

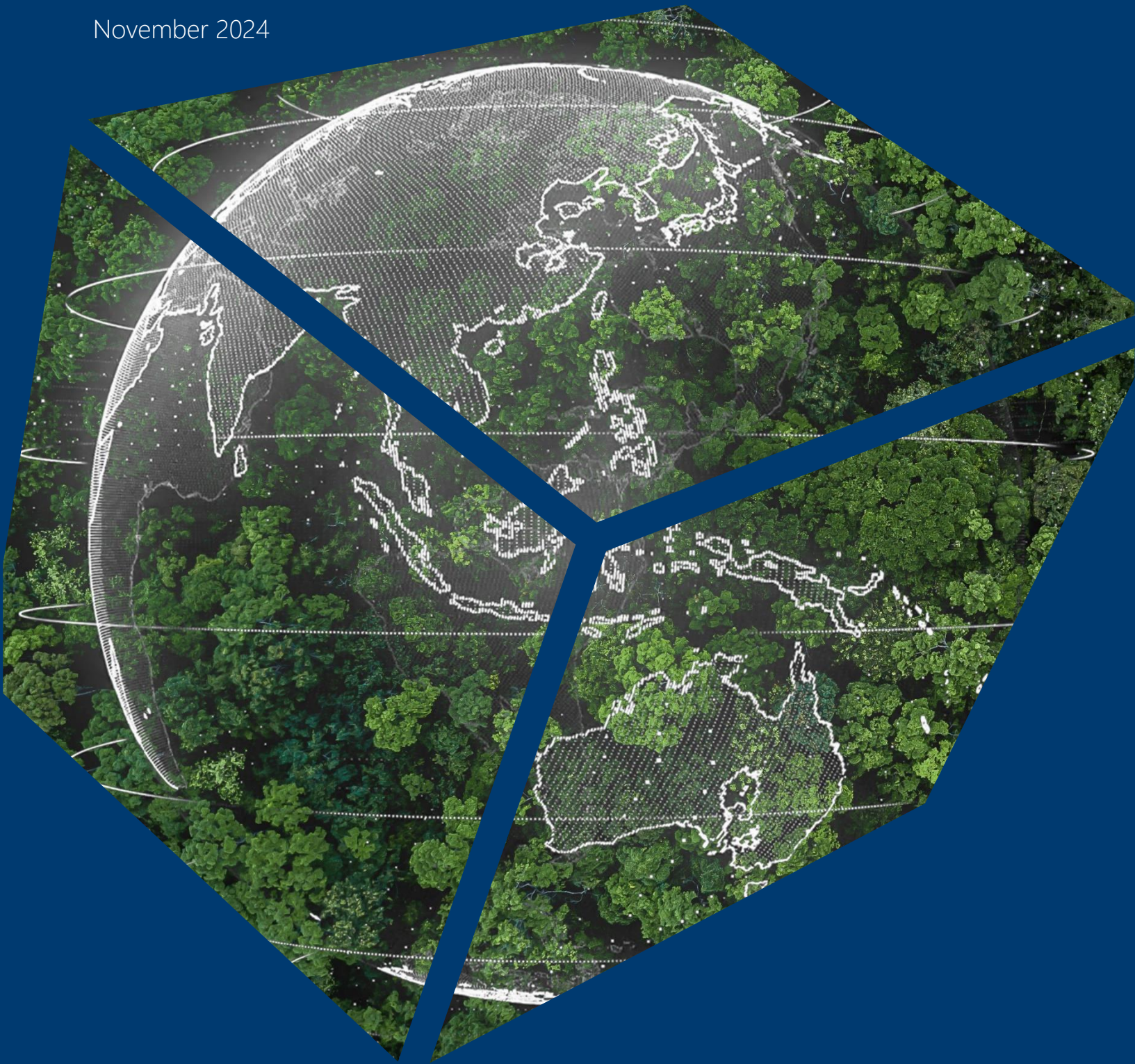


Candidate Brief

Dean, Ontario Agricultural College

University of Guelph

November 2024



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University of Guelph

With gratitude, the University of Guelph recognizes that its campuses are located on the lands of the Dish with One Spoon Wampum and the traditional lands of the Hodinöhsö:ni', Anishinaabeg and Huron Wendat, and offers respect to the Mississaugas of the Credit, Six Nations of the Grand River, the Delaware Nation at Moraviantown and the diverse communities of First Nations, Inuit and Métis peoples who reside on these lands. The University of Guelph also recognizes that its educational endeavours and research occur on Indigenous lands across Turtle Island and Mother Earth and endeavours to ensure that its activities honour and respect Indigenous peoples and their lands.

Research-intensive and learner-centred, the University of Guelph (U of G) has achieved prominence in Canada and around the world for its commitment to developing exceptional thinkers and engaged citizens. The University plays an integral role in the educational, business, and cultural life of the province of Ontario, through the impact of its teaching, research, and community service, and through its special mandate to serve the Province in support of the agri-food sector and veterinary medicine. Dedicated to improving life in the areas of food, water, environment, animal and human health, community, commerce, culture, and learning, the University of Guelph community shares a profound sense of social responsibility, an obligation to address local and global issues, and a concern for sustainable development.

The University of Guelph ranks among Canada's top comprehensive universities for its commitment to innovative research, student learning, and a supportive environment that encourages student engagement. U of G's programs are at the top level of Canadian universities, with Agricultural Science, and Food Science and Technology ranked first, Plant and Animal Science third; Biotechnology and Applied Microbiology fifth, and Environment/Ecology and Microbiology ranked sixth by U.S. News. The University has also achieved global prominence, with the 2024 QS World University rankings

placing the University of Guelph in the top 500 universities globally and the 2024 Times Higher Education World University Rankings by Subject placing the University of Guelph in the top 150 universities in the world for life sciences. The 2023 QS subject rankings placed Ontario Veterinary College first in Canada, third and seventh worldwide, while the Ontario Agricultural College is ranked second in Canada and 23rd worldwide.

Faculty at the University of Guelph have won more 3M Fellow Teaching Awards than faculty at any comparably sized university in Canada and in the recently released Maclean's 2024 University Rankings, the University of Guelph was first in the comprehensive university category in research intensity, a measure of total income from sponsored research divided by the number of full-time faculty members, a current amount of \$220,000 per faculty member.

With close to \$187 million in annual research funding, the University of Guelph is home to some of the world's leading researchers and is one of Canada's most research-intensive universities. The University has a long history of conducting innovative research and building strategic partnerships with other universities, government, and the private sector to strengthen its levels of basic and applied research excellence. U of G is a leader in knowledge translation and has been transferring technologies and



social innovations to the marketplace and society for more than a century.

With research excellence uniquely tied to the betterment of society, U of G has a common goal of providing the best possible learning experience in an affordable and financially sustainable way, ensuring high-quality and globally competitive outcomes for students and the economy.

Committed to knowledge with impact and education with results, the University of Guelph is a leader in experiential education and personalized learning in a technology-rich environment. Students may pursue more than 85 undergraduate and over 100 graduate degree programs spanning a range of disciplines – physical and life sciences, engineering, arts and humanities, social sciences, business, agricultural and veterinary sciences. The University offers more than 200 distance degree credit courses to more than 36,000 degree credit enrolments.

The University of Guelph has more than 31,000 students, including over 3,000 full- and part-time graduate students, almost 4,000 full-time faculty and staff members, an annual operating budget exceeding \$500 million, and over 185,000 alumni located in 160 countries around the world. U of G's following seven colleges, as well as the University of Guelph-Humber and Ridgetown campuses, pride themselves on innovative teaching, a commitment to experiential learning for students, and the advancement of leading-edge research in the physical and life sciences, arts, business, social sciences, and agricultural and veterinary sciences:

- College of Arts
- College of Biological Science
- College of Physical and Engineering Science
- College of Social and Applied Human Sciences
- Gordon S. Lang School of Business and Economics
- Ontario Agricultural College
- Ontario Veterinary College

The main campus of the University of Guelph covers 411 hectares, including a 165-hectare arboretum and a 12-hectare research park. The Ridgetown Campus in southwestern Ontario offers diploma and certificate programs in agriculture, horticulture, environmental

management, and veterinary technology to over 430 students. The Campus has conducted applied research projects in agriculture and the environment for more than 90 years. Located in Toronto, the University of Guelph-Humber combines the rich academic tradition of the University of Guelph and the career-focused learning of Humber College by enabling close to 5000 students to earn a university honours degree and a college diploma after four years of full-time study.

Anchored by its innovative [Strategic Plan 2022-2027](#), the University of Guelph continues to play an integral role in the educational, business, and cultural life of Ontario through the impact of its teaching, research, and community service, and through its special mandate to serve the province in support of the agri-food sector and veterinary medicine. Dedicated to improving the life of individuals, families, and communities in the areas of food, water, environment, animal and human health, community, commerce, social justice, culture, and learning, the University of Guelph community shares a focus on collegiality, a profound sense of social responsibility, an obligation to address local and global issues, and a concern for sustainable development.

The framework contains six intersecting strategic pillars of equal importance:

- Deepening our global impact
- Transforming the University of Guelph through IEDI
- Advancing the student experience
- Building a sustainable tomorrow
- Supporting faculty and staff success
- Leveraging financial and digital capacity

The [Strategic Mandate Agreement](#) between the Ministry of Advanced Education and Skills Development and the University of Guelph outlines the role the University currently performs in Ontario's postsecondary education system and how it will build on its current strengths to achieve its vision and help drive system-wide objectives and government priorities.

Additional information about the University of Guelph can be found at www.uoguelph.ca



The Ontario Agricultural College

Established in 1874, the Ontario Agricultural College is a founding college of the University of Guelph, and is recognized as Canada's top agricultural school.

The Ontario Agricultural College (OAC) is a global leader in scientific knowledge and applied learning, tackling the complex challenges facing our world. The OAC is connected to all things related to food, animals, communities, and the environment and encompasses a province-wide network of field stations and research facilities. The OAC community includes approximately 3,700 diploma, undergraduate and graduate students, 35,000 alumni, 140 faculty and 600 staff members across two campuses in Guelph and Ridgeway, Ontario.

OAC's strategic pillars include:

1. Student Success
2. Achieving Excellence
3. Supporting Our People
4. Organizational Effectiveness

With these four major areas of focus and six academic units, the OAC attracts more than 40 percent of the research funding at the University of Guelph, totaling about \$50 million annually. The OAC has earned an international reputation for its teaching and research excellence; for the outstanding caliber of its students, faculty, and staff; for the strength of its partnerships with government and industry; and for the support of its network of committed alumni.

OAC consists of the following academic units:

- [Department of Animal Biosciences](#)
- [Department of Food, Agricultural and Resource Economics](#)
- [Department of Food Science](#)
- [Department of Plant Agriculture](#)
- [School of Environmental Design and Rural Development](#)
- [School of Environmental Sciences](#)

Agriculture and the related bio-economy is an area of research specially embedded in the 1964 University of Guelph Act. Built on this foundation, the University of Guelph has been ranked globally for its impact on agricultural sciences and is a leader in research in every part of the food value chain, including food science and food safety. To ensure that agricultural practices are economically and environmentally sustainable and to ensure the safety of the food systems, faculty conduct basic and applied research in precision agriculture and the development of improved crops and livestock through omics, bioinformatics, modelling and management practices. U of G's faculty guide Canada's agri-food industry, shape public policy, and develop innovative solutions to social and environmental issues in rural and agricultural communities. Through OAC's partnership with the Ontario Ministry of Agriculture, Food and Agribusiness, the University has an outstanding platform to conduct research with real-world application.

For more information about OAC, please visit: <https://www.uoguelph.ca/oac/>



Opportunity

In 2024, the Ontario Agricultural College (OAC) is celebrating its 150th anniversary. This milestone highlights OAC's long-standing commitment to excellence in research, education, and innovation in the agri-food sector.

The Dean of OAC is a unique and exciting opportunity for a visionary leader to shape the future of agricultural education, research, and outreach at one of Canada's premier institutions.

The Dean will lead a dynamic and diverse college renowned for its excellence across its six academic units.

The Dean will:

- **Drive Innovation:** Foster an environment that enables cutting-edge research initiatives and encourages innovation, inventions, technology integration, and interdisciplinary collaboration.
- **Enhance Education:** Oversee the development and reimagining of academic programs that prepare students and industry professionals to meet the challenges of a rapidly evolving agricultural sector. The Dean will work closely with the leadership to develop a strategy to increase student enrolment and program offerings.
- **Deepen the College's Impact on the World:** Amplify the College's global and national influence in key areas such as agriculture, food, and sustainability, and grow OAC's position as a leader in addressing complex agricultural and environmental challenges on the global stage.
- **Steward and Shape the College's Finances:** Lead the College's ongoing review of its financial wellbeing, determining cost savings measures, and opportunities for new revenue sources. The Dean will adjust to a new budget model at U of G and plan for the College's long-term financial health. The current operating budget for OAC is \$29 million. A dedicated team of fundraisers will support the Dean in creating

opportunities for donors to invest in the College's future.

- **Strengthen Partnerships:** Build and maintain strong relationships within OAC, across the U of G, and with industry, government, and community partners to advance the College's mission and impact.
- **Lead a Talented Team:** Inspire and support the College's executive team, which leads 140 faculty and 600 staff; the Dean will promote a culture of excellence, inclusivity, and continuous improvement.

OAC's leadership remains focused on maintaining its competitive edge in a rapidly evolving agricultural landscape. While profound technological changes will impact how the industry functions, OAC can serve as the bridge to support difficult transitions.

The College's annual research funding of approximately \$50 million underscores its strong position, however the new Dean will need to navigate the challenges of securing funding and attracting top-tier students and faculty amid tightening competition.

The College's collaborative culture and interdisciplinary approach are critical to its success. The new Dean will play a pivotal role in fostering these values, ensuring that OAC remains a hub for innovative ideas and partnerships, and is ready to support bringing new inventions to market. The Dean will strengthen ties with other colleges and departments within the University and beyond to address emerging issues and interdisciplinary scholarship.

As OAC looks to the future, it aims to build on its strong foundation and refresh its vision for how the College will lead and inspire the agricultural community. This role offers a significant platform to influence the future of agriculture and food systems, both in Canada and around the world.



Candidate Qualifications

The ideal candidate will be an established scholar with a track record of leadership experience and a highly consultative and relational approach. A global and agricultural perspective and drive for innovation are essential.

While the Search Committee recognizes that no one candidate is likely to meet the following qualifications in equal measure, they are preferred and will be used in the assessment of candidates for the position.

- An academic record of achievement that qualifies for appointment at the rank of full professor in a relevant field; viewed as credible amongst colleagues and industry professionals;
- A record of administrative leadership experience and service, and building a positive and supportive culture; a servant leadership approach that prioritizes the team and encourages collaboration;
- Thorough knowledge of the agricultural industry, such as transitions in technological advancements and the commercialization of inventions and the related risks and implications;
- The ability to maintain and develop trusting relationships with the Canadian and global agricultural community;
- A track record of supporting and engaging in interdisciplinary research;
- Evidence of a strong commitment to serving the needs of students, improving the quality of the student experience and ensuring best practices for undergraduate, graduate, and professional education;
- An open and collegial style and the ability to inspire dedicated College faculty and staff; and the capacity to build and sustain positive work relationships;
- A deep commitment to and passion for promoting equity, diversity, inclusion, and Indigenization; proven leadership in addressing systemic inequities, and a genuine dedication to make matters of diversity and inclusion a priority across all facets of the College's practices;
- Excellent financial skills and experience building and monitoring budgets within a constrained fiscal environment; experience working with limited resources and navigating restricted and decreasing funding;
- Experience in advancement/fundraising and the ability to tell compelling stories and generate greater interest and investment in the success of the College; an understanding of how to engage alumni from different generations and ensure they feel connected and included in the activities of the College.
- Strong communication skills in listening, speaking, and writing;
- A collaborative decision-making style and the capacity to make sound, fair, transparent, and difficult decisions, combined with the ability to communicate clearly and implement decisions;
- A commitment to and passion for the College's research capacity, international exposure, and partnerships within Canada and beyond;
- A partnership maker with commercial skills, big ideas and the fortitude to enable new sources of revenue through programming and collaborations;
- The patience, resolve, and flexibility to deliver academic leadership by example, build consensus, resolve conflict, and bring about constructive change, with all the required consulting, listening, planning, persuading, explaining, and implementing skills;
- A sense of fairness and commitment to equity, and sensitivity to the broad range of perspectives and expertise within the College; and
- The ability to effectively balance the external functions of the Dean's role with a visible and active internal presence.



Additional Information

Key Dates

Following a long list meeting of the Search Committee, successful candidates will be invited to attend preliminary interviews in mid-January 2025 via Zoom.

The second round will be a public process with candidates being introduced to the entire College and engaging in a number of small group conversations. The public process will take place in person and in late January 2025.

How to Apply

In order to apply, please submit a comprehensive CV along with a letter of interest which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is online and ideally by **December 4, 2024** at:

<https://careers.odgersberndtson.com/en-ca/30032>

The position will remain open until filled.

Your Personal Information

At Odgers Berndtson, we have 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. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and to find out much more about how we process your personal data, a copy of our Privacy Policy is available for your review on our [website](#).

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.

Indigeneity, Diversity, Equity and Inclusion

At the University of Guelph, fostering a culture of inclusion is an institutional imperative. The University invites and encourages applications from all qualified individuals, including from groups that are traditionally underrepresented in employment, who may contribute to further diversification of our institution.

The University of Guelph is an equal opportunity employer. In accordance with the Accessible Canada Act, 2019 and all applicable provincial accessibility standards, upon request, accommodation will be provided by both Odgers Berndtson and U of G throughout the recruitment, selection and/or assessment process to applicants with disabilities.

Odgers Berndtson is deeply committed to diversity, equity and inclusion in all the work that we do. As part of our efforts to better understand our ability to reach as broad a pool of candidates as possible for our searches, our DEI team would like to encourage you to take a moment and access our [Self-Declaration Form](#).

Contact Details

For a conversation in confidence, please contact:

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Appendix A: Search Committee Members

1. **Bill Rosehart**, Provost and Vice-President (Academic), Chair of the Search Committee
2. **Sara Mann**, Dean, Gordon S. Lang School of Business and Economics
3. **Anna Kate Shoveller**, Professor and Champion Petfoods Chair in Canine and Feline Nutrition, Physiology and Metabolism, Department of Animal Biosciences
4. **Laura Van Eerd**, Professor of Sustainable Soil Management, School of Environmental Sciences
5. **Silvia Sarapura-Escobar**, Associate Professor, School of Environmental Design and Rural Development
6. **Lawrence Goodridge**, Professor of Food Safety and Director, Canadian Research Institute for Food Safety, Department of Food Science
7. **Tracy Burnett**, College Research Professor, Ridgetown Campus
8. **Kathryn Preuss**, Professor and Chair, Chemistry
9. **Alison Morrison**, Manager of Horticulture, The Arboretum
10. **Carol Pietka**, Graduate Student, Landscape Architecture
11. **Gursimran Singh Chadha**, Undergraduate Student, Animal Biology
12. **Laurie Arnott**, Assistant Vice-President (FASR) (*Ex-officio Member*)





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