



Executive Brief

President & Vice Chancellor



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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 14,000 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. In 1995, Kwantlen was re-designated as a university college with 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

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.”

To achieve our Vision, we make the following commitments to our students, our programs, our community, and our university:

Commitment to Students

- **Accessibility and Flexibility:** Kwantlen commits to open access, multiple entrance and exit points, program bridging, acknowledgement of relevant experience, and flexible learning pathways.
- **Degree Education:** Kwantlen provides every student pursuing a degree with a broad-based education, and acknowledges the importance of balancing depth and breadth of study.
- **Professional and Continuing Education:** Kwantlen provides learning opportunities that support professional and personal enrichment by responding to the needs of the workforce and the interests of our broader community.
- **Student Experience:** Kwantlen commits to providing an outstanding student experience through our teaching, support programs, services, and systems that enhance and enrich student life.

Commitment to Programs

- **Applied Science and Technology:** Kwantlen commits to developing applied science and technology to advance its polytechnic mandate and to meet the emerging needs of British Columbia.
- **Flagship Programs:** Kwantlen supports the development of exceptional programs that reflect the institution’s applied mandate and further its reputation.
- **Service Learning:** Kwantlen commits to providing transformative experiences that integrate academic learning with principles of civic responsibility and community engagement.
- **Work-integrated Learning:** Kwantlen commits that its programs will include practical experience in the form of co-ops, practica, internships, or other applied initiatives.

Commitment to Communities

- **Aboriginal Engagement:** Kwantlen commits to developing meaningful partnerships, pedagogical approaches, program offerings, and student services to better meet the distinctive needs of all aboriginal peoples.
- **Alumni:** Kwantlen recognizes that its alumni are amongst the institution’s most important ambassadors. We develop and maintain relationships that celebrate institutional pride leading to increased involvement with and support of the University.

- **Applied Research and Innovation:** Kwantlen promotes applied research and scholarly activities that enhance our teaching and enrich our communities.
- **Educational Opportunity:** Kwantlen celebrates the rich diversity of its region. Accordingly, we seek out students of diverse ages, backgrounds, and aspirations.
- **Engagement with our Partners:** Kwantlen establishes strong and productive ties and external relationships to inform curriculum and new program development, to provide work-integrated learning, and to identify applied research and innovation opportunities.

Commitment to the University

- **Academic Freedom:** Kwantlen safeguards freedom of inquiry, thought, expression, publication, and peaceful assembly, which along with individual responsibility are the cornerstones of our identity.
- **An Exceptional Workplace:** Kwantlen provides an environment that inspires commitment and leadership, and provides an attractive and vibrant place to work and to grow.
- **Institutional Participation:** Kwantlen supports collegial, transparent, and collaborative decision-making processes and establishes mechanisms to encourage broad participation from all areas of the University.
- **Internationalization:** Kwantlen commits to providing a global perspective by developing a vibrant international student body and partnerships that encourage faculty and student participation.
- **Promoting Excellence:** Kwantlen inspires, supports, and celebrates outstanding achievement throughout the institution.
- **Sustainability:** Kwantlen informs and transforms attitudes, values, and practices that confirm its role as an educational institution committed to environmental, social, and economic sustainability.
- **Technology:** Kwantlen commits to the innovative, creative, and considered use of technology to enhance teaching, learning, and the day-to-day environment of students, faculty, and staff.

For more information and to view a copy of the full vision document, please visit:
<http://www.kwantlen.ca/vision/>

3.4 MISSION & MANDATE

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

3.5 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.

3.6 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. The Bachelor of Nursing and Bachelor of Applied Science in Sustainable Agriculture degrees are pending approval.

3.7 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

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:

Ariana Arguello

Kristan Ash

John McKendry / President

Arvinder Bubber / Chancellor

Yuri Fulmer

Shane King

Kassandra Linklater

Rob Mumford

Scott Nicoll

Suzanne Pearce

Kim Richter

Gord Schoberg / Chair

Launi Skinner

Kenneth Tung

Amrik Virk / Vice Chair

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

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

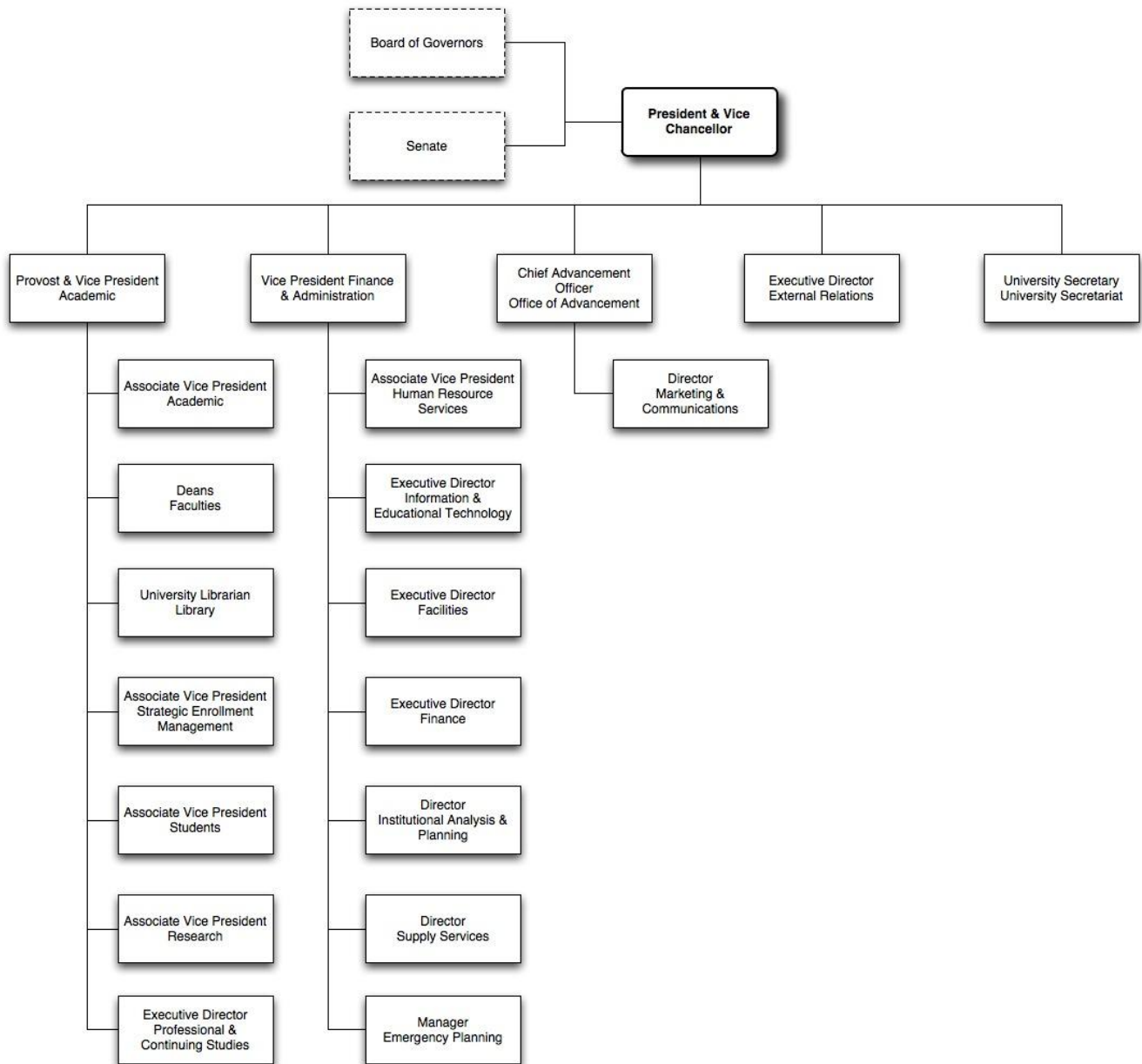
4.2 SENIOR ADMINISTRATIVE TEAM

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
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:



4.4 UNIVERSITY EXECUTIVE

Formerly called the President's Group, the Kwantlen Polytechnic University University Executive was 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 University Executive currently include:

John McKendry / President

Anne Lavack / Provost & Vice President, Academic

Gordon Lee / Vice President, Finance & Administration

Harry Gray / Associate Vice President, Human Resources Services

Kathy Lylyk / Executive Director, Finance

Mary Jane Stenberg / Executive Director, External Affairs

Jeff Norris / Chief Advancement Officer

6.0 Academic Planning

OVERVIEW

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 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

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 liveable 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

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 km²) 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.

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

THE CITY AND TOWNSHIP 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 Township of Langley was incorporated in Fort Langley in 1873 and is known as the 'Birthplace of BC'. A community unlike any other, the Township of Langley is a place where the rich heritage of the past is combined with a vibrant vision for the future and rural beauty is complemented by an energetic urban atmosphere. The municipality has a land mass of 316 square kilometres (122 square miles) and a population of approximately 104,000. Both the City and Township of Langley continue to gain prominence as world class wine-touring destinations.

As part of the Lower Mainland, the Langleys' growth and development is largely affected by regional trends. Climbing real estate prices in Vancouver have 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 region'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 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 Langleys are 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 and <http://www.tol.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 Senate and Board of Governors have developed the following criteria for the background, experience, skills, and personal qualities that will be considered in the 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.

September 2011