



# Position Specification

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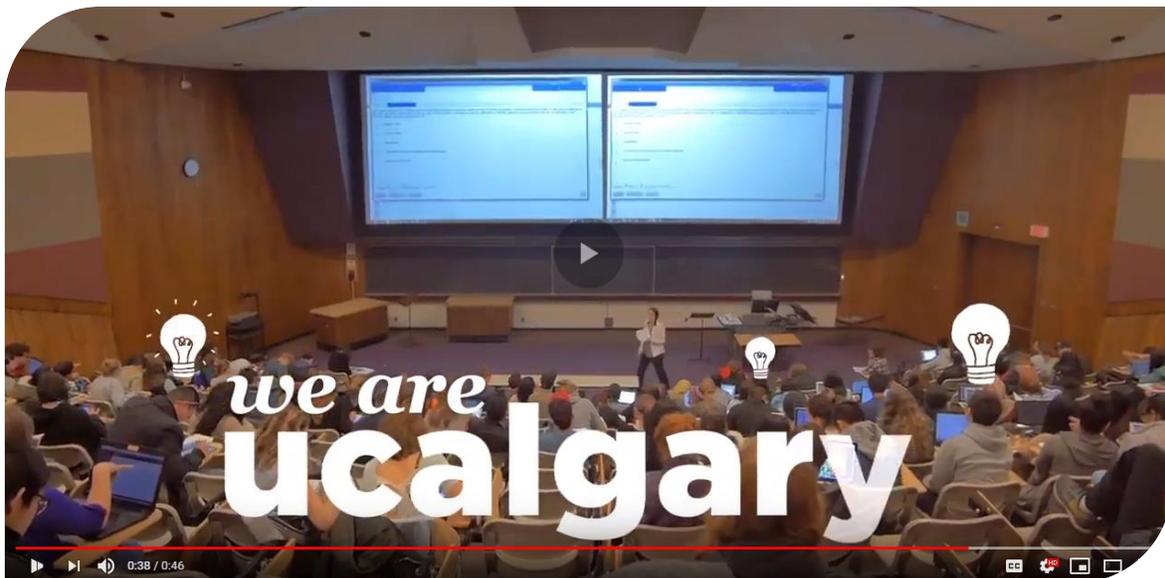


**UNIVERSITY OF  
CALGARY**

**Vice-President (Research)**

<b>POSITION TITLE:</b>	Vice-President (Research)
<b>REPORTING TO:</b>	President and Vice-Chancellor
<b>LOCATION:</b>	Calgary, Alberta
<b>THE ORGANIZATION:</b>	<i>The University of Calgary</i>

## ABOUT THE UNIVERSITY OF CALGARY



The University of Calgary (UCalgary), is a global intellectual hub located in Canada's most enterprising city. UCalgary is a bold and spirited institution with a strong vision developed through its *Eyes High* institutional strategy to be recognized as one of Canada's top-five research universities, grounded in innovative teaching and learning, and fully engaged with the community it serves and leads. UCalgary is building a community of discovery, creativity and innovation, aligning its activities to position the university as one of the boldest, most welcoming, spirited, rigorous and well-run institutions in Canada. On this exciting journey, UCalgary is seeking a Vice-President (Research) with limitless ambitions to match those of the institution. Despite its youth, at 52 years of age, UCalgary is already one of the nation's leading research universities, with over \$419 million in annual research revenue and 146 research chairs (75 Canada Research Chairs), NSERC Industrial Research Chairs and more than 50 research institutes and centres. UCalgary benefits from the ongoing support of our community, which rallies behind the university, contributing more than \$1 billion towards the \$1.3 billion goal in Energize: The Campaign for Eyes High. By focusing on three foundational commitments: (1) sharpening the focus on research and scholarship, (2) enriching the quality and breadth of learning, and (3) integrating the university with the community, UCalgary will be recognized as one of Canada's top five research universities by 2022.

The research vision has taken major steps forward thanks to its in-depth planning process to ensure integration and collaboration between the research and academic plans. The research ecosystem at UCalgary generates new ideas, new discoveries, seeks answers, informs academic programs to ensure relevancy and currency, promotes prosperity, and improves quality of life. With an ambitious roadmap to achieve their shared vision, the research plan seeks to match strengths with opportunities, increase research capacity, and drive innovation. To learn more about their in-depth research plan, please [click here](#).

With a recent gift from the Province of Alberta of a 76 acre Research Park adjacent to the main campus, UCalgary has taken a major step towards being recognized as one of the top research intensive universities in the country. The University Research Park will be a place where research excellence and accompanying academic programming drive innovation, economic diversification and the creation of high-quality jobs. The community's entrepreneurial and creative thinking will help drive discovery to marketplace in a research ecosystem that is unparalleled.

The university is based in Calgary, Alberta, Canada, with four campuses in the Calgary area and a fifth in Doha, Qatar. UCalgary is a publicly-funded institution with 14 faculties, all bringing teaching, learning and research to life. There are more than 34,000 students and over 1,800 academic staff on campus who are actively engaged in research, scholarship and teaching.

To learn more about UCalgary, visit <https://www.ucalgary.ca>

#### **LOCATION: CALGARY, ALBERTA, CANADA**

Calgary is one of Canada's safest and most culturally diverse urban centres, repeatedly ranked as one of the world's most livable cities. With a population of 1.2 million, it's also the largest city in Alberta and the third-largest municipality in Canada.

Please click the image below to learn more about Calgary.



## SCOPE AND RESPONSIBILITIES

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Reporting to the President and Vice-Chancellor, the Vice-President (Research) is the senior officer of the university responsible for defining and achieving the strategic research direction and priorities of the institution. The Vice-President (Research) works closely with the Provost and Vice-President (Academic) to ensure ongoing integration of research and academic programs, policies and processes. The incumbent serves as a key member of the President's Executive Leadership Team (ELT) and the University's Senior Leadership Team (SLT). The Vice-President (Research) team is composed of six Associate Vice-Presidents, an Executive Director, and assistants.

The Vice-President (Research) builds consensus among students and faculty on major research initiatives and plays a key role in ensuring that university policies, processes and facilities enable scholars to produce the highest quality research. The Vice-President (Research) promotes new models for research collaboration, innovation, and knowledge translation — and takes a leadership role with provincial and federal government partners on advancing research and development initiatives. The Vice-President (Research) is responsible for chairs and institutes at the University of Calgary, as well as compliance in research administration, ethics and animal care.

The Vice-President (Research) functions in a highly demanding environment which requires constant scanning for issues and challenges against multiple priorities and demands on limited resources. The workload is significant; the issues are frequently complex; and the partnerships and decisions required of the Vice-President (Research) are critical to the university and its research success. The leadership position drives research excellence and champions community engagement. It develops and maintains positive and productive relationships with a wide range of internal and external stakeholders including other Executive Leadership Team (ELT) and Senior Leadership Team (SLT) members, the Board of Governors, faculty, students, staff, granting agencies, other educational institutions, and senior level government officials.

## SPECIFIC RESPONSIBILITIES

The Office of the Vice-President (Research) is responsible for advancing the pursuit of, and promoting excellence in, compliant and ethical research, scholarship, innovation and creative activity; and for driving the university's research enterprise towards meeting the *Eyes High* institutional goal of being recognized as one of Canada's top five research intensive universities by 2022. Its mandate is to encourage, support, and disseminate research, scholarship, innovation, and creative activity in various forms and — in consultation with the Office of the Provost, faculties and institutes — direct the integration of research activities into both the graduate and undergraduate curriculum. Students and faculty at the University of Calgary conduct basic and applied research at the frontiers of knowledge and transfer this knowledge to society, locally, regionally, nationally and internationally. The Vice-President (Research) promotes and supports the commercialization of research and innovation for the common good and for the prosperity of the province, the nation and the world.

The Vice-President (Research) promotes university-wide research enhancement and oversees compliance in projects and communications related to academic research. These include the formulation and promotion of research activities, policies and guidelines, and the promotion and coordination of interdisciplinary research and technology transfer activities. The incumbent works closely with the faculties, academic deans, and senior leadership team to promote collaborative research within the university as well as translational research and technology transfer.

The Vice-President (Research) is responsible for providing key leadership and strategic planning and direction to enhance the University of Calgary's research funding success at federal, provincial, regional and local levels; the implementation of research budgets and operations; and working with the Provost and Vice-President (Academic) to integrate research into academic programming. The Vice-President (Research) works closely with the four Associate Vice-Presidents (Research) to provide strategic direction to Research Ethics Boards, the Office of the University Veterinarian, the Animal Care Unit, and various interdisciplinary research institutes and centres, as well as the Research Services Office. The Vice-President (Research) will play a key role in helping to realize the vision of the newly-acquired University Research Park to ensure the development of an unparalleled research ecosystem.

The Vice-President (Research) is responsible for the overall strategic direction of research within the institution to achieve its *Eyes High* vision. More specifically, they will enable and nurture a culture of discovery, creativity and innovation throughout UCalgary. In addition to leading the research strategy, the role is specifically accountable for achieving the following:

### Research Strategy and Policy Formulation

- Directs the university's overall research mandate and strategy;
- Advocates for the university's research enterprise with administration, government agencies, business and industry;
- Identifies opportunities and develops strategies to advance the university's research priorities;
- Identifies and assesses internal and external issues that affect the research enterprise;
- Oversees the planning, development and drafting of multi-year Institutional Research Plans (IRP);
- Promotes the development of government research funding programs;
- Demonstrates an awareness of key drivers for decision-making in the institution and garners support from key stakeholders for new initiatives;
- Monitors and directs the advancement of the university's national and international research ranking;
- Remains current on factors that would impact the research environment or the accountabilities of the role, such as tri-council regulation (SSHRC, CIHR, NSERC), government partnerships, or university policies and procedures;
- Oversees and directs the development of the University Research Park;
- Acts as an Executive Leadership Team liaison to the Board of Governors, General Faculties Council committees and other institutional bodies, as appropriate; and,
- Actively participates in various committees and meetings, such as the Board of Governors meetings, Executive Committee (EC), Environment, Health, Safety & sustainability (EHS&S), General Faculties Council (GFC), Research and Scholarship Committee (RSC), and Deans Council.

## Research Services

- Oversees the development of world class infrastructure for university researchers through the provision of appropriate facilities and equipment in support of all approved research initiatives at the university;
- In consultation with faculties and institutes, measures and supports research activity at the university;
- Identifies, assesses, and capitalizes on research funding opportunities;
- Oversees compliance with legislation, contracts, codes, standards and policy, including the development and enforcement of university policies and procedures applicable to the university's research enterprise;
- Develops policies and procedures relating to safety in handling bio-hazardous material used for research purposes in accordance with relevant legislation and regulation;
- Provides the research community with access to training, information, feedback and support; and,
- Ensures that research funding is managed in compliance with applicable contracts, legislation, and university policy.

## Animal Care

- Ensures that animal research is conducted; and laboratory animals are cared for and used in accordance with relevant legislation and regulation; professional and ethical codes and standards; and university policy.

## Ethics

- Oversees the:
  - Conjoint Health Research Ethics Board;
  - Conjoint Faculty Research Ethics Board;
  - Research Ethics Appeal Board; and,
  - University Animal Welfare Committee.

## Commercialization

- Oversees university-owned entities responsible for commercialization (s. 68(3) of the PSLA), and the development, implementation, and management of a strong commercialization and technology transfer enterprise including oversight of the University Research Park, the Life Sciences Innovation Hub and the Hunter Hub for Entrepreneurship; and,
- In consultation with faculties and institutes, encourages research translation and commercialization.

## Research Institutes and Centres

- Oversees major interdisciplinary initiatives;

- Receives, reviews and recommends proposals for new research institutes and centres; and,
- Monitors the activity of existing research institutes and centres.

### **Leadership**

- Maintains a positive and inclusive work environment;
- Promotes and furthers the Equity, Diversity and Inclusion initiatives;
- Recruits and retains outstanding staff within the Vice-President (Research) portfolio;
- Holds staff accountable for high standards of performance and outcomes; and,
- Ensures that staff members in the Vice-President (Research) portfolio are engaged and empowered in their work for the university.

### **Financial**

- Responsible for working with the AVPs (Research) and the finance partner on the strategic management of the Office of the Vice-President (Research) annual operating budget and has overall accountability and responsibility for overseeing forecasting, planning, management and the effective and efficient utilization of financial resources and the annual comprehensive plan development;
- Oversees the developments and annual updates to multi-year capital plans; ensures the alignment of the unit's capital plan with the 2018-23 Research Plan;
- Identifies cost recovery and cost sharing opportunities;
- Develops short and long-range plans to meet the financial obligations of the Office of the Vice-President (Research) by forecasting trends and salary commitments;
- Formulates business development strategies to ensure sufficient funds are available to achieve the goals and objectives of the Office of the Vice-President (Research); and,
- Approves expenditures within the authority delegated by the Signing Authority Matrix.

### **Communications/Relationships**

- In collaboration with University Relations, ensures that research communications are aligned with the priorities of the university; and ensures that communications are timely, informative, and appropriately represent the university and its initiatives;
- Acts as a leader of research excellence at the University, ensuring the external community is engaged and supportive of current and future endeavours;
- Facilitates and enhances provincial, national and international research partnerships, including Campus Alberta partners, the Urban Alliance, and Pan-Alberta Biomedical Engineering;
- Manages sensitive university issues and complex interpersonal interactions with composure and diplomacy while maintaining confidentiality;

- Seeks expert opinions and advice where appropriate and considered reliable;
- Proactively develops and maintains trustworthy, productive, solutions-oriented, working relationships with colleagues and staff across the university community and external agencies;
- Coaches and motivates staff, team and project members to develop positive, high trust working relationships and operate effectively as a team, including problem-solving processes and conflict resolution;
- Creates an environment where knowledge sharing, support, training tools, coaching and staff development ensure service levels meet or exceed expectations; and,
- Contributes information and expertise, and remains current on relevant trends and developments related to the Vice-President (Research) portfolio with colleagues at other Canadian universities, professional organizations and government departments and agencies.

### **Research, Scholarship and Creative Activity**

- Oversees a Chair and Professor allocation strategy (e.g. CRC's, CERC); and,
- Evaluates and tracks research performance metrics and university rankings.

### **Occupational Health & Safety**

- Understands and complies with the requirements of the university's Occupational Health and Safety Policy;
- Has knowledge of and understands the expectations of the university's Occupational Health and Safety Management System (OHSMS) and applicable Faculty/Departmental/Unit specific health and safety policies and procedures; and,
- Ensures that all work conducted is in accordance with the Alberta Occupational Health and Safety Act, Regulation and Code and other health and safety legislation as applicable.

### **Other**

- Oversees the management of information assets related to university functions administered by units and personnel reporting to the Vice-President (Research).

## **KEY SELECTION CRITERIA**

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Given the key role of the Vice-President (Research) in UCalgary's continued growth and success, it is essential that the successful candidate show evidence of proven credibility as a leader in research excellence through the following education, experience, and personal characteristics:

### **EDUCATION**

- A Ph.D. or equivalent, as well as career accomplishments at a rank equivalent to Full Professor.

## EXPERIENCE

- An internationally-recognized catalogue of scholarly research and a solid record of teaching excellence;
- A minimum of 10 years' progressive experience in leadership as well as significant post doctorate, graduate and undergraduate supervisory experience. Experience in the administration of research grants and contracts is key;
- Strong leadership and interpersonal skills, including not only the ability to lead the research function, but also the ability to work as an integral member of a leadership team reporting to the President;
- The demonstrated ability to acquire and use the resources necessary to support best-in-class research at the University of Calgary;
- Past intellectual service with national organizations relevant to providing input into Canadian research policy is an asset;
- Prior experience in building a world leading research park that acts as a catalyst in driving innovation, economic diversification and the creation of high-quality jobs would be considered an asset;
- Highly attuned community awareness and community engagement;
- Strong research, planning and administration skills;
- Prior expertise advancing equity, diversity, and inclusion programs and policies;
- The proven ability to create, communicate and inspire a vision; set and achieve objectives; and promote and develop an environment supportive of research and graduate education;
- Experience managing significant financial resources such as those required to support research activities and graduate studies at the University of Calgary;
- Demonstrated history of effecting change;
- A commitment to continuous learning, and the ability to continuously seek out and acquire new knowledge, skills and expertise;
- Brings a clear understanding of intellectual property (IP), the development and implementation of IP policies and its importance in moving discovery to market within the value chain of commercializing discoveries;
- Proven expertise and ability to work collaboratively in developing strategic partnerships;
- Strong communication skills, both oral and written, with the ability to transcend messages to a multitude of audiences;
- Proven expertise in working with, building and leading a high functioning team.

## PERSONAL / PROFESSIONAL ATTRIBUTES

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The university has established five Core Leadership Competencies that flow from its mission and values. Competencies define the behaviours, knowledge, skills and attitudes important for UCalgary leaders. These five Core Leadership Competencies are designed to strengthen the framework within the organization and adequately enable their executives to successfully implement the *Eyes High* strategy.

## **1. ACT WITH INTEGRITY AND RESPECT**

Acting with integrity means to support the core values of the university, to be congruent in what you say and do, to be trustworthy and honest, to offer respect to all people and to exhibit a high standard of integrity in all interactions. People in the organization can count on leaders to “do the right thing”, be accountable and fair and never lay blame. This quality enables leaders to be patient, flexible and accessible to their staff. Maintain a respectful workplace by modelling respectful behaviour and challenging and/or reporting disrespectful or inappropriate behaviour when it occurs.

## **2. ENVISION THE FUTURE**

Sensing, capitalizing and aligning a focused future by defining the future direction of the organization, and using the vision to guide and align the efforts of all members of the organization. It is the ability to anticipate, and interpret future trends, using decisive insight and critical thinking skills by drawing on background, experience and University knowledge to effectively decide, problem-solve and align others and resources in increasingly challenging and complex situations.

## **3. FOSTER INNOVATION**

To champion and facilitate the development of breakthrough research and new solutions; to bring in changes and new ideas that improve services, methods or approaches. It is the ability to turn difficult situations into opportunities. As a knowledge organization, we need to think strategically, promote creativity, take calculated risks, challenge the status quo, develop best practices, and continuously improve.

## **4. ENGAGE AND SUPPORT OTHERS**

The intention to engage with others to work together to build and maintain open and reciprocal relationships and understanding the importance of leveraging others to successfully achieve organizational objectives. Leaders work to empower and enable others with appropriate authority and responsibility, and support their efforts to take responsibility. Leaders have a genuine interest to foster the long-term relationships and development of oneself and others through coaching, mentoring, personal and professional development and supporting successful performance.

## **5. FOCUS ON RESULTS**

The drive and the need to achieve positive results and the ability to focus one's attention on accomplishing key objectives for oneself, the team and the organization. This is demonstrated by considering the potential of each team member, ensuring they are in a position to deliver excellence, removing all traces of blame in the culture, and working actively on listening to, and inspiring individuals to deliver results. It is further supported by the ability to facilitate and lead positive change by involving others, committing oneself and appropriate resources to accomplish challenge goals, even in the face of complexity, uncertainty and change.

## **ATTRACTIONS**

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This role provides an opportunity to join an established organization that is poised for continued significant growth. Other attractions include the opportunity to:

- Create a canvas unlike anywhere else, within an institution that regularly makes an impact on the world stage and creates tangible change;

Position Specification  
Vice-President (Research)



- Be part of a young, dynamic and ambitious culture;
- Work with a leading research team uniquely structured to achieve results collaboratively;
- Build on established foundational relationships across provincial and national governments; and,
- Establish a truly unique innovation research park.

The University of Calgary is partnering with the executive search firm, DHR International on this search. All deliberations of the Vice-President (Research) Advisory Search Committee will be conducted with **full confidentiality** for all candidates.

Inquiries, nominations and applications are invited. Interested candidates should submit confidentially, in electronic form (Microsoft Word or Adobe PDF files preferred) a Curriculum Vitae, a summary of accomplishments, and a letter of interest to [VPRUCalgary@dhrinternational.com](mailto:VPRUCalgary@dhrinternational.com) by **April 8, 2019**.

*The University of Calgary recognizes that a diverse staff/faculty benefits and enriches the work, learning and research experiences of the entire campus and greater community. We are committed to removing barriers that have been historically encountered by some people in our society. We strive to recruit individuals who will further enhance our diversity and we will support their academic and professional success while they are here. To ensure a fair and equitable assessment, we offer accommodation at any stage during the recruitment process to applicants with disabilities.*

*The University of Calgary's [comprehensive benefits and pension program](#) is designed to promote productive level of health and well-being to staff members through coverage for health, dental, life insurance, income protection for disability, and retirement income planning. The base salary wage range is established to be between \$200,000 and \$365,000 Canadian dollars per annum and will be negotiated based on the candidate's skills and experience.*

The University of Calgary is located at 2500 University Dr. NW, Calgary, Alberta, CANADA, T2N 1N4.

## CONTACT INFORMATION

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***Shahauna Siddiqui***

Partner  
DHR International  
Suite 725, 435-4 Avenue SW  
Calgary, AB, Canada T2P 3A8  
T: 403-817-0999  
E: [ssiddiqui@dhrinternational.com](mailto:ssiddiqui@dhrinternational.com)

***Lachie Woofter***

Associate  
DHR International  
Suite 725, 435-4 Avenue SW  
Calgary, AB, Canada T2P 3A8  
T: 403-817-0989  
E: [lwoofter@dhrinternational.com](mailto:lwoofter@dhrinternational.com)