



LAVERNE SMITH & ASSOCIATES INC.

POSITION PROFILE

VICE-PRESIDENT (FINANCE AND ADMINISTRATION) CARLETON UNIVERSITY

Carleton University invites applications, nominations, and expressions of interest for the position of Vice-President (Finance and Administration), with the appointment to be effective as early as January 1, 2022. This is an exciting opportunity to lead a dynamic and complex portfolio that contributes to Carleton's academic mission of teaching, research, and community service by providing a broad array of effective, efficient, and timely services, including finance, information technology, facilities management, infrastructure development, human resources, and campus safety.

THE ROLE AND MANDATE

Reporting to the President and Vice-Chancellor, the Vice-President (Finance and Administration) is the chief financial and administrative officer of Carleton, providing leadership, oversight, and stewardship for the activities of its core support services. The VPFA will work closely with the President, executive team, and Board of Governors. Leading an accomplished group of professionals, the VPFA will ensure the effective and efficient administration of the portfolio's units and ensure excellence in financial planning and budget support; human resources and labour relations; facilities management and infrastructure projects; information technology; pension fund management; as well as risk and campus safety services. The Vice-President (Finance and Administration) is responsible for a total full- and part-time staff complement of over 400 employees and a sector budget of more than \$90 million.

Playing a lead role in the provision of synergistic administrative operations in support of Carleton's academic operations and priorities, the Vice-President (Finance and Administration) participates in developing policy in areas of the University outside the portfolio. The VPFA liaises, on behalf of the University, with the municipal government, various government ministries, the Council of Ontario Universities, the Council of Senior Administrative Officers, the Canadian Association of University Business Officers, and ad hoc provincial and national committees which are established from time to time.

The Vice-President (Finance and Administration) is a key member of the University's executive team, and is one of four Vice-President positions at Carleton University, the others being:

- **Provost and Vice-President (Academic):** the University's chief academic officer and chief budget officer of Carleton University, responsible for academic and strategic planning, resource allocation and enhancing an environment of academic excellence and innovation for students, faculty and staff.
- **Vice-President (Research and International):** responsible for overall research development, promotion, and administration, including securing external funding as well as the University's international programs and partnerships.

- Vice-President (Students and Enrolment): responsible for student services including support services and contributions to students' academic success as well as development and implementation of enrolment management and oversight of the Office of the Registrar.

The following positions report directly to the Vice-President (Finance and Administration):

- Assistant Vice-President, Financial Services
- Assistant Vice-President, Facilities Management and Planning
- Assistant Vice-President, Human Resources
- Assistant Vice-President, Information Technology Services and Chief Information Officer
- Executive Director, Office of Risk Management
- Director, Pension Fund Management
- Director, Campus Safety Services
- Executive Assistant

A key upcoming priority for the Finance and Administration portfolio will centre around the development of a university-wide digital strategy, with emphasis on identifying sustainable information technology solutions that align existing capabilities with new service delivery models. The strategy will also include a multi-year IT infrastructure renewal plan. Related priorities will be to enhance existing technology to improve financial and administrative systems and processes, and to continue with the implementation of the university's multi-year Research IT Support Plan. Other priorities will focus on the refresh of the campus Master Plan, the delivery of the major capital projects underway, such as the new business building, new student residence, and the ongoing revitalization of campus buildings and infrastructure. Of particular importance will be the management of campus transportation and parking during the light rail system expected 24-month shutdown.

The new Vice-President (Finance and Administration) will provide strategic and innovative thinking coupled with dynamic leadership in the following areas:

- Providing leadership and vision for the University's financial and administrative operations, while ensuring consistency, efficiency, and effectiveness aligned with the academic mission, strategic objectives and reputational management requirements. This includes the development of multi-year business plans and the annual University operating budget, overseeing the investment portfolio, and assuming overall financial responsibility for all revenue generating ancillary operations.
- Functioning as a leading member of the President's Executive Team, helping to fulfill the University's strategic goals and objectives, including those of the Strategic Integrated Plan, while providing guidance on the University's operational direction, methods, and future processes. This includes working effectively with the senior academic leaders of Carleton to ensure that all administrative areas are aligned with the academic goals of the University.
- Ensuring financial and administrative sustainability and accountability within the University while reporting to and liaising with, the President, executive and senior leadership teams, various internal committees, the Board of Governors and its relevant sub-committees, and various levels of government on policy issues and matters of key importance.
- Continuously modelling a collaborative and collegial management style while providing leadership, performance management, workforce planning, and talent strategies to ensure a high level of productivity, service excellence, innovation, and morale within the portfolio.

- Continuing to develop and maintain an infrastructure that will support excellence in administration, teaching, learning, and research by setting priorities in all areas of the portfolio.
- Identifying best business practices, and leading the review, resourcing, and implementation of the University's core business processes, services, and information systems in consultation with key internal stakeholders, as well as ensuring Carleton's compliance with relevant legislation.
- In a complex unionized environment, overseeing the administration of human resources policy and organizational development initiatives, including leadership and employee development and succession planning, recruitment and retention, compensation and labour relations, and ensuring alignment with strategic goals and objectives.
- Ensuring the safety and security of the University's campus and community, as well as the promotion and maintenance of a respectful work and learning environment.
- Representing the University's interests among relevant external bodies, including all levels of government, the corporate and professional sector, community leaders, and financial institutions as required.

THE CANDIDATE

The successful candidate will have senior leadership experience that could include finance, administration, human resources, facilities management and/or information services and technology, backed by the education and professional credentials to ensure credibility and accountability. The new VPFA will have successfully played a major role in the financial planning, service delivery, and people management of a complex public organization, ideally within the educational sector, of similar diversity and scale. Exceptional interpersonal and communications abilities with outstanding judgment, problem-solving, and decision-making skills are essential, as is the ability to inspire a professional and dedicated team while supporting the University's academic mission. Candidates will possess outstanding management expertise, the capacity to develop and lead strategic plans, and a demonstrated commitment to team-building, innovation, and collaboration, staff development, and stakeholder management.

The University is seeking an accomplished financial and administrative leader who can strategically direct and lead the portfolio of the VPFA. While the Search Committee recognizes that no one candidate is likely to meet all of the qualifications in equal measure, they will be used in the assessment of candidates for the position:

- A track record of progressive leadership experience related to administrative or financial affairs within a complex public organization, ideally in the educational sector, combined with a graduate degree and/or professional designation in one or more areas of the Vice-President (Finance and Administration) portfolio.
- Significant accomplishments in a multifaceted strategic and operational leadership role, with superior analytical, organizational, and managerial skills that include the ability to impact and influence others, understand and convey the bigger picture and long-term outlook, lead and manage large teams, and effectively communicate with a variety of staff members.

- A working knowledge of the areas of the Vice-President (Finance and Administration) portfolio, with the capacity to understand and thrive in the exciting, complex, future-oriented environment of an academic research institution and to respond effectively to its changing needs and priorities.
- Significant knowledge of, and experience with, financial strategy and controls, including audits, long-term investment strategies, complex contracts, financial stakeholder negotiations, and budget development and administration, including the ability to ensure transparency and clarity in the budget process, innovatively utilize existing resources, and identify, manage, and mitigate financial and enterprise risk.
- The ability to lead and/or oversee complex infrastructure projects in capital development and information technology, including experience with property maintenance and development, skilled trades, and effective service delivery.
- The ability to work creatively, collaboratively, constructively and effectively, as a team member, team leader, and independently, and to inspire teamwork, innovation, a culture of service excellence, and measured risk taking within the Vice-President (Finance and Administration) portfolio and the University.
- A knowledge and understanding of human resources and labour relations, with a consistently demonstrated commitment to equity, diversity, fairness, and accessibility within a context of the broad range of viewpoints within a university.
- Past success in effecting organizational change, including policy, procedural, and behavioural change, and in creating consultative and collaborative networks internally and externally, accompanied by a high level of energy and commitment, with the ability to remain motivated and focused even in the face of opposition or difficult circumstances.
- Strong communication skills that include conveying complex information in a straightforward manner, and the ability to listen and interact successfully with multiple constituencies and stakeholders and promote the University's academic, strategic, and financial priorities to a variety of internal and external communities.
- The ability to develop partnerships inside and outside the University, to liaise with government and relevant organizations across the country, and to participate actively in appropriate professional associations and forums.

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 a beautiful 62-hectare campus, Carleton University is a dynamic research and teaching 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 965 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 150 countries around the world, annual research funding of \$95 million and a fundraising campaign completed in 2019 that reached its \$300-million goal, the largest ever in the Ottawa area.

Carleton is uniquely committed to developing solutions to real-world problems through encouraging creative risk-taking, discovery, and the generation of transformative knowledge. Carleton has long been known as a university that promotes research excellence and connectedness and is involved in partnerships around the globe. With strong leadership over the years, it enjoys a healthy financial position and its proximity to government and cultural institutions, media, and a thriving knowledge economy make Carleton and Ottawa a great place to work, learn, and live.

Carleton University offers more than 100 programs of study within the following academic units:

- Faculty of Arts and Social Sciences
- Faculty of Engineering and Design
- Faculty of Public Affairs
- Faculty of Science
- The 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 one side by the World Heritage Site of the Rideau Canal, on another side by the natural environment of the Rideau River, and the third side by an Ottawa suburb, the new Strategic Integrated Plan outlines three strategic directions:

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

The SIP lays out an ambitious vision for the future, fully anchored in Carleton's strengths and student-centric, community-engaged values. The SIP and other planning documents can be viewed at [Strategic Integrated Plan \(SIP\) - The President and Vice-Chancellor \(carleton.ca\)](#).

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. The University's Coordinated Accessibility Strategy ([Coordinated Accessibility Strategy - READ Initiative \(carleton.ca\)](#)) serves as a framework to guide Carleton's ongoing commitment towards a campus that is accessible for all students, employees, and visitors.

Carleton University's commitment to environmental sustainability earned top marks in the UI GreenMetric World University Rankings. 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 GreenMetric rankings assess each university's setting and infrastructure, energy and impact on climate change, waste, water, transportation, education and research. In November 2020, the University released its *Strive for Sustainability* strategic plan. It takes note of Carleton's \$70 million in research funding for sustainability from external sources, the University's 35-per-cent reduction in carbon emissions intensity since 2005, and improvements made on campus in grey water harvesting, renewable energy, and sustainable transport.

The University's 2020-2021 operating budget totaled \$502 million, and Carleton has a number of major capital projects underway: the 100,000 square foot Nicol Building, which is a new home for 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 focused on clean tech, health tech, smart cities, information and communication technologies, the Internet of Things, accessibility, and water and energy conservation; and a recently completed cogeneration facility. Carleton's new downtown arts and community hub – the Carleton Dominion-Chalmers Centre – has fully opened its doors and faculty and students are using the space for classes, performances, rehearsals and community engagement. To learn more about Carleton, please visit www.carleton.ca.

THE LOCATION

Carleton University is located just south of the city centre of Ottawa and is bordered by the Rideau River, the historic Rideau Canal and pleasant residential neighbourhoods. A self-contained campus where most buildings are 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, near the city of Montréal and the U.S. border, Ottawa and the national capital region have a diverse population of approximately 1.2 million. Sitting on the Ottawa River, it has at its centre Parliament Hill, with grand Victorian architecture and museums such as the National Gallery of Canada, with noted collections of Indigenous and other 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 and 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 expression. Applicants selected for an interview are asked to contact the consultant 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, Canadians and permanent residents will be given priority.

The search committee will begin consideration of candidates immediately. 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 be submitted electronically, in confidence, to:

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