

## **Profile of the next Mount Royal University President**

### **Developed by the Mount Royal Faculty Association**

This profile was developed by the MRFA Executive based on input from faculty that was gathered in a process led by the MRFA department communicators. It was then modified and approved by the membership at the MRFA Regular Meeting held on September 27, 2010. No attempt has been made to prioritize or weight the criteria contained in the profile.

#### **Qualities**

- PhD in an academic discipline required
- Proven excellence in teaching
- The institution has determined through a multi-year process that it wishes to become a teaching-focused, scholarly-informed undergraduate university. The next President must have values that align with ours and must be committed to leading us to become the unique type of university that we have envisioned. The next five years must be a period of consolidation and stability. The new President must not want to implement a vision that is different than ours, and this could be a concern if the successful candidate were presently the president of a dissimilar university.
- Evidence of a passion for undergraduate education
- Experience in the scholarship of teaching and learning would be an asset
- Commitment to support scholarship appropriate for a teaching-focused university
- Commitment to the equal value of our Teaching-Service and Teaching-Scholarship-Service work patterns and to promotion to Professor from the Teaching-Service pattern
- An appreciation for the contributions of part-time faculty, while committing to increase the proportion of instruction delivered by full-time faculty
- Demonstrated excellence in academic administration at the level of Dean or higher
- Demonstrated exceptional leadership skills
  - Effective at delegation, not an autocratic manager
  - Genuinely appreciates and acknowledges the contributions of individuals
  - Inspiring
  - Creative, consultative problem solver
  - Effective decision maker
- Evidence of a commitment to bicameral governance and faculty-led academic decision making
- Excellent communications and interpersonal skills
  - Proven record of transparency and effective communications
  - Good listening and conflict resolution skills

- Genuinely cares about employee issues and concerns
- Approachable
- Record of excellent relations with faculty and with faculty associations
- A commitment to academic freedom
- A commitment to diversity and equity
- Proven record of working with external agencies, including government in both acquiring financial resources and developing public policy
- Proven record of effectively managing financial resources
- The successful candidate's skill set and adaptability are much more important than experience in the Alberta post-secondary system
- Ideally a two term president

### **Where we want to be in five years**

- The protection of educational quality far outweighs any growth initiatives. Growth must not come at the cost of our quality of teaching.
- Maintain small classes sizes, excellent teaching and personal interaction with students
- No graduate programs
- The new president will inherit an academic plan that is to be developed this year and implemented over the next five years
- Library built and government funding secured for other priorities set in the academic plan
- Mount Royal established as a high-quality undergraduate university with the balance between teaching and scholarship that we are seeking

### **Where to look**

- Must be an external candidate
- Colleges and teaching-focused undergraduate universities
  - Our benchmark group of the premier undergraduate universities in Canada
  - New BC universities
  - Colleges with a strong academic focus and a collegial governance model

### **Where not to look**

- Candidates should not have spent their entire career at large research-intensive universities
- Candidates should not be recruited from industry because outstanding academic qualifications are required in order to lead internally and to establish the university's credibility among peers externally