Executive Brief

IN THE RECRUITMENT OF THE
Vice-Provost and Chief Academic Officer
FOR THE
University of Guelph-Humber
University of Guelph-Humber

The University of Guelph-Humber was the first in Ontario to offer an opportunity to earn both a university honours degree and diploma in four years of full-time study in one location when UofGH opened its doors in 2002. The University of Guelph-Humber offers academic programs in the following areas: Business, Early Childhood Studies, Community Social Services, Justice Studies, Kinesiology, Media & Communication Studies, and Psychology. Our building is located on the North Campus of Humber College at: 207 Humber College Blvd in Toronto, Ontario.

Years later, what continues to make UofGH unique is the integration of theory and workplace experience in all of our programs.

A collaboration between the University of Guelph and Humber College Institute of Technology & Advanced Learning, UofGH was founded on the principle of integrating experiential learning opportunities into the traditional academic curriculum.

Drawing from the expertise and knowledge of those renowned founding institutions, UofGH offers students focused programs, a close-knit community with small class sizes, the chance to conduct undergraduate research, and opportunities to gain significant workplace experience. Currently, UofGH has a student population of nearly 5000, and over 13,000 alumni.

As a result of the University of Guelph-Humber’s focus on internationalization and global partnerships, our students are also offered the opportunity to broaden their horizons through Study Abroad, to benefit from the insights of leading academic minds through our visiting professor program, and to further pursue their educational goals globally by utilizing the international exchange agreements UofGH has forged with universities around the world.

The UofGH is ready to embark on a phase of renewal and revitalization to build on its existing strengths while identifying new approaches and directions. This will be accomplished by leveraging what has been learned through the COVID-19 pandemic coupled with the fact that the University of Guelph and Humber College Institute of Technology & Advanced Learning are currently working with the City of Brampton towards a possible move of the University of Guelph-Humber to Brampton city centre as an anchor tenant in the City's Centre for Innovation development.
The University of Guelph-Humber and Humber College is located within the traditional and treaty lands of the Mississaugas of the Credit. Known as Adoobiigok [A-doe-bee-goke], the “Place of the Alders” in Michi Saagiig [Mi-Chee Saw-Geeg] language, the region is uniquely situated along Humber River Watershed, which historically provided an integral connection for Anishinaabe [Ah-nish-nah-bay], Haudenosaunee [Hoeden-no-shownee], and Wendat [Wine-Dot] peoples between the Ontario Lakeshore and the Lake Simcoe/Georgian Bay regions. Now home to people of numerous nations, Adoobiigok continues to provide a vital source of interconnection for all.

**University of Guelph**

Established in 1964, the University of Guelph is a top-ranked comprehensive university recognized for excellence in the arts and sciences and acknowledged as a leader in the agri-food sector through the Ontario Agricultural College and veterinary sciences through the Ontario Veterinary College. With almost 30,000 undergraduate and graduate students, and Known for its beautiful, safe campuses, historic buildings and welcoming, supportive culture, the University of Guelph blends historical and modern architecture with cutting-edge technology. The University’s main campus resides on the ancestral lands of the Attawandaron people and the treaty lands and territory of the Mississaugas of the Credit.

University of Guelph excels in research, academic programming, student learning and experience and creative inquiry across a range of disciplines—physical and life sciences, arts and humanities, social sciences, business, agricultural and veterinary sciences. 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.

**Humber College**

Humber College, a founding member of Polytechnics Canada, is one of the largest postsecondary institutions in Canada with over 33,000 full-time students across three campuses. Humber provides a broad range of career-focused credentials including bachelor’s degrees, diplomas, apprenticeship training, certificates and Ontario graduate certificates. Committed to student success through excellence in teaching and learning, Humber offers both full-time and continuing education programs.
Humber has a 50-year history of providing high quality post-secondary education and a rich academic experience for its students. Humber’s award-winning faculty has advanced academic credentials, industry experience and employs the latest technology and teaching methodologies in state-of-the-art labs and classrooms that simulate a real-world working environment. The college’s polytechnic approach includes a wide range of credentials with well-established pathways between them, as well as partnerships with industry, community agencies, and other educational institutions, providing students with access to industry leaders and work experience.
Organizational Chart
Ideal Candidate Profile

As the ideal candidate, you bring a doctoral degree in your field of study along with a minimum of three to five years’ experience at a senior academic administrative level in a nationally recognized post-secondary institution. You are an academic strategic planner and a visionary leader who has led the process of setting objectives, developing strategy, gaining commitment from others and also developed financial resource allocation process and policies for the budget. Ideally, you have outstanding knowledge of Ontario’s colleges and universities, including academic programs, competitive strengths, academic governance processes, legislative and regulatory framework and labour relations practices. You understand the opportunities and challenges that emanate from college-university collaboration and the ways in which such opportunities can be realized, as well as an understanding of the relationship between post-secondary education, the value of applied knowledge and the development of the knowledge-based economy. You have worked with senior academics and administrative leaders in support of the collegial governance process and have managerial experience in complex academic institutional settings. You are passionate about how you and your team can collaborate with and support others in the pursuit of the academic, teaching and research mission of the university. You have a high level of integrity and share the values and principles of UofGH’s ongoing commitment to decolonization and the University’s advocacy for the recognition, protection and implementation of the inherent constitutional and treaty rights of Indigenous nations.

Experience and Qualifications

The next Vice-Provost and Chief Administrative Officer, University of Guelph-Humber should possess:

- A PhD or doctoral degree in their field of study and a scholarly record that demonstrates eligibility for tenure at the University of Guelph.
- Experience in academic and administrative leadership, including experience in developing and delivering on strategic plans.
- Experience in or an appreciation for working within a complex governance structure and an understanding of the differences between university and college governance.
- Experience collaborating with and advocating for faculty, staff, and students.
- Experience in fostering and maintaining positive relationships and
partnerships with community, business, government, and other institutions and organizations.

• Experience building a diverse and inclusive community of exceptional students, faculty and staff.

Competencies and Personal Attributes

The Vice-Provost and Chief Academic Officer, University of Guelph-Humber will be expected to demonstrate the following competencies:

Thinking and Acting Strategically

Thinking conceptually about the “big picture” and in which direction the organization is/should be headed, developing long-term plans to achieve the desired outcomes and linking daily work to long-term vision.

Change and Innovation

Leading change and improvement to move the university ahead and enhance academic programming with an eye to post-pandemic delivery and internationalization. Developing the skills, attitudes and behaviours needed to produce new or improved programs, services, outputs, and strategies to meet current and future needs and gain competitive advantage.

Relationship Building

Identifying, building, and maintaining formal and informal relationships and networks, both internally and externally, that add value to others, support the achievement of role-related objectives and further the interests of the university.
Resource and Process Management

Efficiently managing resources (people, funding, materials, and space) and processes to achieve organizational objectives.

Valuing Diversity

You have a strong commitment to increasing accessibility, equity, and diversity, and the ability to maintain an inclusive climate that reflects a deep understanding of and respect for diversity.

You understand and respect the practices, customs and values of other individuals and cultures.

Accountability for Performance and Results

Taking ownership and accountability for delivering the right results in the right way and improving individual, team, and organizational contribution.

Individual & Organizational Development

Working genuinely to build capacity and foster individual, team, and organizational development.
Mandate

The University of Guelph-Humber is a collaborative venture between the University of Guelph and Humber College Institute of Technology & Advanced Learning which enables students to earn a fully integrated university honours degree and a college diploma in only four years of study. The strengths of two different institutions and cultures have been blended to provide a winning combination which includes a range of programs that combine theoretical education and applied training to prepare students for careers in growing sectors of the economy as well as graduate education.

Reporting to the University of Guelph Provost and Vice-President Academic, the Vice-Provost and Chief Academic Officer (CAO) University of Guelph-Humber will lead and manage all aspects of the University of Guelph-Humber as it moves into an exciting phase of development, including an increased international profile and a possible move to the City of Brampton. They will accomplish this by providing visionary leadership and an entrepreneurial spirit to harness the energy and commitment of faculty and staff to create an exceptional educational experience, take responsibility for the development and marketing of academic programs as well as recruitment of faculty, staff, and students.

The Vice-Provost & Chief Academic Officer, University of Guelph-Humber will be expected to work collaboratively with the University of Guelph Provost and Vice-President (Academic) and the Humber College Institute of Technology & Advanced Learning Senior Vice-President Academic in preparation of the strategy and the academic plan. As a member of the Senior Leadership Team of both partner institutions, the Vice-Provost & CAO is responsible for providing strategic academic leadership and direction to the organizations, ensuring excellence in teaching, research and service while reporting to several Committees of the two Boards of Governors.

The University of Guelph-Humber has a deep commitment to a culture of inclusion. Acknowledging the University’s diverse population and ensuring that every member of an inclusive campus is a valued contributor is a foundational pillar of the University’s commitment to equity, diversity, and inclusion (EDI). The University is committed to continuing the hard work involved in building a culture of inclusion which is key to achieving academic and research excellence, student success and the long-term sustainability of the University of Guelph-Humber. Given that Faculty and Student recruitment is within the Vice-Provost and CAO portfolio, it will be important...
to champion the desire to enhance the diversity and inclusion profile of the University of Guelph-Humber. Supporting a culture of inclusion requires acknowledging the diversity among us and recognizing that some members of our community experience barriers to education, employment, and full participation due to systemic factors. Addressing these challenges involves engaging with our community of stakeholders on and off campus.

Specifically, the Vice-Provost and Chief Academic Officer, University of Guelph-Humber will be expected to:

- Lead the University of Guelph-Humber through a period of transformation which may include a move of the campus to a new facility in Brampton. Transformation will also be impelled by the recent COVID 19 crisis including accelerated thinking about how to deliver services online and in alternative formats and how we use the University space and our most valuable resource, our people. These transformations will provide opportunities for innovation and partnership across portfolios and with partners outside the universities;
- Design, develop, implement and market applied programs for the University of Guelph-Humber through the governance process at the University of Guelph and Humber College Institute of Technology & Advanced Learning;
- Manage relationships with the two partner organizations, at both the leadership and operational levels;
- Provide strategic leadership and planning for advancement and development including partnerships, alumni, development, fundraising and annual giving;
- Develop and implement appropriate academic management, administration, policy and procedures for the University of Guelph-Humber, consistent with academic standards, policy and practices of the two institutions;
- Develop, implement and reconcile systems and processes that meet the unique administrative needs of the University of Guelph-Humber while being consistent and compliant with the administrative policies of both the University of Guelph and Humber College Institute of Technology & Advanced Learning;
- Operate in an open, respectful, and collaborative way with commitment to accountability and transparency to the Boards of Governors and the University and College communities, acknowledging the importance of the shared model of governance.
that is part of the institutional culture;
• Proactively engage in human resource and faculty and student recruitment planning to ensure that the University of Guelph-Humber has the expertise (program heads, faculty and staff) to support leading edge teaching and learning and an enhanced student experience. This includes monitoring and measuring program enrolment and identifying recruitment strategies for high-quality students;
• Ensure the highest quality of Student Services in support of student wellness and academic achievement;
• Develop a multi-year business plan for the University of Guelph-Humber that includes comprehensive enrolment targets, revenues, expenses, budgeting and resource allocation;
• Work to support the strategic renewal of the Guelph-Humber partnership by collaboration with Humber and Guelph leadership to effectively manage the academic components of this partnership with the goals of supporting academic excellence and innovation, and long-term sustainability and growth;
• Build and maintain international partnerships and relationships to create opportunities for students, faculty, and staff for study abroad, semester abroad, and international recruitment;
• Continue to establish partnerships with industry in conjunction with academic program development to create opportunities for students such as work placements, research assistantships, and access to advanced technologies;
• Ensure the relevant policies, procedures and requirements as set out by the governing bodies of the University of Guelph, Humber College Institute of Technology & Advanced Learning, and those established through the joint venture agreement;
• Advance the hiring and/or mentoring for success of equity seeking individuals and groups with the goals of positively transforming University systems, policies, and processes; while operating in a unionized environment in the context of multiple collective bargaining agreements;
• Be adaptable and flexible in the face of uncertainty, with a capacity to respond effectively and in a leadership capacity to events as they unfold.
The Greater Toronto Area

Safe, friendly, diverse, and modern, Toronto is consistently ranked one of the most livable and desirable cities in the world. As Canada’s cultural capital, Toronto is an energetic, creative and welcoming community of nearly 3 million people - 6.5 million in the Greater Toronto Area (GTA). Humber College’s North Campus, its largest campus, which includes the University of Guelph-Humber, is situated in northwest Toronto adjacent to the Humber River and 100 acres of parkland.

Toronto has an extensive transit system with many points of access to Humber’s campuses. While everything students require can be found in the Campus communities, convenient transit and roadways provide access to all that Toronto has to offer. Toronto’s Pearson International Airport (located in Mississauga) is Canada’s busiest airport and provides an unparalleled offering of domestic and international flights.

The GTA’s outstanding quality of life and vibrant, active culture attracts a highly mobile, global workforce in search of economic opportunity and a great standard of living. People choosing to make the Toronto area their home enjoy an accessible, clean and green city that provides superior educational opportunities and a first-class, publicly funded health care system.

Brampton

The City of Brampton is currently working with the University of Guelph and Humber College to bring the University of Guelph-Humber to Brampton’s new Centre for Innovation (CFI). City staff and the institutions are working on identifying required supports and business terms for the potential relocation of the campus as an anchor tenant in the CFI. Given that Brampton generates the largest number of applicants to UofGH out of all Ontario cities, it makes sense to have Brampton as the home for an innovative new campus.

For more information on this beautiful area, we recommend the following websites:

- [http://www.toronto.ca/](http://www.toronto.ca/)
- [https://www.destinationtoronto.com/](https://www.destinationtoronto.com/)
- [https://www.brampton.ca/EN/Arts-Culture-Tourism/Tourism-Brampton/visitors/Pages/welcome.aspx](https://www.brampton.ca/EN/Arts-Culture-Tourism/Tourism-Brampton/visitors/Pages/welcome.aspx)
- [https://guelphhumber.ca](https://guelphhumber.ca)
Deciding to Become a Candidate

At the University of Guelph, Humber College Institute of Technology & Advanced Learning, and the University of Guelph-Humber, fostering a culture of inclusion is an institutional imperative. We invite and encourage applications from all qualified individuals and in particular from groups that are traditionally underrepresented in employment, who may contribute to further diversification of our Institutions.

Applications can be submitted online at: www.kbrs.ca/Career/14849.

The University recognizes that applicants may have had obligations outside of work that have negatively impacted their record of achievements (e.g., parental, elder care, and/or medical). You are not required to disclose these obligations in the hiring process. If you choose to do so, we will ensure that these obligations do not negatively impact the assessment of your qualifications for the position.

The University of Guelph and KBRS will provide support in the recruitment processes to applicants with disabilities, including accommodation that takes into account an applicant’s accessibility needs. If you require accommodation in order to participate as a candidate in the recruitment process, please contact accommodate@kbrs.ca or communicate your needs to the recruitment professional named in the job description.

Interview with KBRS

As we receive the complete applications of candidates who express interest in the position, we compare them against the key selection criteria set by the Search Committee and also against the backgrounds of other candidates. We then arrange to speak with, and/or meet with, candidates whose experience and qualifications are closest to those articulated in the ideal candidate profile.

In our initial interview with you, we will seek to understand more about your background, qualifications, experience, and your interest in the position. As you move forward in the search process, we will ask you to consider the following information that will ultimately be important to your decision.

Terms of an Appointment – Please consider issues related to spousal appointments, compensation, benefits, etc. This is a five-year leadership appointment with a tenure track position attached to it. There will be an opportunity for renewal after five years, and a one-year administrative leave.
Relocation – If a physical move would be required to accept the position, please learn about housing, schools, relocation assistance, and any other matters of this kind that are important to you.

If a physical move will ultimately prove unacceptable to you, please determine that at this stage.

Alignment – Please consider the alignment of this role and organization to your personal objectives and preferences. If you have questions that you would need to have answered about the position and the organization before deciding to pursue this role, please let us know. If appropriate, we will attempt to arrange a conversation between you and our client to get you the answers you need to make a well-informed decision.

Considerations for International Candidates – If you are an international applicant or Temporary Foreign Worker, in addition to applying for this position, you may want to explore the Government of Canada’s website to learn more about Working in Canada.

The goal of considering all this information is to help you make an informed decision early in the search process. In fairness to everyone concerned, please do not proceed further with this process if you think you are unlikely to accept the position should it be offered to you. We will ask our client to extend to you the same courtesy.

Interviews with our Client

The Search Committee will consider all candidates and ultimately will invite a small group forward. Typically, this next step is an interview with the Search Committee. The Search Committee for the Position is chaired by the University of Guelph Provost and Vice-President Academic and includes representatives from the faculty, staff and students from the University of Guelph, Humber College Institute of Technology & Advanced Learning, and the University of Guelph-Humber. Often, we attend these meetings as well.

If there is a desire to move forward with your candidacy after the initial interview with the Search Committee, you will be invited for further conversations with the Search Committee and the University community. The format and nature of these conversations will be developed to allow you to learn more about the University of Guelph-Humber and the University community, to allow the Committee to invite feedback on your candidacy and to begin to set the conditions for successful integration for the next Vice-Provost and Chief Academic Officer. The Committee and the University community commits to respecting the confidentiality of your interest.
throughout this process.

Shortly after these conversations, if both you and the Search Committee feel the fit is right, the usual procedure is for you and the Provost and Vice-President Academic to then work out mutually acceptable terms of employment and reach an agreement, subject to the Committee being satisfied with reference checks.

All qualified applicants are encouraged to apply; however, Canadians and permanent residents will be given priority.

**Reference Checks**

After your initial interview, if both you and the University of Guelph wish to proceed further, the University would ask to speak to references of their choice who represent 360-degree working relationships you have had for the past several years, whether supervisors, peers, or subordinates. Typically, they will ask to speak with at least six references before an offer is made.

**Resume Accuracy/Background Checks**

If you choose to be a candidate and progress to the interview stage, you will be asked to provide information to allow our client to conduct a thorough background check inclusive of verification of your education, designations obtained, and awards received.

*KBRS respects the privacy and confidentiality of personal information provided by candidates for our search assignments. The above information will be in accordance with the Personal Information Protection and Electronic Documents legislation. A copy of our Privacy Policy is available for your review on our website at [https://www.kbrs.ca/privacy-policy](https://www.kbrs.ca/privacy-policy).*

**Etiquette Regarding an Offer**

There are two issues that can arise at the stage of the offer and its acceptance. In both cases, we would like to know that you would honour two standards of professionalism:

- First, in the event that an offer is extended to you, that you will treat the offer in confidence (with the exception of discussing it with members of your immediate family) and will not “shop” or discuss the offer with your present employer.
- Second, if you say you will accept the offer, your word is your bond and our Client can count on the fact that you will be joining them.
Otherwise, please turn down the offer and withdraw as a candidate. We want our client to avoid the substantial loss of time and cost of opportunity that would accompany a reversal of your decision, in much the same way as you would want to avoid handing in your resignation and then having our client cancel its offer.

- We realize from experience that candidates can sometimes have self-doubts and second thoughts after making the decision to change career direction. These feelings are common, and you are wise to anticipate they may arise.

If either or both of these conditions are unacceptable to you, please let us know now, at the beginning.

Thank you for your interest in this position. We will do our best to keep you informed throughout the search process.

Should you have any questions regarding this opportunity, please contact:

- Katherine Frank, Partner
  kfrank@kbrs.ca
- Jennifer Massey, Partner
  jmassey@kbrs.ca
- Laura Brannan, Executive Recruiter
  lbrannan@kbrs.ca
- Chris Gibson, Executive Search Coordinator
  cgibson@kbrs.ca