



APPOINTMENT OF PRESIDENT AND VICE-CHANCELLOR

Information for Candidates





INTRODUCTION FROM THE BOARD CHAIR

As the Carleton University community celebrates the conclusion of its successful 75th anniversary year, it is launching an international search for its next President and Vice-Chancellor. The search for a leader who will develop an overarching vision and strategic direction for our dynamic, comprehensive institution is a university priority that will continue into 2018.

This unique role, located in Canada's capital city, is a special opportunity for the right leader to guide Carleton at the start of its next 75 years.

Carleton seeks a dynamic, collaborative and visionary leader, a passionate innovator who embodies qualities that can inspire our talented students, faculty, staff, alumni, volunteers and donors. Candidates will be guided by a deep appreciation of the university's academic mission and its commitment to scholarly research, teaching and community service.

The new President will shape the development of the university's next strategic plan. The plan will focus on Carleton's top priorities, including the student experience, academic excellence, interdisciplinary studies, applied and fundamental research, the philanthropic campaign, governance, community engagement, partnerships, and elevating the university's reputation at a national and international level.

As the 15th President of Carleton, our next leader will build on Carleton's successes and reputation, and inspire innovation and a commitment to advancing higher education while steering us into the future. We welcome the highest calibre of candidates who can build on Carleton's tradition of academic and research excellence and enhance its leadership role as Canada's Capital University.

Dr. Chris Carruthers
Chair of the Board of Governors



ABOUT CARLETON UNIVERSITY

HISTORY

In 1942, a group of visionary citizens in Ottawa opened the doors of Carleton College to serve students building their careers after the Depression and Second World War. Carleton University is now a leading post-secondary institution, one that has provided a unique educational experience to more than 140,000 graduates over 75 years.

From its humble beginnings on Ottawa's First Avenue, Carleton has grown into a dynamic research and teaching institution with a tradition of anticipating and leading change through community engagement and interdisciplinary study. Carleton's roots as a non-denominational college supported in part by charitable donations from the Ottawa community make it unique among Ontario universities.

It is a community that cares about and confronts some of the most challenging problems facing the world. Its successful capital fundraising campaign, "Here for Good," underscores its commitment to make a difference in the world and to inspire and educate members of our community to be ambassadors for positive change.

Our dedication to working closely with our Indigenous communities, to promoting tolerance, acceptance and diversity, and to building awareness of the power and potential of education and research for good distinguish the Carleton community among Canadian institutions. The university is situated on unceded Algonquin territory, on a 100-acre site between the Rideau River and historic Rideau Canal, a UNESCO World Heritage Site, just a short distance from downtown Ottawa.



“ Carleton’s reputation is built on its strengths in the fields of journalism, public affairs, international affairs, architecture and high technology ”

The university provides an excellent education and experience to its nearly 30,000 full- and part-time students at the undergraduate and graduate levels. Its more than 875 academic staff are recognized internationally for their scholarship and cutting-edge research in more than 50 disciplines.

Carleton’s reputation is built on its strengths in the fields of journalism, public affairs, international affairs, architecture and high technology. Its students benefit from the interdisciplinary, active, hands-on approach to teaching and research practised by its faculty members and from the numerous partnerships the university has with the federal government, other universities and private-sector partners.

MISSION STATEMENT

Carleton University is an independent, collegial university dedicated to the advancement of learning through disciplinary and interdisciplinary teaching, study and research, the creation and dissemination of knowledge, and the betterment of its community. It is located in Ottawa and serves the people of Ontario, Canada and the world.



VISION AND VALUES

Carleton has benefitted significantly from partnerships with external communities and organizations. Collaboration will continue to be a Carleton hallmark as we move ahead. True to our history, the Carleton University community believes that global prosperity can only be achieved through a foundation of sustainable communities.

Equally important, Carleton will continue to be resilient. For us, resilience means overcoming obstacles and challenges to achieve new heights. As an institution, we have accomplished this at key points in our history. We will doubtless have to do so again, but we are ready for the challenge.

Carleton University will be known nationally and internationally as a leader in collaborative teaching and learning, research and governance. Our students, faculty and staff will be critically engaged, productive citizens and highly qualified contributors to the 21st century. At Carleton, we encourage creative risk-taking,

enabling minds to connect, discover and generate transformative knowledge. Through education, research, service and innovation, and through building sustainable communities, we can foster new ideas and future leaders to create a more sustainably prosperous future for Canada and the world.

Carleton is a university that promotes and leads in:

- Teaching and research that respond to the needs of society today and in the future through a learning environment that fosters and nourishes critical and creative inquiry; knowledge preservation, creation, dissemination and transfer; employability through the development of transferrable skills and intellectual capabilities; and the education of highly skilled and qualified citizens;



- Research excellence and connectedness that focus on tangible outcomes, as well as development of knowledge with longer-term impact. Carleton recognizes and supports basic research as a cornerstone of research excellence;
- A student-centred educational experience with a national and international reputation for linking academic endeavours with student support and accessibility, and for empowering students to be productive and engaged citizens;
- Creativity, enterprise, entrepreneurship and innovation by our students, faculty and staff.

Our values:

- Excellence: The pursuit of excellence in research, teaching and administration is at the core of all that we do and is our driving force;
- Interdisciplinarity: We have long recognized that the complex problems and issues of the 21st century

cannot be resolved by a single discipline and we have built solid foundations in interdisciplinary teaching and research. We understand that strength in individual disciplines is essential for interdisciplinary achievements;

- Internationalization and Global Outreach: The education of global citizens requires exposure to international and global experiences and perspectives. Carleton has a tradition of being a Canadian university of choice for international students and encouraging all students to think globally;
- Experiential Learning and Student Engagement: We provide our students with real-life experiences that bring the classroom to the world and the world to the classroom. Innovative educational environments incorporate hands-on research, community engagement, work experience and immersive learning;



- **Collaboration and Partnerships:** As a modern university, Carleton is an active partner with communities, business, industry, government, institutions and organizations, providing research, education opportunities and solutions to the challenges of society and the economy;
- **Efficiency and Sustainability:** A strong commitment to financial and administrative efficiency, combined with innovative and effective management of the university's operations and activities, means that Carleton leads by example;
- **Diversity and Accessibility:** Carleton has a longstanding commitment to welcoming people with diverse backgrounds and educational experiences, from Canada and from around the world. We are proud to be Canada's most accessible university for persons with physical disabilities and cognitive challenges;
- **Accountability:** Carleton recognizes its accountability and responsibility to those who support and nurture our university, including governments and taxpayers, the communities of the National Capital Region and eastern Ontario, our generous donors and benefactors, as well as our students, their parents and our alumni.

These values produce a university that is flexible, dynamic, open to new ideas, collaborative and responsive to the needs of society today and proactive in defining the needs of the future. They combine with key strengths to create a unique environment for teaching, learning and research.



“ Carleton is a leader in interdisciplinary programming, experiential learning, student support and accessibility ”

Our strengths:

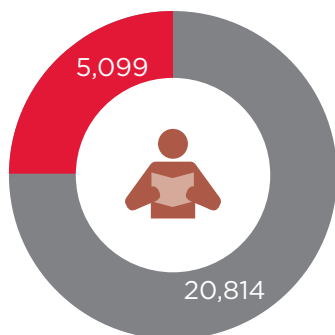
- **Our People:** Carleton's greatest strength is the collaborative outlook and diversity of the people who dedicate themselves to excellence as they work and study at our university;
- **Our Commitment to Our Students:** Innovation characterizes our groundbreaking initiatives in helping students realize their full potential to be effective citizens and lifelong learners. Carleton is a leader in interdisciplinary programming, experiential learning, student support and accessibility, and the student experience here is characterized by a strong sense of community and the desire to engage in activities who will make a difference in the world
- educating productive global citizens who are creative, critically minded and entrepreneurial;
- **Our Capital Advantage:** As Canada's Capital University, Carleton benefits from its location in Ottawa, including access to national and international institutions, associations and agencies, and to the capital's high-tech industrial sector;
- **Our Partners:** From local communities to international and global enterprises, colleges and sister universities around the world and next door, Carleton gains strength by working with external partners, whether it be in cutting-edge research and knowledge mobilization and transfer or in providing unique and exciting learning opportunities for students.

FACTS AND FIGURES

Undergraduate Students

26,738

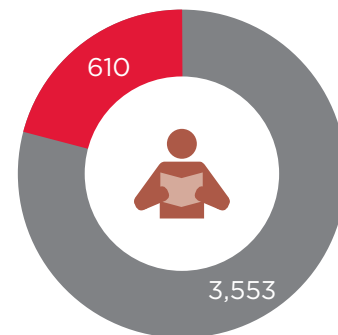
Full Time: 21,639
Part Time: 5,099



Graduate Students

4,163

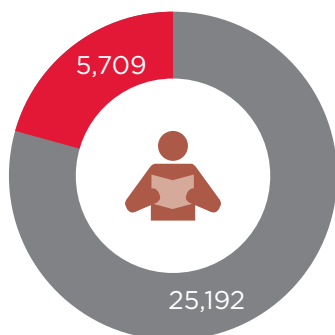
Full Time: 3,553
Part Time: 610



Total Students

30,901

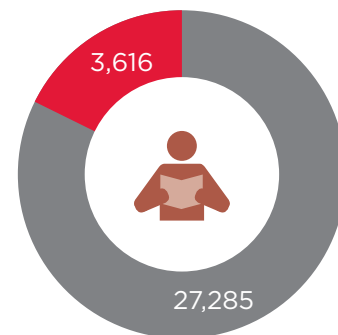
Full Time: 25,192
Part Time: 5,709



Students in Residence

3,616

Off-Campus: 25,957
On-Campus: 3,616



- Founded in 1942
- Student entry average is 84.0%
- 28 Royal Society Fellows
- 25 Canada Research Chairs
- 18 Order of Canada Recipients
- 9 3M Teaching Fellowship Award Winners
- 7 Endowed Chairs
- 3 Killam Award Winners
- 3 D2L Teaching Innovation Award in Teaching and Learning Winners
- 23 OCUFA Teaching Award Winners
- 140,000 Alumni
- 748 Research Faculty Members
- 8 Banting Postdoctoral Fellowships
- 35 Provincial Early Researcher Awards
- \$67.5 million in research funding (2015-2016)
- 70 Research MOUs in 30 countries
- 178 Visiting Scholars and Researchers from 40 countries



Joint programming in science and engineering with the University of Ottawa and collaborations with Algonquin College, Dominican College and La Cité Collégiale

Home to: Arthur Kroeger College of Public Affairs; Norman Paterson School of International Affairs (NPSIA); Azrieli School of Architecture and Urbanism; Canada's first Bachelor of Aerospace Engineering program (1988); Clayton Riddell Political Management Program; Global Academy; internationally accredited Sprott School of Business; Paul Menton Centre

140,000

140,000 Alumni, with chapters across Canada and around the world

ECONOMIC IMPACT:

\$3.7
BILLION



- Health Sciences Building
- ARISE Building
- Nicol Building

FACILITIES

Carleton University's new Health Sciences Building, the home of a burgeoning Bachelor of Health Sciences program, is set to open in early 2018. The seven-storey, 120,000-square-foot building in the heart of the campus will feature the latest technology in high-quality undergraduate teaching labs and open-concept research labs that provide greater access to experiential learning opportunities for students while encouraging interdisciplinary collaboration and closer interactions within departments.

It's part of a wave of growth that includes renovating 23,000 square feet of the former Life Sciences Research Building and adding 34,500 square feet to create the Institute for Advanced Research and Innovation in Smart Environments (ARISE), a new building focusing on applied research in clean technology, health technology, and information and communication technology.

The next addition to campus will be the \$48-million, 100,000-square-foot Nicol Building, a new home for Carleton's Spott School of Business named in honour of the late Wesley Nicol, an Ottawa entrepreneur and Carleton alumnus. Made possible by a \$10-million donation from the family of the Ottawa real estate developer, construction is slated to begin in 2018, with the university targeting fall 2020 for completion.

Once the doors open, the Nicol Building will provide an innovative new space for collaboration and learning. Among its many features are enhanced learning, networking and collaborative spaces for students, faculty and staff; greater executive and management training offerings for business leaders; flexible classrooms; event and meeting spaces, including public assembly space; sustainable design from core to skin — the project is slated to achieve 4.5 Green Globes; space for the campus-wide venture accelerator for entrepreneurs; additional space for experiential student initiatives, such as the Sprott Student Investment Fund and Sprott Competes.



All of this growth conforms with Carleton's forward-looking Campus Master Plan, which was last updated in 2016 and sets the parameters, policies and directions for the physical development of the campus — its buildings, landscapes, movement systems and general infrastructure.

The arrangement of buildings and landscapes in the campus is guided by a set of planning strategies that aim to:

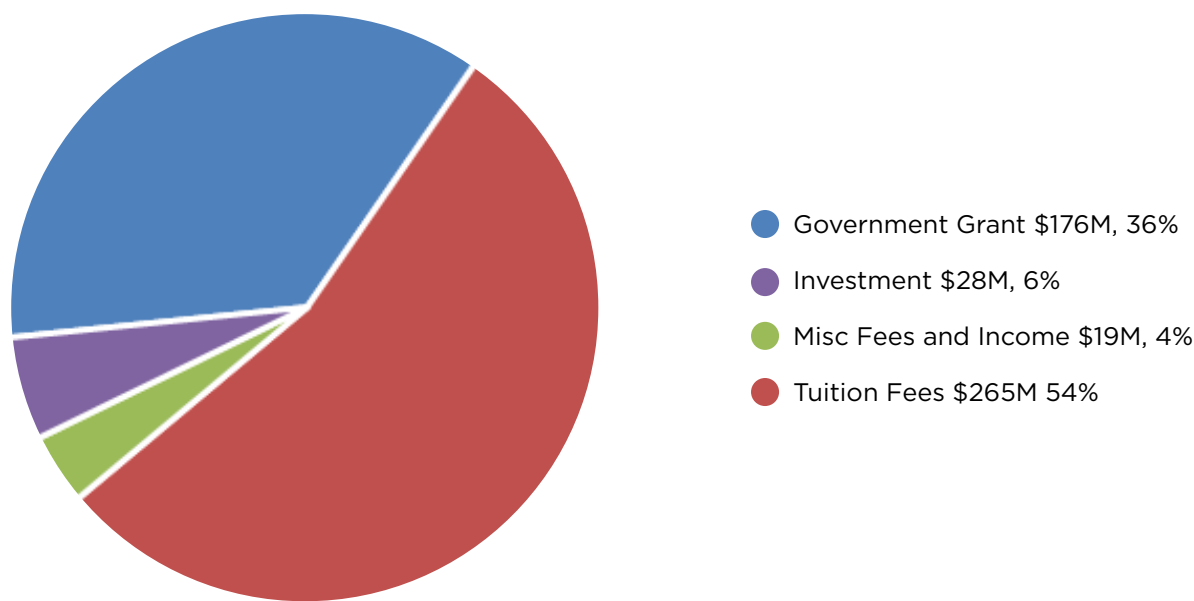
- Provide a strong mandate for environmental responsibility;
- Maintain a compact academic and research campus;
- Orient the campus through streets, pathways and tunnels;
- Apply a hierarchy to landscape design and maintenance;
- Support an inviting and active winter campus;
- Focus on creating streets and walkways for people;
- Reinforce connections to campus surroundings;

- Support design quality;
- Create architecture that reinforces an interconnected campus;
- Facilitate river access;
- Match parking demand with supply;
- Integrate safety in design principles;
- Provide a sustainable approach to storm water management;
- Identify clear development priorities;
- Take a holistic approach to space management.

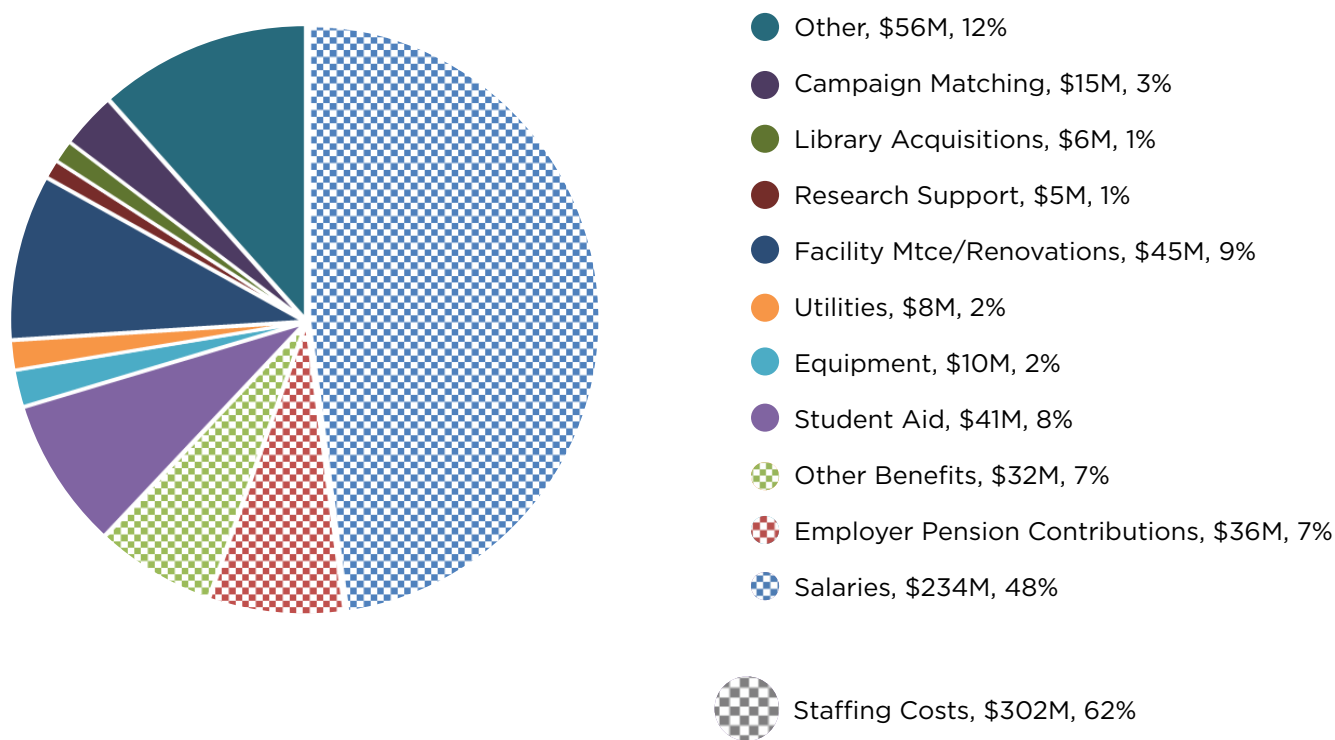
Nestled at the junction of picturesque rivers and the Rideau Canal, Ottawa is one of the world's most beautiful capitals.

FINANCIALS

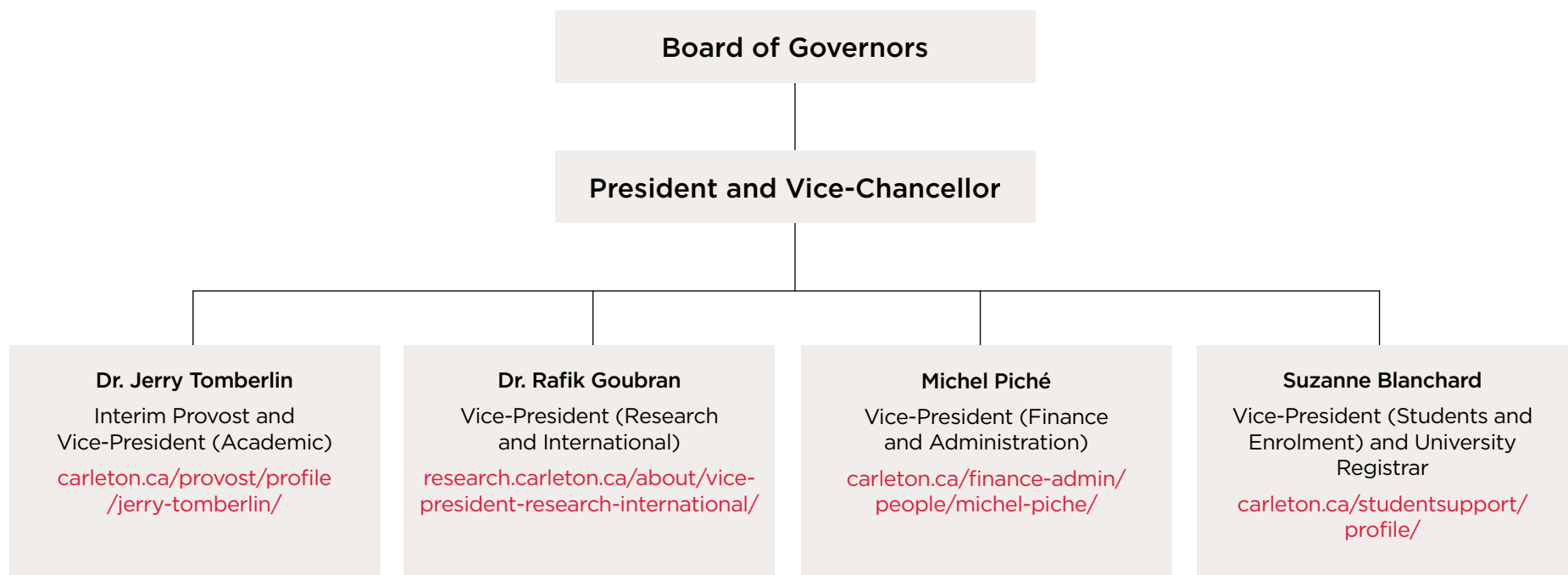
Revenue: \$488 million



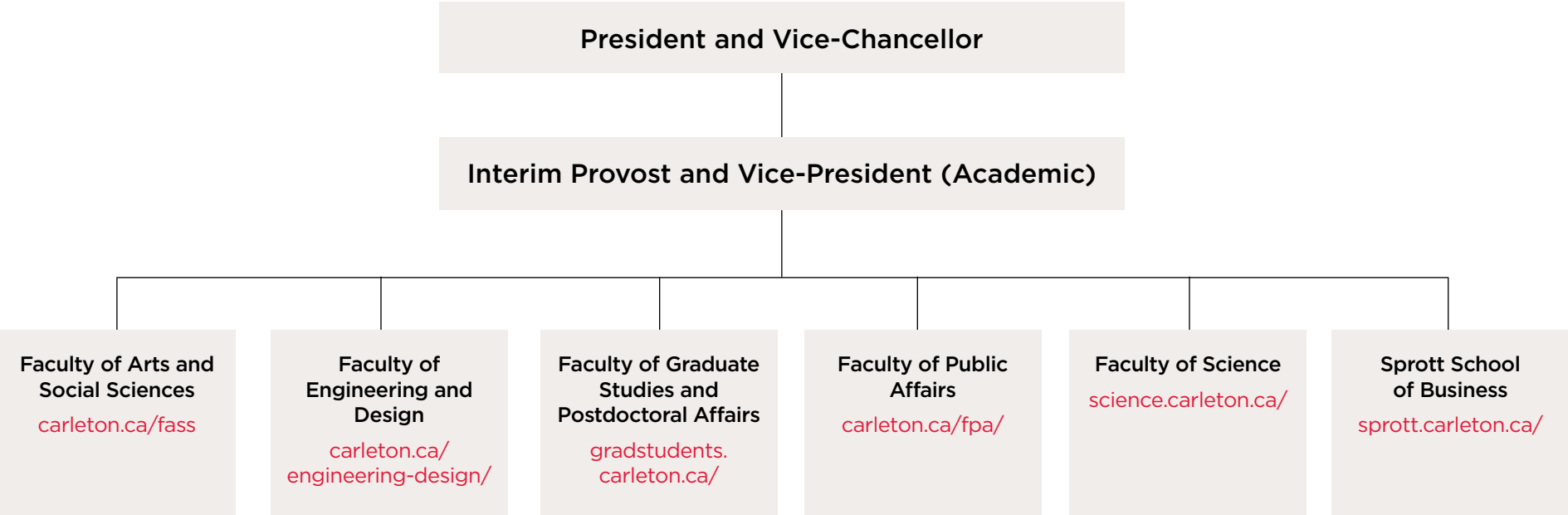
Expenditures and Appropriations: \$488 million



GOVERNANCE/ORG CHART



STRUCTURE/FACILITIES AND SCHOOLS





ABOUT OTTAWA

As Canada's fourth-largest city, Ottawa boasts all the benefits of a large urban area — including a burgeoning restaurant scene and a host of popular festivals — but has still managed to retain a small-town feel. It is rich in vibrant neighbourhoods and in wide-open green spaces, parks and wilderness areas, including the 365-square-kilometre Gatineau Park, just 15 minutes from Parliament Hill. Voted one of the best places to live in Canada for three years running, Ottawa is a regular fixture on international lists of the world's safest, most livable cities.

Each year in September, as new and returning students arrive at Carleton from across Canada and around the world, they begin to explore their adopted capital city, discovering the natural beauty surrounding them. Leaving campus, students can head out on bicycles or on foot as they travel next to the historic Rideau Canal.

In less than 20 minutes, they're following a path that takes them to national landmarks. Surrounded by history, art and an incredible natural environment, students get up close and personal with one of the most unique international cities in the world.

UNIQUE LEARNING OPPORTUNITIES

Located where Parliament meets and Canada's foreign relations play out, Carleton is able to give its students access to unique learning opportunities they won't get anywhere else. That is because Ottawa is home to an unparalleled network of federal government agencies, NGOs, global companies, embassies and high commissions.

Not only is Ottawa one of the world's top sites for research and development — 90 per cent of Canada's



industrial communication R&D is conducted here — it is also an established global technology centre. In addition to housing the likes of IBM, Alcatel-Lucent, Cisco Systems and Shopify, there are more than 1,500 high-tech companies with fewer than 50 employees, a product of the city's strong entrepreneurial culture.

Politicians, researchers, artists, entrepreneurs and businesspeople are regular visitors to campus as speakers and guests at networking events.

STRONG CONNECTIONS

Carleton has forged strong connections with a range of organizations in Ottawa to provide outstanding research, work placement and networking opportunities for its students including:

- **Research:** Conduct research at the National Research Council and other government laboratories in fields from biotechnology and aeronautics to environmental and medical sciences;
- **Work Placements:** Complete work placements at one of 1,900 companies that make up Ottawa's

knowledge-based sector, which includes high-tech, professional services, life sciences and security;

- **Mentor Programs:** Benefit from mentor programs, including one that links arts students with people from the community — prominent civil servants and diplomats, MPs, and artists among them — who can act as friends and advisers;
- **Journalism Hub:** Sharpen reporting skills while working as student journalists in the "living laboratory" that is Ottawa, covering everything from politics and international relations to science, arts and culture;
- **Wealth of Resources:** Access the wealth of resources available through institutions such as Library and Archives Canada, the Canadian Museum of History and the National Gallery of Canada;
- **Joint Programs:** Pursue joint graduate programs with the University of Ottawa, to access a wide range of courses and expertise, as well as cutting-edge research centres found only in the Ottawa area.

KEY ACCOUNTABILITIES

The President and Vice-Chancellor leads the University in its pursuit of excellence in teaching, research and service to the broader community. The President ensures a collegial atmosphere that promotes transparency, integrity and the highest standard of ethical behaviour. The President supervises operations of the University, a complex and broad task that includes the following components:

- Develops a new Strategic Plan for the University in line with the mission and values of Carleton - in a collaborative and consultative way - which ensures the University's long term success and sustainability;
- Oversees operational and financial management of the University, delegating as appropriate to the senior leadership team;
- Promotes an atmosphere of academic excellence that will further the reputation of the University, nationally and internationally;
- Encourages and nurtures areas of research excellence with a particular focus on innovation and real-world application;
- Supports the continued delivery of excellence in teaching and service;
- Fosters a culture that attracts and retains great students and ensures the services are provided for a first-rate student experience.
- Attracts and retains excellent faculty and staff, including a high-performing senior leadership team;
- Represents the values of Carleton, internally and externally, through ceaseless integrity and a stellar personal reputation;
- Serves as the University's chief spokesperson and external representative for Carleton locally, provincially, nationally and internationally;
- Champions the University's advancement initiatives and campaigns to ensure diversified income streams and the long-term financial viability of the University;
- Maintains strong relationships and alignment with government, funding bodies and other key organizations at the provincial and national level;
- Positions Carleton as a key contributor to the knowledge economy of Ottawa and Ontario and engages with businesses and industry across the region;
- Ensures a collegial and collaborative working relationship with the Board of Governors and Senate, in particular a strong personal and professional relationship with the Chair of the Board.
- Maintains or creates the best structure for academic units and the leadership of the university in order to encourage innovation and excellence;
- Exercises, under delegated authority from the Board of Governors, the authority to act in extraordinary and/or emergency circumstances.

QUALIFICATIONS AND SELECTION CRITERIA

Candidates must demonstrate evidence of the following skills and experience gained at senior levels in organizations of sufficient scale and complexity;

Strategic Leadership

- Proven track record of effective leadership and management in a large and administratively complex organization.
- Deep understanding of the provincial, national and international post-secondary landscape and how Carleton can navigate the opportunities and challenges that exist within it;
- Ability to develop a shared vision and strategic plan in a complex organization with shared governance;
- The character to promote a collaborative collegial university community with integrity and the highest ethical standards;
- Demonstrated commitment to engaging with Indigenous communities and initiatives as they relate to Carleton. Should candidates not bring first-hand experience in these areas, the committee will seek evidence of candidates' knowledge of the importance of these initiatives to Carleton and their motivation to actively engage in these matters.
- The capacity to position the institution as a strong and growing comprehensive public university and a leader in key strategic areas of research and teaching.
- Ability to identify, recruit, manage, and nurture academic and administrative talent.

Operational and Change Management

- Proven track record of executive management and achievement;
- Energetic and charismatic leadership style and the ability to adapt that style and message to a wide variety of internal and external stakeholders;
- Capacity to lead change in a transparent and collegial manner;
- Demonstrated commitment to inclusivity, equity and diversity for all members of the university community.
- The financial acumen necessary to guide a complex organization in financial planning, budgeting, income generation and diversification, and large spending initiatives including large building projects;
- Experience in leading the development and implementation of a compelling and sustainable strategic plan;
- Understanding of complex governance models, organizational and administrative structures, the role of technology, and risk management.

Academic Credibility

- A doctorate or equivalent degree is essential;
- An outstanding record of scholarship in any academic discipline is a significant benefit;
- Appreciation for outstanding basic and applied research and pedagogy across all academic disciplines;
- Understanding and appreciation of the wide variety of disciplines and academic activities at Carleton University and the capacity to share thoughts and wisdom on their future directions;
- A cross-disciplinary outlook with an ability to help connect the dots across campus.

External Relations

- A strong ambassador who can represent the university at the highest levels of government, business and civil society;
- Excellent interpersonal, negotiation and advocacy skills;
- Strong commitment to a prominent and sustained role in fundraising;
- Internationally minded with the capacity to further engage in global networks;
- Understanding of the positive role a publicly funded comprehensive university plays in society and the capacity and credibility to be a sector leader and advocate.

HOW TO APPLY

Carleton University is partnering with the executive search firm Perrett Laver on this search. For further information contact Ainsley Brown at **Ainsley.Brown@perrettlaver.com** or + 1-604-558-5127, quoting reference 3253.

Applications should include a CV and cover letter. Completed applications should be uploaded at **www.perrettlaver.com/candidates** quoting reference number 3253. The closing date for applications will be Friday, Dec. 15, 2017.

Carleton University is strongly committed to fostering diversity within its community as a source of excellence, cultural enrichment and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to, women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation or gender identity and expressions. All qualified candidates are encouraged to apply. Applications from Canadians and permanent residents will be given priority.



Carleton
UNIVERSITY

Canada's Capital University

carleton.ca