



Executive Brief

Vice-President External Relations



**University
of Victoria**

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Organization Profile

1.0 Essence of the Opportunity

Over the 50 years of its history, the University of Victoria has developed into one of Canada's leading research universities, ranked among the world's top institutions. UVic is an intellectually vibrant place where both undergraduate and graduate students have ready access to some of the most dedicated and productive scholars – and the most inspiring teachers – across a wide variety of fields. It is known for its collegial, vibrant and student-centred culture as well as for its focus on civic engagement and its links with the broader community.

As a destination university, UVic attracts most of its 20,000 students from outside the immediate region. Its excellent programs prepare students to meet the demands and challenges of our society today and in the future. Through Co-operative Education, practica, work-study, clinical education and other initiatives, students have the opportunity to participate in one of the largest experiential learning programs in the country.

Committed to excellence, UVic is a research-intensive university which has seen research funding triple in the last decade. In fact, on a per faculty basis, it has been one of the most successful research universities in Canada.

The External Relations Division plays a critical role in the university's ability to meet its vision of being a "university of choice for outstanding students, faculty and staff from British Columbia, Canada and the world". The Division works across all Faculties and departments at the University of Victoria and with a wide range of external stakeholders.

The Vice-President External Relations is accountable to the President for fundraising and development, alumni relations, corporate relations, community relations, government relations, marketing, communications, the university art collections, awards facilitation, and ceremonies and events. As a key member of the university's senior leadership team, he or she plays a strategic role in raising the profile of the university locally, nationally and internationally and in enabling UVic to foster the relationships and attract the resources necessary to achieve its aspirations.

This position entails responsibility for the development and implementation of plans which link the University in a proactive and focused way with its relevant stakeholders, internal and external to the University of Victoria. The office of the Vice-President External Relations is the university's central planning and coordinating office for the positioning of the University of Victoria in the wider community.

This is a truly exceptional opportunity to provide strategic leadership to a broad portfolio at a progressive and dynamic institution.

2.0 Key Opportunities & Challenges

After consulting with key stakeholders at the University of Victoria, the following opportunities and challenges were identified for the new Vice-President External Relations:

With a new institutional Strategic Plan to be approved in 2012, the new VP External Relations will have the opportunity to create and implement an operational plan (including objectives, goals, tactics, and measures of success) for the Division that corresponds with and supports the objectives outlined in the Strategic Plan.

In the current fiscally-challenging environment, there is even greater need for External Relations' involvement and support across the university. Reviewing Division priorities in the context of institutional priorities (as identified in the Strategic Plan) and aligning services will be important to ensuring that Division and institutional goals can be realistically and sustainably achieved.

In 2012-13, UVic celebrates its 50th anniversary. Planning for the celebrations will be well in hand with planning for signature campus events largely complete when the new VP External Relations arrives. It will be important for the new VP to support the established and comprehensive efforts of the Anniversary Team and provide leadership in the implementation phase as needed to ensure that the anniversary meets its goals and objectives.

Given the decentralized development structure at UVic, a key opportunity for the new VP External Relations will be to work with the AVP Alumni and Development in collaborating with Faculty Deans and other senior academic leaders to maximize the fundraising capacity of development officers across the campus.

The university's commitment to its civic engagement agenda will require creative and collaborative work across institutional portfolios. The VP External Relations has the opportunity to ensure that the Division's perspective and expertise is an integral part of the university's plans and achievements in this important area.

Communicating about and marketing UVic to more national and international communities of interest will be a priority as the university continues to build its national and international reputation and increases its international enrolments. At the same time, linking effectively with the local community will remain an ongoing priority. It will be important for the VP External Relations to undertake a review of UVic's key messages post the 50th anniversary celebrations and strengthen strategic communications to individuals and groups, particularly nationally and internationally, over the coming years.

3.0 The University of Victoria

3.1 OVERVIEW



The University of Victoria – one of Canada's leading universities, ranked among the world's top 200 – is a diverse, welcoming 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 real-life learning experiences in a diverse and welcoming West Coast environment.

UVic is known for its commitment to excellence and its focus on an engaged campus.

Award-winning teachers can be found in every discipline at UVic. Since its founding, more than 40 of its faculty members have been elected Fellows of the Royal Society of Canada, and UVic faculty are also well-represented among the winners of prestigious prizes, including the Society for Teaching and Learning in Higher Education 3M Teaching Awards.

Student enrolment (2010/11): 19,905 (including 3,042 graduate students); 57% female; 77% of undergraduates come from outside Greater Victoria.

Faculty and staff (January 2011): 873 faculty (42% female, 58% male), 861 sessional instructors, 1,020 specialist/instructional staff and 2,294 administrative, professional and support staff

Alumni (January 2011): 103,037 degrees, certificates and diplomas awarded. Among 72,740 alumni with known addresses, 79% live in British Columbia and 4,352 live in 114 other countries.

Research funding: over \$100 million dollars per year. UVic ranks among the highest in per-faculty member research dollars.

Vancouver Island Technology Park: home to 34 high tech companies. With VITP, UVic owns the most university technology transfer space in the province.

3.2 VISION & MISSION

Vision

The University of Victoria's vision is to be a university of choice for outstanding students, faculty and staff from British Columbia, Canada and the world. We aspire to be the Canadian university that best integrates outstanding scholarship, inspired teaching and real-life involvement. As members of a diverse and dynamic learning community, we challenge one another to become thoughtful, engaged citizens and leaders, prepared to contribute to the betterment of a rapidly changing global society.

Mission

The University of Victoria enriches its students and society by creating knowledge, fostering academic and experiential learning and serving communities in British Columbia, in Canada and around the world. The University of Victoria builds on the strength and diversity of its people – students, faculty, staff and alumni – to strengthen UVic’s position among the best universities in Canada, recognized for excellence in teaching, learning, research, artistic creativity, professional practice and service to the community.

UVic is committed to:

- providing a high-quality learning and research environment, both in and outside the classroom
- integrating teaching, learning, research and community engagement across the disciplines
- employing core strengths to benefit external communities – locally, regionally, nationally and internationally – and promoting civic engagement and global citizenship.
- promoting the development of a sustainable society through education and research and the stewardship of own financial and physical resources
- collegial forms of governance that provide appropriate opportunities for all members of the university community to participate
- environments for work and study that are safe, supportive, inclusive and healthy, foster mutual respect and civility, recognizing that people are UVic’s primary strength
- public and internal accountability.

3.3 PROGRAMS FOR A CHANGING WORLD

UVic's academic programs are constantly evolving to provide education that will equip students for a rapidly changing world.

Faculties (10) and Divisions (2):

- | | |
|---|----------------------------------|
| • Faculty of Business | • Faculty of Humanities |
| • Faculty of Education | • Faculty of Law |
| • Faculty of Engineering | • Faculty of Science |
| • Faculty of Fine Arts | • Faculty of Social Sciences |
| • Faculty of Graduate Studies | • Division of Continuing Studies |
| • Faculty of Human and Social Development | • Division of Medical Sciences |

UVic has one of Canada's largest university co-operative education programs, integrating academic studies with relevant paid work experience in more than 40 academic areas. Each year, businesses and organizations across the globe hire UVic students to complete more than 2,600 co-op work terms through UVic's co-operative education programs. UVic’s Co-operative Education Program and Career Services provide integrated career development support to students from first year through to graduation and beyond.

UVic continues to increase the number of Indigenous students graduating from all Faculties, building on its commitment to and unique relationship with the First Peoples of Canada. UVic acknowledges with respect the history, customs and culture of the Coast and Straits Salish peoples on whose traditional lands the university resides.

UVic has nearly 100 exchange programs with institutions in 25 countries around the world, providing students with rich opportunities for international learning.

In a survey of recent graduates, 97 per cent were satisfied or very satisfied with their UVic education and rated the quality of instruction good or very good.

UVic's culture of excellence in research, scholarship and creative endeavour encompasses a rich diversity throughout the disciplines. In addition, UVic has developed specific areas of strength and has become known for the world-leading initiatives, e.g. Digital Humanities, the Pacific Institute for Climate Solutions, clean energy and green shipping and CanAssist. Ocean Networks Canada Observatory, consisting of the VENUS coastal network and NEPTUNE Canada, the largest and most advanced cabled ocean network, which was recently named one of "the universe's ten most epic" projects by *Popular Science* magazine.

As a role model of environmental sustainability in the region, UVic acts as a catalyst, through its many resources (research, teaching, student volunteers, operations, etc.), to help the region achieve environmental sustainability.

UVic takes pride in its athletics program, which is regarded as one of the best in Canada. UVic ranks fourth among all Canadian universities in CIS (Canadian Interuniversity Sports) championships since 1968, having won 65 Canadian national team championships, and individual competitors having won 288 medals in CIS swimming and running. UVic also has a stellar Olympic tradition, with 156 Vikes athletes, coaches and alumni having represented Canada at the Olympic and Paralympic Games, winning 12 gold medals, eight silver, and six bronze, and an additional 36 medals at the Paralympic Games.

3.4 A VIBRANT COMMUNITY RESOURCE

The University of Victoria is committed to civic engagement and to serving communities locally and around the world.

Through the Division of Continuing Studies, UVic offers hundreds of individual courses for personal and professional development, including 26 programs leading to a diploma or certificate. The division counts more than 16,000 enrolments annually, and has a local economic impact of more than \$30 million.

UVic also serves as a cultural resource in its region. Campus events, including plays, concerts, ceremonies, art exhibitions, conferences, continuing studies programs, public lectures, films and athletic events attract more than 500,000 visits annually. The Phoenix theatre showcases multi-talented students in four plays each year. The Legacy Art Gallery in downtown Victoria is a lively and engaging centre for art that is easily accessible to the community and enables students to study both art and curatorial practice. UVic also shares the knowledge it creates through a variety of mechanisms, ranging from its Speakers' Bureau to technology transfer.

3.5 FINANCES

Total revenues (2010/11): \$538 million. BC government 38%, tuition 20%, sales 11%, federal government 14%, donations 4%, investment income 9%, other 4%.

Total fundraising (over five years ending March 31, 2011): \$124.8 million

University endowment (January 2011): \$296 million

A major priority for the university has been helping students achieve their full academic potential and removing financial barriers in meeting their goals. Fundraising plans for the next five years include raising approximately 30% of donor funds towards undergraduate and graduate student support (scholarships, fellowships and awards), 30% to recruit and retain top faculty (Chairs/Professorships), 20% towards capital infrastructure (buildings and facilities), and 20% towards research and other program funding.

For more information, please visit: www.uvic.ca

4.0 Governance & Management

4.1 SENATE and BOARD OF GOVERNORS

The University of Victoria operates under the authority of the University Act and is governed by a Senate and a Board of Governors.

In accordance with the University Act, the Senate is responsible for the academic governance of the university, including matters related to libraries, faculties, departments, courses of instruction, awards, exhibitions, admissions, student appeals, and the granting of degrees (including honorary degrees, diplomas and certificates). The Board of Governors is responsible for the management, administration and control of the property, revenue, business and affairs of the university.

For a complete list and biographical information on the University of Victoria Board of Governors, please visit: <http://www.uvic.ca/universitysecretary/governors/>

4.2 UNIVERSITY OFFICERS

Chancellor: Murray Farmer, BA

Chair, Board of Governors: Ms. Susan Mehinagic, BCom, LLB, FCA

President and Vice-Chancellor: David H. Turpin, CM, PhD, FRSC

Vice-President Academic and Provost: Reeta C. Tremblay, PhD

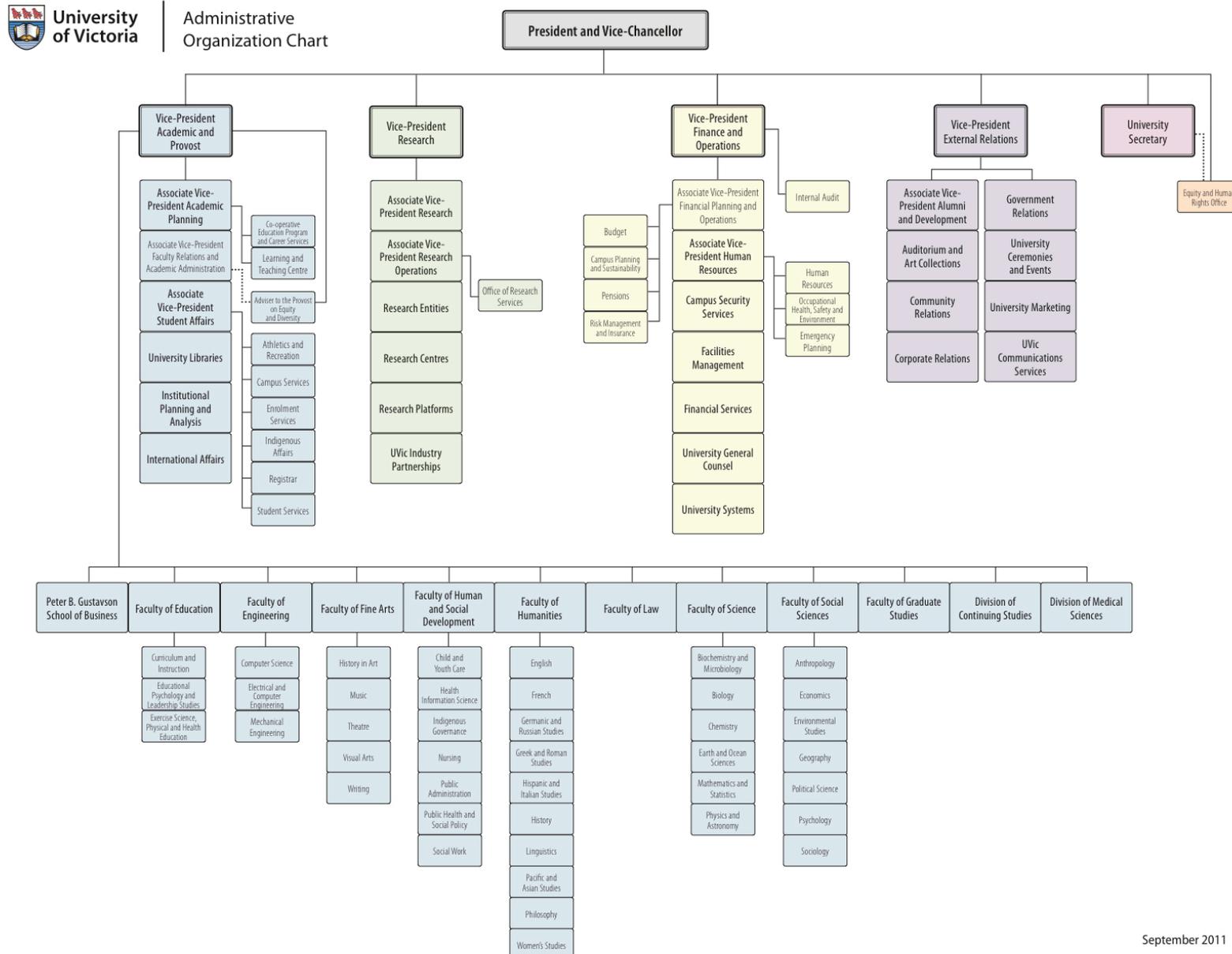
Vice-President Research: Howard Brunt, PhD

Vice-President Finance and Operations: Gayle Gorrill, BBA

Vice-President External Relations: Valerie Kuehne, PhD

4.3 ORGANIZATIONAL CHART

UVic’s senior leadership team is organized as below:



5.0 Division of External Relations

5.1 OVERVIEW

External Relations is the division of the university responsible for promoting strong and responsive relationships between the University of Victoria and the external communities it serves and for the overall positioning of the university with its many audiences. The Division's activities support UVic's strategic priorities and advance institutional academic, research, and civic engagement objectives. The Division also seeks to build partnerships with individuals and organizations who share UVic's vision of contributing "to the betterment of a rapidly changing global society."

By building and strengthening relationships between UVic and external partners, the Division of External Relations provides awareness and support for the university's education, research and civic-engagement achievements, fosters relationships and helps attract the resources necessary for UVic to achieve its aspirations.

Of special importance in the coming year is the celebration of UVic's 50th anniversary. Between September 2012 and June 2013, a wide variety of large and small campus and community events and initiatives are planned to celebrate the anniversary by:

- celebrating achievements and enhancing institutional pride
- engaging the campus, local and other communities of interest in anniversary-based opportunities
- communicating UVic's vision for the future
- raising awareness of UVic's leadership and distinctiveness locally, nationally and internationally.

Operational Vision

"External Relations within the University of Victoria will be a recognized leader among Canadian universities in building dynamic and productive relationships with all our communities."

5.3 DIVISION STRUCTURE

The External Relations Division comprises a group of more than 100 staff who focus on supporting UVic in meeting its strategic objectives while building and strengthening the relationships between the university and the many external communities it serves and interacts with. The Division functions as an integrated team, with all units working together toward common goals with partners, stakeholders and key audiences on campus and in the wider world.

Alumni Relations

Alumni Relations works with the Alumni Association, an independent society of UVic graduates, to deliver programs, services and communications to more than 100,000 alumni in 114 countries worldwide and to UVic students in order to encourage a lifelong relationship between them and their university.

Art Collections and Farquhar Auditorium

University Art Collections and Galleries present exhibitions at the Legacy Art Gallery in downtown Victoria. The University of Victoria art collection (27,000 objects representing Canadian and international historic and contemporary art) is maintained for the study and enjoyment of students, faculty and the general public.

The University Centre Farquhar Auditorium hosts over 150 public events annually, including concerts, popular commercial acts, lectures, UVic convocation ceremonies and local school recognition ceremonies.

Awards facilitation

The External Awards Facilitator identifies opportunities and coordinates and supports award nominations for both research and community awards locally, nationally and internationally. The Awards office liaises with award-program officers, assists in writing and editing nomination packages, and provides assistance to nominators in the preparation of honorary degree nominations.

Ceremonies and Events

Ceremonies and Events plans and implements high profile events that promote university excellence to internal and external partners and constituents. Events include Convocation ceremonies, the annual Legacy Awards, major donor and benefactor recognition events, building openings and naming ceremonies, government announcements, the President's Distinguished Service Awards, the Retirees Dinner and Long Service Awards, and others.

Communications

UVic Communications produces and coordinates news and information to key audiences including media, decision-makers, community leaders and the university community to promote awareness of the University of Victoria's strengths and achievements and to enhance its reputation. Communications has prime responsibility for: promotion of significant accomplishments and achievements; communication or positioning on significant issues which have the capacity to influence the university's reputation or public standing; research communications; media relations; communication on internal challenges/programs related to institutional interests; and the university's central web presence.

Community Relations

Community Relations facilitates a wide range of productive linkages between the university and local and Vancouver Island communities of interest. Of particular interest are relationships with municipal governments in Greater Victoria and community associations adjoining university properties. The Community Relations office has recently served as Secretariat to the UVic Civic Engagement Steering Council, continues to act as institutional liaison with the UVic Retirees Association, and facilitates the relationship with other community agencies including the United Way.

Corporate Relations

Corporate Relations initiates and fosters partnership opportunities with the business community through exclusive strategic alliance or sponsorship agreements, directing revenue or in-kind products and services to appropriate university priorities and constituents.

Development

Development is responsible for raising funds to support the university's priorities through major gifts, annual campaigns, gift planning, recognition and stewardship activities, prospect research and donor and alumni records management. Having raised \$124.8 million over the past five years, Development has set a 2011-12 fundraising goal of \$22 million.

Campus-based fundraising includes a team of campus development officers focused on major gift fundraising who provide fundraising support to each Faculty, the Library, Athletics and other university priorities.

Annual Giving conducts fundraising programs for the faculties, units, and university-wide appeals for gifts under \$25,000. Annual Giving programs focus on renewable and sustainable financial support from alumni, friends, faculty and staff, and other constituents in support of the university and its students through the student calling program, faculty and staff program, direct mail appeals, and special appeals.

Gift Planning/Estate Administration is responsible for positioning the University of Victoria as the recipient of choice to receive bequests from alumni, faculty, staff and others, and provides advice to potential donors and their financial and legal professionals.

Advancement Services supports all development activities by maintaining data on alumni, donors and friends of the university, receipting all donations, providing prospect research and donor stewardship (such as endowment reporting and hosting annual donor events).

Government Relations

Government Relations strategically promotes the relevance of research and teaching at the University of Victoria to government in order to gain support and funding for base budgets, major projects, research activities and other priorities as identified by the university. This department works with the President and Executive members to develop and enhance positive working relationships with all levels of government.

Marketing

Marketing is responsible for the creation, design, development, evaluation and management of marketing and advertising communications at the University of Victoria, through video, print and electronic formats. This unit works closely with Student Affairs and individual faculties regarding student recruitment approaches appropriate to their needs.

Foundations

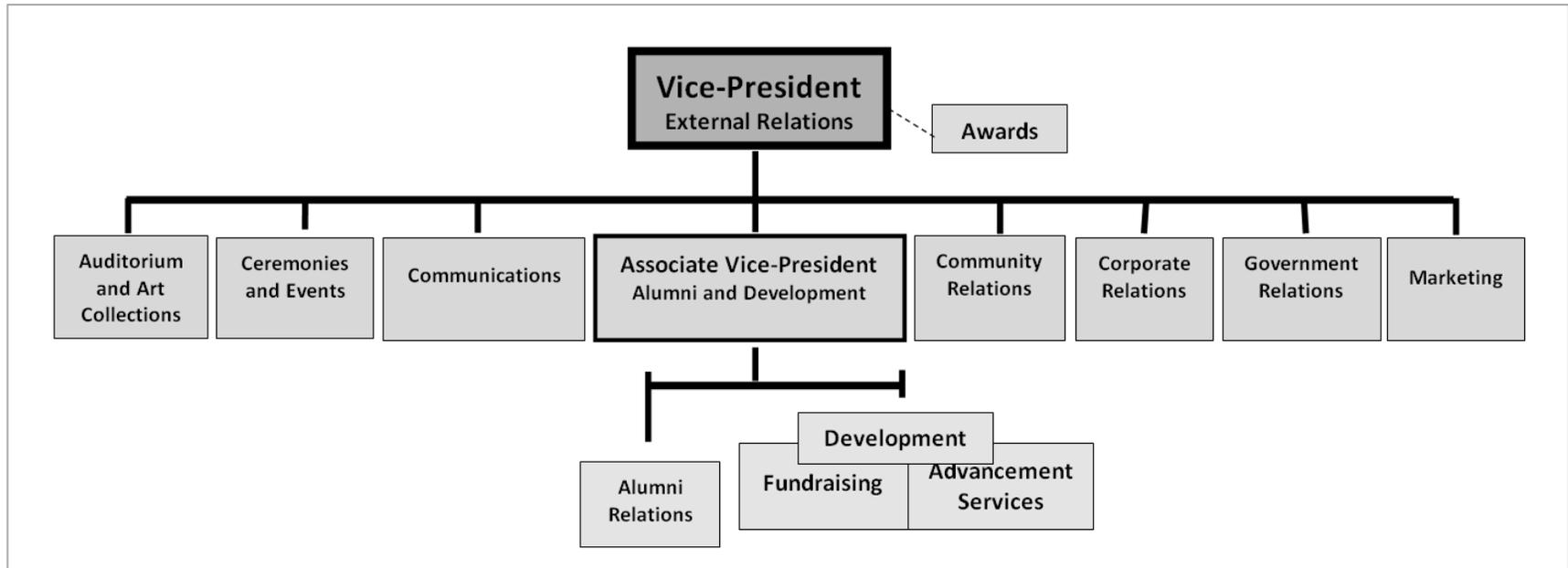
The University of Victoria Foundation is responsible for managing more than \$250 million in 1,045 endowment funds. The Associate Vice-President Alumni and Development is the President.

The U.S. Foundation for the University of Victoria is organized and operated exclusively for charitable and educational purposes, mainly to encourage and foster an appreciation by the American public of the work being conducted by the University of Victoria in various educational disciplines. The Associate Vice-President Alumni and Development is its President.

The University of Victoria (Hong Kong) Foundation Limited was established to receive and receipt gifts from residents of Hong Kong and mainland China. UVic's President and Associate Vice-President Alumni and Development are Directors, and the Vice-President External Relations is Chair.

The Foundation for the University of Victoria is an agent of the Crown and may receive gifts of various types, but typically receives real estate donations. The Vice-President External Relations and Associate Vice-President Alumni and Development attend meetings but have no formal role.

5.4 EXTERNAL RELATIONS ORGANIZATIONAL CHART





6.0 About Victoria, British Columbia



The City of Victoria is a beautiful coastal city of more than 340,000 people, situated on the southern tip of Vancouver Island, British Columbia. As the capital city of British Columbia, Victoria boasts many historic buildings and some of the most fascinating museums in western Canada. The city is also home to some of the country's most exhilarating scenery, with ocean or mountain vistas around every corner.

Victoria in 2008 was named the fourth best city in North America by the prestigious and award-winning US travel magazine, *Condé Nast Traveler*.

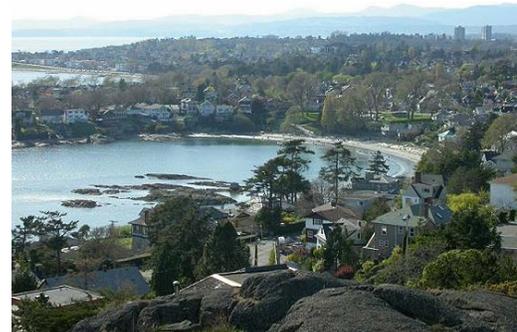
Governments at all levels provide a major employment base in the city with 18 of the largest employers coming from the public sector. Many provincial government offices are located in the city, and the Canadian military maintains its Pacific fleet at Esquimalt. This provides for a very stable economic base in a province usually affected by fluctuating resource prices.

Victoria is a year-round travel destination that offers a friendly, safe haven for all visitors. The Government of British Columbia also resides here, within the landmark BC Legislative Buildings in Victoria's inner harbour. Victoria's residents enjoy one of Canada's mildest climates, allowing for outdoor activities year round.

The City of Victoria is host to three public post-secondary educational institutions: The University of Victoria (UVic), Camosun College, and Royal Roads University.

Despite dynamic economic development in recent years, it maintains its clean environment and charming ambience. Restaurants and cafés serve the freshest cuisine, with local ingredients and worldly flair. The sight of Victoria's harbour never fails to make an impression. Other sights and attractions of note include:

For more information on the city of Victoria, please visit www.tourismvictoria.com or www.hellobc.com.



Position Description



VICE-PRESIDENT EXTERNAL RELATIONS

University of Victoria

GENERAL

As a key member of the University of Victoria's executive team, the Vice-President External Relations is accountable to the President for providing leadership on the overall positioning of the university and for guiding the External Relations team's activities, including fundraising and development, alumni relations, corporate relations, community relations, government relations, marketing, communications, the university art collections, external awards facilitation, and ceremonies and events.

The University's Strategic Plan identifies four key areas: people, quality, community and resources. The Vice-President External Relations shares major responsibility for two of the four, community and resources, expressed in these goals:

- To establish UVic as a recognized cornerstone of the community, committed to the social, cultural and economic development of the region and Canada; and
- To generate the resources necessary from both public and private sources to allow us to achieve our objectives and to steward those resources in a sustainable fashion.

This position entails responsibility for the development and implementation of plans which link the University in a proactive and focused way with its relevant stakeholders, internal and external to the University of Victoria. The office of the Vice-President External Relations is the University's central planning and coordinating office for the positioning of the University of Victoria in the wider community.

SPECIFIC ACCOUNTABILITIES

The Vice-President External Relations is expected to:

- function as a key member of the University's senior leadership team, spearheading a cohesive and focused approach to the development and enhancement of the University of Victoria's external relations in order to further the University's interests and the goals of its Strategic Plan;
- provide leadership on the overall positioning of the university;

- provide leadership, direction and coordination to the external relations team;
- strengthen the University of Victoria's ties, nationally and internationally, by reinforcing existing relationships and building new relationships with alumni, donors, business leaders, governments, media and institutions;
- ensure that the University of Victoria's external relations priorities, strategies, plans and programs are aligned with the university's academic planning and priorities and designed to advance them;
- support academic and administrative units, as well as related entities, in their external relations efforts;
- communicate the University of Victoria's vision and goals to the internal community of faculty, staff and students, and to the broader external community;
- through the External Relations leadership team, specifically the Associate Vice-President Alumni and Development, Executive Director, Government Relations, and Director, Corporate Relations, provide leadership to advancing the vision of the University of Victoria by increasing funding from all sources, developing new partnerships, and identifying revenue generation opportunities with governments, business, industry, foundations and individuals;
- through the Associate Vice-President Alumni and Development, implement an alumni relations plan that enhances the involvement of the University of Victoria alumni with their university throughout their lives, develops a role for alumni in all programs involving community outreach and liaison (e.g. co-op, student recruitment, mentorship programs and development) and works with current UVic students in order to encourage a lifelong relationship between them and their university;
- through the Associate Vice-President Alumni and Development, implement a sustained fundraising program for the University of Victoria, that is driven by university priorities as identified through the Integrated Planning process and ensure these efforts are integrated effectively with the Faculties;
- integrate the University of Victoria's fundraising objectives with the university's communications and marketing strategy to ensure a consistent and coordinated message to the university's various communities;
- oversee a local, provincial and national government relations program, work with other members of the leadership team to identify key policy and funding issues of strategic importance to the university, and develop a comprehensive approach to address these issues to the University of Victoria's benefit;
- support the engagement of the University of Victoria in the community through profiling and promoting educational, research and service programs, public lectures, performances in the fine and performing arts and athletics;
- play a leadership role in respect to the university's foundations and a variety of controlled entities;

REPORTING RELATIONSHIPS

Reports to:	President and Vice-Chancellor
Works closely with:	Vice-President Academic and Provost
	Vice-President Research
	Vice-President Finance & Operations
	University Secretary
	Deans and senior administrators

Candidate Profile



Vice-President External Relations

PRIORITY CRITERIA

1 Experience/Education

- The ideal candidate will have a good understanding of and an appreciation for higher education and research and the benefits they confer on students and society.
- The ideal candidate will bring a track record of success in a senior leadership role within a large, complex, multi-stakeholder organization.
- The ideal candidate will bring a demonstrated ability to provide strategic leadership to all areas of the portfolio, combined with experience in at least one of the portfolios within External Relations, such as fundraising, marketing, media relations, community engagement, government relations, or communications.
- A post-secondary degree and preferably a graduate degree.

2 Strategic skills

- A strategic and analytical thinker with the ability to understand the context in which an organization is functioning and establish a direction that will achieve the organization's vision and goals. Is able to articulate the vision to faculty, students, and internal and external stakeholders, to further the strong sense of common purpose in the organization.
- Strategic planning experience with the ability to incorporate broad vision into the short-term and long-term goals. Able to identify opportunities and anticipate challenges, both in the internal and external environments. Able to identify resource-generating opportunities.

3 Leadership skills

- Proven ability to provide leadership and effectively manage high-performing and creative staff in a decentralized environment. Able to develop a shared vision and strategy among the staff and volunteers that will provide a strong sense of purpose.
- A strong team builder, able to guide, mentor and motivate staff.
- Able to recruit top calibre personnel, delegate responsibility, empower staff and develop the capability of employees to capitalize on their full potential.
- Able to gain the confidence and respect of students, staff, faculty members, the executive council and other stakeholders. Able to influence the organization at various levels and build consensus towards achieving the vision and goals of the university, which are formulated in a collegial fashion. Able to mobilize students, faculty and staff to carry the message forward.
- A track record of seeing initiatives through to successful completion.

4 Communication and interpersonal skills

- An articulate communicator and good listener, with highly effective presentation and public speaking skills. Proven ability to relate to diverse groups of people and communicate effectively at all levels. Capable of delivering an appropriate message to any audience in any setting. Combines excellent oral skills with equally strong written skills.
- An open and approachable individual who is able to engage people easily and has the ability to make others feel comfortable sharing their thoughts and ideas.

5 Relationship skills

- Develops relationships easily through strong interpersonal skills; a people person, who enjoys people and will be approachable and tactful.
- Proven ability to develop a culture that is focused on building lasting relationships between University of Victoria and a wide range of stakeholders.
- Ability to manage a broad, diverse set of relationships with the senior executive team, staff, volunteers and donors. Will be engaging, approachable, accessible, diplomatic, open and collaborative and will thrive on a high level of interaction with others.

6 Collaborative and interdisciplinary environment

- Able to take initiative and work collaboratively with academic and administrative staff, alumni, students and volunteers.
- Has a demonstrated record of working in a complex organizational environment in a highly collaborative manner.

7 Personal characteristics

- Demonstrates a high standard of honesty, integrity, trust and openness that reinforces the development and sustainability of a healthy workplace environment. Possesses a respect for academic integrity.
- Highly professional with the ability to maintain focus and effectiveness, emotional control and maturity. Demonstrated high level of stamina and enthusiasm for an organization and its mission.

November 2011

Overview of Search

ESTIMATED SEARCH TIMELINE

While every search is dynamic and time frames are hard to predict, the following is an overview of the expected timeline for this search:

- Development of the candidate pool: November/December/January
- Client interviews: February
- Decision and announcement: March

ABOUT ODGERS BERNDTSON

Odgers Berndtson is the largest executive search firm in Canada, in terms of staff and revenue. We have offices in Vancouver, Calgary, Ottawa, Toronto, Montreal and Halifax with over 150 people dedicated to executive search. Our collective resources, breadth of experience and extensive industry knowledge enhance our ability to recruit outstanding leadership talent for our clients.

Internationally, Odgers Berndtson is the largest, privately owned executive search firm in the world, with over 50 offices in 24 countries. We believe that the strength of our culture and values have made our firm unique. Designed for optimal client service, our partnership is a true multinational organization for recruiting leadership talent, based on a foundation of local expertise.

OUR PHILOSOPHY

Odgers Berndtson focuses on providing clients with the highest return on investment in leadership, developing committed client relationships and exceeding expectations by working to four key operating principles:

- **Integrity:** We are committed to openness and candour with our clients, candidates and each other.
- **Client focus:** Our clients always come first. Their satisfaction is the key measure of our success.
- **Innovation:** Anticipating and acting on our clients' needs helps us think creatively and challenge the status quo.
- **Teamwork:** Shared goals and cooperation with clients, among team members and across international borders, optimizes performance.

Odgers Berndtson has always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients.

Odgers Berndtson is a member of the Association of Executive Search Consultants and operates in a manner consistent with the AESC Code of Ethics.

CONSULTING TEAM

Craig Hemer, Partner, and Brent Cameron, Partner are the team leaders on this search. The other members of the consulting team are Tara Perry, Senior Recruiting Associate; and Jane Pender, Project Coordinator.

BIOGRAPHIES

CRAIG HEMER



Partner

Craig is a Partner with Odgers Berndtson in Vancouver and has over 15 years of experience in executive search. As part of the largest executive search firm in the market, he has supported many leading private and public sector organizations in British Columbia. Craig's client focus is broad with a particular focus on public sector, education, government and not for profit. Craig recruits executives in virtually all disciplines including general management, finance, human resources, sales and marketing and operations.

Craig is a member of the Board of Directors for the Vancouver Board of Trade. He is a former member of the Board of Governors for Langara College, a former member of the Board of Directors of Vancouver College and the Advisory Board for the UBC Sauder School of Business Executive Mentor Program. He spent nine years as a member of the Campaign Cabinet for the United Way of the Lower Mainland, has been a member of the Board of Governors for the Pacific National Exhibition, a Commissioner of the Vancouver Economic Development Commission and Board Member of the Vancouver Public Library Board.

Craig has served as an elected Councillor for the City of Vancouver. He was a member of the City Services and Budget Committee, Planning and Environment Committee and was the Vice-Chair of the Vancouver Liquor Licensing Commission. In addition, Craig served for five years as an elected Trustee on the Vancouver School Board and was Vice-Chair of the Board for three years.

Craig holds a Bachelor and Masters degree from the University of British Columbia with a major in psychology in both degree programs.



BRENT CAMERON

Partner

Brent's specialization is in searches for clients in the academic sector and leads Odgers Berndtson's national education practice. Over the last ten years, Brent has conducted over 70 executive and senior management searches for the post-secondary sector, in both academic and non-academic leadership positions.

In addition to searches for Presidents, Vice-Presidents and Deans, he has conducted searches for functional areas such as campus planning, alumni, human resources, student services, career services, finance, and research services. He has worked with Search Committees of 5 to 18 people and brings a strong understanding of the dynamics and key stakeholders involved in a post-secondary environment.

Brent is a member of the Board of Directors of the UBC Alumni Association. Brent holds an Honours Bachelor Degree in Arts from Queen's University and a Masters in Business Administration from the University of British Columbia.