

POSITION AND CANDIDATE SPECIFICATION



UNIVERSITY OF TORONTO

PRESIDENT



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OPPORTUNITY STATEMENT

The 16th President of the University of Toronto will have the opportunity to lead the preeminent university in Canada and one of the top universities in the world, renowned nationally and globally for its excellence in scholarship and research. Located in North America's most culturally diverse city, the University of Toronto offers students, faculty and staff the richness of its equally diverse range of programs and institutions through its tri-campus structure, college system, Federated universities and academic health sciences network. The role will appeal to an accomplished academic with a demonstrated track record of inspiring, creative and bold leadership, who thrives in a complex environment, and is able to work effectively with community, government and other external partners to advance the mission of the University.

THE UNIVERSITY

Established in 1827 by Royal Charter, the University of Toronto is the largest and most prestigious research intensive university in Canada and is routinely ranked in the top 25 internationally.

The University of Toronto operates on campuses in downtown Toronto, Mississauga and Scarborough, as well as in partnership with ten internationally recognized academic hospitals. It has more than 11,000 faculty and staff and some 79,000 students across 3 campuses, 20 Faculties and Schools and 7 undergraduate Colleges. It attracts students from more than 96 countries and has over half a million alumni living in 175 countries.

Over the last 30 years, University of Toronto professors received almost a quarter of all national awards. The University of Toronto continues to lead the country with its allocation of prestigious Canada Research Chairs, currently numbering 238.

Operating on a budget of \$1.8 billion in 2012-2013, the University's estimated economic impact in the Greater Toronto Area is approximately \$6.3 billion. The University's investments, consisting of expendable funds, endowments and pension funds, currently total \$5 billion.

In November 2011, the University launched a \$2 billion fundraising campaign, "Boundless," and has raised \$1.15 billion as of November 2012.

THE POSITION

Mandate and Priorities

The next President of the University of Toronto will be an inspiring leader who persuasively articulates the vision of the University as a leading international teaching and research institution; who has a passion for students; who nurtures a collegial culture in which bold steps toward achieving the vision of the institution are not only feasible but expected; who takes measured and informed risks; and who works tirelessly and imaginatively to obtain the resources and create the partnerships needed to achieve the University's goals.

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While responsible for progress in achieving all institutional goals, the next President will be expected to devote particular attention to the following priorities identified by the University community:

- **Increasing the University's capacity for creating knowledge, and advancing research and scholarship.** Ensuring that the University of Toronto is recognized internationally as outstanding among its peer institutions. Encouraging a culture that will enable the pursuit of innovation, knowledge transfer and entrepreneurial activity in the institution's endeavours at home and abroad.
- **Enhancing the quality of student experience.** Demonstrating a deep commitment to educating students and to promoting the enhancement of student life, inside and outside the classroom, including the appropriate use of new technologies. Continuing to position the University of Toronto as a leading force on the local and global stage in defining what it means to be a well-educated, engaged citizen in today's global and multicultural environment and in ensuring an outstanding student experience that consistently delivers on that definition.
- **Fostering a culture of excellence, inclusiveness and innovation.** Demonstrating an unrelenting commitment to attracting, motivating, recognizing and retaining excellent students, faculty, and staff and cultivating an environment that celebrates diversity and a sense of common purpose.
- **Building effective relationships and ongoing communication with external stakeholders that will advance the University's interests and those of post-secondary education in general.** Strengthening economic, cultural and social relationships with the provincial, federal and municipal governments, local communities, teaching hospitals and their research institutes, foundations, other universities, industry, donors and alumni. Maintaining proactive and on-going communication and collaboration with those groups and individuals. Being a visible advocate, in partnership with other university leaders, to advance post-secondary education and research provincially, nationally and internationally.
- **Developing innovative approaches to achieving financial sustainability.** Inspiring creative solutions to the challenges of funding, capacity constraint and external pressures including international competition. Demonstrating disciplined oversight of the fiscal and operational activities of the university and supporting consensual decision making process.
- **Engaging the full University of Toronto community in the ongoing development and realization of a distinctive and compelling vision that is marked by a commitment to the University's public mission, transparency, accessibility and an unwavering respect for diversity and excellence.** Drawing on the University's rich character, history, and distinct values and consistently communicating that vision with passion and confidence, both internally and externally.

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CANDIDATE EXPERIENCE AND QUALIFICATIONS:

The following background, qualifications and qualities have been identified in consultation with the University community as those that will be sought in candidates under consideration.

Demonstrated Experience

The next President of the University of Toronto will bring outstanding academic credentials and a record of increasing responsibility and successful leadership in an institution known for its creation, preservation and dissemination of knowledge and for its commitment to pedagogical excellence, innovation and equity. Specifically, he/she will have a clear record of successful academic administrative leadership, characterized by accomplishments that demonstrate academic excellence and a proven commitment to the values of academic integrity and freedom, that includes:

- Developing and advancing a vision based on the unique identity of the university, and effectively linking resource allocation decisions to that vision.
- Enhancing the profile of a university (locally, provincially, nationally, and internationally) by representing it effectively in the public domain, communicating its vision to both internal and external constituencies and developing partnerships with governments and other private and public institutions in support of its mission.
- Attracting, retaining and inspiring a high performing and collaborative senior team dedicated to the day-to-day leadership and oversight of the operations of the University.
- Demonstrating a clear understanding of what makes universities work effectively and specifically, experience in overseeing large and complex budgets, financial resources, infrastructure and investing resources strategically, while inspiring innovative solutions to the challenges of funding, capacity constraint and external pressures including international competition.
- Balancing investment in both teaching and research in undergraduate, graduate, clinical and professional settings, where commitment to equity and excellence remains central to decision-making.
- Enthusiastically engaging directly and successfully in fundraising activities.
- Working effectively in a collegial decision-making environment.
- Working effectively with a board of governors.

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Critical Competencies for Success

Institution Building

The University of Toronto places a premium on excellence and access in an environment where global competition for the highest quality faculty, staff and students is at an all-time high while external government support is increasingly limited. In this context the President will lead the advancement of the University's considerable capabilities, assets and reputation by:

- Inspiring financial support and stewarding the financial capital required to elevate and maintain excellence in the University's recruitment and retention of academic and administrative staff, students and in its infrastructure.
- Building closer relationships with all levels of governments.
- Leveraging superb strategic and organizational skills to further the directions outlined in *Towards 2030: A Third Century of Excellence at the University of Toronto* without sacrificing quality across all areas of the University's multi-part mission with particular attention to core and foundational components such as undergraduate education and fundamental research.

Engaged Leadership

The next President must be able to engage productively across the complex multi-nodal University by:

- Listening, proactively engaging in direct dialogue, being a visible presence on the campuses and consistently connecting with multiple constituencies – students, faculty, staff, and alumni.
- Actively developing mechanisms to support interaction and relationship-building between the University and academic, scientific, health-care, civic, and cultural institutions in relation to each of the three campuses, the Constituent Colleges, Federated Colleges and Universities and the Toronto Academic Health Sciences Network.
- Leveraging existing and creating new relationships to build and expand partnerships that will enhance the University and support its mission.

Expanding Global Reputation and Presence

Leading the premier university in Canada, the next President will be asked to continue to build on the University of Toronto's international research reputation and to increase the institution's capacity for creating knowledge and advancing scholarship in a way that is recognizably distinct within a field of intense competition. He/she must also work to maintain and increase the

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recognition of the University's impact and importance locally and nationally. This will be accomplished by:

- Defining a clear international strategy that will significantly increase the university's global reach and profile.
- Continuing strategic development of a strong global network related to research and teaching.
- Creating a climate that fosters innovation and promotes the University of Toronto's distinctiveness, accomplishments and opportunities to national and international audiences.
- Actively placing the University as a leader on issues of the day and trends for the future.

Other Personal Characteristics

- **Passion and energy:** A deep commitment to and respect for the University of Toronto with a reputation for genuinely inspiring and engaging with students, faculty, staff, and alumni and the tenacity and desire to be a tireless ambassador.
- **Integrity:** A record of upholding high ethical standards that is widely acknowledged within and beyond her or his current institution, a respect for others, an understanding of diversity and the courage and ability to make difficult decisions.
- **Global outlook:** A global thinker comfortable in an increasingly connected world.
- **Institutional ambition:** Unapologetically lofty ambitions for the institution.

THE APPOINTMENT

The President of the University of Toronto will be expected to take office on January 1, 2014, or another mutually agreed upon date.

By statute, the President is required to be a Canadian citizen.

All qualified candidates are encouraged to apply. The University of Toronto is strongly committed to diversity within its community and especially welcomes applications from visible minority group members, women, Aboriginal persons, persons with disabilities, members of sexual minority groups and others who may contribute to the further diversification of ideas.

The Presidential Search Committee will begin its consideration of individuals immediately. Nominations and applications, including qualifications and accomplishments on the basis of which the individual merits consideration, should be submitted in confidence to:

SpencerStuart

Spencer Stuart
One University Avenue, Suite 1900
Toronto, Ontario, Canada M5J 2P1
Fax: 416-361-6118
E-mail: UofTPresident@spencerstuart.com

FOR MORE INFORMATION ON THE UNIVERSITY OF TORONTO

Visit the University's website at www.utoronto.ca

The University of Toronto's current strategic directions for the next phases of university activity are outlined in "Towards 2030: A Third Century of Excellence at the University of Toronto" (<http://www.towards2030.utoronto.ca>) and in "The View from 2012: An Assessment of the University of Toronto's Progress Since Towards 2030" (http://www.provost.utoronto.ca/academic_planning/the_view_from_2012.htm).