



Candidate Brief

President and Vice-Chancellor



**GRIFFITH
GROUP**

EXECUTIVE SEARCH

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Message from the Chair of the Board

As a graduate of Mount Saint Vincent University, I know first-hand the long-lasting impact that MSVU has had on providing quality education. In fact, our alumni span the globe in many fields of work imparting the values of the university, and we all agree that there is something very special about this place.



You are applying to be the President and Vice-Chancellor of an institution that values equity, diversity, inclusion and accessibility, and recognizes the positive impact EDIA can make on campus and within the broader community. Consultation with the campus community has been, and continues to be, a priority in our search for you.

Through this briefing document, we invite you to learn about us, or to refresh what you already know about MSVU. There have been tremendous things accomplished within the past decade. We are looking for you to take us into the future, by bringing to life our Strategic Plan and setting the stage for the next one. Your work will ensure that we are prepared for the future while staying true to our vision, mission, and mandate.

As the Chair of the Board of Governors and the Presidential Search Committee, I very much look forward to meeting and working with you. I know that I speak for the entire Board when I say that you will have our full support as you take on this leadership role.

Amanda Dean

MSVU BPR Graduate

Chair of MSVU Board of Governors and Presidential Search Committee

History

The history of MSVU is a story of humanity and growth. From its inception, the University has been concerned about the welfare and fortune of individuals and communities, at home and abroad.

Established in 1873 by the Sisters of Charity of Saint Vincent de Paul, Halifax (as the order was known at the time), Mount Saint Vincent was one of the few institutions of higher education for women and girls in Canada at a time when women could not vote. The original purpose of the academy was to train novices and young sisters as teachers, but the Sisters also recognized a need to educate other young women.

By 1912, the Sisters recognized the need to offer greater opportunity through university education and adopted a plan to establish a college for young women. Two years later, in 1914, the Sisters partnered with Dalhousie University, enabling Mount Saint Vincent to offer the first two years of a bachelor's degree program to be credited toward a Dalhousie degree.

In 1925, the Nova Scotia Legislature awarded Mount Saint Vincent the right to grant its own degrees, making it the only independent women's college in the British Commonwealth. By 1951, the college offered degrees in Arts, Secretarial Science, Music, Home Economics, Library Science, Nursing and Education.

In 1966, the college became Mount Saint Vincent University (MSVU); in 1988, university ownership and operations was transferred from the Sisters of Charity to a Board of Governors and Senate. This was also a period of tremendous growth with enrolment increases, new construction and new agreements. In 1967, MSVU began admitting men as students. In the decades that followed, the university continued to evolve, expanding its creative academic offerings to include Child & Youth Study, Public Relations and Gerontology (to name just a few), and furthering its research impact in a range of areas. In the 1980s, MSVU was also breaking ground in distance (now online) learning and co-operative education.

Today, MSVU is working to advance meaningful efforts in truth and reconciliation, support Black students and scholars, and ensure an accessible education to traditionally under-served populations.

In 2018, the Sisters of Charity–Halifax unveiled the Truth and Reconciliation Panel in the

Heritage Garden on the grounds of Caritas Residence in Halifax. In acknowledging the Order's history with the Shubenacadie and Kootenay Residential Schools, the panel reads:

The Indian Residential School system was established in 1867 with the goal of assimilating Indigenous children into Euro-Canadian society through its church-run, government-funded institutions. From its establishment until the closure of the last federally-run school in 1996, more than 150,000 Indigenous children were placed in residential schools across Canada. The students were punished for speaking their language, denied access to their culture and families, and, in many cases, suffered physical, sexual, and emotional abuse. The Sisters of Charity-Halifax were teachers, cooks and in charge of domestic tasks at Shubenacadie (Shubenacadie, NS) and Kootenay, also known as St. Eugene's (Cranbrook, BC).

In looking toward the path forward, The Sisters of Charity-Halifax noted that "We can't change the past, but we can listen deeply, with our hearts, to those who feel they can speak ... we can work toward a future of hope, healing and right relationships."

MSVU also acknowledges that Indigenous Africans were forcefully removed from their native lands and involuntarily dispersed across the world, that their labour was exploited to create wealth mainly for non-African descended people, and that inequity and systemic racism is still experienced by African-descendant people today.

To read more about MSVU's commitment to reconciliation, please visit:

- <https://www.msvu.ca/about-msvu/university-profile/tradition-and-history/>
- <https://www.msvu.ca/about-msvu/university-profile/strategic-plan/themes/truth-and-reconciliation/>
- <https://www.msvu.ca/message-of-grief-and-solidarity-from-msvus-interim-president-and-vice-chancellor/>



University Profile

A small, supportive community with a big-city experience

Located in Mi'kma'ki, the unceded and ancestral territory of the Mi'kmaq People, Mount Saint Vincent University (MSVU) is strongly committed to fostering equity, diversity, inclusion, and accessibility (EDIA). MSVU is an institution that was established by women for the advancement of women with social responsibility and social justice at its core. MSVU embraces the diversity of its community and is committed to efforts that enhance diversity, EDIA across all facets of the university, within its local community, and in society at large.

MSVU is made up of more than 4,000 students (representing 64 countries), 600 faculty and staff, and more than 35,000 alumni. Its research centres provide unique learning opportunities for students while facilitating critical advancements in food security, healthy aging, Alzheimer's disease, literacy, childhood development, and more. Faculty members and departments offer early access to hands-on research opportunities enabling both graduate and undergraduate students to enhance their education by working alongside forward-thinking researchers. As a university committed to scholarship that nurtures global citizenship, leadership, and promotes the advancement of women, MSVU seeks to enhance and enrich its models of teaching and research.

Campus Community

- Founded in **1873**
- More than **4,000** students from **64** countries
- More than **350** full and part-time faculty
- More than **260** staff
- More than **35,000** alumnae around the world
- **40** acres of lush green space with modern and classical buildings

What Sets MSVU Apart

- Each year, hundreds of students benefit from more than **\$3 million** in MSVU scholarships and bursaries.
- Average class size of **23** – nationally recognized as being amongst the lowest in Canada
- Faculty-to-Student Ratio of **1:20**
- Graduating students identified their professors as the top reason for recommending MSVU (2018 Survey of Graduating Students)
- **Only** Master's of Public Relations program in Canada
- Launched **first joint interdisciplinary PhD** in Educational Studies in Atlantic Canada in conjunction with Acadia University and St. Francis Xavier University
- **Only** Atlantic Canadian University to offer Child and Youth Study at the undergraduate & graduate level
- **Only** University in Canada to hold a Chair in Learning Disabilities
- Home to a **nationally** recognized art gallery
- **First** Women's Studies department to be established at a Canadian University
- **Second highest** number of co-operative education students in the Atlantic region

A Leader Among Universities

- **First** university in the Maritimes to offer co-operative education
- **First** English-speaking Bachelor of Public Relations in Canada
- A leader in distance and online education (for more than 40 years), with **190** courses (undergraduate and graduate), 10 complete programs and four graduate programs offered online and at a distance.

Vision, Mission, and Values

MSVU is committed to being a model of creative teaching and research that nurtures socially responsible global citizens. With a unique blend of passion and individuality, MSVU is a university with unparalleled social impact at home, across the country and around the world.

Vision

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

Mission

MSVU is dedicated to:

- The advancement of women and girls, inspired by its strong tradition of social responsibility.
- The delivery of academic excellence through a rich and rewarding university experience.
- The pursuit of knowledge: scholarship, teaching and intellectual endeavours of the highest quality.
- The promotion of accessibility through flexible learning opportunities and services.

Values

- Academic Freedom
- Accountability
- Creativity
- Engagement
- Professionalism
- Respect

Academics

MSVU aspires to be a university where faculty, staff, and students feel supported, valued, challenged, enlightened, and inspired to learn and experiment in their work.

MSVU is committed to providing students with an environment where they can engage with, and learn from, their professors and each other, as outlined in Mount Saint Vincent University's Academic Plan. Accessibility has long been a hallmark of MSVU's mission: MSVU wants to continue to welcome a diverse range of students and help them learn and grow. MSVU has also been a leader in providing students with applied learning experiences, whether through co-op terms, practica, and internships. Students, at both the graduate and undergraduate levels, have the opportunity to work closely with their professors on research. Students choose among a range of distinctive, vibrant programs across:

- Arts and Science
- Professional Studies
- Education

At the same time, undergraduate students in both Professional Students and Arts and Science are encouraged to reach beyond their programs and take courses in other departments and Faculties. This interconnectivity has enabled MSVU to create collaborations and joint projects across disciplinary, program, department, and Faculty lines. Throughout its history, MSVU has demonstrated its ability to adapt and thrive, while remaining true to the values upon which the university was founded.

Innovative Mix of Academic Programs

- Undergraduate programs in Arts, Science, Education, and a number of professional programs including Applied Human Nutrition, Business Administration, Child and Youth Study, Public Relations, and Tourism and Hospitality Management
- **34** graduate degrees in areas including Applied Human Nutrition, Child and Youth Study, Communication, Education, Family Studies and Gerontology, Public Relations and Women's Studies
- **8** certificate and diploma programs

Co-operative and Experiential Learning

MSVU is home to the longest-standing, second-largest and first accredited co-operative education program in Atlantic Canada; in fact, students across all MSVU programs have the opportunity to gain hands-on experience as part of their studies. Since 1979, MSVU has offered opportunities for students to take classroom education into the workplace. More than 40 years later, over 8,400 students have successfully completed work terms.



A Leader in Research

Embracing ideas, inspiring action, creating connections. MSVU research is research that matters.

Research is a core mission of any university. As stated in MSVU's strategic plan, *Strength Through Community: MSVU Strategic Plan (2021-2028)*, MSVU will “advance research, scholarly work, professional activity among faculty, staff, and students, especially as it relates to the advancement of women, girls, and other marginalized and underrepresented groups, social responsibility and social justice.” *Strength Through Community* articulates a research direction and agenda for MSVU for the next seven years. It is intended to integrate with MSVU's other primary planning documents, for example Research Strategic Plan, in the service of MSVU's mission, vision, and goals.

Quick Facts

- In 2019, MSVU opened the state-of-the-art Sheila A. Brown Centre for Applied Research in Human Health, focusing on Alzheimer's disease, obesity, early childhood health, and more.
- Over \$2.08 million earned by undergraduate and graduate students in research positions over the past three years
- Only Atlantic Chair for Women in Science and Engineering (NSERC) – Dr. Tamara Franz-Odeendaal

Centres, Institutes, Chairs, and Unique Research Facilities

MSVU's research centres provide unique learning opportunities for its students while facilitating critical advancements in food security, healthy aging, Alzheimer's disease, literacy, childhood development and more. Its faculty and departments, including four Canada Research Chairs and several other named chairs, offer early access to hands-on research opportunities enabling both graduate and undergraduate students to enhance their education by working alongside many forward-thinking researchers.

To learn more about MSVU's research institutes, please visit:

<https://www.msvu.ca/research-at-the-mount/research-chairs/centres-and-institutes/>

Equity, Diversity, Inclusion & Accessibility



Mount Saint Vincent University is committed to advancing equity, diversity, inclusion and accessibility across all facets of the university and in the community.

Equity, diversity and inclusion means acknowledging and embracing each individual's uniqueness, which includes race, ethnicity, sex, sexual orientation, gender identity and gender expression, socio-economic status, age, religious beliefs, political beliefs, and other characteristics and ideologies. It also means celebrating, in a safe environment, the rich dimensions of diversity contained within each individual. Cultivating diversity in the workplace develops stronger relationships, fostered by trust, respect and open dialogue.

In 2021, the University appointed its first Equity, Diversity, Inclusion and Accessibility Advisor, Delvina Bernard.

Mount Saint Vincent University strives to be a safe and welcoming place for all through our commitment to fostering equity, diversity, inclusion and accessibility. The university is committed to removing barriers of all kinds so students, faculty and staff – especially those from underrepresented groups – can fully participate in the university experience. MSVU encourages everyone to take steps to understanding the diverse cultures, ethnicities, experiences, abilities and beliefs within MSVU and its neighbouring communities.

EDIA Supports and Initiatives at MSVU

EDIA Advisor

In 2021, the University appointed its first Equity, Diversity, Inclusion and Accessibility Advisor, Delvina Bernard. Delvina provides strategic direction on EDIA at MSVU through consultation within and outside the university. With an ultimate goal of eliminating barriers to full participation in the MSVU community, she applies an EDIA lens to advise on MSVU policy and practice, identify existing or potential systemic issues and gaps, and lead an EDIA strategy for the university, including program, training, and education components.

The Alexa McDonough Institute for Women, Gender and Social Justice (AMI)

The AMI is a hub of feminist energy, action and research that seeks to achieve equity and improve lives in their complexity and multiplicity, locally and globally.

Nancy's Chair in Women's Studies

The Nancy's Chair in Women's Studies was established at MSVU in the mid-1980s. Endowed by well-known Toronto-based feminist and philanthropist Nancy Ruth, the Chair raises awareness of women's issues by bringing to campus distinguished scholars in women's studies and activists who have contributed to the advancement of women.

Dimensions: Equity, Diversity and Inclusion Canada pilot program

MSVU is one of 17 universities and colleges from across Canada – and the only Nova Scotia institution – selected to work with the Tri-Agency Dimensions team to foster increased research excellence, innovation and creativity within the post-secondary sector across all disciplines through increased equity, diversity and inclusion.

NSERC Atlantic Chair for Women in Science and Engineering

MSVU holds one of five NSERC Chairs for Women in Science and Engineering in Canada. The Chair's program provides opportunities for girls to engage with relevant role models and have hands-on Science experiences, and for professional women working in Science to network and discuss challenges they face. The Chair raises awareness of these issues to leaders throughout Atlantic Canada and advises them on action plans.

Centre for Women in Business

The Centre for Women in Business is the only university business resource centre in Canada dedicated to helping women succeed as entrepreneurs through exposure, connection and learning. This includes business management training, one-to-one business advice, trade missions, networking and a membership program designed to develop and support women in business.

Inclusive Excellence Principles

Canada's universities have adopted seven Inclusive Excellence Principles to advance equity, diversity and inclusion on campus and in society. These principles and accompanying action plan, developed by Universities Canada's Board of Directors and Education Committee with in-depth input from the full membership, are designed to advance universities' efforts to improve the participation and success of under-represented groups within the academic community.

Harassment and Discrimination Advisor

MSVU's Harassment and Discrimination Advisor acts as a confidential, fair and impartial resource to the University community on all aspects of harassment and discrimination. The Advisor offers advice and support to any student, faculty or staff member who has concerns about harassment or discrimination. The Advisor also works to resolve informal complaints of harassment and discrimination and, when required, refers formal complaints to an external investigator for investigation.

Committees

MSVU is home to several committees – made up of members from across the University community – whose work contributes significantly to MSVU's efforts to advance EDI, for example: the Internal and External Aboriginal Advisory Committees, the Students of African Descent Advisory Committee, the 2SLGBTQIA+ (Pride Advocacy) Committee, and the Employment Equity Committee.

Key Consultation Themes

Griffith Group Executive Search consulted with the Mount Saint Vincent University community, including faculty, staff, students, the Board of Governors, alumni, and members of the Search Committee, regarding the current priorities, challenges, and opportunities for Mount Saint Vincent University's next President and Vice-Chancellor. The following represents a high-level distillation of key themes that emerged from these consultations:

- **New Strategic and Academic Plan** – The new President will work to implement and deliver MSVU's new strategic plan: *Strength Through Community 2021-2028*, ensuring both accountability and continued growth. As part of the strategic plan priorities, the President will contribute to the creation of a new academic plan.
- **Prudent Fiscal Management** – The President must ensure effective and responsible operational and fiscal management of the University during the uncertainties of the evolving pandemic landscape.
- **Equity, Diversity, Inclusion, and Accessibility (EDIA)** – To further mobilize and advance EDIA across and throughout MSVU, the incoming President must serve as an active champion and leader in all aspects of EDIA.
- **Continued Support of Feminism** – MSVU has been the first on many fronts. MSVU is an institution that was established by women for the advancement of women with social responsibility and social justice at its core. The incoming President is key to this continued commitment. They have deep responsibility for advancing a positive learning environment where the contributions and perspectives of women, girls, and other marginalized and underrepresented groups are valued.
- **Truth and Reconciliation** – It is incumbent upon the incoming President to continue an ongoing and meaningful commitment to Truth and Reconciliation. MSVU is committed to Truth and Reconciliation and to promoting Indigenous world views in the work of the institution. MSVU has been advancing critical conversations about its connection to residential schools, with an emphasis on seeking guidance from and listening to Indigenous voices. This advice will help determine next steps.
- **Community Engagement** – Commitment to community is an integral part of MSVU's mission. The President must embrace, value, and support this, and continue to cultivate relationships both on campus and with the external

community including the new provincial government. The President will also be actively involved in the University's fundraising and alumni engagement initiatives.

- **Continued Innovation** – MSVU provides exceptional and personalized classroom-based teaching with small class sizes that distinguish it from other institutions. The University is also a leader in distance and online education. The next President must continue to work to advance MSVU's commitment to these initiatives and accessible postsecondary education.

The Opportunity and The Individual

Reporting to the Board of Governors, and in cooperation with other senior officers of the University, the President exercises effective leadership to implement the vision and the mission of the University as described in the strategic plan. As Chair of Senate and in collaboration with the Vice President Academic and Provost, the President establishes academic direction consistent with the University's mission and ensures that the University's teaching and research objectives are achieved within a quality framework. The President is accountable for the effective operational and fiscal management of the University, and in conjunction with the Vice President Academic and Provost and the Vice President Administration, ensures prudent budget planning, including resource allocation in accordance with the University's strategic plan. Externally, the President serves as a champion of the University's advancement and fundraising initiatives, and effectively advocates and serves as an ambassador and representative for MSVU, including through strong government relationships. The President provides strategic leadership; enhances the University's commitment to social justice, equity, diversity, inclusion, and accessibility; and advances the University's commitment to Truth and Reconciliation.

MSVU's next President and Vice Chancellor is an accomplished scholar, teacher, researcher, is a proven leader, has a strong track record of senior academic and administrative experience, and holds a PhD, or terminal degree. Your experience includes working in a complex institution with rigorous associated standards and accreditations, and the appropriate level of financial management skills to manage the large budget of the University. You are an excellent communicator and relationship builder who fosters a collegial and collaborative culture that attracts, retains, and ensures success of students, faculty and staff. Colleagues and peers describe you as a values-based, student-centric, community-engaged visionary, and an inclusive leader. You have high integrity and an unwavering commitment to and demonstrated ability to advocate for diversity, equity, inclusion, and accessibility. MSVU was established by women for women and that legacy is a source of pride. So candidates must embrace feminism and support the advancement of women and social justice.

More specifically, the President is expected to:

- Exercise effective leadership in partnership with the Board of Governors to

implement the vision and the mission of the University as described in the strategic plan, and role and scope statements approved by the Board of Governors.

- Foster a culture that attracts, retains, and ensures success of students, faculty and employees.
- Provide strategic leadership with regards to the University's commitment to social justice, equity, diversity, inclusion, and accessibility.
- Continue to advance the University's commitment to reconciliation and indigenization.
- Implement a detailed strategy to implement the strategic plan including objectives, timelines, accountabilities, and outcome measures.
- Champion the University's advancement initiatives and fundraising initiatives to attract investment from donors, alumni, community, industry, local, provincial and federal governments.
- Demonstrate knowledge and experience for operational and fiscal management of the University. Oversee the internal operations of the University with the Vice Presidents to ensure that available resources are appropriately budgeted for and allocated in accordance with the University's strategic plan.
- Continue to advance the Board's ongoing work on governance in order to ensure compliance with best practices.
- Exercise oversight of all collective bargaining processes with the objective of securing collective agreements with all five bargaining groups in a financially accountable and timely fashion, without labour disruption.
- As Chair of Senate and working with the Vice President Academic and Provost, establish academic direction consistent with the University's mission, and ensure that the University's academic objectives are achieved within a quality framework.
- Ensures collegial and collaborative work of the governing bodies (BoG and Senate) focusing on the achievement the University's vision, mission and values.
- Provide leadership to the President's Senior Executive Team (SET), specifically to the Vice President Academic and Provost and the Vice President Administration on a regular basis.

- Effectively advocate for the University through contact with, and/or participation in various levels of government and with councils and organizations involved in higher education at the local provincial, national, and international levels.
- 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.
- Promote accountability on the part of the University through regular and accurate communication to stakeholders.

Direct Reports to this Position:

- Vice President Academic and Provost
- Vice President Administration
- Executive Administrative Advisor to the President
- Associate Vice President, University Relations
- Special Advisor to MSVU on Indigenous Affairs
- EDIA Advisor
- Harassment and Discrimination Advisor
- Governance Secretary

President's Senior Executive Team (SET):

- Vice President Academic and Provost
- Vice President Administration
- Associate Vice President, University Relations
- Associate Vice President, Research
- Associate Vice President, Student Experience
- Dean, Faculty of Education
- Dean, Faculty of Arts and Science
- Dean, Faculty of Professional Studies and Graduate Studies

For more information, please see the organization chart in *Appendix B*.

Halifax, Nova Scotia

On the coast, in the city.

The Halifax Regional Municipality is located in Mi'kma'ki, the ancestral and unceded lands of the Mi'kmaq people.

Just a few minutes from MSVU's campus is downtown Halifax. The Halifax Regional Municipality is the capital of the province of Nova Scotia with more than 430,000 inhabitants. Halifax is the province's largest city and a major cultural centre in Atlantic Canada. Halifax is home to many festivals, events, markets, galleries, landmarks, and museums, such as Halifax Pride Week, the Art Gallery of Nova Scotia, the Canadian Museum of Immigration at Pier 21, Neptune Theatre, the Blue Nose Marathon, and Halifax Citadel National Historic Site.



Ranked the top place to live and work remotely in the country by Maclean's Magazine in 2021, and as one of TripAdvisor's Top Global Destinations on the Rise, Halifax is the 13th largest metropolitan area in Canada. Halifax is home to the award-winning Halifax Stanfield International Airport which is just 30 minutes from downtown. By plane, Halifax is approximately two hours from Toronto, New York, and Montreal and six hours from London, UK.

With more than 40 acres of green space, the Mount's campus is a peaceful retreat in the city – a relaxed space just minutes from the hustle and bustle, and steps from the edge of the Atlantic Ocean.

For more information about Nova Scotia and Halifax please visit: www.halifax.ca, <https://discoverhalifaxns.com/> and www.novascotia.ca

To Apply

Mount Saint Vincent University is strongly committed to fostering diversity and inclusion within its community and encourages applications from all qualified candidates including women, persons of any sexual orientations and gender identities and/or expressions, Indigenous persons, African Canadians, other racialized groups, persons with disabilities, and other groups that would contribute to the diversification of its campus. Candidates who identify as being from any of these groups are encouraged to voluntarily self-identify in their application materials. All qualified candidates are welcome to apply; however, priority will be given to Canadian citizens and permanent residents.

In accordance with provincial legislation, accommodation will be provided by Griffith Group and Mount Saint Vincent University throughout the recruitment, selection and/or assessment process, upon request, to applicants with disabilities. If you require accommodations during the recruitment process, please contact jane@griffithgroup.ca and/or sam@griffithgroup.ca.

Applications (cover letter and curriculum vitae) or nominations for the President and Vice-Chancellor opportunity with Mount Saint Vincent University should be submitted in confidence to Jane Griffith and Sam Walton at:

Jane Griffith
Managing Partner and Founder
Griffith Group Executive Search
jane@griffithgroup.ca

Sam Walton
Principal
Griffith Group Executive Search
sam@griffithgroup.ca

Appendix A: Strategic Plan 2021–2028

Strength Through Community

Building on the momentum of its previous strategic plan, MSVU's current Strategic Plan is a statement about the unique contributions that MSVU can and will make within an evolving global context.

Mount Saint Vincent University's strategic plan **"Strength Through Community"** informs who it is as an institution as it continues to nurture socially responsible global citizens and prepare them to confidently take their place in an uncertain world where activism on climate change, economic, social and political issues will be expected of them. The plan speaks to MSVU's research and scholarly work, its respect for cultural diversity, its commitment to community in every sense of the word, and will reflect and respond to an increased need for even wider diversity within its academic programming.

Strategic Themes:

1. Transformative teaching and learning
2. Research, scholarly work and professional activity
3. Equity, diversity, inclusion and accessibility
4. Truth and Reconciliation
5. Community engagement
6. A healthy and safe university campus for all
7. Operational excellence and sustainability

For more information, please visit: <https://www.msvu.ca/about-msvu/university-profile/strategic-plan/>

Appendix B: Organizational Chart

Office of the President

