



LAVERNE SMITH & ASSOCIATES INC.

POSITION PROFILE

VICE-PRESIDENT RESEARCH AND GRADUATE STUDIES CONCORDIA UNIVERSITY

Concordia University invites expressions of interest, nominations, and applications for the position of Vice-President Research and Graduate Studies. The successful candidate would take office in the summer of 2017 or as soon thereafter as possible.

CONCORDIA UNIVERSITY

Concordia University is an ambitious, innovative, research-engaged university focused on transformative learning, collaborative thinking, and public impact. Located in the heart of Montreal, Concordia is the top-ranked Canadian university in QS's Top 100 under 50, and second in North America. It is one of the 200 most international universities in the world according to *Times Higher Education*.

Concordia enrolls over 46,000 students across two modern, state of the art campuses. Eighteen percent of enrolments are in graduate programs, and close to seventeen percent of students are international. The University comprises four Faculties - Faculty of Arts and Science, Faculty of Engineering and Computer Science, Faculty of Fine Arts, the John Molson School of Business - and a School of Graduate Studies. The University is home to many transdisciplinary and faculty-based research units, platforms, and think tanks. It offers students robust experiential learning opportunities ranging from co-op placements in industry, to internships in community groups and cultural organizations, to involvement in new initiatives such as District 3, an award-winning start-up innovation and entrepreneurship incubator. Concordia aims to be a next-generation university that prepares students and society for what's next. For more information, please visit www.concordia.ca.

Concordia University's Strategic Directions outlines nine action plans for a next-generation university:

1. **Double Our Research** – pursue bold goals in research that reflect our talents and our ambition to tackle big challenges.
2. **Teach for Tomorrow** – deliver a next-generation education that's connected, transformative and fit for the times.
3. **Get Your Hands Dirty** – use rich experiences outside the classroom to deepen learning and effect change.
4. **Mix It Up** – build agile structures that facilitate intellectual mixing and internal collaboration.
5. **Experiment Boldly** – be inventive and enterprising in creating tomorrow's university.
6. **Grow Smartly** – add capacity where our strengths and emerging enrolment demand intersect.

7. **Embrace the City, Embrace the World** – achieve public impact through research and learning.
8. **Go Beyond** – push past the status quo and go the extra mile for members of our community.
9. **Take Pride** – celebrate successes and be purposeful about building a legacy.

These directions are supported by best practices in administration and by communicating its successes to internal and external communities. More information about Concordia's strategic directions is available at www.concordia.ca/directions.

RESEARCH AND GRADUATE STUDIES AT CONCORDIA

In the past few years, several key planning and support initiatives have been put into place to scale up capacity and visibility of Concordia's research and graduate environment. At the heart of the plan are funding initiatives, as well as new policies and structures. These are designed to support research and graduate training, increase the University's external funding, internationalization efforts, industry-sponsored research, and stimulate the transfer of innovations and knowledge through commercialization activities and interactions with communities. Concordia is committed to the hiring of highly productive tenure track scholars. In a time of budget constraints, the University has continued annually to recruit 25 to 30 new faculty members from top institutions around the globe.

Concordia has innovative, modern, and unique facilities to support research in areas ranging from digital humanities to information systems security. A sampling of some recent developments at Concordia reflect its investment in research and graduate studies, including:

- The Centre for Structural and Functional Genomics, a core genomics facility and computational resources to sequence, process and store the genetic information of various organisms;
- The PERFORM Centre, where research, education and community come together in the scientific exploration of physical activity, nutrition and lifestyle;
- The Solar Simulator-Environmental Chamber, a one-of-a-kind facility designed to revolutionize solar energy applications and building standards;
- Canada's first synthetic biology biofoundry scheduled to open in the summer of 2017;
- Major renovations to the Webster Library and the conversion of the 150 year old Motherhouse of the Grey Nuns into a reading room. Both libraries are located on the Sir George Williams campus in the heart of downtown Montreal;
- The 2017 creation of new graduate student space in the John Molson School of Business;
- The creation of a new Department of Chemical and Materials Engineering, which will be unique in Canada;
- Concordia University Press, an open access publisher of scholarly books that is one of a kind in Quebec and one of just a few in North America;
- The launch of Milieux, an ambitious institute for research and research-creation working at the intersection of design, art, culture, and technology;
- The launch of the Academic Success and Integrity Module (ASIM), an online training module built by the Library in close collaboration with the School of Graduate Studies which all graduate students must complete in their first year at Concordia; and
- Creation/implementation of the following new graduate programs within the last three years:
 - Master in Supply Chain Management
 - Master in Design
 - Graduate Certificate in Innovation, Technology, and Society
 - PhD in Geography, Urban, and Environmental Studies

- PhD in English Literature
- PhD in Software Engineering
- Diploma in Youth Work
- Certificate in University Teaching

Concordia's performance in attracting research revenue continues to increase. For example, this past year, sponsored research income reached more than \$50 million, compared to the \$35.6 million awarded in 2008. Currently, Concordia has an allocation of 27 Canada Research Chairs, 44 Concordia University Research Chairs, and 18 Industrial and/or Endowed Research Chairs and Special professorships. Concordia's 2013-2018 Strategic Research Plan, which may be viewed at <http://www.concordia.ca/research/at-a-glance/strategic-research-plan.html>, provides a blueprint for the future growth and intensification of research activity at Concordia by guiding strategic level resource allocation processes and decision making.

Concordia has 7,300 graduate students enrolled in programs that span a diverse range of fields across the arts, humanities, natural and social sciences, engineering, and commerce and administration. Concordia supports highly specialized, field-specific graduate research but also encourages trans-disciplinary studies and training. For example, at Concordia you will find students in the fine arts, the social sciences, and computer science working together to design and study computer games, or discussions between researchers in genomics and journalism on how scientific research with social ramifications is communicated to the public.

Concordia is home to leading research centres and is a hub for networks in Quebec and Canada. Graduate students have exceptional opportunities to work with researchers who have national and international networks in fields such as media arts and technologies, genocide and human rights, aerospace engineering, ageing studies and preventative health, climate change, sustainable business, information technologies and cyber-security, and energy efficiency, to name but a few. The School of Graduate Studies is also home to the PhD in Humanities, as well as the INDI (individualized program), a unique interdisciplinary Masters and PhD program that allows outstanding students to create their own program of study that crosses traditional disciplinary boundaries.

The School of Graduate Studies works collaboratively with departments in all four Faculties (Arts and Science, Engineering and Computer Science, Fine Arts, and the John Molson School of Business) to enhance the quality of learning that graduate students experience at all levels within all programs. The School manages the Horizon Postdoctoral Fellowship awards program, which allows Concordia to recruit 60 postdoctoral fellows per year, in addition to its normal cohort. Graduate training at Concordia University brings together the perfect combination of knowledge, skills, and spirit of inquiry to inspire and prepare all students for the challenges ahead.

THE ROLE AND MANDATE

Reporting directly to the President and collaborating closely with the Provost, Faculty Deans, and the University Librarian, the Vice-President Research and Graduate Studies will promote the highest standards of quality to enhance innovative research and scholarship, and to advance Concordia's growing national and international presence in research and graduate education. With direct reports that include the leadership of Graduate Studies, Concordia International, several institution-wide research platforms, as well as accountability for 23 University-recognized research units, the Vice-President will lead an office that is unique in scope and integration. The Vice-President will collaborate with other universities within Quebec and beyond, and represent

Concordia externally with government, industry, and relevant provincial, national, and international bodies and funding organizations.

As a key member of the senior executive of the University, the Vice-President Research and Graduate Studies will provide strategic leadership, innovation, and vision to nurture the further development of high-impact research, graduate education, and international initiatives at Concordia University. He/she will expand research revenues, strengthen the mission of graduate education, and increase the visibility and reputation of research, research-creation, graduate studies, and international activities at Concordia.

The Office of the Vice-President Research and Graduate Studies plays a leadership role in the pursuit and achievement of excellence in research, graduate studies, and international initiatives. Through the Office of Research, the Vice-President is responsible for research facilitation and promotion, including maximizing research funding opportunities, developing and implementing policies related to research and technology transfer, and providing a full range of research services and support to Concordia researchers. Through the School of Graduate Studies, students, faculty, and administrators are guided through the academic and administrative components of Concordia's graduate programs. Through Concordia International, the Vice-President plays a leadership role in promoting international student mobility as well as international research initiatives. Organizational charts are included at the end of this profile.

The Vice-President Research and Graduate Studies chairs the following committees:

- University Research Committee
- Senate Research Committee
- University Research Awards Committee
- Ad Hoc Review Committee of the School of Graduate Studies

It is expected that the mandate, key responsibilities, and priorities for the Vice-President Research and Graduate Studies will include:

- Continuing to foster and promote a dynamic research, research-creation, and graduate studies culture at Concordia;
- Expanding the University's international presence and promoting measures that advance its profile, in order to position Concordia as a leading research institution contributing to the national and international research and graduate studies agenda;
- Further developing, overseeing, implementing, monitoring, and updating policies, procedures, and strategies relating to research, graduate studies and the University's international profile;
- Continuing to nurture the diversity of research and research-creation activities at Concordia, including the curatorial role of the Leonard and Bina Ellen Art Gallery;
- Expanding the University's research capacity by aggressively seeking and attracting funding from diverse sources;
- Strengthening the mission of graduate education by fostering an enriched graduate student environment, including enhanced student support, promoting and enforcing high academic standards and research excellence, and nurturing curriculum development;

- Working with the Provost, Faculty Deans, University Librarian, and Dean of the School of Graduate Studies to further align new graduate offerings with research activities of the University, taking maximum advantage of existing centres and institutes;
- Strategically expanding Concordia's international academic program offerings at all levels in collaboration with the Office of the Provost, and prioritizing research-driven collaborations with international partners;
- Encouraging interdisciplinary research and graduate program initiatives, as well as discipline-based research activity, within the University and with other institutions, organizations, and communities;
- Providing leadership in the conversion of the University's recent strong performance in research into more ambitious leadership of successful major grant applications;
- Leveraging and further developing the impact and influence of Concordia's major research platforms, centres, and units as poles of attraction in faculty and graduate student recruitment, and incubators of large-scale funding initiatives;
- Working with the Office of the Provost, Faculty Deans, and the University Librarian to encourage the incubation of research-driven start-up and commercialization activities for students, faculty, and relevant external partners;
- Representing the University on provincial, national, and international bodies and organizations working in graduate education and research-related matters; and
- Overseeing an efficient and responsible system of administration, support, and internal services to researchers, graduate students, and faculty.

CANDIDATE QUALIFICATIONS

The Vice-President Research and Graduate Studies will be an accomplished academic and an exemplary leader with a strong commitment to facilitating excellence and innovation in graduate education and research, serving the needs of graduate students, and promoting the overall reputation of research and graduate studies for the University. He or she will have an open and collegial style, outstanding management, communication and interpersonal skills, a creative approach to problem solving, the ability to inspire a dedicated faculty and staff, and an appreciation of the Quebec context. Professional requirements include a proven record of senior administrative success, as well as experience in research development, graduate education, building collaborative teams, relating to a range of internal and external partners, and promoting excellence, equity, diversity, and inclusion. The ability to work effectively in both English and French is strongly preferred.

While the search committee recognizes that no one candidate is likely to meet all the following qualifications in equal measure, they are desirable and will be used in the assessment of candidates for the position. The Committee will give the highest priority to those candidates whose profile most closely matches the ideal expressed by these criteria:

- An advanced degree (Ph.D. or equivalent) with a record of demonstrated research and scholarly accomplishments and/or an intimate knowledge of research and graduate administration, research programs, graduate education, and international affairs;
- An understanding of Concordia's academic mission and its goal to strengthen research, graduate studies, and international affairs;
- A genuine interest in and a willingness to be visible in the campus community;
- A track record of attracting resources in support of innovative institutional research projects;
- A high standard of personal integrity and a commitment to academic freedom and informed discussion that encourages diversity and the expression of divergent opinions and mutual acceptance;
- The ability to communicate effectively to multiple internal and external audiences, including the public, government, and corporate sectors;
- Successful administrative experience at a senior level with the capacity to demonstrate superior leadership and collegial engagement; and
- A demonstrated ability to promote strong extra-institutional partnerships.

THE LOCATION

Montreal is a cultural crossroads where Canada's French and English traditions meet and mesh to create a uniquely international urban environment. Welcoming and diverse, the Montreal metropolitan region is home to four million residents, one in five of whom are first generation Canadians. Montreal is one of the world's most student-friendly cities, as well as a hub for educational and research collaboration, with some 220,000 residents attending its nine universities and other professional post-secondary programs. The city's elementary and secondary schools in both the private and public sector offer excellent programs designed to immerse students in both official languages.

Concordia's faculty, staff, and students thrive in the rich cultural milieu that Montreal offers. There are world-class festivals, concerts and exhibitions, major sporting events, and first-rate shopping and restaurants. Unique architecture and diverse neighbourhoods create a safe and socially vibrant setting that make Montreal one of the world's most liveable cities. An international airport and the world's largest inland seaport make Montreal one of the world's great meeting places for people to exchange ideas, services, and products – one reason for its ascendance as a commercial and industrial hub for aerospace, pharmaceuticals, software engineering, telecommunications, and other next-generation industries.

Concordia is a key player in making Montreal one of North America's leading higher education hubs. Highly cosmopolitan, Montreal is internationally recognized as a vibrant node of arts and culture and is one of only two North American members of the UNESCO Creative Cities Network. Designated by UNESCO as a *City of Design*, Montreal is also home to world-renowned private-sector innovation leaders in areas such as gaming, new media, the digital arts, and film. Montreal and Quebec are also models of research intensive public sector industries and community financing entities. In

addition to training highly qualified personnel to be employed in these sectors, Concordia's researchers partner with the private, public, and not-for-profit sectors on a multitude of exciting research collaborations and training initiatives. The bold research and creative activity at Concordia epitomizes the energy, dynamism, and diversity of the city that surrounds its two campuses.

THE PROCESS

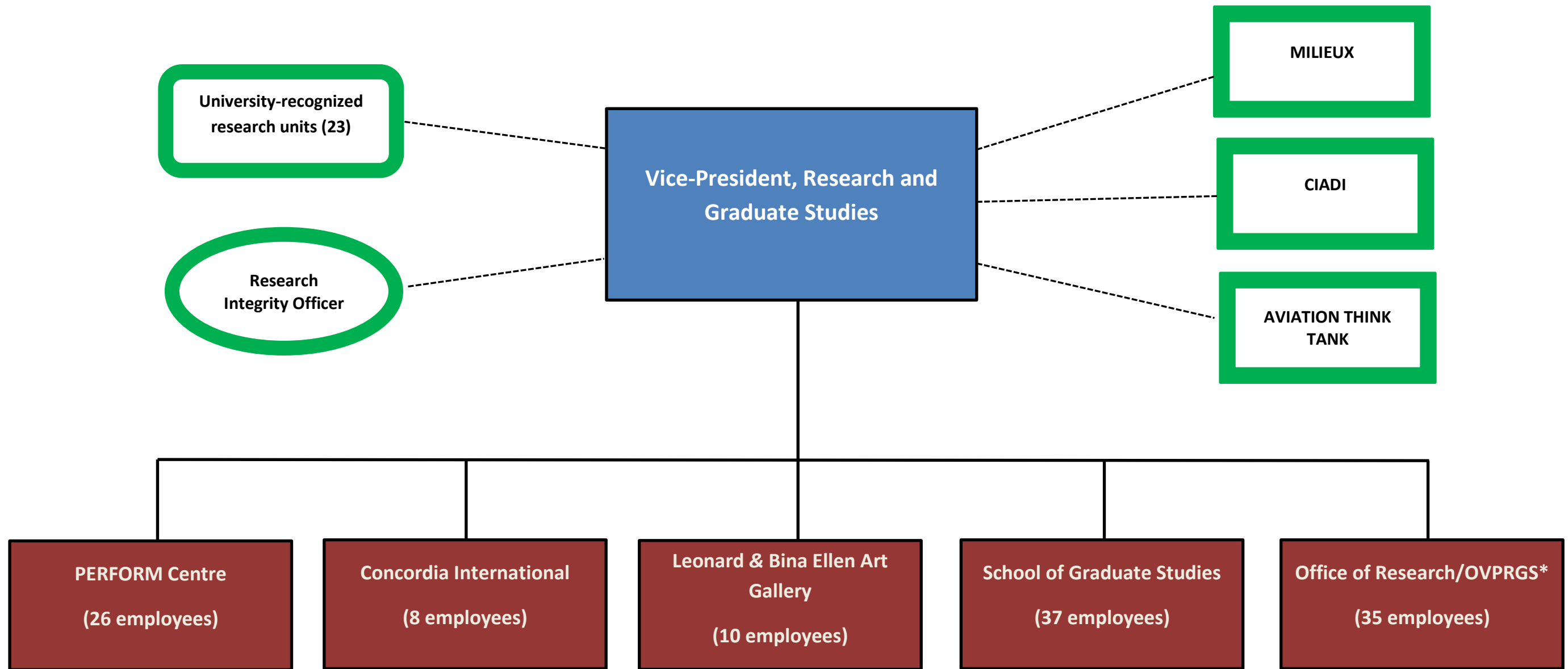
Concordia University hires on the basis of merit and is committed to Employment Equity. The University encourages applications from women, Aboriginal Peoples, visible minorities, ethnic minorities, and persons with disabilities.

The Search Committee will begin to consider potential candidates immediately and will continue until the position is filled. The initial appointment is for five years, renewable for an additional five years. Applications should include a letter of introduction, curriculum vitae, and the names of three references (who will not be contacted without consent of the candidate), and be forwarded electronically, in confidence, to the University's executive search consultants:

Laverne Smith & Associates Inc.

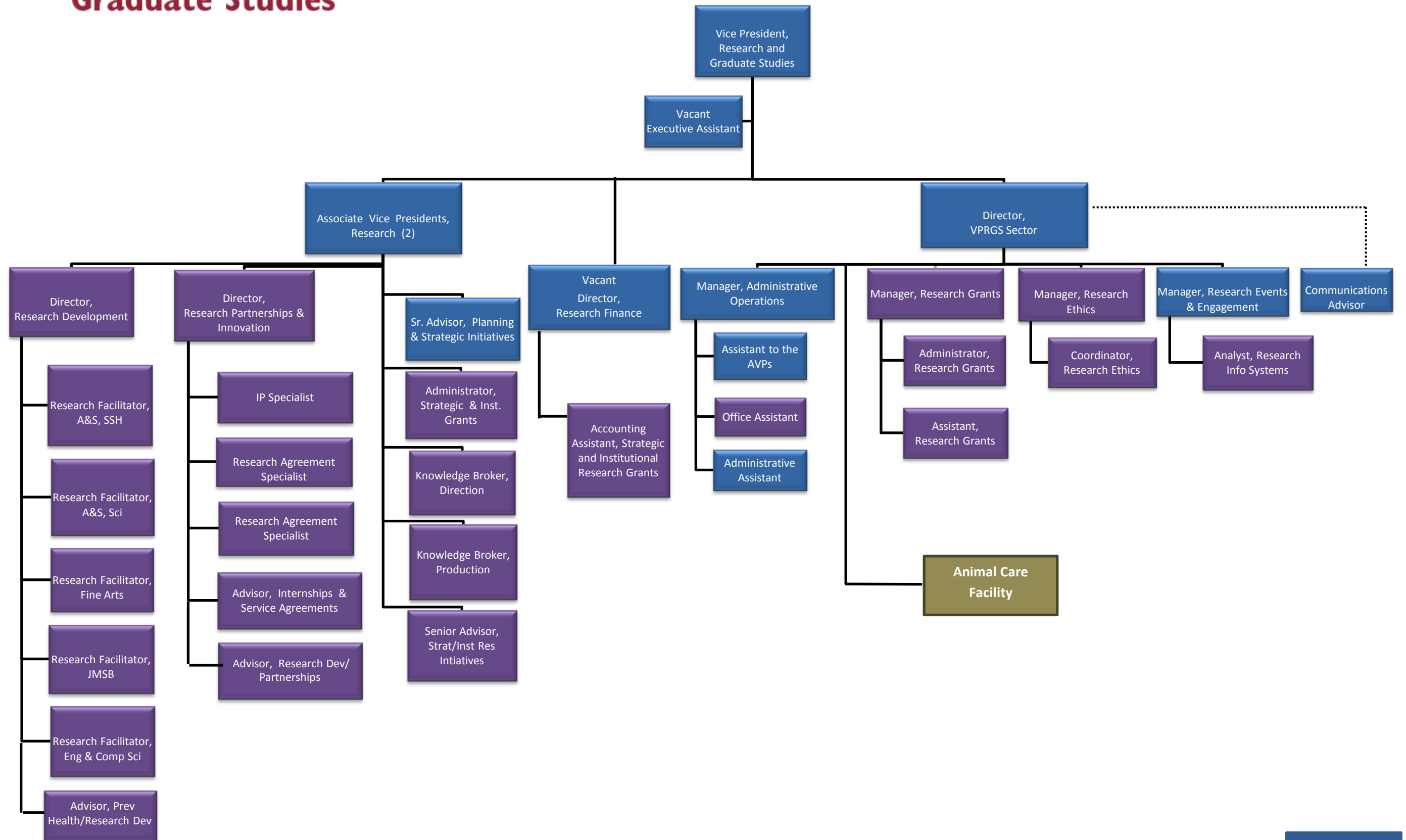
ConcordiaVPRGS@lavernesmith.com

OFFICE OF THE VICE-PRESIDENT, RESEARCH AND GRADUATE STUDIES
SECTOR ORG CHART (January 2017)



*see expanded org chart on the following page – the OOR and OVPRGS offices are separate but linked through reporting lines

OFFICE OF RESEARCH/OFFICE OF THE VICE-PRESIDENT, RESEARCH AND GRADUATE STUDIES ORG CHART



OVRGS unit

OOR unit