



Position Profile for Vice-Principal, Academic & Dean



UNIVERSITY OF
TORONTO
SCARBOROUGH



A Snapshot of the Opportunity

On July 1, 2024, the University of Toronto Scarborough (U of T Scarborough or UTSC) will welcome a new Vice-Principal, Academic and Dean. This is an exciting opportunity for a dynamic administrator to join a campus environment brimming with energy, passion, and unlimited potential. Nominations and applications are being encouraged and accepted at this time.

Reporting to the Vice-President and Principal of U of T Scarborough and to the Vice-President and Provost of the tri-campus University (in relation to academic matters), the Vice-Principal, Academic and Dean works with academic departments to set programmatic priorities; facilitates the development and implementation of strategic academic plans; ensures that the campus maintains a clear commitment to research excellence, successful student learning outcomes, and meaningful community engagement; and, works across academic disciplines to promote connections as well as disciplinary and interdisciplinary excellence. As the chief academic officer for U of T Scarborough, the new Vice-Principal, Academic and Dean will work collaboratively with internal and external partners to continue enhancing its achievements, reputation, and resources.

The successful candidate is an accomplished administrator with a distinguished record of teaching and research, and a firm commitment to advancing equity, diversity, inclusion, and belonging. They are a highly accomplished academic with an open and collegial leadership style; outstanding interpersonal skills; a creative approach to problem-solving; and a track record for building strong teams and driving change. As the institution continues to meet the objectives in its plan for [Inspiring Inclusive Excellence](#), the Vice-Principal, Academic and Dean must be approachable, consultative, grounded, fair, an advocate for students and student success, community-oriented, and a compelling visionary with the energy and fortitude necessary to put ideas into action.

Notable Opportunities for the Vice-Principal, Academic and Dean

As part of the selection process, the University of Toronto Scarborough consulted with faculty, staff, and students to further identify their aspirations for UTSC as well as the key opportunities as they see them. While the results of the consultations were many and varied, the following passages represent a few themes that emerged for the incoming Vice-Principal, Academic and Dean (VPAD) to keep in mind:

Compelling Leadership

The Vice-Principal, Academic and Dean must be a visionary leader, unwavering in their commitment to the UTSC community and serving as a beacon of inspiration for others. As the institution has ambitious plans for continued growth, the VPAD must be a strong mentor, advocate, and guide for faculty, librarians, staff, and students, offering the kind of encouragement and support that helps others unlock their potential. Beyond inspirational leadership, the VPAD must be skilled at moving ideas to meaningful actions and ultimately driving these actions toward tangible outcomes. They must have a proven track record of successfully marshaling resources and building strong teams, navigating obstacles, rallying support, and galvanizing others towards a shared purpose, thereby ensuring they leave an indelible impact on UTSC during and following their tenure.

Excellence in Teaching and Research

To sustain UTSC's growth trajectory in teaching, learning, and research, it is essential for the incoming Vice-Principal, Academic and Dean to further promote a culture of academic and research excellence and continuous innovation across all programs and research interests. To achieve this, among other things the incoming leader will meaningfully recognize and promote UTSC's academic and research strengths, help drive the expansion of UTSC's graduate programming, attract faculty members who will contribute to UTSC's environment of inclusive excellence, and foster local and global collaborations with other innovative and leading research-intensive institutions.

Notable Opportunities for the Vice-Principal, Academic and Dean (cont'd)

Commitment to Reconciliation, Equity, Diversity, Inclusion, and Accessibility

UTSC has been exemplary in its commitment to reconciliation as well as equity, diversity, inclusion, and accessibility. The campus continues to respond to actions found in the 2015 Truth and Reconciliation Final Report as well as the [2016 University of Toronto Reconciliation Response Report, Answering the Call: Wecheehetowin](#), and has moved forward with important initiatives such as the construction of [Indigenous House](#) (a project symbolizing UTSC's commitment to strengthening and rehabilitating its relationship with Indigenous peoples). The institution has also been a leader in addressing anti-Black racism and promoting Black inclusion on postsecondary campus, as demonstrated by the creation of the [Scarborough Charter](#) which numerous institutions, across Canada, have signed.

Such initiatives have resulted in UTSC making meaningful progress in the recruitment of more Indigenous and Black faculty members in recent years. To build on the institution's success in this area, it will be important for UTSC to continue allocating funding and resources toward the hiring of Indigenous and Black faculty, librarians, and staff, as well as individuals from other underrepresented groups. The Office of the Vice-Principal, Academic and Dean has played a central role in these initiatives, and there's an expectation that the next Vice-Principal, Academic and Dean will also have an abiding commitment to this work.

Overall, the incoming leader must be dedicated to advancing equity, diversity and inclusion initiatives across the campus, and must also prioritize matters pertaining to access and accessibility. By demonstrating alignment with the institution's commitments in these areas, the new leader will continue to grow a campus environment where the voices and experiences of all community members are valued and uplifted.

Notable Opportunities for the Vice-Principal, Academic and Dean (cont'd)

Students and the Student Experience

A strong commitment to enhancing the graduate and undergraduate student experience, both inside and outside the classroom, is central to the role of Vice-Principal, Academic and Dean. Given the multitude of challenges facing today's learner—including mental health matters, the impact of the pandemic, economic uncertainties, etc.—the incoming Vice-Principal, Academic and Dean will need to, in partnership with staff and colleagues, adapt and/or expand programs and resources to meet the evolving needs of the student population.

Campus Footprint and Physical Space

As construction efforts bring forth several new buildings on the University of Toronto Scarborough campus, there is a shared sentiment among faculty, librarians, staff, and students that the demand for physical space will persistently grow. Recognizing this, the incoming Vice-Principal, Academic and Dean will work closely with campus leaders, the greater UTSC community, and external partners to iteratively assess space-related needs and how best to meet the demands of a growing campus. A commitment from the new Vice-Principal, Academic and Dean to meet UTSC's growth demands will facilitate a campus environment where faculty, librarians, staff, and students continually flourish and contribute to the ongoing success of the institution.

University-Wide Collaboration

While the University of Toronto Scarborough has a unique identity within UofT, it also has strong partnerships and interconnections with other Faculties, centres, and institutes across the University. The incoming Vice-Principal, Academic and Dean will continue to foster collaborations between UTSC and the wider university, ensuring that students, faculty, librarians, and staff from all campuses benefit from the wealth of resources and opportunities available at the Scarborough campus. For example, the Scarborough Academy of Medicine and Integrated Health (SAMIH) at UTSC will extend the impact of U of T's health education programs, including the Temerty Faculty of Medicine, and quickly advance the Eastern Toronto region's clinical capacity across a range of disciplines.

Notable Opportunities for the Vice-Principal, Academic and Dean (cont'd)

University-Wide Collaboration (cont'd)

With Scarborough-based programs for Nurse Practitioners, Physical Therapists and Physicians among others, SAMIH will prepare the next generation of compassionate health professionals. By being a staunch champion for UTSC and its many strengths, the new Vice-Principal, Academic and Dean will undoubtedly propel the Scarborough campus towards even greater integration and excellence within the U of T community.

Community and External Relations

The Vice-Principal, Academic and Dean must have a track record of success in the realm of community and external relations. Their expertise must lie in skillfully cultivating and nurturing ethical relationships and fostering strong and enduring connections with external communities and partners with whom they engage. Recognizing the significance of collaboration, they must be known for building relationships that are based on trust and mutuality, ensuring that outcomes from partnerships are mutually beneficial. As UTSC is deeply interconnected with its surrounding communities, the Vice-Principal, Academic and Dean must be comfortable with activities that fall under the purview of external and community relations.



About the Role

Reports to:

The Vice-President and Principal of U of T Scarborough, and the Vice-President and Provost of the tri-campus University (in relation to academic matters).



The Candidate Qualifications

The successful candidate will be an accomplished scholar and administrator who has demonstrated excellence in professional and graduate education, transformative accomplishments in research, and dedication to the positive evolution of their field nationally and internationally.

With proven academic leadership experience as well as a record of building strong teams, the new Vice-Principal, Academic and Dean will possess an open and collegial style, a creative approach to problem-solving, and outstanding management, communication, and interpersonal skills.

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

- A high level of scholarship and intellectual acumen, a distinguished record in teaching and research, and successful senior academic administrative experience that includes leading through change and the optimization of finances and resources.
- The ability to articulate the vision and strategic priorities of the University of Toronto Scarborough and make existing and future plans come alive.

The Candidate Qualifications (cont'd)

- A commitment to promoting excellence in research, teaching, public engagement, and innovative partnerships, and the capacity and energy to continue expanding UTSC's research capacity, international exposure, public profile, and fundraising capabilities.
- A genuine interest in students and the student-centered environment that is the University of Toronto Scarborough, and a proven track record of working effectively with academic and administrative colleagues to develop the whole learner; experience in or a readiness for working alongside colleagues in the areas of student enrolment and retention is essential.
- A proven commitment to the values of reconciliation, inclusivity, diversity, equity, anti-racism, and accessibility, as well as sensitivity to the broad range of backgrounds and viewpoints found within a global university.
- The patience, resolve, and flexibility to deliver academic leadership by example, meaningfully mentor, build consensus, resolve conflict, and bring about constructive change, with all the required consulting, planning, persuading, explaining, and implementing skills that are required for effective change management.
- The ability to effectively engage and coordinate with related programs and faculty members on all three campuses of the University of Toronto. Strong communication skills in listening, speaking, and writing, and the ability to interact successfully with multiple constituencies and stakeholders and promote UTSC both internally and externally.
- A partnership-maker with entrepreneurial skills, new ideas, energy, and public presence who can build bridges and develop positive and sustainable relationships, both within UTSC, the overall University, and between the local community and broader academic world.
- A leader who embodies the qualities of a good listener with exceptional judgment, and exhibits a natural tendency towards making decisions that are evidence-based; someone who is approachable, genuinely kind and supportive, humble, respectful, authentic, able to remain calm under pressure, and comes to the work environment with optimism and a sense of humour.



Appendix A

The Role of Vice-Principal, Academic and Dean

Acting on delegated authority from, and under the general direction of, the Vice-President and Principal and the Vice-President and Provost (in relation to academic matters), the Vice-Principal Academic and Dean is responsible for:

i. Strategic Leadership as Chief Academic Officer of the Campus

- Collaborate with the Office of the Vice-President and Provost, and the senior leadership at UTSC and U of T, and play a leading role in realizing UTSC's vision of being an "embodiment of inclusive excellence, a bold community of conscientious and adaptable global leaders in scholarship, innovation, teaching, and learning, who constructively disrupt the status quo, connect the world, and advance transformative change for the good of all".
- Set priorities for the portfolio and academic departments and facilitate the development and implementation of strategic academic plans to guide current and future operations.
- Provide leadership in ensuring that the campus maintains a clear focus on student learning, research excellence, and community engagement, including:
 - overseeing student Code complaints, per University policy
 - membership in High Risk, along with the Dean of Student Experience and Wellbeing and other partners
- Engage with stakeholders on and off campus, and promote the value and relevance of the Campus' and University's mission to various audiences.
- Provide leadership and direction for advancement and alumni engagement to strengthen existing initiatives and to support the growth of new ones.
- Promote distributed leadership that empowers faculty, librarians, staff, and students, and offers them ownership of the campus' vision, mission, and strategic objectives.
- Work across academic disciplines in a highly collaborative manner and promote disciplinary and interdisciplinary excellence and connections, which reflect the diversity of disciplines and fields represented on the campus.
- Meet regularly with the Vice-Principal, Research and Innovation (VPRI) to foster collaboration and ensure mutual reinforcement of UTSC's academic mission and vision of inclusive excellence by the two portfolios.
- Serve as Co-Chair of the Chairs and Academic Directors group with the VPRI.

ii. Management of Academic Departments' Human, Financial, and Capital Resources

- Provide leadership in support of various categories of staff and faculty, manage different employee relationships and collective agreements, and ensure that the campus is inclusive, progressive, and respected with regard to its human resource practices.
- Manage appointment, re-appointment, tenure, continuing status, and promotion cases.
- Oversee research malfeasance complaints, per University policy in collaboration with the VPRI.

The Role of Vice-Principal, Academic and Dean (cont'd)

ii. Management of Academic Departments' Human, Financial, and Capital Resources (cont'd)

- Manage the portfolio's budget strategically and transparently to advance the academic mission in a manner that sustains the confidence and support of faculty, librarians, staff, and students, including ensuring that academic department resources are managed fairly, efficiently, and sustainably, with relevant accountability mechanisms in place facilitating start-up support for new faculty in consultation with the VPRI.
- Provide leadership for planning and oversight of academic capital plans and assignment of space to academic units, in collaboration with the VPRI, CAO and others, as may be appropriate.

iii. Representation of UTSC, Communication, and Other Responsibilities

- Serve on designated Campus committees and University bodies, as outlined in University policies or as assigned by the Provost or Principal.
- Represent UTSC at events, dealing with faculty, student, academic programs, teaching, learning, recruitment, enrolment, graduation, and related matters.
- Maintain excellent working relationships with relevant units within the university and beyond, as appropriate.
- Respond expeditiously to developments under the portfolio and communicate appropriate information to the Principal, UTSC Executive Committee, students, faculty members, and staff in a timely manner.
- Maintain currency with developments in areas under the portfolio, both within and beyond the institution.
- Maintain an accurate and effective record management system.
- Provide supervision, support, and career development for direct support staff reports.
- Undertake other responsibilities as directed by the Principal and the Vice-President and Provost.



Appendix B

The University of Toronto Scarborough

The University of Toronto Scarborough (U of T Scarborough or UTSC)—home to approximately 14,000 students and over 1,000 faculty and staff—is one of three campuses that comprise the University of Toronto. Now offering more than 180 academic programs, its faculty complement is recognized for innovation and creativity in teaching practices as well as research-informed student experiences. Collectively, the campus has grown to become a leader in experiential and work-integrated learning and has launched dynamic degrees and courses that highlight a progressive and entrepreneurial approach to postsecondary education. U of T Scarborough is a research-intensive campus with the nimbleness to work across disciplines and, given the plurality of leading scholars who call the institution home, is in an excellent position to take a substantial leap forward in scholarly productivity and impact to advance the goals of its strategic plan, [Inspiring Inclusive Excellence](#). The U of T Scarborough community is also recognized for staunchly championing inclusion; we know that our ability to generate novel solutions to the most pressing issues of our time is enriched exponentially when we welcome different experiences and perspectives into our academic community.

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.”

- The University of Toronto Mission

The University of Toronto (U of T) 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 promotes 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.

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 20 Faculties and Schools, more than 100 departments, and 170 research centres and institutes across three campuses. The University offers courses and supports research across the city 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. This ecosystem attracts over \$1.4 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, over 95,000 students enrolled across the three campuses, and an annual operating budget of \$3.12 billion, the University of Toronto is one of Canada's Top 100 Employers and one of Canada's Best Diversity Employers.

The University of Toronto (cont'd)

Fully committed to teaching and research as complementary facets of scholastic achievement, U of T is consistently ranked among the top 20 universities in the world for teaching, research, and innovation by the Times Higher Education, and also leads in disciplinary excellence with top-ranked departments in fields ranging from neuroscience to geography to philosophy. The University of Toronto Libraries system is the largest academic library in Canada and is consistently ranked in the top ten among peer institutions in North America.

In 2021, 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 C

About Scarborough and the City of Toronto

Scarborough, Ontario offers several attractive aspects that make it an appealing place to live and explore. It's known for its rich cultural diversity and is home to a vibrant blend of communities from various backgrounds. This diversity brings a wide range of cuisines, festivals, and cultural experiences to the area. Scarborough is known for its strong sense of community, with various local organizations, community centres, and events that foster connections among residents and promote civic engagement.

Scarborough is home to stunning natural landscapes and outdoor spaces. From the [Scarborough Bluffs](#), offering breathtaking views of Lake Ontario, to numerous parks, trails, and waterfront areas, nature enthusiasts can enjoy outdoor activities and scenic beauty.

Scarborough boasts numerous cultural and recreational amenities, such as the Scarborough Civic Centre, theatres, art galleries, and sports facilities. These offerings provide entertainment, shopping, and leisure activities for residents and visitors alike. Scarborough benefits from a well-connected transportation system, including TTC subway and bus routes, providing easy access to downtown Toronto and other parts of the Greater Toronto Area.

Scarborough is a district of the City of Toronto, 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 livability.

About Scarborough and the City of Toronto (cont'd)

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, and 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 to 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, Caribana, and the Toronto International Film Festival which collectively attract more than 2.5 million residents and tourists each year. The city's attractions include heritage sites, cultural centres, zoos, and seven professional sports teams. For more information about Toronto, please visit [Destination Toronto](#).



Application Process

The Process

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 Peoples 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.

The Advisory Committee will begin considering potential candidates immediately and will continue until the position is successfully filled. Applications (including a letter of interest and curriculum vitae) can be sent to Jason Murray or Candice Frederick by emailing cfrederick@bipocsearch.com, or can be submitted through the BIPOC Executive Search mobile app.

Candidate Personal Information

We respect your privacy as well as your personal information. Any materials received will be kept secure, and will be managed in accordance with the Personal Information Protection and Electronic Documents Act ("PIPEDA") of Canada. For more information about our Privacy Policy, please visit our website.

By providing us with application information (resume, letter, bio, self-identification, etc.) or access to other background information including references (written and/or verbal), you agree that these items were supplied by your consent for the purposes of the hiring process.



Candidate Charter

Our Commitment to Candidates:

We require from all team members at BIPOC Executive Search that they uphold the highest standards of *professionalism, fairness, respect, rigorousness, courtesy, light-heartedness, and decorum*. We consider these to be fundamental virtues in the workplace. We work tirelessly throughout the search process to treat all candidates as deserving of our time, energy, and support, approaching them with respect and courtesy, and ensuring—to the best of our abilities—that their experiences are positive. **We also provide an Interview Honorarium of \$100 to all candidates shortlisted for client interview(s) to honour the time spent in preparation for the meeting(s), to be accepted either as cash or donated to a charity of your choosing.**

We strive to:

- approach you from a place of openness, getting to know you as an individual and discussing with candour your interests and goals.
- guard your information securely and confidentially at all times in accordance with applicable acts, protecting your privacy and handling your information sensitively.
- respect your time and communicate outcomes as promptly as possible.
- represent you fairly and equitably to our clients based on the information you have provided and our interactions with you.
- support you through the whole recruitment process, which includes providing CV/resume and cover letter advice as applicable, interview coaching, as well as feedback on performance. If you are presented with an offer of appointment, we will ensure the offer extended by the client organization is fair and equitable.
- be available for regular touch-point meetings after placement to offer continued coaching and helpful resources.
- give honest advice and coaching in the event of any disappointments.
- listen carefully to your feedback about the recruitment process and incorporate the feedback received into our best practices.

Our Expectations of Candidates:

We ask a few things from our candidates—that you:

- bring a sense of curiosity and openness to feedback opportunities.
- tend to questions or requests in a timely manner, while respecting your own boundaries and commitments.
- to the degree you feel comfortable, inform us of changes to your candidacy status and other search opportunities that you are simultaneously pursuing so that we can collaborate with integrity and authenticity.
- understand that we need time to investigate issues or find responses to questions.
- engage with any coaching or mentorship support with intentionality by taking time to reflect and process new learning.
- be open and forthright, providing us with true and factual information.
- attend meetings on time, to the best of your ability during these busy times.
- raise any issues with us regarding the process to allow us to rectify them.
- let us know about any access needs you have at any point in the candidate development process, to the degree you feel comfortable.
- as we want to ensure both you and the client come away with a win-win experience and outcome, share any possible barriers to accepting the position if offered before the process gets to the negotiation-phase of the search.



[Jason Murray](#)



Erica Ing



[Helen Mekonen](#)



[Urmilla Khan](#)



[Candice Frederick](#)



[Melissa Sumnauth](#)



[Taq Bhandal](#)



Jessa Chupik



Jessica Horton



Zo Vandekas



[Laurie Toulouse](#)



[Stacy-Ann Buchanan](#)



Stephanie La



Chad Stauber



Avery Jackman



Jessie Skinner



Olivia Shallow



Liz Lecky

THANK YOU