

Appointment of President

Information for candidates

October 2024



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University of Toronto tri-campus
(left to right: Mississauga,
St. George, Scarborough)



Welcome to the University of Toronto

From our earliest days, the University of Toronto has been a home for fearless and compassionate thinkers who push the boundaries of what's possible.

That bold spirit still drives us today, as we bring together the brightest minds to deepen our understanding of the world and solve some of the toughest problems in science and society.

The role of President at U of T offers an exceptional opportunity to helm one of the world's most prestigious institutions at a time of great promise. As we approach our bicentennial in 2027, we are seeking a visionary leader to help write our next chapter and propel us toward another century of global impact and relevance.

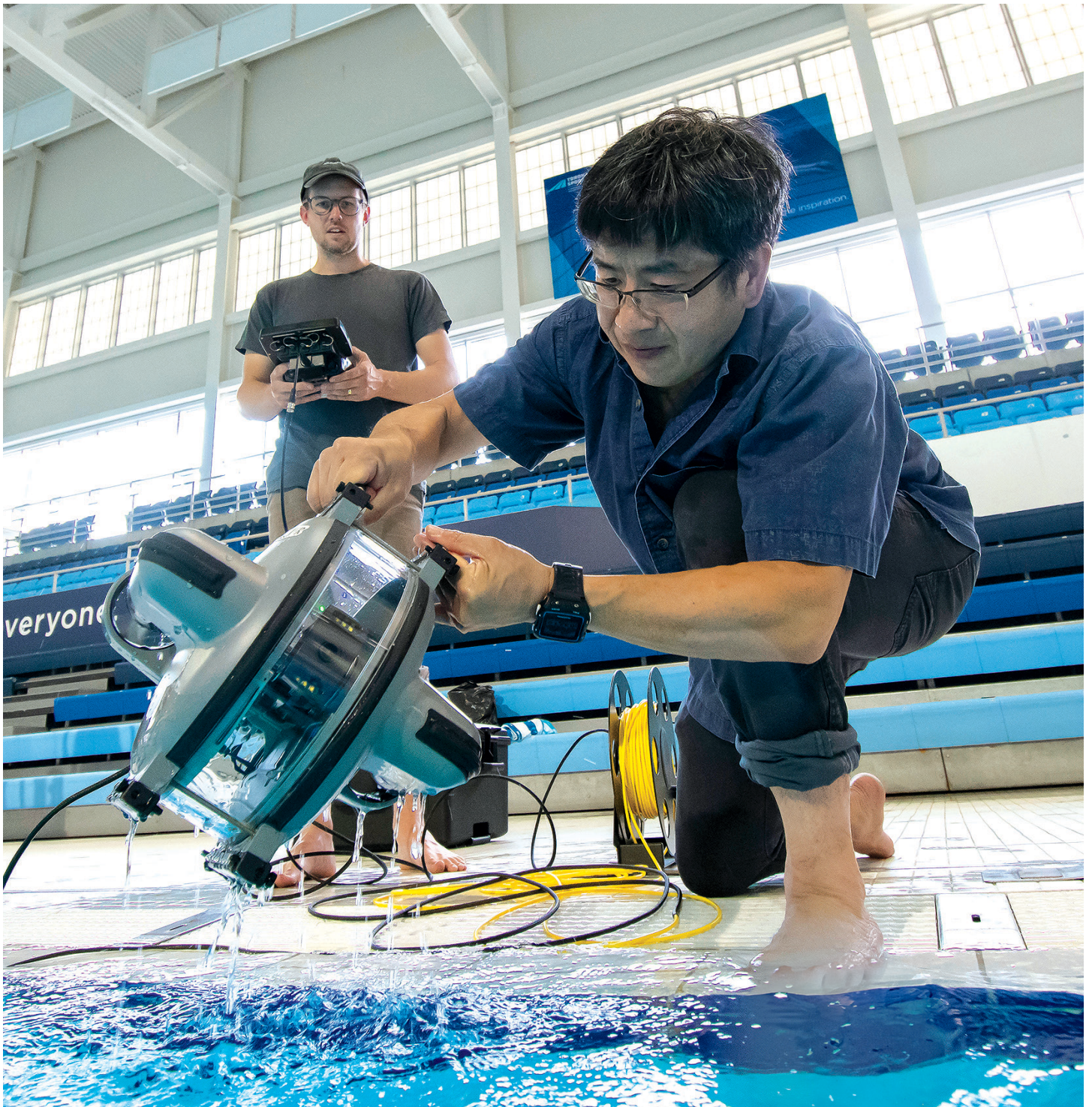
We invite you to explore how you can shape the future of this extraordinary institution.



Hart House on U of T's St. George campus, surrounded by newly pedestrianized pathways and green space

About UofT

For nearly 200 years, the University of Toronto has developed ideas, innovations and talent that shape global conversations and transform society.



Canada's largest university



70,247

domestic students

29,547

international students

699,328

alumni

16,503

faculty

9,494

staff members

168

librarians

A legacy of discovery and innovation

Founded in 1827, the University of Toronto is a world-leading research-intensive institution with three campuses in the Greater Toronto Area.

We have a long history of catalyzing discovery, innovation and progress. Our researchers revolutionized the world's understanding of mass media. We uncovered cyber-espionage networks, reinvented literary criticism, unearthed civilizations and helped preserve ancient and modern languages.

We reimagined artificial intelligence, paving the way for new frontiers in science, technology and medicine. And, together with our hospital partners, we brought insulin to the world, helped conquer polio and smallpox, revolutionized transplant surgery and pioneered stem-cell therapies. Consistently ranked among the world's top public universities, U of T excels across disciplines and plays a pivotal role in addressing global issues.

Diversity and excellence of our community

U of T is home to an inclusive community of students, faculty, staff and alumni from every conceivable discipline and background.

Few universities in the world can rival the cultural diversity of our student population. For example, U of T's first-year, full-time, 2022 undergraduate class came from high schools all over the world—in more than 130 countries and regions, from Albania to Zimbabwe.

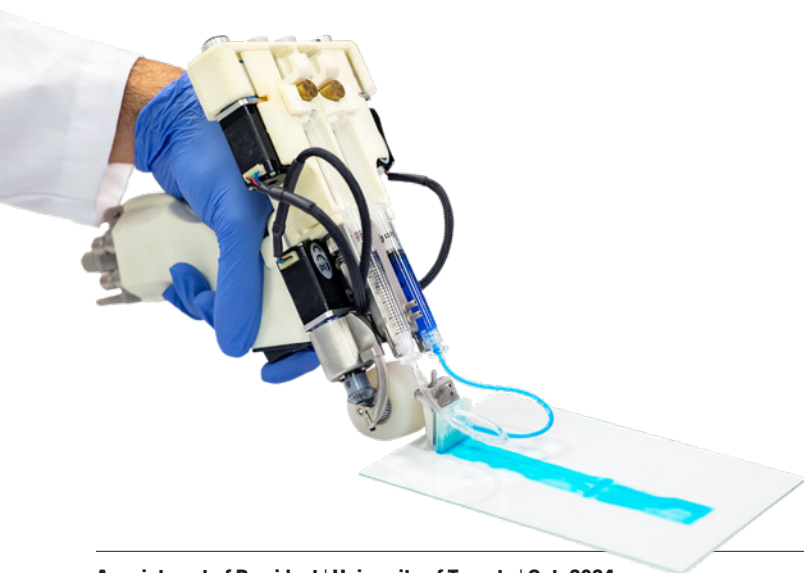
Our commitment to inclusive excellence underpins our unique Policy on Student Financial Support, which articulates a "guarantee" that our financial assistance programs are designed to ensure that domestic students have access to the resources necessary to meet their needs. This guarantee makes U of T one of the most accessible universities in the world and a massive engine for social mobility.

Our nearly 700,000 alumni live, work and contribute to civil society in 200 countries and territories.

Three campuses, one university

U of T's three campuses—St. George (downtown), Mississauga (west of Toronto) and Scarborough (eastern Toronto)—offer diverse learning opportunities through more than 700 undergraduate and 200 graduate programs across 15 faculties, as well as second-entry professional programs in the faculties of education, nursing, dentistry, pharmacy, law and medicine.

The university is also home to [seven undergraduate colleges](#). Each undergraduate Arts & Science student at the St. George campus is part of one of these seven colleges, three of which are also federated universities with U of T, each with its own independent governance structure, provost or president and chancellor.







Hospital partnerships and affiliations

The university provides rich experiential learning through partnerships with top-tier academic and research institutions globally, including nine fully affiliated hospitals.

The Toronto Academic Health Science Network and [U of T's hospital partnerships](#) offer unparalleled research and clinical experiences. U of T's ranking in the Nature Index Annual Tables for health sciences research output placed it just behind Harvard University and the National Institutes of Health, the U.S. government's primary agency for health research.



Global collaborations and world rankings

U of T [collaborates](#) with leading universities and research institutes around the world, foreign governments, global NGOs and Fortune 500 companies. Our regional engagement is guided by seven President's International Councils, each of which has 15–20 faculty members who are from the region and/or have scholarship focused in the region. These tables contribute to developing region-specific strategies in teaching, research and corporate and philanthropic partnerships, in the context of shifting global politics.

With dynamic research that consistently ranks us among the top five globally for citations, the university's impact is far-reaching:

197,000

ventures founded by U of T alumni have created 3.7 million jobs globally, raising \$368 billion in annual revenues.

650

startups created by our community over the last decade have raised more than \$3 billion in investment.

Uof T's position in world university rankings

	2024	2023	2022	2021	2020
National Taiwan University Ranking	4	5	6	3	3
Times Higher Education World University Rankings	21	21	18	18	18
U.S. News Best Global Universities	17	*	18	16	17
Academic Ranking of World Universities	26	24	22	22	23
QS World University Rankings	25	21	34	26	25

*U.S. News did not release a ranking in 2023



A leader in fundraising and alumni engagement

The historic [Defy Gravity campaign](#), the largest in Canadian post-secondary history, highlights U of T's ambitious vision for the future. It builds upon the success of its predecessor, Boundless, which raised \$2.64 billion and set a record for Canadian philanthropy at its closing in 2018.

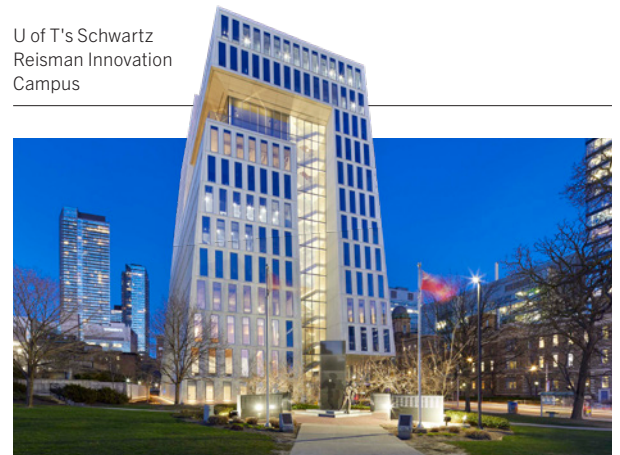
Defy Gravity seeks to raise \$4 billion for the university's highest priorities, a goal commensurate with our excellence, the breadth of our aspirations, the global footprint of our faculty, students, alumni and donors and our potential for life-changing impact. It also seeks to engage 225,000 alumni for the first time as mentors, volunteers and donors one million times collectively.

Defy Gravity is helping lift every aspect of the university and takes its name from the university's powerful new brand expression.

The next 200 years

As U of T nears its bicentennial, the campaign continues to help fuel the university's efforts to build a healthier, more sustainable and prosperous world.

U of T's Schwartz Reisman Innovation Campus

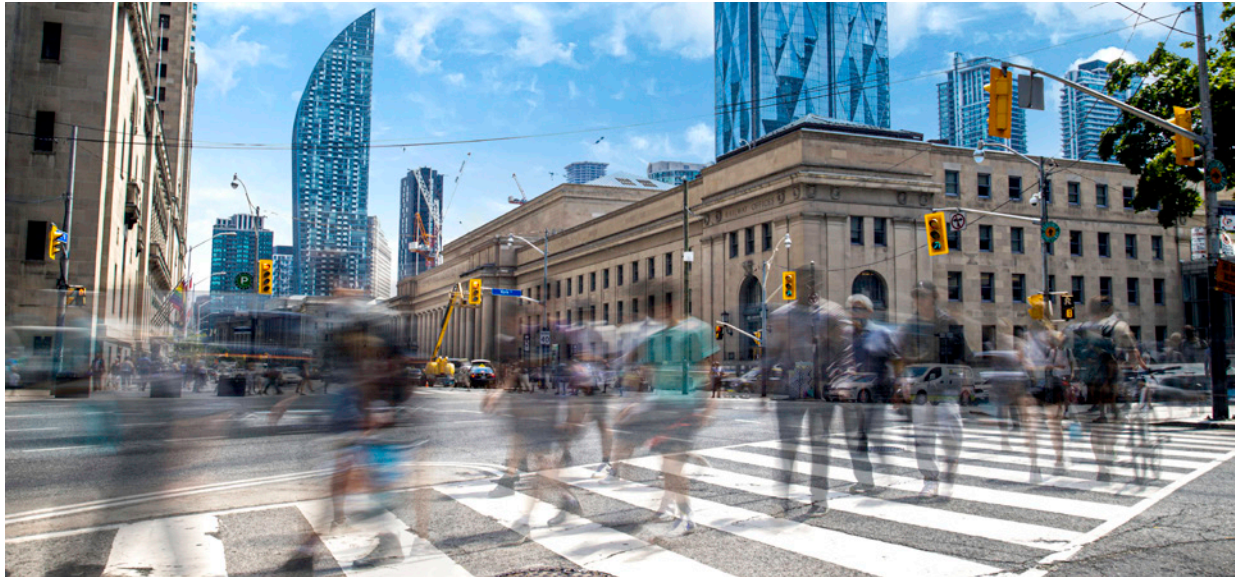


Toronto: A global metropolis

With its global outlook and prime location in Toronto, one of the world's great cities, U of T equips students with the skills and knowledge to thrive in an interconnected world, while empowering faculty to make a far-reaching impact through their work.

John H. Daniels
Faculty of Architecture,
Landscape, and Design at
U of T (St. George campus)





Union Station
in downtown
Toronto

The vibrant and diverse city of Toronto offers a compelling environment for scholars and leaders alike.

As one of the most livable cities in the world and North America's fourth-largest metropolis, with over 50 per cent of residents born outside Canada, Toronto provides a thriving backdrop for innovation, collaboration and discovery.

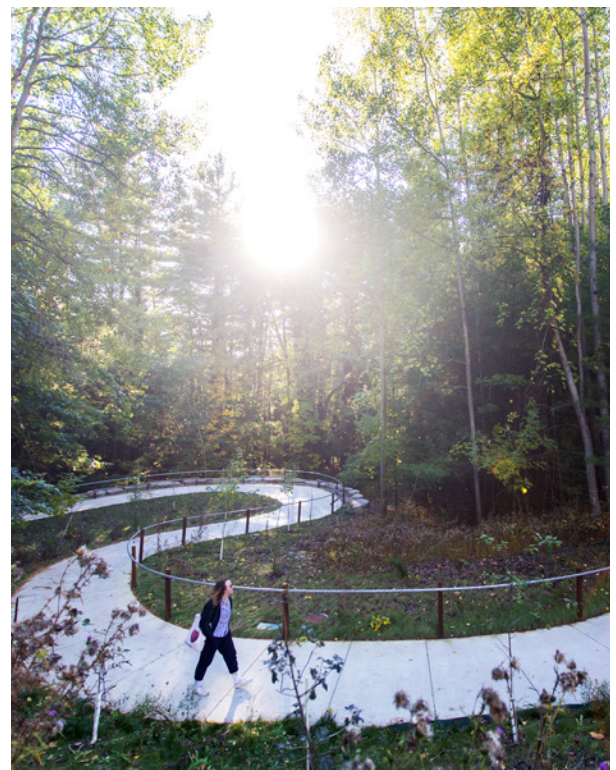
Named the second-safest global city and a top-ranking destination for career women, Toronto is also a powerhouse in technology, design and biomedical research, with North America's fifth-largest tech hub and third-largest design industry. The Toronto Academic Health Science Network, of which U of T is a leading partner, is the third-largest biomedical cluster in North America, after San Francisco and Boston.

As U of T has risen to global prominence, so too has the city itself, with the university serving as a powerful magnet for talent, drawing people from around the

world to Toronto. U of T is not only a key driver of local economic growth, but it also provides expertise to all levels of government and public institutions.

The university is also deeply engaged with the city on key issues such as accessible transit, healthy food and environmental sustainability and works with the Toronto District School Board to help underrepresented high school students in the Toronto region take courses at U of T, earn credits and participate in co-op placements on campus.

Harbord Village
near U of T's
St. George
campus (left),
Ma Moosh Ka
Win Valley Trail
at U of T
Scarborough
(right)



Towards a more equitable Canada and world

U of T's fundamental commitment to inclusive excellence underpins the institution's mission to foster a welcoming and diverse community where all members can thrive.



The University of Toronto strives to create pathways for underrepresented students and provides an inclusive working and learning environment through initiatives aimed at addressing systemic inequities. Through its Indigenous initiatives, anti-racism efforts and broader equity, diversity and inclusion work, U of T is making meaningful strides towards creating a more equitable Canada and world.

In 2017, the U of T Truth and Reconciliation Commission Steering Committee released [Answering the Call: Wecheehetowin](#) with 34 calls to action. In response, U of T created the Office of Indigenous Initiatives to guide and support the implementation of the calls, report on institutional progress and serve as a central resource for learning, consultation and support to the U of T community.

In a significant step toward reconciliation, U of T launched a tuition initiative in October 2023, covering tuition costs for students from nine First Nations with territories near the university's campuses. U of T also honours the Jay Treaty of 1794 by offering domestic Ontario tuition rates to Indigenous or Native American students from the United States.

And in recent years, we have committed to creating dedicated Indigenous spaces across our campuses. Ziibiing, the [Indigenous Landscape](#) at Taddle Creek on the St. George campus and [Indigenous House](#) at U of T Scarborough are both examples of how the university is integrating Indigenous culture and knowledge into the campus environment. In addition to [UTM Indigenous Centre](#), U of T Mississauga also houses an office for the Mississaugas of the Credit First Nation (MCFN) within



Maanjiwe nendamowinan, a campus building whose Anishinaabemowin name means “gathering of minds.” These spaces, designed in consultation with Indigenous partners, provide Indigenous students, staff and faculty from across the university's campuses places for gathering, teaching and spiritual practices while providing non-Indigenous community members with opportunities to learn.

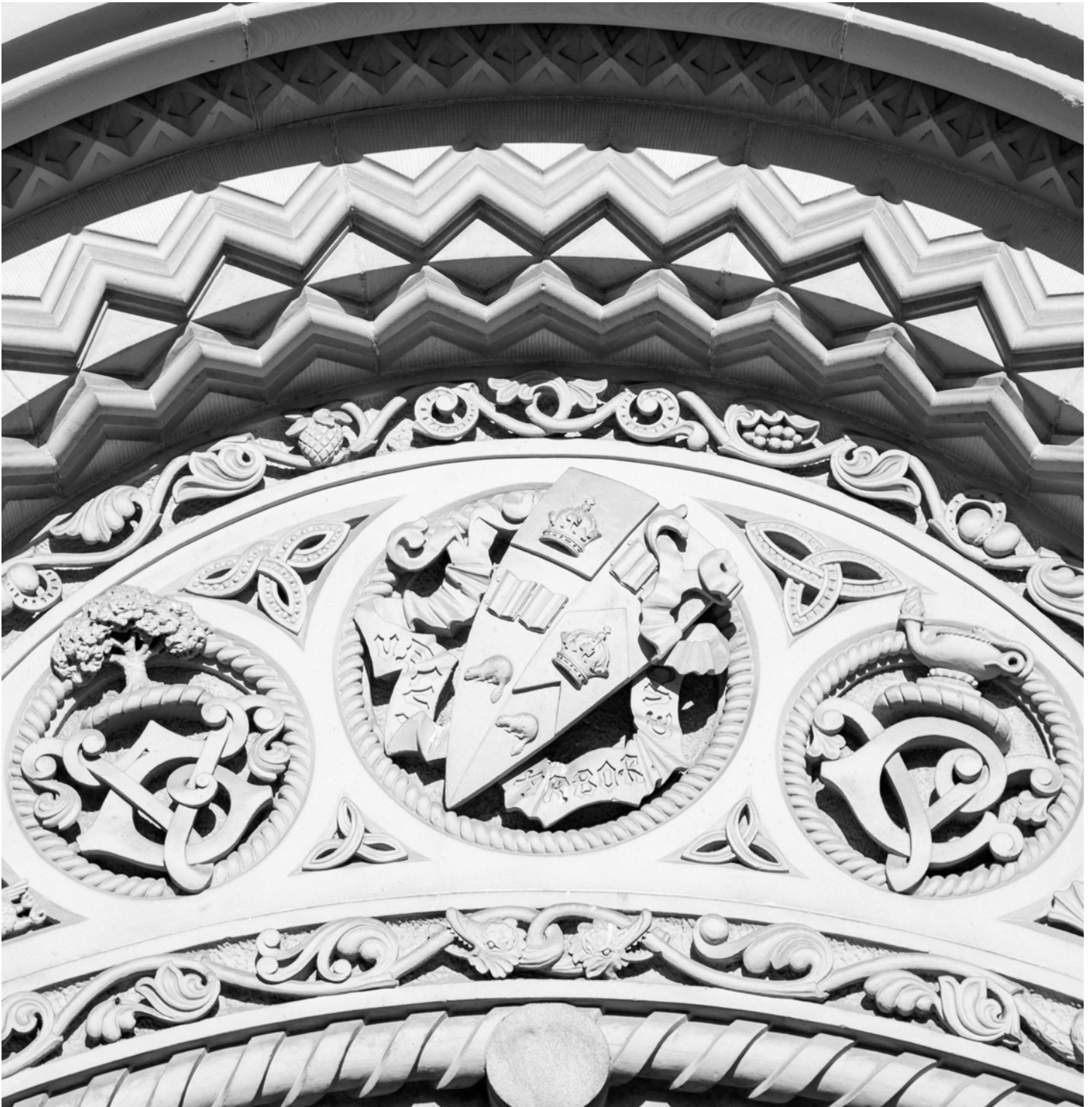
U of T is also deeply engaged in anti-racism work as part of its broader equity agenda. The [Anti-Racism & Cultural Diversity Office](#) (ARCDO) plays a crucial role in this, building on over 30 years of anti-racism efforts through strategic initiatives across U of T, promoting education and awareness on anti-racism principles through workshops, events and training.

In addition to the work of ARCDO, U of T's [Division of People Strategy, Equity & Culture](#) oversees strategic EDI initiatives that support students, faculty and staff, embedding equity into all facets of university life. Initiatives range from anti-racism training to addressing ableism and fostering accessibility across higher education.



Financial strength and budget

With an operating budget of \$3.52 billion annually and over \$1.49 billion in research funding (including partner hospitals), U of T is unique in its combination of scale, excellence and accessibility to domestic students.

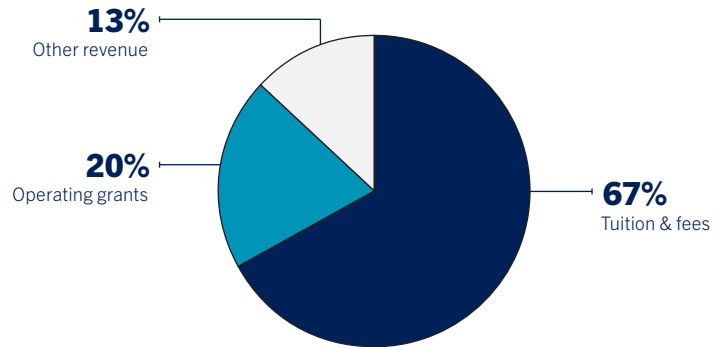


The University of Toronto is a model of sound financial management. With its Aa1 credit rating from Moody's, AA+ rating from Standard & Poor's, and AA rating from DBRS Morningstar, U of T is sector-leading in its approach to financial accountability.

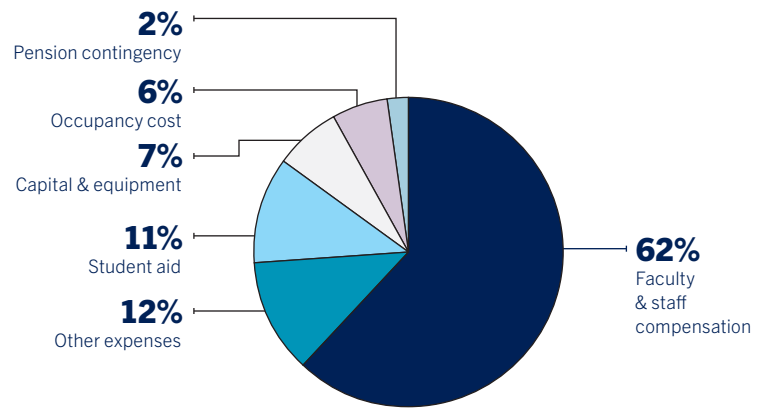
[Budget plans](#) are shaped by U of T's academic priorities as articulated in the [Three Priorities](#), the [Towards 2030](#) academic plan and other documents.



Balanced budget
2024–25, \$3.52 billion



Operating revenues



Operating expenses

The university is increasingly market driven in response to Ontario's changing needs. Sixty-seven per cent of U of T's 2024–25 operating revenue is expected to come from tuition and fees, 20 per cent from provincial operating grants and 13 per cent from other sources. The increasing reliance on student fees has promoted an expansion of diverse student-centric services, including expanded mental health supports, accessibility and outreach programs, funding to renew classroom spaces to integrate innovative technology, work-integrated learning opportunities and expanded student success centres.

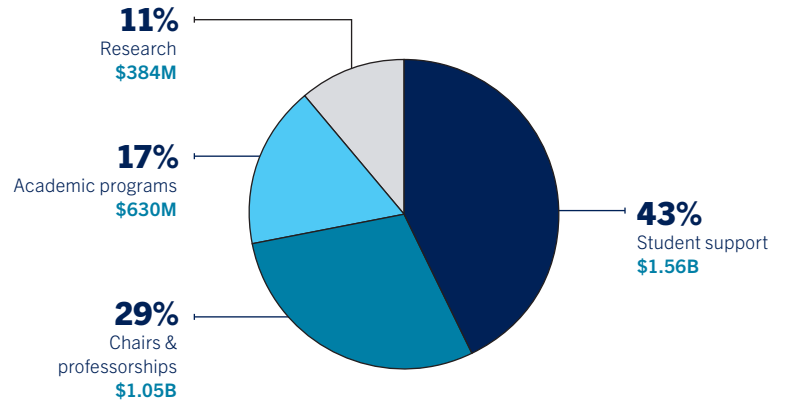
Endowment

The University of Toronto has many generous friends and benefactors who have contributed total endowments amounting to \$3.62 billion (fair value at April 30, 2024). Endowment income is highly targeted. The portion that is included in the operating budget is directed to student aid and to the support of endowed chairs and represents a modest but important part of the university's total operating revenue (2.5 per cent in 2023–24). The annual payout ranges from 3 per cent to 5 per cent of the market value with a target of around 4 per cent.

[University of Toronto Asset Management Corporation \(UTAM\)](#) is the investment manager for our endowment portfolio and short-term working capital assets. UTAM was created in 2000 to offer the university an accountable, professionally staffed investment management organization that was tasked with successfully incorporating active management in its investment process and adding value above passive returns (net of investment fees and expenses).

Endowed funds are managed in a unitized investment pool, called [the Long-Term Capital Appreciation Pool \(LTCAP\)](#).

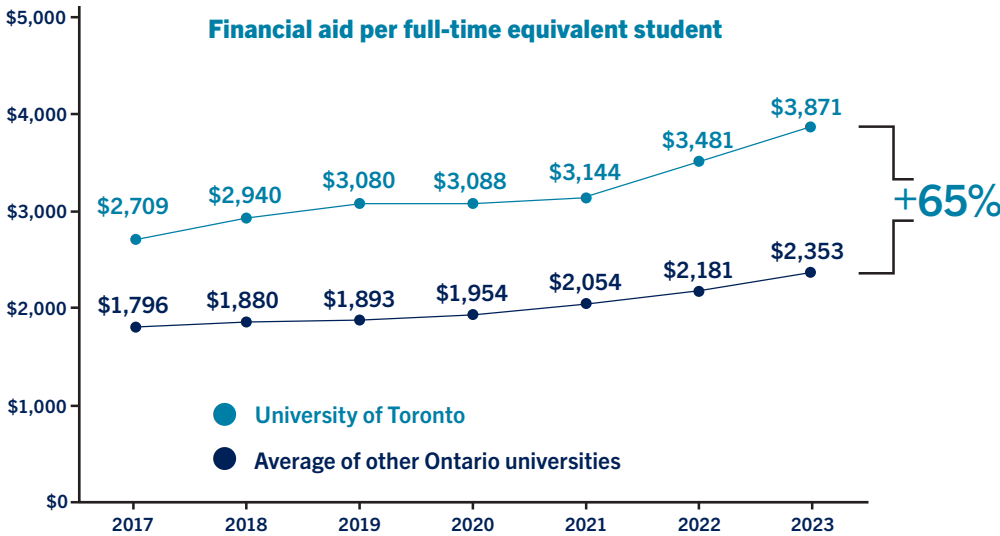
Endowments \$3.62 billion (April 30, 2024)



Hazel McCallion
Academic Learning
Centre at U of T
Mississauga

Student aid expenditures

U of T furnishes its students with significantly more financial support than other Ontario universities.



\$380 million

Financial aid budget
2024–25



Student aid

U of T’s student financial assistance program exceeds the levels of assistance Ontario requires. Beyond provincial regulation, student financial support at U of T is driven by the university’s own Policy on Student Financial Support, adopted through its governance process in 1998. The policy states that no domestic student offered admission to a program at the University of Toronto should be unable to enter or complete the program due to lack of financial means.

Pension plan

The University of Toronto participates in the [University Pension Plan \(UPP\)](#) along with the University of Guelph, Queen’s University and Trent University. As of December 31, 2023, the plan had \$11.7 billion in assets and a \$0.2 billion funding surplus.

Explore U of T’s latest [budget report](#) and [audited financial statements](#) for the fiscal year ending April 30, 2024.

Strategic plans and initiatives

The University of Toronto has three main priorities as well as several strategic plans and initiatives that guide its direction.



Three Priorities

In his 2013 [Installation Address](#), President Meric Gertler outlined three strategic priorities for the University of Toronto to help achieve the vision and goals set out in its [Towards 2030 plan](#):

1. Leverage our urban location(s) more fully, for the mutual benefit of university and city
2. Strengthen and deepen key international partnerships by means of a well-defined strategic focus
3. Re-imagine and reinvent undergraduate education

Towards 2030: Planning for U of T's third century

Released in 2009 by former U of T president David Naylor, this [80-page document](#), based on two years of consultations, sets out strategic priorities in enrolment, the student experience, the three campuses, funding and how the university is governed.

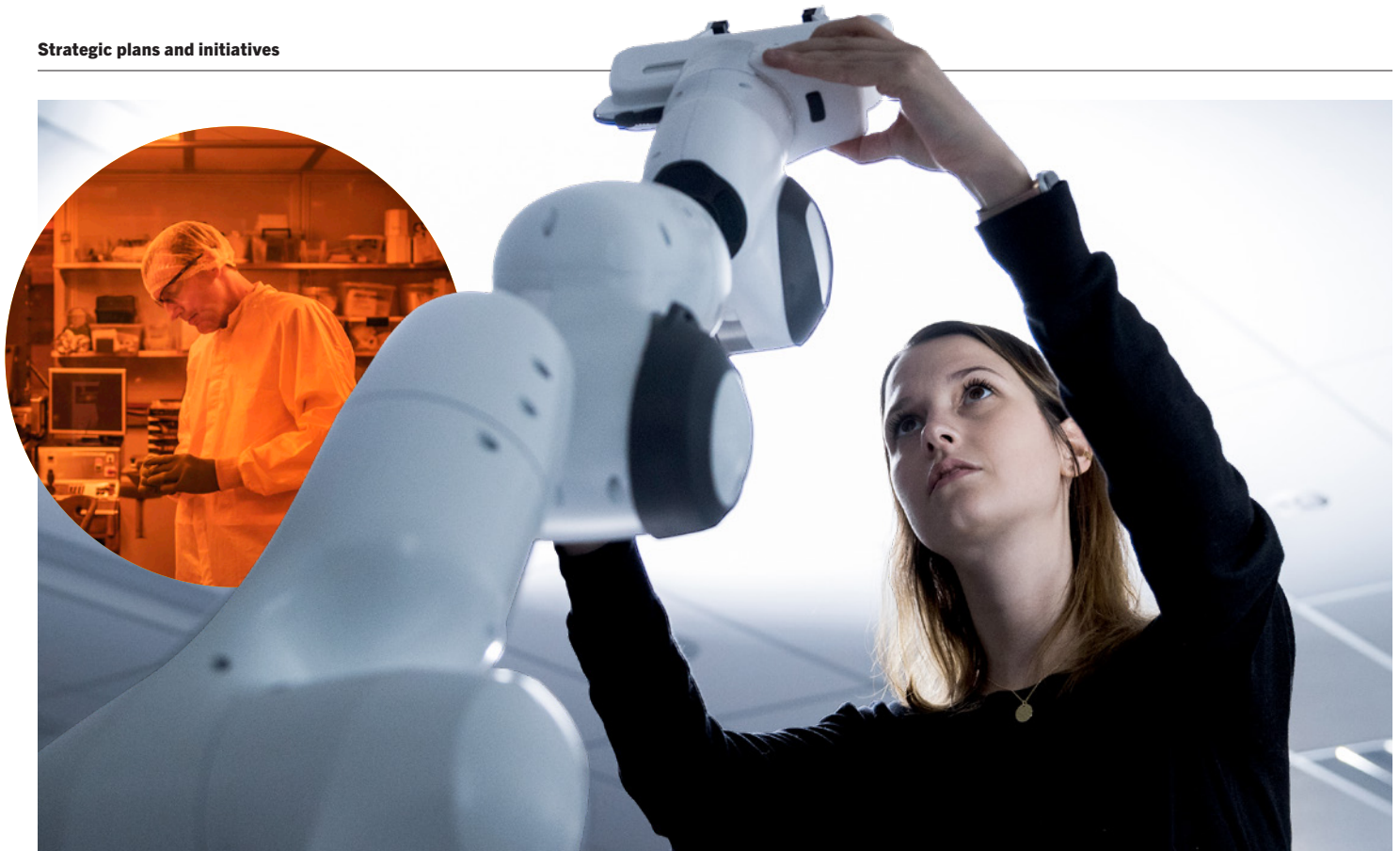
Institutional Strategic Research Plan 2024–2029

“[From Discovery to Impact](#)” expresses the university’s core commitments to research excellence, providing direction for supporting scholarship by identifying strategic opportunities and enabling actions. It provides a flexible framework that outlines U of T’s strategic vision, while also summarizing research into broad thematic areas.

International Strategic Plan 2022–2027

Developed in partnership with all divisions of the university, [this plan](#) focuses on measuring and amplifying the impact of programs and activities, implementing regional approaches to internationalization and renewing the focus on collaborative programs and partnerships.





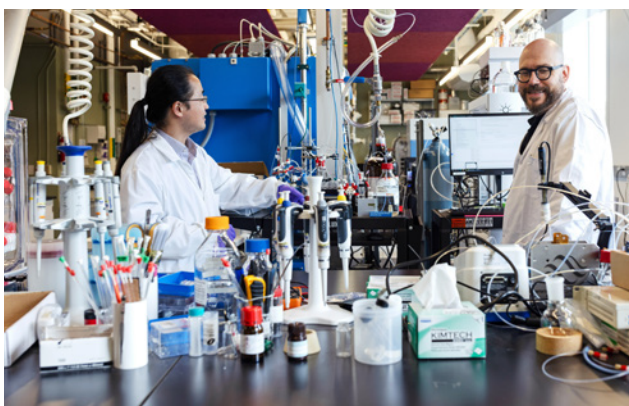
Institutional Strategic Initiatives

U of T is one of the few global institutions with the breadth and depth to implement innovative initiatives that span fields and faculties.

The [Institutional Strategic Initiatives \(ISI\) portfolio](#), which originated from a 2018 survey of leadership and faculty, is built on the idea that large-scale, cross-divisional research networks can tackle society's grand challenges—problems like climate change, inequity and urban mobility.

Initiatives include [Acceleration Consortium](#), whose “self-driving labs” combine artificial intelligence, robotics and advanced computing to discover new materials and molecules in a fraction of the usual time and cost and [Medicine by Design](#), which harnesses the extraordinary expertise at the University of Toronto and its affiliated hospitals to undertake transformative research in regenerative medicine and cell therapy, power Toronto's bioscience sector and strengthen Canada as a global leader in the field.

As of April 2024, the ISI portfolio has secured \$490 million in total external funding, far surpassing the ambitious goal of \$300 million.



Sustainability

Named the most sustainable university in the world by the [QS World University Rankings: Sustainability 2024](#), U of T is a leader in the global fight against climate change.

Largest concentration of climate experts in the country

- 550+ faculty members and thousands of students working on climate and environmental science, technology and policy.
- 50+ initiatives actively addressing issues in climate and sustainability across U of T, including Climate Positive Energy, Sustainable Development Goals at U of T and Acceleration Consortium.
- 30+ cleantech startups.



A powerhouse for climate policy and action

- Part of 15+ global climate networks collaborating on accelerated climate action as part of the Network of Networks co-chaired by U of T.
- As part of Universities Canada, the national association representing 97 universities, we spearheaded the launch of Canada's Universities: Action for Net Zero.
- World's first university to join the UN-convened Net-Zero Asset Owner Alliance, in addition to having divested from fossil fuel investments through the endowment fund and being on track to divest from indirect investments by 2030 at the latest.

An incubator for future climate leaders

- More than two-thirds of U of T undergraduate students have access to opportunities to integrate sustainability into their learning through the Sustainability Pathways program, with the goal to provide every undergraduate student this opportunity.
- Twenty-nine per cent of undergrad courses have a sustainability orientation or focus and 100+ postgraduate programs are related to climate and sustainability.
- More than 5,000 students are enrolled in courses through U of T's Sustainability Pathways program, Campus as a Living Lab projects and Community-Engaged Learning initiatives.

Canada's living lab for sustainability

- U of T's Climate Positive Campus strategy is on track to achieve net-zero emissions across all three campuses by 2050—the first net positive commitment by a North American university.
- We're achieving benchmarks through sustainable construction, installing the largest urban geoexchange field in Canada to reduce emissions by 15,000 tonnes, and upgrading our energy grid with low-carbon technology and demand management systems.
- We're also set to cut emissions on the St. George campus by 50 per cent by 2030 through Project Leap, a series of retrofits.



University governance and senior administration

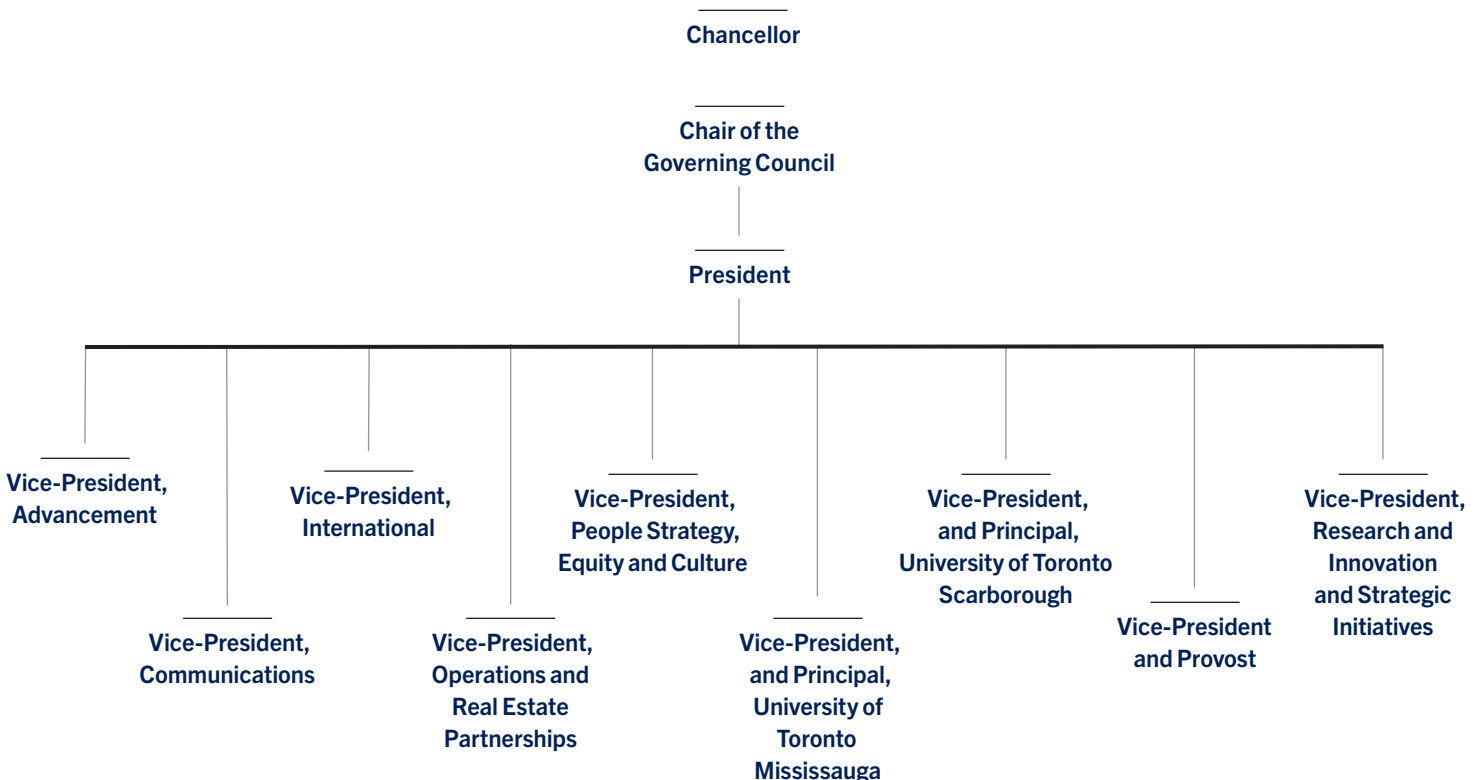
The governance structure of the University of Toronto comprises the Governing Council and its boards, campus councils and committees.

The governing structure at the University of Toronto, [a unicameral model](#), is unique among Canadian universities. The [Governing Council](#), established by the University of Toronto Act, 1971, oversees the academic, business and student affairs of the university. It is composed of 50 members—25 members from within the internal university community, including administrative staff, teaching staff and students and 25 members external to the university, including alumni and Lieutenant-Governor-in-Council appointees.

Responsibility for particular governance functions is distributed among the [boards, campus councils and committees](#) of the Governing Council. In many instances, the Governing Council reserves final decision-making authority; in others the Council has delegated initial review and final decision-making to various governance bodies.

The unicameral structure is designed to ensure the primacy of the academic mission and aims to uphold academic self-governance, promote responsible financial decision-making and ensure accountability to stakeholders.

The President is appointed by the Governing Council and serves as an ex officio voting member.



Position description

The 17th President of the University of Toronto will lead Canada's preeminent university, renowned globally for its excellence in research and teaching. An inspiring leader and accomplished academic, the President will have the unparalleled opportunity to guide the university into its third century. The President will engage the entire university community in the realization of a distinctive and compelling vision that is marked by a commitment to U of T's public mission, transparency, accessibility and unwavering respect for diversity and excellence.

As stipulated in the University of Toronto Act (1971), the President must be a Canadian citizen. The President reports to the Governing Council and is appointed for a five-year term, renewable. The President is expected to take office on July 1, 2025.

Mandate and priorities

The President will be charged with realizing U of T's mission as a public institution that is one of the world's leading research universities, with undergraduate, graduate and professional programs of the highest quality.

Advancing research

The President will be a distinguished academic who will further advance the university's research culture, fostering and reinforcing an academic community in which the learning and scholarship of every member will flourish. The President will work to enhance and defend U of T's preeminence in research by attracting and retaining superb faculty members and researchers, identifying and expanding sources of research funding and upholding its foundational commitment to academic freedom, freedom of research and freedom of speech.

Nurturing student success

The President will work to enhance the student experience, marshal resources and provide support to ensure students at all levels and in all areas of study receive an education commensurate with the university's international stature. The President will work to support students in their learning, both inside and outside the classroom. The President will also support a range of institution-wide mental health and well-being strategies and services to help students thrive in a caring community.

Inclusive excellence

Foundational to all elements of the President's mandate is inclusive excellence. The President will be a champion of equity, diversity and inclusion (EDI) and ensure an environment of tolerance and mutual respect in which every member of the university can work, live, teach and learn free from discrimination and harassment. The President will strengthen a culture of civil discourse on campus and be adept in managing conflict in accordance with the university's values of academic freedom, freedom of expression and commitment to EDI and accessibility.

Advocacy and relationship building

The President will be an effective and tireless advocate for U of T and its multiple contributions to the public good in Toronto, the province of Ontario, Canada and the world. The President will honour and advance the university's commitment to Indigenization and reconciliation with Indigenous Peoples. They will build and strengthen long-term relations at all levels of government and make an effective case for the importance of university research and education to the public and other external stakeholders including the Governments of Ontario and Canada.

Advancement

The President will lead and inspire the university's efforts in fundraising, alumni relations and external engagement, helping to realize the university's academic priorities and ambitions.

Management, finance and operations

As a large, tri-campus and research-driven public university, U of T faces a broad range of opportunities and challenges, including financial, societal, political and geopolitical factors. The President will be adept at dealing with unanticipated events and will be responsible for both strategic planning and managing risks in accordance with the university's founding values and commitments.

Inspiring and visionary leadership

The President will provide executive leadership and strategic direction for the university's operations in support of its mission. The President will attract, retain and empower a collaborative and high-functioning senior team which will work closely with the university's various academic and administrative divisions and units.

Selection criteria

Based on an extensive consultation process, the following criteria have been identified by the Presidential Search Committee as key qualities and characteristics to be expected and assessed in a successful candidate for the role of President. The committee recognizes that no candidate for the position will likely meet all of the following criteria in equal measure; nevertheless, the following provides a comprehensive list of desirable criteria:

Scholarly distinction

- An outstanding academic record, as evidenced by an advanced degree, ideally a PhD or equivalent, with a distinguished record of research, scholarship and teaching in a field of study represented at the University of Toronto. Appointable at the rank of full Professor.

Vision and strategies

- Demonstrated success in developing and implementing a compelling and ambitious long-term vision that aligns with the mission and goals of a large, complex and decentralized institution.

Impact

- Experience in creatively defining ways to deepen a university's global impact, including, but not limited to, increasing its position in global rankings.

Fundraising success

- Significant experience in fundraising, including leading and promoting ambitious fundraising campaigns, with a proven ability to secure major gifts and build lasting relationships with donors.

Leadership and financial management

- Extensive experience in budgetary management in a large, complex organization that demonstrates a strong understanding of effectively managing risk, competing priorities and balancing operational needs.
- A proven track record of attracting, retaining and empowering high-performing senior leadership teams to achieve collective goals.

Championing inclusive excellence

- Demonstrable experience in meaningfully advancing equity, diversity, inclusion (EDI) and accessibility.

Indigenous engagement and excellence

- Demonstrable experience in advancing engagement with Indigenous peoples, including building relationships that support Indigenous excellence on campus and beyond.

Advocacy

- A passionate advocate for the University of Toronto and higher education in general, the next President will have experience leading successful efforts to influence and gain support from the public, government and external stakeholders.
- A strong track record of creating and sustaining meaningful partnerships at local, national and international levels.

Governance

- Experience in engaging with university governance bodies and an appreciation for governance in higher education institutions.

Personal and professional attributes

- An inspirational and persuasive advocate for the university's core mission and its contributions to the public good.
- A resilient individual who demonstrates integrity and principled judgment, has a measured manner across many settings and is a good listener and communicator.
- A champion of inclusion who leads by example and seeks to build a university-wide culture of trust and respect.
- A person who learns from the past to build the best possible future for the university and its future generations.



The newly pedestrianized pathway around King's College Circle on St. George campus

How to apply

An executive search is being undertaken by the University of Toronto's search partner Perrett Laver. Perrett Laver will support the university in identifying a diverse field of qualified candidates and in the assessment of candidates against the selection criteria.

Applications should consist of a full curriculum vitae and cover letter describing briefly how the candidate meets the selection criteria, why the appointment is of interest and what they believe they can bring to the role. Further information, including details on how to apply, can be found on [Perrett Laver's vacancies page](#) quoting reference number 7322. Interested candidates are asked to submit applications by midnight (EST) on Sunday, Nov. 17, 2024.

Diversity statement

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.

Accessibility statement

The university strives to be an equitable and inclusive community and proactively seeks to increase diversity among its community members. Our values regarding equity and diversity are linked with our unwavering commitment to excellence in the pursuit of our academic mission.

The university is committed to the principles of the Accessibility for Ontarians with Disabilities Act (AODA). As such, we strive to make our recruitment, assessment and selection processes as accessible as possible and provide accommodations as required for applicants with disabilities.

If you require any accommodations at any point during the application and hiring process, please contact Angela.Licata@perrettlaver.com.

Data protection and privacy

Perrett Laver is a Data Controller and a Data Processor, as defined under the General Data Protection Regulation (GDPR). Any information obtained by its trading divisions is held and processed in accordance with the relevant data protection legislation. The data applicants share is securely stored on a computerized database and transferred to clients for the purposes of presenting a candidate and/or considering their suitability for a role they have registered interest in.

The legal basis for much of the data processing activity is 'Legitimate Interests'. You have the right to object to Perrett Laver processing your data in this way. For more information about this, your rights and Perrett Laver's approach to Data Protection and Privacy, please visit <https://perrettlaver.com/privacy-policy/>.



As one of the world's top universities, the University of Toronto is generating the knowledge, ideas and innovations needed to shape a better future. We are excited to explore how your experience and vision can help us build on the university's successes as it enters its third century.