Candidate Brief

Dean,
I.H. Asper School of Business

For more information, please contact:

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1.0 A Snapshot of the Opportunity

The Dean of the I.H. Asper School of Business will be a visionary, globally-minded, resourceful and imaginative leader, who is captured by the opportunity to take this remarkable School to even higher heights of excellence in teaching, scholarship and research, and professional engagement. The Dean, who reports to the Provost and Vice-President (Academic) is part of the University’s senior leadership team, advocating for the School of Business, and participating in the overall leadership and direction of the University.

The I.H. Asper School of Business, an AACSB-accredited business school, provides world-class education to students, leaders, and innovators, who make contributions to the social and economic well-being of Manitoba and the world. Over the past 75 years, the School has grown extensively and emerged in the competitive environment for business schools, with a unique brand that attracts top quality faculty and students. It features a broad range of programs and interdisciplinary opportunities for its 1,753 undergraduate, and 200 graduate students, and has forged linkages with other Faculties and centres across the University and the broader community. As the world becomes increasingly connected through technology and trade, Asper programs have evolved to address the changing needs of business, organizations and people. Award-winning faculty members at Asper contribute to the creation of new knowledge, and its students have won over fifty business planning competitions and have launched successful companies with significant market capitalization. Thirty-seven of the world’s leading business schools throughout Europe, Asia, North America and Latin America have established international exchange partnerships with Asper. The School is proud to have the largest co-operative education program at the university, and has developed links with the community through its Executive Education programs, and the Associates and Young Associates business networks. In the Spring of 2017, Asper became the home of a unique Leadership Institute. Annually 10 – 30 students from the U of M and other Manitoba post-secondary institutions will be invited to pursue the President’s Student Leadership Program where they will engage with internationally-renowned speakers in the areas of business, politics, sport, public service, education, health, law, and the arts. Up to 30 per cent of spaces in the program will be made available to students at post-secondary institutions outside of the U of M. The Chairs in Leadership Education and Leadership Research, university executives and faculty members will run the program along with Canada’s top business and community leaders. The Institute will teach students the value of building leadership and encourage graduates to play a leading role in bolstering the province’s economy.

The Asper School has great aspirations for its future, and is seeking a Dean who will work together with them, to further develop strategic vision, and identify growth opportunities. The new Dean must showcase the excellence of the Asper brand, and must work strategically and deliberately to grow Asper’s reputation in a marketplace that’s continually evolving. Fortunately,
for the new Dean, Asper's aspirations to be among Canada's top business schools is a promising trajectory. Whether it's through program development (Asper has been exploring new curriculum offerings), excellence in research (research clusters, cross-Faculty collaborations), or continuing to build partnerships in the province of Manitoba and beyond, Asper is committed to making strategic decisions that will help it reach a new level of excellence. Demand is high for Asper’s programs. Plans must be further developed to meet it.

A particularly important element to ensuring the School’s success is retaining AACSB accreditation. To ensure the School’s success with accreditation renewal processes, Asper established the Assurance Learning Committee—a committee that manages the continuous improvement of teaching and program delivery for the entire School. The new Dean must be experienced with AACSB accreditation frameworks and requirements, and must ensure that the School’s efforts are in alignment with AACSB standards.

As a publicly-funded institution, the University of Manitoba will continue to be affected by the increasingly constrained financial environment of post-secondary institutions. Governments across the country have been adjusting their approaches to funding universities, choosing to reduce or constrain the growth of operating grants, establishing targeted program funding, and changing eligibility criteria for research funding. In this challenging economic climate, the Dean must work in a manner that ensures the Asper School continues to distinguish itself as a globally-minded, highly productive, relevant, 21st century centre for business education and research. As the University of Manitoba experiences year one of its new decentralized budgetary model—with more accountability and responsibility at the Faculty/School level—the new Dean must be creative and innovative in support of programs, addressing fiscal and budgetary issues in a way that balances sustainability with the University’s mandate for excellence, and harnessing the potential of the new model for revenue generation.

Over the last several years, there has been an increased emphasis on advancement and external relations within decanal portfolios. The new Dean will embrace these responsibilities, and will be a true champion for growth and development. In addition to fundraising, the Dean will continue to make strides in experiential learning. While Asper’s co-operative education program is thriving, the Dean must sustain positive, productive and mutually beneficial relationships with Manitoba’s business community as well as public-sector organizations. Building and nurturing strong relationships with Asper alumni will also be an important part of the Dean’s mandate.

The University embraces and is a champion for all forms of diversity. In particular—as mentioned in the University’s strategic plan—the University of Manitoba’s role in reconciliation, its connections with Indigenous students, partners and communities, and its commitment to Indigenous Achievement are central to the kind of future the University seeks to create.
The University is keen on furthering its relationship with this important group, and is making a concerted effort to attract and retain more Indigenous students, faculty, and staff, while incorporating Indigenous perspectives and knowledge into its programs, and honouring First Nations, Métis, and Inuit traditions and cultures in its various spaces on campus. The Dean must embrace the University’s commitment to the Indigenous community, and must perform their decanal duties in a manner that advances the University’s relationship with this stakeholder group.

In the academic environment, collegiality is a cornerstone of success. The Dean must demonstrate a high level of personal and professional integrity, and must be a model of ethical, respectful and collegial conduct.

As the pre-eminent university in the province of Manitoba, and as a member of the U15 group of universities, Deans at the institution must foster an environment in which world-leading research and excellence in teaching can flourish. As the face of Asper, the Dean is the champion of curricular initiatives, scholarship, and research, and must be a proponent of interdisciplinary and cross-disciplinary collaboration. S/he is also accountable for the recruitment and retention of excellent faculty members. Since the landscape for attracting and retaining world-class faculty is competitive, the Dean must establish meaningful mechanisms to keep faculty engaged and committed to the Asper community.

2.0 Candidate Attributes

The successful candidate for the Dean, I.H. Asper School of Business will be eligible for a tenured appointment and at the rank of Associate Professor/Professor. A PhD is preferred, and rank will be commensurate with qualifications and experience. Although the search committee recognizes that no one individual possesses all the qualifications below in equal measure, it has developed a set of criteria to articulate the desired background, experience and personal qualities of the successful candidate:

**Leadership Experience**

- Successful strategic leadership experience, and a track record of working collegially in advancing the mission of a complex academic unit or organization;
- A passionate commitment to business education;
- Strong financial acumen, a creative and entrepreneurial spirit;
- The ability to create an outstanding student experience, combined with responsiveness to the needs of an active and diverse student population;
• Broad knowledge of the public, private, not-for-profit, government, and business communities, and a deep understanding of the role business education plays in addressing the challenges found in various organizations;
• A record for displaying creativity, openness, transparency, and inclusiveness of people of all backgrounds;
• Experience in managing the conflicting demands of several constituencies;
• Familiarity with accreditation regimes, particularly the Association to Advance Collegiate Schools of Business (AACSB);
• An alertness to pedagogical and curricular innovation, including the use of technology in education.

Administrative Experience

• A strong background in strategic planning, with a record of success in developing and rallying teams—across disciplines—around a compelling and unifying vision, and the energy, skills and drive to work closely with colleagues to see vision through to execution;
• Experience in working with a diverse team to ensure operational excellence;
• The experience and skills necessary to administer the affairs of the School, both fiscally and administratively, and to interact effectively with other administrative officers in the University; experience with budget management is essential;
• The broad intellectual perspective and strong administrative and decision-making abilities required for effective leadership and management;
• The ability to develop innovative approaches to program design and delivery.

Interpersonal and Personal Characteristics

• The ability to be persuasive in dealing with diverse constituents, both internally and externally, and to create a sense of common purpose that transcends individual interests;
• A passionate commitment to teaching and research, ideally with a personal record of scholarship and research;
• Effective problem-solving skills, and the ability to help others reach consensus and successful outcomes;
• Strong interpersonal skills and a commitment to promoting faculty/staff/student collaboration and engagement;
• The ability to fundraise, and a powerful commitment to building relationships with the external community;
• Well-developed advocacy skills, and the ability to serve as Asper’s principal ambassador;
• A sense of diplomacy and fairness, and an open, inclusive, and transparent style of leadership, and a commitment to maintaining a respectful workplace;
• Familiarity with the principles of collegial governance;
• An abiding commitment to equity, diversity, and inclusion in hiring, student recruitment, and educational programming, and a particular appreciation for the University of Manitoba’s reputation of being the University of Choice for Indigenous students.
• Unassailable integrity and character, and a deep commitment to engendering trust and respecting human rights.

3.0 The Appointment

The University of Manitoba is strongly committed to equity and diversity within its community and especially welcomes applications from women, racialized persons/persons of colour, Indigenous peoples, persons with disabilities, persons of all sexual orientations and genders, and others who may contribute to the further diversification of ideas. All qualified candidates are encouraged to apply; however, Canadian citizens and permanent residents will be given priority. Application materials, including letters of reference, will be handled in accordance with the “Freedom of Information and Protection of Privacy Act (Manitoba).”

Consideration of candidates will begin late November 2017. Nominations, applications or expressions of interest should be directed to Gerri Woodford or Jason Murray at asper@odgersberndtson.com.

Please review Appendices on the pages that follow
Appendix A  Major Responsibilities of the Dean

_Broad areas of responsibility include:_

**Leadership**

- Inspires a shared vision within the School.
- Through an inclusive consultation and decision-making process, leads the academic planning process for the School, initiating discussion, defining priorities, and developing and articulating the vision.
- Ensures the School’s vision aligns with the University’s strategic plan, and enhances understanding and builds support for the School’s unique place within the University community.
- Develops and leads a strong team of faculty and staff who support the development and implementation of frameworks, policies and initiatives that foster a culture of excellence, collaboration, engagement, commitment, responsibility and accountability throughout the I.H. Asper School of Business.
- Provides strong leadership within a shared-governance structure. Builds trust through openness and transparency while making difficult decisions needed to move the School forward.

**Research and Scholarly Activity**

- Promotes excellence and integrity in research and scholarly activity, and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence.
- Works to increase federal and provincial research funding support.
- Fosters and encourages a high level of research productivity and excellence within the School, by further enhancing and developing research infrastructure, and supporting faculty efforts to obtain and maintain sponsored research funding.

**Relationship Building**

- Builds effective relationships, promotes, and advocates for the School to a broad spectrum of constituents, including senior administration, deans, faculty members, students, other community leaders, agencies, governments, industry, and key institutions regionally, nationally, and internationally.

**Teaching and Learning**

- Leads the academic planning process for the School, and supports curriculum development in line with the business community and the overall programming of the University.
- Promotes excellence and integrity in pedagogical activity, and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence in teaching.
Faculty, Staff, and Student Relations

- Plans and prioritizes human resource needs for the School, and establishes strategies to enhance its ability to compete in the recruitment and retention of high calibre faculty and staff.
- Works with faculty and staff to develop strategic recruitment and retention plans.
- Makes appointments and re-appointments, and recommendations for tenure and promotion.
- Deals with personnel issues with fairness, effectiveness, and respect.
- Champions increased diversity among faculty, staff and students.
- Maintains a visible presence in the School, engaging with students and participating in student life activities.

Administration

- Ensures compliance with University policies and procedures.
- Oversees the preparation, management, and monitoring of the planning and budgeting processes within the Faculty.
- Ensures the effective and efficient use of resources (human, financial, information, and infrastructure).
- Exercises good judgment in the management of change and risk.

University Relations and Advancement

- Attracts partnerships and resources by building stronger linkages with the local, national, and international community, education and research institutions, governments, non-governmental organizations, and the business community. Pro-actively looks for new opportunities and funding sources to foster and facilitate excellence.
- Attracts resources to the School from government, private philanthropy, and other programs. Working with the University’s advancement professionals, leads the School’s fund development activities by leveraging existing partnerships, and creating and nurturing new ones. Acts as steward of gifts granted to the School.
Appendix B  The I.H. Asper School of Business

Accreditations

The Asper School is accredited by the Association to Advance Collegiate Schools of Business (AACSB), one of the highest standards of achievement for business schools worldwide. Its Bachelor of Commerce (Honours) program is accredited by CPHR Manitoba’s Post-Secondary Institution Accreditation Program. Its Asper Co-operative Education Program is accredited by the Canadian Association of Co-operative Education (CAFCE) for its commitment to exceptional program delivery, operating procedures that facilitate the co-op learning process, and rigorous evaluation and monitoring. The Warren Centre for Actuarial Studies and Research is accredited by the Canadian Institute of Actuaries’ University Accreditation Program and is a Centre of Actuarial Excellence (CAE) by the Society of Actuaries. Find out more about Asper’s accreditations.

Leading-Edge Programs

As the world becomes increasingly connected through technology and trade, Asper’s course offerings evolve to address the changing needs of business, organizations and people. The School maintains the national and international reputation of our Bachelor of Commerce (Hons), MBA, MSc, Master’s in Finance, and PhD programs by continually evolving to meet the needs of today’s global economy. Its Executive Education program supports business executives seeking to reach new heights in their careers.

Award-Winning Teaching and Research

At the Asper School, teaching and research share the stage. Asper’s award-winning faculty members are committed to contributing to the creation of new knowledge while guiding students to find their passion and succeeding – before and after graduation. Its intimate class sizes and dynamic courses focus on providing students with opportunities to exchange ideas and dig deep into the issues and challenges of today’s business world.

Community Connections

Asper nurtures strong ties with local business leaders to ensure its programs and projects are relevant and meaningful - to its students and to the larger community. Its community includes the Associates and the Young Associates of the Asper School – Manitoba’s premier business networks. They provide opportunities to forge valuable business connections immediately. They’re an active presence in the School: mentoring, coaching, lecturing, providing support, and connecting students with employers. Find out more about Asper’s community connections.
Indigenous Business Education Partners

The University of Manitoba is located on Treaty One Territory, on the traditional land of the Anishinaabe peoples and the homeland of the Métis Nation. The university is home to over 2,000 First Nations, Métis and Inuit students, staff, and faculty. Indigenous Business Education Partners (IBEP) offers a welcoming community to First Nations, Métis, and Inuit students pursuing a Bachelor of Commerce at the Asper School of Business.

A Student Experience for Leaders

The Asper School of Business creates leaders. Its Commerce Students’ Association is the envy of business schools across North America, with 60 student leaders and countless other volunteers organizing and promoting more than 60 events and conferences on a variety of business-related topics. Asper’s students have won over fifty business planning competitions, and have launched companies with significant market capitalization. Asper student groups extend student learning through fun, peer-organized activities. From networking events to national case competitions, there's something for every student. Find out more about the Asper Student Experience.

International Business Experience

Asper has the largest faculty-based International Exchange Program at the University of Manitoba. Students can broaden their cultural horizons and explore the world of international business by attending one of 37 partner business schools throughout Europe, Asia, North America and Latin America.

Relevant, Paid Work Experience

Asper’s Co-operative Education Program is the largest at the University of Manitoba. Students gain access to real-world, real-time paid work experience with leading companies and organizations in Manitoba, Canada and abroad, before they even graduate.

Centres of Excellence

Asper is home to the Warren Centre for Actuarial Studies & Research, the Leadership Institute, and the Stu Clark Centre for Entrepreneurship which helps young entrepreneurs from across all the University Faculties turn big ideas into successful business ventures. Its close ties to these centres, and to others such as the U of M’s Transport Institute, greatly enhance the specialized resources and opportunities it offers to students.

Dedicated Career Guidance

Asper’s Career Development Centre specializes in opening doors to the future by providing students with advice and support, during their studies and as they look for career opportunities after graduation.
University of Manitoba

Celebrated as Western Canada’s first university, the University of Manitoba is the largest university in Manitoba and the only medical-doctoral institution in the province. As a member of Canada’s U15 group of research universities, its community of 29,759 students, 4,754 academic faculty and staff, and 3,962 non-academic staff contributes $1.8 billion annually to Manitoba’s economy.

A leader in Manitoba’s knowledge economy, the University of Manitoba is known for its groundbreaking research in a variety of areas, including global health, human rights research, nanotechnology, functional foods and nutraceuticals, HIV/AIDS and climate change. The University’s current operating budget totals more than $600 million, and its research funding is approximately $136.8 million.

The University of Manitoba has two distinct but closely aligned campuses: the Fort Garry Campus, a 233-hectare complex bordering the Red River in south Winnipeg, and the Bannatyne Campus in central Winnipeg. The campuses sit at the crossroads of the Anishinaabe, Métis, Cree, Dakota and Oji-Cree Nations. The University of Manitoba is located on Treaty One territory, and on the traditional territory of the Anishinaabe peoples and the homeland of the Métis Nation. The university has four colleges — St. Andrew’s College (Ukrainian Orthodox), St. John’s College (Anglican), St. Paul’s College (Roman Catholic), and University College (secular)— and Université de Saint-Boniface, where programs are taught in French, is also affiliated with the university.

The University of Manitoba is home to 44 Canada Research Chairs, one Canada Excellence Research Chair, and 40 research centres, institutes and shared facilities. The university has produced more Rhodes Scholars than any other institution in Western Canada, and faculty members at the university are frequently recognized for their achievements in teaching and research. Currently, the University of Manitoba has one faculty member who is an appointed Companion, five who are Officers, and five who are Members of the Order of Canada. Additionally, ten individuals have been appointed to the Order of Manitoba, and 39 individuals have been named Fellows of the Royal Society of Canada.

The University of Manitoba’s mission is: “To create, preserve and communicate knowledge, and thereby, contribute to the cultural, social and economic well-being of the people of Manitoba, Canada and the world.” Attracting talent that are motivated by this mission is a fundamental reason for the university’s success.
The University of Manitoba strives to ensure that First Nations, Métis and Inuit values are acknowledged, embraced and infused into life on its campuses. Indigenous Achievement is a key component of the university’s strategic planning framework. The University is home to the National Centre for Truth and Reconciliation.

For more information about this dynamic university, visit the following websites:

Main University Website

President and Vice-Chancellor

Provost and Vice-President (Academic)

Vice-President (Research and International)

Strategic Plan

Facts and Figures

Financial Information

Student Services

Student Experience

Indigenous Connect

Indigenous Viewbook
Appendix D  About Winnipeg and Manitoba

The University of Manitoba is located in Winnipeg, which is almost at the geographic centre of North America. The Red and Assiniboine Rivers—the two main rivers of the city—meet in the centre of Winnipeg, at The Forks. Bringing together a rich ethnocultural mix of individuals from around the world, Winnipeg is the seventh largest city in Canada, and dominates the Manitoba economy. The city is home to one of Canada’s largest urban Aboriginal populations, and encompasses Treaty One territory, the traditional territory of the Anishnaabe peoples and the homeland of the Métis Nation.

Although the city of Winnipeg is large, residents of Winnipeg enjoy easy, relatively rapid access to the downtown core from the neighbourhoods on the periphery of the downtown. The residential neighbourhoods in Winnipeg offer affordable housing, and buyers from outside the province often discover their strong purchasing power in the local real estate market. The city also enjoys easy proximity to some of the most beautiful lakefront cottage areas in Canada.

Winnipeg’s economy is strong and stable, and is home to a robust and talented workforce. The city is known for its scientific breakthroughs, for bringing exciting new products and services to the marketplace, and for launching global companies. It is home to one of the most diverse economies in the country, hosting key industries which include financial services, transportation and distribution, aerospace, agribusiness, energy and environment, advanced manufacturing, communications and technology, and creative industries. With respect to the performing arts economy alone, Winnipeg nurtures more world-class performing artists per capita than any other city in Canada.

The city is home to well-known attractions, including the world-famous Royal Winnipeg Ballet, the Winnipeg Symphony Orchestra, the Winnipeg Art Gallery (which has the world’s largest collection of Inuit stone sculpture), The Manitoba Museum, and the new and important Canadian Museum for Human Rights. Community events, such as the Winnipeg Folk Festival, Folklorama, the Jazz Festival, the Children’s Festival and the Fringe Festival, enhance the “friendly Manitoba” atmosphere. Winnipeg is also home to numerous premiere sports teams, including the Winnipeg Jets (hockey), Winnipeg Blue Bombers (football) and the Winnipeg Goldeyes (baseball).
Manitoba boasts an abundance of opportunities for recreation and leisure across the province, and there are many natural outdoor environments that make Winnipeg a unique city to live in. The rivers in Winnipeg provide residents with a variety of recreational opportunities, which include boating or walking, skating and cycling along the city’s river-walk system. The city also provides a scenic setting for several golf courses and regional parks, as well as many historic and traditional sites.

Winnipeg was recently ranked the 4th Best Place to Live in Canada by Moneysense.ca, is ranked Top 10 for Business Friendliness among mid-sized cities in the country, and is considered one of the most intelligent communities in the world. For more information about Winnipeg, please visit www.winnipeg.ca/, www.tourismwinnipeg.com, and www.travelmanitoba.com/.
Appendix E  Search Committee

CHAIR:

Dr. Janice Ristock, Provost and Vice-President (Academic)

ELECTED BY THE FACULTY:

Dr. Srimantoorao (Raj) Appadoo, Associate Professor, Supply Chain Management
Dr. Usha Mittoo, Professor, Accounting and Finance
Dr. Lysa Porth, Assistant Professor, Warren Centre for Actuarial Studies and Research
Dr. Zhenyu Wu, Professor, Business Administration

PRESIDENTIAL APPOINTEES:

Dr. Jonathan Black-Branch, Dean, Faculty of Law
Mr. John Proven, Chair, The Associates and COO, Conviron
Dr. Mary-Jo Romaniuk, University Librarian
Mr. Colin Ryan, Deputy Chair, The Associates and Senior Vice-President,
BMO Nesbitt Burns

SUPPORT STAFF REPRESENTATIVE:

Ms. Tracy Foster, Department Secretary, Department of Business Administration

STUDENT REPRESENTATIVES:

Mr. Matthew Thomson, President, Commerce Students’ Association
Mr. Zulfiquer Haider, graduate student

RECORDING SECRETARY:

Ms. Marcia Davies, Assistant to the Vice-Provost (Students)

CONSULTANT:

Ms. Gerri Woodford, Partner, Odgers Berndtson
Appendix F  Privacy and Confidentiality

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