

July 2020



EXECUTIVE BRIEF

Associate Vice-Principal (Development)



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For More Information

KCI (Ketchum Canada Inc.) has been retained to conduct this search on behalf of Queen's University. For more information about this new role, please contact Tara George, Partner / Lead, KCI Search + Talent at QueensAVP@kcitalent.com. All inquiries and applications will be held in strict confidence.


Please note the deadline for submission is Monday, September 21, 2020. Candidates must submit a resume and letter of interest via the [Queen's University CareerQ employment portal](#).

The University invites applications from all qualified individuals. Queen's is committed to employment equity and diversity in the workplace and welcomes applications from women, visible minorities, Indigenous Peoples, persons with disabilities, and persons of any sexual orientation or gender identity. All qualified candidates are encouraged to apply; however, in accordance with

Canadian immigration requirements, Canadian citizens and permanent residents of Canada will be given priority.

Queen's University is committed to accessibility for persons with disabilities. We provide support and accommodation throughout our recruitment process, taking into account the individual accessibility needs of each applicant. Please contact Tara George with any enquiries or for assistance.

Named in 2020 among the top 30 "Best Canadian Employers" by Forbes, Queen's offers a progressive compensation and benefits package and strives to provide career enrichment, as well as staff learning and development opportunities. Contingent on demonstrated experience, qualifications, and competencies, the projected salary range for this role is \$190,000 to a maximum of \$205,000. The ability to work remotely on an ongoing basis is available.



We are seeking an outstanding people leader, strategist, and fundraiser to serve in the newly reshaped role of Associate Vice-Principal (Development).

The Opportunity

Reporting to and in partnership with the Vice-Principal (Advancement), the Associate Vice-Principal (Development) will oversee, support, encourage, and advise a team of fundraising professionals who collectively engage and leverage university leadership, Deans and department heads, and volunteer leaders to achieve institutional strategic priorities and needs.

The incumbent oversees the strategic direction of faculty development, principal gifts, gift planning, athletics & recreation, the arts, and the western regional office, to ensure an integrated and effective engagement and stewardship program for Queen's.

As a senior member of the Advancement Leadership Team, the AVP (Development) will participate in long-term planning for the Office of Advancement, and play a key role in providing strategy, service, and support to faculties and university-wide services. This is accomplished in collaboration, partnership, and mutual-accountability with faculty-based advancement leads, and their respective teams, as well as a small team of centralized fundraisers and support staff. Additionally, the AVP (Development) will work directly to develop relationships with a portfolio of prospective donors for the benefit of Queen's priority needs.

We envision that this position could be based in Kingston, or outside of Kingston with attendance on campus on a regular and as-needed basis. As well, this position requires travel within and outside of Canada, in order to meet with donors, alumni and volunteers.

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A full-page background image with a blue tint. It shows a person in a laboratory setting, wearing a white lab coat and safety glasses. They are leaning over a piece of scientific equipment, possibly a large pipette or a small-scale reactor, and appear to be adjusting or observing it. The background is slightly blurred, showing shelves with various lab supplies.

**Widely recognized as one of
Canada's leading universities,
Queen's University has an
international reputation for
scholarship, research, social
purpose, and spirit.**



About Queen's

Founded in 1841 and located in Kingston, Ontario, Queen's is committed to using its talents and resources to rise to the challenges facing our local, national, and global communities.

Queen's student body consists of approximately 24,000 undergraduate, postgraduate, and professional students, drawn from more than 100 countries and every Canadian province and territory. International students make up 10% of the full-time student population, and 95% of the student population comes from outside of Kingston. Our alumni body of 150,000+ is also stretched across the globe.

Queen's attracts extraordinary students. The average entering grade of incoming undergraduate students was 89.5% in 2019, ranking first in the annual *Maclean's* University Rankings. When compared with 500 other institutions as part of the Collegiate Learning Assessment, first-year Queen's students rank in the 90th percentile for critical thinking, problem solving, written communication, and lifelong learning skills. By fourth-year, our students are in the 98th percentile, underscoring Queen's transformative learning experience. Queen's ranked fifth among medical-doctoral universities according to *Maclean's*, and third for student satisfaction.

Queen's offers a full spectrum of undergraduate and graduate research-based programs, with a concentration of expertise in physics, chemistry, cancer research, geosciences, environment and biodiversity, social determinants of health, surveillance studies, and art history and art conservation.



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Queen's is a member of the U15, Canadian research-intensive universities. Research plays a critical role in the University's ability to contribute knowledge and ideas to Canada and to the world.

In 2017, Queen's launched a five-year faculty renewal plan to further research and academic excellence. The university is currently in the process of hiring 200 new faculty members to bolster the vibrancy of our teaching and learning. Innovation Park, the Office of Partnerships and Innovation, and the Dunin-Deshpande Queen's Innovation Centre are actively building a global hub for innovation and an innovation eco-system for Eastern Ontario.

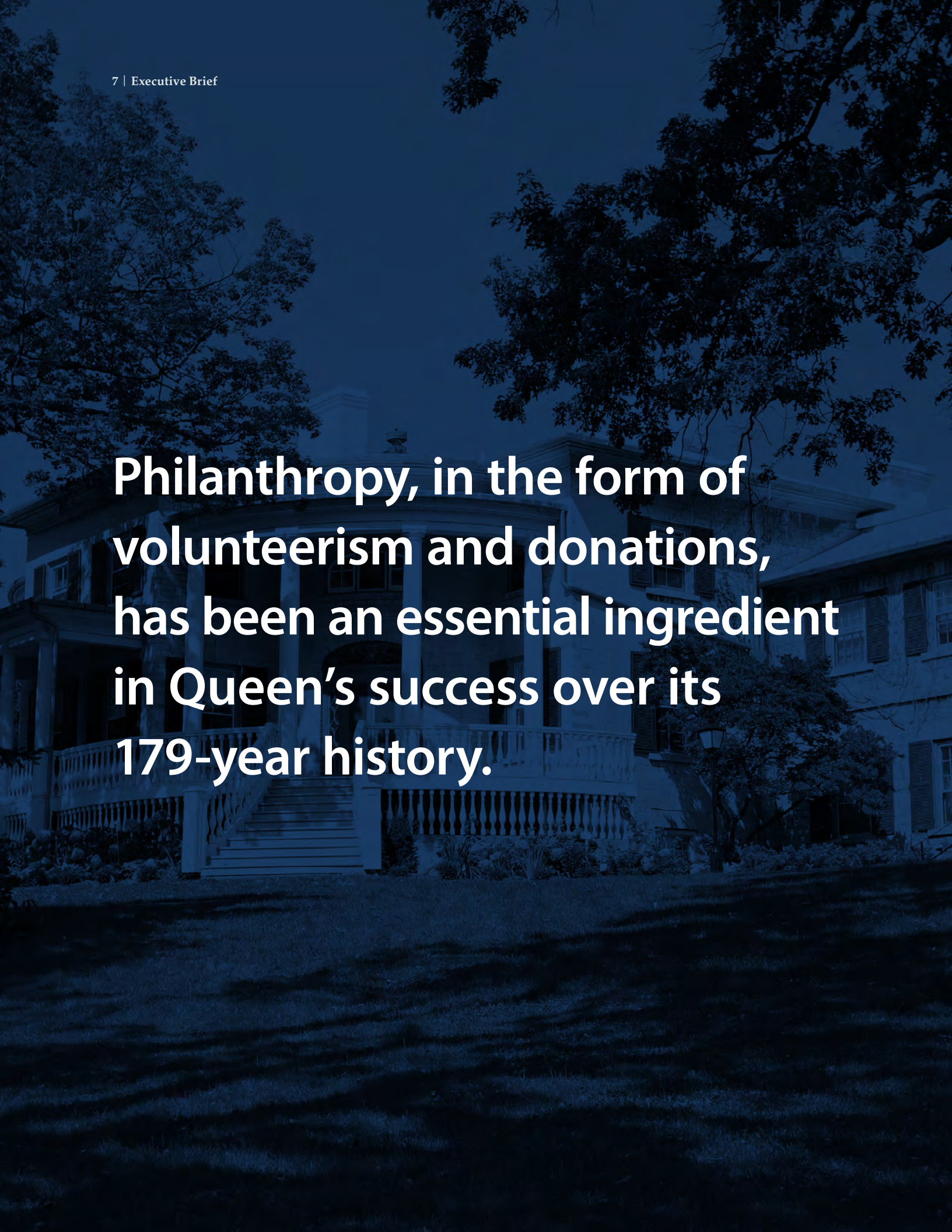
The campus also has a fully integrated network of six libraries and is home to several outstanding museums and arts facilities, including the Agnes Etherington Art Centre, which recently received a \$54-million donation to help fund a major expansion, and The Isabel Bader Centre for the Performing Arts.

Queen's is home to a STEM-field Nobel Prize winner, 46 Canada Research Chair holders, a Canada Excellence Research Chair, a Canada 150 Research Chair, a Canada First Research Excellence Fund award, and is second in Canada in faculty awards. Queen's is also the recent recipient of three Canada Foundation for Innovation grants under the Major Science Initiatives fund and two Networks of Centres of Excellence grants, all of which recognize the awarded research centres and scholars as national and international leaders in their respective research fields.



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A large, multi-story building with a prominent porch and columns, surrounded by trees and a lawn. The image is overlaid with a dark blue filter.

Philanthropy, in the form of volunteerism and donations, has been an essential ingredient in Queen's success over its 179-year history.

Advancement at Queen's

Led by the Vice-Principal (Advancement) and in partnership with the university's senior leadership, the Office of Advancement leads and coordinates the alumni brand, including alumni relations, marketing and communications, fundraising, and stewardship to build life-long relationships with alumni, volunteers and friends of Queen's to advance the strategic vision and academic mission of the university.

The Office of Advancement's mission is to foster relationships that advance Queen's and contribute to a better world. Our core organizational values, chosen by Advancement staff in 2020, are: accountability, collaboration, customer service orientation, inclusion, and integrity.

Advancement uses a centralized/decentralized model comprised of approximately 140 positions across Central Advancement, as well as its faculties, schools, and departments, including Queen's Athletics and Recreation, the Agnes Etherington Art Centre/Isabel Bader Centre for the Performing Arts. The Office of Advancement provides systems and supports for all advancement activities, strategies, and fundraising for university-wide priorities and assistance for faculty/school/department priorities. The university has adopted an activity-based budget model, and Central Advancement has a \$14-million operating budget.

Advancement Strategic Priorities

With Advancement's assistance, the university has made significant progress in the priority areas of its Strategic Framework: Student Learning Experience; Research Prominence; Financial Sustainability; Internationalization.

In May 2020, the Office of Advancement launched a new strategic plan, 'Forward, Together' that will direct our path for the next five years. Building on strengths that have been honed during the ten-year Initiative Campaign (2006-2016), we will focus on six strategic directions:

1. Shape the future of the university
2. Develop a high-performing Advancement culture
3. Grow key programs: Alumni programming and annual giving
4. Grow key programs: Major, principal and planned gift fundraising
5. Grow key programs: Communications
6. Develop leadership capacities for Advancement

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Department of Development

The Development team works with donors on donations at all levels, including planned gifts. The department is composed of a core central team who support and work collaboratively with the senior leadership of the university, faculty members, and development teams in faculties, schools, departments, and key programs. The team also collaborates with colleagues across the university's International, Research, University Relations, and Student Recruitment offices to ensure we align our support for the university's strategic objectives and maximize our use of resources and relationships.

Development's ability to identify and acquire a deeper knowledge of the interests and capacity of potential donors is augmented by the expertise and support of the Prospect Research group in Advancement Services. A designated Alumni Relations team provides a seamless and highly personalized level of service, liaising with front-line development officers and our Donor Relations group to ensure that we continue to engage donors well after a gift is completed through a contemporary approach to stewardship. A group of Gift Planning specialists works with people to plan a gift to Queen's as part of their legacy by providing confidential advice on the complexities of estate gifts, life insurance, annuities, and many more giving options.

Queen's last capital campaign concluded in April 2016. The *Initiative Campaign* raised more than \$640 million, surpassing the \$500- million goal set at the beginning of the campaign. This resulted from the support of more than 60,000 donors – 35,000 of whom were alumni – for the advancement of the university's top priorities. Thanks to the support of our generous donors, a total of just over \$46M was received in donations in our last fiscal year of May 2019 - April 2020. Queen's aspires to raise \$75M annually on a sustained within five years.

Additional Background and Resources

- [Queen's Office of Advancement](#)
- [ALTogether Now](#)
- [Queen's Alumni](#)
- [Fundraising Report April 2020](#)
- [Queen's University Annual Report](#)
- [2018-2019 Financial Statement](#)
- [Viewbooks & Publications](#)
- [Green Campus](#)
- [Inclusive Queen's](#)
- [Queen's Equity Office](#)
- [Office of Indigenous Initiatives](#)
- [Research at Queen's](#)
- [Queen's University Council](#)
- [Queen's University Administration & Governance](#)
- [Queen's University Alumni Association](#)
- [Queen's University Human Resources](#)
- [Queen's & Kingston](#)
- [Discover Kingston](#)
- [Quick Facts](#)

The Ideal Candidate

A respected professional who leads by example, the successful candidate will model our values consistently in a way that can be emulated by others. The Associate Vice-Principal will be a strong change leader who helps team members enhance their resilience and adaptability. Respectful but forthright, they will communicate clear expectations, and will work with the team to develop metrics, processes, and organizational behaviours that lead to success.

Comfortable working with a wide range of donors in all philanthropic revenue streams, the ideal candidate is a persuasive influencer who clearly and enthusiastically communicates a vision and needs. Success in this role will require an extensive Development track record in a complex environment that raises money for both programs and research. Ideally, the candidate will bring experience working in both centralized and decentralized units.

A motivational enabler, the ideal candidate is a team builder who rallies people around common goals and mutual benefits. The candidate will help people see that working together often leads to better results.

The ideal candidate is approachable, flexible, and engaging, and will work across the university at many levels to engage and align people toward common objectives. An effective, authentic relationship builder, the candidate will build bridges of trust and respect, and proactively seek to understand the needs and nuances of each area of the university, working collaboratively and strategically with senior university administrators, top volunteers, and Advancement colleagues to achieve institutional strategic priorities and needs.

The ideal candidate possesses exceptional listening and negotiation skills, and is open to different approaches, ideas, and styles. As a facilitator and partner, they will serve as a sounding board and advisor, demonstrating the value of having a strong philanthropic strategist at the table.

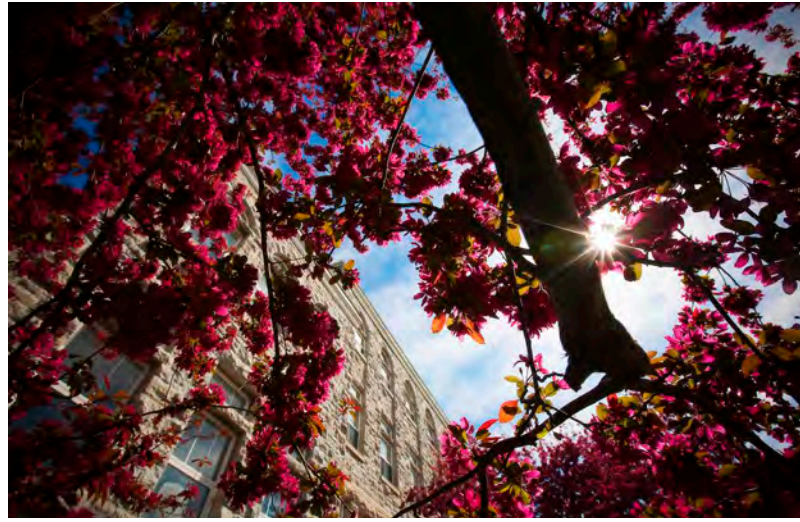
The ideal candidate will be an ally and advocate who engages, consults, and utilizes colleagues in other service units. Organized, focused, and possessing impeccable follow-through, the successful candidate will deftly lead initiatives from strategy to implementation. They will make and support data-driven decisions that best influence and drive positive outcomes.

Adept at navigating in complex organizations, the ideal candidate will recognize and clear paths to progress and success. A strong strategist and planner, the ideal candidate will identify and shape opportunities to grow our donor engagement, and grow our people, our collaboration, and our results.

Key Areas of Responsibility for AVP (Development)

Strategic Leadership

- Work closely with the Vice-Principal (Advancement) and the Advancement Leadership Team in developing short and long-term strategic plans to maximize engagement and raise funds from alumni, donors, students, and friends based on reliable internal and external data analysis.
- Develop, implement, coordinate and monitor approved objectives, goals, and plans relevant to Development.
- Act as a lead strategist and advisor to senior university administrators (including the Principal, Chancellor, Provost, vice-principals, deans, and department heads) and top university volunteers, providing high-level expertise and leadership to ensure the most impactful use of their roles on the development of major and transformational giving and alumni engagement strategies.
- Represent the university's priorities in the context of an overall vision for Queen's and its place in the world.
- Formulate annual, integrated plans based on analysis and thorough understanding of the emerging trends of alumni, volunteers, students, and donor behaviour, including demographic cohort trends.
- Oversee principal (gifts of \$5M and greater) and major (gifts of \$25K and greater) giving, faculty advancement programs, and gift planning, to ensure effective program delivery and/or services – including the development of case statements and tailored proposals – aligning unit and departmental priorities with the Advancement strategic plan.
- Work with senior leadership across campus, responsible for planning and executing comprehensive and faculty or program fundraising campaigns - including the development of campaign strategies, targets, metrics and analysis.
- Contribute to the identification and refinement of compelling



gift opportunities to connect principal donors' and volunteers' interests with university priorities.

- Collaborate with Donor Relations to establish timely and appropriate stewardship plans, ensuring gifts are handled and recognized according to sound Advancement practices.
- Develop and maintain an in-depth knowledge of faculty/university activities, priorities and needs in both teaching and research. Apply this knowledge in matching the interests and needs of prospective donors with the strategic needs of the university.

Donor Engagement

- Manage a discreet prospect list of \$1M+ donors.
- Build effective relationships with a diverse and broad range of influential and deeply engaged donors and volunteers who assist the university's mission and priorities with a goal of securing support.

Team Leadership & People Management

- In collaboration with the Development leadership team, comprising of Executive Directors and Development Managers, develop an outstanding high-performance team with a commitment to the principals of equity, diversity and inclusion.
- Coach, encourage and support team members in achieving their goals, and their full potential as employees.
- Model the values and behaviours expected of team members, demonstrating professional excellence and stewardship, and the values of the Office of Advancement.
- Regularly review effectiveness to identify the need for staff resources, participate on staffing committees, and make decisions regarding employee selection for the Development Unit.
- Manage individual and team performance by establishing performance standards; reviewing, monitoring and evaluating performance; and conducting formal talent and performance reviews with direct reports on an ongoing basis.
- Support the planning, prioritization, and management of work performed by direct reports, providing strategic and tactical advice, guidance and coaching.
- Assess staff training and development needs and ensure that employees receive the training required to improve and sustain successful performance.
- Investigate, address, and resolve employee/labour relations issues, including making decisions regarding disciplinary and discharge matters.
- In collaboration with the Advancement Leadership Team ensure adequate levels of central support are in place to implement the strategies of the Development Unit.
- Act as an ambassador of Queen's University representing



the university and the Office of Advancement to internal and external audiences.

Program Management

- Work in collaboration with key stakeholders to develop and manage an integrated major and principal giving program with a focus on securing gifts valued at \$1M+ to account for 70% of the university's annual fundraising results.
- Provide budget and staffing leadership related to the strategic operations of the Development Unit, as well as the development and implementation of broad strategies for the Development Unit including overseeing the Unit's budget and participating in budget submission activities, developing and preparing annual budget documents; annual and long-term strategic planning; campaign planning; program delivery; and office administration.
- Analyze data required to formulate, execute, evaluate and benchmark strategic and priority driven implementation plans.

REQUIRED QUALIFICATIONS AND COMPETENCIES

- Proven leadership and human resources management experience including organizing, motivating and directing a large team of staff and volunteers to achieve objectives, carrying out diverse activities, and promoting inclusion and belonging in the workplace.
- Established track-record in strategy development and implementation; project planning; budget, forecasting and financial management; program analysis; and meeting objectives.
- Extensive experience and a proven track record working at a leadership level in developing and managing multi-channel fundraising and engagement programs.
- Demonstrated success in managing a portfolio of major and principal gifts prospects with a view towards satisfying the priorities identified by the institution.
- Knowledge of wealth transfer strategies, gift planning vehicles (such as charitable bequests, trusts, annuities, insurance and registered retirement funds), integrated gift strategies, and other non-traditional gift plans is essential.
- Significant experience working as part of a large and complex campaign leadership team.
- Clear understanding of and strict adherence to ethical fundraising standards.
- Demonstrated ability to effectively build and manage volunteer relationships that enhance and advance the interests of the university.
- Comprehensive understanding of the administrative and governance structures of complex organizations with multiple stakeholders.
- Bachelor's degree or higher required; consideration may be given to an equivalent combination of education and experience.
- Recognized or working towards the Certified Fund Raising Executive (CFRE) or equivalent accreditation preferred.
- A valid G-Class driver's license and passport with no travel restrictions is required.

REQUIRED QUALIFICATIONS AND COMPETENCIES *cont.*

Critical Skills and Behaviours:

- Inclusive, collaborative and inspiring leadership style, with an understanding and open mind to different points of view.
- An adept and adaptable change agent capable of translating strategic priorities into tactical activities and success.
- A caring mentor who leads by example, the AVP enjoys seeing others thrive, succeed, and grow. Demonstrates a calm and measured approach, and guides others using candour, kindness, and strong emotional intelligence.
- Deep understanding of and respect for the value and contributions of staff and volunteers. Values the experience, ideas and perspective of others and strives to make connections that are mutually beneficial to the university.
- Strategic and collaborative integrator who seeks synergies and partnerships, and who understands how to effectively navigate a complex, centralized/ decentralized, multi-stakeholder environment.
- Ability to identify optimal approaches to secure cooperation from campus partners – faculties, schools, departments - in support of stakeholder engagement and fundraising strategies.
- Highly motivated and results-driven individual able to set high standards and goals.
- Strong analytical, interpretative and problem-solving skills, with an ability to compile and interpret data from a variety of sources, select appropriate methods of analysis, monitor emerging trends and issues, and disseminate information.
- An exceptional relationship builder capable of cultivating and fostering long-term and productive relationships with alumni, donors, and volunteers.
- Ability to interpret the interests of prospective donors and match them to the strategic needs of the university.
- Poised, professional, and diplomatic, brings exceptional judgement, tact maturity and discretion to bear in this role. Ability to establish credibility with senior professionals and academics.
- Excellent communication skills (both verbal and written). Strong ability to listen and to communicate with influence. Persuasive and creative communication, presentation, diplomacy and negotiations skills, with the ability to adapt content, tone, medium and style to the audience.

Biographies

Patrick Deane, Principal

Patrick Deane became the 21st Principal and Vice-Chancellor of Queen's University on July 1, 2019. He is the former President and Vice-Chancellor of McMaster University, a position he held for nine years. Prior to that he served as Vice-Principal (Academic) at Queen's and also held a number of academic administrative appointments at Western University and the University of Winnipeg.

Dr. Deane is a Professor of English Literature, with his principal research focus being the relationship between cultural production and British politics in the first half of the Twentieth Century. He read English and Law at the University of Witwatersrand, South Africa, before undertaking graduate studies and receiving both an M.A. and a Ph.D. in English Literature from Western University. Dr. Deane was the first recipient of the John Charles Polanyi Prize for Literature in 1988.



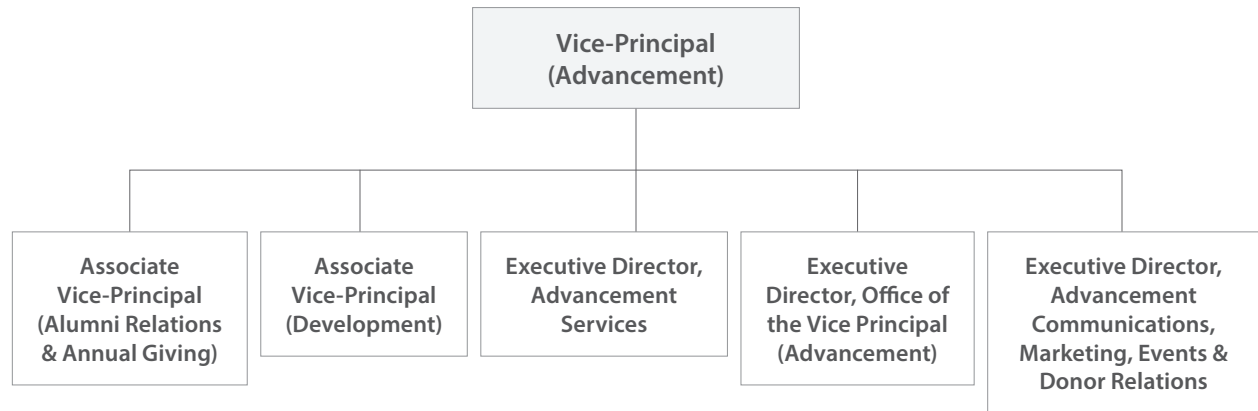
Karen Bertrand, Vice-Principal (Advancement)

Karen Bertrand, Artsci'94, began her term as Vice-Principal (Advancement) in June 2018. A first-generation university graduate, Vice-Principal Bertrand attended Queen's with the aid of scholarships created through the generosity of the Queen's donor community. She graduated in 1994 with an honours degree in Canadian Studies.

Vice-Principal Bertrand got a taste of advancement in her first year at Queen's, when she worked as a student caller in the Queen's call centre. After graduation, she returned to her native Guelph and began an 11-year career at the Heart and Stroke Foundation. In 2006, she moved to the University of Guelph, where she held progressively senior positions in Alumni Affairs and Development. Beginning in 2012, she led the team that raised \$200-million for the *BetterPlanet Project* campaign, and was appointed Associate Vice-Principal, Major Gift Advancement in 2014.

Vice-Principal Bertrand is responsible for overseeing all fundraising and development activities at Queen's (including annual giving, planned giving, major & principal gifts, capital campaigns, and corporate and foundation fundraising), alumni relations, donor relations, advancement communications and marketing, and advancement services.

Advancement Leadership Team



Department of Development

