



Candidate Brief

Vice-President and Principal  
University of Toronto Mississauga

January 2020



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# A Snapshot of the Opportunity

The University of Toronto seeks an inspiring and globally-minded leader to guide the University of Toronto Mississauga (UTM) through its next phase of development. Reporting to the University of Toronto's President on matters of campus management and external relations, and to the Vice-President and Provost on academic matters, the Vice-President and Principal (VPP) is the chief executive of the Mississauga campus and a member of the overall University's executive team. One of three campuses of the University of Toronto, UTM offers a wide range of programs and is home to world-renowned faculty committed to the provision of a superior educational experience for its students, excellence in research, and dedicated service to the broader community.

Over the last fifteen years, UTM has seen remarkable growth. First-rate facilities have been built, including the [Hazel McCallion Academic Learning Centre](#), the [Terrence Donnelly Health Sciences Complex](#), the [Recreation, Athletics and Wellness Centre](#), the [Instructional Centre](#), and the new [Maanjiwe nendamowinan](#) building, a 2019 IIDA Global Excellence Award winner for the education category and a facility that demonstrates the University's ongoing commitment to reconciliation with Indigenous communities. UTM's student population has increased considerably, with more than 15,000 undergraduate and graduate students currently enrolled. The campus is now home to more than 2,300 energized faculty, librarians, and staff, all passionate about UTM's success and its continued advancement nationally and internationally. It has expanded its catalogue of programs in the humanities, social sciences, sciences, and business. In addition to all of this, the campus has developed unique initiatives that demonstrate its inextricable link with the community as well as its steadfast commitment to having impact that is far-reaching, including [The Mississauga Academy of Medicine](#), the [Centre for Medicinal Chemistry](#), the [Institute for Management & Innovation](#), and its programs in [Theatre and Drama Studies](#) and [Visual Studies](#). In 2017, UTM developed an ambitious [academic plan](#) representing the combined efforts of faculty, librarians, students, staff,

alumni, and other community members. The new VPP will help steward the plan, and will ensure the necessary resources are in place to realize the varying objectives that have been identified.

UTM is known for its intimate campus environment. The campus is keen to provide its students with an excellent and holistic experience, and the VPP is a key player in promoting this commitment. To further enhance the student experience, the successful candidate will work alongside the UTM community to increase experiential learning opportunities while encouraging students to play an active role in shaping UTM's future. The new VPP will also encourage deeper integration of graduate students into UTM campus life, and will develop a compelling narrative around why UTM is an attractive location to pursue studies at the graduate level. Finally, a focus on student well-being, mental health, and student resilience will be a priority, as well as seeking to increase resources for student services on campus.

Currently, a major priority area for UTM is growing its research enterprise. The University of Toronto is a research powerhouse, and all three of its campuses are committed to producing and disseminating impactful research and scholarship. While research at UTM grows year after year, the incoming Vice-President and Principal must embrace the opportunity to truly accelerate the campus' research culture. The successful candidate will marshal resources in a manner that enables the campus to realize its research ambitions. They must also work to advance interdisciplinary research and be a consummate supporter of the varying fields of study found at UTM.

The University of Toronto Mississauga embraces and is an advocate for equity, diversity and inclusion (EDI) in all its forms. Among other initiatives, the overall University's role in reconciliation, and its connections with Indigenous students, partners and communities, is deeply important to UTM. The campus is committed to deepening its relationship with Indigenous and racialized communities



and is keen to attract a leader who will dedicate time and energy to this important work. Also, with the growth of international students to UTM, welcoming, encouraging, and supporting their success will be a key component of the VPP's work. The new Vice-President and Principal, by their own leadership and clearly demonstrated set of values, will effectively set the tone for a diverse and inclusive campus, and will ensure that the greater community sees UTM as a campus that values and embraces pluralism and representation.

UTM enjoys a very strong relationship with the City of Mississauga. The city views UTM as a key partner and economic asset and UTM is deeply committed to its role in contributing to a vibrant city and region. Among the many partnerships formed, [Trillium Health](#) now provides U of T medical students and postgraduate medical trainees with clinical placements; and, in 2004, the University of Toronto Mississauga, the City of Mississauga, and other groups in surrounding regions launched the [Healthy City Stewardship Centre](#) to improve the overall health (physical, mental, spiritual, social, and environmental) of the greater community. Given UTM's history and close working relationship with the city, the VPP must be skilled at networking, friend-raising, and city building, and must have a natural inclination for developing and nurturing partnerships with external stakeholders. UTM also enjoys a strong relationship with its growing alumni base, and so the VPP must be committed to sustaining a close relationship with UTM's alumni locally, nationally and globally.

As governments across the country adjust their approaches to funding universities, the Vice-President and Principal needs to provide courageous leadership, and have a vision around building capacity even in a difficult budgetary climate – ensuring that the financial and human resources are in place for the campus to continue its growth trajectory. This will require an entrepreneurial mindset, a recognition that universities must respond nimbly to change and challenge, and the courage to make bold decisions in pursuit of excellence at all levels. The new Vice-President and Principal must be comfortable embracing philanthropy and fundraising responsibilities, must identify diverse, innovative channels for sustainable funding to support excellence in research and pedagogy, and must have the ability to envision and develop novel strategies for attracting and/or generating resources.

This is an exciting time for UTM. The new Vice-President and Principal will have an opportunity to build upon its growth to date, and through their energy, dynamism, and proven experience chart an extraordinary path forward. To be successful in the role, the VPP will embrace UTM's unique culture, perform the requirements of the position with relentless passion and an unassailable commitment to its success, and will work closely with the University of Toronto community as a whole to build global awareness of and interest in this remarkable campus.



# Candidate Qualifications

The University of Toronto is one of the top universities in the world and aspires to progress further in international rankings and reputation. Those in leadership positions at the University must have superior academic profiles and the capability to serve as intellectual leaders. The new Vice-President and Principal will be a respected academic administrative leader, with an exemplary track record of teaching, research, scholarship and service.

The Vice-President and Principal will have in-depth knowledge of the current issues facing higher education in general, and be well versed in the culture of public research universities in particular. The successful candidate will provide effective leadership in a complex, tri-campus organization, and will embrace the pluralism of a research-intensive university located in a metropolitan centre.

Although the Advisory 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:

## Leadership

- A proven ability to inspire a community in pursuit of its goals, and to lead institutional change as needed;
- A history of being a team builder who: develops rapport with others; effectively assesses talents and abilities of team members; delegates and monitors progress; and, supports and encourages professional and personal development;
- A deep commitment to, and passion for, equity, diversity, and inclusion, and nurturing these valued features of UTM and the University of Toronto;
- The ability to articulate a position, build a strong argument, and present it clearly and convincingly to various stakeholders;
- The capacity to be goal-oriented and decisive while being a champion for collaborative processes;
- An excellent listener who synthesizes information before providing direction;

- A deep and abiding commitment to collegial governance, consultation, and consensus-building;
- The ability to help people see opportunity where they initially see constraint;
- The ability to work with divergent interests in a way that promotes cohesion;
- A track record for being politically astute;
- An affinity for fundraising, friend-raising, and being a community liaison, and a strong commitment to building the type of relationships that will help UTM realize its ambitions for the future.

## Administrative Experience

- A proven track record of successfully utilizing superior analytical, organizational, and managerial skills to advance an academic unit and/or institution;
- Extensive academic and budgetary planning experience;
- A proven record of formulating and implementing strategic plans with the participation and support of a diverse constituency;
- Experience serving on university-wide committees;
- A history of having a visible presence on campus and in the community, and the passion and energy to engage with students, faculty, and staff on various institutional matters.

## Attitude/Style

- A personal style that balances firmness and fairness in problem resolution, and which demonstrates an active interest in the lives of students, faculty, staff, and alumni who make up the UTM community;
- An inviting and exemplary communication style, which will help the Vice-President and Principal forge successful relationships with members of the external community, as well as with faculty, staff and students;



- Superb entrepreneurial instincts, and a natural tendency to set high standards and encourage big ideas;
- A capacity for striking the right balance between contemplation and action, and group discussion and individual autonomy;
- A demeanour that exhibits integrity, energy, openness, consistency, sound judgment, fairness, resourcefulness and confidence, coupled with a sense of humour, an accessible manner, optimism and enthusiasm.

## How to Apply

### Equal Opportunity

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 AODA, accommodation will be provided to individuals with disabilities throughout the recruitment process.

### Where to Apply

The new Vice-President and Principal takes office July 1, 2020 or as mutually agreed, with consideration of candidates beginning February 2020. **Inquiries and/or applications, in confidence, should be directed to Gerri Woodford or Jason Murray at [utmprincipal@odgersberndtson.com](mailto:utmprincipal@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.



## Appendix A: The Role of Vice-President and Principal

Reporting to the University of Toronto President on matters of overall campus management and external relations and to the Vice-President and Provost on academic matters, the Vice-President and Principal is the chief executive officer of UTM and a member of the University's executive team.

The Vice-President and Principal will be a distinguished academic and an exemplary leader and administrator. In addition to being an outstanding representative for UTM externally, the Vice-President and Principal will exercise responsibility over a broad range of areas including: student, faculty, library, and staff matters, academic programs, campus budgeting, and internal relations. The Vice-President and Principal will also work closely with the UTM community to advance excellence in academic programming, research, teaching and learning. UTM operates as a distinct administrative unit, with the Vice-President and Principal responsible for all aspects of campus operations.

As Vice-President and Principal, the successful candidate is expected to participate in university-wide planning and initiatives and provide visionary leadership to help raise the profile of the University of Toronto locally and internationally.

At UTM, the Vice-President and Principal will further develop an environment of excellence by:

- Providing visionary leadership and establishing academic and administrative direction consistent with the University of Toronto's mission, purpose and values;
- Clearly articulating, to individuals within and outside the University of Toronto, the academic and research strengths of UTM;
- Ensuring UTM is well administered on a day-to-day basis, and that the appropriate people and resources are in place to support the academic enterprise;
- Attracting and retaining diverse and superior faculty, librarians, students and staff, and ensuring that all new recruitment reflects and reinforces the academic vision of UTM;
- Nurturing and building upon UTM's vibrant multicultural community of faculty, librarians, staff, and students;
- Promoting innovative, multidisciplinary, and curiosity-driven research;
- Promoting a positive and supportive environment for faculty, librarians, staff, and students, and encouraging all members of the UTM community to be fully engaged in conversations that pertain to shaping the institution's future.

The Vice-President and Principal will represent and advance UTM and the University of Toronto in the external community by:

- Building strong relationships with government at the municipal, provincial, and federal levels as well as provincial and federal granting agencies to attract resources that will advance the campus and the University;
- Forging strategic connections with the local community to ensure UTM remains a centre of distinction, and ensuring that UTM plays a pivotal role in the important and transformative task of city building;
- Playing a leading role in alumni relations;
- Developing and strengthening linkages to other divisions and campuses within the University of Toronto;
- Leading UTM's fundraising and institutional advancement endeavours.



## Appendix B: The University of Toronto Mississauga

The University of Toronto Mississauga (UTM), one of three U of T campuses and the University's second-largest division, was established in 1967. The campus has 15 academic departments; an Institute for Management and Innovation with its distinct emphasis on sector-oriented interdisciplinary management education; and an Institute of Communication, Culture, Information and Technology. Its 147 programs cover 90 areas of study. The campus is also home to the Mississauga Academy of Medicine – a medical education and research facility involving collaboration among UTM, the Faculty of Medicine and three major hospitals. The campus population numbers approximately 15,000 undergraduate and graduate students, along with 2,300 full- and part-time employees, including 915 permanent faculty, librarians, and staff. UTM's student population headcount was the 27th largest in 2015, placing it in the top third of Canada's universities by size.

The campus is situated in the City of Mississauga on 225 acres of protected greenbelt along the Credit River, 33 kilometers to the west of U of T's downtown Toronto campus. The modern campus boasts a number of award-winning facilities, including the Hazel McCallion Academic Learning Centre (library and information complex), the Recreation, Athletics and Wellness Centre, and the new Maanjiwe nendamowinan facility. For more information about UTM, visit <http://www.utm.utoronto.ca/>.



*Aerial View of The University of Toronto Mississauga campus*





## Appendix C: The University of Toronto

*"The University of Toronto is committed to being an internationally significant research university, with undergraduate, graduate and professional programs of excellent quality."*

- U of T Mission

The University of Toronto is consistently ranked as one of the world's leading institutions of higher learning, and is renowned for its excellence in teaching, research, innovation and entrepreneurship, which drives economic growth and promote social well-being around the globe. The quality and range of the University's programs – undergraduate, graduate, and professional – span all disciplines and professions and attract top faculty and students from across Canada and around the world every year.

Located in the vibrant and diverse city of Toronto, U of T is also renowned for its leadership in professional education, its pre-eminence in graduate education, its three historic federated universities (Victoria, Trinity, and St. Michael's); and its tradition of strong senior leadership. U of T is a truly global institution, with an extensive alumni network of over half a million people in over 190 countries and territories.

The University of Toronto encompasses 18 faculties and schools, more than 100 departments, and 170 research centres and institutes across three campuses. The University spans the cosmopolitan city of Toronto, with courses offered at campuses in downtown Toronto (St. George), Mississauga and Scarborough, and in the acclaimed clinical and research centres of its nine fully affiliated teaching hospitals. Together, they attract over \$1.3 billion in research grants and contracts each year. U of T also supports a vigorous program of commercialization and entrepreneurship through its ten incubators and accelerators, and is known as one of North America's leading universities in the creation of start-up companies. With more than 20,000 faculty and staff, some 90,000 students enrolled across the three campuses, and an annual operating budget of \$2.7 billion, the University of Toronto is one of Canada's Top 100 Employers and one of Canada's Best Diversity Employers.

Fully committed to teaching, research, and student wellbeing as complementary facets of scholastic achievement, [U of T](#) is consistently ranked among the top 20 universities in the world for teaching, research, and innovation, and among the world's top 10 public institutions. U of T also leads in disciplinary excellence with top ranked departments in fields ranging from neuroscience to geography to philosophy.

In 2017, U of T was ranked 13th in the world for the employability of its graduates. U of T alumni are major economic drivers, having founded 190,000 ventures across all major industries, generating hundreds of billions in annual revenues and employing millions of people globally. U of T graduates also include many thousands of distinguished researchers, teachers, creative artists, decision-makers, and persons of influence, including prominent federal, provincial, and municipal politicians, global business leaders, and eminent philanthropists.

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 diverse urban regions – as the University's top three strategic priorities. Additional information is available at [www.utoronto.ca](http://www.utoronto.ca).



## Appendix D: Mississauga, ON Canada

Mississauga is the sixth most populous city in Canada and the third largest in population size in the province of Ontario. From 2006 to 2011 alone, the city's population increased by 6.7%. Today, Mississauga is home to approximately 721,000 residents and is viewed as a great location to live and work.

In addition to population growth, Mississauga's economy has grown over the years. Today, over 62 Fortune 500 companies base their global and/or Canadian headquarters in the city—a city considered to be an attractive centre for doing business. The Lester B. Pearson International Airport, Canada's largest and busiest airport handling upwards of 40 million passengers annually, is located in the northeast area of the city, and venues such as The International Centre—offering 500,000 square feet of exhibit space—are frequently sought by companies hosting private and public exhibitions. Mississauga is committed to becoming a "Global Business Magnet," and is currently home to approximately 54,000 companies.



Located a short drive west of Toronto, Mississauga is home to 23 neighbourhoods. Culturally diverse, the city takes pride in its range of community and cultural events including Carassauga (a festival of cultures occurring every May), the Mosaic Festival (the largest South Asian multi-disciplinary arts festival in North America), and the Mississauga Waterfront Festival (a festival featuring concerts and family activity). The city's vibrant arts scene is promoted by the Mississauga Arts Council, a council that holds an annual awards ceremony in celebration of the city's artists. The city is known for having a number of cultural venues/public spaces, including the Living Arts Centre, the Art Gallery of Mississauga, Mississauga Celebration Square, and the Hershey Centre.

Mississauga is truly a city with so much to offer. Among other features, it's a wonderful mosaic of commercial districts, historic areas and distinctive neighbourhoods, world-class shopping venues, 480+ parks and green spaces, 1,200+ restaurants, 298 km of trails and pathways, 143 cultural festivals and events, and warm, hardworking residents who take great pride in the region.

For more information about Mississauga, please visit [City of Mississauga](#) and [Discover Mississauga](#).



## Appendix E: Toronto, Canada



Toronto is one of the world's most diverse cities, with more than 100 dialects and languages spoken, and representation from across all cultural groups. As North America's fourth largest city, its 6.4 million residents contribute to Toronto's economic, social, and cultural life. Despite its size, Toronto is known for its friendliness, safety and liveability. The [Economist](#) rates Toronto as the safest city in North America, and in its annual Quality of Life Ranking, [Mercer](#) rated Toronto 16th in 2019.

Toronto is Canada's financial and business capital. As a dynamic, diverse, and expanding city, Toronto makes an ideal location for companies looking for a competitive edge. Toronto's economy is one of the most diverse in North America, and it is fast becoming a leading hub for technology startups—it is the third largest technology sector on the continent, which includes more than 15,000 companies and over 400,000 employees in areas ranging from artificial intelligence to quantum computing and more. The pace of residential building projects reflects the city's rapid rate of growth; Toronto leads all North American municipalities in new large-scale development projects with 185 high-rise buildings currently under construction.

Toronto also boasts a wealth of creative talent, and is home to more than 70 film festivals, including the annual Toronto International Film Festival. It is also home to internationally-recognized symphony, ballet, and opera companies—the Toronto Symphony Orchestra, the National Ballet of Canada, and the Canadian Opera Company. Toronto boasts more than 200 professional performing arts organizations, including the famous Mirvish Productions, and countless commercial and not-for-profit galleries and museums.

Toronto is a city of festivals, including Nuit Blanche, Winterlicious, Pride Month, and the Cavalcade of Lights Festival and Exhibit, which collectively attract more than 2.5 million residents and tourists each year. The city has over 50 major attractions including heritage sites, cultural centres, and zoos, and is home to seven professional sports teams.

For more information about Toronto, please visit [City of Toronto](#) and [See Toronto Now](#).



## Appendix F: Advisory Committee

The following individuals make up the Vice-President and Principal Advisory Committee:

- Professor Meric Gertler, President (Co-Chair)
- Professor Cheryl Regehr, Vice-President and Provost (Co-Chair)
- Professor Joshua Barker, Dean, School of Graduate Studies and Vice Provost, Graduate Research and Education
- Professor Kenneth Corts, Marcel Desautels Chair in Entrepreneurship, Professor of Economic Analysis and Policy, Joseph L. Rotman School of Management
- Professor Ramin Farnood, Vice Dean Research, Faculty of Applied Science and Engineering
- Ms Saher Fazilat, Chief Administrative Officer, UTM
- Professor Jerry Flores, Department of Sociology, UTM
- Ms Shelley Hawrychuk – Chief Librarian, UTM
- Professor Mohan Matthen, Department of Philosophy, UTM
- Professor Rhonda McEwen, Director, Institute of Communication, Culture, Information & Technology (ICCI), UTM
- Professor Fiona Rawle, Associate Dean, Department of Biology, UTM
- Professor Lindsay Schoenbohm, Chair, Department of Chemical and Physical Sciences, UTM
- Mr. Kyle Thomas, full-time undergraduate student, UTM
- Professor Melanie Woodin, Dean, Faculty of Arts and Science
- Ms Nadina Jamison, Chief Strategy Officer, Office of the President (non-voting, ex officio member)





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