



LAVERNE SMITH & ASSOCIATES INC.

POSITION PROFILE

PROVOST AND VICE-PRESIDENT, ACADEMIC AFFAIRS CONCORDIA UNIVERSITY

Concordia University invites expressions of interest, nominations and applications for the position of Provost and Vice-President, Academic Affairs. The successful candidate would take office in summer 2016 or as soon as possible thereafter.

CONCORDIA UNIVERSITY

Concordia University is welcoming, engaged, and committed to innovation and excellence in education, research, creative activity and community partnerships. It dares to be different and draws on its diversity to transform the individual, strengthen society and enrich the world.

Mission

Concordia's vision is to rank among Canada's top five comprehensive universities within the next decade, and to be a first choice for students and faculty locally, across Canada, and internationally in a wide variety of defined areas of research and study.

Vision

Concordia's core values stem from those long prized by its founding institutions. Concordia has adopted the motto of the city of Montreal, Concordia salus, which speaks to well-being through harmony. The union of two very different institutions of higher education has led to an exceptionally successful synthesis of compatible and timely values.

Values

One of Canada's most innovative urban universities, Concordia is home to almost 50,000 students and 7,000 staff. Over the past decade, Concordia has invested significantly to renew its faculty, improve and expand its infrastructure and create state-of-the-art facilities for teaching, learning and research. Concordia has 7,300 graduate students enrolled in more than 100 graduate programs. International students account for more than 14 per cent of Concordia's student population, and the University maintains formal ties with some 100 institutions in 33 countries. Concordia's research profile continues to grow as it fosters multidisciplinary approaches to finding solutions to a broad range of societal challenges. Concordia's Academic Plan is a blueprint for the further enhancement of the university's teaching, research and services to students. For more information, please visit www.concordia.ca.

Concordia University's reputation has its roots in over 100 years of pursuing academic excellence and student success. The tradition of individual empowerment, discovery, leadership-building and innovation began with the University's founding institutions – Loyola College and Sir George Williams University – and continues at Concordia as an innovative urban university with growing local, national and global relevance. Concordia is deeply integrated into the economic, social and cultural fabric of Montreal and its vibrant university community reflects this level of engagement. Concordia's openness to the world and to new ideas inspires its outward-looking approach to learning, research and social responsibility.

Concordia University's Strategic Directions outlines its nine directions 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 will be supported by adopting best practices in administration and by communicating its successes to internal and external communities. A key element in the successful implementation of the Strategic Framework is Concordia's Academic Plan 2012-2016, a detailed roadmap that identifies specific actions that need to be carried out in order to achieve the University's vision.

Both the Strategic Directions and Academic Plan are living, working documents, which may be modified from time to time as objectives are reached, and as new challenges and opportunities emerge. The full Strategic Directions document is available at <https://www.concordia.ca/content/dam/concordia/docs/strategic-directions/strategic-directions-2015.pdf>, while, the Academic plan can be viewed at <https://www.concordia.ca/about/strategic-framework/academic-plan.html>

THE LOCATION

Montreal is a cultural crossroads that combines Canada's French and English traditions with an international flair. Of the almost four million residents of the Montreal metropolitan region, 740,000, or more than one in five, are immigrants. Home to nine universities and several colleges, some 220,000 residents are students at universities or other professional post-secondary programs, making Montreal one of the world's most student-friendly cities, as well as a centre for educational and research collaboration. There are excellent elementary and secondary schools in both the private and public sector, offering instruction in both official languages.

Concordia's faculty, staff and students thrive in the rich cultural milieu that Montréal offers. There are world-class concerts and entertainment, major sporting events, first-rate shopping and restaurants and quaint streets in 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, products and ideas – one reason for its ascendance as a commercial and industrial hub for aerospace, pharmaceuticals, software engineering, telecommunications and other next-generation industries.

THE ROLE AND MANDATE

Reporting directly to the President, the Provost and Vice-President, Academic Affairs is the chief academic officer of the University and a key member of the senior executive team. The Provost will promote the highest standards of academic excellence to enhance innovative teaching and learning and will provide academic leadership and vision, while leading the academic planning process and ensuring a superior learning environment. Deeply involved in the development of the University's mission and vision, the Provost will collaborate with other universities within Quebec and beyond, and represents Concordia's interests before relevant external bodies including government and university agencies.

The Provost and Vice-President, Academic Affairs has the following direct reports:

- Deputy Provost
- Vice-Provost, Faculty Relations
- Vice-Provost, Teaching and Learning
- Dean, Faculty of Arts and Science
- Dean, Faculty of Engineering and Computer Science
- Dean, Faculty of Fine Arts
- Dean, John Molson School of Business
- University Librarian
- Director, Centre for Continuing Education

Committed to the scholarly life of the University and to excellence, equity, diversity and inclusion, the Provost and Vice-President, Academic Affairs will play a major role in the achievement of Concordia's goals and objectives. She or he will be expected to:

- In collaboration with the Vice-President, Research and Graduate Studies, stimulate and support excellence and integrity in teaching, learning, research and University service, and foster a climate that encourages faculty, staff and students to identify and pursue innovation in these activities, including e-learning;
- Provide academic leadership and vision, while working closely with the President and the other Vice-Presidents to advance the University's strategic plan;
- Lead the academic planning process and ensure effective implementation and follow-up consistent with the University's academic plan and strategic planning exercise;
- Play a key role in the generation of the University budget, and design and account for the allocation and expenditure of operating funds within the portfolio of the Provost and Vice-President, Academic Affairs;
- Provide consultative leadership for the effective and efficient operation of the University, contribute to and oversee the development of policies, and promote productive engagement in the collegial administration of Concordia;
- Engage the Deans and the governing bodies in advancing the academic mission of the University and co-ordinate the units within the jurisdiction of the office of the Provost and Vice-President, Academic Affairs;
- In conjunction with the Vice-President, Research and Graduate Studies, Deans and departments, play a central role in the review and retention of the University's faculty;
- Support the role of the librarians in the effective development of the libraries;
- Proactively develop a collaborative relationship with students that involves meaningful engagement and support for their ideas and initiatives, in order to foster a healthy dialogue with the campus community based on communication and open exchange;
- Support strength in teaching and research by rewarding excellence and promoting productivity, flexibility and creativity;
- Lead the development of a student-centred environment linking curriculum, co-curricular and student aid initiatives, and foster responsiveness to the needs of contemporary students through innovative programming, international collaboration, distance education and continuing education;

- Encourage, consistent with the University's mission and goals, the ongoing development and provision of high-quality facilities and services to faculty, students and staff;
- Represent the University's interests among relevant external bodies, including government and university agencies, and work with leaders at other post-secondary institutions in the province and across the country towards continued cooperation and interaction;
- Play a key role in identifying and supporting academic priorities for all aspects of external relations, including development and alumni relations, by interacting with alumnae, donors, governors and other external constituencies as part of strategic "friend-raising" efforts;
- Oversee the negotiation, implementation and interpretation of agreements with associations representing faculty and librarians; and
- Ensure effective and strategic management of student enrolment and retention.

CANDIDATE QUALIFICATIONS

The Provost and Vice-President, Academic Affairs will be an accomplished academic and an exemplary leader with a strong commitment to serving the needs of students and faculty. A proven record of senior administrative success, as well as experience in academic planning and budgeting, building collaborative teams, relating to a range of internal and external partners and promoting excellence, equity, diversity and inclusion. He or she will possess 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.

While the Search Committee recognizes that no one candidate is likely to meet all of 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:

- A commitment to the mission and vision of Concordia University and to the development of excellence in undergraduate and graduate teaching and learning, coupled with a sound understanding of the university system in Canada and in Quebec with an appreciation of the challenges facing Concordia and other institutions of higher learning;
- The credentials and intellectual acumen to earn respect both internally and externally;

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- Demonstrated accomplishments in a senior academic leadership role with a record of superior leadership in academic planning and implementation, collegial engagement, and the ability to see the bigger picture and long-term outlook;
 - Commitment to fostering excellence in teaching, research, creative and professional activity and to encouraging academic innovation in all areas of the University, recognizing the distinct and dynamic nature of the disciplines;
 - 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, combined with the capability to balance the autonomy of faculties and faculty members with the need for an overall shared vision, identity and commitment;
 - Significant experience in budget administration, including the ability to ensure transparency and clarity in the budget process;
 - Experience in overseeing the administration and negotiation of collective agreements in a fair and reasonable fashion;
 - Team building skills and a proven capacity to work constructively as both a team member and team leader, with both internal and external constituencies;
 - The ability to set academic priorities, implement them and follow up, foster innovation and facilitate and evaluate discipline-based, multidisciplinary and interdisciplinary programs in a context of competing resources within the University;
 - A genuine interest in students, with a commitment to fostering access and success, and a willingness to become personally and visibly involved in the campus community;
 - Outstanding communication skills, with the ability to interact successfully with multiple constituencies and stakeholders and to promote Concordia's academic priorities and interests to a variety of internal and external communities, including BCI (Bureau de coopération interuniversitaire), the Ministry of Higher Education and other government bodies;
 - The resolve, flexibility, patience and enthusiasm to deliver innovative and relevant academic leadership and bring about change, with all the required consulting, listening, planning, persuading, explaining and implementing skills;
 - An appreciation of the changing opportunities for education, including the use and impact of new technologies, and an ability to assess the value of such technologies with reference to the mission and tradition of the university;

- The capacity to listen well, stand one's ground when appropriate, enable others to see opportunity where initially they saw constraint and make sound, fair and sometimes difficult decisions, combined with the ability to communicate such decisions openly and implement them firmly; and
- The ability to function in both English and French is strongly preferred.

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:

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