

POSITION PROFILE

The University

The University of Prince Edward Island was established in 1969, and has roots extending to the early 1800s through its founding institutions, Prince of Wales College and St. Dunstan's University. UPEI's mission and character are profoundly determined by five factors:

- The scale and intimacy of the PEI community, with UPEI playing key leadership and partnership roles in the social and economic development and capacity of the province;
- A long-standing commitment to excellence in teaching and learning, in undergraduate programs and, increasingly, in professional and graduate programs and lifelong learning;
- A growing record of research and innovation, and as a leader and partner in translating knowledge into a key asset for development;
- The impact of UPEI's achievements — through its students, graduates and faculty — and the advancement of its reputation, locally, nationally and internationally;
- The nature of a university as a community, achieving its mission through people and relationships, and through continuous striving for excellence and innovation.

UPEI's four Faculties (Arts, Education, Science, and Veterinary Medicine) and two Schools (Business and Nursing) offer a wide range of programs and degrees to more than 4,400 undergraduate and graduate students. There are six research centres at UPEI, numerous institutes and groups, and over 200 faculty members. Home to seven Canada Research Chairs, a recently announced Canada Excellence Research Chair in Aquatic Epidemiology, and four 3M Teaching Award-winners, UPEI consistently ranks as one of Canada's top ten primarily undergraduate universities.

Please see www.upei.ca/presidentialsearch for additional information on UPEI and http://islandprosperity.com/Island_Prosperty.pdf for the Province of Prince Edward Island's new economic strategy, *Island Prosperity — A Focus for Change*.



The Opportunities and Challenges Awaiting the Next President of the University of Prince Edward Island

After twelve years of outstanding leadership, the current President leaves UPEI in an exceptionally strong position. The University has grown in just about every area of endeavour over the last decade. Research support has increased by over 600 percent, new graduate programs have been developed, and undergraduate teaching — a cornerstone of the University's identity — has remained strong. Enrolment, while a challenge at all universities in the face of a declining demographic, continues to climb. The University has met its goal of increasing the number of international students. A major fundraising campaign was launched and successfully completed, allowing for new investment in infrastructure and in scholarships. UPEI has never had a structural deficit (nor an in-year deficit in over 20 years) and, while finances are always an issue in the current economic climate, the University demonstrates ongoing fiscal responsibility.

With a sound base from which to work, the new President will look to the future and provide the leadership to ensure that the University of Prince Edward Island continues to thrive and contribute to the intellectual, social and economic life of the Island, the country and the world. Among the challenges and opportunities for the new President:

Vision / Strategy. UPEI has made many gains in the past decade, nationally as well as internationally, and will continue to move forward. This will involve marshalling intellectual creativity and effective risk-taking in order to develop internal cohesion and external appreciation in support of the University's long-term development. The University is looking to a new President to engage the entire community in a conversation about the future of UPEI and the directions in which it could, and should, evolve and grow. The new President will be charged with creating, articulating and mobilizing — through consensus — a distinctive vision for the future, building on UPEI's strengths: the nimbleness and ability to pursue niche opportunities, a tradition of outreach and access, strong academic values, and a special role in the province.

Government / Community Relations. UPEI is the only university in the province and, as such, enjoys a special relationship with the Provincial Government, which recognizes the importance of the University to the economic, social and cultural evolution of Prince Edward Island. The opportunity to enhance this partnership for the benefit of future generations will be a top priority for the new President. He or she will be expected to build strong ties with all levels of government, with the community, with alumni, and with potential funding sources, and to develop sound strategies to financially enable the University to realize its vision.

People and Place. UPEI offers its President the opportunity and responsibility to contribute to a University, and to a Province, that highly values the institution, its history, and its potential. UPEI requires a leader who understands this relationship, and embraces the unique place that it



occupies within Prince Edward Island. This local understanding must be anchored within a broader vision of UPEI's growing national and global reach.

Enrolment. UPEI plans to maintain enrolment at current levels (4500 students). Such a goal is confronted by the demographic reality of decreasing numbers of school-age children in Atlantic Canada. UPEI expects to achieve its enrolment goals by becoming an educational destination of choice nationally and internationally, via a reputation for high-quality teaching, student engagement, and highly competitive tuition rates. The new President will encourage the development of new markets and recruiting strategies for students (nationally and internationally), and will support the enhancement of services and programming in order to sustain enrolment levels, improve retention numbers, and maintain the quality of the student experience.

Recruitment and Retention of Faculty. The next President must continue to build initiatives that support faculty recruitment, and to provide incentives and a rich and rewarding environment to encourage both professional and personal growth. The faculty at UPEI are an enormously committed group of individuals, eager to participate in the future of the University — and to stimulate and support excellence in teaching, research, scholarship, and service.

Infrastructure. In order to meet current and projected needs, ongoing investment will be needed to provide and maintain the quality space required for teaching, learning, research and support services at the University. Tremendous progress has been made to enhance and expand the physical infrastructure at UPEI, but the growth of programs over the past decade has put increasing pressure on space. The President will need to focus on the ongoing capital requirements for the University, and ensure that funding is in place to support campus development.

Finances. The University must operate strategically in challenging economic times, and continue to partner with governments to the benefit of UPEI, the Island, and Canada as a whole. Planning, advocating and consistently pursuing funding from diverse sources will also be necessary. The University must also maintain and strengthen ties with the wider community, particularly partnerships and associations aimed at long-term capacity-building.

Management. With a budget of \$100 million, and over 1,100 employees (faculty and staff), the University is a complex institution, requiring a President with superb management and administrative talents. Providing strong and decisive, but inclusive and collaborative, leadership in a challenging time — while balancing budget constraints, contract negotiations, complex human resources issues, and multiple stakeholder perspectives and viewpoints — will be key success factors for the new President.

Enhancing Sense of Community. UPEI is a close and proud community. Protecting, sustaining and enhancing this sense of pride and spirit will be key goal of the new President. The President



will be expected to be a champion of community, and to continue to build the linkages and connections — through learning, arts, sport, research, service — that bring the Island to the University, and the University to the Island. The continued development of pride of place, on campus and across the province; and an authentic sense of community will be expected and valued.

The Candidate Qualifications

The President and Vice-Chancellor reports to, and is an *ex officio* member of, the Board of Governors. Also, historically, the President of UPEI has been elected Chair of Senate. As the “chief executive officer,” the President provides leadership and overall strategic direction for the operation of the academic and business affairs of the University.

After extensive consultation with the University community and others, the Presidential Search Committee has developed the following criteria for the background, experience, skills, and personal qualities that the Committee will consider in its search for the next President and Vice-Chancellor of the University of Prince Edward Island. The Committee recognizes that no single individual will possess all of these qualities in equal measure.

Leadership and Vision

- Exceptional leadership ability, with a track record of accomplishment in the following:
 - Articulating and executing on a compelling vision, while responding to constantly competing challenges and interests.
 - Building institutional reputation, both in Canada and internationally.
 - Inspiring all members of a university community.
 - Fundraising and partnership development.
- A proven history of leading successful institutional change, combined with financial and administrative experience in a complex environment;
- The capacity to encourage and motivate a community and support a sense of common mission and cohesion;

Academic Experience / Understanding

- Academic credentials and experience, sufficient to ensure credibility in an institution of higher learning;
- Demonstrated understanding of, and respect for, a broad range of academic disciplines and programming;



- A deep commitment to students and to the quality of their experience, and a dedication to ensuring that their voices are heard;
- An appreciation for the national and international competitiveness of higher education;
- An understanding of the importance of technology in delivering an effective learning foundation, on and off campus;
- A champion of the values of a university, and an appreciation of its role in society;

Management / Administration

- A keen appreciation of the fiscal challenges in the public sector, combined with the entrepreneurial spirit to encourage and prioritize new ideas and opportunities;
- Strong business acumen and demonstrated managerial, budgetary, and financial skills, as well as a commitment to fiscal transparency and accountability;
- Experience in building and motivating effective teams, and working with them to establish and achieve institutional goals through appropriate delegation, empowerment and accountability processes;

External relations / Government Relations

- Experience in advocacy and in building effective partnerships with government, industry and other educational institutions;
- Demonstrated ability to engage in, and provide leadership to, all aspects of institutional advancement, from building strong relationships with alumni, friends and benefactors, to fundraising, to donor stewardship;

Communications

- The capacity to enhance the reputation of the University, by promoting its achievements locally, nationally and internationally;
- The ability to demonstrate UPEI's importance as a key partner in the economic, social, environmental and intellectual vibrancy of Prince Edward Island — to government, businesses, and the public;
- A commitment to consultation and collaboration, and fostering a climate that respects the legitimacy of all voices in the discourse about the University's role and focus;
- A powerful and engaging speaker, a talented writer, and an attentive and intuitive listener;
- A thorough understanding of the unique place that UPEI occupies in Island society, especially related to community aspirations for the University;



Personal Qualities

- A demonstrated commitment to openness, diversity, equity, fairness and respect, and a reputation for integrity, collaboration, decisiveness, and sound judgment;
- A pride in, and passion for, the success of the University of Prince Edward Island, and for the President's role as an active and committed member of the University and Island community.

The Opportunity

The University of Prince Edward Island encourages applications from qualified men and women, including members of visible minorities, Aboriginal peoples, and persons with disabilities. In accordance with Canadian immigration requirements, all qualified candidates are encouraged to apply; however, Canadians and Permanent Residents will be given priority.

Consideration of candidates will begin in late June 2010, with the new President expected to take office in the summer of 2011.

All inquiries regarding this position will be treated in strict confidence and should be directed to Colleen Keenan at Janet Wright & Associates Inc. (JWA)

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