

## POSITION AND CANDIDATE SPECIFICATION



## CANADA FOUNDATION FOR INNOVATION PRESIDENT AND CHIEF EXECUTIVE OFFICER

Prepared by: Pascal Becotte  
Mrinalini Menon  
Sharon Rudy

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## POSITION SPECIFICATION

### THE CONTEXT

Canada is a member of the group of nations that consider a solid and diversified knowledge-based economy to be an essential element of their international competitiveness. Knowledge-intensive economies and societies of the 21<sup>st</sup> century will be characterized by their cutting-edge research and a highly educated and skilled workforce, as well as a business, regulatory, and social environment that encourages entrepreneurship and creative thinking. Canada's federal government has, since 1997, made unprecedented increases in its financial support of research across the country. The creation of the CFI, the Canada Research Chairs Program, Genome Canada, and the Canadian Institutes for Health Research (CIHR) and the extended and expanded Networks of Centres for Excellence program provide striking examples of this new commitment to research and innovation. As a consequence Canada has established a global reputation for high-quality research and training, evidence of which is found in the calibre of talent this country has been able to attract and retain, and in the groundbreaking discoveries being made. Still, much opportunity exists to foster research and innovation and to boost Canada's productivity.

### THE OPPORTUNITY

The Canada Foundation for Innovation (hereafter "CFI") seeks a new President and Chief Executive Officer (hereafter "CEO") to play a key leadership role to reinforce and build new capacity for research excellence in Canada. In essence, the successful candidate will inherit a strong platform from which to shape the future. The new CEO will provide a passionate, credible and convincing voice committed to positioning Canada as the world's science and innovation destination of choice. He/she will inherit a well run and highly respected organization and will focus on bridging academic, government and industry interests to strengthen the nation's ability to fuel research and productivity. He/she will be a creative and transformative thinker who is comfortable listening, consulting and inspiring diverse interests in support of this shared purpose. Key competencies include excellent relationship and communication skills as well as creative vision.

The CFI's funding mechanisms are continually adjusted and refined to align with the evolving research landscape and with a view to:

- Transforming the way research is done.
- Creating a strong and vibrant research environment across Canada.
- Attracting and retaining excellent researchers.
- Enhancing research productivity and the training of highly qualified people.
- Building new regional, national, and international networks and partnerships.

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## **POSITION SUMMARY**

Working with the Board, the President, as Chief Executive Officer, is responsible for a dynamic professional organization with international visibility and Canada-wide responsibility to build and enhance capacity for innovation by investing in research infrastructure in all areas of research. The new President will play a key role in defining CFI's strategic direction and building on its current mandate and strengths in laying the groundwork for research infrastructure support strategies. The President will lead the CFI in enhancing opportunities for partnerships and collaboration among research institutions, governments, funding organizations, and the private sector, both nationally and internationally.

## **Key Relationships**

Reports to: Board

Direct reports: Three Vice-Presidents (Programs and Planning, External Relations and Communications, Finance and Corporate Services) and an Executive Assistant

Other key relationships: Universities, Research hospitals, Colleges  
Funding partners (government and private sector)  
Federal and provincial granting agencies

## **Major Responsibilities**

The CEO will apply his/her passion for innovation, excellent relationship skills, and creative leadership to CFI's unique mission. The role requires credibility on the subject of science and innovation, persuasive communication skills, and the ability to influence, inspire, and galvanize respect and partnership from multiple diverse stakeholders in support of CFI's mission and Canada's need for bold thinking in order to fuel the science and innovation agenda and raise our productivity performance against international benchmarks.

Within the context of the CFI's distinctive structure and mandate, the agenda of the next CEO will:

### ***Develop strategic approaches and policies that will:***

- Contribute to meeting the research infrastructure needs required to support a vibrant research enterprise that will bring social and economic benefits to Canadians.

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- Foster ongoing collaboration and dialogue with all partners involved in the R&D system in Canada.
- Engage the private sector to build expanded partnerships with research institutions which will drive socio-economic development and high quality training environments.
- Ensure continuing innovation and evolution in the delivery of the CFI's mandate and the achievement of its objectives, as set out in the agreement with the Government of Canada.
- Result in the innovative design and effective delivery of CFI programs.

***Be the prime representative and spokesperson of the Foundation nationally and internationally, in particular with respect to:***

- Its clientele – principally universities, research hospitals and colleges, and not for profit research institutes.
- Funding partners – particularly the federal and provincial governments, and the private sector.
- Federal and provincial granting agencies (e.g. CIHR, NSERC, SSHRC) to better serve the needs of the research community by establishing effective relations and working for a strategy in Canada.

***Develop effective communication strategies that will:***

- Recognize the contributions of all partners, including the federal contribution of public funds.
- Show the economic and social benefits of research investments to funders and the general public.
- Raise the profile and enhance the reputation of innovative approaches to research, both in Canada and internationally.

***Lead CFI in keeping with its expressed organizational values and culture.***

***Assume all financial and administrative oversight for a diverse team of 65 dedicated staff.***

***Provide reliable and consistent communication and information to the Board, and ensure that each member is engaged and inspired and supportive of CFI's mission and impact.***

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## CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

### Ideal Experience

- A leadership record of being strategic, accountable, flexible and innovative.
- Dynamic public presence and a demonstrated commitment to excellence and accountability.
- Passionate about research and has the expertise to build successful partnerships with government, funding organizations, the private and voluntary sectors.
- Experience and recognized accomplishments in the field of innovation: conduct of research, research administration or translation of research results that will engender the respect of the research community.
- The personal credibility required to exercise strong and dynamic leadership in bringing about change.
- The ability to work collaboratively and in partnership with others.
- A thorough understanding of federal S&T and R&D government policies and processes and their intersection with the Canadian research environment at both large and small institutions.
- Familiarity with the funding of research in Canada and around the world, especially as it relates to the development of research infrastructure.
- The ability to communicate in both official languages is highly desirable.
- An undergraduate degree is required, and a graduate degree would be an asset.

### Critical Competencies for Success

***Relationship Builder:*** The ideal candidate will bring a perspective and experience that touches academia, government and industry and he/she will understand the factors and motivations that drive each stakeholder as it relates to the pursuit of excellence in research and innovation. He/she will be comfortable working within the Ottawa milieu, and liaising with the various federal and provincial government officials, both elected and in the bureaucracy, as well as Canada's main funding agencies. Existing relationships and insight into the three pillars (academia, government, industry), at home and abroad, and a positive reputation for his/her inspirational ideas and ability to motivate others will be an important asset.

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**Communicator:** The new CEO will be relentless in advocating a strong and convincing case for continued investments in support of innovation for the good of all Canadians. He/she will know how to listen and to inspire, will gravitate comfortably across a variety of stakeholder groups (ranging from CEOs, university presidents, cabinet ministers, senior federal public servants, to tenured faculty and young graduate students). In essence, he/she will become a voice and face of Canadian innovation. The new CEO will act to galvanize a diverse collection of interests, including private industry government decision makers and the general public, to enhance awareness of and support for fuelling research and innovation in Canada.

**Creative Thinking and Vision:** The next CEO for CFI will come to the role with a recognized reputation for challenging the status quo, taking seemingly impossible concepts and translating them into tangible outcomes. He/she will demonstrate an intellectual breadth, be open to new ways of approaching existing issues, and be comfortable and adept at making lofty long term goals more immediately relevant and measurable. Working closely with the Board and other key partners, the new CEO will proactively lead CFI in its strategic planning in order to ensure current and future priorities in support of its mission are addressed and that opportunities are maximized to effect even more positive change towards Canada performance as a global leader in research and innovation.

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## THE ORGANIZATION

The CFI, an independent corporation created by the Government of Canada in 1997 to fund research infrastructure, has a mandate to strengthen the capacity of Canadian universities, colleges, research hospitals, and non-profit research institutions to carry out world-class research and technology development that benefits Canadians both socially and economically through the provision of research infrastructure. Since its creation, the CFI has granted almost \$5.2 billion in support of over 6,300 projects at 130 research institutions in 65 municipalities across Canada. Another \$ 600 million has been committed from the federal government for one or more competitions to be launched before the end of 2010.

The CFI is unique in many ways:

- First and foremost, its focus is on the funding of the capital costs of research infrastructure, not the research itself. This infrastructure is not restricted to equipment, but may include space and facilities.
- The CFI works with eligible institutions (the applicants), rather than directly with researchers. These institutions bring forward projects in the context of their Strategic Research Plan that sets priorities based on their strategic vision of the future.
- The CFI funds 40 per cent of project costs, based on a 40/60 matching formula. The institutions seek funding for the remaining 60 per cent from partners: the provinces, industry, the voluntary sector, and the institutions themselves.
- The CFI approves awards after a thorough assessment by expert reviewers and multidisciplinary committees.
- The CFI is an independent organization funded by the Government of Canada.

## CFI Programs

The CFI delivers on its mandate of funding world-class research infrastructure through a suite of programs designed to provide capital and initial operating and maintenance funds. The CFI's current programs are:

- Leading Edge Fund (LEF) and New Initiatives Funds (NIF)
- Leaders Opportunity Fund (LOF)
- Infrastructure Operating Fund (IOF)

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## **Governance**

The CFI is governed by a Board of Directors of 15 members which makes final decisions on projects to be funded, and sets strategic objectives in the context of the funding agreement between the CFI and the federal government.

The Board of Directors also oversees management's responsibilities through its Governance and Nominating Committee, Audit and Finance Committee and Investment Committee. These Committees ensure that the proper framework is in place for the CFI to operate in the most efficient and accountable manner, provide reports and recommendations to the Board of Directors. Among their key responsibilities are reviewing by-laws, human resources policies, succession planning, the budgets, internal control procedures, investments, and advising the Directors on auditing matters and financial reporting issues.

The Board of Directors reports to 15 Members – a higher governing body similar to a company's shareholders, but representing the Canadian public. The Members are responsible for the appointment of eight of the 15 Directors of the Board. The seven others, including the Chair, are appointed by the Governor in Council. Members also appoint individuals to replace Members whose term has expired.

The Board of Directors, staff, and reviewers sign a Statement on Ethics to deal with any conflict of interest issues.

In 2006, CFI received the [Conference Board of Canada / Spencer Stuart National Awards in Governance](#) in the Public Sector category and, in 2009, was ranked 15<sup>th</sup> among the best Small and Medium Employers in Canada by the Centre for Business Venturing at Queen's School of Business and Hewitt Associates, in partnership with the Globe and Mail. These awards celebrate bold and innovative solutions to governance challenges, and recognize organizations that have broken the mould in the search for governance excellence and for fostering an environment of excellence within its own organization.

Additional information on the CFI is available at: [www.innovation.ca](http://www.innovation.ca)

## **Values and Organizational Culture**

In the overall process leading to decisions, the CFI is guided by a set of principles and values shared by the Board of Directors and all the employees:

*A transformative organization* that will have an enduring and profound impact on the research environment.

*A service organization* that provides effective and efficient service to its clientele.

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A *consultative organization* that undertakes extensive and ongoing consultations with research institutions, their partners, and other stakeholders.

A *flexible organization* that adapts to changing environments and continually improves policies, programs and services.

An organization whose review processes are characterized by *transparency, integrity, fairness, and independence of decision-making*.

An *accountable organization* that ensures that funds are used in a most responsible way, monitors impacts, and keeps stakeholders informed.

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**For enquiries, nominations and expressions of interest, please contact the  
Canada Foundation for Innovation's search consultants directly.**

**Spencer Stuart 416.361.0311**

**Sharon Rudy: [srudy@spencerstuart.com](mailto:srudy@spencerstuart.com)  
Pascal Becotte: [pbecotte@spencerstuart.com](mailto:pbecotte@spencerstuart.com)**