



LAVERNE SMITH & ASSOCIATES INC.

DRAFT POSITION PROFILE

DEAN, FACULTY OF AGRICULTURAL AND ENVIRONMENTAL SCIENCES McGILL UNIVERSITY

McGill University is seeking an outstanding individual with demonstrated leadership, excellence in scholarship, and administrative abilities to become the next Dean of the Faculty of Agricultural and Environmental Sciences (FAES).

THE UNIVERSITY

"The mission of McGill University is the advancement of learning through teaching, scholarship and service to society by offering to outstanding undergraduate and graduate students the best education available, by carrying out scholarly activities judged to be excellent when measured against the highest international standards, and by providing service to society in those ways for which we are well suited by virtue of our academic strengths."

McGill University has established a global reputation for academic and research excellence across a wide-ranging number of disciplines that distinguishes it as Canada's most international university and a leader in higher education. Known for the highest standards of academic distinction and community contribution, McGill University is located in the heart of vibrant downtown Montréal, a multi-lingual and culturally diverse city providing a unique and exciting learning environment. Founded in 1821, McGill has grown from a small college to a bustling university with two campuses, some 300 buildings, 11 faculties and 11 schools, and about 300 programs of study. The University also partners with four affiliated teaching hospitals to graduate over 1,000 health care professionals each year. McGill has over 1,600 tenured and tenure-stream faculty members and is the most internationally diverse medical-doctoral university in Canada, with 20% of its students coming to McGill from more than 150 countries.

McGill is recognized around the world for the excellence of its teaching and research programs. Ernest Rutherford's Nobel Prize-winning research on the nature of radioactivity was conducted at McGill, part of a long tradition of innovation on its campuses that includes the invention of the artificial blood cell and Plexiglas. Today McGill's professors are building the new field of epigenetics, developing alternative energy sources from crop plants and driving human achievement in every field imaginable. The University's 215,000 graduates form a vast global network, with many alumni reaching the top of their professions as Supreme Court Justices, Nobel Prize recipients, award-winning authors and musicians, astronauts and more.

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 have won 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 132 McGill students. In addition to a rich athletic tradition that includes many Olympians and the birth of hockey and football, thousands of McGill students participate

in the hundreds of clubs, associations and community groups that enrich Montreal and contribute to a vibrant campus life. For additional information about McGill, please visit www.mcgill.ca.

THE FACULTY OF AGRICULTURAL AND ENVIRONMENTAL SCIENCES

"The Faculty of Agricultural and Environmental Sciences is committed to excellence in teaching, research, and service to ensure that humanity's present and future food, health, and natural resource needs are met while protecting the environment."

FAES Mission Statement

With its tradition of pioneering, interdisciplinary work in applied biosciences, food and nutrition and the environment, coupled with innovative and entrepreneurial programs for the future, McGill's Faculty of Agricultural and Environmental Sciences is finding solutions to some of the most urgent problems shaping the 21st century. Committed to excellence in teaching, research and service, its international reputation, world class faculty, superb field facilities and diverse student body make FAES a truly unique place to study and work. The Faculty's unique multidisciplinary research programs bring together health, environment, food and nutrition, bioproducts, biotechnology and the agriculture sectors. FAES has approximately 1400 undergraduates, 500 graduate students, almost 100 tenured and tenure-track academic staff, as well as lecturers and other teaching staff, professionals, and administrative and support staff. Further information about McGill's Faculty of Agricultural and Environmental Sciences may be found at www.mcgill.ca/macdonald.

Academics

The Faculty of Agricultural and Environmental Sciences comprises the following academic units, all of which have both strong undergraduate and graduate programs: Agricultural Economics, Animal Science, Bioresource Engineering, Food Science and Agricultural Chemistry, Natural Resource Sciences, Plant Science, the School of Dietetics and Human Nutrition, and the Institute of Parasitology. The Faculty is also home to the Farm Management and Technology program. In addition, the Dean of FAES presides over the multi-Faculty program housed in the McGill School of Environment.

FAES and the School of Dietetics and Human Nutrition offer degrees in Bachelor of Science (Agricultural and Environmental Sciences), Bachelor of Engineering (Bioresource Engineering), Bachelor of Science (Food Science), Bachelor of Science (Nutritional Sciences), Concurrent degree program in Food Science and Nutritional Sciences, Certificate in Food Science, Certificate in Ecological Agriculture, Diploma in Environment, and Diploma of Collegial Studies in Farm Management and Technology. Several programs offered by the Faculty and School lead toward professional accreditation. These include the Dietetics Major, the Agricultural Economics Major and the Agro-Environmental Sciences Major, Bioresource Engineering and Food Science.

FAES also offers M.Sc. and Ph.D. programs in the areas of Agricultural Sciences, Biological Sciences, Bioresource Engineering, Biotechnology, Environmental Sciences, Food Science, and Nutritional Sciences. M.Sc. (Applied) programs are offered in some disciplines. In addition, a Graduate Certificate in Biotechnology, a Graduate Diploma in Dietitian Credentialing, a Graduate Certificate in Bioinformatics, and a Graduate Option in Environment are offered.

Research

The Faculty of Agricultural and Environmental Sciences is internationally recognized for innovative and diverse research that advances knowledge and solves important issues related to food, water, energy and the environment, and their resultant impact on human health and wellbeing. While FAES's strategic research activities range from basic molecular sciences to applied agricultural, food and environmental sciences, with medical and industrial applications, the Faculty's Strategic Research Plan has defined the following three broad areas for enhanced research intensity:

- Environment of natural and rural ecosystems with emphasis on: processes, organisms and applications; resource management; governance
- Biosciences and Bio-products for the benefit of society: sustainable agricultural systems; generation of products for a bio-based economy; ecological engineering; information systems management
- Food, nutrition and health: pathogens, parasites and human development; human nutrition and health; food processing, safety and quality; food security

The Faculty's strong research programs are supported by national and provincial competitive funding programs. In the last three years, FAES has leveraged \$45 million in research funding, led collaborations with more than 30 industrial and institutional partners, and developed numerous international projects. State-of-the-art facilities for teaching, training and research in applied biosciences and biotechnologies, including bioprocessing laboratories and environmental sciences, meet growing demand in these disciplines. Researchers have access to world-class research facilities on both of McGill's campuses and in McGill's unique network of field stations. Research centres and networks at the Faculty of Agricultural and Environmental Sciences include:

- McGill Centre for Bioinformatics (MCB)
- Brace Centre for Water Resources Management
- Global Environmental and Climate Change Centre (GEC3)
- Centre for Indigenous Peoples' Nutrition and Environment (CINE)
- McGill Institute for Global Food Security

FAES faculty members are involved in a number of Networks of Centres of Excellence within Canada, including the Advanced Food and Materials Network and ArcticNet. Inter-university research centres and networks that are based at McGill include the Centre for Host-Parasite Interactions and the Green Crop Network.

Macdonald Campus

The Faculty of Agricultural and Environmental Sciences is housed on McGill's Macdonald Campus, located on a beautiful 650 hectare waterfront setting on the western tip of the Island of Montreal, in the city of Sainte-Anne-de-Bellevue. This intimate collegial and residential setting allows for strong interaction between staff and students, and for enriched student activity and participation in extracurricular activities, as well as smaller class sizes and the ability to provide hands-on and experiential learning in the field and labs. The Macdonald Campus is connected to the downtown campus by excellent public transit and a McGill designated shuttle service.

In addition to working animal and seed farms, a horticulture centre and greenhouses, and student services such as the Campus Library, Computing Centre and Office of Student Academic Services, its state-of-the-art facilities for teaching, training and research include:

- The Morgan Arboretum - with 245 hectares of managed and natural woodlands, fields, and tree plantations used for environmental research and teaching in a wide range of courses. It contains 18 formal tree collections and is seasonally inhabited by 170 species of birds, 30 species of mammals, and 20 species of reptiles and amphibians.
- The Macdonald Campus Farm - an experimental and working farm, located on 205 hectares, that is dedicated to teaching and research. It strives to be an innovative leader at the cutting edge of agricultural technology.
- The Lyman Entomological Museum and Research Laboratory - established in 1914, it houses the largest university collection of insects in Canada and has an active graduate research program in association with the Department of Natural Resource Sciences.
- The McGill University Herbarium – containing more than 140,000 plant specimens that document the research activities of McGill staff and students over the past century and serve as a rich source of research material for biologists.
- The Molson Reserve – donated as a nature conservation centre for use in study and research, its 51 hectares consist of forest, woodland marshes, swamps and wetland that provides habitat for wildlife and plant species, some of which are unique to the area.

Community outreach is an important aspect of the Macdonald Campus, ranging from the Arboretum's 25 kilometres of trails and its nature interpretation program, to projects that bring the Faculty's expertise in agriculture to both the University and its local communities. These include the Campus Farm's outreach program to demonstrate the importance of agriculture in daily life, the Macdonald Student-Run Ecological Gardens and the highly successful "McGill Feeding McGill" project, which has seen 40,000 kilograms of fresh produce grown for McGill residence students.

THE ROLE AND MANDATE

Reporting directly to the Provost as part of McGill's senior administration, the Dean of the Faculty of Agricultural and Environmental Sciences is the chief academic and administrative officer of the Faculty, responsible for the planning, development, coordination and implementation of its educational and research agenda. Working with the Faculty's community, the Dean will set academic priorities and provide leadership in the establishment of plans that achieve those priorities. The Dean will build consensus through a community building, collegial and collaborative approach among faculty, staff and administration. Correlative with these academic responsibilities, the Dean is responsible for setting the Faculty's annual budget, overseeing its campus development and operations, and determining appropriate faculty and staff complements. The Dean will be an ambassador with the neighbouring communities and other external partners.

The following positions report directly to the Dean, Faculty of Agricultural and Environmental Sciences:

- Associate Dean (Academic)
- Associate Dean (Research)
- Associate Dean (Student Affairs)
- Associate Dean (Graduate Education)

- Director, School of Dietetics and Human Nutrition
- Director, Institute of Parasitology
- Director, McGill School of Environment
- Director, Farm Management and Technology Program
- Director, Office of Student Academic Services
- Six Department Heads
 - Agricultural Economics
 - Animal Science
 - Bioresource Engineering
 - Food Science and Agricultural Chemistry
 - Natural Resource Sciences
 - Plant Science
- Manager, Macdonald Campus Farm

The Dean's role is pivotal in ensuring the future success of the Faculty and of the University. As a senior academic administrator at the University level, the Dean is instrumental in the development and articulation of institutional policies and procedures and in ensuring that all faculty, staff and students in the Faculty of Agricultural and Environmental Sciences are engaged in their implementation. The Dean is an essential partner of the President, Provost, Vice-Presidents and colleague Deans in setting directions and in supporting the values, vision and mission of McGill University.

In an environment in which all Canadian universities are increasingly dependent on support from the external community to maintain their academic programs, an effective Dean will possess special skills in areas such as developing and nurturing corporate and professional sector, as well as government, partnerships through long-term relationship-building and fundraising. Special attention must also be paid to the cultivation and engagement of alumni in the future success of the Faculty through outreach activities and to the recruitment of potential students and fostering career opportunities for graduates.

The new Dean of FAES will be expected to provide leadership in:

1. Promoting excellence in research and teaching as primary goals for the Faculty by:
 - Articulating the mission of FAES, and developing, implementing and adapting to changing ideas and visions as the Faculty and University meet new challenges and needs
 - Understanding, appreciating, supporting and promoting the research and scholarship activities of faculty members, and ensuring that their contributions to the success of FAES and McGill are known and celebrated within the University and the broader community
 - Encouraging and fostering the development and delivery of high quality and innovative undergraduate and graduate programs, including non-thesis Master's programs
 - Initiating and overseeing activities designed to facilitate teaching innovation, while continuing to develop experiential learning opportunities within the Faculty and ensure that teaching methods are state-of-the-art
 - Attracting and retaining diverse and superior faculty, students and staff
 - Implementing academic planning with an articulated vision and focus based on consultation and informed choices

- Establishing a spirit of support, collegiality and co-operation that ensures integration among all areas and programs within FAES and nurtures a positive learning environment
2. Sustaining and developing external relations by:
- Continuing to seek opportunities to develop and continue interdisciplinary research and teaching initiatives with other academic units of the University
 - Interacting effectively with local communities, the private sector, government, and other professional organizations and as an advocate for the Faculty and the University
 - Creating mutually beneficial partnerships with other educational institutions, businesses and government
 - Developing and implementing an effective plan to build stronger relationships with alumni and other communities of supporters
 - Maintaining and enhancing the reputation and ranking of FAES as a leader and innovator both across Canada and internationally

THE CANDIDATE

The Dean of the Faculty of Agricultural and Environmental Sciences is expected to possess the expertise and vision to lead the Faculty in teaching, research and scholarship, and service. He/she will be an innovative thinker and excellent communicator and will be committed to collegiality, interdisciplinary teaching and research, and the success of all students, faculty and staff. Experience in building diverse and collaborative teams, relating to a range of partners including local communities and municipal, provincial and federal governments, and an interest in or experience with fundraising will be important assets. The new Dean must have, or be willing to develop, the skills to work in French as well as English.

The Search Committee recognizes that no one candidate for Dean, Faculty of Agricultural and Environmental Sciences is likely to meet all of the following qualifications in equal measure. Nevertheless, the following criteria are desirable, and will be used in the assessment of candidates for the position:

- Outstanding achievements in teaching and research and a level of scholarship and intellectual acumen that will facilitate credibility both internally and externally
- The ability to convey a compelling vision of how the Faculty may develop and to inspire active engagement in its life and future, while understanding and respecting its history and traditions
- Evidence of an outstanding leadership style that draws on communication, collegiality, facilitation and consultative skills as well as an understanding that true leadership comes from respect and credibility, not administrative office
- The patience, resolve and flexibility to provide academic leadership by example, build consensus, resolve conflict and bring about constructive change, with all the required consulting, listening, planning, persuading, explaining and implementing skills

- A strong understanding of both applied and fundamental research, combined with the ability to promote research accomplishment and findings to internal and external stakeholders
- A commitment to embracing innovative teaching, combined with the ability to build upon the Faculty's strengths in experiential learning and student engagement
- Outstanding skills in communication and presentation with the ability to interact successfully with multiple constituencies and stakeholders; fluency in French will be an asset, while the willingness to acquire proficiency in French if not bilingual will be required
- A respected spokesperson and model for the values, aspirations, and academic achievements of the Faculty
- The energy and personal commitment to continue to increase the Faculty's research capacity, international exposure, public profile and fundraising capabilities, and ensure that these initiatives continue to be benchmarked against the best in the world
- The ability to appreciate the diversity and excellence in teaching, research and public outreach which characterizes FAES and to work with faculty, staff and students to ensure its continuation and enhancement
- The capacity to work as an effective colleague with the senior McGill administration and with faculty within FAES and across the University
- A track record of innovation that demonstrates a forward thinking style and a willingness to balance respect for tradition and relevant, meaningful change
- Demonstrated accomplishments in an administrative role, with superior analytical, organizational, budgetary and managerial skills
- The ability to balance effectively the external functions of the Dean's role with a visible and active internal presence and interest in the day-to-day life of the Macdonald Campus
- A genuine interest in students and their success and the ability to work with them to plan, promote and realize successful academic, social, outreach, and community engagement initiatives
- The motivation, energy, and skill to build bridges and develop strong relationships, both within FAES and the University and between FAES, colleagues at other universities, industry, all levels of government, and international partners
- Experience, skill and interest in developing partnerships and raising funds in support of academic priorities
- The capability to balance the autonomy of faculty members with the need for an overall shared vision, identity and commitment

- Evidence of past success in community building, employee development and the creation of positive and collaborative working relationships with faculty, staff and colleagues
- A consistently demonstrated sense of fairness and commitment to equity and sensitivity to the broad range of personalities, backgrounds and viewpoints within the Faculty, combined with the ability to listen to divergent points of view and find consensus
- The skills, experience and personal familiarity with the relevant professional communities required to develop strong and supportive partnerships with the government, corporate and public sectors

THE LOCATION

The city of Montreal is a cultural crossroads that combines Canada's French and English traditions with an international flair. Of Montreal's 3.6 million residents, nearly 800,000 were born outside of Canada. Home to four universities and several colleges, some 220,000 residents are students at universities or other professional post-secondary programs, making Montreal one of the world's most student-friendly cities, as well as a centre for educational and research collaboration. There are excellent elementary and secondary schools in both the private and public sector, offering instruction in both official languages.

McGill's faculty, staff and students thrive in the rich cultural milieu that Montreal offers. There are world-class concerts and entertainment, major sporting events, first-rate shopping and restaurants and quaint streets in a safe and socially vibrant setting that make Montreal one of the world's most liveable cities. An international airport and the world's largest inland seaport make Montreal one of the world's great meeting places for people, products and ideas – one reason for its ascendance as a commercial and industrial hub for aerospace, pharmaceuticals, software engineering, telecommunications and other next-generation industries.

THE PROCESS

McGill University is committed to equity in employment and diversity. It welcomes applications from indigenous peoples, visible minorities, ethnic minorities, persons with disabilities, women, persons of minority sexual orientations and gender identities, and others who may contribute to further diversification. All qualified candidates will be considered; Canadians and permanent residents will be given priority.

The review of nominations, applications, and expressions of interest will begin in November 2014 and will continue until the position is successfully filled. This appointment is for a five-year renewable term, and will take effect 1 July 2015 or as soon thereafter as possible. Applications and nominations should include a letter of introduction, curriculum vitae, and the names of three references (who will not be contacted without consent of the candidate) and be forwarded electronically in confidence, to:

Laverne Smith & Associates Inc.
1 Yonge Street, Suite 1801
Toronto, Ontario M5E 1W7
McGillFAES@lavernesmith.com