



Name: **David Barnard**

Occupation/Position: **President and Vice-Chancellor**

Organization: **University of Manitoba**

Degrees: **B.Sc., M.Sc., Ph.D., Dip.C.S.**

1. What did you want to be when you started University, and what did you end up being?

**I intended to study mathematics and expected to become a professor of mathematics, although I didn't really know what that involved. I switched to computer science because it was growing rapidly, was relatively new and was intellectually interesting, and did become a professor. But I gradually moved into university administration.**

2. How did you decide what to "be"?

**Being a professor seemed an obvious way to indulge my love of my discipline. The switch to administration came about serendipitously as a result of exposure to that aspect of university life and an enjoyment of it, as well as recommendations from friends and colleagues that I do that kind of work.**

3. What experiences helped you to succeed in your career path?

**I found a great deal of satisfaction in my initial experiences of administrative work – which I view as creating the circumstances in which others can be successful and creating the circumstances in which the organization can be successful, fulfilling a mission that extends beyond individual contributions. Enjoying initial experiences of this work led to taking on larger challenges and thus achieving greater satisfaction because of what I was able to contribute.**

4. What advice do you have for graduates for their first year on the job?

**Find things about which you can be passionate and do those things.**

5. What is the best job search advice you've ever received? What job search advice would you give to new grads?

**I was advised by a friend to apply for a position for which he thought I was suited; without that recommendation I would never have turned onto the career path I have followed since then.**

6. How do you prepare for an interview?

**Learn about the organization and the position to the extent possible. Then, relax and enjoy the process. You need to be yourself – your best self, of course – because if you are hired on the basis of pretending to be someone other than yourself, you will not be able to maintain the illusion on the job to the extent that you and your employer will both be satisfied. So be thoughtful and deliberate, be relaxed and enjoy the interview process as an opportunity to discuss things that matter to you with other people to whom these things also matter.**

7. Did you ever feel like you weren't going to get a job?

**Yes, several times, quite correctly, because I have applied for positions that I did not get. I have reached for larger roles too early in my career a couple of times, and once I found myself involved in a process that clearly was meant to justify a predetermined choice of another candidate. These are painful experiences but I've learned about the value of transparency, weighing ambition against reality and how to deal with disappointment.**

8. Other comments, tips & advice:

- **Allow time for relationships and personal activities that matter to you.**
- **Find a way to serve your community.**
- **Find things about which you can be passionate and do those things.**

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