

**SENATE**

**MEETING DATE:** *June 27, 2011*

**AGENDA #:** *3.1.1*

**PRESENTED BY:** *Members of the Task Force on  
Presidential Selection Criteria*

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**Issue:** **Presidential Selection Criteria**

**Background:** **Board Task Force on President Selection Criteria**

At its March 28, 2011 meeting Senate reviewed the draft Presidential Search procedures as approved by the Board. Senate made a number of changes, which the Board accepted with one exception. Senate wished to add the statement, "The definitive criteria will be forwarded to Senate for approval." This was rejected by the Board with the following substitution, "The definitive criteria will be forwarded to Senate for advice." This change was communicated to Senate at its meeting of May 2, 2011. It should be noted that there is no mechanism in the University Act to resolve a disagreement between Board and Senate on this matter, and that any impasse would stall the search for a new President.

Following consultations with the Board Chair, the Vice Chair, and the Chancellor, the following proposal was made to Senate:

1. That a Task Force be struck to determine the criteria for the new President,
2. That the Task Force have the following membership:
  - the Chairs of the major committees of Senate (4),
  - the members of the Board Human Resources Committee (5),
  - and representative members of the University's senior administration (2 deans, 2 others not on Senate), and
3. That the deliberations of the Task Force be used as the basis for broader institutional consultation, including Senate.

Senate considered this proposal, and passed the following recommendations:

1. That the Senate and the Board must agree on the criteria for the new President.
2. That Senate supports the process, as outlined above.

3. That the procedures established for the search for the next President are not to be considered a precedent.
4. That the current Joint Task Force on University Governance will in due course address the issue of the appointment and reappointment of senior administrators, and that the outcomes of these deliberations will come to Senate for approval, as required by the University Act.

**Approved by Board of Governors May 3, 2011**

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Subsequently a task force was struck with the following membership:

Dana Cserepes, Ann Marie Davison, Wade Deisman, Harj Dhaliwal  
Rob Adamoski, Christine Crowe, Jason Dyer, Mary Jane Stenberg  
Yuri Fulmer, Scott Nicoll, Gord Schoberg, Launi Skinner, Ken Tung, Amrik Virk

The Task Force met on May 26 and June 21, 2011. They considered a draft document which included an Organizational Profile, Position Description and Candidate Profile. Odgers Berndtson conducted numerous consultations between the two meetings as well as conducting an online survey to gather input from a large number of people. The results were synthesized and revisions to the original document occurred. The resulting document was considered by the Task Force and a few minor revisions were made.

The following motion was approved unanimously on June 21, 2011.

“THAT the Board Task Force on Presidential Search Criteria endorse the Organizational Profile, Position Description and Candidate Profile produced by Odgers Berndtson.”

**For Discussion:** The draft Executive Brief (including the Organizational Profile, Position Description and Candidate Profile) are now before Senate for discussion and possible endorsement. If Senate agrees to the documents, they will be forwarded to the Board of Governors for endorsement as well.

**Attachments:**

1. Executive Brief for President and Vice Chancellor
2. President Search Process and Timeline (for information)
3. President Search Advisory Committee Composition (for information)



## Executive Brief

# President & Vice Chancellor



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June 22, 2011

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# Organization Profile

## 1.0 Essence of the Opportunity

Kwantlen Polytechnic University is a regionally focused undergraduate teaching led institution. Situated within the Metro Vancouver area and with an operating budget of approximately \$130 million, Kwantlen is a multi-sector university offering a wide array of undergraduate degree programs, trades and technology programs, and one and two-year certificate and diploma programs to 18,000 students on campuses in Surrey, Richmond, Langley and Cloverdale.

The President and Vice Chancellor will shape the institution during a period of dynamic growth and change. In partnership with the senior leadership team and the Kwantlen community, the individual will guide the institution as it builds on its traditional strengths in arts and sciences while pursuing opportunities that its polytechnic status offers to students, faculty and staff.

The President is accountable to the Board of Governors for providing overall leadership and direction to Kwantlen. The President will support the Board and its mandate and will be responsible for ensuring that the University operates within the policy and strategy framework established by the Board. The President will provide advice and counsel to the Board in all matters impacting Kwantlen and will provide effective operational leadership to the faculty and staff.

The ideal candidate is known to be an inspiring leader, highly effective at bringing people together to focus on the vision and strategy of an organization. Truly a champion for higher education, the new President will bring a passion for students and student learning and an appreciation and respect for teaching, research and the role of a post-secondary polytechnic institution in society and the labour market.

This is an exciting opportunity for a leader to bring their passion, creativity and strategic leadership to a dynamic educational institution and enhance the impact that Kwantlen has on the broader communities it serves.

## 2.0 Key Opportunities & Challenges

### **Build a Polytechnic University**

Having the opportunity to forge a new university is a “once in a lifetime” opportunity. The new President & Vice Chancellor will join Kwantlen at a time when the institution is still evolving and building new capacity, processes and procedures in order to meet its new mandate as a Polytechnic University. The President will need to bring a clear understanding of the University’s special purpose mandate and a strong sense of vision and leadership in order to implement the required changes. In doing so the individual will need to quickly get up to speed regarding Kwantlen’s unique history and build upon a rich tradition of community and student focus. Understanding this past and appreciating Kwantlen’s potential and distinctiveness from traditional universities will be critical.

### **Manage Change**

The faculty and staff of Kwantlen are experiencing very rapid change as they shift from the culture of a University College to a Polytechnic University. Understandably, there are many adjustments that relate to this cultural evolution. The President will play a significant leadership role in this positive change management process.

### **Build Research and Scholarship Capacity**

The University has made much progress in terms of adding research and scholarship to its mandate. However, much more needs to be done in order to fully define what research means within the Kwantlen Polytechnic context and to take advantage of the capability and capacity of Kwantlen faculty members. Working with the Associate Vice President, Office of Research and Scholarship and the Vice President Academic, the President will continue to drive the shift toward “relevance” in research and ensure community connection and regional focus is maintained.

### **Maintain Teaching Excellence**

As Kwantlen experiences a shift to a Polytechnic University culture, it will be important to maintain the institution’s longstanding focus on students and excellence in teaching. The President must ensure this distinguishing feature is not lost in the transition.

### **Championing the Polytechnic University**

The President will be the primary external face of the University. The individual will need to build strong relationships with government, community and industry stakeholders and general audiences. In doing so, the President will ensure a more visible profile for Kwantlen and garner a multitude of benefits from opportunities for service learning to the acquisition of important funding.

Internally, the new President will need to be visible to the Kwantlen community. With diverse programming offered on four campuses—each with its own unique culture and community—having a presence throughout the University will ensure strong internal relationships critical to gaining the confidence, trust and support of the entire Kwantlen community, including Faculty, Students and Staff.

### **Inspire, Lead and Build Human Resources**

The core of Kwantlen's success depends on its exemplary staff and faculty. The new President must appreciate the value and contribution of the University's dedicated employees and recognize the contribution these talented people make towards achieving Kwantlen's vision. Like all universities throughout North America, demographic developments in the near future mean that the institution is anticipating a high number of retirements over the next five to ten years. Measures must be undertaken to ensure that the University has the talent required to fulfill its mandate now and in the future.

## 3.0 Kwantlen Polytechnic University

### 3.1 OVERVIEW



Kwantlen Polytechnic University has played an important role in the development and delivery of post-secondary education in British Columbia for almost 30 years. During this time, Kwantlen has educated more than 200,000 citizens. Through these citizen alumni Kwantlen has made significant contributions economically,

socially and culturally to the communities of Langley, Richmond, Surrey, Delta and beyond. Initially established by the government of British Columbia in 1981, Kwantlen has undergone mandate changes from that of a college to that of a university college to today's mandate as one of British Columbia's new universities. In addition, Kwantlen has established four major campuses located in the Metro Vancouver region of British Columbia.

Known for the exceptional learning environment it offers, Kwantlen delivers more than 135 programs across eight Faculties. This comprehensive range of ladder programs—vocational and preparatory through academic and professional—facilitates student progression from certificate and diploma credentials to degree programs. Campus life encompasses the social, athletic, and service-oriented experiences that are vital to students' personal growth and learning. With approximately 14,000 students, (9,900 full-time equivalents) Kwantlen offers a balanced approach to education by providing teaching and learning excellence, co-operative work experiences, open access, ladder education programs, and vibrant scholarly environments that meet community and industry needs. The University is committed to innovation that is relevant to student learning; access and opportunity for individuals across diverse social and cultural groups; collaboration with community partners; responsiveness to local government, business, and industry needs; and civic responsibility.

To ensure ongoing responsiveness to the communities throughout its regions, Kwantlen Polytechnic University provides:

- 1 Programming relevant to individual learners, diverse social and cultural groups, and labour market need;
- 2 Practical educational experiences that prepare learners for careers as well as graduate study;
- 3 Experiential learning that engenders community leadership and civic responsibility.

One of the most significant factors contributing to a satisfying educational experience is the quality of teaching. Kwantlen attracts faculty who are not only experts in their fields, but are also practicing professionals passionate about teaching and learning. Kwantlen's faculty embrace and adhere to a diverse concept of scholarly activity including the scholarship of discovery, integration, application, teaching and learning and creativity. Their innovative and supportive approach ensures Kwantlen's courses and programs are engaging and challenging.



To support its growing communities and the need for additional post secondary seats, Kwantlen Polytechnic University and the provincial and federal governments have invested over \$90 million for new facilities at Kwantlen in the past few years. Construction of the 17,203 square metre purpose built space for trades and technology at the Cloverdale campus has a LEED Gold designation and offers an exceptional environment for learning. Expansions at the Surrey campus have provided 42% more space. In addition, the Library expansion at the Surrey campus provides 169% more space, including additional student support in a Learning Centre and a Math lab. Recently, Kwantlen completed an Aboriginal Gathering Place at the Surrey campus in a location adjacent to a wooded area, pond and courtyard. Such space will support a phased plan to create an Aboriginal garden which will include species that would have been used for ceremonial, food and medicinal purposes. Finally, the Institute for Sustainable Horticulture at the Langley campus has received funding from the Canada Foundation for Innovation, the British Columbia Knowledge Development Fund and Kwantlen for a research building and green house which are currently under construction and anticipated to achieve LEED Gold. The new facilities will support three green technology themes, integrated pest management, green energy and climate control systems for horticulture greenhouses, and plant production systems and new crops for green energy horticulture greenhouses. Plans for further development on the Surrey, Langley, and Richmond campuses are underway in response to the expanding program offerings, student base, and enhanced mandate of the University.

For more information on Kwantlen Polytechnic University, please visit <http://www.kwantlen.ca/home.html>



## 3.2 HISTORY

Kwantlen College was formed in 1981 after separating from Douglas College. Following a provincial government initiative designed to increase access to degree programs in British Columbia in 1988, Kwantlen became one of five community colleges re-designated as university colleges with authority to offer baccalaureate degrees. In 1995, they were awarded the authority to offer degrees under their own authority and name.

On April 22, 2008, the Provincial Government announced its intention to amend the *University Act* at the Legislative Assembly of British Columbia to re-designate Kwantlen as Kwantlen Polytechnic University, in recognition of its “versatility in providing academic, trades and horticultural training.” The legislation renaming the University College received Royal Assent on May 29, 2008.

On October 24, 2008, Kwantlen became a member of the Association of Universities and Colleges of Canada (AUCC). The AUCC’s quality assurance benchmarks and requirements validate the professional practices and standards of member institutions and facilitate a student’s ability to progress from undergraduate to graduate programs and universities across Canada and the world. In addition, in 2009 Kwantlen achieved exempt status from the Province’s Degree Quality Assessment Board.

Testament to Kwantlen’s program quality is acknowledgement of the University by many national and international organizations. Kwantlen’s Business, Nursing, Interior Design, and Environmental Protection programs are accredited nationally and / or internationally:

- Business—Association of Collegiate Business Schools and Programs
- Nursing—Canadian Association of Schools of Nursing
- Interior Design—Council for Interior Design Accreditation
- Environmental Protection—Canadian Council of Technicians and Technologists

### **3.3 UNIVERSITY VISION, MISSION & MANDATE**

#### **Vision Statement**

*“Innovative, transformative, and ambitious, Kwantlen Polytechnic University serves the needs of our region, of British Columbia, and beyond. We inspire students to excel in their careers, lead in their communities, and succeed in their lives.”*

#### **Who We Are**

*“Kwantlen is British Columbia’s Polytechnic University. As a leader in innovative and interdisciplinary education, we offer all learners, regardless of background and preparation, opportunities to achieve the highest standards of academic performance. Our many programs of study provide applied learning and broad-based university education.*

*Our relevant, engaging, and inclusive environment facilitates personal and professional development. Critical awareness, cultural sensitivity, and social responsibility are all foundational to our commitment. We provide accessible and outstanding scholarship to prepare our learners for a complex world.*

*We value scholarship as a socially relevant obligation and opportunity. We support multiple approaches to research and innovation to address community, industry, and market needs. Community engagement is the manner in which we demonstrate our commitment to the social value of the University.*

*Our approach to teaching and learning is based on mentorship, discovery, purposefulness, and learner autonomy. Our faculty demonstrate an authentic spirit of inquiry as a model for learners. In turn, learners engage with a teaching environment that is collaborative, innovative, creative, and respectful.*

*Our University culture is based on critical inquiry, collegial debate, knowledge generation, freedom of expression, diversity, and environmental stewardship and sustainability. Yet we go farther: by recognizing the necessary integration of these principles as our foundation and our purpose.”*

#### **What We Do**

*“We support a dynamic educational community that embraces emerging and experimental teaching methods and research-driven pedagogy. We create a culture that is learner-focused, academically rigorous, innovative, interdisciplinary, and socially responsible.*

*We respect the academic freedom of learners, faculty, and staff as foundational to the pursuit of knowledge. We recognize that all members of the University community are responsible for exercising their freedoms with honesty, integrity, and respect for the principles of justice, equality, and human rights.”*

#### **Access**

*“Kwantlen’s history and purpose as a polytechnic institution integrates college, trades, and university experiences. We respond to community, regional, industry, and market needs through a distinctive variety of programs, research initiatives, and community partnerships. Transitions programs, multiple entry points, international education, and*

*bridging opportunities demonstrate our commitment to accessible lifelong learning across a broad range of educational options. We view access to education as the pathway to citizenship.*

### **Scholarship**

*“We encourage faculty and learners to participate in many forms of knowledge generation and research, including those focused on discovery, creativity, application, and teaching. We honour and reward scholarship that involves learners and the broader community in research design, development, and dissemination.”*

### **Community**

*“We recognize and respond to challenges and opportunities within the dynamic communities of the Fraser region of British Columbia. We promote leadership by developing and supporting community-based initiatives that address economic, social, and cultural issues within an increasingly global context. Synergies among various groups are developed and sustained through complementary cultures and practices that encourage autonomy, adaptability, collegiality, service, and excellence.”*

### **Mentorship**

*“We provide and promote a learning environment in which learners examine and develop their values, goals, and character through the integration of personal, academic, and professional inquiry. We encourage lifelong learning and a continuing relationship with the University. We expose learners to workplace experiences, offer programs in continuing education, and provide educational opportunities for those seeking career change or development.”*

### **Stewardship**

*“Through program delivery, services, and research initiatives, we aspire to inform and transform attitudes and values to reflect our role as a responsible and sustainable educational institution. Our health and our achievements derive from, and depend upon, the health of the Earth and its inhabitants.”*

For more information regarding the University’s mission and mandate please visit:  
[www.kwantlen.ca/mission/mission-mandate.html](http://www.kwantlen.ca/mission/mission-mandate.html)

### 3.4 FACULTY AND STAFF

Kwantlen Polytechnic University's 1500 Faculty and staff are represented by two unions. The Kwantlen Faculty Association (KFA) proudly represents Instructors, Counsellors and Librarians on all four Kwantlen campuses and is the sole bargaining unit for approximately 750 members. KFA's responsibilities include:

- Bargaining members' collective agreement;
- Responding to members' inquiries about their terms of employment;
- Filing grievances when members' rights have been violated;
- Keeping members informed about working conditions and changes in legislation and government policy.

For further information regarding the KFA please see the following website:  
<http://www.kfa.bc.ca/>

Staff at Kwantlen is represented by the British Columbia Government and Service Employees Union (BCGEU), one of the largest and most diverse unions in British Columbia.

### 3.5 KWANTLEN FACULTIES & DEPARTMENTS

Below is a summary of Faculties and departments at Kwantlen Polytechnic University:

- **Faculty of Business:** Accounting, Applied Business Technology/Legal Administration, Applied Communications, Business Management, Business Quantitative Methods, Computer Business Systems, Public Relations, Computing Science and Information Systems, Economics, Information Technology and Marketing Management.
- **Faculty of Design:** Fashion Design and Technology, Graphic Design for Marketing, Foundations in Design, Product Design (pending) and Interior Design.
- **Faculty of Community & Health Studies:** Psychiatric Nursing, Nursing, Graduate Nurse Internationally Educated Re-Entry, Graduate Nurse Qualifying, Graduate Nurse Re-entry, Health Unit Coordinator, Health Care Assistant Program, Special Education Teacher Assistant Program.
- **Faculty of Social Sciences:** Anthropology, Criminology, Geography/Geology, History, Political Science, Psychology and Sociology.
- **Faculty of Humanities:** Creative Writing, English, Fine Arts, Modern Languages, Philosophy, and Music.
- **Faculty of Science and Horticulture:** Biology, Chemistry, Environmental Protection Technology, Mathematics, Physics, and Horticulture.
- **Faculty of Academic and Career Advancement:** Access Programs for People with Disabilities, Academic and Career Preparation, Career Choices and Life Success, English Language Studies, Family Childcare, and University Transitions.

- **Faculty of Trades and Technology:** Appliance Servicing, Automotive Service Technician, Computer Assisted Drafting, Electrical, Farrier, Masonry, Metal Fabrication, Millwright, Parts and Warehousing, Plumbing, Public Safety Communication, and Welding.

The provincial government has enhanced Kwantlen's long-standing role as a socio-economic driver in the South Fraser region by designating Kwantlen as a Polytechnic University. The adjective "polytechnic" speaks to the integration of theoretical and applied learning that is a strong feature of many existing Kwantlen programs, and the noun 'university' speaks to enhanced degree programs that build upon their strengths of providing flexible and innovative, career-focused university education. Kwantlen's status as a polytechnic university distinguishes it from all other post-secondary institutions in BC.

In support of its new mandate, Kwantlen has recently developed additional degree programs in Fine Arts, Nursing, Health Science, Music, Asian Studies, Public Policy Studies, Marketing, Product Design, Horticulture and Agro-Food Systems, Innovation and Technology, as well as additional Majors in Arts and Sciences Fields. Bachelor of Nursing and Bachelor of Nursing degrees are pending approval.

### **3.6 RESEARCH AND SCHOLARSHIP**

The Office of Research and Scholarship is charged with building the knowledge generation, research and innovation capabilities for Kwantlen.

#### **Guiding Principles**

- 1 All forms of scholarship will be equally respected, encouraged and recognized at Kwantlen:
  - The Scholarship of Discovery
  - The Scholarship of Application
  - The Scholarship of Teaching
  - The Scholarship of Integration
  - The Scholarship of Creative Artistry
- 2 Every plan, decision or action relating to research and scholarship at Kwantlen shall have at least one, and ideally a combination of the following objectives:
  - Enhancement of the quality of the education of our students
  - Enrichment of the professional lives and reputation of the faculty
  - A valuable and valued contribution to the economic, social and cultural well-being of the communities we serve
  - Enhancement of the reputation of Kwantlen
- 3 Faculty will be able to pursue different combinations of teaching, research, and other forms of scholarship.
- 4 Internal and external networking, consultation and collaboration are essential components of the practice of research and scholarship at Kwantlen.
- 5 An undergraduate education at Kwantlen will include training and experience in research and other forms of scholarship.

- 6 Research and scholarship driven by the economic, social and cultural needs of the communities we serve will be emphasized.
- 7 The efforts and accomplishments of our faculty, staff and students will be recognized and celebrated.

To view Kwantlen's Strategic Research Plans, please visit  
[http://www.kwantlen.ca/iap/planning\\_at\\_kwantlen.html](http://www.kwantlen.ca/iap/planning_at_kwantlen.html)

### **Research Institutes**

#### *Center for Interdisciplinary Research: Community Learning and Engagement (CIR:CLE)*

CIR:CLE has been developing collaborative projects in five core areas of focus: Aboriginal Community Development; Addictions Research; Safe Communities; Urban Sustainability; and South Asian Community Development. In the CIR:CLE, community based research is practical and applied, leads to action, explores academic as well as non-academic research, and creates sustained relationships between Kwantlen's researchers and community partners.

#### *Institute for Sustainable Horticulture (ISH)*

ISH has been created to act as a hub and network that will benefit the horticulture sector. Through "third party" informed analysis as well as positioning on critical public policy, business innovation and community relations issues, ISH is creating substantive partnerships.

#### *Institute for Transborder Studies*

Established in April 2002, the Institute for Transborder Studies (ITS) represents Kwantlen Polytechnic University's commitment to advance research and scholarly activity as a means to meet its goals.

ITS is dedicated to the promotion of co-operation across regional and national boundaries through teaching, interdisciplinary research, and public outreach concentrated on political, social, economic, and justice issues, and with special attention to the Pacific Northwest.

For more information on Kwantlen's Research Institutes, please visit:  
<http://www.kwantlen.ca/research/institutes.html>

## 4.0 Governance & Management

### 4.1 BOARD OF GOVERNORS

The Board of Governors is comprised of a dedicated and experienced group of professionals who provide governance to the organization. It is comprised of the individuals listed below:

To be updated prior to September

#### Board Chair

Scott Nicoll Partner, Hamilton Duncan Armstrong & Stewart, LLP

#### Community Members

Kristan Ash	Director of Operations, Healing Hands Rehabilitation Services
Yuri Fulmer	President & Chief Executive Officer, FDC Brands
Shane King	CA & Partner, KNV Chartered Accountants
Gord Schoberg	Director of Environment, Health & Safety, Fortis BC
Launi Skinner	Chief Executive Officer, First West Credit Union
Kenneth Tung	President, BTI Technologies Inc.
Amrik Virk	Inspector, Royal Canadian Mounted Police

#### Faculty Representatives

Kim Richter	Instructor, School of Business
Suzanne Pearce	Instructor, Chemistry

#### Professional Support Staff Representative

Ariana Arguello Manager of Strategic Planning, Department of Institutional Planning & Analysis

#### Student Representatives

Derek Robertson	Student, Political Science
Ryan Keigher	Student, Business

#### Ex-Officio

David Atkinson	President & Vice Chancellor
Arvinder Bubber	Chancellor

For more information on Kwantlen Polytechnic University's Board of Governors and other corporate governance topics, please visit

<http://www.kwantlen.ca/governors.html>

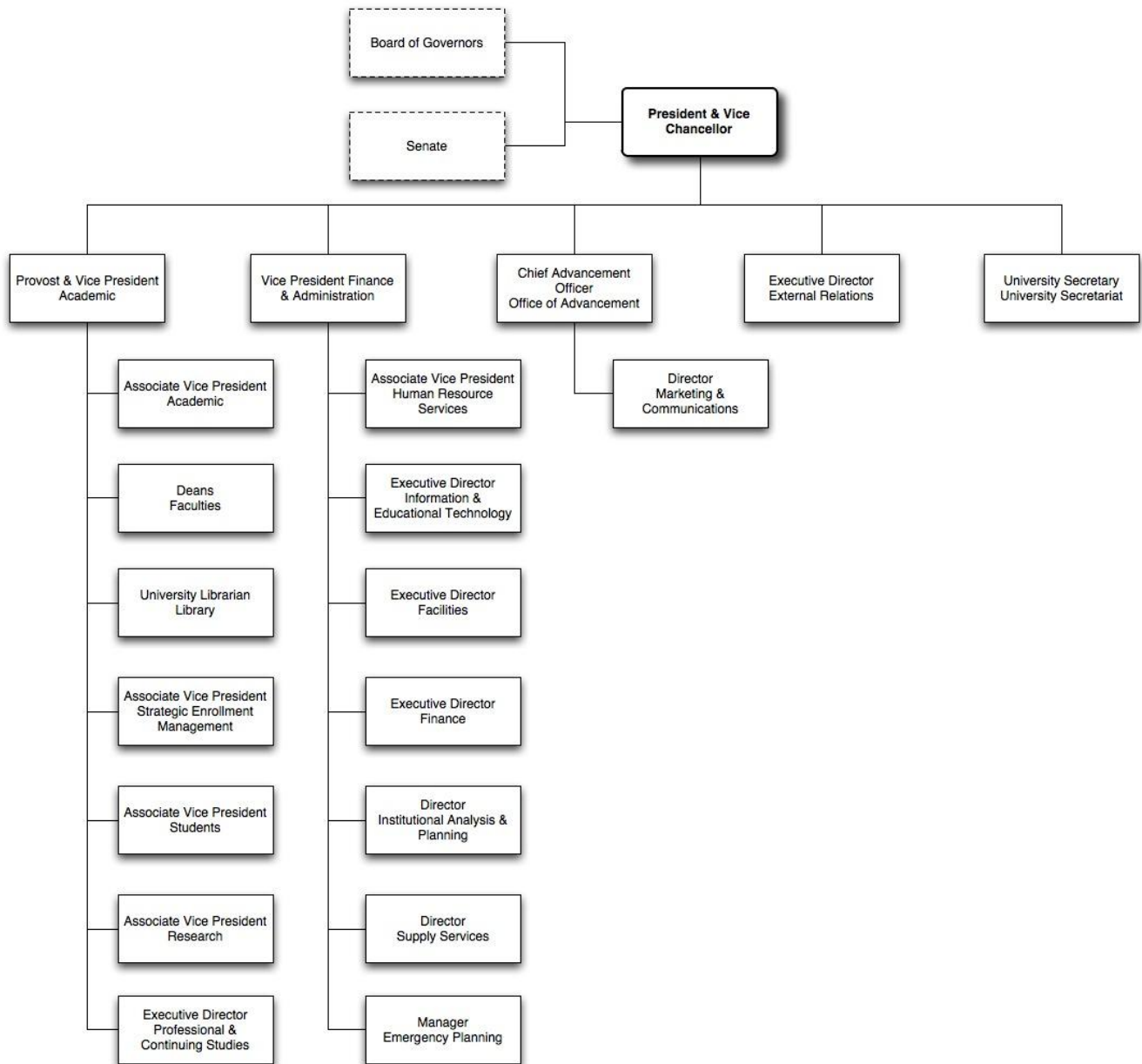
## **4.2 SENIOR ADMINISTRATIVE TEAM**

Kwantlen Polytechnic University's Senior Administrative Team consists of the following individuals:

John McKendry	President & Vice Chancellor (Interim)
Anne Lavack	Provost & Vice President, Academic
Gordon Lee	Vice-President, Finance & Administration
Harry Gray	Associate Vice President, Human Resources Services
Jody Gordon	Associate Vice President, Students
Jane Fee	Associate Vice President, Academic
Mary Jane Stenberg	Executive Director, External Relations
Robert Adamoski	Dean, Faculty of Social Sciences
Karen Hearn	Executive Director, Facilities
Ron Maggiore	Associate Vice President, Strategic Enrollment Management
Jeff Norris	Chief Advancement Officer
Jason Dyer	Associate Vice President, Research
Kathy Lylyk	Executive Director, Finance

### 4.3 ORGANIZATIONAL CHART

Kwantlen's Senior Administrative Team is organized as below:



5.0 Office of the President

**5.1 THE PRESIDENT'S GROUP**

The Kwantlen Polytechnic University President's Group (PG) is established for the purpose of providing the President a forum for discussion and consultation on matters of strategic and common concern to the University, and also to provide for the exchange of information and views among members of the senior leadership group. Members of the President's Group currently include:

To be updated prior to September

Gordon Lee, Vice President Finance and Administration

Jody Gordon, Associate Vice President, Students

Mary Jane Stenberg, Executive Director, External Relations

John McKendry, Acting Provost & Vice President, Academic

Robert Adamoski, Dean, Faculty of Social Sciences

Karen Hearn, Executive Director, Facilities

Ron Maggiore, Associate Vice President, Strategic Enrolment Management

Jeff Norris, Chief Advancement Officer

Jason Dyer, Executive Director, Research and Scholarship

Kathy Lylyk, Executive Director, Finance

Harry Gray, Associate Vice President, Human Resources

## 6.0 Academic Planning

Kwantlen has identified the following priorities for the 2010/2011 academic year and beyond:

### 1 Knowledge & Skills Development

- Implement & support new programs, especially those that reflect community needs, labour market and broad societal education needs, and which are in keeping with Kwantlen's values and mandate as a Polytechnic University by:
  - ◆ Maintaining and enhancing certificate, diploma, degree and trades programs.
  - ◆ Developing undergraduate programs that support Kwantlen's values in academic areas where there is need.
  - ◆ Developing theoretical and practical learning opportunities to inform program design.
  - ◆ Considering the potential for new and existing non-degree programs to bridge into degree programs
- Provide opportunities that encourage faculty to develop new teaching interests and methodologies in keeping with the institution's mandate.
- Further develop continuing education and professional studies programs.
- Provide preparatory courses and support services that are responsive to the needs of all students.

### 2 Improved Student Experience

- Expand applied learning opportunities, including co-op education, service learning, practica and international study.
- Additional programming and new students will create demands on service areas that will require sustained support.
  - ◆ Enhance advising and mentoring for students.
  - ◆ Provide more support to students – upgrading and intervention.
  - ◆ Develop a comprehensive student success and retention system.

### 3 Quality Improvement

- Support and maintain regular, on-going educational program reviews.
- Implement regular and on-going service reviews.
- Promote scholarship of teaching and learning throughout the university that fosters collaboration between faculty and students.
- Define the responsibility of faculty to include a balance between teaching, scholarship, university service, and community involvement.
- Develop a wider diversity of rewards and incentives throughout the University structure to recognize and encourage service and dedication to the institution as well as excellence in teaching, research and service.
- Enhance the Library collection to match new program development and to support scholarly activity.

#### **4 Increased Enrolments**

- Implement a comprehensive and integrated Strategic Enrolment Management system to increase enrolments of domestic and international students. In particular, take steps to:
  - ◆ Ensure that entry policies and admission requirements will encourage enrolments;
  - ◆ Facilitate the transfer of students from other institutions;
  - ◆ Encourage students to take a greater number of courses each term; and
  - ◆ Encourage development of effective program retention strategies.
- Implement tracking systems to allow for reliable analysis of all issues related to success of enrolled students.
- Implement a research program to improve understanding of the impact of entrance requirements, admissions policies and retention strategies at Kwantlen.

#### **5 Improved Collegial & Working Environment**

- Establish a mechanism that supports a culture of transparency, openness, dialogue, and mutual understanding regarding the purpose of the University through retreats, workshops, and other venues for the exchange of ideas.
- Explore the development of a structure that allows academic administrators to have faculty appointments.
- Foster faculty and department identities through the development of faculty colloquia and designated office and classroom space for individual departments.

#### **6 Growth of Innovation & Application**

- Support initiatives to increase scholarly and research activity within and across a range of Faculties (e.g., grant writing support, compliance awareness, intellectual property rights).
- Encourage and support development of new teaching interests and methodologies:
  - ◆ Direct support for teaching and learning innovation through units such as Educational Development and the Centre for Academic Growth; and
  - ◆ Support the use of enhanced/advanced technology in the delivery of program material as well as the evaluation of new student markets.
- Provide administrative and technical support for programs currently in development (approval and implementation are subject to Senate, ministerial and budget approval) and ensure resources exist to implement new programs.

#### **7 Improved Infrastructure**

- Develop and upgrade physical infrastructure to meet or exceed best practices; e.g. design and pedagogical efficiency, and sustainability.
- Develop physical infrastructure that fosters faculty, departmental and program identities.
- Maintain currency with technological advances to ensure Kwantlen operates with the most cost effective modern infrastructure.
- Ensure that Kwantlen maintains a modern highly effective e-business environment including all web and e-commerce instances.

## **8 Community Engagement & Outreach**

- Cultivate relationships with high schools at the faculty and student level including alumni support and liaison.
- Create campus community advisory committee.
- Develop Continuing Education.

For more information on Kwantlen's Academic Priorities, please visit  
[http://www.kwantlen.ca/\\_shared/assets/Acad\\_pri14464.pdf](http://www.kwantlen.ca/_shared/assets/Acad_pri14464.pdf)

## 8.0 About Metro Vancouver



The Metro Vancouver region is well known for its breath-taking landscape, cultural diversity and vast economic potential. In recent years, British Columbia's international profile has surged, thanks to the reputation the city of Vancouver has garnered as one of the world's top five livable cities.

Vancouver's excellent quality of life helped BC win the honour of hosting the 2010 Olympic and Paralympic Winter Games, and the city continues to develop at a rapid pace. With a population of nearly 2.2 million, Metro Vancouver is the largest metropolitan centre in Western Canada. It is a truly dynamic place to live and build a rewarding career.

The Metro Vancouver region consists of 21 municipalities, including: Anmore, Belcarra, Bowen Island, Burnaby, Coquitlam, Delta, Langley City, Langley Township, Lions Bay, Maple Ridge, New Westminister, North Vancouver City, North Vancouver District, Pitt Meadows, Port Coquitlam, Port Moody, Richmond, Surrey, Vancouver, West Vancouver, and White Rock, as well as several First Nations communities. Each municipality possesses a unique identity, presenting countless possibilities to suit any individual's ideal lifestyle.

Most recently, the Economist Intelligence Unit conducted a worldwide study that named Vancouver *the world's most desirable place to live* (out of 127 cities worldwide) for its desirable level of stability, healthcare, culture, environment, education, and infrastructure.

For more information on Metro Vancouver, please visit [www.tourismvancouver.com](http://www.tourismvancouver.com)

Kwantlen's four campuses are located in Surrey, Richmond and Langley/Cloverdale.

### SURREY

Spread out between the south bank of the Fraser River and the Canada/US border crossing, Surrey is two-and-a-half times the geographic size of Vancouver and is BC's second most populous city. The fast growing municipality, consisting of the communities of Whalley, Fleetwood, Guildford, Newton, Cloverdale, and South Surrey, boasts a diverse array of cultures and truly has an international flavour.



Surrey's motto, "*The future lives here*" is meant to reflect the balance between the future of a progressive and dynamic city balanced in harmony with green spaces, parks, and open areas characterized by Surrey's rural landscape. Its former motto, "City of Parks" was derived from 5,400 acres (22 km<sup>2</sup>) of passive and active park land, 15 golf courses and driving ranges, including the Northview Golf & Country Club, home to the former Air Canada Championship. Surrey offers over 600 parks and greenbelts throughout the city as well as endless possibilities for outdoor adventure, which is just around the corner with activities such as nature walks, bird watching, golfing, biking, fishing, and much more. Approximately 35% of Surrey is designated agricultural land and is still actively farmed today, making U-pick blueberries, pumpkin patches, and a corn maze just some of the popular attractions in the area. Surrey is home to a large number of local farmers and producers, offering every variety of fruit and vegetable in season. There are rivers that run through Surrey, the Nicomekl and Serpentine which are both integral in preserving the natural habitat in the surrounding areas. In Surrey, the modern features and amenities of city life co-exist with the rural and the historic, giving Surrey its unique character and appeal.



Surrey's recreational facilities are home to numerous local, provincial, national and international sporting events, including the world famous Cloverdale Rodeo. More artistic endeavours, such as catching a live performance at the Bell Performing Arts Centre or viewing unique local art at the Surrey Art Gallery are easily accessible. Local families and students enjoy close proximity to schools;

Surrey is home to 99 elementary schools, 19 secondary schools, 23 independent schools, and two highly-renowned post-secondary institutions, Simon Fraser University and Kwantlen Polytechnic University. Strategically located on the United States border to the South and the Fraser River to the North, Surrey is part of the Gateway to the Pacific, making it a preferred destination for business meetings and conferences in today's dynamic business world. Surrey has numerous shopping opportunities for the discerning shopper, with everything from quaint specialty shops to Central City and Guildford Town Centre.

For more information on Surrey, please visit [www.surrey.ca](http://www.surrey.ca).

## RICHMOND



The City of Richmond is a diverse and geographically unique community, centrally located 20 minutes from Downtown Vancouver and 25 minutes from the US border. With the coastal mountain range as a backdrop, the city is home to over 188,100 people and consists of a series of fifteen islands nestled in the mouth of the Fraser River. Over the last several decades, Richmond has undergone rapid growth and change, transforming from a rural, local community into an international city with a balance of urban, suburban, and rural areas. With a large part of its population growth attributed to immigration from Asia, the city is joining Vancouver as a mecca for international culture and cuisine.

Residents and visitors alike enjoy a variety of accommodations, excellent restaurants, shopping centres, unique historic sites, beautiful parks and gardens, excellent cultural and entertainment facilities as well as superb recreation facilities. Fishing trips, boating and whale watching tours are among the uniquely west coast experiences available in Richmond.

Several attractions of note include:

- Richmond Olympic Oval
- Gary Point and Minoru Park
- Murakami House
- Riverport Entertainment Complex
- Steveston Quay & Historic Fishing Village
- Richmond Centre
- Over 90 parks and an 80km perimeter trail system



Richmond prides itself in having a comprehensive, convenient, and highly accessible transportation system. With around-the-clock bus services and the Canada Line sky train system, residents and visitors have easy and fast access to neighbouring cities. In addition, Richmond is home to the Vancouver International Airport (YVR), the country's second busiest airport.

Richmond strives to be to the most appealing, liveable and well-managed community in Canada. The City has been the recipient of numerous awards for management and innovation. This is clearly reflected in the quality of life of Richmond's citizens. According to Statistics Canada, residents of Richmond have the greatest life expectancy in all of Canada. Longevity in Richmond is attributed to its moderate climate, a prosperous service sector economy, active lifestyles, low crime rates, and healthy diet.

For more information on Richmond, please visit [www.richmond.ca](http://www.richmond.ca)

## THE CITY OF LANGLEY/CLOVERDALE

The City of Langley, comprised of six residential neighbourhoods, is located on the eastern portion of the Greater Vancouver Regional District, about a one-hour drive southeast from Vancouver. Since becoming a City in 1955, the City of Langley has managed to retain its small city atmosphere and community spirit while at the same time offering all the amenities and recreational opportunities of a major urban centre. The City continues to gain prominence as a world class wine-touring destination.

As part of the Lower Mainland, the City of Langley's growth and development is largely affected by regional trends. Climbing real estate prices in Vancouver has led many individuals and industries to take advantage of Langley's more affordable land offerings. The average price for a single-family detached home in Langley, as determined by the Fraser Valley Real Estate Board in November 2006 was \$519,783, comparable with similar real estate in other Canadian cities and substantially lower than prices in Vancouver and Richmond. Other factors making Langley an attractive area for investment and development include a favourable tax base and the proximity of Langley to Vancouver, Seattle, and the BC Interior market. In turn, the City's growing population and trade area has stimulated the development of various retail and service industries.



The Langley 2004 Community Survey conducted by the Ipsos-Reid Corporation (a professional polling firm) determined that the City of Langley has set a very high bar for itself and other municipalities in the province. Virtually every resident (96%) rates their overall quality of life in Langley to be "very good" (37%) or "good" (59%). Not only is there a baseline perception that quality of life is

good, but there is also a sense that it is improving. Three-in-ten (32%) of residents say the City's quality of life has improved over the past five years.

Nearly all residents (96%) say they are satisfied with "the overall level and quality of services provided by their local municipality", including four-in-ten (39%) who are "very satisfied." Eight-in-ten residents (82%) agree "Langley is a place where residents feel safe and secure." Comparing these results to those of other municipalities shows that the City of Langley is in the upper tier in terms of residents' perceived quality of life.

For more information on Langley, BC, please visit [www.city.langley.bc.ca](http://www.city.langley.bc.ca)

# Position Description



## President & Vice Chancellor

### Kwantlen Polytechnic University

#### GENERAL

The President is accountable to the Board of Governors for providing overall leadership and direction to Kwantlen. The President will support the Board and its mandate and will be responsible for ensuring that the University operates within the policy and strategy framework established by the Board. The President will provide advice and counsel to the Board in all matters impacting Kwantlen and will provide effective operational leadership to the faculty and staff.

#### SPECIFIC RESPONSIBILITIES

##### 1 Governance

Provides appropriate and timely advice, background information and briefing materials to the Board in carrying out their range of governance responsibilities. Ensures they are kept abreast of all relevant information regarding Kwantlen Polytechnic University's activities. Supports the Board and each of its standing committees by providing the staffing resources required to fulfill their responsibilities. Ensures the Board and each of its standing committees function effectively and efficiently in fulfilling its governance responsibilities.

The President interacts regularly with Kwantlen's two main governance bodies – the Board of Governors and Senate. The President is the Vice Chancellor and a member of the Board of Governors and the Chair of the Senate.

##### 2 Leadership

Provides leadership and strategic direction to the University's senior leadership team, which has collective responsibility for achieving the mission and objectives of the institution.

Establishes and fosters effective relationships and collaborations across Kwantlen and encourages an interactive and consultative communications environment within and between academic units and within the University as a whole.

##### 3 Strategic and Annual Planning

In collaboration with all of the constituent elements of the University and key stakeholders, ensures there is a current Strategic Plan approved by the Board of Governors, that sets out a vision for the University and defines the critical issues that must be addressed to move towards the vision; and specific objectives and strategies to deal with those issues. Similarly, ensures that there is an annual operating plan that sets out specific objectives for Kwantlen for each fiscal year.

#### **4 Annual Objectives for the President**

In the context of Kwantlen Polytechnic University's Strategic Plan and relative to the University's current Vision and Commitments, recommends annual personal performance objectives for the President to the Board of Governors and reports on progress against those objectives quarterly and annually. Conducts a parallel performance management process with the leadership team of Kwantlen.

#### **5 Human Capital Leadership**

Provides strong and effective leadership to the faculty and staff of Kwantlen in order to capitalize on the full potential of this critical resource. Communicates, motivates, guides and directs all those involved to contribute fully to the realization of the University's mission and objectives. Maintains high visibility on the campus and fosters engaged two-way communication with faculty and staff.

Supports the processes related to the recruitment, assessment, development, and retention of senior administrators.

#### **6 Teaching Excellence**

Ensures Kwantlen maintains its focus as a teaching-led institution. Fosters an environment where teaching and learning is based on mentorship, discovery, purposefulness and learner autonomy. Motivates faculty to demonstrate an authentic spirit of inquiry as a model for learners and, in turn, encourages learners to engage with a teaching environment that is collaborative, innovative, creative, and respectful.

#### **7 Academic, Research and Scholarship Leadership**

Responsible for promoting, developing and maintaining the highest standards of academic and research excellence in all aspects of University activities.

Facilitating the recruitment of outstanding students, faculty, and staff to the University.

Providing leadership in the coordination and development of academic programs to maintain the highest standards of excellence in delivering undergraduate education, programs in technology and trades, career and preparatory studies, and professional and continuing education.

Setting high academic standards for promotion decisions.

Facilitating the use of advanced technology in the delivery of programming. Ensuring that Kwantlen is well resourced in this area and that the University remains at the cutting edge in order to support learning and foster program excellence.

#### **8 External Relationships**

Establishes and fosters effective external relationships and collaborations – with government, with the business community and with other post-secondary institutions.

Identifies and builds strong and productive relationships with all key stakeholders of the University, including the Government of British Columbia.

Builds strong national relationships with, among others, the Federal Government and its related agencies, and the Association of Universities and Colleges of Canada.

Develops strategies to encourage excellence, promote new initiatives, and strengthen University relations with the larger business community.

Builds a strong and interactive working relationship with aboriginal communities.

Maintains important relationships with external organizations relevant to Kwantlen's Polytechnic mandate, including the Industry Training Authority and Polytechnics Canada.

Develops and maintains a strong network of international contacts that further enhance Kwantlen's international profile and partnerships.

Participates in various levels of government and educational councils of the Province, professional organizations responsible for program accreditation, provincial and federal funding agencies and other universities and relevant educational bodies in the field of higher education.

## **9 Financial and Administrative Leadership**

Through the Vice President, Finance and Administration ensures the effective utilization of the financial resources of Kwantlen Polytechnic University within the objectives, policies, plans and budgets approved by the Board of Governors.

Reviews faculty budget submissions, and oversees the finalization and allocation of all faculty budgets.

### **REPORTING RELATIONSHIPS**

Reports Directly to:	Board of Governors through the Board Chair
Direct Reports:	Provost & Vice President Academic Vice President Finance & Administration Executive Director, External Relations Chief Advancement Officer, Office of Advancement University Secretary
Relates to:	Senior Administration Faculty and Staff Students Ministry of Advanced Education External Communities Municipal, Provincial and Federal Politicians Industry Training Authority Polytechnics Canada International Polytechnic Associations

# Candidate Profile



## President & Vice Chancellor

### Kwantlen Polytechnic University

The Advisory Committee has developed the following criteria for the background, experience, skills, and personal qualities the Committee will consider in its search for the next President & Vice Chancellor of Kwantlen Polytechnic University. While these are not the total list of qualities and criteria required to fulfill the responsibility of this role, they are seen to be the most important.

#### KEY CRITERIA

- 1 Related Experience:** Successful senior leadership and administrative experience gained as a Dean, Vice President or President in a well respected post-secondary institution. Alternatively, candidates could bring executive experience from the public or private sector provided that they have an understanding of the post-secondary sector. Through experience, has gained an appreciation and respect for teaching, research and scholarship and the role of a post-secondary polytechnic institution in society, the labour market and the challenges facing the post-secondary sector. Ideally, possesses an understanding of a bicameral governance structure.
- 2 A Visionary Leader:** Highly effective at bringing people together to focus on the vision and strategy of an organization. Effective at championing an organization's mandate and garnering buy-in for and leading positive organizational and cultural change.
- 3 Strategic:** Strong strategic thinking skills with the ability to work with others to set priorities and establish strategies to move a complex organization forward in establishing and realizing its vision and commitments. Thinks in a global and broad future manner and is able to envision and articulate a range of scenarios and possibilities. Sees the big picture in which an organization functions. Innovative, open to new ideas and a progressive thinker with regards to education and learning.
- 4 Student Centered:** Brings a passion for students and student learning. Values the priority of student focused learning at Kwantlen and recognizes the importance of the relationship between teacher and student. A real affinity for the elements that contribute to a rewarding campus life. Will promote new forms of learning delivery and is attuned to generational shifts in the university population. An appreciation for the cultural diversity found at Kwantlen.
- 5 Change Management:** Demonstrated ability to manage and make effective and impactful positive change within an organization. Is viewed as a capable and strategic change agent who is able to manage the effects of change within a complex organization.

- 6 Human Resources Leadership:** A demonstrated ability to successfully recruit and retain outstanding employees. Is able to set a strategy and implement a plan for effective retention, renewal, replacement and succession of faculty and administrators. An understanding of working collaboratively with unionized faculty and staff will be a distinct asset.
- 7 Highly Personable:** Relates easily to a wide spectrum of people. Brings a highly stable and resilient approach to relationships and has a high degree of emotional intelligence. An open and approachable individual with strong interpersonal skills, who is able to engage people easily. Culturally sensitive and internationally aware.
- 8 Positive, Inspirational:** Inclusive, engaging, charismatic, situational and transformational leadership style. A strong team leader and team member with the demonstrated ability to work in a collegial environment.
- 9 Consummate Relationship Skills:** Is approachable, diplomatic, open and transparent and thrives on meaningful interactions with others. Able to establish and maintain a highly effective working relationship with the Board Chair, board members, faculty, staff, students, alumni and other stakeholders. Brings proven ability to provide leadership and advise regarding matters regarding governance, change and challenges. Able to develop and maintain productive relationships with all levels of government and the community.
- 10 Highly Effective Communicator:** Able to communicate effectively in a wide range of arenas. Effective at communicating to internal and external audiences through the media. Transparent, clear, articulate and an excellent listener.
- 11 Strength of Character:** Exhibits self-reflection and self-awareness. High level of self-confidence. Able to effectively advance his/her views and perspectives. Able to hold true in difficult situations. Adaptable, comfortable dealing with ambiguity. Unquestionable integrity.
- 12 Financial Acumen:** Solid financial acumen. Able to understand and manage the dynamic financial drivers of a large, complex organization with multiple funding sources. Understands and effectively manages risk. Brings innovative thinking to opportunities and challenges.
- 13 Political Acuity:** Has the capacity to partner effectively with municipal, provincial and federal government officials to advance the University's interests. Brings the necessary diplomacy and persuasive abilities to be successful in a complex political environment.
- 14 Community Relations:** Proven ability to establish strong and productive ties with stakeholders within the community and foster relationships which will inform curriculum and new program development and provide opportunities for applied research and innovation and work-integrated learning.
- 15 Fundraising:** Has the capacity for and an interest in fundraising. Has the required skill to attract individuals, corporate partnerships/sponsorships and endowment funds by building stronger linkages with the broader community including industry, educational institutions and government.

## OVERVIEW OF SEARCH

### ESTIMATED SEARCH TIMELINE

While every search is dynamic and time frames are hard to predict, the following is an overview of the expected timeline for this search:

- Development of the candidate pool: September/October/November 2011
- Client interviews: November/December 2011/January 2012
- Decision and announcement: February 2012

### ROLE OF ODGERS BERNDTSON

The role of the Odgers Berndtson team is to support Kwantlen Polytechnic University to:

- Articulate a clear definition of the strategic needs of the organization for its President & Vice Chancellor and how that translates into the characteristics to be sought in candidates for this role.
- Develop and execute a candidate identification strategy that proactively encourages those in related roles to consider this opportunity.
- Encourage the interest of those considering the opportunity.
- Gain information from those interested in terms of the qualities, expertise and experience they could bring to the role.
- Focus on those candidates who they consider to be the most qualified for the role.
- In concert with Kwantlen, interview and evaluate the most qualified candidates and progress to a decision on the successful candidate.

### CONSULTING TEAM

Craig Hemer, Partner, is the team leader on this search. The other members of the consulting team are Barbara Quelch, Consultant; Lara Truderung, Senior Recruiting Associate; and Jane Pender, Project Coordinator.

## BIOGRAPHIES



### **Craig Hemer** **Partner and Team Leader**

Craig Hemer, a Partner with Odgers Berndtson in Vancouver, has 15 years of experience in executive search.

As part of the largest executive search firm in the market, he has supported many leading private and public sector organizations in British Columbia. Craig's client focus is broad with a particular focus on government, education and manufacturing and recruits executives in virtually all disciplines including general management, finance, human resources, sales and marketing and operations. Craig has conducted a variety of senior level searches with post secondary institutions in BC including, Thompson Rivers University, Vancouver Island University, Vancouver Community College, Camosun College and Kwantlen Polytechnic University.

Craig is a member of the Board of Directors for the Vancouver Board of Trade, a former member of the Board of Governors for Langara College and a Board Director for Vancouver College. He is a former member of the Advisory Board for the UBC Sauder School of Business Executive Mentor Program. He spent nine years as a member of the Campaign Cabinet of the United Way of the Lower Mainland, has been a member of the Board of Governors for the Pacific National Exhibition, a Commissioner of the Vancouver Economic Development Commission and Board Member of the Vancouver Public Library Board.

Craig has served as an elected Councillor for the City of Vancouver. He was a member of the City Services and Budget Committee, Planning and Environment Committee and was the Vice-Chair of the Vancouver Liquor Licensing Commission. In addition, Craig served for five years as an elected Trustee on the Vancouver School Board and was Vice-Chair of the Board for three years.

Craig holds a Bachelor and Masters degree from the University of British Columbia with a major in psychology in both degree programs.



### **Barbara Quelch** **Consultant**

Prior to joining Odgers Berndtson Barbara was Manager of Public Relations for Raincoast Books, a major Canadian Publisher and Distributor best known for its publication of the Harry Potter Series.

Barbara has been in executive search for ten years and has worked within Odgers Berndtson Technology, Governance, Education, Public Sector and Not-for-Profit practice groups.

Also an active member in her community, Barbara has sat on the Board of Directors of the West Vancouver Soccer Club and was a member of the BC Book Prizes Organization Committee and a Director with the Vancouver Association for Learning Disabilities. She is also currently an active volunteer with the West Vancouver Soccer Club. Barbara holds a Bachelor of Arts from the University of British Columbia.

## **ABOUT ODGERS BERNDTSON**

Odgers Berndtson is the largest executive search firm in Canada, in terms of staff and revenue. We have offices in Vancouver, Calgary, Ottawa, Toronto, Montreal and Halifax, with over 150 people dedicated to executive search. Our collective resources, breadth of experience and extensive industry knowledge enhance our ability to recruit outstanding leadership talent for our clients.

Internationally, Odgers Berndtson is the largest, privately owned executive search firm in the world, with over 50 offices in 24 countries. We believe that the strength of our culture and values have made our firm unique. Designed for optimal client service, our partnership is a true multinational organization for recruiting leadership talent, based on a foundation of local expertise.

## **OUR PHILOSOPHY**

Odgers Berndtson focuses on providing clients with the highest return on investment in leadership, developing committed client relationships and exceeding expectations by working to four key operating principles:

- **Integrity:** We are committed to openness and candor with our clients, candidates and each other.
- **Client focus:** Our clients always come first. Their satisfaction is the key measure of our success.
- **Innovation:** Anticipating and acting on our clients' needs helps us think creatively and challenge the status quo.
- **Teamwork:** Shared goals and cooperation with clients, among team members and across international borders, optimizes performance.

Odgers Berndtson has always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients.

Odgers Berndtson is a member of the Association of Executive Search Consultants and operates in a manner consistent with the AESC Code of Ethics.

*June 2011*

**President Search Process and Timeline**  
Process Approved by Senate - May 2, 2011

	<b>Action</b>	<b>Responsibility</b>	<b>Approval by Board</b>	<b>Projected Date</b>	<b>Date Completed</b>
1	Appoint Search Firm	Board	Yes		17-Feb-11
2	Initial consultations with Search Firm	Board			18-Feb-11
3	Prepare draft Presidential Profile & Position Description	Consultant		May/June/11	
4	Public Announcement of the search	Board	Yes		18-Feb-11
5	Approval of President Search Process	Senate			1-May-11
6	Strike Board Presidential Search Criteria Task Force	Board			9-May-11
7	Review draft Presidential Profile & Position Description	Task Force			26-May-11
8	Public Consultations re Presidential Profile & Position Description	Consultant		May/June 2011	
9	Presidential Profile & Position Description agreed to	Board & Senate		27-Jun-11	
10	Determine advertising strategy	Board/Consultant	Yes	Jun-11	
11	Formal Public Advertisements & Recruiting	Consultant	Yes	Sep-11	
12	PSAC appointments	Board & Constituencies		June 25/11	
13	PSAC training and orientation	Consultant & Internal Support		Sep-11	
14	Review of Applicants with PSAC	Consultant		Nov-11	
15	Establish Long List of Candidates	PSAC		Nov-11	
16	Review of Long List of Candidates	PSAC & Consultant		Nov-11	
17	Establish Short List of Candidates	PSAC & Consultant		Dec-11	
18	Interview Short List (preliminary)	PSAC		Dec-11	
19	Establish Final Short List of Candidates	PSAC		Jan-12	
20	Reference Checks	Consultant		Jan-12	
21	Interview Final Short List	PSAC		Jan/Feb 2012	
22	Identify Final Candidates	PSAC		Feb-12	
23	Consider Final Candidates	Board		Feb-12	
24	Final Decision	Board	Yes	Feb-12	
25	Contract Negotiations	Board Chair	Yes	Feb/Mar 2012	
26	Announcement	Board Chair		Mar-12	
	PSAC = President Search Advisory Committee				

**Approved by the Board of Governors on June 1, 2011**

**Presidential Search Advisory Committee (PSAC) Membership:**

The key considerations for the Board Committee are its size and constitution. The challenge is to accommodate the 'required' membership as per University collective agreements with the KFA (5 faculty members under Article 4.10) & BCGEU (2 representatives under Article 39), Senate appointments, and appropriate representatives from the University who are capable of understanding the essential nature of the search and will act in the best interests of the University's health and welfare going forward.

**Approved PSAC Composition:**

- Chair - Board of Governors Chair
- Chair of the Board HR Committee
- 3 Appointed Board Members, one of whom shall be an Alumni representative
- Senate Vice Chair
- 5 KFA appointed faculty members
- 2 BCGEU appointed staff
- 3 faculty members-at-large, appointed by Senate to ensure all Faculties are represented (balanced with KFA appointments)
- Vice President, Finance & Administration
- 2 Deans
- Provost & Vice President, Academic
- 3 Students, appointed by the Board
- Chair, Kwantlen Foundation

24 members

**Staff Resources to the Committee:**

- Sandi Klassen, University Secretary
- Sandy Kuzyk, Office of the President
- Harry Gray, Associate Vice President Human Resources
- Joanne Saunders, Director of Communications
- Interim President

**SENATE**

**MEETING DATE:** *June 27, 2011*

**AGENDA #:** *3.1.3*

**PRESENTED BY:** *Don Reddick*

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**Issue:** **Report from the Senate Task Force on Academic Rank and Advancement**

**For Information:** At the January 2011 Senate meeting, the Chair of the Senate Task Force on Academic Rank and Advancement (TFARA) provided a summary report on the activities of the task force at that time. The Chair was subsequently invited to provide a follow-up report to Senate at the June meeting.

Don Reddick, Chair, TFARA will attend the June 27, 2011 Senate meeting and the task force report is attached for information:

**Kwantlen Polytechnic University**  
**Senate Task Force on Academic Rank and Advancement**

**Report to Senate**  
**June 27, 2011**

The following is a report to Senate on the activities of the Senate Task Force on Academic Rank and Advancement [TFARA] between February and June, 2011. The report looks ahead to activities in Fall, 2011 and 2012.

**Activities Between February and June, 2011**

TFARA met five times between February and June – meeting minutes are available at <http://www.kwantlen.ca/senate/taskforces/academicrankadvancement.html>. Critical activities during this period included:

- Creation and endorsement of a PowerPoint presentation outlining TFARA’s mandate and activities to date. The presentation’s purpose is to inform Kwantlen faculty and other groups.

TFARA members conducted 31 presentations between February and June. Appendix 1 identifies presentation audiences.

- Initiation and oversight by a TFARA research subcommittee of a research effort to identify and document academic rank and advancement [ARA] systems employed at 35 post-secondary institutions. Most institutions have mandates comparable to Kwantlen.

Preliminary fact-finding was completed in May, 2011. Appendix 2 identifies institutions included in the research.

- Initiation and on-going development of an online ARA questionnaire for Kwantlen faculty.

The questionnaire will inform TFARA of faculty attitudes towards Kwantlen’s current ARA system as well as alternative systems.

- Exploration of faculty means to communicate and discuss ARA issues.

TFARA will pursue SharePoint as a web-based communication and discussion medium.

## **Plans for Fall, 2011**

TFARA activities in Fall 2011 will include:

- September, 2011 – Kwantlen-community release of the TFARA research subcommittee report on ARA system alternatives identified through comparable-institution review
- October, 2011 – Faculty forum[s] concerning Kwantlen’s current ARA system as well as alternatives identified by the TFARA research subcommittee report
- December, 2011 – Online questionnaire regarding faculty attitudes towards Kwantlen’s current ARA system as well as alternatives

## **Plans for 2012**

- Formulation of TFARA initial-draft recommendations to Senate
- Faculty forum[s] regarding TFARA initial-draft recommendations to Senate
- Formulation of TFARA second-draft recommendations to Senate
- Faculty referendum regarding support for TFARA second-draft recommendations to Senate
- TFARA presentation of final recommendations to Senate

## Appendix 1

### List of TFARA Presentations, February to June, 2011

#### *Faculty of Academic and Career Advancement*

Joint program meeting

#### *Faculty of Business*

Department Presentations:

Accounting  
Business Quantitative Studies  
Communications  
Economics  
Entrepreneurial Leadership  
Human Resource Management  
Legal Studies

#### *Faculty of Community and Health Studies*

Program Presentations:

Health Administration Unit Clerk, Health  
Care Assistant, Special Education  
Teaching Assistant (joint presentation)

Bachelor of Science in Nursing

Bachelor of Psychiatric Nursing,  
Graduate Nurse (joint presentation)

#### *Faculty of Humanities*

Department Presentations:

Creative Writing  
Fine Arts  
Modern Languages  
Music  
Philosophy

#### *Faculty of Social Sciences*

Department Presentations:

Anthropology  
Criminology  
Geography  
History  
Journalism  
Political Science  
Psychology  
Sociology

#### *Faculty of Science and Horticulture*

Presentation to Faculty Council

Department Presentation:

Mathematics

#### *Faculty of Trades and Technology*

Joint program meeting

#### *Faculty of Design*

Presentation to Faculty Council

#### *Faculty who are not members of a Faculty*

Department Presentations:

Counseling  
Services for Students with Disabilities

#### *Vice President's Academic Council*

Council meeting presentation

## Appendix 2

### Institutions Considered by TFARA's Research Subcommittee

#### *Canada[22]*

Acadia University  
BCIT  
Bishop's University  
Emily Carr University of Art and Design  
George Brown College  
Mount Allison University  
Mount Royal University  
Polytechnique Montreal  
Saint Francis Xavier University  
Saint Mary's University  
Saint Thomas University  
SAIT Polytechnic  
Thompson Rivers University  
Trent University  
University of British Columbia  
University College of the North  
University of the Fraser Valley  
University of Northern BC  
University of Prince Edward Island  
University of Waterloo  
Vancouver Island University  
Wilfrid Laurier University

#### *Hong Kong[1]*

Hong Kong Polytechnic University

#### *New Zealand[2]*

University of Auckland  
Waikato University

#### *United Kingdom[4]*

Institute of Technology, Dublin  
University of Limerick  
University of Brighton  
Worcester Polytechnic Institute

#### *United States [6]*

California Polytechnic State University  
Polytechnic Institute of New York University  
Rensselaer Polytechnic Institute  
Southern Polytechnic State University  
University of South Florida Polytechnic  
Western Carolina University

**SENATE**

**MEETING DATE:** *June 27, 2011*

**AGENDA #:** *8.1*

**PREPARED BY:** *Mary Androsiuk*

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***Issue:*** **Approval of faculty positions on the Presidential Search Advisory Committee.**

***For Information:*** 3 faculty names were randomly drawn by the Nominating Committee from a pool of candidates submitted by Faculty Councils.

***For approval:*** **The Senate Nominating Committee recommends that Senate approve the following faculty members to the Presidential Search Advisory Committee.**

**Faculty of Community & Health Studies**

**Faculty of Humanities**

**Faculty of Trades & Technology**

**Stephanie Howes**

**Sibeal Foyle**

**Tally Wade**

**SENATE**

**MEETING DATE:** *June 27, 2011*

**AGENDA #:** *8.2*

**PREPARED BY:** *Mary Androsiuk*

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**Issue:** Approval of new members of Senate Standing Committees.

**For approval:** The Senate Nominating Committee recommends that Senate approve the following members of Senate Standing Committees:

**SSC Academic Appeals**

- |   |                 |
|---|-----------------|
| • Faculty of Academic & Career Advancement      | Ronnie Skolnik  |
| • Faculty of Business                           | Lauri Phipps    |
| • Faculty of Community & Health Studies         | Pam Stadnyk     |
| • Faculty of Design                             | Mary Androsiuk  |
| • Faculty of Science & Horticulture             | Tak Sato        |
| • Professional Support Staff                    | Elise Le Brun   |
| • Faculty of Business Student                   | Shannon Cupskey |
| • Faculty of Community & Health Studies Student | Manpreet Uppal  |
| • Faculty of Design Student                     | Joanne Hu       |
| • Faculty of Sociology Student                  | Ivy Ng          |

**Senate Governance Committee**

- |                   |                |
|-------------------|----------------|
| • Student Senator | Sarah Szendrei |
|-------------------|----------------|

**SSC Library**

- |                                  |               |
|----------------------------------|---------------|
| • Library                        | Mirela Djokic |
| • Faculty of Trades & Technology | Tally Wade    |

**SENATE**

**MEETING DATE:** *June 27, 2011*

**AGENDA #:** *15*

**PRESENTED BY:** *Robert Hensley*

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**Issue:** Approval of graduates to June 27, 2011.

**For approval:** That Senate approve the graduates to June 27, 2011.

# Graduates for Senate Approval

SENATE MEETING: Monday, 27-Jun-2011

## Graduates from the Faculty of Business

### Baccalaureate Degree

#### Bachelor of Business Administration in Accounting

You Long Han

Nimrit Kaur Kalra

Suraj Tony Khera

Manpreet Sandhu

#### Bachelor of Business Administration in Entrepreneurial Leadership

Hsin-Chia Chung

Thu Ha Ly

### Diploma

#### Diploma in Accounting

Muhammad Usman Ali

Chia-Ling Chang

Ying-Hua Chen

Mitchell Aaron Cummings

Navreet Kaur

Kwan Yee Luk

Matthew Josef Noble

Rachelyn Pader

Arnel Joseph Sattar

Tyler Edward Wright

#### Diploma in Business Administration

Mathias Shu Kin Chan

Tien Yu Chen

Yen Ngoc Hoang

#### Diploma in Business Management

Cassandra Chanminaraj

Rong Zhen Liu

Muhammad Raza Masood

Emily Katherine Ortis

Kristyn Elizabeth Robinson

#### Diploma in General Business Studies

Shamir Charania

Amy Chou

Nicole Patricia Smith

### Certificate

#### Certificate in Accounting

Dmitry Iordanskiy

Katie Nicole Kalashnikoff

Clara Pui Ki Ng

Princess Rheeze Ringor Pilaspilas

Leyi Wang

#### Certificate in Business Management

Debora Mckissick

#### Certificate in Computer Information Systems

Philip Leslie Amor

Carlo Cheung

Chad Sadler

Justin Leo Stevens

## Graduates from the Faculty of Community and Health Studies

### Post Baccalaureate Certificate

#### Post Baccalaureate Certificate in Critical Care Nursing

Faye Carole Bellavance

With Distinction

Stephanie Kira Sylvia Butler

With Distinction

Jennifer Lea Duthie

With Distinction

Aleksandr Fisun

With Distinction

Mojgan Hamidi

With Distinction

Meredith Lauren Judd

With Distinction

Samantha Jayne Riarh

With Distinction

Shireen Sherzad Sherwani

With Distinction

## **Baccalaureate Degree**

### **Bachelor of Psychiatric Nursing**

Rommel Catalan  
With Distinction

## **Certificate**

### **Certificate in Health Unit Coordinator**

Diana Gilda Bianchin  
With Distinction  
Jasbir Kaur Chahal  
With Distinction  
Jessica Celine Dinwoodie  
With Distinction  
Sheila Marie Gerein  
With Distinction

Stephanie Nicole Romas  
With Distinction  
Sharanjit Kaur Sandhu  
Renata Serwatka  
With Distinction  
Heather Lynn Steiner  
Jordan Rae Doherty  
Erin Kristina Johnson

### **Certificate in Special Education Teacher Assistant**

Pamela Acuna  
With Distinction  
Kali Marlene Anderson  
With Distinction  
Sarah Elizabeth Baker  
With Distinction  
Holly Jane Base  
With Distinction  
Monika Baur  
With Distinction  
Edina Dawn Beeby  
With Distinction  
Sarah Jean Beever  
Sarah Lynn Berkebro  
With Distinction  
Jennifer Patricia Bowie  
With Distinction  
Tsz Fung William Cheng  
Pamela Mary Coates  
With Distinction  
Myriam Maria Goes  
With Distinction  
Hilary Brett Gottschalk  
With Distinction  
Doreen Camille Hannaford  
With Distinction  
Lindsay Michael Hans  
With Distinction  
Victoria Charlotte Hodges  
With Distinction  
Olivia Massie  
With Distinction  
Juliana Erika Mattiazzo  
With Distinction  
Jami McMartin  
With Distinction  
Beverly Alice Meggait  
With Distinction  
Anna Joelle Mejlholm  
With Distinction

Brenda Conlan  
With Distinction  
Cameron Jesse Cotten  
With Distinction  
Jazmin Summer Derish  
With Distinction  
Anthony Do  
Megan Dolling  
With Distinction  
Blaire Morgan Margaret Dunbar  
With Distinction  
Kirsten Deanna Dyck  
With Distinction  
Corrie Duncan Franson  
With Distinction  
Manjit Kaur Gill  
Sasha Nicole Gjaltema  
Shelby Yvonne Goddard  
With Distinction

Danielle Marie Huber  
With Distinction  
Rajina Kaur Jhooti  
With Distinction  
Iryna Alexandra Khavin  
With Distinction  
Bonnie Anne Laverty  
With Distinction  
Danielle Doris Lewis  
With Distinction  
Shawn Douglas Melnyk  
With Distinction  
Marie Mori  
Leanne Tracy Mueller  
With Distinction  
Silvia Musholt  
With Distinction  
Tracy Lynn Nishimura  
With Distinction  
Ashley Dawn Partridge

## **Certificate in Special Education Teacher Assistant *continued***

Daisy Penner  
With Distinction  
Jodi Shannon Proctor  
With Distinction  
Isabel Cristina Pulido  
With Distinction  
Freda Nancy Raja  
With Distinction  
Jasmeen Kaur Sandhu  
Ramandeep Kaur Sandhu  
Denise Scott  
With Distinction  
Susanne Maria Seto  
With Distinction  
Carrie Leanne Sevcik  
Aveline Portia Vera Shephard  
With Distinction

Jessica Lorraine Shorrock  
With Distinction  
Alexandra Teresa Singer  
With Distinction  
Chao Yueh Su  
With Distinction  
Paige Margaret Ternoway  
With Distinction  
Carolina Hilda-Jean Thomas  
With Distinction  
Sarah Towe  
With Distinction  
Alexandria Williamina Venema  
With Distinction  
Kathryn Vis  
With Distinction  
Madisen Mae Wood  
Sarah Marie Woodward

## **Citation**

### **Citation in Graduate Nurse Re-Entry**

Gwendolyn Mary Gosson  
With Distinction

Rae-Anne Cecilia Williams  
With Distinction

## **Graduates from the Faculty of Design**

### **Certificate**

#### **Certificate in Interdisciplinary Design Studies**

Stacey Leigh Cormier

#### **Certificate of Foundations in Design**

Patricia Chang Chu  
With Distinction

Marwa El-Chami

## **Graduates from the Faculty of Humanities**

### **Baccalaureate Degree**

#### **Bachelor of Arts - Major in English**

Stephanie Dawn Gray

### **Diploma**

#### **Diploma in Fine Arts**

Leticia Vasconcellos De Macedo Soares  
Hira Singh Matharoo

#### **Diploma in Music - General Studies**

Josie Suzanne Ohl

## **Graduates from the Faculty of Science and Horticulture**

### **Associate Degree**

#### **Associate of Science Degree in General Science**

Jennifer Lynn Jantsch

### **Diploma**

#### **Diploma in Science**

Danika Lewzey Strecko

## **Graduates from the Faculty of Social Sciences**

### **Baccalaureate Degree**

#### **Bachelor of Arts - Major in History**

Rhett Nik D'Souza

Robin Nicole Masuk

Jasjit Kaur Gill

#### **Bachelor of Arts - Major in Psychology**

Kimberly Anne Hooper

### **Associate Degree**

#### **Associate of Arts Degree in Criminology**

Amrinderjit Arman Shergill

With Distinction

#### **Associate of Arts Degree in General Studies**

Shaun Edward Lowood

Alina Ovtchinnikova

#### **Associate of Arts Degree in Geography**

Rumneek Singh Padda

### **Diploma**

#### **Diploma in Criminology**

Sergio Arturo Gaitan

Kevin Troy Lemay

#### **Diploma in General Studies**

Wissam Jerry Jellali

## **Graduates from the Faculty of Trades and Technology**

### **Certificate in Automotive Service Technician**

Sarah Lynn Marie Dutour

With Distinction

Timothy Eden

With Distinction

Nicholas Joseph George Hapay

With Distinction

Jordan Markus Herwig

With Distinction

Eric James Hodson

With Distinction

Ravinder Singh Lail

With Distinction

Robert Edward Marshall

With Distinction

Michael Richard Mosher

Malvinder Singh Sahanserwal

James MacKenzie Star

With Distinction

Eric Edward Stratychuk

With Distinction

Jonathan Braden Lee Swan

With Distinction

Grady Daniel Whims

With Distinction

### **Certificate in Computer Aided Design and Drafting - Architectural**

Rajan Singh Sandhu

### **Certificate in Public Safety Communications**

Sabrina Shareen Abdul

With Distinction

Kathryn Jane Bremner

With Distinction

Vittorio Contestabile

With Distinction

Danielle Rita Fantillo

With Distinction

Ashley Fowler

With Distinction

Deepinder Grewal

With Distinction

Sara Dawn Holowinko

With Distinction

Valerie Katrina Lang

With Distinction

Ahmed Omer Mohamoud

With Distinction

Morgan Rosmarta Pescott

With Distinction

Emily Anne Pringle

With Distinction

Shaelee Read-Olley

With Distinction

Caitlin Mary Ross

With Distinction

Jack Edward Taylor

With Distinction

Sarah Christina Temple

With Distinction

## **Citation**

### **Citation in Computer Aided Design and Drafting**

Rajan Singh Sandhu

### **Citation in Welding - Level A**

Jordan Sean Paul Coutts

With Distinction

Brian Ray Martel

With Distinction