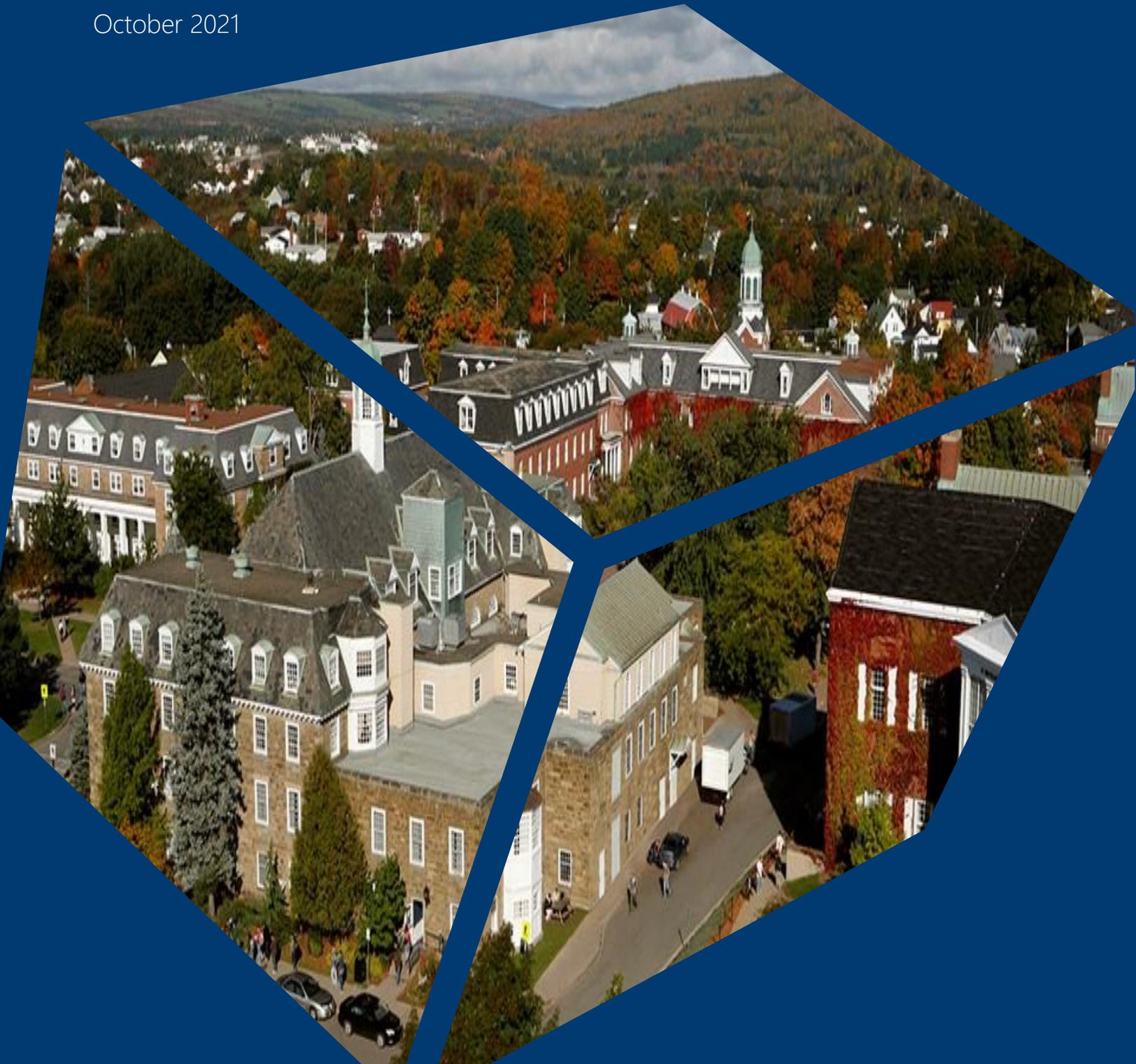




Candidate Brief

Academic Vice President and Provost St. Francis Xavier University

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Contents

About St. Francis Xavier University	3
The Academic Vice President and Provost	4
Major Responsibilities	6
Candidate Qualifications	8
The Appointment	10
About Antigonish, Nova Scotia	11

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About St. Francis Xavier University

Situated on the unceded and ancestral territory of the Mi'kmaw People, St. Francis Xavier University (StFX) is a vibrant community of academically-focused and socially-engaged students, faculty, and staff. A primarily undergraduate liberal arts university of 4,500 students, the University's focus is on the academic and personal development of every student, making community engagement a large part of the learning experience. Over half of StFX's students come from outside of the Maritimes making the University truly national. StFX students thrive in a vibrant learning environment that nurtures the intellectual, physical, social, and spiritual development of the whole person.

Proud of its storied history and its deep commitment to excellence, equity, service, and dignity, StFX is home to four Faculties: Arts, Science, Education, and Business, plus the Coady International Institute, the McKenna Centre for Leadership, and the Brian Mulroney Institute of Government.

The University's deep sense of community and the meaningful engagement and connections between students and faculty differentiate StFX from other institutions, offering students the opportunity to learn from faculty who are engaged in lifelong scholarship and who embrace the correlation between research and effective teaching. Faculty rank among Canada's top teachers and researchers and – through service learning, research partnerships, and community outreach initiatives – both students and faculty play an active role in creating a more just, inclusive, and sustainable world.

StFX is widely known for the quality of its academic programs, exceptional teaching and research across a range of disciplines, the vibrancy of student life, and the closeness and loyalty of its community. Looking ahead, as StFX anticipates ongoing financial pressures, shifts in demographics, increased competition, and disruptive technologies, it will be important to leverage the University's strengths and capitalize on new opportunities, programs, and partnerships. As the University enters the final months of its 2017–2022 Strategic Plan there is much work to build on its success and to implement an integrated planning framework that will introduce a first Academic Plan for the University.

For more information about StFX, please visit: www.stfx.ca



The Academic Vice President and Provost

StFX seeks an inspirational and collegial Academic Vice President (AVP) and Provost to lead and promote the University's academic mission by championing excellence and innovation in teaching, scholarship, and service to the community. The new Provost will be a collaborative leader, with the ability to see the connections and possibilities across the campus and both the skills and desire to support faculty to do their very best work.

Reporting to the President, the AVP and Provost is the chief academic officer of the University and the principal advisor to the President on all academic affairs. They will provide overall leadership and direction to the Deans of the four Faculties, Directors of the Coady International Institute, McKenna Centre for Leadership, and Brian Mulroney Institute of Government, the Associate Vice-President Research and Graduate Studies, Registrar, University Librarian, Director of Internationalization, and Director of Continuing and Distance Education. Among other responsibilities, the AVP promotes StFX's premier student experience, upholds academic standards, spearheads program development and assessment, implements academic policies and procedures, and provides oversight of faculty affairs.

While the challenges and opportunities for the new Provost will be both numerous and diverse, there is general consensus that StFX's next AVP and Provost will need to devote time and attention to the following:

- With student learning at the core of StFX's mission, it is essential for the University to continue to advance its academic stature and reputation in Atlantic Canada, nationally, and internationally. This presents numerous exciting opportunities for the AVP and Provost to re-assert the importance of an outstanding academic experience to the institutional mission; to enrich StFX's culture of teaching excellence in an inclusive learning environment; to develop new, innovative and interdisciplinary programs that leverage faculty expertise and meet the aspirations of both a diverse student body and employer demands; to enhance existing programs; and to explore creative ways to further engage the University with the broader community.
- Providing overall leadership to the strategic direction and planning of StFX's academic enterprise, including the development of the University's academic plan. Consultation on the new academic plan is already underway; the new Provost will come to the University before the plan is complete, affording them the opportunity for significant input and direction.
- The AVP and Provost must develop excellent and productive relationships with the University community and have the enthusiasm and disposition to solicit the views and voices of StFX's many stakeholders. They will bring vision, creativity, and team-building skills to ensure that synergies and opportunities are identified and capitalized on.
- StFX prides itself on providing students with a holistic experience beyond the classroom, from living in residence to a rich range of community service and extra-curricular opportunities. Enhancing the quality of the student experience - while maintaining the strong sense of community and social engagement - is of fundamental importance to StFX. Continued attention is needed to support students' academic successes, optimize student health and wellness, and engage students in transformative experiences that meet their needs. The Provost must embrace a commitment to the whole student, recognizing that student success – both at university and beyond – is about more than just academics.
- With a decline in the university age demographic locally, enrolment is a key priority, both to attract diverse students from outside the Maritimes and from outside of Canada. The University also needs to develop a solid and strategic approach to internationalization (both bringing students from around the world to StFX and sending StFX



students out into the world as part of their education), and the Provost will play a key role in leading this effort.

- Accessibility, in all of its forms, is a challenge for all universities, and StFX is no exception. Ensuring that the conditions are in place – financially, physically, and culturally – for faculty and students from all backgrounds, economic circumstances, and abilities to thrive and succeed is a shared responsibility, but one with which the Provost will have significant involvement and ownership.
- StFX is a welcoming community, respectful and supportive of the needs and aspirations of students, staff, and faculty. To continue to grow and flourish, it is vital to create and sustain a campus climate where all members feel included and valued by the University and which better reflects the wider Canadian and global community. By their own leadership, the AVP and Provost will set the tone for nurturing a diverse and deeply inclusive campus, finding ways to engage with Indigenous communities, African Nova Scotians, and other historically excluded

groups within the University. The AVP and Provost will also champion the promotion of Indigenous education and decolonization in the classroom and curriculum, and be an advocate for diverse faculty, staff, and students.

- The AVP and Provost must be nimble and financially savvy, with a talent for identifying new opportunities and programs to enhance revenue generation. This will require an entrepreneurial mindset and an ambitious vision around devising strategies intended to build capacity within a challenging budgetary climate. They must have the courage to make sometimes difficult decisions around what to keep, what to build on, and what to let go. The AVP and Provost will be a strong advocate of the University to key stakeholders within the provincial government, community, and industry, and a champion for advancing the university's competitiveness and high standards in teaching, research, and scholarship.



Major Responsibilities

Academic Leadership

- Works collaboratively with the President and other Vice-Presidents to provide strategic, innovative, and visionary leadership and administration to the University.
- Leads a collegial academic planning process and ensures that the campus as a whole stays focused on the achievement of its goals.
- Works with the Vice-Presidents and Deans to inspire, empower, and lead faculty and staff in providing a first-class educational experience to students.
- Promotes excellence and integrity in teaching and learning, research, and university service and fosters a climate that encourages faculty, staff, and students to do and be their very best.
- Is an advocate for historically excluded faculty, staff, and students, and actively pursues the goals of decolonization, indigenization, and reconciliation.
- Is committed to and focused on issues of intersectionality, inclusion, and diversity; fosters a culture of respect, and prioritizes organizational change strategies designed to redress systemic, structural, and historical disadvantage in research and pedagogy.
- Takes a leadership role in ensuring that StFX attracts and retains the very best faculty.
- Oversees regular evaluation of academic programs with a view to maintaining excellence while encouraging improvement, innovation, and interdisciplinary and cross-campus collaboration.
- Works closely with the Vice-President, Students and the Director of Internationalization to set goals for student recruitment and retention (domestic and international), program development, and liaison with student organizations.
- Through the University Librarian, ensures that the library maintains high standards of service and access and that it develops its services and holdings in ways that recognize changing requirements of users.

- Encourages the development and application of new learning technologies and, in light of the current pandemic and in preparation of a post-pandemic world, proactively leads pedagogical innovation by integrating technology into the curriculum to modernize teaching models.
- Provides oversight to the strategic direction and programing initiatives of the Coady International Institute.

Research and Scholarly Activity

- Sets an example as a scholar of range and depth, with a deep appreciation for the broad range of disciplines represented by faculty at StFX.
- Champions interdisciplinarity in education, training, and research endeavours, and advances cross-disciplinary scholarship across the campus.
- Works in close collaboration with the Associate Vice-Research and Graduate Studies in providing support and encouragement for faculty and students to develop as scholars.

Human Resources/Financial Management

- Works collaboratively with the VP (Finance and Administration) to allocate funds flowing from all sources to units within the portfolio and ensures the effective management of the operating budget.
- As chief academic officer, works collaboratively with the VP (Finance & Administration) to ensure that university resources are in alignment with the planning frameworks.
- Plans academic personnel needs and establishes strategies to enhance the University's ability to compete in recruitment and retention of diverse, high calibre faculty, both nationally and internationally.
- Recommends all initial academic appointments and makes recommendations for re-appointment, tenure, and promotion for tenure-track faculty.
- Oversees the collective bargaining process for the academic staff of the University.



Community Engagement

- In close collaboration with the President and other appropriate University senior executive members, provides leadership and planning of engagement and communication with government and the public.
- Plays a key role in developing exchanges and collaborative initiatives with other local, provincial, national, and international institutions.
- Maintains a visible presence across the University, engaging with faculty, staff and students and participating actively in the community.
- Performs ceremonial functions of the office and deputizes for the President in his absence.



Candidate Qualifications

Although the Search Committee recognizes that no one individual possesses the sought-after qualifications in equal measure, it has developed a set of criteria to articulate the desired background, experience, and personal qualities of the successful candidate:

Leadership

- A proven ability to advance the University's academic mission, lead institutional change and inspire the StFX community in the pursuit of its academic goals.
- The courage, judgement, and wisdom to make important decisions when they have to be made, to delegate effectively to ensure that they are implemented, and to hold people accountable for their actions.
- Strong strategic planning skills, and sound experience in leading an institution through complex planning processes – from the inception and creation of ideas and strategies to execution and implementation.
- A deep commitment to collegial governance, the ability to work within existing governance frameworks, and a willingness to embrace, listen to, respect, and celebrate the diversity of views held by StFX's constituents.
- An abiding commitment and genuine dedication to address systemic inequities and make matters of equity, diversity, inclusion, and accessibility a priority across all facets of the University's practices.
- A hands-on approach to their work and the ability and willingness to "roll up their sleeves" and join with the faculty in working toward common goals.

Scholarship

- Strong academic credentials, a track record as both a teacher and a researcher, and a record of fostering academic excellence and encouraging innovation within a post-secondary learning environment.

- A demonstrated commitment to the value of academic integrity and freedom, and to the pursuit of knowledge in all of its forms.
- A deep appreciation for the importance of teaching and research, both at the undergraduate and graduate levels.
- An abiding commitment to strengthening the quality of the student experience and to fostering student success– both academically and as citizens of a community
- A deep understanding of the realities of Indigenization and reconciliation in the post-secondary setting.

Administration and Management

- An outstanding track record as a university administrative leader.
- Experience in transformational change management, and in working with a diverse team of administrators and faculty to ensure academic and operational excellence in a constantly changing environment.
- Experience in effectively managing complex financial information and budgetary decisions combined with a creative and entrepreneurial spirit, and well-developed people management skills.

Government and Community Relations

- Experience in building strong partnerships with government, industry, other educational institutions, community groups, and funding bodies.
- An appreciation for the special nature of the University and the knowledge, skills, and passion to advocate for



and communicate the importance, significance, and strengths of the University effectively with governments, communities, other institutions, and external and community partners.

- The ability to communicate and work collaboratively with all members of the community.

Personal Qualities

- A genuine personal style that connects easily with others and demonstrates an active interest in the lives of students, faculty, staff, and alumni as individuals in the StFX community.

- A commitment to being a highly visible presence on campus and in the community.
- Integrity and character, and a leadership style that celebrates openness, collegiality, and transparency.
- An excellent listener, with superior public-speaking and communications skills.
- A high level of energy and a good sense of humour.
- A commitment to sustainability in all areas of responsibility within the portfolio.



The Appointment

Key Dates

The new Academic Vice President and Provost will take office in the summer of 2022. Consideration of candidates will begin in November 2021.

How to Apply

To express an interest, please send a letter and c.v. to Colleen Keenan or Krutika Hotwani at stfxprovost@odgersberndtson.com.

Your Personal Information

At Odgers Berndtson, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and to find out much more about how we process your personal data, a copy of our Privacy Policy is available for your review on our website.

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Equal Opportunity

StFX respects diversity and welcomes applications from persons from historically excluded groups: women, Indigenous persons, People of African Descent, other racialized persons, persons with disabilities, and members of gender and sexual minority groups. All qualified candidates are encouraged to apply; however, Canadian citizens and permanent residents will be given priority.

StFX and Odgers Berndtson respect people's different needs and therefore will take all reasonable steps to ensure accommodation for applicants during the process. If you require accommodation to participate in the recruitment process, please inform Odgers Berndtson.



Appendix A: About Antigonish, Nova Scotia



With live theatre, terrific food and excellent shops, all surrounded by warm, sandy beaches, hiking trails and parks, you quickly discover Antigonish is a cozy university town with big city flavour. There are many attractions, art galleries and services in the town and surrounding area. Ski hills, the ocean and urban centres are all easily accessible.

Many amenities are **within walking distance** of campus, including

- Lively and vibrant downtown shops and restaurants
- The [Antigonish Farmers' Market](#)
- The award-winning [Peoples' Place Library](#) where activities run from open mic nights to knitting circles.
- [Two theatre groups](#), both using the ivy-covered Bauer Theatre on the StFX campus
- The Antigonish International Film Festival
- The [Antigonish Performing Arts Concert Series](#)

...and much more.

There is always something happening. The [Antigonish Golf & Country Club](#), [Riverside Speedway](#), and the [Highlander Curling Club](#) in St. Andrew's are just a few of nearby recreational opportunities. Antigonish is also surrounded by [parks](#), [beaches](#) and [hiking and biking trails](#), including the popular [Antigonish Landing Trail](#) and the multi-use [Keppoch Mountain](#) and [Beaver Mountain Park](#).



Long a welcoming community, in September 2016, Antigonish received international praise by the Prime Minister of Canada, Justin Trudeau, in his speech to the UN as he shared [the success story of Canada's first Syrian refugees in Antigonish](#).

The historic St. Francis Xavier University, founded in 1853, is located in the Town and County of Antigonish along the northeastern shore of the province in traditional Mi'kmaq territory. Home to warm, sandy beaches and scenic nature trails, northeastern Nova Scotia is an ideal area for year round outdoor activity or the quiet enjoyment of nature's beauty. Located halfway between Halifax and Sydney, Antigonish is an hour and a half from the Halifax Stanfield International Airport.

Community

Antigonish boasts a vibrant town and county. A healthy downtown area is visible as you take a stroll down Main Street, you'll find shops and services bordered by sidewalks of people who greet each other as they pass. Take a drive anywhere in the county and stop in one of the many lively communities filled with history and cultural diversity and a strong sense of community spirit. With a population of more than 19,000, Antigonish Town and County is one of those rare places that have managed to maintain all the charm and simplicity of community living while still growing and evolving.

Art galleries and studios, an 18-hole golf course, twin ice rinks, and a variety of parks and recreation facilities are amongst the many sports, recreation and cultural venues and activities for residents of all ages that keep life here active and fulfilled. Combined with a healthy economy and competitive business climate, Antigonish offers families the perfect balanced lifestyle.

Schools & Amenities

Antigonish provides several amenities to its residents. The Strait Regional Center for Education provides not only the core curriculum, but also specializes in various areas such as French immersion honours programs, the International Baccalaureate program, and prevocational studies. It is also home to St. Martha's Regional Hospital which houses a team of health professionals; doctors, researchers, learners, employees, and volunteers that provide necessary health care services.

Additional information about Antigonish and the surrounding area can be found at the following websites:

- [Visit Antigonish](#)
- [Town of Antigonish](#)
- [County of Antigonish](#)
- [About StFX](#)
- [St. Martha's Regional Hospital](#)
- [Coastal Nova Scotia](#)





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