

EXECUTIVE BRIEF KING'S UNIVERSITY COLLEGE

IN THE RECRUITMENT OF THE PRINCIPAL



A PLACE TO BE. A PLACE TO BECOME.

LAND ACKNOWLEDGEMENT

We acknowledge that our campus at King's University College is situated on the traditional territories of the Anishinaabeg, Haudenosaunee, Lenapeewak, and Attawandaron peoples, all of whom have longstanding relationships to the land of Southwestern Ontario and the City of London. The First Nations communities of our local area include Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee Delaware Nation. And in our region, there are eleven First Nations communities, as well as a growing indigenous urban population. King's University College values the significant historical and contemporary contributions of local and regional First Nations, and all of the Original Peoples of Turtle Island (also known as North America).

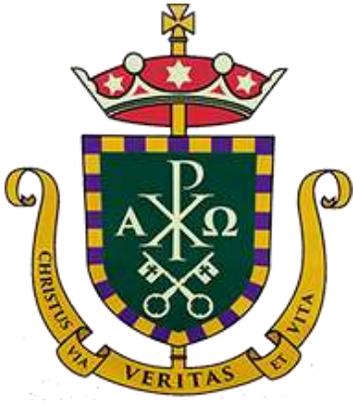
Founded in 1954, *King's University College* at Western University (formerly The University of Western Ontario) is a Catholic, liberal arts university college affiliated with a large, world class university. King's students enjoy "The Best of Both Worlds" – small classes led by outstanding faculty on a beautiful campus while enjoying the experiences of being part of a comprehensive university. King's students have complete access to all the facilities and services at Western and graduate with a Western degree. As a Catholic university, King's aims to be a welcoming, diverse, and inclusive community that is animated by a spirit of charity, mutual respect, and cultural dialogue. King's is also committed to fostering a community of engaged scholars by enhancing academic programs, support for research, classroom, office and communal space; by balancing accessibility with a commitment to improving the academic quality of the student body; and by maintaining the core values of King's as a Catholic university college.

The King's Mission

King's is a public Catholic university college engaged in the open pursuit of truth and the discovery and sharing of knowledge in service to humanity. By integrating academic programs rooted in the liberal arts with comprehensive student support, King's creates an inclusive and empowering space for students by nourishing their capacity for critical thought, articulate expression, creativity, and ethical action.

The King's Vision

To be the leading undergraduate university in Canada, recognized as a centre of academic distinction, personal enrichment, and global engagement.



ORGANIZATIONAL PROFILE:

KING'S UNIVERSITY COLLEGE

King's is recognized, both nationally and internationally, for its excellent academic programs, generous scholarships, and comprehensive student services. Offering degree programs in the arts, social sciences, management, and social work (both Bachelors (honors) and Masters), King's is home to approximately 3200 full and 400 part time students from across Canada as well as 31 other countries. All King's students find that King's truly is a place to think, imagine, and create.

Students attending and graduating from King's learn the importance of liberal arts education and its essential place in the 21st century. Students leave with real-world skills like knowing how to think critically, synthesize creatively, and collaborate effectively – skills that are valued in the workplace and lead to rewarding career paths and meaningful life.

King's students have complete access to all the facilities and services at Western University and graduate with a Western degree. At King's, programs fall into two schools ('Social Work' and 'Management, Economics and Mathematics') and eight departments: Psychology; English, French and Writing; Sociology; History; Political Science; Philosophy; Religious Studies; and Interdisciplinary Programs (Social Justice & Peace Studies; Disability Studies; and Thanatology). As a Catholic university, King's emphasizes the value of each individual and the importance of social justice. Students from all faiths and backgrounds are most welcome. Respect for the human person is behind King's commitment to diversity, accessibility, social justice, and to building the common good. An inclusive, supportive community is one of King's greatest strengths.

Outside of the classroom, King's has many active student leaders, a vibrant student experience, with over 20 student run clubs, and consistently leads national student satisfaction surveys, while Western has ranked (repeatedly) as #1 for best student experience in Canada. King's is also home to a full-scale student run theatre production company called King's Players. Some of the events and shows produced by the club include a Fall play, a Winter musical, Improv Survivor, a scavenger hunt, two 24 Hour Theatre events, among others

The Apostolic Constitution on Catholic Universities, *Ex Corde Ecclesiae*, states, as an “essential characteristic” of a Catholic University, that it be “a place of research, where scholars scrutinize reality with the methods proper to each academic discipline, and so contribute to the treasury of human knowledge”; and where the disciplines are “studied



in a systematic manner” and “brought into dialogue for their mutual enhancement.”

King’s Research Plan is consistent with this defining characteristic of a Catholic University and with the objective in *Vision, Values and Learning*, “to pursue truth openly and collegially by actively encouraging academic excellence.” As a leading Catholic university college, King’s Research Plan seeks to place the research activities of its faculty within a context that recognizes King’s uniqueness as a primarily undergraduate institution of higher learning where the importance of teaching is emphasized; a publicly funded institution affiliated with Western, one of the premier research intensive universities in the country; and a liberal arts institution, sponsored by the Roman Catholic Diocese of London and committed to the enhancement of the Catholic intellectual tradition.

King’s emphasis on the importance of research and learning in the fulfilment of their academic mission is recognized in their innovative and unique Centres:

- ◆ Centre for Advanced Research in Catholic Thought;
- ◆ Centre for Advanced Research in European Philosophy;
- ◆ Centre for Multidisciplinary Applied Research at King’s;
- ◆ Centre of Deaf Education and Accessibility Forum;
- ◆ Centre for Social Concern;
- ◆ Centre for Jewish, Catholic, Muslim Learning;
- ◆ Centre for Education about Grief and Bereavement;
- ◆ Centre for Creativity;
- ◆ London Poverty Research Centre at King’s; and
- ◆ YouthREX;

King’s faculty have numerous research grants including funds from SSHRC and continue to produce publications and host conferences that feature internationally-recognized speakers.

The King’s Undergraduate Research Journal is a student-led initiative that began in 2016. The KURJ is a registered academic journal in Canada, which means that it is available for citation, and is part of academic discourse around the globe.

For more information on King's University College, please visit:

- ◆ <https://www.kings.uwo.ca/>



Mandate

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 King's vision for student experience and its long-term sustainability;
- ◆ 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, being an ally to students, 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 King's commitment to being a welcoming, diverse, and inclusive community animated by a spirit of charity, mutual respect, and cultural dialogue;

POSITION PROFILE:

PRINCIPAL

The Principal of King's University College is appointed by and reports to the Board of Directors of King's University College 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 college subject to the authority of the Board.

- ◆ Lead King's 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;
- ◆ Promote an understanding of and lead King's response to the challenges and opportunities presented by the Truth and Reconciliation Commission Report, in partnership with King's Indigenous neighbours;
- ◆ 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 the King's University College Board, 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 King'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 King's financial goals;
- ◆ Play a lead role in the development of newly acquired land, the transformation and growth of King's campus, and the unique strategic opportunity that it brings to the future of the University;
- ◆ 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, St. Peter's Seminary, local, provincial, and federal government, community, industry, public sector, international partners, and other key stakeholders.



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 senior 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 who is student-focused and committed to academic excellence, a relationship, friend and fund developer, and a responsible administrator.

IDEAL CANDIDATE PROFILE:

Based on feedback from the King's community, the following key elements of the ideal candidate profile for the next Principal were identified

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 King's community;
- ◆ 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 to authentically connect with and engage 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 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 cultivating and 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 King's;
- ◆ Is comfortable and effective working in collaborative and partnership relationships including with Western University, the affiliated Colleges, the Diocese, government, local Indigenous communities, 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 King's;
- ◆ Demonstrates a commitment to stewarding King's that ensures that all their actions and decisions are aligned with achievement of King'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 capable of and 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.



London, Ontario

Welcome to London

London is proud to be situated on the traditional territory of the Anishinaabe, Haudenosaunee, Huron-Wendt, Attawandaron, and Lenape Indigenous peoples of Canada. This territory is covered by the Upper Canada Treaties, including Treaty 6, the London Township Treaty.

A safe and welcoming city with a small-town charm and big-city appeal, London, Ontario, Canada is attracting global companies, investments, and talent. The city offers job opportunities, education, culture, music, dining, shopping, and fun for the whole family. Situated midway between Detroit and Toronto, London is currently the 11th largest city in Canada, with a population of 495,000 people in the census metropolitan area (CMA).

Living in London

If it is affordability and safety of a mid-sized community combined with the business and career opportunities of a big city that you're looking for, London is a perfect choice. No matter where your interests lie, from outdoor activities, music, food, or work life balance, you're sure to discover exactly why people choose to call London home.

- ◆ **Housing:** London's safe and secure community offers affordable and quality housing options. Choose heritage-rich, Victorian-era homes in historically significant neighbourhoods such as Wortley Village, Old East Village, or Historic Woodfield, or select modern, energy efficient communities like Sifton West 5.
- ◆ **Food & Restaurants:** Farm-fresh markets and restaurants throughout London flourish from the abundant supply of locally grown, high-quality produce used in London's award-winning restaurants, which offer homegrown favourites to international cuisine.
- ◆ **Arts & Culture:** London is known for appreciating and preserving its unique history. Enjoy a stroll through designated heritage conservation areas, the world-class art collections at Museum London, or catch a live performance at the majestic Grand Theatre. Find more arts and culture resources in our [London Concierge](#).
- ◆ **Transportation:** Commuting in London is easy with a readily available public transit system and a lower than average commute



time compared to the rest of Canada. For those looking for activities in the region, London's international airport, train, and bus stations as well as access to Highways 401, 402, and 403 provide quick and easy access for weekend trips, vacations, travel, business, and leisure.

Working in London

London has a diverse business community with a well-balanced economy that embraces strengths in manufacturing, food and beverage processing, healthcare, professional services, and digital creative services.

- ◆ London is home to Western University, one of Top Employers in the city. Western's affiliated colleges are King's University College, Brescia University College, and Huron University College.
- ◆ Entrepreneurs thrive in London's startup community, with all the resources that they need to succeed easily accessible from the [London iNC](#) portal.
- ◆ London's digital creative sector - with over 300 companies employing more than 9,000 people - has been built on innovative local start-up ventures finding a niche market and growing into successful Canadian and global players

Playing in London

Known as the 'Forest City', London features tree-lined streets, 200 public parks, and over 150 kilometres of walking and biking trails. From ski slopes and winter chalets to performance venues and community festivals – London will keep you entertained year-round.

- ◆ **National Events:** London has hosted national events such as the Canadian Country Music Awards, the World Figure Skating Championships, and will soon host the 2019 Juno Awards.
- ◆ **Music City:** From intimate performances at Aeolian Hall to the main stage at Budweiser Gardens or London Music Hall, there's always something playing. World-class productions by Justin Bieber, Elton John, Janet Jackson, Pearl Jam, Keith Urban, Ed Sheeran, Tiesto,

Calvin Harris, The Weeknd, and Cirque du Soleil have all graced the stages of London. With a rich musical history, London continues to grow its music scene as new artists and bands emerge, through supports such as the London Music Office.

- ◆ **Sports & Recreation:** Considered a sporting hub, London has hosted the Scotties Tournament of Hearts, Summer Paralympics, and the World Lacrosse Championships. London is also home to some of the best semi-professional sports teams in the country, including the London Knights hockey team, London Lightning Basketball, Forest City London Soccer Club, and the London Majors Baseball team.
- ◆ **Active Outdoors:** London offers large riverside parks, hiking trails, and outdoor activities for everyone from the adventure seeker to the nature lover. There's always a fairway ready to play with over 21 private, semi-private and public golf courses. In the winter, enjoy skating at the rink outside of the Covent Garden Market or hit the slopes at Boler Mountain - a haven for skiing, snowboarding, and tubing.

To find out more about this beautiful city, we recommend the following websites:

- ◆ <https://www.ledc.com/>
- ◆ www.london.ca
- ◆ <https://www.londontourism.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 bring to your attention several key issues we would recommend you consider as you navigate the search process.

The College is committed to advancing the Catholic intellectual tradition and welcomes faculty, staff, and students from all faiths and backgrounds. King's University College is committed to Employment Equity and welcomes applications from qualified individuals, including persons of all genders and sexual orientations, persons with disabilities, Indigenous persons, and racialized people. King's University College is committed to recognizing the dignity and independence of all and seeks to ensure that persons with disabilities have genuine, open, and unhindered access to the College's employment opportunities. All qualified candidates are encouraged to apply, however, in accordance with Canadian immigration requirements, Canadian citizens and permanent residents will be given priority.

If you require an accommodation during the recruitment process, please contact KBRS.

Interview with KBRS

As we receive the resumes of candidates who express interest in the position, we compare them against the key selection criteria set by the Selection Committee and also against the backgrounds of other candidates. We then arrange to speak with, and/or meet with, candidates whose experience and qualifications are closest to those articulated in the ideal candidate profile. We will also invite you to complete a Statement of Candidacy template that we will provide to you.

In our initial interview with you, we will seek to understand more about your background, qualifications, experience and your interest in the position. As you move forward in the search process, 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, issues related to faculty appointments and tenure, spousal appointments, and transfers of research programs. If a physical move would be required to accept the position, please learn about housing, schools, relocation assistance, and any other matters of this kind that are important to you.

- ♦ **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.
- ♦ **Considerations for International Candidates** – If you are an International or Temporary Foreign Worker, in addition to applying for this position, you may want to explore the Government of Canada’s website to learn more about *Working in Canada*.

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

The Search Committee will consider all candidates and ultimately will invite a small group forward. Typically, this next step is an interview with the Committee. Often we attend these meetings as well. The Search Committee for the Principal is chaired by the Vice-Chair of the Board of Directors and includes 18 other members—including Board members, staff, administration, faculty, alumni, and students.

If there is a desire to move forward with your candidacy after the initial interview with the Search Committee, you will be invited for further conversations with the Search Committee. The Search Committee and King’s commit to respecting the confidentiality of your interest throughout this process.

Shortly after these conversations, if both you and the Search Committee feel the fit is right, the Board of Directors will receive a recommendation report from the Search Committee. If this recommendation is approved, the Chair of the Board will then propose and negotiate mutually acceptable terms of employment with you, subject to the Committee being satisfied with reference checks.

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. KBRs's policy is to present to our client a minimum of four to six references before an offer is made.

Resume Accuracy/Background Checks

If you choose to be a candidate and progress to the interview 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 and awards received. 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 they will make a decision as to how to proceed with your candidacy.

KBRs 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, that 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:

- ◆ Anna Stuart, Managing Partner
astuart@kbrs.ca
- ◆ Jane Kidner, Partner
jkidner@kbrs.ca
- ◆ Jason Ozon, Manager, Executive Search Recruitment
jozon@kbrs.ca
- ◆ Cathy Hope, Executive Search Coordinator
chope@kbrs.ca