



## Candidate Brief



UNIVERSITY OF  
**TORONTO**  
SCARBOROUGH

## Vice-President and Principal

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## 1.0 The Opportunity

The University of Toronto seeks an inspiring and globally-minded leader to lead the University of Toronto at Scarborough (UTSC). One of three campuses of the University of Toronto, UTSC offers a wide range of programs, is unique among the campuses in providing cooperative education opportunities, and is home to a world-renowned faculty committed to the provision of a superior educational experience for its students, cutting-edge research with a global perspective, and dedicated service to the greater community. Now celebrating its 50<sup>th</sup> anniversary, and located in one of the most culturally diverse communities in the world, UTSC is in a favourable position to grow its vibrant and academically excellent environment, building upon and deepening its existing strengths. This is an exciting time for UTSC, as the new Vice-President and Principal will have an opportunity to build upon the legacy of the past 50 years, bringing his/her passion, dynamism, and proven experience to chart an extraordinary journey for the years ahead. The new Vice-President and Principal will embrace the unique culture of UTSC, execute the requirements of the position with an unassailable commitment to success, and will work closely with the University of Toronto community as a whole to build global awareness of and interest in UTSC.

## 2.0 The University of Toronto at Scarborough

The University of Toronto at Scarborough (UTSC), founded in 1964, is situated on a park-like campus of 120 hectares in the eastern part of the Greater Toronto Area (GTA). It is one of three major campuses of the University of Toronto, the preeminent research institution in Canada, along with the St. George campus and the University of Toronto at Mississauga. UTSC is a thriving institution where over 400 faculty members teach nearly 12,000 undergraduate and graduate students. UTSC has approximately \$9.6 million annually in research grants and contract support and \$10.2 million in major research infrastructure grants in the past eight years. Alumni number approximately 27,000 and provide an engaged local, national, and international presence.

UTSC offers 147 undergraduate degree programs and 1,581 courses spanning the full range of BSc and BA concentrations expected at any outstanding comprehensive University. Honours degrees can be taken at a variety of levels of concentration, facilitating broad or novel degree combinations for undergraduates. UTSC has one of the most successful undergraduate work cooperative programs in Canada. From inception in the mid-70's, there are now over forty co-op programs spanning the arts, science, management and business disciplines. UTSC also offers a number of other joint and combined programs at the undergraduate and graduate level.

UTSC has been rapidly expanding its graduate and research capacity through broad support for the research enterprise and strategic investment in innovative research directions and infrastructure. Major investment from the University, the Canada Research Chairs programs, the Canada Foundation for Innovation, and the Ontario Research Fund have produced a number of novel research centres housed at UTSC, including the Centre for the Neurobiology of Stress, the Centre for Ethnography, the Environmental NMR Centre, and Teaching and Research in Analytical Chemical and Environmental Science (TRACES). All tenure-stream faculty have graduate appointments and are actively engaged in growing the affiliated graduate student body to 231 with additional graduate expansion planned in both the short- and long-term. A new vice-decanal portfolio for graduate education has been established and distinctive graduate programs have been developed.

Adding to the major capital expansion program which took place in the early 2000s, including an Academic Resource Centre, a new library, a 230 bed residence, a Management Building, a Student Centre, and an Arts and Administration Building, cranes and construction are highly visible on the UTSC campus again. Currently under construction is the 110,00 square foot Environmental Science and Chemistry Building, as well as the 312,00 square foot Toronto Pan Am Sports Centre. The Pan Am Sports Centre represents one of Canada's largest investments in amateur sport infrastructure, and will open for the Pan Am/Para Pan American Games in 2015.

More information regarding UTSC may be obtained at <http://www.utsc.utoronto.ca>.

## 3.0 The University of Toronto

Established in 1827 by royal charter, the University of Toronto has evolved into a complex institution that is the largest and most prestigious research-intensive university in Canada. Located in one of the world's great cities, the University of Toronto benefits from a milieu rich in culture, recreation and diversity.

The University currently has more than 18,000 faculty and staff, some 83,000 students, an annual budget of \$2 billion, research grant and contract support of more than \$1.2 billion, and an endowment of \$1.9 billion. Its library is consistently ranked as one of the top three research libraries in North America, with over 21 million holdings. The University has recently undertaken its largest capital expansion program in 40 years, building over 1 million square feet of classrooms, research facilities, libraries and residences. Its employees, students and alumni contribute an estimated \$4.4 billion directly to the economy of the Toronto region and the University is one of its largest employers.

The quality and range of its programs – undergraduate, graduate and professional – attract students from all parts of Ontario, from around the country and from abroad. Of the approximately 83,000 students enrolled at the University, approximately 12,000 are international students. The University has 18 academic divisions and its teaching programs are held on the St. George campus in downtown Toronto, on campuses in Mississauga and Scarborough and in nine fully affiliated teaching hospitals in Toronto. The University offers an extraordinary scope of undergraduate and graduate fields of study, including a full range of programs leading to professional degrees. The University of Toronto has hundreds of student clubs and organizations spread across its three campuses and innumerable activities ranging from cultural events to intercollegiate and intramural sporting activities. Additional information about the University of Toronto is available online at [www.utoronto.ca](http://www.utoronto.ca).

## 4.0 The Role of the 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 UTSC and a member of the University's executive team. The Vice-President and Principal's senior administrative team includes the Vice-Principal (Academic) and Dean, the Vice-Principal (Research), and Assistant Principals.

The Vice-President and Principal will be a distinguished academic and an exemplary leader and administrator. In addition to being an outstanding representative for UTSC externally, the Vice-President and Principal will exercise responsibility over a broad range of areas including: student, faculty, and staff matters, academic programs, campus budgeting, and internal relations. UTSC operates as a distinct administrative unit, with the Vice-President and Principal responsible for all aspects of campus operations.

As Vice-President and Principal, s/he will be expected to participate in university-wide planning and initiatives and provide visionary leadership to the UTSC campus while raising its profile locally and internationally. The Principal will work closely with the UTSC community to advance excellence in academic programming, research, teaching and learning. To achieve this, the Principal will ensure UTSC meets the challenges presented by ongoing transformations in higher-education, the rapid pace of globalization and technological advances, and the growing expectations of the general public.

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 UTSC and its compelling vision for the future.
- Ensuring UTSC is well administered on a day-to-day basis, and that the appropriate people and resources are in place to support the academic enterprise.
- Appreciating, promoting, supporting, and inspiring superior teaching and research.
- Attracting and retaining diverse and superior faculty, students and staff, and ensuring that new faculty and staff recruitment reflects and reinforces the academic vision of UTSC.
- Nurturing and building upon UTSC's vibrant multicultural community of faculty staff and students.
- Continuing to develop the quality of on-campus experiences for UTSC's large community-based student population.
- Continuing to foster and develop UTSC's leadership in novel approaches to teaching.
- Promoting innovative, multidisciplinary, and curiosity-driven research.
- Promoting a positive and supportive environment for faculty, staff, and students, and encouraging all members of the UTSC community to be fully engaged in conversations that pertain to shaping the institution's future.

The Vice-President and Principal will represent and advance UTSC and the University of Toronto in its 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 UTSC remains a centre of distinction, and ensuring that UTSC plays a pivotal role in the important and transformative task of city-building.
- Playing a leading role in alumni relations, effectively trumpeting UTSC's vision for the future and the strategy for realizing that vision.
- Developing and strengthening linkages to other divisions and campuses within the University of Toronto.
- Leading UTSC's fundraising and institutional advancement endeavours.

## 5.0 Aspirations for UTSC

While the opportunities and challenges facing the new Vice-President and Principal are varied, there is general agreement that the next Vice-President and Principal will need to devote time and attention to them:

- **Developing innovative strategies to address the priorities outlined in the UTSC's [strategic plan](#).** Although the UTSC community has approved the strategic plan and is in search of an outstanding leader to implement it, the Vice-President and Principal must also have the visionary sophistication to advance the institution beyond the current plan.
- **Maximizing differentiation for UTSC while retaining the identity of the much valued University of Toronto.** While the academic mission and overall excellence of the University of Toronto informs the mandate of UTSC and is at the core of everything the campus does, UTSC can further differentiate itself among its peer campuses. The Vice-President and Principal will establish initiatives to further differentiate UTSC, with the goal of enhancing the overall reputation of the University of Toronto and its impact locally and internationally.
- **Celebrating and nurturing existing linkages between UTSC and the greater community and establishing additional links.** Although there are several challenges that can prevent post-secondary institutions from growing and moving forward, the President of the University of Toronto has encouraged all three campuses to leverage the location of the University, situated in an urban region of 6 million-plus people, more fully. To that end, the Vice-President and Principal will be a champion for bolstering UTSC's local identity, and will be enthusiastic about city-building, and building strong partnerships with the greater community. The Toronto Pan Am Sports Centre (TPASC) represents one of Canada's largest investments in amateur sport infrastructure, and is an example of the great partnerships UTSC has been able to forge with the community. The centre will open for the Pan Am/Para Pan American Games in 2015, and the facility will become a magnet for the entire region.
- **Leading in a post-secondary environment faced with significant budgetary challenges.** UTSC is a large financial operation, and the Vice-President and Principal must spend revenue wisely when endeavouring to further campus plans. To maintain UTSC's reputation for excellence, the Vice-President and Principal must also devote time and attention to fundraising, and must see this as an integral part of the role.

- **Fostering continued growth opportunities for UTSC.** UTSC has enjoyed significant growth over the years, which means a solid foundation is in place for further development. There are opportunities to expand academic programs, including sports and health programs as a result of the 312,000 square foot TPASC, professional master's programs and continuing education offerings. Additionally, the campus is forecasting growth in the area of graduate education, its research enterprise, and overall enrolment. As the campus focuses on growth opportunities, the Vice-President and Principal will ensure that there is a balanced and equitable development of all areas of campus operation.
- **Continuing to enhance the quality of the student experience, both inside and outside of the classroom.** UTSC is known for being an intimate campus environment where students enjoy the presence of faculty, staff, and members of the senior administration. The campus will be home to approximately 17,000 students in five years, and will need to maintain the quality of its programs and its sense of community as it grows.
- **Sustaining positive, productive and mutually beneficial relationships within the University's tri-campus system.** The Vice-President and Principal is UTSC's primary advocate and will advocate for UTSC within the University's tri-campus system. As a member of the University's executive team, the Vice-President and Principal will also work to advance and protect the interests of the University in its entirety.

## 6.0 Candidate Qualifications

The University of Toronto is one of the top universities in the world, and has aspirations to progress further in international rankings and reputation. To grow in esteem, those in leadership positions at the University must have superior academic profiles and the capability to serve as intellectual leaders. To that end, the new Vice-President and Principal will be a respected academic 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 that face 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 Search 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 lead institutional change, effectively articulate the vision and strategy for UTSC to internal and external audiences, and inspire the community in pursuit of its goals.
- A deep commitment to, and passion for, equity, diversity, and inclusion, and nurturing these valued aspects of UTSC and of the University of Toronto.
- The ability to articulate a position, build a strong argument, and present it clearly and convincingly to various stakeholders.
- The ability to be goal-oriented and decisive while being a champion for collaborative processes.
- A history of being a team builder who can develop a rapport with others, competently assess the talents and abilities of his/her team members, delegate authority and monitor progress, and support and encourage professional and personal development.
- The ability to enable people to see opportunity where they initially saw constraint.
- An excellent listener who constructs useful synthesis before providing direction.
- A deep and abiding commitment to collegial governance, consultation, and consensus-building.
- The ability to work with divergent interests in a way that does not promote division.
- A track record for being politically astute.
- An affinity for fundraising, friend-raising, and being a community liaison, and a strong commitment to building relationships that will help UTSC 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 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.
- The ability to create fair, transparent, effective, efficient and timely structures and operations for making decisions and moving an agenda forward.
- A history of having a highly 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 that demonstrates an active interest in the lives of students, faculty, staff, and alumni who make up the UTSC community.
- A deep commitment to inspiring intellectual curiosity and creativity.
- An inviting and exemplary communication style, which will help the Vice-President and Principal forge successful relationships with colleagues at the University of Toronto, with members of the external community, faculty, staff and students.
- Superb entrepreneurial instincts and business acumen, 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.

## 7.0 About Toronto, Ontario

Toronto is known for having one of the most diverse populations in the world. More than 100 dialects and languages are spoken in the city, making Toronto a centre that truly represents a range of cultural groups.

Toronto is the 4<sup>th</sup>-largest city in North America, with 2.8 million residents contributing to its economic pulse. Toronto is a safe city to live in and raise a family. The quality of life in Toronto is high.



Toronto is Canada's financial and business capital. It is a dynamic, diverse, and expanding city, providing a great business environment for companies looking to grow. Residential building projects in the city alone show how quickly the city is expanding; Toronto leads all North American municipalities in new large-scale development projects with 185 high-rise buildings currently under construction.



Toronto boasts a wealth of creative talent. The city is home to more than 70 film festivals, including the annual Toronto International Film Festival; internationally recognized symphony, ballet and opera companies, including the Toronto Symphony Orchestra, the National Ballet of Canada, and the Canadian Opera Company; 200 professional performing arts organizations, including Mirvish Productions; and, countless commercial and not-for-profit galleries and museums. Toronto's 10 city-owned museums, for example, hold 147,000 artifacts and one million archaeological specimens in their historical collections.

Toronto hosts many annual festivals and cultural events, including Nuit Blanche, Luminato, and the Cavalcade of Lights Festival and Exhibit, which collectively attracts and entertains approximately 2.5 million residents and tourists. The city is also home to over 50 major attractions, including heritage sites, cultural centres and zoos, and seven professional sports teams.

For more information about Toronto, please visit <http://www.seetorontonow.com>, [http://www.toronto.ca/about\\_toronto/](http://www.toronto.ca/about_toronto/), [http://www.toronto.ca/progress/world\\_rankings.htm](http://www.toronto.ca/progress/world_rankings.htm), <http://en.wikipedia.org/wiki/Toronto>, [http://en.wikipedia.org/wiki/Toronto Culture](http://en.wikipedia.org/wiki/Toronto_Culture).

## 8.0 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 Maydianne Andrade, Department of Biological Sciences, UTSC

Professor John Bland, Department of Mathematics, Faculty of Arts and Science

Professor Luc De Nil, Vice-Dean, Students, School of Graduate Studies

Ms Rasika Endley, Undergraduate Student, UTSC

Ms Kathy Fellowes, Academic & Learning Strategist, Academic Advising & Career Centre, UTSC

Ms Sue Graham-Nutter, UTSC Alumnae

Professor Kelly Hannah-Moffat, Department of Sociology and Vice-Dean, Undergraduate, UTM

Professor Sherry Lee, Department of Arts, Culture and Media, UTSC

Mr. Hussain Masoom, Graduate Student, UTSC

Ms. Victoria Owen, Chief Librarian, UTSC

Professor Myrna Simpson, Department of Physical and Environmental Sciences, UTSC

Professor Lana Stermac, Interim Chair, Department of Applied Psychology and Human Development, OISE

Dr. Malama Tsimenis, Centre for French & Linguistics, UTSC

Professor Phil Triadafilopoulos, Department of Political Science, UTSC

## 9.0 The Process

Recently named one of Canada's Top 100 Employers for the 7th year in a row, and one of Canada's Best Diversity Employers for the 6th consecutive year, the University of Toronto is strongly committed to diversity within its community and especially welcomes applications from visible minority group members, women, Aboriginal persons, persons with disabilities, members of sexual minority groups, and others who may contribute to the further diversification of ideas. Please note that all qualified candidates are encouraged to apply, but applications from Canadians and permanent residents will be given priority.

The Advisory Committee will begin consideration of candidates in September 2014 and is seeking an individual to take office by July 1, 2015. Applications and nominations should be submitted, in confidence, to Gerri Woodford or Jason Murray at [utscprincipal@odgersberndtson.ca](mailto:utscprincipal@odgersberndtson.ca).

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