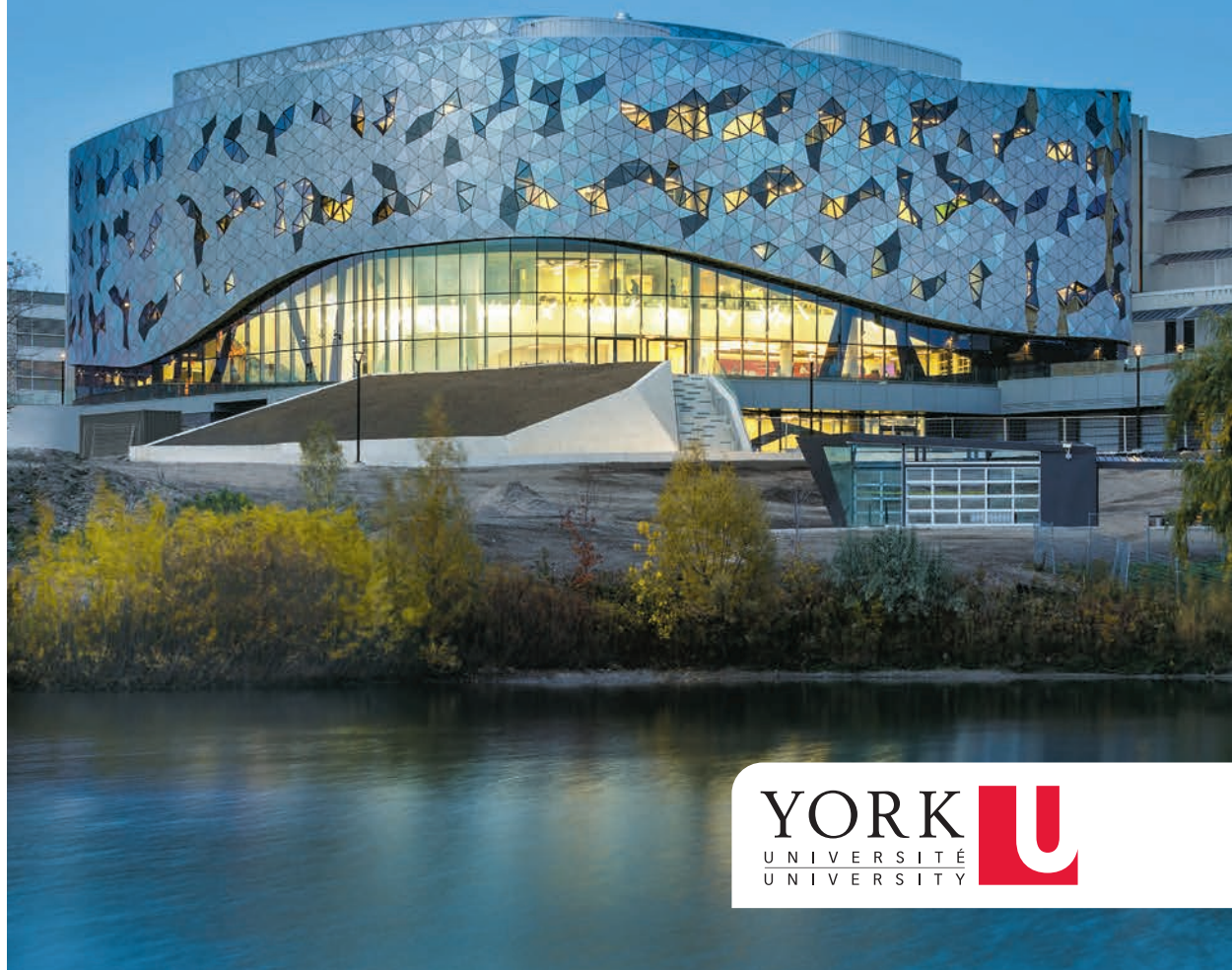


THIS IS LEADERSHIP

[POSITION PROFILE
PRESIDENT AND VICE-CHANCELLOR]




YORK
UNIVERSITÉ
UNIVERSITY





**"York champions new ways of thinking
to drive teaching and research excellence"**

Founded in 1959 and now Canada's third-largest university, York's cross-disciplinary programming, innovative course design, diverse experiential learning and supportive community environment provide the University's 53,000 students with the education they need to create big ideas that make an impact on the world. 



YORK'S CAMPUSES

York's main campuses are located in the heart of the Greater Toronto Area, Canada's largest metropolis. They include:

- Keele Campus, spanning 457 acres at 4700 Keele St., is home to five libraries, 92 buildings, athletic facilities, theatres, galleries, residences, a shopping mall and a variety of green spaces;
- Glendon Campus, located in a park-like setting at 2275 Bayview Ave., offers a fully bilingual environment to its 2,700 students; and
- A third campus, to be built in Markham Centre, will accommodate up to 10,000 students.

York also has an MBA campus in Hyderabad, India and an EcoCampus in Las Nubes, Costa Rica.

THE YORK COMMUNITY

York University is a vibrant, richly diverse community of 46,400+ undergraduate students, 5,900+ graduate students, 7,000+ faculty and staff and 295,000+ alumni in over 170 countries. The York community is a global microcosm that celebrates diversity and is respectful of difference, whether in terms of personal characteristics such as race, religion, gender, gender identity and ability or in terms of social and political views. York is a progressive university that actively promotes diversity and inclusion, social justice and equity and initiatives supporting environmental, social and fiscal sustainability.



RESEARCH

York's 11 Faculties and 26 research centres conduct path-breaking research that extends across traditional academic boundaries. York's collaborative approach brings fresh insights and solutions to both local and global challenges. Research at York is research with impact.

FACULTIES

York offers more than 5,000 courses through the following 11 Faculties:

- Arts, Media, Performance & Design (School of the)
- Education
- Environmental Studies
- Glendon
- Graduate Studies
- Health
- Lassonde School of Engineering
- Liberal Arts & Professional Studies
- Osgoode Hall Law School
- Schulich School of Business
- Science

"The intellectual, cultural and social offerings at York are some of the richest in the country"

INNOVATIVE PROGRAMS

- York has achieved top national and international rankings in pre-eminent programs in business, humanities, law and social sciences offered through its Faculties of Liberal Arts & Professional Studies, Osgoode Hall Law School and the Schulich School of Business.
- The University has become more comprehensive with the creation of the Lassonde School of Engineering and new undergraduate and graduate programs in business, education studies, engineering and global health.
- The launch of the School of the Arts, Media, Performance & Design reflects expanded capacity for arts innovation, while enriching existing strengths.
- The profile of the Faculty of Science has risen thanks to high-impact research and curricular innovations, as well as extensive public outreach and media engagement.
- Having established the first environmental studies program in Canada in 1968, the Faculty of Environmental Studies now offers innovative undergraduate, master's and doctoral programs. In 2016, the Faculty opened the Lillian Meighen Wright Centre, the landmark building of York's 25-acre EcoCampus in Las Nubes, Costa Rica.
- Glendon has furthered the role it plays as a bilingual hub, serving the needs of central and southwestern Ontario for expanded francophone programming.
- York University's graduate students form the largest group of active researchers and scholars in the University, studying within an impressive array of traditional and interdisciplinary programs. These programs have strengthened York's reputation in leading-edge interdisciplinary curriculum and inspired new collaborations.

GLOBAL THINKING, GLOBAL IMPACT

York has established a worldwide reputation. It has formed partnerships with over 200 international universities and has attracted students with roots in over 170 countries. York University's worldwide research partnerships, international perspective and commitment to social justice are making a profound global contribution.



**"Partnerships with
over 200 international
universities"**

LIBRARIES

The four branches of York University Libraries are host to over three million visitors annually, providing access to a robust collection of resources, including more than 600,000 e-books, 72,000 full-text e-journals and 2.6 million printed volumes. Students have access to more than 3,600 quiet and collaborative study spaces. York University's 150 library staff members support the entire life cycle of scholarship and are recognized for their expertise in 21st-century librarianship.



STUDENT LIFE

With more than 300 student clubs and organizations, the intellectual, cultural and social offerings at York are among the richest in Canada. York University Sport & Recreation offers intramurals, a fitness centre, sports clubs, instructional classes and more. In 2015, the York University Lions won two championship banners: the Canadian Interuniversity Sport (CIS) and Ontario University Athletics (OUA) men's soccer titles.

Investments in the York University community include new residence units (now totalling 4,047), a new 150,000 sq. ft. student centre (currently being constructed), and on-campus subway stations scheduled to open in 2017.

York University's Health Education & Promotion team focuses on creating a community that supports student well-being across a range of areas, including mental health and stress management, nutrition and sexual health. In addition, York University's Mental Health & Wellness Committee aims to promote a healthy, inclusive and supportive environment for members of the York community. Counselling & Disability Services provides a professional and supportive environment in which all York students have



equal access to a range of services that assist in facilitating their academic success. York Security Services is committed to keeping the University's campuses safe for everyone.

Students have access to a wide array of cultural and entertainment options to enhance their academic experience. Hundreds of student-run events and on-campus theatre productions take place on York's campuses each year. York offers a college system that provides students with a place to study, hang out and get involved in a smaller, more intimate setting.

ALUMNI

Every day, more than 295,000 York University alumni in over 170 countries are using their education and experience to make a difference. In fields as diverse as comedy and quantum physics, York alumni are making an impact and redefining leadership.

**"Grounded in
values of inclusivity,
diversity, social justice
and sustainability"**

UNIVERSITY OFFICIALS

Chancellor

Gregory Sorbara

**Chair of the
Board of Governors**

Rick Waugh

Chair of the Senate

George Comninel

President**and Vice-Chancellor**

Mamdouh Shoukri

Vice-President**Academic and Provost**

Rhonda Lenton

Vice-President**Advancement**

Jeff O'Hagan

**Vice-President Finance
and Administration**

Gary Brewer

**Vice-President Research
and Innovation**

Robert Haché

**University Secretary
and General Counsel**

Maureen Armstrong

**Chief Communications
and Marketing Officer**

Susan Webb



CONTEXT

York University makes innovation its tradition. The motto of York University is *Tentanda Via*: “The way must be tried.” Ambition, capacity, boldness and a desire to address evolving challenges and opportunities are hallmarks of the progressive spirit at York. The University’s mission is the pursuit, preservation and dissemination of knowledge. Its promise is excellence in research and teaching across pure, applied and professional fields. Testing the boundaries and structures of knowledge, York cultivates the critical intellect.

York University is part of its dynamic, metropolitan and multicultural community. Committed to providing access for all qualified learners, York educates more first-generation students and more college-to-university transfer students than any other Ontario university. York provides specialized academic supports for one of Canada’s most diverse student populations and is one of Ontario’s top two universities for educating newcomers to Canada. Grounded in values of inclusivity, diversity, social justice and sustainability, York University fosters academic excellence, creativity and global citizenship through its open-minded and engaged approach to teaching, research and community outreach.

Real responsiveness to the needs of the community, whether next door or around the world, demands a purposeful embracing of change; in its almost 60-year history, York has never stopped evolving.

York University's Academic Plan identifies several key priorities:

- innovative, quality programs for academic excellence;
- advancing exploration, innovation and achievement in scholarship, research and related creative activities;
- enhanced quality in teaching and student learning;
- student-centred approach;
- enhanced campus experience; and
- enhanced community engagement.

These priorities underpin York's commitments to building a shared sense of possibility, fostering global citizenship in a diverse community, collegially sharing the insights of many disciplines, acknowledging hard work, celebrating accomplishment and harnessing generosity, compassion and a spirit of adventure.

"The President champions York's commitment to achieving new levels of excellence as a leading global university"



ROLE OF THE PRESIDENT AND VICE-CHANCELLOR


York University operates under a bicameral system in which the President and Vice-Chancellor reports to the Board of Governors and works with the University Senate. The President advances and communicates the University's vision to ensure focused pursuit of its mission, and champions its commitment to achieving new levels of excellence as a leading global university.

As Vice-Chancellor and Chief Executive Officer of the University, the President leads the University community in realizing its teaching, research, service and learning goals. The President is responsible for leading or supporting others in collegially developing and implementing the University's strategic, academic, research and operational plans, priorities and policies.

The President and Vice-Chancellor ensures that the University upholds and reflects the principles of academic freedom, human rights, institutional autonomy and collegial governance. Responsible for ensuring that the University is a welcoming, inclusive and safe environment in which to learn, live and work, the President sets the tone for the University's culture, fostering a climate of positive, respectful, collegial relations among all members of the University. The President also leads the University in engaging positively and productively with the communities surrounding its campuses.

Chief ambassador and spokesperson for York University, the President and Vice-Chancellor builds and maintains relationships with diverse stakeholders, including governments, granting councils, alumni, donors and partners, whether local, national or international. The President advances the University's interests, seeking opportunities and raising funds to support its plans and aspirations. The President also works with other post-secondary leaders to advocate for York University and on behalf of post-secondary education generally.

Further responsibilities of York University's President and Vice-Chancellor are outlined in the York University Act (<http://secretariat.info.yorku.ca/governance-documents/york-university-act-1965>).



**"Ambition, capacity, boldness
and a desire to address evolving challenges
and opportunities are hallmarks of the
progressive spirit at York"**

Challenges, opportunities and priorities that emerged from the Presidential Search Consultations include the following:

- York University's eighth President and Vice-Chancellor will advance and evolve a vision and strategic plan that celebrate York University's core strengths. Building collaboratively on existing goals and directions, the President will champion a vision for York that promotes its continuing development as a university with a rich diversity of programs and intensifying research activity. Aspirational, clear, achievable and sustainable, this vision will unify, inspire and guide this great university into its next stage of national and international eminence.
- The next President will champion the University's academic and research goals with an innovative spirit and a profound sense of community, inspiring a commitment to lifelong learning, equity and societal engagement. A natural collaborator, the next President will enrich the spirit of co-operation and inclusivity that has attracted diverse students, faculty and staff to York University for more than half a century.
- The next President will continue to strengthen York University's distinctive profile and record in local, national and international arenas by supporting and promoting faculty and student achievement.
- The next President will be a positive, resilient and successful advocate for York University's interests with government officials and other key stakeholders.
- The next President will be conversant with the Ontario context - its rapidly changing demographics, expectations and budgets. While continuing to support teaching, learning, research and service of the highest quality, the President will work collegially with administrators, faculties, schools, departments and colleges across campuses to find opportunities and to promote new paradigms of program delivery and interdisciplinary enterprise.
- The next President will work to improve outcomes for students and to strengthen the social contract between the University and all its students, reinforcing fundamental notions of respect, inclusivity and diligence by all concerned, fostering pride in achievement and promoting the development of informed and engaged citizens.



- The next President will successfully complete current initiatives such as the University's \$500 million Impact campaign and the building of the Markham campus, while also planning for and responding to challenges (such as enrolment patterns) and imminent changes (e.g. subway access).
- The next President will facilitate positive and respectful labour relations.
- The next President will foster collegial governance relations with and among Senate and the Board of Governors.
- The next President will cultivate relationships of trust with, between and amongst students, faculty, staff and administration, and across the broader network of alumni, York's community neighbours, industry, government, peer and partner organizations and public, corporate and individual funders.
- The next President will recognize and celebrate accomplishments in teaching, learning, research and service. To sustain and augment York University's successes, the President will enhance talent attraction, succession planning and professional development practices that enable trusted academic, administrative and staff leadership.
- The next President will advance and support institutional integrated resource planning, including efforts to develop a more responsive administrative infrastructure with effective support services and optimal use of resources. The President will ensure that York University's learning, working, research and public spaces are maintained and enhanced, promoting pride of place and a welcoming environment, and that strategic priorities are better secured through identification of new revenue sources, innovative delivery opportunities and high-quality investments.



THE CANDIDATE

Leadership attributes include:

- using foresight, environmental awareness and creative thinking to create a compelling vision for the future and develop distinctive strategies to achieve desired outcomes, fostering new ways of thinking and innovative approaches;
- ably managing complexity, navigating interconnectivity and uncertainty with clarity and focus and adapting to a dynamic environment with agility and resilience;
- using nuanced communication and influencing skills to engage, inspire and motivate diverse audiences;
- listening, responding and empowering people to act;
- building positive working relationships internally and externally by fostering trust and collegiality;
- being visible and approachable, relating well to others and demonstrating sensitivity and openness to others' views; and
- serving as a role model for others by exemplifying the highest standards of integrity, ethics and honesty, making values-based decisions and demonstrating a deep commitment to social justice and inclusiveness.



"Using foresight, environmental awareness and creative thinking to create a compelling vision for the future"

Experience includes:

- providing collaborative and collegial leadership - including leading the conception, articulation and realization of a shared vision - resulting in higher levels of achievement and enhanced reputation and profile;
- successfully leading an institution, unit or operation of sufficient scope and complexity to prepare the candidate to lead York University (53,000 students, 7,000+ faculty and staff, 295,000+ alumni, multiple campuses, \$1 billion operating budget);
- possessing highly regarded academic credibility earned in a distinguished career;
- demonstrating an understanding of and responsiveness to emerging challenges and opportunities in higher education;
- motivating and inspiring colleagues to strive for and uphold the highest standards of quality;
- generating and inspiring initiatives and ventures that have benefited the organization;
- fostering an organizational culture of trust, respect, connectedness and inclusion;
- demonstrating understanding of the academic environment and culture, including having a genuine interest in and the ability to engage productively and meaningfully with students, faculty, staff, alumni, donors, senior government leaders and community stakeholders;
- demonstrating a track record of involvement in progressive engagements around the topics of diversity and inclusion;
- successfully attracting significant fundraising revenue, and developing positive and productive partnerships;
- successfully leading disciplined and resourceful operational, fiscal and risk management;
- supporting an environment of progressive human resources and transparent, productive labour relations;
- earning respect as the representative of an institution or unit, both internally and externally; and
- demonstrating dedication to social justice, social responsibility and education's role in building a civil society.

Education and qualifications include:

- terminal degree in the candidate's discipline.



ADDITIONAL INFORMATION

Visit York University's website at yorku.ca or click on the links below to learn more.

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|---|--|
| University Academic Plan | yorku.ca/files/2016/07/UAP-2015-2020.pdf |
| University Strategic Research Plan | srp.info.yorku.ca/files/2013/04/13-061-SRP-full-Brochure.pdf |
| Mission | about.yorku.ca/our-mission |
| York University at a Glance | about.yorku.ca |
| Points of Pride | about.yorku.ca/points-of-pride |
| Organization | about.yorku.ca/organization |
| Faculties | about.yorku.ca/our-faculties |
| Research | yorku.ca/research |
| International Communities | yorku.ca/international |
| Building the Future | about.yorku.ca/building-the-future |
| Impact Campaign | yorku.ca/impact |
| Strategic Mandate Agreement | vpap.info.yorku.ca/files/2016/07/YorkAgreement.pdf |
| Presidential Search | yorku.ca/presidentsearch |

MEMBERS OF THE PRESIDENTIAL SEARCH COMMITTEE

Rick Waugh (governor and alumnus) is chair of the Search Committee. He was appointed to the Board of Governors in 2014 and became chair in 2015. He holds a bachelor of commerce (honours) degree from the University of Manitoba, an MBA from York and honorary doctor of laws degrees from several universities. He was appointed an officer of the Order of Canada for his contributions to strengthening the financial services industry in Canada and abroad.

Ozench Ibrahim (governor) was appointed to the Board of Governors on July 1, 2009, and serves as chair of the Finance & Audit Committee and as a member of the Executive Committee. She is a partner in KPMG's Banking, Financial Institutions practice. She has extensive experience in the financial institutions industry, auditing and advising Canadian banks.

Ray Jayawardhana (Science) is the dean of the Faculty of Science, a position he has held since 2014. He is a professor of physics and astronomy, and also a popular science writer. He came to York from the University of Toronto, where he held the Canada Research Chair in Observational Astrophysics.

Michael Kenny (graduate student, Education) is a second-year PhD student in the Faculty of Education. He was a member of the last decanal Search Committee in the Faculty of Environmental Studies and has served on several boards of agencies, including the Escarpment Biosphere Conservancy and Regensis at York University.

David Leyton-Brown (LA&PS) is the master of McLaughlin College, a professor of political science and the former dean of the Faculty of Graduate Studies. He also recently served as a faculty member representative on the Board of Governors and participated on the Academic Resources Committee.

David McFadden (governor and alumnus) was appointed to the Board of Governors in 2013 and serves as chair of the Governance & Human Resource Committee and as a member of the Executive Committee. He is counsel at Gowling Lafleur Henderson LLP and is the chair of the Board of Directors of 407 International Inc.

Kim Michasiw (LA&PS) is an associate professor of English/writing and is completing a lengthy term as associate dean in the Faculty of Liberal Arts & Professional Studies. He is also a former chair of the Department of English. He served on the last Presidential Search Committee.

Roxanne Mykitiuk (Osgoode) is an associate professor of law. She is the former chair of Senate and has served on numerous Senate and Faculty committees, the Chancellor Search Committee and many pan-University groups.

Dalubuhle Ndlovu (undergraduate student, LA&PS) is in his third year in the Human Rights & Equity Studies program. He is a senator, the executive treasurer of the Student Council of the Faculty of Liberal Arts & Professional Studies, and a member of the LA&PS Faculty Council and its Executive Committee.





Roopa Trilokekar (Education) is an associate professor in the Faculty of Education. Her current research interests include government policy in international education and gaining a critical understanding of the study abroad student experience.

Paul Tsaparis (governor and alumnus) was appointed to the Board of Governors in October 2010. He serves as chair of the Land & Property Committee and as a member of the Executive Committee, the Governance & Human Resources Committee and the York University Development Corporation Board of Directors. He holds an MBA from York and an undergraduate degree in science and economics from the University of Toronto.

Amanda Wassermuhl (non-academic staff and alumna) is the manager, Faculty Governance & Dean's Office, and is the secretary of the Osgoode Faculty Council. She serves as the non-academic staff member on the Board of Governors, appointed in July 2015, and participates on its Academic Resources Committee.

Randy Williamson (governor and alumnus) was appointed to the Board of Governors on October 1, 2013. He serves as chair of the Investment Committee and as a member of the Executive Committee. He is also chair of the York University Pension Fund Board of Trustees and the York University Alumni Association. He is a partner of Toronto law firm Aird & Berlis LLP. He holds a bachelor of laws from York and a bachelor of commerce (honours) degree from Queen's University.

Henry Wu (governor) was appointed to the Board of Governors in December 2010. He serves as chair of the Academic Resources Committee and is a member of the Executive and Finance & Audit Committees and a board member of Senate. He is President of Metropolitan Hotels. He holds both a bachelor's and a master's degrees in electrical engineering and computer science from MIT.

APPLICATION INFORMATION

All responses to Caldwell Partners are confidential, and all members of the Presidential Search Committee have signed a Confidentiality Undertaking. Please indicate your interest in Project 160334 at www.caldwellpartners.com/apply.php or email Heather Ring (hiring@caldwellpartners.com). The University welcomes applications from all qualified individuals, including individuals within the University's employment equity categories of women, persons with disabilities, members of visible minorities and aboriginal persons, individuals of diverse gender and sexual orientation, and all groups protected by the Human Rights Code. York University is committed to employment equity and diversity and a positive and supportive environment. York University offers accommodation for applicants with disabilities in its recruitment processes. If you are contacted regarding this opportunity, please advise if you require accommodation.

CALDWELL PARTNERS TEAM

Our goal is to ensure your experience with us and our client is positive.

Should you have any questions at any time during this confidential process, please let us know.

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