Essence of the Opportunity

The University of Victoria (UVic) is recognized as one of Canada’s leading research-intensive universities and ranks among the world’s top 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.

The Vice-President External Relations will be responsible for providing strategic and inspired leadership on the overall positioning of the university and for guiding the External Relations team’s activities, including fundraising and development, alumni relations, community relations, government relations, marketing, communications, the university art collections, the Farquhar Auditorium, and ceremonies and events. Reporting to the President, the VP External Relations 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.

The ideal candidate will bring a track record of success in a senior leadership role within a large, complex, multi-stakeholder organization. You will bring a demonstrated ability to provide strategic leadership to all areas of the portfolio, combined with deeper experience in at least one of the portfolios. With an understanding of and passion for higher education and research and the benefits they confer on students and society, you will be a highly effective ambassador and advocate for UVic on and off campus.

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:

- **UVic at a glance**
  - 21,700 students (undergraduate and graduate)
  - 900 full-time faculty members
  - 55 research chairs across a wide range of disciplines
  - 515 patents filed to date
  - 1,026 invention disclosures to date
  - 123 start-up companies to date
  - $3.7 billion UVic annual economic impact
  - 126th in the world and the top university in Canada, across all sciences, for international collaboration

**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 eight UVic faculty members hold Canada Research Chairs in fields as diverse as medical physics, indigenous law, neuroscience, ocean carbon dynamics, optics and nanoplasmonics, and substance use and addictions. UVic also holds a prestigious Canada 150 Research Chair in Materials Science. Seventy-five 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
External Relations Overview

In support of UVic’s Strategic Framework, External Relations connects UVic and the world around it, by building relationships, resources and community to advance our university’s reputation and enhance the UVic Edge. Focused on actions and results, we provide strategic leadership and expertise in:

- Communicating the UVic mission and story
- Building meaningful partnerships
- Fostering a culture of philanthropy
- Celebrating success and excellence
- Enhancing community through cultural and other activities

ALUMNI AND DEVELOPMENT

Under the leadership of an Associate Vice President, Alumni and Development, the department nurtures a culture of pride and philanthropy at UVic and generates resources for the university’s priorities.

Alumni Relations works with the Alumni Association, an independent society of UVic graduates, to deliver programs, services and communications to more than 114,000 alumni in 123 countries worldwide. It also engages with UVic students to encourage a lifelong relationship with their university.

Development provides leadership to the university’s philanthropic fundraising efforts to support university priorities through major gifts, annual giving, campaigns, gift planning and estate administration, recognition and stewardship activities, prospect research and donor and alumni records management.

CEREMONIES, EVENTS AND FARQUHAR AUDITORIUM

Ceremonies and Events plan and implement signature events with internal and external partners to celebrate the university’s successes and excellence. Events include convocation ceremonies, major donor and benefactor recognition, building openings and naming ceremonies, government announcements, the President’s Extraordinary Service Awards, the Retirees’ Dinner, Long Service Awards, and other events.

University Centre Farquhar Auditorium hosts over 150 public and university events annually, including concerts, commercial acts, lectures, convocation ceremonies and local school recognition ceremonies.
COMMUNITY AND GOVERNMENT RELATIONS

Community and Government Relations develops and sustains meaningful relationships in support of UVic's core commitment to mutually beneficial engagement with our valued external partners. Being collaborative and respectful of the continuing roles and responsibilities of other portfolios, this department provides strategic advice and expertise to:

- Engage with provincial and federal governments, the post-secondary sector, and other institutions to advance collaborative opportunities, policy, and resources, as well as UVic's specific files.
- Steward institutional relationships with local communities and governments to ensure that UVic is a good partner within the region.
- Counsel academic and service units and potential partners regarding current and emerging community and government opportunities for engagement.

UNIVERSITY COMMUNICATIONS+ MARKETING

This department includes Media Relations and Public Affairs, Strategic Marketing, Internet Strategies, Creative Development, and Internal Communications and Publications. Together, they lead the development and promotion of a consistent institutional narrative, a compelling and strategic long-term positioning for UVic through the UVic Edge, and an institutional communications and marketing plan aimed at promoting UVic's interests in the global competition for outstanding students, faculty, staff, financial support and institutional reputation.

UVIC LEGACY ART GALLERIES

The Legacy Art Galleries promote cultural and academic collaborations within and beyond the university to engage curiosity, inspire creativity, and foster learning through art. UVic's art collection consists of more than 20,000 objects representing Pacific Northwest, Canadian and international historic and contemporary art and is maintained and made accessible for the study and enlightenment of students, faculty and the general public.

Exhibitions are produced at the downtown Legacy Art Gallery and on campus at the Maltwood Prints and Drawings Gallery in the Mearns Centre for Learning and in First Peoples House. In addition, close to 3,000 artworks are on public display in buildings across campus and in the community.
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.
Position Description

The Vice-President External Relations will provide strategic and inspired leadership on the overall positioning of the university and for guiding the External Relations team’s activities, including fundraising and development, alumni relations, community relations, government relations, marketing, communications, the university art collections, the Farquhar Auditorium, and ceremonies and events. The Vice-President External Relations 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.

SPECIFIC ACCOUNTABILITIES

The Vice-President External Relations is expected to:

- lead a cohesive and focused approach to the development and enhancement of the University’s external relations in order to further the University's interests and the goals of its Strategic Framework;
- provide leadership, direction and coordination to the external relations team;
- strengthen the University’s ties, nationally and internationally, by reinforcing existing relationships and building new relationships with alumni, donors, business leaders, governments, media and institutions;
- work with executive colleagues and others to ensure that the University's external relations priorities, strategies, plans and programs are aligned with the university's operational, academic and research planning and priorities, and are designed to advance them;
- oversee the provision of quality support to academic and administrative units, as well as related entities, in their external relations efforts;
- provide leadership and oversee the effective implementation of an institutional communications and marking plan to support UVic in the global competition for outstanding students, faculty, staff, partnerships, financial support and institutional reputation;
- provide leadership to advancing the vision of the University by increasing funding from all sources, developing new partnerships, and identifying revenue generation opportunities with governments, business, industry, foundations and individuals;
- nurture a culture of pride and philanthropy, and implement a sustained and growing fundraising program (including campaigns) that is driven by University priorities as identified through priority setting processes and case development;
• oversee the development and implementation of 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;

• 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’s benefit;

• support the engagement of the University with a wide range of communities through promoting a welcoming campus; building partnerships with local business, not-for-profits, community organizations, Indigenous communities and post-secondary institutions; profiling and promoting educational, research and service programs (including cultural and academic collaborations with the Legacy Art Gallery), public lectures, performances in the fine and performing arts at the Farquhar Auditorium; and working in collaboration with the executive team to deliver on the Community University Engagement Action Plan;

• oversee the planning and implementation of events with internal and external partners to celebrate the University’s successes and excellence.

REPORTING RELATIONSHIPS

Reports to: President and Vice-Chancellor

Works closely with: Vice-President Academic and Provost
Vice-President Research
Vice-President Finance and Operations
University Secretary
Deans and senior administrators
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* experience and skills in the following areas:

**Experience/Education**

- Proven track record of success in a senior leadership role within a large, complex, multi-stakeholder organization.
- 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.
- Understanding of and appreciation for the higher education and research and the benefits they confer on students and society.
- Has a post-secondary degree and, preferably a graduate degree.

**Strategic Skills**

- An innovative and agile thinker with the ability to engage and inspire a diverse range of individuals.
- Demonstrates a commitment to the mission, values and goals of the university, and the ability to clearly articulate these to internal and external stakeholders and partners.
- Able to develop a shared vision and strategy that will provide a strong sense of purpose.
- Strategic planning experience with the ability to incorporate broad vision into short and long term goals.
- Able to identify opportunities and anticipate challenges, both in the internal and external environments.

**Leadership skills**

- Proven ability to provide leadership in a complex and diverse portfolio; and to build connections, integration, culture, and shared vision.
- A strong team member and leader, with the ability to guide, mentor and motivate.
- Able to influence the organization at various levels and build consensus towards the vision and goals of the university, which are formulated in a collegial fashion.
- Solutions-focused with a track record of seeing initiatives through to successful completion. Demonstrates a high standard of honesty, integrity, trust and openness.
- Proven ability to successfully lead change.
• A demonstrated record of collaborative leadership in a complex organizational environment.

**Communication and interpersonal skills**

• Extraordinary skill in persuasive communication accompanied by a willingness to meaningfully listen and engage with others.

• An influential and respected spokesperson internally and externally.

• Proven ability to relate to diverse groups of individuals and communicate effectively at all levels.

• Experience engaging, consulting and being accountable to multiple stakeholders.

• Builds trust through an open and respectful approach.

• Will be approachable, authentic, accessible, diplomatic, and collaborative.

• Will thrive on a high level of interaction with others.

• A resilient professional with the ability to maintain focus and effectiveness, emotional control and maturity.

**Relationship skills**

• Develops relationships easily through strong interpersonal skills.

• Proven ability to develop a culture that is focused on building lasting relationships between the university and a wide-range of stakeholders, partners and communities.

**Commitment to Equity, Diversity and Inclusion**

• Demonstrated understanding of, and commitment to, the relevance and importance of equity, diversity, and inclusion to the achievement of the University’s goals.

• Proven ability to contribute to the university’s goals in relation to equity, diversity, and inclusion, and fostering respect and reconciliation.
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: June/July/August
- Interviews: September/October

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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