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Business and Structure

Kwantlen Polytechnic University is B.C.'s largest teaching university and only polytechnic university. KPU prides itself on providing an exceptional learning environment reinforced by small classes, engaged faculty, and hands-on interdisciplinary learning opportunities for all students.

Located in Metro Vancouver, KPU has campuses in Richmond, Surrey, Cloverdale and Langley that collectively offer over 145 programs in business, arts, science, design, health, trades, technology, horticulture, and academic and career advancement. Most programs have multiple exit points, allowing students the ability to graduate with a certificate, diploma or degree.

KPU currently serves over 19,000 students annually in a wide range of programs, including bachelor's degrees, associate degrees, diplomas, certificates citations and apprenticeships.

The KPU experience consists of flexible learning options, supportive educational environments, and opportunities to work closely with peers and faculty that are committed to teaching as well as research. Students have the opportunity to engage in hands-on education through cooperative learning, community action research, practicum placements, international field schools, undergraduate research, and much more. Our programs are relevant locally, nationally and globally.

KPU offers top-notch programming in all disciplines. KPU is home to the largest undergraduate business school in Western Canada, and its business students compete in, and excel at, international case competitions.

Other unique offerings at KPU include:

- Two community-centred research institutes that pioneer sustainable food systems and horticulture practices that are applicable to the needs of the South Fraser region and B.C.
- A new two-year diploma in Brewing & Brewery Operations – the first of its kind in British Columbia. With the craft brewery and brew pub industries experiencing unprecedented growth in the province, the program is expected to help meet industry demands.
- The Chip and Shannon Wilson School of Design, which runs rigorous, studio-based design programs that are unparalleled in quality and scope, and attracts students from across Canada and around the world.
- KPU Tech, one of the most technologically advanced trades and technology training facilities in Canada.

- Opportunities to directly achieve industry accreditation in business, design, nursing and health.
- A growing roster of over 65 continuing and professional studies courses for professionals, journeymen and lifelong learners.

The university's dynamic and evolving research capacity not only responds to the needs of the region, but includes communities in the process. KPU has a 30-year history of building partnerships with community, industry, and other academic institutions that benefit students, faculty, and the public.

KPU's tradition of combining practical hands-on learning with undergraduate research prepares students for success in graduate school and in their careers. The university's research institutes and faculty receive a growing amount of support from both private and public funders.

For further information, visit www.kpu.ca

Strategic Direction

KPU is a special purpose teaching university under the *University Act*

Recently the University engaged in a broadly consultative process resulting in the University's Vision 2018, found at

<http://www.kwantlen.ca/president/strategicplanning.html>

Governance Structure

Kwantlen Polytechnic University is governed by the *University Act* of British Columbia which provides for two governing bodies: the Board of Governors and the Senate.

The Board of Governors' primary responsibility is to oversee the strategic direction and management of the University and ensure that it carries out its mission. The Board of Governors consists of eight government appointed members, two elected faculty members, one elected professional support staff member and two elected student members along with the Chancellor and President. Other than the President, all Board Members are subject to a maximum of six years service.

The Senate has responsibility for the academic programming of the University. In particular, it sets curricula, qualifications for admissions, criteria for awarding certificates, diplomas, and degrees, including honorary degrees, criteria for academic standing, academic standards and the grading system, and policies and procedures for appeals by students on academic matters.

Board Governance Policies are located at:
<http://www.kpu.ca/policies> Section A

Board Governance Manual

Board Responsibilities and Accountabilities

Role and Responsibilities

4. BOARD TERMS OF REFERENCE (excerpt from Board Governance Manual)

4.1. ROLE

As set out in the *University Act*, the Board is responsible to manage, administer and control KPU's property, revenue, business and affairs.¹

The Board delegates to the President responsibility for the day-to-day operations of KPU. Board Members serve part-time and the Board's role is one of governance and oversight of KPU.

4.2. RESPONSIBILITIES

The Board's powers are set out in section 27(2) of the *University Act*. Further to the roles and responsibilities set out by statute, the Board establishes a governance framework to guide its work.

The key responsibilities of the Board are set out below. The President and the three Board Committees that provide in-depth concentration in key areas of Board responsibility support the Board's work.

4.2.1. Human Resources

The Board:

- a) appoints the President as the chief executive officer of KPU, sets the President's salary or remuneration, and defines the President's duties and tenure of office;²
- b) monitors and evaluates the President's performance;
- c) oversees President succession planning and ensures plans are in place to deal with a planned or emergency departure of the President;

¹ *University Act*, s. 27(1).

² *University Act*, s. 27(2)(g).

- d) provides advice and counsel to the President in the execution of the President's duties;
- e) with approval of the Senate, establishes procedures for the recommendation and selection of candidates for President, deans, librarians, registrar and other senior academic administrators as the Board may designate;¹
- f) delegates to the President or those individuals or committees outlined in Appendix H responsibility to appoint, promote and remove senior academic administrators, faculty and other members of the teaching staff, and the officers and employees of KPU and set their salaries or remuneration, define their duties and their tenure of office or employment, all as set out in Appendix H;
- g) upon nomination by the alumni association and after consultation with the Senate, appoints the Chancellor in accordance with the *University Act*;² and
- h) ensures that KPU human resources strategies provide for the development of key personnel consistent with the future leadership needs of KPU.

4.2.2. Strategy

KPU's senior leadership, in consultation with internal and external stakeholders and in accordance with KPU's fiscal accountability to the Government (i.e. the "budget letter") formulates a strategic plan and supporting operating and capital plans and budgets and the Board assesses and ultimately approves them.

The Board:

- a) reviews and approves KPU's mission, mandate, vision and commitment statements;
- b) participates in the development of and approves KPU's strategic plan;
- c) oversees the ongoing implementation of KPU's strategic plan;
- d) reviews and approves KPU's business plan (including key financial, facilities and human resources plans), and establishes key performance measures;
- e) reviews and approves KPU's annual capital and operating budgets;³
- f) seeks the advice of the Senate on the development of educational policy for those matters outlined in the *University Act*;⁴

¹ *University Act*, s. 27(2)(f).

² *University Act*, s. 11(1).

³ *University Act*, s. 27(2)(l).

⁴ *University Act* s. 35.2(6).

- g) considers recommendations from the Senate for the establishment and discontinuance of Faculties and Departments;¹
- h) establishes the elements that comprise the academic and overall KPU student experience and processes to obtain student feedback; and
- i) monitors KPU's performance against the various plans and budgets, and agreed-upon key performance measures and approves revisions to the plans and budgets as required.

4.2.3. Risk

KPU's senior leadership is responsible for establishing processes, procedures and mechanisms by which key matters of risk are identified, and ensuring that strategies are developed to manage such risks.

The Board:

- a) with the advice of senior leadership, identifies KPU's key risks;
- b) ensures, through regular reviews and assessments, that senior leadership has established appropriate systems to identify and manage these risks; and
- c) receives regular reports on the management of these risks.

4.2.4. Financial Information, Systems and Controls

The Board:

- a) verifies that senior leadership has established and is applying appropriate audit, accounting and financial reporting principles;
- b) verifies that internal financial and operational controls and information systems are in place and functioning satisfactorily;
- c) directs and oversees KPU's internal and external audit; and
- d) reviews and approves the annual audited financial statements.

4.2.5. Monitoring and Reporting

The Board:

- a) publishes the Board's governance framework;
- b) monitors KPU's performance against the objectives set out in the strategic plan and agreed-upon key performance measures;
- c) identifies and monitors quantifiable measures and benchmarks relating to the academic and overall experience of KPU students;

¹ *University Act*, s. 27(2)(i) and 35.2(6)(e).

- d) ensures financial results are reported fairly and in accordance with generally accepted financial reporting standards;
- e) reports quarterly to the Government on the annual capital and operating budget;
- f) annually, submits to the Government a copy of KPU's audited financials, the Accountability Plan and Report and the FTE Enrollment Report; and
- g) at the request of the Minister, prepares and submits, an annual report together with financial statements, and other information that the Minister considers necessary to carry out the Minister's responsibilities under the *University Act*.¹

4.2.6. Code of Conduct and Ethics

The Board:

- a) establishes, and updates from time to time as required, a Code of Conduct for Board Members which includes the duties of Members of the Board or Committees in conflict of interest situations;
- b) approves a Code of Conduct for KPU senior leadership approves and monitors through senior leadership, compliance with all significant policies that govern KPU's operations; and
- c) ensures that systems are in place to provide equality of opportunities for faculty, staff and students.

4.2.7. Appeal

The Board:

- a) conducts appeal hearings for any member of the teaching and administrative staffs and any officer or employee of KPU suspended by the President;²
- b) conducts appeal hearings on matters of non-academic student discipline.

4.2.8. Communications

The Board:

- a) ensures KPU has a plan in place to communicate effectively with students, faculty, employees, government, stakeholders and the public.

The President is the primary spokesperson for KPU and the Board Chair is the primary spokesperson for the Board.

4.2.9. Government Relations

¹ *University Act*, s. 32(1) and s. 49(1). See for example the Ministry of Advanced Education's reporting requirements for BC's public post-secondary institutions due in fiscal year 2012/13 at <http://www.aved.gov.bc.ca/budget/welcome.htm>

² *University Act*, s. 60(3).

The Board:

- a) works in a collaborative relationship with the Government;
- b) requires senior leadership to report (both promptly and adequately) the financial performance of KPU to Government and stakeholders;
- c) reports annually to Government on the Board's stewardship for the preceding year, upon request of the Government; and
- d) in a timely manner, keeps Government informed of material issues that could affect KPU and KPU's ability to meet targets set by Government.

4.2.10. Governance Effectiveness

The Board:

- a) establishes the framework for the governance of KPU;
- b) appoints non-program advisory boards, consisting, either wholly or partly of persons unconnected with KPU ("Advisory Board");¹
- c) refers matters to an Advisory Board for advice and report, such advice and report which must be considered and weighed by any body in KPU which the Board so directs;²
- d) reviews and updates the Board's governance policies at least every two years or more frequently as required;
- e) develops a plan for long term Board composition and maintains the Board Matrix;³
- f) provides comprehensive orientation and professional development sessions for Board Members; and
- g) annually examines the effectiveness of the Board, its committees and the Board Chair and its relationship with senior leadership, the Senate and Government.

¹ *University Act*, s. 34(1).

² *University Act*, s. 34(1).

³ Refer to Appendix "D" and Section 18 (Board Composition and Succession Planning) of the Board Manual for more information.

Accountabilities

In carrying out its work, the board operates within the broad policy direction and budget set by the Ministry of Advanced Education. For this purpose, the Ministry has established an Accountability Framework for Post Secondary Education setting out goals for the post-secondary system, performance measures to assess the achievement of goals, and reporting requirements for the institutions. Institutional accountabilities are set out in the Government Letter of Expectation (GLE) from the Ministry on the basis of which each institution develops an annual service plan and service report. For more information on the Ministry visit their web site at: www.gov.bc.ca/su.

Board Composition

The individuals who make up the Board of Governors should, collectively, have the necessary personal attributes and competencies required to:

- add value and provide support for management in establishing strategy and reviewing risks and opportunities; and
- effectively monitor the performance of management and the organization.

Personal Attributes

All governors should possess the following personal attributes:

- High integrity
- Team Player – respect for other ideas/opinions
- Strong reasoning skills
- Ability to think and act independently
- Time and willingness to devote the equivalent of approximately 20 days per year on board-related activities and to travel as required
- No direct or indirect conflict of interest with the Governor's responsibility to the university
- Able and willing to fulfill time commitment required to carry out responsibilities

Competencies

Collectively, the Board should comprise the following core competencies:

- A proven track record of success in a significant business or equivalent organization or entity with knowledge in such areas as strategic management, finance, operations,

- control and accounting, law, communications and/or human resources
- Knowledge of current and emerging higher education issues
- Previous experience in significant community-based organization
- Successful experience in understanding complex labour relations issues
- Successful experience with significant organizational change
- Successful experience with risk management
- Successful experience dealing with complex legal issues

Governance Experience

While previous experience as a governor is not required, it is important that candidates for positions understand the roles and responsibilities of a member of a governing board and have the necessary experience and demonstrated skills to enable them to contribute to board decision-making and oversight.

Part of the organization's commitment to good governance includes the provision of a comprehensive orientation for new board members and ongoing professional development for members.

Board Members sign a Code of Conduct annually as well as take an Oath of Office at their initial Board meeting.

Other Considerations

Within the context of the required board skills requirements, consideration is given to diversity of gender, cultural heritage and knowledge of the communities served by the organization.

Vacant Position(s)

Currently there are two (2) vacancies on the Board and two (2) Board Members eligible for re-appointment (submitted December 2014). The following are the attributes sought for the vacant positions currently under consideration:

People with senior leadership experience in complex organizations and with representation from Richmond, the Langleys or Delta.

Time Commitment

KPU's Board meets 5 times each year, meeting on various campuses for approximately four hours (3:00-7:00 pm).

In addition, Board Members are expected to serve on two Board committees generally on the Cloverdale Campus (5500 – 180th Street) and attend one annual two-day retreat somewhere in North America. Board committees typically meet from 4:00 to 6:00 pm, four or five times a year, except for the Governance Committee which meets monthly.

Board Members also attend various KPU functions such as Convocation, Scholarships & Awards Ceremony, and Community Events, as their schedules permit.

The Board holds a recognition dinner for retiring Board Members annually and supports the Kwantlen Foundation fund raising events.

Term

Under the *University Act*, a board member is appointed by the Lieutenant Governor in Council and holds office for a term up to three years. Appointed members of the board may be eligible for reappointment but must not hold office for more than six (6) consecutive years.

Compensation

No compensation is paid to Order in Council members of the Board; however, approved expenses are reimbursed according to University policy.

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List of Current Governors and Senior Executives

	First Appointed	Term Ends	Occupation
Appointed:			
Kristan D. Ash / Chair	16 September 2009	31 July 2015	Alumni, MBA(c), Lean Blackbelt
Harpreet Bhatti	2 August 2013	31 July 2016	CGA
Hanne Madsen	31 July 2014	31 July 2015	Executive
Chris McCue	31 December 2014	31 December 2015	Alumni, ASCT
Kenneth Tung	16 September 2009	31 July 2015	Executive, IT
Lisa Skakun / Vice Chair	31 July 2012	31 July 2016	Legal Counsel, Coast Capital Savings
Shira Standfield	29 October 2013	31 July 2015	Master of Natural Resources & Master of Landscape Architecture
Bruce Wendel	31 July 2014	31 July 2015	CFA, B Commerce
Elected:			
Marc Kampschuur	01 September 2014	31 August 2017	Faculty
Geoff Dean	01 September 2012	31 August 2015	Faculty
Upinder Chahal	01 September 2014	31 August 2015	Student
Sandra Hoffman	01 September 2012	31 August 2015	Staff
Richard Hosein	01 September 2013	31 August 2015	Student
Appointed by Position:			
George Melville	01 October 2014	01 October 2017	Chancellor
Alan Davis	01 September 2012	31 August 2017	President

Senior Executives:

President & Vice-Chancellor
Provost & Vice President, Academic
Vice President, Finance & Administration

Dr. Alan Davis
Dr. Sal Ferreras
Mr. Gordon Lee

Process for Submitting Expressions of Interest

You may submit an Expression of Interest in serving as a governor of *Kwantlen Polytechnic University* online by going to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and linking to the page “How to Apply”.

Expressions of Interest for vacant positions should be submitted by *end date for posting* (please discuss with BRDO).

If you have any questions about registering your Expression of Interest, please contact Natalya Brodie, Director at the Board Resourcing and Development Office at (604) 775-1683.

British Columbia Appointment Guidelines

Appointments to British Columbia’s public sector organizations are governed by written appointment guidelines. For more information about the appointment process, and to view a copy of the guidelines, refer to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and link to the page “The Appointment Process”.