

# Position Profile

Vice-President and Principal,  
University of Toronto Scarborough



UNIVERSITY OF  
**TORONTO**  
SCARBOROUGH



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*Position Profile:*

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Caldwell Partners 1

# The Organization

## University of Toronto Scarborough (UTSC)

Located in Canada’s largest city, within one of the most culturally diverse communities in the world, University of Toronto Scarborough (UTSC) is a vibrant urban campus. Situated amidst the lush parkland of the Highland Creek Valley, UTSC combines the intimacy of a close-knit campus, the breadth of the liberal arts, and the depth and rigour of one of the world’s best research universities. University of Toronto Scarborough is one of the three major campuses of the University of Toronto (along with the St. George campus and the University of Toronto Mississauga).

The culture at UTSC is welcoming and ambitious – deeply supportive of its 14,000 students and responsive to its community. Established in 1964, UTSC is a pioneer and leader in experiential education, giving students a head start on their futures through co-ops, internships, community engagement, and hands-on research. Today there are close to 50,000 alumni who chose to study at UTSC.

UTSC’s mission is to be a world-leading centre of research and intellectual growth in the eastern Greater Toronto Area. It has a history of bringing its academic resources to bear on issues of public concern. UTSC exemplifies diversity of thought and perspective, with a global outlook that leverages the uniqueness of its local community.

Over the past five years, the campus has grown in scale and complexity: a 20 per cent increase in enrolment, a 60 per cent increase in international undergraduate students, and a faculty community renewed through steady hiring. Student life is engaging, with over 230 on-campus clubs, and tailored programs that welcome and support a diverse student population, including first-year students, international students, Indigenous students, and UTSC’s many first-generation students. Recognized for academic excellence, experiential learning opportunities, collaborative spirit, and transforming research partnerships, UTSC is on a positive trajectory of evolution and growth, with greater opportunities still on the horizon. Additional information is available at [utsc.utoronto.ca](http://utsc.utoronto.ca).



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### *Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 2

## Academic Departments

UTSC offers a wide range of programs, including 165 undergraduate programs, through 16 departments:

Anthropology	Human Geography
Arts, Culture and Media	Interdisciplinary Centre for Health & Society
Biological Sciences	Management
Computer and Mathematical Sciences	Philosophy
Critical Development Studies	Physical and Environmental Sciences
English	Political Science
French and Linguistics	Psychology
Historical and Cultural Studies	Sociology

## Co-op Programs

UTSC's 36 co-op programs equip students with on-the-job experience designed to set them on the path for a successful career. While completing their degrees, students are given opportunities to gain exposure to various roles and industries, interact with employers, fellow students, and alumni, and refine their job search skills. Through work term lengths of four, eight, or twelve months, students form deeper insights and experience enriched learning – a distinctly competitive advantage for future work terms and beyond. Additional information is available at [utsc.utoronto.ca/admissions/about-co-op](https://utsc.utoronto.ca/admissions/about-co-op).

## Combined Degree Programs

These programs combine UTSC's strength in undergraduate education with the University of Toronto's broad range of excellent graduate program offerings. One example is the combined HBA/HBSc and Master of Teaching, a degree program offered jointly by the Ontario Institute for Studies in Education (OISE) and UTSC. The program is designed for students interested in studying the intersections of the Physical Sciences, Mathematical Sciences, or French, and Education coupled with professional teacher preparation. Exceptional students who are registered in one of 22 specified Specialist and Major programs are able to apply during their third year of studies, and be considered for admission to the Master of Teaching program, offered by one of the world's most prestigious schools of education. The Combined Mental Health & Master of Social Work program and the Combined Environmental Science & Professional Master of Engineering also bring together the best of undergraduate and graduate education at UTSC and U of T.

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### *Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 3

## Joint Programs

UTSC partners with nearby Centennial College on specialized offerings in new media, paramedicine, and journalism. Students benefit from exceptional faculty at the forefront of their fields and real experience in cutting-edge environments. Graduates learn more while saving time and money en route to a University of Toronto degree and a Centennial College diploma or certificate.

## Professional and Graduate Programs

The University of Toronto offers over 400 areas of study within 280 graduate programs, which comprise faculty from all three campuses. The tri-campus structure of the University of Toronto's graduate programs enriches the scope of the research and teaching initiatives that take place at UTSC and benefits UTSC students at both undergraduate and graduate levels.

The Graduate Departments of Physical and Environmental Sciences and Psychological Clinical Science are both based at UTSC. The Graduate Department of Physical and Environmental Sciences offers a Professional Master of Environmental Science program, which has internship, research, and part-time options, and a Doctor of Philosophy in Environmental Science. The Graduate Department of Psychological Clinical Science adheres to a Clinical Science model of training and offers both a Master of Arts and Doctor of Philosophy in Counselling and Clinical Psychology. A new Master's degree in Accounting and Finance, the first of its kind in North America, will commence in May 2018.

## Research

Breakthrough research lies at the very core of the UTSC experience. Whether it's a neuroscientist investigating the molecular mechanisms of Parkinson's disease, a social scientist uncovering workforce inequalities in Bangalore, a food historian exploring the place of food in cultural identity and expression at the Culinaria Research Centre, a literary scholar uncovering an archive of Black Canadian Prairie writing, or an environmental scientist inventing a new way to illuminate the impacts of climate change on soil fertility, UTSC researchers are working across disciplines to improve the world. At UTSC, undergraduates have opportunities to enrich their learning by participating in this research.

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*Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 4

## **Equity, Diversity, and Inclusion**

UTSC is committed to creating an environment for success for every individual in its community, and believes that personal and social circumstances should not be an obstacle to achieving one's potential. Transparency, fairness, and inclusivity are central tenets at UTSC, and set the stage for its dynamic culture of achievement.

A multicultural, pluralistic community of students, faculty, and staff, UTSC fosters diversity and inclusion in all facets of its culture – from the people who study and work on campus, to the multiplicity of voices, viewpoints, and ideas encouraged in the curriculum and in campus discourse. UTSC's diversity stimulates excellence and innovation: in classes and clubs, through cultural and academic events, UTSC creates opportunities for people to discover, engage with, and learn from the world in all its richness.

UTSC is committed to implementing the recommendations of the Steering Committee for the U of T Response to the Truth and Reconciliation Commission of Canada. In consultation with community elders, UTSC is reviewing all courses with Indigenous content, and has a number of course- and faculty-related initiatives either under consideration or in progress. Efforts are also underway to begin the process of creating an Indigenous Centre on campus.

## **International Strategy**

The concept of global perspective is central to UTSC. The campus leverages the uniqueness of one of Canada's most multicultural regions and welcomes scholars and researchers from around the world. UTSC continues to strengthen its international strategy in order to enhance opportunities for faculty and students, and to encourage students to become global citizens. Working collaboratively with the Vice-President, International at the University of Toronto, a UTSC Principal's International Advisory Group is in place to help accomplish these goals.

As part of the University of Toronto's overall academic mission, a significant priority for the University is to deepen, focus, and strengthen international partnerships. The Office of the Vice-President, International engages with institutions in regions, countries, and cities of strategic priority and leverages international opportunities for research, scholarship, and mobility. The office provides leadership on international initiatives, develops and maintains key international partnerships, and engages in a range of activities to further the priority of internationalization.

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### *Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 5

## Eastern GTA Relationship

UTSC fosters a campus culture of engagement, promoting high-impact partnerships that are mutually beneficial, innovative, collaborative, and accessible. Through scholarship, research, service, and business practices that support positive economic, social, and cultural development, UTSC's engagement in the eastern GTA is long-term and multi-generational. As they partner with UTSC's neighbours, students develop the intellectual, ethical, and personal skills that underpin good citizenship, leadership, and purposeful work.

UTSC has co-developed a unique and successful approach to community development that has tremendous potential for transformational change locally and profound implications for community/university work across the country. This approach is based on reciprocal learning – a collection of principles and practices that focus on UTSC and the community understanding each other's needs and values and creating place-based action plans that meet both pedagogical needs and local social change agendas. UTSC is making a difference in the lives of its students and its community as a good neighbour and committed partner in building a stronger region. UTSC partners with many community organizations in the eastern GTA (for example, the Toronto Zoo, the East Scarborough Storefront, and the Scarborough Film Festival, to name just a few).

## UTSC Campus

The UTSC community enjoys a 300-acre campus in the Highland Creek Valley, one of Toronto's most spectacular natural settings. Designed by architect and U of T Professor John Andrews, the Andrews Building exemplifies the Modernist notion of connection with the environment, framed by woods and balanced above the ravine and river below. The original campus was built using design ideals, materials, and construction processes that were at once innovative and ancient. The remarkable combination of landscape and design continues to draw architecture scholars, students, and aficionados from around the world to UTSC.

As enrolment has grown, the campus has increased densification while continuing the original campus master plan principles: design, commitment to high-quality architecture, natural open spaces, and student-centred experience of the built environment. The campus has expanded with the addition of residences, as well as facilities for student services, athletics and recreation, research, and teaching. Each building represents UTSC's academic mission and student-centred values with unique, contemporary architecture. The most recent examples

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### *Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 6

are two new LEED Gold-certified buildings by award-winning architects – the Toronto Pan Am Sports Centre and the Environmental Science and Chemistry Building. A new five-storey academic and administrative facility, Highland Hall, will open its doors in 2018. In February 2018, construction will begin on a new residence for 750 students that is expected to meet passive house standards.

## University of Toronto

The University of Toronto (U of T) was established in 1827 by royal charter. Fully committed to teaching and research as complementary facets of scholastic achievement, U of T is consistently ranked among the top 25 universities in the world for research, teaching, and innovation. The University has more than 21,000 faculty and staff and some 88,000 students across three campuses, an annual budget of \$2.3 billion, and research grant and contract support of more than \$1.2 billion.

In 2017, U of T was ranked 13th in the world for the employability of its graduates. Alumni include many thousands of distinguished researchers, teachers, decision makers, and persons of influence, including prominent federal, provincial, and municipal politicians, global business leaders, and eminent philanthropists.

The University of Toronto Libraries system is the largest academic library in Canada, comprising 44 libraries located on three campuses. The University is linked to the acclaimed clinical and research centres of its nine fully affiliated hospitals, and supports a vigorous program of commercialization through University of Toronto Entrepreneurship and its nine incubators and accelerators. President Meric Gertler has identified enhancing undergraduate education, deepening international collaboration, and leveraging the University's position in the Greater Toronto Area – one of the world's most vibrant and diverse urban regions – as the University's top three strategic priorities.

Additional information is available at: [utoronto.ca](http://utoronto.ca).

# Key Relationships and Contacts

Title:	Vice-President, University of Toronto and Principal, University of Toronto Scarborough
Reports to:	President, University of Toronto (on administrative and management matters) and Vice-President and Provost (on academic matters)
Direct Reports (senior team):	Vice-Principal Academic and Dean Vice-Principal Research Chief Administrative Officer Dean of Student Affairs Executive Director, Development & Alumni Relations Director, Human Resource Services
Location:	University of Toronto Scarborough (UTSC), 1265 Military Trail, Scarborough, ON M1C 1A4
Key Internal Contacts:	Beyond those listed above, key internal contacts include students and student groups, faculty and staff, the executive team (U of T), the Campus Council (UTSC), and the Governing Council (U of T)
Key External Contacts:	Key external contacts include Scarborough community members, partners, government leaders, and peers in other post-secondary institutions



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## *Position Profile:*

Vice-President and Principal, University of Toronto Scarborough



# Role and Responsibilities

The Vice-President and Principal collegially develops and promotes a vision for UTSC and ensures the pursuit of its academic and societal mission and mandate, consistent with the University of Toronto's mission and values. The role is responsible for collaboratively leading the development and implementation of UTSC's strategic and operational plans and priorities, and is accountable for administrative management, including financial responsibility and sustainability.

As chief executive officer of the campus, the Vice-President and Principal leads the UTSC community by attracting faculty, students, researchers, and funding, as well as overseeing and helping develop new undergraduate, graduate, and professional programs that provide an excellent educational experience for students and premier research opportunities for faculty. The Vice-President and Principal also initiates partnerships that benefit one or more of UTSC's many stakeholders, including students, the campus, the community, local industry, and/or the University.

The Vice-President and Principal encourages collegial relations and ensures that UTSC is respectful and inclusive, upholding and protecting individual human rights and academic freedom, and committed to the principles of equal opportunity, equity, and justice. The Vice-President and Principal engages actively and transparently with students, faculty, staff, alumni, and the Scarborough community.

As chief ambassador and spokesperson for UTSC, the Vice-President and Principal leads fundraising and institutional advancement, seeking opportunities and raising funds from public and private sources. The role includes responsibility for promoting post-secondary education and attracting resources that advance the campus and the University, through developing and maintaining relationships with individual, corporate, and government funders, granting councils, alumni, partners, and other post-secondary leaders at the local, provincial, national, and international levels. The Vice-President and Principal is also responsible for continuing to strengthen UTSC's mutually beneficial connections with the local community.

In accordance with the University of Toronto's tri-campus structure, the Vice-President and Principal serves the University of Toronto as a member of its executive team, reporting to the University President on administration and management and to the Vice-President and Provost on academic matters. The dual nature of the role means that the Vice-President and Principal leads UTSC, while also serving as a member of the University of Toronto's leadership team, contributing to the whole University and strengthening links to other divisions and campuses. At the same time, the Vice-President and Principal represents a distinct administrative unit within the University of Toronto's tri-campus structure.

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## *Position Profile:*

The Vice-President and Principal is responsible for all aspects of campus operations through the leadership and development of a team of direct reports at UTSC. Members of the team are responsible for academic and research quality and programs, student affairs, administration, human resources, and fundraising and alumni relations.

The Vice-President and Principal is also a member of the UTSC Campus Council, a 28-member governance body that reports to the Governing Council of the University of Toronto. The Council is comparable to a Board of the Governing Council and comprises representatives of the five estates: teaching staff, students, administrative staff, librarians, and community members. Its three Committees are: Academic Affairs, Campus Affairs, and the Agenda Committee. The Vice-President and Principal is a Voting Assessor of the Council. On behalf of the Governing Council, the UTSC Campus Council exercises governance oversight of campus-specific matters. In general, it is concerned with matters affecting the campus's objectives and priorities, the development of short- and long-term plans, and the effective use of resources in the course of these pursuits.

## Context: Building on Strengths

Building on strong foundations and furthering UTSC's established momentum, the Vice-President and Principal will catalyze a community that aspires to greater achievement, attracting funding, faculty, researchers, and domestic and international students, and enhancing its reputation for teaching, scholarship, and research of the highest quality. UTSC is recognized for its strength in undergraduate education; its opportunities lie in departments working collegially to expand the campus's teaching and research enterprise and to develop imaginative and relevant undergraduate, graduate, and professional programs in established and emerging fields of scholarship. The next Vice-President and Principal will recognize and realize opportunities to further differentiate UTSC and position it for greater local and global impact.

- Experiential learning is one of the hallmarks of the UTSC approach to education. Through educational experiences such as co-operative learning, research assistantships, internships, community volunteerism, and co-curricular participation in campus life, UTSC graduates are given a head start on their futures through opportunities that connect them to the world at large. UTSC's long-standing focus on learning outside the classroom is an important differentiator upon which to build.
- Acknowledged for its strengths in undergraduate education and experiential learning, UTSC aspires to offer new relevant programs. The next Vice-President and Principal will inspire the development of new undergraduate, graduate, and profes-

sional programs that provide opportunities for students and respond to emerging needs in the community and the region.

- UTSC aspires to be a research magnet in the eastern Greater Toronto Area. As part of the tri-campus system of Canada's leading university, UTSC can play a leading role in fostering innovative approaches to research and learning. The next Vice-President and Principal will have an opportunity to expand the research enterprise at UTSC, building upon core strengths in programming, as well as on UTSC's relationship with the local community and understanding of the suburban context.
- Many students come to UTSC for the student experience. The close-knit campus is welcoming and supportive, with over 230 active on-campus clubs and a strong focus on healthy lifestyles and wellness. The campus population's diversity is a strength upon which to continue to build. The positive student experience is enhanced by UTSC's engagement with the eastern GTA community – as an example, faculty and students with expertise in management and the environment are partnering with industry to develop new clusters of expertise in the region. It will be important to continue to nurture and amplify these distinctive aspects of the UTSC experience.
- UTSC works to ensure that personal and social circumstances are not barriers to student success, and has worked with post-secondary partners and neighbours such as Centennial College to create joint programs and pathways that provide more undergraduate and graduate education opportunities. Student services at UTSC support its many first-generation students as well as international students. A key focus for the next Vice-President and Principal will be fundraising to provide more scholarships and bursaries, in order to increase access, opportunity, and international mobility.
- The University of Toronto is committed to being an internationally significant research university, with undergraduate, graduate, and professional programs of excellent quality. As the University's eastern campus within the GTA, UTSC contributes to achieving the U of T mission. One of UTSC's guiding principles is to achieve global impact – exchanging approaches and ideas with local and global communities, welcoming these communities to the campus, and supporting student engagement with them, so as to encourage and inspire different forms of knowledge exchange, co-creation, and collaboration.
- UTSC is a part of the University of Toronto's tri-campus structure, which has continued to evolve over a number of years. It will be important for the next Vice-President and Principal to develop and maintain positive and productive working relationships across the University in order to identify and maximize the opportunities afforded by the tri-campus structure.

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*Position Profile:*

# The Candidate

## Education and Qualifications

- A distinguished academic recognized for excellence in teaching, research, and service
- Full professor / eligible for full professorship at the University of Toronto Scarborough

## Experience

- A track record of successful academic executive leadership experience
- Experience in a respected research university of relevant scale and complexity
- Understanding of the opportunities and challenges for higher education
- A track record of successfully developing and implementing strategic plans
- Operational and fiscal management experience of sufficient scale to prepare one to lead a distinct administrative unit as well as to contribute as a member of the leadership team of a world-renowned research university
- A track record of inspiring a culture that embraces innovation and upholds the highest standards of excellence
- Experience supporting faculty in developing successful research programs and attracting individual and team research grants
- Experience supporting faculty to achieve excellence in teaching
- Demonstrated interest in and a track record of advocating on behalf of different disciplines
- Experience fostering the development of practical, relevant, innovative undergraduate, graduate, and professional programs that support theoretical and experiential learning as well as pure and applied research
- Previous success in supporting scholarly activity and program development as well as identifying and encouraging important emerging areas of scholarship
- Experience building productive relationships of transparency and trust with students, faculty, staff, alumni, and community and other stakeholders
- A track record of productive government relations
- Experience as a fundraising leader, resulting in the attraction of significant revenue from individuals, corporations, and government
- Experience building relationships and creative partnerships with post-secondary organizations and local anchor institutions and industries

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*Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 12

- A track record of championing equity, diversity, and inclusion, and a history of establishing connections with and encouraging leadership among under-represented groups on campus
- Experience in the attraction and retention of outstanding talent
- Experience supporting and promoting a healthy workplace culture
- Ability to foster a collaborative team environment
- Experience leading people through change in a complex, collegial environment

## Leadership Attributes and Personal Characteristics

- Visionary and inspiring
- Strategic, analytical, nuanced, lateral thinker
- Collegial and persuasive
- Firm, fair, progressive, and open-minded
- Evidence-based and principled in decision-making and problem-solving
- A clear communicator with excellent listening skills
- Emotionally intelligent, compassionate, and diplomatic
- Operates with transparency and integrity
- Results-oriented, recognizes opportunities, and is willing to take risks
- Focused on the well-being and success of students, faculty, and staff
- Will embrace and champion UTSC's commitment to access, equity, and diversity, as well as to advancing the recommendations of the Steering Committee for the U of T Response to the Truth and Reconciliation Commission of Canada

## Location

### Toronto, Ontario

The fourth-largest city in North America, Toronto is regularly ranked among the world's most liveable cities. Situated on the shores of Lake Ontario, with three rivers, miles of parkland, beaches, ravines, and bicycle trails, Toronto is a city built around nature. It is also an international commercial centre – the business centre of Canada, home to the world's seventh-largest stock exchange.

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*Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 13

A cultural powerhouse, Toronto has over fifty ballet and dance companies, six opera companies, two symphony orchestras and the greatest concentration of English-language theatre outside New York and London. Its film industry is one of the largest in the world. The famed Toronto International Film Festival becomes the global centre of the movie business for more than two weeks every September. The Art Gallery of Ontario, re-designed by Frank Gehry, the stunning Four Seasons Centre for the Performing Arts, the Daniel Libeskind re-imagining of the Royal Ontario Museum, and Koerner Hall at the Royal Conservatory of Music are all emblematic of Toronto's cultural renaissance.

Toronto is home to four famed universities, four public colleges, cutting-edge research facilities such as the MaRS Discovery District, the Rotman Research Institute, the Canadian Institute for Advanced Research, the Sunnybrook Research Institute, and world-renowned research and teaching hospitals. Toronto boasts a wide range of museums, the Ontario Science Centre, Ripley's Aquarium, and the Toronto Zoo – not to mention the world's largest urban public library system.

Toronto is served by four major dailies. It has teams in the National Hockey League, Canadian Women's Hockey League, National Basketball Association, Canadian Football League, Major League Baseball, Major League Soccer, W-League Soccer (women's soccer), and the National Lacrosse League.

Three million people live in the City of Toronto – all residents of 140 different neighbourhoods – places of distinct character and vibrancy. The city is renowned for its restaurants, offering food from around the world to satisfy every palate. With over 160 different languages spoken, Toronto is one of the most culturally diverse places on the planet.



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*Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 14

## Scarborough, Ontario

Scarborough is the eastern-most region of the City of Toronto. A popular destination for newcomers to Canada, it is one of the most diverse and multicultural areas in the country. It is served by major highways as well as all of the City's transit services, including subways, buses, GO Transit, and light rail. It is home to the Scarborough and Rouge Hospital, UTSC, and Centennial College.

Scarborough is known for its breathtaking natural scenery. Many are drawn to explore the Scarborough Bluffs, giant clay cliffs spanning nearly 15 kilometres, towering as high as 65 metres above the Lake Ontario waterfront. The Bluffs offer natural green spaces and rare wildlife habitats. The Rouge River, on the eastern edge of Scarborough, has remained relatively untouched by development since the arrival of Europeans in Ontario in the 17th century. The 47-square kilometre Rouge Park is the first national urban park in Canada and encompasses Indigenous archaeological sites.

Many families regularly come to Scarborough to visit the Toronto Zoo, located along the Rouge River. Canada's premier zoo has over 5,000 animals from around the world, and is known for its interactive education and conservation activities.



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*Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 15

# Search Committee

- Professor Meric Gertler, President (Co-Chair)
- Professor Cheryl Regehr, Vice-President and Provost (Co-Chair)
- Mr Conor Anderson, Graduate Student, UTSC
- Professor Aarthi Ashok, Department of Biological Sciences, UTSC
- Professor Joshua Barker, Dean, School of Graduate Studies and Vice-Provost, Graduate Research and Education
- Professor Amrita Daniere, Vice-Principal, Academic and Dean, University of Toronto Mississauga (UTM)
- Professor David Fleet, Department of Computer and Mathematical Sciences, UTSC
- Professor Katherine R. Larson, Chair, Department of English, UTSC
- Professor Hugh Laurence, Vice-Chair and Academic Director, Management and International Business, Department of Management, UTSC
- Ms Nazia Mohsin, Undergraduate Student, UTSC
- Ms Victoria Owen, Chief Librarian, UTSC
- University Professor Keren Rice, Chair, Department of Linguistics, Faculty of Arts and Science
- Professor Salvatore (Sal) Spadafora, Vice-Dean, Postgraduate Medical Education and Continuing Professional Development, Faculty of Medicine
- Ms Sitharsana Srithas, Alumna, UTSC
- Ms Kimberley Tull, Manager, Community Development and Engagement, UTSC
- Professor Holly Wardlow, Interim Director, Interdisciplinary Centre for Health and Society, UTSC
- Mr Larry Whatmore, Community Member, UTSC
  
- Ms Sheree Drummond, Secretary of the Governing Council (Support to the Committee)
- Mr Anwar Kazimi, Deputy Secretary of the Governing Council (Support to the Committee)
- Ms Nadina Jamison, Assistant Vice-President, Strategic Initiatives (Support to Professor Gertler)

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*Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 16



## Application Information

Regularly named one of Canada's Top 100 Employers and one of Canada's Best Diversity Employers, the University of Toronto is strongly committed to diversity within its community and especially welcomes applications from racialized persons / persons of colour, women, Indigenous/Aboriginal People of North America, persons with disabilities, LGBTQ persons, and others who may contribute to the further diversification of ideas. Please note that all qualified candidates are encouraged to apply, but applications from Canadians and permanent residents will be given priority. In accordance with the Accessibility for Ontarians with Disabilities Act, accommodation will be provided to individuals with disabilities throughout the recruitment process.

The Vice-President and Principal takes office in July 2018, or as mutually agreed; consideration of candidates begins in December 2017. Please direct confidential inquiries and/or applications to Project 171036 at [caldwellpartners.com/apply.php](http://caldwellpartners.com/apply.php) or via email to [hiring@caldwellpartners.com](mailto:hiring@caldwellpartners.com).

## Caldwell Partners Team

Our goal is to ensure a positive experience with us and with the University of Toronto Scarborough. Should you have any questions at any time during this confidential process, please feel free to be in touch with us by writing to Caldwell Partners, 165 Avenue Road, Suite 600, Toronto, Ontario, M5R 3S4, or by contacting one of our team members:

**Heather Ring**, Partner | 416.934.2210 | [hiring@caldwellpartners.com](mailto:hiring@caldwellpartners.com)

**Janet Winship**, Associate | 416.934.2234 | [jwinship@caldwellpartners.com](mailto:jwinship@caldwellpartners.com)

**Francene Cipriani**, Project Coordinator | 416.934.2223 | [fcipriani@caldwellpartners.com](mailto:fcipriani@caldwellpartners.com)

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### *Position Profile:*

Vice-President and Principal, University of Toronto Scarborough

Caldwell Partners 17