Appointment of
PRESIDENT AND
VICE-CHANCELLOR
UNIVERSITY OF ALBERTA
INFORMATION FOR CANDIDATES
FROM THE BOARD CHAIR

As Alberta’s flagship post-secondary institution, the University of Alberta is defined by its commitments to excellence and “uplifting the whole people.” In 2020 and beyond, these commitments will prove critically important as the university seeks to build on strengths in research, foster innovative teaching, and cultivate a culture of equity, diversity, and inclusion, while reimagining itself in the context of new funding models, changing leadership, and a challenging political environment.

Leading the University of Alberta into this next chapter will engage and excite a candidate who relishes the opportunity to drive excellence in research and teaching in this rapidly changing world. It requires a leader with creativity, tenacity, and the ability to coalesce divergent interests into a shared vision for the public good.

Kate Chisholm, QC
Chair, University of Alberta Board of Governors
OVERVIEW

Created by one of the first acts of the provincial legislature in 1908, the University of Alberta is Alberta’s leading educator, generator of new ideas, and engine of social, cultural, and economic prosperity. A top five research university in Canada, the U of A has an international reputation for excellence across humanities, sciences, creative arts, business, engineering, law, education, Native Studies, health sciences, and kinesiology and recreation—with key strengths in areas such as artificial intelligence, transplantation, food safety and security, intersections of gender, precision health, energy, climate change, biotech and clean tech, smart technology, and the Internet of Things. We are home to 91 Canada Research Chairs and have been the destination for four of Canada’s 34 Canada Excellence Research Chairs. As well, 41 faculty members have been awarded 3M National Teaching Fellowships, the highest teaching honour in Canada.

Home to 40,000 students and 14,500 faculty and staff, the university has 18 faculties delivering more than 200 undergraduate and 500 graduate programs across five campuses. Within a vibrant and supportive learning environment, our faculty and students discover, disseminate, and apply new knowledge for the benefit of society through teaching and learning, research and creative activity, community involvement, and partnerships.

The U of A’s skilled graduates are among the most sought after in the world. Employability rankings consistently place our students in the world’s top 100 and Canada’s top 2. The world-class education our students receive is enriched by a range of experiential and work-integrated learning opportunities, including co-ops, internships, community service learning, and leadership development.

Situated on Treaty 6 territory, the U of A respects the histories, languages, and cultures of First Nations, Metis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our vibrant community. The university has established an Indigenous Initiatives Portfolio to respond to the Truth and Reconciliation Commission in a thoughtful, meaningful, and sustainable way. The university is home to the only independent Faculty of Native Studies in North America.

The university has a long history of supporting equity, diversity, and inclusivity—in programming, services, teaching and learning, scholarship, and advocacy. Building on that history, the university’s EDI Strategic Plan is dedicated to achieving a more diverse, equitable, accessible, and inclusive environment for all who work, learn, and live within the university community and beyond. The U of A values academic freedom and institutional autonomy as fundamental to open inquiry and the pursuit of public truth and welcomes and supports a diversity of perspectives.
University of Alberta is located in Edmonton, one of Canada’s fastest-growing cities, with a youthful, forward-looking population. North Campus sits atop Edmonton’s North Saskatchewan River valley, North America’s largest stretch of urban parkland. The river valley is 22 times larger than New York’s Central Park, with more than 150 kilometres of trails providing endless opportunities to explore all Edmonton has to offer on foot, bike, or cross-country skis.

Historic Old Strathcona, with its indie coffee shops, restaurants, theatre venues, and farmers’ market, is a short walk from North Campus. Edmontonians also enjoy dozens of fitness and sport-training facilities, and the city is well known for its professional sports, including major league hockey, football, and soccer franchises. Edmonton residents celebrate the warm summer in “Canada’s Festival City” with the second-largest Fringe Theatre Festival in the world, the renowned Folk Music Festival, and Heritage Days, an outdoor showcase of the city’s multicultural diversity. With its thriving economy, top-notch health and education systems, and abundant recreational opportunities, Edmonton offers an outstanding quality of life.

Like the university, Edmonton is a place where people come together to build, create, and change things for the better. It is defined by an entrepreneurial spirit not only in business, but also in the arts and in social activism aimed at ensuring opportunity for all. It is a place where good ideas have the best chance to become reality.

The university anchors Edmonton’s entrepreneurial ecosystem, with TEC Edmonton, the region’s largest accelerator for early-stage technology companies and commercialization of U of A technology. Since 2011, TEC Edmonton clients have generated over $1 billion in revenue, raised $565 million in financing/funding, invested $297 million in R&D, and now employ almost 2,400 people.

The City of Edmonton and the University of Alberta are Canada’s first city-university partnership to join the renowned MetroLab Network, which is dedicated to finding innovative solutions to the challenges facing today’s urban centres. The university and city are collaborating on three high-tech projects dedicated to providing local research and solutions in the fields of elder care, infrastructure sustainability, and transportation.
From making discoveries that answer fundamental questions to building new businesses and industries, to improving human health and fostering social change, the University of Alberta is at the forefront of advancing knowledge for the benefit of all.

The Faculty of Native Studies, the only faculty of its kind in North America, provides undergraduate programs specializing in the study of Indigenous experiences and issues of language, culture, land, governance, and resources.

Computing science at the University of Alberta was the first programs of its kind in Canada and continues to be one of the top research-intensive computing science departments in the country. In a historic move, one of the world’s leading AI research companies, DeepMind, opened its first satellite research lab outside the United Kingdom in Edmonton in 2017.

U of A Libraries is Canada’s second-largest research library, containing more than 4.7 million titles, 8.7 million volumes, 1.3 million e-books, and 1,700 databases. It is home to the new Digital Scholarship Centre, which has resources for archival digitization and digital learning and research experiences.

The Peter Lougheed Leadership College offers students an inclusive, interdisciplinary undergraduate leadership development program. Students gain real-world advice from established professionals in their specific industries or subject areas.

Massive open online courses (MOOCs) are popular with learners around the world. From U of A’s first, Dino 101, to the most recent, Bugs 101, we have become a leader. In March 2018, Indigenous Canada became the most popular course in the country. In February 2019, Mountains 101 was the third highest-ranked MOOC in the world. To date, over 28,000 students have enrolled in the course.

One of Canada’s Greenest Employers for the past 11 years, the U of A is committed to sustainability in every aspect. Its working groups develop solutions and pilot ideas to advance sustainability on campus. The university’s Sustainability Plan outlines the strategic goals, initiatives, and practices that encourage sustainability.
CAMPUSSES

NORTH CAMPUS
Located in the province’s capital of Edmonton, the University of Alberta’s original campus covers about 50 city blocks, with abundant green spaces among the 150 buildings on the edge of the North Saskatchewan River valley.

SOUTH CAMPUS
Much of the university’s agricultural research in areas such as food safety and crop use for food and industrial products takes place at the Edmonton Research Station Experimental Farms. A prominent sight on this campus is the Saville Community Sports Centre, a 32,516-square-metre, multi-use recreation centre that is home to 14 varsity athletic teams, several community sports clubs, and the Canadian women’s national basketball team.

AUGUSTANA CAMPUS
The U of A’s rural campus offers a distinctive liberal arts, small-city learning experience. The campus is close to Camrose’s downtown core and an extensive trail system that facilitates experiential learning and recreational activities. Half of Augustana’s 1,000 students live on campus, where international students build friendships with their Canadian neighbours.

CAMPUS SAINT-JEAN
The U of A’s French-language campus is a gem in the heart of Edmonton’s francophone community a short shuttle ride from the North Campus. Campus Saint-Jean offers degree programs in arts, commerce, education, engineering (first year), science, nursing, and conservation and environmental sciences, as well as master’s programs in education and arts.

ENTERPRISE SQUARE
Creating a vibrant hub in downtown Edmonton’s historic former Bay Building, Enterprise Square is home to TEC Edmonton, the Faculty of Extension, the Alberta School of Business executive education and family business programs, and various administrative units, including Advancement, and Alumni Relations.
The University of Alberta is well known for the quality of its undergraduate and graduate programs. In addition to the more than 200 undergraduate and 500 graduate programs, the university’s 18 faculties are also home to more than 100 academic institutes and research centres that contribute to the university’s international reputation as a world leader in diabetes research, energy and environment, virology, food security, nanotechnology, humanities, computing, printmaking, artificial intelligence, family business research, carbohydrate chemistry, and circumpolar research.

Two affiliated colleges, St. Joseph’s College and St. Stephen’s College, offer programs in religious studies and theology at the undergraduate and graduate levels.

This breadth and depth of expertise gives U of A researchers and students unparalleled opportunities for interdisciplinary collaboration both within and across faculties.

**FACULTY OF AGRICULTURAL, LIFE & ENVIRONMENTAL SCIENCES (ALES)**

ALES is one of the most research-intensive faculties at the U of A. More than 120 faculty members and 2,100 graduate and undergraduate students are working to provide solutions to global challenges in the areas of agriculture, nutrition, the environment, and human ecology. The Department of Agricultural, Food and Nutritional Science is the first of its kind in North America.

**ALBERTA SCHOOL OF BUSINESS**

Recognized for its leadership in research, the quality of academic programming, graduate career success, and economic impact for Alberta and the world, the Alberta School of Business fosters and supports an environment where innovation and entrepreneurial thinking are free to flourish. The school has the longest continuous Association to Advance Collegiate Schools of Business (AACSB) accreditation in Canada, which represents the highest standard of achievement for business schools worldwide.

**FACULTY OF ARTS**

With more than 20 departments and interdisciplinary programs, numerous institutes, 350 faculty members, and more than 6,000 students, the Faculty of Arts is one of the largest teaching and research centres in Western Canada. The Faculty of Arts offers rich academic experiences in the social sciences, humanities, and fine arts; faculty and students engage in teaching, research, and creative activities that enhance our understanding of the world.

**AUGUSTANA CAMPUS**

Located an hour’s drive from Edmonton in the rural community of Camrose, Augustana Campus offers degree programs in the liberal arts and sciences in an intimate residential learning environment. Specializations include a signature outdoor education program, nationally competitive sport programs, and international study opportunities.

**CAMPUS SAINT-JEAN**

Situated in the heart of Edmonton’s francophone community, the U of A’s French-language campus is a leader in francophone education in Western Canada and around the globe. Campus Saint-Jean offers nine undergraduate programs, as well as two master’s programs in education and arts.

**FACULTY OF EDUCATION**

Consistently ranked among the top four faculties of education in Canada, U of A’s Faculty of Education is home to award-winning teachers, internationally recognized researchers, educational innovators, and community leaders. It is one of the largest education faculties in the country with four departments and one school: Elementary Education, Secondary Education, Educational Psychology, Educational Policy Studies, and the School of Library and Information Studies.

**FACULTY OF ENGINEERING**

One of the top five engineering schools in Canada, home to a vibrant research community that is at the forefront of discovery, the faculty consistently attracts significant support and secures approximately $65 million in external research funding annually. Researchers work in world-class facilities including the National Institute for Nanotechnology, a national research facility that is one of the world’s top nanotech facilities. The faculty has more Natural Sciences and Engineering Research Council Industrial Research Chairs than any other Canadian university.
FACULTY OF EXTENSION
The Faculty of Extension offers more than 300 courses and more than 40 programs to its 7,000 students, focusing on lifelong learning, continuing education, and professional development. The faculty has a rich history of connecting the university with the community. Among its contributions to Alberta’s educational and cultural life are the creation of the CKUA public radio station in 1927 and the Banff School of Fine Arts in 1933.

FACULTY OF GRADUATE STUDIES AND RESEARCH
The Faculty of Graduate Studies and Research co-ordinates graduate admissions, awards, and research funding for more than 7,600 graduate students in more than 500 graduate programs in 300 research areas. The U of A has one of the highest graduate student funding rates in Canada.

FACULTY OF LAW
The U of A’s Faculty of Law is one of Canada’s leading institutions of legal education and research. The vibrant research environment is enriched by the presence of several interdisciplinary centres and institutes, including the Centre for Constitutional Studies, the Health Law Institute, and the Alberta Law Reform Institute.

FACULTY OF MEDICINE & DENTISTRY
The Faculty of Medicine & Dentistry has 20 departments, two faculty divisions, eight research groups and 15 centres and institutes. With state-of-the-art labs, award-winning teachers, medical students who regularly score near or at the top on national licensing exams, and alumni who are making a difference in the health of people around the world, the faculty is one of the world’s elite academic health sciences centres.

FACULTY OF NATIVE STUDIES
North America’s only Faculty of Native Studies distinctively combines Indigenous community knowledge and concerns with the scholarly standards and methods of a research-intensive university. The Faculty of Native Studies offers undergraduate and graduate programs, certificates, and classes specializing in the study of Indigenous experiences and issues of language, culture, land, and resources. It is also home to the Indigenous Governance and Partnership Program and Wahkohtowin Law and Governance Lodge.

FACULTY OF NURSING
Ranked as the second best nursing faculty in Canada, the Faculty of Nursing is one of only six in Canada and plays a leading role in the education of tomorrow’s nurses. Undergraduate programs are accredited by the Canadian Association of Schools of Nursing and are NEPAB approved, and the faculty is the only Canadian member of the Hartford Center for Gerontological Nursing Excellence. Students receive hands-on laboratory experiences using advanced learning methods and equipment, including patient simulation technology in the Nursing Simulation Centre.

FACULTY OF PHARMACY AND PHARMACEUTICAL SCIENCES
Serving as Alberta’s sole pharmacy school since 1914, the Faculty of Pharmacy and Pharmaceutical Studies is consistently ranked among the top three institutions in Canada, top 50 globally, and top 15 for global research. The faculty offers professional, graduate, and post-graduate degrees. In 2022, the inaugural Doctorate of Pharmacy class will graduate.

FACULTY OF KINESIOLOGY, SPORT, AND RECREATION
With a diverse community of faculty members, athletic coaches, undergraduate and graduate students, student-athletes, and teams, the Faculty of Kinesiology, Sport, and Recreation offers a collegial atmosphere, interdisciplinary research, and excellence in both teaching and research. It ranks among the world’s top 10 in sports-related subjects. The faculty comprises three distinct yet integrated units: Academics, Athletics, and Campus and Community Recreation. Golden Bears and Pandas Athletics is one of Canada’s premier intercollegiate programs.

SCHOOL OF PUBLIC HEALTH
The School of Public Health was established in 2006 as Canada’s first stand-alone faculty dedicated to public health with a focus on safety, wellness, and disease prevention. It is the only school in Canada to be accredited by the U.S. Council on Education for Public Health. Through research, education, and community engagement programs, students and researchers work toward comprehensive solutions to protect and improve the health of people locally and globally.

FACULTY OF REHABILITATION MEDICINE
The Faculty of Rehabilitation Medicine is North America’s only stand-alone faculty dedicated to rehabilitation science, physical therapy, occupational therapy and speech-language pathology. The faculty is a research leader in musculoskeletal health, spinal cord injuries, cardiopulmonary rehabilitation, chronic pain management, seniors’ health, and the application of information and communication technologies to support community care.

FACULTY OF SCIENCE
The U of A’s Faculty of Science is renowned for research in computing science, biochemistry, geology and Earth sciences, nanotechnology, paleontology, and space physics. More than 6,500 undergraduates and 1,300 graduate students participate in 60 BSc programs in 39 subject areas, and learn in leading-edge facilities with access to specialized museums and collections.
The University of Alberta is committed to providing an exceptional undergraduate and graduate student learning experience within a research-intensive environment. The university leads the country with 41 academic staff who have received the 3M National Teaching Fellowship, Canada’s highest award for excellence in undergraduate university teaching.

The U of A’s campus-wide focus on teaching and learning begins with class sizes that are among the smallest at major research universities in Canada. Instructors at the U of A are given unmatched support in the classroom, thanks to the Centre for Teaching and Learning, which equips instructors with practical resources and tools to help them excel.

U of A students also have opportunities to learn through participation in nearly 450 student groups on campus, study-abroad programs with dozens of partner institutions worldwide, including fellow members of the Worldwide Universities Network, a consortium of 23 top research universities.

The U of A’s Undergraduate Research Initiative integrates the university’s teaching and research excellence by providing undergraduate research opportunities designed to develop interdisciplinary research skills and scholarly attitudes for employment, research, and community service. Since it opened in 2011, the initiative has supported 410 projects.

In the Community Service-Learning Program, students gain hands-on experiences and draw real-life connections to social issues while giving back to their community. Since launching 12 years ago, the program has seen a 900 per cent increase in enrolment and a fourfold increase in community partners. Today, nearly 1700 students are enrolled in more than 50 community service-learning courses helping 190 community organizations achieve their goals.

Teaching and learning at the U of A is celebrated on a grand scale annually through the Festival of Teaching and Learning.
LEADING RESEARCH

The University of Alberta researchers push the boundaries of knowledge, creating discoveries and innovations that improve our lives and the world, and help shape our future.

Research excellence spans multiple fields including health and life sciences, social sciences, energy, business, computing science, agriculture, artificial intelligence, humanities, and engineering. Our expertise and strength attracts over $500 million annually from various research funders and partners including federal and provincial government, industry, foundations and other organizations.

The U of A has always been at the forefront of artificial intelligence and machine learning. We are one of only three national AI hubs in Canada, home to one of the world’s deepest AI and machine learning talent pools, and one of the top universities for AI research in the world. Three U of A researchers were named national artificial intelligence chairs as part of the $125-million Pan-Canadian AI Strategy. Our AI and machine learning research is driving new health technology such as smart artificial limbs and smart diagnostics. It is helping optimize water treatment while minimizing energy use. And it is fuelling advanced manufacturing and transforming transportation with autonomous and connected vehicles.

The Canadian Mountain Network was recently named a national Centre of Excellence and received $18.3 million in federal funding, making it the fourth such centre to be housed at the U of A. The CMN’s interdisciplinary academics, practitioners, and community members study and respond to conditions related to the sustainability of mountain environments.

Transferring our research discoveries and innovations out of the university via commercialization in one way to ensure the greatest reach and impact for society. Our dedicated commercialization arm, TEC Edmonton, is a non-profit joint venture between U of A and the City of Edmonton. Ranked third in the world in 2018 by UBI Global, TEC Edmonton provides the expertise and resources to transform ideas and technologies into new business opportunities.
SIGNATURE AREAS

The University of Alberta’s signature research and teaching areas bring together expertise and demonstrated national and global excellence from across faculties and disciplines. Playing a leadership role in tackling complex global problems requires a shift from individual excellence to collaborative excellence—and to finding new interdisciplinary methods of approaching questions and problems. Developed over the last two years, there are currently four signature areas endorsed by the university community.

ENERGY SYSTEMS

The U of A is among the world’s top 10 producers of energy systems research, and is home to Canada’s largest energy systems research and teaching network. Building on the university’s century-long history in energy and environment research and teaching, Energy Systems looks at the entire spectrum of how we produce, deliver, and use energy, including the sustainable development of fossil fuels, research on renewable energy, climate change and adaptation, pollution controls, land reclamation, water use, environmental law, community impacts, and more.
PRECISION HEALTH
Precision Health focuses strengths from across the university—in complex health data, artificial intelligence, computational biology, social and health policy, and others—to enable continuous improvement in addressing individuality in the delivery of health services. By looking at the diversity of factors that affect health status and the volume of information generated in the health-care setting, advances in Precision Health will improve health outcomes and health services benefiting Albertans and people around the world.

INTERSECTIONS OF GENDER
Many of today’s complex challenges—from health care in refugee camps to water security on Indigenous reserves to automated transport—require cross-disciplinary, cross-faculty, and intersectional gender expertise to develop effective solutions. More than 250 researchers across all 18 faculties at the U of A conduct gender-themed, interdisciplinary, and intersectional research, and their expertise is pivotal to tackling these challenges. The U of A is the first university to make intersectional gender research and teaching a strategic priority.

SITUATED KNOWLEDGES: INDIGENOUS PEOPLES AND PLACES
Through Situated Knowledges: Indigenous Peoples and Place the University of Alberta is poised to become a global leader in Indigenous-engaged research and teaching. This signature area builds on the U of A’s longstanding commitment in this area—we are home to one of the largest concentrations of Indigenous faculty members in Canada, in addition to the only Faculty of Native Studies in North America, a Faculty of Education with a long history of Indigenous scholarship, and the Canadian Indigenous Languages and Literacy Development Institute, which this year celebrated its 20th anniversary.
INTERNATIONALIZATION

Ranked among the world’s top universities and 51st in the world’s “most international” universities, the University of Alberta is connected to the world, supporting the creation of a vibrant international learning and research environment. Internationalization plays a powerful role in the creation and delivery of compelling learning and research experiences.

The U of A has cultivated a dynamic and active network of partners, students, and alumni around the globe who help us advance our many international aspirations. More than 800 international collaboration agreements with governments, universities, and other organizations in over 80 countries support a wide variety of activities such as student and faculty mobility, development of research connections, provision of training programs, and other initiatives.

On campus, we proudly foster an inclusive multicultural community of students, staff, and faculty in an environment that is open to diversity of culture, ideas, and reflections. More than 7,200 international students from 156 countries study at the U of A. The largest contingent of international students come from China; the U of A has the distinction of hosting more China Scholarship Council students than any other university in the world.

Welcoming international students and scholars, the university community gains from the chance to engage with new perspectives and cultural sharing. With opportunities for work and study abroad, more than 1,300 domestic students each year gain access to transformational international experiences that will shape future educational pursuits and careers.

Through global engagement on campus, the U of A creates an international environment rich with opportunities—from developing foreign language skills and partaking in meaningful discussions on global issues, to earning a specialized international credential, volunteering with international refugee scholars, and beyond.

Established in 1986, International Week (or I-Week) is one of the U of A’s signature annual events, featuring free events designed to instigate new thoughts, inspire discussions, and animate debates on current global issues. I-Week’s award-winning programs provide a forum for all segments of the U of A community—students, staff, and faculty—as well as government departments, non-governmental organizations, and civil society to present their own particular views on global issues and share their solutions to create a better world.
EXECUTIVE TEAM

1. David H. Turpin, President and Vice-Chancellor
2. Steve Dew, Provost and Vice-President (Academic)
3. Matthias Ruth, Vice-President (Research and Innovation)
4. Gitta Kulczycki, Vice-President (Finance and Administration)
5. Andrew Sharman, Vice-President (Facilities and Operations)
6. Kelly Spencer, Interim Vice-President (Advancement)
   Vacant, Vice-President (University Relations)
7. Brad Hamdon, General Counsel
8. Marion Haggarty-France, University Secretary
9. Catherine Swindlehurst, Chief of Staff
As the 14th President and Vice-Chancellor, you will form deep relationships across the university and with its important external stakeholders. You will work with the Deans to model and support excellence in teaching and learning, to advance signature areas of interdisciplinary research and teaching, and to retain and renew the university’s exceptional and dedicated faculty and staff. You will embrace and advance efforts to become a more diverse and inclusive community, and to expand access and enrich academic experiences for outstanding domestic and international students and lifelong learners. You will collaborate with post-secondary institutions across the province to support students in building competencies and skills that will serve them well upon graduation and throughout their lives.

As the university’s ambassador and champion, you will be engaged – on campus, in the city and region, and provincially, nationally, and globally – to create mutually beneficial learning experiences, research projects, partnerships, collaborations, and commercializations. You will lead in pushing the frontiers of knowledge, inspiring creative experimentation, and driving innovation, in order to improve quality of life, drive economic diversity, and help shape the future. You will attract and responsibly steward the resources required to deliver excellence to the benefit of all. And you will immerse yourself in the welcoming communities of Edmonton and Alberta.

A distinguished academic and administrator, you are a collegial leader who is progressive, results-focused, and values the contributions of all disciplines. You are an exceptional communicator and relationship builder, known for fostering cultures of respect, connectedness, and trust. You model and encourage creativity, adaptability, and resilience. You will use your skills as listener, synthesizer, and influencer to draw the members of the university community together for a common purpose as it positions itself for the opportunities that can be found in positive, transformational change. Bold, visionary, and inspiring, you will work to enable each member of the university to build a better province, a better Canada, and a better world.
ROLE OF THE PRESIDENT & VICE-CHANCELLOR

The President serves as the university's chief executive officer and Vice-Chancellor, and leads the university community to preserve, enhance, and secure the university's reputation as a major comprehensive and research-intensive institution. The President provides the university with strategic leadership; represents and upholds academic credibility and academic freedom; oversees university operations; and leads the university's external relations locally, nationally, and internationally.

The President and Vice-Chancellor reports to the Board of Governors and serves as Chair of the General Faculties Council. The President reports to the Board on all matters including the performance of the university against the measures laid out in the university's Comprehensive Institutional Plan.

The President encourages academic excellence in all disciplines and supports and collaborates to strengthen the university’s teaching, research, and service. This includes encouraging and nurturing the development of areas of research excellence and knowledge translation that have the potential to catalyze local, provincial, and even national economies. With the support of the leadership team, the President oversees the operations and finances of the university, including the administration of the university’s $2 billion in annual revenues. The President maintains and builds productive working relationships with the Board of Governors and its Chair, the General Faculties Council, the Chancellor, the Senate, as well as student, faculty, staff, and alumni associations, and other members of the university community.

The President is the face of the university, its chief representative at home and abroad, a model for the university’s spirit, values, and academic integrity and excellence. As its champion, the President plays a key role in the university’s advancement initiatives, and seeks opportunities to further the university’s interests and strategic priorities through partnerships in Alberta’s knowledge economy, engaging with businesses, industry, government, and community leaders across the province. The President also represents the university on national and global stages, engaging with peers, partners, alumni, and other stakeholders in Canada and around the world.

CONTEXT

One of the province’s oldest public institutions, the University of Alberta has earned a prominent place among the premier research-intensive, medical-doctoral universities in Canada and in the world. It is a scholarly community characterized by excellence in teaching, research, and service, and a source of pride for all citizens of Alberta and for the university’s alumni in Canada and around the world.

The Alberta provincial government has committed to expense reduction that will affect many publicly funded institutions. The government aims to work with the post-secondary sector to achieve a revenue mix comparable to that of other provinces, i.e., less reliance on government grants, more funding from tuition and alternative revenue sources, and more entrepreneurial approaches to the ways in which programs are financed and delivered. This will include enabling institutions to implement responsible adjustments to tuition fees. To support the government in building a modern, diverse workforce and society, the post-secondary institutions that make up Campus Alberta will work together to develop programs and pathways that contribute to positive labour market outcomes.

The next President and Vice-Chancellor of the University of Alberta will consult with and draw together the many faculties, institutes, and campuses that make up the university community in order to develop, articulate, and implement a vision and plan for the way forward. Change has become integral to leadership in universities; this is an opportunity to go beyond incremental change to encourage bold ideas, organically develop solutions, innovation, and calculated risk-taking. This is a time to show leadership in collaborating with other post-secondary institutions across the province, and to demonstrate that a premier research-intensive university can be nimble, internally and externally oriented, integrated with and contributing to the not-for-profit sector and the business community, and a valued advisor to government.

The university has abundant strengths upon which to build, including:

- A strong, engaged, diverse community of outstanding faculty, staff, students, and alumni,
- 18 faculties and 100+ institutes and centres,
- five distinct campuses (including the only
French-speaking campus west of Winnipeg), and a wealth of basic and applied research undertaken by faculty and undergraduate and graduate students

- Scholars who have engaged in research and creative activities answering fundamental questions, building new industries and businesses and supporting local industry, improving human health, fostering social, economic, and environmental change, and enhancing an innovative and vibrant arts and culture scene
- World leaders in fields as diverse as energy, virology, literature, history, agricultural genomics and proteomics, paleontology, and artificial intelligence
- A breadth of disciplinary knowledge that is unmatched anywhere in the province, combined with proven success in developing innovative, interdisciplinary research and programs, and complemented by 800 teaching and research agreements with prestigious partners in 50 countries
- A history of pioneering discoveries and innovations, including (to name a few): invention of early sonar; development of the Edmonton protocol for the treatment of diabetes; groundbreaking discoveries in the treatment of Hepatitis C; design of the national flag; pioneering work in machine learning; inventions of diagnostic tools, antirejection therapies for organ transplants, assistive devices, and protective clothing; and creation of student-run local community health clinics and community-university collaborations, and global development programs and supports
- A host of inspiring alumni, including entrepreneurs, business leaders, artists, community and public sector workers, Supreme Court of Canada Justices, and Prime Ministers
- Enthusiastic partners in business and industry, over 130 operational research-driven spin-offs, and a joint venture that is one of the world’s top university business incubators
- Sophisticated infrastructure and enviable facilities that reflect many years of significant and sustained capital investment
- Supportive communities in the region and the province, and 290,000 proud alumni across Canada and around the world.

AIMS AND ASPIRATIONS

Over the summer, individual and group consultations were undertaken with internal and external members of the university community on multiple campuses and in a variety of other locations. Key ambitions for the university that were identified include:

Enhancing Academic Excellence and Experience

- Building on the university’s unique strengths, including the distinctive educational opportunities offered by its 18 faculties, 100+ institutes and centres, affiliated theological colleges, and five distinct campuses: North Campus, South Campus, Campus Saint-Jean, Augustana Campus, and Enterprise Square
- Investing in the quality of teaching and learning
- Enhancing the experience and supports for local and international graduate and undergraduate students
- Increasing cohesion and integration across disciplines
- Expanding experiential learning and undergraduate research opportunities
- Enhancing technology-enabled learning

Building Community

- Realizing the ambition of the university’s EDI Strategic Plan
- Ensuring positive, productive labour/management relations
- Expanding the university’s Indigenization across all dimensions
- Forging stronger connections and engagement with the Alberta community

Raising Profile and Impact

- Securing further investment in and earning greater recognition for the university’s research strength
- Mobilizing and translating knowledge through partnerships with business and industry
- Enhancing the university’s brand and reputation
- Building philanthropic support for the university
- Enhancing the university’s rankings and profile

Ensuring Sustainability

- Innovating and diversifying
- Responding nimbly and resourcefully to budget reductions
- Reducing bureaucracy and bridging barriers and silos
- Increasing enrolment to respond to demographic realities
THE CANDIDATE

EXPERIENCE

Academic Leadership
• Academic credibility earned in a distinguished career
• A history of collegial academic leadership, including conceiving, articulating, and realizing a shared vision that has elevated research and teaching quality and practice, enriched the student experience, and enhanced the reputation and profile of the institution or division
• Proven dedication to social responsibility and to higher education’s role in building a prosperous, inclusive, and progressive civil society
• Demonstrated commitment to academic freedom, freedom of expression, collegial governance, and environmental sustainability

Strategic Administrative Leadership
• A successful track record of strategic and operational leadership in an academic institution or division of relevant scope and complexity that will prepare the candidate to lead the University of Alberta (40,000 students, 14,000+ employees, 290,000+ alumni, 18 faculties, five campuses, $2 billion in annual revenues, and a $1.4B endowment)
• A track record of anticipating and successfully responding to changing market forces and other challenges and opportunities in post-secondary education
• A history of disciplined operational, fiscal, and risk management and resource allocation
• Experience with complex governance along with an understanding of and willingness to lead within the university’s bicameral system of governance

Transformational Leadership
• Transformational change leadership experience, including successfully rallying and inspiring colleagues to collectively envision, collaborate, and innovate in response to disruption
• A history of identifying and supporting ventures, initiatives, and innovations that benefit the organization materially or in reputation, and of publicly celebrating successes

People Leadership
• Demonstrated impact in advancing and promoting the principles of equity, diversity, and inclusion, with attention to the nuances and intersections of different identities
• A track record of fostering an organizational culture of respect and connectedness that, in turn, generates a sense of increased possibility
• Ability to learn from, work with, persuade, and motivate people
• A history of supporting university indigenization, including evolving curriculum, leading Indigenous faculty, staff, and students, and ensuring a welcoming, supportive, and inclusive environment
• Proven ability to identify, attract, and retain top talent
• A history of values-driven leadership characterized by integrity, transparency, and trust

Leadership and Engagement across the university Community
• Demonstrated interest in and celebration of the accomplishments of all disciplines
• A track record of considering and including the entire academic environment in decision making
• A track record of advancing an environment of progressive human resources and respectful, collegial labour relations
• A history of being visible and present, and of engaging productively and meaningfully with students, faculty, and staff
Leadership and Engagement across the Broader Community
- Experience building rapport and productive and positive relationships with governments
- Experience being the “face” of an institution—an ambassador at ease with diverse individuals and communities, including stakeholders, supporters, peers, regulators, and media
- A track record of personally attracting substantial fundraising revenue
- Demonstrated ability to build alumni engagement
- A track record of engaging with the community and stewarding and strengthening public support
- Proven ability to develop fruitful reciprocal partnerships with business, industry, and community partners, especially with regard to knowledge translation and commercialization and social benefit
- A history of forging mutually rewarding relationships and partnerships with post-secondary partners locally, nationally, and internationally

EDUCATION AND SKILLS
- A terminal degree in the candidate’s discipline
- Capacity to communicate in French or in the language of any First Nations community of the Edmonton region would be an asset

LEADERSHIP COMPETENCIES AND ATTRIBUTES
- The ability to collaboratively develop and implement strategic plans based on solid research, educational insights and experience, and understanding of the institutional and provincial operating environment
- The courage to challenge the status quo; resilience; the ability to say “no” with firmness and warmth, explaining the reasons for tough decisions and working to find alternative solutions
- Strategic vision to develop and advance new ideas, and to stimulate exploration of new approaches in support of the vision
- Capacity to manage complexity and ambiguity, including internal and external interdependencies, with precision and purpose, deftly adjusting to developing circumstances
- Ability to communicate compellingly and use influence rather than authority to engage, enlist, and empower people to action
- A rassembleur/euse capable of drawing together diverse individuals and groups to coalesce around a common purpose
- Passion for mentoring leaders and willingness to delegate responsibility to those best able to exercise good judgment and collegial approaches in support of institutional goals
- Motivation to build relationships both internally and externally
- Confidence tempered by humility, a high degree of emotional intelligence, and well developed interpersonal skills
- Authenticity in listening, learning, discussing, guiding, explaining, and entrusting people to act
- High integrity, clear values, and a deep commitment to social justice, fairness, and inclusiveness
- Openness and receptivity to fresh viewpoints
The appointment will begin in the summer of 2020. All qualified candidates are encouraged to apply by November 30, 2019; Canadians and permanent residents will be given priority. The University of Alberta is committed to an equitable, diverse, and inclusive workforce, and welcomes applications from all qualified persons. The university especially encourages women; First Nations, Métis, and Inuit persons; members of visible minority groups; persons with disabilities; persons of any sexual orientation or gender identity and expression; and all those who may contribute to the further diversification of ideas and the university to apply. Accommodations are available throughout the recruitment process for applicants with disabilities.

Should you have any questions during this confidential process, please contact us.

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# FAST FACTS

## STUDENTS
- **40,061**
- **78%** Canadian
- **22%** International
- **20%** Graduate

## EMPLOYEES
- **More than 14,500**

## ALUMNI
- **Over 290,000**

## ENDOWMENT
- **$1.4 Billion**

## FACULTIES
- **18**

## UNDERGRADUATE PROGRAMS
- **200**

## GRADUATE PROGRAMS
- **500**

## CAMPUSES
- **5**

## BUILDINGS
- **150** on **50** City Blocks

## INSTITUTES & CENTRES
- **100**

## TOP TALENT
- **Canada Research Chairs**: 91
- **Rhodes Scholars**: 75

## ATHLETIC EXCELLENCE
- **National Championships**: 78

## RESEARCH LEADER
- Member of Worldwide Universities Network
- **3M National Teaching Fellows**: 41

## INTERNATIONAL COLLABORATION
- **800** teaching and research agreements with 50 countries

## TEACHING EXCELLENCE
- Top 5 research university in Canada

## TOP 5
- **$500 Million** Annual Research Funding in 2019

## GRADUATE
- **International Collaboration**: 800 Plus

## #2
- Top 5 research university in Canada

## APPOINTMENT OF PRESIDENT AND VICE-CHANCELLOR