

# Vice Provost, Strategy Realization

## University of Saskatchewan

### Primary Purpose

Strategy realization is critical for the university to fulfil its vision, and to do so within our means. The Vice-Provost, Strategy Realization (VPSR) reports to the Provost and Vice-President, Academic to provide leadership in support of the Provost's responsibilities for strategy and strategy realization at USask. The VPSR plays a leadership role in the collaborative development and implementation of strategy, cross-institutional initiatives to deliver outcomes and return on investment. The role is anchored in the university vision, mission and values, and University Plan 2025. The VPSR supports the senior leaders in ensuring delivery on university strategy, and the long-term sustainability of the university. The VPSR is a member of the Senior Leadership Team. In support of institution-wide strategy, the role has a dotted line to the President and Vice-Chancellor. The VPSR is focused on strategy within the jurisdiction of the PVPA. The VPSR, along with all senior academic leaders, plays a leadership role in developing and implementing the vision, systems, and initiatives necessary to realize the university's vision:

*We will contribute to a sustainable future by being among the best in the world in areas of special and emerging strengths, through outstanding research, scholarly, and artistic work that addresses the needs and aspirations of our region and the world, and through exceptional teaching and engagement. We will be an outstanding institution of research, learning, knowledge-keeping, reconciliation, and inclusion with and by Indigenous peoples and communities.*

### Major Responsibilities:

- Envision and establish an institutional strategy realization group ('the group') that is a support service from the OPVPA for senior leaders. The group provides strategic consulting support to administrative and college/school leadership. By partnering with units to align strategic planning and action across the university, the group helps enable USask to identify and engage with major opportunities and to tackle challenges that affect our success to deliver on university strategy. The group will be guided by the values of co-design (with those engaged in change), and continuous improvement (to deliver on university strategy). The VPSR, in consultation with the PVPA, will ensure relevant service agreements are established and respectful relationships are developed.
- Collaborate with and report to the PVPA in the implementation of university-wide integrated strategic planning, ensuring established goals and objectives are achieved and stated strategic initiatives are brought through to completion through effective project management. Current examples are the Horizons Project and Administrative Services Renewal.
- Collaborate with the office of the Vice-President, Administration on the design and implementation of university-wide initiatives for strategy realization.
- Lead specific institutional projects deemed to be important to the USask vision and academic plan.
- Assist the PVPA, with the implementation of the approved dynamic academic plan (currently *University Plan 2025*), ensuring academic values lead decisions and budget realities inform these.

- Establish collaborations with universities globally for learning and growth around strategy realization with oversight from the PVPA. The VPSR fosters the exchange of important information institutionally that enhances our connection and reputation with other leading institutions.
- As a change leader, the VPSR is highly collaborative and responsive to the needs of each unit on campus. They are results oriented and committed to collaborative success.

**Accountabilities**

The Vice-Provost Strategy Realization is accountable for the following outcomes:

<b>Accountabilities</b>
<p><b>Planning and Strategy</b></p> <p>The Vice Provost Strategy Realization plays a leadership role in developing and implementing the vision, systems, and initiatives necessary to realize the university’s vision. The VPSR leads a pan-institutional engagement process to develop, implement and continuously improve a strategy and decision support service for senior leaders of USask. This service will Inform strategic decision making and catalyze positive changes for a better USask, together.</p> <p>Reporting to the Provost (with a dotted line to the president and vice chancellor), the VPSR develops process to enable senior leadership to:</p> <p>develop strategies for addressing challenges and seizing opportunities that align with university strategy realization. Senior leaders are enabled to develop their strategic position in the sector and achieve competitive advantages and significant changes that align with university strategy.</p> <p>develop actionable, measurable, and effective strategic and operational plans. Senior leaders will have access to facilitated strategic and operational planning processes for the creation of the plans and to ensure they have the right performance metrics in place, in operational and strategic contexts.</p> <p>improve operational effectiveness through developing, streamlining and redesigning processes.</p> <p>In collaboration with the broader senior leadership team, the VPSR leads the coordination and execution of calls for proposals aimed to advance the targeted strategies and initiatives underpinning USask’s vision and strategic plan- University Plan 2025. The VPSR works with units to support traction and viability of the transition from pilot stage to implementation, connecting with other strategy and decision support services to scale up and move into implementation.</p> <p>The VPSR coordinates strategic work and projects to ensure they contribute significantly and measurably to our university setting the standard in learning, research, scholarly and artistic works, and community engagement. The VPSR develops capacity for strategy realization across the institution.</p> <p>The VPSR builds relationships and collaborations with universities globally for the purpose of sharing important practices focused on strategy realization.</p>

## **Resource Allocation Alignment**

The VPSR assists with the implementation of integrated plans that supports university strategy.

The VPSR serves leaders across the institution to identify and achieve institutional priorities that ensure the long-term growth and sustainability of USask and its resources.

## **Academic Strategy**

The VPSR oversees processes that support the implementation of the university's academic strategy and other initiatives led by the PVPA.

The VPSR ensures advice is provided and actions taken consistent with the ohpahotân | oohpaahotaan strategy; will engage in practices that contribute to plans associated with the University 2025 plan; and will take action aligned with the university's Equity, Diversity and Inclusion Policy and framework for action.

## **People Leadership**

The VPSR is responsible for the performance of the institutional strategy realization group ('the group') by providing leadership to leaders and staff. The VPSR provides direct reports with development goals, mentorship, coaching and performance feedback, supporting professional growth and managing performance.

The development of leaders in strategy realization is a key responsibility.

## **Institutional Leadership**

As an institutional leader, the VPSR will:

- envision and establish an institutional strategy realization group that is a support service for Senior Leaders. The group provides strategic consulting support to administrative and College/School leadership;
- lead change and strategy decision support, respectfully and collaboratively;
- partner with leadership in the office of the vice president administration, for strategy realization;
- oversee the allocation and tracking of funds and return on investment to various institutional projects identified by the PVPA;
- lead institutional one-time projects identified as necessary for strategy realization;
- identify and proactively manage key institutional risks for the university, assess progress of institutional work and where barriers exist, and make recommendations on how these may be addressed; and
- conduct regular reporting through project and university governance processes and groups and ensures compliance with university policies and regulations, provincial and federal laws and regulations pertaining to the portfolio.

In each of these accountabilities, it is expected that the VPSR will:

- provide credible and complete information and identify issues and risks to the PVPA, the president, and relevant committees as appropriate;
- implement and maintain an effective system of checks and balances regarding financial management and assets, which include general safeguarding and stewardship of all resources (financial, physical, and human resources);
- model accountability and transparency of activities, information, and reports;

- be an exceptional communicator. The VPSR communicates regularly with colleagues within the university and broader community to share relevant information, progress on initiatives, and supports others' success and improve relations;
- collaborate with institutional leaders and staff across portfolios to understand, advise on and support their goals; and
- establish successful and supportive partnerships and relationships across campus, nationally and internationally for the purpose of informing and guiding institutional projects and processes.

### **Well-being leadership**

- demonstrate well-being as a leader, through practices attentive to health, well-being, and life-long learning; and
- take action against discriminatory or racist behavior in our academic spaces, institutional structures, policies and processes.

### **Education and Experience**

The Vice-Provost Strategy Realization is a senior academic with an established reputation as a leader in the university sector, relevant to advancing USask as a member of the U15 and a research intensive university. PhD or terminal degree required, along with evidence of a strong record in research, scholarly and artistic works, and teaching (undergraduate and graduate), preferably relevant to the role itself.

The individual must possess progressive experience in an academic environment with recent experience at a leadership level. The VPSR must have strong interpersonal skills and demonstrate a strong understanding of the principle of collegiality.

Demonstrated success in developing and implementing a vision and leading people to achieve exemplary performance and outcomes is essential, as is a high level of proficiency in all the personal effectiveness and relationship building competencies. The individual must possess a proven track record of successfully promoting a working environment that rewards new ideas and innovation, builds collaborations, encourages teamwork, and promotes diversity.

Strong communication skills, the ability to work effectively with diverse internal and external constituencies, and to collaborate across a wide range of academic disciplines and organizations are essential. The VPSR will act in the best interests of the portfolio of the Provost and Vice-President, Academic and serve the needs of the entire institution.

Experience in mentorship of team members, enabling them to be effective in senior leadership circles of the university.

Experience in taking action against discriminatory or racist behavior in academic spaces, institutional structures, policies and/or processes.

The University is committed to employment equity, diversity, and inclusion, and are proud to support career opportunities for Indigenous peoples to reflect the community we serve. We are dedicated to recruiting individuals who will enrich our work and learning environments. All qualified candidates are encouraged to apply; however, in accordance with Canadian immigration requirements, Canadian citizens and permanent residents will be given priority. We are committed to providing accommodations to those with a disability or medical necessity. If you require an accommodation to participate in the recruitment process, please notify us and we will work

together on the accommodation request. We continue to grow our partnerships with Indigenous communities across the province, nationally, and internationally and value the unique perspective that Indigenous employees provide to strengthen these relationships. Verification of Indigenous Membership/Citizenship at the University of Saskatchewan is led and determined by the [deybwewin | taapwaywin | tapwewin: Indigenous Truth policy](#) and Standing Committee in accordance with the processes developed to enact the policy. Successful candidates that assert Indigenous membership/citizenship will be asked to complete the verification process of Indigenous membership/citizenship with documentation. The University of Saskatchewan's main campus is situated on Treaty 6 Territory and the Homeland of the Métis. We pay our respects to the First Nations and Métis ancestors of this place and reaffirm our relationship with one another. Together, we are uplifting Indigenization to a place of prominence at the University of Saskatchewan.