



Candidate Brief



UNIVERSITY OF
TORONTO
MISSISSAUGA

Vice-President and Principal

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1.0 A Snapshot of the Opportunity

The University of Toronto seeks an inspiring and globally-minded academic to lead the University of Toronto Mississauga (UTM). 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 is the chief ambassador 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 a 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. Celebrating its 50th anniversary in the 2017 calendar year, and located in one of the most culturally diverse communities in the world, UTM is in a favorable position to build upon and deepen its existing strengths.

Over the last ten years alone, UTM has seen remarkable growth. First-rate facilities have been built, including a new library, and a recreation, athletics, and wellness complex. UTM's students enjoy access to the University of Toronto library system, which is ranked third in North America after Harvard and Yale. Its student population has increased considerably, with more than 15,000 undergraduate and graduate students currently enrolled. The campus has expanded its catalogue of exciting 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 its community as well as its steadfast commitment to having far-reaching impact, including [The Mississauga Academy of Medicine](#), the [Centre for Medicinal Chemistry](#), the [Institute for Management & Innovation](#), and the programs in [Theatre, Drama and Performance Studies](#) and [Visual Studies](#).

With the growth that UTM has experienced over the last several years (student population, infrastructure development, programs, etc.), the new Vice-President and Principal has a unique opportunity to focus on other priorities that will move the institution forward. UTM's remarkable growth in a relatively short time has produced a very different campus today than what it was a decade ago. This, therefore, creates an opportunity for the new Vice-President and Principal, in partnership with the UTM community, to sharpen the distinctive identity and role of the institution. While the overall academic mission of the University of Toronto informs the directions taken by each campus, the new Vice-President and Principal will work strategically and collegially with stakeholders of the University to set a clear vision for UTM's future. The team at UTM consists of 2,300 energized faculty and staff, all passionate about UTM's success and its continued advancement.

Currently, one of the major priority areas for UTM is to accelerate the growth of its research enterprise. The University of Toronto is a research powerhouse, and all three campuses comprising the University are committed to producing and disseminating impactful research and scholarship. While research at UTM has grown over the last several years, the incoming Vice-President and Principal must enthusiastically embrace the project of strengthening UTM's research environment. The successful candidate will need to inspire intellectual curiosity and creativity, and will need to marshal resources that will enable UTM to realize its research ambitions. UTM is currently aiming to hire the equivalent of roughly 10 percent of its overall faculty complement this year. As one of the primary ways of bolstering the research enterprise, the Vice-President and Principal and members of the UTM community have a rare opportunity to hire a critical cadre of leading and emerging scholars. These future colleagues will add to UTM's existing research strengths.

UTM is known for its intimate campus environment. The campus is focused on providing students with an excellent student experience, and the Vice-President and Principal is a key player in promoting this commitment. To further enhance the student experience, the successful candidate will lead a campus-wide conversation about how to provide more experiential learning opportunities, and will encourage students to play an active role in shaping UTM's future. The next administration will also work towards finding new ways to embed graduate students more deeply within the life of the campus. To achieve this, the Vice-President and Principal will work with colleagues at UTM to develop a focused narrative about what makes UTM an attractive location to pursue graduate level study. The Vice-President and Principal will also work with faculty and staff to attract the best and brightest students from across Canada and around the world.

UTM enjoys a very strong relationship with the City of Mississauga. The city views UTM as a key partner and economic asset, and the relationship that has been established between the campus and the city is truly enviable. 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 new Vice-President and Principal must be enthusiastic about 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. The Vice-President and Principal must be committed to sustaining a close relationship with UTM's alumni locally, nationally and globally.

This is an exciting time for UTM, as the new Vice-President and Principal will have an opportunity to build upon the legacy of the past 50 years, bringing his/her energy, dynamism, and proven experience to the task of charting an extraordinary pathway for the years ahead. The new Vice-President and Principal will embrace the unique culture of UTM, 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 institution.

2.0 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. 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 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 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 and inspire a community in pursuit of its goals;
- 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 ability to be goal-oriented and decisive while being a champion for collaborative processes;
- A history of being a team builder who: develops rapport with others; knowledgeably assesses talents and abilities of team members; delegates authority and monitors progress; and, supports and encourages professional and personal development;
- The ability to help people see opportunity where they initially saw constraint;
- An excellent listener who synthesizes information 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 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 build 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 colleagues at the University of Toronto, with members of the external community, 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.

3.0 The Appointment

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 Act, accommodation will be provided by both Odgers Berndtson and the University of Toronto throughout the recruitment process to applicants with disabilities.

The new Vice-President and Principal takes office July 1, 2017 or as mutually agreed, with consideration of candidates beginning January 2017. Inquiries and/or applications, in confidence, should be directed to Gerri Woodford or Jason Murray at utmprincipal@odgersberndtson.com.

Please review Appendices A through F, as well as our Confidentiality Statement, on the pages that follow

Appendix A 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 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, 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, students and staff, and ensuring that new faculty and staff recruitment reflects and reinforces the academic vision of UTM;
- Nurturing and building upon UTM's vibrant multicultural community of faculty, staff, and students;
- Promoting innovative, multidisciplinary, and curiosity-driven research;

- Promoting a positive and supportive environment for faculty, 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 (UTM)

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 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. In accordance with the University's strategic vision outlined in [Towards 2030](#), UTM is expected to see substantial further growth in undergraduate and graduate programs and enrolment within a differentiated campus model.

The campus is situated in the City of Mississauga on 225 acres of protected greenbelt along the Credit River, 33 kilometers 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), and the Recreation, Athletics and Wellness Centre. 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 (U of T)

“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

Established by royal charter in 1827, the University of Toronto ranks among the best in the world and is the leading university in Canada. U of T attracts top faculty and students who seek a mark of excellence acknowledged around the globe. The Times Higher Education World University Rankings, which measure the institutional excellence of the world’s top 400 universities in research, teaching, and knowledge transfer, list the University of Toronto as the top university in Canada and 19th in the world. In 2015, the prestigious Shanghai Jiao Tong University’s Academic Ranking of World Universities put U of T first in Canada and 25th in the world, and the QS World University Rankings placed U of T 34th in the world.

The historical strengths that have shaped the University’s progress and achievements include: excellence across a wide array of disciplines; leadership in professional education; pre-eminence in graduate education; three federated universities (Victoria, Trinity, and St. Michael’s); and decentralized management with strong decanal leadership. The quality and range of the University’s programs – undergraduate, graduate, and professional – span the disciplines and professions, and attract top students from all parts of Ontario, Canada, and the world, with international students from more than 150 countries.

The University of Toronto encompasses 18 Faculties and Schools, more than 100 departments, 170 research centres and institutes, and three campuses. Its teaching programs are delivered on the historic St. George campus in the heart of cosmopolitan Toronto, on growing campuses in Mississauga and Scarborough, and in nine fully affiliated teaching hospitals in Toronto. The University and its affiliated teaching hospitals attract over \$1.3 billion per year in research grants and contracts. U of T has created a vibrant entrepreneurial ecosystem and has emerged as a leading university in North America in the creation of new start-up companies.

With more than 19,800 faculty and staff, some 84,500 students enrolled across the three campuses, and an annual operating budget of \$2.2 billion, the University of Toronto contributes \$15.7 billion to the Canadian economy each year. The University is regularly named one of Canada’s Top 100 Employers and one of Canada’s Best Diversity Employers. The Association of Research Libraries (ARL) ranks the U of T Libraries third in North America, after Harvard and Yale, with over 21 million holdings and 44 libraries.

In 2015, U of T was ranked 10th in the world for the employability of its graduates. Alumni include hundreds of distinguished researchers, teachers, decision-makers and persons of influence, including prominent federal, provincial and municipal politicians, global business leaders and eminent philanthropists. The University is linked to the acclaimed clinical and research centres of its nine fully affiliated hospitals, and supports a vigorous program of commercialization through the Banting & Best Centre for Innovation & Entrepreneurship and other accelerators. President Meric Gertler has identified enhancing undergraduate education, deepening international collaboration, and leveraging the University's position in the Greater Toronto Area – one of the world's most vibrant and diverse urban regions – as the top three strategic priorities of his term.

The University's Boundless Campaign is well on its way towards its \$2 billion goal, setting a new high-water mark for philanthropy in Canada. Additional information is available at 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 757,000 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, ON Canada

Toronto is known for having one of the most diverse populations in the world. More than 100 dialects and languages are spoken in Toronto, making it a city that truly has representation from all cultural groups.

Toronto is the 4th-largest city in North America, with 2.8 million residents contributing to its economic pulse, artistic excitement, and cultural activities. Given the number of residents, Toronto is praised for being a great city in which to find employment, and for being a safe city to live in and raise a family. It is also revered as a friendly city, as citizens are quick to show support for their neighbour's well-being.



The quality of life in Toronto is high. The [Economist](#) rates Toronto as the safest city in North America. In its annual Quality of Life Ranking, [Mercer](#) rated Toronto 16th in 2016.

Toronto is Canada's financial and business capital. Toronto is truly a dynamic, diverse, and expanding city that provides the ideal business environment for companies looking for a competitive edge. 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 produces and promotes nine annual tourism and local campaign events, including Nuit Blanche, Winterlicious, Summerlicious, 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 boasts 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)

Ms. Susan Amring, Director, Economic Development, City of Mississauga

Professor Kenneth Corts, Vice-Dean, Faculty and Research, Director, Rotman Commerce, Joseph L. Rotman School of Management

Professor Alison Freeland, Associate Dean Medical Education (Regional), Department of Psychiatry, Faculty of Medicine; Vice-President Quality, Education and Patient Relations, Trillium Health Partners

Professor Alexandra Gillespie, Chair, Department of English and Drama, University of Toronto Mississauga (UTM)

Professor William Gough, Vice-Principal (Academic) and Dean, University of Toronto Scarborough

Professor Claudiu Gradinaru, Chair, Department of Chemical and Physical Sciences, UTM

Ms. Shelley Hawrychuk, Associate Librarian, Collections and Scholarship and Deputy Chief Librarian, UTM Library

Mr. Nick Kuryluk, Alumni governor

Professor Emmanuel Nikiema, Chair, Department of Language Studies, UTM

Mr. Mark Overton, Dean of Student Affairs and Assistant Principal, UTM

Mr. Chadd Pirali, Undergraduate student, UTM

Ms. Firyal Ramzan, Graduate student, UTM

Professor Locke Rowe, Dean, School of Graduate Studies and Vice Provost, Graduate Research and Education

Professor Kathi Wilson, Chair, Department of Geography, UTM

Professor David Wolfe, Department of Political Science, UTM

Ms. Sheree Drummond, Secretary of the Governing Council (non-voting)

Mr. Anwar Kazimi, Deputy Secretary of the Governing Council (non-voting)

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