



Candidate Brief
Vice-President and Provost
University of Toronto

April 2023



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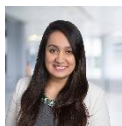
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University of Toronto

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

"The University of Toronto is dedicated to fostering an academic community in which the learning and scholarship of every member may flourish, with vigilant protection for individual human rights, and a resolute commitment to the principles of equal opportunity, equity and justice." - U of T Mission

The [University of Toronto](#) is consistently ranked as one of the world's greatest universities, distinguished by an extraordinary depth and breadth of excellence in teaching, research, innovation and entrepreneurship, which drives economic growth and promotes social wellbeing around the globe. One of the world's largest and most highly regarded centres for advanced education, and one of North America's largest hubs for lifelong learning, 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 cosmopolitan city of Toronto and Greater Toronto Area, U of T is one university with three campuses, each of which is a comprehensive centre for teaching and research: U of T St. George, U of T Mississauga (UTM), and U of T Scarborough (UTSC). The institution 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 640,000 people in over 190 countries and territories. U of T graduates include many thousands of distinguished researchers, teachers, creative artists, decision-makers, and persons of influence, such as prominent federal, provincial, and municipal politicians, global business leaders, and eminent philanthropists.

The University of Toronto encompasses 18 faculties and schools, more than 100 departments, 170 research centres and institutes, and nine fully affiliated teaching hospitals across its tri-campus system. Together, they attract over \$1.45 billion in research grants and contracts each year. U of T also supports a vigorous program of commercialization and entrepreneurship through its eleven incubators and accelerators, and is known as one of North America's leading universities in the creation of start-up companies. With a commitment to teaching and research as complementary facets of academic achievement, the University is also consistently ranked among the top 20 universities in the world for teaching, research, and innovation, and leads in disciplinary excellence with top ranked departments in fields ranging from neuroscience to geography to philosophy. U of T is home to 315 Canada Research Chairs – the largest number in the country – and 416 Fellows of the Royal Society of Canada.

With more than 25,000 faculty, staff, and librarians, over 97,000 students of which 30% are international, and an annual operating budget exceeding \$3.23 billion, the University of Toronto is one of Canada's Top 100 Employers and one of Canada's Best Diversity Employers. In 2022, U of T was ranked 11th in the world for the employability of its graduates, and first in North America among public universities. 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.

President Meric Gertler has identified reinventing undergraduate education, deepening international partnerships, and leveraging the University's location in the Greater Toronto Area – one of the world's most diverse urban regions – as the University's top three strategic priorities. For more information, visit www.threepriorities.utoronto.ca.



A Snapshot of the Opportunity

The University of Toronto seeks a distinguished scholar and collegial and visionary leader for the position of Vice-President and Provost. Reporting to the President, the Provost is the chief academic officer of the University and the principal advisor to the President on all academic affairs.

As guardian of U of T's academic mission, the Provost is instrumental in upholding academic standards, championing excellence and innovation in programming, scholarship, and service to the community, advocating for inclusive excellence, implementing academic policies and procedures, and overseeing faculty affairs. The new Provost will possess the ability to see new possibilities and opportunities for change across U of T's tri-campus system, address challenges as they emerge through academic continuity planning, and support faculty to do their very best work.

The Provost sits on several university boards and committees, chairs the Principals & Deans Committee (P&D) and the Principals, Deans, Academic Directors, and Chairs Committee (PDAD&C), and provides direction to a team of 50 direct reports, including Vice-Provosts, Principals, Deans and Directors. An organizational chart of the Division of the Vice-President and Provost can be viewed on page seven.

As U of T continues to aspire toward its three strategic priorities, the community recognizes that the opportunities and challenges facing U of T will continue to evolve over time as a result of an ever-changing higher education landscape and political and social forces at the provincial, national and global levels. Thus, the new Provost will need to devote time and attention to the following:

- **Leadership:** The role of Provost has a broad scope, with immense potential to foster and lead change across the institution, and to partake in strategic national and international conversations on the future directions of higher education. This will require an agile problem-

solver with the ability to break down barriers between divisions and campuses to bring people together around a common vision and to catalyze change. The Provost must have a natural inclination and devotion to collegial governance - with an emphasis on transparency, accountability, citizenship, participation, inclusion and respect – and must have the skills to ensure this governance model flourishes in practice. Nurturing a sense of community and culture of caring for staff, faculty, and students will be key.



- **Inclusive excellence:** Equity, diversity and inclusion (EDI), anti-racism and reconciliation work are essential components of U of T's academic mission, and critical areas of focus in the pursuit of transformative change and forward-looking strategy. The Provost - as a vital member of U of T's [Anti-Racism Strategic Tables](#) - will embrace and advocate for inclusive excellence in all its forms, and demonstrate a commitment to building relationships with equity-denied communities in the region. In response to the principles expressed in the [Scarborough Charter](#) to promote Black inclusion and take concrete, meaningful action to address Anti-Black racism in higher education, as well as the recommendations from the Steering Committee for the University's Response to the Truth and Reconciliation Commission, U of T has focused its efforts toward recruiting 160 Black and Indigenous scholars to the University in the past



decade. Major strides have also been made in Indigenous relationship-building, and to continue this work, the new Provost will bring a deep understanding of the realities of Indigenization and reconciliation in the post-secondary setting and the ability to promote Indigenous education and decolonization in the classroom and curriculum. They will demonstrate an awareness of their own learning journey, and a strong commitment to listening and learning from others to continue this important work.

- **Undergraduate and graduate programming:** U of T offers over 700 undergraduate and 200 graduate programs, its teaching and scholarship across its tri-campus community spanning the full breadth of academic disciplines. The University has doubled its online course offerings since the onset of the pandemic, increased its graduate enrolment by 40% in the last decade, and in September 2023, will launch a new Minor in Global Leadership, a tri-campus program with a focus on interdisciplinary curricular and experiential opportunities. Reimagining undergraduate and graduate education will be a priority. The Provost will engage with the community to explore new, innovative, and interdisciplinary programming that leverages faculty expertise and meets the aspirations of both a diverse student body and employer demands; enhances existing programs; and further engages U of T with the external community via partnerships for service, experiential and research-based learning.



- **Research excellence:** Partnerships such as the [Institutional Strategic Initiatives Portfolio](#) between the Provost's Office and the Division of the Vice-President, Research and

Innovation is critical to U of T's research excellence. The Provost will be a key enabler in encouraging scholars to produce world-class research and pursue large-scale funding opportunities. An ambitious, engaged Provost is required to inspire those around them and nurture a culture of participation toward high impact and interdisciplinary collaboration. Further efforts to hone Indigenous research are vital moving forward, and while the recruitment of Indigenous scholars supports Indigenous-led research, all researchers would benefit from training to enable them to collaborate effectively with Indigenous communities.



- **Supporting excellence in faculty and leadership:** U of T is home to outstanding and diverse faculty who are motivated to work on interesting problems and develop new directions. However, faculty recruitment – particularly of senior scholars beyond Canada – is becoming increasingly challenging. The next Provost will bring an appreciation for prioritizing faculty recruitment and retention in an increasingly competitive environment. They will expand on U of T's successes in advancing equity, empowering diverse leaders, and setting them up for success. The Provost will possess a commitment and willingness to invest in opportunities to develop faculty, staff, and students, not only in the areas of research, teaching, learning, scholarly activity and operations, but also in the area of leadership. The Provost's Leadership Academy adopts a more intentional and hands-on approach to leadership development, to prepare newly tenured faculty and young administrators to take on leadership roles and inspire leaders to embrace a more outward-looking and proactive approach. In addition, the



on-boarding of new faculty and leaders is critical, particularly for those coming from other institutions.

- **Student-centric approach:** Strengthening the student experience for both domestic and international students – both inside and outside the classroom – while maintaining a sense of connectedness and social engagement to the institution is of fundamental importance. A renewed emphasis on the student-centric approach is desired, and the Provost will champion support for students' academic successes, optimize mental health and well-being for undergraduate and graduate learners, and engage students in transformative experiences that meet their needs. U of T has recently redesigned its student mental health service, resulting in a zero waiting list, and is currently re-visiting its residence strategy and planning for a new student information system.
- **External engagement:** In alignment with U of T's strategic priorities, continued profile building on the international stage with peer institutions, research institutes, foreign governments, global NGOs and Fortune 500 companies is a priority, as is exploring new partnerships that leverage U of T's tri-campus network. Deepening relationships with local partners – the provincial government, community and industry – is as critical, and requires a Provost who will be a strong external advocate

of the university to key stakeholders. They must be able to interact easily with a variety of audiences, and motivate and inspire others to support and participate in initiatives at U of T.

- **Fiscal matters:** Looking to the future, it will be important to optimize budget and demands for resources and balance this with the sustainability of the institution and its academic mission. As the University's Chief Budget Officer, the next Provost will be nimble and financially savvy, with an understanding of the current model of revenue drivers at U of T and a talent for identifying new opportunities and programs to enhance revenue generation within a challenging budgetary climate. They must have the vision to build capacity, make difficult decisions concerning monetary issues, and bring a transparent and collaborative approach to budget setting.

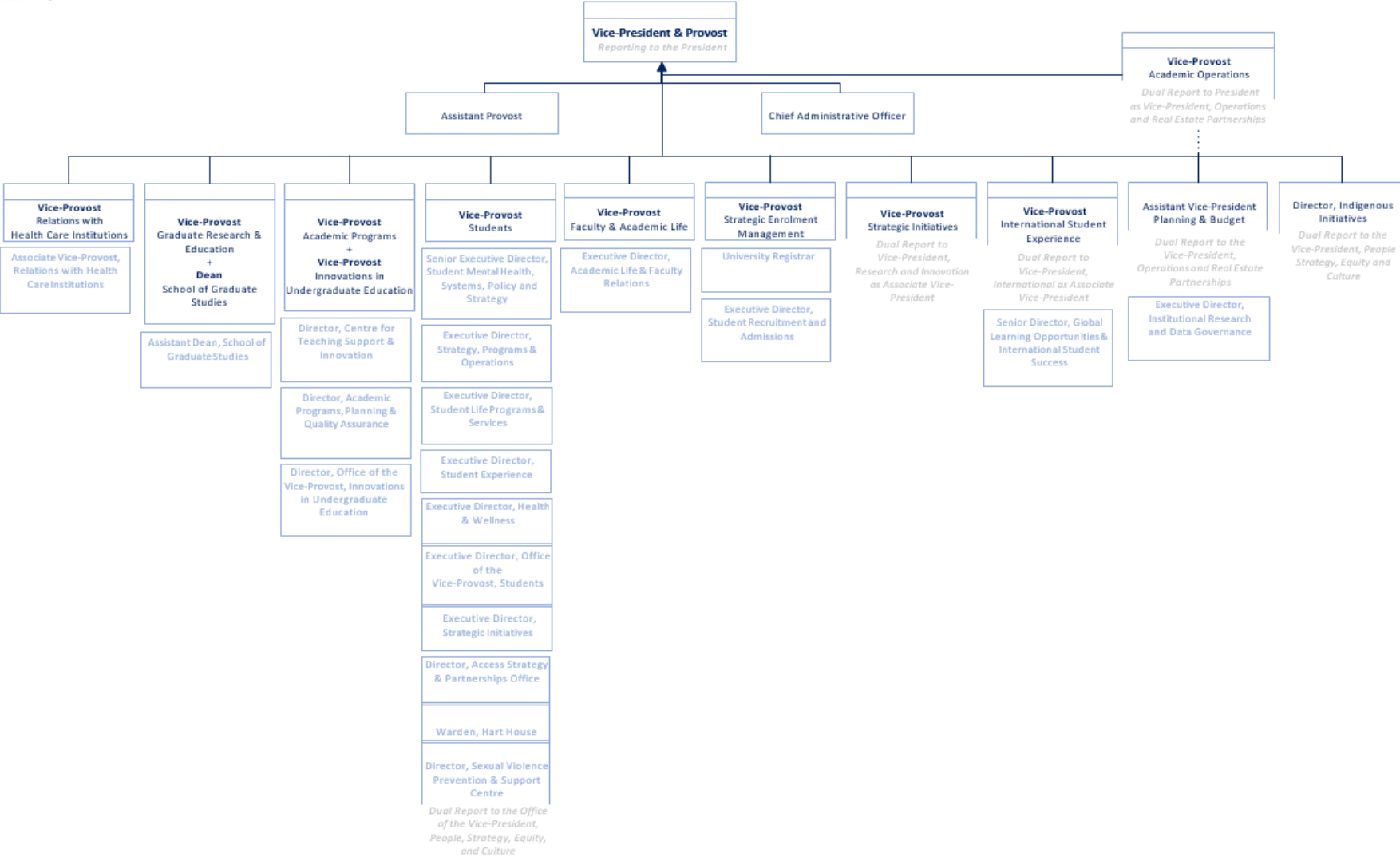
This is an exciting opportunity for an outstanding individual to become U of T's next Vice-President and Provost, collaborating with the entire university community to build upon its successes to date and chart a transformative path forward for its academic enterprise.



Organization Chart



DIVISION OF THE VICE-PRESIDENT & PROVOST



- Chief Librarian, Deans, and Principals**
- [Chief Librarian, University of Toronto Libraries](#)
 - [Dean, Faculty of Applied Science & Engineering](#)
 - [Dean, John H. Daniels Faculty of Architecture, Landscape, and Design](#)
 - [Dean, Faculty of Arts & Science](#)
 - [Dean, School of Continuing Studies](#)
 - [Dean, Faculty of Dentistry](#)
 - [Dean, Ontario Institute for Studies In Education](#)
 - [Dean, School of Graduate Studies](#)
 - [Dean, iSchool](#)
 - [Dean, Faculty of Kinesiology & Physical Education](#)
 - [Dean, Faculty of Law](#)
 - [Dean, Joseph L. Rotman School of Management](#)
 - [Dean, Temerty Faculty of Medicine](#)
 - [Dean, Faculty of Music](#)
 - [Dean, Lawrence S. Bloomberg Faculty of Nursing](#)
 - [Dean, Leslie Dan Faculty of Pharmacy](#)
 - [Dean, Dalla Lana School of Public Health](#)
 - [Dean, Factor-Inwentash Faculty of Social Work](#)
 - [Dean, University of Toronto Mississauga](#)
 - [Dean, University of Toronto Scarborough](#)
 - [Principal, New College](#)
 - [Principal, Innis College](#)
 - [Principal, Trinity University](#)
 - [Principal, University College](#)
 - [Principal, University of St. Michael's College](#)
 - [Principal, University of Toronto Mississauga](#)
 - [Principal, University of Toronto Scarborough](#)
 - [Principal, Victoria University](#)
 - [Principal, Woodsworth College](#)

Candidate Qualifications

The University of Toronto excels as Canada's most distinguished, globally ranked research powerhouse, and aspires to progress further in international rankings and reputation. Those in leadership positions at the University must have superior scholarly and academic profiles, as well as the ability to serve as exemplary administrators and intellectual leaders.

The successful candidate for Vice-President and Provost of the University of Toronto will be a respected academic leader with a distinguished track record of teaching, research, scholarship, and service at a comparable research-intensive institution, and a significant national and international profile in their discipline. They will possess an exemplary and established record of academic administration, including successfully managing human, financial, and academic infrastructure resources. With superb entrepreneurial instincts, a natural tendency to set high standards, and the ability to make sound decisions in the interests of the University, the Provost will have the capacity to develop a bold vision for U of T's academic enterprise, and the ability to lead change and inspire the tri-campus community around U of T's goals. As universities continue to evolve, an in-depth knowledge of the current issues and challenges facing higher education, and the culture of public research universities is essential.

The new Provost will bring an appreciation for the diverse and complex breadth of scholarship offered at U of T, and expertise in inspiring intellectual curiosity and creativity, promoting excellence and integrity in pedagogical activity, and maximizing interdisciplinary synergies among various programs. In collaboration with the Vice-Provosts and Deans, they will oversee academic planning and support curriculum development that is relevant and accessible. They will champion student-centred education and foster a climate that encourages faculty and staff to creatively identify and pursue excellence in teaching and learning. The Provost will place students and their success at the centre of decision-making and possess a genuine desire to participate in student-led initiatives and enhance the quality of the undergraduate and graduate student experience across the three campuses.

A highly collegial leader and team player, they will value the principles of collegial governance, listen to and recognize others' needs, seek input and catalyze conversations to bring people together in decision-making. A dynamic relationship builder, the incoming Provost will have the presence and confidence to advocate for U of T to the broader community, and bring significant experience in partnering and collaborating with government, other universities, alumni and other stakeholders. Familiarity with the region and the ecosystem within which U of T's tri-campus system operates is an asset.

The Provost will serve as a mentor and inspiration to the team surrounding them, with a willingness to invest in their development, delegate tasks, and trust and empower others. They will plan and prioritize human resource needs for their division, and establish strategies that enhance U of T's ability to compete in the recruitment and retention of diverse and high calibre faculty and staff. The Division of the Provost often has to navigate through challenging situations and sometimes hard decisions, and the ability to remain calm in the face of challenges and bring foresight to handling urgent situations is key. Of importance in the next Provost is a commitment to inclusive excellence and diversity in perspectives and backgrounds, and a track record of proactively addressing inequities and advancing Indigenization, equity, diversity, and inclusion across all academic activities, policies, and practices.

In all of their interactions, the Provost will be compassionate and respectful, and possess a demeanour that exhibits integrity, openness, sound judgement, energy, fairness, confidence, 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 embraces diversity and is building a culture of belonging that increases our capacity to effectively address and serve the interests of our global community.

We strongly encourage applications from Indigenous Peoples, Black and racialized persons, women, persons with disabilities, and people of diverse sexual and gender identities. We value applicants who have demonstrated a commitment to equity, diversity and inclusion and recognize that diverse perspectives, experiences, and expertise are essential to strengthening our academic mission.

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 Provost takes office January 1, 2024 or as mutually agreed, with consideration of candidates beginning in April 2023.

Inquiries and/or applications by way of a curriculum vitae and cover letter should be submitted, in confidence, to Krutika Hotwani or Gerri Woodford at uoftprovost@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: Toronto, Canada



Toronto is one of the world's most diverse cities, with more than 100 dialects and languages spoken, and representation from across 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 2nd safest city in the world, 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 is the third largest English-language theatre centre in the world, and is home to more than 70 film festivals, including the annual Toronto International Film Festival. The city boasts a wealth of creative talent within its rich musical, dance and art communities. 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 Week, 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 [Destination Toronto](#).



Appendix B: Advisory Committee

The following individuals make up the Provost Advisory Committee:

- Professor Meric Gertler (Chair) President
- Mr. Larry Alford University Chief Librarian
- Professor Jutta Brunnée Dean, Faculty of Law
- Professor Amrita Danieri Interim Vice-Principal (Academic) and Dean, University of Toronto Mississauga
- Ms. Annabelle Dravid Full-time undergraduate student, UTSC and full-time undergraduate student member of the Governing Council
- Professor Ramin Farnood Chair, Department of Chemical and Applied Chemistry, Faculty of Applied Science and Engineering
- Mr. Paul Huyer Alumni member of the Governing Council
- Ms. Anna Kennedy Lieutenant-Governor-in-Council member of the Governing Council
- Professor Katherine Larson Vice-Dean, Teaching, Learning and Undergraduate Programs, UTSC
- Mr. Jeff Lennon Assistant Vice-President, Planning and Budget
- Professor Lisa Robinson Vice-Dean, Strategy and Operations, Temerty Faculty of Medicine
- Mr. Peter Serles Doctoral candidate, Department of Mechanical and Industrial Engineering Faculty of Applied Science and Engineering
- Professor Charmaine Williams Dean, Factor-Inwentash Faculty of Social Work
- Professor Melanie Woodin Dean, Faculty of Arts and Science
- Dr. Nadina Jamison Chief Strategy Officer, Office of the President (non-voting, ex officio)

Committee Support

- Ms. Sheree Drummond Secretary of the Governing Council and Secretary to the Advisory Committee
- Mr. Anwar Kazimi Deputy Secretary, Governance, Governing Council





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