



Candidate Brief

Chief Risk Officer

Memorial University of Newfoundland

November 2019



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A Snapshot of the Opportunity

Memorial University of Newfoundland invites applications and expressions of interest for the position of Chief Risk Officer.

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province

Opportunity and risk are intrinsically linked to the very purpose of Memorial University, whether it is innovative research initiatives, dynamic field studies, or public engagement or any one of the multitude of activities occurring on and off campus every day.

Universities are, by their very nature, "risk takers", and with the ever-changing risk landscape, it is vital that risk management be a continuous process, and risks monitored to ensure they are acceptable in light of Memorial's vision, mission and values. The Office of the Chief Risk Officer (OCRO) was established in 2013 to coordinate all risk management activities and procedures across Memorial's four campuses, and support the university's departments and units in identifying, assessing and managing risks.

For more information about OCRO, please visit:

- [Office of the Chief Risk Officer](#)
- [Annual Report 2018](#)
- [Enterprise Risk Management Framework 2019](#)

The Chief Risk Officer (CRO) will play a critical role in managing risk and enabling success for all of Memorial's students, faculty, staff, partners and public. Reporting to the Vice-President (Administration and Finance), the CRO will oversee a portfolio encompassing Campus Enforcement and Patrol, Emergency Management, Environmental Health and Safety, Risk and Insurance, and the Assessment and Care Protocol. The CRO works across a multi-campus system where these units and responsibilities vary depending on location. The CRO will also Chair the

Enterprise Risk Management sub-committee of the Vice-Presidents Council.

The CRO will spearhead the university's emergency management program and maintain a robust enterprise risk management framework that will support the achievement of Memorial's strategic priorities and objectives. They will lead the Emergency Operations Centre during crises and coordinate the Assessment and Care Protocol to identify risk behaviors in individuals on campus, hence prioritizing the protection of people and university property. The CRO will implement a well-defined health and safety management system to provide a safe, secure and healthy environment with a managed and proactive approach to risk that supports learning, teaching, living and working on campus.

In addition, the CRO will facilitate a culture of integrated risk management for the university community and champion best practices acquired from risk management activities within Memorial and at other institutions, to the benefit of the entire university. They will educate, collaborate and engage with various partners and stakeholders in the university community to realize key initiatives and continue on the journey of continuous improvement, to ultimately develop the OCRO into an innovative leader in the fields of emergency preparedness, health and safety, security, and risk management.

The incoming CRO will need to devote time and attention to the following:



- Provide leadership, innovation, governance and management necessary to identify, evaluate, mitigate and monitor major risks, keeping the safety and success of the university community top of mind;
- Ensure the smooth operation of the Enterprise Risk Management Framework and policies established in 2013 and identify opportunities to refine areas of the program.
- Ensure that the OCRO's key strategic priorities adhere to and are consistent with Memorial's values, vision and mission;
- Maintain cohesive relationships with the university community to communicate future opportunities, develop strategies and regularly report on the status of plans and risk assessments;
- Work directly with and as a management resource to the Vice-Presidents Council, and the Audit and Risk Committee of the Board of Regents;
- Develop and maintain efficient and productive relationships with external stakeholders like the Royal Newfoundland Constabulary and Red Cross, for example;
- Work with units across the university in an advisory capacity to ensure that the Enterprise Risk Management framework is properly and efficiently established;
- Remain informed of any issues, emerging trends and best practices and manage the process for the timely escalation of key risk issues;
- Drive continuous improvement of risk management practices, using technology to improve services, and quality information to predict outcomes;
- Ensure that appropriate policies, technology, processes, tools and controls are in place to strategically drive forward programs;
- Optimize team talent by recruiting and retaining key talent, establishing clear goals and providing ongoing feedback, mentorship and development for team members.

Since its inception, the OCRO has developed a strong foundation to ensure that known risks are managed, and that emerging risks are identified and addressed. The office has implemented a number of successful initiatives designed to make Memorial a healthy and safe place to work, study and research. These include, but are not limited to:

- Memorial's Enterprise Risk Management Program, a fundamental part of all university activities, which has continued to mature , resulting in the development of a roadmap for future risk initiatives;
- Memorial's Health and Safety Management System which is vital in preventing and reducing health and safety risks. 2018 saw the completion of a formal Safety Climate Assessment, a comprehensive study which offers an in-depth analysis into how people think and act in relation to health and safety at Memorial. This will serve as a benchmark for future initiatives;
- Campus Enforcement and Patrol continues to serve as Memorial's first responders to challenging situations. A new training program based upon national standards was established and implemented in 2018 to ensure officers are equipped with the necessary skills and expertise to succeed;
- Memorial's Incident Management System and the MUN Safe app saw tremendous growth in 2018. MUN Safe sends users alerts about time sensitive safety information, weather closures or labour disruptions. In 2018, reports on health, safety and security concerns increased by 78% since 2017, and 567 of these incident reports were entered into the Incident Management System to ensure they were properly addressed by the responsible units.



Candidate Qualifications

For the role of Chief Risk Officer, the University is seeking a strategic and visionary leader with a deep passion for the university experience, and a commitment to protecting and fostering a healthy, safe and progressive environment for the Memorial community. The Chief Risk Officer must possess the ability to discern and prioritize critical risk issues, and find creative solutions for managing risk.

Although the Search Committee recognizes that no one individual possesses the sought-after qualifications in equal measure, it has developed a set of criteria to articulate the desired background, experience, and personal qualities of the successful candidate:

Education

- University degree is required.

Experience

- A minimum of 10 years' experience in risk management at a senior level within a post-secondary institution or a complex, diversified private or public organization;
- Demonstrated skills in operations and governance, with a proven ability to think strategically about the risk function to ensure it remains effective and responsive to the ever-changing university environment;
- Demonstrated effective and decisive leadership during times of crises.
- A successful record of establishing and motivating effective teams to deliver integrated services, with the ability to delegate tasks in crisis situations;
- A solid record as an effective negotiator, influencer, and champion of best practices in risk management, hence contributing to the success of the University and its core activities.

Leadership Qualities

- A recognized risk leader and change agent who is proactive, decisive and can adapt well to multiple priorities and varying risks levels in a complex, dynamic environment;

- An effective 'Knowledge Manager' with a demonstrated ability to utilize information about activities on campus for predictive analytics and planning, as well as identity and incident management;
- An understanding and appreciation of this university's mission and values, and the desire to be part of its community;
- A collaborative team-building style with the ability to work effectively in and facilitate a collegial and consultative decision-making environment, and develop strong relationships and engagement with the university community and external stakeholders;
- Demonstrated leadership acumen and decision-making at the executive level, combined with creative problem-solving and strategic critical thinking abilities;
- Outstanding interpersonal, communication and listening skills;
- Demonstrated openness and receptiveness balanced with resilience, and the ability to raise difficult issues and make difficult decisions;
- A high level of organizational savvy, empathy, and the ability to be persuasive as well as diplomatic and respectful;
- The desire to be a leader who motivates, mentors and develops direct reports, effectively mobilizes resources and appropriately delegates;
- A strong personal orientation towards integrity and fairness, and the ability to relate to a diverse group of people, promoting equity, diversity and inclusion across all campuses.



The Appointment

Key Dates

Consideration of candidates will begin in November 2019 and continue until the position is filled.

How to Apply

Nominations and/or applications should be submitted, in confidence, to Gerri Woodford or Krutika Hotwani at muncro@odgersberndtson.com.

Your Personal Information

At Odgers Berndtson, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

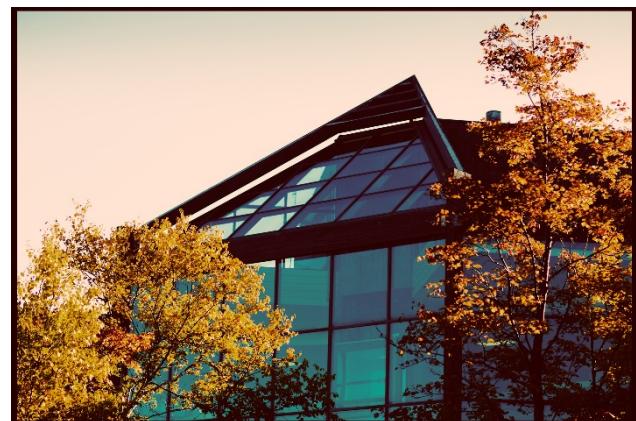
For more information on your rights and to find out much more about how we process your personal data, a copy of our Privacy Policy is available for your review on our website.

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Equal Opportunity

All qualified candidates are encouraged to apply; however, preference will be given to applicants who are legally entitled to work in Canada. Memorial University is committed to employment equity and diversity and encourages applications from all qualified candidates, including women, people of any sexual orientation, gender identity, or gender expression; Indigenous peoples; visible minorities and racialized people; and people with disabilities.

Memorial University and Odgers Berndtson respect people's different needs and therefore will take all reasonable steps to ensure accommodation for applicants during the process. If you require accommodation to participate in the recruitment process, please inform Odgers Berndtson.



Appendix A: About Memorial University

Memorial University will be one of the most distinguished public universities in Canada and beyond, and will fulfill its special obligation to the people of Newfoundland and Labrador.

(Memorial University's Vision Statement)

Memorial University is an inclusive community dedicated to innovation and excellence in teaching and learning, research, scholarship, creative activity, service and public engagement.

Memorial welcomes and supports students and scholars from all over the world and contributes knowledge and expertise locally, national and internationally.

(Memorial University's Mission Statement)

As one of the largest universities in Atlantic Canada and the only university in the province of Newfoundland and Labrador, Memorial University is a public, multi-campus institution with teaching, research, and public engagement programs of international distinction. Memorial University offers programs to more than 18,000 students (3,800 of whom are graduate students) who are supported by over 3,700 faculty and staff across multiple campuses, including the original St. John's campus and the Marine Institute in St. John's on the east coast of the island; the Grenfell Campus in Corner Brook on the west coast of the island, and a study-abroad residential campus situated in Harlow, England. It also is home to diverse facilities across the province, such as the northern-focused Labrador Institute, marine stations on the east and west coasts of Newfoundland, and the new Signal Hill Campus in St. John's, which houses community engagement space, entrepreneurial incubators and technology transfer offices.

Founded in 1925 by the people of the province as a living memorial to Newfoundlanders and Labradorians who died in the First World War and subsequent conflicts, Memorial University College became a university in 1949 upon the province's entry into Confederation. This history ties the University directly and deliberately to the social, economic, and cultural fabric of the place, and offers all members of

the university the opportunity and responsibility to contribute not only to the University, but to the province whose people value the institution as their own. Because of its unique place within the province, Memorial exercises a role in the continuing development of the region that has no parallel at other Canadian universities.

As a multi-disciplinary, teaching/research/public engagement university, Memorial strives to have national and global impact, while fulfilling its social mandate to provide access to University education for the people of the province and contribute to the social, cultural and scientific development of Newfoundland and Labrador and beyond. Through ground-breaking research by faculty and students, the University is helping grow the economy of Newfoundland and Labrador. It cultivates and mobilizes the talent that helps builds a culture of innovation, thereby fulfilling its special obligation to Newfoundland and Labrador. Memorial has more than 30 research centres and institutes, covering such diverse areas as fisheries, folklore, engineering, health (in particular, genetics) and music.

Memorial has experienced significant graduate enrolment growth over the past 15 years, doubling the number of graduate students. Of particular note is the number of PhD students, up 9 percent just this past year, and rising from 300 in 2004 to more than 840 students now. This directly reflects its upward trajectory in research intensification. Memorial is rated 19th nationally in terms of externally sponsored research, and 2nd in terms of relative research growth over the past 15 years in the comprehensive medical-doctoral category as reported by Research Infosource Inc. With a new \$325 million Core Science Facility under construction, and a partnership with Dalhousie University and the University of Prince Edward Island in the \$220 million [Ocean Frontier Institute](#), growth in research activity and graduate enrolment is expected to continue.

In addition to the new core science building, millions of dollars in funding has been committed to redevelop infrastructure, including the Marine Institute's Marine Base in the Town of Holyrood, which is located on the Avalon



Peninsula of the province; and, the construction of a new Animal Resource Centre on the St. John's campus.

Memorial is a forward-looking institution that has earned national and international distinction in a variety of fields, from telemedicine to the fine arts; from archaeology to oceanography; and with emerging strengths in oil and gas studies, aquaculture, and biotechnology.

Newfoundland and Labrador, situated on the frontiers of both the Arctic and the North Atlantic, has become a world leader in the responsible and sustainable development of cold ocean and arctic resources. As the province's only university, Memorial is making northern research, innovation, and teaching a university-wide priority. Cold Ocean and Arctic Science, Technology and Society—COASTS—is a pan-university strategic initiative that seeks to grow the University's impact by building on the strengths and strategic advantages of both Memorial and the province.

The University has long been a national leader in innovative teaching and learning, including experiential learning, and the [Centre for Innovation in Teaching and Learning](#) provides unparalleled support to teachers and learners.

The Fisheries and Marine Institute of Memorial University is the most comprehensive marine institute in North America, a world-class centre of advanced marine technology, education, and training. It offers programs ranging from industry certification to diplomas in technology, to undergraduate and graduate degrees.

Grenfell Campus, Memorial University, is located in the City of Corner Brook on the west coast of Newfoundland, offering undergraduate degree programs in humanities and social sciences, business, education, fine arts, nursing, environment and sustainability, and science. Master's degrees are offered in environmental policy and in boreal ecosystems and agricultural sciences, and the campus is home to the [Boreal Ecosystem Research Facility](#) and the [Aging Research Centre](#).

Also, in the western region of the province, in the coastal community of Norris Point, is the Bonne Bay Marine Station. This world-class education and research facility is dedicated to increasing knowledge of marine ecology.

To the north, the Labrador Institute of Memorial University has facilities in Happy Valley-Goose Bay, Labrador City and North West River. In 2011 Memorial doubled the base budget for the Labrador Institute. It is a leading centre of research, education, policy, and outreach by and for the North and Memorial is committed to expanding its presence, and research and education programs in Labrador.

The Holyrood Marine Base (40 km outside St. John's) opened in the spring of 2010. Operated by the Marine Institute, it is a world-class facility providing education to students and applied research in support of industry clients. It offers support for research related to ocean technology, fisheries, marine environmental studies, diving, oil spill response, offshore safety and survival, oceanography, and marine biology. It includes facilities that house the Centre for Applied Ocean Technology and ocean technology small business incubation space. Phase II development of the Holyrood Marine Base is now getting underway and will increase its capacity exponentially. The \$40 million base will also be the cornerstone of a new Cold Ocean Research and Innovation Park in Holyrood.

The [Ocean Sciences Centre](#) (15 km from the St. John's campus) is a major facility for marine research on the Atlantic coast, and one of Canada's largest marine and aquaculture laboratories. By virtue of its shoreline location and direct supply of ocean water, it provides Canadian and international scientists and students access to the flora and fauna of the northwest Atlantic Ocean and is uniquely situated for shore-based studies of cold-ocean processes and subarctic, Arctic, and deep-sea organisms.

More information about the campuses and above facilities can be found at the following links:

- [Memorial University Homepage](#)
- [Grenfell Campus](#)
- [Marine Institute](#)
- [Harlow Campus](#)
- [Signal Hill Campus](#)
- [Bonne Bay Marine Station](#)
- [Labrador Institute](#)

For its mandate and size, Memorial aspires to be one of the most distinguished universities in Canada, and beyond. To



continue Memorial's growth and success, the University is guided by three planning frameworks: [Research Strategy](#); [Teaching and Learning](#); and [Public Engagement](#).

Additionally, operational plans such as the Strategic Research Intensity Plan 2014-2020, Strategic Internationalization Plan 2020, Technology and

Commercialization Strategy and the Multi-Year Infrastructure Plan 2017-2023 direct its strategic management. Additionally, the [Enrolment Plan 2020](#) articulates Memorial's growth targets and upward trajectory for graduate student enrolment. The guiding documents can be viewed at the following link: <http://www.mun.ca/president/initiatives/index>.



Appendix B: About St. John's Newfoundland and Labrador

St. John's is the capital and largest city in Newfoundland and Labrador, and is the oldest English-founded city in North America. The St. John's Metropolitan Area is the 20th largest metropolitan area in Canada. By plane, St. John's is approximately three hours from Toronto, three hours from New York, and five hours from London, England.

The landscape of Newfoundland and Labrador is as vast as it is varied. The province is home to Arctic tundra, mountain ranges, boreal forests and rugged coastlines. Citizens of Newfoundland and Labrador enjoy a range of outdoor activity, given the mixed terrain.

Newfoundland and Labrador is known for its welcoming hospitality. Newfoundlanders are often described as genuine, warm, fun-loving and funny, and they are admired for their natural creativity, unique dialects and their knack for storytelling. In a past Maclean's Magazine article on Top Friendliest Cultures in the World, Newfoundland and Labrador was ranked third. Not only does Newfoundland and Labrador offer a true sense of community, the community itself is truly diverse. Residents of Newfoundland include people from different cultures, religious backgrounds and ethnicities, all of which come together to provide an environment rich in the arts, recreational activity and food from around the globe.

Newfoundland and Labrador is a hub for the arts, music and culture. The long list of music festivals in the province include the Newfoundland and Labrador Folk Festival, the annual George Street Festival, Forteau's Bakeapple Folk Festival, Fogo's Brimstone Head Folk Festival, Black Duck Brook's Un Plaisir du Vieux Temps, the Gros Morne Summer Music, the Tuckamore Chamber Music Festival, Sound Symposium, the St. John's International Women's Film Festival, and the Wreckhouse International Jazz &

Blues Festival. The film, theatre and dance scene is flourishing in the province; many productions are available to theatregoers year-round, while others are offered only in the summer season. Annual summer theatre festivals are held in Stephenville, Cow Head, Grand Bank, and Trinity, and the province's vibrant community of writers are celebrated in several literary festivals including Ochre Fest, Writers at Woody Point, the Winterset in Summer Literary Festival, and the SPARKS Literary Festival. The Miawpukek First Nation Powwow—an annual celebration of Mikma'q traditions and culture, with dancing, singing, drumming, food and crafts—is also enjoyed by the people of the province.

Besides indulging in cultural experiences, there are many outdoor activities to explore in the province, including bird watching, boat tours, camping, golfing, hiking and walking, iceberg viewing, kayaking, shopping, skiing and snowboarding and whale watching.



For more information about St. John's, please visit www.stjohns.ca, www.downtownstjohns.com, and www.newfoundlandlabrador.com.



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