



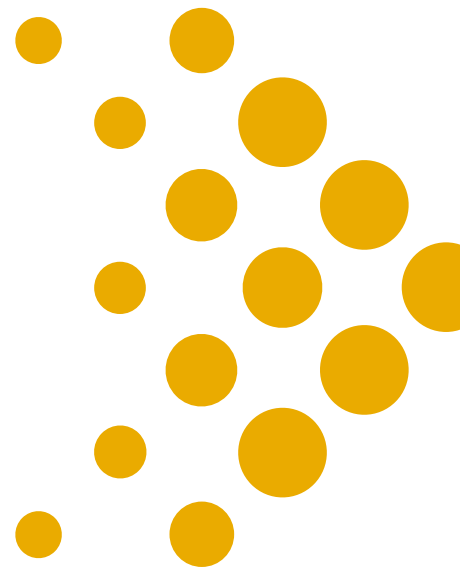
**KBRS**

**Executive Brief**

**Dean, Faculty of Education**



**McGill**



# Land Acknowledgement

McGill University is located on land that has long served as a site of meeting and exchange amongst Indigenous peoples, including the Haudenosaunee (h oh - D EE - n oh - SH oh - n ee ) and Anishinabeg (Ah-nish-ih-nah'-bey) nations. McGill honours, recognizes, and respects these nations as the traditional stewards of the lands and waters on which we meet today. We acknowledge and thank the diverse Indigenous peoples whose presence marks this territory on which peoples of the world now gather.





## Organizational Profile

Founded in 1821, McGill University is one of Canada's best-known institutions of higher learning and one of the leading universities in the world. The University is both internationally and firmly rooted in Montreal – a global destination for scholarship and a city where different languages, cultures, and perspectives not only co-exist, but come together to create a unique community that is stronger because of its diverse parts.

McGill is recognized around the world for the excellence of its teaching and research programs. Students from more than 150 countries make up over 30% of McGill's student body – the highest proportion of any Canadian research university. Ernest Rutherford's Nobel Prize-winning research on the nature of radioactivity was conducted at McGill, part of a long tradition of innovation on our campuses, which includes the invention of the

artificial blood cell and Plexiglas. Today, our professors are building the new field of epigenetics, developing alternative energy sources from crop plants, and driving human achievement in every field imaginable.

In addition to a stellar faculty, McGill is known for attracting the brightest students from across Canada, the United States, and around the world. McGill students have the highest average entering grades in Canada, and our commitment to fostering the very best has helped our students win more national and international awards on average than their peers at any other Canadian university. The prestigious Rhodes Scholarship has gone to a nation-leading 147 McGill students and McGill's alumni network includes 12 Nobel Prize winners.



## McGill at a Glance

McGill University is home to more than 39,500 full time **students** including:

- 27,085 Undergraduate students
- 10,344 Graduate students
- 647 Postdoctoral scholars
- 1,432 Residents and Fellows

More than 30% of this student body is international, with over half being non-native English speakers.

These students are enrolled across **11 faculties**:

- [Faculty of Agricultural and Environmental Sciences](#)
- [Faculty of Arts](#)
- [Faculty of Dental Medicine and Oral Health Sciences](#)
- [Faculty of Education](#)
- [Faculty of Engineering](#)
- [Faculty of Law](#)
- [Desautels Faculty of Management](#)
- [Faculty of Medicine and Health Sciences](#)
- [School of Continuing Studies](#)
- [Schulich School of Music](#)
- [Faculty of Science](#)

These faculties are represented by 1,778 tenured and tenure-stream **faculty**, including:

- 147 Endowed teaching and research chairs
- 234 Active Fellows of the Royal Society of Canada
- 182 Canada Research Chairs

McGill University is **ranked** highly among Canadian universities and among the top universities globally:

- Ranked **#1** in Maclean's Best Medical Doctoral Universities in Canada 2023
- Ranked **#31** in QS World University Rankings 2023
- Ranked **#46** in the Times Higher Education (THE) World University Rankings 2023, marking the 13<sup>th</sup> consecutive year that McGill ranks in the top 50 universities globally
- Ranked **#73** in the Shanghai Academic Ranking of the World Universities in 2022
- In 2023, named to the [Montreal's Top Employers](#) list for the 15<sup>th</sup> consecutive year

McGill **financial highlights** 2021-2022:

- Total combined sources of revenue 2022: \$1.58 billion



# McGill's Strategic Academic Plan

The key ideas underlying the development of McGill University's **2017-2022 Strategic Academic Plan** are found in former Principal and Vice-Chancellor Suzanne Fortier's vision of a university that is open, connected, and purposeful. The Strategic Academic Plan has been extended and continues to evolve to integrate and support key priorities of Professor Deep Saini, McGill's 18th Principal and Vice-Chancellor.

The plan has five priority areas organized around three academic mission themes (student life and learning, research, community engagement) and two mission

support themes (work culture, physical and virtual campus). The five key objectives are:

- **Be open to the world**
- **Expand diversity**
- **Lead innovation**
- **Connect across disciplines and sectors**
- **Connect with our communities**

For more information on McGill's Strategic Academic Plan, please visit [here](#).

## Mission

The mission of McGill University is the advancement of learning and the creation and dissemination of knowledge, by offering the best possible education, by carrying out research and scholarly activities judged to be excellent by the highest international standards, and by providing service to society

## Principles

In fulfilling its mission, McGill University embraces the principles of academic freedom, integrity, responsibility, equity, and inclusiveness.



# Strategic Research Plan

McGill is a world-class research-intensive, student-centred university with an enduring sense of public purpose. We are guided by our mission to carry out research and scholarly activities that are judged to be excellent by the highest international standards. Our researchers ask important questions and contribute within and across disciplines to address the most pressing and complex challenges facing humanity and the natural environment in the 21st century.

The [Strategic Research Plan \(SRP\)](#) lays the groundwork for McGill to reach into the future by enhancing its research capabilities, building and strengthening its strategic relationships, and growing its societal impact through knowledge mobilization beyond academia. The SRP also aims to promote exciting and creative responses to new challenges and opportunities as the research landscape and the social, cultural, economic, and technological realities of our world change.

The SRP has five **Core Commitments** that illustrate McGill’s dedication to the pursuit of research excellence. These core commitments are:

- Fostering Creativity
- Promoting Innovation
- Problem Solving through Collaboration and Partnership
- Promoting Equity, Diversity, and Inclusion
- Serving Society

McGill is [signatory](#) to the **Declaration on Research Assessment (DORA)** which recognizes the need to improve the ways in which researchers and outputs of scholarly research are evaluated.

Learn more about McGill’s vision, commitments, strategic research themes, and objects for sustained research excellence [here](#).



# Commitment to Equity, Diversity and Inclusion

McGill University recognizes that excellence in teaching and scholarship requires the convergence and collaboration of individuals of diverse identities, experiences, and ideas. Equally important, McGill values respectful and inclusive learning and work environments, which seek to identify and challenge historic and systemic barriers to full participation in university life and to foster discovery, advancement, and accomplishment, all of which benefit our University and society more broadly.

McGill University's Equity, Diversity, and Inclusion (EDI) Strategic Plan (2020-2025) seeks to support institutional commitments through achieving specific goals across five themes over the next five years. Over this period, McGill will embed EDI in all core areas of the University, drawing on multiple strategic initiatives led by McGill's Principal and Provost over the last decade. The five themes are: Student Experience, Research & Knowledge,

Outreach, Workforce, and Physical Spaces. The University's Plan to address Anti-Black Racism tracks these five axes, deepening and elaborating on commitments within the EDI plan to confronting anti-Black racism.

McGill's Strategic Research Plan articulates multiple commitments and aspirations connected to EDI, recognizing that the potential for discovery and ground-breaking work is heightened when scholars enjoy freedom of inquiry in inclusive research communities marked by pluralism in terms of experience, identity, and ideology. Excellence is furthered by ensuring equity of opportunity in research, notably through funding, prizes, awards, mentorship, and graduate and postdoctoral training.



## Truth and Reconciliation at McGill

As a national and global academic leader, McGill University has a crucial role to play in responding to the Truth and Reconciliation Commission (TRC) of Canada's Calls to Action. More precisely, McGill will heed the call of the TRC by engaging and collaborating with Indigenous communities to identify, explore and advance ideas, initiatives and plans that will embed Indigeneity in the life and activities of the University while seeking to enhance the presence and success of Indigenous students, faculty and staff at McGill.

In 2016, the Provost and Vice-Principal (Academic) struck a **Task Force on Indigenous Studies and Indigenous Education**, animated by recognition of Indigenous history, contemporary presence, and ways of knowing and learning; and by reconciliation, in heeding the TRC's calls to action, specifically through educational and institutional efforts aimed at redressing historical legacies of injustice and restoring relationships with Indigenous peoples.

The Task Force was mandated to make specific, concrete recommendations for engagement, action, and innovation, and in June 2017 presented the University with a [final report](#) that included 52 specific Calls to Action. We have undertaken to build partnerships with Indigenous communities and to build pathway programs in collaboration with those communities.

The Task Force has provided updates on the 52 Calls to Action. To view these updates, including achievements and those in progress, please visit [here](#).





# Faculty of Education

Globally renowned for academic and research excellence, McGill's Faculty of Education has been advancing human development since 1857 and continues to make meaningful positive impacts in today's society. With award-winning leadership, McGill Education prides itself on innovation and discovery in the fields of teaching, learning and educational studies, education and counselling psychology, and kinesiology and physical education.

The Faculty offers a variety of on-campus undergraduate, graduate, and doctoral programs, local and international workshop series, and in-community Indigenous education.

## Our Mission

The mission of the Faculty of Education is the advancement of knowledge and its applications to the development of human potential in a variety of learning environments and over one's lifespan.

The Faculty values and encourages multiple perspectives and effective approaches to cultural, cognitive, informational, physical, and social dimensions of human development.

It remains committed to excellence and ethical practice in teaching, scholarship and service at the local, national, and international levels.

In particular, the Faculty has an historical and continuing commitment to Quebec's English

community and its institutions. The Faculty views itself as a bridge linking the educational agendas and approaches of the anglophone, francophone and allophone communities. The Faculty also has a commitment to international leadership and is committed to maintaining a leadership position within the local, national and international community of scholars, practitioners and policy-makers.

Currently, there are 76 tenure-track faculty, 110 non-tenure stream faculty, and 55 administrative support staff in the Faculty of Education. The Faculty has nearly 3,000 students, of whom over 900 are graduate students, over 1,400 are in full-time programs of initial teacher education, and approximately 400 are registered in full-time or part-time programs of professional development.

The Faculty is organized into three academic units and, in addition, has a number of research and service centres, several of an interdisciplinary nature. The academic units of the Faculty of Education offer a variety of programs leading to the degrees of Bachelor of Education, teacher certification, Bachelor of Science, Master of Science, Master of Education, Master of Arts, and Doctor of Philosophy, as well as graduate certificates in Educational Leadership.

# Faculty of Education (Continued)

## Departments in the Faculty of Education

### Department of Integrated Studies in Education

The Department of Integrated Studies in Education works to improve the quality of schooling in Quebec, Canada and internationally by working in partnership with educational organizations and related groups to identify and meet the evolving needs of their schools and educational institutions. Learn more [here](#).

### Educational & Counselling Psychology

The Department of Educational and Counselling Psychology (ECP) is committed to the advancement of scientific knowledge through research in education and psychology and the application of this knowledge to the development of progressive practices and policies locally, nationally and internationally. Learn more [here](#).

### Kinesiology & Physical Education

The mission of the Department of Kinesiology & Physical Education is to advance and translate knowledge about sport, physical activity and human health across the lifespan, and training leaders of tomorrow through excellence in teaching, research and service. Learn more [here](#).

## Indigenous Education

Since 1976 our First Nations and Inuit Education programs have worked in partnership with Indigenous communities throughout Quebec. McGill's [Office of First Nations and Inuit Education \(OFNIE\)](#) operates under the auspices of the Department of Integrated Studies in Education. OFNIE works in partnership with First Nations and Inuit education authorities throughout Quebec – such as Kativik Ilisarniliriniq (KI), the Cree School Board, the Kahnawake and Kanehsatake Education Centres, and the Central Quebec School Board on behalf of the Naskapis of Kawawachikamach – to

deliver community-based teacher education programs and professional development.

## McGill Education Research

Within the Faculty of Education, research centres and institutes function as hubs for interdisciplinary work and engage experts from diverse faculties, schools and nations.

McGill's Faculty of Education is home to:

- [Sylvan Adams Sports Science Institute](#)
- [McGill Institute for Human Development and Well-Being \(IHDW\)](#)
- [International Centre for Youth Gambling Problems and High-Risk Behaviours](#)

The Faculty of Education is home to more than 50 research groups, laboratories and projects. Please visit the appropriate department for more information:

- [Department of Educational and Counselling Psychology \(ECP\)](#)
- [Department of Integrated Studies in Education \(DISE\)](#)
- [Department of Kinesiology and Physical Education \(KPE\)](#)

At the Faculty of Education, we continue to take pride in our accomplished record of research excellence. Our numerous endowed research chairs, awardees, fellowships, and conferred titles are a testament to our success:

- [4 Canada Research Chairs](#)
- [5 James McGill Professors](#)
- [4 William Dawson Scholars](#)



## Position Profile

Reporting to the Provost and Vice-Principal Academic, the Dean, Faculty of Education oversees all aspects of the Faculty's activities and is currently assisted by three Associate Deans: 1) Academic Programs; 2) Research and Innovation; and 3) Administration. Building upon the Faculty's acknowledged strengths, the Dean will also provide strong and dynamic academic leadership for innovation in student and faculty recruitment, programmes, departments, research institutes and scholarly activity.

The new Dean will contribute to, and reinforce, a strong sense of community within the Faculty, working to articulate a shared vision and mission, encouraging creative and collaborative research initiatives of all units, and lively academic discourse. The Dean will work with faculty members to foster innovative ideas in policy and professional practice, and to further identify and develop the core values of the Faculty. Embracing the diversity of the departments within the Faculty, and across the University, the Dean will promote progressive and interdisciplinary educational scholarship and research and provide leadership in fostering and developing a strong emphasis on professional

education that meets the needs and unprecedented challenges of a contemporary knowledge society, as well as the demand for professionals in the province, nationally and internationally. The Dean will be accountable for creating a positive and inclusive work environment which will serve as the foundation for the academic wellbeing of the Faculty.

The Dean will work effectively with the provincial *Ministre de l'Éducation, Ministre responsable du Sport, du Loisir et du Plein air*, and nine English school boards in Quebec, and provincial inter-university bodies.

The Dean represents the Faculty on various provincial committees and associations and will work to enhance the Faculty's profile nationally and internationally. Seeking and securing internal and external funding to support the Faculty's priorities, student scholarships, endowed chairs and research activities will be a major priority for the new Dean, who will plan for the consequences of shifting priorities, enrolment and program changes, and the infrastructure needs of the Faculty of Education.

# Position Profile (Continued)

## Key Responsibilities and Priorities

The key priorities and responsibilities for the Dean, Faculty of Education include:

- Continue to foster a culture of excellence in research, teaching, and student experience, celebrating the talent, success, and collaboration among faculty and create clear strategies for faculty development and recognition;
- Work collegially with administration across the Faculty, creating and modelling a culture of trust and transparency;
- Promote an agenda of research productivity, including collaboration with other Faculties, appropriate external partners, with the objective of producing effective and engaging scholarship with local, national, and international reach;
- Encourage, support, and enable continuous academic program innovation and renewal to ensure the quality and relevance of the Faculty's and University's academic programs, with particular emphasis on interdisciplinary collaboration;
- Foster a continuous improvement culture which supports innovation in teaching and delivery methods to support student recruitment and engagement;
- Continue to build on contributions and partnerships in Indigenous education, research and initiatives with a focus on Indigenous-led and self-governance frameworks;
- Promote research and practice that incorporates sustainability into teaching, learning and educational partnerships;
- Effectively recruit, retain, motivate and support faculty and staff, and foster a climate and culture that stimulates all to achieve the highest standards in teaching, scholarship, and service;
- Enhance and support student success through academic programs, research and student support services;
- Demonstrate deep commitment to proactive advocacy work regarding equity, diversity and inclusion, and work collaboratively to establish strategies and initiatives that support equity-based systemic change in the Faculty;
- Actively support McGill's Action Plan to Address Anti-black Racism and McGill's efforts to address truth and reconciliation.
- Work collaboratively to create an innovative and dynamic strategic plan for the Faculty that will engage, inspire and motivate all faculty and staff to develop and execute;
- Work collaboratively with a variety of internal and external partners to continue to raise its achievements, reputation, and resources, as well as working collaboratively with decanal colleagues to promote interdisciplinary research and teaching across the University;
- Develop and sustain partnerships (local, provincial, national and international) with community organizations, educational institutions, government and industry affiliates;
- Partner with Indigenous communities and continue to support Indigenous engagement, empowerment and achievement;
- Play an active leadership role in the development and stewardship of funds secured by external resources and enhance opportunities to engage with alumni and donors;
- Actively participate in the administration and governance of the Faculty through working collegially with administrators across the University and working to advance institutional priorities;
- Allocate resources and oversee all budgetary matters for the Faculty, making sure they appropriately reflect the priorities of the University's and the Faculty's strategic plans.



# Ideal Candidate Profile

The successful candidate will be an accomplished scholar and administrator who has demonstrated excellence in education and transformative accomplishments in research. With proven academic leadership experience and a record of building inclusive teams and engaging with the community, the Dean will possess an open, collegial and inspirational leadership style, with the ability to empower faculty, staff, and students.

## Experience and Qualifications

While the advisory search committee recognizes that no one candidate is likely to meet all of the following qualifications in equal measure, they are desirable and will be used in the assessment of candidates for the position:

- A PhD in a discipline within the Faculty of Education.
- A distinguished record of scholarship and service consistent with appointment to the rank of full professor at McGill.
- Successful senior academic administrative experience, and proven track record of building and managing highly effective, inclusive and collaborative teams.
- Previous experience with strategic planning and innovative programmatic developments.
- An understanding of and a proven commitment to Indigenous engagement, achievement, and overall success with consideration of the Truth and Reconciliation Commission of Canada Calls to Action.
- Demonstrated commitment and success in advancing equity, diversity, inclusion, anti-racism and decolonization practices.
- Ideally bilingual, or at a minimum have working proficiency in French.
- Ideally has experience in or knowledge of the unique French speaking and multicultural context of Quebec and Montreal.
- Ideally has experience leading within a unionized environment.

# Ideal Candidate Profile (Continued)

## Competencies and Personal Attributes

### Academic Leadership and Administrative Excellence

You have a commitment to fostering the development of all faculty and staff, and to mentoring and encouraging others to assume leadership roles in their work, within the University and in the broader community. You are passionate about creating an environment that fosters the recruitment and retention of diverse, talented faculty, staff and students. You are able to manage interpersonal conflict and to create and model a culture of trust and transparency. You are able to make decisions after appropriate consultation and to manage the effective execution of these decisions. A highly visible, accessible, positive and caring leader, you are an advocate for the students, faculty and staff. You possess sound financial judgment and be able to lead the development of the Faculty's budget and financial planning.

### Strategic Leadership

You are a visionary and a planner who shares and invites ideas and inspires and engages others in pursuing shared goals. You possess the ability to develop, in a consultative style, a clear vision for the future of the Faculty within the context of the University's strategic objectives and plans. You are energized by diverse ideas, thoughts and perspectives and have the courage to support innovative thinking in your teams and champion the strategic initiatives of others. You possess an ability to see opportunities outside of your own discipline and bring a truly broad interdisciplinary and collaborative perspective to the Dean role.

### Relationship Building, Collaboration and Communication

You have a strong understanding and appreciation of the collegial and consultative nature of the University and have a demonstrated capacity to work within and promote a culture of engagement, compassion and connection. Your personal communication style promotes inclusion and earns respect, trust, cooperation, and support within the Faculty and University. As a collaborative leader, you are committed to encouraging open channels of communication and consistent dialogue with members of the Faculty and will be an effective conduit of communication between the Faculty and the University senior leadership.

### Commitment to Equity, Diversity and Inclusion

You have a demonstrated commitment to increasing accessibility, equity, and diversity, and the ability to maintain an inclusive climate wherein every member of the community feels validated and accepted. You believe that diversity and inclusion are integral components of a quality university experience. You bring a global perspective, a willingness to learn, and an open mind to your work. You interact effectively and respectfully with people of different backgrounds. You understand the strength of an institution lies in the diversity of its students, faculty, and staff complement. You have a demonstrated commitment to Indigenization, decolonization and the Truth and Reconciliation calls to action, and can build strong relationships with Indigenous communities.

*Competencies and Personal Attributes continued on next page...*

# Ideal Candidate Profile (Continued)

## Commitment to Research and Academic Excellence

You have a deep commitment to, and are supportive of, excellence in teaching and research. You have an ability to promote the reputation and the research potential of the Faculty and to pursue traditional and non-traditional research opportunities at local, provincial, national, and international levels. You have a strong understanding of and perspective on the diverse research needs, challenges, and opportunities facing faculty, staff, and students. You promote an environment that encourages academic freedom. You have a demonstrated history of training graduate students and early career researchers, most of whom have moved on to highly impactful positions. You have an ability to foster interdisciplinary, multi-disciplinary and inter-institutional research. You are committed to understand and support the different disciplines and fields of research that span the range of scholarly activities and programs at the Faculty.

## External Engagement and Partnership Management

You value relationships within, across, and outside the organization and actively build and maintain relationships that support the achievement of common goals. You have an ability to work

collaboratively with other provincial, national, and international universities and colleges, as well as with various private sector entities, community groups, associations, Indigenous Peoples and other equity-seeking groups, and levels of government. You have an ability to meet with donors, alumni, and stakeholders, to develop and maintain long term relationships, and to attract funding and other support for the Faculty. You have an ability to promote the reputation of the Faculty and to communicate the Faculty's success to enhance and encourage support of the Faculty.





## Bienvenue à Montréal!

McGill is located in the heart of Montreal, one of the largest French-language cities in the world and one of North America's most cosmopolitan, dynamic, and multicultural metropolises. It combines all the amenities of a large modern city with a rich history and diverse landscape, and provides a host of exciting cultural opportunities to explore. In addition to Montreal's many academic institutions, major government laboratories and research-intensive industry are also situated in and around the city.

Day and night, Montreal pulses with activity. Montreal's public transportation is arguably one of the most efficient in North America. Operated by the Société de transport de Montréal (STM), buses and Métro (subway) make getting around extremely convenient.

Each season, Montreal is host to an array of events, exhibitions, and gatherings for culture, nature and thrill seekers who come to enjoy its diverse offerings. Montreal's chefs continue to elevate its reputation as a gourmet destination, and creative artists and artisans draw admirers in droves to the haute couture ateliers, arts galleries, and charming boutiques that line the city streets.

For more information on this beautiful area, we recommend the following website:  
<https://www.mtl.org/>





# Campuses and Locations

McGill benefits immensely from its place at the centre of a vibrant hub of intellectual, cultural, and scientific activity. McGill boasts three beautiful campuses with state-of-the-art facilities.



## Downtown Campus

*An oasis in the city.*

Located in the heart of downtown Montréal, nestled between Mont Royal nature park and the bustling business district. Come surround yourself with restaurants, cafés, museums, and luscious green spaces all within a few blocks of our campus.

Take a virtual tour of the downtown campus:  
<https://www.youvisit.com/tour/mcgill/>



## MacDonald Campus

*A sustainable learning environment.*

MacDonald Campus is situated on a luscious and sprawling 1,600-acre waterfront property in Sainte-Anne-de-Bellevue. It is also home to an arboretum, greenhouses, and a sustainable farm that provides food to the downtown residences.

Learn more about the MacDonald campus:  
<https://www.mcgill.ca/macdonald/about>



## Campuses and Locations (Continued)



### Campus Outaouais

*The patient at the heart of health sciences*

In 2020, Campus Outaouais opened in Gatineau, QC, allowing students to complete McGill's four-year undergraduate medical education program (MDCM), as well as their residency, in French.

Learn more about Campus Outaouais:

<https://www.mcgill.ca/campusoutaouais/fr>

# Search Advisory Committee

In accordance with the University Statutes, an Advisory Committee to the Principal and Vice-Chancellor has been struck for the selection of the Dean, Faculty of Education.

For more information about advisory committees, please consult:

<https://www.mcgill.ca/secretariat/advisory>

The composition of the Advisory Committee is based on the requirements of the Statutes. In addition to the Chair of the Advisory Committee, the composition provides for a 14-person committee including:

<b>Chair of the Advisory Committee</b>	Professor Angela Campbell, Associate Provost, Equity and Academic Policies
<b>Members appointed by Board of Governors</b>	Mr. Peter Balyta Ms. Sonia Mata
<b>Members appointed by Senate</b>	Professor Diane Dechief Professor Craig Mandato Professor Ryan Mailloux Professor Ian Gold
<b>Members elected by the Faculty</b>	Professor Marta Kobiela Professor Nancy Heath Professor Caroline Temcheff Professor William Harvey
<b>Members appointed by the Student Associations</b>	TBC, PGSS Kelly Eden, SSMU Serena Sethi, SSMU
<b>Secretary to the Committee</b>	Ms. Edyta Rogowska, Secretary-General

The Advisory Committee is responsible for defining the role and set of competencies for the position of Dean, Faculty of Education, consistent with future leadership needs and the evolving environment of higher education, within Quebec, Canada, and internationally.

# Becoming a Candidate

The following is a list of the steps that we anticipate in this executive search. We would also like to bring to your attention several key issues we would recommend you consider as you navigate the search process.

Applications can be submitted online at <https://www.kbrs.ca/Career/17530>

## Interview with KBRs

As we receive the applications of interested candidates, we compare them against the key selection criteria set by the Search Advisory Committee. We arrange to speak with those candidates whose experience and qualifications are closest to the ideal candidate profile.

In your initial interview with KBRs, we will seek to understand more about your background, qualifications, experience, and interest in the position.

As you move forward in the search process, to ensure you are seriously interested in the position, we will ask you to consider:

- **Terms of an appointment** including compensation and benefits.
- **Relocation** including housing, schools, relocation assistance and other matters of importance to you. If a physical move will be unacceptable to you, please determine that at this stage.
- **Alignment** of this role and organization to your personal objectives and preferences. If you have questions that you would need to have answered before deciding to pursue this role, please let us know. If appropriate, we will attempt to arrange a conversation between you and our client so you can make a well-informed decision.

- If you are an **international candidate or foreign worker**, in addition to applying for this position, you may want to explore the Government of Canada's website to learn more about [Working in Canada at this link](#).

After considering these factors, in fairness to everyone concerned, please do not proceed further with this process if you are unlikely to accept the position if it is offered to you. We will ask our client to extend the same courtesy to you.

## Search Committee Interviews

The Search Advisory Committee will consider all candidates and invite a small group to move forward. Typically, this next step is an interview with the Committee and facilitated by a lead from KBRs.

If there is a desire to move forward with your candidacy after the initial interview with the Search Advisory Committee, you will be invited for further conversations with the Committee and University community. The format and nature of these conversations will allow you to learn more about McGill and the University community and begin to set the conditions for successful integration of the next Dean, Faculty of Education. The Committee commits to respecting the confidentiality of your interest throughout this process.

Shortly after these conversations, if both you and the Committee wish to proceed, we will work with you and McGill University to create mutually acceptable terms of employment subject to the Committee's satisfaction with background and reference checks.

# Becoming a Candidate (Continued)

## Resume Accuracy/Background Checks

If you progress to the interview stage, you will be asked to provide information to allow our client to conduct a thorough background check, including reference checks and verification of your education, designations, and awards. We will seek your permission to perform these verifications before we proceed. Should you decide not to allow verification of your background, credit or criminal history, our client will be informed, and they will decide how to proceed with your candidacy.

## Reference Checks

Reference conversations will take place should you advance past the initial Search Advisory Committee interview. You will be asked to provide references who represent 360-degree working relationships you have had for the past several years, whether supervisors, peers, or subordinates. KBRs's policy is to present to our client a minimum of three to six references before an offer is made.

## Privacy and Confidentiality

KBRs respects the privacy and confidentiality of personal information provided by candidates for our search assignments. The above information will be in accordance with the Personal Information Protection and Electronic Documents legislation. A copy of our Privacy Policy is available for your review on our website at <https://www.kbrs.ca/privacy-policy>.

## Offer Etiquette

We ask that you honour two standards of professionalism if you choose to become a candidate in this process:

- If an offer is extended to you, you commit to holding the details in confidence (with the exception of discussing it with members of your immediate family) and agree that you will not discuss the offer with your present employer.
- If you say you will accept the offer our client can count on your word, otherwise please withdraw as a candidate. We want our client to avoid the substantial loss of time and opportunity cost that would accompany a reversal of your decision, as you would want to avoid handing in your resignation and then having our client cancel your offer.

Experiencing feelings of self-doubt when making a career change are common and should be prepared for. If either of these standards of professionalism are unacceptable, please let us know before becoming a candidate.

## Equity, Diversity and Inclusion Statement

McGill University is committed to equity and diversity within its community and values academic rigour and excellence. We welcome and encourage applications from racialized persons/visible minorities, women, Indigenous persons, persons with disabilities, ethnic minorities, and persons of minority sexual orientations and gender identities, as well as from all qualified candidates with the skills and knowledge to engage productively with diverse communities.

*Continued on next page...*

# Becoming a Candidate (Continued)

## Equity, Diversity and Inclusion Statement (Continued)

At McGill, research that reflects diverse intellectual traditions, methodologies, and modes of dissemination and translation is valued and encouraged. Candidates are invited to demonstrate their research impact both within and across academic disciplines and in other sectors, such as government, communities, or industry.

McGill further recognizes and fairly considers the impact of leaves (e.g., family care or health-related) that may contribute to career interruptions or slowdowns. Candidates are encouraged to signal any leave that affected productivity, or that may have had an effect on their career path. This information will be considered to ensure the equitable assessment of the candidate's record.

McGill implements an employment equity program and encourages members of designated equity groups to self-identify. It further seeks to ensure the equitable treatment and full inclusion of persons

with disabilities by striving for the implementation of universal design principles transversally, across all facets of the University community, and through accommodation policies and procedures.

Should you require an accommodation to participate fully in the recruitment process, please inform KBRs at [accommodate@kbrs.ca](mailto:accommodate@kbrs.ca).

## Contact Us in Confidence



**Katherine Frank**  
Partner  
[kfrank@kbrs.ca](mailto:kfrank@kbrs.ca)



**Lauren Wright**  
Sr. Executive Recruiter  
[lwright@kbrs.ca](mailto:lwright@kbrs.ca)



**Chris Gibson**  
Sr. Executive Search Coordinator  
[cgibson@kbrs.ca](mailto:cgibson@kbrs.ca)

