



LAVERNE SMITH & ASSOCIATES INC.

POSITION PROFILE

PROVOST AND VICE-PRESIDENT (ACADEMIC) CARLETON UNIVERSITY

Carleton University invites applications, nominations and expressions of interest for the position of Provost and Vice-President (Academic) with the appointment to commence between July 2023 and January 2024, depending on the availability of the successful candidate. This is an exciting opportunity to join a dynamic research and teaching institution with an ambitious vision for the future that is anchored in Carleton's unique history and distinctive strengths. Carleton is committed to challenging the status quo and to being a force for good, and the Provost and Vice-President (Academic), as both chief academic officer and chief budget officer, will play a leading role in achieving this vision.

THE UNIVERSITY

"Carleton University will leverage the power of higher education to be a force for good. We will pursue, mobilize and share knowledge in a reciprocal and responsible way. We will embed community engagement and partnership in our actions and culture. We will work to enhance the wellness of our people and our communities, and to play a leadership role in the wellness of our country and planet."

Aspiration Statement

Located in the nation's capital of Ottawa, on the traditional territory of the Algonquin Nation, Carleton University is a values-driven institution with a national and international reputation as a leader in collaborative teaching and learning, research and governance. It is supported by a strong and collegial administration, with 1,016 academic faculty and over 1,400 staff members. Carleton has set some record highs in recent years, including an enrolment of more than 31,000 full- and part-time students from 165 countries, an annual operating budget of more than \$500 million, annual research funding of \$97.4 million and fundraising of over \$40 million annually.

Innovative and deeply interdisciplinary, Carleton is committed to developing impactful solutions to real-world problems by encouraging creative risk-taking, discovery, and the generation of transformative knowledge. Carleton is known as a university that promotes research excellence and connectedness, and is involved in partnerships around the globe. Over the past four years, annual research funding has soared by 80% to reach close to \$100 million. With solid leadership over the years, Carleton enjoys strong enrolments and a healthy financial position. Its proximity to the federal government, the largest technology park in Canada, national media and the diplomatic community make Carleton and Ottawa a great place to work, learn and live.

Carleton University offers more than 100 programs of study at undergraduate, graduate and post-graduate levels, within the following faculties:

- Faculty of Arts and Social Sciences (FASS)
- Faculty of Engineering and Design (FED)
- Faculty of Graduate and Postdoctoral Affairs (FGPA)
- Faculty of Public Affairs (FPA)
- Faculty of Science
- Sprott School of Business

Following extensive consultation, Carleton's Strategic Integrated Plan (SIP) 2020-2025 was approved in the spring of 2020. Inspired by the unique triangular shape of the beautiful Carleton campus, bounded on three sides by the World Heritage Site of the Rideau Canal, the natural environment of the Rideau River, and by the historic Capital Ward, the Strategic Integrated Plan outlines three strategic directions that lay out an ambitious vision for the future, fully anchored in Carleton's strengths and student-centric, community-engaged values:

- Share Knowledge, Shape the Future
- Serve Ottawa, Serve the World
- Strive for Wellness, Strive for Sustainability

A variety of strategic documents already developed or in development support and operationalize the aspirations described in this Strategic Integrated Plan. Other strategies and plans will also emerge over time, as the work of planning and implementing is never done. These plans include university-wide strategies in equity, diversity and inclusion, Kinàmàgawin strategic indigenous initiatives, community engagement and comprehensive sustainability. The SIP and other campus-wide strategies and plans are available [here](#).

The campus is highly accessible, and Carleton's Paul Menton Centre for Students with Disabilities has been heralded as the gold standard for disability support services in Canada. Carleton University's commitment to environmental sustainability earned top marks in the UI GreenMetric World University Rankings, where Carleton ranked number one in Ontario and second in Canada in the worldwide rankings, which assessed nearly 1,000 universities. Globally, Carleton ranked an impressive 57th.

The University's 2021-2022 operating budget totaled \$515 million, and Carleton boasts a number of recently completed major capital projects: the 100,000 square foot Nicol Building, which is home to the Sprott School of Business, and the 70,000 square foot Advanced Research and Innovation in Smart Environments (ARISE) building, which is a hub specifically designed for multidisciplinary research partnerships with government and the private sector. A new 450-bed residence is under construction, and flagship projects on the themes of wellness and sustainability are in design phase. To learn more about Carleton, please visit www.carleton.ca.

THE ROLE AND MANDATE

Reporting to the President and Vice-Chancellor and a key member of the executive team, the Provost and Vice-President (Academic) is the chief academic officer and chief budget officer of Carleton University, responsible for strategic and academic planning, resource allocation, and enhancing an environment of academic excellence and innovation for students, faculty and staff. Supported by an outstanding team of Deans and Associate/Assistant Vice-Presidents, the Provost will foster an environment that promotes equity, diversity and inclusion and that allows creativity, research, community-engaged scholarship and teaching excellence to flourish. The

Provost represents Carleton academics externally and is responsible for ensuring that Carleton is competitive in Canada and an academic leader across the world.

The Provost has the following direct reports:

- Deputy Provost (Academic Operations and Planning)
- Vice-Provost and Associate Vice-President (Academic)
- Associate Vice-President (Teaching and Learning)
- Assistant Vice-President (Equity and Inclusive Communities)
- Assistant Vice-President (Indigenous Teaching, Learning and Research)
- Assistant Vice-President (Institutional Research and Planning)
- University Librarian
- Dean, Faculty of Arts and Social Sciences
- Dean, Faculty of Engineering and Design
- Dean, Faculty of Graduate and Postdoctoral Affairs
- Dean, Faculty of Public Affairs
- Dean, Faculty of Science
- Dean, Sprott School of Business
- Director, Centre for Indigenous Support and Community Engagement
- Director, Innovation Hub
- Manager, Strategic Communications
- Executive Assistant

As chief academic officer and chief budget officer of the University, the Provost will play a central role in defining Carleton's strategic directions and in implementing its vision. Towards those aims, the Provost is expected to:

- Successfully and smoothly integrate into the senior executive team of the University, and provide leadership in developing and implementing goals, strategies and initiatives that advance Carleton's academic mission. This requires close collaboration with the President, the senior executive team, the University's governing bodies and units within the office of the Provost and Vice-President (Academic)
- Play a leadership role in establishing the University's budget priorities and budget processes, and ensure that resource allocation is transparent and optimally aligned to enhance Carleton's academic mission and goals
- Collaboratively continue the development, articulation and implementation of a strong and clear vision and corresponding goals for Carleton's academic operations, while adapting ideas and strategies to meet the changing needs of students, faculty, staff and relevant external communities
- Proactively advance and display a commitment to anti-racism, equity, diversity and inclusion in all aspects of the Provost's mandate, including curriculum, teaching, scholarship, student success, community engagement and academic relations
- Provide bold leadership toward the implementation of the Kinàmàgwin Indigenous Strategic Initiatives' 41 Calls to Action and always strive to enhance relationships with Indigenous Peoples on- and off-campus
- Support the continued strategic and equitable development of academic infrastructure that promotes excellence in teaching and research, and continuing to facilitate the updating of appropriate physical facilities, library resources and information and learning technologies

- Attract and retain diverse and exceptional faculty, students and staff; proactively meet the challenges involved in faculty renewal, enrolment management and government funding models; and support strength in teaching, research and creative activity by rewarding excellence and promoting productivity, flexibility and creativity
- Continue to create a generative and supportive context for interdisciplinary initiatives and create a collaborative environment through interactive and consultative communication processes, within and amongst the Faculties, while at the same time acknowledging and working with divergent interests and strengths
- Work in collaboration with the Vice-President (Research and International) and Faculty Deans to stimulate and support integrity in scholarly, research and creative activities, fostering a climate that encourages faculty and staff to identify and pursue academic excellence and innovation
- Promote a student-centred environment with responsiveness to the diverse needs of contemporary students through ensuring relevant, quality academic programs; and building further opportunities in research, experiential learning, international exchanges, volunteer opportunities and comprehensive undergraduate, graduate and postgraduate academic development
- Build positive relationships with academic unions and oversee academic collective bargaining and related processes in a fair and collaborative manner
- Represent the University's interests among relevant external bodies, including government and university agencies, and work with leaders at other post-secondary institutions in the city, province and across the country towards continued collaboration, cooperation and interaction
- In partnership with the Department of University Advancement, play a key role in identifying and supporting academic priorities for all aspects of external relations by interacting with alumni, donors, governors and other external constituencies to create strategic philanthropic partnerships to advance the University's teaching, learning and research Mission

CANDIDATE QUALIFICATIONS

The successful candidate will be an accomplished scholar and an exemplary leader with demonstrated success in undergraduate, graduate and postgraduate education and a strong commitment to providing an environment where students, faculty and staff can do their best work. The Provost will possess a proven record of senior academic leadership success with experience in planning and budgeting, building collaborative teams, labour relations and excellence in teaching and learning.

The Provost will promote excellence, equity, diversity and inclusion, and bring the experience, organizational ability and vision to lead a large, complex academic portfolio effectively and strategically. This person will possess an open and collegial leadership style, outstanding management, communication and interpersonal skills, creative approaches to problem solving, and the capability to build and sustain positive working relationships with academic and administrative units, as well as with government agencies and external stakeholders.

While the Search Committee recognizes that no one candidate is likely to meet all of the qualifications in equal measure, the following will be used in the assessment of candidates for the position:

- The credentials, experience, and intellectual acumen to earn respect both internally and externally; demonstrated accomplishments in a senior academic leadership role with a record of exceptional leadership in strategic academic planning and implementation; collegial engagement with a university's various communities to create sustainable change; and the ability to see the bigger picture and long-term outlook
- Demonstrated success in developing and implementing a vision, and in leading people to achieve exemplary performance through exceptional leadership; communication and interpersonal skills that will foster effective relationships with a diverse group of communities
- Demonstrated accomplishments in a senior administrative role, including strong business acumen, communication, organizational and people management skills. Significant experience in budget development, allocation, procedures and administration, with the ability and skills to ensure transparency and clarity in budgeting and streamlining administrative and business processes
- The resolve, flexibility, patience and enthusiasm to deliver innovative and relevant academic leadership, with the ability to bring about change through consultation, planning, and collegial decision making
- A high standard of personal integrity and a commitment to academic freedom and informed discussion that encourages diversity and the expression of divergent opinions and mutual acceptance
- A consistently demonstrated commitment to anti-racism, equity, diversity, fairness, inclusion and accessibility in all their forms, with the capacity to understand and respond to a spectrum of views, needs and challenges
- Ability to foster the establishment and maintenance of strong relationships between the university and Indigenous Peoples with mutual respect to create a deep network of support for students, staff and faculty within the university and advance the inclusion of Indigenous perspectives
- The demonstrated capability to balance the autonomy of Faculties and their members, and the distinct nature of their disciplines and approaches, with the need for an overall shared vision, identity and commitment to foster excellence in teaching, research, academic innovation, and community engagement in all areas of Carleton, including interdisciplinary and inter- Faculty initiatives
- Team building skills, collegiality and a commitment to communication and transparency, with a proven capacity to work constructively as both a team member and team leader, with senior administration, faculty, staff and students
- The ability to set academic priorities, implement and follow up, foster innovation and facilitate and evaluate discipline-based, multidisciplinary and interdisciplinary programs in a context of competing resources within the University

- A commitment to the mission and vision of Carleton University and to the development of excellence in undergraduate and graduate teaching and learning; an understanding of the Ontario and Canadian university system with an appreciation of the challenges facing institutions of higher education
- Outstanding communication skills, with the ability to interact with, and to promote Carleton's academic priorities and interests to a variety of internal and external constituencies
- An appreciation of the changing environment for education, including online learning and experiential education, with the ability to assess the value of new technologies and initiatives in the context of Carleton's academic mission and goals
- A genuine interest in students and the quality of their academic experience and services, with a commitment to fostering access, equity, emotional and mental health and success, and a willingness to become personally and visibly involved in the campus community

THE LOCATION OF CARLETON

On the traditional territory of the Algonquin Nation, Carleton University is located just south of the city centre of Ottawa on a beautiful 62-hectare campus. Bordered by the Rideau River, the historic Rideau Canal and historic Capital Ward, the campus is self-contained with most buildings within minutes of each other. Carleton also has five kilometres of underground tunnels that conveniently link the university's buildings and help to make it the most accessible campus in the country.

Ottawa is renowned, both at home and abroad, for its natural beauty and quality of life. Located in the east of southern Ontario, located between Montréal and Toronto and close to the U.S. border, Ottawa and the national capital region have a diverse population of approximately 1.2 million. Sitting alongside the Ottawa River, it has at its centre Parliament Hill, and museums such as the National Gallery of Canada, with noted collections of Indigenous and Canadian art. The park-lined Rideau Canal is filled with boats in summer and ice-skaters in winter.

As the home of the Government of Canada, the Supreme Court of Canada, and many federal departments and agencies, Ottawa has more than 130 embassies and consulates, reflecting its status as a G7 capital city. As one of the world's top sites for research and development, Ottawa is home to more than 1,900 technology companies with some 75,000 employees, 44 national research and academic labs, and 10 hospitals. With the highest concentration of scientists and engineers in Canada, Ottawa is also the country's most educated city - 61 per cent of workers have a post-secondary degree. The high concentration of federal government offices and technology companies makes Ottawa a significant centre for entrepreneurship and innovation.

Numerous national museums and cultural institutions, historic sites, major sports teams, and a variety of festivals, seasonal activities, and cultural events make Ottawa a vibrant and dynamic city in which to live. Ottawa also has a reputation as being one of the most picturesque capitals in the world – with lots of neighbourhood parks, tranquil green spaces, waterways that wind through the city, and historical and architectural landmarks scattered throughout. Consistently ranked as one of Canada's most livable, safe, and least congested cities, Ottawa is part big city, part small town. Additional information is available at www.ottawa.ca and www.ottawatourism.ca.

THE PROCESS

Carleton University is 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, gender identity and/or gender expression. Applicants selected for an interview are asked to contact Laverne Smith & Associates as soon as possible to discuss any accommodation requirements. Arrangements will be made in a timely manner. All qualified candidates are encouraged to apply; however, applications from Canadians and permanent residents will be given priority.

The search committee will begin consideration of candidates immediately and will continue until the role is successfully filled. Applications should include a letter of interest, curriculum vitae, and the names of three references (who will not be contacted without the consent of the candidate), and should be submitted in confidence to the University's executive search consultants:

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