



# Candidate Brief

## Dean, Leslie Dan Faculty of Pharmacy

### University of Toronto

October 2019



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## CONTACT INFORMATION

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# A Snapshot of the Opportunity

The University of Toronto seeks an inspiring and globally-minded leader for the position of Dean at the Leslie Dan Faculty of Pharmacy. Home to a world-renowned faculty committed to research excellence and the provision of a superior educational experience for its students, the new Dean's mandate begins at an opportune time in the Faculty's evolution.

Among the areas of responsibility for the new Dean, the incoming leader will help the Faculty grow as a global leader in pharmaceutical sciences. Some exciting opportunities for research include: nanotechnology drug delivery systems, molecular imaging of cancer, new point-of-care diagnostic tools for cancer and other diseases, health economics, national and international pharmaceutical policy, adverse drug reactions, drug transport across biological membranes, diabetic nephropathy, neurological disorders, drug metabolism, clinical pharmacokinetics, radioimmunotherapy of malignancies, drug-receptor interactions, complementary and alternative medicines, the role of the pharmacist in the health care system, and improving education in the health professions. The Dean will support the range of research activity occurring in the Faculty and will encourage scholars and students alike to identify, create, and disseminate knowledge that advances science and drives practice, policy, and investment. The Dean will proactively promote the Faculty's research successes, ensuring the world is aware of the Faculty's unique impact on science and the

field of pharmacy. Finally, to ensure the Faculty is recognized internationally for its research and pedagogical expertise, the Dean will continue to attract highly-accomplished faculty, staff, and students to its programs.

The new Dean will elevate the quality of the student experience by advancing the Faculty's culture of evidence-informed continuous program improvement; by ensuring communication with students is engaging and constructive; and, by improving teaching space and leveraging technology. The Dean will further the development of experiential education for students, and will encourage faculty and staff to work in a manner that prepares students for increasingly diverse career options and practice innovation. Finally, the Dean will ensure professional education offerings are continuously reviewed, updated, and enhanced to capitalize on the expanding scopes of practice and growing interest in lifelong learning.

Across the field, Schools of Pharmacy have been grappling with similar challenges (student enrolment, faculty retirements, employment options for graduates, etc.). The Dean will work alongside the Pharmacy community to respond to these challenges, and will develop multi-pronged approaches to ensure challenges are met with solutions.

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 impact the Leslie Dan Faculty of Pharmacy's funding and resources. As governments across the country adjust their approaches to university funding, the Dean will need to be nimble and must adapt to any changes that occur. Within decanal portfolios, increased emphasis has been placed on finding diverse and innovative channels for sustainable funding to support excellence in research and pedagogy; therefore, 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.

Given its stature and reputation, the Faculty can continue to leverage its expertise to influence public conversations about pharmaceutical care, pharmaceutical science, and the role that pharmacists play in the improvement of health. The Dean will work with the Faculty to create public forums that engage a broad range of stakeholders around health and pharmaceutical policy issues of broad interest. The Dean will further the Faculty's position as a thought leader in pharmacy practice, policy, and pharmaceutical science spaces; will identify opportunities for the Faculty to collaborate with governments, healthcare providers, and industry; and, will play an active role in helping pharmacy evolve in the Province of Ontario.

The Dean will ensure that the Faculty is a place where all constituents are encouraged to contribute to the growth of the Faculty. To that end, the Dean must have a natural inclination and devotion to collegial governance, equity, and diversity—with emphasis on transparency, accountability, citizenship, participation, inclusion, and respect—and must have the skills to ensure this

governance model flourishes in practice. The Dean must also 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 Leslie Dan Faculty of Pharmacy.

The new Dean arrives at a time where faculty, staff, and students are keen to reach 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, being a highly-effective steward, and strengthening an established brand.



# 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 must have superior 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 doctoral degree, and a scholarly record consistent with tenure at the rank of Full Professor; a background as a pharmacist is considered an asset.
- **Strategic Leadership:** The ability to inspire faculty, staff, and students around the goals delineated in the Leslie Dan Faculty of Pharmacy [academic plan](#), as well as the leadership skills necessary to craft future plans in partnership with members of the Faculty; the ability to develop effective implementation strategies; the ability to delegate and make thoughtful decisions that are in the best interest of the Faculty; superb entrepreneurial and business instincts, innovative, and a natural tendency to set high standards and encourage big ideas.
- **Administrative Experience:** Previous line-management experience; experience with financial management, and a collegial and participatory management style; a track record of evidence-based decision making; the tendency to support and encourage professional and personal development.
- **Commitment to Diversity, Equity, and Inclusion:** A deep commitment to, and passion for, equity, diversity, and inclusion; a commitment to furthering the Faculty's internationalization efforts.
- **Collaboration:** Strong interpersonal skills, and the ability to work in a highly productive manner with stakeholders both inside and outside the university.
- **Commitment to Pharmacy Pedagogy and Research:** An enthusiasm for expanding and supporting research productivity within the Faculty; experience working with and supporting clinical faculty, research faculty, as well as teaching faculty.
- **Commitment to Pharmacy Practice:** A commitment to, and passion for, educating future pharmacists; the ability to remain conversant with the provincial, national and international changes occurring in pharmacy practice.
- **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.
- **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 the Faculty.
- **External Relationships:** The presence and confidence to play a leadership role with health organizations, government, professional bodies, industry, alumni, and other external stakeholder groups; the ability to be a strong advocate for the Faculty to the broader community; the ability to develop and sustain strong partnerships with the various agencies, communities, organizations and governments that form part of the local, national and international pharmacy community.
- **Focus on Quality:** A high level of commitment to, and passion for, excellence in research, teaching and interprofessional education, and service.
- **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.



# 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 of the Leslie Dan Faculty of Pharmacy will take office on July 1, 2020 or as mutually agreed, with consideration of candidates beginning early December 2019.

**Inquiries and/or applications, in confidence, should be directed to Gerri Woodford or Jason Murray at [uoftpharm@odgersberndtson.com](mailto:uoftpharm@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:

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## *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 Leslie Dan Faculty of Pharmacy.
- 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 business community and 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.
- 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 looks for new opportunities and funding sources to 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: Leslie Dan Faculty of Pharmacy

Ranked number one in Canada and fourth worldwide by QS World University Rankings, the [Leslie Dan Faculty of Pharmacy](#) is a world leader in pharmacy education and research. Research conducted within the Faculty reflects the breadth and depth of issues relevant to modern drug therapy, including the mechanism of action of novel compounds, drug discovery and delivery, drug safety and effectiveness, and the role of pharmacists in the health care system. Educational programs include cutting-edge professional offerings, such as the Doctor of Pharmacy (PharmD); research-intensive graduate programs, leading to the Master of Science (MSc) and Doctor of Philosophy (PhD); and, the new Clinical Masters (MScPhm) set to launch in 2020. In addition to providing an excellent student experience, the Faculty is committed to lifelong learning and delivers educational programs that improve and expand the competency of pharmacy professionals, researchers, scientists, and allied professionals involved in pharmacy policy and practice. The Faculty's International Pharmacy Graduate program prepares internationally-educated pharmacists to meet Canadian entry-to-practice standards, and its relationship with the Toronto Academic Health Science Network (TAHSN) has advanced the Faculty's vision of improving health through pharmaceutical care.

Pharmaceutical sciences is a broad and multidisciplinary area of research that encompasses all aspects of drug therapy. This includes the design, synthesis and characterization of new medicinal agents, studies to understand their mechanisms of action, assessment of their effectiveness for treatment of disease, identifying their optimal clinical use for improving patient care, and the economics and policies that define best practices for their essential role in the health care system. Professors at the Leslie Dan Faculty of Pharmacy are international leaders in all of these areas of investigation.

There are outstanding opportunities for undergraduate and graduate students as well as post-doctoral and clinical fellows to pursue world-class research in the pharmaceutical sciences at the Faculty. This is enhanced further by the Faculty's affiliation with the TAHSN, which includes many of Canada's largest patient care, clinical education, and research hospitals. The Leslie Dan Faculty of Pharmacy, along with its TAHSN partners, is situated in the heart of the Toronto Discovery District, which ranks fourth in North America for investment in medical research. The Faculty also encourages productive and mutually beneficial research collaborations with the private and public sectors to advance the pharmaceutical sciences.

For more information, visit <http://www.pharmacy.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.

In 2017, U of T was ranked 13th 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](http://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, Leslie Dan Faculty of Pharmacy Advisory Search Committee:

**Chair:**

Cheryl Regehr, Vice-President & Provost

**Teaching Staff of the Faculty:**

Zubin Austin, Professor

Suzanne Cadarette, Associate Professor

Natalie Crown, Assistant Professor, Teaching Stream

Rob Macgregor, Professor

Raymond Reilly, Professor

**Students:**

Tanja Sack, PhD Student

Max Yaghchi, PharmD Student

**Scholars outside the Faculty:**

Linda Johnston, Dean, Lawrence S. Bloomberg Faculty of Nursing

Salvatore Spadafora, Vice-Dean, Post MD Education, Faculty of Medicine

Jamie Stafford, Vice-Dean, Interdivisional Partnerships, Faculty of Arts & Science

**Dean of the School of Graduate Students:**

Joshua Barker, Dean, School of Graduate Studies

**Librarian:**

Caitlin Tillman, Associate Chief Librarian for Collections and Materials Processing, University of Toronto Libraries

**Senior Professional:**

Allan Mills, Director of Pharmacy, Trillium Health Partners

**Administrative Staff of the Faculty:**

Susan Drodge, Director of Advancement





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