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## BRIEFING DOCUMENT

Dean  
School of Computing and Academic Studies  
January 2012

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### INTRODUCTION

The British Columbia Institute of Technology (BCIT) wishes to provide information for individuals interested in the role of Dean, School of Computing and Academic Studies. This document provides an overview of British Columbia Institute of Technology's operations and the scope of this opportunity.

### CORPORATE OVERVIEW

An Introduction to the British Columbia Institute of Higher Learning

An institute of higher learning whose offerings include a wide range of programs in technologies and trades leading to various levels of relevant credentials including Trade Certifications, Diplomas, Baccalaureate Degrees and Master's Degrees. This also implies significant activity in applied research, international activities, partnerships with industry and other areas as needed to make BCIT a highly respected self-sufficient and comprehensive educational institution.

Sequencing, or laddering of BCIT's full-time and part-time programs facilitates life-long learning needed for career progression and career change, and in doing so, they actively contribute to the economic development of the province of British Columbia. In that technology changes everything, BCIT responds to local and global shifts in technology and the marketplace.

BCIT is a leader in developing collaborative partnerships with business and industry that result in innovative, future-forward learning experiences and education that launches and advances careers.

### *Our Vision*

BCIT: integral to the economic, social and environmental prosperity of British Columbia.

### *Our Mission*

The mission of BCIT is to serve the success of learners and employers:

- By providing high quality technical and professional education and training that supports our graduates as practitioners and as citizens, and
- By advancing the state-of-practice.

### *Our Mandate*

- BCIT's foundation is comprised of certificates, diplomas and degrees – the entry-to-practice credentials that lead to rewarding careers. These are enhanced by programs and courses that are coordinated with career development and growth of the practitioner and include industry training, advanced studies and continuing education.
- BCIT offers experiential and contextual teaching and learning with the interdisciplinary experiences that model the evolving work environment.
- BCIT conducts applied research to enhance the learner experience and advance the state-of-practice.
- BCIT exercises its provincial mandate by collaborating with the post-secondary system and employers in activities that improve learner access and success.

### *Commitments to our Stakeholders*

BCIT is committed to:

- providing a learner experience that supports learners as individuals, provides superior returns on their investment, and actively supports lifetime career success;
- the success of employers by educating and training practitioners capable of being immediately productive, being a source of new ideas, and advancing the state-of-practice;
- being responsive and adaptive to the evolving needs of British Columbia; and
- prudently stewarding resources entrusted to it in a manner that provides the citizens of British Columbia with the best possible return on their investments.

### *Commitments to Ourselves*

BCIT is committed to:

- valuing employees as individuals by supporting their ambitions, encouraging their development, recognizing their achievements and promoting their well-being. We understand that we are the primary determinants of BCIT's future and success;

- continuous improvement and performance measurement. We will constantly ask ourselves how we define success, measure our results, and improve performance;
- a culture of team work. Our decision-making processes are transparent and based on engagement with stakeholders. We will share our challenges and celebrate our successes; and
- a sustainable financial strategy that will ensure BCIT is appropriately resourced. This will entail actively pursuing public and private funding, developing entrepreneurial approaches aligned with our mandate, and making the decisions necessary to support the things that we do best.

## SCHOOLS OF BCIT

### School of Business

The School of Business offers a broad range of business programs, from Business Administration, Operations Management, and Financial Management to Marketing Management. It includes the Broadcast and Media Communications and Digital Arts departments and the Venture Centre.

The Broadcast and Media Communications department has programs in radio, television and broadcast journalism, and is a key source of new talent for the broadcast industry in BC. The Digital Arts department offers focused training in new media, design essentials, digital animation and graphic communications. It produces formidable talent for the burgeoning new media field. The Venture Centre provides specialized entrepreneurially-oriented educational programs.

### School of Computing and Academic Studies

The School houses three separate, but inter-disciplinary departments: Academic Studies, School of Computing, and the Centre for Forensics and Security Technology.

Academic Studies provides students with the academic upgrading to enter many BCIT technology and degree programs. It also provides English Communication skills needed for career success as well as specific courses in Chemistry, Math, Physics and Liberal Studies. Liberal Studies courses enhance critical thinking, analytical abilities and writing skills.

The School of Computing provides different applied programs including diplomas and degrees. It has multiple delivery options including: full time, part time, and fast-track (High-Tech Professional). PTS offers more than 400 individual part time studies courses every year in Communication, Computing and Information Technology topics.

The Centre for Forensics & Security Technology offers advanced specialty certificates and a degree, as well as courses in: forensic science, computer and economic crimes, intelligence analysis, forensic health science, investigative accounting, security management and forensic video analysis.

## **School of Construction and the Environment**

The School of Construction and the Environment offers a substantial range of courses and programs that are concerned with the natural environment, the built environment and the relationship between them. The School offers certificates, diplomas, and degrees that lead to careers as skilled tradespersons, technicians, technologists, professional engineers, and managers. The focus on applied education and hands-on training, as well as industry partnerships, results in programs that are relevant, current, and that produce graduates who are truly job-ready.

Life-long career development of practitioners is supported through continuing education and upgrading courses by making them accessible via alternative learning modes and according to the learner's needs. Direct industry support is achieved through a suite of customized industry programs and activities, including international training in support of industries wanting to transfer technology and open new markets.

State-of-the-art facilities include fire simulation theatre, fully operational pulp mill, planetarium, operating demonstration forest and wood lot in Maple Ridge, salmonoid enhancement facility on the Seymour river, a housing demonstration project, AFRESH Home, Green Roof Research Facility and Building Science Materials Laboratory.

The School of Construction and the Environment has an operating budget of \$21,909,435 for 2011. In 2011/2012 the planned full time equivalent student count (FTE) is 6,148. There are approximately 214 full time employees working within the School of Construction and the Environment. They are broken down by the following: 10 Managers, 90 employees from the Faculty and Staff Association (FSA), 84 employees from the BCGEU Vocational Instructors Bargaining Unit, and 30 employees from the BCGEU Support Staff Bargaining Unit.

## **School of Energy**

The School of Energy at BCIT offers 46 programs in trades, technical studies and engineering technologies that support a broad spectrum of British Columbia's industrial sectors. Its educational focus includes programming in energy systems, manufacturing, telecommunications, industrial maintenance, and process automation as well as mechanical, electrical and computer engineering. Numerous levels of educational programming are offered, including associate certificate, certificate and diploma as well as four degree programs. The two new four-year bachelor of engineering degree programs, which lead to professional engineering certification, are part of the institute's venture into professional degrees.

The School also has high school partnership programs delivering the technical studies program in both the Kelowna and the Coquitlam school districts. To support BCIT's international focus the School has three partnership programs in China and one in Korea. The School's Industry Services Training (contract training) operation has numerous short and long term training contracts with organizations like Canada Post, Northern Orion, and Syncrude to provide direct industry support which is part of the institutes' technology transfer mandate.

## **School of Health Sciences**

The School of Health Sciences has educated nurses and allied health professionals since 1964. In addition to the typical spectrum of health education programs, specialty program areas such as prosthetics and orthotics and electro neurophysiology are recognized nationally.

BCIT has many health sciences programs that are the only ones of their kind in BC, and some that are unique in Canada, either as a program, or regarding aspects of the program. Some of the programs in the areas of Diagnostic and Advanced Practice, Laboratory Sciences and Allied Health, Nursing and Health Care Management include: Medical Laboratory Science, Occupational Health and Safety, Echocardiography, Medical Imaging, Biomedical Engineering, Environmental Health, Clinical Genetics, and Nursing and Nursing Specialties.

The School is one of Canada's largest providers of new graduates for careers in healthcare. In the last 20 years alone, the School of Health Sciences has educated more than 9,000 through over 26 program offerings of full time, part time, or distance education course delivery. Applied research is encouraged and becoming part of the fabric of the School of Health Sciences, with notable recent achievements in the area of biotechnology.

The School aims to respond to the current and looming human resource crisis in healthcare. The focus of the School of Health Sciences is on strengthening partnerships with both private and public health sector leaders as well as Ministries of Health and Advanced Education to ensure BCIT is aligned with their needs for immediate and future skill gaps.

## **School of Transportation**

The School of Transportation delivers over 70 full-time and part-time programs in the following key transportation sectors: aerospace/aviation, marine and motive power. The motive power area consists of the following ground transportation segments: automotive, auto collision, recreational vehicles (formerly power sport), heavy equipment and rail. The School also houses the bachelor of technology in technology management, which is offered in part-time studies and distance education format as well as the Access programs (for example, the Trades Learning Centre and Trades Discovery programs).

The School is unique in BCIT in that many of the programs, specifically at the Marine and Aerospace campuses, require Transport Canada approvals. This federal oversight is in place because graduates of these programs receive a Transport Canada (TC) license, or training certificate, which will allow them to work in a specific transport regulatory sector.

## RESEARCH AND INTERNATIONAL

Research and international fall under the Vice President Research and International. Specific related operational areas include BCIT's Technology Centre, the Applied Research Liaison Office (consisting of research and technology commercialization services), the Centre for Applied Research and Innovation (CARI), International Business Services, the Confucius Institute at BCIT, as well as BCIT's related operations of Technology Training Associates Ltd. and ISEP (International Student Entry Program) Vancouver. Relevant policy areas include: Intellectual Property, Research Ethics, Research Grants and Contracts, and International Education.

### **Applied Research**

Applied Research is explicit in BCIT's mandate. BCIT focuses its applied research efforts on activities with industrial and commercial relevance; where partnerships lead to benefits for students, business and industry, and the institution. BCIT's approach to applied research is governed by "industry-pull" rather than "knowledge push."

Through these efforts, BCIT creates practical, leading edge, industry-relevant learning opportunities for students and contributes to short and long-term economic development in British Columbia. With an 18+ year history to build on, research is conducted by BCIT faculty, research staff and students. Research at BCIT is facilitated by the Applied Research Liaison Office, whose personnel assist in: procuring research funding; creating linkages between schools, researchers and students; intellectual property management; industry outreach and technology commercialization. BCIT has implemented policies, infrastructure, and systems needed to accommodate and support more applied research.

### **International Activities at BCIT**

BCIT's Board of Governors has supported the implementation of a multi-element internationalization strategy that guides BCIT's international activities. A main purpose is to create direct or indirect benefits for BCIT domestic students through the enhanced education, cultural exposure, and the expanded capacity made possible by international activities and students. A key element involves affiliate partnership arrangements with like-minded foreign institutions. These partnerships create flows of well-qualified international students into BCIT's programs.

BCIT's international educational activities are focused on Chile, China, South Korea, and Vietnam. Diversification opportunities are also being pursued. BCIT is the sole shareholder of a private company, TTA Technology Training Associates Inc., which is positioned to develop and manage many of BCIT's education business opportunities in China.

International Business Services is a small group of staff who provide a range of services in support of BCIT schools' international activities. Support for international students is provided through the International Student Centre within the Vice President Student Services portfolio.

In 2006 BCIT was designated as the first Confucius Institute in Canada. The Confucius Institute at BCIT provides a range of practical part time programs aimed at furthering cultural awareness and business opportunities in China.

## FINANCE AND ADMINISTRATION SERVICE AREAS

### **Financial Services**

Financial Services provides support to the educational and support services community at BCIT through various administrative and financial support functions, including financial analysis, reporting, budgeting and payroll and benefits administration.

The mission of Financial Services is to provide financial information and services in support of BCIT's vision.

### **Facilities Management**

The Facilities Management department has the following core responsibilities: maintenance and repairs, project management, custodial, grounds, recycling and energy management.

Activities are spread over 2.4 million square feet on five campuses (Burnaby, Downtown Campus, Aerospace Technology Campus, Burnaby Marine Campus, and Great Northern Way Campus). The department is committed to efficiently and effectively maintain the facilities while providing a pleasing, comfortable and functional environment for students, staff and visitors.

### **Procurement and Ancillary Services**

BCIT Bookstore utilizes integrated inventory control systems, e-commerce websites and point of service systems at Burnaby's main bookstore, distance education warehouse, and at the Downtown Campus for the supply of books, software, and general merchandise. From these three locations BCIT Bookstore services all stakeholders at all BCIT Campuses including distance and online learners.

BCIT imaging is the institutional resource for the printing of course modules, forms, brochures, name tags, business cards, and varied specialty items. Imaging works closely with the Bookstore and Library to meet the compliance and tracking requirements of Canada's copyright laws.

BCIT Food Services is the institutional resource working closely with a contractor, institute food service committee and students to provide a variety of daily and catered menu options, personalized service and pleasant eating experiences

## **Campus Planning**

The goal of Campus Planning is to support BCIT's service plan, strategic directions and education plan by providing customer focused planning, design and construction services that will assist in providing state of the art facilities for the learning environment.

Campus Planning's key success factors are to identify capital opportunities that will assist in reducing and/or optimizing operating costs in the short and long term for all functional areas of the campus and to enable the implementation of upgrades to the physical infrastructure. Its specific services include Campus Master Planning, Capital Planning, Major Capital Projects, and Space Management.

## **Supply Management**

The goal of Supply Management is to provide assistance and leadership in the acquisition, movement and disposal of goods and services in support of BCIT's strategic objectives. The Supply Management division is comprised of the following functional areas: Purchasing, Contract Management, Risk Management, Insurance, Central Stores, Mailroom, and Distribution.

# FOUNDATION AND ALUMNI

## **BCIT Foundation**

The BCIT Foundation secures gifts that support BCIT Schools in creating opportunities and enhancing the learning experience of our students.

In 2007/08, the BCIT Foundation generated income of \$11.7 million and its endowed fund portfolio grew to \$14.2 million. The BCIT Foundation has received more than \$60 million in gifts from generous donors since its inception in 1999.

## **Alumni Association**

BCIT alumni are individuals who have received a credential from the British Columbia Institute of Technology for a program of not less than 21 credits, at any of the BCIT campuses.

BCIT alumni become members of the BCIT Alumni Association upon graduation from their program. The Association has more than 125,000 members.

## BCIT HISTORY AT A GLANCE

Formative Years	
<b>1960</b>	BC Vocational School opens in Burnaby
<b>1961</b>	Plans are announced to establish BCIT
<b>1962</b>	The first principal of BCIT is appointed
<b>1964</b>	The first students arrive on the Burnaby campus: 498 of them in Engineering, Health and Business
<b>1966</b>	BCIT celebrates its first graduates
<b>1975</b>	Number of students is now 3,200
Consolidation Years	
<b>1977</b>	BCIT establishes Sea Island campus
<b>1979</b>	The BCIT Alumni Association is incorporated
<b>1986</b>	BCIT merges with Pacific Vocational Institute
<b>1989</b>	BCIT's mandate is broadened to include applied research
<b>1989</b>	BCIT's Technology Centre is established as a focus for applied research
<b>1994</b>	The Pacific Marine Training Institute amalgamates with BCIT
BCIT Evolves as a Polytechnic	
<b>1996</b>	BCIT offers its first Bachelor of Technology degree in Environmental Engineering Technology
<b>1997</b>	The new Downtown Campus opens
<b>2002</b>	BCIT, UBC, SFU and ECIAD become joint owners of Great Northern Way Campus
<b>2004</b>	Number of students is now more than 48,000 Polytechnic status is enshrined in legislation
<b>2005</b>	Research Services Office opens to support applied research
<b>2007</b>	BCIT opens new 300,000 square-foot Aerospace Technology Campus at gateway to Vancouver International Airport  BCIT's international partnerships span training, education and research initiatives in South America, Central America, Southeast Asia and Eastern Europe  Total BCIT Alumni have grown to more than 125,000
<b>2008</b>	BCIT welcomes its first intake of students into the new accelerated Bachelor of Science in Nursing (BSN) program. BCIT named Canada's Greenest Campus

**BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY  
POSITION DESCRIPTION**

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<b>POSITION:</b>	<b>DEAN</b>
<b>DEPARTMENT:</b>	<b>SCHOOL OF COMPUTING AND ACADEMIC STUDIES</b>
<b>REPORTS TO:</b>	<b>VICE PRESIDENT EDUCATION, RESEARCH AND INTERNATIONAL</b>
<b>DATE:</b>	<b>May 2009</b>

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**SUMMARY**

The Dean is a senior member of the Educational Leadership Team of the Institute with overall responsibility for a BCIT School. In addition the Dean plays a significant role in developing Institute strategies and initiating relationships with external organizations that advance the profile of BCIT and its programs.

Reporting to the VP Education, Research and International, Research and International, the Dean is accountable for: (a) developing the School's strategic directions within the broad Institute context and creating the operational strategies to achieve the vision; (b) providing leadership for the School and its employees to achieve excellence in performance at all levels; (c) defining the strategic directions relevant to the industry sectors aligned with the School; (d) ensuring that efficient business processes are in place and the highest quality programs are taught to students; (e) making key decisions related to resource allocation and revenue generation; and (f) ensuring the continuous improvement and evolution of programs and services in the School.

**SPECIFIC ACCOUNTABILITIES**

1. Strategic Planning and Operational Planning

- Develops the School's strategic plan, aligned with the vision and mission of BCIT and the needs of the associated professions and industry sector(s)
- Works with industry and leaders to ensure that the core activities of the School are aligned with the current industry trends
- Works with the faculty and staff of the School to develop the Annual School Operational Plan, which includes the Educational, Applied Research, International and Budget Plans

- Foresees and communicates the capital equipment and physical plant needs for the activities of the School
- Guides and directs Associate Deans, managers and other staff to implement the Strategic and Operational Plans

## 2. School Leadership and Excellence

- Provides the guidance, coaching and recognition necessary to motivate Associate Deans, other school managers and faculty to work at their highest levels of performance
- Establishes and models standards of excellence related to ethical behaviour, quality, efficiency and superior levels of product and effort
- Promotes a culture of collaboration, customer focus and quality of programs and services for students and industry
- Creates and promotes a positive working environment for faculty
- Oversees the human resources planning for the School, strategically ensuring that the staff complement will meet the future goals and objectives of the School and the Institute
- Communicates the Vision and Strategic and Operational plans to all faculty and staff

## 3. Delivery and Quality of Programming

- Ensures the effective functioning of School Committees such as the School Quality Committee, the Committee on Accountability and Sustainability, the School Applied Research Committee, and the Program Advisory Committees
- Ensures that quality assurance processes are in place including probationary evaluations, performance development reviews, curriculum reviews, and Phase 1 and Phase 2 Accountability and Sustainability reviews
- Ensures the relevancy of the educational offerings and oversees the development of new credentials including undergraduate and post-graduate credentials
- Establishes quality assurance standards and ensures the continuous improvement and evolution of programs and services

#### 4. External Relations

- Serves as the Institute's main liaison to the industry sectors served by the School at all appropriate organizational levels and with related associations
- Initiates and maintains relationships with relevant external organizations, including appropriate provincial and federal bodies, that advance the profile of BCIT and its programs and services
- Creates strategic partnerships, including high level agreements with domestic and International organizations, to create markets for BCIT programs and services
- Creates opportunities for BCIT in new and established markets working with other schools to fully serve clients needs

#### 5. Business and Human Resource Management

- Has overall operational responsibility for the School which functions as a large multimillion dollar business unit with a diversified program mix, which includes domestic and international, full time, part time and industry services programming
- Plays a significant role in Institute Operational and Budget Planning, which results in expense and revenue targets being established for the School, and is responsible for ensuring these targets are achieved by the School
- Ensures that appropriate processes and procedures are in place to monitor and ensure financial and administrative accountability
- Manages and administers the business, educational, applied research, and other relevant activities, by applying all appropriate organizational management and administration tools in line with institutional management policies and collective agreements
- Responsible for the administration of student related policies and procedures
- Promotes and maintains a strong focus on customer service and learner success
- Responsible for diversification of funding sources through revenue activities, grants, partnerships, and continued establishment of relevant contacts and organizations in industry
- Responsible for financial risk management within the School and assisting the Associate Deans and other managers in risk assessment

- Contributes to the corporate health of BCIT by serving on a variety of senior management committees, project teams, and institutional committees, and by contributing to the overall planning, decision making, and administration of the Institute. Oversees the on-going operation of programs, multiple campuses and satellite campus operations around the Greater Vancouver Area, across the province of British Columbia, nationally, and internationally

## **DECISION MAKING**

The Dean exercises professional and managerial judgment in advising on educational policy and a broad range of Institute matters. There is broad latitude for decision making with primary control through general policy and guidance, collective agreements, and statutory requirements, e.g.:

- Financial decisions within the annual budget framework
- Initiate and recommend strategic partnerships and major capital investments
- Human resource decisions
- Decisions regarding routine partnerships and affiliations
- Decisions about educational priorities in the School

The Dean contributes to overall institutional decisions related to matters such as:

- Major strategic or long-term partnership decisions
- Financial decisions with significant long term implications and risk
- Labour relations and collective agreement changes
- Institute level program profile
- Public and government relations

## **FINANCIAL RESPONSIBILITY**

Accountable for the management, prioritization and balancing of the operating unit budgets. Supervises Associate Deans and the Operating Unit Manager in the preparation and administration of related budgets.

At Year 2005 financial levels, the position is typically responsible for budgets up to \$25 million.

## **SUPERVISION EXERCISED**

The position plans and directs activities through Associate Deans, Operations Managers, coordinators, faculty, support staff and managers. The position establishes objectives and reviews/evaluates performance to plan.

Total number of employees for whom the position has direct responsibility is up to 500 FTE's.

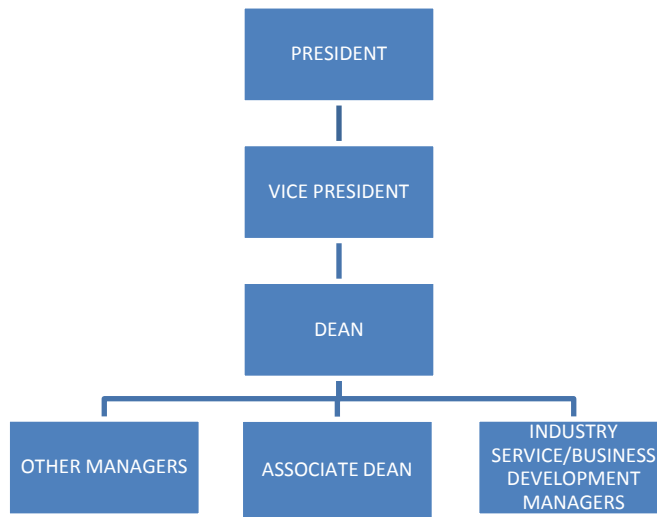
## **SUPERVISION RECEIVED**

Responsibilities and accountabilities are assigned in terms of broad organizational strategies, objectives and policies, budgets, and program profiles. The position is subject to periodic review of general effectiveness and attainment of objectives.

## **QUALIFICATIONS**

- Relevant graduate degree at the Master's or preferably the PhD level
- Five to ten years of related experience, including both industry exposure and post-secondary education, and managerial experience
- Demonstrated leadership competencies and a proven track record of success in management
- Experience in an educational setting at a senior level

## ORGANIZATIONAL RELATIONSHIPS



**Approved by:**

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Dean, School of Computing and  
Academic Studies

\_\_\_\_\_  
Date

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Vice President, Education, Research  
and International

\_\_\_\_\_  
Date