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University of Ottawa

Report

Selection Criteria - Presidential Search

This report was written following a broad-based consultation process involving all the stakeholders of the University of Ottawa: faculty, students, staff, administration, alumni and friends, major educational and healthcare institutions, as well as government representatives and major community associations, including Ontario's francophone community.

This report contains information which will be used to prepare the position description and the ideal candidate profile, which will be helpful in attracting potential candidates and in advertising the position in the electronic and print media.

Candidates retained by the selection committee must have a high-level university education and a solid track record, both in teaching and research, combined with leadership experience in a university or within an organisation of similar complexity. Furthermore, it is essential that they possess an excellent command of written and spoken English and French.

While recognizing that no individual can meet all the criteria presented below, the University of Ottawa wishes to attract suitable candidates who will offer an exceptional combination of these criteria in terms of experience, skills and personal qualities.

Experience

The successful candidate must be aware of all disciplines, units and departments of the University of Ottawa and must demonstrate deep knowledge and understanding of the issues and challenges pertaining to education, culture and scientific networks, both at national and international levels.

S/he will stand out for his/her extensive knowledge of the private, government and philanthropic sectors, as well as for his/her relations with community organisations, particularly those representing the various francophone communities of Ontario and all of Canada.

The successful candidate will have substantial experience in planning and implementing a strategic mandate in a major organisation with a complex administrative structure, evidenced by concrete, relevant and beneficial accomplishments. S/he have proven to be a change agent and will have stood out by initiating, promoting and managing significant change in large organisations, resulting in significant and positive transformations.

S/he will have demonstrated an ability to work with all members of a University governance structure (Board of Governors, Senate, etc.). S/he must have an in-depth awareness and understanding of the complex issues involved in labour-management



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relations and must also understand the importance of forging excellent relations with faculty, administrative staff and student associations.

Leadership

The successful candidate will be a consultative, collaborative and inspiring leader whose style will prove capable of mobilizing and motivating others to excel, in a climate that fosters institutional pride and a desire to contribute to the University's progress in achieving excellence. Firmly focused on listening, consulting and reconciling occasionally divergent opinions, this person will contribute to building consensus.

S/he will show courage in making difficult decisions, as well as in explaining and communicating them clearly and cogently to those affected. S/he will command the attention of a wide range of audiences, both inside and outside the University.

This person will surround him/herself with an outstanding team of associates to ensure that the ambitious goals of the strategic plan *Destination 2020* are achieved. S/he will have the expertise required to lead and unite the University community, so that all its members may contribute, according to their respective skills and responsibilities, to the institution's success and progress, in line with its policies and values.

This person will stand out as a visionary and a proactive leader who will pursue the implementation of the University's strategic plan (*Destination 2020*); s/he will possess the leadership needed to spearhead preparation of the next strategic plan, taking into account the social, economic and political climate of the University.

Strategic Management

The successful candidate will be a seasoned manager able to lead a qualified, coherent team committed to achieving excellence, while promoting a constructive, collaborative and hands-on management style.

S/he will demonstrate exceptional analytical skills and sound judgement, while exercising rigorous, even-handed and appropriate financial management within highly regulated parameters. S/he will manifest the creativity and initiative needed to succeed in diversifying the University's sources of funding in a time of budget constraints when traditional funding sources are proving insufficient. S/he will show a firm commitment and the ability necessary to ensure the successful implementation of the campus's real estate development plan.

Representation and Partnership Development

The successful candidate will have a deep knowledge of the academic environment in Ontario, the rest of Canada and at the international level. S/he will serve as the University's chief ambassador and will apply his/her skills to enhancing the University's reputation and influence particularly abroad, while maintaining a proper balance between external initiatives and a regular presence on campus. S/he will represent and exemplify the values and distinctive bilingual character of the University of Ottawa, as well as contribute to promoting these values in all forums and sectors.



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S/he will show great sensitivity to the University community in general and place special emphasis on building loyalty and pride among University of Ottawa alumni, while encouraging their active participation in the development and promotion of the University's outstanding reputation.

S/he will possess proven ability to take an active and sustained leadership role in University fundraising campaigns and activities. S/he will possess an exceptional network of contacts within the philanthropic, government and business communities at local, provincial, national and international levels. S/he will forge strong relations with the private sector and organisations that fund university research. S/he will have the established credibility required for forging relevant public-private partnerships.

S/he will be known for his/her political acumen, exceptional diplomacy and ability to advance University issues and priorities with political and administrative decision makers and managers, as well as with various opinion leaders. S/he will be completely at ease in dealing with the media and generally in the field of public relations.

Personal Characteristics

This person will be proactive and dedicated, demonstrating team spirit, drive and enthusiasm. S/he will be focused on action and results. S/he will be known for his/her mobilizing, bold and inspirational spirit. S/he will have an entrepreneurial mindset and a strong sense of initiative.

S/he will be considerate and attentive, with outstanding interpersonal skills for establishing harmonious relations at all levels of the University organisation and structure (students, faculty and staff).

This person will demonstrate unquestionable integrity, with a thorough understanding of a university's distinctive role in society. S/he will show an unwavering commitment to improvement, development and excellence, while remaining attuned to the needs of the entire community.