



Candidate Brief

Vice-President (Administration and Finance)

McGill University

December 2023



Contents

| | |
|--|----|
| McGill University | 3 |
| The Administration and Finance Portfolio | 4 |
| The Opportunity | 5 |
| Candidate Qualifications | 6 |
| How to Apply | 9 |
| Appendix A: Administration and Finance Portfolio | 10 |
| Appendix B: Advisory Committee | 12 |

CONTACT INFORMATION



Michael Williams | Managing Partner
michael.williams@odgersberndtson.com

Odgers Berndtson
Suite 3300, Royal Bank Plaza, South
Tower, 200 Bay Street
Toronto, Ontario M5J 2J3
Canada



**Andrea Patrick, Principal, National Education
Practice**
andrea.patrick@odgersberndtson.com



Joanne Agius, Principal
joanne.agius@odgersberndtson.com



McGill University

McGill University is on land which has long served as a site of meeting and exchange amongst Indigenous peoples, including the Haudenosaunee and Anishinabeg nations. We acknowledge and thank the diverse Indigenous peoples whose footsteps have marked this territory on which peoples of the world now gather.

Founded in 1821, McGill University is among the most vibrant educational and research milieus in North America, with a strong reputation for being a leader in higher education globally, ranked 31st in the QS World University Rankings 2022 and 44th in the Times Higher Education World University Rankings 2022. McGill is the top medical-doctoral university in Canada, and the most internationally diverse research-intensive public university in the country, with over 30% of students coming from more than 150 countries. A member of the U15 Group of Canadian Research Universities, Global University Leaders Forum (GULF) of the World Economic Forum and the American Association of Universities (AAU), McGill's high standards of academic distinction and community contribution attracts people inspired by challenge and committed to shaping a better future.

Since its inception, McGill has evolved from a small college to a bustling university with three campuses, 11 faculties, 13 professional schools and over 400 programs of study. The University also partners with six affiliated teaching hospitals to graduate over 1,200 health care professionals each year. McGill is home to over 6,700 employees, including 1,806 tenured and tenure-stream faculty of whom 184 are Canada Research Chairs, 148 Rhodes Scholars and 228 active Fellows of the Royal Society of Canada. In addition to exceptional faculty which has historically included 12 Nobel Laureates (the highest among Canadian universities), McGill has a student complement of over 39,000 who are among the best and brightest across Canada, the United States and around the world. McGill students have the highest average entering grades in Canada, and have won numerous national and international awards, including the prestigious Rhodes Scholarship which has gone to a nation-leading 148 McGill students. The University boasts a vast international network of 300,000 alumni from over 185 countries, with many alumni reaching the top of their professions as Supreme Court Justices, Nobel Prize recipients, award-winning authors and musicians, astronauts and more.

McGill is recognized around the world for the excellence of its research and teaching programs. McGill's researchers are affiliated with over 75 major research centres and networks, and are not only recognized for their scientific and technological breakthroughs – the world's first blood test for cancer and first Internet search engine among them – but also for examining the social, environmental, ethical and policy impacts of business practices, technology, science and medicine. McGill offers faculty, staff, and students a cohesive university-wide environment of academic excellence that is second to none, where the community is stimulated to push the boundaries of knowledge creation in every field imaginable. For more information about McGill, please visit www.mcgill.ca.

McGill University is located in Montreal, Quebec. Its Downtown Campus is set upon 80 acres and is among the most beautiful university campuses in the world. The Gault Nature Reserve spans 2,470 acres, and the Macdonald Campus, spread over 1,600 acres of land, is located in the picturesque town of Ste-Anne-de-Bellevue, on the western tip of the Island of Montreal. Campus Outaouais was launched in 2020, enabling students to undertake their four-year undergraduate medical education in French. Montreal is one of the world's most exciting, vibrant, and multilingual cities, which is the second largest city in Canada after Toronto, the fourth best in North America for quality of living, and the number one best student city in North America (QS Best Student Cities 2022). Based on GDP, Montreal has the second-largest economy among Canadian cities and is a critically important centre for culture and entertainment, commerce, finance, industry, technology, and world affairs. For more information about Montreal please visit: www.montreal.com, or [Official City Portal](#).



The Administration and Finance Portfolio

Leading a team of approximately 1036 as of January 2023, the VPA&F is the chief financial and administrative officer of the University. Working with a team of professional and executive staff across the University, the VPA&F provides overall support and leadership to ensure the sound management of McGill's physical, digital and financial assets including the University investments and endowments. The Office of the VPA&F provides leadership and direction to a skilled team of professionals, who work, in collaboration with others, to make McGill an extraordinary place of teaching, learning and research. The key units reporting to the VPA&F are listed [here](#).

For more information about McGill University and the Administration and Finance portfolio, please visit [here](#).



The Opportunity

Reporting to the President & Vice-Chancellor, McGill University seeks a visionary, bilingual and inclusive change leader for the position of Vice-President Administration and Finance (VPA&F). The VP is a valued member of McGill's executive leadership team and will bring with them experience developing a highly collaborative, responsive, and accountable team and service culture. They will have a track record of strong executive-level project management as well as passion for a more sustainable future at the University. Working in close collaboration with the Provost to implement McGill's budget, the new VPA&F will have excellent financial and operational acumen gained within a complex organization with substantial management and leadership experience. To be successful in the role, they will possess communication, people and administrative skills to operate and lead change within a highly complex university setting. They will have knowledge and experience in leading sustainable campus planning and development initiatives, as well as a strong grasp of financial and risk management practices. They will bring a collegial and collaborative approach to work, including the capacity to build positive partnerships with community and government stakeholders at all levels.

The person who realizes success in this portfolio is effective at people leadership, delegation, and maintains positive and productive relationships with colleagues, government contacts, public servants, and external partners. The incoming VPA&F will be knowledgeable about technological advances and must be capable of implementing new technology systems in response to evolving business and educational needs.

The VPA&F will understand the University's commitment to sustainability and recognize trends and opportunities while being committed to implementing decisions with a sustainable future in mind.

Working with an institutional budget of \$800M, the incumbent will ensure the effective operations of the Office of Administration and Finance on a day-to-day basis, and the assignment of appropriate resources needed to support the academic enterprise. To that end, the VPA&F will work with the President and Vice-Chancellor, Board, and University community to ensure that the University continues to distinguish itself as a globally minded, highly productive, relevant, 21st century institution of higher learning. This must be done with the goal of maintaining the University's commitment to excellence in teaching and research.

The VPA&F will be skilled at nurturing a diverse team that is client focused, agile, efficient and innovative. The incumbent will be skilled at managing a multi-generational workforce who bring different perspectives and expertise to the workplace.

A dynamic relationship builder, the incoming VPA&F will have the presence and confidence to play a leadership role within McGill and externally with all stakeholders. They will bring significant experience in partnering and collaborating with all levels of government, government agencies, other universities, and stakeholders. Ideally, they will demonstrate an understanding of the Quebec cultural and political milieu and possess the ability to build relationships with community groups and government partners at all levels to advance McGill's goals and priorities.

A key area that requires sound leadership from the VPA&F is infrastructure development, as related to the maintenance, renewal and expansion of the University's physical and digital infrastructure. McGill has developed and implemented a campus master real estate plan and an IT Strategic Plan, intended to guide infrastructure projects and plans for physical and digital growth. Notably, the real estate plan includes a renewal program aimed to refurbish McGill's historic buildings, with a view to maintaining their patrimonial value, while repurposing and upgrading the space for a contemporary learning environment. The VPA&F, in collaboration with colleagues, would continue to implement this project's planned development.



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 ideal candidate:

The next Vice President Administration and Finance (VPA&F) will be a key player on the senior executive team with the ability to work in collaboration and partnership at all levels to drive positive change at McGill. In this senior leadership role, success will be defined by effective people leadership, establishing and maintaining strong, active relationships with government, and forging a positive, productive, and responsive relationship with members of the McGill community, as well as other key external partners. The incumbent will have expertise in leading a complex administrative and financial portfolio, obtained through private or public sectors. The incumbent will have a proven record in successfully managing financial, digital, physical infrastructure risks and resources; superb entrepreneurial instincts, and a natural tendency to set high standards and develop a bold vision for the future of the University. The VP will ideally have a record of working in an academic environment and be able to effectively communicate a vision to inspire the community around the University's goals and make decisions in the interests of McGill.

The new VP will be an agent of change committed to the simplification and efficiency of McGill's business processes. A team player, they will lead in a diplomatic, inclusive and collegial manner and bring an ability to listen to and recognize the needs of all members of the Administration and Finance team. In all of their interactions, they will be respectful and tactful and possess a demeanour that exhibits integrity, openness, sound judgement, energy, fairness, confidence, optimism, and enthusiasm.

Experience, Skills, and Credentials

- A degree from a recognized university is required; a graduate degree is preferred, and relevant professional designations would be considered an asset.
- Proficiency in both English and French (both written and verbal), particularly given the external dealings with other Quebec universities and the Quebec government.
- Experience working at all levels of government and with public servants while building trusting relationships with internal and external stakeholders.
- Excellent project management, risk management and project funding allocation skills with proven past experience managing large, complex projects and leading change.
- An experienced executive leader with an entrepreneurial mindset and an understanding of leading administrative and financial operations and a track record of implementing complex budgets and financial systems.
- A decision-making style that uses influence and persuasion to move ideas and people toward strategic goals; an ability to see the big-picture, and the foresight to anticipate results.
- A diplomatic, astute and nimble approach to management, and an ability to present creative and alternative approaches to the completion of tasks while successfully leading and motivating the team to drive results in a timely and efficient manner.
- Successful experience in leading, managing, and continuously developing diverse teams to support the administrative functions within the portfolio, with a service orientation – in particular, experience gained from within an information technology, facilities management, construction or real estate organization.
- A proven record of successful, inclusive leadership in a complex organization, preferably within the university environment; an understanding of university



administration and provincial and federal government funding structures for postsecondary education is considered an asset.

- Strategic leadership abilities, with a demonstrated ability to effectively support the organization’s core mission and values.
- Excellent written, listening and communication skills with confidence speaking and presenting to diverse groups in a concise manner.
- Great problem-solving skills with the ability to understand root causes of problems and develop/implement creative solutions.
- Inspiring, positive and motivational people leader with the ability to work in diverse teams and collaborate across groups and faculties effectively while effectively setting team priorities and delegating tasks.
- Experience working with a Board and other governance committees.

Broad areas of responsibilities include:

Leadership

- Through an inclusive consultation and decision-making process, leads the planning and implementation of the Administration and Finance strategy, initiating discussion, defining priorities, and developing and articulating the portfolio’s vision and way forward.
- Ensures that the VPA&F vision aligns with the University’s strategic plan and academic mission and enhances understanding and builds support for the portfolio’s unique place within the McGill community.

Equity, Diversity and Inclusion

- Champion Equity, Diversity and Inclusion efforts within the portfolio to nurture a diverse and inclusive working and learning environment.
- Play a critical role in promoting, mentoring, and supporting incoming and upcoming leaders from equity deserving groups.
- Ensure the portfolio’s activities and initiatives support the institutional goals around anti-racism, equity, diversity, inclusivity, and working towards reconciliation and respect.

Infrastructure and Project Management

- Oversee infrastructure related projects to enhance and expand building facilities, real estate initiatives and projects across the University’s campuses.
- Lead change in facilities management while providing client stakeholders with relevant information & timely

updates in order to address urgent priorities and objectives.

- Strategic planning, prioritizing and problem solving of projects and infrastructure operations to properly manage problems, risks and priorities.
- Responsible for the development and implementation of all project plans, project budgets and project funding allocation, ensuring projects are well managed and consistently delivered on time and on budget.
- Working closely with public sector government stakeholders as well as private sector funding and construction partners to manage projects efficiently.

Technology and Administration

- Understanding of IT and data systems to leverage updated and modernized approaches for financial management and project management activities while soundly managing data to make informed decisions and support operations.
- Proven experience in data governance utilization while working in partnership with the Chief Information Officer and other technology stakeholders to enhance data management and digital infrastructure projects supporting the University’s mission.

Financial expertise

- Works in collaboration with the Provost and other senior colleagues to develop and implement strategies for diverse income generation streams, from government,



community partners and private sector donors to ensure McGill's financial future is secure.

- Responsible for the implementation of complex budgets, plans and controls to best prioritize funding and the prudent use of resources for University projects.
- Collaborates in the oversight of the financial health of the University with the focus to ensure a steady and reliable stream of revenue, including through the University's investment activities.
- Provides administrative direction and support to the University's internal audit functions, while maintaining their independence and impartiality.
- Oversees the University's Financial Services to ensure quality service, financial integrity and control of the University's operations, including the safeguarding of assets.

Commitment to Sustainability

- Stewardship and responsibility of McGill's plans and priorities in sustainability as related to the VPAF portfolio.
- Continue to implement the sustainability plan focused on continuous improvement which is well communicated and visible to employees to drive engagement, change and pride.
- Works in partnership to achieve ambitious sustainability goals which include carbon neutrality by 2040, obtaining platinum rating by 2035, and zero waste by 2035.
- Understand trends and changes to best endorse strong sustainability initiatives and keep McGill at the forefront of this important and socially relevant topic.



How to Apply

Equal Opportunity

McGill University is committed to equity and diversity within its community and values academic rigor 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.

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](#). If you require accommodations to participate in the recruitment process, please inform Odgers Berndtson.

All qualified applicants are encouraged to apply; however, in accordance with Canadian immigration requirements, Canadians and permanent residents will be given priority.

Where to Apply

The new Vice-President Administration and Finance will take office in April 2024 or as mutually agreed.

Consideration of candidates will commence immediately and continue until the position is filled.

Inquiries and/or applications, in confidence, should be directed to Michael Williams, Andrea Patrick or Joanne Agius at mcgillvp@odgersberndtson.com

Your Personal Information

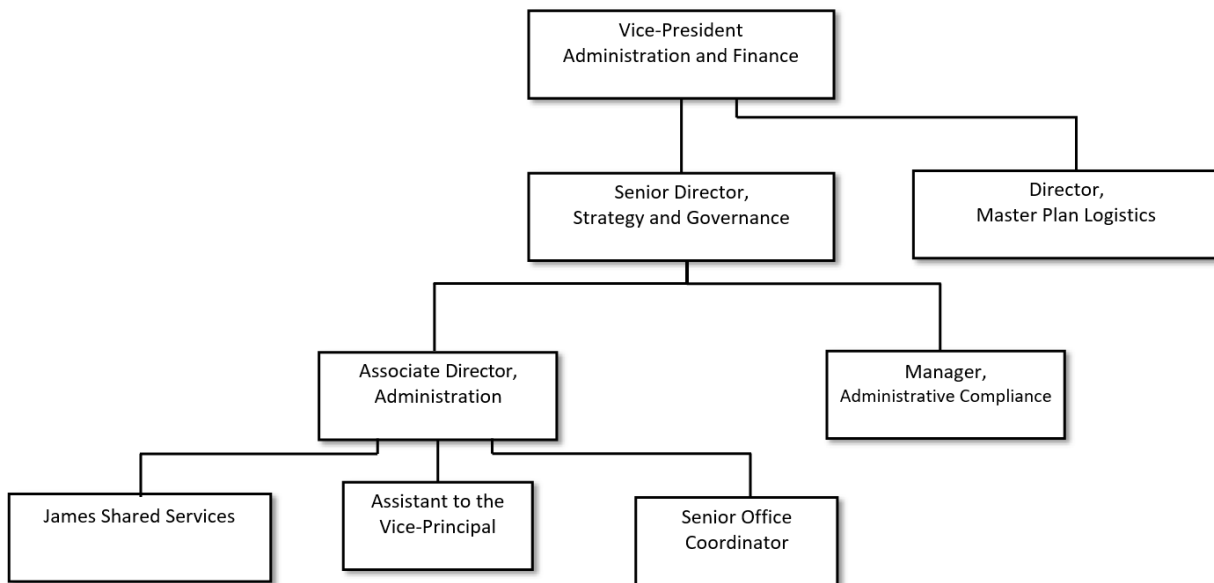
At Odgers Berndtson, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information 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.



Appendix A: Administration and Finance Portfolio



Vice-President, Administration and Finance

Current – Interim Vice-Principal

Reporting

Chief Investment
Officer and Treasurer,
Office of Investments

Associate Vice-Principal,
Facilities Management and
Ancillary Services (FMAS)

Associate Vice-Principal
and Chief Information
Officer, Information Technology
Services

Associate Vice-Principal,
Financial Services

Executive Director,
Fiat Lux Library
Project

Executive Director,
Development Project of the
Royal Victoria Hospital

Executive
Director, DPDO

Executive
Director,
Sustainability

Executive
Director, Internal
Audit



Appendix B: Advisory Committee

The following individuals make up the Advisory Committee for the Selection of the Vice-President Administration and Finance

Chair: Professor Deep Saini

Members appointed by
the Board of Governors: Mr. Pierre Matuszewski
Mr. Jonathan Sigler
Ms. Tina Serafin
Mr. Stuart (Kip) Cobbett

Members appointed by the
Senate: Professor Petra Rohrbach
Professor Peter Grütter
Mr. Henry Tin
Ms. Maria Babiak

Members appointed by the
Student Associations: Mr. Dhanesh Patel, PGSS
Ms. Lalia Katchelewa, SSMU

Secretary to the Committee Ms. Edyta Rogowska





Suite 3300, Royal Bank Plaza, South Tower, 200 Bay Street
Toronto, Ontario M5J 2J3
Canada

+1 416 366 1990

<https://www.odgersberndtson.com/en-ca>



ODGERS BERNDTSON