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## **OPPORTUNITY PROFILE**

**Chief Operating Officer, Veterinary Medical Centre  
Western College of Veterinary Medicine**





nīkānītān manācihitowinihk  
Let us lead with respect  
ni manachīhitoonaan

## The University

[www.usask.ca](http://www.usask.ca)

The University of Saskatchewan (USask) main campus is located in Saskatoon, Saskatchewan, Canada on Treaty 6 Territory and the traditional Homeland of the Métis. Additional campuses are located in Prince Albert and Regina, Saskatchewan. USask is one of Canada's oldest and most distinguished universities and is home to world-leading research in areas of global importance. Established in 1907, USask is a member of the U15 Group of Canadian Research Universities, a collective of some of Canada's most research-intensive, medical-doctoral universities. It is one of few universities to hold multiple Canada Excellence Research Chairs.

USask is known for its collaborative, interdisciplinary approaches to tackling some of the greatest global challenges of our era—water and food security, energy sustainability, and infectious diseases. USask's vision is to become the university the world needs, [University Plan: The University the World Needs](#); as well as an outstanding institution of research, scholarly and artistic work, learning, knowledge-keeping, reconciliation, and inclusion with and by Indigenous peoples and communities.

The University has a reputation for excellence in teaching, research and scholarly activities and offers a full range of undergraduate, graduate and professional programs to a student population of close to 26,000 from 130 countries. The university offers over 130 academic programs in 13 colleges, four graduate schools, and six affiliated or federated colleges. Study and discovery are enhanced by outstanding facilities, including the [Canadian Light Source](#) synchrotron, [VIDO-InterVac](#), the [Global Institute for Food Security](#), the [Global Institute for Water Security](#) and the [Sylvia Fedoruk Canadian Centre for Nuclear Innovation](#).

USask is uplifting Indigenous to a place of prominence. The University pays respect to the First Nations and Métis ancestors of this place and reaffirms our relationship with one another. USask aspires to be a higher-learning institute in which Indigenous concepts, methodologies, pedagogies, languages and philosophies are respectfully woven into the tapestry of learning, research, scholarship, creativity, and community engagement. In the summer of 2018, the Indigenous community acknowledged the University's commitment and gifted a name to the [University Plan](#); [nīkānītān manācihitowinihk](#) in Cree and [ni manachīhitoonaan](#) in Michif which translates as "Let us lead with respect."



## Western College of Veterinary Medicine (WCVM)

[wcvm.usask.ca](http://wcvm.usask.ca)

The WCVM is the premier centre of veterinary education, research and expertise in Western Canada and a key member of Canada's veterinary, public health and food safety networks. Our college's mission is to provide veterinary education in Western Canada and to act as a centre of veterinary expertise and research.

More than 450 undergraduate and graduate students are enrolled at the internationally-recognized veterinary college that includes a veterinary medical centre, a provincial diagnostic laboratory and large-scale research facilities. The WCVM is part of a comprehensive academic health sciences group located on the University of Saskatchewan campus in Saskatoon, Saskatchewan.

The Veterinary Medical Centre at WCVM is a state of the art facility serving western Canada as an AVMA and AAHA accredited clinic and referral centre. Veterinarians make ideal leaders of One Health, a global initiative for improving animal, human and environmental health through collaboration among all of the health sciences. This is especially true at USask—the only Canadian university with a full complement of health science colleges and schools on one campus.

### Mission

To serve the needs of Western Canada and the World through leading-edge veterinary education and clinical practices that sustains the health, welfare and productivity of livestock, companion animals and wildlife

### Vision

To Educate, Advocate, and Innovate through the Collaborative Pursuit of Exceptional Care for all Animals.





## Operating Philosophy

### **We Educate:**

- by providing world class clinical education and experiences for our professional and graduate students, interns and residents; and
- by relentless attention to increasing the quality of our pedagogy, student support systems, and ongoing professional development for all staff and related faculty.

### **We Advocate:**

- by promoting animal welfare, the human-animal bond and the importance of community outreach, public education, herd health, food safety, and engagement with all stakeholders, alumni and practitioners from across Western Canada and beyond.

### **We Innovate:**

- by supporting the leading-edge development and application of research and scientific discoveries in veterinary medicine.

### **We Collaborate:**

- by promotion and development of the One Health Model of holistic medical services;
- by working in teamwork and partnership with our referring veterinary practices and alumni; and
- by working together to advance evidence-based teaching and learning to achieve the highest standards of educational experiences in our clinical environment.



## Values In Action

### We focus on:

- Patient Care;
- Teaching and Learning; and
- Discovery.

We work together at the Veterinary Medical Centre with empathy and compassion, and we believe in building an organizational culture of trust and integrity. We want to generate a progressive, professional and exceptional environment.

### Simply put, we strive to:

- Practice as a team;
- Treat everyone with dignity;
- Respect everyone's role;
- Empower others;
- Be accountable; and
- Communicate openly and constantly, and by listening to each other.

## The Opportunity: COO, Veterinary Medical Centre

The Western College of Veterinary Medicine is seeking a visionary, highly collaborative and inclusive leader to serve as its inaugural Chief Operating Officer, Veterinary Medical Centre (COO, VMC). Reporting to the Associate Dean Clinical Programs (ADCP) and Chief Operations and Finance Officer, the COO, VMC will contribute to the leadership in fulfilling the mission, vision, goals, and objectives of the Veterinary Medical Centre, ensuring state of the art clinical care, clinical research, and clinical education and experience for professional veterinary medical students, interns, and residents.

As a member of the senior leadership team, the COO, VMC provides direction and expertise to promote and enhance fiscal and administrative leadership through long-term strategy and planning, monitoring, management, and reporting, including management and development of policies, systems, and





processes. This position has primary responsibility for leadership on all VMC matters related to finance, clinical care, workplace health and safety, workflow, scheduling, and internal communications.

#### **Major responsibilities include:**

- Provide strategic and tactical guidance for the development and execution of the VMC people plan
- Leadership and vision in support of the overall success of the clinic, with particular emphasis on developing and ensuring strategic goals are met
- Oversee the development and management of budget and financial reports to inform and communicate VMC strategic decisions to enable effective operations and resource allocation of the clinic
- Ensure appropriate policies and procedures are developed, implemented, and followed to ensure efficient and effective internal controls
- Identify and pursue opportunities to support and enhance the long-term growth and success of the College and University;

## **Accountabilities**

#### **People and Environment**

- Ensures staff complements are effectively planned, implemented, and managed
- Recruitment and retention of highly motivated and committed professional and support staff, including providing coaching, development and mentoring as needed
- Ensures employees are held accountable for high standards of performance and outcomes
- Models a high standard of performance and professionalism
- Supports staff in delivery of high-quality teaching, and clinical research
- Ensures and reinforces positive, diverse, and inclusive work and learning environments, promoting a culture of collaboration, professionalism, dignity, and respect consistent with college core values
- Supporting and advocating client centered care and patient safety as a quality measure



### Strategic Planning

- In collaboration with the ADCP and other members of the WCVM Senior Leadership and VMC Leadership in the development of long and short-term priorities for the VMC, providing strategic analysis for planning, processes, and projects that impact the VMC
- Creates and implements long and short-term strategies to address the operational needs and responsibilities for the VMC, ensuring alignment with WCVM and University priorities
- Develops quality and strategic relationships with veterinary professionals outside of the VMC to ensure a steady stream of referral cases essential to the teaching and research of the College
- Ensures VMC plans, interests and outcomes are aligned with the College and University Plan through effective advocacy and promotion
- Represents the VMC to internal and external stakeholders and provides leadership to College and University initiatives
- In consultation with the ADCP, ensure that clinical quality of care standards are incorporated into all strategic planning and hospital operations

### Financial and Resource Management

- Develops and effectively manages annual and multi-year budgets in accordance with the College and University policies, and identifies innovative revenue opportunities and solutions to resource challenges
- Provides comprehensive financial analysis and reporting to ensure best practice financial management processes are implemented
- In consultation with the ADCP, identifies ongoing funding requirements and resource needs to ensure a strong clinical program and a high productivity of clinical service delivery is met
- Identifies and pursues opportunities to support and enhance the long-term growth and success of the VMC in the areas of physical, financial, and human resources; ensures the efficiency and effective management of its operations, and safeguards its success and fiscal viability
- Ensures proactive planning, management and oversight of facilities and infrastructure within the VMC, including ongoing project management and equipment renewal initiatives
- Ensures best practices in hospital administration, clinical care and client services are met or exceeded





### Risk Management

- Incorporates the identification, assessment, and management of risks into the planning processes for the College and the VMC
- Communicates and ensures compliance with university policies, *professional licensing bodies*, federal and provincial laws and regulations, ethics standards, and protocols
- Ensures that the activities, information, and reports of the VMC are accountable and transparent
- Ensures high standards with respect to health and safety of employees, clients and patients of the hospital

## Education and Experience

Bachelor's degree in business, healthcare management, or a related field with a minimum of 10 years of progressive experience in leadership, administrative and financial management in a healthcare environment, with an understanding of clinical operations and patient care in a hospital is required.

A strong understanding and experience in strategic planning, hospital management, business planning, financial analysis and organizational effectiveness is also required.

- Significant experience managing multiple initiatives with changing and often conflicting priorities is essential.
- Demonstrated success in leading people to achieve exemplary performance and outcomes is essential.
- Strong interpersonal skills and experience working with diverse communities and stakeholders will be critical to the candidate's success in this position.
- Must possess knowledge and understanding of issues (including cultural, socio-economic and other factors) affecting Indigenous peoples; and an awareness that Indigenous engagement is a strategic priority at the University of Saskatchewan.

## Competencies

**Leadership / Vision** - The demonstrated ability to build a shared, compelling and credible vision of the future, influencing people to ensure outcomes that support achieving the vision; a culture of leadership.





**Management of People and Processes** - Demonstrated ability to build trust, manage performance, develop people and delegate work appropriately. Ability to work with staff, users and stakeholders to develop and define process.

**Support for Progress** - The demonstrated ability to initiate, implement, and support innovation and institutional change and enhance programs and services.

**Results Orientation** - Focuses on results and completing objectives within the framework defined by the University's plans and policies.

**Personal Effectiveness** - Demonstrates an ability to reflect, clarify and commit to what is important, take responsibility for growth and development, and contribute to positive and productive work and learning environments.

**Communication** - Demonstrated ability to convey information and ideas to individuals in a manner that engages the audience and helps them understand, retain, and respond to the message.

**Relationship Building** - The demonstrated ability to develop the rapport necessary to build, maintain and/or strengthen partnerships and relationships inside and outside of the University.

The University of Saskatchewan (USask) main campus is located in Saskatoon, Saskatchewan, Canada on Treaty 6 Territory and the traditional Homeland of the Métis. The Saskatoon area has been inhabited for over 8000 years, first by First Nations people. We pay our respect to the First Nations and Métis ancestors of this place and reaffirm our relationship with one another.

## Saskatoon, Saskatchewan

Saskatoon is a growing, thriving community, graced with the vibrant beauty of nature. The largest city in Saskatchewan, with a population just over 266,000, people choose Saskatoon as their place to live, work and raise a family for a variety of reasons. Situated in the South Saskatchewan River Valley, and surrounded by farmland, it is in a central, beautiful part of the province. Divided by the winding South Saskatchewan River, Saskatoon's east and west face are joined by a series of bridges lined with several kilometres of trails to jog, walk and explore. The City has a young demographic that welcomes people

from all over Canada and the world, a diverse, multicultural city with over half the population under 40. Saskatoon has a strong, diversified economy with a wealth of resources in various industries including agriculture, potash, oil and uranium. Newer opportunities have emerged in crop science and renewable energy, research and technology.

- Saskatoon provides convenient amenities of a larger city, set in a beautiful natural setting.
- Saskatoon sits on the banks of the South Saskatchewan River and is surrounded by parks and green spaces.
- Saskatoon is one of the sunnier places in Canada, often with a giant blue sky overhead. Summer temperatures range from 20°C to 35°C, winters from 5°C to -30°C.
- Saskatoon enjoys one of the lowest costs of living among major cities in Canada, combined with low unemployment and a growing economy.
- Home to [John G. Diefenbaker International Airport](#) with flights from cities in Canada and North America.

For more information on Saskatoon visit [City of Saskatoon](#) and [Tourism Saskatoon](#).

## Express Your Enthusiasm for This Role

Email a convincing cover letter and tailored resume (PDF or Word) to **Allan Nelson or John Dugdale** at [calgary@leadersinternational.com](mailto:calgary@leadersinternational.com) indicating the job title in the subject line of the email.

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