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THE UNIVERSITY
OF BRITISH COLUMBIA



Executive Brief

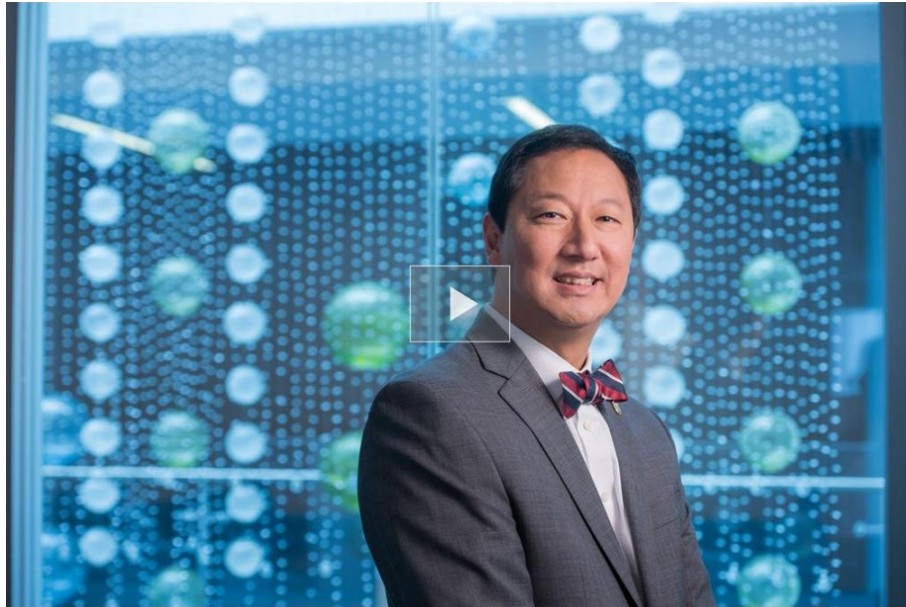
Vice President, Development & Alumni
Engagement

University of British Columbia

March 2018

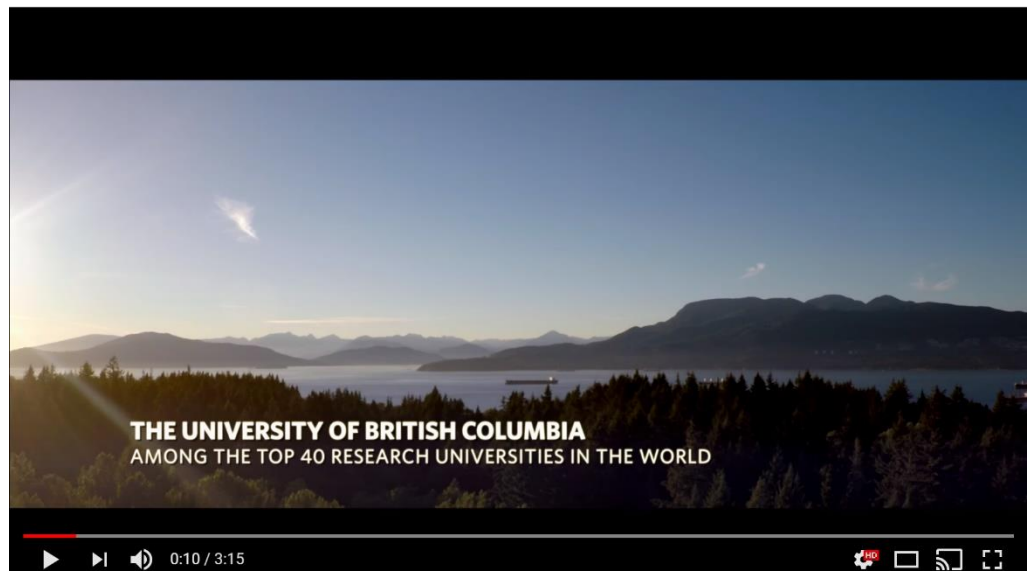


Introduction by President Santa Ono



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

Video Introduction to UBC





Executive Summary

UBC 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.

With campuses in Vancouver and Kelowna, UBC is home to over 62,000 students, including approximately 14,000 international students from 160 countries. These students are supported by 15,000 faculty and staff members and an annual budget of \$2.5 billion. The University consistently wins awards for being a top employer in BC, a top diversity employer, a top employer for young people, and one of Canada's greenest employers.

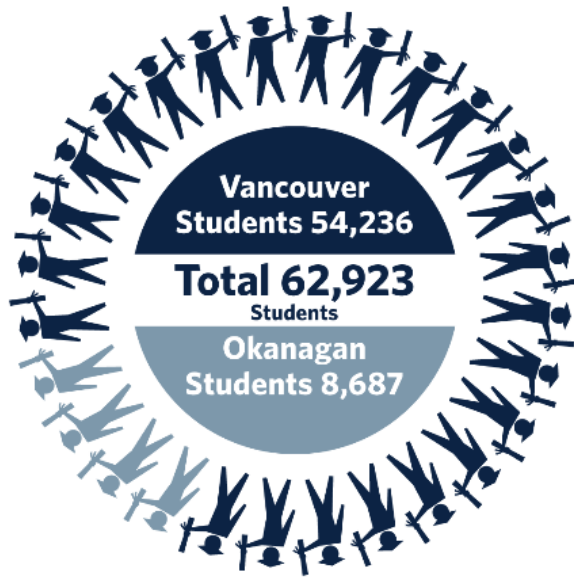
UBC recently completed what was then the largest fundraising and alumni engagement campaign in Canadian history. The campaign raised \$1.6 billion and more than doubled alumni engagement with UBC. With over 250 staff in the portfolio working in a partnership model with Faculties and major units on campus, UBC has been recognized as one of the top 50 universities globally in development and alumni affairs.

The Vice President, Development & Alumni Engagement (VPDAE) reports to the President and works closely with the Board, executive team, Deans and other partners. The VPDAE will be a strategic executive who can provide leadership to ensure the University is successful in achieving the vision and goals set out in its strategic plan. The VPDAE will bring an exceptional track record leading fundraising and alumni engagement for a university or major not-for-profit organization with parallels to the university context. Experience with transformational gifts and developing and launching large-scale, comprehensive campaigns are both important assets. The VPDAE will be passionate about serving at one of the world's top universities and providing the leadership to move it forward.





UBC at a Glance 2016/17

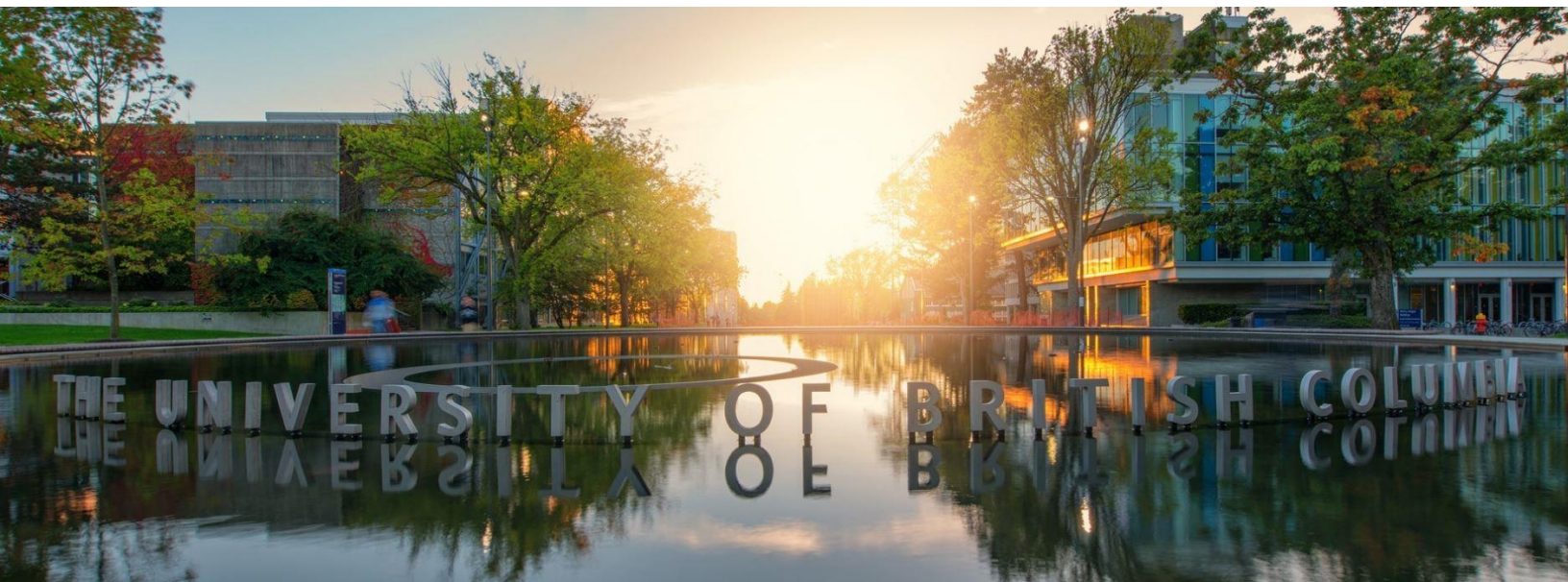


- 62,923 total students
- 54,236 Vancouver students
- 8,687 Okanagan students
- 14,434 international students from 162 countries
- 12,800 degrees granted in 2016
- \$12.5 billion in economic impact
- 199 companies spun off from UBC research
- 1,342 research projects with industry partners
- 1,112 research contracts and agreements with government and non-profits



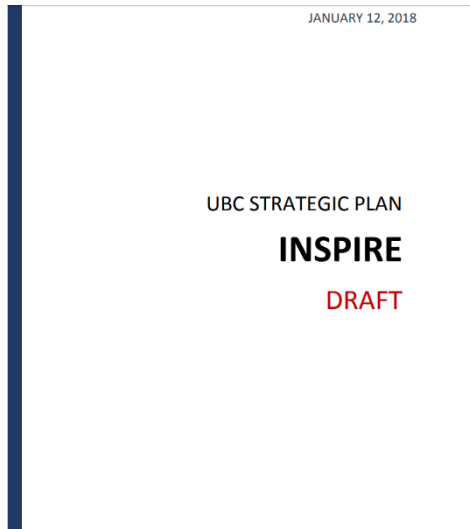
Research funding for
8,766
projects

- \$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





UBC Strategic Plan



Click above to review the full strategic plan.

A NOTE FROM THE PRESIDENT AND VICE-CHANCELLOR

Welcome to Inspire: the draft strategic plan of the University of British Columbia (UBC). As we embark on our next century as a leading public university, it is an excellent time for UBC to launch a new strategic plan.

The planning process over the last year has afforded us the opportunity to connect with one another, to share perspectives on what defines UBC, and to exchange ideas around our role in the world. Inspire builds on the university's previous strategic plan, Place and Promise, and focuses on three themes that we believe are critical to society today: collaboration, inclusion and innovation. Inspire describes the strong connections between these priorities and the pillars that continue to define what we do as a public university: People and Places, Research Excellence, Transformative Learning and Local and Global Engagement. It also emphasizes our enduring commitment to academic excellence, to our people, and particularly to Indigenous engagement, sustainability and wellbeing.

Inspire sets out our collective vision and purpose, and our objectives and strategies for the years ahead. It will guide our decisions, actions and interactions. Our people are the cornerstone of UBC, and the plan reflects our commitment to their wellbeing, development and success, without which we will not fulfil our collective potential as a university. We want to inspire the very best in our students, faculty, staff, alumni and partners, and to draw the world's attention to what is happening at UBC.

I am excited to deliver this plan and am confident that UBC will continue to play a pivotal role in helping inspire people, ideas and actions. This is our moment to harness the energies and strengths of this extraordinary institution to contribute to sustainable and positive change, both locally and globally. The title of our plan reflects our strongly held belief that we have, personally and collectively, the desire, capacity and responsibility to make this happen. This is our moment to Inspire.

I am proud of the way our community has come together to create the direction and spirit so evident in Inspire. To the many thousands of individuals – students, faculty, staff, alumni and university partners – who contributed their perspectives and passion to this effort, I offer my deepest thanks.

*Professor Santa J. Ono
President and Vice-Chancellor*



UBC Campuses



The University of British Columbia's Vancouver campus is located at the western tip of the Point Grey Peninsula in the city of Vancouver in British Columbia, Canada.

More than 400 hectares in size, the stunning campus is surrounded by forest on three sides and ocean on the fourth, and is just a 30 minute bus ride to Vancouver's downtown core. The campus has been located on this site for most of its 100-year history; a location that is the traditional territory of the Musqueam people.

The campus also has two additional sites, one in the heart of downtown Vancouver at Robson Square, and another at Great Northern Way.



The Okanagan campus is an intimate learning community embracing bold new ways of thinking that attract exceptional students and faculty. 9,120 students from throughout the Okanagan region, across Canada and 80 other countries are enrolled in undergraduate and graduate programs in eight faculties and schools.

Purpose-built for the 21st century, the University of British Columbia's Okanagan campus opened in Kelowna in 2005. UBC is one of North America's largest public research and teaching institutions, and one of only two Canadian institutions consistently ranked among the world's 40 best universities.

With \$14.5 million in annual research funding, and more than 600 research projects underway, the Okanagan campus is earning a reputation as an important, respected centre of learning and research, enhancing knowledge creation and innovation in our region and internationally.



UBC Executive Team

Santo Ono, President & Vice Chancellor



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.

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.

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.

Andrew Szeri, Provost & Vice President Academic



Professor Andrew Szeri began his term as the new Provost and Vice-President Academic at for UBC's Vancouver campus on July 10, 2017. He provides leadership for the university's academic strategy, budgetary and planning processes. The role also includes overseeing UBC's academic programs and support functions, faculty affairs, enrollment, sustainability and information technology.

Prior to this appointment, Professor Szeri served as Vice Provost for Strategic Academic and Facilities Planning, at the University of California at Berkeley. He also served seven years (2007-14) as Dean of the Graduate Division. He received his M.Sc. and Ph.D. in Theoretical and Applied Mechanics from Cornell University.

Deborah Buszard, Deputy Vice Chancellor & Principal, Okanagan Campus



Professor Buszard serves as DVC & Principal for UBC's Okanagan campus in Kelowna. Before joining UBC in 2012, Professor Buszard was at Dalhousie University where she served as Director of Environmental Programs. Prior to joining Dalhousie, she was Professor of Plant Science at McGill University and served as Dean of Agricultural and Environmental Sciences and Associate Vice-Principal of the Macdonald Campus from 1996 to 2005.

Professor Buszard was born in the U.K. and received her PhD from the University of London.

Gail Murphy, Vice President, Research & Innovation



Dr. Gail Murphy assumed the role of Vice-President, Research & Innovation in 2017. Dr. Murphy is a professor in UBC's Department of Computer Science and formerly served as Associate Vice President Research for UBC and prior to that as Associate Dean (Research and Graduate Studies) in the Faculty of Science. She an M.Sc. and Ph.D. from the University of Washington.

Dr. Murphy is a Fellow of the Royal Society of Canada and an Association for Computing Machinery (ACM) Distinguished Scientist, as well as co-founder, board member and former Chief Scientist at Tasktop Technologies Incorporated.



Louise Cowin, Vice President, Students



Dr. Louise Cowin was reappointed to a second five year-term as UBC's Vice-President, Students in 2016, with continued leadership responsibility for shaping the student experience and broad learning environment. Her portfolio includes Student Development & Services, Student Housing & Hospitality Services, University Community Services, and Athletics and Recreation.

Prior to joining UBC, Louise worked at three other Universities in Canada – she was the Warden of Hart House at the University of Toronto, an Assistant Professor in the School of Health and Human Performance at Dalhousie University, and an Assistant Professor of Outdoor and Experiential Education at Queen's University. Louise came to Canada as an International M.Sc. student in 1986, and subsequently received her Ph.D. from McGill University in 1999.

Philip Steenkamp, Vice President, External Relations



Philip Steenkamp was appointed Vice-President, External Relations at the University of British Columbia in 2015. Dr. Steenkamp's most recent position was vice-president, external relations, at Simon Fraser University. Prior to SFU, he spent 17-years in public service. In B.C., he has been deputy minister of advanced education; regional economic and skills development; tourism, culture and the arts; aboriginal affairs, and social development in the Premier's Office. In Ontario, he had concurrent responsibilities as deputy minister in the ministry of training, colleges and universities, and the ministry of education. He holds a MA and PhD from Queen's University, Kingston, and a BA and BA honours from the University of Natal, Durban.

Barbara Miles, Vice President, Development & Alumni Engagement



Barbara Miles has served as VPDAE since 2008. Ms. Miles is responsible for leading one of the most innovative and integrated development and alumni engagement portfolios in North America. In the fall of 2015, UBC successfully completed the most ambitious \$1.5 billion fundraising and alumni engagement campaign in Canadian history. Prior to joining UBC, Ms. Miles was the Associate Vice-President for Development and campaign co-director at the University of Florida Foundation (UF) where she shared responsibility for planning and implementing UF's \$1.5 billion campaign.

Barbara Meens Thistle, Vice President, Human Resources



Barbara was appointed VP HR in 2018. She previously served as Vice President, Central Services at the Insurance Corporation of BC (ICBC) where she had responsibility for a diverse portfolio including all aspects of Human Resources. She also has extensive experience as a senior leader in the energy sector, including at Emera Inc., Nova Scotia Power, and Westcoast Energy. Together with past roles at B.C. public sector organizations including ICBC, the Provincial Health Services Authority, Powerex, and BC Hydro, Meens Thistle brings a wealth of experience in the areas of strategic planning, change management, operational excellence, procurement, health and wellness, and safety. In 2016, she was voted HR Professional of the Year in BC and Yukon.

For information on the Board and executive team of the University, visit:

<https://www.ubc.ca/about/administrative-governing-bodies.html>



Executive Brief, March 2018

Vice President, Development & Alumni Engagement, UBC

VPDAE Portfolio

The portfolio of the Vice President, Development and Alumni Engagement (DAE), came into being in 2008, aligning the development (fundraising) and alumni engagement functions under one umbrella.



DAE champions UBC's visions and values and engages alumni and donors in support of the institution. With over 250 staff in the portfolio working in a partnership model with Faculties and major units on campus, the portfolio is one of the largest of its kind in Canada.

In 2011, UBC launched the most ambitious fundraising and alumni engagement campaign in Canadian history, *start an evolution*, which exceeded its goals by raising \$1.624B and engaging more than 130,000 individual alumni over the entire campaign.

In the fall of 2017, UBC announced the *Blue & Gold Campaign for Students* with the aim of raising \$100 million in funding for student awards over three years. The campaign is well on its way to its goal

and will ensure students have the support they need to access life changing educational opportunities at UBC.

Today, DAE's annual goals are to engage 55,000 individual alumni in the life of the university, and to raise \$200 million to enhance student learning, faculty research, and resource development at UBC. This continuing effort has helped UBC become one of the world's 40 top universities, enabling staff and faculty to challenge convention, lead discovery and explore new ways of learning towards ideas that can change the world.

To find out more about all the giving opportunities at UBC, go to support.ubc.ca

Integral to the portfolio is the alumni organization, known as *alumni UBC*. *alumni UBC* brings together the alumni-focused activity of the university with that of the UBC Alumni Association which was founded in 1917 and is celebrating its 100th anniversary. *alumni UBC* is led by an AVP Alumni and Executive Director who reports jointly to the Alumni Association Board of Directors and to the VPDAE. To find out more about all alumni UBC activity go to alumni.ubc.ca.

Generations of faculty, staff, students, alumni, donors and community supporters have built this outstanding university. With the aligned functions of development and *alumni UBC* under one portfolio, UBC will continue to benefit from their foresight, cultivate their enthusiasm and maximize their investment in the university's future.

Leadership Team

Reporting to the Vice President are:

- AVP, Alumni
- Managing Director, Development
- Managing Director, DAE Services
- Executive Director, Campaign Planning
- Chief Communications Officer
- Director, Office of the VP



Candidate Profile

Vice President, Development & Alumni Engagement

University of British Columbia

Priority Criteria

1.0 Experience

- Executive experience leading fundraising and/or alumni engagement for a university or major not-for-profit organization with parallels to the university context.
- Experience working in a large, research-intensive, medical-doctoral university is highly beneficial.
- Has provided leadership in the strategic visioning, development and execution of a comprehensive and integrated development and alumni campaign.

2.0 Commitment to the Mission of the University

- Is passionate about the opportunity to serve in a leadership role for an internationally top ranked university with its vision to inspire people, ideas and actions.
- Is strongly committed to enhancing and broadening the engagement of alumni engagement in the life of the university, as well as the partnership between the self-governed alumni association and UBC.

3.0 Strategic Executive

- A strategic executive who can provide leadership to ensure the University is successful in achieving the vision and goals set out in its strategic plan.
- An exemplary reputation for providing strategic counsel to a President, Board of Directors, and members of a leadership team.
- A creative thinker able to drive strategy forward; looks for the “art of the possible”.

4.0 Exceptional Leader

- A personable, visible leader able to engage and inspire others.
- Experience in providing leadership within a large, high performing centralized and decentralized portfolio.
- Has actively contributed to the organization (beyond the specific portfolio) as a member of the senior executive team.
- Is effective at building and motivating a highly effective team. Recognizes successful performance and supports and challenges others to achieve their professional and personal goals.
- Creates an engaging and collegial work environment that values fairness, transparency, inclusiveness and diversity;



5.0 Functional Expertise

- Brings leadership experience in areas critical to this role, specifically: transformational major gifts; large scale (\$1b+) comprehensive campaigns; and alumni engagement.
- Is comfortable with, and accomplished at, making asks of donors.
- Strategic understanding and experience using technology and data to achieve superior results in fundraising and alumni engagement.
- Has demonstrated a commitment to staying current with best practices and trends in development and alumni engagement globally.

6.0 Collaborative Relationship Builder

- Has a track record of working with others in a collaborative, collegial, inclusive and transparent manner to achieve goals.
- Is approachable, engaging, respectful and sincere.
- Has a track record of high visibility within the communities in which they work.
- Is able to develop highly productive and trusting relationships across both UBC campuses with a broad range of people, especially donors and alumni – as well as executive colleagues, Deans, students, faculty, staff, board members, representatives of the business and other sectors, and members of the community at large; in summary, a superb relationship builder.

7.0 Superb Communicator

- Is a highly effective communicator who is able to bring to life the vision and strategy of the University to individuals and groups in a manner that resonates, inspires and engages.

8.0 Equity and Inclusion Commitment

- Brings a track record of championing equity and fairness throughout an organization.
- Demonstrates cultural intelligence and effectiveness working in a multi-cultural context.
- Has a strong commitment to equity, diversity and inclusion.

9.0 Personal Values

- Driven by strong personal values. Unimpeachable ethics and integrity. Honest, transparent and open.

10.0 Education

- A university degree, ideally combined with a master's degree.

11.0 Commitment

- Is able to see the potential of serving through a 5-7 year campaign.



About Vancouver, BC



top ten cleanest cities.

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 the top three spots 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

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: March/April
- Interviews: May/June
- Decision and announcement: Spring 2018
- Start Date: Summer 2018

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 is currently Chair of the Board of Boyden Canada, and Managing Partner of the Vancouver office. Over the last 16 years, Brent has conducted hundreds of executive searches for leading organizations in BC and beyond.

Brent is currently a Board Member of the Greater Vancouver Board of Trade and the Take a Hike Foundation, an alternative education program that engages at-risk youth in BC. Brent is also a member of the United Way of the Lower Mainland Campaign Cabinet, which raises millions of dollars annually to support over 300,000 people in the Lower Mainland. Brent has a Bachelor of Arts from Queen's University and an MBA from UBC.



Ken Werker is a Partner in the Vancouver office of Boyden. His client focus is broad and includes senior positions in the public and private sectors.

Prior to joining the firm, Ken held a series of senior management positions in Western Canada. He was Managing Partner, Western Region for Morneau Sobeco, the largest Canadian-owned employee benefits, pension and human resources administration consulting firm. There, he was responsible for client management, business development, and overall leadership of the firm's western offices.

Earlier in his career, he served as Executive Director and CEO of the BC Public School Employer's Association, one of the largest employer associations in the province.

Ken holds a BA degree in Government from Cornell University and a Master of Public Administration degree from Harvard University.

To contact Boyden, please call 1-604-685-0261 or email at Alex Verdecchia at averdecchia@boyden.com