



Executive Brief

Dean, Faculty of Land and Food Systems



THE UNIVERSITY OF BRITISH COLUMBIA

For more information, please contact:

Brent Cameron, Partner

brent.cameron@odgersberndtson.ca

Alex Verdecchia, Senior Associate

alex.verdecchia@odgersberndtson.ca

Karmen Olson, Project Coordinator

karmen.olson@odgersberndtson.ca

604-685-0261

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Essence of the Opportunity

The University of British Columbia (UBC) has been ranked as one of the top 30 institutions in the world, with strengths across a multitude of disciplines and programs. UBC is home to over 56,000 students who are supported by 13,000 faculty and staff on two main campuses in Vancouver and Kelowna. UBC's annual budget is around \$2 billion and the endowment fund totals approximately \$1 billion.

As one of UBC's three founding faculties, the Faculty of Land and Food Systems (formerly Agricultural Sciences) changed its name in 2005 to better reflect its interdisciplinary research and focus on sustainability. The Faculty uses student-centered learning to educate new generations of scientists equipped to solve the most fundamental issues faced by society — those focused around human health, a sustainable food supply, and the responsible use of finite land and water resources. Using an integrated approach that unites scientific knowledge and interdisciplinary studies, the Faculty of Land and Food Systems educates students to be global citizens, capable of creating change and critically considering issues vital to the sustainability and advancement of local and global communities. The Faculty comprises four unique research centres; close to 1500 students; and a research budget in excess of \$16 million. The Faculty is also home to the Centre for Sustainable Food Systems at UBC Farm, the only remaining working farm in the City of Vancouver.

UBC is now seeking a new Dean, Faculty of Land and Food Systems to lead the Faculty in realizing its vision to deliver integrated research and education, grounded in science, that addresses global issues surrounding health and sustainable land and food systems.

Reporting to the Provost and Vice President Academic, the Dean is responsible for the overall leadership, operation, and management of the Faculty of Land and Food Systems. This includes long-term strategic planning, academic development and management of the faculty's financial, administrative and human resources. In fulfilling the duties of this role, the new incumbent will foster a climate of collegiality, scholarly activity and academic liveliness, while meeting the evolving needs of the university community. He/she will also play a major role in linking the Faculty with the student body, local community, broader academic community, and related industries and government agencies.

The successful candidate will have an exemplary record as an educator and researcher in a related field and be eligible to be appointed as a Full Professor at UBC in the Faculty of Land and Food Systems. The new Dean will also bring demonstrated leadership experience within a well-respected university or related research organization and the capacity and vision to build on the momentum that the Faculty of Land and Food Systems has achieved in recent years. A strategic and innovative leadership style and excellent communication and interpersonal skills are essential.

Key Opportunities and Challenges

After consulting with key stakeholders at UBC, the following opportunities and challenges were identified for the role of Dean, Faculty of Land and Food Systems:

UBC's strategic plan – *Place and Promise*

Place and Promise outlines UBC's vision to create "an exceptional learning environment that fosters global citizenship, advances a civil and sustainable society, and supports outstanding research to serve the people of British Columbia, Canada and the world." The plan lays out nine commitments related to Aboriginal engagement, alumni engagement, community engagement, inter-cultural understanding, international engagement, work environment, research excellence, student learning, and sustainability. The Faculty of Land and Food Systems will play an important role in advancing this strategic plan.

Vision and Strategy

The new Dean will lead the evolution and implementation of the Faculty's vision and strategy and ensure key internal and external stakeholders are aligned to, and motivated by, the Faculty's vision and plan.

Fundraising

UBC is more than half way through a \$1.5-billion fundraising campaign. The Faculty's goal within that campaign is \$28-million, with over \$20 million of that dedicated to a new 30,000 sq. ft. building on the UBC farm. The new Dean will either need to complete these important fundraising efforts or, if already completed by July 2014, play an ongoing stewardship role with current and future donors.

UBC Farm

As noted above, one of the most exciting initiatives ahead for the Faculty is the development of a major new facility on the UBC Farm. The facility will need to be designed and programmed in such a way as to enhance the research potential of the farm, contribute to the academic mission of the Faculty, and contribute to the overall vibrancy and sustainability of the UBC campus.

Impactful Research

The new Dean will recognize the important impact that the knowledge developed by the Faculty has in British Columbia and beyond. The Dean will be engaged in supporting faculty as they play an active role in producing cutting edge research and publications to further enhance the profile of the Faculty of Land and Food Systems.

Undergraduate Curriculum

The Faculty has been reviewing its first year curriculum with a focus on how to create a more immersive experience and better introduce students to Land and Food Systems. Right now first-year students take a general base of science courses and have very little direct connection to the Faculty. This impacts on their experience with the Faculty and ultimately on retention.

Mentoring and Succession Planning

Land and Food Systems has recruited a number of outstanding young faculty in the last five years who will look to the Dean for continued mentoring and guidance as they move through promotion and tenure. In addition, the Dean will need to encourage and mentor others in the Faculty to take on leadership roles to support the continued success and growth of Land and Food Systems.

Government and Industry Partnerships

The Faculty has a number of very robust external research partnerships, such as the Dairy Research Centre with Agriculture Canada. Managing these relationships, the facilities, and programs they comprise will be an important component to the role.

Interdisciplinary Collaboration

Working in partnership across the University, particularly with faculties like Forestry and Science, will allow the Faculty of Land and Food Systems to continue to build on a strong foundation, enhance the level of interdisciplinary collaboration, and contribute to broader goals.

About UBC

Established in 1908, the University of British Columbia (UBC) is a publicly supported, medical-doctoral university. It is one of the top institutions of higher learning in the world, with strengths across a multitude of disciplines and programs. UBC is recognized for its outstanding people, research and scholarship.



UBC is home to over 56,000 students, including 8,400 international students from 145 different countries enrolled in undergraduate and graduate programs. These students are supported by over 13,000 faculty and staff on UBC's two main campuses in Vancouver and Kelowna.

UBC's annual budget is around \$2 billion and the university received \$550 million in research funding in 2011. The endowment fund totals approximately \$1 billion and ranks as one of the largest endowment funds among Canadian universities. In 2011/2012, UBC received \$194 million in donor gifts from alumni, parents, students, corporations, foundations and other friends to help UBC make a lasting impact on the world.

UBC is recognized widely for its achievements in education and research, consistently ranking amongst the world's leading universities. The 2012 *Shanghai Jiao Tong Academic Ranking of World Universities* (an annual survey recognized by *The Economist* as being "the most widely used annual ranking of world universities") ranked UBC 39th out of 1000 universities surveyed worldwide. UBC is consistently recognized as one of BC's Top 55 Employers.

The Vancouver campus is home to the Museum of Anthropology, the Chan Centre for the Performing Arts, the UBC Botanical Garden and Centre for Plant Research and is located adjacent to forested trails in the adjoining 763-hectare Pacific Spirit Regional Park. The Okanagan Campus is located on extensive lands on the northern edge of Kelowna, British Columbia's third largest municipality and one of Canada's premier resort destinations, in the beautiful Okanagan valley.



Faculty of Land and Food Systems

OVERVIEW

The Faculty of Land and Food Systems (LFS) (formerly the Faculty of Agricultural Sciences) is one of the three founding faculties at the University of British Columbia. Since graduating its first class in 1921, the Faculty has seen some of the country's brightest minds in agriculture, economics, applied biology, and food, nutrition and health walk through its doors. Now home to 1300+ undergraduate students, 180+ graduate students, and 45 faculty members, Land and Food Systems has a \$16 million budget, encapsulating \$5 million in research funding.

The Faculty's academic and research programs focus on the relationships between land, food, and natural resource use, both at a local level, and within a global context. Research by faculty and students covers a breadth of subjects, including soil, water and air use, food security, nutrition, food safety, food economics, agriculture, viticulture, animal welfare, food microbiology and aquaculture.

The Faculty is committed to teaching students to become critical thinkers, life-long learners and effective communicators using an integrated and interdisciplinary approach. Students are encouraged to direct their own education and bring classroom theories to life through:

- Problem-based learning
- Tri-Mentoring
- Co-op, experiential learning and student exchanges
- New learning technologies
- Community service learning

Faculty Vision

Grounded in science, the Faculty is a leader in integrated research and education that addresses global issues surrounding health and sustainable land and food systems.

Faculty Mission

The UBC Faculty of Land and Food Systems uses student-centered learning to educate new generations of scientists equipped to solve the most fundamental issues faced by society — those focused around human health, a sustainable food supply and the responsible use of finite land and water resources.

DEGREES OFFERED

The Faculty awards a Bachelor of Science (B.Sc.) for all undergraduate programs, and Master of Science (M.Sc.), Master of Food Science (MFS), Master of Food and Resource Economics (MFRE), and Doctorate (Ph.D.) at the graduate level. Majors and concentrations at the undergraduate level include:

Applied Biology (BSc)

- Applied Animal Biology
- Applied Plant and Soil Sciences
- Food and Environment

Food, Nutrition and Health (BSc FNH)

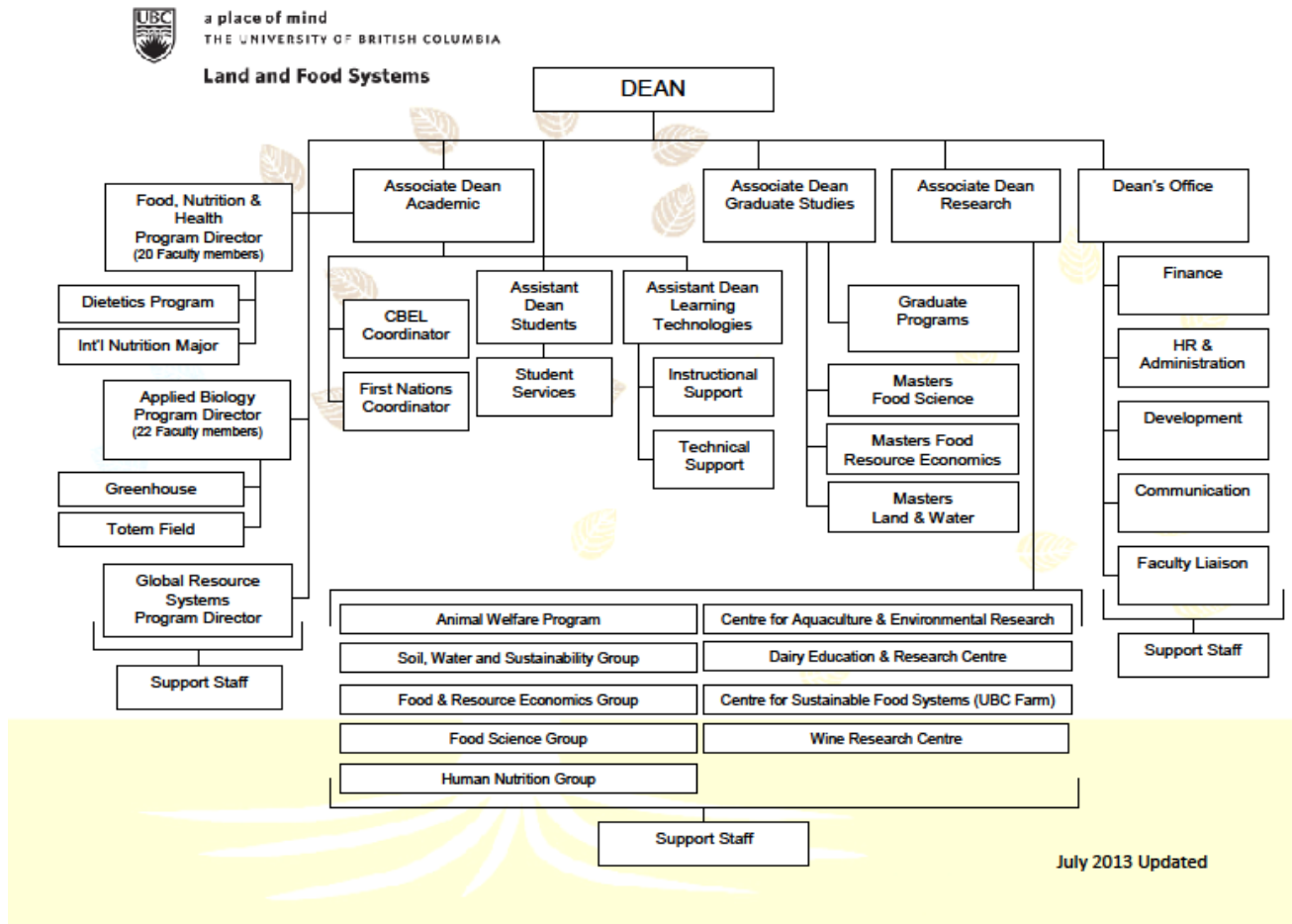
- Dietetics
- Food Market Analysis
- Food and Nutritional Sciences
- Food, Nutrition and Health
- Food Science
- Human Kinetics
- Nutritional Sciences

Global Resource Systems (BSc GRS)

- Resource and Region Specializations

ORGANIZATIONAL STRUCTURE

The programs and research groups within the Faculty of Land and Food Systems are structured as follows:



RESEARCH CENTRES

Centre for Aquaculture and Environmental Research (CAER)

CAER is a collaborative effort between UBC and the federal Department of Fisheries and Oceans, Canada's principal agency responsible for regulating aquaculture and the protection of the marine environment. The Centre combines a state-of-the-art facility, a tradition of scientific and academic excellence, a highly technical workforce and outstanding graduate students. The CAER centre is an internationally recognized research and education facility dedicated to environmental protection and sustainable aquaculture.

Centre for Sustainable Food Systems at UBC Farm

The UBC Farm encompasses 24 hectares of integrated farm and forest lands on UBC's South Campus. The farm is managed by the Centre for Sustainable Food Systems, which offers a wide range of interdisciplinary learning, research, and community programs on the site. Together, these programs explore and exemplify new paradigms for sustainable communities.

Situated within a 90-year old coastal hemlock forest, the UBC Farm comprises a mosaic of cultivated annual crop fields, perennial hedgerows and orchards, and successional forest stands. In the midst of a city, this landscape offers an important bridge between the rural and the urban.

Embodying UBC's aspirations to be a "living laboratory," the UBC Farm engages learners of all ages, from preschool through to faculty researchers. The farm is home to a range of research projects and university courses. Community involvement is integrated throughout its Children's Learning Garden, Aboriginal programming, farm markets, and volunteer program.

Dairy Education & Research Centre

The Dairy Education & Research Centre is internationally recognized as a world-class facility supporting the development and adaptation of new technologies for the dairy industry in BC and beyond. Students from around the world contribute to the Centre's rich international environment.

Wine Research Centre

The Wine Research Centre's mission is to conduct pioneering research in enology and viticulture and to develop highly qualified human resources with relevant scientific expertise and enterprise who will promote the technological advancement of the wine industry in Canada.

RESEARCH GROUPS

Animal Welfare Program

The UBC Animal Welfare Program is one of the largest and most respected animal welfare science centres globally and its research has led to improvements in the lives of animals in British Columbia and around the world. The objective of the program is to improve the lives of animals through research, education, and public outreach.

Food & Resource Economics Group (FRE)

The Food and Resource Economics (FRE) group (formerly Agricultural Economics) uses rigorous tools of economic analysis to examine applied problems in the general area of food markets (e.g., trade and regulated markets, food demand analysis, food safety and biotechnology) and the economics of renewable resources and the environment (e.g., trade and the environment, environmental policy).

Food Science Group

The Food Science program focuses on the biochemistry, microbiology, safety, processing, engineering, and biotechnology of novel and traditional food systems. Food Science research activities focus on ensuring food security at the local, national, and international level through improving availability, wholesomeness, safety, and the nutritional quality of food.

Human Nutrition Group

The Human Nutrition Group's research mission is to advance knowledge regarding the role of nutrition in human health. Its comprehensive approach includes studying the roles that whole foods, individual nutrients, and non-nutritive food components have at the whole body, cellular and molecular level in various population groups and model systems. The group also examines environmental, social, and individual determinants of food choices and eating patterns.

Soil, Water & Sustainability Group

The Soil, Water & Sustainability Research Groups are a collective of UBC scientists and professionals whose research addresses soil physics, sustainability, biology and the integrated relationships between land and water systems. Research areas include Soil Physics and Biometeorology; Soil Quality and Sustainability; Soil Biology; and Integrated Soil Water Systems.

UBC Strategic Priorities

PLACE AND PROMISE: THE UBC PLAN

UBC embarked on an ambitious strategic planning initiative in 2009, *Place and Promise: The UBC Plan*, which is used by institutional leaders and managers as a touchstone for decision making about priorities, resource allocation, and future directions.

The full plan can be found at www.strategicplan.ubc.ca. The following vision, values, and commitments are outlined in the plan:

Vision

As one of the world's leading universities, The University of British Columbia creates an exceptional learning environment that fosters global citizenship, advances a civil and sustainable society, and supports outstanding research to serve the people of British Columbia, Canada and the world.

Values

Academic Freedom

The University is independent and cherishes and defends free inquiry and scholarly responsibility.

Advancing and Sharing Knowledge

The University supports scholarly pursuits that contribute to knowledge and understanding within and across disciplines, and seeks every opportunity to share them broadly.

Excellence

The University, through its students, faculty, staff, and alumni, strives for excellence and educates students to the highest standards.

Integrity

The University acts with integrity, fulfilling promises and ensuring open, respectful relationships.

Mutual Respect and Equity

The University values and respects all members of its communities, each of whom individually and collaboratively makes a contribution to create, strengthen, and enrich our learning environment.

Public Interest

The University embodies the highest standards of service and stewardship of resources and works within the wider community to enhance societal good.

Commitments

Aboriginal Engagement: The University engages Aboriginal people in mutually supportive and productive relationships, and works to integrate understandings of Indigenous cultures and histories into its curriculum and operations.

Alumni Engagement: The University engages its alumni fully in the life of the institution as valued supporters, advocates, and lifelong learners who contribute to and benefit from connections to each other and to the University.

Community Engagement: The University serves and engages society to enhance economic, social, and cultural well-being.

Inter-Cultural Understanding: The University engages in reflection and action to build inter-cultural aptitudes, creates a strong sense of inclusion, and enriches our intellectual and social life.



International Engagement: The University creates rich opportunities for international engagement for students, faculty, staff, and alumni, and collaborates and communicates globally.

Outstanding Work Environment: The University provides a fulfilling environment in which to work, learn, and live, that reflects our values and encourages the open exchange of ideas and opinions.

Research Excellence: The University creates and advances new knowledge and understanding, improves the quality of life through the discovery, dissemination, and application of research across a wide range of disciplines.

Student Learning: The University actively supports students in their learning experience through transformative teaching, research, and rewarding campus life.

Sustainability: The University explores and exemplifies all aspects of economic, environmental, and social sustainability.

For more information on the University of British Columbia, please visit:
<http://www.ubc.ca/>



About Vancouver



Vancouver is consistently ranked by the Economist Intelligence Unit worldwide study as one of the world's most desirable places to live out of 140 cities worldwide for its desirable level of stability, healthcare, culture,

environment, education, and infrastructure. According to the *Mercer Worldwide Quality of Life Survey*, Vancouver, placed fifth in 2012 out of 215 cities benchmarked. Vancouver has also been recognized as one of the top ten cleanest cities worldwide by *Forbes*.

Vancouver is well known for its breath-taking landscape, cultural diversity and economic potential. The city's international profile has surged in recent years, thanks to the reputation it has garnered as one of the world's top liveable cities. Vancouver's excellent quality of life helped BC win the honour of hosting the 2010 Olympic and Paralympic Winter Games, and the city continues to develop at a rapid pace. With a population of 2.59 million, Metro Vancouver is the largest metropolitan centre in Western Canada. It is a truly dynamic place to live and build a rewarding career.

British Columbia's economy is one of the strongest in the country, and Vancouver is at the centre of the province's growth. The B.C. Labour Market Outlook predicts that B.C. will see over 1, 000, 000 job openings before 2020. The strong economy is translating into rising incomes. After allowing for inflation, British Columbians have enjoyed strong growth in average disposable incomes. In addition, B.C.'s comparative performance has been impressive with average incomes growing more quickly than the Canadian benchmark and exceeding gains seen in most other provinces.

B.C. families generally have one of the lowest overall tax burdens in Canada, including income taxes, consumption taxes, property taxes, health care premiums and payroll taxes.

A walk through Downtown Vancouver would showcase Vancouver's vibrant urban lifestyle and rich multicultural heritage, revealing itself most prominently in the quality of Vancouver's restaurants. Every imaginable cuisine is available in Vancouver, enjoying regular acclaim from international critics. Vancouver has also been ranked as one of North America's healthiest cities. This can be attributed to the excellent lifestyle that "Vancouverites" enjoy, as there is easy access to countless forms of recreation during the year. Most notably, an abundance of winter sports is available on the North Shore Mountains and the Whistler-Blackcomb Ski Resort, among others. Sport fishing, hockey, boating, shopping, concerts and festivals are also regular features of the Vancouver lifestyle.

For more information about Vancouver, please visit <http://vancouver.ca/> and <http://www.tourismvancouver.com/>.

Candidate Profile

Dean, Faculty of Land and Food Systems



a place of mind

PRIORITY CRITERIA

- 1 Academic Record:** An exemplary record as an educator and researcher in a related field. Eligible to be appointed as a Full Professor at UBC in the Faculty of Land and Food Systems.
- 2 Experience:** Demonstrated leadership experience within a well-respected university or related research organization. Experienced in financial management and comfortable with the University's model of collegial decision-making. Experience working with industry and government a definite asset.
- 3 Strategic Leadership:** Able to engage and inspire a diverse range of people in the evolution of the Faculty's vision to align with UBC's *Place and Promise*, and develop implementation strategies for the goals in the vision. Able to provide effective, enthusiastic and transparent leadership to a diverse organization.
- 4 Focus on Quality:** High academic standards with a commitment to constantly improving the quality of faculty and students. Driven to maintain academic excellence.
- 5 International Outlook:** Demonstrated interest in the internationalization of the food system.
- 6 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.
- 7 External Relationships:** Has the presence and confidence to play a leadership role with government, industry, professional bodies, alumni, and other external stakeholder groups. Strong advocate for the Faculty to the broader community.
- 8 Development:** Will be committed to playing an active leadership role in the development and stewardship of funds from external sources and able to instill a similar commitment to the leadership team. Views fundraising and alumni engagement as important ways in which the Dean and the leadership team can support and advance the Faculty.
- 9 Collaborative:** Strong interpersonal skills. A collaborator who is able to work in a highly interactive and productive manner with leaders within the Faculty, across the university, and externally in the support of institutional goals.

10 Communication Skills: Has strong communication skills – 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. Has the ability to resolve issues in a consultative manner that is fair, but firm.

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:

- Development of the candidate pool: July-September
- Client interviews: October-December
- Decision and announcement: early 2014

Consulting Team

Brent Cameron, Partner, is the team leader on this search. The other members of the consulting team are Alex Verdecchia, Senior Associate; and Karmen Olson, Project Coordinator.

BIOGRAPHY

Brent Cameron

Partner

Brent's specialization is in searches for clients in the academic sector and he leads the national education practice. Recent assignments have included executive recruitments for UBC, UBC Okanagan, University of Alberta, Queen's University, UNBC, Simon Fraser University, and the University of Victoria. Over the last ten years, Brent has conducted dozens of executive and senior management searches for the post-secondary sector, in both academic and non-academic positions.

In addition to searches for Presidents, Vice Presidents and Deans, he has conducted searches for functional areas such as campus planning, alumni, human resources, student services, career services, finance, and research services. He has worked with Search Committees of 5 to 18 people and brings a strong understanding of the dynamics and key stakeholders involved in a post-secondary environment.

Before joining the firm, Brent held a leadership role in a Toronto communications consulting firm that conducts work for a number of Canada's largest public and private sector organizations. Based out of Toronto, Brent specialized in consulting work for universities, health care, biotechnology and government clients.

Brent is a member of the Board of Directors and Chair of the Nominating Committee of the UBC Alumni Association. Brent holds an Honours Bachelor Degree in Arts from Queen's University and a Masters in Business Administration from the University of British Columbia.

