

Wilfrid Laurier University
Draft Mandate and Position Profile
Vice-President: Research

(as of October 2, 2018)

This document has been developed by KBRS, informed by consultation and input from key stakeholder groups, a review of Wilfrid Laurier University by-laws, input from the Vice-President: Research Search Committee, community feedback, and review by the President.

Mandate

Reporting to the President and Vice-Chancellor, the Vice-President: Research is responsible for the strategy, programs, and services that guide and support scholarship, research, creative activity, and knowledge mobilization across the three campuses of Wilfrid Laurier University. The Vice-President: Research oversees a broad portfolio of programs including international research, technology transfer and business enterprise, research grants, compliance and ethics, research centres and institutes, government research infrastructure programs, and research communications.

As a member of the University's executive leadership team, the Vice-President: Research will actively participate in shaping, establishing, and implementing the University's strategic direction and will ensure that the University's Strategic Research Plan aligns with Laurier's Strategic Plan, the Strategic Mandate Agreement, and the mission of achieving excellence in learning, research, scholarship, and creative activity. The Vice-President: Research will work with external partners, government representatives, granting councils, and other research institutions to help shape policy and programs affecting research, research applications, and funding opportunities. The Vice-President will partner with stakeholders throughout the University to shape the direction of research on Laurier's campuses, while maintaining a collaborative and inclusive culture at the University. As an integral part of the role, the Vice-President: Research will set the priorities, policies, and practices that attract and retain outstanding researchers at the University, including those policies and practices that support undergraduate and graduate student researchers, post-doctoral fellows, and professional research staff.

The next Vice-President: Research will be expected to:

Provide Strategic Leadership within the University

- ◆ Actively participate as a member of the executive leadership team of the University, helping to shape, establish, and implement strategic direction for the University.
- ◆ Ensure that the University's Strategic Research Plan aligns with Laurier's Strategic Plan, the Strategic Mandate Agreement, and the mission of achieving excellence in learning, research, scholarship, and creative activity.

Champion, Expand, and Enable Research

- ◆ Lead and support the strategies and programs outlined in Laurier's Strategic Research Plan and continually renew and evolve research strategies and plans to support Laurier's aspirations and potential as a strong comprehensive university.
- ◆ Promote and continue to support Laurier's areas of research strength and, working with faculty and Faculties, identify and support the development of new areas of research focus that leverage Laurier's strengths.
- ◆ Plan, develop, and support a research focus and culture across all campuses and Faculties consistent with the academic priorities for the campus and aligned with Laurier's overall objectives for collaborative research.
- ◆ Develop, introduce and oversee the use of metrics and key performance indicators to plan, monitor and report on research activity and progress on the Strategic Research Plan.
- ◆ Act as the champion and voice for research within and outside Laurier to build engagement and support for Laurier's research agenda by clearly articulating the University's research strategy and promoting the University's strengths by raising the profile of research at Laurier locally, provincially, nationally, and internationally.

- ◆ Expand the cohort of faculty actively engaged in research by providing support for research activity and by fostering a culture that invites and encourages faculty to participate in and expand research activities.
- ◆ Seek and support opportunities to expand interdisciplinary research and new areas of research focus that leverage Laurier's strengths, align with Laurier's mission, and reflect issues that are locally, nationally, and globally relevant.
- ◆ Support and enhance the research experience of graduate students and post-doctoral fellows by providing programs and mentoring that support their success and in doing so, enhance Laurier's brand and reputation with prospective graduate students and post-doctoral fellows.
- ◆ Expand and support opportunities for undergraduate students to engage in research activity to enhance undergraduate education and to foster interest in graduate studies.

Lead Research Programs and Services

- ◆ Ensure that Laurier's research activities are enabled, guided, and supported by sound research policies and practices that meet the highest ethical and regulatory standards and maintain an environment of continuous improvement and research excellence.
- ◆ Further develop and continue to mature research support services and Laurier's research infrastructure ensuring that Laurier is able to effectively enable and support the range of research activity consistent with Laurier's diverse programs and disciplines across its three campuses.
- ◆ Oversee the administration of research accounts (with the Vice-President: Finance and Administration), grants and contracts, intellectual property, commercialization, knowledge mobilization and data management.
- ◆ Liaise with funding agencies and government partners, manage the internal administration of internal research awards and funding, and lead creative thinking about innovative sources of research funding.
- ◆ Working with academic leaders, faculty, and student services, support the recruitment and retention of exceptional researchers, including faculty, research fellows, and students.
- ◆ Foster and maintain a collegial and collaborative environment in Research Services, promoting accountability for results, a solutions and service-oriented approach and the pursuit of excellence in research services and in research at Laurier.
- ◆ Coach and mentor professional staff in research services.

Seek and Build Partnerships and Relationships

- ◆ Build collaborative relationships with and amongst the Deans, other Vice-Presidents, faculty, post-doctoral fellows and graduate and undergraduate students to advance research, innovation, entrepreneurship, knowledge transfer, and industry partnerships.
- ◆ Prioritize the continued growth of, and investment in, research partnerships with stakeholder communities, business and industry, not-for-profit and arts organizations, Indigenous peoples, and the public sector to provide Laurier strategic differentiation and to support the University's community engagement efforts.
- ◆ Encourage collaborative and interdisciplinary research among Faculties, departments, industries, other academic institutions, and local, provincial, national, and international private and government partners with the objective of producing globally impactful research.
- ◆ Proactively identify, secure, and expand relationships, partnerships, and funding opportunities for research at Laurier.

- ◆ Develop and strengthen relations with senior government officials and granting agencies to help shape policy and programs affecting research and develop and strengthen relations with private-sector firms to create and support innovative business solutions, research applications, and funding opportunities.

Ideal Candidate Profile

As the ideal candidate, you bring an impressive record of research, academic leadership experience, and a deep commitment to students, faculty, staff, and the student research experience. Your inclusive, collaborative, and transparent approach that respects the values of diversity and inclusion will foster teamwork in research activities across Laurier and align well with Laurier’s multi-campus environment. Your creativeness, confidence, and keen ability to build strong relationships with a diverse group of stakeholders, including industry, community, government, and funding agencies and partners, will support Laurier’s mission of excellence in learning, research, scholarship, and creativity.

The next Vice-President: Research should possess:

Academic Research, Coordination, and Mentorship

- ◆ A doctoral or relevant terminal degree and eligibility to be appointed as a full professor at Laurier.
- ◆ A distinguished record of academic and research achievement including experience of individual, collaborative, small- and large-scale research projects; a passion for research excellence; and demonstrated experience supporting diverse forms of research disciplines and creative activity within a university that goes beyond understanding and appreciation.
- ◆ A successful record of supervision of varied highly-qualified personnel, including graduate, and undergraduate students.
- ◆ A talent for building multi-faceted and diverse research teams that capitalize on inter- and cross-disciplinary synergies, collaboration, and cooperation among academic units and with partners in other institutions and the broader research community.
- ◆ A solid understanding of intellectual property policy in support of university research, and an aptitude for innovation in technology transfer and commercialization.

Senior Administration and Leadership Experience

- ◆ Successful senior administrative leadership experience in a university or research institute, and the ability to create strong internal stakeholder relationships, engaging faculty, staff, and student researchers to drive the research culture throughout Laurier’s multi-campus and multi-community environment.
- ◆ Collaborative and consultative leadership style, and a commitment to collegial governance that will help to build a culture of research excellence, engagement, innovation, and entrepreneurship to achieve the University’s research mission and objectives.
- ◆ The ability to interact effectively and respectfully and demonstrated experience working toward diversity, equity, and inclusion goals at a department, Faculty, or institutional level.

Governance and External Engagement

- ◆ A commitment to Laurier’s research mission of community engagement and a demonstrated capacity for creating strong external networks and developing relationships and partnerships with community, industry, government, other institutions, and research funding agencies.
- ◆ The ability to represent the University externally and articulate a clear, compelling vision for research in order to engage stakeholders and attract external partners and research funding.

- ◆ Sophisticated knowledge and understanding of structures, systems, policy formulation, and decision-making in government, public and community agencies, industry, and business and of the granting councils at the provincial, regional, and national levels.

Management Style and Personal Characteristics

- ◆ An aptitude for responsible budget and resource management; the ability to contribute to discussions at the executive leadership level on the allocation of financial resources in a complex environment of competing priorities.
- ◆ A personal communication style that earns respect, trust, cooperation, and support within the University, with government, the private sector, granting councils, diverse community organizations, Indigenous peoples, and other prospective partners.
- ◆ A high level of integrity, energy, inner strength, self-assurance, and optimism; the ability to make complex and difficult decisions and implement effective action.