



## LAVERNE SMITH & ASSOCIATES INC.

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### POSITION PROFILE

#### **PRESIDENT AND VICE-CHANCELLOR MOUNT SAINT VINCENT UNIVERSITY**

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Mount Saint Vincent University invites applications, nominations and expressions of interest for the position of President and Vice-Chancellor, with the appointment to be effective July 2017.

### THE UNIVERSITY

*The Mount will be a model of creative teaching and research that nurtures socially responsible global citizens.*

- Vision

*At Mount Saint Vincent University, we are committed to academic excellence, and our passion is a rich and rewarding university experience. We are dedicated to the pursuit of knowledge: scholarship, teaching, and intellectual endeavour of the highest quality, and we promote accessibility through flexible learning opportunities and services. We are inspired by our strong tradition of social responsibility and our enduring commitment to the advancement of women. Our people are our foundation and our relationships are built on respect and accountability.*

- Mission

*Academic Freedom; Accountability; Engagement; Professionalism; Respect*

- Values

Founded in 1873, Mount Saint Vincent University is inspired by a strong tradition of social responsibility and an enduring commitment to the advancement of women. With a diverse mix of 4,000 students from across Canada and more than 50 other countries, the University is large enough to offer a broad range of educational opportunities, yet small enough to provide an intimate learning experience and unique sense of community that promotes student growth. Many successful and loyal alumnae are passionate supporters of the Mount experience.

The Mount sits near the water's edge – overlooking the Bedford Basin (an extension of the Halifax Harbour). The University's peaceful and park-like treed campus is just minutes from downtown Halifax, with easy access to shopping, entertainment, museums, theatres and restaurants. The newest addition to the University's campus is the Margaret Norrie McCain Centre for Teaching, Learning and Research. Opened in May of 2015, this new academic building is a student-oriented and technologically advanced facility, environmentally conscious, and boasts incredible water views. The McCain Centre is notably the first building on a Canadian university campus dedicated to honouring the accomplishments of women.

With a personalized approach to education, the Mount offers a dynamic mix of undergraduate degrees in Arts, Science, Education and Professional programs, as well as graduate programs in a number of areas. All of its programs are infused with a commitment to making a positive difference to society – locally and around the world. The Mount is home to the Atlantic region’s oldest and second largest accredited co-operative education program, and with the recent introduction of an Arts and Science Internship program, experiential opportunities are now available across all Mount degree programs. In addition, 13 graduate programs build on and enhance undergraduate program strengths.

A leader in online education, the Mount offers innovative ways for students to learn. Students at the Mount can take classes on a flexible schedule with many undergraduate and graduate degree programs available through Distance Learning. The Mount has long been known for being an accessible university and is committed to supporting the learning needs of Aboriginal students and students of African descent. The University’s flexible approach also means a supportive environment for its mature and transfer students, as well as international students and those who are the first in their families to attend university.

Faculty involvement in both basic and applied research contributes to its unique academic environment by exposing students to current knowledge and intellectual discovery. The University has more than doubled the number of undergraduates holding research assistantships over the last three years while graduate research assistantships have also increased. These unique opportunities can be life changing for students, opening up professional possibilities and new aspirations.

With its substantial body of applied research, Mount faculty produce leading studies that provide real solutions to some of the most significant challenges facing Nova Scotia, Canada and the world. The Mount’s [research centres](#) are producing critical advancements in areas such as food security, gender, healthy aging, literacy, childhood development and more. As well, Mount researchers are breaking ground in the areas of Alzheimer’s diagnosis and the effect of climate change on plants, and breaking down barriers facing young women interested in pursuing careers in science, technology, engineering and mathematics.

The Mount is nationally recognized for its small class sizes. Faculty members are invested in the success of each and every student, whom they quickly come to know by name. Lively group discussions, personalized attention, and small team projects enhance learning and create classes that are enriched by the background and experience of each student. Teaching excellence is a hallmark of the Mount. Faculty members are not only the recipients of prestigious teaching awards, but students see the difference too. In a recent survey, 95 per cent said the quality of the teaching was high and that faculty members were accessible outside of class time to help advance their learning.

Building on its esteemed 143-year history, the Mount has the highest percentage of female students and faculty among Canadian universities, reflecting its long-standing commitment to the advancement of women. The University was founded by and enjoys a continued governance relationship with the Sisters of Charity--Halifax. The Congregational Leader of the SOC--H serves as Chancellor of the Mount.

The Mount continues with its commitment to increase student financial aid, having substantially increased its bursary and scholarship programs over the past decades. The Mount is committed to providing the best university experience for all members of its community and to developing thoughtful, engaged citizens who make a positive impact on their world. With a unique blend of passion and individuality, the Mount is a university with unparalleled social impact – at home, across the country, and overseas. For additional information, please see the University’s website at [www.msvu.ca](http://www.msvu.ca).

## THE CITY

The city of Halifax is a cosmopolitan port city, capital of Nova Scotia, the largest city in Atlantic Canada, and the economic engine for Canada’s East Coast. Halifax is alive with culture and heritage, and embraced by the Atlantic Ocean. The city's downtown is a dynamic and colorful collection of cafes, shops, museums and art galleries. Halifax boasts spectacular nightlife with pubs, entertainment, sporting events and live theatre, as well as an extensive array of outdoor leisure opportunities from trails, parks and recreational activities to historic sites.

Home to a young and diverse population that includes students from several universities and colleges, Halifax draws people from all over the world to its dynamic environment. As the economic centre of an urban region with a population of more than 400,000, Halifax offers an outstanding quality of life. The cost of living in Halifax is affordable. There are endless cultural and entertainment options and easy access to outdoor recreation without the stress and traffic jams of bigger cities. For further information about Halifax please see [www.greaterhalifax.com](http://www.greaterhalifax.com).

## THE ROLE AND MANDATE

The President and Vice-Chancellor is the Chief Executive Officer of the University, an ex-officio member of the Board of Governors and Chair of the Senate. She/he oversees the University’s academic and business affairs, and government and community relations. It is expected that the key priorities for the new President will relate to setting strategic direction, building relationships and championing development.

### Set strategic direction

- Contribute to and foster the continuing success of the University within the communities of Halifax, throughout the Province of Nova Scotia and the Atlantic region, across Canada and internationally;
- Maintain and build upon quality of academic programs;
- As Chair of Senate, establish academic direction consistent with the University’s mission, and ensure that the University’s academic objectives are achieved within a quality framework;
- Advance the University’s strategic plan, *Mount 2017: Making a Difference* and lead the development of a new strategic plan. The goals outlined in the current plan see efforts focused on achieving:
  - A high-quality teaching, learning and research environment
  - A diverse and engaged student body who can attain academic and personal success
  - Significant contributions to the advancement of women and to the needs of the surrounding communities

- A campus community marked by respect, inclusion, and engagement
- The resources needed to ensure that the University flourishes
- Provide strong, inspiring leadership to the President's Senior Executive Team; and
- Continue to advance the quality of Board's governance practices.

**Build Relationships**

- Actively foster a positive, open, collegial, academic institution which is focused on students;
- Build upon sound working relationships with the Board of Governors, the Senate, students, faculty, administration, the Faculty Association and other constituent groups within the University;
- Maintain oversight of all collective bargaining processes with the objective of securing collective agreements with all five bargaining groups in a timely fashion, without labour disruption;
- Seek new partnerships, alliances and joint ventures to further the University's goals;
- Build mutually supportive relationships with alumnae through greater engagement and stronger connections to the University;
- Advocate effectively with all levels of government on behalf of the University's priorities.

**Champion Development**

- Actively lead and support all University fundraising efforts, and in particular, the next major fundraising initiative;
- Promote a vigorous research climate and champion current research programs and initiatives, including opportunities for undergraduate engagement in research;
- In conjunction with the Vice President Academic and the Vice President Administration, ensure that available resources are appropriately budgeted and allocated in accordance with the University's priorities;
- Serve as an ambassador and representative for the University in the process of furthering interuniversity cooperation, making presentations to government and other granting agencies, convocations, and during all major public events; and
- Promote accountability on the part of the University through regular and accurate communication to stakeholders.

**Direct Reports to the President:**

Vice-President Academic  
Vice-President Administration  
Executive Assistant to the President  
Associate Vice-President Advancement  
Associate Vice-President Communications, Marketing and Student Recruitment  
Harassment and Discrimination Advisor

**President's Senior Executive Team (SET):**

Vice-President Academic  
Vice-President Administration  
Associate Vice-President, Research  
Associate Vice-President, Academic  
Associate Vice-President, Student Experience  
Dean, Education  
Dean, Arts and Science  
Dean, Graduate and Professional Studies

Associate Vice-President Advancement  
Associate Vice-President Communications, Marketing and Student Recruitment

## **OPPORTUNITIES, ISSUES AND CHALLENGES FOR THE PRESIDENT**

A number of opportunities, issues and challenges facing the next President have been identified through consultation, as well as a confidential questionnaire process that yielded 218 returns from the various stakeholders. The most prevalent opportunities, issues and challenges raised by these respondents are as follows:

- Highlight the Mount's uniqueness, build its brand awareness, and ensure that it remains competitive and is attractive to students and faculty locally, nationally and internationally, with the aim of increasing enrolment, improving retention and renewing faculty;
- Interact fully with students, faculty and staff at a personal level and continue to enhance University morale and engagement, particularly through communication, consultation, streamlining of services, and transparency;
- Continue the positive momentum that has been achieved externally by building upon fundraising, government relations, alumnae engagement, and alliances with other post-secondary and external partners;
- Advocate effectively on behalf of federal research support for faculty at small universities;
- Continue to emphasize the University's focus on social justice, women's education and leadership and provide opportunities for students and faculty to experience, benefit from, and promote these areas;
- Deal effectively with provincial funding, demographic and competitive issues, all while meeting the needs of students;
- Develop competitive and relevant academic programs that are responsive to student needs, economic realities and our changing world;
- Update physical infrastructure and technology, while pursuing new initiatives and facilities in mental health, wellness, sports, and physical activity;
- Take full advantage of opportunities to serve diverse populations such as students of African descent, Aboriginals, mature students, and expand offerings, distance programs and work-integrated learning programs that may be particularly suitable;
- Understand, and demonstrate an affinity for, the culture and history of the University and of Atlantic Canada in general.

## **CANDIDATE QUALIFICATIONS**

The successful candidate will have strong academic qualifications, combined with an outstanding record of leadership and a clear grasp of issues in post-secondary institutions, particularly in the context of Canada and the Atlantic Provinces. She/he will have a willingness and ability to connect with students, faculty and staff to foster a community of genuine respect and understanding and represent the University effectively with governments, alumnae and external constituencies. Experience or an interest in fundraising and the ability to communicate and promote the Mount effectively are essential.

While the search committee recognizes that no one candidate is likely to meet all of the following qualifications in equal measure, they are desirable and will be used in the assessment of candidates for the position:

- A strong academic or professional background with outstanding and related achievements that will foster credibility within the University community and beyond;
- Senior administrative and leadership experience that demonstrates a thorough understanding of the role and mission of a university, comfort in a unionized setting, ability to relate well to a Board of Governors and Senate, and the ability to understand and appreciate the views of faculty;
- Strong knowledge and understanding of issues confronting educational institutions from local to global perspectives, including the particular issues related to operating a small university in Atlantic Canada;
- A commitment to openness and integrity, and maintaining trust in team members through delegation and communication;

A record of success in community building to create effective, sustainable external and internal relationships;

- A reputation for inspiring, developing, motivating and managing diverse groups of people; experience with building and leading teams;
- A strong commitment to student-centred leadership;
- A demonstrated success in exercising creativity and innovation with limited resources and managing budgets effectively;
- A proven ability in helping to seek-out and secure new sources of funding;
- A demonstrated ability to develop and implement a strategic plan and success in initiating and managing change;
- An articulate and enthusiastic spokesperson for the University who enjoys and is good at engaging external stakeholders, such as business, government, partners in education, community and alumnae;
- Excellent interpersonal and communication skills, including strong media relations, public speaking and presentation skills;
- A reputation as an individual with exceptional integrity and maturity, a sense of humour and supportiveness of others; and,
- A real desire to be part of the local community, with an appreciation of the lifestyle and culture of the Atlantic region.

## THE PROCESS

Mount Saint Vincent University is committed to promoting equity and embracing diversity in the workplace. The Mount strives to be welcoming and understanding of the needs of its diverse population and encourages everyone to take steps to understand the diverse cultures, ethnicities and beliefs within the Mount and our neighboring communities. Mount Saint Vincent University encourages applications from all qualified candidates including women, Aboriginal persons, other racially visible persons, and persons with disabilities. Candidates who identify as being from one of these groups are welcome to voluntarily self-identify in their application materials or to speak with the consultant. All qualified candidates are encouraged to apply.

The search committee will begin considering potential candidates immediately and will continue until the position is successfully filled. Applications, including a letter of introduction, curriculum vitae and three references (who will not be contacted without the consent of the candidate), should be forwarded electronically, in confidence, to the University's search consultants:

**Laverne Smith & Associates Inc.**

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