



UNIVERSITY
OF VICTORIA

DIRECTOR, FACULTY DEVELOPMENT

UVic is one of Canada's best universities, a gem located in the thriving city of Victoria in BC. The university is in an exciting period of change, with new leadership across portfolios and at the Presidential level. As well, a new research strategic plan is under development, the National Centre for Indigenous Laws was recently announced, a capital campaign for Engineering is ongoing, and preliminary planning is underway for a university-wide campaign. With world-leading programs in essential areas like climate change, indigenous knowledge, fine arts and culture, as well as health and wellness, UVic is poised to go from a well-kept secret to an acclaimed institution.

To support this momentum, the Alumni and Development office advances the vision of the university by securing and increasing philanthropic and private support for university priorities, as well as fostering lifelong relationships between the university and its alumni, friends, and community members.

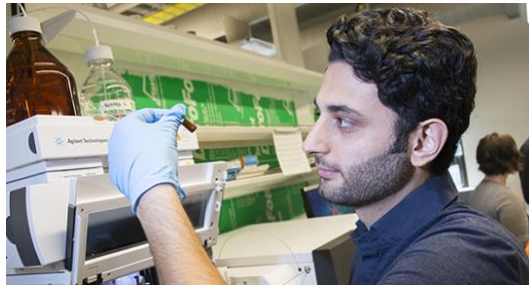
Accordingly, the development office has identified an important need for a new fundraising leader to direct its faculty fundraising program, which brings in approximately 75% of its annual totals. The role of Director of Faculty Development was therefore created to partner closely with Deans across campus, lead the faculty fundraisers, and collaborate with senior leaders across the department and university broadly. This is a compelling opportunity for an experienced fundraiser to:

- Embark on a planning process for a comprehensive fundraising campaign; Lead the faculties' preliminary campaign planning.
- Carry a prospect portfolio of some of the university's key donors.
- Coach and guide a diverse and enthusiastic complement of faculty fundraisers.
- Help take UVic and its fundraising program from one of Canada's best kept secrets to a destination of choice for donors and staff alike.
- Play a key role in building the university's culture of philanthropy broadly.

THE UNIVERSITY OF VICTORIA

The University of Victoria's vision is to be the Canadian research university that best integrates outstanding scholarship, engaged learning, and real-life involvement to contribute to a better future for people and the planet. Located on a stunning campus known for its open green spaces, state of the art buildings, the University is home to more than 22,000 undergraduate and graduate students from 129 countries, enrolled in academic programs offered by the university's ten Faculties and two Divisions, including: science, business, law, engineering, medical sciences, education, fine arts, social sciences, humanities, continuing studies, as well as human and social development.

UVic consistently ranks number one or two in the Maclean's Magazine comprehensive university category, and is very highly ranked in a number of surveys, including #1 among Canadian comprehensive universities for preparing career-ready students (2019 Times Higher Education Global University Employability Ranking).



As one of Canada's leading research universities with over \$118M in research income, as well as an annual economic impact of over \$3.7 billion, UVic excels in diverse forms of research and creative activity, innovation and knowledge mobilization that advance human knowledge, improve and enrich lives, tackle global challenges, and promote the sustainability of the planet. UVic researchers are global leaders, as demonstrated by the university's success in achieving international, national and regional recognition.

UVic has developed a reputation for progressive thought and cutting-edge research. We are particularly proud of areas that distinguish us, like our Indigenous Focus (see [here](#) for more information) including the recent establishment of Canada's first indigenous law degree. Meanwhile our combined strengths in sustainability and climate action have been recognized globally - the [2020 Times Higher Education impact rankings](#) placed UVic fourth among the world's universities for climate action.

UVic awards approximately 4,600 degrees a year and have over 130,000 alumni worldwide, and boasts one of Canada's largest university co-operative education programs, integrating academic studies with relevant paid work experience in more than 40 academic areas. Each year, businesses and organizations across the globe hire UVic students to complete more than 3,000 co-op work terms. We also have nearly 100 exchange programs with institutions in 25 countries around the world.

The largest capital project in our history is currently underway, a \$200M initiative encompassing two new student housing and dining buildings providing 620 beds for students currently living off campus, and will include a wide range of meeting rooms, informal gathering places, designated Indigenous student lounge and classrooms.

UVic is guided by its Strategic Framework 2018 – 2023, which sets out priorities, goals and strategies for the University of Victoria over this time frame. For detailed information on it, see <https://www.uvic.ca/strategicframework/assets/docs/strategic-framework-2018.pdf>.



President Kevin Hall is also currently engaged in a [listening](#) tour to get to know the UVic community in greater detail in his first year.

For more information about the University, see <https://www.uvic.ca>.

ALUMNI & DEVELOPMENT AT THE UNIVERSITY OF VICTORIA

The Office of Alumni & Development nurtures a culture of pride and philanthropy at UVic and generates resources for the University's priorities. It is comprised of a committed staff team who work both centrally and in faculties and departments to identify opportunities where donors and alumni can be instrumental to enhancing the university's programs, research, and student support.

The Office is led by Jane Potentier, Associate Vice President, and three Directors work collaboratively to plan and lead all fundraising for the University of Victoria: the Director, Faculty Development; Director, University Development; and Director of Principal Gifts and Campaigns. The two other Directors in the portfolio, the Director of Alumni Relations and Director of Advancement Services, collaborate very closely with Development's work.

A growth model was developed in 2017 with a goal of increasing annual fundraising revenue to the \$20-\$25 million range in five years. The average raised in the five years previous to the launch of the plan was \$14 million. The university surpassed its 2019-20 fundraising goal of \$18 million, raising \$19.12 million in new commitments and is on track to exceed the \$20 million fundraising target this fiscal year.

Faculty Development at UVic is comprised of the following units

- Faculty of Science
- Faculty of Engineering
- CanAssist
- Faculty of Law
- Vikes Athletics
- Faculty of Education
- Faculty of Fine Arts
- Faculty of Humanities
- Faculty of Human and Social Development
- Faculty of Social Sciences
- Peter B. Gustavson School of Business
- University of Victoria Library

Every unit has one or more embedded fundraisers who work with alumni, philanthropists, foundations, and corporations to solicit funds for priority projects and initiatives. They also partner very closely with central units such as gift planning and annual giving to identify and support donor cultivation, as support teams such as research and donations processing on an as-needed basis.

The unit as a whole raises about 75% of the university's annual totals, last year resulting in \$19.2 million and on track to exceed \$25 million in 2020/21. Individual faculty results vary, and are anchored by larger programs in Engineering, Fine Arts, Science, and Social Sciences.

While UVic plans its comprehensive campaign, the Faculty of Engineering is currently engaged in its Advancing Innovation Campaign, with a goal of \$12 million for purpose-built spaces to educate future-ready professionals to tackle global challenges, helping to ensure sustainable prosperity for generations to come.

Notable recent gifts include:

- \$1.875 million in support of the Wayne Crookes Professorship in Environmental and Climate Journalism in UVic's Department of Writing
- The Faculty of Humanities created the Churchill Foundation Vancouver Island Barry Gough Scholarship in English, made possible by the generosity of the Churchill Foundation Vancouver Island and renowned historian, biographer, author and UVic alumnus Barry Morton Gough.
- Kasapi Construction Co. Ltd. made a \$1 million gift to UVic that will fund two new student scholarships in the Faculty of Science.

To learn more: <https://www.uvic.ca/impactreport/assets/docs/donorimpactreport2020.pdf>

Leadership:

The Alumni and Development team is led by Jane Potentier, Associate Vice President. Jane joined UVic in mid-2020 after a lengthy and successful career at the University of Alberta. Jane's bio and welcome video can be found [here](#).

The Alumni and Development Department is one of the portfolios of External Relations, which also includes community relations, government relations, marketing, communications, the university art collections, Farquhar Auditorium, and ceremonies and events. The Vice President External Relations is Chris Horbachewski, and his bio is [here](#).

On November 1, 2020, Kevin Hall became the President of UVic. He is a very keen fundraising President and is excited to meet donors and establish relationships with them, as well as having a primary goal to increase alumni engagement. See [here](#) for more information.

RESPONSIBILITIES AND EXPECTATIONS

The new Director will oversee all Faculty fundraising programs, provide strategy, planning and integration. The Director manages their own pipeline with individual fundraising responsibility of \$1-3 million, and in collaboration with the AVP Alumni & Development and the Deans, the Director is responsible for setting goals and the generation of revenue for the university's faculty program of \$15M+ annually.

This position is responsible for leading and integrating 10-12 full time continuing positions

- 2 Senior Development Officers (direct 50/50 joint report to Dean)
- 8-9 Development Officers (direct 50/50 joint report to Dean)
- 1 Development Coordinator (indirect)

More specifically, the Director:

- Serves as a member of the AVP's leadership team and assists in developing, implementing and advancing the mission of Alumni & Development and the strategic initiatives of the Division of External Relations.
- Creates strategic fundraising plans and programs for faculty based fundraising programs, which can include coordinating and consulting on Campaigns and Special Projects.
- Provides high level strategic counsel to Deans on all aspects of development including resources planning, articulating priorities, setting annual and campaign goals for the faculty; supporting and ensuring the identification, qualification, cultivation, and solicitation major and leadership prospects.
- In consultation with the AVP, works with the Deans, academic leadership and development officers to create and integrate their fundraising priorities with university priorities.
- Evaluates and makes recommendations to the Vice President External and AVP regarding staffing requirements for faculty-based programs.
- Sets targets and annual goals with Deans and others, and provides coaching and leadership to deans, unit heads, and development staff to ensure the attainment of these targets.

- In consultation with the AVP, develops agreements for implementation of shared funding models for development resources planning.
- Advises AVP on Deans' individual fundraising metrics and identification of Deans' and unit heads' professional development needs.
- Works closely with peer Directors (Institutional Development, Principal Gifts and Campaign, and Advancement Services) to engage with key central development units to optimize faculty based fundraising through collaborations with Principal Gifts, Annual Giving, Planned Giving, Leadership Giving, Prospect Research, Donor Relations, etc.
- As appropriate and in consultation with AVP, engages with external fundraising counsel to provide strategic support for Deans, development officers and others to enhance the faculty fundraising programs.

Staff leadership and management

- Provides leadership and counsel to approximately 10-12 professional faculty-based development staff working in distinctly different, complex, and diverse cultures and contexts.
- Motivates, mentors and counsels development officers; coaches and monitors team and individual performance towards metrics and goals through regular check ins.
- Hires staff, provides orientation and ongoing training, plans and approves professional development, and conducts annual staff evaluations.
- Identifies training needs and where applicable leads educational/training programs for Development staff in fundraising methods and procedures.
- Sets annual metrics and target for each individual fundraiser and the team as a whole. In collaboration with the Dean/Unit head sets annual and campaign fundraising goals.
- Fosters a collaborative team culture; ensures own actions and those of staff reflect sensitivity to the needs and interest of many campus areas with unique objectives, encouraging synergies and blended asks.
- Ensures regular engagement with prospect research and Donor Relations for all faculty based programs.
- Develops, monitors and implements the development budget, plan, and support systems, making modifications and adaptations as required to deal with opportunities and threats.

Administrative Leadership

- Develops, oversees, and manages a budget for Faculty based programs.
- In collaboration with the Director, Institutional Development and other A&D directors, creates, modifies, and manages administrative protocols and detailed procedures pertaining to donor relationships, roles responsibilities, and development methodology for major and planned giving.
- Remains current on relevant internal and external policies, procedures regulations, laws, related to fundraising.

- Works with the Director of Advancement Services and their staff to ensure reporting of metrics and development of policies and procedures pertaining to faculty fundraising.

Manages their own portfolio (10-20) of major gift prospects

- Manages a portfolio of prospects with pan institutional affinity. Responsible for developing cultivation strategies for these prospects including all aspects of major gift development.
- Represents the university at one-on-one donor meetings, group donor meetings, and donor events.
- Formal interactions with the Associate Vice-President, Alumni & Development, through regular monthly reporting and information exchange meetings, as well as informal contact as necessary to plan, execute, monitor, and problem-solve for the faculty fundraising programs strategy.

Plays a key role in the Alumni and Development integrated strategic planning sessions

- Responsible, in collaboration with the Associate Vice-President, Director, University Development and Director of Principal Gifts and Campaigns, for the development of strategic solicitation themes, core messages, and a communications strategy.
- Works to engage, lead, influence, educate and manage relationships with senior administrative members of the university and the other directors in the division to discuss, seek advice, collaborate and/or influence decisions regarding strategy and/or operations in support of the faculty fundraising program and its integration with all other university operations.
- Works with the AVP to update the Executive Council, Deans, Senate, and Board on fundraising projects and progress.
- Keeps abreast of emerging trends in fundraising and philanthropy, and disseminates key information to the colleagues, the AVP, Deans and appropriate staff across the university.
- Contributes to the External Relations team at a senior level, offering solutions and strategies that enhance the university's alumni and fundraising goals.
- Contributes to the promotion of the reputation and profile of the university with external partners and communities.
- Serves as an external ambassador for the university in the philanthropic and general communities.

CANDIDATE PROFILE

The leaders, staff, and donors of the university believe that the new Director should be:

A True Fundraiser. A credible major gifts fundraiser with university experience. An exceptional relationship builder. Strategic and articulate. Accomplished in comprehensive campaigns. Familiar with the advancement context and how its pieces interact.

A Leader. A thoughtful motivator. Organized and structured, able to anticipate future needs and build team mechanisms for success. Both a promoter and model of best practices. Firm in order to anticipate and overcome barriers.

Collaborative. Thrive in a consultative environment. Able to excel in a large and diverse team. A willing partner to like-minded teammates and excited Deans. A true team player to recognize and champion interdependence.

Driven. A goal-oriented self-starter who sees potential and works to realize it. An enabler and builder. Proactive and defaults to action in engaging new prospects and encouraging dialogue. Keen to elevate the program. Creative and resourceful, with tact and clarity in presenting new ideas. A judicious risk taker.

Adaptable and Assertive. A resilient and adept navigator of varying styles and strategies. A change manager. Agile and strategic. A champion of diversity and inclusion, with strong cultural sensitivity.

Coach and Teacher. Can coach staff and leaders alike, irrespective of authority, and tailor their style to meet others where they are. Embrace learning and growth in themselves and others. Provide and hear positive constructive feedback. An exceptional listener. Recognize talent and celebrate efforts and wins.

Analytical. Making data-driven decisions and analysis. Discerning in how to deploy information and statistics. Identify and articulate trends and strategy. Adept at identifying underlying trends and incorporating learnings quickly.

QUALIFICATIONS AND EXPERIENCES

The ideal Director candidate will possess:

- Significant experience in a senior fundraising position and included demonstrated major gifts success, ideally in a post secondary environment.
- Demonstrated understanding and exposure to a successful comprehensive campaign.
- Experience working closely with Deans and other academic leaders will be considered strong assets.
- Experience leading teams in a fundraising environment (staff management, and setting of goals and priorities).
- Demonstrated ability and success in setting and executing fundraising and relationship building strategy through others, particularly senior executives.
- Skill and ability to balance multiple interests from diverse stakeholders.
- A fluent understanding of the research enterprise with a large academic institution.
- Capacity and skilled at strategic planning and long-term visioning.
- Excellent written and oral communication skills and effective presentation skills that demonstrate tact and diplomacy to a variety of internal and external contacts.
- Project management best practices.
- Ability to effectively administer, organize, plan and manage time.
- A university degree is required and a CFRE designation is an asset.

- Flexible hours to attend meetings and events, and some travel will be required on an as-needed basis once travel resumes.

APPLICATION AND SELECTION PROCESS

The University of Victoria has engaged The Discovery Group, a leading national recruitment consultancy firm, to support their recruitment efforts.

All submissions should be received by March 12, 2021.

The selection process and interviews will take place through the spring and our goal is to have a new Associate Director start as soon as reasonably possible, and ideally no later than late spring/early summer of 2021. While the incumbent must be based within the Victoria area, flexible relocation timing will be considered given current public health guidelines on travel and movement.

Enquiries, expressions of interest, and confidential nominations are welcome.

To learn more or to apply, please contact Christoph Clodius, Vice President of The Discovery Group, at 604-836-1972, or UVIC@thediscoverygroup.ca. Candidate questions are welcome.

UVic is committed to upholding the values of equity, diversity, and inclusion in our living, learning and work environments. In pursuit of our values, we seek members who will work respectfully and constructively with differences and across levels of power. We actively encourage applications from members of groups experiencing barriers to equity.

Read our full equity statement here: www.uvic.ca/equitystatement.

APPENDICES

KEY JOB-SPECIFIC COMPETENCIES

The Director, Faculty Development must be a skilled, knowledgeable development professional with the depth and breadth of experience, leadership and management skills to secure considerable philanthropic investments for the university and to be a credible strategic advisor to deans and leader of development staff.

The key competencies for this position include:

Leadership:

- The incumbent in this position requires significant leadership skills
- The Director must possess strong mentoring skills with proven ability to build long-term successful collaborative teams.
- Personal effectiveness as a leader and visionary to inspire staff, academic leaders and campus partners in the development of a high quality fundraising programs.

Initiative:

- The Director must have significant initiative to start and keep moving all aspects of fundraising initiatives. Considerable scope exists for the development of new projects and for creatively addressing issues and opportunities.

Strategic Planning:

- Strategic thinking and long-term visioning is an essential core competency for the position's incumbent. The Director is required to approach all aspects of the position with the requirement of strategically assessing options, recommending and implementing a course of direction that most advances the position of the university, balancing not only fundraising, but also all other considerations in decision-making.

Problem Solving:

- The complexity of this position in terms of multiple projects, numerous contacts internally and externally, the intense interpersonal nature of the work, and the potential ethical challenges requires the incumbent to solve problems daily that are complex in nature.

Project Management:

- The Director must have superb abilities to manage various projects simultaneously, working at all levels of management – planning, strategic thinking, timing and detailed implementation.

Financial Management:

- The Director must have strong financial management ability to establish budgets, have them approved, report on expenditures to appropriate bodies and monitor regular expenditures. The Director must also track and balance fundraising results to ensure that targets are met.

Interpersonal and Communications:

- The Director must possess strong emotional intelligence and excellent communication skills, especially around the ability to translate complex concepts grounded in academia into easily understood concepts. They are confident in a competent and unpretentious way, tackles

challenges thoughtfully, directly and professionally and is a respectful listener who seeks and values input from others. They help the university to accurately and creatively communicate our impact in a manner that engages and inspires others to become involved.

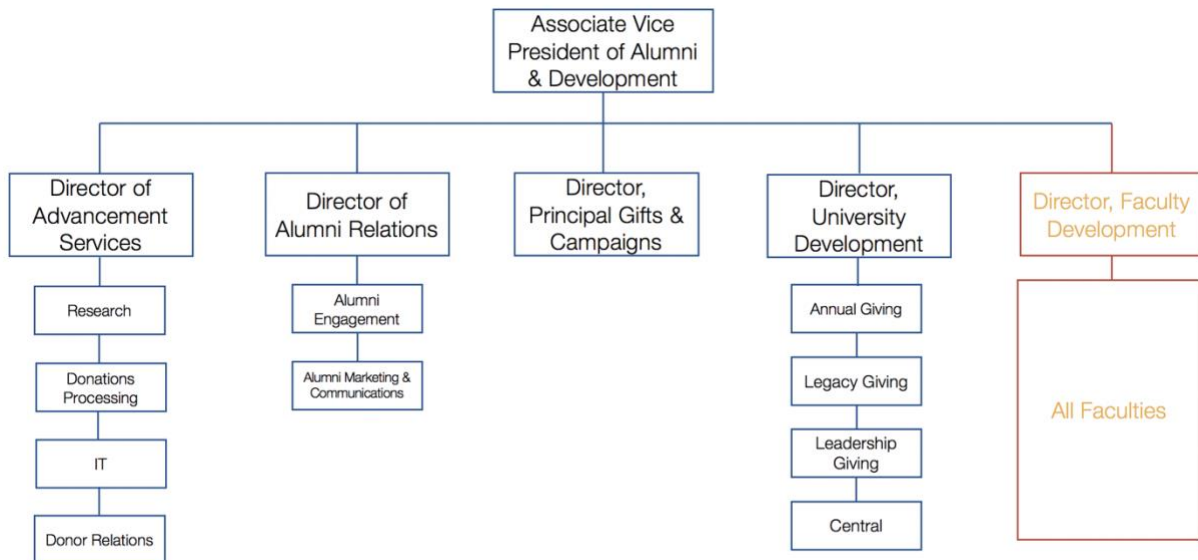
Policy and Procedures Development:

- There are many policies and procedures that govern the activities related to fundraising, alumni relations, marketing and communications. The Director, working with the Associate-Vice President, Alumni & Development and peers, recommends and takes a leadership role in developing and drafting new policy and procedures and policy changes to support all development operations.

Additional assets:

- An understanding of information systems
- Willingness and ability to travel
- Flexible work schedule

ALUMNI & DEVELOPMENT ORG CHART



LIVING IN VICTORIA



Victoria is a vibrant city with an exceptional quality of life. Residents enjoy its social life, arts and culture scene, easy access to nature, and a cutting edge food scene. With cheaper housing and less congestion than other major cities in Canada, and some of the best weather, people seldom leave.

Located on the southern tip of Vancouver Island, Victoria is BC's capital city. With a regional population of about 380,000 residents, the Greater Victoria Area is the 15th most populous Canadian urban region – a big city with a small-town feel. As one of the most beautiful and photogenic cities in the world, it enjoys beautiful heritage architecture and a modern city-landscape framed by stunning ocean views and mountain vistas.

The region is made for an active lifestyle. Outdoor recreational activities are boundless, and many people walk and cycle to work. Victoria may be surrounded by rainforest but it is actually a lot drier than nearby Seattle or Vancouver. Home to the warmest winters in Canada, snow is uncommon in the city, allowing golfers, hikers, sailors, rowing, rugby, soccer, tennis, and gardening enthusiasts to play outside all year long. In addition to the outdoors, there is a great selection of things to do in Victoria and environs. In addition to the Royal BC Museum, the Art Gallery of Victoria, and Butchart Gardens, there are myriad cultural attractions, festivals, and activities to enjoy.

Victoria has a diverse economy driven by small and medium sized business. Advanced technology is the leading economic generator, with annual revenues exceeding \$3.15 billion. Greater Victoria is also a major tourism destination, spawning an industry that has a regional impact of about \$2 billion. Education, marine, construction, health, retail, and agriculture are other sectors steadily on the rise. As the capital city of the province and a Department of National Defence location, the public service is a large part of our economy.

Our education industry fuels much of the development of high tech and other knowledge based industries, and the schools in Victoria provide a rich learning environment. In addition to the University of Victoria our city has several other higher education institutions (such as Camosun College, Royal Roads University, the Victoria College of Art, and the Canadian College of Performing Arts), as well as excellent public and independent schools. World-class healthcare is provided by the Vancouver Island Health Authority, which operates local and regional hospitals, and oversees more than 18,000 health professionals, technicians, and support staff who provide excellent care and services.



Housing options in most Greater Victoria neighbourhoods include single family homes, townhouses, condominiums, rental apartments and secondary suites. According to the Realtors of Greater Victoria in December 2020 the average purchase price of condos and single-family homes reported as approximately \$515,600, and \$915,100 respectively.

Travel to mainland Canada and USA is simple, either by ferry (a scenic 90 minutes to the mainland) by air from Victoria International Airport or Victoria Inner Harbour Airport (30 min flight to Vancouver).

For a visual overview of Victoria, see <https://www.tourismvictoria.com/>.