Where **infinite ambition** meets **global impact**

Appointment of President and Vice-Chancellor
Message from the Board Chair

For more than 200 years, Dalhousie has been a beacon of learning, discovery and community impact on Canada’s East Coast, one that has attracted bright minds and incredible talent from across the country and around the world.

Yet we’re only just getting started.

As we launch the search for Dalhousie’s 13th President and Vice-Chancellor, our university community has reached new heights in our enrolment and research funding and is preparing to undertake the largest comprehensive fundraising campaign in our history. Our strategic plan, Third Century Promise, has given focus to our efforts to grow our international reach and impact while solidifying our commitments and contributions to our province. And our blend of world-leading research and outstanding student experience continues to draw the interest of students from all corners of Canada and from hundreds of countries across the globe.

We’re seeking a new President to lead our diverse, inspired community in fulfilling our promise and growing our impact. Someone who can forge powerful partnerships and cultivate common purpose towards our shared goals. A person who has the skills and abilities to bring together the best of our talents and lead Dalhousie into the community of the world’s greatest universities.

We look forward to hearing from you and discussing how, together, we can build an even brighter future for this great institution.

Sincerely,

Cheryl Fraser
Chair, Dalhousie University Board of Governors
Chair, Presidential Search Committee
### Dalhousie Facts & Figures

<table>
<thead>
<tr>
<th>Total Students</th>
<th>Faculty and Staff</th>
<th>Degree Programs</th>
<th>Master’s and PhD Programs</th>
<th>Annual Funded Research</th>
<th>Operating Budget</th>
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<tbody>
<tr>
<td>21,149</td>
<td>38%</td>
<td>6,000+</td>
<td>200+</td>
<td>130+</td>
<td>$214M</td>
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- **Nova Scotia Students**: 38%
- **Out-of-Province Students**: 62%
- **International Students**: 24%
- **Rhodes Scholars**: 93
- **Alumni**: 150K+
- **Campuses**: Three in Halifax with an agricultural campus in Truro

### One of Canada's Top 15 universities in global rankings
(2023 Times Higher Education World University Rankings; 2023 QS World University Rankings)

### Ranked #7 within Canada
(2023 Maclean’s Rankings — Medical/Doctoral category)

### Among the top 200 universities in the world for social and economic impact
(Times Higher Education Impact Ranking, 2022)

### Top 100 globally for sustainability
(QS World University Rankings: Sustainability)

### #1 in Canada for oceanography
(Shanghai Ranking, Global Ranking of Academic Subjects, 2022)

### Internationally recognized for innovation and entrepreneurship in higher education
(The Deshpande Symposium Award for Technology Commercialization)

Dalhousie University is located in Mi’kma’ki, the ancestral and unceded territory of the Mi’kmaq. We are all treaty people.

We recognize that African Nova Scotians are a distinct people whose histories, legacies and contributions have enriched that part of Mi’kma’ki known as Nova Scotia for over 400 years.
ABOUT DALHOUSIE

Dalhousie University is one of Canada’s leading research-intensive universities, with a commitment to offering an exceptional academic and campus experience from year one. We welcome 21,000 students from across the country and around the world to Canada’s spectacular East Coast, with campuses in the oceanside city of Halifax and our Agricultural Campus in the town of Truro.

ACADEMIC EXCELLENCE

A Dalhousie education has the power to transform lives. Our students are the very essence of why we are here; their success is our highest obligation. We foster excellence by cultivating our students’ curiosity and growth through innovative educational and extracurricular experiences delivered by talented faculty and dedicated staff.

We support the pursuit of interests and passions, welcoming the diversity that creates a spirited and engaged campus full of possibility.

With 4,000+ courses in more than 200 degree programs, our 13 Faculties offer a wealth of choice with one of the lowest student-faculty ratios in Canada. More Nova Scotians study at Dalhousie than at any other university, but our mix of wide-ranging opportunities in a supportive learning environment attracts even more students from across the country and around the world. This unique mix of students — 60 per cent from outside of Nova Scotia, with more than 20 per cent international — makes for a diverse, rewarding academic environment.

RESEARCH IMPACT

A world of change begins at dalhousie

Our groundbreaking research, rooted in the United Nations Sustainable Development Goals, has earned Dalhousie a reputation as a national and regional powerhouse and a global player. We are determined to make positive change locally, nationally and globally, pushing boundaries to increase our impact on the world. Thought leaders come to Dalhousie to make discoveries that will contribute to a better future for us all.

Dalhousie has established itself as a world leader in ocean research, with expertise spanning nearly all Faculties and disciplines. Other areas of international renown include health research, clean tech and food security.

FACULTIES:

- Agriculture
- Architecture and Planning
- Arts and Social Sciences
- Computer Science
- Dentistry
- Engineering
- Graduate Studies
- Health
- Law
- Management
- Medicine
- Open Learning and Career Development
- Science
SIGNATURE RESEARCH CLUSTERS:
Sustainable Ocean
Healthy People, Healthy Communities, Healthy Populations
Clean Tech, Energy, the Environment
Culture, Society, Community Development
Food Security
Cross-cutting themes: Big Data and Innovation and Entrepreneurship
The university hosts 56 Canada Research Chairs and nearly 5,000 graduate students and postdoctoral fellows. We are proud to rank in the top 200 universities in the world in the Times Higher Education Global Impact Rankings as we support world-leading researchers dedicated to driving our positive impact on society.

COMMUNITY CONNECTION
More than simply the space we share

Dalhousie is a gathering of diverse ideas, lived experiences and goals that are supported by relationships that begin on campus and extend locally, nationally and globally. This sense of community fuels growth, self-discovery, and innovation.

Our 6,000 faculty and staff foster a purpose-driven community that brings together the brightest minds from diverse backgrounds and perspectives and enables them to push the boundaries of knowledge. Our faculty and staff are the source of our success and the key drivers of our vision and mission. We aspire to be an accessible destination employer and the national leader in championing equity, diversity, inclusion, and accessibility. We prioritize wellness and respect and strive to be people-focused and accountable at all levels of the institution.

We are also rooted in the history and future of Nova Scotia. For 200 years, Dalhousie has succeeded because of community support. In turn, Dalhousie has an ongoing responsibility to engage, connect with and support the community. Public engagement and service is rooted deep in Dalhousie history, from professional and medical programs through to the civic mindedness of our faculty, staff and students.

GLOBAL REACH
Expanding outlook through collaboration

Our global connections are built on cooperation and partnerships and support an international strategy that is interdisciplinary, cross-cultural, and oriented toward solving the world’s most important issues.

Dalhousie’s global reach includes 291 global partnerships with 213 partner institutions in 57 countries. Our researchers collaborate with colleagues in over 180 countries and currently participate in over 50 funded international research and international development initiatives. Our students are involved in 120 study abroad and exchange programs in 40+ countries. Over 4,700 international students from more than 115 countries choose to study here, and Dalhousie is ranked first in Canada for International Faculty ratio (QS 2023).
OUR CAMPUSES

Dalhousie’s three Halifax campuses span the urban peninsula from the Northwest Arm to the city’s waterfront. The beautiful and historic Studley Campus, located in the heart of residential Halifax, is joined by Carleton campus (Faculties of Medicine, Health and Dentistry) and the downtown Sexton campus (Faculties of Engineering and Architecture & Planning), together offering an incredible breadth and depth of academic programming and a vibrant campus experience.

In Truro, located about an hour away in the “hub of Nova Scotia,” you’ll find Dal’s Agricultural Campus. Home to a working farm and almost 1,000 acres of research fields, gardens and greenhouses, the campus hosts our Faculty of Agriculture and is primed to tackle the smart farming research and innovation essential for a more sustainable future.

In health care, our teaching reach extends across the Maritimes. In addition to a satellite campus for our School of Nursing in Yarmouth, Nova Scotia, Dalhousie Medicine New Brunswick provides medical education at the University of New Brunswick’s Saint John campus and various teaching sites across the province of New Brunswick. And Dalhousie and Cape Breton University are excited to be collaborating on the development of a new joint medical campus for Cape Breton.
VISION, MISSION AND VALUES

VISION
Dalhousie inspires our diverse community to serve Nova Scotia, Canada, and the world through innovative and impactful teaching and research, world-class scholarship, a passion for learning, and a deep sense of social responsibility.

MISSION
To lift the intellectual, social, and economic vitality of our local, national, and global communities through an institution-wide commitment to a world-class student experience, interdisciplinary collaboration, and mutual respect and inclusion in all aspects of our academic, research, and civic priorities.

VALUES
Academic freedom: We are committed to the principles of academic freedom in all areas of teaching and research, and remain dedicated to scholarly autonomy, intellectual integrity, and accountability. Through our teaching, research, and administration, we commit to discourse, dialogue, and language that is open, inclusive, and respectful.

Commitment to excellence in teaching, research and service: Academic programs that attract and retain a diverse mix of outstanding students, scholars, researchers, and staff are at the core of our mission. We are a research-intensive university grounded in a legacy of discovery, academic excellence, and community service that defines our approach to teaching and learning.

Equity, diversity, inclusion and accessibility: Ongoing commitments to achieve inclusive excellence through continually championing equity, diversity, inclusion, and accessibility (EDIA) are integral to Dalhousie’s vision, mission, actions, culture, and how we interact with one another daily. These obligations extend to redressing historical and ongoing systemic inequalities among our communities.

Future-ready leaders: While affirming our commitment to a holistic approach to shape individuals with life-ready knowledge and skills, we will deliver on our learners’ interest in connecting their programs to rapidly evolving and emerging future career opportunities while making positive and impactful contributions to society.

Impactful community engagement: We are committed to being a strategic partner in promoting the economic development and social vitality of Nova Scotia and the Atlantic provinces through our actions, including creating and fostering growth opportunities through impactful and collaborative research, scholarship, and partnerships.

Social responsibility and sustainability: Through our teaching, research, and service, we will expand understanding and adherence to the core principles of sustainability, advance knowledge about climate change, and help to catalyze evidence-based solutions.

Wellness, accessibility, respect and support: We will create work and learning environments grounded in respect and support, guided by a shared responsibility for equitable access and the well-being of our faculty, staff, and students.
OUR STRATEGIC PLAN: 
THIRD CENTURY PROMISE

Dalhousie’s Strategic Plan (2021-26) builds on our 200+ years of history as one of Canada’s leading institutions of higher learning, research, and innovation. Third Century Promise is a plan to accelerate Dalhousie on the path to global distinction while further deepening our commitment as a civic university dedicated to uplifting our communities.

STRATEGIC PILLARS

Exceptional student experience
Dalhousie will embark on a sustained campaign to be recognized as the best in Canada and among top ranked universities globally for a transformative learning and life experience, leading students to successful careers, professional designations, or advanced graduate degrees.

Inclusive excellence
We will invest in developing a more welcoming, inclusive, and caring culture for all regardless of one’s background and circumstance, with an emphasis on wellness, accessibility, respect, and support for all members of our communities.

High-impact research
Building on our legacy of groundbreaking research and outstanding scholarship, we will continue to focus our efforts on growing world-leading research programs in areas of particular strength and invest in infrastructure that supports our researchers to achieve excellence.

Civic university with global impact
Dalhousie will establish a framework for intentional impact built upon shared priorities established with our governments and other partners.

A foundation for inclusion and distinction
Dalhousie will renew its physical, governance, financial, administrative, and digital infrastructure, and will review and update its multi-campus master plan to identify priorities related to critical infrastructure and facilities renewal.
Reporting to the Board of Governors, the President and Vice-Chancellor (President) is the chief executive officer, responsible to the Board of Governors and to the Senate for the supervision of Dalhousie University’s administrative and academic work.

The President provides a bold, long-term vision for Dalhousie’s future, grounded in an informed understanding of our crucial role in the community while ambitious to grow our impact globally. The President personifies ethical leadership, is committed to Dalhousie’s success, and is a passionate advocate for our mission, vision, and values.

The President must be a resilient and experienced leader with the capacity to inspire and influence our world class community of students, staff, and faculty.

They carry themselves with integrity and humility and are adept at building the relationships that Dalhousie needs to thrive into the future. They understand both the need for and the advantages of bi-cameral university governance and academic freedom, and the ability to develop and advance an institutional mandate within these frameworks. They build effective coalitions across stakeholders and sectors to unlock new opportunities for Dalhousie.

The President embraces all that makes Dalhousie unique and is committed to our continued success. The President will be appointed for a period of five years, renewable for a further five years, to a maximum of 10 years.

In undertaking their role, the President embodies Dalhousie’s leadership competencies:

1. **Thinking & Acting Strategically** - The President thinks conceptually about Dalhousie’s big picture: our place in the world, across Canada and our region, and how best to achieve our true potential in a deliberate way that includes students, staff, faculty, and community.

2. **Resource & Process Management** - The President occupies the highest level of accountability for a significant and complex financial organization. They must be able to align resources with goals at a high level in order to achieve the best outcomes and impacts for Dalhousie.

3. **Equity, Diversity, Inclusion, and Accessibility** - The President must actively pursue and uphold these principles in all of the university’s activities. They must serve as a role model and champion for the university’s commitments, plans, and strategies (current and historical) in this space.

4. **Inspiring Leadership & Development** - The President must believe in and inspire a community of Dalhousie citizens who are fundamentally concerned with expanding our capacity to make a difference in the lives of our students and others. This will necessarily involve nurturing a culture of respect, inclusion, and wellness throughout the organization and serving as an inspiring people leader to a team of senior professionals.

5. **Internal and External Relationship Building** - The President must be exceptionally skilled to build reliable networks of relationships across all of the university’s varied stakeholders: faculty, academic and other institutional leaders, students, donors, alumni and other partners in the business communities, African Nova Scotian communities, Mi’kmaq communities, national and provincial governments, and community leaders in the Atlantic region, across Canada and globally. The President must speak and act with integrity, developing partnerships that are critical to the long-term success of Dalhousie University.

6. **Accountability for Performance & Results** - The President must set an institutional standard for excellence and hold the university accountable for meeting that standard. The President must be able to evaluate and respond to complex requirements in support of organizational direction and must ensure that our established accountabilities are reflected in our policies, practices, and direction.

7. **Change & Innovation** - The President must be a capable change leader to move Dalhousie University ahead and optimize our impacts as we embark on our third century. They will create the conditions for people to come up with innovative ways to support the university’s ability to succeed and manage the risks associated with change.
SELECTION CRITERIA

The following priority selection criteria have been identified as key elements in an ideal candidate. The Search Committee recognizes that no single candidate for the position is likely to meet all the following criteria in equal measure, however it has developed the following criteria as an ideal candidate profile.

Strategic Leadership
- Experience in collegially defining and setting the vision for an organization and implementing strategic plans to operationalize and achieve strategic goals;
- Experience with governing bodies in universities and a demonstrated ability to work with them effectively in a manner that is clear, accountable, and positive;
- A demonstrated commitment to collegial decision-making processes and a commitment to openness and integrity, and maintaining trust in team members through delegation and communication;
- Evidence of an ability to champion an academic and co-curricular learning environment that encourages student engagement and enables a transformative experience for our students;
- Evidence of successfully leading change in complex organizational settings and developing conceptual and tactical strategies to strengthen an organization;
- An ethical leader with a track record of success in building effective, sustainable relationships and experience with building, motivating, and leading diverse teams.

Management and Operational Experience
- Senior administrative and leadership experience overseeing a management team in a unionized setting along with a commitment to academic freedom;
- Demonstrated leadership success on student experience and issues, such as tuition, debt, accessibility, program needs, and employment opportunities;
- Experience in fiscal management, including familiarity with university budgeting processes and pension and fund accounting;
- Demonstrated success in exercising creativity and innovation with limited resources, and in showing resourcefulness in generating new funds from non-government sources;
- Successful experience with maintaining positive employee relations in a unionized setting;
- A demonstrated ability to attract and retain top-level talent, with an understanding of the challenges of staff renewal in a competitive environment.

Academic Credibility and Research Leadership
- A terminal degree in a discipline represented at Dalhousie along with a strong academic or professional leadership track record that will ensure credibility within the university community and beyond;
- A global vision of research and scholarship based on a strong knowledge and understanding of issues facing higher educational institutions in Canada and internationally, including a knowledge of funding sources, industry, and community partnership opportunities.

Indigenization
- Commitment to Indigenization and reconciliation, along with demonstrated experience advancing these principles in their current or previous institutions.

Equity, Diversity, Inclusion and Accessibility
- Commitment to equity, diversity, inclusion, accessibility, and anti-racism, along with demonstrable experience in advancing these principles in their current or previous institutions.

External Relations and Advancement
- Articulate, enthusiastic, and persuasive in representing the university and attracting the support of diverse constituents locally, nationally, and internationally and in engaging external stakeholders, such as business, government, partners in education, donors, community, and alumni;
• Experience working strategically within government frameworks and a comfort working in a non-partisan way with government and opposition parties;
• A record of success in increasing an organization’s revenue through government sources, granting councils, industry partnerships, and fundraising activities;
• A track record of success in institutional advancement including active engagement and partnership with advancement professionals;
• Comfortable with a high-profile role in the community, and in presenting opportunities for community leaders to contribute as volunteers and donors to the university;
• Excellent ambassador skills and ability to build bridges and maintain relationships with local, national, and international communities.

Personal and Professional Qualities
• A deep enthusiasm for, and commitment to, the continued success of Dalhousie along with a welcoming manner that is transparent and champions cooperation, interaction, listening, and developing an inclusive and positive university environment;
• Able to articulate a strong and clear vision and generate excitement and passion in others and to work effectively with others to build a clear sense of direction and achieve results;
• A reputation as an individual with exceptional integrity and maturity who is innovative, energetic, ethical, and honest;
• Unites people through listening to and synthesizing ideas – and demonstrates excellent oral and written communication skills, including strong media relations, public speaking, and presentation skills;
• Focused on achieving goals and with meeting objectives – enjoys sharing success and credit along with being generous in the celebration of achievement of others;
• Exercises good judgment in difficult circumstances, considering both short- and long-term consequences and due process;
• The capacity to consult appropriately and make sound, fair, transparent, and sometimes difficult decisions – and to openly communicate and firmly implement those decisions;
• Capacity to work well with all sectors of the university, including students, staff, faculty, unions, senior management, Board, Senate, and alumni;
• A genuine commitment to students, with a willingness to participate in their events, seek their input, and listen to their concerns;
• An understanding of university cultures and ecosystems, combined with the ability to invest the necessary time to build strong relationships with faculty and staff;
• A real desire to be part of the campus and local community, with an appreciation of the unique history, context, and multi-faceted cultures of the region.
ABOUT NOVA SCOTIA

A PLACE FILLED WITH TRANSFORMATIVE MOMENTS.

There’s something undeniably special about this place Dalhousie calls home. Nova Scotia brings together the natural beauty of Canada’s East Coast with a culture of innovation, inspiration, and community collaboration. The ocean is part of our life here—Dalhousie is just 300 metres from the Atlantic. No surprise, then, that Dalhousie and Nova Scotia are at the heart of a global hub for ocean science, technology, education, defence and energy. With a highly educated population that’s poised to double in size in the decades ahead, this is an exciting time to be coming to Nova Scotia.

HALIFAX

Kjipuktuk

Our Halifax campuses are in the heart of Nova Scotia’s capital—one of Canada’s fastest-growing cities, located only steps from the Atlantic Ocean. The city has a dynamic energy that generates a diverse food scene and innovative industry hubs, while also embracing beach days and coastal hikes. All of Dal’s Halifax campuses are within walking distance of the downtown core, where you’ll find art galleries, museums, theatres, festivals, sport events, lively pubs, and quaint cafés.

Two hours closer by air to Europe than any other major North American destination, and only a short flight to New York and Boston, Halifax is a connected city with education at its core. A university destination, Halifax is home to three Dalhousie campuses (Studley, Carleton and Sexton) as well as three additional universities and several community college campuses. That means a highly educated community: among those ages 25 to 64, 70 per cent have at least some post-secondary education. Halifax’s GDP growth rate is forecasted to outpace both national and provincial figures over the next four years.

Halifax has a rich and varied history that is reflected in the

POPULATION: 439,000

KEY INDUSTRIES:
- Oceans Technology
- Aerospace & Defence
- ICT, Gaming & Interactive Media
- Finance Services
- Life Sciences
- Transportation & Logistics

AVERAGE TEMPERATURES:
- Summer: 23C (72F)
- Winter: 0C (32F)
diversity of its population. The Mi’kmaw people have been living in the area for thousands of years, calling it Kjipuktuk (The Great Harbour). The City of Halifax was founded on unceded Mi’kmaw territory in 1749 when an English settlement was built on sacred land. Today, there 13 Mi’kmaw communities in Nova Scotia and the Mi’kmaq remain the predominant Indigenous group within the province. A growing proportion of the Mi’kmaw population resides in Halifax.

Halifax is also home to a large African Nova Scotian community. African Nova Scotians/Indigenous Blacks are a distinct people who descend from free and enslaved Black Planters, Black Loyalists, Black Refugees, Maroons, and other Black people who inhabited the original 52 land-based Black communities in that part of Mi’kma’ki known as Nova Scotia.

TRURO
We’kwampetik

An hour from Halifax you’ll find our Agricultural Campus, located in Truro. Known as the “hub of Nova Scotia,” with a population of just over 12,000 Truro combines small-town ambience with a full range of commercial and recreational opportunities. Our students frequently head into town to enjoy Truro’s beautiful Victoria Park, festivals, Farmers’ Market, theatres and unique shopping.

You will also find the Millbrook First Nation located within the town.
HOW TO APPLY

An executive search is being undertaken by Dalhousie’s search partner Perrett Laver. Perrett Laver will support the university in identifying a diverse field of qualified candidates and in the assessment of candidates against the selection criteria.

Applications should consist of a full curriculum vitae and cover letter describing briefly how the candidate meets the selection criteria, why the appointment is of interest and what they believe they can bring to the role. A complete application also includes a self-identification form which can be found here.

Further information, including details on how to apply, can be found at https://candidates.perrettlaver.com/vacancies quoting reference number 6327. Interested candidates are asked to submit applications by Wednesday, March 22, 2023.

Dalhousie University commits to achieving inclusive excellence through continually championing equity, diversity, inclusion, and accessibility. The university encourages applications from Indigenous persons (especially Mi’kmaq), persons of Black/African descent (especially African Nova Scotians), and members of other racialized groups, persons with disabilities, women, persons identifying as members of 2SLGBTQ+ communities, and all candidates who would contribute to the diversity of our community. For more information, please visit www.dal.ca/hiringfordiversity.

Perrett Laver is a Data Controller and a Data Processor, as defined under the General Data Protection Regulation (GDPR). Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerized database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

Our legal basis for much of our data processing activity is ‘Legitimate Interests’. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website http://www.perrettlaver.com/information/privacy-policy.

INFORMATION ABOUT THE SEARCH COMMITTEE

Chaired by the Board Chair, the search committee is constituted in accordance with the Senior Administrative Appointments Policy and includes representatives from the Board of Governors, Senate, administration and the Dalhousie Student Union.

CHAIR
Cheryl Fraser, Chair, Board of Governors

BOARD-APPOINTED MEMBERS
Cassandra Dorrington
Level Chan
Catherine MacPherson
Paul Beesley
Kristan Hines

NON-BOARD APPOINTED MEMBERS
Senate-appointed members
Dr. Louise Spiteri, Professor of Information Management & Chair, Dalhousie Senate
Dr. Graham Gagnon, Dean of Architecture and Planning
Dr. Hany el Naggar, Professor & Associate Dean, Faculty of Graduate Studies

Dalhousie Student Union appointed member
Aparna Mohan, Dalhousie Student Union President

Staff member
Matt Hebb, Vice-President Government and Global Relations
Dalhousie inspires our diverse community to serve Nova Scotia, Canada, and the world through innovative and impactful teaching and research, world-class scholarship, a passion for learning, and a deep sense of social responsibility.