importantly, it helps reduce stigma, encourages people to look out for one another and reinforces the importance of seeking support when it is needed.



SENATE
Agenda Item: 4.2
Meeting Date: Monday, November 30, 2026
Presenter: David Burns

Report to Senate November 2026
Dr. David Burns
Provost and Vice President, Academic *pro tem*

Research and Innovation

From the Office of Research Services

Mitacs & Canada's College Sector BC Roundtable: On August 20, 2026, **Jackie Au** attended a Mitacs Roundtable with BC colleges and Polytechnics to discuss colleges' roles in technology adoption and commercialization, support for SMEs, and potential enhancements to Mitacs programming for the college sector.

External Research Funding

Funding Agency	Principal Investigator	Title	Duration	Total Approved Funding	Award Date
BC Center for Agri Innovation (BCCAI), SFU	**Deborah Henderson**	AI-Assisted Cranberry Monitoring and GPS-Guided Field Validation Using Drone Imagery	2026 Aug-Dec	$9,350	Agreement signed on August 13, 2026
BC Center for Agri Innovation (BCCAI), SFU	**Kent Mullinix**, **Wallapak Polasub** (ISFS)	Cloverdale Community Garden Training and Food Security Initiative	2026 Aug-Dec	$14,606	Agreement signed on August 20, 2026

Applied Genomics Centre

- **AGC Bootcamp**: The AGC hosted its 4th bootcamp for high school and KPU undergrad students. In this workshop students gain practical, hands-on lab experience in a short, intensive program covering some common molecular techniques.
- **Featured in Country Life in BC**: Country Life in BC published two articles referring to AGC work. One article highlighted the AGC's ongoing collaboration with Agriculture and AgriFood Canada on improving nematode detection in soil. The other described the establishment of an experimental research hop yard, a collaboration between the AGC and Molson-Coors in Chilliwack, BC.

Faculty of Trades & Technology

PICS Electrical Exploration Program

KPU has partnered with the Progressive Intercultural Community Services (PICS) Society to deliver on and off the job training that helps individuals to obtain skills supporting employment in the skilled trades. The Faculty of Trades and Technology has worked with PICS to introduce an Electrical Trades Exploration program. Topics covered in the program include:

- Construction Safety
- Math as it applies to Construction Trades
- Basic Electrical Theory; Magnetism
- Motor Control; Introduction to the Canadian Electrical Code
- Practical hands-on training
- Preparation for Working as a Construction Electrician

The goal of the program is to prepare participants for increased employability skills alongside an introduction to the trade. An all-female cohort completed the program on October 23, 2026, with the focus of introducing an under-represented population to the electrical trades.

Trades Information Session

On Thursday October 15, 2026, we hosted over 100 guests at the Fall 2026 Pop in a Shop - Trades Info Session Night. Guests visited our shops, met with our instructors, learned about our programs, as well as opportunities in industry. This was subsequently followed by a Trades information session in the boardroom. A special shoutout to our instructors for taking the time to connect with future students and orientating them to the trades.

Information Sessions

The Faculty of Trades and Technology has restarted the information session for the new academic year.

These information sessions support the recruitment of new trades students for our programs and rely on the support of our instructors and members of the Future Students Office. In October 2026 we held the following information sessions:

- Introduction to the Trades Information Session on October 15, 2026
- Appliance Service Technician Information Session on October 21, 2026
- Parts and Warehousing Information Session on October 26, 2026

Policy and Academic Affairs

Policy Updates

The Phase One Rationale and the opportunity to opt-in on policy consultations for HR11 (Search Advisory and Appointment of Administrative Positions), HR20 (Search Advisory, Appointment & Re-appointment of Senior Academic Administrative Positions), and HR25 (Search Advisory, Appointment & Re-appointment of Senior Academic Administrative Positions) were posted on the KPU Policy Blog from October 21 to November 12, inviting members of the University community to opt-in to participate in the upcoming policy consultation process. The three Phase One Rationales were also presented to the Senate Standing Committee on Policy on November 3 as part of the opt-in process per GV2 Policy Protocol.

A number of proposed policy and procedure revisions and development are also undergoing university-wide consultation in fall 2026:

- AC6 Recognition of Prior Learning Procedure (revision)
    - Policy Developers: **Nadine Siriban**, Manager, Flexible Learning, and **Nadia Henwood**, Associate Vice President Enrolment Services & Registrar
- FM10 Cash Acceptance, Handling, and Anti-Money Laundering (new)
    - Policy Developer: **Angela Tao**, Director, Financial Services
- GV2 Protocol for the Development of University Policies (revision)
    - Policy Developer: **Keri Spindler**, University Secretary
- GV8 Memorandum of Understanding/Letter of Intent (revision)
    - Policy Developer: **Melissa Tomkins**, Business Manager, Office of the President
- GV10 Mission, Vision and Values Development and Amendment (revision)
    - Policy Developer: **Melissa Tomkins**, Business Manager, Office of the President

GV2, GV8 and GV10 were presented to the Senate Standing Committee on Policy on November 3, 2026 for consultation and feedback.

Graduate Studies at KPU

The Graduate Studies Council (GSC) held its second meeting on November 9, 2026, chaired by **Dr. Amy Jeon**, Dean *pro tem* of the Faculty of Graduate Studies. At the meeting, Council members reviewed the current GSC bylaws and discussed proposed revisions on committee term lengths. The proposed revisions aim to introduce staggered membership terms to support institutional and committee continuity and prevent the simultaneous turnover of all committee members in the future.

Curricular Support

Five new learning packages produced through the AI Workforce Readiness Consortium have been launched. These include AI for Analysis in Journalism, co-authored by **Chad Skelton** in KPU's Journalism Department, as well as AI in Cybersecurity, AI in Logistics, Transportation, and Supply Chain Management, and AI Literacy in Academic Research. Faculty and staff may access the learning modules on the AMII Partnership Resources SharePoint page. The next call-out for subject matter experts to work on new modules is expected early in 2027. Interested faculty may contact Meredith.Laird@kpu.ca for more information.

The Curricular Support team hosted an Introduction to CourseLeaf presentation and Q and A session on October 20, 2026 and will hold an MS Teams drop-in session in the afternoon of November 18, 2026 for anyone wishing to learn about CIM Courses or CIM Programs. Details will be shared in Today@. Feedback about the software and inquiries about functionality are always welcome at oProCurriculum@kpu.ca.

Continuing Professional Studies Team

Continuing Professional Studies and the Flexible Learning Office held their second Partners Advisory Committee meeting on October 20, 2026 at the Cloverdale Campus. The theme of the meeting was on Trades, and members were given a tour of the campus and an overview of each Trades program KPU offers, led by Associate Dean *pro tem* **Jeff Dyck**.

CPS continues to administer StrongerBC future skills grant funding, and 96 unique learners have applied to use the funding towards their Health CPS courses.

Flexible Learning Office

The Flexible Learning Office has been conducting targeted outreach to departments that are new to Prior Learning Assessment and Recognition (PLAR). The office also welcomes the creation of a PLAR Committee within the Melville School of Business and looks forward to collaborating with committee members to increase understanding of PLAR, share best practices, and support its effective implementation across the school.

KPU has renewed its partnership with eCampusOntario through December 2027. This will include having KPU short courses and programs featured on the National Upskilling Platform,

https://skillsforjobs.ca/, which is integrated with the Federal Job Bank to connect learners with employment and upskilling opportunities.

Work Integrated Learning Team

Special Advisor, Strategic Initiatives, Work-Integrated Learning
Dr. Larissa Petrillo

The Melville School of Business is busy considering ways of adding and/or formalizing components of Work-Integrated Learning in their courses. The Work-Integrated Learning team facilitates unpaid Work-Integrated Learning that is tied to coursework at KPU – Karan Johar, Academic Partnerships Officer; Larissa Petrillo, Special Advisor, Strategic Initiatives, Work-Integrated Learning; and Tara Landsley-Sutherland, Academic Project Coordinator. The group has been invited to attend the Public Relations, Business, and Operations and Technology Management (OTM) department meetings, for informal Q&A sessions and planning.

PEOPLE

Faculty of Academic and Career Preparation

- **Greg Millard** has been appointed Associate Dean *pro tem,* Faculty of Academic and Career Preparation, effective September 1, 2026 and ending on March 31, 2027

Wilson School of Design

- **Jimmy Choi** has been appointed to Associate Dean *pro tem,* Wilson School of Design, effective August 10, 2026 and ending on February 10, 2027

NOTABLE MEETINGS AND EVENTS ATTENDED BY THE PROVOST'S OFFICE

- Attended the Polytechnics Canada Meeting of the Vice Presidents, Academic in Ottawa, ON, on October 27, 2026
- On October 28, 2026, met with representatives from Carleton University, Ottawa, ON
- Met with representatives from the University of Ottawa in Ottawa, ON, on October 28, 2026
- Attended the Gender and Sexual Equity Symposium at KPU's Surrey campus on October 29, 2026, organized by the Office of Equity & Inclusive Communities
- On November 4, 2026, attended a virtual Summit 2026 – Dismantling Anti Indigenous Racism
- Attended the Surrey-White Rock Board of Trade (SWRBOT) Business Excellence Awards Gala in Surrey, BC on November 5, 2026

SENATE

Agenda Number: *4.3.1*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Nadia Henwood*

AGENDA TITLE: Fall 2026 Byelection Report

ACTION REQUESTED: Information

Context and Background

The University Act Sec 16 (1) states: The registrar must report the results of the election to the senate at its first meeting following the election.

Senate Byelection Results, November 10, 2026

Faculty Results

Faculty of Academic & Career Preparation	Helen Bourgeois (Acclaimed) Term: November 10, 2026 – August 31, 2029
	Anjela Godber (Acclaimed) Term: November 10, 2026 – August 31, 2029
Faculty of Health	Laura Del Rio Torres (Acclaimed) Term: November 10, 2026 – August 31, 2029
Faculty of Trades & Technology	1 seat – no candidates Term: November 10, 2026 – August 31, 2029
Melville School of Business	1 seat – no candidate Term: November 10, 2026 – August 31, 2029
	1 seat – no candidate Term: November 10, 2026 – August 31, 2027

Student Results

Lesli Sangha
Term: November 10, 2026 – August 31, 2027

Submitted by	Date submitted
Nadia Henwood, AVP Enrolment Services and Registrar	November 10, 2026

KWANTLEN POLYTECHNIC UNIVERSITY

SENATE
Agenda Number: *4.3.2*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Nadia Henwood*

AGENDA TITLE: Notice of Spring Election for Representatives to the University Board and Senate

ACTION REQUESTED: Information

Executive Summary

The University Act provides for the election or appointment of representatives to the Board of Governors and University Senate.
The University Act Section 9, and the Election of Representatives to the University Board and Senate Rules and Regulations govern the conduct of the elections.
The Election of Representatives to the University Board and Senate Rules and Regulations stipulate that elections shall normally be scheduled in the spring of each year.
The vacancies attempting to be filled in the spring 2027 election and their corresponding terms of office are as follows:

Senate Vacancies:

Faculty	
Arts – 2 seats	September 1, 2027 – August 31, 2030
Educational Support & Development – 2 seats	September 1, 2027 – August 31, 2030
Melville School of Business – 2 seats	March 23, 2027 – August 31, 2030
	March 23, 2027 – August 31, 2029
Science – 1 seat	September 1, 2027 – August 31, 2030
Trades & Technology – 1 seat	March 23, 2027 – August 31, 2029
Wilson School of Design – 1 seat	September 1, 2027 – August 31, 2030
Staff - 1 seat	September 1, 2027 – August 31, 2030
Students - 4 seats	September 1, 2027 – August 31, 2028

Board of Governors Vacancies:

Faculty – 1 seat	September 1, 2027 – August 31, 2030
Support Staff – 1 seat	September 1, 2027 – August 31, 2030
Students – 2 seats	September 1, 2027 – August 31, 2028

Attachments

1. Election of Representatives to the University Board and Senate Rules and Regulations
2. Election of Representatives to Senate and Board Timeline: Spring 2027

Prepared by

Nadia Henwood, Associate Vice President, Enrolment Services Registrar and Secretary of Senate

Date submitted

November 25, 2026

ELECTION OF REPRESENTATIVES TO SENATE & BOARD OF GOVERNORS

TIMELINE: SPRING 2027

Call for Nominations Period	Monday, January 25 – Friday, February 12
Nominations Posted	Wednesday February 17
Campaign Period	Wednesday February 17 to Thursday March 18
Online Election Period	Monday March 15 – Thursday, March 18
Election Results Posted	Tuesday, March 23
Report Results to Senate	Monday, April 26

Election timelines are posted at www.kpu.ca/elections

SENATE
Agenda Number: *6.1*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Catherine Schwichtenberg*

Chair's Report to Senate
Senate Standing Committee on Governance & Nominating

SGNC met via Teams on **November 17**

SGNC approved and recommends Senate approval of the following appointments to Senate standing committees:

- Angela Godber, Jackie Au, Mayyadah Al-Ani, Pamela Ip, Victor Tutlewski, Ulrich Paschen and Ben Kwan

The committee considered applications for the Search Advisory Committee AVP Research and Innovation and recommended Lisa Monchalin, Daniel Bernstein, and Fabricio Tello. They approved the Faculty of Arts bylaw revisions and also discussed the latest update on the Senate bylaws: Clarifying provisions related to Vice-Chair terms and vacancies, attendance and engagement expectations for Senators, definitions and participation rights for guests and observers, consistency of governance terminology and administrative resource definitions and procedures for resolving tied election votes. SGNC plans to have an updated draft for Senate review and discussion in the new year.

Respectfully,
Catherine Schwichtenberg
Chair, SGNC

KWANTLEN POLYTECHNIC UNIVERSITY

SENATE
Agenda Number: *6.2*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Catherine Schwichtenberg*

AGENDA TITLE: NOVEMBER 2026 SENATE COMMITTEE NOMINATIONS

ACTION REQUESTED: Motion

THAT that Senate approve the following nominations:

Senate Standing Committee on Academic Planning & Priorities

- **Anjela Godber, Faculty Senator, Faculty of Academic and Career Preparation, Voting, December 1, 2026 – August 31, 2029.**

Senate Standing Committee on Curriculum

- **Mayyadah Al-Ani, Faculty Representative, Wilson School of Design, Voting, December 1, 2026 – August 31, 2029.**

Senate Standing Committee on Library

- **Pamela Ip, Faculty Representative, Melville School of Business, Voting, December 1, 2026 – August 31, 2029**

Senate Standing Committee on Program Review

- **Ulrich Paschen, Faculty Representative, Melville School of Business, Voting, December 1, 2026 – August 31, 2029**
- **Ben Kwan, Faculty Representative, Melville School of Business, Voting, December 1, 2026 – August 31, 2029**

Senate Standing Committee on Research

- **Jackie Au, Designate, Director, Office of Research, Non-Voting, December 1, 2026 – August 31, 2029.**

Senate Standing Committee on Teaching & Learning

- **Anjela Godber, Faculty Senator, Faculty of Academic and Career Preparation, Voting, December 1, 2026 – August 31, 2029.**
- **Wiktor Tutlewski, Faculty Representative, Melville School of Business, Voting, December 1, 2026 – August 31, 2029**

Executive Summary

The Senate Governance and Nominating Committee, aided by the Vice-Chair of Senate, has the mandate to nominate members to serve on Senate committees.

Prepared by
Michelle Molnar

Date submitted
November 17, 2026

KWANTLEN POLYTECHNIC UNIVERSITY

SENATE
Agenda Number: *6.3*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Catherine Schwichtenberg*

AGENDA TITLE: SEARCH ADVISORY COMMITTEE: ASSOCIATE VICE PRESIDENT, RESEARCH AND INNOVATION

ACTION REQUESTED: Motion

THAT the Senate appoint the following members to the Search Advisory Committee for the Associate Vice President, Research and Innovation:

Regular faculty members (up to three):

1. **Daniel Bernstein**
2. **Fabricio Telo**
3. **Lisa Monchalin**

Executive Summary

In accordance with Policy HR20, Search Advisory, Appointment and Re-appointment of Senior Academic Administrator Positions, and its associated procedures, the Provost has requested Senate appoint up to three regular faculty members and a student, to the Search Advisory Committee for the Associate Vice President, Research and Innovation.

The composition of the committee requires;
i) five regular faculty members, two of whom are appointed by the KFA and three appointed by the Senate to ensure broad representation from among the Faculties.

ii) one student, preferably a Senator, appointed by the Senate.

Governance Review

On November 17, 2026, the Senate Governance and Nominating Committee recommended that Senate appoint the following members to the Search Advisory Committee for the Associate Vice President, Research and Innovation:
Regular faculty members (up to three):

1. Daniel Bernstein
2. Fabricio Telo
3. Lisa Monchalin

Attachments

1. Callout Memo – SAC Members for AVP, Research and Innovation
2. HR20, Search Advisory, Appointment and Re-Appointment of Senior Academic Administrative Positions Policy
3. HR20, Search Advisory, Appointment and Re-Appointment of Senior Academic Administrative Positions Procedures

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Prepared by
Michelle Molnar

Date submitted
November 18, 2026

SURREY CAMPUS

12666 – 72ND Ave.
Surrey, BC Canada V3W 2M8

MEMORANDUM

TO: Senate
Board of Governors
David Burns, Provost & Vice President Academic, *pro tem*
Phaedra Burke, President, Kwantlen Faculty Association
John Potter-Smith, BCGEU Support Staff
Paramvir Singh, President & VP University Affairs, Kwantlen Student Association

CC: Keri Spindler, University Secretary and Executive Assistant, Office of the President
Sonia Orlu, Executive Assistant, Board of Governors
Dervla Hagan, Executive Assistant, Office of the Provost
Michelle Molnar, Associate University Secretary
Kyla Meermann, Coordinator of Administrative Services, Kwantlen Faculty Association
Mahney Basi, Human Resources Business Partner
Katie Japaridze, Talent Acquisition Specialist

FROM: CHAIR – Dr. David Burns, Provost & Vice President Academic, *pro tem*

DATE: October 21, 2026

SUBJECT: Appointment – Associate Vice President, Research and Innovation

KPU will commence a search for Associate Vice President, Research and Innovation in order to make a recommendation to the Provost & Vice President Academic as per Policy HR20.

As per Policy HR20 and related procedures for *Composition of Search Advisory Committees*, I am requesting that members of the Search Advisory Committee be appointed as soon as possible, as follows:

i) five regular faculty members, two of whom are appointed by the KFA and three appointed by the Senate to ensure broad representation from among the Faculties,
ii) one student, preferably a Senator, appointed by the Senate,
iii) one student Board member appointed by the Board,
iv) one student appointed by the Kwantlen Student Association,
v) one regular BCGEU staff member, appointed by the BCGEU,
vi) one excluded employee, appointed by the Chair,
vii) one senior administrative officer of the institution appointed by the Chair,
viii) two Deans chosen by their peers.

Tentative Schedule:
(Dates could be moved depending on how the search unfolds but all efforts are made to adhere to the booked dates and times).

Meeting	Date	Time
Search Committee Orientation	December 4, 2026	9:00am -11:00am (Virtual)
Candidate Review (Long List)	January 20, 2027	9:00am - 11:00am (Virtual)
Candidate Review (Short List)	February 17, 2027	9:00am - 11:00am (Virtual)
Interviews	March 2 and March 3, 2027	Full Day Holds (In-person– Surrey Campus)
Debrief Meeting	March 8, 2027	2:00pm – 4:00pm (Virtual)
Second Interviews (potential)	March 24, 2027	Full Day Hold (In-person – Surrey Campus)
Final SAC Recommendation Meeting	March 26, 2027	1:00pm – 3:00pm (Virtual)

Please notify me, as Chair of the Search Advisory Committee, once the above appointments have been made by you or your representative group. We would appreciate a response by **November 30, 2026.**

Sincerely,

Dr. David Burns
Provost & Vice President Academic, *pro tem*

KWANTLEN POLYTECHNIC UNIVERSITY

SENATE
Agenda Number: *6.4*
Meeting Date: *Monday, November 30, 2026*
Presenter: Catherine Schwichtenberg

AGENDA TITLE: *Faculty Bylaw Revision: Faculty of Arts*

ACTION REQUESTED: Motion

THAT Senate approve the revisions to the Faculty of Arts bylaws.

Executive Summary

Context and Background

The Faculty of Arts Bylaws were last updated in 2018. A set of revised Bylaws approved by the Faculty of Arts and submitted to Senate in 2023 were returned unratified to Arts with recommendations from the Senate Governance and Nominating Committee for further revisions. The Faculty of Arts began a fresh revision process in 2024, led by the Arts Standing Committee on Nominations and Governance, culminating in this revised set of updated and improved Bylaws that also address SGNC's recommendations in full.

Key Messages

Revisions include:

1. Updates reflecting new names of various positions and committees
2. Changes that reduce service burden for members of Arts Faculty Council
3. New provision to permit a Chair to be elected from the Faculty if no member of Arts Faculty Council is willing to serve as Chair
4. Updated Student Advisory Committee membership terms designed to sustain membership
5. Various minor updates for consistency and to minimize redundancy

Governance Review

On November 17, 2026, the Senate Governance and Nominating Committee recommended that Senate approve the revisions to the Faculty of Arts bylaw.

Consultations

1. Arts Annual General Meeting, August 2026 (approved via supermajority vote)
2. Arts Faculty Council, April 2026 meeting (Bylaws approved via vote)
3. Arts Faculty Council Standing Committees and Ad Hoc Committees (multiple consultations between 2024-2026)
4. Dean of the Faculty of Arts (multiple consultations between 2024-2026)

5. Chair, Senate Standing Committee on Governance and Nominating, January 2024
6. Vice-Chair, Senate, March 2024-2026

Attachments

1. Faculty of Arts Revised Bylaws 2026 (clean)
2. Faculty of Arts Revised Bylaws 2026 (marked-up)
3. Faculty of Arts Bylaws table of changes 2026

Prepared by	Date submitted
Nancy Train, Admin Asst., University Senate	November 18, 2026

Original article	Original wording (Deletions in **bold**)	Proposed wording (Additions in **bold**)	Rationale
31. d.	One (1) representative from interdisciplinary and/or non-aligned programs, recommended by the Nominations and Governance Committee and endorsed by **the elected and ex officio members of** Faculty Council. This representative shall be a Faculty member as defined in Bylaw 6.a (appointed, voting);	One (1) representative from interdisciplinary and/or non-aligned programs, recommended by the Nominations and Governance Committee and endorsed by Faculty Council. This representative shall be a Faculty member as defined in Bylaw 6.a (appointed, voting);	NGC sees no reason why appointed members of AFC are excluded from this exercise of their endorsement role.
31. h (also under 89, 90)	One (1) **B.A Advisor**, assigned to Faculty Council by the Dean (ex officio, non-voting).	One (1) **Arts Degree Advisor**, assigned to Faculty Council by the Dean (ex officio, non-voting).	Revised to reflect updated position title.
35	The term of each elected or appointed **Faculty Councillor** shall normally begin on August 15.	The term of each elected or appointed **member of Faculty Council** shall normally begin on August 15.	
44	The use of alternates for voting members is permitted for up to **two (2)** meetings between August 15 and August 14 of the following year.	The use of alternates for voting members is permitted for up to **three (3)** meetings between August 15 and August 14 of the following year.	Allows for alternate voting representation up to and including the three meetings a faculty council member may miss before their seat can be declared vacant.
46	Members of Faculty Council shall commit to serving on a minimum number of its committees as required by Faculty Council. Members who do not serve on a minimum number of committees as required may have their seat on Faculty Council declared vacant by the Chair.	Members of Faculty Council shall commit to serving on a minimum number of its **Standing Committees** as required by Faculty Council. Members who do not serve on a minimum number of **Standing Committees** as required may have their seat on Faculty Council declared vacant by the Chair.	Prioritizes ensuring adequate membership on Standing Committees, which supports

52	When necessary due to vacancy or absence of the Chair and Vice-Chair, the Dean shall serve as Chair pro-tem.	**In the event that the Chair is vacant and a duly called election fails to elect a Chair from among the voting members of Faculty Council, voting members of Faculty Council will elect a Chair (non-voting) from among the Faculty members as defined in Bylaw 6.a above. The term of a Chair thus elected shall run until an election that will occur at the last meeting of Faculty Council before the subsequent August 15.** When necessary due to vacancy or absence of the Chair and Vice-Chair, the Dean shall serve as Chair pro-tem.	Ensures that Faculty Council is chaired by a Faculty member. Ensures that the Dean of the Faculty, acting as Chair pro tem of Faculty Council, is not simultaneously the Chair and the Vice-Chair ex officio of the Faculty. A chair elected in this manner shall be non-voting due to there already being a voting representative from each department and one from interdisciplinary and/or non-aligned programs.
82	The use of alternates for voting committee members is permitted for up to **two (2)** meetings between August 15 and August 14 of the following year.	The use of alternates for voting committee members is permitted for up to **three (3)** meetings between August 15 and August 14 of the following year.	Allows for alternate voting representation up to and including the three meetings a committee member may miss before their seat can be declared vacant.
87. e (new)		**consider principles of diversity, equity, and inclusion when making nomination and appointment decisions;**	Embeds a commitment to seeking breadth (across Arts) in representation on committees and to considering principles of diversity, equity, and inclusivity when making nominations and appointments. These are already principles that guide NGC's work, and the amendment would codify this in the Bylaws
87. f.	**advise Faculty Council on all matters related to the conduct of its business, its meetings, and its proceedings;**		NGC is of the opinion that AFC should do this work *qua* council. For specific advice sought by AFC, the "perform other duties as assigned by Faculty

			Council" clause applies.
87. i.	review **regularly** the Bylaws of the Faculty and provide advice to Faculty Council, which will make any recommendations to the Faculty for approval;	review at least once every three (3) years the Bylaws of the Faculty and provide advice to Faculty Council, which will make any recommendations to the Faculty for approval	Removes ambiguity of "regularly" to ensure regular review takes place
90. c.	**Four (4) members** of Faculty Council, at least three (3) of whom are members of the Faculty as defined in Bylaw 6.a, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty (appointed, voting);	**Three (3) members** of Faculty Council, at least two (2) of whom are members of the Faculty as defined in Bylaw 6.a, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty (appointed, voting);	Reduces commitment burden on Faculty Council members, while ensuring sufficient representation from Faculty Council.
90. d.	**a maximum of three (3)** additional members of the Faculty as defined in Bylaw 6.a, recommended by the Standing Committee on Nominations and Governance and endorsed by Faculty Council, selected t0 ensure that the composition of the Committee reflects the diversity of programs within the Faculty (appointed, voting);	**Between three (3) and eight (8)** additional members of the Faculty as defined in Bylaw 6.a, recommended by the Standing Committee on Nominations and Governance and endorsed by Faculty Council, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty (appointed, voting);	Updates the membership composition of APP to include a range of members of Faculty, rather than a fixed number. This is a significant range. It reflects an expansion in the work of APP in recent years (e.g. BA Framework update, and new duties based on AC9). The amended composition will allow APP to grow to meet workload demands, and it will give the committee a capacity to strike subcommittees or working groups for special projects.
91. e.	**advise Faculty Council on whether the terms of affiliation, articulation, and other contractual agreements with other post-secondary institutions support the mission, educational goals, objectives, strategies, and priorities of the Faculty;**		APP has not performed this role.

91. f.	**advise Faculty Council on the number of students that may be accommodated by the Faculty and on policies for enrolment management;**	**advise Faculty Council on policies and strategies supporting enrolment and student success.**	APP has not performed this role and it is unclear what "policies for enrolment management" applies to.
91. i	**review Program Reviews and action plans;**		Program Review is governed by a process that does not involve APP
92.	Membership of the Standing Committee on **Research and Scholarship** consists of:	Membership of the Standing Committee on **Research, Scholarship, and Creativity** consists of:	New name.
92. c.	**Seven (7) members** of the Faculty as defined in Bylaw 6.a, recommended by the Standing Committee on Nominations and Governance and endorsed by Faculty Council, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty. At least one of these seven shall be a member of Faculty Council, and at least one shall be a past or present member of the Research Ethics Board (appointed, voting);	**Seven (7) to twelve (12) members** of the Faculty as defined in Bylaw 6.a, recommended by the Standing Committee on Nominations and Governance and endorsed by Faculty Council, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty. At least one of these seven shall be a member of Faculty Council, and at least one shall be a recent or current member of the Research Ethics Board (appointed, voting);	Expands possible membership to reflect the broadening scope and scale of work taken on by this committee. Amends the composition of the committee to indicate that at least one member "shall be a recent or current member of the REB". Previous language was "past or present". In the view of the committee, the currency of this experience is important, and "recent or current" better reflects this.
92. d.	**One (1)** student representative. Unless otherwise permitted by Faculty Council, **this student** shall be declared in any credential offered by the Faculty of Arts	**Two (2)** student representatives. Unless otherwise permitted by Faculty Council, **these students** shall be declared in any credential offered by the Faculty of Arts	Allows for student representation in diverse areas of research, scholarship, and creativity
93. a.	**make recommendations on Faculty Council on how research and scholarship within the Faculty may be facilitated in support of the Faculty's mission, educational goals, objectives, strategies, and priorities and in recognition of the diversity of research and scholarship undertaken in various**	**advise Faculty Council, liaise with research-oriented offices, and make recommendations on matters related to research, scholarship, and creative activity in support of the Faculty's mission, educational goals, objectives, strategies, and priorities and in recognition of the diversity of research, scholarship,**	Updated mandate to include creativity; incorporate 93. b in concise fashion. Include "liaise with ORS and others" but using future-proof language "research-oriented offices"

	disciplines within the faculty;	**and creativity undertaken in various disciplines within the faculty;**	
93. b.	**advise Faculty Council on the establishment, revision, or discontinuance of research centres, institutes, and research chairs and professorships, and other research-related matters requiring Faculty Council approval;**		Redundant. ARSC feels that "advise on matters related to …" in 93.a incorporates all specified in 93. b
94.	a. The Dean or designated Associate Dean (ex officio, voting) b. **Ten (10) students from the Faculty of Arts.** Members shall be recruited to reflect the diversity of areas of study (voting). c. Two (2) student representatives on Faculty Council (ex officio, voting) d. The Chair, Vice-Chair, **or an elected member of Faculty Council (voting)** e. The Chair and Vice-Chair shall be elected every year at an April or May meeting	a. The Dean or designated Associate Dean (ex officio, voting) b. The Chair or Vice-Chair of Faculty Council (ex officio, voting); c. Two (2) student representatives on Faculty Council (ex officio, voting) **d. All student representatives on Standing Committees of Faculty Council (ex officio, voting)** e. **Up to six (6) students declared in any credential in the Faculty of Arts, appointed by the Standing Committee on Nominations and Governance.** Members shall be recruited to reflect the diversity of areas of study (appointed, voting).	Adjusted membership including ex officio membership of students seated on other standing committees will facilitate viable membership numbers in a committee that has been difficult to keep active. Removed "or an elected member of Faculty Council" and assumed ex officio membership of AFC Chair, consistent with other standing committees. Allows for students to be appointed directly by Nominations and Governance, as student terms are one year, and AFC meetings can be two or more months apart.
General	**Nominations and Governance Committee**	**Standing Committee on Nominations and Governance**	Replaced several instances, as "Nominations and Governance Committee" isn't the formal title of the committee.

KWANTLEN POLYTECHNIC UNIVERSITY

FACULTY OF ARTS BYLAWS

APPROVED BY SENATE:

Definitions

1. Terms used in these Bylaws follow the definitions established by the University Act, as applicable to Kwantlen Polytechnic University, with the following clarifications and additions:
    a. Where the University Act uses a lower-case first letter in references to "faculty," "university," "senate," "board," "dean," "president," "vice chancellor," "registrar," and "chair," these Bylaws use an upper-case first letter;
    b. "the Faculty" refers to the Faculty of Arts;
    c. "Chair" or "Vice-Chair" refers to the Chair or Vice-Chair of the body named in the heading of a given section, unless otherwise specified;
    d. "simple majority" means the threshold for decision consists of more than one half the votes cast;
    e. "supermajority" means the threshold for decision consists of two-thirds of votes cast.

General Powers and Duties of the Faculty

2. Per the University Act, the Faculty has the following powers and duties:
    a. to make rules governing its proceedings, including the determining of the quorum necessary for the transaction of business;
    b. to provide for student representation in the meetings and proceedings of the Faculty;
    c. subject to this Act and to the approval of the Senate, to make rules for the governance, direction and management of the Faculty and its affairs and business;
    d. to determine, subject to the approval of the Senate, the courses of instruction in the Faculty;
    e. subject to an order of the President to the contrary, to prohibit lecturing and teaching in the Faculty by persons other than appointed members of the teaching staff of the Faculty and persons authorized by the Faculty, and to prevent lecturing or teaching so prohibited;
    f. subject to the approval of the Senate, to appoint for the examinations in each Faculty examiners, who, subject to an appeal to the Senate, must conduct examinations and determine the results;
    g. to deal with and, subject to an appeal to the Senate, to decide on all applications and memorials by students and others in connection with their respective Faculties;
    h. generally, to deal with all matters assigned to it by the Board or the Senate.
3. The Faculty also has the authority to form committees, as it sees fit, for the conduct of its affairs and business, and to empower such committees, where advisable, to report directly to the appropriate

committee(s) of Senate.

4. Per the University Act, a general rule made by the Faculty is not effective or enforceable until a copy has been sent to the Senate and the Senate has given its approval.
5. Per the University Act, the Faculty may advise the President in any matter affecting the interests of the University, whether academic or disciplinary, but that advice does not limit the powers and authority of the President.

Faculty Membership

6. Membership of the Faculty consists of:
    a. All those employed within the Faculty as an instructor, lecturer, assistant professor, associate professor, professor, or an equivalent position designated by the Senate,
    b. The Dean of the Faculty,
    c. The Associate Dean(s) of the Faculty,
    d. The President and Vice Chancellor of the University, and
    e. The Registrar, who is non-voting.
7. The Faculty endorses the principle of student participation in Faculty decision-making and will reflect this in the constitution of its Faculty Council and Standing Committees.
8. The Dean is the Chair of the Faculty.
9. The Chair of Faculty Council shall hold the position of Vice-Chair of the Faculty ex officio.

Conduct of Faculty Business

10. The Faculty shall have at least two (2) regular meetings per year.
11. Notice of a regular meeting of the Faculty shall be sent to the members of the Faculty at least thirty (30) days in advance of the meeting.
12. In cases of urgency, extraordinary meetings of the Faculty may be called by the Chair or the Vice-Chair of the Faculty, or at the written request of seventy-five (75) voting members with representation from at least two-thirds of the Faculty's departments. In the case of the latter, the Chair of the Faculty is required to convene such a meeting on the issue(s) and within the time frame specified in the written request and in accordance with these Bylaws.
13. Notice of an extraordinary meeting of the Faculty shall be sent to the members of the Faculty at least seven (7) days in advance of a meeting.
14. The normal process of business at meetings of the Faculty shall be set by the Chair in consultation with the Vice-Chair of the Faculty.
15. The quorum for meetings of the Faculty shall be fifty (50) voting members, with representation from at least one half of the Faculty's departments.
16. Any business conducted at a meeting where there is no quorum present will be considered as unofficial and subject to ratification by a vote where quorum is present. Any communication coming

out of a meeting where no quorum was present shall be prefaced with a clear indication that the communication is subject to ratification.

17. The Chair may, where appropriate, recognize a vote of the Faculty that takes place by an alternative method (e.g. electronic means.)
18. Robert's Rules of Order shall govern the conduct of all Faculty meetings, subject to interpretation by the Chair. Such matters on which these Bylaws lay down specific procedures shall be exempted from the foregoing.
19. Unless otherwise specified in these Bylaws, decisions of the Faculty shall require a simple majority vote.
20. Adoption of or amendments to these Bylaws require a supermajority vote.
21. Meetings of the Faculty shall normally be open to observers.
22. The Chair may recognize non-members on any matter of business.
23. The Faculty may decide at any time, by a supermajority vote, that a whole meeting or any part of a meeting be held in camera.
24. Minutes of open meetings of the Faculty shall be recorded and made available to the University community.
25. All documents presented to the Faculty shall normally be available to the University community, unless otherwise stipulated by the Chair. The Chair may, subject to ratification by a simple majority vote of the Faculty, stipulate that a document be confidential, in which case the document shall be made available only to members of the Faculty and, if appropriate, the Senate.

Powers and Duties of Faculty Council

26. The powers and duties of Faculty Council are delegated by the Faculty. Unless otherwise specified in these Bylaws, Faculty Council shall have all the powers and duties ascribed to the Faculty by the University Act, and by the Board of Governors and Senate of the University.
27. Any proposal to discontinue a program shall be sent, with a recommendation from Faculty Council, to the Faculty, which will provide advice to the Board, the Senate or other bodies within the University as required.
28. Faculty Council may, by a simple majority vote, recommend changes to these Bylaws. These proposed changes would then be voted on by the Faculty and, if approved, forwarded to the Senate.
29. Faculty Council may, by a simple majority vote, send any other matter to the Faculty for decision or advice. The Chair of the Faculty will determine whether the matter warrants an extraordinary meeting, or whether it shall be added to the agenda of the next regular meeting of the Faculty.
30. Faculty Council may, by a supermajority vote, require that the Chair of the Faculty call an extraordinary meeting by a specified time to address a matter forwarded by Faculty Council to the Faculty for decision or advice.

Faculty Council Membership

31. Membership of Faculty Council consists of:

a. One (1) representative elected from each department within the Faculty. Each representative shall be a Faculty member as defined in Bylaw 6.a (elected, voting);

b. The Dean of the Faculty (ex officio, voting);

c. One (1) Associate Dean, assigned to Faculty Council by the Dean (ex officio, voting);

d. One (1) representative from interdisciplinary and/or non-aligned programs, recommended by the ~~Nominations and Governance Committee~~Standing Committee on Nominations and Governance and endorsed by the elected and ex officio members of Faculty Council. This representative shall be a Faculty member as defined in Bylaw 6.a (appointed, voting);

e. Two (2) students. Nominations will go forward to the ~~Nominations and Governance Committee~~Standing Committee on Nominations and Governance, which shall recommend two nominated students to Faculty Council for endorsement (appointed, voting);

f. One (1) staff member with instructional duties (e.g. Lab Technician, Lab Instructor, or Instructional Associate) employed within the Faculty, recommended by the ~~Nominations and Governance Committee~~Standing Committee on Nominations and Governance and endorsed by Faculty Council (appointed, non-voting);

g. Senators elected by the Faculty, unless occupying another Faculty Council position as designated above (ex officio, non-voting);

h. One (1) ~~B.A Advisor~~Arts Degree Advisor, assigned to Faculty Council by the Dean (ex officio, non-voting).

32. Members of Faculty Council, in their function as members of this body, must serve the interest of the entire Faculty.

33. The Senate Bylaw on *Conflict of Interest* applies.

34. Elections for or appointments to Faculty Council will normally occur in the Spring semester each year.

35. The term of each elected or appointed member of Faculty Council~~Faculty Councillor~~ shall normally begin on August 15.

36. The term of each elected member of Faculty Council shall normally be three (3) years.

37. The term of each appointed member of Faculty Council shall normally be one (1) year.

38. Members are eligible for re-election or reappointment.

39. Any member may resign from Faculty Council by giving the Chair notice in writing.

40. The seat of a member who leaves the constituency from which that member was selected shall be declared vacant.

41. The seat of any elected or appointed member who fails to attend three (3) meetings of Faculty Council between August 15 and August 14 of the following year may be declared vacant by a simple majority vote of Faculty Council.

42. In the event that a seat of a member becomes vacant, a replacement shall be elected or appointed according to the process outlined in these Bylaws. Members so elected or appointed shall serve the remaining term of office of the incumbent, at which point the normal election or appointment process will be followed.

43. Any member who will be absent from a meeting must provide the Chair with advance written notice of the absence and the use of a designated alternate.
44. The use of alternates for voting members is permitted for up to ~~two (2)~~three (3) meetings between August 15 and August 14 of the following year. An alternate must be drawn from the same constituency or be acting in the same administrative capacity as the voting member being replaced.
45. The Chair may, where appropriate, recognize a vote of Faculty Council that takes place by an alternative method (e.g. electronic means.)
46. Members of Faculty Council shall commit to serving on a minimum number of its Standing C~~c~~ommittees as required by Faculty Council. Members who do not serve on a minimum number of Standing C~~c~~ommittees as required may have their seat on Faculty Council declared vacant by the Chair.

Chair and Vice Chair of Faculty Council

47. Voting members of Faculty Council will elect one (1) Chair from among Faculty Council's continuing and incoming voting members who are Faculty members as defined above. The election will normally occur at the last meeting of Faculty Council before August 15, and the normal term will be three (3) years, or a shorter term corresponding to the Chair's Faculty Council term.
48. The Chair is a voting member of Faculty Council. In the event of a tie, the Chair casts the deciding vote.
49. Voting members of Faculty Council will elect one (1) Vice-Chair from among Faculty Council's continuing and incoming voting members who are Faculty members as defined above. The election will normally occur at the last meeting of Faculty Council before August 15, and the normal term will be three (3) years, or a shorter term corresponding to the Vice-Chair's Faculty Council term.
50. The Vice-Chair will fulfill the duties of the Chair in the Chair's vacancy or absence and will assist in the performance of the Chair's duties.
51. The Chair and/or Vice-Chair may be removed by a supermajority vote at any duly called meeting of Faculty Council, provided that notice of such motion was given at the previous duly called meeting.
52. ~~When necessary due to vacancy or absence of the Chair and Vice-Chair, the Dean shall serve as Chair pro-tem.~~ In the event that the Chair is vacant and a duly called election fails to elect a Chair from among the voting members of Faculty Council, voting members of Faculty Council will elect a Chair (non-voting) from among the Faculty members as defined in Bylaw 6.a above. The term of a Chair thus elected shall run until an election that will occur at the last meeting of Faculty Council before the subsequent August 15. When necessary due to vacancy or absence of the Chair and Vice-Chair, the Dean shall serve as Chair pro-tem.

Conduct of Faculty Council Business

53. Faculty Council shall normally have at least six (6) regular meetings per academic year. The schedule for such meetings shall be set by the beginning of the academic year. Notice of any changes made to this schedule shall be sent to the members of Faculty Council at least fourteen (14) days in advance of the next meeting.
54. In cases of urgency, extraordinary meetings of Faculty Council may be called by the Chair of the

Faculty, by the Chair of Faculty Council, by a supermajority vote at a duly called meeting of Faculty Council, or at the written request of two-thirds of Faculty Council members.

55. Notice of an extraordinary meeting of Faculty Council shall be sent to the members of Faculty Council at least seven (7) days in advance of a meeting.
56. The normal process of business at meetings of Faculty Council shall be set by the Chair in consultation with Faculty Council members.
57. The quorum for meetings of Faculty Council shall be one half of the elected Faculty Council members.
58. Any business conducted at a meeting where there is no quorum present will be considered as unofficial and subject to ratification at the next meeting held where a quorum is present. Any communication coming out of a meeting where no quorum was present shall be prefaced with a clear indication that the communication is subject to ratification.
59. Robert's Rules of Order shall normally govern the conduct of all Faculty Council meetings. Such matters on which these Bylaws lay down specific procedures shall be exempted from the foregoing.
60. Unless specified otherwise in these Bylaws, a simple majority vote shall be required to pass resolutions.
61. Meetings of Faculty Council shall normally be open to observers.
62. The Chair may recognize non-members on any matter of business.
63. Faculty Council may invite guests to make presentations to Faculty Council meetings and to answer questions related to their presentations.
64. Faculty Council may decide at any time by a simple majority vote that a whole meeting or any part of a meeting be held in camera.
65. Minutes of open Faculty Council meetings shall be recorded and made available to the University community.
66. All documents presented to Faculty Council shall normally be available to the University community. The Chair may, subject to ratification by a simple majority vote of Faculty Council, stipulate that a document be confidential, in which case the document shall be made available in advance only to members of Faculty Council and, if appropriate, the Senate.

Committees of Faculty Council

67. Faculty Council shall establish such committees, consisting of members and/or non-members of Faculty Council, as it may from time to time think fit, and may specify the duties to be performed by such committees.
68. The membership of committees of Faculty Council shall be subject to ratification by Faculty Council.
69. The Dean (or designated Associate Dean) and the Chair of Faculty Council (or Vice-Chair as designate) are recognized as voting members of all committees.
70. Committees of Faculty Council are restricted to making recommendations to Faculty Council, and may not assume any of the powers of Faculty Council unless they are expressly delegated within these Bylaws. Only Standing Committees may be delegated Faculty Council authority.
71. When recommending the establishment or elimination of a Standing Committee, or altering its

membership or mandate, Faculty Council will seek the advice of the Standing Committee on Nominations and Governance, and make a recommendation to the Faculty for approval.

72. Quorum for each committee shall be 50% of the total number of voting members.
73. Terms of office for Standing Committee members who do not sit on a Standing Committee ex officio shall normally be three (3) years.
74. Terms of office for student representatives on Standing Committees shall normally be one (1) year.
75. Terms of office may be adjusted by the Standing Committee on Nominations and Governance, subject to approval by Faculty Council, to ensure continuity of membership, and to correspond to terms on Faculty Council.
76. Committee members are eligible for re-election or reappointment.
77. Any committee member may resign from a committee by giving the committee Chair and Faculty Council Chair notice in writing.
78. The seat of a committee member who leaves the constituency from which that member has been appointed or elected shall be declared vacant.
79. Unless otherwise stipulated by Faculty Council, the seat of any committee member who fails to attend three (3) committee meetings between August 15 and August 14 of the following year may be declared vacant by a simple majority vote of that committee.
80. In the event that a seat of a committee member becomes vacant, a replacement shall be elected or appointed according to the process outlined in these Bylaws.
81. Any committee member who will be absent from a meeting must provide the committee Chair with advance written notice of the absence and the use of a designated alternate.
82. The use of alternates for voting committee members is permitted for up to three~~wo~~ (3~~2~~) meetings between August 15 and August 14 of the following year. An alternate must be drawn from the same constituency or be acting in the same administrative capacity as the committee member being replaced.
83. A committee Chair may, where appropriate, recognize a vote of that committee which takes place by an alternative method (e.g. electronic means.)
84. Each committee shall elect a Chair and at least one Vice-Chair from within its membership for a term specified by that committee. The committee Chair must be a member of the Faculty and at least one voting member of the committee, apart from the Dean or designated Associate Dean, must be an elected member of Faculty Council. Until such time as a Chair is elected, the Dean or designated Associate Dean shall chair the committee.
85. The Chair of each committee shall be responsible for establishing the agenda, and for distributing it to the rest of the committee at least four (4) days prior to any meeting.

I. Standing Committee on Nominations and Governance

86. Membership of the Standing Committee on Nominations and Governance consists of:
    a. The Dean or designated Associate Dean (ex officio, voting);

b. The Chair or Vice-Chair of Faculty Council (ex officio, voting);

c. Between f~~F~~our (4) and six (6) members of Faculty Council, appointed by Faculty Council, at least three (3) of whom are members of the Faculty as defined in Bylaw 6.a, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty (appointed, voting);

d. One (1) student representative, appointed by Faculty Council. Unless otherwise permitted by Faculty Council, this student shall be declared in any credential offered by the Faculty of Arts (appointed, voting);

87. The Standing Committee on Nominations and Governance shall:

a. advise Faculty Council on matters related to elections, including timelines, procedures, and appointments as required to meet the needs of the Faculty, Faculty Council, and committees of Faculty Council;

b. ensure that nominations are made for all elections for the Faculty and for Faculty Council;

c. where requested by Faculty Council, conduct and oversee elections for designated positions on Faculty, Faculty Council, and committees of Faculty Council;

d. appoint or recommend members to serve on Faculty Council and committees as outlined in these Bylaws;

~~d.~~e. consider principles of diversity, equity, and inclusion when making nomination, recommendation, and appointment decisions;

~~e.~~f. advise Faculty Council on procedures for the solicitation, recommendation, and selection of Faculty representatives for University committees, and oversee these processes as requested by Faculty Council;

~~f. advise Faculty Council on all matters related to the conduct of its business, its meetings, and its proceedings;~~

g. advise Faculty Council on matters related to duties of members and conflict of interest;

h. coordinate the work of committees of Faculty Council, especially where consultation between committees is required;

i. ~~review regularly the~~review at least once every three (3) years the Bylaws of the Faculty and provide advice to Faculty Council, which will make any recommendations to the Faculty for approval;

j. review at least once every three (3) years the configuration of Standing Committees, their membership, their terms of reference, and their consultation and reporting relationships, and propose to Faculty Council any recommendations for change;

k. establish subcommittees as required to fulfill the Committee's responsibilities;

l. perform other duties as assigned by Faculty Council.

II. Standing Committee on Curriculum

88. Membership of the Standing Committee on Curriculum consists of:

a. The Dean or designated Associate Dean (ex officio, voting);

b. The Chair of Faculty Council or Vice-Chair as designate (ex officio, voting);

c. One (1) representative from each department in the Faculty. Each representative shall be a Faculty member as defined in Bylaw 6.a (elected, voting);

d. One (1) representative from interdisciplinary and/or non-aligned programs, recommended by the Standing Committee on Nominations and Governance and endorsed by Faculty Council. This representative shall be a Faculty member as defined in Bylaw 6.a (appointed, voting);

e. One (1) student representative. Unless otherwise permitted by Faculty Council, this student shall be declared in any credential offered by the Faculty of Arts. Nominations will go forward to the Standing Committee on Nominations and Governance, which shall recommend one student to Faculty Council for endorsement (appointed, voting);

f. One (1) ~~B.A. Advisor~~Arts Degree Advisor (ex officio, non-voting);

g. One (1) Educational Advisor (ex officio, non-voting);

h. One (1) representative from the Office of the Registrar (ex officio, non-voting);

i. Representative(s) from the Faculty of Arts on any of the Senate committees on curriculum, unless occupying another position on the Arts Standing Committee on Curriculum as designated above (ex officio, non-voting);

89. The Standing Committee on Curriculum shall:

a. exercise the delegated authority of Arts Faculty Council to receive, review, and approve all course curriculum offered for credit by departments and programs within the Faculty, and to recommend course curriculum to Senate and its appropriate Standing Committees for approval;

b. review periodically curricular and program components (including, but not limited to, prerequisite structures, class format, credit assignment, learning outcomes, learning activities, assessment models, and prior learning assessment processes) and make such recommendations to Faculty Council as may be appropriate;

c. ensure that all curriculum developed within the Faculty conforms to University policies and procedures and meets appropriate academic standards;

d. receive and review Program Concepts and Full Program Proposals (or such equivalent submissions as come to stand in their place) for degree and non-degree programs (such as post-baccalaureate credentials, associate degrees, diplomas, certificates, and citations), consult with the Standing Committee on Academic Planning and Priorities, and report with recommendations to Faculty Council;

e. review the implementation of new degree and non-degree programs as required by Senate or its appropriate Standing Committee(s), and report with recommendations to Faculty Council;

f. receive and review program revisions for degree and non-degree programs, and report with recommendations to Faculty Council;

g. ensure, where appropriate, that any external requirements for licensing, certification and accreditation arising from degree and non-degree programs within the Faculty are met;

h. ensure that curriculum materials are properly documented for approval and/or use by other areas of the University (e.g. Registrar's Office, Admissions, Counselling, University Secretariat);

i. provide detailed minutes, including a list of curriculum approved at each meeting of the

Standing Committee on Curriculum, for information to the next scheduled meeting of Faculty Council;

j. coordinate as necessary the presentation to Faculty Council of provincial articulation meeting reports, and highlight any concerns relating to articulation;

k. make recommendations regarding appointments to other University committees and/or working groups on curriculum via the Standing Committee on Nominations and Governance;

l. review periodically the Committee's mandate, composition, processes, and approval criteria and make such recommendations to the Standing Committee on Nominations and Governance as may be appropriate;

m. establish subcommittees as required to fulfill the Committee's responsibilities;

n. perform other duties as assigned by Faculty Council.

III. Standing Committee on Academic Planning and Priorities

90. Membership of the Standing Committee on Academic Planning and Priorities consists of:

a. The Dean or designated Associate Dean (ex officio, voting);

b. The Chair or Vice-Chair of Faculty Council (ex officio, voting);

c. Three~~Four~~ (3~~4~~) members of Faculty Council, at least two~~hree~~ (2~~3~~) of whom are members of the Faculty as defined in Bylaw 6.a, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty (appointed, voting);

d. ~~a maximum of three (3)~~Between three (3) and eight (8) additional members of the Faculty as defined in Bylaw 6.a, recommended by the ~~e~~ Standing Committee on Nominations and Governance and endorsed by Faculty Council, selected to~~0~~ ensure that the composition of the Committee reflects the diversity of programs within the Faculty (appointed, voting);

e. One (1) student representative. Unless otherwise permitted by Faculty Council, this student shall be declared in any credential offered by the Faculty of Arts. Nominations will go forward to the Standing ~~ng~~ Committee on Nominations and Governance, which shall recommend one student to Faculty Council for endorsement (appointed, voting);

f. A designated administrative support representative employed within the Faculty (ex officio, non-voting);

g. One (1) ~~B.A. Advisor~~Arts Degree Advisor (ex officio, non-voting);

h. Representative(s) from the Faculty of Arts on the Senate Standing Committee on Academic Planning and Priorities, unless occupying another position on the Arts Standing Committee on Academic Planning and Priorities as designated above (ex officio, non-voting);

91. The Standing Committee on Academic Planning and Priorities shall:

a. advise Faculty Council on the mission, educational goals, objectives, strategies, and priorities of the Faculty;

b. advise Faculty Council on whether the establishment, revision, or discontinuance of educational programs and other curricular changes support the mission and mandate, educational goals,

objectives, strategies, and priorities of the Faculty;

c. advise Faculty Council on the priorities for implementation of new programs leading to certificates, diplomas, and degrees;

d. advise Faculty Council on the establishment or discontinuance of departments and other educational administrative units within the Faculty;

~~e. advise Faculty Council on whether the terms of affiliation, articulation, and other contractual agreements with other post-secondary institutions support the mission, educational goals, objectives, strategies, and priorities of the Faculty;~~

~~f.~~e. advise Faculty Council ~~on the number of students that may be accommodated by the Faculty and on policies for enrolment management;~~on policies and strategies supporting enrolment and student success;

~~g.~~f. advise Faculty Council on processes for the development, review, implementation, and communication of educational and action plans that support the priorities of the Faculty;

~~h.~~g. advise the Faculty Council on whether the Faculty budget proposal supports the academic priorities of the Faculty;

~~i. review Program Reviews and action plans;~~

~~j.~~h. review periodically the Committee's mandate, composition, processes, and approval criteria and make ~~e~~ such recommendations to the Standing Committee on Nominations and Governance as may be appropriate;

~~k.~~i. establish subcommittees as needed to fulfill the Committee's responsibilities;

~~l.~~j. perform other duties as assigned by Faculty Council.

IV. Standing Committee on Research, ~~and~~ Scholarship, and Creativity

92. Membership of the Standing Committee on Research, ~~and~~ Scholarship, and Creativity consists of:

a. The Dean or designated Associate Dean (ex officio, voting);

b. The Chair or Vice-Chair of Faculty Council (ex officio, voting);

c. ~~Seven~~ Seven (7) to twelve (12) members of the Faculty as defined in Bylaw 6.a, recommended by the Standing Committee on ~~on~~ Nominations and Governance and endorsed by Faculty Council, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty. At least one of these seven shall be a member of Faculty Council, and at least one shall be a ~~past or present~~ recent or current member of the Research Ethics Board (appointed, voting);

d. ~~One~~ Two (2~~1~~) student representatives. Unless otherwise permitted by Faculty Council, these~~is~~ students shall be declared in any credential offered by the Faculty of Arts. Nominations will go forward to the Standing Committee on Nominations and Governance, which shall recommend one student to Faculty Council for endorsement (appointed, voting).

93. The Standing Committee on Research, ~~and~~ Scholarship, and Creativity shall:

a. advise Faculty Council, liaise with research-oriented offices, and make recommendations ~~on Faculty Council~~ on matters related to~~how~~ research, ~~and~~ scholarship, and creative activity ~~within~~

~~the Faculty may be facilitated~~ in support of the Faculty's mission, educational goals, objectives, strategies, and priorities and in ~~n~~ recognition of the diversity of research, ~~and~~ scholarship, and creativity undertaken in various disciplines within the faculty;

~~b. advise Faculty Council on the establishment, revision or discontinuance of research centres, institutes, and research chairs and professorships, and other research-related matters requiring Faculty Council approval;~~

~~c.~~b. review periodically the Committee's mandate, composition, processes, and approval criteria and make such recommendations to the Standing Committee on Nominations and Governance as may be appropriate;

~~d.~~c. perform other duties as assigned by Faculty Council.

V. Student Advisory Standing Committee

94. Membership of the Student Advisory Standing Committee consists of:

a. The Dean or designated Associate Dean (ex officio, voting)

~~b. Ten (10) students from the Faculty of Arts. Members shall be recruited to reflect the diversity of areas of study (voting).~~

~~c.~~a. ~~Two (2) student representatives on Faculty Council (ex officio, voting)~~

b. The Chair or Vice-Chair of Faculty Council (ex officio, voting);

~~d.~~ Two (2) student representatives on Faculty Council (ex officio, voting)

c.

d. All student representatives on Standing Committees of Faculty Council (ex officio, voting)

e. Up to six (6) students who are declared or intend to declare in any credential in the Faculty of Arts, appointed by the Standing Committee on Nominations and Governance, endorsed by Faculty Council. Members shall be recruited to reflect the diversity of areas of study (appointed, voting).

~~e. The Chair, Vice-Chair, or an elected member of Faculty Council (voting)~~

f. The Chair and Vice-Chair shall be elected every year at an April or May meeting

95. The Student Advisory Standing Committee shall:

a. a~~A~~ct as a forum for discussion and dialogue about the student experience and student educational needs in the Faculty of Arts;

b. d~~D~~evelop and coordinate opportunities to enhance the student experience and campus life for students in the Faculty of Arts;

c. d~~D~~evelop opportunities for interaction between students and faculty in the Faculty of Arts;

d. a~~A~~dvise Faculty Council and the Dean regarding opportunities to improve the experiences of students in relation to registration and admission;

e. a~~A~~dvise Faculty Council and the Dean regarding opportunities to enhance student development and success;

f. i~~I~~n cooperation with the KSA, Vice-President University Affairs, assist the Faculty Council in finding students willing to serve as representatives on other committees and in other roles;

g. a~~A~~dvise on and provide feedback to the Faculty Council and Dean regarding proposed new courses, and new areas of study and opportunities for curricular improvements;

h. aAdvise on and provide feedback to the Faculty Council and Dean regarding policies and procedures which may impact the quality of education and the quality of the student experience in the Faculty of Arts.

KWANTLEN POLYTECHNIC UNIVERSITY

FACULTY OF ARTS BYLAWS

APPROVED BY SENATE:

Definitions

1. Terms used in these Bylaws follow the definitions established by the University Act, as applicable to Kwantlen Polytechnic University, with the following clarifications and additions:
    a. Where the University Act uses a lower-case first letter in references to "faculty," "university," "senate," "board," "dean," "president," "vice chancellor," "registrar," and "chair," these Bylaws use an upper-case first letter;
    b. "the Faculty" refers to the Faculty of Arts;
    c. "Chair" or "Vice-Chair" refers to the Chair or Vice-Chair of the body named in the heading of a given section, unless otherwise specified;
    d. "simple majority" means the threshold for decision consists of more than one half the votes cast;
    e. "supermajority" means the threshold for decision consists of two-thirds of votes cast.

General Powers and Duties of the Faculty

2. Per the University Act, the Faculty has the following powers and duties:
    a. to make rules governing its proceedings, including the determining of the quorum necessary for the transaction of business;
    b. to provide for student representation in the meetings and proceedings of the Faculty;
    c. subject to this Act and to the approval of the Senate, to make rules for the governance, direction and management of the Faculty and its affairs and business;
    d. to determine, subject to the approval of the Senate, the courses of instruction in the Faculty;
    e. subject to an order of the President to the contrary, to prohibit lecturing and teaching in the Faculty by persons other than appointed members of the teaching staff of the Faculty and persons authorized by the Faculty, and to prevent lecturing or teaching so prohibited;
    f. subject to the approval of the Senate, to appoint for the examinations in each Faculty examiners, who, subject to an appeal to the Senate, must conduct examinations and determine the results;
    g. to deal with and, subject to an appeal to the Senate, to decide on all applications and memorials by students and others in connection with their respective Faculties;
    h. generally, to deal with all matters assigned to it by the Board or the Senate.
3. The Faculty also has the authority to form committees, as it sees fit, for the conduct of its affairs and business, and to empower such committees, where advisable, to report directly to the appropriate

committee(s) of Senate.

4. Per the University Act, a general rule made by the Faculty is not effective or enforceable until a copy has been sent to the Senate and the Senate has given its approval.
5. Per the University Act, the Faculty may advise the President in any matter affecting the interests of the University, whether academic or disciplinary, but that advice does not limit the powers and authority of the President.

Faculty Membership

6. Membership of the Faculty consists of:
   a. All those employed within the Faculty as an instructor, lecturer, assistant professor, associate professor, professor, or an equivalent position designated by the Senate,
   b. The Dean of the Faculty,
   c. The Associate Dean(s) of the Faculty,
   d. The President and Vice Chancellor of the University, and
   e. The Registrar, who is non-voting.
7. The Faculty endorses the principle of student participation in Faculty decision-making and will reflect this in the constitution of its Faculty Council and Standing Committees.
8. The Dean is the Chair of the Faculty.
9. The Chair of Faculty Council shall hold the position of Vice-Chair of the Faculty ex officio.

Conduct of Faculty Business

10. The Faculty shall have at least two (2) regular meetings per year.
11. Notice of a regular meeting of the Faculty shall be sent to the members of the Faculty at least thirty (30) days in advance of the meeting.
12. In cases of urgency, extraordinary meetings of the Faculty may be called by the Chair or the Vice-Chair of the Faculty, or at the written request of seventy-five (75) voting members with representation from at least two-thirds of the Faculty's departments. In the case of the latter, the Chair of the Faculty is required to convene such a meeting on the issue(s) and within the time frame specified in the written request and in accordance with these Bylaws.
13. Notice of an extraordinary meeting of the Faculty shall be sent to the members of the Faculty at least seven (7) days in advance of a meeting.
14. The normal process of business at meetings of the Faculty shall be set by the Chair in consultation with the Vice-Chair of the Faculty.
15. The quorum for meetings of the Faculty shall be fifty (50) voting members, with representation from at least one half of the Faculty's departments.
16. Any business conducted at a meeting where there is no quorum present will be considered as unofficial and subject to ratification by a vote where quorum is present. Any communication coming

out of a meeting where no quorum was present shall be prefaced with a clear indication that the communication is subject to ratification.

17. The Chair may, where appropriate, recognize a vote of the Faculty that takes place by an alternative method (e.g. electronic means.)
18. Robert's Rules of Order shall govern the conduct of all Faculty meetings, subject to interpretation by the Chair. Such matters on which these Bylaws lay down specific procedures shall be exempted from the foregoing.
19. Unless otherwise specified in these Bylaws, decisions of the Faculty shall require a simple majority vote.
20. Adoption of or amendments to these Bylaws require a supermajority vote.
21. Meetings of the Faculty shall normally be open to observers.
22. The Chair may recognize non-members on any matter of business.
23. The Faculty may decide at any time, by a supermajority vote, that a whole meeting or any part of a meeting be held in camera.
24. Minutes of open meetings of the Faculty shall be recorded and made available to the University community.
25. All documents presented to the Faculty shall normally be available to the University community, unless otherwise stipulated by the Chair. The Chair may, subject to ratification by a simple majority vote of the Faculty, stipulate that a document be confidential, in which case the document shall be made available only to members of the Faculty and, if appropriate, the Senate.

Powers and Duties of Faculty Council

26. The powers and duties of Faculty Council are delegated by the Faculty. Unless otherwise specified in these Bylaws, Faculty Council shall have all the powers and duties ascribed to the Faculty by the University Act, and by the Board of Governors and Senate of the University.
27. Any proposal to discontinue a program shall be sent, with a recommendation from Faculty Council, to the Faculty, which will provide advice to the Board, the Senate or other bodies within the University as required.
28. Faculty Council may, by a simple majority vote, recommend changes to these Bylaws. These proposed changes would then be voted on by the Faculty and, if approved, forwarded to the Senate.
29. Faculty Council may, by a simple majority vote, send any other matter to the Faculty for decision or advice. The Chair of the Faculty will determine whether the matter warrants an extraordinary meeting, or whether it shall be added to the agenda of the next regular meeting of the Faculty.
30. Faculty Council may, by a supermajority vote, require that the Chair of the Faculty call an extraordinary meeting by a specified time to address a matter forwarded by Faculty Council to the Faculty for decision or advice.

Faculty Council Membership

31. Membership of Faculty Council consists of:

a. One (1) representative elected from each department within the Faculty. Each representative shall be a Faculty member as defined in Bylaw 6.a (elected, voting);

b. The Dean of the Faculty (ex officio, voting);

c. One (1) Associate Dean, assigned to Faculty Council by the Dean (ex officio, voting);

d. One (1) representative from interdisciplinary and/or non-aligned programs, recommended by the Standing Committee on Nominations and Governance and endorsed by the elected and ex officio members of Faculty Council. This representative shall be a Faculty member as defined in Bylaw 6.a (appointed, voting);

e. Two (2) students. Nominations will go forward to the Standing Committee on Nominations and Governance, which shall recommend two nominated students to Faculty Council for endorsement (appointed, voting);

f. One (1) staff member with instructional duties (e.g. Lab Technician, Lab Instructor, or Instructional Associate) employed within the Faculty, recommended by the Standing Committee on Nominations and Governance and endorsed by Faculty Council (appointed, non-voting);

g. Senators elected by the Faculty, unless occupying another Faculty Council position as designated above (ex officio, non-voting);

h. One (1) Arts Degree Advisor, assigned to Faculty Council by the Dean (ex officio, non-voting).

32. Members of Faculty Council, in their function as members of this body, must serve the interest of the entire Faculty.

33. The Senate Bylaw on *Conflict of Interest* applies.

34. Elections for or appointments to Faculty Council will normally occur in the Spring semester each year.

35. The term of each elected or appointed member of Faculty Council shall normally begin on August 15.

36. The term of each elected member of Faculty Council shall normally be three (3) years.

37. The term of each appointed member of Faculty Council shall normally be one (1) year.

38. Members are eligible for re-election or reappointment.

39. Any member may resign from Faculty Council by giving the Chair notice in writing.

40. The seat of a member who leaves the constituency from which that member was selected shall be declared vacant.

41. The seat of any elected or appointed member who fails to attend three (3) meetings of Faculty Council between August 15 and August 14 of the following year may be declared vacant by a simple majority vote of Faculty Council.

42. In the event that a seat of a member becomes vacant, a replacement shall be elected or appointed according to the process outlined in these Bylaws. Members so elected or appointed shall serve the remaining term of office of the incumbent, at which point the normal election or appointment process will be followed.

43. Any member who will be absent from a meeting must provide the Chair with advance written notice of the absence and the use of a designated alternate.

44. The use of alternates for voting members is permitted for up to three (3) meetings between August

15 and August 14 of the following year. An alternate must be drawn from the same constituency or be acting in the same administrative capacity as the voting member being replaced.

45. The Chair may, where appropriate, recognize a vote of Faculty Council that takes place by an alternative method (e.g. electronic means.)
46. Members of Faculty Council shall commit to serving on a minimum number of its Standing Committees as required by Faculty Council. Members who do not serve on a minimum number of Standing Committees as required may have their seat on Faculty Council declared vacant by the Chair.

Chair and Vice Chair of Faculty Council

47. Voting members of Faculty Council will elect one (1) Chair from among Faculty Council's continuing and incoming voting members who are Faculty members as defined above. The election will normally occur at the last meeting of Faculty Council before August 15, and the normal term will be three (3) years, or a shorter term corresponding to the Chair's Faculty Council term.
48. The Chair is a voting member of Faculty Council. In the event of a tie, the Chair casts the deciding vote.
49. Voting members of Faculty Council will elect one (1) Vice-Chair from among Faculty Council's continuing and incoming voting members who are Faculty members as defined above. The election will normally occur at the last meeting of Faculty Council before August 15, and the normal term will be three (3) years, or a shorter term corresponding to the Vice-Chair's Faculty Council term.
50. The Vice-Chair will fulfill the duties of the Chair in the Chair's vacancy or absence and will assist in the performance of the Chair's duties.
51. The Chair and/or Vice-Chair may be removed by a supermajority vote at any duly called meeting of Faculty Council, provided that notice of such motion was given at the previous duly called meeting.
52. In the event that the Chair is vacant and a duly called election fails to elect a Chair from among the voting members of Faculty Council, voting members of Faculty Council will elect a Chair (non-voting) from among the Faculty members as defined in Bylaw 6.a above. The term of a Chair thus elected shall run until an election that will occur at the last meeting of Faculty Council before the subsequent August 15. When necessary due to vacancy or absence of the Chair and Vice-Chair, the Dean shall serve as Chair pro-tem.

Conduct of Faculty Council Business

53. Faculty Council shall normally have at least six (6) regular meetings per academic year. The schedule for such meetings shall be set by the beginning of the academic year. Notice of any changes made to this schedule shall be sent to the members of Faculty Council at least fourteen (14) days in advance of the next meeting.
54. In cases of urgency, extraordinary meetings of Faculty Council may be called by the Chair of the Faculty, by the Chair of Faculty Council, by a supermajority vote at a duly called meeting of Faculty Council, or at the written request of two-thirds of Faculty Council members.
55. Notice of an extraordinary meeting of Faculty Council shall be sent to the members of Faculty Council at least seven (7) days in advance of a meeting.

56. The normal process of business at meetings of Faculty Council shall be set by the Chair in consultation with Faculty Council members.
57. The quorum for meetings of Faculty Council shall be one half of the elected Faculty Council members.
58. Any business conducted at a meeting where there is no quorum present will be considered as unofficial and subject to ratification at the next meeting held where a quorum is present. Any communication coming out of a meeting where no quorum was present shall be prefaced with a clear indication that the communication is subject to ratification.
59. Robert's Rules of Order shall normally govern the conduct of all Faculty Council meetings. Such matters on which these Bylaws lay down specific procedures shall be exempted from the foregoing.
60. Unless specified otherwise in these Bylaws, a simple majority vote shall be required to pass resolutions.
61. Meetings of Faculty Council shall normally be open to observers.
62. The Chair may recognize non-members on any matter of business.
63. Faculty Council may invite guests to make presentations to Faculty Council meetings and to answer questions related to their presentations.
64. Faculty Council may decide at any time by a simple majority vote that a whole meeting or any part of a meeting be held in camera.
65. Minutes of open Faculty Council meetings shall be recorded and made available to the University community.
66. All documents presented to Faculty Council shall normally be available to the University community. The Chair may, subject to ratification by a simple majority vote of Faculty Council, stipulate that a document be confidential, in which case the document shall be made available in advance only to members of Faculty Council and, if appropriate, the Senate.

Committees of Faculty Council

67. Faculty Council shall establish such committees, consisting of members and/or non-members of Faculty Council, as it may from time to time think fit, and may specify the duties to be performed by such committees.
68. The membership of committees of Faculty Council shall be subject to ratification by Faculty Council.
69. The Dean (or designated Associate Dean) and the Chair of Faculty Council (or Vice-Chair as designate) are recognized as voting members of all committees.
70. Committees of Faculty Council are restricted to making recommendations to Faculty Council, and may not assume any of the powers of Faculty Council unless they are expressly delegated within these Bylaws. Only Standing Committees may be delegated Faculty Council authority.
71. When recommending the establishment or elimination of a Standing Committee, or altering its membership or mandate, Faculty Council will seek the advice of the Standing Committee on Nominations and Governance, and make a recommendation to the Faculty for approval.
72. Quorum for each committee shall be 50% of the total number of voting members.
73. Terms of office for Standing Committee members who do not sit on a Standing Committee ex

officio shall normally be three (3) years.

74. Terms of office for student representatives on Standing Committees shall normally be one (1) year.
75. Terms of office may be adjusted by the Standing Committee on Nominations and Governance, subject to approval by Faculty Council, to ensure continuity of membership, and to correspond to terms on Faculty Council.
76. Committee members are eligible for re-election or reappointment.
77. Any committee member may resign from a committee by giving the committee Chair and Faculty Council Chair notice in writing.
78. The seat of a committee member who leaves the constituency from which that member has been appointed or elected shall be declared vacant.
79. Unless otherwise stipulated by Faculty Council, the seat of any committee member who fails to attend three (3) committee meetings between August 15 and August 14 of the following year may be declared vacant by a simple majority vote of that committee.
80. In the event that a seat of a committee member becomes vacant, a replacement shall be elected or appointed according to the process outlined in these Bylaws.
81. Any committee member who will be absent from a meeting must provide the committee Chair with advance written notice of the absence and the use of a designated alternate.
82. The use of alternates for voting committee members is permitted for up to three (3) meetings between August 15 and August 14 of the following year. An alternate must be drawn from the same constituency or be acting in the same administrative capacity as the committee member being replaced.
83. A committee Chair may, where appropriate, recognize a vote of that committee which takes place by an alternative method (e.g. electronic means.)
84. Each committee shall elect a Chair and at least one Vice-Chair from within its membership for a term specified by that committee. The committee Chair must be a member of the Faculty and at least one voting member of the committee, apart from the Dean or designated Associate Dean, must be an elected member of Faculty Council. Until such time as a Chair is elected, the Dean or designated Associate Dean shall chair the committee.
85. The Chair of each committee shall be responsible for establishing the agenda, and for distributing it to the rest of the committee at least four (4) days prior to any meeting.

I. Standing Committee on Nominations and Governance

86. Membership of the Standing Committee on Nominations and Governance consists of:
    a. The Dean or designated Associate Dean (ex officio, voting);
    b. The Chair or Vice-Chair of Faculty Council (ex officio, voting);
    c. Between four (4) and six (6) members of Faculty Council, appointed by Faculty Council, at least three (3) of whom are members of the Faculty as defined in Bylaw 6.a, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty (appointed, voting);

d. One (1) student representative, appointed by Faculty Council. Unless otherwise permitted by Faculty Council, this student shall be declared in any credential offered by the Faculty of Arts (appointed, voting);

87. The Standing Committee on Nominations and Governance shall:

a. advise Faculty Council on matters related to elections, including timelines, procedures, and appointments as required to meet the needs of the Faculty, Faculty Council, and committees of Faculty Council;

b. ensure that nominations are made for all elections for the Faculty and for Faculty Council;

c. where requested by Faculty Council, conduct and oversee elections for designated positions on Faculty, Faculty Council, and committees of Faculty Council;

d. appoint or recommend members to serve on Faculty Council and committees as outlined in these Bylaws;

e. consider principles of diversity, equity, and inclusion when making nomination, recommendation, and appointment decisions;

f. advise Faculty Council on procedures for the solicitation, recommendation, and selection of Faculty representatives for University committees, and oversee these processes as requested by Faculty Council;

g. advise Faculty Council on matters related to duties of members and conflict of interest;

h. coordinate the work of committees of Faculty Council, especially where consultation between committees is required;

i. review at least once every three (3) years the Bylaws of the Faculty and provide advice to Faculty Council, which will make any recommendations to the Faculty for approval;

j. review at least once every three (3) years the configuration of Standing Committees, their membership, their terms of reference, and their consultation and reporting relationships, and propose to Faculty Council any recommendations for change;

k. establish subcommittees as required to fulfill the Committee's responsibilities;

l. perform other duties as assigned by Faculty Council.

II. Standing Committee on Curriculum

88. Membership of the Standing Committee on Curriculum consists of:

a. The Dean or designated Associate Dean (ex officio, voting);

b. The Chair of Faculty Council or Vice-Chair as designate (ex officio, voting);

c. One (1) representative from each department in the Faculty. Each representative shall be a Faculty member as defined in Bylaw 6.a (elected, voting);

d. One (1) representative from interdisciplinary and/or non-aligned programs, recommended by the Standing Committee on Nominations and Governance and endorsed by Faculty Council. This representative shall be a Faculty member as defined in Bylaw 6.a (appointed, voting);

e. One (1) student representative. Unless otherwise permitted by Faculty Council, this student shall be declared in any credential offered by the Faculty of Arts. Nominations will go forward to the

Standing Committee on Nominations and Governance, which shall recommend one student to Faculty Council for endorsement (appointed, voting);

f. One (1) Arts Degree Advisor (ex officio, non-voting);

g. One (1) Educational Advisor (ex officio, non-voting);

h. One (1) representative from the Office of the Registrar (ex officio, non-voting);

i. Representative(s) from the Faculty of Arts on any of the Senate committees on curriculum, unless occupying another position on the Arts Standing Committee on Curriculum as designated above (ex officio, non-voting);

89. The Standing Committee on Curriculum shall:

a. exercise the delegated authority of Arts Faculty Council to receive, review, and approve all course curriculum offered for credit by departments and programs within the Faculty, and to recommend course curriculum to Senate and its appropriate Standing Committees for approval;

b. review periodically curricular and program components (including, but not limited to, prerequisite structures, class format, credit assignment, learning outcomes, learning activities, assessment models, and prior learning assessment processes) and make such recommendations to Faculty Council as may be appropriate;

c. ensure that all curriculum developed within the Faculty conforms to University policies and procedures and meets appropriate academic standards;

d. receive and review Program Concepts and Full Program Proposals (or such equivalent submissions as come to stand in their place) for degree and non-degree programs (such as post-baccalaureate credentials, associate degrees, diplomas, certificates, and citations), consult with the Standing Committee on Academic Planning and Priorities, and report with recommendations to Faculty Council;

e. review the implementation of new degree and non-degree programs as required by Senate or its appropriate Standing Committee(s), and report with recommendations to Faculty Council;

f. receive and review program revisions for degree and non-degree programs, and report with recommendations to Faculty Council;

g. ensure, where appropriate, that any external requirements for licensing, certification and accreditation arising from degree and non-degree programs within the Faculty are met;

h. ensure that curriculum materials are properly documented for approval and/or use by other areas of the University (e.g. Registrar's Office, Admissions, Counselling, University Secretariat);

i. provide detailed minutes, including a list of curriculum approved at each meeting of the Standing Committee on Curriculum, for information to the next scheduled meeting of Faculty Council;

j. coordinate as necessary the presentation to Faculty Council of provincial articulation meeting reports, and highlight any concerns relating to articulation;

k. make recommendations regarding appointments to other University committees and/or working

groups on curriculum via the Standing Committee on Nominations and Governance;

l. review periodically the Committee's mandate, composition, processes, and approval criteria and make such recommendations to the Standing Committee on Nominations and Governance as may be appropriate;

m. establish subcommittees as required to fulfill the Committee's responsibilities;

n. perform other duties as assigned by Faculty Council.

III. Standing Committee on Academic Planning and Priorities

90. Membership of the Standing Committee on Academic Planning and Priorities consists of:

a. The Dean or designated Associate Dean (ex officio, voting);

b. The Chair or Vice-Chair of Faculty Council (ex officio, voting);

c. Three (3) members of Faculty Council, at least two (2) of whom are members of the Faculty as defined in Bylaw 6.a, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty (appointed, voting);

d. Between three (3) and eight (8) additional members of the Faculty as defined in Bylaw 6.a, recommended by the Standing Committee on Nominations and Governance and endorsed by Faculty Council, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty (appointed, voting);

e. One (1) student representative. Unless otherwise permitted by Faculty Council, this student shall be declared in any credential offered by the Faculty of Arts. Nominations will go forward to the Standing Committee on Nominations and Governance, which shall recommend one student to Faculty Council for endorsement (appointed, voting);

f. A designated administrative support representative employed within the Faculty (ex officio, non-voting);

g. One (1) Arts Degree Advisor (ex officio, non-voting);

h. Representative(s) from the Faculty of Arts on the Senate Standing Committee on Academic Planning and Priorities, unless occupying another position on the Arts Standing Committee on Academic Planning and Priorities as designated above (ex officio, non-voting);

91. The Standing Committee on Academic Planning and Priorities shall:

a. advise Faculty Council on the mission, educational goals, objectives, strategies, and priorities of the Faculty;

b. advise Faculty Council on whether the establishment, revision, or discontinuance of educational programs and other curricular changes support the mission and mandate, educational goals, objectives, strategies, and priorities of the Faculty;

c. advise Faculty Council on the priorities for implementation of new programs leading to certificates, diplomas, and degrees;

d. advise Faculty Council on the establishment or discontinuance of departments and other educational administrative units within the Faculty;

e. advise Faculty Council on policies and strategies supporting enrolment and student success;

f. advise Faculty Council on processes for the development, review, implementation, and communication of educational and action plans that support the priorities of the Faculty;

g. advise the Faculty Council on whether the Faculty budget proposal supports the academic priorities of the Faculty;

h. review periodically the Committee's mandate, composition, processes, and approval criteria and make such recommendations to the Standing Committee on Nominations and Governance as may be appropriate;

i. establish subcommittees as needed to fulfill the Committee's responsibilities;

j. perform other duties as assigned by Faculty Council.

IV. Standing Committee on Research, Scholarship, and Creativity

92. Membership of the Standing Committee on Research, Scholarship, and Creativity consists of:

a. The Dean or designated Associate Dean (ex officio, voting);

b. The Chair or Vice-Chair of Faculty Council (ex officio, voting);

c. Seven (7) to twelve (12) members of the Faculty as defined in Bylaw 6.a, recommended by the Standing Committee on Nominations and Governance and endorsed by Faculty Council, selected to ensure that the composition of the Committee reflects the diversity of programs within the Faculty. At least one of these seven shall be a member of Faculty Council, and at least one shall be a recent or current member of the Research Ethics Board (appointed, voting);

d. Two (2) student representatives. Unless otherwise permitted by Faculty Council, these students shall be declared in any credential offered by the Faculty of Arts. Nominations will go forward to the Standing Committee on Nominations and Governance, which shall recommend one student to Faculty Council for endorsement (appointed, voting).

93. The Standing Committee on Research, Scholarship, and Creativity shall:

a. advise Faculty Council, liaise with research-oriented offices, and make recommendations on matters related to research, scholarship, and creative activity in support of the Faculty's mission, educational goals, objectives, strategies, and priorities and in recognition of the diversity of research, scholarship, and creativity undertaken in various disciplines within the faculty;

b. review periodically the Committee's mandate, composition, processes, and approval criteria and make such recommendations to the Standing Committee on Nominations and Governance as may be appropriate;

c. perform other duties as assigned by Faculty Council.

V. Student Advisory Standing Committee

94. Membership of the Student Advisory Standing Committee consists of:

a. The Dean or designated Associate Dean (ex officio, voting);

b. The Chair or Vice-Chair of Faculty Council (ex officio, voting);

c. Two (2) student representatives on Faculty Council (ex officio, voting);

d. All student representatives on Standing Committees of Faculty Council (ex officio, voting);

e. Up to six (6) students who are declared or intend to declare in any credential in the Faculty of Arts, appointed by the Standing Committee on Nominations and Governance, endorsed by Faculty Council. Members shall be recruited to reflect the diversity of areas of study (appointed, voting).

f. The Chair and Vice-Chair shall be elected every year at an April or May meeting

95. The Student Advisory Standing Committee shall:

a. act as a forum for discussion and dialogue about the student experience and student educational needs in the Faculty of Arts;

b. develop and coordinate opportunities to enhance the student experience and campus life for students in the Faculty of Arts;

c. develop opportunities for interaction between students and faculty in the Faculty of Arts;

d. advise Faculty Council and the Dean regarding opportunities to improve the experiences of students in relation to registration and admission;

e. advise Faculty Council and the Dean regarding opportunities to enhance student development and success;

f. in cooperation with the KSA, Vice-President University Affairs, assist the Faculty Council in finding students willing to serve as representatives on other committees and in other roles;

g. advise on and provide feedback to the Faculty Council and Dean regarding proposed new courses, and new areas of study and opportunities for curricular improvements;

h. advise on and provide feedback to the Faculty Council and Dean regarding policies and procedures which may impact the quality of education and the quality of the student experience in the Faculty of Arts.

KWANTLEN POLYTECHNIC UNIVERSITY
Senate

SENATE
Agenda Number: *7.1*
Meeting Date: *November 30, 2026*
Presenter(s): *Catherine Schwichtenberg*

Chair's Report to Senate
Joint Senate Standing Committees on Academic Planning & Priorities; and University Budget
November 20 2026

SSCAPP and SSCUB met jointly on Teams on November 20.

The Committee approved a recommendation to Senate and the Board of Governors for the proposed **Diploma in Contemporary Music and Applied Technology**, with implementation anticipated for September 2027. Discussion focused on student demand, enrollment and financial projections, facilities and equipment readiness, financial aid eligibility, international recruitment, and future laddering opportunities. The Committee was satisfied that existing infrastructure and planned course offerings support the proposed program. The motion carried with ten votes in favour and one opposed.

The Committee reviewed the **draft Fiscal 2027-28 Budget**. Discussion focused on the continued decline in international student revenue, enrolment trends, government funding assumptions, expenditure reductions, and the institution's approach to achieving long-term financial sustainability. Following discussion, the Committee endorsed the draft budget as aligned with the approved budget principles and priorities with 9 in favour, one opposed. The president abstained as the budget was advice to her role as president as per the University Act. She also advised she was in support.

The Committee also received the **second-quarter financial forecast update**. Members heard about the current year-to-date results, revised revenue projections, expenditure controls, and the measures being taken to maintain a balanced year-end position despite ongoing enrolment and revenue pressures.

The Committee provided feedback on the draft **KPU Forward 2027-2030 Strategic Management Plan**. Discussion focused on the proposed mission, vision, values, sustainable enrolment, institutional efficiency, Polytechnic identity, employee experience, transparency in decision-making, and the role of innovation and emerging technologies. The draft will be revised based on feedback received and circulated for further consultation.

Additional discussion occurred regarding the data and reporting tools used to inform enrolment, financial, and program planning decisions. Members expressed interest in a future presentation to better understand the dashboards and reports that support institutional planning and resource allocation.

The Committee also received an update regarding the new provincial cabinet. Further information will be provided as details become available.

Respectfully,

Catherine Schwichtenberg

KWANTLEN POLYTECHNIC UNIVERSITY

SENATE
Agenda Number: *7.2*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Catherine Schwichtenberg*

AGENDA TITLE: NEW PROGRAM PROPOSAL – DIPLOMA IN CONTEMPORARY MUSIC AND APPLIED TECHNOLOGY

ACTION REQUESTED: Motion

THAT the Senate advise the Board of Governors to approve the proposed Diploma in Contemporary Music and Applied Technology program and associated new and revised courses, effective September 1, 2027.

Executive Summary

The proposed Diploma in Contemporary Music and Applied Technology is a 60-credit diploma program designed to prepare graduates for a range of creative, technical, and professional opportunities in music and broader creative industries. The proposed program is designed to address the needs of the evolving music industry, as well as other creative sectors, where foundational knowledge of music, technology and entrepreneurship are needed. Rather than focusing on preparing students to simply perform music or operate production technology, the proposed program would equip graduates to participate more broadly in contemporary music practice: creating, producing, collaborating, managing projects and developing the professional skills required to build a career in an evolving music industry or other creative sectors.

For a visual overview of the proposed program and its objectives, watch the Music Diploma Intro Video 1.

Governance Review

Arts Standing Committee on Curriculum on October 9, 2026

Arts Faculty Council on October 16, 2026

Senate Standing Committee on Curriculum, November 4, 2026

Senate Standing Committee on Academic Planning & Priorities and University Budget, Nov. 20, 2026

Consultations

1. David Burns, Provost and Vice President Academic
2. Lori McElroy, Associate Vice President, Planning and Accountability
3. Nadia Henwood, AVP Enrolment Services & Registrar
4. Shelley Boyd, Dean of Arts
5. Music Program Advisory Committee
6. Larissa Petrillo, Special Advisor, Strategic Initiatives, Work-Integrated Learning

Attachments

1. **Diploma in Contemporary Music and Applied Technology (CIM Programs)**
2. **Music Diploma Curriculum Map**
3. **Music Diploma Financial Assessment**
4. **Proposed Music Diploma Program Proposal** **(for submission to PSIPS)**
5. **Consultation Sheet**
6. **Associated New and Revised Courses:**
    a. New Courses
        1. MUSI 1131: Digital Content Production
        2. MUSI 1134: Composition for Film, Television, and Screen
        3. MUSI 1135: Podcast Production
        4. MUSI 1152: Aural Musicianship
        5. MUSI 1164: Keyboard Skills
        6. MUSI 2131: Collab Lab
        7. MUSI 2132: The Wake Up Social Justice Music Festival
        8. MUSI 2135: Simulcasting for Musicians
        9. MUSI 2800: Music Practicum
    b. Revised Courses
        1. MUSI 1291: Songwriting and Arranging
        2. MUSI 2020: Drum Jam

Prepared by

Nancy Train, Admin Assistant, Senate

Date submitted

November 20, 2026

: DIPLOMA IN CONTEMPORARY MUSIC AND APPLIED TECHNOLOGY

In Workflow

1. AR Dean (alena.buis@kpu.ca; shelley.boyd@kpu.ca;arts.curriculum@kpu.ca)
2. Provost (amy.jeon@kpu.ca)
3. ORegCurrConsult (oregcurrconsult@kpu.ca)
4. AR Academic Planning and Priorities Committee (Ying.Ma2@kpu.ca)
5. AR Curriculum Committee (mariana.gatzeva@kpu.ca; arts.curriculum@kpu.ca)
6. AR Council (Shelley.Boyd@kpu.ca)
7. Consultations (oprocurriculum@kpu.ca)
8. Senate Standing Committee on Academic Planning and Priorities (Catherine.Schwichtenberg@kpu.ca)
9. Senate Standing Committee on University Budget (Catherine.Schwichtenberg@kpu.ca)
10. Senate Standing Committee on Curriculum (Catherine.Schwichtenberg@kpu.ca; Michelle.Molnar@kpu.ca)
11. Senate (Catherine.Schwichtenberg@kpu.ca; Michelle.Molnar@kpu.ca)
12. Board Governance Committee (sonia.banwait1@kpu.ca; boardofgovernors@kpu.ca)
13. Board Finance Committee (sonia.banwait1@kpu.ca; boardofgovernors@kpu.ca)
14. Board (sonia.banwait1@kpu.ca; boardofgovernors@kpu.ca)
15. Provost (amy.jeon@kpu.ca)
16. DQAB-PSIPS (oprocurriculum@kpu.ca; josephine.chan@kpu.ca)
17. Calendar Editor (calendar.editor@kpu.ca)

Approval Path

1. 2026-09-10T00:30:24Z
   Meredith Laird (meredith.laird): Rollback to Initiator
2. 2026-09-10T21:27:19Z
   Shelley Boyd (Shelley.Boyd): Approved for AR Dean
3. 2026-09-11T15:31:40Z
   Amy Jeon (Amy.Jeon): Approved for Provost
4. 2026-09-25T21:19:19Z
   Ashley Andrade Barajas (ashley.andradebarajas): Approved for ORegCurrConsult
5. 2026-09-25T21:22:41Z
   Ying Ma (Ying.Ma2): Approved for AR Academic Planning and Priorities Committee
6. 2026-10-10T01:26:53Z
   Mariana Gatzeva (Mariana.Gatzeva): Approved for AR Curriculum Committee

New Program Proposal

Date Submitted: 2026-09-10T20:00:10Z

Viewing: : Diploma in Contemporary Music and Applied Technology

Last edit: 2026-10-19T20:14:26Z

Changes proposed by: Virginia Vandenberg

Reviewer comments

Meredith Laird (meredith.laird) (2026-09-10T00:30:24Z): Rollback: Request to rollback for additional editing.

Krista Gerlich-Fitzgerald (krista.gerlichfitzgerald) (2026-09-11T19:01:39Z): Updated MUSI 1151 to 1152 and 1154 to 1164 as per request of GC.

Meredith Laird (meredith.laird) (2026-09-11T23:29:22Z): Updated Curriculum Map and DQAB documents.

Virginia Vandenberg (virginia.vandenberg) (2026-09-23T19:20:09Z): Financial assessment documents added on behalf of OPA

Krista Gerlich-Fitzgerald (krista.gerlichfitzgerald) (2026-10-01T19:38:15Z): Changed electives from 9 credits to 6 as per request from Gordon.

Overview

Program proposal contact(s)

Gordon Cobb

Calendar year edition

2027-2028

Requirements

Admission Requirements

The Faculty's Admission Requirements, which consist of KPU's undergraduate English Proficiency Requirement (https://calendar.kpu.ca/admissions/#englishproficiency), apply to this program.

Declaration Requirements

Students intending to graduate with this diploma must declare the credential. At the time of declaration, the student must satisfy all of the following requirements:

- In good academic standing with the University
- Completion of a minimum of 15 credits of undergraduate coursework.

Curricular Requirements

Students must complete a minimum of 60 credits that include all of the following:

Code	Title	Credits
MUSI 1113	Introduction to the Music Industry	3
MUSI 1117	Embodied Music Rudiments	3
MUSI 1130	Music Technology I	3
MUSI 1131	Digital Content Production	3
MUSI 1152	Aural Musicianship	3
ENTR 1200	Introduction to Entrepreneurship	3
MUSI 2132	Music Festival Practicum	6
Select 6 credits of the following:		6
MUSI 1111	Introduction to Popular Music	
MUSI 1114	Introduction to World Music	
MUSI 1164	Keyboard Skills	
MUSI 2020	Drum Jam	
Select 15 credits of the following:		15
MUSI 1132	Music for Video Games	
MUSI 1134	Composition for Film, Television, and Screen	
MUSI 1135	Podcast Production	
MUSI 1291	Songwriting and Arranging	
MUSI 2130	Music Technology II	
MUSI 2131	Collab Lab	
MUSI 2135	Simulcasting for Musicians	
MUSI 2800	Music Practicum	
Select 9 credits of the following:		9
MUSI 3500	Special Topics	
MUSI 3512	The Business of Music	
MUSI 3602	Applied Desktop Recording	
MUSI 3653	World Music	
MUSI 4602	Music Video Production	
Electives	Select an additional 6 credits at the 1100 level or higher	6
Total Credits		**60**

Credential Awarded

Upon successful completion of this program, students are eligible to receive a **Diploma in Contemporary Music and Applied Technology.**

Program Learning Outcomes

	A student who successfully completes the program will have reliably demonstrated the ability to:
1	Interpret musical elements, structures, and expressive practices from diverse cultural, historical, and contemporary musical traditions.
2	Demonstrate musicianship through listening, improvisation, rehearsal, performance, and/or composition in individual and collaborative musical contexts.
3	Create original musical works, arrangements, and sound-based productions using appropriate artistic, technical, and creative processes.
4	Apply industry-standard music, audio, video, and media technologies to produce, edit, record, distribute, and present creative work.
5	Design and deliver music and media content for contemporary digital environments, including streaming, social media, video, gaming, podcasting, and interactive platforms.
6	Collaborate effectively with artists, creators, and professionals from multiple disciplines.
7	Apply business, entrepreneurial, marketing, and professional skills to support sustainable careers.

The following information will help determine whether there is a budgetary impact to the proposed program changes, and what additional information and consultation will be required. Please note that all additional budgetary requests in support of the proposed program change require approval from the Dean and the Provost, and additional financial documents may be required.

The information supplied is for administrative purposes only and will not be visible to reviewers in the academic governance process (e.g., Faculty and Senate committee members).

Change in space requirements?

No

Change in equipment requirements?

No

Change in support requirements?

No

Consultation requests

Academic Advising
Chair of other Department
Co-operative Education
Dean of other Faculty
Disability, Accessibility, and Inclusion
Information Technology
KPU International
Library
Marketing
Office of the Registrar
Organizational Risk
Student Awards and Financial Assistance
Teaching & Learning Commons
University Space Administration

Other departments

Departments
Entrepreneurial Leadership

Other faculties

Faculties
Business

Abstract

Degree or non-degree program
Non-Degree

Academic level
Undergraduate

Faculty
Arts

Department
Music

Program name
Diploma in Contemporary Music and Applied Technology

Program description
This applied program aligns with KPU's polytechnic mandate to provide practical, hands-on career relevant programming. The Diploma in Contemporary Music and Applied Technology is designed to prepare graduates for the realities of contemporary music practice by developing competencies across three interconnected themes: (1) Foundations and Musicianship (2) Music Technology and Digital Production and (3) Collaboration, Organization, and Professional Practice. Together, these themes reflect the core competencies (knowledge, skills, and abilities) required for success in today's diverse and evolving music industry.

A brief description of these competency themes follows:
- Musical Foundations, Analysis, and Musicianship (Music Foundations) focuses on the foundations of artistic development, listening, analysis, and musical interpretation.
- Creative Music Development, Music Technology, and Digital Production (Music Technology) emphasize composition, recording, production, and the use of industry-standard technologies to create and distribute music in digital environments.
- Collaboration, Project Management, Professional Practice, and Entrepreneurial Practice (Music Business) develop the professional skills needed to work effectively with others, manage creative projects, and build sustainable careers.

This integrated approach does not simply prepare students to perform music or operate production technology, but to participate more broadly in contemporary music practice: creating, producing, collaborating, managing projects and developing the professional skills required to build a career in an evolving music industry. Although students will be exposed to all three themes, the program structure gives students some flexibility to put more focus on areas that align with their interests.

The program's strength is its ability to prepare graduates for a range of creative, technical and professional opportunities within the music and broader creative industries. The program provides foundational knowledge for both musicians who want to acquire the technology, production and business skills required to be successful in today's industry, and for non-musicians who want to work in creative sectors such as music marketing and promotions, running a record label, stage management, digital content production, simulcasting, and music video production.

Program concentration(s)
none

Implementation date
September 2027

Proposed Program Overview

Program Structure & Delivery

Proposed credential(s) to be granted

Credential Level
Diploma

Date for next review
Fall 2032

Will this program include a co-operative education option?
No

Discipline and Program Description

Expected time to complete
2 years

Total number of credits
60

Type of intake
Open Intake

Cohort delivery?
No

Course Delivery Options

Part-time studies possible?(i.e., students can choose to study part-time)
Yes

Evening delivery
No

Weekend delivery
No

In person
Yes

Online or blended
Yes

Online or blended delivery options
Some courses will be blended (taught partially on-campus and partially online)

Program Delivery Options

Co-op education program/practicum/clinical practice, etc. available
No

Will graduates require certification?
No

Will the program have to meet external accreditation requirements?
No

Information for Competitive Assessment

Information for Student Demand Assessment

Information for Labour Market Assessment

Financial Assessment Background Questions

New department?
No

Admin support in addition to Chair
No

Preferred campus delivery
Langley

Supplementary Documents

Curriculum Map and Program Learning Outcomes
MUSI Diploma Curriculum Map - Sept 11 2026.xlsx

Financial assessment
Music Diploma Financial Assessment_23Sept2026.pdf

Full program proposal
Proposed Music Diploma DQAB Submission - Sept 11.doc

Other documents
Curriculum Consultation_Dipl Contemporary Music and Appl Tech_2026.docx

Key: 211

PROGRAM CURRICULUM MAP - Diploma in Contemporary Music and Applied Technology

PROGRAM COURSES WITH COURSE LEARNING OUTCOMES	PROGRAM LEARNING OUTCOMES						
	Music Foundations, Analysis, and Musicianship (Music Foundations)		Creative Music Development, Music Technology, and Digital Production (Music Technology)			Collaboration, Project Management, Professional Practice, and Entrepreneurial Practice	
	PLO#1	PLO#2	PLO#3	PLO#4	PLO#5	PLO#6	PLO#7
	Interpret musical elements, structures, and expressive practices from diverse cultural, historical, and contemporary musical traditions	Demonstrate musicianship through listening, improvisation, rehearsal, performance, and/or composition in individual and collaborative musical contexts.	Create original musical works, arrangements, and sound-based productions using appropriate artistic, technical, and creative processes.	Apply industry-standard music, audio, video, and media technologies to produce, edit, record, distribute, and present creative work..	Design and deliver music and media content for contemporary digital environments, including streaming, social media, video, gaming, podcasting, and interactive platforms.	Collaborate effectively with artists, creators, and professionals from multiple disciplines.	Apply business, entrepreneurial, marketing, and professional skills to support sustainable careers

For each CLO, the PLO(s) it satisfies are indicated, and at which level. The three levels are:
Introduced [I]: Course learning outcomes that concentrate on knowledge or skills related to the program outcomes at a basic level or skills at an entry-level of complexity.
Developing [D]: Course level outcomes that demonstrate learning at an increasing level of proficiency of the program level outcome as well expanding complexity.
Advanced [A]: Course level outcomes that demonstrate learning related to the program level outcome with an increasing level of independence, expertise and sophistication or integrate the use of content or skills in multiple levels of complexity.

Core Courses							
(All 7 Required)							
MUSI 1117 Embodied Music Rudiments							
Describe how physical movement and sensory experiences relate to music	I						
Demonstrate knowledge of notes and scales on a keyboard or marimba	I						
Demonstrate knowledge of rhythms by clapping or using percussion instruments		I				I	
Demonstrate knowledge of intervals and chords on a keyboard or marimba		I					
compositions		I				I	
Illustrate techniques for participating in musical performances		I				I	
MUSI 1152 Aural Musicianship I							
Explain the importance of ear training in music	I						
Reproduce pitches accurately based on a played note		I					
Sing intervals based on aural practice		I					
Identify different scales and modes in live and recorded music	I						
Differentiate between various chords based on aural practice	I						
Reproduce rhythmic patterns from live and recorded music		I					
Transcribe melodies by ear in written form	I						
Apply ear training skills in real musical contexts		I				I	
MUSI 1130 Music Technology I							
Identify the components of a digital audio work station (DAW)			I				
Describe functions of music notation software			I	I			
Describe functions of music sequencing software		I		I			
Prepare a MIDI sequencing file			I	I			
Prepare a music notation file			I	I			
Inspect and assess MIDI connections			I	I			
Define the types of software available for the study/creation of music			I	I			
Create a music score incorporating software instruments and recorded sound			I	I			
Select appropriate social media platforms for a given musical task				I	I		
Select appropriate web-building software for portfolio development				I	I		
Engage in a reflective practice as it relates to one's compositions	I			I			
Create a showcase portfolio			I	I	I	I	I
Present a showcase portfolio to an audience				I		I	I
MUSI 1131 Digital Content Production*							
Define various types of digital media				I			
Develop planning and pre-production materials							I
Inspect production techniques in order to assess technology implementation				I			
Construct digital content using cameras, microphones, and lighting			I	I			
Modify digital content compositions using video editing software and digital audio workstations			I	I			
Develop distribution campaigns for marketing and promotional purposes					I	I	I
MUSI 1113 Introduction to the Music Industry							

Identify the main sectors of the music industry, as well as determine the inter-relatedness of those sectors	I						I
Summarize the history of the music industry	I						I
Identify various career and income opportunities in the music industry	I						I
Understand the personal management skills that lead to success and professionalism in the field of music	I						I
Outline the basic business practices in the music industry	I						I
ENTR 1200 Introduction to Entrepreneurship							
Recognize the role of entrepreneurship within society, organizations, and one's personal life							I
Identify one's own entrepreneurial potential							I
Synthesize, and explain ways to manage the entrepreneurial process: create opportunities, mobilize resources, and grow							I
Identify and evaluate the relevance of different types of entrepreneurship including: intrapreneurship, social, for-profit, and cross-cultural entrepreneurship					I		I
MUSI 2132 Music Festival Practicum							
Demonstrate various roles and duties involved in organizing, producing, and hosting a music festival	A						A
Develop planning and pre-production materials for music festivals	A						A
Create various forms of digital content for music festivals		A	A	A	A	A	A
Illustrate proper use of live stage technologies such as audio, lighting, or simulcasting					A	A	A
Collaborate across roles and duties to effectively manage a live music festival including the Wake Up Social Justice Music Festival at KPU						A	A
Music Electives							
Choose 2 from 4* [Musical Knowledge, Analysis, Performance, and Musicianship]							
MUSI 1111 Introduction to Popular Music*							
Identify social, cultural, and political influences on the creation and development of selected musical genres	I						
Recognize the implications of factors such as race, ethnicity, class, and gender on the creation and development of selected musical genres	I						
Define and distinguish various musical elements	I						
Listen to music critically	I						
MUSI 1114 Introduction to World Music*							
Describe the musical characteristics of expressive cultural traditions	I						
Articulate the roles of music in the cultures where it is created and performed	I						
Discuss musical aesthetics in selected cultural contexts	I						
Classify instruments based on the materials from which they are made and how they produce sound	I						
Identify specific musical elements, and use them in the practice of critical listening	I						
Outline the historical factors that led to musical hybridization and syncretism, and draw parallels to contemporary contexts in which similar processes occur	I						
Explain basic concepts in the field of ethnomusicology, including selected methodological and theoretical approaches used in the investigation, analysis, and documentation of musical genres	I						
MUSI 1159 Keyboard Skills I*							
Execute at an appropriate level of mastery the reading, transposition, and keyboard harmony requirements listed in content	I	I				I	
Respond appropriately to musical terms and symbols encountered in the exercises and scores studied	I	I					
MUSI 2020 Drum Jam*							
Develop a path of skill development and self-reflection in a flexible learning environment	D						
Analyze, reflect upon, and evaluate personal learning experiences	D						
Employ the basic technical and musical skills that support individual expression and ensemble cohesion		D				D	
Articulate an understanding of key musical elements, such as meter and rhythm, in written or performance-based formats	D						
Apply creative skills, such as call-and-response playing and improvisation, in rehearsal and performance		D					
Present the progress of one’s learning in a collaborative, interdisciplinary environment		D				D	
Lead an ensemble in a musical performance		D				D	
Communicate one’s experience and learning through public presentation		D				D	
Express a broad understanding of culture and world view	D						
Choose 5 from 8 [Creative Music Development, Music Technology, and Digital Production]**							

MUSI 1132 Composition for Video Games**							
Interpret music and sound design in order to evaluate their impact on video games	D						
Develop planning and pre-production materials for video games			D	D	D		D
Create music and sound design for video games using digital audio workstations			D	D	D		
Develop a professional website or showcase portfolio of video game music and sound design to illicit potential industry employment		D	D	D	D	D	D
MUSI 1134 Music for Film, Television, and Screen**							
Evaluate the role of music and sound design in film, television, internet media, and social media	D		D	D	D		
Develop planning and pre-production materials for film, television, internet media, and social media			D	D	D		D
Create music and sound design for film, television, internet media, and social media using digital audio workstations			D	D	D		
Develop a professional website or showcase portfolio of music and sound design for film, television, internet media, and social media in order to illicit potential employment		D	D	D	D	D	D
MUSI 1135 Podcast Production**							
Identify key podcast genres, formats, and industry terminology	D						
Demonstrate basic podcasting skills, including scripting, interviewing, and audio recording			D				
Use digital audio software to edit and assemble podcast content			D				
Analyze existing podcasts to evaluate storytelling techniques, structure, and audience engagement	D						
Assess audio quality, content clarity, and overall effectiveness of podcast episodes							D
Design an original podcast concept, including a theme song and branding			D	D	D		D
Produce a polished, publishable podcast episode integrating storytelling, audio editing, and sound design			D	D	D		
MUSI 1291 Songwriting and Arranging**							
Discuss the historical masters of popular song and lyric writing	D			D			
Define, discuss, and understand the concepts, terms, and basic elements of song structure	D			D			
Analyze songs in terms of form, melodic construction, lyric strategies, and harmonic style	D			D			
Create lyrics, melodies, and chord progressions for songs			D	D			
Apply techniques of melodic construction in the creation of a melody		D	D	D			
Recognize and use common chord progressions	D			D			
Set lyrics to a melody			D	D			
Utilize collaboration techniques				D		D	
Display professional habits and discipline in song writing				D			D
Communicate the song and/or arrangement with others by using scoring and/or lead sheet construction		D	D	D		D	D
MUSI 2130 Music Technology II**							
Select appropriate software for a task related to music creation, performance, or scholarship			D				
Apply advanced functions of music sequencing software			D				
Integrate advanced compositional practices using a digital audio workstation			D				
Analyze the compositional design requirements for different contexts such as podcasts, jingles, radio, film & television, theatre and dance	D						
Create a music score incorporating digital and acoustic instruments			D	D			
Engage in reflective documentation (written, video, visual) to monitor creative and professional growth	D						
Create music for social media platforms					D		D
Create music for showcase portfolios					D		D
MUSI 2131 Collab Lab**							
Describe the importance and benefits of interdisciplinary collaboration	D						
Develop essential skills for effective collaboration	D					D	
Differentiate different art forms such as visual arts, music, and theatre	D						
Illustrate how to develop collaborative project concepts		D	D	D			
Execute the basics of project planning and management						D	D
Construct art projects from an collaborative interdisciplinary approach		D	D	D	D	D	
Present projects to demonstrate interdisciplinary collaboration		D				D	D
MUSI 2135 Simulcasting for Musicians**							
Identify key concepts, terminology, and platforms related to live streaming and simulcasting	D			D	D		D
Explain the roles of audio, video, and network systems in live digital performance	D			D	D		D
Set up and operate basic streaming equipment, including audio interfaces, cameras, and streaming software		D			D	D	D
Use simulcasting tools to broadcast content across multiple platforms simultaneously				D	D		

Evaluate the effectiveness of a simulcast performance based on audio/visual quality, engagement metrics, and overall presentation	D			D	D		
Design a complete simulcast performance plan, including technical setup, performance structure, and audience engagement strategy			D	D	D	D	D
Produce and execute a live, multi-platform simulcast performance integrating music, video, and interactive elements		D		D	D	D	D
MUSI 2800 Music Practicum							
Demonstrate professional participation in a music industry work setting through the application of music performance and/or music technology competencies.		A	A	A	A	A	A
Apply program learning in music performance and/or music technology to tasks, projects, and responsibilities undertaken during the practicum experience.	A	A	A	A	A	A	A
Produce professional work outputs in music performance and/or music technology that meet the needs of a music-related employer, organization, or project partner.			A	A	A	A	A
Develop an ePortfolio that documents and showcases music performance and/or music technology artifacts created during the practicum experience.			A	A	A		A
Critically evaluate and communicate connections between learning gained through the program and experiences in the practicum.	A			A			A
Upper Level Electives							
Choose 3 of the following 5:							
MUSI 3500 Special Topics**							
Perform music from selected expressive cultural traditions at an appropriate skill level for the course		A					
Understand and apply performance practices of selected expressive cultural traditions	A						
Integrate and demonstrate complementary forms of artistic expression, such as dance, drama, and costume, into a musical performance and at a level appropriate for the course		A		A			
Document organized sound and creative intention through various systems of musical notation					A		
Develop an inquiry project involving research, collaboration, and/or experiential practice							A
MUSI 3512 The Business of Music							
Describe how the music business works							A
Understand standard music industry business practices							A
Apply business skills in planning, marketing, merchandising, finance, and management within the music industry						A	A
Learn to evaluate contracts							A
MUSI 3602 Applied Desktop Recording							
Choose the right tools to produce their own music	A						
Plan and configure home studio hardware components							
Develop musical ideas using MIDI (Musical Instrument Digital Interface) and digital audio software		A	A	A			
Mix multitrack audio projects			A	A			
Use standard audio effects			A	A			
Make a final master of an audio project		A	A	A	A		
MUSI 3653 World Music							
Identify contextual factors, aesthetic considerations, and structural characteristics that support the creation, development, and transmission of selected expressive cultural traditions	A						
Articulate the role of expressive cultural traditions in specific cultures and societies	A						
Describe reasons why aesthetic and structural relationships exist among the world's expressive cultural traditions	A						
Discuss the origins and impacts of technology, commercialization, and globalization on expressive cultural traditions in the 20th and 21st centuries	A						
Employ critical listening and performance-based skills to identify, distinguish and demonstrate specific sonic and structural elements	A						
Explain and apply selected methodological and theoretical approaches from the field of ethnomusicology	A	A				A	
MUSI 4602 Music Video Production							
Choose appropriate tools to produce their own music video	A						
Plan and configure digital audio workstation and video production components							
Develop musical ideas using MVP (Music Video Production) pedagogies and technologies			A	A			
Identify the components of a standard DSLR (Digital Single-Lens Reflex) camera and describe their purposes							
Illustrate the operation of a DSLR camera within class exercises and assignments				A			
Describe the functions of video editing software	A						
Prepare a short demo reel demonstrating different video production techniques		A	A	A	A		
Demonstrate an ability to work cooperatively within collaborative environments							
Demonstrate an ability to reflect upon the overall production process through written materials or vlogs	A						
Make a final portfolio of class materials			A	A	A		

Overall Intersection Analysis							
Introducing	25	11	10	16	5	8	13
Developing	20	14	22	28	19	15	17
Advancing	15	9	12	15	10	8	15
	60	34	44	59	34	31	45
Overall Intersection Analysis							
Introducing	42%	32%	23%	27%	15%	26%	29%
Developing	33%	41%	50%	47%	56%	48%	38%
Advancing	25%	26%	27%	25%	29%	26%	33%
	100%	100%	100%	100%	100%	100%	100%

To: *KPU Senate and Board of Governors*

From: *Lori McElroy, AVP, Planning & Accountability*

Date: *September 22, 2026*

Re: *Financial Assessment Information for Diploma in Contemporary Music and Applied Technology*

The financial assessment for the proposed Diploma in Contemporary Music and Applied Technology program is based on the following information and assumptions.

Courses:

- Course requirements are shown on the following page.
- There are 24 courses in the program, 23 music courses and one business entrepreneurship course.
- 11 of the music courses are also in the music minor.
- Students take a total of 19 courses for a total of 60 credits. Of these, 16 are music courses, 1 is a business course and 2 are electives from any undergraduate courses.
- One music course is 6 credits (Music Festival Practicum) and the others are 3 credit courses.

Workload:

- All three-credit courses have a workload of 12.5% and the six-credit course has a workload of 25%.
- Program courses will be offered in all three semesters every year.
- This program will be offered by the music department, which already has a chair.
- The financial assessment covers the additional costs to offer the new courses and additional sections of existing courses needed for the new program, as well as cost for agent fees associated with international recruitment, marketing, supplies and the normal operating costs associated with an academic department.

Enrolment:

- Anticipated program start is Fall 2027.
- This is an open-intake program with intakes every semester.
- This will be non-cohort based-delivery; students can take courses at their own pace.
- Class size maximum is 35.
- Music courses have been attractive to international students. In AY 2025/26, 40% of the students taking music courses were international. To be conservative, we have assumed only 20% will be international.
- New intake headcounts used in the financial assessment are shown in the following table.

Intake Semester	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33
Summer		5	5	6	7	8
Fall	20	25	30	33	35	35
Spring	12	18	20	25	25	25
Total	32	48	55	64	67	68

Tuition:

- The domestic tuition rate for music courses is 2.a.1, at $166.10 per credit effective Fall 2026.
- The international tuition rate is 8.a.1, $755.77 per credit, effective Fall 2026.
- Tuition is calculated assuming a 2% increase each year.

- Because the music minor shares courses with the diploma program, and already covers the cost of the chair, the net revenue from the minor has been factored into the net revenue for the new program.

Course Requirements

In addition to the 17 courses required below, students must take 2 electives that can be any undergraduate course. All courses below are 3 credits except the for Music Festival Practicum, which is 6 credits.

	Course
ALL 7	MUSI 1012 Embodied Music Rudiments
	MUSI 1151 Aural Musicianship
	MUSI 1130 Music Technology I*
	MUSI 1131 Digital Content Production
	MUSI 1113 Introduction to the Music Industry*
	ENTR 1200 Introduction to Entrepreneurship**
	MUSI 2132 Music Festival Practicum
2 of 4	MUSI 1111 Introduction to Popular Music*
	MUSI 1114 Introduction to World Music*
	MUSI 1154 Keyboard Skills I
	MUSI 2020 Drum Jam*
5 of 8	MUSI1132 Music for Video Games
	MUSI1134 Music for Film, Television and Screen
	MUSI1135 Podcast Production
	MUSI1291 Songwriting and Arranging
	MUSI2130 Music Technology II*
	MUSI2131 Collab Lab
	MUSI2135 Simulcasting for Musicians
	MUSI 2800 (Practicum)
3 of 5	MUSI 3500 Special Topics*
	MUSI 3512 The business of music*
	MUSI 3602 Applied Desktop Recording*
	MUSI 3653 World Music*
	MUSI 4602 Music Video Production*

* Courses shared with Music Minor

** Required in BBA Entrepreneurial Leadership

Kwantlen Polytechnic University
Financial Summary by Fiscal Year

Program: Diploma in Contemporary Music and Applied Technology
Prepared Date: 22-Sep-26
Target Implementation Date: Fall 2027
Tuition Fee Rate Domestic: $ 166.10 MUSI courses are tuition fee rate is 2.a.1
Tuition Fee Rate International: $ 755.77

		Start-up/ Development	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5	Fiscal Year 6	Notes
ENROLMENT:									
	Domestic Headcount %		80%	80%	80%	80%	80%	80%	
	International Headcount %		20%	20%	20%	20%	20%	20%	
	Seats offered		595	875	875	945	945	1155	
	Seats filled		160	376	575	746	924	1,134	seats filled by the new diploma program
	Fill rate		27%	43%	66%	79%	98%	98%	other seats will be filled by students in the minor
REVENUES:									
External Contributions:	Operating Grant								No additional funds expected
	Targeted Grant								
	Capital Contributions								
	Total External contributions	-	-	-	-	-	-	-	
Tuition Fee Revenue:	Domestic		65,057	156,047	243,253	321,887	406,598	508,877	Includes ENTR, but not revenue from
	International		74,005	176,920	276,704	365,682	463,114	579,620	Music Minor
	Total Tuition Revenues	-	**139,063**	**332,967**	**519,956**	**687,569**	**869,712**	**1,088,497**	
Mandatory Fees:	Domestic		4,554	10,923	17,028	22,532	28,462	35,621	7% LTSD
	International		5,180	12,384	19,369	25,598	32,418	40,573	7% LTSI
	Total Student Fees	-	**9,734**	**23,308**	**36,397**	**48,130**	**60,880**	**76,195**	
Miscellaneous Income:									
	Other Income								
	Total Revenues:	-	**148,797**	**356,275**	**556,353**	**735,699**	**930,592**	**1,164,691**	

EXPENSES:

Start-up (Non-recurring) Expenses

Direct Program

Salaries and Benefits							
Non-Salary Expense	-	-	-	-	-	-	
Total Direct Startup Expenses	**-**	**-**	**-**	**-**	**-**	**-**	

Indirect Program Expenses

Salaries and Benefits							
Non-Salary Expense							
Total Indirect Startup Expenses	**-**	**-**	**-**	**-**	**-**	**-**	
Total Start-up Operating Expenses	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Ongoing Operating Expenses

Direct Program

Salaries and Benefits		230,845	294,328	300,214	347,048	353,989	488,504
Non-Salary Expense		36,407	54,457	64,201	70,640	75,442	78,503
Total Direct Ongoing Operating Expenses	**-**	**267,252**	**348,785**	**364,415**	**417,688**	**429,431**	**567,007**

Indirect Program Expenses

Salaries and Benefits							
Non-Salary Expense		5,731	7,139	7,242	8,510	8,631	11,579
Total Indirect Ongoing Operating Expenses	**-**	**5,731**	**7,139**	**7,242**	**8,510**	**8,631**	**11,579**
Total Ongoing Operating Expenses	**-**	**272,983**	**355,924**	**371,657**	**426,197**	**438,062**	**578,586**

CAPITAL OUTLAYS

Start-up Capital Costs

Computer Hardware & AV			Assume all hardware and furniture
Furniture & Equipment			required to support program are
Renovation			included in Music Wing Renovation
Total Start-up Capital Costs	**-**	**-**	

Replacement Cycle of Capital Assets

Computer Hardware & AV	
Furniture & Equipment	
Renovation	
Total Replacement Costs	
Total Capital Costs	
Amortization Costs	

NET REVENUE

Total Expenses (Salary & Benefits, Non-salary & Amortization)		-	272,983	355,924	371,657	426,197	438,062	578,586
Net Revenue **before** Overhead		-	(124,186)	351	184,696	309,501	492,530	586,105
Overhead Rate:	20%	-	54,597	71,185	74,331	85,239	87,612	115,717
Net Revenue after Overhead		**-**	**(178,782)**	**(70,834)**	**110,365**	**224,262**	**404,918**	**470,388**
Music Minor net revenue not costed above			**89,813**	**91,609**	**93,441**	**95,310**	**97,216**	**99,161**
Total Music Net Revenue/ (Loss)			**(88,970)**	**20,775**	**203,806**	**319,572**	**502,134**	**569,548**

The minor will contribute to filling seats and already covers the cost of the program chair

SIGN-OFFS

Office of Planning & Accountability:

I have reviewed the enrolment, attrition and seat fill assumptions and agree that these are reasonable.



Date: September 22, 2026

AVP, Planning & Accountability

Financial Services:

I have reviewed the financial calculations and assumptions and agree with them and that they are accurately summarized above with the following qualifications:

Understanding that there is a possibility that not all costs may have been considered at the time of the assessment and this may change the final results

Understanding that any loss in the program will be funded by the Provost's office should the University not have sufficient budget

Understanding that enrolment monitoring will occur for each semester

Carole Laplante Digitally signed by Carole Laplante Date: 2026.09.22 16:16:11 -07'00'

Date:

Chief Financial Officer / AVP, Financial Services

Non-Degree Program Proposal

Name of Institution: Kwantlen Polytechnic University
Title of Program: Diploma in Contemporary Music and Applied Technology
Credential to be awarded to graduates: Diploma
Length of Program: 2 years, 60 credits

Institutional Contact: Shelley Boyd	**Title: Dean, Faculty of Arts**
Phone: 604-599-3076	**Email: shelley.boyd@kpu.ca**

Executive Summary:

Program Rationale, Purpose and Key Objectives

This applied program aligns with KPU's polytechnic mandate to provide practical, hands-on career relevant programming. The Diploma in Contemporary Music and Applied Technology is designed to prepare graduates for the realities of contemporary music practice by developing competencies across three interconnected themes: (1) Foundations and Musicianship (2) Music Technology and Digital Production and (3) Collaboration, Organization, and Professional Practice. Together, these themes reflect the core competencies (knowledge, skills, and abilities) required for success in today's diverse and evolving music industry. A brief description of these competency themes follows.

- **Musical Foundations, Analysis, and Musicianship (Music Foundations)** focuses on the foundations of artistic development, listening, analysis, and musical interpretation.

- **Creative Music Development, Music Technology, and Digital Production (Music Technology)** emphasize composition, recording, production, and the use of industry-standard technologies to create and distribute music in digital environments.

- **Collaboration, Project Management, Professional Practice, and Entrepreneurial Practice (Music Business)** develop the professional skills needed to work effectively with others, manage creative projects, and build sustainable careers.

This integrated approach does not simply prepare students to perform music or operate production technology, but to participate more broadly in contemporary music practice: creating, producing, collaborating, managing projects and developing the professional skills required to build a career in an evolving music industry. Although students will be exposed to all three themes, the program structure gives students some flexibility to put more focus on areas that align with their interests.

The program's strength is its ability to prepare graduates for a range of creative, technical and professional opportunities within the music and broader creative industries. The program provides foundational knowledge for both musicians who want to acquire the technology, production and business skills required to be successful in today's industry, and for non-musicians who want to work in creative sectors such as music marketing and promotions, running a record label, stage management, digital content production, simulcasting, and music video production.

Program Description:

Program Learning Outcomes: The skills, knowledge and other attributes graduates will attain

The program learning outcomes are organized by competency theme below.

Music Foundations:

1. Interpret musical elements, structures, and expressive practices from diverse cultural, historical, and contemporary musical traditions.
2. Demonstrate musicianship through listening, improvisation, rehearsal, performance, and/or composition in individual and collaborative musical contexts.

Music Technology:

3. Create original musical works, arrangements, and sound-based productions using appropriate artistic, technical, and creative processes.
4. Apply industry-standard music, audio, video, and media technologies to produce, edit, record, distribute, and present creative work.
5. Design and deliver music and media content for contemporary digital environments, including streaming, social media, video, gaming, podcasting, and interactive platforms.

Music Business:

6. Collaborate effectively with artists, creators, and professionals from multiple disciplines.
7. Apply business, entrepreneurial, marketing, and professional skills to support sustainable careers.

Target student audience(s) for this program and expected demand

The target audience for this program includes direct high school graduates, as well as mid-career artists who want to upgrade their digital skills and people who want to acquire the skills to have a successful career in the creative industries of music, film, and digital arts.

Music is a diverse discipline. Some programs have a performance focus, while others may focus on technology, or music theory, or a specific instrument. This program is designed to not duplicate other music programs in BC. The table below provided headcounts for music diploma programs in the lower mainland, separated by the Classification of Instructional (CIP) code.

Demand for Douglas's music technology program has been strong. Demand for the general music programs offered by Douglas and Capilano has been more variable, but the Douglas program has returned to strong demand. Demand for Vancouver Community College's music performance program had been declining, but has recently leveled off.

Student Headcounts in Diploma Programs in the Lower Mainland by Academic Year

Program	20/21	21/22	22/23	23/24	24/25
Capilano University					
50.0901 - Music general	53	34	31	31	29
Douglas					
50.0913 - Music technology	49	50	49	48	53
50.0901 - Music general	53	39	40	53	51
Vancouver Community College					
50.0903 - Music performance	82	77	55	51	51

KPU used to have a bachelor of arts, an associate degree and a diploma in music. A minor in music was introduced in September 2022 and the other credentials were cancelled in 2026 due to their high cost of delivery. Demand increased with the introduction of the music minor. Since then, domestic demand for music has continued to grow, while international demand has declined as international enrolments at KPU have declined.

Given the popularity of music courses at KPU even when the programs were suspended, and the strong demand for music diplomas in the lower mainland, and the labour market need this program is addressing (see below), we expect that demand for the proposed program will be strong. with appropriate marketing. It will take a few years for the full demand to materialize as the reputation of the program grows.

No unnecessary duplication in the system

Public institutions in BC, including Douglas College, Langara, Simon Fraser University, the University of Victoria and UBC, offer programs or specializations that combine elements of music, technology, composition, recording and digital production. Private institutions such as Vancouver Film School, LaSalle College, SAE Institute and the Centre for Arts and Technology tend to position their programs more directly around production, audio engineering, sound design, studio practice and employment-oriented technical skills. South of the Fraser River, only Trinity Western offers a music program and it is in music performance.

The KPU's program is broader in scope. Rather than focusing exclusively on performance, audio engineering or production, the proposed curriculum combines three areas: musicianship and artistic foundations; music technology and digital production; and collaboration, project management, professional practice and entrepreneurship. This combination is significant in that the program would not simply be preparing students to perform music or operate

production technology, but to participate more broadly in contemporary music practice: creating, producing, collaborating, managing projects and developing the professional skills required to build a career in an evolving music industry or other creative sectors.

Evidence of labour market demand

This program is designed to address the needs of the evolving music industry, as well as other creative sectors, where foundational knowledge of music, technology and entrepreneurship are needed. Given the innovative nature of creative industries, labour market demand does not align well with traditional occupation projections.

Many in the music industry work as entrepreneurs, and so need business skills, as well as technological skills and the ability to keep up with the changing music industry.[1] Music Canada has identified that lack of business training, entrepreneurial skills and technical knowledge are key barriers to success in the music industry.[2]

In addition to those who are entrepreneurs, graduates of the program could also work in:

- Sound recording and commercial music studios
- Film, television, and multimedia production companies
- Live concert and theatrical event setups
- Broadcasting stations (radio and TV)
- Marketing companies

The most relevant occupational category is creative and performing artists (National Occupation Code 5112), which is comprised of creative and performing artists, including producers, directors, choreographers and related occupations; conductors, composers and arrangers; and musicians and singers. According to the 2025 edition of the BC Labour Market Outlook, this category is considered a high opportunity occupation, that is, a career with strong future job openings, good employment growth and higher than average pay.

Curriculum:

Program/course structure

Students are required to take 19 courses for a total of 60 credits, as described below. All are 3 credits, except for MUSI2132 Music Festival Practicum, which is 6 credits.

[1] Canadian Live Music Association. Reflections on Labour Challenges in the Live Music Industry: August 2025
[2] Music Canada, and Connect Music Licensing. Supporting Artist Entrepreneurs in the evolving music economy.

The following seven required courses:

- MUSI1117 Embodied Music Rudiments
- MUSI1152 Aural Musicianship I
- MUSI1130 Music Technology I
- MUSI1131 Digital Content Production
- MUSI1113 Introduction to the Music Industry
- ENTR1200 Introduction to Entrepreneurship
- MUSI2132 Music Festival Practicum

Two of the following:

- MUSI1111 Introduction to Popular Music
- MUSI1114 Introduction to World Music
- MUSI1159 Keyboard Skills I
- MUSI2020 Drum Jam

Five of the following:

- MUSI1132 Music for Video Games
- MUSI1134 Music for Film, Television and Screen
- MUSI1135 Podcast Production
- MUSI1291 Songwriting and Arranging
- MUSI2130 Music Technology II
- MUSI2131 Collab Lab
- MUSI2135 Simulcasting for Musicians
- MUSI2800 Music Practicum

Three of the following:

- MUSI3500 Special Topics
- MUSI3512 The business of music
- MUSI3602 Applied Desktop Recording
- MUSI3653 World Music
- MUSI4602 Music Video Production

An additional two undergraduate courses from any KPU program.

Provincial, national and/or international certifications and standards achieved in the new program, if applicable

Not applicable

Program Consultations and Evaluation:

Other provincial post-secondary institutions consulted about the proposed program

None

All other consultations

Members of KPU's music program advisory committee were consulted to ensure the proposed program is relevant to the needs of the sector. The PAC consists of members from the local BC music industry. There are a number of members who work as composers for film and television, video games, and broadcast. There are also two members from the Canadian hip hop music industry, and members who also work in music promotions and distribution. The members our PAC were chosen specifically because they work within the vocations that are supported by the program learning outcomes for the new music diploma. Their industry experience and mentorship will be instrumental in helping music diploma students to gain real world experience in the BC music industry sector. From internships to performance opportunities, this PAC will help to ensure our curriculum and program remains current and relevant in the ever-changing landscape of the Canadian music industry.

KPU's Program Advisory policy and procedures can be found at Program Advisory Committee/Procedure.

BC Student Aid Eligibility

The program will meet BC Student Aid eligibility requirements because at least 15 credits in the program will be offered in both Fall and Winter/Spring terms, thereby allowing students to study full-time, and if they chose, to take a full load to complete the program in two years.

Policies/procedures to ensure program quality and evaluation once implemented

KPU's policy AC3, Program Review, requires that programs undergo a thorough review every five years. See the policy at Program Review | Kwantlen Polytechnic University and details at Program Review | Kwantlen Polytechnic University.

How safety and other risk management factors have been addressed where appropriate

Not applicable.

Admissions and Transfer:

Admission Requirements

Students must meet KPU's undergraduate English proficiency requirements.

Students' ability to access the program through transfer

Transferability will be determined on a course-by-course basis. The program includes a number of existing music courses that are in the BC Transfer Guide. It is possible that new courses designed for this program may also be added to the Guide. BC Transfer Guide

Transfer out of the proposed program into other programs within the same institution or at another institution

Transferability would depend on the program. Some of the courses overlap with KPU's music minor, so would count towards that if students transfer to a degree program. See above regarding the BC Transfer Guide. Some of the courses could also count towards elective credits.

How students will be able to transfer into related degree-level programs, if applicable

There is no music degree program at KPU. The transferability to degree programs outside of KPU would have to be determined on a course-by-course basis.

Other:

Additional information not addressed in the sections above that may be helpful in better understanding the major components of the proposal

Curriculum Consultations

If the Chair and/or Coordinator of the department/program (outside of the proposed Faculty) is consulted, the Dean or Associate Dean of that Faculty must also be consulted and included in the list below.

For consultees, please consider the following questions when providing your feedback to the Proponent:

- Does your department/unit support the proposed curriculum? Provide rationale for support/non-support.
- How does the proposed curriculum impact your department/unit?
- How does the proposed curriculum impact your program?
- Is there potential for curricular overlap with current offerings?

Name	Department, Program and/or Faculty	Comments	Date Consulted
Theresa Voorsluys, Manager, Academic Advising	Academic Advising		
Fiona Whittingon-Walsh, Lead Advisor on Disability, Accessibility and Inclusion	Disability, Accessibility & Inclusion		
Ken Yip, Chief Information Officer	Information Technology		
Zainab Al-koubaisi, Associate Vice President International	KPU International		
Christina Neigel, University Librarian **Damaris Gugliotti,** Divisional Business Manager, Library	Library		
Leland Dieno, Director, Marketing and Digital Strategy	Marketing	From a marketing perspective, I recommend positioning the program broadly to build awareness and engagement with prospective students	Sept 23 2026

Name	Department, Program and/or Faculty	Comments	Date Consulted
		interested in music and music-related careers. Our messaging should clearly connect the program to those interests and career opportunities, while the website and supporting materials can communicate the full range of skills, experiences, and opportunities the program provides. This will allow us to generate awareness at a broad level and then provide prospective students with the information they need to understand the program and where it could take them.	
Asma Sayed, Vice President, Equity and Inclusive Communities **Trina Prince,** Manager, Culture and Wellbeing	Office of Equity and Inclusive Communities		
Khalil Rehmat, Manager, Organizational Risk	Organizational Risk	No concerns	September 17, 2026
Naomi Stuart-Chiu, Manager, SAFA	Student Awards & Financial Assistance	The program is full-time; however, for StudentAid BC purposes, the program must be designated as 100% full-time (15 credits per term). Students can then take a 60% course load (9 credits) and still qualify for funding. The program therefore needs to demonstrate that **15 credits are available for students to take in each term**, even if a student chooses to take only 9 credits. At this point, I couldn't find a term-by-term course layout showing which courses/credits are available in each term	Sept 17/26
Jill Field, Manager, University Space Administration	University Space Administration		

Name	Department, Program and/or Faculty	Comments	Date Consulted
Other Departments/Faculties			
Brad Anderson, Chair, Entrepreneurial Leadership	Entrepreneurial Leadership, Melville School of Business		

KWANTLEN POLYTECHNIC UNIVERSITY

SENATE
Agenda Number: *7.3*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Carole Laplante*

AGENDA TITLE: FY2027 MANAGEMENT FINANCIAL REPORTING UPDATE

ACTION REQUESTED: Information

Executive Summary

Kwantlen Polytechnic University's (KPU or the University) management prepares quarterly variance reports and forecasts for KPU's Board of Governors (the Board) and related committees to provide insight into revenues and expenditures and to identify strategic adjustments that may be required but were not initially contemplated. Variance reporting is a key component of the University's budgeting and financial-management processes, and updated information is regularly communicated to the Senior Executive Team, the Finance Committee, and the Board.

The attached Management Financial Report is based on the financial results as at September 30, 2026 and provides the most up-to-date financial information and demonstrates trends for the University, including actual spend-to-date compared to the trended budget. As of September 30, 2026, KPU is reporting a year-to-date deficit of $7.3 million, compared to a budgeted deficit of $6.4 million, resulting in an unfavourable variance of $0.8 million. The variance is primarily driven by revenues that are $14.7 million below budget, partially offset by expenditures that are $13.8 million below budget. The revenue shortfall is largely attributable to the timing of deferred operating grant recognition, lower-than-budgeted international tuition revenues, and reduced investment income. These impacts have been partially mitigated by lower salary and operating expenditures resulting from workforce reductions, delayed project spending, and ongoing efforts to align resources with enrolment demand.

Management continues to forecast a balanced year-end position. While revenues are projected to remain $7.7 million below budget, primarily due to a forecasted $8.8 million shortfall in international tuition and fees and lower investment returns, these pressures are expected to be substantially offset by higher deferred revenue recognition, anticipated government funding for collective agreement settlements, targeted salary savings, and the strategic use of contingency reserves. Expenditures are forecasted to be $7.7 million below budget, reflecting continued right-sizing efforts and the utilization of contingency funding to address emerging pressures.

Key changes since the July 31, 2026 forecast include:

- $1.8 million reduction in International Tuition and Fee Revenue due to continued decline in international enrolment, based on Fall 2026 stable enrolment results and expectations for Spring 2027.
- $1.2 million increase in Domestic Tuition Revenue driven by stronger-than-budgeted domestic student enrolment, particularly among new students.
- $2.8 million reduction in Ministry Deferred Revenue recognition, with an offsetting reduction in expenses, primarily due to the delay of Asset Retirement Obligation and Environmental Liability work to FY28.
- $3.7 million reduction in forecasted operating expenses, largely attributable to lower international agent commission costs related to a review of historical commission accruals, and the deferral of certain repairs and maintenance activities.
- $3.0 million reduction in forecasted savings previously identified within non-salary budgets, reflecting management's expectation that current favourable variances will be absorbed as the University's FY27 budget reduction target is allocated later in the year.

Management will continue to closely monitor enrolment trends, investment performance, expenditure reductions, and contingency utilization to ensure KPU remains on track to achieve a balanced financial outcome while advancing long-term strategic priorities.

Consultations

1. Senior Executive Team

Attachments

1. FY2027 Management Financial Report (Executive Summary) – September 30, 2026

Prepared by

Carole Laplante, Interim CFO

Date submitted

November 16, 2026

KPU | KWANTLEN POLYTECHNIC UNIVERSITY

Management Financial Report

Six Months Ending

September 30, 2026

Executive Summary

As at Sept 30, 2026 (in $'000s)	Annual Original Budget 2026/27	Annual Adjusted Budget 2026/27	Annual Forecast 2026/27	Variance on Annual Adjusted Budget to Forecast	YTD Adjusted Budget Fiscal 2026/27	YTD Actuals Fiscal 2026/27	Variance on YTD Adjusted Budget to YTD Actuals *
Revenue	$ 269,590	$ 269,069	$ 261,364	$ (7,704)	$ 128,649	$ 113,978	$ (14,671)
Total expenditures	269,590	269,069	261,364	7,704	135,060	121,237	13,824
Consolidated Net Income (Loss)	$ -	$ -	$ -	$ -	$ (6,411)	$ (7,259)	$ (848)

Year to Date Results as compared to budget

As of September 30, 2026, KPU is reporting a year-to-date deficit of approximately $7.3M as compared to the expected year-to-date budgeted deficit of approximately $6.4M, resulting in a net year-to-date shortfall of $0.8M. The year-to-date variance is comprised of revenues being $14.7M below budget, offset by expenditures that are $13.8M below budget. The variance in the year-to-date results is generally due to trending of the of budget and when actuals are experienced and the lower-than-expected annual results.

Forecasted Annual Results as compared to budget

Based on the annual forecast, the university is expected to conclude the year with a balanced financial result.The forecast assumes improved revenue performance in the Fall and Spring terms as student enrolment activity increases across the University and the additional planned operating grant revenues are received and recognized. While annual revenues are forecasted to be $7.7 million below budget, expenditures are also projected to be $7.7 million below budget, offsetting the revenue shortfall and resulting in a balanced budget.

The main reasons for the $7.7M annual forecasted revenue shortfall are:

- $8.8M annual shortfall of international tuition and fee revenue, reflecting lower than planned international student enrolment. The annual budgeted international tuition and fee revenue was $45.7M and forecasted annual results are only $36.9M. This revenue has decreased by $1.8M from the first quarter forecasted revenue of $38.7M.
- $3.8M lower than planned investment revenue,
- $2.0M allocation of the annual budgeted revenue target,
- $0.6M shortfall in recognition of other revenues matched to corresponding decreased expenditures, partially offset by,
- $3.8M higher than planned operating grant revenue related to the Ministry's estimated funding for anticipated collective agreement settlements.
- $1.7M higher then planned domestic tuition and fee revenue. This budget now has been increased by $1.0M to absorb a portion of the $2.0M planned revenue target. The annual forecasted revenue is $42.7M compared to an adjusted budget of $41.8M.
- $1.0M in additional Skilled Trades BC funding received recorded in deferred operating contributions. This budget has now also been increased by $1.0M absorbing the balance of the $2.0M planned revenue target.

$1.0M greater than budgeted revenue recognition related to Ministry deferred operating fund revenues, which corresponds to planned eligible expenditures.

Annual forecasted expenditures are lower than planned by 7.7M mainly as a result of:

- $3.0M savings in faculty salaries above budget targets, reflecting lower than anticipated student enrolment and the corresponding reduction in instructional requirements.
- $5.9M unutilized contingency budget from the $7.0M contingency budget established as part of the annual plan.
- $3.0M under budget in fees and services mostly related to decreased international agent commissions.
- $3.0M under budget in other non-salary expenditures net of the remaining budget reduction target of $2.0M.
- $1.2M in amortization expense savings based on timing differences as capital projects progress slower than budgeted; offset by,
- $5.0M total in non-faculty salary ($3.4M in administrative and $1.6M in staff salary) costs above budget, based on current staffing levels and known position reductions. As further budget reduction initiatives are implemented throughout the year, these salary costs are expected to align with planned reduction targets and approved budget levels.
- $2.4M over budget in benefits driven by the salary variances noted above and an increase in the average benefit rate to approximately 25%, compared to the budgeted rate of 24%.

CHANGES OVER LAST FORECAST PERIOD

Throughout the year, the Budget and Planning team meets with divisions across the University to discuss expected activities impacting hiring and expenditures. Forecasts are updated regularly based on revised information and reflected in the information presented in this document. Key forecasted changes since the last Management Financial Report for the period ended July 31, 2026, resulted in a further decrease in annual forecasted revenues of $3.4M and an offsetting $2.9M further reduction in expenditures. The main changes were as follows:

Revenue

- **-$2.8M Ministry Deferred Operating Fund Revenue:** Activity supported by the Ministry Deferred Operating Fund revenue was initially forecasted based on the funding requests received this past Spring, however as the year progresses, these assumptions are refined. Several items, including work on updating KPU's Asset Retirement Obligation and Environmental Liability will now be deferred to FY28 resulting in an equal and offsetting reduction in both revenue and expense expectations.
- **-$1.8M International Tuition and Fee Revenues:** As of the Fall 2026 stable enrolment date, management has confirmed that international enrolments continue to be lower than budgeted. This dampening is expected to persist into the Spring 2027 semester as well.
- **$1.2M Domestic Tuition Revenues:** In contrast, Domestic enrolments, particularly for new students, have improved since the first quarter.

Expenses

- **-$2.0M Fees and Services:** An additional reduction in forecasted expenditures in fees and services is a result of expected costs associated with reduced International Agent Commission Fees associated with decreased international enrolment activity, as well as historical, aged liability balances that will be written off, resulting in a one-time favourable variance in FY27.
  -$0.9M overall reduction in other non-salary expenditures: As noted above, spending of Ministry Deferred Operating Funds have been delayed resulting in a decrease in anticipated costs.

KEY RISKS AND OPPORTUNITIES

- **International Tuition and Student Fees Risk**: International tuition and fee revenues are currently $5.1M below budget. While Spring 2026 enrolment exceeded expectations, both Summer 2026 and Fall 2026 enrolment declined compared to both the prior year and budget, resulting in the current year to date shortfall. Although new international student enrolments are trending higher than prior year, the majority of this revenue stream comes from continuing students, which has seen greater declines than originally planned. Based on the enrolment experienced to date, management is forecasting the shortfall in international tuition and fees to grow to $8.8M by year end. Management will continue to closely monitor enrolment trends and update forecasts as additional information becomes available.
- **Domestic Tuition and Student Fees Strength**: Summer Domestic tuition revenues have slightly outperformed expectations, showing a $1.2M surplus to date. However, Fall 2026 enrolment data was less favourable, suggesting this trend may result in domestic tuition and fees being close to budget by year end.
- **Investment Returns:** During FY26 the Bank of Canada implemented subsequent prime rate reductions. While these decreases were reflected in the FY27 investment return projections, actual returns on KPU's fixed income portfolio were lower than anticipated. In addition, early in FY27, a portion of the University's funds were held in more liquid, lower-yield investments to ensure sufficient cash availability and alignment with forecasted cash flow requirements. Management is working closely with the University's external investment manager to optimize returns while maintaining appropriate liquidity and compliance with the investment policy.
- **Lower Spending – Budget Reduction Target:** The FY27 Budget included a $5.0M non-salary savings target. During the remainder of the year, management will work to identify sustainable cost reductions and align ongoing budgets with the University's long-term financial sustainability objectives. Identified savings will be reflected in divisional budgets as they are implemented. As noted above, this reallocation has **not yet occurred**, favourable budget variances are currently being reported across several non-salary expenditure accounts. It is expected that a significant portion of these budget savings will be allocated toward meeting the non-salary budget reduction target later in the fiscal year. To ensure these expected savings are not double-counted, Management has reduced the forecasted additional activity on this specific line to offset savings materializing across non-salary expenditure activity.
- **Contingency Allocations**: Approximately $1.0M of the University's $7.0M contingency reserve has been earmarked to temporarily address the provincial Adult Basic Education and English Language Learning (ABE/ELL) funding reduction in alignment with current student numbers, strategic staffing requirements, and essential software investments. The remaining contingency remains available to mitigate ongoing pressures arising from lower-than-budgeted international tuition revenues and will continue to be monitored throughout the fiscal year.

KWANTLEN POLYTECHNIC UNIVERSITY

SENATE
Agenda Number: *7.4*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Carole Laplante, Interim Chief Financial Officer*

AGENDA TITLE: FISCAL 2027-28 DRAFT UNIVERSITY BUDGET

ACTION REQUESTED: Motion

THAT Senate endorse and advise the President that the draft Fiscal 2027-28 Budget aligns with the Budget Principles and Priorities, as presented.

Executive Summary

University Act, Section 62(2): The president must prepare and submit to the board an annual budget in consultation with the appropriate standing committee of the senate.

SSC Academic Planning and Priorities Mandate: Advise the Senate Standing Committee on the University Budget on the academic priorities for the allocation of funds.

SSC University Budget Mandate: On behalf of the Senate, and in consultation with the Senate Standing Committee on Academic Planning and Priorities, advise the President and Vice-Presidents on the review and development of academic budgetary priorities, major capital plans, and the allocation of funds. Present the annual University budget to Senate.

On May 29, 2026, the University Budget Principles and Priorities were presented to the Senate Standing Committee on Planning and Priorities and on University Budget. The budget was prepared reflecting the continued right-sizing efforts and the inclusion of contingency funding to address emerging pressures.

As per the fiscal 2027-28 Budget Principles and Priorities, the proposed budget will focus on student success, support of KPU's core activities and will be balanced. The proposed budget is also aligned with KPU's Mandate Letter from the Ministry.

KPU's ability to adhere to the proposed budget includes assumptions around achieving specific international student enrollment targets and realizing its associated impact on international tuition revenue and the continued funding commitments from the provincial government. This assumption has been continually reviewed throughout the budget process and may be revisited as new information becomes available.

The draft 2027-28 budget proposes a net increase from the prior year of approximately $532 thousand in revenues and $532 thousand in expenses when compared to the Fiscal 2026-27 budget. The budget for Fiscal 2027-28 includes the estimated recognition of $30.3M in Ministry deferred operating grants which is an increase of $11.1M from the Fiscal 2026-27 budget.

Removing the effect of this deferred operating grant recognition, the budget will decrease by $10M, going from $250M in Fiscal 2026-27 to $240M planned in Fiscal 2027-28**.**

Governance Review

On November 20, 2026, the Senate Standing Committees on Academic Planning and Priorities and University Budget recommended that the Senate endorse and advise the President that the draft Fiscal 2027-28 Budget aligns with the Budget Principles and Priorities, as presented.

Consultations

1. KPU Senior Executive Leadership Team

Attachments

1. Appendix 1 – Fiscal 2027-28 Draft Consolidated Budget
2. Appendix 2 – Fiscal 2027-28 Draft Capital Budget
3. 2027-28 Budget Principles and Priorities Final – Approved at BoG 2026 06 24

Prepared by

Michelle Molnar

Date submitted

November 20, 2026

Kwantlen Polytechnic University
Appendix 1 - Fiscal 2027/28 Consolidated Budget (DRAFT)
Budget Summary - By Account Type ($000's)

Account Group	Account Type	FY 2023/24 Annual Base Budget	FY 2024/25 Annual Base Budget	FY 2025/26 Annual Base Budget	FY 2025/26 Actuals	FY 2026/27 Annual Base Budget	FY 2027/28 Proposed Annual Base Budget	FY 2027/28 Budget to FY2026/27 Budget	FY 2027/28 Budget to FY2023/24 Budget
Revenue	Operating grant	88,834	103,132	108,600	111,666	113,039	120,385	7,345	31,551
	Ministry deferred funding	-	-	25,830	18,911	19,188	30,251	11,062	30,251
	Amort of deferred contributions	6,572	8,564	12,878	14,286	13,761	14,674	913	8,102
	International tuition & fees	125,827	128,699	76,468	58,776	45,679	29,191	(16,488)	(96,636)
	Domestic tuition & fees	46,511	40,714	40,421	42,143	40,932	43,038	2,106	(3,473)
	Interest and Investment Income	3,560	11,030	12,860	11,145	10,500	6,500	(4,000)	2,940
	Other revenue	6,826	6,950	8,760	10,107	9,457	9,300	(157)	2,474
	Revenue Target	-	-	-	-	2,000	2,000	-	2,000
	Amortization of Capital Contributions	11,649	14,711	15,046	13,835	15,034	14,783	(250)	3,134
Revenue Total		**289,779**	**313,800**	**300,863**	**280,869**	**269,590**	**270,122**	532	(19,657)
Salaries -Base									
	Faculty salary	85,733	95,032	91,258	84,624	77,720	71,603	(6,117)	(14,130)
	Staff salary	35,982	39,927	39,774	41,090	32,710	32,946	236	(3,036)
	Admin salary	29,956	32,628	32,525	35,310	22,948	22,605	(343)	(7,351)
	Salaries-other	4,688	5,393	5,892	5,132	5,827	5,544	(283)	856
	Benefits	38,471	43,141	40,622	39,874	33,673	33,270	(403)	(5,201)
Salaries and Benefits Total		**194,830**	**216,121**	**210,071**	**206,030**	**172,878**	**165,968**	(6,910)	(28,862)
Benefits as a % of Salaries		25%	25%	24%	24%	24%	25%		
Salaries - Deferral Activity / Transitional Staffing (Note 1)									
	Faculty salary	-	-	-	-	2,418	3,626	1,208	3,626
	Staff salary	-	-	-	-	3,491	5,765	2,274	5,765
	Admin salary	-	-	-	-	4,087	9,225	5,138	9,225
	Salaries-other	-	-	-	-	35	1,000	965	1,000
	Benefits	-	-	-	-	2,177	4,766	2,589	4,766
Salaries and Benefits Total		**-**	**-**	**-**	**-**	**12,208**	**24,382**	12,174	24,382
Benefits as a % of Salaries		-	-	-	-	22%	24%		
Non-salary									
	Fees and Services	28,974	26,668	26,468	16,338	20,223	20,945	722	(8,029)
	General other non-salary	11,124	11,751	11,361	9,937	10,457	10,654	197	(470)
	Software and Subscriptions	10,542	11,342	10,236	9,493	10,406	10,780	374	238
	Student Awards	3,663	4,571	4,605	5,284	4,723	4,714	(9)	1,052
	Repairs and Maintenance	4,788	5,241	4,766	3,339	5,273	5,286	13	498
	Utilities	2,513	2,549	2,549	2,102	2,377	2,379	1	(134)
	Travel and PD	4,026	4,800	4,780	3,461	4,637	4,408	(229)	382
	Transfers to Third Parties	2,000	-	-	2,504	-	-	-	(2,000)
	KPU Foundation Disbursements	-	-	-	-	-	-	-	-
	Non-Salary Target	-	-	(3,000)	-	(5,000)	(8,000)	(3,000)	(8,000)
Non-salary Expenditures Total		**67,629**	**66,922**	**61,765**	**52,458**	**53,096**	**51,166**	(1,931)	(16,463)
	Contingency	5,812	7,765	4,677	-	7,000	4,000	(3,000)	(1,812)
	Amortization of Capital Assets	21,508	22,992	24,350	22,179	24,408	24,606	198	3,098
Net income (loss)		**-**	**-**	**-**	**202**	**-**	**-**	-	-

Note 1: Deferral Activity and Transitional Staffing: Temporary investments that support organizational transition and transformation activities, including process improvements, change management, project-based resources, workforce transition costs, severance costs and other one-time initiatives designed to improve efficiency, reduce future costs, and support the university's long-term financial sustainability. The funds must be spent within Ministry-approved timelines, currently by the end of FY2028.

Kwantlen Polytechnic University
Appendix 2A - Fiscal 2027/28 Draft Capital Allocation Budget
Preliminary Capital Budget - ALL (in '000s)

	ADOPTED FY 2026/27					PROPOSED FY 2027/28					FORECAST FY 2028/29			FORECAST FY 2029/30			FORECAST FY 2030/31		
Project Type x Funding Source	**PROV**	**PSI**	**RESTRICTED**	**OTHER**	**TOTAL**	**PROV**	**PSI**	**RESTRICTED**	**OTHER**	**TOTAL**	**PROV**	**PSI**	**TOTAL**	**PROV**	**PSI**	**TOTAL**	**PROV**	**PSI**	**TOTAL**
TRE Equipment/ Minor Renos	$ 213	$ 10	$ -	$ -	$ 223	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Student Housing and Dining Hall	7,658	-	-	-	7,658	35,701	-	-	-	35,701	53,000	-	53,000	19,984	24,880	44,864	-	-	-
2026/27 Routine Capital (MMR)	3,994	1,239	-	-	5,233	3,994	706	-	-	4,700	3,994	756	4,750	3,994	756	4,750	3,994	756	4,750
2026/27 Carbon Neutral Capital Program (CNCP)	144	25	55	-	224	144	25	1,194	125	1,488	144	25	169	-	-	-	-	-	-
Childcare	4,550	2,857	4,577	97	12,081	910	466	-	-	1,376	-	-	-	-	-	-	-	-	-
FY23 Operating Surplus Restriction Projects	-	202	2,168	-	2,370	-	-	-	-	-	-	-	-	-	-	-	-	-	-
F24 Restriction - Sustainability initiatives	-	-	900	-	900	-	-	2,611	-	2,611	-	-	-	-	-	-	-	-	-
Trades Training Programs	-	-	273	-	273	-	-	-	-	-	-	-	-	-	-	-	-	-	-
KPU Internally Funded **(see Appendix 2B)**	-	16,136	-	-	16,136	-	9,892	-	-	9,892	-	3,710	3,710	-	2,060	2,060	-	10	10
Total	**$ 16,559**	**$ 20,470**	**$ 7,972**	**$ 97**	**$ 45,098**	**$ 40,749**	**$ 11,090**	**$ 3,805**	**$ 125**	**$ 55,769**	**$ 57,138**	**$ 4,491**	**$ 61,629**	**$ 23,978**	**$ 27,696**	**$ 51,674**	**$ 3,994**	**$ 766**	**$ 4,760**

Funding Types

- **Provincial:** Capital projects funded through grants or contributions received from the Provincial Government for approved infrastructure, renewal, or strategic investment initiatives.
- **PSI (Post-Secondary Institution):** Capital projects funded through institutionally generated resources, including internal allocations or other university-funded contributions. Also includes portions contributed as part of Provincially funded projects (MMR, RC, Student Housing)
- **Restricted:** Capital projects funded from externally or internally restricted funds where the use of the resources is limited to specific purposes, projects, or donor-imposed conditions.
- **Other:** Capital projects funded through miscellaneous sources not captured in the categories above, including partnerships, cost-sharing arrangements, third-party contributions, or one-time funding sources.

Kwantlen Polytechnic University
Appendix 2B - Fiscal 2027/28 Draft Capital Allocation Budget
Preliminary Capital Budget - INTERNAL (in '000s)

	ADOPTED FY 2026/27			PROPOSED FY 2027/28			FORECAST FY 2028/29			FORECAST FY 2029/30		
Project Grouping x Budget Type	Base (In Year)	Carryforwards (Multi-Year)	TOTAL	Base (In Year)	Carryforwards (Multi-Year)	TOTAL	Base (In Year)	Carryforwards (Multi-Year)	TOTAL	Base (In Year)	Carryforwards (Multi-Year)	TOTAL
IT	$ 2,594	$ 3,985	$ 6,579	$ 3,790	$ -	$ 3,790	$ -	$ -	$ -	$ -	$ -	$ -
Construction & Renovations	3,165	-	3,165	1,675	800	2,475	-	3,200	3,200	-	2,050	2,050
Facilities & Ancillary Services	2,031	1,473	3,504	1,313	-	1,313	-	500	500	-	-	-
Unforeseen Priority Projects	1,000	-	1,000	1,000	-	1,000	-	-	-	-	-	-
Academic	790	-	790	566	-	566	-	-	-	-	-	-
Faculty of Trades & Technology	450	-	450	-	-	-	-	-	-	-	-	-
Library	251	-	251	251	-	251	-	-	-	-	-	-
Campus & Community Planning	175	-	175	-	-	-	-	-	-	-	-	-
Campus Safety & Security	100	-	100	-	-	-	-	-	-	-	-	-
Student & Other Equipment	97	-	97	473	-	473	-	10	10	-	10	10
Administration	25	-	25	25	-	25	-	-	-	-	-	-
Equipment -New Positions	-	-	-	-	-	-	-	-	-	-	-	-
Total	**$ 10,677**	**$ 5,458**	**$ 16,136**	**$ 9,092**	**$ 800**	**$ 9,892**	**$ -**	**$ 3,710**	**$ 3,710**	**$ -**	**$ 2,060**	**$ 2,060**

Budget Types

- **Base (in Year):** Capital projects and purchases approved and expected to be completed within the current fiscal year, on a one time only (OTO) basis with funding requested each year)
- **Carryforwards (Multi-Year):** Funding for approved multi-year capital projects that spans more than one fiscal year, with unspent budget carried forward to support ongoing project completion.

Internally Funded Budget Groupings

- **IT:** Refresh allocation for laptops, desktops, and AV equipment. In addition to refreshing assets, the allocation includes externally funded projects and initiatives
- **Construction & Renovations:** Institutional-wide priority construction including larger capital projects that normally fall under the Ministry funded routine capital (Continuation of Rick Hansen Accessibility Audit and related projects, Energy Savings Project - All Campuses, Mechanical Cooling for Main Electrical Vaults - All Campuses)
- **Facilities & Ancillary Services:** Refresh allocation for University-wide furniture and equipment and new updated signage
- **KPU Portion of Ministry Funded Projects:** KPU's contribution towards Ministry funded capital maintenance projects (such as MMR-Routine Capital, CNCP)
- **Unforeseen Priority Projects:** Annual discretionary allocation for strategy priority projects and emergent needs
- **Academic:** Academic capital project and equipment priorities, capital renewal, and emergency requests
- **Faculty of Trades & Technology:** Trades Program Equipment, not supported in FY27/28, received external funding in FY26/27
- **Library:** Annual refresh of Library capital assets
- **Campus & Community Planning:** KPU Surrey Shipping and Receiving Loading Bay Improvement - initiative has been deferred until a later time
- **Campus Safety & Security:** Replacement Security Cameras and Safety Bollard infrastructure for all campuses
- **Student & Other Equipment:** Capital equipment & furniture purchases to support student experience
- **Administration:** Equipment as required such as Duty to Accommodate

Budget Principles & Priorities Fiscal Year 2027-28

As a result of the federal government's international student restrictions, the current economic conditions, and the threat of U.S. tariffs, the university faces a materially different financial situation than it did when *Vision 2026* was established.

KPU's Board approved strategic priorities serving and supporting students, advancing social justice, addressing environmental impacts, pursuing decolonization and full inclusion of Indigenous peoples, and maintaining strategic stewardship in planning, operations, financial risk and human resource management —remain unchanged and continue to align with the Ministry Mandate.

The challenge is determining how to advance these priorities while facing reduced funding from declining student enrolments and addressing the expenditure levels, including the size of the university's workforce. While it is easy to say "do less with less" it is challenging to translate that into actions for a university that wishes to continue to achieve all that is asked of it by its students, provincial government, employees, alumni and communities.

The goal of these budget principles is to guide the university through a challenging time in a thoughtful and intentional manner that focuses on adapting to the new realities while continuing to pursue the university's long-term strategic goals.

While there is currently an Acting President, and recruitment for a new President is underway, the proposed FY2028 budget principles and priorities bridge *Vision 2026* to the goals and priorities that will shape KPU's next long-term strategic plan.

	Proposed Budget Principle	Proposed Budget Priority
1	**Budget Model That Aligns Expenses with Revenues**: While the prior year's allocations will be the initial starting point, expenses will be reduced to match projected steady state revenues while still aligning with KPU's strategic goals and provincial mandates. Efforts will be made to minimize the impact on both employees and students, ensuring financial sustainability without compromising the university's core mission.	Advance KPU's strategic goals while recognizing revenues have declined. Budget reductions will be implemented in a thoughtful manner to maintain the long-term foundation of the university. By integrating strategic priorities into the budget framework, KPU can maintain progress on its strategic goals while adapting to lower revenues.

	Proposed Budget Principle	Proposed Budget Priority
2	**Realistic Enrolment Assumptions**: International student enrolment has declined and is not expected to return to historical levels. The budget will be based on conservative but realistic enrolment assumptions for domestic and international students and will address student enrolment needs and demands.	Collaboration between the Office of Planning and Accountability and Financial Services will establish robust enrolment assumptions for tuition revenue as a foundation for budget development
3	**Support for Core Activities, Values, and Strategic Priorities**: Advancing KPU's strategic priorities and focusing on KPU's core activities—teaching, learning, research, so far as and to the extent that its resources from time-to-time permit, undertake and maintain applied research and scholarly activities to support the programs of the special purpose, teaching university, and related services, with a primary focus on students. The budget will use a data-informed and courageous approach to making KPU a leaner and smaller institution, while at the same time ensuring predictability and stability which will reflect a strong foundation for the institution. In addition, KPU will remain committed to its core values including supporting equity, diversity, and inclusion, and Indigenization and decolonization, and will continue to support those as key values and priorities. Allocating established and ongoing budget for these areas will remain a priority. By maintaining this focus, the university not only upholds academic excellence but also fosters confidence among students, faculty, and stakeholders. Stability in budgeting is crucial for planning long-term initiatives and adapting to evolving educational demands.	The budget will reflect a smaller and leaner university and will continue to advance KPU's strategic priorities, prioritizing teaching, learning, and scholarly activities. Maintaining robust support systems is essential for ensuring both academic and inclusive excellence and an enriched student experience. By focusing on these areas, the university reinforces its commitment to providing a quality education that prepares students for success while fostering an environment of inclusion, innovation, and collaboration. An inclusive and safer environment supports student recruitment and retention efforts. This balanced approach ensures that limited resources are allocated effectively, keeping the needs of students at the forefront. Resources will be allocated using a data-driven approach, informed by benchmarks where available and appropriate, to ensure effective decision-making that keeps student needs at the forefront.

	Proposed Budget Principle	Proposed Budget Priority
4	**Lifecycle Funding**: New projects, activities and organizational changes will be funded over the lifecycle of the activity and will span fiscal years as required. This includes preparing a five-year forecast to maintain clear visibility into expected future revenues and expenditures, ensuring long-term financial planning and sustainability.	KPU's emphasis on funding activities and projects throughout their lifecycle ensures financial sustainability and operational stability. By approving budgets that span multiple fiscal years and considering long-term needs, the university can strategically align resources with its goals while mitigating risks. This prudent approach—prioritizing cost recovery and strategic program development—demonstrates a commitment to thoughtful planning and adaptability. It enables KPU to innovate responsibly, balancing progress with financial health.
5	**Supporting Student Recruitment and Retention and Adapting to New Realities:** Funding will be strategically allocated to support KPU as it adapts to the new post-secondary environment and emerging challenges, as well as maintaining core activities, values, and Strategic Plan objectives.	KPU is adapting to the latest challenges facing the post-secondary sector. Strategic use of funds to meet these challenges will be particularly important to support student recruitment and position KPU to meet the changing needs of industry, society and its communities. Budget priorities will also focus on revenue generation, emphasizing recruitment and retention initiatives as well as the development of new programs designed to create net-positive financial impact for the university. This approach positions KPU for sustainable growth while enhancing its ability to meet emerging educational needs.
6	**Contingency Plans**: The budget will include an appropriate contingency. Distributed contingencies will be centralized to better manage the overall budget.	Maintaining a contingency budget is a prudent strategy to ensure financial resilience amidst unexpected challenges such as revenue fluctuations or inflationary pressures. It offers a safety net that allows the university to navigate uncertainties while safeguarding its core functions and priorities. By requiring the President (or delegate) to approve reallocations and involving the Board of Governors in broader spending changes, KPU reinforces accountability and transparency in its financial decisions. Contingency

	Proposed Budget Principle	Proposed Budget Priority
		funds held at the department level will be centralized to better manage the prudent use of contingencies and reduce unspent funds at year end.
7	**Balanced Budget**: The university budget will be balanced and will ensure financial stability and sustainability.	The budget will consider unexpected changes and carefully evaluate future year impacts of budget decisions and therefore the long-term continuity of the university.
8	**Capital Expenditure Controls**: Capital expenditures will not increase self-funded annual amortization to more than 5% of operating expenses.	Priority for capital asset investments will be directed towards maintaining the university's assets through refresh allocations, strategic capital priorities and supporting key areas such as teaching and learning, student support, IT, research and innovation support.
9	**Ancillary Services**: Ancillary Services will be budgeted to balance student experience with financial stability.	Budgets for Ancillary Services will be based on balancing the student experience with financial stability. By carefully adjusting pricing and implementing cost-saving measures, KPU can move closer to cost recovery without compromising the quality of services offered to students. This strategy not only ensures the sustainability of ancillary operations but also reflects a commitment to student satisfaction and support.
10	**Budget Planning Engagement:** Major assumptions, estimates, and the rationale behind budget decisions will be shared with key parties throughout the budget development process. While engagement is encouraged, the President and the Board of Governors hold the ultimate fiduciary responsibility to approve the annual budget. The level of engagement will	The budget development process is complex and requires extensive information to inform decisions. Management is committed to transparency and providing context throughout the process. However, due to the detailed nature of the budget and the specialized knowledge required to understand its drivers and implications, not all parties will engage at the same depth. Engagement will be meaningful,

	Proposed Budget Principle	Proposed Budget Priority
	follow the principles outlined in the Budget Planning Engagement Matrix (attached).	structured, and aligned with the roles and responsibilities of each group.

Budget Planning - Stages of Engagement

Note: If the composition or purpose of any named group changes, the matrix will be reviewed and updated accordingly.

	Inform	Input	Consult	Involve	Collaborate	Empower	Approve
Communication	One-way updates	Gather ideas or feedback	Two-way discussion	Work directly with key parties	Shared decision-making	Delegated authority	Delegated authority
Purpose	Keep people aware	Inform the work	Influence decisions	Shape solutions together	Co-create outcomes	Operational leadership	Fiduciary oversight
Who	**All Employees, Students and BCGEU Executive**	**KFA Executive**	**SSCAPP/SCCUB, Senate, Finance Committee**	**Senior Leadership**	**Senior Executive Team (SET)**	**President**	**Board**
How	E.g. University Communicator, Town Halls, website, Finance hub	Presentations - targeted meeting(s)	Presentations - targeted meeting(s)	Presidents Circle meetings and Budget development processes	Weekly Meetings	Scheduled Meetings	Scheduled Meetings
When	As needed	Before the Annual Budget Presentation to the Board, the Union will be given an opportunity to provide input	Quarterly	Scheduled meetings	Daily through operational work; weekly through meetings	Quarterly	Quarterly
What	High-level budget overview	Review of budget influences	Provides structured feedback that informs scenario refinement and institutional alignment	Detailed review of divisional budgets	Validate institutional priorities	Leads development of the Budget	Receives the consolidated budget for approval
	Key messages from leadership	Discussion of risks, trade-offs, and impacts	Discussion of risks, trade-offs, and impacts	Prioritization of initiatives within portfolios	Review cross-institution impacts	Confirm alignment with strategic plan and financial sustainability	Confirms alignment with strategy
	Major timelines and milestones	Feedback on alignment with academic priorities	Feedback on alignment with academic priorities	Identification of savings, pressures, and reallocations	Resolve competing pressures	Endorse major financial decisions and allocations	Endorse major financial decisions and allocations
	Opportunities to submit questions or comments		Input on policy or governance considerations	Alignment of divisional plans with institutional strategy	Confirm major budget directions	Provides forecasts, risks, and expectations	Receive final forecast, risks, and year-end expectations
	Summary of decisions once finalized		Review of forecasts, plans, and year-end expectations	Iterative refinement of targets and assumptions	Provide guidance before final approval	Drives major financial decisions operationally	Provide governance oversight and direction

KWANTLEN POLYTECHNIC UNIVERSITY

SENATE
Agenda Number: *7.5*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Dr. Purvey and Dr. McElroy*

AGENDA TITLE: CONSULTATION ON KPU'S DRAFT STRATEGIC PLAN

ACTION REQUESTED: Discussion

Executive Summary

Attached is the draft strategic plan, covering the period from 2027 to 2030. The purpose of the plan is to help focus decision-making on key priorities as we adjust to the decline in enrolments and revenue caused by the federal government's policy changes that have dramatically reduced international enrolments.

The plan is a work in progress. At the November 30 meeting, Senate is being consulted to help shape its continued development.

Rather than working through the document line by line, we'd like to step back and consider the bigger picture and the choices we are making about KPU's future. As you read the draft, please consider the following:

- The purpose of a mission statement is to define why the institution exists, its core identity, current functions, and provide the context for strategic planning and guide decision making. Does the mission statement do this effectively?
- A vision statement describes institution's desired future state, where KPU wants to be in five to ten years. If this an effective vision for the future of KPU?
- There are four values in the plan that help to guide how we make decisions, treat each other and execute our goals. Are there any concerns with these?
- There are four goals in the plan, each with several strategies. Are the goals and strategies clear enough to help guide KPU over the next 3 years?
- Are there important priorities that are missing or are not given enough emphasis?

Please come ready to share your perspectives. We want to hear where you think we've got it right, where there may be gaps, and where we need to think further. If you have additional thoughts after our discussion, or would prefer to share your feedback in writing, we welcome that as well.

Your feedback will help shape the continued development of the plan. All employees will also have an opportunity to provide their feedback through an online survey. Once the consultation phase is complete, the plan will go through the Senate governance process before coming to the Board for approval in April.

Governance Review

For Secretariat Use Only

Consultations to Date

1. Senior Executive Team
2. President's Circle
3. Board of Governors
4. SSCAP/SSCUB

Attachments

1. Draft Strategic Plan Nov 19 2026

Prepared by

Lori McElroy

Date submitted

November 5, 2026

KPU Forward: 2027 to 2030

Introduction

Kwantlen Polytechnic University was gifted its name by Kwantlen First Nation. Kwantlen means tireless runner. In recognition of this gift, the university has a deep commitment to Truth and Reconciliation.

Polytechnic education is career-focused, combining academic theory with practical, technical and applied learning through small classes, labs, studios and experiential learning to develop in students the skills and competencies required in today's workplaces.

University education provides students with the critical thinking, cooperation and problem-solving abilities needed to thrive in our society and a complex world.

This unique KPU blend works tirelessly to educate students who flourish as the future builders of vibrant and successful communities.

This strategic plan was developed at a time of transition for KPU. As we transform KPU to adjust to the reduction in international student demand due to federal policy changes, this plan provides a roadmap forward for KPU, towards a future of innovation and resilience.

We affirm our commitment to KPU's ongoing priorities and plans including:

- xéʔelɬ Pathway to Systemic Transformation Framework
- Recommendations of KPU's Task Force on Anti-racism
- Equity Diversity and Inclusion Action Plan
- KPU's Gender and Sexual Equity Action Plan
- KPU's Accessibility Plan
- KPU's Healthy University Initiative
- KPU's Academic Plan
- KPU's Global Strategy
- KPU's sustainability commitments, such as the climate strategy and United Nations Sustainable Development Goals.

Mission

To provide high-quality, open-access education that integrates polytechnic and university education, combining applied learning, academic rigor, and critical inquiry to create transformative opportunities for students and communities.

Vision

To be a catalyst for change by providing education that supports social mobility and thriving communities.

Values

Care: We care about the words we choose, the actions we take, and the impact we have on our students, colleagues, the community and the land on which KPU is situated. We do this by showing pride in our work, communicating honestly and with empathy, treating each other with dignity and respect, offering our help, and holding ourselves and each other accountable for the long-term success and well-being of our students, colleagues, community and environment.

Excellence: We are committed to delivering an exceptional polytechnic experience that supports the personal, professional and academic success of our students. We do this by connecting learning with practice, striving for continuous improvement, bringing expertise and innovation to our work, and recognizing that every role contributes to educational quality and student success.

Collaboration: Together, we seek solutions for the greater good. We do this by giving and seeking input from others when developing plans, exchanging information and ideas, building consensus, notifying those impacted by changes in a timely manner, respectfully stating opinions, supporting group decisions even if not in total agreement, and sharing credit for achievements.

Justice: We strive to offer opportunities, supports and resources for all students and employees of equity-denied groups to ensure that they thrive and succeed. We do this by actively seeking out and considering diverse perspectives and experiences when making decisions, raising awareness and understanding of equity issues, and addressing and correcting systemic and structural barriers. We do this with humility, receiving feedback without defensiveness, apologizing when we make a mistake and learning from it, being open to new ideas and opportunities, building others up, and putting aside ego to ensure justice for our students and colleagues.

Strategic Goals

KPU's four goals are:

1. Grow and stabilize enrolment by strategically recruiting students and supporting their success and retention.
2. Improve efficiency and effectiveness across KPU.
3. Strengthen our Polytechnic Identity.
4. Advance community and global justice by enabling students and employees to contribute to building just, equitable, and socially responsible communities.

The key strategies for each goal follow.

1. Grow and stabilize enrolment by strategically recruiting students and supporting their success and retention.

   Strategies:

   - Develop a Strategic Enrolment Management Plan that addresses both financially sustainable recruitment and retention.

- Develop new programs that fit our polytechnic identity and will have a positive net revenue, attract new and returning students, retain current students and increase the number of graduates.
- Ensure we have flexible ways to access KPU, such as Recognition of Prior Learning (RPL).
- Help our students thrive by supporting their health and wellbeing.
- Ensure students have the supports they need to succeed, including career planning assistance, academic advising and guidance throughout their studies.

2. Improve efficiency and effectiveness across KPU.

   Strategies:

   - Strategically review and simplify processes to improve student and employee experience, increase efficiency and reduce costs.
   - Seek new sources of revenue that align with KPU's mission.
   - Ensure financial sustainability by maintaining a structurally balanced budget that aligns ongoing expenditures with recurring revenues.
   - Strategically invest in initiatives that advance the University's mission and strategic priorities.
   - Make effective and ethically responsible use of emerging technologies.

3. Strengthen our Polytechnic Identity.

   Strategies:

   - Increase the proportion of our programs that align with our polytechnic identity.
   - Increase experiential learning opportunities and applied research so our graduates have the skills needed for tomorrow's workforce.
   - Strengthen our brand identity as a polytechnic through effective marketing and other activities that impact KPU's reputation.
   - Grow our partnerships and relationships with governments, industry, community and other post-secondary institutions, positioning KPU as a regional workforce and innovation partner.
   - Strengthen our Program Advisory Committees to improve alignment with industry/sector needs and ensure our programs are responsive to change in today's evolving careers and workplaces.

4. Advance community and global justice by enabling students and employees to contribute to building just, equitable, and socially responsible communities.

   Strategies:

   - Strengthen our commitment to Indigenization, decolonization, and reconciliation by building meaningful and respectful partnerships and relationships with Indigenous communities and elders.
   - Weave Indigenous ways of knowing, doing, being and becoming throughout the institution
   - Embed principles of equity and justice throughout the University's structures, systems, policies, and processes.

- Provide learning opportunities and resources for better understanding of issues of social justice (including but not limited to racial, gender and sexual equity and disability) and climate sustainability.
- Support marginalized students and employees to succeed and thrive.

KWANTLEN POLYTECHNIC UNIVERSITY
Senate

SENATE
Agenda Number: *8.1*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Catherine Schwichtenberg*

Chair's Report to Senate
Senate Standing Committee on Curriculum
November 4, 2026

The Committee reviewed proposed revisions to **BIOL 4320 Human Genetics**, including changes to prerequisite requirements intended to provide greater flexibility for students who have demonstrated strong achievement in earlier biology courses. Following discussion regarding course progression and student understanding of the revised prerequisites, the Committee unanimously recommended approval of the revisions.

The Committee also considered a request from the Faculty of Health to defer implementation of previously approved changes to the **Bachelor of Psychiatric Nursing** program. Members were advised that recent enrolment improvements and ongoing program review have prompted the Faculty to re-examine the proposed program structure. The Committee unanimously approved recommending that Senate defer implementation of the approved changes until September 1, 2028.

The Committee reviewed a proposal for a new **Diploma in Contemporary Music and Applied Technology**. The proposed credential combines musicianship, technology, entrepreneurship, and industry-focused learning to prepare students for a range of careers in the contemporary music sector. Discussion included program demand, recruitment strategies, alignment with existing post-secondary offerings, student financial aid requirements, and consultation processes. The Committee unanimously recommended that Senate advise the Board of Governors to approve the Diploma in Contemporary Music and Applied Technology, together with its associated new and revised courses, effective September 1, 2027.

The Committee also discussed consultation documentation and the importance of clearly recording both consultation requests and responses received during curriculum and program development processes.

Respectfully

Catherine Schwichtenberg

Chair, SSCC

KWANTLEN POLYTECHNIC UNIVERSITY

SENATE
Agenda Number: *8.2*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Catherine Schwichtenberg*

AGENDA TITLE: BPN CHANGES – DEFERRAL OF IMPLEMENTATION

ACTION REQUESTED: Motion

THAT Senate approve a delay to the program changes to the Bachelor of Psychiatric Nursing program, approved at the November 24, 2025 Senate meeting, to September 1, 2028.

Executive Summary

The Bachelor of Psychiatric Nursing (BPN) program is seeking to delay the implementation date of the program changes that were passed at the November 24, 2025, Senate meeting by one year, to September 2028. We are submitting this request as faculty need to reassess the implications of the proposed eight-semester structure as it raises concerns regarding student recruitment, retention, progression, and long-term program sustainability.

The proposed eight-semester structure reintroduces conditions that historically contributed to substantial student attrition within the BPN program, particularly the movement of students into BSN programs following completion of foundational prerequisite coursework. This was a significant and persistent challenge that negatively affected student retention, cohort stability, and overall program sustainability. Reintroducing these conditions without further evaluation presents a substantial risk of repeating the same challenges that previously compromised the program's stability.

Additionally, the original program revisions included a proposed 30% face-to-face and 70% online delivery model intended to improve accessibility and recruitment, which is no longer proceeding. This decision is particularly significant given the evolving competitive landscape, including the imminent introduction of a predominantly online psychiatric nursing degree program by another post-secondary institution in British Columbia. Given this development, alongside the recent improvement in BPN enrolment, faculty believe further assessment is necessary before implementing significant structural changes that could affect the program's competitiveness, student retention, and long-term sustainability. Deferring implementation will allow time to evaluate these implications, assess emerging enrolment and retention trends, and determine the most appropriate direction for the program.

We recognize this is a one-time exception request as AR2 – Admission Policy states, "*Applicants will have the right to know the admission criteria under which applications will be evaluated prior to application. Consequently, changes to admission requirements will not normally be made after an application cycle has begun*."

We recognize that this will be disruptive to the current Fall 2027 intake cycle; however, we feel this shift is necessary in supporting the success of the program. We have had thorough conversations with

the Registrar's Office to ensure there is a clear plan to manage this transition and that this is a one-time, non-precedent setting action.

Governance Review

On November 4, 2026, the Senate Standing Committee on Curriculum recommended that Senate approve a delay to the program changes to the Bachelor of Psychiatric Nursing program, approved at the November 24, 2025 Senate meeting, to September 1, 2028.

FOH Curriculum Committee – e-vote: passed on October 28, 2026

FOH Faculty Council – e-vote: passed on October 29, 2026

Consultations

1. Carlo Tala, Dean *pro tem*, Faculty of Health
2. Amy Jeon, Associate Vice-President, Academic, *pro tem*
3. Nadia Henwood, AVP Enrolment Services & Registrar

Attachments

1. BPN Changes approved at November 24, 2025 Senate Meeting

Prepared by	Date submitted
Michelle Molnar	November 12, 2026

KWANTLEN POLYTECHNIC UNIVERSITY
Senate

SENATE
Agenda Number: *9.1*
Meeting Date: *Monday, November 30, 2026*
Presenter: *Catherine Schwichtenberg*

Chair's Report to Senate
Senate Standing Committee on Policy

The Senate Standing Committee on Policy met on November 3, 2026.

The Committee received updates regarding several policy initiatives currently under review. The committee requested that

- HR 11, HR 20, & HR 25 be brought back to the committee for consultation after the draft policies are prepared.
- GV2 Policy Revision consider the committee's feedback, including developing a clearer process diagram that shows policy stages, sequencing, overlaps, and approximate durations.
- GV8 Policy Consultation provide information regarding whether MOU/LOI are required documentation before articulation agreements proceed to Senate.

The Committee also received an update regarding discussions about a potential merger of Senate committees. Members agreed that consideration of any merger proposal would be deferred while the Committee focuses on its current policy review work especially GV2.

Respectfully
Catherine Schwichtenberg

KWANTLEN POLYTECHNIC UNIVERSITY
Senate

SENATE
Agenda Number: 10.1
Meeting Date: Monday, November 20, 2026
Presenter(s): *Catherine Schwichtenberg*

Chair's Report to Senate
Senate Standing Committee on Program Review
November 18th, 2026

We met on Teams. The chair shared news of new nominations to the committee membership: two faculty representatives (pending Senate approval) from the Melville School of Business and one student representative. This will greatly help the committee's work in the coming year.

The following reports were discussed and approved by the committee:

- Asian Studies, 2nd Annual Follow-up Report.
- Criminology, 1st Annual Follow-up Report.

Congratulations to Asian Studies on completing this program review cycle.

Melike Kinik-Dicleli (Manager, Quality Assurance, Office of Planning & Accountability) presented the monthly report on the status of program reviews across the university, noting that 41 programs are currently at various stages of the process, including 15 in the self-study phase.

The possibility of meeting in-person in December was raised, and a poll has been sent to committee members to gauge interest in that.

SENATE
Agenda Number: *11.1*
Meeting Date: *Monday November 30,2026*
Presenter(s): *Melissa Cuthill*

Chair's Report to Senate
Senate Standing Committee on Research
October 29, 2026

The committee's first meeting of the academic term was chaired by Vice-Chair Tara Lyons due to the Chair's illness.

The Committee welcomed new member John Yang, Faculty Representative from the Faculty of Health, and returning member Paul Adams from the Faculty of Science.

As is usual for the first committee meeting of the academic year, the mandate and membership were reviewed. The committee considered changes to the mandate to tighten the focus of the committee's activities in alignment with the mandates of Senate and the University Act; that work will be incorporated into the Committee's annual work plan. As well, a necessary change to the membership composition was decided on in consultation with the Senate Office, ensuring the ORS retains representation on the committee with a non-voting seat, following the elimination of the Director position.

Amit Shukla, AVPRI pro tem, presented his regular report. Highlights included: progress on the implementation of the new Electronic Research Administration System, EndpointIQ;. updates from the ISH, ISFS, and AGC about new external funding awards, outreach activities, and industry and community partnerships; and announcement of a SSHRC Canada Impact+ Research Training Award for a Postdoctoral Fellow under Dr. Asma Sayed.

Annual reports from the Research Ethics Board and Animal Care Committee were presented by Geena Dhaliwal, Research Ethics Coordinator, and Layne Myhre, ACC Chair.

Shelly Kean, Manager of Information Access and Privacy, spoke to the group about a joint ORS/Privacy project to establish documentation and procedures ensuring FIPPA compliance when institutional data is requested for use in research.

Finally, the Committee discussed its work plan and priorities for the coming year, exploring avenues for collecting information about "under the radar" research activity at KPU that is not captured in ORS metrics (through funding administration or REB/ACC applications). There was general consensus that the committee should move beyond an informational role to more active strategic advising of Senate, particularly around undergraduate research activity.

SENATE
Agenda Number: *12.1*
Meeting Date: *Monday, November 30, 2026*
Presenter(s): *Catherine Schwichtenberg*

Chair's Report to Senate
Senate Standing Committee on Tributes
November 2026

The Senate Standing Committee on Tributes discussed the nomination guidelines for the Distinguished Teaching Award and Distinguished Scholarship Award and reviewed the supporting evidence documentation available to nominators. The Committee also noted that information regarding Honorary Degree nominations is now available on the University website. The Committee continues to support efforts to improve the clarity and accessibility of award and recognition processes.
The November meeting lacked quorum and is being rescheduled.

Respectfully
Catherine Schwichtenberg