Appointment
of Principal and Vice-Chancellor
Queen’s University is embarking on a search for its 21st Principal and Vice-Chancellor. The Principal will be visionary, decisive, and inclusive, embracing Queen’s culture, diversity, and traditions and will lead Queen’s to become a prominent global institution.

Queen’s is a top Canadian university offering both an exceptional student learning experience and a research-intensive environment. With the highest graduation rate in the country, Queen’s extraordinary people are connected with an unrivalled community and opportunities. Queen’s is home to more than 25,000 students, researchers, professors, staff, and artists and offers an impressive range of undergraduate, graduate, and professional programs. Located in, and deeply engaged with, the historic City of Kingston, Queen’s boasts an array of heritage limestone buildings and cutting-edge facilities. The campus is located at the midpoint between Montreal, Toronto, Ottawa, and Upstate New York, and is situated adjacent to the Tyendinaga Mohawk Territory and the Algonquin communities of Ardoch and Sharbot Lake.

Queen’s is a member of the U15 Group of Canadian Research Universities and the Matariki Network of Universities that focus on strong links between research and undergraduate teaching. One of Canada’s oldest medical/doctoral universities, Queen’s is resolutely competitive on the international stage, as evidenced by the work of its award-winning faculty including Nobel Laureate and Queen’s Professor Emeritus Arthur B. McDonald, and ranks highly in research funding, intensity, and impact. With research prominence a key priority, the Principal will have the opportunity to increase the research intensity of the university as well as to appoint the next Vice-Principal (Research and Innovation).

Queen’s takes pride in both its highly engaged student body and loyal and supportive alumni network. Queen’s students are drawn from across Canada and more than 110 countries around the world. With its strong tradition of public service, the university has helped to shape Canadian values and policies, educating notable policymakers, private sector leaders, and cultural figures.

Queen’s is proud of its inclusive living and learning environment and is committed to continual improvement through dialogue and engagement with all members of our community. Firmly focused on Canada’s future, Queen’s consistently offers national leadership and guidance on the subjects that matter: arts, science, health care, humanities, social sciences, law, education, governance and policy, engineering, and business.

The university has recently launched an ambitious faculty renewal program, which will see Queen’s hire 200 new faculty over five years. The Principal will lead this renewal program and will leverage and build on the current strengths of the university’s undergraduate student experience and further extend this to graduate education.

Committed to equity, diversity, inclusion, and reconciliation, the Principal will possess a deep knowledge of the post-secondary education sector to lead an exceptional team in the identification of opportunities for Queen’s in the ever-changing world of technology and education to foster and develop excellence in research and teaching.

The successful candidate will take the lead of a financially sound, thriving institution with a loyal alumni network. Queen’s is an ambitious institution, one that wants to leverage its current strengths and seize the opportunity to advance the university’s objectives and priorities.
TO PROSPECTIVE APPLICANTS:

For over 175 years, Queen’s University has helped shape Canada’s future through innovation and impact as a leader in post-secondary education, research, and knowledge mobilization. Queen’s is both a student-centred and research-intensive institution with a profound sense of community and purpose. We are also known and respected for the support and loyalty of our alumni.

Our 21st Principal will inherit a strong institution with a demonstrated tradition of excellence that is poised to seize the many opportunities that are before us. The Principal will work with the Board of Trustees to set the strategic vision for Queen’s and then build on our strengths – unequaled student experience, research prominence, financial sustainability, and internationalization – to turn that vision into reality by engaging and energizing our faculty, staff, students, alumni, and community.

This is a unique opportunity that will appeal to a leader who is passionate about research and education, can rally all stakeholders to Queen’s cause, and is able to connect with everyone and build strong and lasting relationships across our campus, across the country, and around the world.

Thank you for considering this exciting opportunity. We look forward to exploring your interest.

Cha Gheill!

Jim Leech, CM
Chancellor

Dr. Donald M. Raymond
Chair, Board of Trustees
QUEEN'S UNIVERSITY is Canada's definitive university experience. Located in Kingston, Ontario, on the traditional territories of the Anishinaabe and Haudenosaunee peoples, Queen's offers an exceptional student learning experience and an inspiring research-intensive environment.

Hallmarks of the Queen's experience include its incomparable student learning experience, research intensivity, great students, supportive alumni, campus community, and close ties to the City of Kingston. The university is committed to creating a diverse and inclusive living and learning environment.

The majority of Queen's students come from across Canada; international students hail from more than 110 countries and make up approximately 10% of the student population. More than 90% of our first-year students live in residence, making the campus community one that wholeheartedly embraces student engagement. It is this powerful combination of research, teaching, and the campus experience that lead to our students’ success and their unmistakable impact on the world.

Queen's has shaped Canadian values and policies and educated many of the country's most notable policy-makers, private sector leaders, and cultural figures. The university has established a rich legacy of academic and research excellence and a distinctive learning environment that is built on the philosophy that not all lessons are learned in the classroom.

Queen's balances excellence in undergraduate studies with well-established and innovative graduate research-based and professional programs across its seven Faculties and Schools and at the Bader International Study Centre at Herstmonceux Castle in East Sussex, England.

A more diverse campus community enhances the academic mission, student experience, and research. The campus is at its best when everyone is engaged, respected, and feels safe. With an inclusive living and learning environment here at Queen's, the university is committed to continuous improvement through dialogue and engagement with all members of its increasingly diverse community.

The university is in a sound financial position. Thanks to the tremendous generosity of alumni and donors, Queen's recently concluded a transformative $640 million fundraising campaign.
Queen’s Vision

QUEEN’S UNIVERSITY brings together exceptional students, staff, and faculty within a close-knit academic environment, infused by both a commitment to excellence in teaching and learning and the spirit of inquiry that encourages research and innovation. The result is a university that uniquely combines high student engagement and exceptional student outcomes within a research intensive environment.

The Strategic Framework 2014 – 2019

The Strategic Framework is a capstone to strategic planning at Queen’s. The overarching goal of the Framework is to support Queen’s vision where students are challenged and supported in equal measure. As the university’s main strategic planning document, the Strategic Framework sets the path to ensure Queen’s remains a university recognized equally for its research excellence and the quality of the student learning experience.

At the framework’s core are four interconnected strategic drivers:

- the student learning experience
- research prominence
- financial sustainability
- and internationalization.
A Community Campus Environment
- Approximately 95% of the student population comes from outside of Kingston
- More than 90% of first-year students live in residence (residence is guaranteed for first-year students)
- Queen’s is home to students from more than 110 countries
- International/visa students make up approximately 10% of the undergraduate student population and 26% of the graduate student population

Enrolment (Fall 2017)

Kingston campus: undergraduate students (full-time) 18,935
Graduate (full-time) 4,137
Bader International Study Centre students, distance students, students away on exchange 541
Postgraduate Medicine 530
Grand Total 24,143

89.5% of undergraduate students graduate within 7 years – #1 in Canada (Maclean’s 2018 Rankings)
9.8% percentage of undergraduate international students
89.1% average entering grade of incoming undergraduate students in 2017
59.1% of first-year undergraduate students are female

In 2017-18, undergraduate applications increased by 9.1% compared to the 5.5% province-wide average. Applicants selecting Queen’s as a first choice increased by 4.6%. Domestic and international graduate programs increased by 7.7%.

Queen’s has implemented targeted recruitment and outreach activities in an effort to increase undergraduate Indigenous enrolment. Since 2011-12, among self-identified full-time undergraduate Indigenous students, applications have increased by 80%, offers rose 161%, and registrations increased by 156%.

Undergraduate international recruitment efforts continue to focus on increasing the size and diversity of the international student population. Applications from international undergraduate students increased 41%, offers rose 42%, and registrations increased by 42%.
Grad Studies by the Numbers

- Degree programs: 125
- % international students: 26% from 80 countries
- Value of student funding: $58 million
- Opportunities for teaching assistantships: $12 million
- Average funding for PhD students: $28,600

Faculty (November 2017)

- Full-time, excluding clinical medicine: 769
- Clinical medicine: 378
- Other teachers and researchers (primarily part-time): 2,360

Staff

- Operating budget funded: 2,247
- Other funding including research: 702
- Students: 2,465
- Grand total: 8,921

Senior Officers of the University

Chancellor  Mr. Jim Leech
Principal and Vice-Chancellor  Dr. Daniel Woolf
Rector  Ms. Alexandra da Silva
Provost and Vice-Principal Academic  Dr. Benoit-Antoine Bacon
Dr. Thomas J. Harris (interim effective 1 July, 2018)

VICE-PRINCIPALS

- Vice-Principal (Advancement): Dr. Thomas J. Harris
  Ms. Karen Bertrand effective 1 July, 2018
- Vice-Principal (Finance and Administration): Ms. Donna Janiec
- Vice-Principal (Research): Dr. John Fisher (interim)
  Dr. Kimberly A. Woodhouse (interim effective 1 July, 2018)
- Vice-Principal (University Relations): Mr. Michael Fraser

DEANS

- Faculty of Engineering and Applied Science: Dr. Kevin Deluzio
- Faculty of Arts and Science: Dr. Barbara Crow
- Smith School of Business: Dr. David Saunders
- Faculty of Education: Dr. Rebecca Luce-Kapler
- School of Graduate Studies: Dr. Brenda Brouwer (also Vice-Provost)
  Dr. Fahim Quadir effective 1 July, 2018
- Faculty of Health Sciences: Dr. Richard Reznick
  Dr. Chris Simpson (interim Jan-Jul 2018)
- Faculty of Law: Mr. William Flanagan
- Student Affairs: Ms. Ann Tierney (also Vice-Provost)
AT QUEEN’S, students are more than their degree. The student experience is a defining element of Queen’s and is what sets the university apart from others. The university offers unparalleled opportunities for undergraduate and graduate students to learn and grow, and for discovery and innovation.

Queen’s students come from every background: small towns and suburbs, urban high rises, Indigenous communities, and from more than 110 countries around the world.

IN CANADA, QUEEN’S RANKS IN THE TOP FIVE FOR:
- Student satisfaction
- Scholarships and bursaries
- Student awards

*Macleans Magazine, 2018 Reputation and Rankings

The university believes a well-rounded education produces well-rounded individuals, fully equipped to take on the world and succeed in life after graduation.

Queen’s has one of the highest rates of campus and community involvement compared to other post-secondary institutions in Canada. Queen’s students do not limit their learning to the classroom. They join more than 300 student-run clubs and associations, run for student government, try out for sports teams, and test their skills in academic competitions.

The student experience at Queen’s is about exploring students’ capabilities – academic and otherwise – while learning the value of teamwork, and extending this knowledge to topics and causes that interest students beyond just their area of study.

Extremely committed student governments represent Queen’s students at both the undergraduate and graduate levels. The Alma Mater Society (AMS), founded in 1858, is Canada’s oldest undergraduate student government. Graduate and professional students are represented by the Society of Graduate and Professional Students (SGPS).

Volunteerism and experiential learning also play a major role in the student experience. Whether they work or volunteer for a student government, at area hospitals, or with other organizations in the area, Queen’s students have a big impact on the community.

BY THEIR FOURTH YEAR OF UNDERGRADUATE:

- More than 60% of Queen’s students have participated in community service or volunteer activity
- 38% of undergraduate students have completed a practicum, internship, field experience, co-op experience, or clinical assignment
- More than 50% of students have tutored other students on campus and in the Kingston community
Set to open in the fall of 2018, the new **Innovation and Wellness Centre** will be a place where every aspect of campus life intersects - where students from all programs come to access wellness services and learn about entrepreneurship supports on campus. The centre will support leading-edge engineering education and research and will have a meaningful impact on research, the entrepreneurial ambitions, and the overall health and well-being of Queen's students.

The new facility will house expanded engineering facilities, collaboration and experiential learning spaces, and state-of-the-art interdisciplinary research laboratories exploring emerging topics such as human-machine collaboration. The Innovation Hub, home to facilities and programs that are integral to Queen's such as the SparQ Studios and the highly successful Dunin-Deshpande Queen's Innovation Centre, will drive innovation and entrepreneurship activity in our community by providing students with the resources, mentors, and networks that will help transform ideas into products and services.

A Wellness Centre will be co-located in the revitalized building to provide Queen's with the flexibility to meet the rising demand across the spectrum of wellness services including for health, counselling, sexual assault, and mental health-related services.

The co-location of innovation and wellness services will blend academic, recreational, and other student life activities, and will emphasize to our students the important relationships that connect mental health, physical well-being, and academic success.
QUEEN'S IS UNIQUELY POSITIONED among Ontario universities. No other institution combines quality and intensity of research with excellence in undergraduate and graduate education. Queen’s is home to a dynamic living and learning environment where scientists, philosophers, economists, artists, and scholars of all kinds share ideas and push the boundaries of what is possible, leading researchers to make a real impact on the world.

Queen’s researchers advance knowledge, create novel solutions for health and wellness, stimulate inclusive, vibrant, and sustainable societies, identify novel technologies, energize economies, and advance human rights.

Queen’s is a member of the u15 Group of Canadian Research Universities and is one of Ontario’s leading research-intensive institutions. The university has well-established and emerging research strengths in several areas of discovery and innovation that are important for Ontario and Canada, including particle astrophysics, environmental science, economics, cancer research, nuclear materials, clean energy and technology, mental health-neurosciences, and cybersecurity. Queen’s is home to exceptional professors, including Dr. Wendy Craig, Canada’s authority on bullying and co-scientific Director of the Promoting Relationships and Eliminating Violence Network (pictured above), and Professor Emeritus Arthur B. McDonald, co-recipient of the 2015 Nobel Prize in Physics (pictured on next page).

As a leading research-intensive university, Queen’s boasts more than $187 million in sponsored research income. Queen’s is committed to carrying out research that has an impact on national and international stages and helps address some of the world’s greatest challenges. At the core of this success is a commitment to research excellence and the inextricable link that binds teaching and research.

Averaging $260,000 in sponsored research income per faculty member, Queen’s is the fifth-most research-intensive university in Canada and the third-most research-intensive university in Ontario. Since 1997, Queen’s has earned more than $261 million in funding from the Canada Foundation for Innovation, the second-highest investment in an Ontario university by the foundation.

The 2018 Strategic Research Plan identifies six core areas that highlight a spectrum of research, and embraces both established and emerging strengths and priorities. Research themes link Queen’s to complex problems that demand creative solutions, to national priorities and international challenges.

Queen’s is deeply committed to academic and research excellence. Over the next five years, 200 new faculty will bolster the vibrancy of our teaching and learning community.
Queen’s is home to more than 20 research centres and institutes and 40 research groups comprised of international thought leaders who pursue industry partnerships and innovation. A few of the centres, institutes and research groups where Queen’s is the lead or host include the Canadian Frailty Network, the International Centre for the Advancement of Community Based Rehabilitation, CMC microsystems, Canadian Institute for Military and Veterans Health, the Reactor Materials Testing Laboratory, Nanofabrication Kingston, Canadian Cancer Trials Group, and the Canadian Primary Care Sentinel Surveillance network.

To support the research enterprise at Queen’s and partner institutions, the Office of Partnerships and Innovation provides support and incubator space for start-ups, offers entrepreneurship programming, develops and promotes research partnerships with industry, governments, and not-for-profits including other academic institutions, and provides the intellectual property and commercial expertise that are needed to advance discoveries and technologies to the marketplace.

Queen’s is extremely proud to house the Dunin-Deshpande Queen’s Innovation Centre (DDQIC), a pan-university initiative and a driver of innovation and entrepreneurship activity across Queen’s, Kingston, and the southeastern Ontario region. The mission of the Centre is to encourage, enable, and support the innovation activities of students, professors, entrepreneurs, regional, and Canadian companies through incubators, accelerators, joint courses, workshops, internship opportunities, seminar series, conferences, and business plan competitions. Many start-ups born of the DDQIC have continued to find support and guidance through the Office of Partnerships and Innovation.

Queen’s Research Mission:

- Advance societal knowledge through discovery and discourse that is founded on equity and diversity,
- Enhance societal values, social mobility and inclusion through scholarship,
- Translate knowledge into practice and innovation, and
- Increase global engagement and presence.
Queen's is committed to achieving and maintaining long-term financial competitiveness to support the academic and research mission of the university. In 2016–17, Queen's reported a healthy surplus of $88.6 million, or 9.4% of revenues, up from $39.5 million the previous year, as strong investment income and growth in student fees outpaced expense growth.

DBRS Limited confirmed the Issuer Rating and Senior Unsecured Debt rating of Queen's University at AA with Stable trends. The ratings are supported by the university's superior academic profile, strong operating performance, and high level of expendable resources and endowment assets.

The Queen’s operating budget is $550 million and total assets exceed $1 billion. The university runs a balanced budget, with the majority of operating revenue driven by one of the highest application rates of any university and made up of tuition fees and provincial grants. Government grants represent 38% of budgeted operating revenues in 2017-18.

In 2013, the university adopted a new activity-based budget model, intended to provide greater transparency and stronger linkages to academic goals and priorities. The budget model is designed to encourage Faculties and Schools to increase revenue and constrain costs, enhancing financial opportunities within their academic units and the university as a whole.

Over the next five years, Queen’s will pursue both revenue generation and revenue diversification, while also focusing on cost containment.

Thanks to the university’s relative financial stability, coupled with a productive working relationship with government, Queen’s is able to make strategic reinvestments, including an ambitious faculty renewal plan, to enhance the university’s research prominence and student learning experience.
Queen’s Campus brings together a diverse community of faculty, staff and students, infusing an international dimension into both academic studies and extracurricular activities. The engagement of students, staff, and faculty in international learning and research is critical to Queen’s success. Through academic and development activities, clubs and associations, our students experience cross-cultural learning while helping to make life better for those in other countries.

Over the past few years, Queen’s has engaged in several important planning exercises aimed at advancing its academic mission. Queen’s launched its Comprehensive International Plan in August 2015 to support the university’s internationalization efforts. Aligned with Queen’s Strategic Framework, the plan’s goals include strengthening Queen’s international research engagement and creating more opportunities for student mobility through academic exchange and study-abroad programs. The plan also aims to attract high-quality international students to Queen’s, and to increase international educational opportunities on the Queen’s campus.

In today’s global environment, research that has a meaningful impact is increasingly international and cross-disciplinary. Queen’s researchers and students collaborate with global colleagues to develop innovations and advance research that have the potential to bring significant impact to the world. The university is committed to increasing global engagement, developing more international research collaborations, and building sustained partnerships, fostering an environment where resources and expertise can be shared and knowledge mobilized.

Alumni are a critical part of Queen’s global network and with their support, the Dunin-Desphande Queen’s Innovation Centre has established global network hubs in Hong Kong, Shanghai, London, New York, Los Angeles, and San Francisco.

The Matariki Network of Universities, of which Queen’s is a founding member, provides strong international partnerships and research collaborations. In addition, the university is focused on recruitment and student mobility in Latin America, which helps build Queen’s reputation in that part of the world.

2,200 students go abroad each year

Agreements with more than 180 universities in 55 different countries

Dedicated supports from the Queen’s University International Centre

Queen’s is home to students from more than 110 countries

International/visa students make up approximately 10% of the undergraduate student population and 26% of the graduate student population
THE UNIVERSITY is located in Kingston, Ontario, on the traditional territories of the Anishinaabe and Haudenosaunee peoples, and is situated adjacent to the Tyendinaga Mohawk Territory and the Algonquin communities of Ardoch and Sharbot Lake. Founded in 1673 on a First Nation site called Katarokwi, the settlement became known as “the King’s Town” in honour of King George III, with the name shortened to “Kingston” by 1788. In 1841, Kingston was chosen as the first capital of what was then the ‘United Province of Canada’, a British Colony. Described as both quaint and eclectic, Kingston is big enough to provide all the conveniences of modern life, and small enough for students, staff, and faculty to feel instantly comfortable and at home.

Kingston is a smart, livable 21st century city. History and innovation thrive in our dynamic city, located along the beautiful shores of Lake Ontario and an easy drive from Toronto, Ottawa, and Montreal. With a stable and diversified economy, which includes global corporations such as Bombardier and DuPont, innovative start-ups like GreenCentre Canada, and all levels of government, Kingston’s high quality of life offers access to world-class education and research institutions, advanced healthcare facilities, affordable living, and vibrant entertainment and tourism activities. In 2017, Kingston was recognized by the United Kingdom-based Financial Times’ fDi Magazine as the number one small city in the Americas for foreign direct investment and the sixth best small city for human capital and lifestyle. Kingston has been ranked in the top three best places to live in Canada (Money Sense Magazine 2016).

Queen’s is an integral part of the Kingston community, with the campus nestled in the core of the city, only a 15-minute walk to downtown. Kingston becomes a part of the Queen’s experience whether you are faculty, student, or staff. Whether tutoring an elementary or high school student down the street, volunteering or working for one of the many shops and businesses downtown, or becoming friends with a neighbour, being a part of the Queen’s community and the Kingston community are intimately intertwined. Queen’s and its community of faculty, staff, and students contribute almost $1.5 billion per year to Kingston’s economy.

Kingston is home to:

- Queen’s University, Royal Military College of Canada and St. Lawrence College
- Fort Henry and the Kingston Fortifications (part of the Rideau Canal UNESCO World Heritage Site)
- Vibrant arts, entertainment, recreation and leisure communities
- Best freshwater sailing harbour in North America
- A healthy and bustling downtown core offering a variety of independent shops and superb restaurants
THE PRINCIPAL AND VICE-CHANCELLOR serves as Queen's academic leader and Chief Executive Officer. Reporting to the Board of Trustees, the Principal leads the senior administrative team and acts as the bridge between the Board of Trustees and Senate. The Principal works in close consultation with Queen's Provost, who serves as chief academic and budget officer, faculty, staff, students, and other stakeholders to provide the vision and strategic direction for the university.

The job of the Principal is extraordinarily varied with many accountabilities, including:

SETTING THE VISION AND STRATEGY
- Ensuring Queen's is one of Canada's top universities and a global leader in higher education and research;
- Setting a compelling vision for Queen's that combines an appreciation of the university's unique culture with a bold plan for its future research, teaching, and external engagement;
- Developing and executing a new strategic plan for the university, working collaboratively with the Board of Trustees and in consultation with the diverse constituencies of the Queen's community;
- Inspiring and motivating the Queen's community: faculty, staff, students, and alumni;
- Encouraging and leading the development of areas of excellence in research and innovation;
- Championing Queen's internationalization efforts and enhancing international prominence.

LEADERSHIP AND MANAGEMENT
- A powerful communicator, leading the senior team of Queen's to develop and deliver a shared vision and the university's strategic agenda;
- Building and fostering effective relationships and leading change through dialogue and engagement;
- Steering the operational and fiscal management of the university to ensure that its financial and human resources are managed prudently and effectively;
- Ensuring the various faculties, schools, and other academic units, as well as the executive and senior leadership of the university, are structured in a manner that encourages innovative and efficient administration of the entire institution;
- Fostering a positive student experience and a culture that continues to attract, retain, and ensure the success of exceptional students;
- Ensuring continued success in attracting and retaining outstanding faculty and staff from diverse backgrounds;
- Championing the university's advancement initiatives and developing diversified income streams to ensure the long-term financial sustainability of the university.

EQUITY AND DIVERSITY
- Demonstrating a genuine commitment to equity, diversity, and inclusivity and weaving this commitment through all aspects of the university, including teaching and learning, research, administration, and the student experience;
- Making meaningful progress in improving diversity among students, staff, and faculty through recruitment, programming, and talent management;
- Engaging with Indigenous communities and initiatives as they relate to Queen's.

EXTERNAL RELATIONS AND COMMUNICATION
- Always modelling the values and integrity of the institution;
Serving as the primary advocate and champion of Queen's internally, externally, nationally, and internationally;

Actively understanding and engaging with key stakeholders, including Queen's alumni, and building on the already strong relationships with the Queen's community;

Promoting the best interests of the university through advocacy to, contact with, and/or participation in various orders of government and with councils and organizations; participating in higher education fora at the provincial, national, and international levels;

Fostering harmonious relations with all levels of government and the local community.

GOVERNANCE

Engaging collaboratively with and supporting all Queen's governance bodies, including the Board of Trustees, Senate, and University Council in the execution of their mandates;

Actively engaging the student body and both recognizing and embracing the unique role that students play in university governance at Queen's.

FUNDRAISING AND ADVANCEMENT

Presenting a clear vision that will inspire the university's community, alumni, and friends to engage in the life of the university and provide ongoing financial support;

Playing a lead role in fundraising and in the Advancement agenda of the university, which will include the initiation of a campaign in support of new strategic initiatives.

Selection Criteria

The next Principal of Queen’s will be an inspirational and visionary leader with a proven track record of scholarly and administrative achievement. The Principal will have a collegial style consistent with Queen’s culture as well as the courage and confidence to guide change and advance the institution through its next stage of development. The ideal candidate should demonstrate strengths in the following areas:

LEADERSHIP CAPABILITY

- Inspiring and visionary communicator with a proven track record of effective leadership;
- Ability to develop a shared vision, bring focus to a large complex organization, and achieve goals in a highly dynamic, decentralized environment;
- Ability to identify, recruit, manage, and nurture excellent and diverse academic and administrative talent;
- Excellent understanding of governance models, organizational and administrative structures, the best use of technology, and risk management.
- Ability to evaluate and act upon opportunities, issues, and challenges from a strategic as well as operational perspective.

FINANCIAL LITERACY AND MANAGEMENT ACUMEN

- Ability to guide a large and complex organization in the generation of income, ideally with previous experience in a system with diversified income streams;
- Budgetary and financial management experience at an appropriate scale with experience balancing operational needs and strategic investment and renewal priorities;
Ability to find creative and innovative solutions to problems;
Experience with capital projects and physical asset management.

**ACADEMIC CREDIBILITY AND INTELLECTUAL RIGOUR**
- An earned doctorate or equivalent degree combined with an outstanding record of recognized research and scholarship;
- The ability to set high standards and to recognize and inspire excellence in research, teaching, and learning;
- A commitment to the totality of the academic enterprise of Queen’s;
- Experience driving an education agenda including the development of pedagogy, and the support of innovation in teaching and learning.

**EQUITY, DIVERSITY, AND INCLUSION**
- Commitment to enhancing equity, diversity, and inclusivity at Queen’s in all areas;
- Success in building communities of diverse faculty, students, and staff in which people feel included and respected.
- Understanding the special relationship between Indigenous peoples and Queen’s. (Should candidates not have direct experience in this area the selection committee will be seeking evidence of an understanding of the importance of this to Queen’s.)

**COMMUNICATION AND RELATIONSHIP-BUILDING SKILLS**
- Excellent communication skills and the ability to be an effective ambassador for the university at all times;
- Strong public speaker and understanding of effective media engagement;
- Success building strong relationships with various internal and external communities, including students, faculty, staff, alumni, donors, the Kingston community, and corporate and government constituencies;
- Success in fundraising and other advancement activities, both at the individual donor level and with corporate and private organizations and other funding bodies.

**SECTOR KNOWLEDGE**
- Understanding of the dynamic post-secondary education landscape in Canada and internationally, and the opportunities and challenges for Queen’s in an increasingly competitive and global landscape;
- Appreciation of the wide spectrum of research approaches across all academic disciplines.

**VALUES AND STYLE**
- Collegial leadership style appropriate for a university environment including evidence of high emotional intelligence, superb listening skills, empathy, respect, cultural humility, and understanding of the principles of academic freedom and distributed leadership;
- Exceptional resilience and energy;
- Ability to balance the need to engage in appropriate consultation with the ability to make informed and timely decisions;
- Exceptional talent and character for promoting collegial, collaborative, and ethical behavior across the university community;
- Open, consultative, energetic, and charismatic leadership style, including the ability to effectively handle varied situations and connect with diverse stakeholders to better serve the university.
Queens University invites applications from all qualified individuals. Queens is committed to employment equity and diversity in the workplace and welcomes applications from women, visible minorities, racialized persons, Indigenous peoples, persons with disabilities, and LGBTQ persons. The university has policies in place to support its employees with disabilities, including an Accommodation in the Workplace Policy and a policy on the provision of job accommodations that take into account an employee’s accessibility needs due to disability. The university will provide support in its recruitment processes to applicants with disabilities, including accommodation that takes into account an applicant’s accessibility needs. If you require accommodation because of a disability or for any other reason during the interview process, please contact Perrett Laver.