Position Profile

President and Vice-Chancellor
Inspire an Exceptional Community

Guelph’s eighth President and Vice-Chancellor will champion the University community in pursuit of its ambitious academic and research goals with an entrepreneurial spirit, a powerful sense of community, and a profound commitment to societal engagement.

Inspire and support a respected, award-winning faculty, engaged student body, dedicated administration and staff, and loyal alumni – all committed to

*changing lives and improving life.*
Mandate

The University of Guelph faces the future with optimism, entrepreneurialism, and a willingness to take risks. Its next President and Vice-Chancellor will lead, inspire, and articulate a vision that respects the University’s history and charts an exciting and innovative future.

The President will build upon the University’s strengths and further develop and promote its potential for excellence. In consultation with the University community, the President will make decisions that will include refocusing resources to ensure the University continues to lead in its areas of excellence. Significant opportunities for innovation will allow the University to improve quality and efficiency while continuing to focus on student success and engagement, research intensity, and interdisciplinarity.

The University of Guelph’s eighth President and Vice-Chancellor will work with others to:

- Lead the development and implementation of a new strategic plan that inspires and unites the University community, while respecting and complementing the previous plan (Making Change) and more recent planning documents
- Advance and support Integrated Planning and the Program Prioritization Process
- Address strategic priorities while meeting fiscal challenges by identifying new revenue sources, opportunities for innovation, high-quality investments, and potential cost reductions
- Develop and implement innovative approaches that keep the University among the best post-secondary institutions in Canada and the world
- Understand and embrace the University’s culture: a spirit of free and open inquiry, collaboration, caring, and respect, that incorporates research intensity, learner-centredness, and commitment to serve society and enhance the quality of life through scholarship
- Recognize, value, and celebrate the University and its accomplishments
- Advance and support the University’s balance of teaching, research, and service
- Undertake succession planning and establish talent attraction, management, and professional development practices that ensure the University benefits from excellent administrative, academic, and staff leadership
- Support and facilitate continued strong employee relations to advance the institutional mission
- Build productive, trustful relationships with and among the University community and its constituents: students, faculty, staff, administration, alumni, the Board of Governors, the Board of Trustees, the Guelph community, industry, government, and other public, corporate, and individual funders
- Raise the international profile of the University
- Play an active, contributing role in the post-secondary education (PSE) sector in Ontario and beyond, including building relationships and partnerships with PSE leaders
Reporting Relationship

Title: President and Vice-Chancellor
Reports to: Board of Governors
Direct Reports include: Provost and Vice-President (Academic)
Vice-President (Research)
Vice-President (Finance, Administration & Risk)
Vice-President (Advancement)
Location: Guelph, ON
Term: The President will be appointed for a five-year term, commencing in July 2014.

The Role

The President and Vice-Chancellor of the University of Guelph has the extraordinary opportunity to inspire an exceptional and caring community – respected, award-winning faculty; an engaged student body; dedicated administration and staff; and loyal alumni – all committed to changing lives and improving life.

The President advances and communicates the University’s vision, and ensures that the University pursues its mission and mandate. As Vice-Chancellor and Chief Executive Officer of the University and Chair of the Senate, the President leads and engages the University community in pursuing ambitious academic, research, and service goals with an entrepreneurial spirit, a powerful sense of community, and a profound commitment to societal betterment.

Reporting to (and a member of) the Board of Governors, the President leads in developing and implementing the University’s strategic and operational plans and priorities. The President ensures that academic freedom, institutional autonomy, and quality of teaching and research are maintained or enhanced. The role encompasses responsibility for administrative management of the University, including fiscal accountability and sustainability. The President engages with students, faculty and staff, and alumni, and maintains a climate of positive, respectful, collegial relations among all members of the University. The President ensures that the University upholds the human rights of every individual, and is a welcoming and inclusive place for living, learning and working. The President also ensures the University is actively engaged with the Guelph community.

The President is the leading ambassador and spokesperson for the University in seeking opportunities and raising funds from public and private sources. In developing partnerships and in promoting and advocating for post-secondary education, the President builds and sustains relationships with funders, partners, and other post-secondary leaders at the local, provincial, national, and international levels.
The Candidate

Education and Qualifications

- An accomplished academic recognized for excellence in teaching, research, and service
- PhD preferred

Experience

The eighth President and Vice-Chancellor of the University of Guelph will be a transformational leader, with experience that includes:

Institutional Leadership

- Leading an organization through change
- Developing and implementing strategic plans
- Disciplined and successful operational, fiscal, and risk management of an organization large enough to prepare him or her to lead the University (a $700-million-plus, complex, multi-site, multi-stakeholder institution)

Inspiring Excellence

- Striving for/upholding the highest standards of excellence
- Inspiring a culture that embraces innovation
- Inspiring faculty to develop successful research programs and attract individual and team research grants
- Encouraging curriculum development that supports theoretical and experiential learning, pure and applied research, and interdisciplinarity
- Focusing on development and engagement of the whole student
- Harnessing the power of technology, online learning, and social media

Relationship-Building

- Building positive relationships with students, faculty, staff, alumni, and all stakeholders
- Fostering a transparent and productive labour relations environment
- Achieving success in government relations and advocacy
- Building productive relationships and partnerships with PSE institutions and industry
- Attracting significant revenue through fundraising
Personal Characteristics

Values

- Operates with integrity and transparency
- Strives for excellence with focus and discipline
- Passionate about social justice, social responsibility, and the role of higher education in building a better planet
- A lifelong learner who continually aspires to personal and professional growth

Motivational

- Forward-thinking and visionary; able to implement and follow through
- Able to proactively identify issues, find solutions, and act
- Able to inspire, unite, and motivate others; able to draw people together
- Able to see and make the most of opportunities to benefit the University; sees opportunity in challenge
- Able to attract and retain top talent and build strong teams; supports team members and celebrates their successes

Interpersonal

- A relationship builder and excellent communicator and listener at all levels; open, accessible, politically astute, and culturally competent
- Genuine interest in and ability to engage with all members of the University community: students, faculty, staff, and alumni
- Adaptive and able to lead people through change; able to question and challenge norms and traditions with respect and dignity
- Courageous and compassionate; able to say “no” with grace, support tough decisions, and find solutions
The Organization

University of Guelph

http://www.uoguelph.ca/

History

On Oct 1, 1873, the Ontario government purchased 222 hectares near Guelph to establish a school of agriculture. The Ontario School of Agriculture and Experimental Farm opened May 1, 1874, to produce graduates who would make farming in Ontario more efficient and prosperous. In 1888, the renamed Ontario Agricultural College and Experimental Farm (OAC) achieved degree-granting status in affiliation with the University of Toronto.

OAC President James Mills used funds from industrialist Sir William Macdonald and Adelaide Hoodless, founder of the Women's Institute, to establish the Macdonald Institute on the OAC campus and, eventually, to introduce a four-year degree program in household science.

The Ontario Veterinary College (North America’s oldest veterinary college) began in Toronto in 1862 and was moved to the Guelph campus in 1922.

Following federation of these three colleges in 1962, the Ontario government created the University of Guelph in 1964. Rapid expansion followed, with the addition of faculties of arts and humanities, physical and biological sciences, social sciences, and economics. The University has built its reputation on educating the whole student, enriching undergraduate education through research, and transferring new knowledge through community outreach. In 1967, the University awarded its first PhD.

Seven presidents have led the University since its founding in 1964. In 2014, the University of Guelph will celebrate its 50th anniversary as a university and 140 years as a place of higher learning. In 2014, the University will also welcome its eighth president.
The University Today

The University of Guelph ranks among Canada’s top comprehensive universities because of its commitment to innovative research, student learning, and a supportive environment that encourages student engagement. The University is dedicated to cultivating the essentials for quality of life – water, food, environment, animal and human health, community, commerce, culture, and learning. The University community also shares a profound sense of societal engagement, an obligation to address global issues, and a concern for international development.

The University of Guelph consists of seven colleges, with undergraduate and graduate programs spanning the natural and physical sciences, social sciences, and humanities:

- College of Arts
- College of Biological Science
- College of Management and Economics
- College of Physical and Engineering Science
- College of Social and Applied Human Sciences
- Ontario Agricultural College
- Ontario Veterinary College.

The University of Guelph is renowned in Canada and around the world for its commitment to learner-centredness, open learning, research, internationalism, and collaboration.

Faculty at the University of Guelph have won more 3M Fellow teaching awards than faculty at any comparably sized university in Canada. The University has more than 3,000 faculty and staff members.

More than 23,000 full- and part-time undergraduate and graduate students attend the University of Guelph. The University is a highly residential community, with more than 5,000 students living in campus residences, all within a five- to seven-minute walk to class. First-year students are supported through a variety of programs and services, such as the Centre for New Students. University rankings in Maclean’s and The Globe and Mail have named the University of Guelph as top of its class in student excellence, reputation, and quality of faculty, and as one of Canada’s best universities for sense of community and atmosphere (and the University has ranked No. 1 in Canada for campus food for the past eight years). The University has many award-winning, nationally recognized varsity athletics teams, as well as an award-winning intramural program (with over 7,000 students participating annually).
Internationally, The Times Higher Education World University Rankings recently ranked the University of Guelph in the Top 50 Universities Under 50 in the world. The International Student Barometer ranked the University of Guelph first among participating universities in Canada in the categories of student life, support, and learning. International students ranked Guelph 24th overall among the nearly 200 participating institutions world-wide.

The main campus covers 411 hectares, including a 165-hectare arboretum and a 12-hectare research park. The University operates regional campuses at Alfred, Kemptville, and Ridgetown. Besides providing diploma, certificate, and continuing education programs, the Ridgetown and Kemptville campuses offer a degree program in bioresource management (students spend the first two years of this four-year program at a regional campus and complete their studies at the main campus).

Established in 2002, the University of Guelph-Humber serves about 4,000 full- and part-time students. Built on the combined strengths and traditions of the University of Guelph and the Humber College Institute of Technology & Advanced Learning, this institution provides students with an honours university degree and an applied college diploma in a four-year program.

### Mission Statement

The University of Guelph is a research-intensive, learner-centred university. Its core value is the pursuit of truth. Its aim is to serve society and to enhance quality of life through scholarship. In its research and teaching programs, the University is committed to a global perspective.

The University offers a wide range of excellent programs (theoretical and applied, disciplinary and interdisciplinary, undergraduate and graduate) in the arts, humanities, social sciences, and natural sciences, as well as professional fields. Among these, agriculture and veterinary medicine are areas of special responsibility.

The University attracts students, faculty, and staff of the highest quality. It is animated by a spirit of free and open inquiry, collaboration, and mutual respect. It asserts the fundamental equality of all human beings and is committed to creating for all community members an environment
that is hospitable, safe, supportive, equitable, pleasurable, and, above all, intellectually challenging.

The University of Guelph puts the learner at the centre of all it does, recognizing that research and teaching are intimately linked and that learning is a life-long commitment. The University promotes collaboration among undergraduates, graduate students, faculty, staff, and alumni, as well as the local and international communities, other educational institutions, government, and business.

The University of Guelph is committed to the highest standards of pedagogy, to the education and well-being of the whole person, to meeting the needs of all learners in a purposefully diverse community, to the pursuit of its articulated learning objectives, and to rigorous self-assessment, critical inquiry, and active learning. The University of Guelph educates students for life and work in a rapidly changing world.

The University of Guelph invites public scrutiny of the fulfilment of its mission, especially by Ontarians, to whom it is accountable.

Students

The University takes pride in its excellent, high-achieving students. The University provides 12 degree programs with more than 90 potential majors to its 20,000-plus undergraduates. It also offers its 2,600 graduate students more than 90 graduate programs, supported by internationally renowned faculty engaged in cutting-edge research and practice. The University has one of the largest co-op programs in the province, with over 2,000 students enrolled.
The University offers a broad range of magisterial and doctoral level programs, covering the full range of disciplines in the arts and humanities, social sciences, natural and physical sciences, agriculture, and veterinary science. Doctoral enrolments account for more than one-third of graduate enrolment – a testament to the depth of Guelph’s graduate programs.

Guelph students receive more than $30 million annually in academic scholarships. Need-based scholarships and bursaries provide numerous awards to qualified students. Work study, Undergraduate Research Assistantship, and Undergraduate Student Research Award programs allow students to combine learning and work. Annual Student Life Recognition Awards recognize the work of deserving students, staff, faculty, and community members in citizenship, community involvement, and student leadership.

The University has more than 100,000 alumni in 147 countries. Over the years, the University of Guelph Alumni Association has given a variety of awards of excellence to a remarkable range of leaders: http://www.alumni.uoguelph.ca/involved/involved_ugaa_awards.shtml.

Teaching and Research

At the University of Guelph, teaching and research are inextricably linked and equally important.

The University of Guelph demonstrates a strong commitment to interdisciplinary programs, collaboration, and integration of teaching and research. The focus on teaching innovation and excellence and the vibrant learning environment bring new knowledge into the classroom, allow students to share in the excitement of discovery, and empower students to assume more responsibility for their own learning. The University’s First Year Seminar courses are just one example of the innovative and successful integration of research, teaching, and learning.

The University ensures that students thrive and excel by offering extensive student support and engagement programs (e.g., the Centre for New Students, the Office of Intercultural Affairs, the Aboriginal Resource Centre, the Peer Helper Program, the Learning Commons, Living Learning Centres). Guelph has the highest graduation rate among comprehensive universities in Canada.

The University of Guelph is regularly ranked as the most research-intensive comprehensive Canadian university, and was recently named the most inventive university in Canada. University of Guelph faculty have attracted more research dollars per capita than any other comprehensive university in Canada, with research funding averaging $150 million annually (from a broad range of sponsors, including the Tri-Council agencies). The University’s research enterprise spans seven colleges, four regional campuses, 14 research stations, and the University of Guelph/Ontario Ministry of Agriculture and Food (OMAF) partnership. Among its researchers, Guelph numbers 35 Canada Research Chairs and 20 Fellows of the Royal Society of Canada.
The University of Guelph’s 12-hectare research park provides first-class research facilities and offices for agribusiness, animal health, and molecular design companies while helping Canadian organizations tap into Guelph’s research strengths. The University has been very successful in building strategic partnerships with the public and private sector to strengthen its position in its areas of basic and applied research excellence.

An enhanced partnership reached in 1997 between the University and what is now OMAF relocated ministry employees to an 8,000-square-metre research complex adjacent to campus. The partnership made the University responsible for the Horticultural Research Institute of Ontario and OMAF’s Laboratory Services. With its enhanced partnership, research park, and the NSF-Guelph Food Technology Centre (an independent laboratory on campus for food processing research and product development), the University is the hub of a rapidly growing cluster of agrifood education, research, and laboratory services.

The seven research themes and areas of strength identified in the Strategic Research Plan, 2012–2017, illustrate the breadth of research that is undertaken at the University:

- Agriculture, food, and the bioeconomy
- Biodiversity, environment, and ecology
- Economic management, governance, and public policy
- Foundations of science
- Health and well-being in humans and animals
- Human behaviour, cultural evolution, creative communities
- Technology and applied sciences.

The University undertakes international research projects in almost 50 countries, and works with public- and private-sector partners in 30 nations. The University participates in projects of the Canadian International Development Agency (CIDA) and the International Development Research Centre (IDRC) in Africa, India, South and Central America, and South Asia.

Scholarship and Engagement with Community

The University of Guelph has a long and strong tradition of working with the community in research, teaching, and service. Through various local, national, and global programs, University of Guelph students, faculty, and staff work closely with civil society organizations with the aim of promoting and advancing student learning and community benefit.
Part of this work takes place through the Institute for Community Engaged Scholarship and the Research Shop (www.researchshop.ca), which foster collaborative, mutually beneficial community-university research partnerships. The Institute and the Research Shop strengthen faculty and student engagement with local, national, and international communities of interest, partnering with community agencies, innovators, governments, and other decision-makers.

The Co-operators Centre for Business and Social Entrepreneurship and the Centre for International Programs and Student Life serve to further promote and advance community-engaged learning, collaborations with community partners, and civic engagement.

Practicum and field placement opportunities enable students to integrate theory and practice. Students also participate in a range of volunteer programs with over 300 community benefit organizations in Guelph/Wellington. Primarily student funded and operated, the University’s Student Volunteer Connections unit is Canada’s first and only incorporated student volunteer centre, enabling programming, services, and collaborations that promote social action, student volunteerism, and community engagement. In addition, the University has fostered critically important relationships with the City, local residents, and neighbourhood groups to promote positive student-neighbour relations, reflective learning, and civic responsibility.

Leading within the Post-Secondary System

The University of Guelph’s vision and leadership are transforming post-secondary education. The University accurately anticipated changes now occurring within Canada’s post-secondary system. In 2005, the Provost’s White Paper, The Lighting of a Fire: Reimagining the Undergraduate Learning Experience, addressed a number of topics, including: the first-year experience; contact hour/credit systems; opportunities for research-based learning across the University; student skills portfolios; curriculum internationalization; civic engagement and experiential learning; incorporation of Universal Instructional Design principles; technology-assisted learning; capstone programs; enhancing the supportive learning environment; and integrated assessment of student learning.

The University continues to examine its practices and seek opportunities to improve. A recognized leader in outcomes-based pedagogy, it has established five university-wide learning outcomes aimed at demonstrating and accounting for student knowledge and achievement beyond traditional grades.

The University of Guelph was the first University in Canada to establish a centre to promote internationalism, and is also the first to have created programs that help students transition from high school to university.
Anchored in the current Strategic Plan, the University’s innovative Integrated Plan links and co-ordinates planning and risk management across academic and support areas of the institution. Under this five-year Integrated Plan, the University has improved its long-term planning and decision-making for annual resource and budget allocation. The University of Guelph drew upon the results of these and other processes of self-examination when the provincial government asked universities to prepare Strategic Mandate Agreements.

Recently, Guelph’s Integrated Planning incorporated a new, University-wide initiative to assess all of its academic and non-academic programs and services in order to identify and focus on the University’s strengths. This Program Prioritization Process will support evidence-based decisions about mission-critical programs and services.

Another innovation (unique amongst Canadian universities) is the Heritage Trust, created in 1991 by the Board of Governors to pay for strategic, one-time investments without having to draw on the University’s operating budget. Its Board of Trustees oversees an endowment fund enhanced through lease revenue generated by lands owned by the University.

International Initiatives

Guelph attracts about 900 international students from 100 countries. Transition and retention initiatives developed by the Department of Student Life have recently been recognized by The Education Advisory Board as best practices in the area of support programs for international students.

The University has 60 public- and private-sector partners in 30 countries, and participates in CIDA projects worth a total of $16.5 million around the world. The University offers more than 200 distance degree credit courses to more than 25,000 course enrolments. Its graduates are Guelph’s ambassadors to the world – 100,000 alumni in 147 countries.

Established by the University Senate in 1967, the Centre for International Programs was the first of its kind in Canada. The Centre has helped to establish Guelph as a leader in international cooperation, education, and research. Through the Centre, students participate in exchange programs, undertake a semester abroad, or find opportunities to work and volunteer abroad. The University offers 70 study-abroad programs in 33 countries involving more than 100 partner institutions.

Guelph is engaged in a number of important international partnerships and research initiatives, many of which stem from its long-standing commitment to international development.
The Better Planet Project

The Better Planet Project is a $200-million fundraising campaign to support University of Guelph strengths in: food, environment, health, and communities. Through investments in teaching and learning, research, scholarships, and facilities, the University is solving some of the world’s most perplexing problems. With ground-breaking research, innovative technologies, and a 150-year legacy of caring for its neighbours near and far, the University of Guelph is poised to make a difference.

Sustainability

The University of Guelph enjoys a national reputation for its actions regarding sustainability. The University endeavours to be a place where everything that is taught, done, built and operated changes lives and improves life. Faculty, staff, and students embrace the responsibility and commitment to respect and improve the well-being of our planet.

The University's Director of Sustainability coordinates and tracks the University's innovations and achievements in resource reduction and conservation. Too numerous to list here, they can be found in the University's sustainability report: Sustainable Guelph.
Guelph, Ontario

Guelph was founded in 1827 by John Galt of the Canada Company as the commercial headquarters for the development of the Huron Tract lands. Located on Attawandaron territory, Guelph was one of the first planned communities in Canada. Complete with squares and broad avenues that radiate from a point on the Speed River, Guelph is noted for its local limestone architecture – many of the best examples dating after the 1850s, when the railway arrived and the town began to grow rapidly.

Ranked by msn.ca as Canada’s next most-liveable city for its quality of life and affordability, Guelph was recently named Canada’s Most Caring Community by Maclean’s for its level of volunteerism. Richard Florida ranked Guelph among Canada’s Top Ten cities for university graduates, mid-career professionals, families with children, and retirees; Guelph was ranked fourth among 4,716 cities on the Canadian Council on Learning’s Composite Learning Index. Statistics Canada named Guelph Canada’s safest city in 2009, and Guelph consistently ranks lowest on the crime severity index.

The fifth fastest-growing city in Canada, Guelph numbers 121,000 people. The city is well-served by public and Catholic school boards (including seven high schools), a small campus of Conestoga College, the University of Guelph, and a six-branch public library system. Guelph is served by VIA Rail, GO Bus service and a municipal transit system. Guelph is less than an hour from Toronto via Highway 401. The city has facilities for acute care; long-term, complex continuing care and rehabilitation; and mental health care.

Guelph has a vibrant cultural community. The Macdonald Stewart Art Centre (MSAC) on the University of Guelph campus presents exhibitions exploring historical and contemporary visual arts. MSAC’s collection contains more than 7,000 works spanning three centuries of Canadian and Inuit art. Guelph’s stylish and contemporary River Run Centre stages premier events, including concerts, musicals, plays, and dance. The City is home to the Hillside Festival, the Guelph Jazz Festival, and the Guelph Symphony Orchestra. The Sleeman Centre is a modern sports and entertainment venue. Other Guelph attractions include three national historic sites, the University of Guelph Arboretum, a media video centre, numerous parks, and a youth music centre.

Guelph has a diverse economic base: manufacturing accounts for 24 per cent of employment; education, 11 per cent. Guelph has one of the lowest unemployment rates in Canada (just over four per cent). The City of Guelph promotes the long-term health of the community through strategic plans addressing environment, recreation and culture, neighbourhoods, heritage, business development, and other areas. The Innovation District is vital in meeting employment and housing targets in Guelph’s Growth Management Strategy.
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