



Candidate Brief



Provost & Vice-President Academic

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1.0 A Snapshot of [this](#) Opportunity

York University seeks a bold and dynamic leader for the position of Provost & Vice-President Academic, someone who will inspire the York community as it continues its compelling, distinctive, and forward-looking journey. Reporting to the President & Vice-Chancellor, and as a member of the University's senior leadership team, the Provost is the University's senior academic and budget officer.

Stakeholder consultations portrayed an excitement for York's future, making it a particularly auspicious time for a goal-oriented leader to join the institution. Below are a few themes that emerged from consultations, depicting a university on an upward trajectory.

A Decade of Growth and Expansion

Over the past decade, York University's growth has been remarkable. Research intensification efforts have resulted in high-impact research outcomes that saw York being ranked 10th in Canada for research impact. Numerous capital projects have been completed over the last number of years and additional projects are underway such as a new state-of-the-art campus in the City of Markham, the Schulich research and graduate extension, the renovation of the science complex, and a new student centre at the Keele Campus. In York's Faculties, a number of programs have achieved top national and international rankings, including business, humanities, law, health, and social sciences. The institution has become more comprehensive through the creation of the Lassonde School of Engineering, and through the introduction of many new undergraduate and graduate programs in Business, Education Studies, Engineering and Global Health. Glendon has furthered the role that it plays as a bilingual hub, serving the needs of central and southwestern Ontario. The transformation of the Faculty of Fine Arts into the School of the Arts, Media, Performance and Design reflects expanded capacity for arts innovation while enriching existing strengths. The profile of the Faculty of Science has risen in part due to increasing research success, curricular innovations, as well as extensive public outreach and media engagement. The School of Continuing Studies, launched in 2014, now offers a wide range of professional education and post-graduate business certificates, and is home to the York University English Language Institute (Canada's leading university provider of English language instruction for academic and professional purposes). Finally, the University has received transformational gifts, including a \$20 million donation to establish the Dahdaleh Institute for Global Health.

In brief, York University is a comprehensive, research-intensive university with 46,400 undergraduate and 5,900 graduate students—of which, 6,200 are international students representing 178 countries. It is a progressive institution, not yet 60 years of age, committed to

social justice, inclusion and diversity, community engagement and sustainability. Faculty, staff, students, and academic administrators embrace the plurality of the York environment, the cultural and multilingual diversity of its stakeholders, and the cutting-edge ideas, discoveries, and scholarship for which it is known.

A Period of Change

As briefly mentioned in the previous section, York University is establishing a new, 21st century campus in the vibrant and growing City of Markham. In direct response to an increasing demand for high-quality education in Ontario's growing economy, the campus will offer professionally-relevant academic programs and work integrated learning opportunities to approximately 4,400 students. With easy access to transit, major employers and research hubs, the York University Markham Centre will be a truly integrated, urban campus.

The multi-billion dollar [Toronto-York- Spadina subway extension](#)—with two stops on the York campus—is another marker of significant change for York, and brings with it a number of opportunities for the University. Among other benefits, the subway line provides better access to campus; improves public engagement and civic life; and, makes York an even stronger point of connection across the city, and for the world, which the Greater Toronto Area (GTA) is known to attract.

While publicly-funded institutions—both within and outside of Canada—are operating in an increasingly constrained financial environment, York University has remained focused on continuing to distinguish itself as a globally-minded, highly productive, relevant centre for research and higher learning and, it has done so without sacrificing or compromising the University's commitment to curiosity-driven research and scholarship in all its forms. Changes to public funding has, in part, inspired the design and implementation of York's [Shared Accountability & Resource Planning \(SHARP\) model](#), encouraging innovation and entrepreneurship across the University and providing units with greater autonomy and control over their revenues and expenses. The institution has also been actively attracting alternate sources of funding, securing a number of major gifts for building projects, research endeavours, and curriculum development.

Student enrollment challenges are caused by a number of environmental, political, social, and technological factors, none of which are unique to York. Among these factors, advances in technology have shaped program delivery, and have given students more choice in their selection of places to study: the college system has been evolving, with more colleges offering programs historically offered by universities. Within the City of Toronto and its surrounding region, recommendations have been tabled to construct new post-secondary institutions; and, all

publicly-funded Ontario colleges and universities have created [Strategic Mandate Agreements](#)—publicly available documents highlighting areas of differentiation and institutional priorities. York University has been able to navigate the rapidly changing landscape informing student enrollment patterns, sustaining its place as the second largest University in the province of Ontario and the third largest in the country.

Advancing York's Vision and Goals

York's impressive community of faculty, staff, students, and administrators have all played a direct role in the institution's development. As the University looks toward the future, its members have outlined a clear vision and institutional priorities in the [University Academic Plan 2015-2020](#). The University is committed to providing a diverse student population access to a high quality and research-intensive learning environment, and to contributing to the social, economic, cultural and other well-being of society. In realizing that vision, York interweaves four pillars: access, connectedness, excellence and impact distinguishing York provincially, nationally and internationally.

Commitment to an Outstanding Student Experience

York University is known for championing new ways of thinking that drive innovation in teaching and research excellence. Its students receive the type of education required to have an impact on the world. York students as well as its graduates push the limits, and are keen to find solutions to some of the world's most pressing challenges.

As noted in its [White Paper](#) and University Academic Plan 2015-2020, York is committed to ensuring that its students gain the knowledge and skills needed to lead in the 21st century, through an outstanding student learning experience, innovative programs, and effective support systems. To that end, faculty, staff, and administrators at York are passionate about enhancing the student experience and student success both inside and outside the classroom. The University has identified experiential education, technology enhanced learning, research experience and internationalization as four strategic initiatives to drive program quality and pedagogical innovation. York also has an excellent and hardworking Student Services Division, one that ensures communication with students is constructive, engaging, and productive. Overall, the York community is genuinely passionate about student engagement, is deeply committed to fostering and supporting student leadership on campus, and is inspired by the notion of having an indelible impact on the lives of students during their time at York and beyond.

Excellence in Scholarship, Research and Related Creative Activities

Continuing to increase York's capacity for creating and disseminating knowledge, advancing research and scholarship, enhancing our impact and strengthening the University's stature and reputation nationally and internationally are important components of York's priorities. Academic administrators, faculty, and staff, therefore, are encouraged to bring a global perspective to the York community. Teams within the Office of the President, the Office of the Provost & Vice-President Academic, and the Office of Research and Innovation have been working closely with York's Faculties to build upon its diverse research strengths, extend its Innovation Ecosystem, and to continually develop robust and productive partnerships (public and private) within Canada and abroad. York supports both discovery based and applied research activities across all academic disciplines while continuing to increase its well-established leadership in interdisciplinary and transdisciplinary research programs. The University also seeks opportunities to link its scholarship, creative and research activities to teaching and learning providing students with research experience and skills. *We are custodians of academic freedom.*

Indigenization and Connection with the Indigenous Community

York University has embarked on a process to develop a University-wide Framework to address the needs of Indigenous students, staff, and faculty, and the importance of Indigenous engagement to the future of the University. This initiative includes various responses to the Truth & Reconciliation Commission (TRC) Report, and the broader questions of Indigenization and reconciliation at York.

York University recognizes that many Indigenous nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, the Huron-Wendat, and the Métis. It is now home to many Indigenous Peoples. We acknowledge the current treaty holders, the Mississaugas of the New Credit First Nation. This territory is subject of the Dish With One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region.

As the University is keen to further its relationship with Indigenous Peoples and communities, faculty, staff, and academic administrators will be performing their mandates in a manner that advances the University's relationship with these communities.

Reputation and International Footprint

York University is leading the way in discovery and innovation, and is home to world-class researchers and teachers dedicated to taking on challenges that anticipate and address society's changing needs. The institution has over 200 international partnerships, 19 Canada Research Chairs, 25 research centres, several locations in the Greater Toronto Area (Keele Campus, Glendon Campus, Innovation York, Miles S. Nadal Management Centre, Osgoode Professional Development Centre, York U TD Community Engagement Centre) and campuses in Costa Rica (Lillian Meighen Wright Centre – EcoCampus) and India (Hyderabad Campus). With such an extensive footprint, the institution is energized by the notion of furthering its stature as a world-class centre for research and higher learning, as well as an institution that has deep social impact on communities within Canada and further afield.

York University has a sound understanding of its responsibility as a broad social actor, in a way which includes but is not limited to social, economic, business, and technological development. The institution is committed to deploying resources in alignment with its progressive outlook, which will serve the overall reputation and distinctive character of the University.

2.0 Candidate Profile

The successful candidate for Provost & Vice-President Academic will be a visionary and globally-minded leader, with impressive credentials as a scholar, and significant senior-level administrative experience earned in an academic environment. They must respect, embrace and thrive in a collegial culture, and have a natural tendency toward inclusivity, consultation and transparency. Although the advisory committee recognizes that no one individual possesses all of the qualifications below in equal measure, it has developed a set of criteria to articulate the desired background, experience and personal qualities of the successful candidate:

Academic Leadership

- The ability to further distinguish York on the world stage.
- The ability to deliver and advance the mission, vision and priorities outlined in the University's Academic Plan 2015 – 2020.
- The ability to inspire, mobilize and unify the University's academic agenda in a way which will allow York to maintain its unique identity and values, but also constructively challenges and advances the institution's historical way of thinking and operating.
- A proven ability to lead institutional change, and inspire the greater community in its pursuit of its strategic goals; given York University's emergent tri-campus structure, the

ability to work effectively with the many participants who have involvement in the planning of the Markham campus, and the ability to successfully integrate Markham with the Glendon and Keele campuses.

- A track record of being open to, and supportive of, innovation and transformation, particularly in learning and teaching; an alertness to pedagogical innovation, including the use of technology in education.
- An abiding commitment to students (postdoctoral, graduate and undergraduate) and the desire and ability to work tirelessly to enhance the quality of their experience at York University.
- Experience in building strong partnerships with government, industry, non-profit sector, other educational institutions, community groups, and funding bodies.
- A track record as a persuasive and effective advocate, with a particular knowledge of, and affinity for, government relations.
- An understanding for the necessity of constructing relationships with Indigenous people, diverse student populations, and international audiences that is built on respect and exchange.

Scholarship

- A reputation as an outstanding scholar, and a demonstrated commitment to academic excellence.
- A deep appreciation for the importance of teaching, research and experiential learning, and a track record of actively supporting, promoting and honouring all three.
- A track record of encouraging interdisciplinary research, programs, and creative activities, and an appreciation for the broad range of academic disciplines and programs that exist within a university of York's size and complexity.
- A genuine appreciation and understanding of the social impact of scholarship.

Consonant Values

- A demonstrated record of supporting values such as accessibility, equity, diversity, inclusivity, and social justice; an abiding commitment to these values in hiring, student recruitment, and educational programming.
- A natural personal style that connects easily with others, that balances firmness and fairness in problem resolution and that demonstrates an active interest in the lives of students, faculty and staff as individuals in the York University community.
- Unassailable integrity and character, and a deep commitment to engendering trust and respecting human rights.

Empowering Leadership Style

- A leadership style that builds trust, collaboration and consensus among teams; the ability to delegate effectively and trusting teams to take ownership over their work, rather than leading by means of command and control or micro-management.
- A consultative and transparent style of leadership that fosters inclusiveness and collegiality within the academy.
- A deep and abiding commitment to collegial governance, sensitivity to the broad range of interests, positions and approaches to scholarship throughout the university, and a willingness to embrace, listen to and respect the diversity of views held by York University's many constituents.

Experience and Success in Complex Labour Environment

- Experience facilitating constructive consensus among a diverse group of stakeholders, and the ability to work within collective agreements in a manner which advances the University's vision, mission and values; an appreciation for how to manage and lead in a unionized environment.
- A demonstrated ability for tact, diplomacy, fairness and respect in interactions with full- and part-time faculty, as well as non-academic staff.

Financial Acumen

- Significant financial literacy/numeracy, and experience managing complex budgets.

Managerial Competence

- The ability to successfully implement York's strategic priorities by working with Senate, the President, the Board of Governors, and members of the University Executive Committee.
- Experience in building, inspiring, motivating and encouraging strong and effective academic and administrative leaders, and in working with them to achieve institutional goals.
- Experience with recruitment and retention in an increasingly competitive environment.
- The ability to manage complexity and reconcile diversity of perspectives and viewpoints.
- A willingness to listen to alternate perspectives, and a preference for encouraging dialogue around difficult issues; a track record of seeking advice and data and, once a decision is made, communicating the rationale for the decision.

- The courage, judgment and wisdom to make and stand behind important decisions when required.
- An entrepreneurial spirit, and strong people management skills.

Outstanding Communication and Consultation Skills

- Highly advanced communication skills, in both oral and written forms.
- The ability to communicate effectively with multiple stakeholders, from faculty and staff, to students, government officials, community partners, and the public at large.
- The ability to provide understanding and reassurance through language, actions and demeanor.

3.0 The Appointment

York University is an Affirmative Action (AA) employer and strongly values diversity, including gender and sexual diversity, within its community. The AA program, which applies to Aboriginal people, visible minorities, people with disabilities, and women, can be found at <http://acadjobs.info.yorku.ca/> or by calling the AA office at 416-736-5713. All qualified candidates are encouraged to apply; however, Canadian citizens and Permanent Residents, and others legally entitled to work in Canada for York University will be given priority.

Applicants wishing to self-identify can do so by downloading, completing and submitting the forms found at: <http://acadjobs.info.yorku.ca/>. Please select the "Affirmative Action" tab under which forms pertaining to Citizenship and AA can be found.

In accordance with the Accessibility for Ontarians with Disabilities Act (AODA), accommodation will be provided by both Odgers Berndtson and York University throughout the recruitment process to applicants with disabilities.

The appointment is for a five-year renewable term, commencing July 1, 2018 or as mutually agreed. The committee will begin considering applications in November 2017, and will continue until the position is filled. Inquiries or applications should be directed to Gerri Woodford or Jason Murray at yorkupvpa@odgersberndtson.com, and will be treated in the strictest of confidence.

For additional information, please review the Appendices on the following pages

Appendix A - The Role of Provost & Vice-President Academic

The Provost & Vice-President Academic is the senior academic and budget officer of the University responsible for:

- In conjunction with the Senate, the President and the Academic Policy, Planning and Research Committee (APPRC), setting the academic goals of the University, and establishing priorities in terms of University objectives;
- As the senior academic officer, working closely with APPRC on the development of academic plans; in particular, guiding the formulation, interpretation and communication of long-range plans across all academic fields;
- Playing a key role in the formulation of the University-wide budget and coordinating the budgeting processes of units within the jurisdiction of the office. Within the budgeting process, developing accountability frameworks for implementing the University's Academic Plan and achieving its goals;
- Encouraging the continued development and provision of high-quality programs and services for students consistent with the University's mission and goals;
- In collaboration with the Vice President, Finance and Administration, implementing models of resource allocation consistent with the academic priorities of the university and continuing the development and implementation of the Integrated Resource Planning framework;
- In collaboration with the Vice President Research and Innovation, providing the infrastructure and environment required to facilitate, nurture and support research excellence;
- Overseeing the responsibilities in respect to students that are assigned to the Vice Provost Students;
- Supporting the Deans in the recruitment, retention, development and advancement of outstanding faculty and the fulfillment of academic objectives and aspirations of Faculties and Research Units;
- Supporting the President in advancing external relationships.

Other areas of responsibility include:

Academic Leadership

- Promotes excellence and integrity in teaching and learning, research, and university service and fosters a climate that encourages faculty, staff, and students to identify and pursue innovation in these activities;

- Oversees regular evaluation of academic programs with a view to maintaining excellence while encouraging improvements, innovations, and interdisciplinary and cross-campus collaboration;
- Works closely with other University administrators to set strategic enrolment management goals, student services, internationalization, and program development;
- Encourages the development and application of new learning technologies that will assist the university in carrying out its mandate.

Research and Scholarly Activity

- Maintains a high profile in the research community and understands the crucial role that research plays in the development and advancement of knowledge; communicates the value of research, and the importance of research funding.

Human Resources/Financial

- Allocates funds flowing from all sources to units within the portfolio, and ensures the effective management of the operating budget;
- Ensures university resources are in alignment with the operational frameworks of institutional planning;
- Recommends all initial academic appointments and makes recommendations for re-appointment, tenure, and promotion for tenure-track faculty.

Community Engagement

- In close collaboration with the President and other appropriate university senior executive members, initiates contacts and assists others in their connections with government, the corporate sector, and individual donors in order to generate new resources and relationships for the University;
- Plays a key role in developing exchanges and collaborative initiatives with other local, provincial, national, and international institutions.



Appendix B - About York University and the Advisory Committee

Now the 3rd largest in Canada, York University has an established international reputation as a research-intensive university committed to access and a high-quality student learning experience. Since its establishment in 1959, York now has two campuses in the Greater Toronto Metropolitan Region, and is adding a new state-of-the-art campus in the City of Markham to its multi-campus environment. As a comprehensive university with 11 Faculties, 24 research centres, and 280 university partnerships worldwide, York is a vibrant intellectual community where scholars discover innovative solutions to local and global challenges, employees model democratic values and civic responsibility, and students gain the knowledge and skills required to thrive as citizens ready to lead in the 21st century. York is recognized for its commitment to collegial self-governance, social justice, equity, inclusivity, and diversity.

YORK'S MISSION

The mission of York University is the pursuit, preservation, and dissemination of knowledge. We promise excellence in research and teaching in pure, applied and professional fields. We test the boundaries and structures of knowledge. We cultivate the critical intellect. York University is part of Toronto: we are dynamic, metropolitan and multi-cultural. York University is part of Canada: we encourage bilingual study, we value diversity. York University is open to the world: we explore global concerns. A community of faculty, students, staff, alumni and volunteers committed to academic freedom, social justice, accessible education, and collegial self-governance, York University makes innovation its tradition. – *Tentanda Via The way must be tried.*

YORK'S VISION

As one of Canada's leading universities, York University fosters creativity, innovation and global citizenship through its open-minded and engaged approach to teaching, scholarship and research, and community outreach.

YORK'S VALUES

Excellence: York strives for excellence in teaching and learning (or pedagogies), academic programs and research/scholarly/ creative pursuits enriching as well as educating, enabling as well as informing through fostering intellectual curiosity, innovation, and creativity.

Progressive: York is open minded, forward looking and flexible. We embrace innovative approaches, technologies and perspectives to solve problems, develop new understandings, solutions and discoveries that have an impact on our world.

Inclusivity and diversity: York is a welcoming and approachable campus embracing global perspectives and differences in cultures, people and thinking, by engaging communities in collegial dialogue and supporting diversity awareness and cross-cultural knowledge.

Social justice and equity: York is socially responsible, and committed to the pursuit of social justice and equity issues to continuously challenge and transform society's understanding and existing norms through civic, scientific and cultural actions.

Sustainability: York values environmental, social, and fiscal sustainability through its programs, physical environment, and fiduciary practices.

To learn more about the University, an institution that reflects the vibrancy and pluralism of the city in which it is located, visit <http://about.yorku.ca/> and <http://www.yorku.ca>.

Advisory Committee

- Rhonda Lenton, President & Vice-Chancellor [Chair]
- Paul McDonald, Dean, Faculty of Health
- Richard Ooi, Senior Executive Officer
- Alice Pitt, Vice-Provost Academic
- Gelila Mekonnen, Undergraduate Student, Glendon College
- Aytak Akbari-Dibava, Political Science PhD Candidate - Recipient of Trudeau Doctoral Scholarship
- Ijade Maxwell Rodrigues, Chief of Staff and Director, Government Relations [Secretary]

Faculty Representatives

- Qiang Zha, Education
- Marshall McCall, Science
- Sonia Lawrence, Osgoode
- Ellen Gutterman, Glendon
- Ida Ferrara, LAPS
- Laura Levin, AMPD
- Joseph Mapa, Schulich
- Adam Taves, Associate Dean, Collections & Research, Libraries

Appendix C - The Greater Toronto Area (GTA), ON Canada

The Greater Toronto Area (GTA) is known for having one of the most diverse populations in the world. More than 100 dialects and languages are spoken in the city, making the GTA a centre that truly represents a range of cultural groups.

Toronto is the 4th-largest city in North America, with 2.8 million residents. The GTA, which includes the Durham, Halton, Peel, and York regions has a combined population of 6.4 million.

The GTA is a safe region to live in and raise a family, and the quality of life is high.

The GTA boasts a wealth of creative talent. It is home to more than 70 film festivals, including the annual Toronto International Film Festival and the Vaughan International Film Festival; internationally recognized symphony, ballet and opera companies, including the Toronto Symphony and York Symphony Orchestras, the National Ballet of Canada, and the Canadian Opera Company; 200 professional performing arts organizations and theatres, including Mirvish Productions' venues and the Richmond Hill Centre for the Performing Arts; and, countless commercial and not-for-profit galleries and museums.

The GTA hosts many annual festivals and cultural events, including Nuit Blanche, Luminato, and the Cavalcade of Lights Festival and Exhibit, which collectively attracts and entertains approximately 2.5 million residents and tourists. The GTA is also home to over 50 major attractions, including heritage sites, cultural centres and zoos, and seven professional sports teams.

Toronto is Canada's financial and business capital. It is a dynamic, diverse, and expanding city, providing a great business environment for companies looking to grow. Residential building projects in the city alone show how quickly the city is expanding; Toronto leads all North American municipalities in new large-scale development projects with approximately 185 high-rise buildings currently under construction.

For more information, please visit https://en.wikipedia.org/wiki/Greater_Toronto_Area.

Appendix D - Confidentiality

CONFIDENTIALITY (ODGERS BERNDSTON)

Odgers Berndtson respects the privacy and confidentiality of personal information provided by candidates in our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act (“PIPEDA”), a copy of our Privacy Policy is available for your review on our website at:

<http://www.odgersberndtson.ca/ca/privacy-policy/>

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

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

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