



Candidate Brief



Dean, Gordon S. Lang
School of Business and
Economics

University of Guelph

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The University of Guelph

Established in 1964, The University of Guelph is a comprehensive university, home to over 29,000 undergraduate and graduate students, including 1,400 international students from over 120 countries.

A research-intensive, learner-centered university, the University of Guelph attracts students, faculty and staff of the highest quality. The University is globally renowned for its impactful research, excellent academic reputation, publication intensity, student satisfaction and engagement, and the number of faculty achieving international recognition through awards. Its faculty have a strong track record of excellence in teaching, generating new knowledge and discovery, and applying this knowledge to improve life. Improving life means directing University of Guelph scholarship, research, and service toward the pursuit of truth, and creating the potential for positive change in the world. The President of the University of Guelph has made sustainability in all of its forms a strategic focus of the University. He has committed the University to being a place where complex and difficult questions are asked about how to live and work sustainably, and how to ensure that society is making decisions that are informed by an understanding of, and commitment to, sustainability.

The University of Guelph's guiding principles are five-fold, as per the President's Strategic Renewal Framework:

- *Inspiring Learning and Inquiry* through commitment to evidence-based teaching and learning practices, experiential learning and engaged scholarship.
- *Catalyzing Discovery and Change* through scholarly excellence and fostering innovation in research, teaching, and learning.
- *Connecting Communities* through internal collaboration among undergraduates, graduate students, faculty, staff, and alumni, and externally with the local and international community, other educational institutions, government, and businesses.
- *Stewarding Valued Resources*, including safeguarding environmental resources and using resources in an equitable, productive, and sustainable way.
- *Nurturing a Distinctive University Culture* through commitment to creating an environment that is hospitable, safe, equitable, and intellectually challenging.

Known for its beautiful campuses and welcoming, supportive culture, the University of Guelph blends historical and modern architecture with cutting-edge technology. Its living and learning environments encourage exploration and the interdisciplinary sharing of new ideas, critical for meeting challenges posed by today's complex and interconnected world.

Located in Guelph, Ontario, on the traditional territory of the Attawandaron people, a First Nations community, the city is a unique blend of urban and rural culture and is repeatedly

recognized as one of the best places to live in the country. With Toronto a short distance to the east, Kitchener-Waterloo to the west, and London to the south-west, Guelph is an important nexus in the southern Ontario area.

For more information about the University of Guelph, visit <https://www.uoguelph.ca/> and <http://strategicrenewal.uoguelph.ca/>.

The Gordon S. Lang School of Business and Economics

In April 2019, the University of Guelph received a transformational gift of \$21m – the largest in the University’s 150-year history - from long time benefactors Stu and Kim Lang, to boost the global reputation and impact of its business school. In recognition of this generous gift, the College of Business and Economics has been renamed the Gordon S. Lang School of Business and Economics (The Lang School), which honours Stu Lang’s late father, Gordon Saunders Lang, a renowned Canadian business leader.

The Lang School is the largest in the province, with 3600 students. The School is globally-focused, fosters business education and scholarship, and has a strong sense of selfless work, leadership development, entrepreneurial spirit and community involvement. It is committed to excellence in teaching, impactful research, applied learning, and advancing sustainable and equitable business practices. The School offers a wide range of specialized programs in business and economics across undergraduate, graduate, and professional education.

Founded in 2006, it has made tremendous strides over the last decade. Undergraduate programs are strong, and the quality of the students excellent. Masters and PhD programs are growing and developing, and there is an appetite to expand graduate and professional programs. The quality of research is very good, and all faculty members are striving to enhance scholarly output and quality, and to grow the research reputation of the School. Over the past three years, The Lang School has received more than \$35m in fundraising revenue.

The recent gift paves the way for the School to expand on its already widespread sustainability initiatives, and support new faculty, scholarships, student experiential learning opportunities, expanded programming and capital improvements. The timing is right for a new Dean to take the School to the next level, and to grow its reputation and profile, both nationally and internationally.

MISSION AND VISION

The Lang School's vision presents a foundational belief that business can and should be a 'force for good' in the world and, in keeping with the University of Guelph's mission to 'Improve Life', focuses on sustainability in all its forms and complexity. This translates into the Mission, where the School seeks to:

- Push the frontiers of knowledge through research in business, management, and economics, building on industry foundations unique to the University of Guelph.
- Foster the long-term success of students' career aspirations, organizations, and the betterment of society through research-inspired and socially-relevant educational programs, which develop teamwork, critical-thinking, and problem-solving skills.
- Encourage an ethos of community engagement and ethical and responsible leadership in a complex and ever-changing world.

The Lang School's Vision and Mission are built on three pillars of **Active Learning**, **Research with Impact**, and **Community Engagement**:

- *Active Learning*: We value pedagogies that foster student engagement. We are committed to providing a supportive and challenging learning environment, in which students apply theory to real world problems, work collaboratively with others, and have the opportunity to develop essential and transferable skills. The John F. Wood Centre for Business and Student Enterprise gives students access to the latest innovations, start-up funds, and space and mentorship for starting businesses.
- *Research with impact*: We value a diverse array of scholarly pursuits, including discovery, integration, application, and the scholarship of teaching and learning. Our impact is realized through the advancement of discipline-based theory, management practice, and public policy.
- *Community Engagement*: We value authentic and meaningful partnerships, recognize the importance of collaboration and community outreach, and appreciate the role of others in achieving our goals.

ACADEMIC UNITS AND CENTRES

The Lang School offers robust and challenging programs to students across four academic units and three centres that are located on the University of Guelph's main campus in Guelph, Ontario. The Lang School empowers students and faculty who are committed to a sustainable future and community engagement, and hones their business acumen and sense of social responsibility and leadership.

Academic Units

- Department of Economics and Finance
- Department of Management
- Department of Marketing and Consumer Studies
- School of Hospitality, Food and Tourism Management

Centres

- John F. Wood Centre for Business and Student Enterprise
- International Institute for Sport Business and Leadership
- Marketing Analytics Centre

For more information about the Gordon S. Lang School of Business and Economics, please visit: <https://www.uoguelph.ca/lang/>

For information about the School's Strategic Renewal Plan (2018 – 2023), please see attached: [CBE Strategic Renewal Plan.pdf](#)

The Opportunity for the next Dean

The outgoing Dean is stepping down after successfully completing two five-year terms. During this period, The Lang School has undergone significant change and growth, resulting in the expansion of current undergraduate programs, and the development of new graduate programs. New research centres have been created and launched to support the focus on enhancing research intensity.

A particularly important contributor to further ensuring the School's success is the pursuit of AACSB accreditation, for which the groundwork is firmly in place and significant progress made. Preparing to meet the requirements during the next planning cycle will inform future faculty recruitment, financial and infrastructure resource decisions, as well as capital investment. As achieving accreditation is a short- to medium term goal for the School, enhancing scholarship and the School's research reputation will be key defining features of the School for the medium-term and beyond.

For the new Dean, the groundwork is in place to take The Lang School to exciting new heights. The School's priorities are to enhance scholarly excellence and research profile across the disciplines, to develop and offer the very best graduate and undergraduate programs, to maintain an unrelenting focus on student experience and success, and to become a nationally and internationally recognized leader in business education. The Lang School has strong ties with the Canadian and international business community, enjoying outstanding support from alumni and donors and is currently recruiting for several new fully funded academic chairs.

It is a propitious time to be joining the University of Guelph as The Lang School's new Dean, and strengthen the school as an attractive destination for outstanding faculty and excellent students, championing the School's unique identity in a competitive marketplace, and enhancing its international profile as a leading Canadian business school.

While the priorities and challenges are many and varied, the following are of particular note:

- With The Lang School at the beginning of the new five-year plan, the Dean will need to connect with the faculty, staff, and students to build on and support the existing blueprint for the School's future, and to continue to build the School's identity and reputation. They will work strategically and collegially to ensure that the School's 'brand' remains well-defined, well-articulated, and well-supported both internally, and in a rapidly changing external environment.
- Prioritize the AACSB Accreditation process, which is already well underway.
- Lead the dialogue centred on sustaining and growing both teaching excellence and the School's research profile. The Lang School must grow its strength in relevant and impactful research, and the Dean must continue to encourage and support faculty to publish in top journals and apply for research grants.
- Work with the faculty on continuing to enrich and build excellent degree program offerings, with an emphasis on graduate programs. The new Dean may also explore the possibility and feasibility of introducing new programs for working managers from varied professions. There are many opportunities and ideas to explore, and the School is keen for a Dean to engage with faculty, staff, and students in discussing and imagining the School's future.
- Recruit and retain exceptional faculty, and support them in their careers and in their scholarship.

- Encourage and support interdisciplinary collaboration, and find creative ways to build upon and enhance the School's interdisciplinary environment (both within the School and across the campus).
- Ensure that the commitment to student success is front and centre in all decisions made by the School, and that the integrity, collegiality, and willingness to collaborate that characterizes the student body is fostered and celebrated.
- Continue to build on the momentum and success around raising funds and facilitating relationships to support the School's growth. Under its existing leadership, the School has enjoyed great success in this area, most recently seen in the ground-breaking \$7m gift from John F. Wood to create the John F. Wood Centre for Business and Student Enterprise which includes support for two research chairs.
- Enhance synergies and promote integration, strong communication, and a culture of transparency and collaboration between the School's departments, schools, and centres - with the aim of delivering more integrated program offerings to students, and building the academic stature of The Lang School nationally and globally.

Candidate Requirements

Reporting to the Provost and Vice-President (Academic), the Dean of The Lang School is the Chief Academic Officer of the School, responsible for the academic and administrative leadership and administration of the operations of the School, including budget and fund development. As the face of the School, the Dean will have overall responsibility for recruiting outstanding faculty, ensuring excellence in teaching and research/scholarship, and encouraging a respectful and inclusive environment. The Dean will be charged with providing leadership in setting vision and strategy as the School continues to seek ways to differentiate itself in a rapidly changing business education environment. The Dean will work in partnership with the School's community of scholars, students, and staff, and externally with the broader business sector to elevate the reputation and profile of the Lang School as being innovative, collaborative, sustainable and responsive.

While the Search Committee recognizes that it is unlikely that any one individual will possess all the desired qualifications in equal measure, the desired background, experience and personal qualities that are seen to be particularly important are:

ESSENTIAL EXPERIENCE AND QUALIFICATIONS

- An earned doctorate, or equivalent, in a relevant field, and an excellent record of scholarship that will support appointment at the rank of Professor with tenure.
- A track record of success showing commitment to, and encouraging excellence in, both teaching and scholarship.
- Outstanding leadership and senior administrative experience in an academic environment. Experience working in a unionized setting would be an asset.
- A strong reputation in the business community, and the ability to interact with credibility and confidence with senior leaders in the private sector.
- A strong background in strategic planning, with a record of success in developing and rallying teams around a compelling vision, and the energy, skills and drive to see the vision through to execution.
- A record of deep commitment to, and action on, inclusion and diversity.
- The experience and skills necessary to administer the affairs of the School, and to interact effectively with other administrative officers in the University.
- The ability to engage in advancement activities intended to enhance the academic and financial strength of the School.
- A demonstrated passion for business education, and the ability to respond to the needs of an active and diverse student and faculty population in a rapidly changing landscape.

INTERPERSONAL AND PERSONAL CHARACTERISTICS

- The ability to be persuasive in dealing with diverse constituents, both internally and externally, and to create a sense of common purpose that transcends individual and particular interests.
- A passionate commitment student success, both while at the University and after graduation.
- A leadership style that embodies integrity, fairness, inclusivity, approachability, and transparency.
- Effective problem-solving skills, combined with the ability to build consensus and influence outcomes.
- A community builder with strong interpersonal skills, and commitment to promoting faculty/staff/student collaboration and engagement.
- Excellent communication, listening, and relationship-building skills.
- An affinity for fundraising, and a powerful commitment to building relationships and to raising funds for the School's continued growth.
- Well-developed advocacy skills, and the ability to serve as a key ambassador for the School with the business community and general public.
- Inspired vision, unassailable character, and a true team-leadership commitment.

The Appointment

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 acknowledges the potential impact that career interruptions can have on a candidate's record of research achievement and encourages applicants to explain in their application the impact that career interruptions may have had on their record of research achievement.

In accordance with the AODA Act, accommodation will be provided by both Odgers Berndtson and the University of Guelph throughout the recruitment process.

All candidates are encouraged to apply; however, Canadian citizens and Permanent Residents will be given priority.

Consideration of candidates will begin in Spring 2019, and continue until the position is filled. Applications, nominations and expressions of interest may be submitted in confidence to Colleen Keenan or Krutika Hotwani to sbeguelph@odgersberndtson.com

CONFIDENTIALITY (ODGERS BERNDSTON)

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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.

Thank you for considering this important opportunity. This document is intended to provide the reader with information and is not a contractual document. Some of the material therefore may be subject to change. Please feel free to contact us should you have any questions.

Appendix A: Key Role Accountabilities

Broadly, the Dean's responsibilities include the following:

LEADERSHIP

- Providing proactive, visionary leadership to the School.
- Demonstrating a high level of personal and professional integrity and commitment to the University and its values. Sets the appropriate "tone at the top" by modeling ethical, respectful and collegial conduct.
- Building and managing a team to efficiently and effectively administer, implement, and monitor the ongoing development of the faculty and staff.
- Fostering a positive work and study environment for students, faculty, and staff.
- Building strong, productive and collaborative relationships with a wide variety of stakeholders, including alumni, the School's Advisory Board, international partners, governments, the business community, University of Guelph, and others.
- Communicating the School's vision to the senior administration of the University to enhance understanding and build support for the School's unique place within the University community.

RESEARCH AND SCHOLARSHIP

- Promoting excellence, integrity, and creativity in research and scholarly activity, while recognizing the need for, and importance of, exceptional teaching and student engagement.
- Developing relationships with federal and provincial granting agencies, business, and other funding sources, to advance scholarship activity and increase funding support within the School.
- Facilitating interdisciplinary research and graduate initiatives involving areas of expertise within and beyond the School and with other Schools.
- Showing an understanding of the academic and applied aspects of research, including funding and grants, the relationship of research to teaching and service, and the importance of interdisciplinary collaboration initiatives with other local, provincial, national, and international institutions;

- Fostering and encouraging a high level of research productivity within the School by further enhancing and developing research infrastructure, and supporting faculty efforts to obtain and maintain sponsored research funding.

TEACHING AND LEARNING

- Leading the academic planning processes for the School and supporting curriculum development in line with the University's overall programming.
- Promoting excellence and integrity in pedagogical activity, and fostering a climate that encourages faculty and staff to creatively identify and pursue excellence in teaching and research.

FACULTY, STAFF AND STUDENT RELATIONS

- Developing and leading a strong team of faculty and staff who support the development and implementation of frameworks, policies and initiatives that foster a culture of excellence, innovation, collaboration, engagement, commitment, responsibility, and accountability throughout the School.
- Understanding the challenges linked to successful recruitment and retention, devoting considerable time and resources to attracting exceptional new hires and, when new hires become part of the School's community, providing them with superior orientation and support.
- Promoting a positive and supportive environment for students' life-long academic and high-engagement learning, and creating an outstanding student experience that supports and enhances recruitment and retention.
- Focusing on equity, diversity and inclusion in all of its forms – ensuring that the School is attracting a diverse cohort of students and faculty who will reflect the communities in which they will work.

MANAGEMENT AND ADMINISTRATION

- Overseeing the preparation, management, and monitoring of the planning and budgeting processes within the School as well as demonstrating financial acumen in preparing, managing, and balancing budgets; ensuring fiscally responsible use of funds and transparent financial processes.
- Ensuring the effective and efficient use of resources (human, financial, information, material and physical infrastructure resources).
- Ensuring compliance with University policies and procedures.
- Overseeing administrative faculty and staff, encouraging a sense of collegiality, in their administrative activities - from scheduling courses to program construction and course load management.

- Collaborating with Associate Deans and Chairs of Departments to ensure that the development and delivery of programs within the School is responsive to the needs of not only today's learners but also learners of the future.

UNIVERSITY RELATIONS AND ADVANCEMENT

- Building effective relationships internally, and promoting and advocating for the School to a broad spectrum of constituents, including other Guelph Deans and the University's senior administration.
- Advocating externally for the School - with government, corporate partners, funding agencies, and others - and ensuring that the School is differentiated amongst its competitors, and well-recognized for its unique strengths and values.
- Attracting partnerships and resources by building stronger linkages with local, national, and international communities, education and research institutions, governments, and non-governmental organizations. These relationships will aid in developing research contracts, exchanges, international opportunities and joint programs for students.
- Leading fund-raising activities for the School, and focusing on building, sustaining, and enhancing the School's relationships with its many alumni and partners around the world.