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THE UNIVERSITY
OF BRITISH COLUMBIA



Executive Brief

Vice-President, Research & Innovation
University of British Columbia

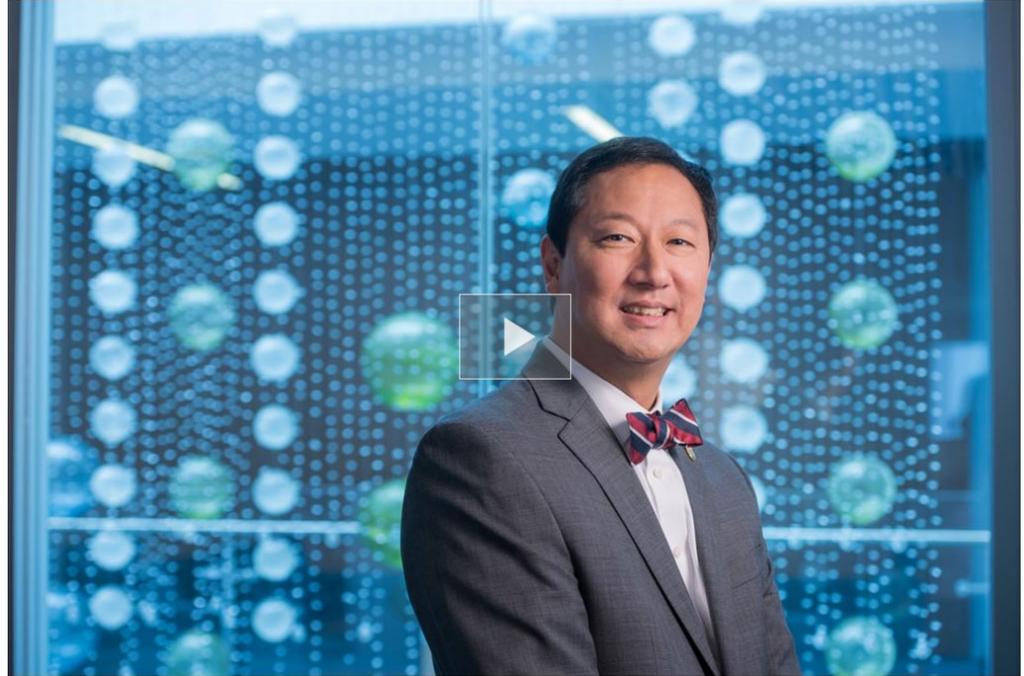
March 2017



Executive Brief, March 2017

Vice-President, Research & Innovation, University of British Columbia

Video Introduction to UBC by President Santa Ono



Get to know UBC and Dr. Santo Ono, UBC's 15th President and Vice Chancellor in this 4 minute video interview





About the University of British Columbia

Overview

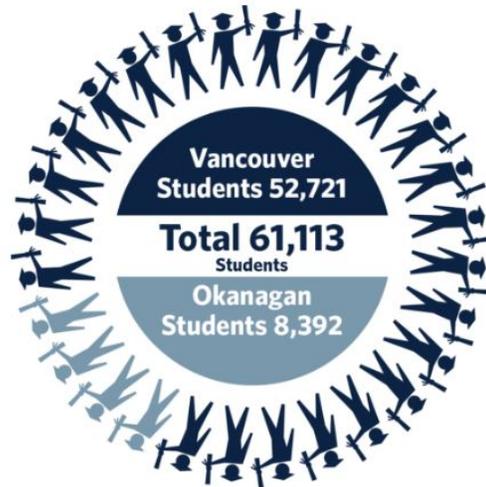
The University of British Columbia is a global centre for research and teaching, consistently ranked among the 40 best universities in the world – and top 20 public universities. Since 1915, UBC’s West Coast spirit has embraced innovation and challenged the status quo. Its entrepreneurial perspective encourages students, staff and faculty to challenge convention, lead discovery and explore new ways of learning. At UBC, bold thinking is given a place to develop into ideas that can change the world.

UBC is home to over 61,000 students on two main campuses, including approximately 13,000 international students from 150 countries. These students are supported by 15,000 faculty and staff members across UBC’s campuses in Vancouver and Kelowna.

UBC’s annual budget is over \$2 billion and the university received \$600 million in research funding for more than 8,000 projects in 2015/16.



UBC at a Glance 2015/16



- 61,113 total students
- 52,721 Vancouver students
- 8,392 Okanagan students
- 13,189 international students from 155 countries
- 12,841 degrees granted in 2015
- \$12.5 billion in economic impact
- 180 companies spun off from UBC research
- 1,342 research projects with industry partners
- 1,112 research contracts and agreements with government and non-profits



Vision and Values



Vision

As one of the world's leading universities, The University of British Columbia creates an exceptional learning environment that fosters global citizenship, advances a civil and sustainable society, and supports outstanding research to serve the people of British Columbia, Canada and the world.

Values

Academic Freedom: The University is independent and cherishes and defends free inquiry and scholarly responsibility.

Advancing and Sharing Knowledge: The University supports scholarly pursuits that contribute to knowledge and understanding within and across disciplines, and seeks every opportunity to share them broadly.

Excellence: The University, through its students, faculty, staff, and alumni, strives for excellence and educates students to the highest standards.

Integrity: The University acts with integrity, fulfilling promises and ensuring open, respectful relationships.

Mutual Respect and Equity: The University values and respects all members of its communities, each of whom individually and collaboratively makes a contribution to create, strengthen, and enrich our learning environment.

Public Interest: The University embodies the highest standards of service and stewardship of resources and works within the wider community to enhance societal good.



Executive Brief, March 2017

Vice-President, Research & Innovation, University of British Columbia

Meet UBC President Dr. Santa J. Ono

Dr. Santa Ono was announced as the University of British Columbia's 15th President & Vice Chancellor in June 2016 and officially took up the role on August 15, 2016.

For Santa Ono, starting his new job as president of UBC is a heartfelt homecoming. In many ways, his life has come full circle – he was born in St. Paul's Hospital in Vancouver in 1962, when his father was a professor at UBC.

His parents left post-war Japan when his father, an accomplished mathematician, was lured to the Princeton Institute for Advanced Studies by director Robert Oppenheimer on the recommendation of the famed mathematician André Weil.

His family then moved to Vancouver when his father accepted a faculty position in UBC's math department. They named their son after Santaro, a Japanese folk story character.

A few years later, his family moved back to the United States, and although he has spent most of his life outside Canada, Ono did have a memorable experience at McGill University, where he earned not only his PhD in Experimental Medicine, but also the hand of his Chinese-Canadian wife, Wendy Yip.

As a professor of medicine and biology, Ono has worked at Harvard, Johns Hopkins, University College London, and Emory universities. He was also inducted by Johns Hopkins into its Society of Scholars, which honours former faculty who have gained distinction in their fields.

Ono's research encompasses the immune system, eye inflammation and age-related macular degeneration – a leading cause of blindness.

As a university administrator, Ono is also known for his vision beyond the laboratory. He was the first Asian-American president of the University of Cincinnati when he was appointed in 2012. Previously, he served as the University Provost and Senior Vice President for Academic Affairs. Prior to his recruitment to the University of Cincinnati, Ono was Senior Vice Provost and Deputy to the Provost at Emory University.

Ono is deeply committed to diversity, and his achievements have been recognized by the American Council on Education with an award that honours individuals who have demonstrated leadership and commitment on a national level to the advancement of racial and ethnic minorities in higher education.

In addition, Inside Higher Education named him America's most notable university president in 2015.

Adding to his impressive list of accomplishments, Ono has been named a recipient of the 2016 National Association of Asian American Professionals (NAAAP) 100 award. The award is offered annually to the most influential leaders who have made significant contributions to their profession and the Asian community.



Strategic Themes

At his installation address as UBC President in November 2016, Dr. Ono outlined four themes that have been identified during the initial consultation process that will guide the University's upcoming strategic plan – *"Excellence to Eminence"*. A copy of Dr. Ono's speech can be found [here](#). The four themes are:

"UBC should always place as a priority basic and fundamental research and scholarship. We cannot sacrifice basic research or scholarship in the liberal arts by focussing all of our attention on applied science and technology. Scholarship in the liberal arts form the foundation of an educated human being and citizen and is the reservoir for future innovation. Divesting from such core activities within the academy is tantamount to mortgaging one's future for current day opportunities."

Dr. Santa Ono

- 1) **Education and Research** – UBC's new strategic plan will include a continued and intense focus on education and research as core priorities of the University. This includes an expansion of UBC's global leadership in innovating new ways of teaching; a commitment to teaching values; and ensuring that the curricula in all of UBC's programs offers depth and full consideration of issues of importance to Indigenous people. With regards to research – an absolute commitment to recruiting and retaining the best scholars in the world. And UBC will differentiate itself from other great universities by committing itself to solving some of the grand challenges that face humanity: clean water, sustainable and renewable energy, chronic diseases and global food availability.
- 2) **Innovation** - Already rated Canada's most innovative university and one of the top 50 globally, UBC aspires to do even better. UBC will situate itself as a critical cornerstone of the innovation agenda in BC and Canada, acting as a catalyst for new technologies and spin off companies.
- 3) **Student Experience** - UBC will continue to think about how to enhance the student experience both in and outside the classroom. The Science Education Initiative - a multi-year project aimed at dramatically improving undergraduate science education - has led the world in new ways of teaching science to undergraduates. UBC will also continue to innovate classroom teaching and increase the number of students involved in experiential learning.
- 4) **Enhance UBC's connections in BC and its standing as Canada's most international university** – UBC will develop plans for even deeper and broader engagement with Vancouver and British Columbia in the years ahead, building on existing initiatives and identifying new opportunities. To strengthen UBC's global standing, the international portfolio will be reconceived and a multi-year international engagement strategy will be developed.



Research at UBC, by the numbers

GLOBAL PLAYER

#36

THE Ranking, 2016-17

#34

ARWU Ranking, 2016

TOP 20

public universities in the world

#1

North America's most international university, 2015 THE international rankings

22,682

UBC publications in SciVal (2011-2015) with international co-authors

11,965

international students from 139 countries

OUTSTANDING RESEARCH

20

UBC researchers among 2015 Thomson Reuters Highly Cited

187

Canada Research Chairs

1 OF 6

Killam research institutes

7

Nobel laureates

207

Royal Society of Canada fellows

69

Rhodes scholars

INNOVATION HUB

\$600M

annual research budget for 8,766 projects

5,145

faculty members + 7,000+ clinical faculty

10,764

graduate students

189

spin-off companies

\$11 BILLION

estimated sales generated by UBC discoveries

1,342

industry-sponsored research collaborations in FY2016



Spotlight Areas

As a top-40 research university, UBC is celebrated for the scope, strength and impact of its research activities. Here's where UBC researchers claim the spotlight in the global arena.



ADVANCED MATERIALS

UBC researchers are at the leading edge of a global materials revolution transforming electronics, energy, medicine and more.

[EXPLORE >](#)



BRAIN HEALTH

UBC is home to more than 500 researchers doing pioneering work around mental health and injuries and diseases that affect the brain.

[EXPLORE >](#)



CULTURE + DIVERSITY

Our commitment to research that explores cultural, community and gender differences spans our campuses.

[EXPLORE >](#)



DIGITAL TECHNOLOGIES

UBC research is shaping the digital technologies we use every day for work, entertainment and communications.

[EXPLORE >](#)



ECONOMICS + BUSINESS

Our researchers understand and tackle challenges in the private and public sectors at local and international levels.

[EXPLORE >](#)



ENVIRONMENT

Researchers at UBC are developing solutions to protect regional, national and international resources and environments.

[EXPLORE >](#)



GENOMICS

We are developing a wide range of genome-based applications and tools to improve our health and environment.

[EXPLORE >](#)



GLOBAL SOLUTIONS

UBC has become an integral part of the solution to the world's global challenges.

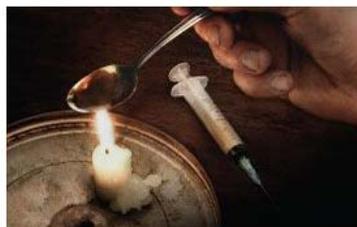
[EXPLORE >](#)



HEART + LUNG

Our researchers are developing tests, biomarkers and therapies to predict, treat and cure some of the leading causes of death.

[EXPLORE >](#)



HIV + AIDS

UBC has been on the global frontline of HIV/AIDS research, changing approaches and treatment for more than 30 years.

[EXPLORE >](#)



Meet UBC's Leadership Team

[Angela Redish, Provost and VP Academic Pro Tem](#)



[Deborah Buszard, Deputy Vice Chancellor & Principal, UBC Okanagan](#)



[Andrew Simpson, Vice President Finance & Operations](#)



[Barbara Miles, Vice President Development & Alumni Engagement](#)



[Philip Steenkamp, Vice President External Relations](#)



[Helen Burt, Vice President Research Pro Tem](#)



[Louise Cowin, Vice President Students](#)



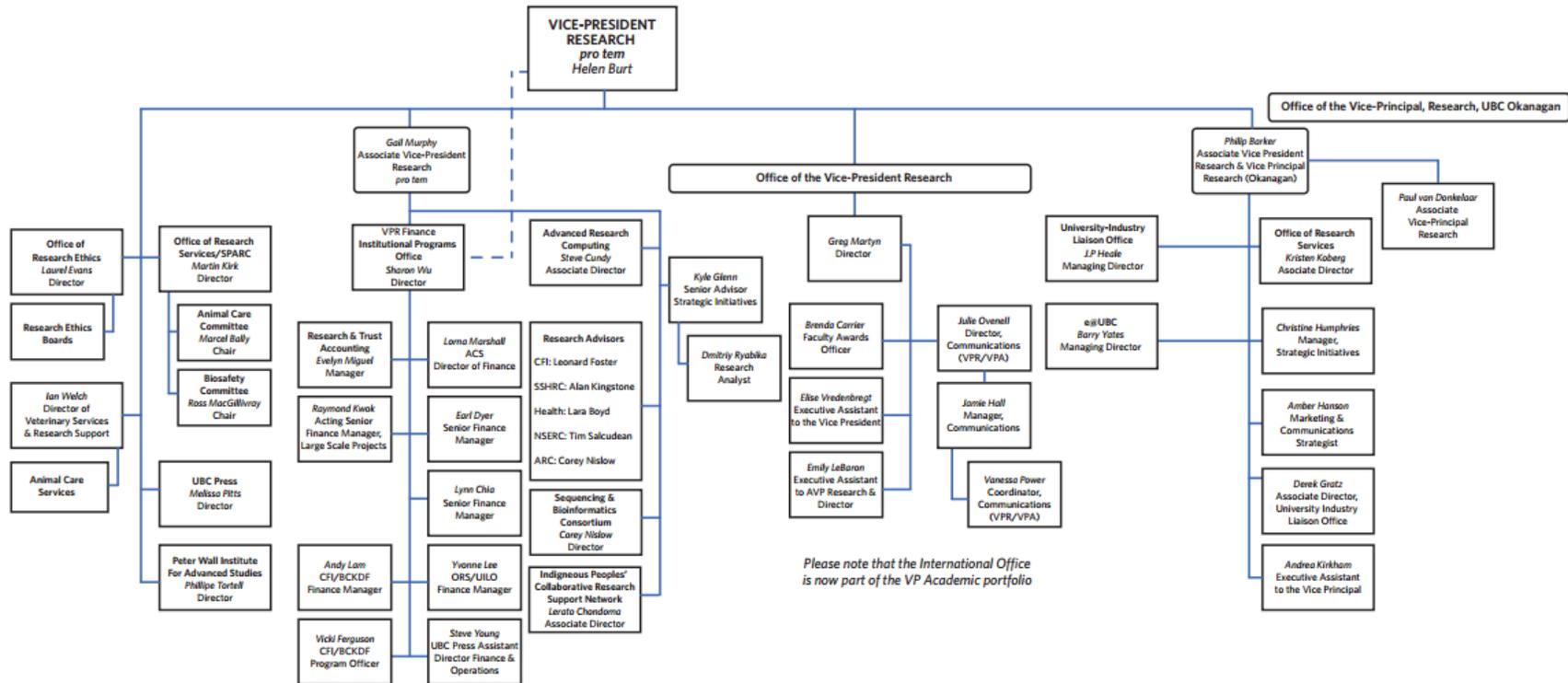
[Lisa Castle, Vice President Human Resources](#)



Organizational Chart – Vice-President, Research & Innovation



Vice-President Research Organizational Chart, March 2017





Faculties - Vancouver

Faculty of Arts

UBC's Faculty of Arts encompasses a full range of courses in the social sciences, humanities, and creative and performing arts. The Faculty provides compelling opportunities to explore and choose among 2,000 courses taught by more than 750 scholars who are leaders in their fields.

As the university's largest academic unit, the Faculty educates more than 13,000 students in bachelors, masters, and doctoral programs in 15 departments, five schools, four institutes, the Museum of Anthropology, the Morris and Helen Belkin Art Gallery, the Chan Centre for the Performing Arts, and many exciting interdisciplinary programs. Researchers in the Faculty attracted nearly \$30-million in external research funding in 2015/16.

Faculty of Applied Science

The Faculty of Applied Science includes the School of Architecture and Landscape Architecture, the School of Community and Regional Planning, the School of Nursing, and all engineering activities at the Vancouver campus and the UBC Okanagan School of Engineering. The Faculty has over 7,000 students and 320 faculty members and generated \$49-million in external research support last year.

Sauder School of Business

Dedicated to rigorous and relevant teaching, the School generates business leaders who drive change and shape industries and organizations around the world. UBC Sauder is committed to being an international leader in the creation and application of business knowledge, and to promoting lifelong success for students and alumni. The Sauder School of Business has been ranked among the top 20 schools globally for research productivity and its MBA program is ranked among the top 100.

Faculty of Dentistry

Celebrating its 50th anniversary, the Faculty of Dentistry at UBC has a long standing mission to advance oral health, craniofacial science and oral biology through outstanding research, education and community service. In recognition of its success, the Faculty was ranked 26th in the world, and top in Canada, by a global ranking in 2015 based on academic reputation and research impact. The Faculty has 90 tenure stream and clinical faculty, 500 part-time faculty members, and generates over \$4-million/year in external research funding.

Faculty of Education

The Faculty of Education's mission is to advance education's role in the well-being of people and communities. The Faculty offers a broad range of programs, including Educational Counselling & Psychology, Kinesiology, Pedagogy, Indigenous Education, Language and Literacy, and Teacher Education. The Faculty offers high-quality research opportunities with some of the top-ranking educational researchers in the world along with research-oriented graduate programs that comprise a diversity of disciplinary, theoretical, and methodological approaches.



Faculty of Forestry

The Faculty of Forestry has a long history as a global leader in forestry research and education. With Departments in Forest Resources Management, Forest and Conservation Sciences, and Wood Science, the Faculty comprises 1,300 students. The Faculty of Forestry has the highest level of research funding of any forestry school in Canada and is housed in the beautiful Forest Sciences Centre on campus.

Faculty of Land and Food Systems

The Faculty is a world leader in integrated research, education and service to address critical global issues around human health and a sustainable food supply. Its researchers are studying everything from climate change and storm water management to the relationship between food, nutrition, diet and health. The research discoveries being made at UBC have the potential to reach across borders for world-wide applications. The Faculty is home to over 1,500 students and 100 faculty and staff.

Allard School of Law

UBC's Peter A. Allard School of Law is home to 45 full-time faculty members, 550 J.D. and nearly 100 LL.M. and Ph.D. students. Situated in a newly built, \$60-million, 141,000 sq. ft. building, the Faculty offers an inspiring environment that combines rigorous professional legal training with an understanding of the role of law in society through research and outreach.

Faculty of Medicine

A unique institution in British Columbia, the UBC Faculty of Medicine provides innovative educational and research programs in the areas of health and life sciences through an integrated and distributed province-wide model. Teaching and research are delivered province-wide through 19 departments, two schools, and 21 research centres and institutes, by over 675 full-time faculty and more than 6,000 clinical faculty. In addition to the Vancouver campuses, the Faculty has distributed programs in Victoria, Prince George and Kelowna, and clinical teaching sites across the province. The Faculty of Medicine is a research leader in Canada and globally, receiving over \$350-million in research funding in 2015/16.

Faculty of Pharmaceutical Sciences

UBC Pharmaceutical Sciences is championing a number of initiatives, including aggressively enhancing infrastructure to support world-class teaching, learning and research; providing innovative solutions to the Provincial government in health care and research; building solid, lasting relationships with the pharmaceutical and biotechnology industries in British Columbia and across Canada, and playing an important leadership role in major new provincial initiatives such as the Centre for Drug Research and Development (CDRD). In Fall 2012, the Faculty opened the doors to a new, state-of-the-art, \$155-million facility, and boasts the highest pharmacy undergraduate enrolment of all schools of pharmacy in Canada.



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Faculty of Science

UBC Science faculty members conduct top-tier research in the life, physical, earth and computational sciences. The Faculty's research prowess in environmental science, math, physics, plant and animal science, computer science, geology and biology is consistently rated best in Canada by international and national rankings. The Faculty has also been a North American leader in transforming science and technology education. The Faculty generates over \$100-million/year in research and industry funding, supporting 400 faculty and over 8000 students.

Graduate Studies

The role of Graduate Studies is to support graduate students, postdoctoral fellows and the entire UBC graduate community in pursuit of a personal, professional and academic experience second to none. Among other responsibilities, it seeks to ensure a transparent, consistent and equitable administration of graduate programs and awards, evaluation and quality assurance of graduate programs, advocacy for graduate and postdoctoral needs within the larger academic community, assistance with individual student and postdoctoral problems, and the provision of outstanding opportunities for professional development of graduate students, postdoctoral fellows, and faculty in their role as supervisors.





Faculties – Okanagan

UBC opened a second campus, in the Okanagan Valley of British Columbia, in 2005. Offering a smaller, more intimate learning environment while having all the advantages of a global university, UBC's Okanagan campus boasts a distinct, interdisciplinary teaching and research environment that fosters student creativity and innovation and promotes the values of global citizenship and a sustainable society.

UBC's Okanagan campus is home to approximately 8,400 undergraduate and graduate students, 440 faculty members, 500 staff, and 8 faculties and schools. Only a decade in, the Okanagan campus is already establishing itself as an important and respected centre of learning and research and increasingly as a driver of economic and social development in the Interior of BC.

Irving K. Barber School of Arts & Sciences

The Irving K. Barber School of Arts & Sciences offers discipline-based and interdisciplinary undergraduate and graduate degrees in the sciences, social sciences, and humanities with a goal of providing endless possibilities for students to make their impact on the world in the largest faculty at the Okanagan campus. Over fifty undergraduate and seven graduate programs encourage students to become leaders who create a more civil and sustainable society.

Irving K. Barber School researchers seek solutions to problems facing humanity — be it genocide or freshwater management. On their journey to motivate positive change, students can experience hands-on learning overseas or pursue original research with faculty who are leaders in their field. The intimate learning environment offered at the Okanagan campus is both flexible and student focused, with research fully integrated into the undergraduate experience.

Faculty of Creative and Critical Studies

The Faculty of Creative and Critical Studies offers programs leading to Bachelor of Arts degrees in Art History and Visual Culture, Creative Writing, Cultural Studies, French, English, and Spanish, and two Bachelor of Fine Arts degrees in Visual Arts and Interdisciplinary Performance. The Faculty also offers courses in German, Japanese, Film, Music, and the Digital Humanities. The Faculty's programs explore different dimensions of cultural expressions and relationships as they relate to interactions among humans and between humans, and other phenomena, both physical and abstract. The Faculty's programs cultivate students' abilities to interrogate cultural and natural heritage; to determine which elements need to be preserved; to explore how best these can be sustained; and to better the human condition.



Faculty of Education

The Faculty of Education at UBC's Okanagan campus fosters academic excellence and life-long personal growth through the pursuits of learning and teaching. Teachers from UBC's Okanagan campus educate hearts and minds; they prepare students to be responsible global citizens who contribute to the betterment of society. The Faculty's learner-focused environment builds on UBC's tradition of excellence as a world-class public research and teaching institution, and the program integrates exceptional teacher educators with innovative research and modern technology. The intent is to inform educational thought, practice, and policy and to continually engage in transformational learning opportunities.

Faculty of Applied Science

The Faculty of Applied Science oversees administrative procedures for the School of Architecture and Landscape Architecture, the School of Community and Regional Planning, the School of Nursing, and all engineering activities at the Vancouver campus and the UBC Okanagan School of Engineering. The Faculty's core purpose is to create and apply knowledge and to educate globally responsible professionals empowered to effect enduring, positive change for society.

Faculty of Health and Social Development

The Faculty of Health and Social Development builds on the foundations of disciplinary excellence to construct unique interprofessional and interdisciplinary educational programming and research, as well as interprofessional practice opportunities within a community-based framework.

The Faculty currently offers a Bachelor of Human Kinetics through the School of Health and Exercise Sciences, a Bachelor of Science in Nursing through the School of Nursing, and a Bachelor of Social Work through the School of Social Work. At the graduate level the Faculty collaborates with other faculties to offer interdisciplinary masters and doctoral degree programs. Programs of study leading to the Master of Science in Nursing and the Master of Social Work degrees are also available.

Faculty of Management

Faculty of Management students come to UBC's Okanagan campus from all over the world for a quality education in business leadership. Collectively, this diversity forms an international perspective that is an advantage in an ever-growing global economy. Management students choose UBC to gain practical, hands-on experience that applies to their future careers. Lectures encompass relevant and cutting-edge topics in the business world, ensuring that students enter the workforce ready to lead and improve best business practices. Fuelled by the desire to experience the world, students gain international experience through academic exchange, participation in competitions and conferences, and internships in countries all over the world.



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Faculty of Medicine, Southern Medical Program

The Southern Medical Program (SMP) is the fourth site in UBC's MD Undergraduate Program. UBC's MD Program is one of the first of its kind in North America distributing the entire four-year MD undergraduate curriculum across four geographically distinct sites.

SMP facilities are equipped with videoconferencing technology, linking all UBC campuses and numerous teaching hospitals. Students at all sites share interactive, simultaneous classes, connected by some of the most advanced audio-visual technology in the world.

SMP students are admitted through the same process and follow the same curriculum as their peers in the Island Medical Program (IMP), Northern Medical Program (NMP), and Vancouver Fraser Medical Program (VFMP). SMP graduates receive a UBC MD degree.

College of Graduate Studies

The College of Graduate Studies provides a range of options for master's and doctoral students. UBC's Okanagan offers students an intellectually challenging education through programs that are international in scope, interactive in process, and interdisciplinary in content and approach. UBC's Okanagan campus offers graduate degrees in: Biology; Biochemistry and Molecular Biology; Chemistry; Education; Engineering; English; Environmental Sciences; Fine Arts; Interdisciplinary Graduate Studies (IGS); Management; Mathematics; Nursing; Psychology; and Social Work.





The Position – VP Research and Innovation



The Opportunity

The University of British Columbia (UBC) aspires to enhance its research capacity, strengthen its research performance, promote its research findings to the wider community, and become the leading research university in Canada and one of the leading research universities in the world. The role of Vice-President, Research & Innovation is central to the implementation of UBC's strategic vision for the future.

The Position

The Vice-President, Research & Innovation (VPRI), who reports to the President and is a member of the University's senior management team, will provide leadership in the development, administration and the promotion of research and innovation at both UBC Vancouver and UBC Okanagan. The VPRI will be an articulate, credible advocate for the full range of the University's research, and will establish and maintain effective liaison with external funding agencies, business, industry, government, and the broader community. More specifically, the VPRI is expected to:

- Be a champion and advocate for research by articulating and promoting the University's research strengths, goals, and achievements to UBC's internal and external communities;
- Function as a key member of the University's senior administrative team, spearheading a cohesive, focused approach to the research portfolio consistent with the University's academic mission;
- Advance the University's innovation strategy, working in partnership with industry and government.
- Have administrative responsibility for the Office of Research Services, the University-Industry Liaison Office, Animal Care, the UBC Press, the Networks of Centres of Excellence, and research centres and institutes designated by the President;



- Foster an environment that ensures that Faculties, Schools, and the Library are provided with efficient support services relating to research administration and information on funding sources, grants procedures, and other relevant matters;
- Understand the diverse nature of research across the University; foster collaboration in research and creative scholarly and professional activities among scholars in various fields, both within and outside UBC;
- Play a major role in the enhancement and oversight of UBC health research, conducted within the provincial health authorities and through unique partnerships with the University of Victoria and the University of Northern British Columbia;
- Establish and maintain effective liaison with agencies and institutions such as the national granting councils, research foundations, the four affiliated teaching hospitals, the health authorities, TRIUMF, and external research institutes and centres, as well as business, industry, and government;
- Enhance the institutional reputation through the active support of awards and recognition for research scholarship;
- Foster international linkages and research collaboration;
- Promote and ensure ethical research practices;
- Ensure a commitment to diversity and cultural awareness in research practices;
- Promote knowledge transfer and oversee the management of intellectual property issues, including the financial, legal, ethical and social implications of research for the wider community; and
- Engage in fund development for research and seek out appropriate funding opportunities, including granting agencies, new government initiatives, foundations, industry and other partnerships.



Reporting Relationships

Reports to:	President & Vice Chancellor
Direct Reports:	Associate Vice President Research
	Associate Vice President Research & Vice Principal Research (Okanagan)
	Director, Office of the Vice President Research and Innovation
	Director, Office of Research Ethics
	Director, Office of Research Services
	Associate Director, Operations (Animal Care Services)
	Director of Veterinary Services & Research Support
	Director, UBC Press
	Director, Peter Wall Institute for Advanced Studies
Senior Advisors:	Senior Advisor on Entrepreneurship, Innovation & Research
	Senior Advisor on External Relations, Research



Candidate Profile



Excellence to Eminence: An unrelenting commitment to excellence within the academy. Sets the highest academic standards in facilitating and supporting research and scholarship (basic, applied, interdisciplinary and creative) across a range of fields. A commitment to leading UBC from excellence to eminence.

Academic Credentials: An exemplary record as an educator and researcher. Eligible to be appointed as a full professor at UBC. A personal record of success in attracting support for research.

Research Leadership Experience: A proven track record of success in senior research leadership roles at a well-respected, research and teaching intensive university. A passion for research, broad scholarly interests, and the capacity to derive satisfaction from nurturing scholars outside of one's own discipline. A thorough grasp of research opportunities and challenges in Canada and globally. Ideally, brings a successful track record working with government and industry in Canada.

Administrative Leadership Experience: Demonstrated experience in bringing structure and organization to the research process in order to ensure effective implementation of the university's research agenda. Proven success in providing leadership to, and working with a variety of management committees.

Strategic: Capacity to envision and champion where the University of British Columbia can lead as a major research institution in today's rapidly changing global higher education environment. A record of success in developing and implementing a research strategy for a complex organization in a challenging context. Experience with strategic and academic planning. A global vision for higher education.

Innovation: A proven history of developing and implementing a proactive innovation agenda within the context of a complex, research intensive university; one that is attuned to the rapid changes in society and technology. An ability to advance a research strategy plan that is based on innovation and technology transfer.



Values Based Leader: A values-based leader who is able to mentor and develop a strong team to support research across the university. A clear commitment to the values of the University of British Columbia. Evident integrity and demonstrated strength of character. A strong sense of fairness.

Relationship Builder: Approachable, engaging, respectful and sincere. Able to develop highly productive and trusting relationships with a broad range of people including students, faculty, staff, board members, alumni, and donors. Able to manage competing interests within a large institution.

Research Advocate: Proven ability to advocate for the research needs of the entire University community. The energy, ability, and commitment to build partnerships outside of the University, and to identify and take advantage of funding opportunities from granting agencies, governments, foundations, industry and other potential partners in the University's research enterprise.

Collaborative Approach: A track record of working with others in a collaborative, collegial, inclusive and transparent manner to achieve great things. Works with faculty, staff and students to reach consensus on important discussions, and willing to make the tough decisions when needed.

Equity and Inclusion: A proven track record of championing equity and fairness throughout the University. Demonstrates an inter-cultural understanding and a commitment to equity and diversity in research, employment activities, and community engagement. Experience working in partnership with aboriginal groups is a definite asset.

Student Focused: Has a genuine interest in students and a desire to enhance the undergraduate and graduate students' experience through engagement in research. In previous roles, has created a sense of excitement about research that has motivated students to want to attend the institution for their higher education.

Faculty Engagement: As the Chief Research Officer of the University, has demonstrated in past leadership roles a passion and commitment to engaging faculty at all levels in activities in promoting research and scholarship at the University. Has created a research culture that is inclusive and motivating for faculty.

Communications Skills: Known as a good listener. Strong communications skills with groups and individuals, including an ability to communicate in a direct manner, where appropriate.

Tenacity: Willingness to pursue institutional goals while working through obstacles that may present themselves. Resilient and takes a long term view towards success. Able to make those difficult decisions that enable an organization to move forward.



About Vancouver, BC



Vancouver's international profile has surged in recent years, thanks to the reputation it has garnered as one of the world's top liveable cities. Vancouver has spent almost a decade in first place on the *Economist's* worldwide 'most liveable cities' list; placed top five in Mercer's Quality of Life Survey; and was recognized

by *Forbes* as one of the world's top ten cleanest cities.

Vancouver has one of the country's most prosperous economies and is forecasted to have one of Canada's fastest-growing metropolitan economies. Home of Canada's largest port, Vancouver is a gateway for pan-Pacific trade and many companies choose to headquarter here, particularly in mining and forestry sectors. Vancouver's major economic sectors include international trade, finance, natural resources, technology, film and tourism.

Vancouver boasts excellent public and private education systems, with students scoring highly on international student assessments and having a reputation for high academic performance. It is home to world-class post-secondary institutions such as the University of British Columbia, Simon Fraser University, and the British Columbia Institute of Technology.

Vancouver has also been ranked as one of North America's healthiest cities. This can be attributed to the excellent lifestyle that "Vancouverites" enjoy, given their easy access to countless forms of recreation. Vancouver's natural surroundings offer limitless opportunities for outdoor pursuits, such as hiking and mountain biking in the spring and summer, and skiing at nearby Whistler-Blackcomb Ski Resort in winter. Sport fishing, hockey, boating, world-class shopping, concerts and festivals are also regular features of the Vancouver lifestyle.

Situated between the North Shore coastal mountains and the edge of the Pacific Ocean, Vancouver is one of North America's most beautiful cities, boasting breathtaking landscapes, cultural vibrancy, and vast economic potential. With a population of 2.3 million, Metro Vancouver is the largest metropolitan centre in Western Canada. It is a truly dynamic place to live and build a rewarding career.

A selection of the region's most well-known attractions includes:

[Chinatown](#)

[Granville Island](#)

[Grouse Mountain](#)

[Robson Street](#)

[Stanley Park](#)

[Vancouver Art Gallery](#)

[Vancouver Aquarium](#)

[Whistler Village Ski Resort](#)

For more information on Vancouver, please visit www.hellobc.com and www.tourismvancouver.com.

Overview of Search

Estimated Search Timeline

While every search is dynamic and time frames are hard to predict, the following is an overview of the expected timeline for this search:

- Advertising, recruiting, and initial discussions: February-April
- Interviews: April-June
- Decision and announcement: Summer 2017

Search Committee and Process Update

A list of committee members and other updates can be found on the President's website at www.president.ubc.ca.

About Boyden

Boyden consists of an integrated global community of search professionals and industry specialists across more than 70 offices in 40 countries worldwide. In Canada, Boyden offers clients 5 offices and over 100 search professionals along with the largest post-secondary practice group in the country. The search professionals of Boyden have a rich foundation of experience and knowledge in higher education searches established through their successful track record over the past two decades.

Consulting Team



Brent Cameron and Ken Werker, Managing Partners in Boyden's Vancouver office, are the team leaders on this search for UBC's next Provost and VP Academic.

Brent's specialization is in searches for clients in the academic sector and he leads Boyden's Canadian education practice. Recent assignments have included executive recruitments at the Presidential, VP, and Decanal levels for a range of Canadian universities. Brent holds an Honours Bachelor Degree in Arts from Queen's University and a Master's in Business Administration from the University of British Columbia.



Ken's client focus includes executive positions in Boyden's Social Impact practice, serving not-for-profit, government and education clients. Prior to joining the firm, Ken held a series of senior management positions in Western Canada, including as Chief Operating Officer, Western Region for Fasken Martineau. Ken holds a BA degree in Government from Cornell University and a Master of Public Administration degree from Harvard University.

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