



Candidate Brief  
Dean, Faculty of Music  
University of Toronto

August 2020



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## CONTACT INFORMATION

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# A Snapshot of the Opportunity

The University of Toronto seeks an inspiring, visionary and inclusive leader for the position of Dean at the Faculty of Music. The new Dean will explore innovative approaches to building on the Faculty's current breadth, strengths, and prominence, to redefine its relevance in the changing context of higher education in music and the professional music world.



The Dean will ensure that the Faculty is a truly inclusive place for people of all backgrounds; where all constituents are encouraged to contribute to the life and growth of the Faculty. To that end, the Dean must have an inclination and devotion to collegial governance, and must embody the values of 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 across all levels, and a culture of trust, open communication, and collaboration.

The new Dean will work to elevate the quality of the student experience by continuing to provide undergraduate and graduate students with a more flexible, accessible, and personalized experience; by ensuring communication with students is engaging and constructive; and, by improving teaching space and facilities, and leveraging technology to deliver high-quality online

programs. The Dean will foster a collaborative environment that integrates research, education and performance, furthers the development of experiential opportunities for students, and encourages faculty and staff to work in a manner that prepares students for increasingly diverse career options. 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.

Among the areas of responsibility for the new Dean, the incoming leader will help the Faculty achieve even greater levels of excellence across research and creative professional activities. 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 an understanding of music and sound as expressive cultural communication. The Dean will proactively promote the Faculty's research successes, strengthen collaboration and interdisciplinary opportunities both within the Faculty and with other faculties and units across the University, and continue to champion the development of the U of T Music Library. Finally, to ensure the Faculty is recognized as a centre of excellence for its research, music pedagogy, and performance, the Dean will continue to attract highly accomplished and diverse faculty, staff, and students to its programs.



With growing enrolment and additional faculty, continuing to develop the Faculty's infrastructure will be a key priority for the new Dean. Spearheading strategic investments and innovation in infrastructure, including renewal of facilities, renovations to the Faculty's physical spaces, and developing the Faculty's technological capabilities will be important to achieving financial and ecological sustainability as the Faculty innovates forward. The Faculty is currently in the midst of a space planning audit, renovation of the MacMillan Theatre, and construction of a new recital hall at 90 Queen's Park, all of which will require strategic oversight by the Dean.

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 Faculty of Music'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.

By leveraging the Faculty's location in one of the world's most vibrant, multicultural, and arts-oriented cities, the incoming Dean will further collaborate with professional arts organizations, musical institutions and the music industry in Toronto, the GTA, and nationally to expand outreach and professional development opportunities for students, faculty, and staff. Given the Faculty's stature and reputation, and its role as a vital contributor to the worldwide community of music, the new Dean will continue to engage a broad range of stakeholders to develop international partnerships and the Faculty's globalization potential.

With the Faculty of Music now in its second century, it is well-positioned to reaffirm its national leadership position and enhance its international impact in an increasingly global academic and artistic community. The new Dean arrives at a time where faculty, staff, and students are keen to reach greater levels of excellence, within an environment that encourages and supports consultation, collegiality, and diverse voices. To ensure the Faculty continues its trajectory, a forward-thinking and community-minded leader is being sought—someone with a track record of leading transformation and institutional changemaking, realizing opportunities, being a visible advocate, and strengthening an established reputation. The incoming Dean must be drawn to the possibility of becoming a longstanding citizen and leader of the Faculty of Music.



# 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 combination of academic and musical professional experience to lead and develop connections between both scholarly and performance-based programs.
- **Commitment to Equity, Diversity, and Inclusion:** 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.
- **Strategic Leadership:** The ability to engage artists, scholars, staff, and students in a provocative and bold vision of music education, and around the goals delineated in the Faculty of Music [Strategic Academic Plan](#), as well as the leadership skills necessary to craft future plans in consultation 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 tendency to set high standards and encourage big ideas.
- **Administrative Experience:** Previous line-management experience; experience with financial management, and the creativity and skills required to stimulate new resources for the Faculty; a collegial and participatory management style; a track record of evidence-based decision making; the tendency to support and encourage professional and personal development.
- **Collaboration:** Strong interpersonal skills, and the ability to work in a highly productive manner with stakeholders both inside and outside the university.
- **Commitment to Music Pedagogy and Research:** An enthusiasm for expanding and supporting research productivity within the Faculty; commitment to building excellence in both theory and performance areas, and promoting best practices in teaching and learning; experience working with and supporting teaching and research faculty.
- **Commitment to Music Practice:** A commitment to, and passion for, educating future musicians; the ability to remain culturally relevant and conversant with the provincial, national, and international changes occurring in music practice.
- **Communication Skills:** Strong communication skills, and the 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:** A record of creating personal and institutional partnerships for the achievement of shared goals; the presence and confidence to play a leadership role with arts and music organizations, government, professional bodies, alumni, and other external stakeholder groups that form part of the local, national and international music community; the ability to be a strong advocate for the Faculty to the broader



community; the ability to develop and sustain strong partnerships and work effectively with faculty, staff, students, alumni, and the arts 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 Faculty of Music 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 [uoftmusic@odgersberndtson.com](mailto:uoftmusic@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 and implementation 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 Music.
- Provides strong leadership within a shared-governance structure. Builds trust through openness and transparency while making difficult decisions needed to move the Faculty forward.

## *Equity, Diversity and Inclusion*

- Committed to and focused on issues of intersectionality, inclusion, and diversity, fosters a culture of respect, and prioritizes organizational change strategies designed to redress systemic, structural, and historical disadvantage in research, pedagogy, and performance. Music education and the Faculty'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 advocates for 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 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 at the University of Toronto, including senior administration, deans, faculty members, and students.
- Enhance the Faculty's community engagement by reaching out to the Royal Conservatory of Music, the Greater Toronto arts community, 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 the Faculty's scholarship and academic programs on the broader community.

### *Teaching and Learning*

- Leads the academic planning process for the Faculty, and supports curriculum development that is culturally relevant, and in line with the music and arts community and the overall programming of the University.
- Promotes excellence and integrity in pedagogical activity, including maintaining undergraduate programs of the highest quality, strengthening existing graduate programs, 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 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 the Faculty 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.
- 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.
- Working with the University's advancement professionals, leads the Faculty's fund development activities by leveraging existing partnerships, and creating and nurturing new advancement opportunities and funding sources to facilitate the Faculty's needs for new facilities, program excellence and student support. Acts as steward of gifts granted to the Faculty.





# Appendix B: Faculty of Music

The University of Toronto's Faculty of Music was established in 1918 and was the first Faculty at a Canadian university for professional training and academic study in music. Today, the Faculty is a leading North American 'comprehensive music school' that combines undergraduate and graduate studies in music creation, performance, education, and research. It is the University's greatest public portal, producing some 600 concerts and public events annually, more than any other arts organization in Toronto. Internationally, the Faculty is a growing global presence in musical training, interdisciplinary research, and digital media content development, currently representing all non-European Association Members on the Council of the Association of European Conservatories, a 300-member organization for music innovation and international cooperation.

The Faculty is home to over 900 students and approximately 60 full-time and 100 part-time faculty members who form a diverse and dynamic community of scholars who present at leading international conferences and publish with top presses. The Faculty is also home to musicians who perform on the world's most prestigious stages and record for major labels, educators who offer masterclasses and workshops at universities and conservatories worldwide, and composers whose works are performed by renowned ensembles and commissioned by acclaimed musicians and arts organizations. The Faculty boasts two world-class performance halls, including a new Recital Hall that is in the planning stages, extensive practice and rehearsal space, interdisciplinary research centres and institutes, computer labs, a recording studio, and the Faculty of Music Library, the finest in the country and among the top three academic library systems in North America.

The breadth and depth of program offerings is one of the Faculty's most distinctive features, facilitating the forging of links among academic programs, and generating innovative research initiatives. At the undergraduate level, current programs include: the Bachelor of Music (B.Mus.) degree with concentrations in Composition, Music Education, and History & Theory, as well as a Comprehensive (general) major, and the Bachelor of Music in Performance (B.Mus.Perf.) degree with a focus in classical or jazz streams, and many vocal and instrumental specializations. At the graduate level, the Faculty offers programs at the masters (M.A.) and doctoral levels (Ph.D.) in the fields of music education, musicology, ethnomusicology, music theory, and music and health sciences, as well as masters (M.Mus.) and doctoral levels (DMA) in music composition and in music performance in the fields of individual vocal and instrumental specialization, as well as conducting, vocal and piano pedagogy, collaborative piano, historical performance, and music technology and digital media.

The Faculty of Music hosts several leading ensembles that provide students, patrons, and the community with rich experiences through concerts, presentations, and workshops. These include The Gryphon Trio, one of world's preeminent piano trio; Nexus, a globally acclaimed pioneer in innovative percussion music; Tafelmusik, Canada's leading orchestra performing on period instruments; and the Toronto Wind Quintet, whose members are among Canada's most distinguished chamber performers. The Faculty has served as home to cultural events like the International Bach Festival that enrich the milieu of the University and its community, and has entertained internationally acclaimed percussionist Dame Evelyn Glennie, and composers George Tsontakis, R. Murray Schafer, Steve Reich and James MacMillan, among others.

U of T's Faculty of Music is the engine that drives the performers, composers, scholars, and educators who will shape tomorrow's musical experiences and sustain Canada's cultural economy. A key contributor to the cultural renaissance in Toronto, the Faculty has reshaped the image of Toronto as a distinctive site for experimentation, innovation, and celebration. To learn more, visit: [www.music.utoronto.ca](http://www.music.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](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 friendliness, safety and liveability. The [Economist](#) rates Toronto as the 6<sup>th</sup> 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. The Faculty of Music has linkages to many of these arts organizations and institutions, and is situated next to the Royal Ontario Museum and the Royal Conservatory of Music. 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 Music Advisory Committee:

## Chair:

Cheryl Regehr, Vice-President & Provost

## Teaching Staff of the Faculty:

Eliot Britton, Assistant Professor  
Farzaneh Hemmasi, Associate Professor  
Midori Koga, Associate Professor  
James Parker, Professor  
Steven Vande Moortele, Associate Professor

## Students:

Sadie Menicanin, PhD Student  
Emily Tam, Undergraduate Student

## Scholars Outside the Faculty:

Alison Keith, Director, Jackman Humanities Institute  
Katherine Larson, Chair, Department of English, University of Toronto Scarborough  
Trevor Young, Dean, Faculty of Medicine and Vice-Provost, Relations with Health Care Institutions

## School of Graduate Studies:

Joshua Barker, Dean, School of Graduate Studies

## Librarian:

Janneka Guise, Head Librarian, Music Library

## Administrative Staff of the Faculty:

Nalayini Balasubramaniam, Registrar





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