Candidate Brief

UNIVERSITY OF GUELPH

Dean, Ontario Agricultural College

For more information, please contact:

Colleen Keenan, Partner
collen.keenan@odgersberndtson.ca

Jason Murray, Senior Consultant
jason.murray@odgersberndtson.ca

416-366-1990

March 2016

www.odgersberndtson.ca
The University of Guelph

Established in 1964, the University of Guelph is a mid-sized comprehensive university with more than 21,000 undergraduate and 2,100 graduate students. The University is a research leader in Canada, with an international reputation for its commitment to students, their education and success.

The University of Guelph consists of seven colleges whose undergraduate and graduate programs span the natural and physical sciences, social sciences, and humanities. The University of Guelph also includes a regional campus at Ridgetown that offers Associate Diploma programs in Agriculture, Horticulture, Environmental Management, and Veterinary Technology.

The University combines outstanding teaching, along with experiential learning, co-operative education outside of the classroom, and research opportunities. Guelph is recognized for its overall global academic reputation, publication intensity, citation intensity, and number of faculty achieving international recognition through awards. Its faculty have a strong track record of generating new knowledge and discovery. Guelph students have the highest graduation rate among Canadian comprehensive universities.

For more information about the University of Guelph, visit http://www.uoguelph.ca/, http://www.uoguelph.ca/info/factsfigures/, and http://strategicrenewal.uoguelph.ca/.

The Ontario Agricultural College (OAC)

Established in 1874, the Ontario Agricultural College (OAC) is a founding college of the University of Guelph, and is recognized as Canada’s top agricultural school. Encompassing a province-wide network of field stations and research facilities, OAC is a global leader in education, research, and service in agriculture, food, environmental sciences, and rural community development.

With these four major areas of focus and six academic units located on two campuses, the OAC attracts more than 40 percent of the research funding at the University of Guelph, totalling more than $50 million annually. The OAC has earned an international reputation for its teaching and research excellence; for the outstanding calibre of its students, faculty, and staff; for the strength of its partnerships with government and industry; and for the support of its network of committed alumni.

The OAC is home to over 2,500 undergraduate students, 450 graduate students, 650 diploma students, and 140 faculty members. For more information about OAC, please visit the following links:

www.odgersberndtson.ca
Opportunities and Challenges

The Ontario Agricultural College is well-positioned to move to the next level of excellence. The College has enjoyed strong leadership over the past several years, and has been very successful on many fronts. With annual research funding of approximately $50 million, OAC enjoys one of the highest levels of funding per faculty member in the University. There is a strong demand for OAC’s programs, from undergraduate, graduate, and diploma students. The College is in a very strong position. There is a new energy and excitement about the future, at a time when the issues and disciplines with which it concerns itself, are more topical, high profile, and politically, socially, and economically important than ever.

At the same time, the environment in which the OAC operates is competitive. There are enormous changes in the field of agriculture, that provide both a huge opportunity, but also a challenge for the College, as it works to stay ahead of the curve on emerging areas of scholarship and in the education it provides for its students. The research funding climate is challenging, and the competition for students is tightening, and the new Dean must bring a singular focus to ensuring that the Ontario Agricultural College is out front and competitive – both for funding from the Tri-Councils, industry, and other partners, and for the very best graduate, undergraduate, and diploma students.

The College enjoys the respect and support of its partners, including numerous Ministries within both the provincial and federal governments, who see the scholarship generated by OAC as directly relevant and important to their priorities. In particular, the OAC’s partnership with OMAFRA (the Ontario Ministry of Agriculture, Food, and Rural Affairs) is critically important. OMAFRA and the College have shared a unique relationship and common objectives to advance Ontario’s agri-food and rural sectors since 1874, when the Provincial School of Agriculture (now the OAC) was founded. The partnership allows the OAC to produce innovative research and education, and is fundamental to the College’s ability to continue to play a leadership role in sustaining and enhancing Canada’s critically important agri-food industry.

In addition to its relationship with governments, OAC has been successful at generating many productive partnerships – with producers, communities, and other universities – provincially, nationally, and internationally. It has done so while enjoying outstanding support from its deeply committed alumni community. To be successful, the new Dean must embrace the role of ambassador for the College, and must have a deep interest in connecting with all of the stakeholders who make up the OAC community. These connections and partnerships are vital to
the ongoing success of the College, and the ability to interact and communicate with the Dean is critically important to all constituents, both internal and external to the University.

The College is seeking a Dean who is a talented and strategic developer of partnerships and relationships external to the University, but who is equally adept at managing and leading within. There is an enormous opportunity for the OAC to partner with other Colleges and Departments across the University of Guelph, as it engages with new and emerging issues and in areas of interdisciplinary scholarship. This will be a priority going forward.

The collegial and collaborative culture of the College, and of the University of Guelph, is critical to sustain. Much has been accomplished because of the mutual respect and the commitment to interdisciplinarity that faculty and staff members share. The Dean will be charged with ensuring that this culture continues to flourish, and that OAC remains a place where ideas are welcomed, partnerships are encouraged, and communication is open and transparent.

The opportunity for the new Dean is immense. With an enormously strong base from which to build, the College seeks a visionary leader who can continue to inspire the OAC community, and move the College forward in a time where its work is more relevant and critical than ever.

Candidate Qualifications

The University of Guelph is seeking an experienced, visionary leader who will enhance the College’s commitment to excellence and innovation in education, research, and service. The new Dean will, ideally, have an international orientation, but be deeply rooted in, and committed to, the region and to Canada. The overall responsibilities/accountabilities for the Dean can be found in Appendix A of this document.

While the search committee recognizes that no one individual will possess all of these qualifications in equal measure, the following are seen to be particularly important.

Qualifications and Experience

Leadership, Scholarship, and Administration:

• A strong record of scholarly achievement in a relevant discipline, ideally qualifying for appointment at the rank of professor.
• A demonstrated knowledge of, and appreciation for, the role of excellent teaching, passion for undergraduate, graduate, and diploma education, and the ability to respond to the needs of an active and diverse student population.
• An appreciation of, and desire to encourage, both discovery and applied research, and the knowledge to speak articulately, passionately, and persuasively about all of the disciplines found within the College.

• Experience 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 strategy and execution.

• Significant leadership experience, preferably earned within a university environment, and a record of successfully managing fiscal, physical, and human resources.

• Strong organizational and administrative skills, including the ability to effectively delegate and empower leaders within the College.

• An appreciation for issues around faculty recruitment and retention in an increasingly competitive environment.

External Relations, Advancement, and Stakeholder Engagement:

• A strong external orientation, and the skills and desire to be an active advocate, ambassador, and partnership builder for the Ontario Agricultural College.

• Experience in successfully promoting a department, unit, or faculty, and the skills to raise the profile of the OAC, within the University and in the wider community.

• Experience working collaboratively and productively with industry, governments, community groups, and the public at large.

• Support for, and experience with, advancement in all its forms (working with alumni, the local community, and other partners), and a track record of having been an effective, outward-looking advocate for a Faculty or Department.

Interpersonal Skills 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 interests.

• Excellent communication, listening, and relationship-building skills -- including an ability to balance collegiality and the seeking of consensus with difficult decision-making.

• A high degree of energy, and a great sense of humour.

• A commitment to equity and diversity in hiring, student recruitment, and educational programming.
Application Information

The University of Guelph is committed to equity in its policies, practices, and programs, supports diversity in its teaching, learning, and work environments, and ensures that applications for members of underrepresented groups are seriously considered under its employment equity policy. All qualified individuals who would contribute to the further diversification of our University community are encouraged to apply; however, Canadian citizens and permanent residents will be given priority.

Applications and inquiries may be sent to Colleen Keenan or Jason Murray at guelphoac@odgersberndtson.ca. Consideration of candidates will begin in late March, with the new Dean to take office in the summer of 2016, or as soon as possible thereafter.

Confidentiality

Odgers Berndtson respects the privacy and confidentiality of personal information provided by candidates in our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act ("PIPEDA"), a copy of our Privacy Policy is available for your review on our website at: www.odgersberndtson.ca/index.php?id=1435&L=4

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

Dean, Ontario Agricultural College

Reporting to the Provost and Vice-President (Academic), the Dean of the Ontario Agricultural College is responsible for the leadership and administration of all aspects of the College. In addition to the role of senior officer of the College, the Dean is a senior administrator of the University. The Dean fosters an environment in which world-leading research, excellent teaching, and engaged scholarship flourish. As the face of the OAC, the Dean is champion of interdisciplinary scholarship, community and partner outreach, and the recruitment of high quality faculty and students. Leading a College known for its collegial, collaborative, and positive culture, the Dean will continue to encourage and sustain an environment in which students, faculty, and staff thrive.

LEADERSHIP

- Demonstrates 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.
- Inspires a shared vision of the College in support of the University’s Mission and Values.
- Through an inclusive consultation and decision making process, is a leader in the academic planning process for the College, initiating discussion, defining priorities, and developing and articulating the vision.
- Communicates the College’s vision to the senior administration of the University to enhance understanding and build support for the OAC’s unique place within the Guelph community.
- Develops and leads 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 OAC.
- Promotes opportunities for cross collaboration with other programs across the University, to tailor multidisciplinary programs that serve regional needs, and increase the commercialization of research and technology.
- Provides strong leadership within a shared-governance structure. Builds trust through openness and transparency, while making difficult decisions needed to move the OAC forward.

RESEARCH AND SCHOLARLY ACTIVITY

- Demonstrates sound intellectual leadership and brings a strong record of scholarship.
• Promotes excellence and integrity in research and scholarly activity, and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence.
• Works to increase funding support from international, federal, and provincial agencies, as well as with private sector partners, while (in collaboration with the Vice-President, Research) demonstrating resourcefulness and creativity in identifying alternative funding sources.
• Plays a key role in developing research contracts, exchanges, and collaborative initiatives with other local, provincial, national, and international institutions.
• Fosters and encourages a high level of research productivity within the College, by further enhancing and developing research infrastructure, and supporting faculty efforts to obtain and maintain sponsored research funding.

EXTERNAL RELATIONS AND ADVANCEMENT

• Builds effective relationships, promotes, and advocates for the College to a broad spectrum of constituents, including senior administration, faculty members, students, alumni, other community leaders, agencies, and partners (private and public sector) regionally, nationally, and internationally.
• Works collaboratively, constructively, and collegially with the provincial government, and ensures that the College’s relationship with its main funder is productive and positive.
• Attracts resources to the OAC from governments, private sector partners, alumni, and others. Working with the University’s advancement professionals, leads the College’s fund development activities by leveraging existing partnerships, and creating and nurturing new ones.
• Serves as ambassador for the College.

FACULTY AND STAFF RELATIONS

• Plans and prioritizes human resource needs for the OAC, and establishes strategies to enhance its ability to compete in the recruitment of high calibre faculty and staff.
• Makes initial appointments and re-appointments, and recommendations for tenure and promotion.
• Is accessible and fair in dealing with personnel issues, and follows effective, transparent processes.
• Builds an environment of collegiality in which faculty, students, and the broader community jointly participate in and benefit from the unique nature of the College.

ADMINISTRATION

• Ensures compliance with University policies and procedures.
• Oversees the preparation, management, and monitoring of the planning and budgeting processes within the College. Demonstrates financial acumen in preparing, managing, and balancing budgets; ensures fiscally responsible use of funds and transparent financial processes.

• Ensures the effective and efficient use of resources (human, financial, information, and material).

• Exercises good judgment in the management of change and risk.
2016 is here and we want to extend our best wishes to you for a fantastic year. As we move into the new year, we’d like to share with you a recap on the successes and stories of 2015 at the Ontario Agricultural College of the University of Guelph.

> 2015 by the Numbers

1. Our Arboretum became the highest-ranked accredited arboretum in Canada. The 400-acre natural space on campus recently received Level 3 accreditation under the ArbNet Accreditation Program for Arboreta, which evaluates arboreta on the quality of botanical collections, curatorial activities, education programming, research activities and conservation initiatives.

2. Two Master of Landscape Architecture students transformed an underused roadway in downtown Guelph into a promenade for community engagement during the John Galt Day festivities on August 1st. The temporary redesign included spaces for leisure, socialization and recreation for all ages of visitors, including a temporary beach and park.

4. Miniature sunflowers sprouted in 40 Ontario high school classrooms as part of a lesson plan project run by OAC’s prospective student Liaison Team. In this free activity, students compared plant nutrition sources as a means for understanding the scientific method. The liaison program is made possible through funding provided by OAC alumni donors and industry supporters.

10. Over the last year we’ve hired and welcomed 10 new faculty members to OAC specializing in:
   - poultry nutrition
   - chemical contaminants in the environment
   - food safety
   - dairy microbiology
   - molecular gastronomy and the biophysics of digestion
   - dairy genomics
   - beef and small ruminant genomics
   - companion animal nutrition
   - mammalian reproductive physiology

12. This year Guelph was ranked No. 1 in Canada and 12th worldwide in the 2016 U.S. News & World Report ranking of best global universities for agricultural sciences.

25. We celebrated the 25th anniversary of the Campbell Centre for the Study of Animal Welfare, the largest centre of its kind in North America.

400k. We received more than $50 million in annual research funding, or approximately $400,000 per OAC faculty member.

2.3k. Over 2,300 undergraduate students are enrolled in our various undergraduate programs and OAC’s undergraduate enrollments have grown by more than 53 per cent in the past 5 years.

50. We celebrated the 50th year of landscape architecture programming at the University of Guelph. Since 1964, we have graduated nearly 1,500 landscape architecture students, who make up a core of the practicing and academic landscape architects in Canada and world-wide.

650. There are 650 Associate Diploma students in our programs and our Ridgetown Campus experienced its seventh year of strong agriculture diploma enrolment with over 300 new students enrolled this year.
**#BlueJays**

Our researchers are collaborating with the Toronto Blue Jays to grow a natural turfgrass field in the Rogers Centre. While the Blue Jays were captivating fans with their incredible season, our researchers were monitoring the climate within the Rogers Centre. The data collected will be used to guide research in the next two years that will enable Canada’s only major league baseball team to install a natural grass field.

**#WaterSecurity**

Researchers in our Department of Food, Agricultural and Resource Economics have shown that First Nations who partner with nearby municipalities to supply drinking water are less likely to have a boil-water advisory. It’s a simple concept, but one that isn’t being implemented by all and our researchers are reaching out to ensure policy makers and communities understand the benefits of this collaborative approach.

**#PanAmGames**

The 2015 PanAm Games in Toronto brought a lot of excitement to Ontario. We were thrilled to congratulate Evan Van Moerkerke, a student in our Bachelor of Science in Agriculture program and swimmer, who won a silver medal as part of the men’s 4x 100 metre freestyle relay team.

**#NepalEarthquake**

Prof. Manish Raizada had to shift from research to disaster relief mode following the 7.8-magnitude earthquake in April. He and his team of researchers are testing sustainable agriculture kits (SAKs) with about 600 farmers in Nepal with a goal to improve livelihoods and reduce labour needs. The project is now also a relief project aimed at preventing the potential secondary disaster if farms are not producing and food is not available.

**#TheMartian**

Growing food on Mars isn’t something that just happens in the movies. Researchers at our Controlled Environment Systems Research Facility have been researching how to grow foods on other planets for decades. They do so using highly specialized growth facilities that subject food crops to environmental stresses that are comparable to those experienced in, for example, a Martian environment.

**#Economy**

Our School of Environmental Design and Rural Development received $1 million to help spur regional economic development and innovation in southwestern Ontario through the creation of a new professorship; the Libro Professorship in Regional Economic Development for Southwestern Ontario.

**#InternationalDevelopment**

Researchers in our Department of Plant Agriculture received $4.2 million in federal support to continue to improve the livelihoods of small-scale farmers worldwide. The project involves innovative nanotechnology-based packaging to improve the shelf life of mangos, a major fruit crop in many countries throughout the world. The technology has already helped to significantly reduce post-harvest losses in Sri Lanka and India and the additional funding will enable researchers to broaden the initiative to Kenya, Tanzania, and Trinidad and Tobago.

**#AgriFoodLeadership**

The Food Institute of the University of Guelph, with leadership from OAC, hosted its inaugural Food and Agriculture Business Seminar in June. The event, the only one of its kind in Canada, brought together food and agriculture sector executives and emerging leaders from both public and private organizations to learn from case studies on PepsiCo Foods Canada, Ben & Jerry’s, Campbell Company Canada and Monsanto Company. The Food Institute of the University of Guelph was established in 2013 as a means to broker knowledge and expertise to help grow Canada’s food and agriculture sector.
OAC Research + Climate Change

Increasingly climate change is becoming part of public consciousness and came on to center stage in 2015 during the United Nations Conference on Climate Change in Paris, France. OAC researchers are continuing to do their part to understand and lessen climate change with an emphasis on agroecology and green technologies.

> Improving Agro-Ecosystems

Our Prof. Claudia Wagner-Riddle received $1 million from the Canada Foundation for Innovation (CFI) this year to establish big data capacity for projects designed to investigate improving the performance and resilience of farming systems in the context of climate change. She is building a new controlled-environment facility, the first of its kind in North America, where researchers will study production systems year-round using state-of-the-art instruments to measure the ability of production systems to withstand and perform in a changing climate.

> Measuring Impact on Bumblebees

A post-doctoral fellow in our School of Environmental Sciences, Alana Pindar, was part of a revolutionary study showing that climate change is having a large impact on bumblebees, perhaps much more than either habitat loss or pesticides. The study, which looked at 110 years' worth of data, found that warming temperatures in North America and Europe are shrinking bumblebee ranges.

> Promoting Cleaner Construction in Colombia

Paola Vasquez, a PhD candidate in the School of Environmental Design and Rural Development, received a United Nations Climate Solutions Award at the UN Climate Change Conference in Paris. She is part of a team that organizes the Fostering Cleaner Production program, which is pushing the Colombian construction industry toward cleaner and greener production through female empowerment.

> Reducing Everyday Waste

Our Bioproducts Discovery and Development Centre (BDDC) conducted the research and development to create the world’s first certified 100 per cent compostable single-serve pod for coffee, tea and other hot beverages. BDDC researchers worked with Toronto-based coffee roaster Club Coffee to bring this breakthrough product to market and address the environmental issue of the billions of plastic coffee pods filling landfills worldwide.

> The world’s first certified 100 per cent compostable single-serve coffee pod.