

Candidate Brief



THE UNIVERSITY OF BRITISH COLUMBIA

Assistant Dean, Development and Alumni Engagement Faculty of Education

January 2023



Join a bold, world-leading, and highly accomplished development and alumni engagement team – and help UBC shape a better world.

The UBC Faculty of Education, one of the world's leading education faculties, has served the local, national, and international education community through leadership in research, teaching, service, and advocacy for more than 60 years. As the largest Faculty of Education in BC, it plays a critical and influential role in the advancement of education in the province, shaping and participating in education's possibilities and potential as a social good.

The Faculty is unique in both its academic breadth and geographic scope, offering programs on both of UBC's campuses (Okanagan and Vancouver) and a diverse array of departments, schools, and programs. The Faculty's priority areas include Indigenous Education, Mental Health Literacy, Sexuality and Gender Inclusive Education, Equity, Diversity, Inclusion and Decolonization, Climate Justice, and Supporting Returning Veterans.

Ranking 10th in the world (QS World University Rankings 2021), the Faculty prepares more than 45% of the elementary and the majority of secondary educators in BC, and a significant proportion of BC's school counsellors, administrators, special education professionals, and school psychologists. With more than 58,000 alum located in 100 countries, the Faculty truly is a global entity.

The Faculty is an essential part of UBC, a global centre for research and teaching. It consistently ranks among the top 20 universities in the world and is one of the largest universities in Canada. UBC has just launched its most exciting fundraising and alumni engagement campaign ever: FORWARD, the campaign for UBC. FORWARD, UBC's 10-year \$3 billion campaign, will help advance healthy lives, create solutions for the planet, and shape thriving societies.

The Faculty now has an exciting leadership opportunity for an experienced and social justice-minded fundraising professional. The **Assistant Dean, Development and Alumni Engagement** will lead the execution of the Faculty's long-term strategy for Development & Alumni Engagement and manage a development program of over \$3 million annually, including its FORWARD campaign leadership. Reporting jointly to, and partnering closely with, the Dean of the Faculty of Education and the Executive Director, Development, the Assistant Dean will cultivate relationships with academic and administrative leaders to deliver on fundraising priorities and lead the strategy of building an alumni engagement program to over 17,000 alumni.

This is an exciting time to join the Faculty since the new AD will have the chance to:

- Advance the work of one of the world's best education faculties;
- Establish the road map to help achieve the Faculty's compelling strategic plan;
- Build a team by hiring staff and onboarding a new Dean;
- Make a mark in one of Canada's largest-ever post-secondary advancement campaigns;
- Be a social justice leader by championing diverse faculty projects related to anti-racism, mental health, Indigeneity, and SOGI.

The following outlines the opportunity in more detail; information for candidates is on page 8.

ABOUT THE FACULTY OF EDUCATION

The Faculty of Education creates conditions for transformative teaching, innovative learning, and leading-edge research guided by the highest standards of scholarship and the principles of collaboration, social justice, inclusion, and equity. The Faculty offers Bachelor of Education programs on both of UBC's campuses (Okanagan and Vancouver), and is also home to four departments (Curriculum and Pedagogy, Educational and Counselling Psychology, and Special Education, Educational Studies, and Language and Literacy Education) and two schools (the School of Kinesiology and the Okanagan School of Education.) The Faculty's School of Kinesiology (together with UBC-O School of Health & Exercise Sciences) ranked #1 in in Canada/North America, and 3rd in the World (Sport Related Subjects) in the 2022 QS World University Rankings.

FACULTY PRIORITY AREAS

The Faculty's Strategic Plan *Learning Transformed*, outlines Faculty priorities, core areas, goals, and objectives for 2019-2024. The Faculty's mission—to advance the role of education in the wellbeing of people and communities—is cultivated in the Faculty's ongoing commitments to:

- Indigenous Education
- Mental Health Literacy
- Sexual Identity and Gender Identity (SOGI) Inclusive Education;
- Equity, Diversity, Inclusion and Decolonization
- Climate Justice
- Anti-racism and Anti-Oppressive Education
- Supporting Returning Veterans



For more information on the Faculty of Education and to view the Faculty Strategic Plan, please visit: <https://educ.ubc.ca/about/>

DEVELOPMENT & ALUMNI ENGAGEMENT IN THE FACULTY OF EDUCATION

The UBC Faculty of Education has a strong development program that raises approximately \$3 million annually. The campaign goals for Faculty of Education are to raise \$35 million and engage over 17,000 alumni annually.

The DAE team embedded in the Faculty works with Faculty of Education academics and leadership to raise funds and engage alumni to support Faculty needs and priorities. While the Faculty's specific campaign fundraising priorities are being refined, they will most likely include:

- School-Based Mental Health Education: Create a Professorship in Mental Health Education & a Centre for Excellence for Mental Health Literacy to research and provide educators with the knowledge skills they require to teach today's youth about mental health, mental illness, reduce stigmas and seek help.
- Environmental Education / Ecological Literacy: Create a Professorship in Environmental Education also known as ecological literacy. This would involve research into best practises for sustainability education in embedded within the B.Ed. teacher education program as well as advanced graduate work in the area area of sustainability education.
- Anti-Racism Education; In response to the Black Lives Matter movement and in consultation with our black scholars at the Faculty of Education, we are in the process of designing a professorship in anti-racist education. This would address perspectives on black, indigenous, Asian anti-racism education in British Columbia in Canada.
- Indigenous Teacher Education Program (NITEP). This long-term program would offer an Educational Assistant (EA) Certificate to Indigenous youth with support beginning in Grade 10, transitioning to paid EA work, and culminating in beginning university coursework towards their Bachelor of Education while working part-time as EA's.

The DAE team in Faculty of Education works collaboratively with specialized units in DAE, such as Gift and Estate Planning, Corporate and Foundation Relations, and alumni programming and events, to provide exceptional service to Faculty of Education under the leadership of the Assistant Dean, Development and Alumni Engagement.

The current staff complement of the Faculty DAE team is the Associate Director of Alumni Engagement; the new Assistant Dean will have the opportunity to expand the team.



ABOUT UBC

Established in 1908, UBC is a publicly supported, medical-doctoral university. It is a global centre for research and teaching, consistently ranked among the top 20 public universities in the world. Since 1915, UBC’s West Coast spirit has embraced innovation and challenged the status quo. Its entrepreneurial perspective encourages students, staff, and faculty to challenge convention, lead



discovery and explore new ways of learning. At UBC, bold thinking is given a place to develop into ideas that can change the world.

UBC is home to 65,000 students, including 18,283 international students from 162 countries enrolled in undergraduate and graduate programs. These students are supported by nearly 18,000 faculty and staff on UBC’s two main campuses in Vancouver and Kelowna.

UBC’s annual budget is approximately \$3 billion, and the university received \$672 million in research funding. The endowment fund totals approximately \$2.5 billion and ranks as one of the largest endowment funds among Canadian universities.

UBC is recognized widely for its achievements. World university rankings recognize UBC for its excellence in teaching and research as well as its global impact. The most established and influential ranking all consistently place UBC in the top five per cent of universities in the world. The *Times Higher Education* (THE) ranks UBC second in Canada overall and 47th globally out of more than 1,115 participating institutions from 94 countries, based on its contributions through research, outreach and stewardship.

The Vancouver campus boasts some of the city's best attractions and recreation facilities, including the Museum of Anthropology, the Chan Centre for the Performing Arts, the UBC Botanical Garden and Beaty Biodiversity Museum and endless opportunities to explore forested trails in the adjoining 763-hectare Pacific Spirit Regional Park.



For more information, please visit: <http://www.ubc.ca/>

DEVELOPMENT & ALUMNI ENGAGEMENT AT UBC

UBC's DAE office upholds the university's vision and values by fostering engagement with alumni and friends and by connecting donors to projects and causes that allow them to translate their passions into meaningful action.

DAE is one of the leading advancement teams in Canada and the development team in DAE is considered one of the leading fundraising teams in the country. With over 300 employees, DAE currently raises over \$200 million and engages over 86,000 alumni annually.

UBC just launched the most ambitious campaign in UBC history. FORWARD, the campaign for UBC, will raise \$3 billion and activate the power of our global alumni by doubling alumni engagement. The campaign will benefit research, teaching and learning across both the Vancouver and Okanagan campuses in three key areas—advancing healthy lives, creating solutions for the planet, and shaping thriving societies. To learn more about FORWARD, see <https://give.ubc.ca/forward/>

DAE Purpose: Inspiring engagement and philanthropy to advance UBC's pursuit of excellence

DAE Vision: To be a bold, world leading and highly accomplished development and alumni engagement program

DAE Values

- **Excellence:** A profound and aspirational value. The quality of striving to be, and being, outstanding
- **Integrity:** A moral value. The quality of being honest, ethical, and truthful
- **Respect:** An essential and learned value. Regard, felt or shown towards different people, ideas, and actions
- **Accountability:** A personal and public value. Being responsible for our conduct and actions and delivering upon our respective and reciprocal commitments
- **Communication:** A universal and foundational value. Act of sharing information to promote common understanding
- **Collaboration:** An intentional value. When we work together, we amplify our success

DAE Guiding Principles

- We are guided and inspired by UBC's purpose and vision.
- We strive to provide an exceptional stakeholder experience.
- We align alumni engagement and development to achieve sustainable success.
- We encourage creative ideas and innovative approaches.
- We recognize and celebrate the successes of our portfolio and team members.
- We value the diversity of our staff.
- We collaborate purposefully and pursue strategic partnerships.
- We invest in the development and professional growth of staff.
- We foster an inclusive, healthy, dynamic, and warm environment based on trust, respect, and care for each other.

IDEAL SKILLS AND COMPETENCIES

To be thrive in the Associate Dean role, the ideal candidate will possess:

- Significant alignment to the Faculty's mission and vision; A commitment to social justice, and a keen understanding of the role that education plays in it.
- Significant fundraising experience, with a record of progressive accomplishment and demonstrated ability in developing, implementing, and managing successful fundraising initiatives and managing high performing teams
- A proven track record of executing large fundraising initiatives and major gift success in a sophisticated and complex environment, ideally in post-secondary education.
- Demonstrated knowledge of current and emerging trends in philanthropy, with a particular sense of Canada's academic landscape.
- Demonstrated understanding of the principles of EDI and commitment to engaging with these initiatives; a track record of success in moving forward these agendas in meaningful and impactful ways.
- Demonstrable success in building inclusive teams in which people feel like they belong and are respected.
- Demonstrated high level of political acumen and perception; acts with integrity, discretion, and tact.
- A highly collaborative nature, and the ability to lead, direct, and manage up and across.
- Skilled decision-making, including the ability to make decisions with the appropriate level of consultation and transparency expected in an academic institution
- Demonstrated ability to lead, mentor, coach and manage staff to meet organizational goals; expertise in change management to encourage teamwork and collaboration
- Ability to meet deadlines and manage competing priorities.
- Exceptional communication and interpersonal skills.
- Curiosity, initiative and, enthusiasm for the Faculty's work and the ability to find solutions where they may not be immediately apparent.
- Persistence and assertiveness to keep forward momentum and progress; proactive, and a strong inclination towards action.
- A post-secondary degree is strongly preferred, or an equivalent combination of education, training, and experience.
- Ability to travel both for local donor and alumnae meetings, as well as nationally and internationally as needed.

FOR MORE INFORMATION & TO APPLY

To apply or learn more, please contact the University's search partner, Christoph Clodius at The Discovery Group, at christoph@thediscoverygroup.ca.

Deadline: All submissions should be received by February 3, 2023

Compensation, Perquisites and Flexible Hours: UBC's benefits plans are designed with the continuing health and wellbeing of our staff, faculty, and their families in mind. Examples of UBC staff benefits include a generous vacation package, extended health and dental coverage, a health spending account, enrolment in UBC's pension plan, tuition waivers on UBC courses, counselling, and family support services, and much more.

The Assistant Dean's compensation range is between \$103,110 and \$162,139, with a hiring target of \$129,710.

The Faculty of Education's leadership are expected to be on campus three days a week, including Tuesdays, and Thursdays, off-campus meetings notwithstanding.

Equity: Equity and diversity are essential to academic excellence. An open and diverse community fosters the inclusion of voices that have been underrepresented or discouraged. We encourage applications from members of groups that have been marginalized on any grounds under the B.C. Human Rights Code, including sex, sexual orientation, gender identity or expression, racialization, disability, political belief, religion, marital or family status, age, and/or status as a First Nation, Metis, Inuit, or Indigenous person.

Appendices

Leadership Biography: Jan Hare, Dean pro tem

Dr. Hare is an Anishinaabe scholar and educator from the M'Chigeeng First Nation, located in northern Ontario. As an Indigenous scholar and educator, she has sought to transform education in ways that are more inclusive of Indigenous ways of knowing and languages. Her research is concerned with improving educational outcomes for Aboriginal/Indigenous learners by centering Indigenous knowledge systems within educational reform from early childhood education to post-secondary, recognizing the holistic and multidisciplinary nature of Indigenous education.

In 2014, Dr. Hare was awarded the Professorship of Indigenous Education in Teacher education.

She holds a PhD (UBC, Educational Studies), MA (UWO, Educational Psychology), BEd (Nipissing University, Primary-Junior), and BAsC (Guelph University, Child Studies).

Leadership Biography: Dee Dee Sung, Executive Director

Dee Dee is a collaborative leader with over 20 years progressive experience in the public and private sectors, as well as in higher education. Currently serving as Executive Director, Development for UBC Development & Alumni Engagement, she has been a collaborative leader for over 20 years with progressive experience in the social profit and private sectors.

With her extensive experience in fundraising, she has been recognized for building long-term business and donor relationships. As a certified leadership coach, Dee Dee specializes in working with emerging and senior leaders in the areas of strategic thinking, performance optimization, personal development and maintaining work life harmony.

Dee Dee's previous roles at UBC include Director & Executive Coach with UBC's Academic Leadership Development Program, Director, Gift & Estate Planning, and Assistant Dean, Faculty of Education. She has also held leadership roles at SFU and the BC Mental Health Foundation.

As a third generation Chinese Canadian, Dee Dee is committed to diversity, equity, inclusion and to being in service to community. She previously served on the board of the ARC Foundation, a recognized innovator in SOGI-inclusive education, and as Board Chair of the Saint James Music Academy whose mission is to bring social transformation through the power and love of music to children in Vancouver's Downtown Eastside. She has also served on committees and contributed to the work of The Minerva Foundation for BC Women, The Canadian Association of Gift Planners, and the SFU Mentors in Business Program.

Ms. Sung holds a Bachelor of Arts from the University of British Columbia and a Master of Business Administration from Simon Fraser University as well as certifications in Organizational Coaching, Non-Profit Governance Essentials, and Fundraising Management.

JOB DESCRIPTION

The Assistant Dean, Development & Alumni Engagement is responsible for leading the execution of the long-term strategy for Development & Alumni Engagement in the Faculty of Education. The Assistant Dean is accountable for formulating and executing short and intermediate plans, ensuring alignment with the Faculty as well as with UBC's overall DAE strategy. The Assistant Dean is also expected to ensure continued growth of the DAE program and to maximize operational efficiencies and resource development activity to cultivate exceptional stakeholder and employee satisfaction.

ORGANIZATIONAL STATUS

Reporting jointly to the Executive Director, DAE and the Dean, Faculty of Education, the AD has primary accountability for Faculty Development and as such is responsible for developing strong working relationships with:

- Donors, alumni, outside community group leaders and corporate executives;
- Key stakeholders, strategic partners, and senior University administration such as the University President;
- Senior management within DAE as well as other related disciplines (i.e.: AVP and VP level);
- the Dean and senior management of the faculty;
- DAE peers and direct reports, and;
- UBC faculty and staff involved with DAE activities.

WORK PERFORMED

1. To develop and operationalize Development strategies for the Faculty DAE program and to ensure the Faculty as well as UBC meets strategic objectives.
 - Formulates and executes short and intermediate term strategies for the Faculty DAE program, fundraising \$2.5 million;
 - Ensures strategies are concretely linked to the Faculty and UBC's long-term strategy;
 - Manages program growth leading to the successful fulfillment of strategic objectives;
 - Ensures solicitation conversion rates attained at the industry measured norms and that gift conversion rates will have a low composition of revocable gifts and a high pledge fulfillment rate;
 - Provides fundraising advice and strategy to senior University administration and faculty;
 - Assesses donor interests and creates a donor appropriate plan;
 - Manages the human, financial and operational objectives of the Faculty DAE program including:
 - Developing and implementing a comprehensive plan for identifying, cultivating, and stewarding major gift prospects and donors as well as for implementing major gift strategies (e.g., strategies range from a minimum of \$25,000 up to multi-million gifts);

- Coaching and motivating staff and volunteers to achieve Faculty objectives (e.g., fundraising goals);
- Understanding and successfully navigating the philanthropic industry (i.e., locally, regionally, and globally);
- Contributing to the DAE's objective to maximize private support for the University;
- Developing and implementing a targeted donor communications, recognition, and stewardship program, and;
- Developing proposals for key fundraising initiatives and priority projects as appropriate.
- Formulates the annual operating budgets for the Faculty consistent with UBC's established financial guidelines and business planning process;
- Implements DAE and UBC related processes, policies, systems, and practices within the Faculty that maximize operational efficiencies and competitive advantage;
- Oversees the delivery of alumni activities / objectives that impact the success of the program, and;
- Responsible for personally developing and managing a major gifts portfolio in support of funding priorities and meeting fundraising goals.

2. To lead and manage a team responsible for executing the Faculty's Development strategy.

- Identifies strategies and key performance goals and acts as an advisor to direct reports (as well as supporting staff and volunteers); works to overcome challenges and barriers and minimize risk;
- Sets performance targets and measures, monitors, and manages overall performance of the program and direct reports;
- Ensures there is a comprehensive and effective succession management strategy in place for the Faculty; identifies succession role requirements and high potential talent and actively develops key talent;
- Builds the capabilities of the team to enhance ability to achieve financial and operating strategy; hires appropriately, leverages the talents of the function, and takes corrective action where necessary, and;
- Commits to building a culture of belonging and respect;
- Other duties as required, within the classification of this position.

CONSEQUENCE OF ERROR/JUDGMENT

- Position is considered high profile for the Faculty and is a critical point of contact for donors, alumni, community leaders, staff, volunteers, and strategic partners as well as for UBC senior management, executives, and key University administration as it relates to Development and alumni activities;
- Decisions and recommendations have a direct and significant impact (i.e., fiscally, legally as well as reputational) on the success of the Development activities as well as the DAE department as a whole and the reputation of the University;
- Work is highly complex and involves a high degree of independent judgment;

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- Work involves non-routine situations where established procedures do not always apply and problem resolution requires making modifications to existing processes, approaches or methodologies;
 - Incorrect interpretation or communication of University policy and procedures or lack of tact, diplomacy or sensitivity when dealing with donors, alumni, the external community, or senior administrators will negatively impact working relationships and may lead to the loss of a donation and / or reputation, and;
 - The incumbent participates in decisions concerning the planning, organization and utilization of staff, staff selection and job performance reviews.