

King's University College

Draft Mandate and Position Profile: Principal

(as of September 11, 2018)

This document has been developed by KBRS, informed by consultation and input from key stakeholder groups, a review of King's University College's by-laws and input from the Principal Search Committee. It is presented for further review and edit by the Selection Committee. The Selection Committee's edited version will be shared with the King's University College community for their feedback.

The Selection Committee will develop a recommendation mandate and position profile for recommendation to the Board following their review of community feedback.

Draft for Review

Mandate

The Principal of King's University College is appointed by and reports to the Board of Directors of the University and works within a collegial environment that respects diverse community interests and voices. The Principal is responsible for the general management and direction of the University subject to the authority of the Board.

The next Principal will be expected to:

- As the leader of Canada's top Catholic liberal arts university, inspire and engage the King's University College community including students, faculty, staff, alumni, and external stakeholders in co-creating the **vision and path** to become Canada's leading undergraduate university, recognized as a centre of academic distinction, personal enrichment, and global engagement. Lead and manage the development and implementation of plans that bring this vision to fruition.
- Be an **ambassador** for the differentiated value of Catholic University College education – education rooted in the liberal arts and committed to open pursuit of truth and discovery and sharing of knowledge in service to humanity.
- Guide and direct the development and introduction of a **strategic enrolment and retention plan** that supports domestic and international student recruitment and retention consistent with the University's vision for student experience and the long-term sustainability of the University.
- Champion an **exceptional student experience** by ensuring the integration and continual improvement of academic and co-curricular programs, the effectiveness and accessibility of student support services, and the engagement and success of all students.
- Foster and promote **academic excellence** through revitalizing academic programs and pedagogy, encouraging and supporting innovation in faculty teaching and research, and identifying opportunities that build on King's unique disciplinary strengths and its relationships with Western University, Brescia University College, and Huron University College.
- Enable and support a culture and context that advances **student and faculty research** at King's by ensuring that policies and plans reflect the integral role of research and through pursuit of partnerships and funding opportunities that enhance research.
- Lead the re-imagining of campus space and the development of a **long-term campus master plan** that advances and enables King's mission and vision for student experience and teaching, learning, and research for the future.
- By example, advance and support a **culture** that unites the King's community and reflects the University's commitment to being a welcoming, diverse, and inclusive community animated by a spirit of charity, mutual respect, and cultural dialogue.
- Lead the University to undertake initiatives to **promote social justice**; redress historical injustices that have resulted in marginalization and discrimination; improve access to higher education for historically disadvantaged individuals and communities; speak 'uncomfortable truths' (Ex Corde Ecclesiae) about the nature and origins of the problems of our time; and promote the ethical use and equitable sharing of the world's resources.
- Exercise **transparent, ethical, and responsible decision-making** through leadership of the senior administration team and in governing roles as the ex-officio chair of College Council, an ex-officio member of King's University College, and a member of the King's University College Foundation Board.
- Seek and pursue opportunities to **expand and create new partnerships** with community, post-secondary institutions in Canada and globally, business, government, education, and other external stakeholders that enhance student experience, advance faculty research, and serve the University's mission.

- Ensure King's University College's **long-term sustainability** through the responsible and accountable stewardship and management of the University's reputation, assets and resources.
- Participate in **fund- and friend-raising** initiatives including King's \$15 million campaign, participating with and leveraging the skills and networks of the King's University College Foundation Board and King's alumni to advance King's mission and to achieve the University's financial goals.
- Represent and advance **King's interests** through active participation on the Western University Senate and Western University Senate Subcommittee on University Planning and through effective discussions, negotiations, and relationships with Western University, Brescia University College, Huron University College, other Universities, local, provincial, and federal government, community, industry, public sector, international partners, and other key stakeholders.

Draft for Review

Ideal Candidate Profile

Experience and Qualifications

The next Principal should possess:

- A doctoral or relevant terminal degree.
- A distinctive record of academic achievement and a demonstrated commitment to teaching, learning and research.
- Successful administrative and academic leadership experience.
- Experience working within a complex or bicameral governance structure.
- Experience in or an appreciation for working within an affiliated College system.
- Experience in or an appreciation for working within a Catholic university context.
- Experience in fundraising and alumni relations.
- Experience in fostering and maintaining positive relationships and partnerships with internal and external communities, business, government, and other institutions locally, nationally, and internationally.

Competencies and Personal Attributes

The next Principal should be an inspirational and inspired leader, someone that is student-focused and committed to academic excellence, a relationship, friend and fund developer, and a responsible administrator.

Inspirational and Inspired Leader

The next Principal:

- Understands and is articulate about the value of education at a Catholic university and of education rooted in the liberal arts and can effectively communicate this to prospective and current students, faculty, staff, alumni, government, the larger public, the media, and internationally.
- Is optimistic about the possibilities for the future and eagerly invites and engages others in pursuing these possibilities.
- Leads by example, values openness and accountability, is accessible and engaging, and is committed to building trust and collegiality within the University.
- Is able to grasp the big picture, develop strategic opportunities, and assess and articulate how decisions and choices advance the academic mission, the student experience, and the overall effectiveness and viability of the University.
- Is able to effectively build consensus but is decisive when faced with difficult choices.
- Acknowledges and celebrates the accomplishments and successes of others.

Student-Focused

The next Principal:

- Is passionate about and committed to student success and is committed to fostering and supporting student learning, experience, growth, and development.
- Is able and interested in authentically connecting with and engaging students.

- Values and respects active student leadership and contribution and fosters a culture within which all student voices are encouraged and heard.
- Is visible and actively participates in student life on campus.

Committed to Academic Excellence

The next Principal:

- Understands and is committed to academic quality and innovation in teaching, learning, and research.
- Demonstrates a respect for the academy and the role of faculty in teaching, research, and service and participates in recruiting and retaining high-quality faculty.
- Understands and respects the role of the university and its purpose in society and is committed to academic freedom and collegial processes.
- Maintains an engagement in teaching and scholarly activity that supports their continued participation in the academy while allowing them to effectively fulfill the Principal's role.

Relationship, Friend and Fund Developer

The next Principal:

- Is able to engage a wide variety of people inside and outside the University and is comfortable and effective in asking for support for the University.
- Believes in the value of community within a university context and fosters and enables a culture of community at King's.
- Brings an understanding of marketing and brand building and is able to identify, communicate, and pursue opportunities that leverage the University's unique assets and strengths to attract students, faculty, and support for the University.
- Is comfortable and effective working in collaborative and partnership relationships including with Western University, the affiliated Colleges, the Archdiocese, government, and other stakeholders.
- Is able to identify, develop, and negotiate mutually beneficial strategic partnerships that connect the University with the community, corporate, and educational partners.

Responsible Administrator

The next Principal:

- Understands the unique character of the university environment and is able to effectively lead, direct, and make decisions within the context and resources of the University.
- Is able to oversee the academic, operational, and fiscal management of the University.
- Demonstrates a commitment to stewarding the University that ensures that all their actions and decisions are aligned with achievement of the University's mission and goals.
- Understands the current context and realities of the post-secondary sector in Ontario and Canada.
- Invites ideas and insights, listens, and draws on the strengths and gifts of administrators, faculty, staff, Directors, and alumni.
- Is comfortable and capable of working within a bicameral governance model that includes a Board of Directors and a College Council.
- Is a capable coach and mentor, able to identify and develop others' strengths, and to lead and participate in a collegial team context.