



Candidate Brief

Dean, Faculty of Arts & Science

University of Toronto

December 2018



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A Snapshot of the Opportunity

The Faculty of Arts & Science (FAS) is performing well on important metrics, and the new Dean will have a unique opportunity to table bold ideas to move the Faculty forward. Over the last five years, resources have been carefully stewarded, the financial picture has strengthened—so much so that Arts & Science is in the best financial position of all Faculties across the University—and academic and administrative staff have worked diligently to address the needs of faculty and students. Among other growth areas, there has been a focus on increasing the faculty complement with a concern for diversity, supporting internationalization in the classroom and in research networks, pursuing building projects and new institutes, instituting governance practices that encourage evidence-based and collegial decision-making, and charting a path for transparent and effective academic planning.

Arts & Science is one of the most comprehensive and diverse academic divisions in North America, with the vast majority of its programs ranked among the top 20 in the world in QS World University Rankings. The Faculty is unique for bringing humanities, sciences, and social sciences under one umbrella, and is renowned for its many centres and institutes focused on innovative interdisciplinary and collaborative scholarship. With more than 25,000 undergraduate and 4,000 graduate students



from 140 countries, 1,000 faculty members, and a breadth of degree programs and experiential learning opportunities, Arts & Science is the largest division at the University and a critical component of the institution's overall success. The Faculty has supported and championed ground-breaking initiatives whose benefits reach beyond the Faculty, including the newly established multi-divisional School for Cities and the newly transformed Munk School for Global Affairs & Public Policy. The Faculty works closely with other units across the university, including departments at the University of Toronto Mississauga and the University of Toronto Scarborough. Given the size of the Faculty and the many stakeholders with whom the Dean interacts, the Dean must be a collaborative leader with a high level of personal and professional integrity.

The Faculty of Arts & Science has developed a number of new programs and initiatives centred on improving the student experience. The Milestones and Pathways programs, launched in 2016, offer support for graduate students advancing through their degrees by developing the skills and knowledge needed to succeed in both academic and non-academic careers. The Faculty's initiatives in graduate student funding—including the development of a three-year program that has increased the base funding amounts, and the creation of new program-level fellowships—has served as a model for the entire University. At the undergraduate level, Arts & Science has expanded the Faculty's Advancing Teaching & Learning in Arts & Science (ATLAS) program. ATLAS provides funding and support to innovative teaching initiatives in priority areas such as community-engaged learning, work-integrated learning, and student engagement beyond the classroom.

With approximately 30,000 calling Arts & Science home, the Dean must continue to make the student experience an important preoccupation during their tenure. The Dean will elevate the quality of the student experience by ensuring communication with students is engaging and constructive,



by improving teaching space and leveraging technology, and by further developing experiential education for students and encouraging faculty and staff to work in a manner that prepares students for increasingly diverse career options. The Dean must also think about the wellbeing and mental health of students and must make a concerted effort to enhance mental health resources and services within the Faculty.

Given the University's high global rankings across several disciplines, many units in the Faculty of Arts & Science attract excellent international applicants. There is an opportunity for the Faculty to increase the number of international students selected, and further diversify the Faculty. As the number of international students is likely to grow over time, the Dean must work with faculty and staff to enhance ESL learning resources and must encourage conversations around best practices for educating a changing student population.

While the overall student population is high, the Faculty isn't without its enrolment challenges. Across the region, humanities and social sciences enrolments are down, even as employers indicate that soft skills in writing, communications, logical analysis, and creative thinking are eagerly desired. Also, academia in its traditional form is being challenged by online learning platforms that are growing in popularity and legitimacy. Leadership in the Faculty on how to emphasize the linkage between the arts and sciences will be a preoccupation of the new Dean. Promoting the importance of humanities and social sciences in forming critical-thinking citizens and finding effective ways for marketing these programs to appeal to a new generation of students will be preoccupations of the Dean as well. For programs that are experiencing sharp increases in student enrolment, the Dean will work with faculty and staff to ensure the necessary resources are available to deliver high-quality programming. Finally, the Dean must effectively steward the Faculty despite current and emerging technological disruptions.

By all indicators the Faculty of Arts & Science is a research powerhouse—whether prestigious awards and honours, annual funding from Canadian research councils, its 56 Canada Research Chairs, or national and international



rankings, the Faculty's research enterprise is truly remarkable. FAS is well-positioned to continually support multi-disciplinary research opportunities; given this, the individual who will realize success in the role of Dean encourages and maintains cross-departmental communication and collaboration. The new Dean must also be a consummate supporter of all academic disciplines and areas of research; a custodian of academic freedom and freedom of expression within the context of a respectful workplace and learning environment; a champion of excellence in interdisciplinary knowledge and discovery; and, a promoter of the indelible impact that Arts & Science research has on communities around the world.

As the University of Toronto is a publicly-funded university, the Dean plays an important role as the Faculty's primary representative to the various bodies that affect its funding and resources. As governments across the country adjust their approaches to funding universities, the Dean will need to be nimble and must adapt to any changes that occur. Within decanal portfolios, increased emphasis has been placed on identifying diverse, innovative channels for sustainable funding to support excellence in research and pedagogy; in response to the changing fiscal landscape, the new Dean must be comfortable embracing philanthropy and fundraising responsibilities, and must have the ability to envision and develop novel strategies for attracting and/or generating resources that will sustain and grow the Faculty. Finally, the Dean has an important role to play in nurturing external relationships and must represent the Faculty in a manner that brings credit to its reputation.



Space has posed challenges for the Faculty. Some departments are divided across multiple buildings, and there are facilities that require renewal. Given the importance of high-quality facilities to the teaching, research, and learning enterprise, the Dean will work with the University to address space issues.

The University embraces and is a champion for all forms of diversity. Among other initiatives, the University of Toronto's role in reconciliation, and its connections with Indigenous students, partners and communities, is important to the overall institution and to Arts & Science. The Faculty is committed to deepening its relationship with Indigenous and racialized communities and is keen to attract a leader who will dedicate time and energy to this important work. The Dean must have a natural inclination to equity, diversity, and inclusion, and must have the drive

to ensure these critically important and highly relevant principles flourish in practice.

The new Dean arrives at a time when faculty, staff, and students are keen to reach even greater levels of excellence. To ensure the Faculty continues its trajectory, an inspirational and visionary leader is being sought—someone with a track record of realizing opportunities and strengthening an established brand. The new Dean must have a disposition and style that nurtures a deep sense of community and must be drawn to the possibility of becoming a longstanding citizen and leader of the Faculty in the University of Toronto.



Candidate Qualifications

The University of Toronto is one of the top universities in the world and aspires to progress further in international rankings and reputation. Those in leadership positions must have strong scholarly and academic profiles, as well as the ability to serve as exemplary administrators and intellectual leaders.

While the advisory committee recognizes that no one candidate is likely to meet the following qualifications in equal measure, they are preferred and will be used in the assessment of candidates for the position:

- **Academic Record:** A PhD in a relevant discipline; a strong record of scholarly achievements at the rank of Full Professor.
- **Administrative Experience:** Previous line-management experience; a collegial and participatory management style; a track record of supporting and encouraging professional and personal development; a record of successfully managing human, financial, and physical infrastructure resources.
- **Advancement and Development:** The ability to attract and steward funds from external sources; an appreciation for how fundraising and alumni engagement can support and advance Arts & Science.
- **Collaboration and Consultation:** Strong interpersonal skills, and the ability to work in a highly collaborative and productive manner with stakeholders both inside and outside the university (administrative staff, faculty, cross-appointed faculty, community and industry partners, donors, alumni, students, government, other Faculties and universities, etc.).
- **Commitment to Arts & Science Pedagogy and Research:** An enthusiasm for expanding and supporting research productivity within Arts & Science; a commitment to excellence in teaching and pedagogical activity; a commitment to valuing the diversity and complexity of the Faculty including all its disciplines, while maximizing synergies among the various programs; the ability to promote and support arts and science in general, and the knowledge to speak articulately and persuasively about the wide range of disciplines found within the Faculty; an understanding of the academic and applied aspects of research, including funding and grants, the importance of interdisciplinary collaboration, and the relationships of research to teaching and service.
- **Communication Skills:** Strong communication skills, and the natural tendency to interact in a respectful, trustworthy, and transparent manner; the ability to articulate a position, build a strong argument, and present it clearly and convincingly to various stakeholders; the ability to help people see opportunity where they initially saw constraint; an excellent listener who synthesizes information before providing direction; the ability to serve as the Faculty's lead media spokesperson.
- **Commitment to Diversity, Equity, and Inclusion:** A deep commitment to, and passion for, equity, diversity, and inclusion; proven leadership in addressing inequities, and a genuine desire to make matters of diversity and inclusion a priority; the ability to advance the University's commitment to building an inclusive community, and to foster a culture which embraces and promotes respect, equity, and fairness, and celebrates the rich diversity of the campus community.
- **External Relationships:** The presence and confidence to play a leadership role in the community; the ability to be a strong advocate for the Faculty to the broader community; significant experience in partnering and collaborating with industry, governments, community groups, and the public at large.



- **Focus on Quality:** A high level of commitment to, and passion for, excellence in research, teaching, and service; a willingness to invest in the development of faculty, staff, and students, not only in the areas of research, teaching, scholarly activity, learning, and operations, but also in the area of leadership.
- **Personal Qualities:** A demeanour that exhibits integrity, energy, openness, sound judgment, fairness, resourcefulness and confidence, coupled with a sense of humour, an accessible manner, optimism, and enthusiasm; high emotional intelligence, a team player, and an ability to motivate others and garner trust.
- **Recruitment:** An appreciation for issues around faculty recruitment and retention in an increasingly competitive environment; a commitment to equity and

diversity principles in hiring, student recruitment, and educational programming.

- **Strategic Leadership:** The ability to inspire faculty, staff, and students around strategic goals and the ability to develop effective implementation strategies; the ability to delegate and make thoughtful decisions in the best interest of the Faculty; superb entrepreneurial instincts, and a natural tendency to set high standards and encourage big and innovative ideas.
- **Student Experience:** The ability to enhance the quality of the student experience, both inside and outside the classroom; a genuine desire to participate in student-led initiatives, and to remain closely connected to alumni.

How to Apply

Equal Opportunity

Regularly named one of Canada's Top 100 Employers and one of Canada's Best Diversity Employers, the University of Toronto is strongly committed to diversity within its community and especially welcomes applications from racialized persons / persons of colour, women, Indigenous / Aboriginal People of North America, persons with disabilities, LGBTQ persons, and others who may contribute to the further diversification of ideas. Please note that all qualified candidates are encouraged to apply, but applications from Canadians and permanent residents will be given priority. In accordance with the AODA, accommodation will be provided to individuals with disabilities throughout the recruitment process.

Where to Apply

The new Dean, Faculty of Arts & Science takes office July 1, 2019 or as mutually agreed, with consideration of candidates for the role beginning December 2018.

Inquiries and/or applications, in confidence, should be directed to Gerri Woodford or Jason Murray at uoftartssci@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:

Major Responsibilities of the Dean

Broad areas of responsibility include:

Leadership

- Inspires a shared vision within the Faculty.
- Through an inclusive consultation and decision-making process, leads the academic planning process for the Faculty, initiating discussion, defining priorities, and developing and articulating the vision.
- Ensures the Faculty's vision aligns with the University's strategic plan and enhances understanding and builds support for the Faculty's unique place within the University community.
- Develops and leads a strong team of faculty and staff who support the development and implementation of frameworks, policies and initiatives that foster a culture of excellence, collaboration, engagement, commitment, responsibility and accountability throughout the Faculty of Arts & Science.
- Provides strong leadership within a shared-governance structure. Builds trust through openness and transparency while making difficult decisions needed to move the Faculty forward.

Research and Scholarly Activity

- Promotes excellence and integrity in research and scholarly activity and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence.
- Works to increase federal and provincial research funding support.
- Fosters and encourages a high level of research productivity and excellence within the Faculty, by further enhancing and developing research infrastructure, and supporting faculty efforts to obtain and maintain sponsored research funding.

Relationship Building

- Builds effective relationships, promotes, and advocates for the Faculty to a broad spectrum of constituents, including senior administration, deans, faculty members, students, other community leaders, agencies, governments, industry, and key institutions regionally, nationally, and internationally.

Teaching and Learning

- Leads the academic planning process for the Faculty and supports curriculum development in line with the overall programming of the University.
- Promotes excellence and integrity in pedagogical activity and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence in teaching.



Faculty, Staff, and Student Relations

- Plans and prioritizes human resource needs for the Faculty and establishes strategies to enhance its ability to compete in the recruitment and retention of high calibre faculty and staff.
- Works with faculty and staff to develop strategic recruitment and retention plans.
- Makes appointments and re-appointments, and recommendations for tenure and promotion.
- Deals with personnel issues with fairness, effectiveness, and respect.
- Champions increased diversity among faculty, staff and students and ensures an environment of inclusivity.
- Maintains a visible presence in the Faculty, engaging with students and participating in student life activities.

Administration

- Ensures compliance with University policies and procedures.
- Oversees the preparation, management, and monitoring of the planning and budgeting processes within the Faculty.
- Ensures the effective and efficient use of resources (human, financial, information, and infrastructure).
- Exercises good judgment in the management of change and risk.

University Relations and Advancement

- Attracts partnerships and resources by building stronger linkages with the local, national, and international community, education and research institutions, governments, and non-governmental organizations. Pro-actively seeks new opportunities and funding sources that foster and facilitate excellence.
- Attracts resources to the Faculty from government, private philanthropy, and other programs. Working with the University's advancement professionals, leads the Faculty's fund development activities by leveraging existing partnerships, and creating and nurturing new ones. Acts as steward of gifts granted to the Faculty.



Appendix B:

Faculty of Arts & Science

Since the first classics, chemistry, philosophy and physics classes were taught at King's College — U of T's precursor — in 1843, the Faculty of Arts & Science has evolved into one of the most comprehensive and diverse academic divisions in North America and established itself as the heart of one of the world's leading universities.

Home to the majority of undergraduates on the St. George campus, Arts & Science offers an unparalleled breadth of programs leading to bachelor's degrees in arts, science and commerce.

Its students — both graduate and undergraduate — are at the core of our research enterprise, working on campus, in the community and abroad. Its location at the centre of Toronto, one of the world's most diverse cities, opens up a broad range of experiential opportunities, from service learning to internships.

Its faculty members, past and present, include many of the world's leading scholars and scientists. Their discoveries and innovations have advanced our understanding of the world and continue to address many of society's most pressing challenges.

Students

- 25,848 undergraduates
- 4,049 graduate students
- Students in the Faculty come from over 140 different countries around the world
- More than half of U of T's students self-identify as a visible minority
- One in five is the first in their family to attend university
- Housing is guaranteed to new full-time students entering their first year of an undergraduate program
- Arts & Science students take part in exchanges at more than 150 universities in more than 40 countries
- 25 per cent of the student population are international students

Faculty & Staff

- 971 faculty
- 835 administrative staff
- 50 per cent of our professors are immigrants or non-permanent residents

Alumni

- The Faculty has over 253,000 alumni living in more than 190 countries. Every day, and in every sector – government, industry, business, scientific research, arts and culture, education, health, human rights and more – its alumni are stepping up to make a far-reaching and positive difference in their communities and around the world.

For more information on about the Faculty of Arts & Science, visit: <http://www.artsci.utoronto.ca/>



Appendix C: The University of Toronto

“The University of Toronto is committed to being an internationally significant research university, with undergraduate, graduate and professional programs of excellent quality.” – U of T Mission

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

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

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

Fully committed to teaching and research as complementary facets of scholastic achievement, [U of T](#) is consistently ranked among the top 25 universities in the world for teaching, research, and innovation, and also leads in disciplinary excellence with top ranked departments in fields ranging from neuroscience to geography to philosophy.

U of T was recently ranked 12th in the world for the employability of its graduates. U of T alumni are major economic drivers, having founded 190,000 ventures across all major industries, generating hundreds of billions in annual revenues and employing millions of people globally. U of T graduates also include many thousands of distinguished researchers, teachers, creative artists, decision-makers, and persons of influence, including prominent federal, provincial, and municipal politicians, global business leaders, and eminent philanthropists.

President Meric Gertler has identified enhancing undergraduate education, deepening international collaboration, and leveraging the University’s position in the Greater Toronto Area – one of the world’s most diverse urban regions – as the University’s top three strategic priorities. Additional information is available at www.utoronto.ca.



Appendix D: Toronto, Canada



Toronto is one of the world's most diverse cities, with more than 100 dialects and languages spoken, and representation from across all cultural groups. As North America's fourth largest city, its 6.4 million residents contribute to Toronto's economic, social, and cultural life. Despite its size, Toronto is known for its characteristic friendliness, safety and liveability. The [Economist](#) rates Toronto as the safest city in North America, and in its annual Quality of Life Ranking, [Mercer](#) rated Toronto 16th in 2017.

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

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

Toronto is a city of festivals, including Nuit Blanche, Winterlicious, Pride 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 [See Toronto Now](#).



Appendix E: Advisory Committee

The following individuals make up the Dean, Faculty of Arts & Science Advisory Search Committee:

Chair:

Cheryl Regehr, Vice-President & Provost

Teaching Staff of the Faculty:

Susanne Ferber, Professor, Department of Psychology

Antoinette Handley, Associate Professor, Department of Political Science

Diane Horton, Associate Professor, Teaching Stream, Department of Computer Science

Alexie Tcheuyap, Professor, Department of French Studies

Vincent Tropepe, Professor, Department of Cell & Systems Biology

Students:

Lochin Brouillard, PhD Student

Adam Da Costa Gomes, Undergraduate Student

Other Qualified Individuals:

Joseph Desloges, Principal, Woodsworth College

Deepa Kundur, Chair, Division of Engineering Science, Faculty of Applied Science & Engineering

Tiff Macklem, Dean, Joseph L. Rotman School of Management

Trevor Young, Dean, Faculty of Medicine

Dean of the School of Graduate Studies:

Luc De Nil, Acting Dean, School of Graduate Studies

Librarian:

Larry Alford, Chief Librarian, University of Toronto Libraries

Administrative Staff:

Caroline Rabbat, Director, Critical Incidents, Safety & Health Awareness





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