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THE UNIVERSITY
OF BRITISH COLUMBIA



Executive Brief

Provost and Vice President Academic University of British Columbia

January, 2017



About the University of British Columbia

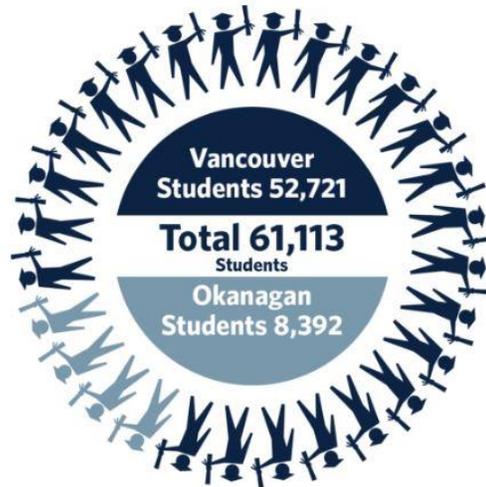
Overview

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



Research funding for

8,766 projects

- \$2.3 billion annual operating budget
- 306,000+ alumni in 140 countries
- 15,190 faculty and staff
- 34th in Times Higher Education world rankings, one of three Canadian universities in the top 50
- Canada’s 1st Fair Trade campus
- Earned Canada’s 1st Gold in the STARS sustainability rating system



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.



Strategic Themes

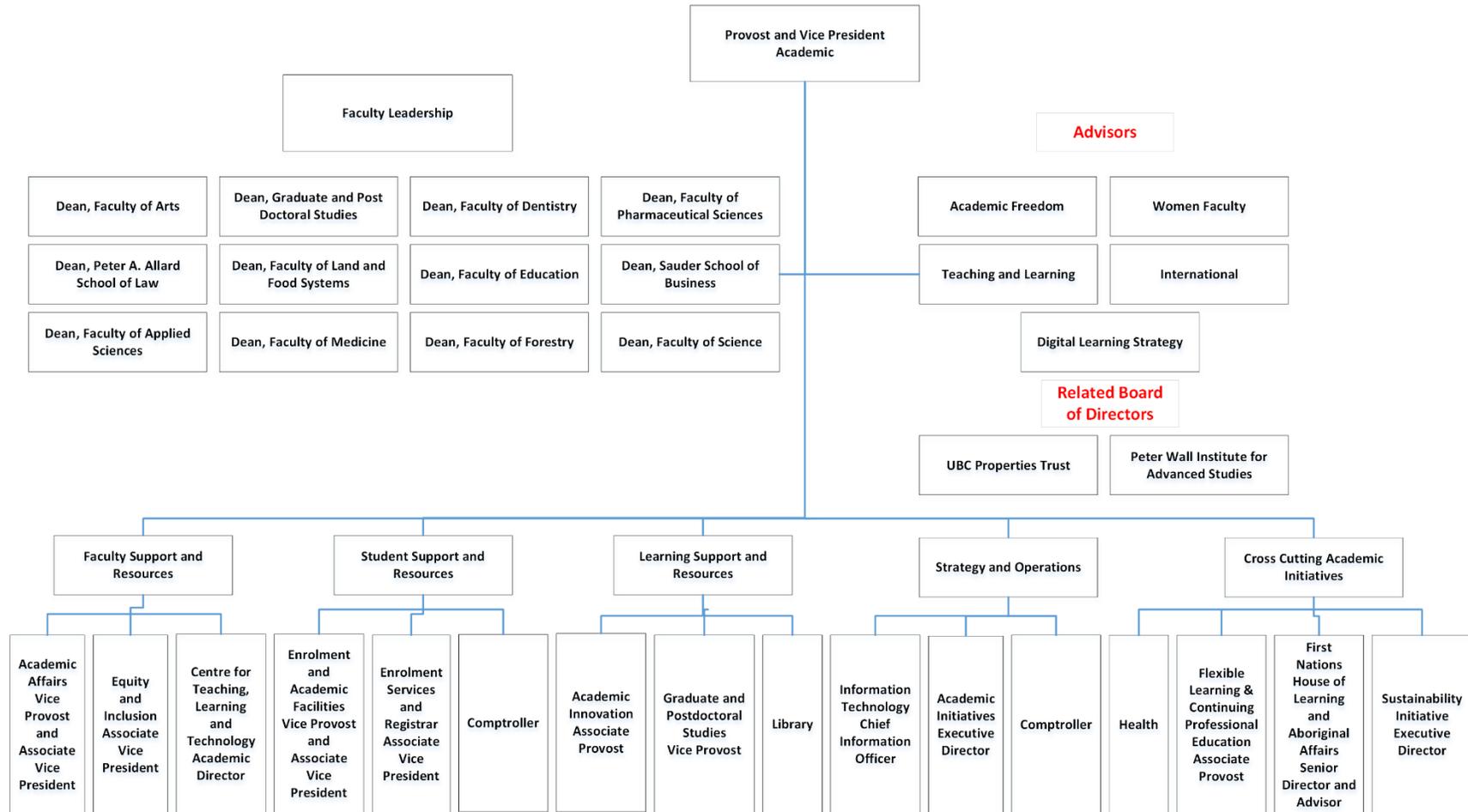
At his installation address as UBC President in November 2016, Dr. Ono outlined four themes that have been identified during the initial consultation process that will guide the University's upcoming strategic plan – *"Excellence to Eminence"*. A copy of Dr. Ono's speech can be found [here](#). The four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

Organizational Chart – Provost and VP Academic (Vancouver)





Faculties - Vancouver

Faculty of Arts

UBC's Faculty of Arts is a research-intensive Faculty, encompassing 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.

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 \$46-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.



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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.

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.





The Position – Provost and VP Academic



The Provost and Vice President Academic (Vancouver) reports to the President and provides vision and leadership in carrying out the strategic plan of UBC. Thanks to the achievements of its outstanding faculty and staff, and the high caliber of its student body, UBC is poised to achieve even more in the years ahead. The Provost will build on past success, but will challenge and inspire the UBC community to meet even higher aspirations.

UBC is a multi-campus system. The Provost, working with the Deans and other University leaders, will be responsible for guiding and enhancing the academic mission of the Vancouver campuses. She or he will be responsible for the institutional planning and administration of highly complex academic operations, including budgetary planning relating to teaching and learning, and research initiatives. To ensure alignment of the budget with the University's fundamental academic purposes, the Provost will be responsible for resource allocation decisions in consultation with the Vice-President Finance & Operations. The Provost will also collaborate closely on system-wide academic issues with the Deputy Vice-Chancellor and Principal and Provost and Vice-Principal (Okanagan).

The Provost is the senior Vice-President at UBC and serves as Acting President in the absence of the President.

Key Responsibilities

Leads the promotion and development of the highest standards of teaching and learning, and research excellence in all University activities, specifically:

- Charting the direction of the core academic strategy;
- Facilitating the support of outstanding students and faculty of the University;
- Providing leadership in the coordination, development, and assessment of academic programs to maintain the highest standards of excellence in delivering undergraduate, graduate and professional education;
- Providing leadership and support for key campus-wide learning initiatives;



- Actively promoting equity and fairness throughout the academic units of the University and ensuring a respectful workplace;
- Directing the recruitment, assessment, development, and retention of outstanding Deans and other senior academic administrators;
- Setting the highest academic standards for tenure and promotion decisions; and
- Facilitating the development of information technology and library systems that will support learning and research excellence.

Establishing and fostering effective relationships and collaborations – internally to UBC, locally, provincially, nationally, and internationally, specifically:

- Collaborating closely with the President and functioning as a pillar of the University's senior leadership to ensure that the efforts of all portfolios are directed toward achieving the key goals of the University's strategic plan;
- Working closely with the President to develop incentive systems and evaluation methods that encourage excellence in teaching and learning, in community service and in research;
- Facilitating an interactive and consultative communications process within and between academic units and with the University as a whole;
- Ensuring the effective coordination of international activities;
- Developing and maintaining a strong working relationship with the University's Faculty Association;
- Working with the Vice President Students to ensure that the University anticipates and responds to students' needs and maximizes the quality of the total student experience;
- Working with the Vice President Research to encourage interdisciplinary programs and effective research collaboration within and outside the University;
- Collaborating with the Vice President Finance & Operations to ensure effective financial management and budget planning that is strongly aligned with the academic mission and strategic plan;
- Participating in educational councils provincially, federally and internationally, as well as professional organizations responsible for program accreditation, and working with other universities and relevant educational bodies to promote the highest standards in university education;
- Working as part of a team to support the President with development and fundraising activities, government and community relations and alumni programs.



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Providing effective administrative leadership, specifically:

- Providing leadership to the entire University to align the allocation of resources (budget and space) with the academic mission and the University's strategic goals;
- Building a strong and effective administrative team in the provost's office and amongst the Deans;
- Building strong relationships, based on trust and mutual respect, with other senior leaders in the university, deans, faculty members, staff, and students;
- Demonstrating the appropriate balance between broad strategic vision and precise attention to detail.



Reporting Relationships

Reports to:	President & Vice Chancellor
Direct Reports:	Deans (12)
	University Librarian
	Vice Provost & AVP Academic Affairs
	Vice Provost & AVP Enrolment and Academic Facilities
	Vice Provost Graduate and Postdoctoral Studies
	Associate Provost Academic Innovation
	Associate Provost Health
	Vice Provost International
	AVP Equity and Inclusion (shared report with 3 executives)
	AVP Enrolment Services and Registrar
	Director, First Nations House of Learning
	Academic Director, Centre for Teaching, Learning & Technology
	Chief Information Officer
	Executive Director, Sustainability Initiatives
	Executive Director, Academic Initiatives
Senior Advisors:	Senior Advisor, Academic Freedom
	Senior Advisor, Women Faculty
	Senior Advisor, Teaching and Learning
	Senior Advisor, Digital Learning Strategy



Candidate Profile



Excellence to Eminence: An unrelenting commitment to excellence within the academy. Sets the highest academic standards for hiring, tenure and promotion decisions. 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.

Academic Administrative Experience: A proven track record of success as a provost, vice-president, associate vice-president and/or dean at a well-respected, research and teaching intensive university. Has managed complex matters related to large budgets, human resources, program delivery, promotion and tenure and demonstrated strong administrative skills in this regard. Exceptional ability to delegate and manage a large, complex portfolio that spans the University.

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

Values Based Leader: A values-based leader who is able to mentor and develop a strong leadership team. 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, donors, officials at all levels of government, representatives of the business and other sectors, and



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members of the community at large. Demonstrated history of contributing to building community inside and outside the University.

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 scholarship, teaching, employment activities, and community engagement. Experience working in partnership with aboriginal groups is a definite asset.

Student Centric: Has a record of working to improve students' educational experience and success in and out of the classroom. Genuine interest in students and desire to understand the factors that affect undergraduate and graduate students' experience, learning and achievement.

Faculty Engagement: As the chief academic officer of the University, has demonstrated in past leadership roles a passion and commitment to engaging faculty at all levels in the activities of the University.

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.

Perseverance: Determined persistence in pursuit of goals despite obstacles or discouragement. Resilient and takes a long term view. Able to make difficult decisions to enable an organization to move forward.