Executive Brief
Vice-President Research, University of Victoria

Essence of the Opportunity

The University of Victoria acknowledges and respects the Lkwungen-speaking peoples on whose traditional territories the University stands and the Songhees, Esquimalt and WSÁNEĆ peoples whose historical relationships with the land continue to this day.

The University of Victoria is recognized as one of Canada’s leading research-intensive universities and ranks among the world’s best higher education institutions. The over 21,000 students and 5,000 employees (including 900 faculty) benefit from the UVic Edge – the fusion of dynamic learning and research with vital impact in an extraordinary academic environment. A welcoming and diverse university community with a collegial leadership culture, UVic tackles issues that matter to people, places and the planet.

UVic researchers are global leaders, as demonstrated by the university’s success in achieving international, national and regional recognition; in attracting external research funding including supports for research chairs; in showing vital impact through technological and social innovation; in providing research opportunities for undergraduates; and in training high-quality graduate students and post-doctoral fellows. This excellence is reflected in UVic’s dynamic capabilities for research in areas as diverse as: culture and creativity; data science and cyber-physical systems; environment, climate and energy; global studies and social justice; health and life sciences; Indigenous research; ocean science and technology; physical sciences and engineering, and mathematics and computer science.

Reporting to the President, the Vice-President Research will play a pivotal role in advancing the University’s mission, vision and strategic goals, particularly as they relate to the research mission of the University. The ideal candidate will bring an understanding of the Canadian and international higher education environment, and a thorough grasp of research opportunities and challenges. Demonstrated excellence as a researcher and educator, and experience and a record of success in a related leadership role – preferably at a research intensive and learner-centred university.

Click on the picture to watch a 2-minute video on UVic
About the University of Victoria

The University of Victoria is recognized as one of Canada’s leading universities and ranks among the world’s best higher education institutions. With over 22,000 undergraduate and graduate students, it is a research-intensive university committed to outstanding teaching dynamic learning experiences for students, and research with vital impact.

Here are some quick facts about UVic:

- **Research Funding:** With research funding averaging over $100 million dollars per year, UVic ranks among the highest universities in Canada in per faculty member research dollars. Twenty six UVic faculty members hold Canada Research Chairs in fields as diverse as medical physics indigenous law, global law, energy systems design, ocean carbon dynamics, optics and nanoplasmonics, and substance use and addictions. Sixty-six current or former faculty members are fellows of the Royal Society of Canada.

- **Rankings:** The University of Victoria is recognized annually as one of Canada’s top universities by external surveys and UVic students alike. Times Higher Education has ranked UVic the top university in Canada without a medical school, and 7th overall. Maclean’s Magazine has ranked UVic number one or two in the comprehensive university category for seven consecutive years. A summary of various Canadian and World Rankings can be found at [http://www.uvic.ca/opportunities/working/rankings/](http://www.uvic.ca/opportunities/working/rankings/)

- **Experiential Learning:** 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 3,000 co-op work terms through UVic’s co-operative education programs. The University also has nearly 100 exchange programs with institutions in 25 countries around the world.

- **Academic Programs:** UVic offers programs across ten Faculties and two Divisions, including: Science, Business, Law, Engineering, Medical Sciences, Education, Fine Arts, Humanities, Social Sciences, and Human and Social Development.
Strategic Framework 2018-2023

At the University of Victoria, we are deeply committed to contributing to a better future for people, places and the planet. It is with this in mind that our new Strategic Framework articulates our shared understanding of our vision, values and priorities in fulfilling that commitment. This Strategic Framework defines UVic’s role in creating a strong, healthy future for our students and for our local and global communities.

We are in a period of rapid change, with growth in the number of universities around the world and rising expectations for how these institutions will contribute to individual and collective well-being. To meet the challenges and opportunities of globalization and the social, environmental and technological change faced by our students, communities and university, we must align our efforts and focus our activities.

This ambitious framework is the product of widespread consultation and reflects the contributions and ideas of many people across campus and in the community. Driven by a perspective unique to UVic, it extends the significant planning of the last three years around research, student success, Indigenization, international activity, equity and diversity, the campus environment, and communications. The framework builds upon the strength of our people and our collegial, inclusive and collaborative culture. It confirms our character as a research-intensive and student-centred university, and our commitment to excellence.

The framework’s objective is to serve as a guide to our future—setting out priorities and high-reaching goals in six key areas and articulating strategies to realize them. The framework provides a structure for our ongoing planning and serves as a reference for making strategic choices among the many possible initiatives that could move us forward.Creating a shared understanding of our goals and priorities enables us to coordinate our efforts and work together to achieve maximum impact.

Bringing our vision to life depends upon the talent and commitment of every member of the university community. This Strategic Framework positions and inspires us as individuals—and collectively as a public institution—to apply our commitment to excellence in research and creative activity, teaching, service and engagement to serve students, communities and the world.

The UVic community is deeply committed to contributing to a better future for people, places and the planet. It is with this in mind that our new Strategic Framework articulates our shared understanding of our vision, values and priorities in fulfilling that commitment.

— From Jamie Cassels, QC, President, University of Victoria
Our vision: We will be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet.

Our values:
Our values inform all our actions in achieving our vision:

- Excellence in all our endeavours
- Ethical and intellectual integrity
- Freedom of inquiry and freedom of speech
- Equity, diversity and inclusion

Key Priorities:
Our engagement with the campus community identified the themes most important to our students, faculty, staff, alumni and community members. Those themes are reflected in the framework’s six key priorities:

- Cultivate an extraordinary academic environment
- Advance research excellence and impact
- Intensify dynamic learning
- Foster respect and reconciliation
- Promote sustainable futures
- Engage locally and globally
Strategic Research Plan 2016-2021

UVic’s Strategic Research Plan supports intellectual inquiry at its inception, enables the research projects and programs of faculty, staff and students and research partners, and sustains an environment that promotes excellence in research, education and training for the next generation of researchers and leaders.

Future success for UVic research is predicated on having a clear sense of the organizational values to which the university is committed, understanding the competitive and changing landscape of research, and channelling existing research capabilities toward new opportunities for UVic researchers. By addressing the research needs and priorities of funders and partners in research, and attending to government priorities, UVic can meet society’s need and demand for knowledge mobilized for maximum social impact.

At the core of this Plan are five priorities, and associated objectives and strategies, for enhancing and leveraging the best of UVic research:

- Defining and achieving research excellence
- Enhancing the integration of research and education
- Expanding partnerships, innovation and entrepreneurship
- Improving research competitiveness through differentiation and specialization
- Enhancing and optimizing the provision of research services

These research priorities set directions for improving UVic’s research environment and institutional support for research, with the ultimate aim of enabling current and successive generations of researchers to excel in research. With a view to implementing the strategies in this Plan, key objectives were developed to guide the development of annual implementation plans. Existing institutional planning processes and consultation mechanisms will guide implementation, and the timing and pacing of progress against the strategic priorities and objectives for research is subject to resource considerations over the five-year life of the Plan. By setting the course with high-level strategic priorities and by providing a way to see the priorities turned into actions, UVic will be able to achieve the research excellence, knowledge mobilization and impact on society required by the university’s academic mission.

Over the last decade UVic has experienced remarkable growth in research activity and has become one of Canada’s most research-intensive universities. This is clear evidence of the international calibre and excellence of UVic researchers, and the significant and transformational investments made in research space and infrastructure. UVic now has enviable research strengths that make it a dynamic and capable research-intensive university. This Strategic Research Plan prepares the university for future research excellence and positions UVic to make important contributions to society. The plan recognizes the university’s research strengths, and identifies five priorities and associated objectives and strategies, for enhancing and leveraging the best of UVic research into the future.
Office of the VP Research

The Office of the VP Research (OVPR) is led by the VP Research and two Associate Vice-Presidents. The role of the AVP Research is to assist the Vice-President Research with strategic planning and implementation, policy formulation, special programs and initiatives, and the building of strong relationships with granting agencies, contractors and funders with respect to research activity at the university.

The role of the AVP Research Operations is to oversee the planning, direction and overall management of the operational units within the university's research support services, such as the Office of Research Services and the Research Partnerships and Knowledge Mobilization units.

The OVPR also oversees a number of research centres and institutes on campus, as well as two corporate entities, as outlined below.

Research Centres:

- Astronomy Research Centre (ARC)
- Canadian Institute for Substance Use Research (CISUR)
- Centre for Advanced Materials and Related Technology (CAMTEC)
- Centre for Asia Pacific Initiatives (CAPI)
- Centre for Biomedical Research (CFBR)
- Centre for Forest Biology (FORB)
- Centre for Global Studies (CFGS)
- Centre for Indigenous Research and Community-Led Engagement (CIRCLE)
- Centre for Social and Sustainable Innovation (CSSI)
- Centre for Studies in Religion and Society (CSRS)
- Centre for Youth and Society (CFYS)
- Institute on Aging and Lifelong Health (IALH)
- Institute for Integrated Energy Systems (IESVic)
- Pacific Institute for Climate Solutions (PICS)
- Matrix Institute for Applied Data Science
- Victoria Subatomic Physics and Accelerator research centre (VISPA)

UVic has two corporate entities related to research. They each have a board of directors with representation from government, industry and other institutions.

- Ocean Networks Canada (ONC)
- Pacific Climate Impacts Consortium (PCIC)
About Victoria

Victoria is the capital city of British Columbia, Canada, and is located on the southern tip of Vancouver Island, off Canada’s Pacific coast. The city has a population of about 83,000, while the metropolitan area of Greater Victoria, has a population of 360,000, making it the 15th most populous Canadian urban region.

Victoria is on Vancouver Island and is about 100 kilometres (60 miles) from Vancouver, BC’s largest city on the mainland and Seattle, Washington.

Victoria is one of the oldest cities in the Pacific Northwest. The city has retained a large number of its historic buildings, in particular its two most famous landmarks, Legislative buildings (finished in 1897 and home of the Legislative Assembly of British Columbia) and the Empress hotel (opened in 1908). The city’s Chinatown is the second oldest in North America after San Francisco’s. The region’s Coast Salish First Nations peoples established communities in the area long before non-native settlement, possibly several thousand years earlier, which had large populations at the time of European exploration.

Victoria, like many Vancouver Island communities, continues to have a sizeable First Nations presence, composed of peoples from all over Vancouver Island and beyond.

Known as the "The Garden City", Victoria is an attractive city and a popular tourism destination with a thriving technology sector that has risen to be its largest revenue-generating private industry. Victoria is also in the top twenty of world cities for quality-of-life. The city has a large non-local student population, who come to attend the University of Victoria, Camosun College, Royal Roads University, the Victoria College of Art, and the Canadian College of Performing Arts.

Victoria has a wealth of natural and man-made riches, including stunning heritage architecture, ocean views and mountain vistas. It is this rare juxtaposition of heritage charm, scenic backdrop and modern city-scape that makes Victoria one of the most uniquely special places in Canada. Millions visit the city every year and enjoy the natural beauty, temperate climate and heritage charm Victoria offers its citizens every day.
University of Victoria

Vice-President Research

Position Description

Overview

The Vice-President Research will provide strategic and inspired leadership for all aspects of research, scholarship and creative activity (“research”) at the University of Victoria. As the internal and external advocate for research, the Vice-President Research is a key member of UVic’s executive team and shares leadership in all aspects of the University’s mission and priorities as articulated in the Strategic Framework and associated plans.

Strategic Leadership

- Cultivate environments, processes and systems that support and facilitate high quality research across the diverse fields and methodologies at the university, and that further advance UVic research excellence and impact.

- Identify, communicate and pursue evolving research priorities, directions and strategies at the university. Actualize and further develop the University’s strategic focus in research. Direct initiatives to achieve and evolve the priorities set out in the Strategic Framework 2018-2023, and direct and update the initiatives set out in the Strategic Research Plan.

- Undertake external engagement and advocacy locally, nationally and internationally. Work with community, business, governments, agencies, and others to identify opportunities for collaboration, partnership, support, and knowledge mobilization. Engage externally to influence the development of policies and programs, and to enhance the positive impact and profile of research at the University.

- Undertake internal communications to ensure that high quality research is recognized, celebrated and championed and that the needs and goals of researchers are understood and considered in the development of strategy, policy, programs and systems. Facilitate collaboration. Ensure transparent communication of decisions, opportunities, policies, programs, and strategic initiatives and directions.

- Facilitate the assembly and distribution of resources to support research activities. Play a central role in the University’s planning and budget process to implement the priorities in the Strategic Framework 2018-2023 and to support and advance research.

- Collaborate in university-wide planning and decision-making as a key member of (or link with) the senior executive, Senate, Board, Deans Council, and other bodies.
Administrative Leadership

- Provide overall leadership to units and staff within the research portfolio. Provide direct leadership and strategic direction to senior members of the Vice-President Research team.

- Work with the deans, faculties, research centres and entities, UVic libraries, and researchers to identify, support, disseminate, and celebrate the diverse research activities across the University.

- Oversee the development and communication of administrative programs, processes, policies, plans, and metrics that support and facilitate research at the university.

- Oversee the development and implementation of effective research infrastructure and services to ensure optimal levels of support and that research is conducted and administered in compliance with external and University standards. Ensure that the planning, financing, and operation of major research infrastructure and platforms are such that risks are anticipated and managed and goals are achieved.

- Work across the University to foster the alignment and integration of UVic’s research plans, priorities, and mission with its educational ones. Work closely with the deans and the Provost to plan the assembly of resources and the recruitment and retention of personnel that aligns with the strategic directions of the university.

- Oversee the effective organization, governance, and administration of multi-faculty and inter-institutional research centres; and the planning, financing, operation, and monitoring of major research infrastructure, platforms, and entities.

- In collaboration with key areas within and outside the VPR portfolio, promote the dissemination of the university’s research accomplishments through the media and other channels. Promote knowledge mobilization, technology transfer, and business and community partnerships.

Reporting Relationships

Reports to: President and Vice-Chancellor

Peers: Vice-President Academic and Provost; Vice-President Finance and Operations; Vice-President External Relations; University Secretary

Direct reports: Associate Vice-President Research
Associate Vice-President Research Operations
Manager, Office of the Vice-President Research
External Awards Facilitator
University of Victoria

Vice-President Research

Candidate Profile

While no one candidate will meet all of the desired criteria in equal measure, the Appointment Committee is seeking a person who has demonstrated:

Research Leadership Experience: An understanding of the Canadian and international higher education environment, a thorough grasp of research opportunities and challenges, experience and a record of success in a related leadership role – preferably at a research intensive and learner-centred university.

Leadership Orientation and Capabilities: A commitment to furthering the mission of universities in making a contribution to individuals and society through research and education. A passion for research, broad scholarly interests, curiosity, and an expansive and inclusive understanding of high quality research. Demonstrated experience working with a wide range of disciplines, invested in the research success of every research area, and the capacity to derive satisfaction from nurturing scholars across many disciplines.

Strategic Vision: A champion for the University’s success and research leadership in today’s rapidly changing global higher education environment. An innovative thinker with a strategic vision for research at UVic that engages and inspires a diverse range of individuals. Commitment to the mission, values, and goals articulated in the Strategic Framework 2018-2023 and the Strategic Research Plan, and a willingness to work towards their implementation and further development. Commitment to furthering the integral relationship between education and research at a university and ensuring that research activities and culture of the University are integrated throughout its mission.

Communication and Interpersonal Skills: Consultative and collaborative. Extraordinary skill in persuasive communication accompanied by a willingness to meaningfully listen and engage with others. Builds trust through an open and respectful approach. An influential and respected spokesperson internally and externally.

Advocacy and Collaboration: A knowledge of how to obtain support and funding for research, and influence policy and program development. The energy, ability, and commitment to identify and cultivate opportunities from and partnerships with granting agencies, governments, foundations, industry, and other potential partners in the University’s research enterprise, and ensure structures and processes are in place to enable faculty members and students to take advantage of them. An ability to inspire and facilitate collaboration across faculties and research areas at the University.

Commitment to Equity, Diversity and Inclusion: An understanding of, and commitment to, the relevance and importance of equity, diversity, and inclusion to the achievement of the University’s research, intellectual, and social goals. This includes a
commitment to and ability to contribute to the university’s goals in relation to equity, diversity, and inclusion, and fostering respect and reconciliation.

**Leadership and Management Skills:** A record of achievement as an administrator able to establish priorities and ensure their successful achievement. A principled and transparent decision maker with the ability to make and communicate difficult decisions. The ability to develop productive working relationships across portfolios and disciplines at the University. Ability to assess and manage risk and to avoid, mitigate, or take risks as appropriate. Exceptional organizational skills and sound judgment in initiating and managing change.

**Academic Record:** Demonstrate excellence as a researcher and educator, eligible for an academic appointment at the university. Those without extensive academic experience but with otherwise appropriate expertise and a track record of outstanding support for research may be considered.
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: February/March
- Interviews: April/May

About Boyden

Founded in 1946, Boyden was the first firm to focus entirely on retained executive search. Today Boyden remains a global leader in executive search, set apart by a client-centric approach and a consistent track record of recruiting high-calibre executive talent.

Boyden consists of an integrated global community of search professionals and industry specialists across more than 70 offices in 40 countries worldwide. With an intimate understanding of their local markets and a truly global perspective, Boyden Partners offer clients a decided advantage, both locally and internationally.

As one of the largest and most experienced executive search firms in the country, with more than 90 search professionals based in Calgary, Ottawa, Toronto, Montreal and Vancouver, Boyden Canada serves all of Canada’s key sectors and executive functions. The search professionals of Boyden Canada have a rich foundation of experience and knowledge, reflected in the insight we bring to each of our industry and functional practices.

Search Consultant Contact Information

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