Executive Brief

Dean, Faculty of Social Work
University of Manitoba

October 2017
Essence of the Opportunity

Celebrating its 75th anniversary, the Faculty of Social Work at the University of Manitoba is one of the oldest and most progressive social work programs in Canada. Offering a comprehensive set of undergraduate and graduate programs from three different campuses in the province, along with a large distance delivery program, the Faculty is home to 60 faculty and staff and over 900 students; of which approximately 29% are self-declared Indigenous. The Faculty is committed to maintaining and advancing its leadership position in Indigenous education in Canada and recently introduced a new Master of Social Work based in Indigenous Knowledges Program.

As the only university-based, accredited social work program in Manitoba and one of the largest programs in Canada, the Faculty’s vision includes playing a leading role in the socio-economic-cultural development of the Province in particular, but also to Canada and beyond, which is consistent with the University’s own vision statement. To meet this vision, the Faculty will continue to be one of the outstanding social work programs in Canada with respect to research, quality education, community service, and the accomplishments of its graduates.

The University of Manitoba was founded more than 137 years ago, and is located in the heart of the country in Winnipeg. It is a member of the U15 - Canada’s leading research-intensive universities – a medical doctoral university that offers over 100 degrees, diplomas, and certificates. The university community is comprised of close to 30,000 students and 4,300 faculty and staff.

This is an exciting time for the Faculty of Social Work. The new Dean will join at a time of renewal, with the opportunity to recruit new faculty and mentor a number of recent faculty hires, shaping the Faculty for decades to come. With multiple campuses, including a significant Inner City and its Northern Social Work programs, the Dean will provide leadership to a complex organization and one of the few standalone Faculties of Social Work in the country. Student satisfaction with the programs in the Faculty is extremely high and demand far exceeds capacity. Finally, the new Dean will have the opportunity to develop with faculty and staff a new strategic plan that charts a path over the next five to ten years.

The ideal candidate will have a Ph.D. in Social Work or related discipline, ideally with experience in the field of social work and a scholarly record consistent with an appointment at the rank of Associate Professor or Professor with tenure. With a demonstrated aptitude for academic leadership, the Dean will be able to engage and inspire a diverse range of people in the evolution of the Faculty’s vision. With a passion for social work and social justice, the Dean will be a dedicated and effective ambassador for the Faculty with external stakeholders and communities.
About the University of Manitoba

Welcome to the University of Manitoba - western Canada's first university. Founded more than 137 years ago, and located in the heart of the country, it is the region’s largest and only research intensive university offering over 100 degrees, diplomas, and certificates – more than 60 at the undergraduate level including professional disciplines such as medicine, law, engineering and pharmacy.

The energetic university community is comprised of close to 30,000 students, faculty and staff, and 190,000 alumni. Nearly 13 per cent of the University’s current students are international, representing close to 104 countries.

The University of Manitoba is located on the traditional territories of the Anishinabe, Cree, Oji-Cree, Dakota, and on the homeland of the Métis Nation and is home to a thriving community of Indigenous researchers, staff and more than 2,400 First Nations, Metis and Inuit students, including over 150 graduate students — one of the largest Indigenous student bodies in the country. The University is the permanent site for the National Centre for Truth and Reconciliation – preserving the statements, documents and other materials gathered by the Truth and Reconciliation Commission of Canada.

The university stimulates over $1.8 billion in economic activity in the province, and they are leaders in Manitoba’s knowledge economy with ground-breaking research in areas such as nanotechnology, functional foods and nutraceuticals, HIV/AIDS, and climate change.

With a strong legacy of excellence, the University of Manitoba and its dynamic community of researchers, students, teachers and staff, are addressing the challenges facing Canada and the world in the 21st century.

The University of Manitoba is a coeducational, nondenominational, government-supported institution. It is a member of the Association of Commonwealth Universities and of the Association of Universities and Colleges of Canada.

Mission, Vision and Values

Mission: “To create, preserve, communicate and apply knowledge, contributing to the cultural, social and economic well-being of the people of Manitoba, Canada and the world.”
Vision: “To take our place among leading universities through a commitment to transformative research and scholarship, and to innovative teaching and learning - uniquely strengthened by Indigenous knowledge and perspectives.”

Values: “To achieve our vision, we require a commitment to a common set of ideals. The University of Manitoba values: Academic Freedom, Accountability, Collegiality, Equity and Inclusion, Excellence, Innovation, Integrity, Respect, and Sustainability.

Strategic Priorities

The University of Manitoba’s strategic plan is: “Taking Our Place: University of Manitoba Strategic Plan 2015-2020”. The full plan can be downloaded here.

The Plan identifies five strategic priorities or broad directions for the University for 2015-2020. For each of these priority areas, the Plan begins with a statement of commitment or aspiration - what the University hopes to achieve in setting a particular priority. A set of high level goals is then identified for each priority area along with a set of supporting actions. In most cases, these supporting actions are aligned with a specific goal. In some cases, however, they may support more than one goal, given their overlapping nature.

The five strategic priorities are:

1. Inspiring Minds through innovative and quality teaching

2. Driving Discovery and Insight through excellence in research, scholarly work and other creative activities

3. Creating Pathways to Indigenous achievement

4. Building Community that creates an outstanding learning and working environment

5. Forging Connections to foster high impact community engagement
About the Faculty of Social Work

Faculty Overview
The University of Manitoba’s Faculty of Social Work is one of the largest – and one of the oldest – social work programs in Canada, offering BSW, MSW, and Ph.D. programs on its main campus, and full BSW programs at its inner city and northern Manitoba locations. It offers a distance education program in a number of rural and Aboriginal communities around Manitoba and throughout Canada. This progressive social work program – with 60 faculty and staff – places a high value on critical thinking, social justice, and respect for both individuals and diverse cultures.

Mission Statement
To pursue knowledge and provide accessible and inclusive educational programs that will advance the fields of social work practice and social policy at all levels and that will contribute to the development of societies in promoting respect for human rights and dignity, individual worth and well-being, diversity, social inclusion, and the principles of social justice. To prepare students for ethical, competent, critically reflective, innovative, anti-oppressive, accountable, and effective social work practice at all levels. To create and maintain a learning environment that promotes and supports respect for difference, risk-taking, democratic participation, a spirit of inquiry, equity, innovation, originality, and collaboration. To acknowledge, support, and promote different traditions of knowledge and different methods of knowledge gathering.

Vision Statement
The vision of the Faculty of Social Work is to help create and contribute to a world where there are no great inequalities of wealth or income, where economic and political power is more evenly distributed, where human need is the central value of distribution of society’s resources, where diversity of culture is celebrated, where people have greater control over their own lives, and where all persons are afforded maximum opportunity to enrich their physical, spiritual, psychological, and intellectual well-being. Being the only university-based social work program in Manitoba and the largest program in Canada, this vision also includes the Faculty playing a leading role in the socio-economic-cultural development of the Province in particular, but also to Canada and beyond, which is consistent with the University’s own vision statement. To these ends, it is necessary that the Faculty become one of the outstanding social work programs in Canada with respect to research, quality education, community service, and the accomplishments of its graduates.
Enrolment Data

Overall undergraduate enrolment in the Faculty of Social Work (Fall Term 2016) was 792 (456 f/t and 336 p/t students). Female undergraduate students comprised 86% of this total, male undergraduates 14%. The total enrolment of the Faculty in Fall 2016 subdivided across the five Social Work programs:

BSW (3 year) – 103 (13%)
BSW (concentrated) – 77 (10%)
BSW (Distance Delivery) – 335 (42%)
BSW (Inner City) – 181 (23%)
Northern BSW – 94 (12%)

The overall graduate enrolment in the Faculty of Social Work (Fall Term 2016) was 156 (95 f/t and 61 p/t) students. Graduate students were 75% female and 25% male.

In the Fall 2016 term, 27.8% of Faculty of Social Work students (undergraduate and graduate) were of self-declared Indigenous identity. This was the highest proportion of any academic unit at the University of Manitoba; the overall University figure was 8%. The Faculty of Social Work has a small number of international students; the figures for the Fall 2016 academic term were 4 undergraduates and 4 graduate students.

Strategic Priorities

The Faculty’s Strategic Plan (2016-2020) identified five priority areas, each of which as multiple goals. Both the processes and products related to the 2016-2020 Strategic Plan reflect the seriousness with which the Faculty of Social Work takes its responsibility in educating future social workers in Manitoba, in contributing to the research base for the profession of social work, and in our advocacy role for the improvement of conditions related to social justice and human rights. The priorities, goals, and actions associated with this Strategic Plan offer a pragmatic blueprint for bringing to life the mission and vision of the Faculty of Social Work at the University of Manitoba.

The priorities are:

- Priority 1: Student Experience
- Priority 2: Programs and Resources
- Priority 3: Teaching Practice
- Priority 4: Research Culture
- Priority 5: Social Justice and Human Rights

The Faculty’s Strategic Plan can be downloaded [here](#).
Key Opportunities and Challenges

Through consultations with the Faculty and Search Committee, a number of key opportunities and challenges were identified for the new Dean, including:

- The Faculty is a complex unit with multiple sites – Northern, Inner City, and a large online component – that requires a leader to appreciate the complexities and bring it all together under a common vision.

- The Faculty of Social Work offers a broad range, including various offerings of undergraduate, pre-Masters, Masters, a new Master in Indigenous Knowledges, and PhD programs.

- A real opportunity for the Faculty is its strong, demonstrated commitment to Indigenous knowledges through curriculum development, a CRC Chair, a new Masters (first of its kind in Canada), and a rich representation of Indigenous faculty, staff and students in the Faculty.

- Within the academic programs, there are opportunities to continue to work on curriculum updating, the introduction of new programs, and on streamlining existing programming to simplify for students. With multiple, and quite diverse campuses, along with a large online program, the opportunity also exists for more blended learning approaches across the curriculum.

- There is an opportunity to build upon the Faculty’s existing strengths and strategic directions in research, thereby continuing to raise its profile in knowledge creation, enhance its research capacity and disseminate this knowledge locally, nationally and internationally.

- The new Dean can help develop a feasible strategy to extend and enhance the Faculty’s research capacity.

- In the community, there are opportunities to reinforce and extend the Faculty’s presence on key local, provincial, and national decision-making bodies and service organizations and to better link faculty members’ research expertise to the profession.

- The Social Work Program is currently the only program in Manitoba that is recognized and accredited by the Canadian Association for Social Work Education (CASWE), for meeting the essential requirements of academic excellence by providing various academic options at the Baccalaureate and Master levels through its BSW, MSW, and Distance programs. The Faculty received an 8 year accreditation from 2015-2022. The next Dean will begin the re-accreditation process sometime in their first term.

- As a member of Canada’s U15 group of research-intensive universities, the University of Manitoba and its leaders work closely with their peers across the country to advance research policy decisions and funding in Canada.
Candidate Profile

Dean, Faculty of Social Work

While the Presidential Advisory committee recognizes that no one individual will possess all of these qualifications in equal measure, the following are seen to be particularly important:

Candidate Qualifications

**Academic Record:** A Ph.D. in Social Work or related discipline, ideally with experience in the field of social work and a scholarly record consistent with an appointment at the rank of Associate Professor or Professor with tenure.

**Administrative Experience:** A demonstrated aptitude for academic leadership. A track record of success working in a university with a model of collegial governance and decision-making. A record of successfully managing human, financial, and physical infrastructure resources, ideally across multiple campuses. Budget administration expertise, including the ability to be creative, solution-oriented and decisive is important.

**Strategic Leadership:** Able to inspire, build, articulate and pursue a collective vision through collaboration with internal and external stakeholders and lead successful implementation. Able to provide effective, enthusiastic and transparent leadership to a Faculty that is diverse in its programs, population and stakeholders. Is fair, consistent, and able to delegate responsibility and make difficult decisions to move the Faculty forward.

**Commitment to Excellence:** High academic standards with a commitment to constantly improving the quality of faculty and students. Ability to foster and support the faculty’s teaching, learning and scholarship excellence. Brings experience recruiting and retaining exceptional faculty.

**Commitment to Social Work:** Is passionate about the Faculty’s mission and mandate to advance social work practice, social policy, and research.

**Inter-cultural Understanding and Diversity:** Demonstrates an inter-cultural understanding and a commitment to equity and diversity, in scholarship, teaching, employment activities, and community engagement.

**Indigenous Engagement Commitment:** Has an appreciation for how important it is to make connections and bonds with Indigenous communities, with a desire and commitment to be a strong voice for Indigenous priorities and advancing the Faculty’s leadership position in Canada in indigenous education.
Commitment to Students: Has a record of working to improve students’ educational experience and success in and out of the classroom. Genuine interest in students and desire to understand the factors that affect a diverse mix (i.e., urban, rural, new Canadians, international, Indigenous students etc.) of undergraduate and graduate students’ experience, learning and achievement.

External Relationships & Fundraising: Is a dynamic presence for the Faculty with external partners, such as government, profession, community partners, agencies, alumni, and other groups. Strong advocate for the Faculty to the broader community. Is committed to playing an active leadership role in the acquisition, development and stewardship of funds from external sources.

Interpersonal & Communication Skills: A collaborator who is able to work in a highly interactive and productive manner with stakeholders and partners within the Faculty, across the university, and externally in the support of institutional goals. Able to listen actively and communicate effectively to individuals and groups. Is consultative with respect to energizing the leadership team. Inspires others to put forward their best effort and ideas. One who demonstrates a high level of personal and professional integrity and a role model of ethical, respectful and collegial conduct.
About Winnipeg, Manitoba

Tourism Winnipeg Video (3mins)

With a population of over 700,000, Winnipeg is the capital of Manitoba, bordered by Ontario to the east, Saskatchewan to the west, and North Dakota and Minnesota to the south. The city is just 100 km (62 miles) from the United States border. Winnipeg is easily accessible from the east and west via the Trans-Canada Highway.

Winnipeg’s heart is the Forks, a historic site at the intersection of the Red and Assiniboine rivers, with warehouses converted to shops and restaurants, and ample green space dedicated to festivals, concerts and exhibits. Nearby, the Exchange District is known for its well-preserved turn-of-the-20th-century architecture and numerous art galleries.

Known as the "Gateway to the West", Winnipeg is a railway and transportation hub with a diversified economy. Winnipeg is an economic base and regional centre. It has one of the country's most diversified economies. The CIBC Metropolitan Economic Activity Index rated Winnipeg's economy as fourth in a national survey of 25 city economies, behind Toronto, Calgary, and Regina.

Some of Winnipeg's largest employers are government and government-funded institutions, including: the Province of Manitoba, the City of Winnipeg, the University of Manitoba, the Health Sciences Centre, and Manitoba Hydro. Approximately 54,000 people are employed in the public sector.

Large private sector employers include Shaw Communications, Manitoba Telecom Services, Ipsos-Reid, Palliser Furniture, Great-West Life Assurance, Motor Coach Industries, New Flyer Industries, Boeing Canada Technology, Magellan Aerospace, Nygård International, Canad Inns and Investors Group. Like many prairie cities, Winnipeg has a relatively low cost of living and offers a wonderful lifestyle and community year round.
Overview of Search

Estimated Search Timeline

While every search is dynamic and time frames are hard to predict, the following is an overview of the expected timeline for this search:

- Initial discussions with potential candidates: October-December
- Client interviews: January/February
- Decision: Spring 2018
- Start Date: Summer 2018

Boyden Team

About Boyden

Boyden consists of an integrated global community of search professionals and industry specialists across more than 70 offices in 40 countries worldwide. In Canada, Boyden offers clients 5 offices and over 100 search professionals along with the largest post-secondary practice group in the country. The search professionals of Boyden have a rich foundation of experience and knowledge in higher education searches established through their successful track record over the past two decades.

Consulting Team

Brent Cameron and Alex Verdecchia from Boyden are the team on this search for the University of Manitoba’s next Dean of Social Work.

Brent is the Managing Partner in Boyden’s Vancouver office. His specialization is in searches for clients in the academic sector and he leads Boyden’s Canadian education practice. Recent assignments have included executive recruitments at the Presidential, Provost, VP, and Decanal levels for a range of Canadian universities. Brent holds an Honours Bachelor Degree in Arts from Queen’s University and a Master’s in Business Administration from the University of British Columbia.

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