



Candidate Prospectus

Principal and Vice-Chancellor



McGill

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The University

McGill University is one of Canada's most prestigious institutions of higher learning, and the most internationally diverse of any research-intensive university in the country. Consistently ranked among the top 25 universities in the world, McGill is comprised of two campuses, eleven faculties, eleven professional schools, and over 300 programs of study. Located in Montreal, Quebec, one of the world's most exciting and vibrant cities, McGill is distinguished by the excellence of its faculty, the dedication of its staff, the talent and quality of its students, the contributions of its alumni, and its exceptional record in both teaching and research.

Over 1000 of McGill's 1600 tenure-track, full-time faculty have been appointed since 2000, bringing renewed vitality to the teaching and research endeavour. McGill has recruited 159 Canada Research Chairs to the University, and is home to more than 37,000 students, over 8800 of whom are graduate students (including 2965 doctoral candidates).

For more detailed information about McGill, please visit www.mcgill.ca.

The Principal and Vice-Chancellor

Under the strong and committed leadership of the current Principal, McGill has enjoyed a ranking of number one in Canada (among medical-doctoral universities) for the last seven years, and its reputation and profile have continued to grow around the world.

Ensuring a continuing focus on the pursuit of excellence, the new Principal (who also holds the office of Vice-Chancellor) will lead and inspire the McGill community to continually improve its standards and programs, to continue to recruit the most outstanding faculty and students, and to continue to set its sights at the highest level – as the University enhances its stature as a world-class centre of learning. McGill University is seeking a Principal who will embrace this vision, and who will provide leadership to the entire community in the pursuit of its mission.

While the challenges facing the new Principal are both many and varied, consultations with community stakeholders have provided much to reflect upon. Specifically, the following issues have been raised, and there is general agreement that the next Principal of McGill will need to devote time and attention to these priorities:

1. Continuing to increase the University's capacity for creating and disseminating knowledge, advancing research and scholarship, and continuing to enhance its stature and reputation among the great universities in the world. This means that McGill must continue to build on strengths in many areas of scholarship, and also implies a continued effort around building and strengthening research productivity.
2. McGill has been very successful in developing partnerships with elite institutions locally, nationally and internationally, and has made great strides in taking an interdisciplinary approach to addressing the world's most vexing and significant issues. The Principal must lead and champion creative and collaborative partnerships, in order to further grow McGill's presence and profile on a global scale, and to ensure that the University continues to assume a leadership role in the international research and education scene.



3. Enhancing the quality of the student experience, both inside and outside of the classroom. While significant progress has been made in this area, ongoing attention and effort are needed to ensure that communication with students is constructive, engaged and productive, and that the learning and life experience at McGill is continually improving.
4. Increasing and diversifying the sources of funding for the University, both operating and capital. McGill University has been extraordinarily successful in maintaining its rankings – nationally and internationally – despite significant funding challenges. In a difficult economic climate in the province of Quebec, the focus will need to be on continuing advocacy around funding, and the creative identification, cultivation and disposition of resources, with an emphasis on non-traditional sources of revenue. Government relations (federal and provincial), advocacy in the public policy arena related to higher education, and a focus on fundraising will be significant preoccupations of the new Principal.
5. McGill must continue to focus on attracting and retaining the very best faculty and students. This will be particularly important over the coming decade, as the University operates in a climate of increasingly intense global competition for both professorial and student talent, and as it measures itself against global leaders in undergraduate, graduate and post-doctoral studies.
6. Continuing to build and strengthen McGill's dynamic relationships with its affiliated teaching hospitals, and further develop and promote the academic health network at McGill. McGill's partnership with the academic medical community in Montreal is both critical and fundamental to the University. The ongoing development of positive and productive partnerships will be essential.
7. Ensuring that McGill is a place where all members of the community are encouraged to participate and debate, and where the collegial governance model – with its emphasis on transparency, accountability, participation and respect -- to which the University is devoted, flourishes.
8. Continuing to strengthen the University's reputation and role in the province of Quebec, Canada and globally. Uniquely situated as an English-speaking university in a French-speaking province, McGill's relationship with the provincial government, Quebec universities, and other provincial partners is of particular importance.

Qualifications and Experience

While recognizing that no one individual will possess all of the following in equal measure, the Advisory Committee for Principal is seeking candidates with the following background, experience and personal qualities:

Scholarship

- A reputation as a respected scholar, and a demonstrated commitment to academic excellence, to the value of academic integrity and freedom, and to the pursuit of knowledge in all of its forms.



- A demonstrated respect for scholarship in all of its guises, a track record of encouraging interdisciplinarity, and an appreciation for the broad range of academic disciplines and programs that exist within a university of McGill's size and complexity.

Leadership

- A proven ability to lead institutional change, and to develop and articulate a vision and strategy for McGill, and then to inspire the community in its pursuit of its goals.
- A collaborative, consultative and transparent style of leadership, one that fosters inclusiveness and collegiality within the academy and in the broader community.
- The courage, judgment and wisdom to make important decisions when they have to be made.
- The ability to identify trends and anticipate developments in our rapidly changing world, and then to marry vision with strategy to ensure that McGill remains ahead of the curve, and enhances its reputation as one of the world's finest universities.
- Strong strategic planning skills, and sound experience in leading a complex institution through a planning process – from inception and creation of ideas and strategies, to execution and implementation.
- A dedication to the leadership of a strong senior executive team.

Administration and Management

- A strong track record as an administrator, ideally gained in a complex academic environment.
- An appreciation of, and experience in managing, a challenging fiscal situation, combined with strong financial acumen, a creative and entrepreneurial spirit, and well-developed people management skills.
- Experience in building, motivating, and empowering strong and effective academic and administrative leaders, and in working with them to achieve institutional goals.
- A sensitivity to the challenges and opportunities afforded by a multi-site campus.
- An alertness to pedagogical innovation, including the use of technology in education.
- An abiding commitment to students (postdoctoral, graduate and undergraduate), and the desire and ability to work tirelessly to enhance the quality of their experience at McGill.

Government and Community Relations

- A history of providing a highly visible presence on campus and in the community, and the passion and energy to engage with students, faculty, staff, and alumni as the University articulates and pursues its goals.
- Experience in building strong partnerships with government, industry, other educational institutions, and funding bodies.
- A track record as a persuasive and effective advocate, with a particular knowledge of, and affinity for, government relations (including in-depth knowledge of the post-secondary environment, ideally in Quebec and in Canada, and the ability to have an influence on public policy affecting this sector).



- The ability to articulate and promote the contributions of McGill University to the wider community, and to demonstrate to the people of Quebec the University's role as a partner in fostering a robust economic, social, and cultural climate for all citizens in the province.
- A strong public presence, and the ability to champion McGill University as a force for public good, both nationally and internationally.

Advancement

- The passion, commitment, skills and aptitude necessary to engage in all areas of institutional advancement.
- Experience in, and an enthusiasm for, fundraising, from both traditional and non-traditional sources.
- A track record of active engagement and partnership with advancement professionals in pursuit of fundraising goals.

Governance

- A deep and abiding commitment to collegial governance, and a track record of valuing and encouraging discourse and debate at all levels in the university community.
- Sensitivity to the broad range of interests, positions, and approaches to scholarship throughout the University, and a willingness to embrace, listen to, and respect the diversity of views held by McGill's many constituents.
- Experience in, and a comfort level with, working effectively with Board-level governance, combined with a commitment to first-class governance.

Personal qualities

- A natural personal style that connects easily with others, that balances firmness and fairness in problem resolution, and that demonstrates an active interest in the lives of students, faculty and staff as individuals in the McGill community.
- Unassailable integrity and character, and a reputation for commitment to equity and diversity, and to openness, inclusivity, collegiality, and transparency.
- The ability to communicate effectively in both of Canada's official languages, and to appreciate the cultural richness of McGill, Montreal, and Quebec.
- A demonstrated appreciation for McGill's unique place in the province of Quebec, and the desire to embrace the opportunities associated with that position.

The Opportunity

McGill University is committed to equity in employment and diversity. It welcomes applications from Aboriginal persons, persons with disabilities, ethnic minorities, persons of minority sexual orientation or gender identity, visible minorities, women, and others who may contribute to diversification. All qualified applicants are encouraged to apply; however, Canadians and permanent residents will be given priority.



Consideration of candidates will begin in the summer of 2012, with the new Principal to take office in July 2013. Nominations and expressions of interest may be made, in confidence, to Gerri Woodford (gerri.woodford@odgersberndtson.ca), Colleen Keenan (colleen.keenan@odgersberndtson.ca), or Geneviève Falconetto (genevieve.falconetto@odgersberndtson.ca) or may be addressed in writing to **Odgers Berndtson Canada Inc., 1250 René Lévesque Boulevard West, Suite 3925, Montreal, Quebec, H3B 4W8.**