
**SENATE STANDING COMMITTEES ON
ACADEMIC PLANNING AND PRIORITIES
AND ON UNIVERSITY BUDGET**

**Regular Meeting
Friday, October 2, 2020
9:00 a.m. - 12:00 p.m.
MS Teams Online**

**SENATE STANDING COMMITTEE ON
ACADEMIC PLANNING AND PRIORITIES**

AGENDA

1. Call to Order David Burns 9:00
2. Approval of Agenda
3. Program Discontinuance: Public Safety Communications Certificate..... Brian Moukperian 9:10
4. Adjournment to Joint Committee meeting

**SENATE STANDING COMMITTEE ON
ACADEMIC PLANNING AND PRIORITIES AND
ON UNIVERSITY BUDGET**

AGENDA

- 5. Call to Order David Burns 9:30
- 6. Approval of Agenda
- 7. Approval of Minutes, September 25, 2020
- 8. Meeting with Executive..... David Burns 9:35
 - 8.1. Questions for Executive
 - 8.2. New Budget Priorities
- 9. Items for Discussion..... David Burns 10:15
- 10. Adjournment to SSC University Budget meeting

SENATE STANDING COMMITTEE ON UNIVERSITY BUDGET AGENDA

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|--|-------------|-------|
| 11. Call to Order | David Burns | 10:30 |
| 12. Approval of Agenda | | |
| 13. Chair's Report | | |
| 14. New Business | | |
| 14.1. AC10 Establishment, Revision, Suspension and/or Discontinuance of Programs | | 10:35 |
| 14.2. 2020 Senate Effectiveness Survey | | 10:45 |
| 14.3. 2020 Review of Mandate and Membership | | 10:55 |
| 15. Items for Discussion | | 11:10 |
| 16. Adjournment | | |

SENATE STANDING COMMITTEE ON ACADEMIC PLANNING AND PRIORITIES

Agenda Item: 3

Meeting Date: October 2, 2020

Presenter: Brian Moukperian

Agenda Item Program Discontinuance: Public Safety Communications Certificate

Action Requested	Motion
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Recommended Resolution	THAT the Senate Standing Committee for Academic Planning & Priorities recommend that Senate recommend that the Board of Governors discontinue the Certificate in Public Safety Communications program, effective January 1, 2021.
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Senate Standing Committee Report

For Senate Office Use Only

Context & Background

The Certificate in Public Safety Communications program was suspended on May 28, 2018. For more than two years, Future Students Office reports no inquiries into the Certificate in Public Safety Communications Program. The primary instructor for the Program retired on December 31, 2016.

Key Messages

1. On Wednesday, September 9, 2020, Faculty of Trades and Technology Academic Planning & Priorities Committee passed a Motion to recommend to Faculty of Trades and Technology to discontinue the Certificate in Public Safety Communications program, effective January 1, 2021.
2. On Wednesday, September 16, 2020, Faculty of Trades and Technology Faculty Council passed a Motion to recommend to Senate to discontinue the Certificate in Public Safety Communications program, effective January 1, 2021.
3. No departments, Faculties and Schools are impacted by the discontinuance of the Certificate in Public Safety Communications program.

Consultations

1. Zena Mitchell, University Registrar was consulted on June 25, 2020. There are no students who need to complete courses to graduate.
2. Candice Gartry, Interim Executive Director, Financial Services was consulted on June 25, 2020. Finance supports the recommendation to discontinue the program.
3. On March 3, 2020, Dr. S. Vanderburgh, Provost & Vice President, Academic provided Brian Moukperian, Dean, Faculty of Trades and Technology with a memo supporting and endorsing the proposal to discontinue the Certificate in Public Safety Communications program.

Attachments

1. Memo to Brian Moukperian, Dean, Faculty of Trades and Technology, from Dr. Vanderburgh, dated March 3, 2020, re: Proposal to discontinue Public Safety Communications Certificate program.
2. Memo to Faculty of Trades and Technology, Academic Planning and Priorities Committee, from Brian Moukperian, dated August 27, 2020, re: Recommendation to Discontinue Certificate in Public Safety Communications.

Submitted by

Brian Moukperian, Dean, Faculty of Trades and Technology
Email: brian.moukperian@kpu.ca

Date submitted

September 21, 2020



TO: Brian Moukperian, Dean, Faculty of Trades and Tech

CC: Josephine Chan, Special Assist-Provost, Provost and Vice President, Academic

FROM: Dr. Sandy Vanderburgh, Provost and Vice President, Academic

DATE: March 3, 2020

SUBJECT: **Proposal to discontinue Public Safety Communications Certificate program**

In accordance with KPU [Policy AC10, Establishment, Revision, Suspension and/or Discontinuance of Programs](#) and requirements outlined in Section B.2.f. of the supporting [Procedures](#), I have reviewed your detailed proposal (attached) to discontinue the Public Safety Communications Certificate program.

This memo confirms my full support and endorsement on the Proposal to Discontinue the Public Safety Communications Certificate program.

A handwritten signature in grey ink that reads 'Sandy Vanderburgh'.

Sandy
Vanderburgh

Dr. Sandy Vanderburgh
Provost & Vice President, Academic
Kwantlen Polytechnic University

MEMO TO: Academic Planning and Priorities
Faculty of Trades and Technology

FROM: Brian Moukperian, Dean
Faculty of Trades and Technology

RE: Recommendation to Discontinue Certificate in Public Safety Communications

DATE: August 27, 2020

Background

On May 11, 2018, Dr. David Florkowski, Interim Dean, Faculty of Trades and Technology, presented a Motion to Senate Standing Committee on Academic Planning and Priorities to Recommend to Senate to Approve the Program Suspension of the Certificate in Public Safety Communications. The proposal to suspend the Certificate in Public Safety Communications program was subsequently approved by Senate, effective May 28, 2018.

As per B.2.e in Procedure AC10 *Establishment, Revision and/or Discontinuance of Programs*, a program that has been suspended for a minimum of two years may be proposed for program discontinuance as outlined in Procedure AC10 (see Section B.2.f).

Reasons for Discontinuance

- In 2018, inquiries directed to the public safety industry had found that both the RCMP and E-Communication organizations (Call Centers) hire directly and use a psychometric assessment tool for screening applicants.
- Since 2016, all intakes have been cancelled due to lack of qualified applicants.
- Senate approved the proposal to suspend the Certificate in Public Safety Communications in 2018.
- As of June 2020, Future Students Office reports no inquiries for the program.

Implications

- There are no legal, budgetary or curricular implications as a result of the program discontinuance.

Recommendation

Dean, Brian Moukperian recommends Faculty of Trades and Technology Academic Planning and Priorities (AP&P) recommend to Faculty Council to recommend to Senate and the Board to discontinuance the Certificate in Public Safety Communications program, effective January 1, 2021.

Enrolment

Status	Fall 2014	Fall 2015	Fall 2016	Spring 2017	Spring 2017
Total Applications	34	47 First Choice 10 Second Choice	36 First Choice 20 Second Choice	12 First Choice 10 Second Choice	15 First Choice
Applications Incomplete	11	27	22	6	13
Qualified	19	16	8	5	2
Not Admissible	4	4	6	1	0
Offers Sent	19	16	8 2 offers declined	5 1 offer declined	Intake was cancelled before the offer stage
Offers Accepted	19	16	6 – intake cancelled	4 – intake cancelled	Intake cancelled before offer stage
Graduated	12	15	Intake cancelled	Intake cancelled	Intake cancelled

Proposal to Discontinue Certificate in Public Safety Communications

Impacted Credential

Certificate in Public Safety Communications

Location of the Program

KPU Tech

Faculty Offering the Program

Faculty of Trades and Technology

Anticipated Final Date of Discontinuance

January 1, 2021

Reasons for Discontinuance

- Lack of enrolment demand

Plans of Phasing-out of the Program

1. No other departments units or programs will be impacted by the discontinuance.
2. Zena Mitchel, University Registrar was consulted on June 25, 2020. Since this was a cohort-based program, there are no students who need to complete courses to graduate.
3. Candice Gartry, Interim Executive Director, Financial Services was consulted on June 25, 2020. Finance supports the proposal to discontinue this Program. Brian informed her that the instructor had retired on December 31, 2016.

Timeline of Activities

Committee/Board	Action/Motion	Meeting Date	Submission Deadline
Faculty of Trades and Technology Academic Planning & Priorities (AP&P)	For recommendation to Faculty Council	September 9, 2020	September 1, 2020
Faculty of Trades and Technology Faculty Council	For recommendation to Senate	September 16, 2020	September 10, 2020
Senate Standing Committee on Academic Planning	For recommendation to Senate	October 2, 2020	September 25, 2020
Senate	For recommendation to the Board	October 26, 2020	October 16, 2020
Board of Governors Governance Committee	For recommendation to the Board	November 4, 2020	October 23, 2020
Board of Governors	For approval	December 2, 2020	November 30, 2020

Endorsement by the Provost

The Provost and Vice President Academic endorsed the proposal to discontinue the Certificate in Public Safety Communications program on March 3, 2020 (see attachment).

Institutional Contact

Brian Moukperian, Dean, Faculty of Trades and Technology
604-598-6112
brian.moukperian@kpu.ca

SENATE STANDING COMMITTEE ON ACADEMIC PLANNING AND PRIORITIES AND ON UNIVERSITY BUDGET

Minutes of Regular Meeting

Friday, September 25, 2020

9:00 a.m. - 12:00 p.m.

MS Teams Online

SSCAPP Voting Member Quorum 7 members		
Alan Davis Allyson Rozell Andhra Goundrey Andre Iwanchuk Catherine Schwichtenberg Harjit Dhesi	Lilach Marom Pallav Sharma Tom Westgate	
		Non-voting David Burns Zena Mitchell Sandy Vanderburgh Steve Cardwell Rajiv Jhangiani Deepak Gupta Lori McElroy
Regrets	Senate Office	Guests
Randal Thiessen Michelle Molnar Kristan Ash	Meredith Laird Rita Zamluk	Diane Purvey

SSCUB Voting Member Quorum 7 members		
Alan Davis Barnabe Assogba Seanna Takacs Sonu Bratch Tom Westgate	Sue Fairburn Diane Purvey Stephanie Howes Caroline Daniels Reza Khakbaznejad	
		Non-voting David Burns Sandy Vanderburgh Tara Clowes Candice Gartry
Regrets	Senate Office	Guests
Sharanveer Singh Robert Ironside Waheed Taiwo	Meredith Laird Rita Zamluk	

1. Call to Order

The Chair called the meeting to order at 9:02 a.m.

2. Approval of Agenda

Barnabe Assogba moved the agenda be confirmed as circulated.

The motion carried.

3. Approval of Minutes, May 29, 2020

Andhra Goundrey moved the minutes be accepted as circulated.

The motion carried.

4. Chair's Report

The Chair introduced new members. He congratulated the Registrar and Dean Goundrey on their long term service awards. He reported that chairs will be needed for each committee as he will not be standing for re-election as Vice-Chair of Senate.

5. Fiscal 2021/22 Budget Overview

Tara Clowes, Vice-President, Administration shared the Budget Backgrounder presentation with the committee.

The Chair asked the committee members to convey the clear financial messaging to their constituents.

During the discussion, Alan Davis clarified some of the terms used in the presentation, the efforts undertaken to help international students attend online courses, the resilience of students who have arrived in Canada and undergone the two-week isolation period, and approaches being used to manage the deficits.

Lori McElroy reported on the changes in enrolment numbers

The Committee discussed the unrestricted accumulated surplus that will be used to cover the projected deficits for the next two years, and the changes in student enrolments for the fall term.

6. Items for discussion

There were no items for discussion.

7. Adjournment to SSC Academic Planning and Priorities meeting

The meeting adjourned at 9:41 a.m.

SENATE STANDING COMMITTEE ON ACADEMIC PLANNING AND PRIORITIES

8. Call to Order

The Chair called the meeting to order at 9:48 a.m.

9. Approval of Agenda

Andhra Goundrey moved the agenda be confirmed as circulated.

The motion carried.

10. Chair's Report

He reported that an election for a chair will be upcoming.

11. New Business

11.1. Institutional Recognition: Vancouver Film School (VFS)

Diane Purvey outlined the value and purpose of institutional recognition of private education institutes by a public education institution. She described the number of possible partnerships between KPU and VFS. One benefit could be attracting more upper level students.

The Committee discussed the benefits of the agreements to both KPU and VFS, the governance structures of public and private post-secondary institutions, and the next step to develop faculty transfer agreements.

Harjit Dhesi moved that the Senate Standing Committee on Academic Planning and Priorities recommend that Senate approve the request for institutional recognition from the Vancouver Film School, effective September, 2021.

The motion carried.

11.2. Academic Schedules 2021/22 and 2022/23

Zena Mitchell overviewed the academic schedules for the next two years. She outlined the options of following a standard withdrawal deadline or an extended voluntary deadline. The outcomes of KPR extending the withdrawal date during the Spring 2020 included fewer students entering probationary status.

Lori McElroy shared the grade distribution over the summer and the impacts of the extended withdrawal date and reported that students seem doing better overall.

Rajiv Jhangiani, Vice- Provost, Teaching and Learning, supported erring on the side of flexibility and compassion. Option 2 enables both outcomes.

The Committee asked about the number of times a student could withdraw and the number of times a student can take a course, maintaining stability within classes, the impact of the change on AC4, *Student Assessment and Grading*, and providing timely feedback to students.

Andhra Goundrey moved that the Senate Standing Committee on Academic Planning and Priorities confirm that the 2021/2022 and 2022/2023 Academic Schedules are compliant with Policy AR17 Academic Schedule and Course Timetables and recommend Option 2 to Senate for approval.

The motion carried.

11.3. 2020 Senate Effectiveness Survey

David Burns overviewed the results of the Senate Effectiveness Survey.

11.4. 2020 Review of Mandate and Membership

The Committee reviewed and did not change the mandate and membership.

12. Items for Discussion

12.1. Acting Vice-Provost, Teaching and Learning Report

Rajiv Jhangiani highlighted the large increase in the number of requests for support, and the work of the faculty to adjust successfully to teaching online.

13. Adjournment

The meeting adjourned at 10:24 a.m.

SENATE STANDING COMMITTEE ON ACADEMIC PLANNING AND PRIORITIES AND ON UNIVERSITY BUDGET

Agenda Item: 8

Meeting Date: October 2, 2020

Presenter: David Burns

Agenda Item	Meeting with Executive
Action Requested	Information
Context & Background	<p>Traditionally, administration has always presented a balanced annual budget, meeting the provincial Ministry of Advanced Education, Skills and Training mandate for balanced budgets. The COVID-19 global pandemic continues to significantly impact tuition and ancillary revenue streams across the BC post-secondary industry. Ongoing financial management will be focused on ensuring deficit can be covered by accumulated financial surpluses. Ongoing financial projections show that KPU will continue to be impacted by decreased tuition and ancillary revenue streams into next fiscal year.</p>
Key Messages	<ol style="list-style-type: none"> Budget preparation for 2021 – 2022 is focusing on developing a budget that will maintain, as far as possible, KPU’s core teaching, learning, scholarship and service activities. Budget preparation will most likely result in a deficit budget. The intent is to prepare a budget for approval that is manageable within KPU’s unrestricted accumulated surplus, and leaving enough funds to ensure business continuity for 2022 – 2023.
Consultations	<ol style="list-style-type: none"> University Executive Board Finance Committee
Attachments	<ol style="list-style-type: none"> 2021_22 Senate Budget Assessment Process_Final_28Sept2020 KPU Memo_Executive Priorities FY22_Final_27May2020 2021_22 Budget Tenets and Philosophy_Final_27May2020

Submitted by *David Burns, Vice-Chair, Senate*

Date submitted *September 28, 2020*

Senate Budget Assessment Activities				
2020	President	Joint Committee SSCAPP / SSCUB	Senate	2021 / 22 Budget Development Meeting Dates
May	* President meets with Joint Committee	* Joint Committee reviews and recommends that Senate approve the final draft of Senate Budget Assessment Process and meeting dates of Joint Committee	* Senate approves the agenda items and timelines for Senate and Senate Standing Committees	May 7: Joint Committee May 25: Senate
June	* President receives Senate advice on initial principles and priorities	* Joint Committee provides feedback on 2021/22 Budget Philosophy and Key Tenets * Joint Committee provides feedback on Executive priorities and budget philosophy and makes recommendation to Senate.	* Senate receives and provides feedback on 2021/22 Budget Tenets & Philosophy * Senate advises the President on Executive priorities and budget philosophy.	May 29: Joint Committee Jun 22: Senate
July				
August				
September		* Joint Committee makes recommendations on priorities for the draft 2021 / 22 budget * Financial Services high level update on budget timeline	* Senate advises the President on the priorities for the 2021 / 22 University Budget	Sep 9: Polytechnic University Executive (PUE) Sep 25: Joint Committee Sepr 30: PUE
October		*Revisiting the <i>2021-22 Budget Tenets and Philosophy_Final_27May2020</i> and <i>KPU Memo_Executive Priorities FY22_Final_27May2020</i>		Oct 2: Joint Committee meets with Executive Oct 26: Senate
November		* Joint Committee review high level 2021 / 22 draft University Budget and advises Senate on alignment with priorities		Nov 13: SSCAPP_SSCUB Nov 30: Senate
December				
2021				
January				
February		* Financial Services presents an updated version of the 2021 / 22 draft University Budget	* Senate has an additional opportunity to provide feedback if necessary	Feb 5: SSCAPP_SSCUB Feb 22: Senate
March		* Financial Services presents an updated version of the 2021 / 22 draft University Budget		Mar 9: Finance Committee Mar 11: PUE Mar 22: Senate Mar 31: BoG
April				



MEMORANDUM

TO: Senate Standing Committees on Academic Planning and Priorities, and University Budget

FROM: Candice Gartry, Executive Director, Financial Services (*Interim*)

DATE: May 27, 2020

SUBJECT: Executive Budget Priorities

Dear Colleagues,

Given the unprecedented times that we are facing with the COVID-19 pandemic, budget priorities that would typically stand for a full year will need to be continuously re-assessed as the environment in which we operate evolves. This will apply to both the 2020/21 budget and 2021/22 budget. As public health officials and governments strive to balance their pandemic response against a cautious restart of the economy, we will have to be prepared to shift our priorities as conditions change. It is incumbent upon us to be vigilant and nimble.

KPU's primary goal is to ensure business continuity in these uncertain times. We need to prioritize student success and support for faculty as outlined in the Academic Continuity Plan. Continuing to support and improve the work of the Strategic Enrolment Planning Committee will be essential

For the development of the 2021/22 budget, the University Executive will utilize the following organizational priorities as set out in Vision 2023 and the Academic Plan 2023:

- I. A significant portion of KPU's revenue is highly volatile and less predictable than in prior years. As such, budgets must remain as flexible and fluid as possible in order to allow KPU to react appropriately in a continually evolving context.
- II. Support academic continuity with a focus on innovation as we continue with remote delivery for the majority of our courses.
- III. Support our employees with the tools and services that they need to help them continue to work remotely.
- IV. Enhance the experience of our students by ensuring access to diverse courses and programs, experiential learning opportunities where possible, as well as services, resources and facilities that support student learning, development and mental health, with an emphasis on continued teaching and learning support within both a COVID-19 and post-COVID environment.
- V. Enrich the experience of employees by providing access to professional development and technological training, internal advancement opportunities, and an inclusive workplace where all people are treated with dignity and respect, with a focus on supporting employees within a new and uncertain COVID-19 and post-COVID environment.



MEMORANDUM

- VI. Continue to improve the integrated planning culture through the implementation of an enrolment management strategy, with a focus on aligning recruitment, admissions and retention processes with KPU's capacity to meet demand and support student success.
- VII. Through integrated planning, continue to focus on financial sustainability and predictability, and improving alignment of organizational resources with strategic priorities.
- VIII. Diversify and optimize revenue streams, through projects and initiatives such as the Campus Master Plan and integrated planning, to offset increasing cost pressures.
- IX. Demonstrate value and respect for the richness of cultures and traditions of Indigenous peoples.
- X. Enhance KPU's reputation as an integral and transformative post-secondary institution and continue to invest in government relations and community engagement.

Budget Tenets and Philosophy

Budget Tenet	Budget Philosophy	2022 Budget Update
Support for continuity of teaching and learning	The University Budget will help to address the changing environment related to COVID-19, both during and post pandemic.	As KPU has moved much of its courses to a virtual environment, and many employees are working under a work-from-home model, enhanced focus will need to be placed on supporting employees and students in the post COVID-19 environment.
Predictability for faculties	The University Budget will provide predictability for faculties by providing budget clarity and direction for the next five years, allowing faculties to plan for program delivery and staffing needs well in advance.	A 5-year draft institutional budget has been delivered. However, given the challenges and uncertainty surrounding the COVID-19 pandemic, the FY 2022 budget will need to be more flexible and fluid than in prior years due to the potential level of revenue volatility in these unprecedented times.
All new activities must be funded on a lifecycle basis	All activities must be funded over the lifecycle of the activity, initiative or project to ensure adequate funding over the life of the activity, initiative or project. Approved projects will have budget spanning fiscal years, where appropriate.	Institutionally, expenditure budgets have been maintained, with inflationary pressures added. Any new funding allocations may only be achieved with an equal and opposite reduction in funding. KPU will continue to proceed with caution on any new projects and initiatives given the revenue uncertainty surrounding COVID-19 both during and post pandemic.
Capital expenditures should not increase annual amortization expense	KPU's annual amortization expense is approximately \$18.5 million; no capital expenditures should be incurred that will increase this amount without targeted external funding to support ongoing amortization commitments.	Despite changes to budget process, stringent capital approval processes have been maintained. Annual amortization will need to increase due to organizational requirements; however only organizational refreshes and high priority facilities and teaching assets will be approved.

International tuition and enrolment should be forecasted and maintained at desired levels	KPU is reliant on international tuition as a revenue stream, and efforts to control and predict this stream are critical.	The current revenue strategy is to maintain revenue targets at approximately \$225 million, driven primarily by increased targets in International. While the work on enrolment management and sustainability has proven very useful and effective, the unprecedented times that we are facing due to the COVID-19 pandemic are unpredictable. As such, international student tuition is highly unpredictable for the coming year(s). Efforts to control and predict this revenue stream are more critical than ever, but the actual amount of international student tuition realized is largely out of KPU's control due to issues surrounding the pandemic.
KPU should not grow its current level of commitments	If international revenues continue on their upward trend, KPU should not spend any incremental revenue in excess of \$225 million, but rather generate a surplus so as not to increase future year's commitments.	Future year commitments have not increased, with the exception of amortization. Given the revenue uncertainties, both during and post pandemic, KPU should proceed cautiously with any non-essential spending until there is more revenue predictability.
KPU must budget to the lower band of International Revenue Sensitivity	KPU should ultimately budget to the lower band on International Revenue Sensitivity (15% reduction) to ensure revenue estimates are conservative. Any surpluses that result from the under-budgeting of revenues should be used to establish endowments that will contribute to operating expenses on an ongoing basis, relieving cost pressures in future years.	Given the unpredictability of international student tuition revenue due to the uncertainties surrounding the COVID-19 pandemic, KPU should do its best to budget to the lower band of International Revenue Sensitivity.
Academic Budgets should fall within the scope of the Vice President, Academic	Academic budgets should fall within the scope of the Vice President Academic, to ensure key pedagogical and academic initiatives are prioritized.	The budget process is in line with this proposed budget philosophy.
Budget models must be based on enrolment drivers	A set of assumptions must be adopted regarding enrolment expectations on a long-term basis to create a	The Office of Planning and Accountability and Financial Services have been working collaboratively to bridge this gap. Significant progress has been made



foundational assumption for the development of a five-year budget.

and will continue to be refined in the future. However, given the uncertainty around the COVID-19 pandemic, assumptions around enrolment expectations may not hold true given these unprecedented times.

SENATE STANDING COMMITTEE ON UNIVERSITY BUDGET

Agenda Item: 14.1

Meeting Date: October 2, 2020

Presenter: David Burns

Agenda Item *AC 10 Establish, Revision, Suspension and/ or Discontinuance of Programs*

Action Requested	Discussion
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Attachments Memo for AC10

Submitted by *David Burns, Vice-Chair of Senate*

Date submitted *September 29, 2020*

MEMORANDUM

TO: All Faculty Councils and other stakeholder group committees

CC: Sandy Vanderburgh, Josephine Chan, David Florkowski

FROM: David Burns

DATE: 18 September 2020

SUBJECT: Revision of AC10: Establishment, Revision, Suspension and/or Discontinuance of Programs / Procedure / Appendix A

To all faculty councils, and any other stakeholder group/committee interested in providing feedback on the revision of policy AC10, the University's policy on program establishment, revision, suspension and discontinuance.

In conjunction with the Office of the Provost I will be conducting consultations at any interested faculty council this fall and winter in preparation for the revision of AC10. The purpose of these conversations will be twofold: to introduce several conceptualizations of our policy needs, as I understand them, and to solicit general ideas about the revision. Please discuss your council's feedback on the points below in advance of my visit. **When possible, both Josephine Chan and I will attend.**

Priorities in the rewrite:

1. Develop an early warning mechanism that allows key stakeholders (both administrative and faculty) to be present for conversations prior to formal submission of proposals to the governance system.
2. A central role for the Provost's office in coordinating support service input and in advising on the ultimate feasibility of a proposal – especially in terms of financial viability and likelihood of approval by government.
3. In order to reduce approval time, remove the requirement of a concept paper for any proposals that do not require Stage 1 Review by the Ministry of Advanced Education Skills and Training. This applies to programs at or below the level of a minor.
4. In order to reduce approval time, compress steps in the approval process such that some approval steps can be undertaken concurrently (rather than in sequence).
5. Reduce the overall number of forms in the "D" series (D1, D2, D3, etc.) by combining forms in areas of overlap. The ministry stage 1 document, for instance, covers much of the content of two or three of our other forms.
6. Increase the clarity of the procedures, especially definition of decision-making persons and groups.
7. Clarify the three powers (and processes) for program cuts – cancellation of intake, suspension of program, and discontinuance of program.
8. To either replace the Polytechnic University Executive with *Approval by President/Provost* (which should be redundant, at least partially, due to (1)).

SENATE STANDING COMMITTEE ON UNIVERSITY BUDGET

Agenda Item: 14.2

Meeting Date: October 2, 2020

Presenter: David Burns

Agenda Item 2020 Senate Effectiveness Survey

Action Requested	Discussion
Senate Standing Committee Report	On September 16, 2020 the Senate Governance and Nominating Committee passed a motion to forward the 2020 Senate Effectiveness Survey to Senate and its committees.
Context & Background	In 2017 Senate received a report from the Chair and Vice-Chair of Senate (via the Senate Governance and Nominating Committee) on the 2017 Senate Effectiveness survey. This report included the identification of areas for improvement. The 2020 survey is now complete, and the attached analysis includes both analysis of the 2020 results and an assessment of the achievement of the previous report's goals.
Key Messages	<ol style="list-style-type: none"> 1. Senate members view Senate much more positively today than they did 3 years ago. They are much more confident in its communication and information exchange and much more confident that it does what it should do. They are also much happier with Senate orientation (though this was improved from a low 2017 level, so more progress should be made). The preponderance of indices in this report denote progress, with many indicating significant progress. 2. Senate members are more conflicted today than they were 3 years ago about the interest of the University and the interests of their constituency, and they want to work on the academic plan between cycles. 3. <u>SSC University Budget Results</u> Members join SSCUB because they believe its decisions are important, and because they want to know more about KPU's finances. To this end, some noted that additional orientation is required, as is more contact time with senior executives.

Attachments

1. 2020 Senate Effectiveness Survey Package
2. SCCUB 2020 Senate Effectiveness Survey Results

Submitted by

David Burns, Vice-Chair of Senate

Date submitted

September 28, 2020

VICE-CHAIR OF SENATE MEMORANDUM

TO	Senate Governance and Nominating Committee
FROM	Alan Davis and David Burns
DATE	September 1, 2020
SUBJECT	2020 Senate Effectiveness Survey

OBJECTIVE 1. CONFUSION AROUND ROLES

An objective set in 2017 was to **reduce the confusion around the role** of Senate members vis-à-vis their responsibility to their constituency, the University and society at large.

To measure progress towards this objective, the survey included these three questions.

- My role is to represent a specific constituency within KPU.*
- My role is to represent the best interests of broader society.
- My role is to represent the best interests of the University.

*An important methodological note: The second and third questions refer to the “interests” of the stated communities while the first refers only to representation.

My KPU constituency	SD=Strongly Disagree, D=Disagree				A = Agree, SA=Strongly Agree			
	SD	D	SD + D	Neither	A	SA	A + SA	
2017	17.90%	15.40%	33.30%	7.70%	28.20%	30.80%	59.00%	
2020	9.00%	12.00%	21.00%	12.00%	33.00%	33.00%	66.00%	
Change over 3 years			-12.30%				7.00%	

Broader society	SD	D	SD + D	Neither	A	SA	A + SA
	SD	D	SD + D	Neither	A	SA	A + SA
2017	2.60%	2.60%	5.20%	23.10%	51.30%	20.50%	71.80%
2020	3.00%	3.00%	6.00%	16.00%	41.00%	36.00%	77.00%
Change over 3 years			0.80%				5.20%

University

	SD	D	SD + D	Neither	A	SA	A + SA
2017	0.00%	0.00%	0.00%	5.10%	17.90%	76.90%	94.80%
2020	0.00%	2.00%	2.00%	4.00%	30.00%	65.00%	95.00%
Change in 3 years			2.00%				0.20%

Conflict

	SD	D	SD + D	Neither	A	SA	A + SA
2017	2.60%	33.30%	35.90%	30.80%	23.10%	10.30%	33.40%
2020	9.00%	40.00%	49.00%	25.00%	19.00%	7.00%	26.00%
Change over 3 years			13.10%				-7.40%

Assessment:

Senate members are today modestly more likely to feel committed to their constituency group (7%) and more likely to experience conflict between the interests of that constituency and the University (13%). Their role is clearer, therefore, but not in the way originally intended (which would have been to increase commitment to the University as a whole, which is unchanged). We are, in sum, a bit more divided today than we were 3 years ago.

Action over 3 years:

- Explicit reference to this issue is made in the Vice-Chair's orientation for incoming Senators.
- This is often a point of contribution from the Vice-Chair during standing committee meetings and visits to Faculty Councils.

New or suggested practices:

Reference to this issue has been added to the written orientation materials for all members and for chairs of standing committees.

OBJECTIVE 2. COMMUNICATION

An objective set in 2017 was **to improve communication** between Senate and the rest of KPU.

These two questions were asked:

- (to what extent do you agree that) Senate facilitates the exchange of information across the University.
- (to what extent do you agree that) Senate communicates its deliberations and outcomes effectively to the University community.

Information exchange	SD=Strongly Disagree, D=Disagree			A = Agree, SA=Strongly Agree			
	SD	D	SD + D	Neither	A	SA	A + SA
2017	9.10%	36.40%	45.50%	7.70%	22.70%	13.60%	36.30%
2020	5.00%	14.00%	19.00%	19.00%	33.00%	29.00%	62.00%
Change in 3 years			-26.50%				25.70%

Communicates effectively							
	SD	D	SD + D	Neither	A	SA	A + SA
2017	0.00%	38.10%	38.10%	7.70%	19.00%	38.10%	57.10%
2020	0.00%	10.00%	10.00%	24.00%	38.00%	29.00%	67.00%
Change in 3 years			-28.10%				9.90%

Assessment:

Significant progress has been made in improving information exchange and communication. Agreement that Senate does these things well is up significantly, and disagreement is down even more significantly. Disagreement with the statement that Senate communicates effectively, for example, was down from 28% to 10%.

Action over 3 years:

- The Notes from Senate were switched to a more engaging tone, and were made narrative.
- The Vice-Chair site includes video content and more frequently updated material is added for support purposes (i.e., Senate Teams video and Senate Television Network videos).
- The Course Outline Manual was made digital to facilitate updating and encourage engagement with curricular reference materials.
- Governance retreats are held (irregularly).
- An increase was made (relative to the first year of the survey period) in Vice-Chair visits to Faculty Councils and other committees.
- The office housing the Senate support staff was moved and now enables more “walk through” traffic (pre-COVID).

New practices:

- We have for one year been issuing monthly news about Senate's curriculum decisions and rules for stakeholders (curriculum support, Dean's offices, etc.).
- The switch to MS Teams has enabled stakeholders to contact the Vice-Chair and Senate support staff more easily. This level of access should be maintained.

Proposed practices:

- A way to track motions and items across the Senate system.
- The draft minutes from a recent meeting should be posted (watermarked) so members have easier access to them prior to the following meeting.

OBJECTIVE 3. ORIENTATION

In 2017 it was made an objective **to improve orientation** for Senate members.

This question was asked:

- (to what extent do you agree that) The orientation I received for Senate adequately prepared me for my work on Senate.

Orientation	SD=Strongly Disagree, D=Disagree			A = Agree, SA=Strongly Agree			
	SD	D	SD + D	Neither	A	SA	A + SA
2017	8.70%	39.10%	47.80%	21.70%	26.10%	4.30%	30.40%
2020	0.00%	23.00%	23.00%	27.00%	36.00%	14.00%	50.00%
Change in 3 years			24.80%				19.60%

Net disagreement at the standing committee level was 37% in 2017, and is 18% today.

Assessment:

Significant progress has been made at Senate and its standing committees but this progress has been from a low starting point and more needs to be done.

Action over 3 years:

- As a result of the 2017 feedback, the Vice-Chair increased access to in-person meetings **for new Senators**.

New Practices:

- New members receive a welcome letter and orientation package.
- A tips sheet for Robert's Rules of Order is available for members and committee chairs.
- New student Senators are given two onboarding meetings – one to understand their motivations and interests and to assist with the needed access to SharePoint, and another to discuss their committee portfolios and role.
- The Vice-Chair and Senate office should support standing committee chairs in providing committee-level orientation.
- The governance retreats should be more regular.
- Senators should be given exit interviews to preserve institutional knowledge for successors.

DOES SENATE DO WHAT IT IS SUPPOSED TO DO?

In a series of questions, members were asked to what extent Senate should do something, and to what extent it really does that thing. By subtracting the agree and strongly agree values for the should questions from the same values for the does questions we get a value measuring the “walk-the-walk” gap. A large value, here, is bad – indicating that we have a large gap between purpose and action.

Question	2020 % Gap	2017 % Gap	% Change
Review performance	18.00	36.40	18.40
Final policy authority	5.00	9.10	4.10
Only Academic matters	5.00	9.00	4.00
Defend autonomy	45.00	36.40	-8.60
Determine future direction	18.00	22.80	4.80
Establish research priorities	41.00	63.70	22.70
Establish research directions	32.00	53.90	21.90
Establish academic plan	18.00	4.90	-13.10
Directions for Teaching/Learning	36.00	44.40	8.40
Set budget process	0.00	-8.00	-8.00
Influence government policy	21.00	54.10	33.10
Discuss important issues	13.00	29.10	16.10
Average	21.00	29.65	8.65

Assessment:

The gap between what members think Senate should do and what it actually does has closed by 8.65%, with substantial improvement in academic performance review, research priorities and directions, influence on government policy, and discussion of important issues.

Three regressions were found, only the third of which is potentially problematic. The first was an 8.6% increase in the gap with respect to defending the University’s autonomy. This gap is explicable by a large increase in the belief that the Senate *should* do this (from 82% in 2017 to 95% in 2020) relative to a modest improvement in Senate’s rating for actually acting (about 5%). We improved in this regard, in other words, but our expectations grew more quickly. The same is true for the setting of the budget process, wherein a large increase in responses that Senate *should* (18.3%) was offset by a significant but smaller increase in responses that it *does* (10.3%).

The third area, which deals with setting of the academic plan, saw a 13% regression that isn’t explicable by an increase in interest (as was the case with autonomy and budget). It is possible, however, that this reflects the timing of the survey. At the point of the 2017 survey the previous academic plan was ending and the discussion of the new plan was beginning. At the point of this survey we are 2 years past the end of the previous strategic planning cycle. We are, in other words, not working as much on the academic plan. These answers might, on the other hand, represent concern about the Academic Continuity Plan (which was under discussion during the survey period).

New or suggested practices:

- These data should be forwarded to SSCAPP for action.

HOW IS SENATE DOING, MORE BROADLY?

The members were asked a series of more general questions about the quality, focus, and effectiveness of Senate. By subtracting the positive responses (Agree and Strongly Agree) in 2017 from the 2020 positive responses, we derive a measure of improvement.

Question	% Change
Is an effective decision-making body	4
Has an effective standing committee structure	8
Is appropriately informed by its standing committees (no change)	0
Acts appropriately on the recommendations of its standing committees (no change)	0
Avoids being involved in decisions about day to day operations	-2
Is effective in making decisions involving significant change	-16
Facilitates the exchange of information across the University	27
Plays an important role as a forum for discussing important matters	28
Meetings are conducted in a manner that maximized collegial discussion	21
Meetings are conducted in a manner that maximized effective decision making	11
Is effectively structured to accomplish its goals	16
Receives the support it needs to be successful	19
Provides leadership for the academic community	19
Communicates its deliberations and outcomes effectively to the University community	10

Assessment:

Members are more confident in Senate's committee structure, information exchange, importance as a forum, collegiality, conduct of meetings, general structure, support, academic leadership, and communication. While they are also more confident in Senate's decision-making, they are less so about its decision making about truly significant change.

New:

- The SEC is now opening more of its urgent decisions to participation from all Senators.

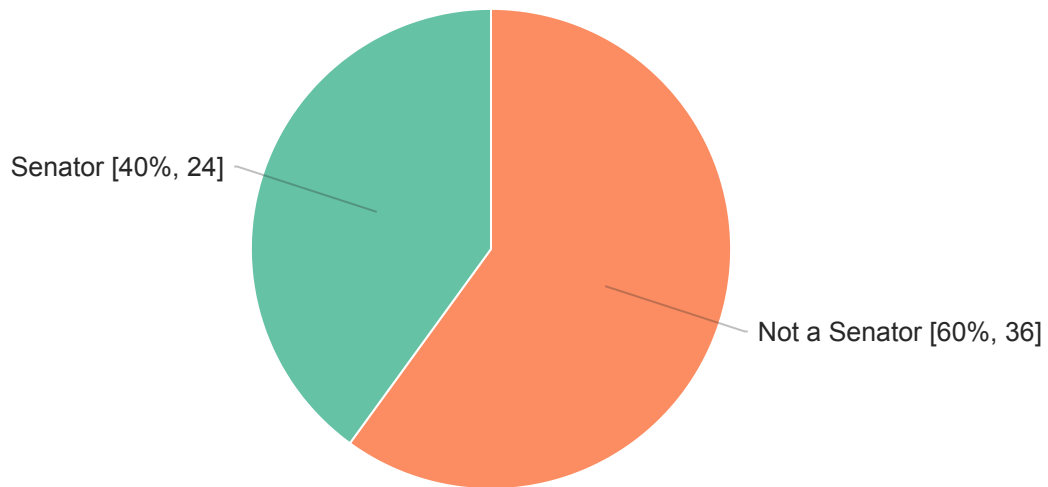
Proposed:

- More time is desired at Senate to discuss the big issues the University faces, and the presence of senior executives at these meetings is valued.
- Senate effectiveness survey questions should be asked as part of an exit interview for members leaving between cycles of the survey.

2020 Senate Effectiveness Survey

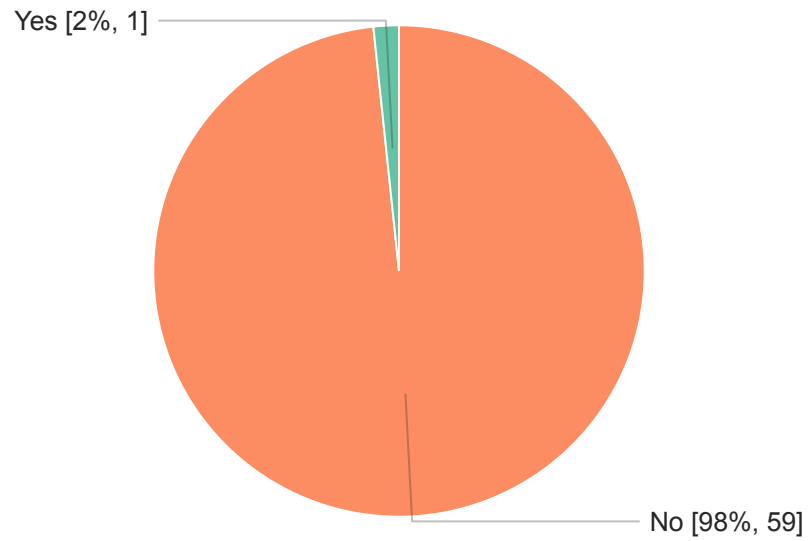
The survey was sent to 115 Senate members and this report presents the answers from the 60 respondents who answered the survey between May 4th and June 1st, 2020; this is a 52% response rate.

Q1 - Please indicate your Senate membership:



Field	Choice Count	
Senator	40%	24
Not a Senator, but a member of a Senate Committee or Standing Committee	60%	36
Total		60

Q2 - Are you a student?



Q3 - Which of the following Senate Committees were you a member of in the 2019/20 academic year?

Only select committees that you were an active member of for at least 4 months. These are the committees on which you will be asked to provide feedback.

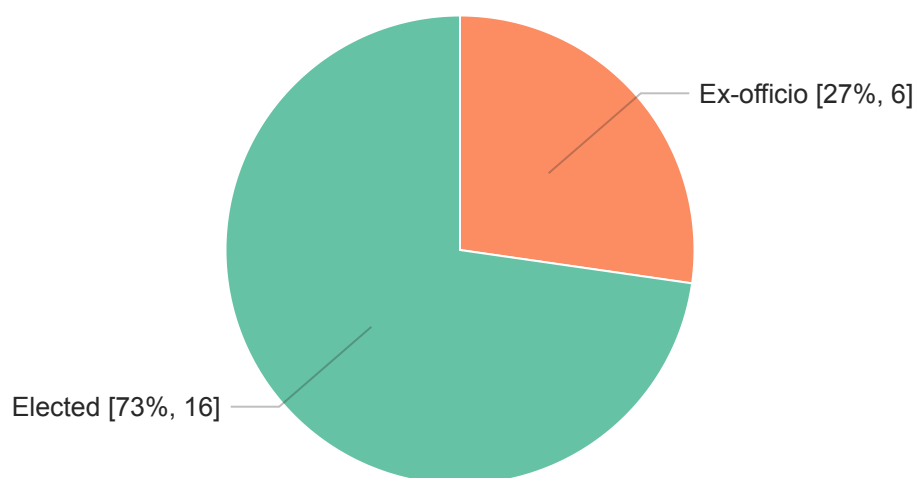
Field	Choice Count	
Senate Executive Committee (SEC)	5%	5
Senate Governance and Nominating Committee (SGNC)	5%	5
Senate Standing Committee on Academic Planning & Priorities (SSCAPP)	14%	15
Senate Standing Committee on Appeals (SSCA)	4%	4
Senate Standing Committee on Curriculum (SSCC)	12%	13
Senate Subcommittee on Quantitative Courses (SQC)	1%	1
Senate Standing Committee on the Library (SSCL)	10%	11
Senate Standing Committee on Policy (SSC Policy)	9%	10
Senate Standing Committee on Program Review (SSCPR)	10%	11
Senate Standing Committee on Research and Graduate Studies (SSCRGS)	6%	6
Senate Standing Committee on Teaching and Learning (SSCTL)	10%	11
Senate Standing Committee on Tributes (SSCT)	5%	5
Senate Standing Committee on University Budget (SSCUB)	8%	9
Total		106

Q4 - Rate the extent to which you agree or disagree with each of the following statements.

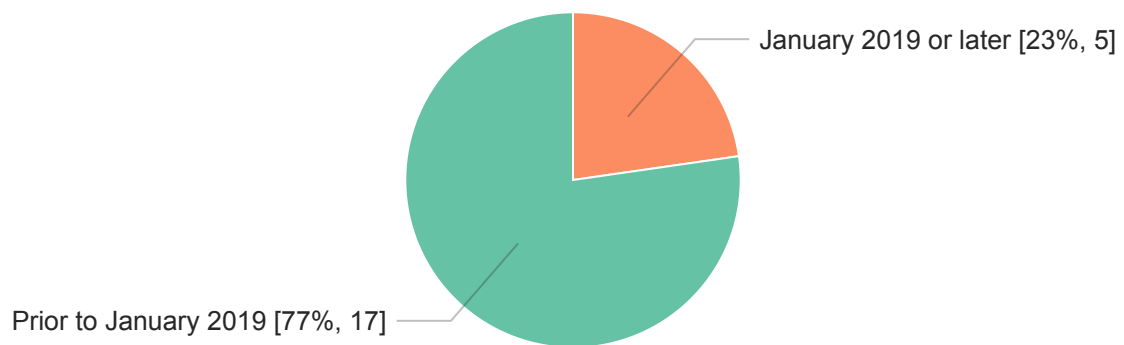
Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
I prepare in advance for meetings	0%	0	0%	0	0%	0	31%	18	69%	41	59
I am provided with sufficient information to make decisions	0%	0	0%	0	0%	0	38%	22	62%	36	58
I have the knowledge to influence decisions	0%	0	4%	2	5%	3	49%	28	42%	24	57
I have the ability to influence decisions	0%	0	2%	1	7%	4	48%	28	43%	25	58
Serving on the Senate is important	0%	0	0%	0	9%	5	11%	6	80%	45	56
Serving on the Senate Standing Committees is important	0%	0	0%	0	2%	1	12%	7	86%	50	58
My role is to represent a specific constituency within KPU	9%	5	12%	7	12%	7	33%	19	33%	19	57
My role is to represent the best interests of broader society	3%	2	3%	2	16%	9	41%	24	36%	21	58
My role is to represent the best interests of the university	0%	0	2%	1	4%	2	30%	17	65%	37	57
The course of action that is in the best interest of KPU is always clear	9%	5	28%	16	26%	15	22%	13	16%	9	58
Members do not experience conflict in supporting the interests of the university and those of their constituency	9%	5	40%	23	25%	14	19%	11	7%	4	57

Survey branching: Q5 to Q16 were displayed for those respondents who selected "Senator" for Q1.

Q5 - Please indicate how you became a member of Senate:



Q6 - When did you begin your Senate term?



Q8 - Rate the extent to which you agree or disagree with each of the following statements.

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
The orientation I received for Senate adequately prepared me for my work on Senate	0%	0	18%	4	23%	5	45%	10	14%	3	22
The division of responsibilities between the governing board and Senate are clear	0%	0	9%	2	0%	0	64%	14	27%	6	22
Processes are in place to assure Senate that the academic quality of KPU is being maintained	0%	0	5%	1	10%	2	24%	5	62%	13	21
Senate members are kept informed of decisions and actions of the Board of Governors	0%	0	23%	5	27%	6	36%	8	14%	3	22

Q9 - For each of the following, rate the extent to which you agree or disagree that this is something Senate should do (whether or not it does).

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
Regularly review the performance of the university in academic areas	5%	1	0%	0	5%	1	27%	6	64%	14	22
Be the final authority for approving major academic policies	0%	0	0%	0	9%	2	23%	5	68%	15	22
Confine itself mainly to academic matters	9%	2	23%	5	9%	2	41%	9	18%	4	22
Defend and protect the autonomy of the university	0%	0	0%	0	5%	1	62%	13	33%	7	21
Play a role in determining the future direction of the university	0%	0	0%	0	0%	0	41%	9	59%	13	22
Play a role in establishing research policies	0%	0	0%	0	14%	3	36%	8	50%	11	22

Q10 - For each of the following, rate the extent to which you agree or disagree that this is something Senate should do (whether or not it does).

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
Play a role in establishing strategic research directions	5%	1	5%	1	9%	2	50%	11	32%	7	22
Play a role in establishing the academic plan	0%	0	0%	0	0%	0	41%	9	59%	13	22
Play a role in establishing strategic directions for teaching and learning	0%	0	0%	0	9%	2	36%	8	55%	12	22
Play a role in setting the university's budget process	5%	1	0%	0	14%	3	27%	6	55%	12	22
Play an active role in trying to influence government policy	9%	2	0%	0	27%	6	27%	6	36%	8	22
Play an important role for discussing important issues	0%	0	0%	0	5%	1	18%	4	77%	17	22

Q11 - For each of the following, rate the extent to which you agree or disagree that this is something Senate actually does.

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
Regularly review the performance of the university in academic areas	0%	0	9%	2	18%	4	41%	9	32%	7	22
Be the final authority for approving major academic policies	5%	1	5%	1	5%	1	41%	9	45%	10	22
Confine itself mainly to academic matters	9%	2	18%	4	18%	4	45%	10	9%	2	22
Defend and protect the autonomy of the university	0%	0	9%	2	41%	9	41%	9	9%	2	22
Play a role in determining the future direction of the university	0%	0	9%	2	9%	2	55%	12	27%	6	22
Play a role in establishing research policies	0%	0	18%	4	36%	8	27%	6	18%	4	22

Q12 - For each of the following, rate the extent to which you agree or disagree that this is something Senate actually does.

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
Play a role in establishing strategic research directions	0%	0	36%	8	14%	3	45%	10	5%	1	22
Play a role in establishing the academic plan	0%	0	9%	2	9%	2	32%	7	50%	11	22
Play a role in establishing strategic directions for teaching and learning	5%	1	23%	5	18%	4	32%	7	23%	5	22
Play a role in setting the university's budget process	5%	1	5%	1	9%	2	41%	9	41%	9	22
Play an active role in trying to influence government policy	23%	5	18%	4	18%	4	32%	7	9%	2	22
Play an important role for discussing important issues	0%	0	9%	2	9%	2	50%	11	32%	7	22

Q13 - Rate the extent to which you agree or disagree with each of the following statements.

The Senate...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	10%	2	10%	2	35%	7	45%	9	20
has an effective standing committee structure	0%	0	0%	0	10%	2	33%	7	57%	12	21
is appropriately informed by its standing committees	0%	0	0%	0	10%	2	43%	9	48%	10	21
acts appropriately on the recommendations of its standing committees	0%	0	0%	0	5%	1	38%	8	57%	12	21
avoids being involved in decisions about day-to-day operations	0%	0	10%	2	19%	4	38%	8	33%	7	21
is effective in making decisions involving significant change	5%	1	10%	2	24%	5	33%	7	29%	6	21
facilitates the exchange of information across the university	5%	1	14%	3	19%	4	33%	7	29%	6	21

Q14 - Rate the extent to which you agree or disagree with each of the following statements.

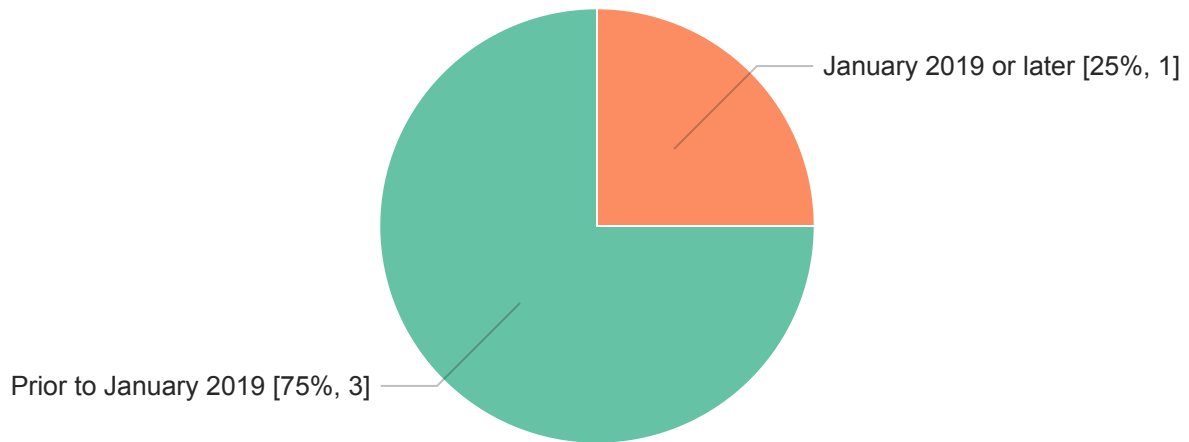
The Senate...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
plays an important role as a forum for discussing important matters	0%	0	5%	1	5%	1	38%	8	52%	11	21
meetings are conducted in a manner that maximized collegial discussion	0%	0	10%	2	10%	2	33%	7	48%	10	21
meetings are conducted in a manner that maximized effective decision making	0%	0	5%	1	14%	3	43%	9	38%	8	21
is effectively structured to accomplish its goals	0%	0	5%	1	14%	3	38%	8	43%	9	21
receives the support it needs to be successful	0%	0	0%	0	24%	5	33%	7	43%	9	21
provides leadership for the academic community	0%	0	0%	0	24%	5	24%	5	52%	11	21
communicates its deliberations and outcomes effectively to the university community	0%	0	10%	2	24%	5	38%	8	29%	6	21

The following questions pertain to the Senate Executive Committee (SEC).

Survey branching: Q17 was displayed for those respondents who selected “Senate Executive Committee (SEC)” for Q3

Q17A - When did your term on the Senate Executive Committee (SEC) begin?



Q17C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Executive Committee (SEC)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	0%	0	50%	2	50%	2	4
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	0%	0	25%	1	75%	3	4
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	0%	0	25%	1	75%	3	4
is effectively structured to accomplish its goals	0%	0	0%	0	0%	0	25%	1	75%	3	4
receives the support it needs to be successful	0%	0	0%	0	0%	0	25%	1	75%	3	4
has a clearly defined mandate	0%	0	0%	0	25%	1	25%	1	50%	2	4
has agenda where what the committee is required to do is clear	0%	0	0%	0	25%	1	25%	1	50%	2	4
has agenda packages that are well-organized	0%	0	0%	0	0%	0	50%	2	50%	2	4

Q17D - Rate the extent to which you agree or disagree with each of the following statements.

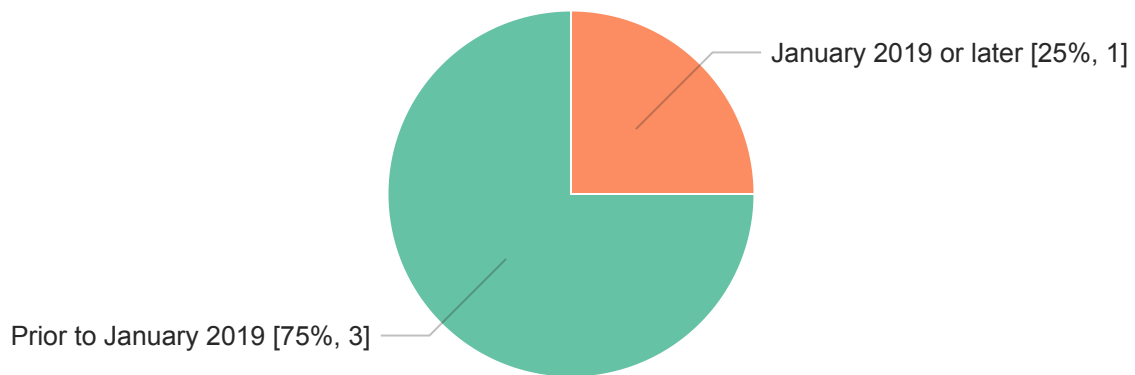
The Senate Executive Committee (SEC)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	0%	0	25%	1	75%	3	4
provides its members with information required to perform their role	0%	0	0%	0	25%	1	25%	1	50%	2	4
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	25%	1	75%	3	4
generally functions effectively	0%	0	0%	0	0%	0	25%	1	75%	3	4
makes appropriate decisions	0%	0	0%	0	0%	0	50%	2	50%	2	4
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	25%	1	25%	1	50%	2	4
provides orientation to its members so they are adequately prepared to work on the committee	25%	1	0%	0	50%	2	0%	0	25%	1	4

The following questions pertain to the Senate Governance and Nominating Committee (SGNC).

Survey branching: Q18 was displayed for those respondents who selected “Senate Governance and Nominating Committee (SGNC)” for Q3

Q18A - When did your term on the Senate Governance and Nominating Committee (SGNC) begin?



Q18C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Governance and Nominating Committee (SGNC)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	0%	0	0%	0	100%	4	4
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	0%	0	25%	1	75%	3	4
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	0%	0	25%	1	75%	3	4
is effectively structured to accomplish its goals	0%	0	0%	0	0%	0	50%	2	50%	2	4
receives the support it needs to be successful	0%	0	0%	0	0%	0	25%	1	75%	3	4
has a clearly defined mandate	0%	0	0%	0	0%	0	25%	1	75%	3	4
has agenda where what the committee is required to do is clear	0%	0	0%	0	0%	0	25%	1	75%	3	4
has agenda packages that are well-organized	0%	0	0%	0	0%	0	0%	0	100%	4	4

Q18D - Rate the extent to which you agree or disagree with each of the following statements.

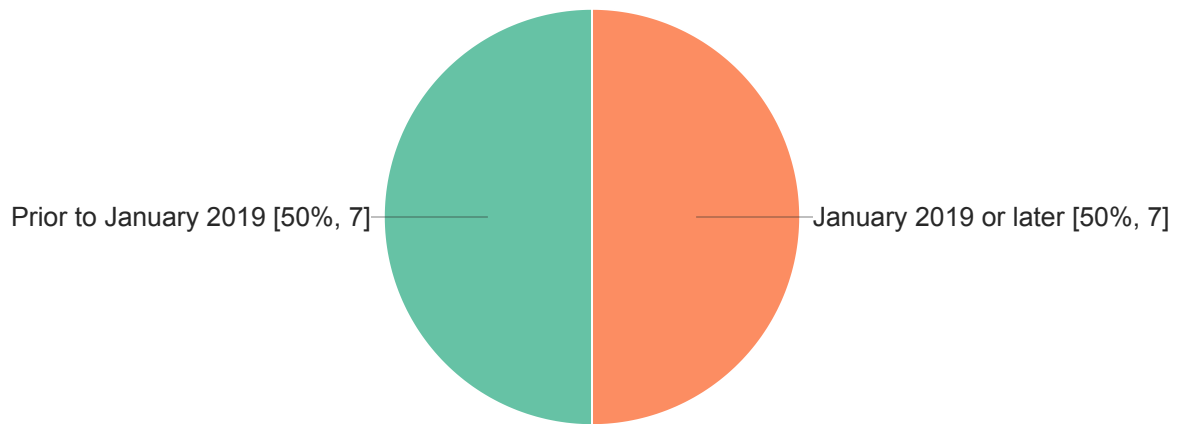
The Senate Governance and Nominating Committee (SGNC)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	0%	0	0%	0	100%	4	4
provides its members with information required to perform their role	0%	0	0%	0	25%	1	0%	0	75%	3	4
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	0%	0	100%	4	4
generally functions effectively	0%	0	0%	0	0%	0	25%	1	75%	3	4
makes appropriate decisions	0%	0	0%	0	0%	0	25%	1	75%	3	4
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	0%	0	50%	2	50%	2	4
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	0%	0	25%	1	0%	0	75%	3	4

The following questions pertain to the Senate Standing Committee on Academic Planning & Priorities (SSCAPP).

Survey branching: Q19 was displayed for those respondents who selected “Senate Standing Committee on Academic Planning & Priorities (SSCAPP)” for Q3

Q19A - When did your term on the Senate Standing Committee on Academic Planning & Priorities (SSCAPP) begin?



Q19C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on Academic Planning & Priorities (SSCAPP)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	0%	0	50%	7	50%	7	14
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	7%	1	29%	4	64%	9	14
meetings are conducted in a manner that maximized effective decision making	0%	0	7%	1	14%	2	36%	5	43%	6	14
is effectively structured to accomplish its goals	0%	0	0%	0	7%	1	50%	7	43%	6	14
receives the support it needs to be successful	0%	0	7%	1	14%	2	36%	5	43%	6	14
has a clearly defined mandate	0%	0	0%	0	15%	2	46%	6	38%	5	13
has agenda where what the committee is required to do is clear	0%	0	0%	0	14%	2	29%	4	57%	8	14
has agenda packages that are well-organized	0%	0	7%	1	0%	0	21%	3	71%	10	14

Q19D - Rate the extent to which you agree or disagree with each of the following statements.

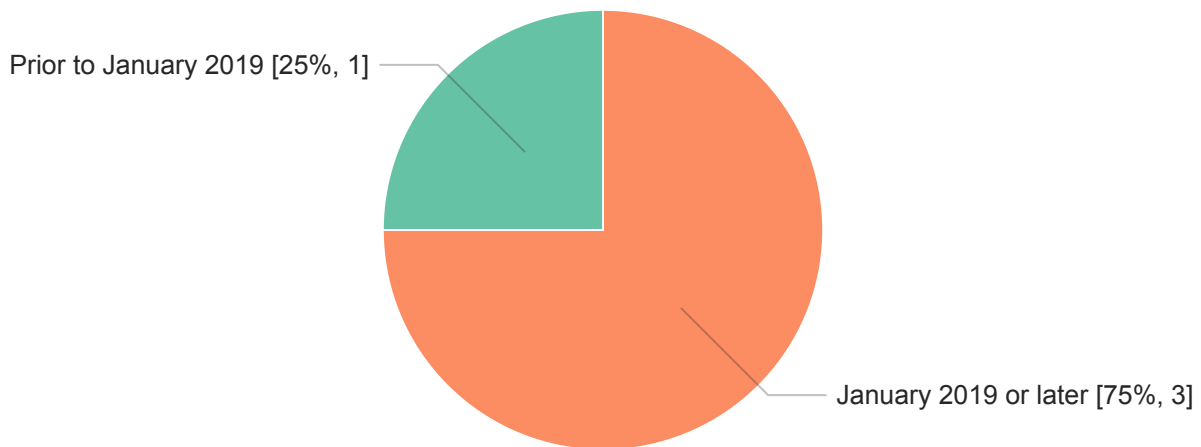
The Senate Standing Committee on Academic Planning & Priorities (SSCAPP)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	14%	2	0%	0	86%	12	14
provides its members with information required to perform their role	0%	0	0%	0	21%	3	21%	3	57%	8	14
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	29%	4	71%	10	14
generally functions effectively	0%	0	0%	0	0%	0	36%	5	64%	9	14
makes appropriate decisions	0%	0	0%	0	7%	1	50%	7	43%	6	14
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	0%	0	43%	6	57%	8	14
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	29%	4	29%	4	7%	1	36%	5	14

The following questions pertain to the Senate Standing Committee on Appeals (SSCA).

Survey branching: Q20 was displayed for those respondents who selected “Senate Standing Committee on Appeals (SSCA)” for Q3

Q20A - When did your term on the Senate Standing Committee on Appeals (SSCA) begin?



Q20C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on Appeals (SSCA)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	33%	1	33%	1	33%	1	3
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	67%	2	0%	0	33%	1	3
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	67%	2	0%	0	33%	1	3
is effectively structured to accomplish its goals	0%	0	33%	1	0%	0	0%	0	67%	2	3
receives the support it needs to be successful	0%	0	33%	1	33%	1	0%	0	33%	1	3
has a clearly defined mandate	0%	0	0%	0	67%	2	0%	0	33%	1	3
has agenda where what the committee is required to do is clear	0%	0	33%	1	33%	1	0%	0	33%	1	3
has agenda packages that are well-organized	0%	0	0%	0	67%	2	0%	0	33%	1	3

Q20D - Rate the extent to which you agree or disagree with each of the following statements.

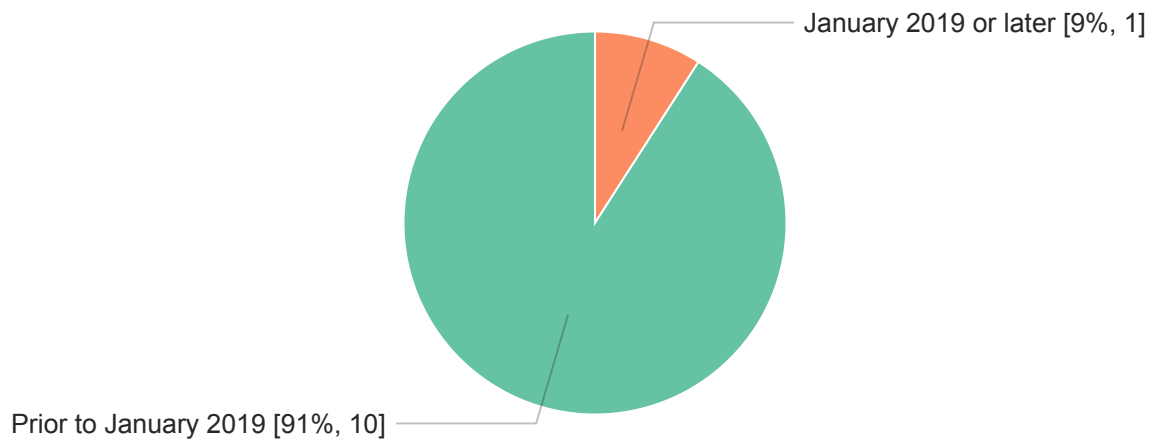
The Senate Standing Committee on Appeals (SSCA)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	67%	2	0%	0	33%	1	3
provides its members with information required to perform their role	0%	0	0%	0	67%	2	0%	0	33%	1	3
allows for open and productive discussion of issues	0%	0	0%	0	67%	2	0%	0	33%	1	3
generally functions effectively	0%	0	0%	0	33%	1	0%	0	67%	2	3
makes appropriate decisions	0%	0	0%	0	50%	1	0%	0	50%	1	2
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	33%	1	33%	1	33%	1	3
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	33%	1	33%	1	0%	0	33%	1	3

The following questions pertain to the Senate Standing Committee on Curriculum (SSCC).

Survey branching: Q21 was displayed for those respondents who selected “Senate Standing Committee on Curriculum (SSCC)” for Q3

Q21A - When did your term on the Senate Standing Committee on Curriculum (SSCC) begin?



Q21C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on Curriculum (SSCC)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	9%	1	36%	4	55%	6	11
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	0%	0	18%	2	82%	9	11
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	9%	1	36%	4	55%	6	11
is effectively structured to accomplish its goals	0%	0	0%	0	0%	0	55%	6	45%	5	11
receives the support it needs to be successful	9%	1	18%	2	0%	0	36%	4	36%	4	11
has a clearly defined mandate	0%	0	0%	0	9%	1	36%	4	55%	6	11
has agenda where what the committee is required to do is clear	0%	0	0%	0	0%	0	18%	2	82%	9	11
has agenda packages that are well-organized	0%	0	0%	0	9%	1	9%	1	82%	9	11

Q21D - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on Curriculum (SSCC)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	9%	1	9%	1	82%	9	11
provides its members with information required to perform their role	0%	0	9%	1	0%	0	36%	4	55%	6	11
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	18%	2	82%	9	11
generally functions effectively	0%	0	0%	0	0%	0	27%	3	73%	8	11
makes appropriate decisions	0%	0	9%	1	0%	0	36%	4	55%	6	11
clearly communicates the rationale for their recommendations to Senate	0%	0	9%	1	18%	2	9%	1	64%	7	11
provides orientation to its members so they are adequately prepared to work on the committee	27%	3	18%	2	18%	2	27%	3	9%	1	11

The following questions pertain to the Senate Subcommittee on Quantitative Courses (SQC).

Survey branching: Q22 was displayed for those respondents who selected “Senate Subcommittee on Quantitative Courses (SQC)” for Q3

Q22A - When did your term on the Senate Subcommittee on Quantitative Courses (SQC) begin?

Field	Choice Count	
Prior to January 2019	100%	1
January 2019 or later	0%	0
Total		1

Q22C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Subcommittee on Quantitative Courses (SQC)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	0%	0	100%	1	0%	0	1
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	0%	0	0%	0	100%	1	1
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	0%	0	0%	0	100%	1	1
is effectively structured to accomplish its goals	0%	0	0%	0	0%	0	0%	0	100%	1	1
receives the support it needs to be successful	0%	0	0%	0	0%	0	100%	1	0%	0	1
has a clearly defined mandate	0%	0	0%	0	100%	1	0%	0	0%	0	1
has agenda where what the committee is required to do is clear	0%	0	0%	0	100%	1	0%	0	0%	0	1
has agenda packages that are well-organized	0%	0	0%	0	0%	0	0%	0	100%	1	1

Q22D - Rate the extent to which you agree or disagree with each of the following statements.

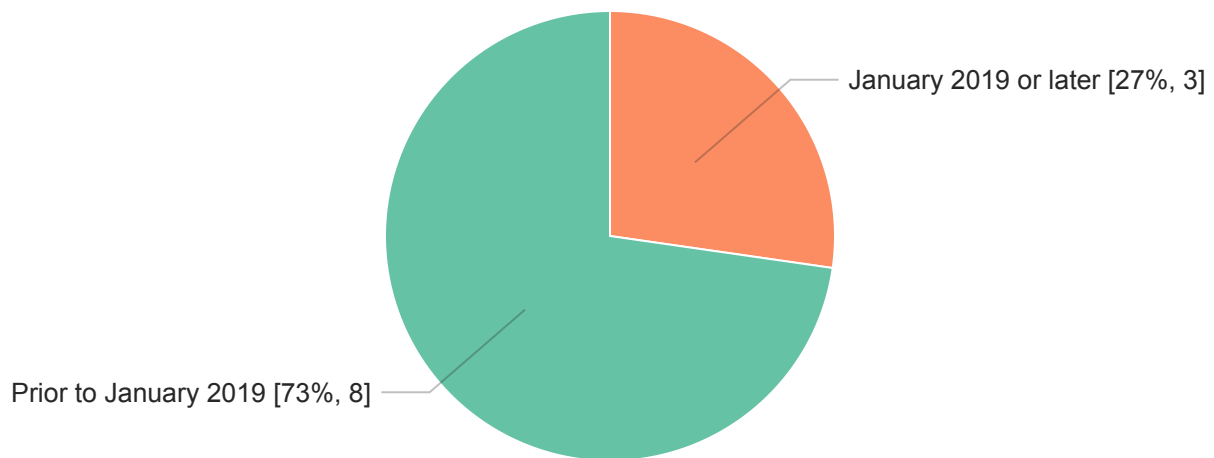
The Senate Subcommittee on Quantitative Courses (SQC)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	0%	0	0%	0	100%	1	1
provides its members with information required to perform their role	0%	0	0%	0	0%	0	0%	0	100%	1	1
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	0%	0	100%	1	1
generally functions effectively	0%	0	0%	0	0%	0	0%	0	100%	1	1
makes appropriate decisions	0%	0	0%	0	0%	0	0%	0	100%	1	1
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	0%	0	0%	0	100%	1	1
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	0%	0	0%	0	0%	0	100%	1	1

The following questions pertain to the Senate Standing Committee on the Library (SSCL).

Survey branching: Q23 was displayed for those respondents who selected “Senate Standing Committee on the Library (SSCL)” for Q3

Q23A - When did your term on the Senate Standing Committee on the Library (SSCL) begin?



Q23C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on the Library (SSCL)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	33%	3	56%	5	11%	1	9
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	0%	0	0%	0	100%	9	9
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	0%	0	33%	3	67%	6	9
is effectively structured to accomplish its goals	0%	0	0%	0	0%	0	44%	4	56%	5	9
receives the support it needs to be successful	0%	0	0%	0	11%	1	33%	3	56%	5	9
has a clearly defined mandate	0%	0	0%	0	0%	0	44%	4	56%	5	9
has agenda where what the committee is required to do is clear	0%	0	0%	0	0%	0	33%	3	67%	6	9
has agenda packages that are well-organized	0%	0	0%	0	0%	0	22%	2	78%	7	9

Q23D - Rate the extent to which you agree or disagree with each of the following statements.

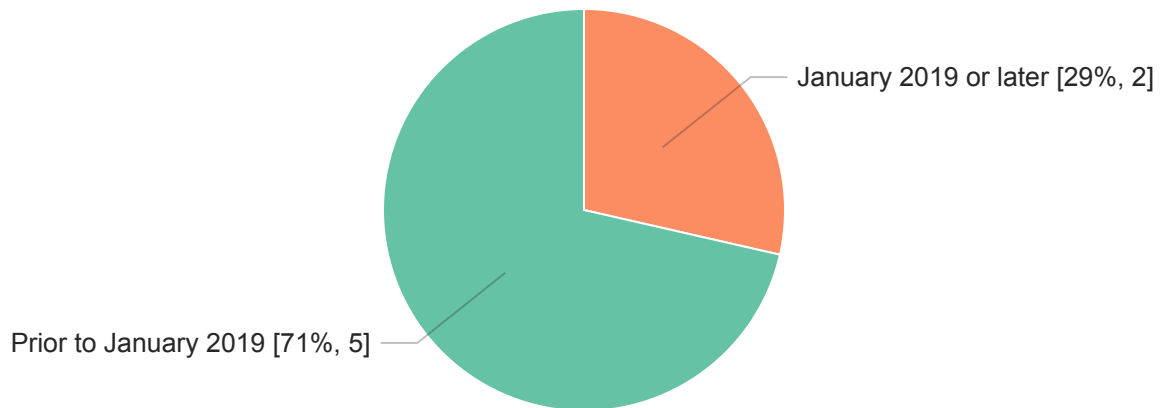
The Senate Standing Committee on the Library (SSCL)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	0%	0	0%	0	100%	9	9
provides its members with information required to perform their role	0%	0	0%	0	0%	0	11%	1	89%	8	9
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	0%	0	100%	9	9
generally functions effectively	0%	0	0%	0	0%	0	22%	2	78%	7	9
makes appropriate decisions	0%	0	0%	0	0%	0	22%	2	78%	7	9
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	22%	2	11%	1	67%	6	9
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	11%	1	11%	1	33%	3	44%	4	9

The following questions pertain to the Senate Standing Committee on Policy (SSC Policy).

Survey branching: Q24 was displayed for those respondents who selected “Senate Standing Committee on Policy (SSC Policy)” for Q3

Q24A - When did your term on the Senate Standing Committee on Policy (SSC Policy) begin?



Q24C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on Policy (SSC Policy)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	14%	1	57%	4	29%	2	7
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	0%	0	57%	4	43%	3	7
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	14%	1	29%	2	57%	4	7
is effectively structured to accomplish its goals	0%	0	0%	0	14%	1	43%	3	43%	3	7
receives the support it needs to be successful	0%	0	0%	0	14%	1	29%	2	57%	4	7
has a clearly defined mandate	0%	0	0%	0	0%	0	71%	5	29%	2	7
has agenda where what the committee is required to do is clear	0%	0	0%	0	0%	0	29%	2	71%	5	7
has agenda packages that are well-organized	0%	0	0%	0	0%	0	14%	1	86%	6	7

Q24D - Rate the extent to which you agree or disagree with each of the following statements.

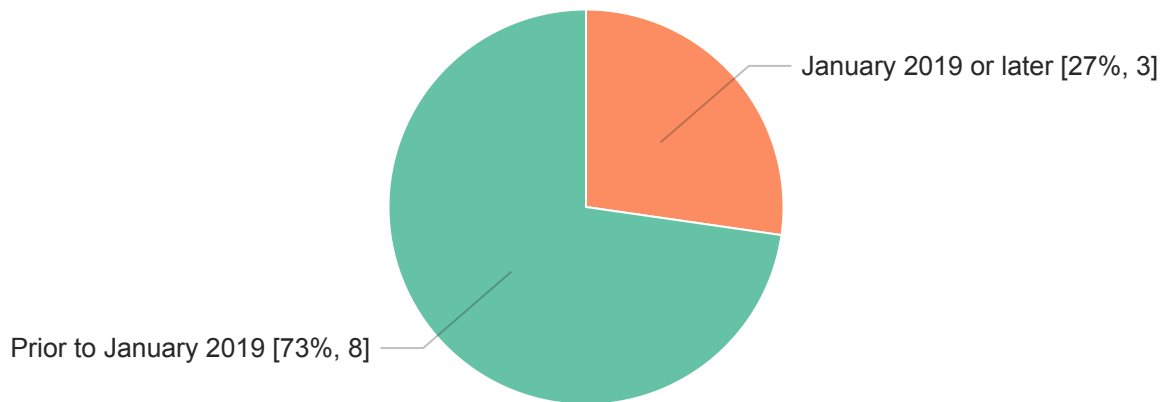
The Senate Standing Committee on Policy (SSC Policy)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	17%	1	0%	0	83%	5	6
provides its members with information required to perform their role	0%	0	0%	0	0%	0	17%	1	83%	5	6
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	17%	1	83%	5	6
generally functions effectively	0%	0	0%	0	0%	0	33%	2	67%	4	6
makes appropriate decisions	0%	0	0%	0	0%	0	17%	1	83%	5	6
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	17%	1	0%	0	83%	5	6
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	17%	1	33%	2	33%	2	17%	1	6

The following questions pertain to the Senate Standing Committee on Program Review (SSCPR).

Survey branching: Q25 was displayed for those respondents who selected “Senate Standing Committee on Program Review (SSCPR)” for Q3

Q25A - When did your term on the Senate Standing Committee on Program Review (SSCPR) begin?



Q25C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on Program Review (SSCPR)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	0%	0	18%	2	82%	9	11
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	0%	0	27%	3	73%	8	11
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	0%	0	9%	1	91%	10	11
is effectively structured to accomplish its goals	0%	0	0%	0	0%	0	18%	2	82%	9	11
receives the support it needs to be successful	0%	0	0%	0	9%	1	36%	4	55%	6	11
has a clearly defined mandate	0%	0	0%	0	0%	0	18%	2	82%	9	11
has agenda where what the committee is required to do is clear	0%	0	0%	0	0%	0	27%	3	73%	8	11
has agenda packages that are well-organized	0%	0	0%	0	0%	0	0%	0	100%	11	11

Q25D - Rate the extent to which you agree or disagree with each of the following statements.

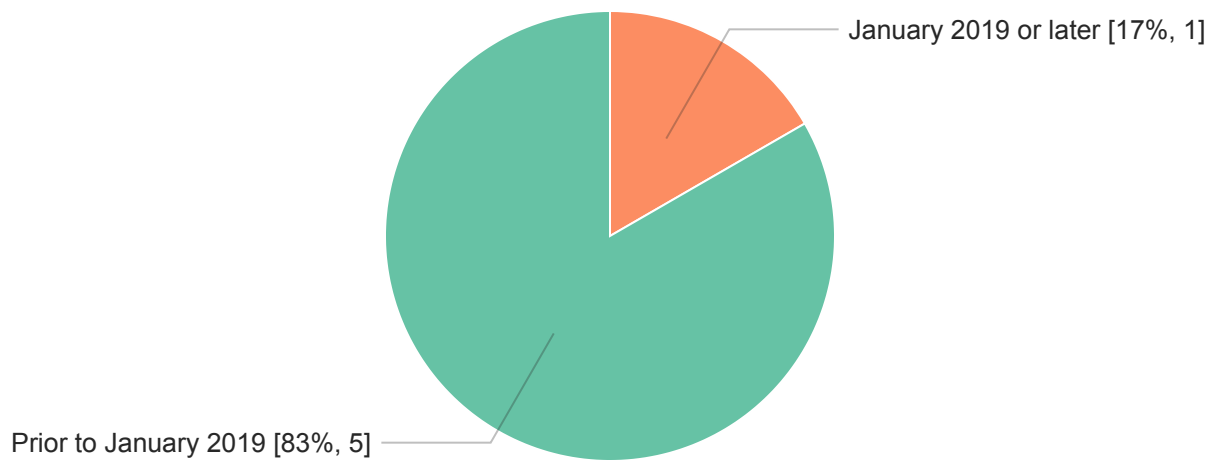
The Senate Standing Committee on Program Review (SSCPR)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	9%	1	18%	2	73%	8	11
provides its members with information required to perform their role	0%	0	0%	0	9%	1	9%	1	82%	9	11
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	0%	0	100%	11	11
generally functions effectively	0%	0	0%	0	0%	0	0%	0	100%	11	11
makes appropriate decisions	0%	0	0%	0	0%	0	18%	2	82%	9	11
clearly communicates the rationale for their recommendations to Senate	0%	0	9%	1	9%	1	9%	1	73%	8	11
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	0%	0	9%	1	36%	4	55%	6	11

The following questions pertain to the Senate Standing Committee on Research and Graduate Studies (SSCRGS).

Survey branching: Q26 was displayed for those respondents who selected “Senate Standing Committee on Research and Graduate Studies (SSCRGS)” for Q3

Q26A - When did your term on the Senate Standing Committee on Research and Graduate Studies (SSCRGS) begin?



Q26C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on Research and Graduate Studies (SSCRGS)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	0%	0	50%	3	50%	3	6
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	0%	0	33%	2	67%	4	6
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	0%	0	33%	2	67%	4	6
is effectively structured to accomplish its goals	0%	0	0%	0	0%	0	50%	3	50%	3	6
receives the support it needs to be successful	0%	0	0%	0	0%	0	50%	3	50%	3	6
has a clearly defined mandate	0%	0	17%	1	17%	1	33%	2	33%	2	6
has agenda where what the committee is required to do is clear	0%	0	0%	0	0%	0	33%	2	67%	4	6
has agenda packages that are well-organized	0%	0	0%	0	0%	0	33%	2	67%	4	6

Q26D - Rate the extent to which you agree or disagree with each of the following statements.

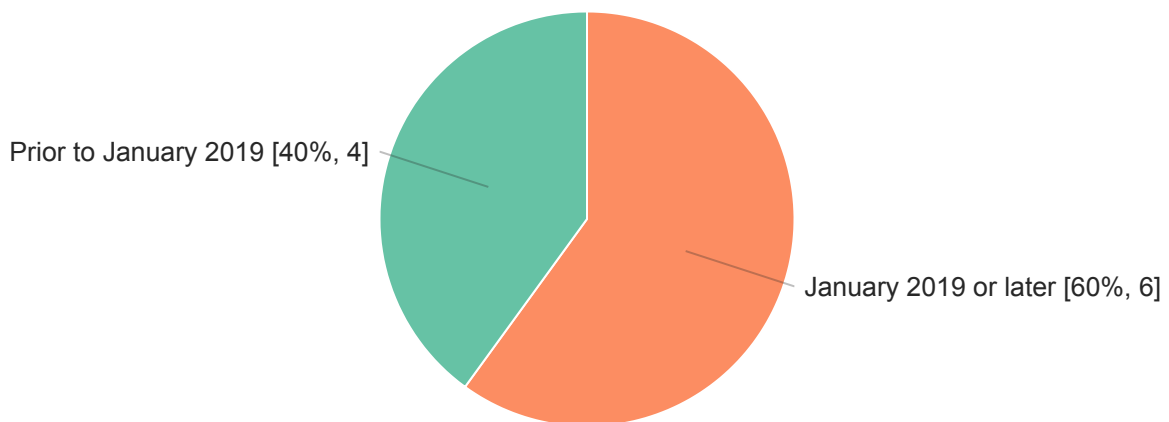
The Senate Standing Committee on Research and Graduate Studies (SSCRGS)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	0%	0	17%	1	83%	5	6
provides its members with information required to perform their role	0%	0	0%	0	0%	0	17%	1	83%	5	6
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	33%	2	67%	4	6
generally functions effectively	0%	0	0%	0	0%	0	33%	2	67%	4	6
makes appropriate decisions	0%	0	0%	0	0%	0	33%	2	67%	4	6
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	17%	1	33%	2	50%	3	6
provides orientation to its members so they are adequately prepared to work on the committee	17%	1	0%	0	33%	2	0%	0	50%	3	6

The following questions pertain to the Senate Standing Committee on Teaching and Learning (SSCTL).

Survey branching: Q27 was displayed for those respondents who selected “Senate Standing Committee on Teaching and Learning (SSCTL)” for Q3

Q27A - When did your term on the Senate Standing Committee on Teaching and Learning (SSCTL) begin?



Q27C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on Teaching and Learning (SSCTL)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	0%	0	80%	8	20%	2	10
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	0%	0	20%	2	80%	8	10
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	10%	1	20%	2	70%	7	10
is effectively structured to accomplish its goals	0%	0	0%	0	10%	1	50%	5	40%	4	10
receives the support it needs to be successful	0%	0	0%	0	10%	1	40%	4	50%	5	10
has a clearly defined mandate	0%	0	10%	1	20%	2	60%	6	10%	1	10
has agenda where what the committee is required to do is clear	0%	0	0%	0	10%	1	50%	5	40%	4	10
has agenda packages that are well-organized	0%	0	0%	0	0%	0	40%	4	60%	6	10

Q27D - Rate the extent to which you agree or disagree with each of the following statements.

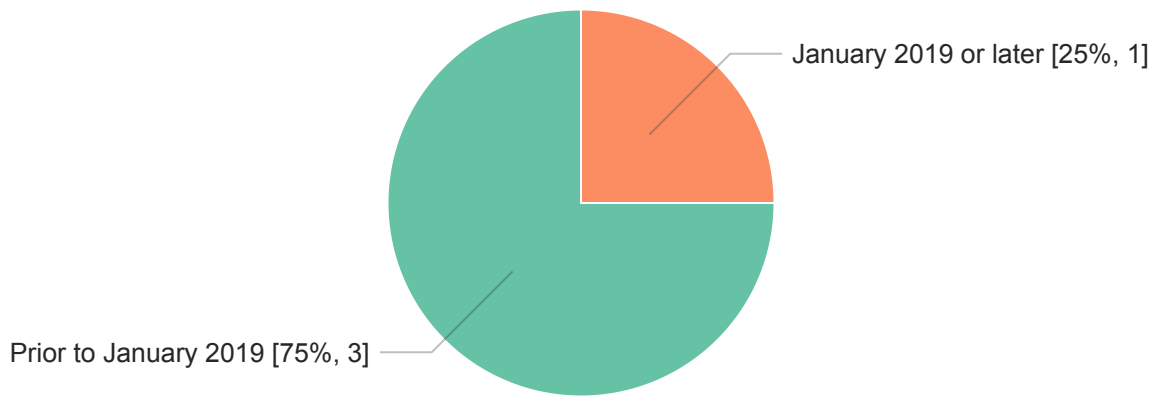
The Senate Standing Committee on Teaching and Learning (SSCTL)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	0%	0	10%	1	90%	9	10
provides its members with information required to perform their role	0%	0	0%	0	0%	0	50%	5	50%	5	10
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	0%	0	100%	10	10
generally functions effectively	0%	0	0%	0	0%	0	0%	0	100%	10	10
makes appropriate decisions	0%	0	0%	0	0%	0	20%	2	80%	8	10
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	0%	0	30%	3	70%	7	10
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	20%	2	20%	2	30%	3	30%	3	10

The following questions pertain to the Senate Standing Committee on Tributes (SSCT).

Survey branching: Q28 was displayed for those respondents who selected “Senate Standing Committee on Tributes (SSCT)” for Q3

Q28A - When did your term on the Senate Standing Committee on Tributes (SSCT) begin?



Q28B - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on Tributes (SSCT)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	0%	0	25%	1	75%	3	4
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	0%	0	25%	1	75%	3	4
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	0%	0	25%	1	75%	3	4
is effectively structured to accomplish its goals	0%	0	0%	0	0%	0	25%	1	75%	3	4
receives the support it needs to be successful	0%	0	0%	0	0%	0	0%	0	100%	4	4
has a clearly defined mandate	0%	0	0%	0	0%	0	25%	1	75%	3	4
has agenda where what the committee is required to do is clear	0%	0	0%	0	0%	0	0%	0	100%	4	4
has agenda packages that are well-organized	0%	0	0%	0	0%	0	25%	1	75%	3	4

Q28C - Rate the extent to which you agree or disagree with each of the following statements.

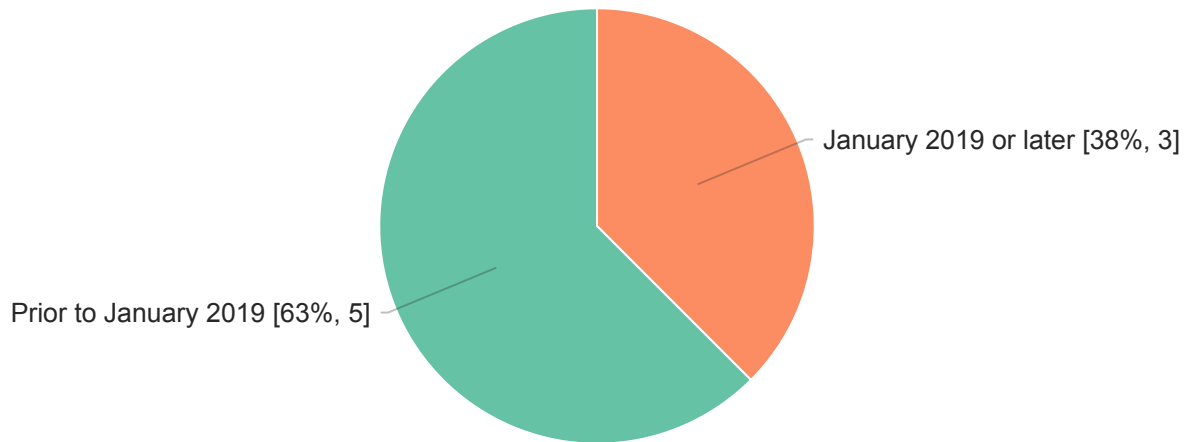
The Senate Standing Committee on Tributes (SSCT)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	0%	0	0%	0	25%	1	75%	3	4
provides its members with information required to perform their role	0%	0	0%	0	0%	0	0%	0	100%	4	4
allows for open and productive discussion of issues	0%	0	0%	0	0%	0	0%	0	100%	4	4
generally functions effectively	0%	0	0%	0	0%	0	25%	1	75%	3	4
makes appropriate decisions	0%	0	0%	0	0%	0	25%	1	75%	3	4
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	25%	1	0%	0	75%	3	4
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	25%	1	25%	1	25%	1	25%	1	4

The following questions pertain to the Senate Standing Committee on University Budget (SSCUB).

Survey branching: Q29 was displayed for those respondents who selected “Senate Standing Committee on University Budget (SSCUB)” for Q3

Q29A - When did your term on the Senate Standing Committee on University Budget (SSCUB) begin?



Q29C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on University Budget (SSCUB)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	0%	0	38%	3	63%	5	8
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	13%	1	25%	2	63%	5	8
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	13%	1	25%	2	63%	5	8
is effectively structured to accomplish its goals	0%	0	0%	0	13%	1	25%	2	63%	5	8
receives the support it needs to be successful	0%	0	0%	0	13%	1	25%	2	63%	5	8
has a clearly defined mandate	0%	0	0%	0	0%	0	25%	2	75%	6	8
has agenda where what the committee is required to do is clear	0%	0	0%	0	0%	0	38%	3	63%	5	8
has agenda packages that are well-organized	0%	0	0%	0	0%	0	13%	1	88%	7	8

Q29D - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on University Budget (SSCUB)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	13%	1	13%	1	0%	0	75%	6	8
provides its members with information required to perform their role	0%	0	13%	1	0%	0	25%	2	63%	5	8
allows for open and productive discussion of issues	0%	0	13%	1	0%	0	25%	2	63%	5	8
generally functions effectively	0%	0	0%	0	0%	0	38%	3	63%	5	8
makes appropriate decisions	0%	0	0%	0	13%	1	25%	2	63%	5	8
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	13%	1	13%	1	75%	6	8
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	13%	1	25%	2	25%	2	38%	3	8

To: Senate Governance Committee

From: Alan Davis and David Burns

Date: September 25, 2017

Re: Senate Effectiveness Survey Results and Recommendations

This survey was issued to all Senate and Senate Standing Committee members in May/June, 2017. 83 people were surveyed, with 42 responding: a 51% response rate from across all governance bodies.

While the numbers replying for any one committee are not staggering (22 for Senate and 6 or more for the committees) three themes emerged that seem worthy of attention.

Roles: members seemed unclear of their roles, especially in relation to the distinction between the constituencies they represent and their own opinions. This ambiguity was articulated by one committee member thusly, "Am I there to vote according to my constituency, or to vote for what I think is best for KPU as a whole?"

Orientation: related to the above, the survey suggests that members did not feel well oriented to their roles.

Communication: members believe that more could be done to communicate Senate decisions to the KPU community, and to receive more feedback on the impact or fate of their recommendations.

Recommendations:

1. While this is covered in the annual governance retreat, chairs of Senate and the standing committees should be encouraged to discuss these roles, and to invite the Chair and Vice Chair of Senate to meetings.
2. Likewise, the terms of reference for each committee should be reviewed at the start of the governance year.
3. Building on the work of previous Vice Chairs, the Senate office is asked to develop new and effective ways to communicate the nature and impact of Senate's work.
4. Senators and committee members should be encouraged to communicate with their constituencies on what is coming up on committee and Senate agendas and what decisions they have made.

Actions so far:

- 1) There is a channel in Kaltura (media.kpu.ca) for Senate tutorial videos. These videos can be embedded elsewhere, including the new website (see below).
- 2) There is a Senate vice-chair site to collect the various materials to be developed this year, the first of which is (3)
- 3) There is a wiki style site for all things course outline, which includes videos embedded from Kaltura.

<https://our.kpu.ca/sites/committees/senate/vicechair/SitePages/Home.aspx>

2017 Senate Effectiveness Survey

The survey was sent to 83 members and this report presents the answers from the 42 respondents who answered the survey; this is a 51% response rate.

Q1. Please indicate your Senate membership:

Response	Chart	Percentage	Count
Senator		57.1%	24
Not a Senator, but a member of a Senate Committee or Standing Committee		42.9%	18
		Total Responses	42

Survey branching: if chose "Not a Senator, but a member of a Senate Committee or Standing Committee," ask Q2 and Q3 then skip Q4 to Q11.

Q2. Which of the following Senate Committees were you a member of in the 2016/17 academic year? Only select committees that you were an active member of for at least 4 months. These are the committees on which you will be asked to provide feedback.

Response	Chart	Percentage	Count
Senate Executive Committee (SEC)		14.6%	6
Senate Governance Committee (SGC)		14.6%	6
Senate Nominating Committee (SNC)		14.6%	6
Senate Standing Committee on Academic Planning & Priorities (SSCAPP)		19.5%	8
Senate Standing Committee on Curriculum (SSCC)		14.6%	6
Senate Standing Committee on the Library (SSCL)		26.8%	11
Senate Standing Committee on Policy Review (SSC Policy Review)		17.1%	7
Senate Standing Committee on Program Review (SSCPR)		22.0%	9
Senate Standing Committee on Tributes (SSCT)		12.2%	5
Senate Standing Committee on University Budget (SSCUB)		22.0%	9
		Total Responses	41

Totals vary and may exceed 100% as respondents are able to select all options that apply.

Q3. Rate the extent to which you agree with each of the following statements.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
I prepare in advance for meetings	0 (0.0%)	0 (0.0%)	0 (0.0%)	17 (43.6%)	22 (56.4%)	39
I am provided with sufficient information to make decisions	0 (0.0%)	0 (0.0%)	2 (5.1%)	17 (43.6%)	20 (51.3%)	39
I have the knowledge to influence decisions	0 (0.0%)	3 (7.9%)	3 (7.9%)	17 (44.7%)	15 (39.5%)	38
I have the ability to influence decisions	0 (0.0%)	1 (2.6%)	8 (20.5%)	17 (43.6%)	13 (33.3%)	39
Serving on the Senate and its standing committees is important	0 (0.0%)	0 (0.0%)	1 (2.6%)	7 (17.9%)	31 (79.5%)	39
My role is to represent a specific constituency within KPU	7 (17.9%)	6 (15.4%)	3 (7.7%)	11 (28.2%)	12 (30.8%)	39
My role is to represent the best interests of broader society	1 (2.6%)	1 (2.6%)	9 (23.1%)	20 (51.3%)	8 (20.5%)	39
My role is to represent the best interests of the university	0 (0.0%)	0 (0.0%)	2 (5.1%)	7 (17.9%)	30 (76.9%)	39
The course of action that is in the best interest of KPU is always clear	0 (0.0%)	8 (20.5%)	8 (20.5%)	20 (51.3%)	3 (7.7%)	39
Members do not experience conflict in supporting the interests of the university and those of their constituency	1 (2.6%)	13 (33.3%)	12 (30.8%)	9 (23.1%)	4 (10.3%)	39

Q4. Rate the extent to which you agree with each of the following statements.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
The orientation I received for Senate adequately prepared me for my work on Senate	2 (8.7%)	9 (39.1%)	5 (21.7%)	6 (26.1%)	1 (4.3%)	23
The division of responsibilities between the governing board and Senate are clear	1 (4.3%)	3 (13.0%)	4 (17.4%)	11 (47.8%)	4 (17.4%)	23
Processes are in place to assure Senate that the academic quality of KPU is being maintained	1 (4.3%)	3 (13.0%)	2 (8.7%)	11 (47.8%)	6 (26.1%)	23
Senate members are kept informed of decisions and actions of the Board of Governors	1 (4.3%)	5 (21.7%)	6 (26.1%)	7 (30.4%)	4 (17.4%)	23

Q5. For each of the following, rate the extent to which you agree that this is something Senate should do (whether or not it does).

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
Regularly review the performance of the university in academic areas	0 (0.0%)	0 (0.0%)	0 (0.0%)	5 (22.7%)	17 (77.3%)	22
Be the final authority for approving major academic policies	0 (0.0%)	0 (0.0%)	1 (4.5%)	4 (18.2%)	17 (77.3%)	22
Confine itself mainly to academic matters	1 (4.5%)	3 (13.6%)	4 (18.2%)	7 (31.8%)	7 (31.8%)	22
Defend and protect the autonomy of the university	0 (0.0%)	0 (0.0%)	4 (18.2%)	6 (27.3%)	12 (54.5%)	22
Play a role in determining the future direction of the university	0 (0.0%)	0 (0.0%)	2 (9.1%)	4 (18.2%)	16 (72.7%)	22
Play a role in establishing research policies	1 (4.5%)	1 (4.5%)	3 (13.6%)	9 (40.9%)	8 (36.4%)	22

Q6. For each of the following, rate the extent to which you agree that this is something Senate should do (whether or not it does).

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
Play a role in establishing strategic research directions	0 (0.0%)	3 (13.6%)	4 (18.2%)	8 (36.4%)	7 (31.8%)	22
Play a role in establishing the academic plan	0 (0.0%)	1 (4.5%)	0 (0.0%)	7 (31.8%)	14 (63.6%)	22
Play a role in establishing strategic directions for teaching and learning	0 (0.0%)	3 (13.6%)	2 (9.1%)	7 (31.8%)	10 (45.5%)	22
Play a role in setting the university's budget process	0 (0.0%)	5 (22.7%)	3 (13.6%)	6 (27.3%)	8 (36.4%)	22
Play an active role in trying to influence government policy	1 (4.5%)	3 (13.6%)	4 (18.2%)	8 (36.4%)	6 (27.3%)	22
Play an important role for discussing important issues	0 (0.0%)	0 (0.0%)	2 (9.1%)	8 (36.4%)	12 (54.5%)	22

Q7. For each of the following, rate the extent to which you agree that this is something Senate actually does:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
Regularly review the performance of the university in academic areas	1 (4.5%)	2 (9.1%)	5 (22.7%)	10 (45.5%)	4 (18.2%)	22
Be the final authority for approving major academic policies	0 (0.0%)	1 (4.5%)	2 (9.1%)	11 (50.0%)	8 (36.4%)	22
Confine itself mainly to academic matters	1 (4.5%)	8 (36.4%)	1 (4.5%)	10 (45.5%)	2 (9.1%)	22
Defend and protect the autonomy of the university	0 (0.0%)	2 (9.1%)	10 (45.5%)	7 (31.8%)	3 (13.6%)	22
Play a role in determining the future direction of the university	1 (4.5%)	0 (0.0%)	6 (27.3%)	12 (54.5%)	3 (13.6%)	22
Play a role in establishing research policies	2 (9.1%)	7 (31.8%)	10 (45.5%)	3 (13.6%)	0 (0.0%)	22

Q8. For each of the following, rate the extent to which you agree that this is something Senate actually does:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
Play a role in establishing strategic research directions	2 (9.5%)	10 (47.6%)	6 (28.6%)	3 (14.3%)	0 (0.0%)	21
Play a role in establishing the academic plan	0 (0.0%)	1 (4.8%)	1 (4.8%)	16 (76.2%)	3 (14.3%)	21
Play a role in establishing strategic directions for teaching and learning	1 (4.8%)	5 (23.8%)	6 (28.6%)	8 (38.1%)	1 (4.8%)	21
Play a role in setting the university's budget process	0 (0.0%)	1 (4.8%)	5 (23.8%)	12 (57.1%)	3 (14.3%)	21
Play an active role in trying to influence government policy	3 (14.3%)	9 (42.9%)	7 (33.3%)	1 (4.8%)	1 (4.8%)	21
Play an important role for discussing important issues	1 (4.8%)	4 (19.0%)	3 (14.3%)	10 (47.6%)	3 (14.3%)	21

Q9. Rate the extent to which you agree with each of the following statements.

The Senate...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	0 (0.0%)	2 (9.1%)	1 (4.5%)	14 (63.6%)	5 (22.7%)	22
has an effective standing committee structure	0 (0.0%)	3 (13.6%)	1 (4.5%)	12 (54.5%)	6 (27.3%)	22
is appropriately informed by its standing committees	0 (0.0%)	2 (9.1%)	0 (0.0%)	8 (36.4%)	12 (54.5%)	22
acts appropriately on the recommendations of its standing committees	0 (0.0%)	0 (0.0%)	1 (4.5%)	9 (40.9%)	12 (54.5%)	22
avoids being involved in decisions about day-to-day operations	0 (0.0%)	3 (13.6%)	3 (13.6%)	9 (40.9%)	7 (31.8%)	22
is effective in making decisions involving significant change	0 (0.0%)	3 (13.6%)	2 (9.1%)	13 (59.1%)	4 (18.2%)	22

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
facilitates the exchange of information across the university	2 (9.1%)	8 (36.4%)	4 (18.2%)	5 (22.7%)	3 (13.6%)	22

Q10. Rate the extent to which you agree with each of the following statements.

The Senate...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
plays an important role as a forum for discussing important matters	1 (4.8%)	5 (23.8%)	2 (9.5%)	9 (42.9%)	4 (19.0%)	21
meetings are conducted in a manner that maximized collegial discussion	2 (9.5%)	2 (9.5%)	4 (19.0%)	6 (28.6%)	7 (33.3%)	21
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	4 (19.0%)	2 (9.5%)	7 (33.3%)	8 (38.1%)	21
is effectively structured to accomplish its goals	0 (0.0%)	4 (19.0%)	3 (14.3%)	6 (28.6%)	8 (38.1%)	21
receives the support it needs to be successful	2 (9.5%)	2 (9.5%)	5 (23.8%)	4 (19.0%)	8 (38.1%)	21
provides leadership for the academic community	0 (0.0%)	6 (28.6%)	3 (14.3%)	8 (38.1%)	4 (19.0%)	21
communicates its deliberations and outcomes effectively to the university community	0 (0.0%)	8 (38.1%)	1 (4.8%)	4 (19.0%)	8 (38.1%)	21

Q11. Please provide specific suggestions for improving the effectiveness of Senate. Note, your verbatim comments will be provided to the Senate Governance Committee.

The 3 responses to this question can be found in the appendix.

Q12. The following questions pertain to the Senate Executive Committee (SEC).

Survey branching: Q12 is only asked if respondent chose "Senate Executive Committee (SEC)" for Q2.

Q12a. Rate the extent to which you agree with each of the following statements.

The Senate Executive Committee (SEC)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (50.0%)	2 (50.0%)	4
meetings are conducted in a manner that maximized collegial discussion	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (50.0%)	2 (50.0%)	4
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (50.0%)	2 (50.0%)	4
is effectively structured to accomplish its goals	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (50.0%)	2 (50.0%)	4
receives the support it needs to be successful	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (25.0%)	3 (75.0%)	4
has a clearly defined mandate	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (50.0%)	2 (50.0%)	4
has agenda where what the committee is required to do is clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (50.0%)	2 (50.0%)	4
has agenda packages that are well-organized	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (25.0%)	3 (75.0%)	4

Q12b. Rate the extent to which you agree with each of the following statements.

The Senate Executive Committee (SEC)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
has minutes that are accurate and clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (100.0%)	4
provides its members with information required to perform their role	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (33.3%)	2 (66.7%)	3

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
allows for open and productive discussion of issues	0 (0.0%)	1 (25.0%)	0 (0.0%)	1 (25.0%)	2 (50.0%)	4
generally functions effectively	0 (0.0%)	0 (0.0%)	1 (25.0%)	1 (25.0%)	2 (50.0%)	4
makes appropriate decisions	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (33.3%)	2 (66.7%)	3
clearly communicates the rationale for their recommendations to Senate	0 (0.0%)	0 (0.0%)	1 (25.0%)	2 (50.0%)	1 (25.0%)	4
provides orientation to its members so they are adequately prepared to work on the committee	1 (25.0%)	1 (25.0%)	0 (0.0%)	2 (50.0%)	0 (0.0%)	4

Q12c. Please provide specific suggestions for improving the effectiveness of the Senate Executive Committee (SEC). Note, your verbatim comments will be provided to the Senate Governance Committee.

There are no responses to this question.

Q13. The following questions pertain to the Senate Governance Committee (SGC).

Survey branching: Q13 is only asked if respondent chose "Senate Governance Committee (SGC)" for Q2.

Q13a. Rate the extent to which you agree with each of the following statements.

The Senate Governance Committee (SGC)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (60.0%)	2 (40.0%)	5
meetings are conducted in a manner that maximized collegial discussion	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (20.0%)	4 (80.0%)	5
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (60.0%)	2 (40.0%)	5

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is effectively structured to accomplish its goals	0 (0.0%)	0 (0.0%)	1 (20.0%)	2 (40.0%)	2 (40.0%)	5
receives the support it needs to be successful	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (80.0%)	1 (20.0%)	5
has a clearly defined mandate	0 (0.0%)	0 (0.0%)	1 (20.0%)	3 (60.0%)	1 (20.0%)	5
has agenda where what the committee is required to do is clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (40.0%)	3 (60.0%)	5
has agenda packages that are well-organized	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	5 (100.0%)	5

Q13b. Rate the extent to which you agree with each of the following statements.

The Senate Governance Committee (SGC)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
has minutes that are accurate and clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (20.0%)	4 (80.0%)	5
provides its members with information required to perform their role	0 (0.0%)	0 (0.0%)	1 (20.0%)	1 (20.0%)	3 (60.0%)	5
allows for open and productive discussion of issues	0 (0.0%)	0 (0.0%)	1 (20.0%)	1 (20.0%)	3 (60.0%)	5
generally functions effectively	0 (0.0%)	0 (0.0%)	1 (20.0%)	1 (20.0%)	3 (60.0%)	5
makes appropriate decisions	0 (0.0%)	0 (0.0%)	1 (20.0%)	2 (40.0%)	2 (40.0%)	5
clearly communicates the rationale for their recommendations to Senate	0 (0.0%)	0 (0.0%)	1 (20.0%)	3 (60.0%)	1 (20.0%)	5
provides orientation to its members so they are adequately prepared to work on the committee	0 (0.0%)	1 (20.0%)	2 (40.0%)	1 (20.0%)	1 (20.0%)	5

Q13c. Please provide specific suggestions for improving the effectiveness of the Senate Governance Committee (SGC). Note, your verbatim comments will be provided to the Senate Governance Committee.

There are no responses to this question.

Q14. The following questions pertain to the Senate Nominating Committee (SNC).

Survey branching: Q14 is only asked if respondent chose "Senate Nominating Committee (SNC)" for Q2.

Q14a. Rate the extent to which you agree with each of the following statements.

The Senate Nominating Committee (SNC)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (16.7%)	5 (83.3%)	6
meetings are conducted in a manner that maximized collegial discussion	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	6 (100.0%)	6
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (33.3%)	4 (66.7%)	6
is effectively structured to accomplish its goals	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (33.3%)	4 (66.7%)	6
receives the support it needs to be successful	0 (0.0%)	2 (33.3%)	1 (16.7%)	1 (16.7%)	2 (33.3%)	6
has a clearly defined mandate	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (66.7%)	2 (33.3%)	6
has agenda where what the committee is required to do is clear	0 (0.0%)	0 (0.0%)	1 (16.7%)	1 (16.7%)	4 (66.7%)	6
has agenda packages that are well-organized	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (66.7%)	2 (33.3%)	6

Q14b. Rate the extent to which you agree with each of the following statements.

The Senate Nominating Committee (SNC)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
has minutes that are accurate and clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (33.3%)	4 (66.7%)	6
provides its members with information required to perform their role	0 (0.0%)	1 (16.7%)	0 (0.0%)	2 (33.3%)	3 (50.0%)	6
allows for open and productive discussion of issues	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	6 (100.0%)	6
generally functions effectively	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	6 (100.0%)	6
makes appropriate decisions	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (16.7%)	5 (83.3%)	6
clearly communicates the rationale for their recommendations to Senate	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (16.7%)	5 (83.3%)	6
provides orientation to its members so they are adequately prepared to work on the committee	0 (0.0%)	2 (33.3%)	1 (16.7%)	2 (33.3%)	1 (16.7%)	6

Q14c. Please provide specific suggestions for improving the effectiveness of the Senate Nominating Committee (SNC). Note, your verbatim comments will be provided to the Senate Governance Committee.

The 1 response to this question can be found in the appendix.

Q15. The following questions pertain to the Senate Standing Committee on Academic Planning & Priorities (SSCAPP).

Survey branching: Q15 is only asked if respondent chose "Senate Standing Committee on Academic Planning & Priorities (SSCAPP)" for Q2.

Q15a. Rate the extent to which you agree with each of the following statements.

The Senate Standing Committee on Academic Planning & Priorities (SSCAPP)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	1 (12.5%)	0 (0.0%)	0 (0.0%)	5 (62.5%)	2 (25.0%)	8
meetings are conducted in a manner that maximized collegial discussion	0 (0.0%)	1 (12.5%)	0 (0.0%)	4 (50.0%)	3 (37.5%)	8
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	0 (0.0%)	2 (25.0%)	4 (50.0%)	2 (25.0%)	8
is effectively structured to accomplish its goals	0 (0.0%)	2 (28.6%)	0 (0.0%)	3 (42.9%)	2 (28.6%)	7
receives the support it needs to be successful	1 (12.5%)	1 (12.5%)	1 (12.5%)	4 (50.0%)	1 (12.5%)	8
has a clearly defined mandate	1 (12.5%)	1 (12.5%)	4 (50.0%)	1 (12.5%)	1 (12.5%)	8
has agenda where what the committee is required to do is clear	1 (12.5%)	0 (0.0%)	0 (0.0%)	3 (37.5%)	4 (50.0%)	8
has agenda packages that are well-organized	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (50.0%)	4 (50.0%)	8

Q15b. Rate the extent to which you agree with each of the following statements.

The Senate Standing Committee on Academic Planning & Priorities (SSCAPP)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
has minutes that are accurate and clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (42.9%)	4 (57.1%)	7

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
provides its members with information required to perform their role	0 (0.0%)	1 (12.5%)	1 (12.5%)	4 (50.0%)	2 (25.0%)	8
allows for open and productive discussion of issues	0 (0.0%)	1 (12.5%)	1 (12.5%)	4 (50.0%)	2 (25.0%)	8
generally functions effectively	0 (0.0%)	1 (12.5%)	1 (12.5%)	3 (37.5%)	3 (37.5%)	8
makes appropriate decisions	0 (0.0%)	1 (12.5%)	2 (25.0%)	2 (25.0%)	3 (37.5%)	8
clearly communicates the rationale for their recommendations to Senate	0 (0.0%)	1 (12.5%)	2 (25.0%)	2 (25.0%)	3 (37.5%)	8
provides orientation to its members so they are adequately prepared to work on the committee	0 (0.0%)	4 (50.0%)	4 (50.0%)	0 (0.0%)	0 (0.0%)	8

Q15c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on Academic Planning & Priorities (SSCAPP). Note, your verbatim comments will be provided to the Senate Governance Committee.

The 2 responses to this question can be found in the appendix.

Q16. The following questions pertain to the Senate Standing Committee on Curriculum (SSCC).

Survey branching: Q16 is only asked if respondent chose "Senate Standing Committee on Curriculum (SSCC)" for Q2.

Q16a. Rate the extent to which you agree with each of the following statements.

The Senate Standing Committee on Curriculum (SSCC)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	0 (0.0%)	1 (20.0%)	0 (0.0%)	2 (40.0%)	2 (40.0%)	5
meetings are conducted in a manner that maximized collegial discussion	0 (0.0%)	1 (20.0%)	0 (0.0%)	1 (20.0%)	3 (60.0%)	5
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	1 (20.0%)	0 (0.0%)	3 (60.0%)	1 (20.0%)	5
is effectively structured to accomplish its goals	1 (20.0%)	0 (0.0%)	0 (0.0%)	2 (40.0%)	2 (40.0%)	5
receives the support it needs to be successful	0 (0.0%)	1 (20.0%)	2 (40.0%)	0 (0.0%)	2 (40.0%)	5
has a clearly defined mandate	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (20.0%)	4 (80.0%)	5
has agenda where what the committee is required to do is clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (60.0%)	2 (40.0%)	5
has agenda packages that are well-organized	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (40.0%)	3 (60.0%)	5

Q16b. Rate the extent to which you agree with each of the following statements.

The Senate Standing Committee on Curriculum (SSCC)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
has minutes that are accurate and clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	5 (100.0%)	5
provides its members with information required to perform their role	1 (20.0%)	0 (0.0%)	0 (0.0%)	2 (40.0%)	2 (40.0%)	5
allows for open and productive discussion of issues	0 (0.0%)	1 (20.0%)	0 (0.0%)	1 (20.0%)	3 (60.0%)	5
generally functions effectively	0 (0.0%)	1 (20.0%)	0 (0.0%)	2 (40.0%)	2 (40.0%)	5
makes appropriate decisions	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (60.0%)	2 (40.0%)	5
clearly communicates the rationale for their recommendations to Senate	0 (0.0%)	0 (0.0%)	1 (25.0%)	1 (25.0%)	2 (50.0%)	4
provides orientation to its members so they are adequately prepared to work on the committee	1 (20.0%)	1 (20.0%)	1 (20.0%)	2 (40.0%)	0 (0.0%)	5

Q16c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on Curriculum (SSCC). Note, your verbatim comments will be provided to the Senate Governance Committee.

The 1 response to this question can be found in the appendix.

Q17. The following questions pertain to the Senate Standing Committee on the Library (SSCL).

Survey branching: Q17 is only asked if respondent chose "Senate Standing Committee on the Library (SSCL)" for Q2.

Q17a. Rate the extent to which you agree with each of the following statements.

Senate Standing Committee on Library (SSCL)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	1 (10.0%)	0 (0.0%)	2 (20.0%)	5 (50.0%)	2 (20.0%)	10
meetings are conducted in a manner that maximized collegial discussion	0 (0.0%)	0 (0.0%)	0 (0.0%)	5 (50.0%)	5 (50.0%)	10
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	0 (0.0%)	3 (30.0%)	3 (30.0%)	4 (40.0%)	10
is effectively structured to accomplish its goals	1 (11.1%)	1 (11.1%)	2 (22.2%)	1 (11.1%)	4 (44.4%)	9
receives the support it needs to be successful	0 (0.0%)	0 (0.0%)	3 (33.3%)	4 (44.4%)	2 (22.2%)	9
has a clearly defined mandate	1 (11.1%)	0 (0.0%)	3 (33.3%)	3 (33.3%)	2 (22.2%)	9
has agenda where what the committee is required to do is clear	1 (11.1%)	0 (0.0%)	2 (22.2%)	2 (22.2%)	4 (44.4%)	9
has agenda packages that are well-organized	0 (0.0%)	0 (0.0%)	2 (22.2%)	3 (33.3%)	4 (44.4%)	9

Q17b. Rate the extent to which you agree with each of the following statements.

Senate Standing Committee on Library (SSCL)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
has minutes that are accurate and clear	0 (0.0%)	0 (0.0%)	1 (11.1%)	3 (33.3%)	5 (55.6%)	9
provides its members with information required to perform their role	1 (11.1%)	0 (0.0%)	1 (11.1%)	2 (22.2%)	5 (55.6%)	9
allows for open and productive discussion of issues	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (44.4%)	5 (55.6%)	9
generally functions effectively	1 (11.1%)	0 (0.0%)	1 (11.1%)	3 (33.3%)	4 (44.4%)	9
makes appropriate decisions	1 (11.1%)	0 (0.0%)	1 (11.1%)	2 (22.2%)	5 (55.6%)	9
clearly communicates the rationale for their recommendations to Senate	0 (0.0%)	0 (0.0%)	2 (22.2%)	2 (22.2%)	5 (55.6%)	9
provides orientation to its members so they are adequately prepared to work on the committee	1 (11.1%)	2 (22.2%)	3 (33.3%)	2 (22.2%)	1 (11.1%)	9

Q17c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on the Library (SSCL). Note, your verbatim comments will be provided to the Senate Governance Committee.

The 6 responses to this question can be found in the appendix.

Q18. The following questions pertain to the Senate Standing Committee on Policy Review (SSC Policy Review).

Survey branching: Q18 is only asked if respondent chose "Senate Standing Committee on Policy Review (SSC Policy Review)" for Q2.

Q18a. Rate the extent to which you agree with each of the following statements.

Senate Standing Committee on Policy Review (SSC Policy Review)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	0 (0.0%)	1 (20.0%)	0 (0.0%)	4 (80.0%)	0 (0.0%)	5
meetings are conducted in a manner that maximized collegial discussion	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (60.0%)	2 (40.0%)	5
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	0 (0.0%)	1 (20.0%)	3 (60.0%)	1 (20.0%)	5
is effectively structured to accomplish its goals	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (60.0%)	2 (40.0%)	5
receives the support it needs to be successful	0 (0.0%)	0 (0.0%)	2 (40.0%)	3 (60.0%)	0 (0.0%)	5
has a clearly defined mandate	0 (0.0%)	1 (20.0%)	0 (0.0%)	2 (40.0%)	2 (40.0%)	5
has agenda where what the committee is required to do is clear	0 (0.0%)	1 (20.0%)	0 (0.0%)	2 (40.0%)	2 (40.0%)	5
has agenda packages that are well-organized	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (40.0%)	3 (60.0%)	5

Q18b. Rate the extent to which you agree with each of the following statements.

Senate Standing Committee on Policy Review (SSC Policy Review)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
has minutes that are accurate and clear	0 (0.0%)	1 (20.0%)	0 (0.0%)	2 (40.0%)	2 (40.0%)	5
provides its members with information required to perform their role	0 (0.0%)	0 (0.0%)	1 (20.0%)	2 (40.0%)	2 (40.0%)	5
allows for open and productive discussion of issues	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (60.0%)	2 (40.0%)	5
generally functions effectively	0 (0.0%)	1 (20.0%)	0 (0.0%)	3 (60.0%)	1 (20.0%)	5
makes appropriate decisions	0 (0.0%)	0 (0.0%)	1 (20.0%)	2 (40.0%)	2 (40.0%)	5
clearly communicates the rationale for their recommendations to Senate	0 (0.0%)	0 (0.0%)	2 (40.0%)	0 (0.0%)	3 (60.0%)	5
provides orientation to its members so they are adequately prepared to work on the committee	1 (20.0%)	1 (20.0%)	3 (60.0%)	0 (0.0%)	0 (0.0%)	5

Q18c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on Policy Review (SSC Policy Review). Note, your verbatim comments will be provided to the Senate Governance Committee.

The 1 response to this question can be found in the appendix.

Q19. The following questions pertain to the Senate Standing Committee on Program Review (SSCPR).

Survey branching: Q19 is only asked if respondent chose "Senate Standing Committee on Program Review (SSCPR)" for Q2.

Q19a. Rate the extent to which you agree with each of the following statements.

Senate Standing Committee on Program Review (SSCPR)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	0 (0.0%)	2 (22.2%)	0 (0.0%)	2 (22.2%)	5 (55.6%)	9
meetings are conducted in a manner that maximized collegial discussion	0 (0.0%)	1 (11.1%)	1 (11.1%)	1 (11.1%)	6 (66.7%)	9
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	2 (22.2%)	0 (0.0%)	0 (0.0%)	7 (77.8%)	9
is effectively structured to accomplish its goals	0 (0.0%)	1 (11.1%)	1 (11.1%)	0 (0.0%)	7 (77.8%)	9
receives the support it needs to be successful	0 (0.0%)	1 (11.1%)	0 (0.0%)	1 (11.1%)	7 (77.8%)	9
has a clearly defined mandate	0 (0.0%)	1 (11.1%)	1 (11.1%)	2 (22.2%)	5 (55.6%)	9
has agenda where what the committee is required to do is clear	0 (0.0%)	1 (11.1%)	1 (11.1%)	0 (0.0%)	7 (77.8%)	9
has agenda packages that are well-organized	0 (0.0%)	0 (0.0%)	2 (22.2%)	0 (0.0%)	7 (77.8%)	9

Q19b. Rate the extent to which you agree with each of the following statements.

Senate Standing Committee on Program Review (SSCPR)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
has minutes that are accurate and clear	0 (0.0%)	0 (0.0%)	1 (11.1%)	5 (55.6%)	3 (33.3%)	9
provides its members with information required to perform their role	0 (0.0%)	0 (0.0%)	2 (22.2%)	2 (22.2%)	5 (55.6%)	9
allows for open and productive discussion of issues	0 (0.0%)	2 (22.2%)	0 (0.0%)	1 (11.1%)	6 (66.7%)	9
generally functions effectively	0 (0.0%)	2 (22.2%)	0 (0.0%)	0 (0.0%)	7 (77.8%)	9
makes appropriate decisions	0 (0.0%)	1 (11.1%)	1 (11.1%)	0 (0.0%)	7 (77.8%)	9
clearly communicates the rationale for their recommendations to Senate	0 (0.0%)	2 (22.2%)	1 (11.1%)	1 (11.1%)	5 (55.6%)	9
provides orientation to its members so they are adequately prepared to work on the committee	0 (0.0%)	2 (22.2%)	2 (22.2%)	4 (44.4%)	1 (11.1%)	9

Q19c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on Program Review (SSCPR). Note, your verbatim comments will be provided to the Senate Governance Committee.

The 1 response to this question can be found in the appendix.

Q20. The following questions pertain to the Senate Standing Committee on Tributes (SSCT).

Survey branching: Q20 is only asked if respondent chose "Senate Standing Committee on Tributes (SSCT)" for Q2.

Q20a. Rate the extent to which you agree with each of the following statements.

Senate Standing Committee on Tributes (SSCT)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	0 (0.0%)	0 (0.0%)	2 (40.0%)	1 (20.0%)	2 (40.0%)	5
meetings are conducted in a manner that maximized collegial discussion	0 (0.0%)	0 (0.0%)	2 (40.0%)	1 (20.0%)	2 (40.0%)	5
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	0 (0.0%)	1 (20.0%)	2 (40.0%)	2 (40.0%)	5
is effectively structured to accomplish its goals	0 (0.0%)	0 (0.0%)	1 (20.0%)	2 (40.0%)	2 (40.0%)	5
receives the support it needs to be successful	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (80.0%)	1 (20.0%)	5
has a clearly defined mandate	0 (0.0%)	0 (0.0%)	1 (20.0%)	2 (40.0%)	2 (40.0%)	5
has agenda where what the committee is required to do is clear	0 (0.0%)	0 (0.0%)	1 (20.0%)	2 (40.0%)	2 (40.0%)	5
has agenda packages that are well-organized	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (80.0%)	1 (20.0%)	5

Q20b. Rate the extent to which you agree with each of the following statements.

Senate Standing Committee on Tributes (SSCT)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
has minutes that are accurate and clear	0 (0.0%)	0 (0.0%)	1 (20.0%)	2 (40.0%)	2 (40.0%)	5
provides its members with information required to perform their role	0 (0.0%)	0 (0.0%)	2 (40.0%)	1 (20.0%)	2 (40.0%)	5
allows for open and productive discussion of issues	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (40.0%)	3 (60.0%)	5
generally functions effectively	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (40.0%)	3 (60.0%)	5
makes appropriate decisions	0 (0.0%)	0 (0.0%)	1 (20.0%)	2 (40.0%)	2 (40.0%)	5
clearly communicates the rationale for their recommendations to Senate	0 (0.0%)	0 (0.0%)	2 (40.0%)	2 (40.0%)	1 (20.0%)	5
provides orientation to its members so they are adequately prepared to work on the committee	0 (0.0%)	2 (40.0%)	3 (60.0%)	0 (0.0%)	0 (0.0%)	5

Q20c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on Tributes (SSCT). Note, your verbatim comments will be provided to the Senate Governance Committee.

There are no responses to this question.

Q21. The following questions pertain to the Senate Standing Committee on University Budget (SSCUB).

Survey branching: Q21 is only asked if respondent chose "Senate Standing Committee on University Budget (SSCUB)" for Q2.

Q21a. Rate the extent to which you agree with each of the following statements.

Senate Standing Committee on University Budget (SSCUB)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
is an effective decision-making body	0 (0.0%)	1 (12.5%)	0 (0.0%)	3 (37.5%)	4 (50.0%)	8
meetings are conducted in a manner that maximized collegial discussion	0 (0.0%)	1 (12.5%)	0 (0.0%)	3 (37.5%)	4 (50.0%)	8
meetings are conducted in a manner that maximized effective decision making	0 (0.0%)	1 (12.5%)	0 (0.0%)	5 (62.5%)	2 (25.0%)	8
is effectively structured to accomplish its goals	0 (0.0%)	1 (12.5%)	0 (0.0%)	5 (62.5%)	2 (25.0%)	8
receives the support it needs to be successful	0 (0.0%)	1 (12.5%)	0 (0.0%)	2 (25.0%)	5 (62.5%)	8
has a clearly defined mandate	0 (0.0%)	0 (0.0%)	1 (12.5%)	2 (25.0%)	5 (62.5%)	8
has agenda where what the committee is required to do is clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (37.5%)	5 (62.5%)	8
has agenda packages that are well-organized	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (25.0%)	6 (75.0%)	8

Q21b. Rate the extent to which you agree with each of the following statements.

Senate Standing Committee on University Budget (SSCUB)...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total Responses
has minutes that are accurate and clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (12.5%)	7 (87.5%)	8
provides its members with information required to perform their role	0 (0.0%)	1 (12.5%)	0 (0.0%)	2 (25.0%)	5 (62.5%)	8
allows for open and productive discussion of issues	0 (0.0%)	1 (12.5%)	0 (0.0%)	2 (25.0%)	5 (62.5%)	8
generally functions effectively	0 (0.0%)	1 (12.5%)	0 (0.0%)	4 (50.0%)	3 (37.5%)	8
makes appropriate decisions	0 (0.0%)	0 (0.0%)	1 (12.5%)	4 (50.0%)	3 (37.5%)	8
clearly communicates the rationale for their recommendations to Senate	0 (0.0%)	0 (0.0%)	2 (25.0%)	1 (12.5%)	5 (62.5%)	8
provides orientation to its members so they are adequately prepared to work on the committee	1 (12.5%)	3 (37.5%)	2 (25.0%)	1 (12.5%)	1 (12.5%)	8

Q21c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on University Budget (SSCUB). Note, your verbatim comments will be provided to the Senate Governance Committee.

The 2 responses to this question can be found in the appendix.

Appendix

Q11. Please provide specific suggestions for improving the effectiveness of Senate. Note, your verbatim comments will be provided to the Senate Governance Committee.

#	Response
1.	in terms of measuring academic quality I am not sure that as an organization we effectively manage faculty performance and strongly related curriculum integrity. I am not sure the university committee would say they know what is discussed, decided etc at Senate unless they seek it out. It often seems we are the rubber stamp of approval to the work of standing committees and there is not enough opportunity to table discussions of importance. In addition the Academic plan should be written in a way that each faculty is clear on how they are linked and what specifically are their goals for the year/s. It may be that my experience in this arena is different from other departments with stronger leadership.
2.	Communication out to the University community could be improved. It has improved in the last 5 years but I think there could be better communication.
3.	Improving communication between senate and KPU community. Informing everyone with major changes and decisions.

Q14c. Please provide specific suggestions for improving the effectiveness of the Senate Nominating Committee (SNC). Note, your verbatim comments will be provided to the Senate Governance Committee.

#	Response
1.	The lack of history and procedural practices for this committee was a major difficulty in 2015. Since then the committee has undertaken work to capture procedures and best practices and document roles and workload.

Q15c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on Academic Planning & Priorities (SSCAPP). Note, your verbatim comments will be provided to the Senate Governance Committee.

#	Response
1.	There has been a significant shift in the committee in terms of its focus and chairing. Though we are better at attending to matters of importance and priority to KPU, it is not clear on why half of the membership (all the administrators except the President) are non-voting.
2.	The effectiveness of this committee has improved greatly in 2017.

Q16c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on Curriculum (SSCC). Note, your verbatim comments will be provided to the Senate Governance Committee.

#	Response
1.	Most recently work is being looked at to ensure things don't get to this committee that don't fall within its mandate. Chairs also need some assertiveness in keeping discussion brief and on track to avoid repetition and move things along. The lack of this delayed meetings. Also, people who come at the back should not have to wait more than 30 min for their items. Wast of time and resources on all sides. Calendar submission deadlines should be enforced and fewer exceptions made, so people will learn to submit things in a timely fashion. Too many exceptions being made.

Q17c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on the Library (SSCL). Note, your verbatim comments will be provided to the Senate Governance Committee.

#	Response
1.	The role of members of this committee might need to change with the deletion of SCC as its subcommittee. Training will be needed.
2.	No suggestions really for improvement - I just wanted to say that the success of the committee is in large part due to [member's] excellent leadership!
3.	more opportunity needed for discussion. looking forward to new process next year that minimized operational and editing functions
4.	The Committee in the fall will be looking at it's terms of reference and mandate to confirm that it is doing what it is supposed to based on what it states within the University Act. Once this is clarified it will help in terms of what the Committee is supposed to be doing.
5.	A thorough review of the mandate of this committee is necessary.
6.	SSCL is currently in a period of reconstruction, having very recently been considered for dissolution. Based on our last discussion, I have high hopes for the future effectiveness of the committee but my responses have, perforce, been based on its performance up to this point.

Q18c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on Policy Review (SSC Policy Review). Note, your verbatim comments will be provided to the Senate Governance Committee.

#	Response
1.	It would be helpful if the minutes are noted in a more detailed manner. The minutes for this specific committee pertains to feedback and rationale for proposed changes to policies/procedures, and has significant impact on the policies/procedures that are being brought forward to Senate and/or Board for approval, etc.

Q19c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on Program Review (SSCPR). Note, your verbatim comments will be provided to the Senate Governance Committee.

#	Response
1.	SSCPR has made huge positive strides in the past two years to stream-line & share heavy workload. In the past, we could have up to 800 pages of materials to read. It was daunting to prepare. We now have a process -- recommended by veteran committee members -- where 2-3 members work together to review selected reports. The team is responsible for Q & A with faculties presenting reports. The outcome is less discussion from around the table, but a more clear, informed & focused discussion lead by reviewers. Workload is much more efficient, and decisions are better informed.

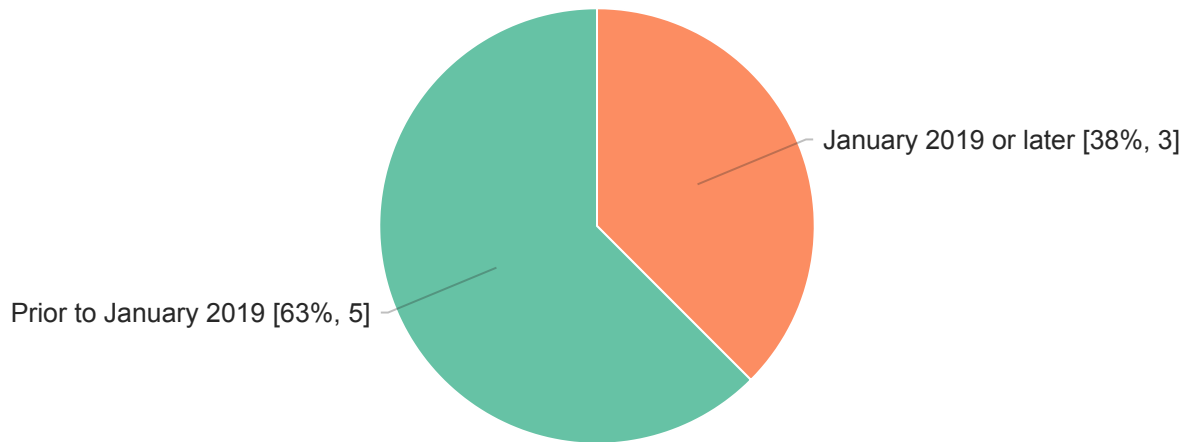
Q21c. Please provide specific suggestions for improving the effectiveness of the Senate Standing Committee on University Budget (SSCUB). Note, your verbatim comments will be provided to the Senate Governance Committee.

#	Response
1.	Would have appreciated an orientation to the role and a transition time.
2.	Although it is helpful to have diverse faculty perspective, additional faculty with expertise in budgeting would be beneficial.

The following questions pertain to the Senate Standing Committee on University Budget (SSCUB).

Survey branching: Q29 was displayed for those respondents who selected “Senate Standing Committee on University Budget (SSCUB)” for Q3

Q29A - When did your term on the Senate Standing Committee on University Budget (SSCUB) begin?



Q29C - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on University Budget (SSCUB)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
is an effective decision-making body	0%	0	0%	0	0%	0	38%	3	63%	5	8
meetings are conducted in a manner that maximized collegial discussion	0%	0	0%	0	13%	1	25%	2	63%	5	8
meetings are conducted in a manner that maximized effective decision making	0%	0	0%	0	13%	1	25%	2	63%	5	8
is effectively structured to accomplish its goals	0%	0	0%	0	13%	1	25%	2	63%	5	8
receives the support it needs to be successful	0%	0	0%	0	13%	1	25%	2	63%	5	8
has a clearly defined mandate	0%	0	0%	0	0%	0	25%	2	75%	6	8
has agenda where what the committee is required to do is clear	0%	0	0%	0	0%	0	38%	3	63%	5	8
has agenda packages that are well-organized	0%	0	0%	0	0%	0	13%	1	88%	7	8

Q29D - Rate the extent to which you agree or disagree with each of the following statements.

The Senate Standing Committee on University Budget (SSCUB)...

Field	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
has minutes that are accurate and clear	0%	0	13%	1	13%	1	0%	0	75%	6	8
provides its members with information required to perform their role	0%	0	13%	1	0%	0	25%	2	63%	5	8
allows for open and productive discussion of issues	0%	0	13%	1	0%	0	25%	2	63%	5	8
generally functions effectively	0%	0	0%	0	0%	0	38%	3	63%	5	8
makes appropriate decisions	0%	0	0%	0	13%	1	25%	2	63%	5	8
clearly communicates the rationale for their recommendations to Senate	0%	0	0%	0	13%	1	13%	1	75%	6	8
provides orientation to its members so they are adequately prepared to work on the committee	0%	0	13%	1	25%	2	25%	2	38%	3	8

SENATE STANDING COMMITTEE ON UNIVERSITY BUDGET

Agenda Item: 14.3

Meeting Date: October 2, 2020

Presenter: David Burns

Agenda Item **2020 Mandate and Membership Review**

Action Requested	Motion
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Recommended Resolution	THAT the Senate Standing Committee on University Budget recommend that the Senate Governance and Nominating Committee recommend that Senate approve the attached revisions to the mandate and membership.
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Senate Standing Committee Report

For Senate Office Use Only

Key Messages

1. Each senate standing committee reviews its mandate and membership annually and recommends changes to the Senate Governance and Nominating Committee.
2. The Senate Governance and Nominating reviews and recommends that Senate approves the revisions.

Attachments

SSCUB 2020 Mandate and Membership

Submitted by

Rita Zamluk, Administrative Assistant, University Senate

Date submitted

September 1, 2020

SENATE STANDING COMMITTEE ON TRIBUTES

MANDATE

The Budget Committee of Senate serves two important roles. Its responsibilities include:

- Those related to its role as an advisory body to Senate on matters within the jurisdiction of Senate, and
- Those related to its role as an advisory role to the President and Vice-Presidents on budgetary policy, processes and allocations.

Responsibilities

1. Advise Senate and its committees on the budgetary implications of matters within the jurisdiction of Senate and its committees, including proposals for new educational, research or other programs or initiatives, as required by Senate and its committees.
2. On behalf of 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.
3. At the request of the President, Board of Governors and Senate, provide advice on matters related to the University's property, building and structures.
4. Assist the President and Vice-Presidents in the development of budgetary policies, guidelines, processes and models.
5. Assist the President and Vice-Presidents with the development of consultation and communication strategies related to budgetary matters.
6. Present the annual University budget to Senate.
7. Establish such subcommittees as needed to fulfill the Committee's responsibilities.
8. Other duties as assigned by Senate

MEMBERSHIP COMPOSITION

Voting Members

- Chancellor
- President
- Student Senator
- Senator or Representative from each Faculty
- Professional Support Staff Senator
- Two Deans or Associate Deans
- Librarian
- Representative, Information Technology

Ex Officio Non-Voting Members

- Vice-Chair of Senate
- Provost and Vice-President, Academic or designate
- Vice-President, Finance and Administration or designate
- Executive Director, Financial Services or designate
- Chair of Senate Standing Committee on Academic Planning and Priorities

**SENATE STANDING COMMITTEE ON
ACADEMIC PLANNING AND PRIORITIES
AND ON UNIVERSITY BUDGET**

Agenda Item: 8

Meeting Date: October 2, 2020

Presenter: Tara Clowes

Agenda Item **Meeting with Executive**

Action Requested	Motion
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Recommended Resolution	THAT the Senate Standing Committees on Academic Planning and Priorities and on University Budget recommend that Senate endorse the revised 2021-22 Budget Tenets and Philosophy and 2021-22 Executive Priorities.
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**Senate Standing
Committee Report**

For Senate Office Use Only

Attachments

1. 2021-22 Budget Tenets and Philosophy_Revised_2020 09 30 Clean
2. 2021-22 Budget Tenets and Philosophy_Revised_2020 09 30 Tracked
3. 2021-22 KPU Memo Executive Priorities_Revised_2020 09 30 Clean
4. 2021-22 KPU Memo Executive Priorities_Revised_2020 09 30 Tracked

Submitted by

Tara Clowes, Vice-President, Finance and Administration

Date submitted

September 30, 2020

Budget Tenets and Philosophy

Budget Tenet	Budget Philosophy	2022 Budget Update
Support for continuity of teaching and learning	The University Budget will help to address the changing environment related to COVID-19, both during and post pandemic.	To maintain, as far as possible, sustained levels of staffing and core teaching and learning activities. Teaching and learning via IT and the Commons is identified as an area that may require enhanced investment.
Predictability for faculties	The University Budget will provide predictability for faculties by providing budget clarity and direction for the next five years, allowing faculties to plan for program delivery and staffing needs well in advance.	A 5-year draft institutional budget has been delivered. However, given the challenges and uncertainty surrounding the COVID-19 pandemic, the FY 2022 budget will need to be more flexible and fluid than in prior years therefore will focus on future years only to the extent that accumulate surplus is maintained to ensure business continuity in 2022 / 2023.
All new activities must be funded on a lifecycle basis	All activities must be funded over the lifecycle of the activity, initiative or project to ensure adequate funding over the life of the activity, initiative or project. Approved projects will have budget spanning fiscal years, where appropriate.	Institutionally, expenditure budgets have been maintained, with inflationary pressures added. Any new funding allocations may only be achieved with an equal and opposite reduction in funding. KPU will continue to proceed with caution on any new projects and initiatives with a focus on targeted program development and continuing professional studies for revenue generation.
Capital expenditures should not increase annual amortization expense	KPU's annual amortization expense is approximately \$18.5 million; no capital expenditures should be incurred that will increase this amount without targeted external funding to support ongoing amortization commitments.	Capital asset projects and allocations will be reviewed to determine if there are possibilities to postpone or cancel projects to free up unrestricted reserves. Capital asset investments in support of key areas such as teaching and learning, IT, research and innovation support will continue to be high priority to the extent capital asset funds allocation will be available.

International tuition and enrolment should be forecasted and maintained at desired levels	KPU is reliant on international tuition as a revenue stream, and efforts to control and predict this stream are critical.	The current revenue strategy is to maintain revenue targets at approximately \$225 million, driven primarily by increased targets in International. While the work on enrolment management and sustainability has proven very useful and effective, the unprecedented times that we are facing due to the COVID-19 pandemic are unpredictable. As such, international student tuition is highly unpredictable for the coming year(s). Efforts to control and predict this revenue stream are more critical than ever, but the actual amount of international student tuition realized is largely out of KPU's control due to issues surrounding the pandemic.
KPU should not grow its current level of commitments	If international revenues continue on their upward trend, KPU should not spend any incremental revenue in excess of \$225 million, but rather generate a surplus so as not to increase future year's commitments.	Future year commitments have not increased, with the exception of amortization and inflationary pressures. Given the revenue uncertainties, both during and post pandemic, KPU should proceed cautiously with any non-essential spending until there is more revenue predictability.
KPU must budget to the lower band of International Revenue Sensitivity	KPU should ultimately budget to the lower band on International Revenue Sensitivity (15% reduction) to ensure revenue estimates are conservative. Any surpluses that result from the under-budgeting of revenues should be used to establish endowments that will contribute to operating expenses on an ongoing basis, relieving cost pressures in future years.	KPU shall be conservative in budgeting international revenue sensitivity, while allowing flexibility in the projection model to reflect ever changing situational facts surrounding international student enrollment during the pandemic.
Academic Budgets should fall within the scope of the Vice President, Academic	Academic budgets should fall within the scope of the Vice President Academic, to ensure key pedagogical and academic initiatives are prioritized.	The budget process is in line with this proposed budget philosophy.



Budget models must be based on enrolment drivers	A set of assumptions must be adopted regarding enrolment expectations on a long-term basis to create a foundational assumption for the development of a five-year budget.	The Office of Planning and Accountability and Financial Services have been working collaboratively to bridge this gap. Significant progress has been made and will continue to be refined in the future. However, given the uncertainty around the COVID-19 pandemic, assumptions around enrolment expectations may not hold true given these unprecedented times.
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Budget Tenets and Philosophy

Budget Tenet	Budget Philosophy	2022 Budget Update
Support for continuity of teaching and learning	The University Budget will help to address the changing environment related to COVID-19, both during and post pandemic.	<u>To maintain, as far as possible, sustained levels of staffing and core teaching and learning activities. Teaching and learning via IT and the Commons is identified as an area that may require enhanced investment.</u>
Predictability for faculties	The University Budget will provide predictability for faculties by providing budget clarity and direction for the next five years, allowing faculties to plan for program delivery and staffing needs well in advance.	A 5-year draft institutional budget has been delivered. However, given the challenges and uncertainty surrounding the COVID-19 pandemic, the FY 2022 budget will need to be more flexible and fluid than in prior years <u>therefore will focus on future years only to the extent that accumulate surplus is maintained to ensure business continuity in 2022 / 2023.</u>
All new activities must be funded on a lifecycle basis	All activities must be funded over the lifecycle of the activity, initiative or project to ensure adequate funding over the life of the activity, initiative or project. Approved projects will have budget spanning fiscal years, where appropriate.	Institutionally, expenditure budgets have been maintained, with inflationary pressures added. Any new funding allocations may only be achieved with an equal and opposite reduction in funding. KPU will continue to proceed with caution on any new projects and initiatives <u>with a focus on targeted program development and continuing professional studies for revenue generation.</u>
Capital expenditures should not increase annual amortization expense	KPU's annual amortization expense is approximately \$18.5 million; no capital expenditures should be incurred that will increase this amount without targeted external funding to support ongoing amortization commitments.	<u>Capital asset projects and allocations will be reviewed to determine if there are possibilities to postpone or cancel projects to free up unrestricted reserves. Capital asset investments in support of key areas such as teaching and learning, IT, research and innovation support will continue to be high priority to the extent capital asset funds allocation will be available.</u>

Deleted: As KPU has moved most of its courses to a virtual environment, and many employees are working under a work-from-home model, enhanced focus will need to be placed on supporting employees and students in the post COVID-19 environment.

Deleted: due to the potential level of revenue volatility in these unprecedented times

Deleted: given the revenue uncertainty surrounding COVID-19 both during and post pandemic.

Deleted: Despite changes to budget process, stringent capital approval processes have been maintained. Annual amortization will need to increase due to organizational requirements; however only organizational refreshes and high priority facilities and teaching assets will be approved.



International tuition and enrolment should be forecasted and maintained at desired levels	KPU is reliant on international tuition as a revenue stream, and efforts to control and predict this stream are critical.	The current revenue strategy is to maintain revenue targets at approximately \$225 million, driven primarily by increased targets in International. While the work on enrolment management and sustainability has proven very useful and effective, the unprecedented times that we are facing due to the COVID-19 pandemic are unpredictable. As such, international student tuition is highly unpredictable for the coming year(s). Efforts to control and predict this revenue stream are more critical than ever, but the actual amount of international student tuition realized is largely out of KPU's control due to issues surrounding the pandemic.
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KPU must budget to the lower band of International Revenue Sensitivity	KPU should ultimately budget to the lower band on International Revenue Sensitivity (15% reduction) to ensure revenue estimates are conservative. Any surpluses that result from the under-budgeting of revenues should be used to establish endowments that will contribute to operating expenses on an ongoing basis, relieving cost pressures in future years.	<u>KPU shall be conservative in budgeting international revenue sensitivity, while allowing flexibility in the projection model to reflect ever changing situational facts surrounding international student enrollment during the pandemic.</u>
Academic Budgets should fall within the scope of the Vice President, Academic	Academic budgets should fall within the scope of the Vice President Academic, to ensure key pedagogical and academic initiatives are prioritized.	The budget process is in line with this proposed budget philosophy.

Deleted: Given the unpredictability of international student tuition revenue due to the uncertainties surrounding the COVID-19 pandemic, KPU should do its best to budget to the lower band of International Revenue Sensitivity.



KWANTLEN POLYTECHNIC UNIVERSITY

Budget models must be based on enrolment drivers	A set of assumptions must be adopted regarding enrolment expectations on a long-term basis to create a foundational assumption for the development of a five-year budget.	The Office of Planning and Accountability and Financial Services have been working collaboratively to bridge this gap. Significant progress has been made and will continue to be refined in the future. However, given the uncertainty around the COVID-19 pandemic, assumptions around enrolment expectations may not hold true given these unprecedented times.
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TO: Senate Standing Committees on Academic Planning and Priorities, and University Budget

FROM: Tara Clowes, VP Finance and Administration

DATE: September 28, 2020

SUBJECT: Revised Executive Budget Priorities

Dear Colleagues,

Given the unprecedented times that we are facing with the COVID-19 pandemic, budget priorities that would typically stand for a full year will need to be continuously re-assessed as the environment in which we operate evolves. This will apply to both the 2020/21 budget and 2021/22 budget. As public health officials and governments strive to balance their pandemic response against a cautious restart of the economy, we will have to be prepared to shift our priorities as conditions change. It is incumbent upon us to be vigilant and nimble.

KPU's primary goal is to ensure business continuity in these uncertain times, while minding the restriction of the unrestricted accumulated surplus. We need to prioritize student success and support for faculty as outlined in the Academic Continuity Plan. Continuing to support and improve the work of the Strategic Enrolment Planning Committee will be essential

For the development of the 2021/22 budget, the University Executive will utilize the following organizational priorities as set out in Vision 2023 and the Academic Plan 2023:

- I. A significant portion of KPU's revenue is highly volatile and less predictable than in prior years. As such, budgets must remain as flexible and fluid as possible in order to allow KPU to react appropriately in a continually evolving context.
- II. Support academic continuity with a focus on innovation support.
- III. Support our employees with the tools and services that they need.
- IV. Maintain the experience of our students by ensuring access to diverse courses and programs, experiential learning opportunities where possible, as well as services, resources and facilities that support student learning, development and mental health, with an emphasis on continued teaching and learning support.
- V. Maintain the experience of employees by providing access to professional development and technological training, internal advancement opportunities, and an inclusive workplace where all people are treated with dignity and respect.
- VI. Continue to improve the integrated planning culture through the implementation of an enrolment management strategy, with a focus on aligning recruitment, admissions and retention processes with KPU's capacity to meet demand and support student success.
- VII. Through integrated planning, continue to focus on financial sustainability and predictability, and improving alignment of organizational resources with strategic priorities.
- VIII. Diversify and optimize revenue streams, through projects and initiatives and targeted program development for revenue generation, to offset increasing cost pressures.
- IX. Demonstrate value and respect for the richness of cultures and traditions of Indigenous peoples.
- X. Enhance KPU's reputation as an integral and transformative post-secondary institution and continue to invest in government relations and community engagement.



KWANTLEN POLYTECHNIC UNIVERSITY
SURREY CAMPUS
12666 – 72ND Ave.
Surrey, BC Canada V3W 2M8
MEMORANDUM

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- X. Enhance KPU's reputation as an integral and transformative post-secondary institution and continue to invest in government relations and community engagement.

Deleted: as we continue with remote delivery for the majority of our courses.

Deleted: to help them continue to work remotely.

Deleted: Enhance

Deleted: within both a COVID-19 and post-COVID environment.

Deleted: Enrich

Deleted: , with a focus on supporting employees within a new and uncertain COVID-19 and post-COVID environment.

Deleted: such as the Campus Master Plan and integrated planning