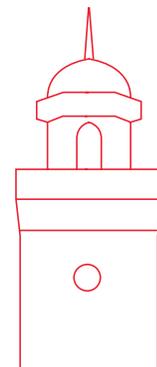


Presidential Brief

Acadia University

**In the recruitment of the
President and Vice-Chancellor**



PRESIDENT AND VICE-CHANCELLOR



ACADIA
UNIVERSITY

Organizational Profile: Acadia University

Understanding Acadia

Acadia is a unique and special place that will touch your heart and your head in equal measure.

For 178 years, Acadia has specialized in providing a premium high quality, high-engagement primarily undergraduate student experience for students from across Canada and over 60 countries around the world.

The Acadia reputation focuses on exponential growth, based on a formula of $1 + 1 = 3$. The sum is greater than the parts. This equation represents the partnership between Acadia and its students – one that ensures the University's students are prepared for more than a career; they are equipped for life – as thinkers, communicators, innovators, and individuals. The university and its students inspire each other. That's the Acadia effect.



With 3,940 full- and part-time undergraduate and 540 full- and part-time graduate students, Acadia's balance of academic, emotional, spiritual and athletic education develops the whole person – inside and outside the classroom.



The University's academic standards are high. With small class sizes, a friendly campus, and personal attention, students are both challenged and supported by faculty, staff and other influencers who are devoted to helping them see, discover, and unleash their potential.

The Acadia environment is an incubator - a two-way, interactive, close-knit, supportive, diverse, collaborative, engaging, and fun community. The University's prestigious but unpretentious personality attracts students who are dialectic, autonomous, versatile, discerning, self-effacing, and kind-hearted, with approximately eighty percent of Acadia's students volunteering in the community.





And, with eleven varsity teams, Acadia has the most conference and national championships of any Atlantic Canada university. In addition, Acadia has 110 CIS Academic All-Canadians – the most per student-athlete in the country.

For the last 25 consecutive years, *Maclean's* has ranked Acadia in the top five undergraduate universities in Canada, placing in the top three 20 times and is consistently the highest ranked primarily undergraduate institution in Nova Scotia. Over the past 8 years, Acadia has seen overall growth in student undergraduate enrolment despite the trend of enrolment decline at other institutions across the region, and in Fall 2016, has led all Atlantic Canada universities in full-time first year enrolment growth.

In the 2016 *MacLean's* ranking, Acadia placed first overall among the primarily undergraduate universities in the reputational category, which reflects the opinion that decision-makers and industry experts have about how well Acadia prepares its graduates for success.

In 2013, the final year in which the *Globe and Mail* published its annual university report based on student surveys, Acadia led the 'very small' university category. Recently, *Huffington Post* named Acadia to several "top" lists for Canadian universities, including Best Residences; Best Sports and Athletics Facilities; Most Beautiful Campuses; Most Beautiful Buildings on Campus; Best Libraries; and Best Extracurriculars.

With a deep appreciation of its natural environment, Acadia maintains an active commitment to sustainability among all members of the campus community. In 2011, Acadia received the Nova Scotia Nature Trust Conservation Award in recognition of its environmental leadership in Canada and its contribution to coastal conservation in Nova Scotia.

Recently, Acadia received a \$15.98-million investment for infrastructure; \$10.48 million from the Government of Canada and \$5.5 million from the Province of Nova Scotia. Acadia University and private donors are contributing an additional \$6.27 million for a total investment of \$22.25 million. This important funding will be used to renovate and upgrade Huggins Science Hall and Elliott Hall, two buildings that are part of Acadia University's Science Complex. The upgrades will promote intensified research and commercialization activities at the Science Complex, while also improving the buildings' energy use and efficiency.



Acadia is also a member of the Maple League of Universities – a group of prestigious universities comprising Acadia, Bishop's, Mount Allison and St. Francis Xavier. What they share is a unique style of learning: student-centred, hands-on, community-minded, supportive, and collaborative.



AN EXTRAORDINARY
WAY OF LEARNING



Acadia is a key driver of economic prosperity in the region. A significant employer in the province, Acadia has forged successful collaborative research partnerships within key economic growth areas including Nova Scotia's growing wine industry and the alternative energy sector's tidal research initiatives.

Mission

To provide a personalized and rigorous liberal education; promote a robust and respectful scholarly community; and inspire a diversity of students to become critical thinkers, lifelong learners, engaged citizens, and responsible global leaders.



Working at Acadia

There is almost an audible buzz as you step onto campus. A rich collection of the sounds of students and faculty members engaging in enthusiastic dialogue, the cheers of fans as a touchdown is scored on the campus football field, and the diverse conversations of students, staff, and faculty as they build relationships and become lifetime members of the Acadia community.

Although the grounds and the buildings are renowned for their beauty, one feels part of something much more than bricks and mortar: you have the opportunity to change the lives of others on a daily basis.

Anyone who has visited the campus has felt it – the shared commitment, passion, and profound sense of community among students, faculty and staff.



A truly great place to work, Acadia was named one of the top ten most admired corporate cultures in Canada by Waterstone Human Capital in 2014 and was named a Canada's Passion Capitalists regional finalist by Knightsbridge Robertson Surette in 2012, 2013, and 2014.

History

Acadia was built on the belief that everyone has a right to higher education, regardless of class, belief, gender, or race. Founded in 1838, Acadia University is the result of the hard work and dedication of many women and men in Nova Scotia – local woodsmen used their solid axes to fell trees to build the College Hall, supporters donated nails and glass, and local women knit great quantities of mittens to sell and raise funds to buy materials and supplies.



Acadia was one of the first institutions in the British Commonwealth to admit women and students of African descent. Clara Belle Marshall graduated in 1884 and Edwin Borden graduated in 1892 and again in 1896 when he earned his Master of Arts.



Acadia is proud of its history using it as a wave that pushes the institution forward rather than as a burden that holds it back. Everywhere one looks on campus, history abounds. Seminary House, built in 1879, is a combination residence and academic home for the School of Education and is a registered National Historic Site as the oldest wooden residence on any university campus in Canada. Patterson Hall, home to the F.C. Manning School of Business was built in the late 1920's and was recently fully renovated entirely through the generosity of donors. Huggins Science Hall is named for Dr. Charles Huggins, Class of 1920 and winner of the 1966 Nobel Prize in Physiology or Medicine.

To celebrate the incredible commitment of Acadia's founders and its generations of leaders, Acadia has added a special feature to the stylistic Acadia 'A' which originated in the 1930s. This "A" depicts crossed axes to remind everyone of the determination and pride that is the Acadia Spirit. That spirit has sparked many successes for Acadia.



For more information on Acadia University, please visit:

- ◆ <https://www.acadiau.ca>
- ◆ <http://www2.acadiau.ca/about-acadia/viewbook.html>



Position Profile: President and Vice-Chancellor

Reporting to the Board of Governors, the President and Vice-Chancellor is responsible for leading the University's academic mission and its administration. We are seeking an energetic, inspirational and innovative leader committed to collegiality, student engagement and the ever advancing quest for academic excellence. The President will work collaboratively with the broader Acadia community in identifying and pursuing strategic initiatives that promote and deepen Acadia's position as a leader in post-secondary education in Canada.



Key Priorities

Working with an engaged and committed Board, Senate, faculty, staff, students and a renowned alumni network, the President and Vice-Chancellor will:

- Champion Acadia's mission to provide a personalized and rigorous liberal education; promote a robust and respectful scholarly community; and inspire a diversity of students to become critical thinkers, lifelong learners, engaged citizens, and responsible global leaders.
- Enable academic renewal and innovation – foster an environment of excellence and creativity, support and enable academic leaders to pursue innovative teaching and research strategies, and identify a permanent VPA to champion the academic vision for the institution.
- Ensure a first-rate, holistic student experience and engage students and the community to provide support and address key issues facing students at Acadia and across the country (i.e., mental health, sexual health etc.).
- Foster strong relationships with the University's key external stakeholders.
- Establish trust, confidence and strong relationships within the Acadia community through visible, transparent and collegial leadership.
- Enhance enrolment of strong, academically-oriented students seeking the unique, holistic educational experience offered at Acadia.
- Identify and develop strong, permanent leaders for each of the administrative and academic leadership positions currently served by leaders in an acting capacity within the University.
- Continue to promote and enhance Acadia's regional, national and international reputation and ensure that the Acadia community has a crystal clear understanding and alignment with the vision for the University's future.
- Empower and effectively delegate to senior academic and administrative leaders in the advancement of key strategic priorities within the University and ensure senior leaders are highly visible amongst key constituent groups.
- Build on the momentum of interuniversity collaboration (i.e. the Maple League).
- Ensure the financial health and sustainability of the institution, positive engagement with politicians and senior government officials, proactive fund development, successful corporate partnerships and responsible fiscal management.



Key Selection Criteria

Building on Acadia University's strong academic reputation, as the ideal candidate you will work across boundaries to further enhance the academic mission. Student-centricity, understanding of, and respect for, the academy, proactive advancement and an innate ability to build bridges will be hallmarks of your career to date.

You understand instinctively the importance of being a visible leader. High integrity, humility and vision are core to your leadership style. Acadia is on a wave of positive momentum and the President and Vice-Chancellor will accelerate this momentum through thoughtful yet tenacious commitment to the Acadia vision.



Experience and Qualifications

The next President and Vice-Chancellor should possess:

- A demonstrated commitment to undergraduate education; to students, faculty, staff, and community; and to diversity, equity, and inclusivity.
- Successful leadership experience in a Canadian post-secondary institution or similarly complex organization.
- Experience working within a complex or bicameral governance structure.
- Experience leading in a unionized environment.
- A track record of fostering and maintaining positive relationships and partnerships with community, business, government, and other institutions locally, nationally, and internationally.
- A strong understanding of, and appreciation for, the range of programs offered at the University.
- A recognition and understanding of the current and emerging organizational, managerial, and financial challenges of today's universities.
- A practical understanding of the postsecondary educational landscape in Canada. Knowledge of the Atlantic Canadian post-secondary landscape would be considered an asset.



Competencies and Personal Attributes

Leadership and Governance

The President and Vice-Chancellor:

- Understands the unique character of a primarily undergraduate university environment, and is able to effectively lead, direct, and make decisions within the context and resources of the University.
- Recognizes and understands the organizational, managerial, and financial challenges of today's primarily undergraduate universities.
- Brings a strong track record of fiscal stewardship.
- Provides overall leadership and direction to ensure the University operates within the policy framework established by the Board of Governors.
- Contributes to the effective functioning of the Board of Governors by facilitating Board organization, effective reporting, recommending, and implementing Board policy, providing background on Board issues, and keeping the Board abreast of significant University matters.
- Is comfortable leading in a unionized environment.
- Is a highly visible leader within the Acadia and local community – understands innately the importance of attending extracurricular and community events as the face of the University in a small community and assumes this role naturally.
- Brings proven experience leading through challenging times and transformational change and a track record of success in a resource-constrained environment.



Inspirational, Collaborative and Visionary

The President and Vice-Chancellor:

- 'Gets' Acadia – truly understands and embraces Acadia's history, identity and core philosophies as a primarily undergraduate, liberal institution.
- Is energetic, positive, inspiring, and innovative and, by demonstrating these attributes, will lead students, faculty, and staff by example.
- Is able to grasp the big picture, develop strategic opportunities, assess, articulate, and communicate to faculty and students how decisions are made to advance the academic mission, the student experience, and the overall success of Acadia.
- Has a strategic mindset, is forward looking, visionary, and aspirational, and is continuously searching for innovative opportunities to build on Acadia's strengths.



- Is a natural and strong developer of internal talent, capable of building, leading, and empowering a high performing senior administrative team, and of working collaboratively with students, faculty, and staff.
- Is an effective leader who acknowledges and enjoys celebrating the accomplishments and success of others.
- Is confident yet humble, thoughtful, and reflective.
- Is able to effectively manage expectations, and to build consensus and trust through collaboration and communication, but is comfortable standing firm when faced with difficult choices.
- Is an authentic listener and is fair, respectful, and transparent.



Champion of Undergraduate Education

The President and Vice-Chancellor:

- Is a passionate advocate for undergraduate education that combines teaching, research, and student life in a highly personal and supportive learning environment that promotes the development of the whole person.
- Demonstrates an unwavering commitment to academic quality and an understanding of, and a respect for, the academy and the role of faculty.
- Has a genuine interest in engaging with students and learners, and a passion for enabling students to learn, grow, and develop.
- Can effectively communicate the values of undergraduate education and of the University to alumni, government, the larger public, the media, and international constituents.



Relationship Builder

The President and Vice-Chancellor:

- Is outgoing, social, and imaginative, and has the ability to engage a wide variety of people inside and outside the University.
- Can recognize the assets and opportunities of Acadia in order to leverage them in promoting partnerships and student enrolment.
- Values openness, accountability, and the importance of building trust and collegiality.
 - Listens to, and is able to draw on, the talents and energies of senior administrators, faculty, staff, students and alumni.
 - Has a proven ability to relate authentically to individuals across the organization at all levels and with superb communication skills.
 - Is adept at developing relationships and advancing key University priorities with government partners.
 - Is able to build and foster strategic partnerships that connect the University with the community and with corporate and educational partners.
 - Thrives in a small university and small-town environment where the President is expected to be an active, visible participant.



Ambassador, Fund- and Friend-raiser

The President and Vice-Chancellor:

- Is a confident, articulate, and effective communicator.
- Recognizes and is ready to draw on the alumni, friends, and traditions of the University in cultivating resources to develop the University's mission and reputation.
- Is comfortable and compelling in representing and inviting support for the University.
- Possesses an understanding of marketing and brand building and the ability to strategically position the University to attract students, faculty, staff, and support for the University.



Location Profile: Wolfville, Nova Scotia

“This is a town you want to pick up and hug” –
National Post 2015.

There's something about Wolfville that is satisfying to the furthest depths of your soul. We could try to define it by mentioning how its sustainability sensibility, blended with the intense sense of community, make it immensely livable. Or how its cosmopolitan but charming centre, blended with the wine and farm country that surrounds it, provides all the finer things one looks for out of life. It is surrounded by an undeniably beautiful landscape--hills, valleys, rivers, and ocean coming together as the perfect wallpaper.

In 2002, *Harrowsmith Country Life Magazine* voted Wolfville "one of the best towns in which to live in Canada". Anyone who has or does live in Wolfville knows exactly why, and would agree whole-heartedly.



With a thriving cultural centre, warm sense of caring community, progressive sense of sustainability, and strong municipal backbone, Wolfville just might be the perfect place to live.

Wolfville's population is growing! The 2011 Census reported that its population was 4,269, an increase of 13.2% since 2006. With the presence of Acadia's students, Wolfville's population nearly doubles to over 7,000 with almost half of its residents under the age of 25.

Wolfville also has Nova Scotia's most diverse population, with more than 12% of the Town's residents born outside of Canada. This compares to about 5% for the province as a whole.



Situated in the Annapolis Valley in the North-Western portion of Nova Scotia, Wolfville sits along the shores of the Minas Basin which is part of the Bay of Fundy, home to the world's highest tides. The Town is separated from the Minas Basin by agricultural dykes built by Acadians in the 17th century. Wolfville experiences the Bay of Fundy's record setting tides twice each day as water fills and drains from the Wolfville Harbour, known as the world's smallest registered harbour. You will find Wolfville along Highway 1, which is connected to Highway 101 at two interchanges approximately four kilometres east or west of town limits. Wolfville has a geographic area of 7.31 square kilometres and is approximately an hour's drive from Stanfield International Airport and Halifax, Atlantic Canada's largest city. Indispensable services such

as medical clinics, daycare, and fine educational institutions are readily available in Wolfville. The nearby Horton High School serves grades 9-12. Wolfville School, currently being fully renovated, serves grades primary through nine and has an enrolment of 545 students. Landmark East School is a private international



boarding school serving students with learning disabilities. Kings-Edgehill School, Canada's first independent school, is located just 15 kilometers away in Windsor, Nova Scotia.

Home to Acadia University, it offers sophistication and a wealth of activities year-round.

Many cultural attractions lure tourists and local residents alike including: the Wolfville Magic Winery Bus which tours local wineries four months each year; the Canadian Deep Roots Festival, which brings in some of the finest folk and roots musicians from around the world; and the Devour! Food Film Fest, which attracts some of the world's most renowned chefs for a feast of film, food, and fun.

The Wolfville area also boasts many fabulous farm markets, professional and amateur theatres, year-round outdoor recreation attractions and the Acadian mecca of Grand Pré National Historic Site (a UNESCO World Heritage site). All are examples of the cultural mix that keeps an exciting pulse throughout the Town. Boasting a vibrant downtown, this welcoming Town offers fine dining and boutique shopping. Within a short ten-minute drive, you can find countless commercial outlets, a movie theatre, and a regional hospital – ensuring every need and want can be met.



For those who enjoy sports and recreation, there are numerous recreational opportunities within the Town for both youth and adults. Facilities at the University are open to the public and include a swimming pool, an Olympic-sized ice surface, indoor and outdoor tracks, a gymnasium and squash and racquetball courts. Seven public parks provide opportunities for soccer, baseball, skateboarding, swimming, and walking or hiking. Wolfville also maintains two public playground facilities and a public library. Golf and skiing facilities are within a short driving distance.

Quick Facts on Wolfville

- Wolfville has seen a 13.2% population growth since 2006, making it the fastest growing town in Nova (StatsCan 2011)
- Wolfville is located 100km northwest of the provincial capital, Halifax.
- The KenWo Golf and Country Club, located in New Minas, is a short ten minute drive from Wolfville.
- Wolfville boasts an impressive permanent Farmers Market located in an Acadia-owned facility. A not-for-profit cooperative with 22 member vendors, about 60 vendors attend each week and more than 100 vendors are on the roster. All vendors are producers of their own products.
- There are numerous educational institutions located in and around Wolfville, including Horton High for grades 9-12, Wolfville School for grades primary through 9, and Landmark East School, a private international boarding school for students with learning disabilities.



- On April 17, 2007 Wolfville was declared Canada's first Fair Trade Town, which recognizes that Wolfville is committed to the promotion of Fairtrade certified goods. In June 2016, Wolfville became Canada's third Citta Slow community, a designation that recognizes a community's commitment to environmental sustainability, healthy lifestyles, and support for local agricultural producers and artisans.

For further information on the Town of Wolfville, please visit:

www.wolfville.ca



Deciding to Become a Candidate

The following is a list of the steps that we anticipate in this recruiting assignment. We would also like to get your agreement on a few points that over the years we have learned are important to raise at this stage.

Preparation of Long List

Once we receive the resumes of those who express interest in the position, we compare them against the needs of our client and also against the backgrounds of other candidates. We then make a decision about which candidates are closest to the ideal candidate profile, and arrange to meet with these individuals.

Interview with Knightsbridge Robertson Surette

If you are on the Long List, we would like to have an initial interview to explore interest and fit on both your part and ours. During the interview, we will ask you about your interest in the position. If both you and we wish to proceed further, we will ask you to consider the following information that will ultimately be important to your decision.

- **Matters of fact** – These include compensation and benefits and other terms of an employment contract.
- **Matters of relocation** – If a physical move will ultimately prove unacceptable to your family members, please determine that at this stage.
- **Matters of fit** – Please list the remaining questions that you would need to have answered about the position and the organization. If needed, we will attempt to arrange a direct conversation between you and our client to get your questions answered in detail.

The goal of considering all this information is to help you make an informed decision as soon as possible as to whether or not you are seriously interested in this position. In fairness to everyone concerned, please do not proceed further with this process if you think you are unlikely to accept the position should it be offered to you. We will ask our client to extend to you the same courtesy.

Interviews with our Client

If there is a desire on both our parts to proceed further, typically the next interview is with our client. The Search Committee for the President and Vice-Chancellor is chaired by the Chair of the Board of Governors and includes other Board members, faculty, staff and a student representative of Acadia University. Often we attend these meetings as well. At this meeting, please be sure to raise any remaining questions that are of critical importance to you in making a decision as to whether or not you would likely accept the position if it were offered to you.

If there is a desire to move forward with your candidacy after the initial interview with the Search Committee, we will ask to speak to several of your referees and you will be invited to a second more in-depth meeting with the Search Committee. Based on the outcome of this process, you would then be invited to meet with members of the Acadia Community. After these meetings, if both you and our client feel the fit is right, we will conduct further reference checks and yourself and the Chair will work out mutually acceptable terms of your employment subject to Board approval. Once agreement has been reached, the Chair will submit a



recommendation to the Board of Governors with respect to your appointment. Acadia University anticipates that the new President and Vice-Chancellor appointment will be announced in March/April, 2017.

Reference Checks

After your initial interview with the client, if both you and the client wish to proceed further, we would like to speak to references of our choice who represent **360-degree working relationships** you have had for the past several years, whether supervisors, peers, or subordinates. We have an obligation to provide our clients with verified reference information and this may include personal information from specified and non-specified individuals. Knightsbridge Robertson Surette's policy is to present to our client a minimum of four to six references before an offer is made.

Resume Accuracy/Background Checks

The Association of Executive Search Consultants estimates that approximately one in five resumes contain material information that is inaccurate. Examples include the listing of degrees that have not been obtained, titles and dates of employment that are incorrect, and accomplishments that are overstated. As a result, our firm has adopted the practice of verifying the claims made in the resumes of finalist candidates. Our policy is to discontinue the candidacy of anyone whose resume contains distortions of a material nature.

If you choose to be a candidate and progress to the short list stage, you will be asked to provide information to allow us to conduct a thorough background check inclusive of reference checks, verification of your education, designations obtained, a credit check and a criminal history check. 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 a decision made by them as to how they will proceed with your candidacy.

Knightsbridge Robertson Surette 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 www.kbrs.ca.

Etiquette Regarding an Offer

There are two issues that can arise at the stage of the offer and its acceptance. In both cases, we would like to know that you would honour two standards of professionalism:

- First, in the event that an offer is extended to you, you will treat the offer in confidence (with the exception of discussing it with members of your immediate family), and will not “shop” or discuss the offer with your present employer.
- Second, if you say you will accept the offer, your word is your bond and our Client can count on the fact that you will be joining them. Otherwise, please turn down the offer and withdraw as a candidate. We want our client to avoid the substantial loss of time and cost of opportunity that would accompany a reversal of your decision, in much the same way as you would want to avoid handing in your



resignation and then having our client cancel its offer. We realize from experience that candidates can sometimes have self-doubts and second thoughts after making the decision to change career direction. These feelings are common and you are wise to anticipate they may arise.

If either or both of these conditions are unacceptable to you, please let us know now, at the beginning.

Thank you for your interest in this position. We will do our best to keep you informed throughout the search process.

Should you have any questions regarding this opportunity, please contact:

- | | |
|---|-----------------------|
| • Mark Surette, Chair & Co-Founder | mjsurette@kbrs.ca |
| • Andrea Forbes-Hurley, Partner | aforbeshurley@kbrs.ca |
| • Shauna Smith, Executive Recruitment Team Lead | ssmith@kbrs.ca |
| • Nikki Mifflen, Senior Recruitment Coordinator | nmifflen@kbrs.ca |
| • Bronwyn Andrews, Executive Search Coordinator | bandrews@kbrs.ca |

