



INFORMATION FOR CANDIDATES

THE NEXT PRESIDENT AND VICE-CHANCELLOR



APRIL 2017

The University of Ontario
Institute of Technology
seeks its fourth President and
Vice-Chancellor to lead this
energetic organization.

ON BEHALF OF THE BOARD OF GOVERNORS, WE THANK YOU FOR YOUR INTEREST.

As an institution, we carry on the hallowed traditions of academic excellence infused with the enthusiasm of youth. We continue to strengthen our reputation on the world stage through a commitment to innovative science, technology and scholarship. We nurture cultural and community engagement, and we are proud to graduate an inspired generation of citizen leaders and entrepreneurs.

The Board of Governors held extensive consultations and dialogues to develop this Candidate Profile. This allowed extensive input from our university community, including students, faculty, staff, alumni, partners and stakeholders, to ensure support for our next Presidential mandate.

The President is accountable to the Board of Governors for providing strategic leadership and promoting good governance.

If you are a forward-thinking, inspirational and visionary leader, we look forward to understanding how you would invigorate the University's 2017–2022 Strategic Plan centred on **Challenge, Innovate, Connect**. UOIT requires a proven leader familiar with turning academic excellence into the next generation of trailblazers, ready to build new partnerships, committed to equity, diversity and inclusivity, and who will embrace the role of ambassador and champion of the University's vision, mission and values.

This is an incredible leadership opportunity at an exciting time as the University begins its next chapter.

Adele Imrie
Chair
Board of Governors



LEADER

ACADEMIC
ACHIEVEMENT

CHAMPION

AMBASSADOR

THE OPPORTUNITY

The University of Ontario Institute of Technology (UOIT) is a national leader in career-oriented education and collaborative research.

Building on the momentum created since opening in 2003, the University has experienced rapid growth. It has ambitious plans to create a better Canada and a better world. These plans are rooted in a commitment to social, scientific and economic innovations as well as equity, diversity and inclusivity. The University seeks a forward-thinking, inspirational and visionary leader dedicated to making UOIT a globally recognized change-maker and a leader in technology-driven research and scholarship. Founded in Oshawa, Ontario, the University is located on a shared campus in the heart of the eastern Greater Toronto Area (GTA).

The role requires an accomplished leader with a distinguished record of academic achievement who excels as a relationship builder, ambassador and champion within a dynamic, multi-stakeholder environment.

INSTITUTIONAL PROFILE

The University of Ontario Institute of Technology stands as one of Canada's smart, young and focused leaders in career-ready education and collaborative research.



STUDENTS
10,000

FACULTIES
7

FACULTY AND STAFF
1,500

ALUMNI
14,000

The University generates exceptional student outcomes in a dynamic learning environment. It prides itself on having created an intersection of outstanding teaching, digital skills building and innovative use of technology.

Some 1,500 faculty and staff members work to drive ambitious research, to foster cultural and community engagement and, above all, to graduate a new generation of citizen leaders.

UOIT also specializes in studying how technology affects society—for example, in wearable technologies, social behaviour and big data—as well as how technology enhances the education of students through teaching and learning.

Faculty and students collaborate with more than 300 community and industry partners to advance cutting-edge and interdisciplinary research across seven faculties:

- Business and Information Technology
- Education
- Energy Systems and Nuclear Science
- Engineering and Applied Science
- Health Sciences
- Science
- Social Science and Humanities

UOIT, located in Oshawa, sits at the centre of Ontario's industrial heartland and contributes greatly to the economy and society of Durham Region and Northumberland County. Whether building smart communities, driving innovation in advanced manufacturing, or accelerating sustainable energy systems, the University is key to the area's continuing prosperity.

GENERAL PROFILE

The University has established a powerful reputation for student access and success, and a sector-leading capacity for creative, academically rigorous and career-relevant programs. The University's programs centre on the STEM disciplines. It also offers programming in social sciences, humanities and education as it moves toward becoming a STEAM-based institution, integrating the arts to inspire students to think deeply and creatively.

The University was created to help advance Durham Region and Northumberland County in both a regional and global context, and has become a key driver of economic and community development. In 2014–2015, the University's spending contributed almost \$205 million to Ontario's GDP. In the same period, the University generated and supported 1,949 jobs across the province, with more than two-thirds of these jobs located in Durham Region and Northumberland County.

The University expanded rapidly after its 2003 opening.

Currently home to approximately 10,000 undergraduate and graduate students, it is also the proud alma mater of some 14,000 graduates making impacts around the globe.

This is a University known to be skilled with, and inquisitive about, technology. As Canada's first laptop university, it pioneered the creation of sophisticated course content accessible from classrooms, labs, libraries, residences and other meeting spaces; other universities now imitate its unique technology-enhanced learning environment.

UOIT introduces its students to top industry-grade software, as well as hands-on instruction in its 70+ specialized research laboratories. These unique facilities include:

- The one-of-a-kind ACE Climatic Wind Tunnel.
- A leading Clean Energy Research Laboratory.
- Canada's first Crime Scene House used in the University's unique Forensic Science program.
- The Digital Culture and Media Laboratory.
- The Nuclear Simulation Laboratory.
- The Hacker Research Laboratory and Gaming and Virtual Reality Laboratory.
- The Educational Informatics Laboratory.
- The Social Research Centre.
- The new Software and Informatics Research Centre that will house an innovation studio for budding entrepreneurs.

The University's library system provides an extensive collection of print and digital resources to support learning and to advance undergraduate and graduate research. A cloud-based delivery system hosts all materials, allowing students to access papers, videos, data and a wealth of other materials anywhere, anytime, and on any device they choose.

Outside the classroom, students benefit from a modern campus, a new Indigenous student centre, a health and wellness centre, an indoor running track, state-of-the-art weight and cardio rooms, two NHL-sized ice pads, and soccer fields (the latter used by the University's nationally ranked women's soccer

team). The University offers a range of extracurricular activities that invigorate academic education and allow students to build skills and prepare for future careers. Such activities complement academic work, providing social interaction, and increasing students' readiness for real-world competitive challenges. The University's expanding varsity athletic programs are a tremendous and ever-growing source of pride, energy, and student involvement. The University's success in the arena, on the court, and around the pitch puts students ahead of the curve, and helps them grow as citizen leaders.

Faculty, staff and students invest heavily in the local community, and they are dedicated to generating local pride and creating University advocates and ambassadors. The University community works to create a better quality of life in Durham Region and Northumberland County by supporting Earth Day, community food drives, service clubs, charities and local not-for-profit organizations. A culture of volunteerism also touches global communities and creates a bridge between the local region and the world. In fact, a majority of faculty and staff volunteer with charities across the community and around the globe.

UOIT is a place where students can integrate research and hands-on experience into their undergraduate and graduate studies. Student entrepreneurs develop the innovative concepts and prototypes that strengthen Canada's economy.

The University offers a unique entrepreneurial curriculum, along with funding support and industry guidance, to help students transform bright ideas into marketable products and services that energize Ontario and Canada's marketplace.

KEY AREAS OF DIFFERENTIATION

The University has grown to recognize that being smart with technology means being equally smart about technology. Faculty members include leading Canadian specialists in technology's effects on society such as wearable technologies and criminal behaviour. They are also experts in how technology can enhance education, teaching and learning.

UOIT ranks among the sector's leaders in graduation and post-graduation success rates. It places a premium on providing access to post-secondary education for underserved students. Specifically, the University supports student mobility by creating opportunities for college graduates to complete baccalaureate and graduate university degrees, through close collaboration with community colleges across Ontario, notably its campus partner, Durham College.

Through the University's partnerships with industry, business, post-secondary, government and community organizations, students prepare themselves for the workplace by engaging in problem-focused, real-life research opportunities—even at the undergraduate level.

Experiential learning opportunities push students' boundaries of innovation and discovery, and are a cornerstone of the university experience. These can take the form of fourth-year capstone projects, practicums or placements embedded within academic curriculums.

Students also benefit from co-ops and internships, research assistantships, global exchanges and research awards for both graduates and undergraduates.

The University supports student success every step of the way through the academic journey. The Office of Student Life promotes student learning through peer tutoring, study workshops, mental health services, career fairs, first-generation student programs, and accessibility and accommodation programs, to name a few.

INNOVATIVE RESEARCH

The University is home to 11 Canada Research Chairs and five Industrial Research Chairs in strategic areas like urban transportation electrification, visualization of data, aquatic toxicology, and disability prevention and rehabilitation.

The University's scholarly research contributes to the advancement of society, turning innovative ideas into real solutions. The University ranks seventh in Canada in publication impact and 39th in research intensity—both represent significant achievements for one of Canada's newest research universities, and indicate its burgeoning place in the world of science and technology.

Whether the focus is on clean energy research, developing hydrogen from nuclear energy, improving network security, researching fuel-cell technologies or fostering a better understanding of youth crime, the University enjoys a commitment to interdisciplinary research and development, and to work that addresses social, environmental, health and economic challenges.



**11 CANADA
RESEARCH CHAIRS**

**5 INDUSTRIAL
RESEARCH CHAIRS**





STRATEGIC PLAN

A fast-growing University with ambitious expansion plans, UOIT is committed to social, scientific and economic innovations as well as equity, diversity and inclusivity, that create a better Canada and a better world.

Guided by its Strategic Plan, the University aims to achieve further global recognition as a change-maker and leader in technology-driven research and scholarship by:

- **Producing and inspiring** future leaders who have real-world skill sets.
- **Creating** new approaches, partnerships and solutions to improve society.
- **Building** lasting relationships to make the University a remarkable place for work and study.

THE NEXT DECADE

The Campus Master Plan (CMP) serves as the University's blueprint for future growth. The CMP aims to meet evolving academic, student and industry needs through infrastructure development at the University's north Oshawa campus location as well as planned expansion into the adjacent 190-acres of University-owned property. Coupled with its downtown Oshawa campus location, the University will continue to grow as an active learning centre where the educational experience connects with industry, research, entrepreneurs, civil society and the local community.

With a solid international reputation and strong partnerships, the University stands well positioned for future growth.

Graduates are well prepared to make an impact on the local, national and international stage, making their indelible mark as the next generation of citizen leaders.

PRESIDENT AND VICE-CHANCELLOR POSITION PROFILE

The University seeks an inspiring leader who will continue to build on the University’s momentum gathered over the 14 years of its existence as a smart, young and focused institution on an innovative and distinctive path forward.



The President and Vice-Chancellor will provide progressive and dynamic institutional, academic and administrative leadership to the University and will be its chief advocate, principal ambassador and voice locally, provincially, nationally and globally.

Reporting to the Board of Governors, the President and Vice-Chancellor will increase the University’s profile as a change-maker and leader in career-oriented education and collaborative, impactful, and technology-driven research and scholarship. Accordingly, the role requires skilled consultation, engagement and connection with internal and external stakeholders to refine, focus and promote the vision,

mission and strategic direction of the University. The President and Vice-Chancellor will also be accountable for UOIT’s continued pursuit of excellence in research, teaching and learning, and its promotion of student experience and success.

While the role is challenging, the potential for outstanding impact is immense.

Success as the President and Vice-Chancellor requires energy, commitment and passion to support the University’s evolution, as it continues to inspire citizen leaders and create social, scientific and economic innovations that contribute to a better region, nation, and world.

MANDATE

The next President and Vice-Chancellor will:

DEFINE AND CHAMPION UOIT'S UNIQUE IDENTITY

- **Lead** UOIT in further advancement and long-term success, by collaboratively continuing to evaluate, evolve, focus and articulate its unique identity and vision as the University matures as an exceptional STEAM-focused, career-oriented, socially conscious and research-intensive university.
- **Distinguish and differentiate** UOIT in a way that is consistent with its mission and responsive to the changing needs of students, faculty and staff, the community, government, industry and society.
- **Be a proud and strong voice** of UOIT, raising its profile and actively promoting its vision, identity and strengths and raising awareness of its important role in defining and building the region.

BE A BRIDGE BUILDER AND ADVOCATE

- **Be a visible and actively engaged participant** in the UOIT community. Maintain a strong presence and open communication with students, faculty and staff, and with external stakeholders and partners locally, nationally and internationally.
- **Build upon** the strong working relationship with Durham College and other academic institutions, taking advantage of synergies, capitalizing on strengths and creatively partnering together.
- **Proactively identify**, secure and expand relationships, partnerships and funding opportunities by actively engaging in initiatives that enhance the profile, reputation and contributions of the University.
- **Be a diligent advocate** for all University advancement activities, including a comprehensive fundraising campaign with corporate partners, industry, individual donors, alumni, parents, students, faculty and staff.
- **Represent** UOIT's interests, and those of the broader post-secondary sector, through effective advocacy, government and community relations and active participation in the education sector.



ENCOURAGE EXCELLENCE AND INTERDISCIPLINARY COLLABORATION

- **Support, encourage and promote** research and scholarly activity by fostering interdisciplinary collaboration between faculties, departments, industry, other academic institutions and government with the objective of making an impact locally, nationally and internationally.
- **Focus on excellence and innovation** in teaching and learning, continual enhancement of programs and the delivery of high-quality, technology-enriched, undergraduate and graduate education responsive to the needs of students and the workplace.



PROVIDE INSTITUTIONAL LEADERSHIP AND FOSTER STRONG GOVERNANCE SYSTEMS

- **Continue to build, guide and empower** high-performing, cohesive and collaborative senior academic and administrative leadership teams to advance and deliver on the mission, vision and values.
- **Inspire** engagement and strong morale by demonstrating responsible and transparent decision-making and the optimal functioning of effective and collaborative administrative, academic and governance systems.
- **Partner** effectively with the Board of Governors and subcommittees to lead the University, foster continued development of collegial governance, and facilitate meaningful and open dialogue among the Board of Governors, the President's Office, and the University's senior administrative and academic leadership teams, students, faculty and staff.

ENSURE OPERATIONAL EFFECTIVENESS

- **Demonstrate** sophisticated fiscal and operational management, and the ability to drive a disciplined and collaborative decision-making process through inspiring bold and creative solutions to funding, demographic and infrastructure challenges and other external pressures unique to UOIT and typical of the university sector.
- **Ensure** UOIT's reputational and financial health by identifying, mitigating, and managing risks, aligning resources, funding, and investments with strategic priorities and seeking out innovative revenue generation strategies.
- **Build** upon UOIT's infrastructure, including its shared north Oshawa campus location with future development opportunities, its downtown Oshawa campus location and its vibrant impact on its surrounding communities, ensuring it aligns with the University's vision and mission.

EMBRACE UOIT'S VALUES

- **Embrace and champion** UOIT's culture of inclusivity and its student-focused and community-centred values.
- **Understand**, appreciate and continue to support UOIT's unique and diverse student body.
- **Promote UOIT's values of:**
 - Integrity, Respect, Diversity, Inclusivity and Equity.
 - Honesty and Accountability.
 - Dedication to Quality, Excellence, and Intellectual Rigour.
 - Pursuit of Innovation, Creativity, Adaptability, and Flexibility.

IDEAL CANDIDATE PROFILE

EXPERIENCE AND QUALIFICATIONS

The next President and Vice-Chancellor should possess:

- A distinguished record of academic achievement and a demonstrated commitment to, and passion for, research, teaching and learning.
- Successful administrative leadership experience in a university or similarly complex organization, including experience in strategic planning, financial planning and management, external and government relations, fundraising, and individual and organizational development.
- Experience in or an appreciation for operating within a complex and collegial governance structure and a unionized environment.
- Experience developing, fostering, enhancing and maintaining strong synergistic relationships and partnerships with community, industry, government, and other institutions locally, nationally, and internationally.
- Experience fostering a culture of innovation and entrepreneurship.
- An appreciation for the STEAM disciplines.
- A doctoral degree.



In addition, the following would be considered assets:

- Leadership experience in, or strong relationships with, industry and the public sector.
- Experience leading a large institution through the development and launch of a comprehensive fundraising campaign.
- Experience in or an understanding of the post-secondary environment in Canada, and specifically Ontario.

**THE PRESIDENT IS
THE UNIVERSITY
AND THE UNIVERSITY IS
THE PRESIDENT**

COMPETENCIES AND PERSONAL ATTRIBUTES

FORWARD-THINKING AND INSPIRATIONAL

The next President and Vice-Chancellor:

- Is forward-thinking, optimistic and passionate about the future of the University, and will lead students, faculty and staff with focus and inspiration.
- Has an entrepreneurial focus and spirit, grasps the big picture, sees opportunity and potential in challenge, and responds with new ideas, determination, drive and resilience.
- Has an aspirational and strategic mindset, and will continuously search for creative ways of building UOIT's strengths, championing its successes and exceeding the expectations of the University community.
- Is able to strategically position the University to attract students, faculty and staff as well as support and understand marketing and brand building.
- Is thoughtful, reflective, confident and innovative.

RELATIONSHIP BUILDER, AMBASSADOR AND CHAMPION

The next President and Vice-Chancellor:

- Has presence; is energetic, outgoing and dynamic.
- Builds consensus and trust through collaboration and communication.
- Is a bridge builder; internally encourages interdisciplinarity and collaboration across faculties and among students, faculty and staff; externally builds and fosters strategic partnerships that connect the University with corporate, community, government and academic partners.
- Is an articulate and compelling advocate, prepared to proudly champion UOIT to all stakeholders and to secure support for the University from industry, community, government and alumni.
- Is confident leading an institution as it moves through typical advancement activities, including a comprehensive fundraising campaign, and an emerging alumni strategy that will develop existing and new relationships, as well as attract individual and corporate donors.
- Is politically savvy; understands and is comfortable effectively navigating the political environment at the local, regional, provincial and federal levels.
- Will be comfortable being a key pillar in a community-oriented university where the President is expected to be an active, visible participant in the culturally diverse, vibrant communities comprising the region and county.

COMMITTED TO RESEARCH, TEACHING AND LEARNING

The next President and Vice-Chancellor:

- Believes in, and is a strong advocate for, undergraduate and graduate education combining research, teaching and learning in an innovative and technology-enriched environment.
- Facilitates lifelong learning that is flexible, inclusive, and embraces and enables college-university learning partnerships and transfers.
- Demonstrates an unwavering commitment to the highest standards of academic quality and supports teaching excellence that energizes students, faculty and staff.
- Fosters and supports a research culture of excellence and promotes innovative and interdisciplinary research that solves problems and engages faculty, students and the community.



EXECUTIVE LEADERSHIP AND ADMINISTRATIVE ACUMEN

The next President and Vice-Chancellor:

- Leads by example; is a good listener and communicator; is authentic, fair, respectful and transparent.
- Demonstrates a strong understanding and a history of support of good governance as well as governance competencies.
- Supports collegial governance and encourages open debate and dialogue.
- Is a natural and strong developer of internal talent; is capable of building, leading, and empowering high-performing and collaborative leadership teams and working co-operatively with students, faculty and staff.
- Is an empowering leader who sets and articulates reasonable and measurable goals and supports accountability, while celebrating accomplishments and successes.
- Oversees the operational and fiscal management of the University with business acumen and is comfortable delegating internal management of the University to the appropriate Vice-President.
- Is financially astute and approaches fiscal and risk management from a disciplined perspective, ensuring sound decision-making, and effective and efficient resource allocation in accordance with UOIT's strategic direction and long-term financial sustainability.
- Is action-oriented and is able to make difficult decisions after an appropriate level of consultation and collaboration.

- Is comfortable and confident working with a Board of Governors, contributing to effective collegial governance, including the implementation of systems and processes, and achieving optimal performance by all University bodies and committees.

COMMITTED TO UOIT'S VALUES AND CULTURE

The next President and Vice-Chancellor:

- Is accessible, approachable and authentic.
- Is student focused and is committed to student engagement, experience and success.
- Has a demonstrated commitment to diversity, equity, and inclusivity for all members of the UOIT community. This includes, but is not limited to, domestic and international students, new Canadians, first-generation students, persons with varying abilities and Indigenous communities.
- Has a respect for the academy and the role of faculty, staff and graduate and undergraduate students within the University.
- Values openness, accountability and is committed to building trust and collegiality within the University.
- Is culturally sensitive and appreciates the importance of the broader social and political role of universities today.



LOCATION PROFILE: CITY OF OSHAWA, REGION OF DURHAM AND NORTHUMBERLAND COUNTY*



CITY OF OSHAWA, ONTARIO

The City is a bustling community of about 160,000 people, is unmistakably ahead of the curve in executing a robust, well-designed economic development plan that effectively serves to promote the diversification of its thriving business sector.

Oshawa has an efficient transportation network that includes Highways 401 and 407, and a public transit network that includes VIA Rail and the provincially run GO Transit trains and buses. At least 40 regional corporations use Oshawa Executive Airport, and the Port of Oshawa is a deep-water port for the shipment of goods to international destinations—378,365 tonnes of cargo were shipped last year alone. In the downtown, the plan is to add as many as 7,000 people within a five-minute walk of the downtown core. This will markedly change the overall dynamic in terms of the ability to support higher-end retail and promote future office development to complement what already exists. The area is well served with about 60 restaurants and hotels complete with top-tier amenities and services. In the City's north end, in the Kedron Planning Area, 466 hectares are being serviced and have begun to develop into a new community of 4,000 homes, 20,000 residents, and seven schools.

Oshawa is approaching 67,000 cumulative jobs, which represents a five per cent rate of growth since 2010. The City has evolved from having a predominant concentration of manufacturing activity to one that has become far more diversified. Health care, education and retail have emerged as key employment sectors. A fundamental reason for the tremendous success in diversifying the employment base in Oshawa can be directly attributed to the continued innovative advancements of the City's post-secondary institutions—University of Ontario Institute of Technology, Durham College, Queen's University in the LHEARN Centre, and Trent University Durham.

On the retail front, Ivanhoe Cambridge committed \$230 million for the expansion of the Oshawa Centre, bringing the total gross leasable area of the shopping centre to more than 116,000 square metres, and the inclusion of another 60 stores.

Downtown Oshawa has the Tribute Communities Centre, home of the 2015 Memorial Cup Champion Oshawa Generals, and named Major Venue of the Year at Canadian Music Week, and ranked #1 for its size category by Venues Today Magazine.

More people than ever visit downtown to enjoy sporting events, concerts and cultural activities. New events have been added to the downtown core and include—Culture Squared, Multi-cultural Fiesta Week, inclusive LGBTQ activities, First Nations celebrations, and the Craft Beer Festival. Whether you prefer large concerts, symphony orchestras or local bands, Oshawa has a myriad of options and a growing music scene.

First-class facilities include public and private golf courses, indoor and outdoor swimming pools, ice rinks, ball diamonds, stadiums, beachfront park space, trails, community centres and libraries. The Civic Recreation Complex is the City's premier sporting destination and features five outdoor fields, a FIFA-sized indoor Fieldhouse, indoor and outdoor tracks, swimming pool, fitness centre and indoor courts for tennis, badminton and squash. In addition to acres of pristine parkland, the community also features an extensive paved trail system of nearly 27 km (16 miles).

Oshawa is home to Treetop Eco Adventure Park—a thrilling zip line and outdoor adventure park with five zip lines, aerial obstacle course, and archery games all with breathtaking views of the Oak Ridges Moraine.



REGION OF DURHAM, ONTARIO

Located in one of the fastest growing regions in North America, which generates two-thirds of Ontario's Gross Domestic Product (GDP), Durham Region is made up of eight area municipalities ranging from large urban centres to small towns, hamlets and villages.

These include the cities of Oshawa and Pickering; the towns of Ajax and Whitby; the Municipality of Clarington; and the townships of Brock, Scugog and Uxbridge.

As the eastern gateway to the GTA, Durham offers prime access to Canada's largest market of more than five million people and 135 million more American and Canadian consumers.

Durham offers a highly skilled labour force, affordable real estate, superior quality of life, renowned post-secondary institutions, and competitive business costs. It has a rich and diverse economy with an integrated transportation network of international linkages, shipping ports, transcontinental and commuter railway lines as well as international airports.

Key sectors include agri-business, manufacturing, innovative technology, energy, health sciences and tourism, which are well supported by strong industry networks and economic development partners at the municipal, provincial and federal government levels. The Region also focuses on attracting investment from four key markets of Brazil, China, Germany and the United States of America.

NORTHUMBERLAND COUNTY, ONTARIO

Located an hour east of Toronto, Northumberland County is home to seven progressive and prosperous municipalities.



With approximately 86,000 residents, Northumberland is a thriving community strategically positioned along Highway 401, with access to both Toronto and eastern Ontario.

With Lake Ontario along the southern border, Rice Lake to the north, and all of the beaches, unspoiled lakes, rivers and gentle rolling hills in between, geography makes Northumberland County an idyllic place to live and be active. The County offers 37 trails that total more than 1,000 km, 15 conservation areas, 11 golf courses, two provincial parks, two forests, and one nature reserve. In fact, several Northumberland communities—Cobourg, Port Hope, and Brighton—have been listed among the top “*Best Places to Live in Canada*” according to an annual ranking by MoneySense magazine based on housing, income, job prospects, safety, access to health care and other categories.

Over the years, Northumberland County—with its seven municipalities—has hosted more than 150 major sport-related and associated events, which have defined Northumberland’s personality and attracted people from around the world. The local Waterfront Festival is the second largest Canada Day event after Ottawa, and this year marks 54 years of the very successful Scottish Festival & Highland Games. The County is rich in native culture, celebrated through Alderville First Nation festivals. Furthermore, all of Northumberland’s municipalities have unique features. Cobourg almost became the provincial capital in the 1800s. Today, its magnificent Victoria Hall is just one of many attractions. In 1844, Hasting became one of the key access points to the Trent-Severn Waterway. The Brighton Barn, the Westben Arts Festival Theatre in Campbellford, and the Cameco Capital Arts Centre in Port Hope offer live performances in heritage buildings.

If location is the very heart of Northumberland County, then the people who live and work here are the very soul. There’s a distinct willingness to get involved for the greater good of others. We’re thankful for the tens of thousands of volunteers who do shared work throughout Northumberland.

Because of this unbelievable community spirit, and the belief that when there is a collective commitment, the community is 100 per cent dedicated to success, Northumberland is known as a place where ambitious projects are realized. This philosophy was embodied in the drive and determination to build a \$78 million community hospital, which opened in 2003, and 2013 marked the launch of a state-of-the-art, 142,000 square foot, \$30 million community centre in Cobourg.

The County’s track record for attracting dynamic business and industry has lured an impressive number of university and college graduates, skilled professionals and tradespeople to the region. Northumberland County is located close to three community college main campuses, three skills training centres, and three universities. When compared to the Province of Ontario, and to Canada as a whole, a higher percentage of the Northumberland County population aged 20 to 64 have training accreditation, college certificates or diplomas. Here, entrepreneurs and corporations alike are making better products, enhancing services, and having a positive global impact.

It’s the inspired, wide-open views that make Northumberland County home to so many panoramic thinkers. We represent a dynamic community of leaders who understand today’s global environment. We are connected by a commitment to community and prosperity, balanced with an excellent quality of life. It’s hard to imagine that such a beautiful place has immediate access to some of the largest of markets. For employers and entrepreneurs, practitioners and professionals, Northumberland County is perfectly positioned to offer unlimited opportunity—all within an idyllic region to work, and to call home.

**Note – Provided by the City of Oshawa, Region of Durham and Northumberland County.*

DECIDING TO BECOME A CANDIDATE

The following are the application steps for this recruiting assignment.

At this early stage in the recruitment process we would like your agreement on the following:

PREPARATION OF THE LONG LIST

To ensure consideration for the President and Vice-Chancellor position, please send a letter of introduction and your resumé to Knightsbridge Robertson Surette. Once we receive resúmes, we compare them against the needs of our client and against the backgrounds of other candidates. We then make a decision about which candidates best match the ideal candidate profile, and arrange to meet with these individuals.

INTERVIEW WITH KNIGHTSBRIDGE ROBERTSON SURRETTE

If you are a candidate of interest to our client, we will schedule an initial interview with a member of our firm. During the interview, we will ask you about your interest in the position. If both parties wish to proceed further, we will ask you to consider the following information:

MATTERS OF FACT

Consider compensation and benefits, issues related to faculty appointments and tenure, spousal appointments and transfers of research programs. If a physical move would be required to accept the position, please educate yourself about housing, schools, relocation assistance and any other matters of this kind that are important to you.

MATTERS OF RELOCATION

If a physical move would be required, please ensure that this will prove acceptable.

MATTERS OF FIT

Please list your remaining questions about the position and the organization. If needed, we will attempt to arrange a direct conversation between you and our client to get your questions answered in detail.

We hope this information will help you quickly make an informed decision as to whether or not you are seriously interested in this position. In fairness to everyone concerned, please do not proceed further with this process if you think you are unlikely to accept the position should it be offered to you. Our client will extend to you the same courtesy.

INTERVIEWS WITH OUR CLIENT

If both parties want to proceed further, the next interview will likely be with the Committee to Recommend a President (CRP). The Chair of the Board of Governors chairs the Committee, which includes 12 other members comprised of University governors, faculty, staff and students, as well as members from Knightsbridge Robertson Surette. At this meeting, please raise any remaining questions so you have the information you need to help you decide whether you want to move forward in the candidacy process.

If a decision is made to move forward with your candidacy after the initial interview with the CRP, you will be invited to a second interview with the CRP and possibly other members of the University community. During this process, or shortly thereafter, if both parties decide to move forward with an appointment, subject to references and related checks, the Chair will make a recommendation to the Board of Governors in this regard. You and the Chair of the Board of Governors will then reach agreement on the terms of your employment.

UOIT is an equal opportunity employer and welcomes applications from qualified women and men, including members of visible minorities, Indigenous peoples and persons with varying abilities. All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.

UOIT respects people's different needs and therefore will take all reasonable steps to ensure accommodation for applicants, where appropriate. If you require an accommodation to participate in the recruitment process, please notify Knightsbridge Robertson Surette.

REFERENCE CHECKS

After your initial interview with the client, if both parties wish to proceed, we would like to speak to references who represent 360-degree working relationships you have had for the past several years, whether supervisors, peers, or subordinates. We have an obligation to provide our clients with verified reference information and this may include personal information from specified and non-specified individuals. Knightsbridge Robertson Surette provides our client with a minimum of four to six references before an offer is made.

RESUMÉ ACCURACY/BACKGROUND CHECKS

The Association of Executive Search Consultants estimates that approximately one in five resumés contain inaccurate information. Examples include falsifying degrees obtained, as well as including incorrect titles and dates of employment, and overstating accomplishments. As a result, our firm has adopted the practice of verifying the claims made in final candidates' resumés. We will discontinue the candidacy of anyone whose resumé contains false information.

If you choose to be a candidate and progress to the short list stage, you will be asked to provide information to allow us to conduct a thorough background check inclusive of reference checks, and verification of your education, designations obtained and awards received. In some cases, a thorough credit and criminal history check may be requested. We will seek your permission to perform these verifications before we proceed. Should you decide not to allow verification of your background, credit or criminal history, our client reserves the right to discontinue your candidacy.

This information will only be shared with the Chair of the CRP.

Knightsbridge Robertson Surette respects the privacy and confidentiality of personal information provided by candidates for our search assignments. The above information will be collected in accordance with the Personal Information Protection and Electronic Documents legislation. A copy of our Privacy Policy is available for your review on our website at www.kbrs.ca.

ETIQUETTE REGARDING AN OFFER

Two issues can arise at the offer stage and its acceptance. In both cases, we would like to know that you would honour two standards of professionalism:

1

IF YOU RECEIVE AN OFFER,

you will keep it in confidence (with the exception of discussing it with members of your immediate family), and will not “shop” or discuss the offer with your present employer.

2

IF YOU ACCEPT THE OFFER,

your word is your bond and our client can count on the fact that you will join them. Otherwise, please decline the offer and withdraw as a candidate. We want our client to avoid the substantial loss of time and cost that accompany a reversal of your decision. Similarly, you would want to avoid handing in your resignation and then having our client cancel its offer. We realize from experience that candidates can sometimes have self-doubts and second thoughts after making the decision to change career direction. These feelings are common and you are wise to anticipate they may arise.

If either or both of these conditions are unacceptable to you, please let us know now, at the beginning of the process.

Thank you for your
interest in this position.

We will do our best to keep
you informed throughout the
search process.

Should you have any questions regarding this opportunity, please contact:

Stephanie Sykes, Partner | ssykes@kbrs.ca

Anna Stuart, Managing Partner | astuart@kbrs.ca

Shauna Smith, Executive Recruitment Team Lead | ssmith@kbrs.ca



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