



University of Victoria

DEAN
PETER B. GUSTAVSON SCHOOL OF BUSINESS

EXECUTIVE SUMMARY

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THE GELDART GROUP
Executive Search & Leadership Consulting



**University
of Victoria**

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ORGANIZATIONAL OVERVIEW

THE UNIVERSITY OF VICTORIA

One of Canada's leading research universities, the University of Victoria (UVic) is a rich and supportive learning community for students and faculty alike. Widely recognized for leadership in research, inspired teaching and community engagement, UVic provides innovative programs and experiential learning opportunities in a welcoming West Coast environment. Ranked consistently among the top universities in Canada, its success is built on the high quality of its educational offerings and student experience, excellence in research and the integration of teaching with research.

UVic offers a wide range of undergraduate and graduate programs, including professional degrees. More than 20,000 students, including 3,000 graduate students, are equipped for a rapidly changing world through participation in academic programs offered by the university's 10 Faculties of Business, Education, Engineering, Fine Arts, Graduate Studies, Human and Social Development, Humanities, Law, Science, and Social Sciences, as well as its two divisions of Medical Sciences and of Continuing Studies. The latter unit also offers hundreds of individual courses for personal and professional development, serving nearly 16,000 additional students annually.

UVic takes pride in its inclusive and increasingly diverse community of students, faculty and staff. We are committed to fostering a personally engaging and intellectually stimulating learning environment. Most of our students come from outside the local region, creating an opportunity for a residential focus and a strong sense of community. The university supports the development of students through a responsive curriculum and a variety of co-curricular activities and services. We are home to one of Canada's largest university co-operative education programs, integrating academic studies with relevant paid work experience in more than 45 academic areas. Our strong focus on civic engagement is reflected through community-based internship, research and clinical programs, continuing education, artistic collaboration, athletic opportunities and knowledge transfer initiatives.

UVic Industry Partnerships (UVic's technology transfer organization) transforms great ideas into commercially viable businesses. As of January 2009, Industry Partnerships had filed more than 300 national and international patent applications helped incorporate more than 59 University spin-off companies and received more than 550 invention disclosures. Students currently generate approximately 35 per cent of Industry Partnership's annual invention disclosures. The UVic-owned Vancouver Island Technology Park (VITP) – the largest university-owned tech park in BC – is an economic powerhouse, generating \$280 million in direct, indirect and induced revenue, and creating more than 2,000 local jobs. Thanks in part to VITP, high technology is now Victoria's number one industry, surpassing its more than \$1-billion tourism industry.

The University of Victoria was established in 1963, following 60 years of university-level teaching as Victoria College. Today, UVic has nearly 5,000 employees, including 850 faculty members. We award about 4,300 degrees a year and have close to 100,000 alumni worldwide. Campus events, including plays, concerts, ceremonies, art exhibitions, conferences, continuing studies programs, public lectures, films and athletic events attract a total audience of more than 500,000 annually.

More information about the University is available at www.uvic.ca.





THE PETER B. GUSTAVSON SCHOOL OF BUSINESS

Founded in 1990 and renamed the Peter B. Gustavson School of Business in 2010, the University of Victoria's business school is known for its unique educational approach, inspired teaching and excellence in research.

The School embraces a culture of engagement and innovation as it seeks to develop and inspire business leaders of the future. Our people are researchers, educators, visionaries and leaders committed to building a better society through better business. The non-departmentalized School is committed to providing a dynamic and unique learning environment that develops principled managers and leaders who can drive innovation and social change.

Serving approximately 750 undergraduate, 195 graduate and 500 executive students, The School is proud of its reputation as a highly innovative research-intensive school and of its strong connections to the regional business community. More than 85 per cent of its students participate in international exchanges. The academic programs offered by the School are unique with international business and sustainability as core content and with a cohort-based delivery model. The School offers the only Canadian English-language undergraduate program whereby all students complete co-op work terms; all MBA students complete co-ops unless exempted; all MGB students complete an internship. Despite having a small faculty complement the School is well-known for the outstanding research and scholarship it achieves.

The Peter B. Gustavson School of Business is accredited by the European Foundation for Management Development through its European Quality Improvement System (EQUIS) and by AACSB International (The Association to Advance Collegiate Schools of Business). These accreditations indicate that the School has specific strategies in place to ensure continuous improvement, relevance, and currency in the world of business education. Fewer than one percent of the world's business schools hold both EQUIS and AACSB accreditation. The School stresses cross-disciplinarity and is unique in offering cross-functional specializations in Entrepreneurship, International Business and Service Management.

Four-pillars summarize the core values of the School. These pillars ground and support the education the School provides.

- **International**: Being appreciative, well informed and perceptive of the diverse, complex and global world we live in and having the skill-set required to succeed in it.
- **Integrative**: Being able to holistically consider the interactions and impacts of multiple perspectives on business decision-making; thinking beyond a disciplinary view.
- **Innovative**: Being flexible and creative in viewing the world, issues and opportunities from different perspectives and being willing to take risks and try new things.
- **Sustainable and socially responsible**: Having the awareness and skills to consider the economic, environmental and social consequences of decisions in business and personal contexts. Having the integrity and perspective to make the right decision every time.





**University
of Victoria**

Together, these pillars guide the way we think, act and educate and they combine to ensure our graduates have a holistic and global perspective that allows them to consider business and social problems in innovative and socially responsible ways. They allow us to educate leaders who can build a better world through better business.

The Sardul S. Gill Graduate School offers programs that include MBA, PhD, and Master of Global Business. All of the graduate programs centre around the School's vision, to provide an experiential education that is international, integrative, innovative and socially responsible and anchored in excellence in scholarship.

For more information on the Peter B. Gustavson School of Business, please visit: www.uvic.ca/gustavson/.



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KEY OPPORTUNITIES AND CHALLENGES

- Cultivate the unique culture that defines the School: collaboration, innovation, supportiveness, engagement, openness, fairness and passion;
- Maintain and foster strategic alliances locally, nationally and globally;
- Successfully develop and expand resources to support the School's mission and growth;
- Lead strategic internationalization initiatives;
- Protect and enhance the three key specializations in the School: Entrepreneurship, Service Management and International Business;
- Broaden the base of productive research faculty while continuing to ensure engaged, experiential student learning;
- Build the School's brand position to increase the profile of the School provincially, nationally and globally;
- Continue to grow the School while maintaining collegiality and mission consistency.

POSITION RESPONSIBILITIES

GENERAL

The Dean is the chief academic and administrative officer of the Peter B. Gustavson School of Business and a member of the senior leadership team of the University of Victoria. S/he is responsible for providing leadership, in collaboration with Deans of the other Faculties and senior administrators, in the articulation and implementation of the University of Victoria's Strategic Plan. The Dean is also expected to play a national leadership role in shaping business education in Canada.

SPECIFIC

Leadership and Vision

- Provides pro-active and visionary leadership to the School, exemplifying its core values;
- Provides leadership with the business community locally, regionally and nationally;
- Leads academic planning for the School through an inclusive and consultative decision making process, initiating discussion, defining priorities, and developing and articulating the vision;
- Provides a positive and supportive environment for people from all backgrounds in which to work and study, recognizing especially the diverse personal and intellectual cultures;
- Encourages engagement and collegiality within the School, is accessible and fair in addressing personnel and student issues, and adopts effective, transparent processes within a unionized environment;
- Communicates regularly with faculty, staff and students in ways that increase interest in common issues and fosters collaboration in the non-departmentalized Faculty;
- Directs the development of policies that affect the School;
- Inspires and capitalizes on connections among people, ideas and opportunities;
- Responsible for evaluations of the School including external accreditation;
- Responsible for creating opportunities for interdisciplinary scholarship at the University;
- Plays an active leadership role in the University as a whole.

Research and Scholarly Activity

- Promotes excellence and integrity in research and scholarly activity, and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence;
- Fosters the recruitment, development and retention of excellent researchers, and facilitates the research productivity of the School;



- Promotes the research of the faculty to multiple audiences, including other scholarly institutions nationally and internationally, funding providers, donors, the business community, alumni and students;
- Works to increase funding support from international, federal and provincial agencies, while demonstrating resourcefulness and creativity in identifying alternative funding sources in collaboration with the Vice President, Research;
- Plays a key role in developing collaborative initiatives with other local, provincial, national and international institutions.

Advocacy

- Brings a critical perspective to reviews of programs and departments and to future planning, in particular of complement appointments;
- Builds effective relationships, promotes and advocates for the School to a broad spectrum of constituents, including senior administration, faculty members, students, the professions, other community leaders, agencies and key institutions regionally, nationally and internationally.

Teaching and Learning

- Oversees regular evaluation of programs with a view to encouraging improvements and innovations, such as changes that enrich programs, that support integrative and innovative modes of program delivery and that manage program content in accordance with our pillars and with student needs in mind;
- Works with faculty, staff and students to build strategic recruitment and retention plans;
- Promotes excellence and integrity in pedagogical activity and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence in teaching and research.

General Management

- Plans and prioritizes personnel needs for the School and establishes strategies to enhance its ability to compete in recruitment of high caliber faculty and staff;
- Effectively manages the School's financial and human resources;
- Maintains an environment in which faculty and staff are able to carry out scholarship, teaching and service of the highest quality;
- Is accessible and fair in dealing with personnel issues, and adopts effective, transparent processes;
- Entrepreneurial; seeks opportunities to grow and enhance the School and its programs;





- Encourages a sense of engagement and collegiality within the School.

External Relations

- Spearheads fundraising activities and participates in institutional fundraising;
- Works effectively to advance the profile with the broader community;
- Builds and cultivates key relationships provincially, nationally and internationally that advance the scholarship, experiential and research focus;
- Actively fosters academic partnerships that complement the mandate;
- Works towards enhancing the reputation of the School and the University;
- Actively supports alumni development initiatives.





REPORTING RELATIONSHIPS

Reports to

- Vice-President Academic & Provost

Interacts with

- President, Vice-Presidents, Associate Vice-Presidents
- Board of Governors
- Deans and Directors
- Business Advisory Board
- Faculty and staff
- Students
- Alumni
- Donors

Provides direction to

- Associate Dean, Programs
- Associate Dean, Faculty Renewal
- Assistant Dean
- Program Directors
- All faculty
- Others in the Dean's office





CANDIDATE REQUIREMENTS

GENERAL

The successful candidate will bring outstanding academic qualifications, a record of scholarly achievement, administrative experience and leadership as well as a passion for advancing business education.

SPECIFIC

- PhD
- Eligible for appointment at the rank of Associate or Full Professor

EXPERIENCE

The Appointments Committee acknowledges that no single individual is likely to meet all of the following criteria in equal measure; nevertheless the successful candidate will be expected to have demonstrated:

- Building, articulating and pursuing a vision through successful implementation;
- Managing change within a complex, rapidly changing environment;
- Promoting teamwork, collaboration and partnership in a manner that would be inclusive of members of the university community;
- Leading a team, providing direction to administrative staff and to academic programs, using an appropriate balance of decisiveness and collegiality while delegating important management assignments effectively;
- Building linkages with external organizations and internal programs and effectively representing the interests of a school;
- Understanding of undergraduate, graduate and scholarly issues in business;
- Communicating and implementing the necessary strategies for recruiting exceptional faculty and students from within Canada and around the world;
- Promoting interdisciplinary and international linkages that will benefit students and the School;
- Managing effectively the human, financial and physical resources;
- Implementing equity initiatives in hiring, student recruitment and educational programming;
- Working constructively with student leaders, demonstrating a genuine interest in student welfare and a passionate commitment to improving the learning and living environment for students





- Resolving student concerns and demonstrating the knowledge and ability to examine critically the structures and processes necessary for the effective resolution of such student concerns;
- Facilitating a climate that nurtures ethical and professional behaviour among students, faculty and staff;
- Fund-raising for further expansion of the resource base;
- Strong financial and entrepreneurial acumen;
- Has operated at the highest levels of the business and international communities
- Significant experience in budget administration, including the ability to ensure transparency and clarity in the budget process;
- The ability to work in a complex environment by establishing priorities and maintaining a balance between short and long-term goals;
- Accomplishments demonstrating commitment to equity, diversity and inclusion, and sensitivity to the broad range of viewpoints within the university;
- Strong communication and advocacy skills and the ability to interact successfully with multiple constituencies and stakeholders to advance the School's priorities to a variety of internal and external communities;

Have the skills and qualities to be:

- Persuasive in dealing with diverse constituents to create a sense of common purpose and to foster the spirit of teamwork;
- Balanced and fair, with good judgment;
- A mentor and mediator; able to resolve differences, and, when necessary, to take a stand.

Interpersonal Skills

- Works effectively with others to build a clear sense of direction and to achieve results within realistic time-frames;
- Functions well in a fast-paced, dynamic environment;
- Makes connections among people and ideas, creating a vibrant intellectual environment for students and academic staff;





- Values transparency and disclosure, and demonstrates commitment to a collaborative, and collegial management style;
- A willingness to learn and to seek advice from others, but with the strength to make the final decision;
- Leads and works as part of a team;
- Effectively delegates responsibility;
- Persuasive in dealing with diverse constituents;
- Demonstrates a positive and effective management style, including the ability to coach, mentor and inspire others;
- Resolves conflict through negotiation, mediation, or facilitation;
- Assesses situations quickly and makes decisions appropriately;
- Demonstrates financial acumen;
- Encourages the professional development of all staff within the School;
- Fosters and promotes research, scholarship, creative activities and professional service.

Personal Qualities

- Visionary, innovative, intelligent, enthusiastic, energetic, and optimistic but also realistic;
- High standards – ethical, integrity, and honesty;
- Pro-actively looks for new opportunities and challenges;
- Organized and analytical, with the ability to set priorities and see them implemented in realistic time-frames;
- Works effectively under stress;
- Personal manner that is welcoming and conducive to cooperative interaction.



VICTORIA, BC

Located on the southern tip of Vancouver Island, Victoria is a community of choice for its temperate climate, natural beauty, recreational sites and superior economic opportunities. The city is alive with people and activity with a regional population approaching 300,000. Victoria has been blessed with a wealth of natural and human-made riches, including stunning architecture framed by ocean views and mountain vistas. It is this rare juxtaposition of charming heritage, scenic backdrop and modern city-scape that makes Victoria one of the most special places in Canada. Millions visit the city every year to enjoy the natural beauty, temperate climate and charming heritage Victoria offers its citizens everyday.

Victoria is a city of neighbourhoods, each with distinctive character and appeal. It is these neighbourhoods that make Victoria a unique and a desirable place to live. Most citizens live within walking distance to parks or the scenic waterfront that surrounds this beautiful city. The downtown is a short walk, bike, transit or car ride away, making it easily accessible for those who like to live close to where they work and play.

Victoria has earned a reputation as a mecca for adventurers drawn by the limitless outdoor activities available in the city, on Vancouver Island, and throughout the surrounding islands. Because of the temperate climate, outdoor activities take place year round. Because of the varied topography of Vancouver Island, skiing is only four hours away at Mount Washington.

For more information on Victoria please visit: www.tourismvictoria.com or www.victoria.ca.

HOW TO APPLY

The University of Victoria is an equity employer and encourages applications from women, persons with disabilities, visible minorities, Aboriginal people, people of all sexual orientations and genders, and others who may contribute to the further diversification of the university.

This is an exciting opportunity to play a leadership role at the University of Victoria. Should you want to learn more please call Alex Verdecchia or Maureen Geldart of The Geldart Group at (604) 926-0005 or forward your CV, a letter of introduction and the names of three referees, in confidence, to info@thegeldartgroup.com

We will respond to all who apply.

