



Candidate Brief

Dean, Ontario Institute for Studies in Education (OISE)

University of Toronto

August 2020



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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, Ontario Institute for Studies in Education (OISE). Offering a wide range of graduate programs, and home to a world-renowned faculty committed to the provision of a superior educational experience for its students, the new Dean's mandate begins at an exciting time in OISE's history.



This is an opportunity like never before, to chart a journey with a diverse group of faculty, staff, students, community stakeholders, and alumni. While the challenges and opportunities facing the new Dean are varied, this moment finds OISE poised to take steps forward that will enhance its already outstanding position in graduate education.

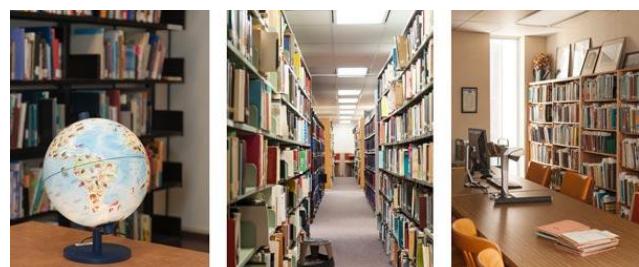
Some notable achievements and opportunities:

- Under the leadership of the outgoing Dean, Dr. Glen Jones, OISE has engaged in a highly collaborative and hugely successful strategic planning exercise. [Learning and Leading from Within – OISE Academic Plan 2017–2022](#) is guiding the next phase of OISE's development. The process of developing the plan has been as important as the plan itself, providing as it did, an opportunity for the community to come together and reflect, share ideas, and set future priorities. The plan builds on strengths and sets a path forward, and the new Dean will work with the community to continue the exciting work of implementation that is ongoing.

- The Dean will ensure that the OISE environment is a place where all members of the community are encouraged to contribute to the growth of the organization. To that end, the Dean must have a natural inclination and devotion to collegial governance, and must embody the values of equity and diversity—with an emphasis on transparency, accountability, citizenship, participation, inclusion and respect—and must have the skills to ensure this governance model flourishes in practice. Building a sense of community and support for staff, faculty, and students will be key.
- OISE is recognized for the strengths of its educational programs and has a proud history of offering innovative and highly relevant programming, now spanning a century. OISE is firmly committed to realizing continued success in this area, which calls for a Dean to champion key initiatives that will enrich program quality. An OISE initiative that will continue to inform program development is the Deepening Knowledge project, which seeks to infuse Indigenous peoples' histories, knowledge, and pedagogies into all levels of education in Canada. The Dean will work with the community to ensure educational programs are accessible and meet the needs of the national and global education community.
- OISE is performing well on many research metrics. The Dean will work with faculty and students to continue the pursuit of research excellence, and promote research successes to the wider community, thereby enhancing the national and international research profiles of faculty members. The Dean must be a proponent of interdisciplinary collaboration; they will find creative ways to strengthen OISE's interdisciplinary environment, will play a central role in developing synergies among the various disciplines at the University, and will encourage faculty members and students to pursue emerging research ideas and new areas of scholarship. Educational and research endeavours are, in many ways, mutually supportive. In growing the research environment, there is an opportunity for the Dean to do so in a manner that synergistically enhances OISE's educational programs.



- Despite the current funding challenges, there is a need to sustain a robust and highly relevant research culture at OISE. Continuing to produce research based on empirical evidence and passing this knowledge on to practitioners will contribute to OISE's research success. OISE must continue to nurture and attract critical researchers who can support the ever-changing landscape of education by means of their scholarship.
- Sustaining positive, productive, and mutually beneficial relationships within OISE, across the University, and with the larger educational community will be an ongoing priority of the Dean. There are opportunities for deepening faculty collaborations and increasing interdisciplinary work, thereby benefiting OISE and the University as a whole.
- Internationally, OISE is known for its range of programming and for the depth, variety, and sophistication of its research activities. In addition to strengthening collaborations within the University of Toronto environment, the new Dean must pay attention to the global/international dimensions of programming and research. Strengthening international partnerships is one of [Three Priorities](#) endorsed by the university's Governing Council; given this, the Dean must ensure operations at OISE align with the university's overall agenda.
- The Dean must be passionate about enhancing the quality of the student experience, both inside and outside of the classroom. While the student experience at OISE is positive, ongoing attention is required to ensure communication with students remains constructive, engaging, and productive, and that the learning and life experience at OISE is always improving. In today's learning climate, for example, the interplay between technology and pedagogy continues to be a relevant topic of conversation. COVID has revealed the need for pedagogical innovation, leveraging technology's influence on program delivery. Technology revolutionizes how people relate to the world, and the Dean will ensure OISE is responsive to ongoing changes.
- OISE students seek academic and professional experiences to better equip them for future employment. The new Dean will work with the OISE community to further the development of experiential learning and career services, to assist students with finding employment after graduating the program. The Dean must also be able to enhance the student experience by ensuring the curriculum is responsive to diversity and culture, and to the realities of today's classroom environment.
- OISE is home to over 3,000 students and 500 faculty and staff members. Space and infrastructure issues, whether development or renewal, will be an important preoccupation of the Dean. Future infrastructure initiatives must be state-of-the-art facilities and technologically equipped at a high level. Given the size of OISE and the scope of its offerings, the Dean should have a record of successfully managing human, financial, and physical infrastructure resources.
- As at all academic institutions, there is a need to address fiscal and budgetary matters in a way that balances sustainability with a mandate of excellence. The new Dean will generate professional and private sector partnerships and optimize the balance between government and private sources of funding. Overall, the Dean must be able to interact easily and effectively with a variety of audiences (media, government, industry, and academe), and motivate and inspire others to support and participate in the initiatives of the Institute.



- Since all educational institutions are subject to the political and economic pressures of society, the incoming Dean must be politically astute, and must be able to effectively navigate the current political and economic climate. OISE has a long history of partnerships with schools and community-based organizations, and the Dean must function as a bridge between these partners and OISE—they must nurture meaningful and deep relationships to ensure all parties benefit.
- One of the largest and most research-intensive faculties of education in North America, OISE is an integral part of the University of Toronto—Canada's most dynamic and comprehensive institution of higher learning. Throughout

its history, OISE has consistently contributed to the University of Toronto's mission, vision, and priorities, and will continue to do so in the next phase of its development.



Purpose, Mission, Focusing Themes

Through an inclusive and transparent academic planning process, OISE has developed clear purpose and mission statements that build on the Institute's strengths and align with the University of Toronto's aims and goals.

Purpose

The Ontario Institute for Studies in Education is committed to enhancing the social, economic, political, and cultural wellbeing of individuals and communities locally, nationally, and globally through leadership in teaching, research, and advocacy.

Mission

A unique place to work, learn, and grow, OISE addresses current and emerging challenges with the scale, academic excellence, and collaborative energy that few institutions in the world can claim. OISE's mission is to:

- Prepare scholars, teachers, and other professional leaders to be equipped with the skills and global awareness required by an increasingly challenging and complex society, ready to influence policy and practice in their fields.
- Discover and mobilize knowledge through leading-edge research, pedagogical and technological innovation, creativity, and scholarship-driven local, national, and international collaboration.
- Advance lifelong learning through innovative professional development programming and capacity building for educational change.

- Contribute to public policy dialogue regarding key societal issues.

Focusing Themes

The participation of faculty, staff, students, alumni, and external partners demonstrated a high level of creative engagement in the academic planning process and great promise for OISE's future.

Six major focusing themes emerged:

- Building our Community: Learning and Leading from Within;
- Commitment to Indigenization;
- Wellbeing and Mental Health;
- Equity, Diversity and Accessibility;
- Transformative and Innovative Pedagogy; and
- Building our Impact: Scholarship, Collaboration and Internationalization.

Please see the following links for more information:

- [University of Toronto website](#)
- [OISE website](#)
- [Aboriginal Initiatives](#)
- [OISE Review 2015-2016](#)



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.

The University is seeking an innovative and energetic leader for OISE. The Dean should inspire intellectual curiosity and creativity while being visible, accessible, and willing to listen. They should enjoy working with faculty, students, and staff. The Dean should be dynamic, consistent, open-minded, enthusiastic, and energetic – reaching out to both internal and external communities and should have the ability to see opportunities where others may see constraints.

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:

- The successful candidate will be a distinguished leader, with outstanding academic and professional achievements and a record of exemplary administration, with success in building teams, in advancement and in relating to external partners. They will have a strong commitment to serving the needs of students and promoting research, teaching, and the overall reputation of OISE as well as understanding of the multidimensional nature of OISE.
- Candidates will possess an internationally-recognized research profile; an open and collegial style; a creative approach to problem solving; the ability to inspire a dedicated faculty and staff; and the capacity to build and sustain positive work relationships.
- A deep commitment to, and passion for promoting equity, diversity, inclusion and indigenization; proven leadership in addressing systemic inequities, and a genuine dedication to make matters of diversity and inclusion a priority across all facets of the Faculty's practices; a commitment to furthering the Faculty's internationalization efforts.
- A commitment to the quality of the student experience, and to ensuring best practices for graduate education.
- Strong communication skills in listening, speaking, and writing, and the ability to interact successfully with multiple constituencies and stakeholders and promote OISE both internally and externally.
- A commitment to OISE's research capacity, international exposure, public profile, and fundraising capabilities.
- A commitment to collaborative decision-making processes, and the capacity to make sound, fair, transparent, and sometimes difficult decisions, combined with the ability to openly communicate and firmly implement them.
- A partnership maker with entrepreneurial skills, new ideas, energy, and public presence who can build bridges and develop positive and sustainable relationships, both within OISE and the University and between the academic world and the local community.
- The patience, resolve, and flexibility to deliver academic leadership by example, build consensus, resolve conflict, and bring about constructive change, with all the required consulting, listening, planning, persuading, explaining, and implementing skills.
- Demonstrated accomplishments in an administrative role, with superior analytical, organizational, budgetary, and managerial skills.
- Supportiveness and sensitivity to the practice and professional aspects of education and the ability to



mentor and encourage junior academic administrators, faculty, and staff.

- Effective leadership abilities, particularly team-based and collaborative approaches which identify and grow leaders within an organizational framework that allows those leaders to exercise and maximize their strengths toward a common goal.

- A sense of fairness and commitment to equity, and sensitivity to the broad range of personalities, backgrounds, and viewpoints within OISE.
- The ability to effectively balance the external functions of the Dean's role with a visible and active internal presence and interest.

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 Ontario Institute for Studies in Education (OISE) will take office on July 1, 2021 or as mutually agreed. Consideration of candidates will commence in early September 2020 and continue until the position is filled.

Inquiries and/or applications, in confidence, should be directed to Gerri Woodford or Krutika Hotwani at oisedeanc@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 OISE.
- Through an inclusive consultation and decision-making process, leads the academic planning and implementation process for the Institute, initiating discussion, defining priorities, and developing and articulating the vision.
- Ensures that OISE's vision aligns with the University's strategic plan and enhances understanding and builds support for OISE'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 OISE.
- Provides strong leadership within a shared-governance structure. Builds trust through openness and transparency while making difficult decisions needed to move the Institute forward.

Equity, Diversity and Inclusion

- Committed to and focused on issues of intersectionality, inclusion, and diversity, fosters a culture of respect, and prioritizes strategies designed to redress systemic, structural, and historical disadvantage in research and pedagogy. OISE's policies, hiring and admissions practices should represent equity and social justice.
- Possesses a deep understanding of the realities of Indigenization and reconciliation in the post-secondary

setting and promotes Indigenous education and decolonization in the classroom and curriculum.

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 OISE 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 OISE to a broad spectrum of constituents at the University of Toronto, including senior administration, deans, faculty members and students.
- Enhance OISE's community engagement by reaching out to educational organizations, and other interest groups, agencies, governments, and key institutions regionally, nationally, and internationally.
- Foster multicultural and global awareness and, through outreach and engagement in the process of public policy, strengthen the impact of OISE's scholarship and academic programs on the broader community.



Teaching and Learning

- Leads the academic planning process for OISE and supports curriculum development that is relevant and accessible to the next generation of scholars and is in line with the education community and the overall programming of the University.
- Promotes excellence and integrity in pedagogical activity, including maintaining graduate programs of the highest quality, and developing new ones so that instruction through the doctoral level can be offered in all areas.
- In light of the current pandemic and in preparation of a post-pandemic world, proactively leads pedagogical innovation by integrating technology into the curriculum to develop robust online programs and modernize teaching models.
- Champions student-centred education and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence in teaching and learning, linking programs to strong research experiences.

Faculty, Staff, and Student Relations

- Plans and prioritizes human resource needs for OISE , and establishes strategies to enhance its ability to compete in the recruitment and retention of diverse and 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 and fosters diversity through excellence and equity among faculty, staff, and students.
- Maintains a visible presence in the Institute, 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 OISE.
- 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.
- Working with the University's advancement professionals, leads OISE's fund development activities by leveraging existing partnerships, and creating and nurturing new advancement opportunities and funding sources to facilitate OISE's needs for new facilities, program excellence, and student support. Acts as a steward of gifts granted to the Institute.



Appendix B: Ontario Institute for Studies in Education (OISE)

OISE is Canada's only all-graduate institute of teaching, learning, and research. OISE is recognized as a leader in graduate education, initial and continuing teacher education, and research in education and human development. OISE's history dates back to 1906, when the Faculty of Education at the University of Toronto was founded following a Royal Commission report arguing that the "Teaching of education is best performed where the theory and practice can be made to supplement each other." Decades later, in 1965, a special act of the Ontario legislature established OISE to offer graduate programs, conduct research and disseminate findings, and engage in field development activities in education.

OISE in its current form dates to 1996, when the Faculty of Education at the University of Toronto and the Ontario Institute for Studies in Education merged to form the Ontario Institute for Studies in Education of the University of Toronto. Today, OISE provides an exciting context for teaching, learning and research. With approximately 100,000 alumni worldwide, over 3,000 students, 7,500 continuing education registrants annually, four academic departments and 19 research centres and institutes, OISE is among the University of Toronto's largest graduate divisions, and is one of the largest and most research-intensive faculties of education in North America. OISE offers an intellectually rich and supportive environment guided by the highest standards of scholarship and a commitment to equity, diversity, and social justice.

OISE is internationally recognized as a centre for excellence in educational research in terms of the quality, impact, breadth, and relevance of its research. OISE researchers have been successful in obtaining some of the most substantial financial grants ever awarded to a Canadian faculty of education. Over 62% of OISE faculty members hold funded research projects totalling \$17.9M in the total value of all grants. The Institute has six Canada Research Chairs (CRCs), three endowed chairs, and one Ontario Research Chair (ORC). OISE has 19 research centres that facilitate interdisciplinary collaborative research, teaching, and outreach activities, allowing faculty, students, and research staff from different departments or with different disciplinary specializations to collaborate on research in a unified substantive field or problem area. Furthermore, OISE's professional programs prepare community and institutional leaders, and its doctoral programs prepare academic scholars who have assumed faculty positions in prestigious universities across the nation and internationally.

OISE has a significant role in provincial and national educational organizations such as the Learning Consortium (a partnership between OISE and boards of education within the Greater Toronto Area), the Ontario Association of Deans of Education (OADE), the Teachers' Federations (ETFO, OSSTF, OTF) and the Ontario College of Teachers, and many community organizations. The Institute has strong ties with Ontario organizations focused on postsecondary education, including the Higher Education Quality Council of Ontario (HEQCO), the Ontario Confederation of University Faculty Associations (OCUFA), and the Council of Ontario Universities (COU). OISE has built institutional international relationships to share education research, create exchange opportunities, and develop improved education practices worldwide. OISE's international reputation led to its becoming, in 2007-08, a founding partner of the International Alliance of Leading Education Institutes, a consortium of ten leading institutions in the field of teacher education and educational research. For more information, please visit: www.oise.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 22,000 faculty and staff, some 93,000 students enrolled across the three campuses, and an annual operating budget approaching \$3 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 2019, U of T was 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 friendliness, safety and liveability. The [Economist](#) rates Toronto as the 6th safest city in the world, and in its annual Quality of Life Ranking, [Mercer](#) rated Toronto 16th in 2019.

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 is the third largest English-language theatre centre in the world, and is home to more than 70 film festivals, including the annual Toronto International Film Festival. The city boasts a wealth of creative talent within its rich musical, dance and art communities. 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, Ontario Institute for Studies in Education (OISE) Advisory Committee:

Chair:

Cheryl Regehr, Vice-President & Provost

Teaching Staff of the Institute:

Jeffrey Ansloos, Assistant Professor

Nina Bascia, Professor

Clare Brett, Associate Professor

Rosalind Hampton, Assistant Professor

Ann Lopez, Associate Professor Teaching Stream

Students:

Magdalene Stavrou, MT Student

Ana Zdravkovic, PhD student

Scholars Outside the Institute:

Randy Boyagoda, Principal and Vice-President, University of St. Michael's College

Amrita Daniere, Vice-Principal, Academic and Dean, University of Toronto Mississauga

Ira Jacobs, Dean, Faculty of Kinesiology & Physical Education

School of Graduate Studies:

Joshua Barker, Dean, School of Graduate Studies

Librarian:

Monique Flaccavento, Director, Ontario Institute for Studies in Education Library

Administrative Staff of the Institute:

Helen Huang, Chief Administrative Officer





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