UNIVERSITY OF TORONTO SCARBOROUGH
JOB DESCRIPTIONS FOR ACADEMIC ADMINISTRATORS
(June 14, 2022)

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I. OFFICE OF THE VICE-PRESIDENT AND PRINCIPAL

VICE-PRESIDENT AND PRINCIPAL

In accordance with the *Policy on Appointment of Academic Administrators* (sect. III.48), the Vice-President and Principal (hereafter, Principal) is the Divisional Head and Chief Executive Officer of the campus. While the Principal may elect to delegate authority to other administrators on the campus, they must retain responsibility for the overall direction of the campus and in particular for authority over the *budget, appointments and promotions*, and overall campus operations and management. They are ultimately responsible for all administrative decisions that are within their jurisdiction and authority.

II. OFFICE OF THE VICE-PRINCIPAL ACADEMIC AND DEAN

1. 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 & 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 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 growth of new ones
- Promote distributed leadership that empowers faculty, 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, and 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 complaint, per University policy in collaboration with the VPRI
- Manage the portfolio's budget strategically and transparently to advance the academic mission in a manner that sustains the confidence and support of faculty, 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

2. VICE-DEAN FACULTY AFFAIRS, EQUITY AND SUCCESS

Acting on delegated authority and general direction from the Dean, the Vice-Dean Faculty Affairs, Equity and Success is responsible for:

i. Strategic Personnel Planning

- Oversee the development and regular review of a strategic framework for determining faculty complement across programs/departments as part of the Campus' medium- to long-term personnel plan, within the context of the larger strategic priorities
- In collaboration with Chairs, the VPRI and CAO, provide leadership in developing a medium- to long-term Faculty Complement Plan per program/department, taking into account enrolment trends; faculty-student ratios; teaching and program strengths; areas of established and emerging scholarly strength; opportunities to enhance teaching and scholarship; the values and mission of the Campus; its overall strategic plan and priorities; and comparison with similar programs in peer institutions; and ongoing developments in the internal and external environment

- Provide oversight and proactive guidance for excellent faculty appointments, by ensuring that appropriate procedures are followed and relevant considerations such as equity, fairness, and diversity are taken into account throughout the hiring cycle – from advertising to composition of selection committees, and onboarding
- Provide overall guidance to Chairs for sessional lecturer appointments and promotion, taking into account the operational needs and resource capacity of the unit/program
- Develop, advocate and promote a culture of collegiality, respect, diversity, inclusivity, equity, fairness, and support that reflects and advances the mission, vision, and strategic objectives of UTSC and the University
- Support the Dean in facilitating collegial processes for addressing concerns and complaints involving faculty members that are consonant with the spirit of relevant University Agreements, Policies, statements, guidelines, and legislation
- Oversee planning and allocation of faculty offices and research spaces (individual and group), in collaboration with the VPRI and CAO

ii. Faculty Career Development and Success

- Work with Vice/Associate Deans/VPRI, Chairs, faculty, and staff to promote and sustain a culture that supports the proactive recruitment, retention, career development, and ongoing success of an excellent and diverse community of colleagues
- Oversee the onboarding of new faculty, Chairs, Associate Chairs, and Program Directors, and coordinate continuing professional development of all academic leaders, to ensure that they undertake their responsibilities efficiently and effectively; stay current with relevant policies, procedures, and guidelines; maintain the appropriate balance between their roles as academics and academic leaders; have access to relevant support and resources; grow in their roles; and advance the strategic objectives of the Campus and the University
- Provide leadership in cultivating a community of academic leaders and developing a framework for succession planning for academic leaders
- Ensure, in collaboration with Chairs, implementation of the departmental guidelines for equitable assignment of responsibilities and accountability of faculty members, vis-à-vis relevant Agreements, University policies, and career-expectations guidelines
- Manage resources dedicated to, and organize/support, professional development activities for faculty members (e.g., mentoring arrangements, career progress workshops), in collaboration with VDTLUP and VPRI
- Collaborate with Vice/Associate Deans, and/or Office of the Vice-Principal Research and Innovation (OVPRI) to establish and/or implement appropriate processes for recognizing the accomplishments of faculty members in the areas of teaching, scholarship, and service (e.g., nominations for UTSC, U of T, and external awards)
- Facilitate the re-appointment, tenure, continuing status, and promotion processes in collaboration with Chairs and the Dean
- Provide advice to Chairs and faculty members on peer and student evaluations of teaching, and their use in performance, appointment, re-appointment, tenure, continuing status, and promotion review processes, in partnership with the ADTLUP
- Review recommendations from Chairs regarding study leave proposals and make recommendations to the Dean
- Develop, monitor, and review policies, guidelines, and initiatives regarding visiting scholars in consultation with the VPRI
- Work with Chairs to facilitate faculty career transitions (e.g., leaves; retirements; and resignations in line with relevant University Agreements and Policies) and coordinate exit interviews, where appropriate

- Work with Chairs and HR Services to implement Campus guidelines regarding major personal life events for faculty members, such as births, bereavements, deaths
- Oversee the review of workplace environment/equity survey; assess trends; disseminate and discuss the findings; and coordinate efforts towards continuing improvement of that environment

iii. Representation of UTSC, Communication, and Other Responsibilities

- Serve on designated Campus and University committees, as outlined in University policies or as assigned by the Dean
- Represent UTSC on university committees, and at events, dealing with faculty relations and related developments
- 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 Dean, 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 may be assigned by the Dean

3. VICE-DEAN GRADUATE AND POST-DOCTORAL STUDIES

Acting on delegated authority and general direction from the Dean, the Vice-Dean Graduate and Post-Doctoral Studies is responsible for:

i. Graduate Student and Program Success

- Work with Chairs and relevant committees to develop and implement transparent policies for proposing, approving, monitoring, and evaluating graduate courses and programs, in coordination with the School of Graduate Studies
- Work with Chairs and SEM Committee to monitor, evaluate, and develop proposals for strategic enrolment management at the graduate level
- Provide leadership for strengthening existing graduate programs, development of innovative new ones, and coordination of initiatives to enhance graduate programs and the graduate student experience
- Provide administrative oversight for campus-wide, cross-campus, inter-divisional, and inter-institutional collaborative graduate programs
- Coordinate the development, and regular review, of appropriate performance indicators for measuring success and enrolment trends of graduate programs
- Provide guidance for graduate student admissions, registration, and support, and for tracking their academic progress, in coordination with the School of Graduate Studies
- Serve as contact person for graduate program/curriculum consultations from other Faculties/Divisions
- Assist and/or provide guidance in addressing academic issues related to graduate students, approval of course overloads, course changes, grade changes, letters of permission, etc.

- Provide guidance and leadership for the management, monitoring, evaluation, and sustainability of graduate programs and courses at UTSC
- Provide guidance and support to Chairs regarding teaching assignments, and leadership for intra-campus, inter-divisional, and inter-institutional graduate program initiatives
- Administer campus-level graduate scholarships/awards, and conference support
- Provide leadership and oversight for the implementation and adaptation of School of Graduate Studies policies and guidelines
- Assist in addressing complaints and concerns about graduate student academic and non-academic misconduct; appeals of grades and academic standing; and supervision
- Be an advocate and leader for both disciplinary and interdisciplinary pedagogy and curriculum for graduate studies
- Support the building of a community of graduate students at UTSC and meet regularly (at least twice a term) with the graduate student leadership
- Regularly review and coordinate the preparation and submission of calendar material for graduate programs in collaboration with the School of Graduate Studies, the Vice-Dean (Teaching, Learning and Undergraduate Programs) and Chairs, as necessary
- Coordinate the preparation of publicity material for graduate programs, in collaboration with Chairs and the Department of Marketing and Communications
- Provide guidance to Chairs in the preparation of self-studies and support the conduct of external reviews, in partnership with Department Chairs, Associate Deans, Vice-Deans, and other relevant offices
- Oversee planning and allocation of graduate and postdoc spaces in collaboration with the CAO, VDFAES, and VPRI as may be necessary

ii.   **Post-doctoral Fellows and Program Success**

- Coordinate the development and implementation of policies and procedures for supporting post-doctoral training and fellows
- Provide leadership that helps to develop, sustain, and support a culture of post-doctoral training across UTSC, both disciplinary and interdisciplinary
- Administer and provide guidance for the management of post-doctoral fellowships and fellows, in collaboration with, and with support from, the VPRI and the VDFAES
- Assist and provide guidance in addressing complaints and concerns about the experiences of postdoctoral fellows, including supervision
- Support the building of a community of postdoctoral fellows at UTSC and meet regularly (at least twice a term) with them or their leadership
- Regularly review and coordinate the preparation of publicity material for postdoctoral programs, in collaboration with Chairs and the Department of Marketing and Communications

iii.   **Representation of UTSC, Communication, and Other Responsibilities**

- Serve on designated UTSC committees and University bodies pertaining to graduate and postdoctoral studies, per University policy or as assigned by the Dean
- Represent UTSC at events related to graduate students/studies and post-doctoral studies
- 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 Dean, 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
- Oversee the maintenance of an accurate and effective record management system
- Provide supervision, support, and career development for direct support staff reports
- Undertake other responsibilities as may be assigned by the Dean

4. VICE-DEAN TEACHING, LEARNING, AND UNDERGRADUATE PROGRAMS

Acting on delegated authority and general direction from the Dean, and supported by Associate Deans (Undergraduate Programs and Curriculum - ADUPC; Teaching and Learning - ADTL; and Experiential and Global Learning - ADEGL), the Vice-Dean Teaching, Learning, and Undergraduate Programs is responsible for:

i. Undergraduate Curriculum Planning, Program Coordination, and Student Success

- Provide leadership for strengthening of existing undergraduate programs, development of innovative new ones, and coordination of strategic initiatives through the Campus Curriculum Committee (CCC)
- Work with CCC to develop, implement, and regularly review transparent policies for proposing and approving undergraduate courses and programs, cancellations, suspensions, etc.
- Be an advocate and leader for both disciplinary and interdisciplinary pedagogy and curriculum
- Provide administrative oversight for campus-wide, cross-campus, inter-divisional, and inter-institutional collaborative undergraduate programs
- Review education plans, to ensure that they are appropriately aligned with resource allocations and the strategic priorities of the department and the campus, and make recommendations to the Dean
- Address unanticipated developments in program support and delivery (e.g., course over-subscription; emergency absences/leaves) in consultation with the VDRESS and the VPFAES
- Evaluate recommendations from Chairs for additional marking and teaching assistance, beyond the Department's budget allocation for these purposes, and make decisions in line with relevant guidelines
- Collaborate with the VDRESS in the development, and regular review, of appropriate performance indicators for measuring undergraduate program success and enrolment trends
- Monitor and evaluate undergraduate curriculum effectiveness, efficacy and efficiency across the campus to ensure consonance with the UTSC strategic plan and responsiveness to changing external and institutional dynamics
- Coordinate the preparation and submission of calendar material for undergraduate programs
- Provide guidance to Chairs and oversee preparation of program self-studies and facilitate the conduct of external reviews, with support from Department Chairs, Associate Deans, Vice-Deans, and other relevant offices
- Serve as contact person for undergraduate program/curriculum consultations from other Faculties

ii. Teaching and Learning

- Lead development and implementation of innovative teaching and learning initiatives, including assisting departments in the formulation of appropriate learning outcomes for their programs
- Provide leadership in the development of experiential learning initiatives, including community service learning, internships, cooperative education
- Coordinate, monitor, and provide regular assessments of experiential learning activities at UTSC

- Help to build and to maintain a network of partners in support of experiential learning and professional/career development for students
- Facilitate co-curricular learning initiatives and related events in partnership with the Office of Student Experience and Wellbeing
- Undertake regular review and renewal of instructional and learning equipment and infrastructure, in collaboration with Department Chairs, and the Office of the CAO
- Oversee the design, management, renewal, and assignment of formal learning spaces (including teaching labs) and related equipment/technologies, in collaboration with VDFAES and CAO
- Work with the VDFAES to organize workshops related to teaching and learning
- Administer nominations and adjudication of the UTSC's curricular innovation and teaching excellence awards
- Facilitate UTSC teaching excellence and innovation award nominations for consideration at the university level and beyond
- Oversee the development and regular review of guidelines for peer evaluation of teaching, and to make recommendations, as necessary

iii. Representation of UTSC, Communication, and Other Responsibilities

- Serve on designated UTSC committees and University bodies pertaining to teaching, learning and curriculum, per University policy or as assigned by the Dean
- Represent UTSC at events dealing with teaching; undergraduate curricular, co-curricular, and academic initiatives and programs, and related developments
- 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 Dean, 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 may be assigned by the Dean

5. VICE-DEAN RECRUITMENT, ENROLMENT, AND STUDENT SUCCESS

Acting on delegated authority and general direction from the Dean, the Vice-Dean Recruitment, Enrolment, and Student Success is responsible for:

i. Undergraduate Student Recruitment and Enrolment

- As Chair of the Strategic Enrolment Management Committee, provide proactive and creative leadership for developing, implementing, monitoring, and evaluating a strategic undergraduate enrolment management plan
- Coordinate campus-wide undergraduate student recruitment and admissions plans with the Registrar's Office; regularly monitor, review and update strategy; and drive related initiatives in partnership with relevant UTSC academic and administrative units and university offices
- Work with Vice/Associate/Assistant Deans, Chairs, and the Communications and Marketing Department to regularly review publicity material for prospective students

- Collaborate with the Office of Student Experience and Wellbeing to coordinate, monitor, and evaluate advising for prospective undergraduate students
- In partnership with relevant offices and academic departments, including the Registrar's Office, Marketing and Communications, Institutional Planning and Research Office, monitor student admissions, acceptances, and facilitate conversion activities and registration
- Collaborate with relevant academic and non-academic units in coordinating organization of prospective student orientation activities

ii.   Undergraduate Student Retention and Success

- Collaborate with the Registrar's Office to establish a framework for effectively supporting students to navigate expectations to ensure that they meet admission, registration, promotion and continuation requirements
- Coordinate with the Office of Student Experience and Wellbeing to monitor, evaluate and enhance academic advising for current undergraduate students
- Collaborate with the Office of Student Experience and Wellbeing, Marketing and Communications, and other offices to develop programs and strategies to support and to enhance student wellbeing, success, and overall educational experience
- Oversee the management of non-research undergraduate student academic awards and liaise with relevant offices, including the Registrar's Office, Office and the Development and Alumni Relations Office
- Facilitate nomination of UTSC students for U of T and external non-research-related academic awards
- Monitor and evaluate issues related to student satisfaction, progress and retention and develop appropriate strategies in partnership with other offices
- Meet regularly (at least, once a term) with the undergraduate student leadership
- Support student organizations at UTSC and student-organized activities to promote academic success and to facilitate retention
- Collaborate with the Registrar's Office and other offices to enhance processes for addressing academic issues related to undergraduate students, including approval of course overloads; course changes; grade changes; letters of permission; etc.
- In accordance with relevant policies, help to facilitate systems and processes related to academic and non-academic misconduct; appeals of grades and academic standing; etc.
- Oversee, in partnership with Dean of Student Experience and Wellbeing, the planning, design, and management of informal learning spaces (including the Library), in collaboration with the CAO, VDGPS, VDTLUP and VPRI as may be appropriate

iii.   Representation of UTSC, Communication, and Other Responsibilities

- Serve on designated UTSC committees and University bodies, as outlined in policy or as assigned by the Dean
- Represent UTSC at events, dealing with the student life cycle (recruitment, retention, success, extra-curricular activities, graduation, and alumni engagement)
- 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 Dean, 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 may be assigned by the Dean

6. ASSOCIATE DEAN EXPERIENTIAL AND GLOBAL LEARNING

Acting on delegated authority and general direction from the Vice-Dean Teaching, Learning, and Undergraduate Programs, the Associate Dean Experiential and Global Learning is responsible for:

i. Academic Leadership and Oversight of Experiential Learning

- Support academic departments as they continue to strengthen and expand current EL opportunities, and develop new ways, suitable to their discipline, to enrich student learning, including through online formats
- Provide leadership for EL-related committees and initiatives on campus (including the Experiential Learning Table and Steering Committee)
- Provide academic oversight for all Co-Op offices and activities at UTSC (e.g., Arts and Science Co-Op Office, Management Co-Op, tri-campus Co-Op) and related work-integrated learning programming
- Work with key campus stakeholders (including the Co-op Offices, the Centre for Teaching and Learning, Partnerships & Community Engagement, the Hub, the Bridge, and Academic Advising & Career Counselling, AccessAbility Services, and the International Student Centre) to ensure clear communication and connection across different areas of experiential, work-integrated, and community-based learning
- Contribute to the development and regular review of guidelines and best practices for EL at U of T Scarborough
- Assist with the implementation of strategic planning areas related to EL
- Coordinate and adjudicate experiential learning (EL) funding for UTSC faculty

ii. International/Global Academic Programs and Initiatives

- Contribute to the expansion of local and global partnerships that are integrated in the curriculum
- Contribute to the development of international and intercultural curricular initiatives, including through global classrooms and international course modules
- In partnership with the Director of International and Global Engagement, the Office of Student Experience and Wellbeing, and other relevant offices, contribute to the enhancement of opportunities for both in-bound and out-bound student mobility
- Contribute to cross-portfolio coordination of international student recruitment, support initiatives, and success

iii. Representation of UTSC, Communication, and Other Responsibilities

- Serve on relevant UTSC committees and tri-campus EL committees as needed and as assigned by the Dean or VDTLUP
- Represent UTSC at events related to experiential and global learning
- Maintain an accurate and effective record management system
- Undertake other responsibilities as may be assigned by the Dean or VDTLUP

7. ASSOCIATE DEAN TEACHING AND LEARNING

Acting on delegated authority and general direction from the Dean and Vice-Dean Teaching, Learning, and Undergraduate Programs, the Associate Dean Teaching and Learning is responsible for:

i.   Pedagogical Leadership and Oversight of the Centre of Teaching and Learning

- Provide leadership in educational excellence through transformative and inclusive teaching and learning
- Provide oversight of the Centre for Teaching and Learning (CTL) as well as other University of Toronto Scarborough and tri-campus initiatives through the Office of the Vice-Principal Academic & Dean
- Provide leadership in pedagogical innovation, educational technology, teaching support, faculty development, academic student support and experiential and work-integrated learning support
- Oversee, in collaboration with the Library and IITS, the operations and management of the Learning Commons to support student academic aspirations in ways that foster inclusive excellence
- Guide and oversee further development of, and enhancements to, facilitated study groups and other student learning supports
- Oversee management of teaching grant programs, including calls, adjudication, and post-award administration
- Contribute to the planning of new or re-design of existing teaching facilities on campus, particularly with respect to pedagogical elements

ii.   Representation of UTSC, Communication, and Other Responsibilities

- Serve on relevant UTSC committees and tri-campus Teaching and Learning committees as needed and as assigned by the Dean or VDTLUP
- Represent UTSC at events related to teaching and learning
- Maintain currency with developments in pedagogy, both within and beyond the institution
- Maintain excellent working relationships with relevant units within the university and beyond, as appropriate
- Provide supervision, support, and career development for direct support staff reports
- Maintain an accurate and effective record management system
- Undertake other responsibilities as may be assigned by the Dean or VDTLUP

8. ASSOCIATE DEAN UNDERGRADUATE PROGRAMS AND CURRICULUM

Acting on delegated authority and general direction from the Dean and the Vice-Dean Teaching, Learning, and Undergraduate Programs, the Associate Dean Undergraduate Programs and Curriculum is responsible for:

i.   Program and Curricula Development and Governance

- Oversee development and approval of new undergraduate programs, certificates, and courses
- Provide leadership for the development, monitoring, and evaluation of programs with other University of Toronto divisions and with other universities and colleges (e.g., Combined, Dual, Double, [Con]Joint Degree)

- Lead curriculum innovation and renewal initiatives, including attention to Indigenous experiences and knowledge systems; Black and racialized knowledges and experiences; experiences of other historically and systemically marginalized communities; and international and intercultural perspectives
- Oversee major and minor modifications to undergraduate programs
- Facilitate academic unit and program reviews (quality assessment of programs and courses) as part of the UTQAP process

ii.   Representation of UTSC, Communication, and Other Responsibilities

- Serve on relevant UTSC committees and tri-campus program and curriculum committees as needed and as assigned by the Dean or VDTLUP
- Represent UTSC at events related to programs and curriculum
- Maintain excellent working relationships with academic units on campus and within the university, as appropriate
- Maintain an accurate and effective record management system
- Undertake other responsibilities as may be assigned by the Dean or VDTLUP

9. DEPARTMENT CHAIR

Acting on delegated authority and general direction from the Dean, the Chair shall be responsible for:

i.   Strategic Leadership

- Provide overall academic and intellectual leadership for the Department by facilitating a shared vision for the unit; driving and executing initiatives that enhance its mission and standing; and positioning the unit to make impactful contributions to the Campus' and the University's strategic plans, priorities, and goals
- Be an advocate and leader for both disciplinary and interdisciplinary pedagogy, curriculum, scholarship, and collaboration
- As a member of the campus leadership team, champion UTSC and U of T's vision, mission and values by identifying, supporting, and promoting strategic initiatives and delivering on fiduciary duties to the Campus and the University

ii.   Oversight of Administrative Operations, Human Resource Management, and Department Climate

- Oversee the day-to-day administration of the Department to ensure that its operations are effective, efficient, and sustainable, including robust enrolment management; program and student success; implementation of University policies in all aspects of operation; oversight of finances, human resources, infrastructure and maintenance activities; adherence to legislative requirements
- Foster a collegial and healthy working and learning environment for faculty, staff, and students
- Facilitate student success to support high retention, completion, and graduation rates
- Assign graduate and/or undergraduate teaching responsibilities, as applicable, after appropriate consultation, taking into account the operational needs of the Department (including the Graduate Department), and the strategic plan of the campus

- Be responsible for timetabling courses in consultation with Vice-Deans, Associate Deans, the Registrar's Office, and other offices as may be appropriate
- Work with relevant Vice-Deans in the evaluation and allocation of appropriate Teaching Assistant and stipendiary support
- Monitor curriculum and scholarship in the Department and provide leadership with new initiatives, program review, and strategic planning
- Receive annual activity reports from faculty members, coordinate merit and PTR assessments by the departmental committee, conduct performance reviews for staff, and submit recommendations to the Dean
- Receive study leave proposals from faculty members and visiting scholar applications, and make recommendations to the Dean
- Provide leadership for the mentoring of faculty members and staff across all categories, including CLTAs and stipendiary course Instructors, Sessional Lecturers, and casual staff
- Assess teaching evaluations for graduate and undergraduate courses, as applicable and review with faculty members as appropriate
- Conduct, as applicable, review meetings with faculty members and staff to support their success
- Build and manage a pool of course Instructors, coordinate appointment of Sessional Instructors, and make recommendations to the VDFAES

iii. Budget Planning and Management, Advancement, and Alumni Engagement

- Prepare and administer annual budget for the Department, in line with the unit's strategic plan and the Campus' strategic priorities and directions
- Oversee strategic faculty and staff complement planning and recruitment, and make recommendations to the Dean and VDFAES or appropriate planning bodies, including the Faculty Complement Planning Committee and the Campus Planning, Priorities, and Budget Committee
- Support advancement and alumni engagement activities related to the Department

iv. Representation of the Department, Communication, and Other Responsibilities

- Serve on designated Campus and University committees as outlined in University policy or as assigned by the Dean
- Represent the Department at events both inside and outside the University, as relevant to its mission
- Serve as a channel for communication between the Dean's Office, UTSC Executive Committee, Chair and Directors Group, Campus Leadership Forum, on the one hand, and faculty, staff and students of the Department, on the other
- Hold, at least, two departmental meetings in each of the Fall and Winter terms
- Undertake other responsibilities as may be assigned by the Dean

10. ASSOCIATE CHAIR

Acting on delegated authority and general direction of the Chair, and subject to approval by the Dean or designate, the Associate Chair will assist the Chair in the performance of the duties outlined above. The specific duties will be defined and assigned by the Chair as necessary and as appropriate.

III. OFFICE OF THE VICE-PRINCIPAL RESEARCH AND INNOVATION

1. VICE-PRINCIPAL RESEARCH AND INNOVATION

Acting on delegated authority and general direction from the Vice-President and Principal, the Vice-President Research and Innovation is responsible for the overall direction of the Research and Innovation portfolio, including the management of University resources, as follows:

i.   Scholarly Success and Prominence

- Collaborate with the Office of the Vice-President Research and Innovation, & Strategic Initiatives, 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"
- Provide leadership for designing, reviewing, and implementing a UTSC research and innovation plan that supports scholarly excellence among faculty, students (undergraduate and graduates), postdoctoral fellows, and visiting scholars
- Be an advocate and leader for both disciplinary and interdisciplinary scholarship
- Assist in the administration of relevant University policies, frameworks, and guidelines related to research integrity, including investigating allegations of violations, and submit findings to the Dean for appropriate action
- Manage the portfolio's budget strategically and transparently in order to gain the confidence and support of faculty, staff, and students, including:
  - developing and administering various UTSC research-support funding mechanisms
  - being responsible and accountable for administering and deploying any Indirect Costs of Research or research overhead funds that may accrue from faculty members' research or contracts
  - facilitating complementary start-up support for new faculty, including CFI allocations, in collaboration with the Dean
- Meet regularly with the Vice-Principal Academic and Dean to foster coordination and ensure mutual reinforcement of UTSC's mission and vision of inclusive excellence by the two portfolios

ii.   Strategic Initiatives

- Facilitate intra-campus/inter-Divisional/inter-institutional scholarly collaborations as well as broader scholarly initiatives, including community/publicly engaged scholarship in local and global contexts
- Work closely and in partnership with U of T's Associate Vice-President and Vice-Provost Strategic Initiatives, to identify opportunities and to advance campus and university-wide research and innovation objectives
- Work closely and in partnership with U of T's Associate Vice-President Research to identify opportunities and to advance campus and university-wide research and innovation priorities
- Work in partnership with Chairs, Directors, and faculty members to identify, assess, prioritize, support and coordinate emerging and potential cross-departmental, cross-division, and cross-campus strategic research initiatives
- Chair relevant UTSC strategic research initiatives working groups, advisory boards and committees, etc., that may include Institute Directors, and Clusters of Scholarly Prominence leads, and other scholars

- Explore, promote, and facilitate external research funding opportunities for faculty and students, including tri-agency, government, foundations, philanthropy, industry, and other kinds of support for new scholarly initiatives and growth
- Explore, promote, and facilitate international research connections
- Explore, in collaboration with the Dean, the establishment and evaluation of research Chairs, Professorships, and similar positions, evaluate related applications and make recommendations to the Vice-President and Principal
- Oversee the appointment and renewal of research Chairs and Professorships in collaboration with the Dean
- Oversee the establishment and management of research Institutes, Centres, and Clusters including EDU:Cs and EDU:Ds, in collaboration with the Dean

iii.   Support Services

- Oversee compliance with University regulations pertaining to research and research grants, including ethics protocols, at UTSC
- Establish measures of success and provide an annual report on research grants and scholarly work at UTSC
- Administer applications for, and allocation of, funds in support of conferences, exhibitions, performances, workshops, and symposia organized under the leadership of a UTSC faculty member, department, or student group
- Administer applications and funds for faculty conference-/exhibition-/performance-related travel
- Oversee the management of relevant undergraduate and graduate student research awards, including tri-campus and external ones (e.g., USRAs, UTEAs, the JHI's Scholar-in-Residence Program)
- Liaise with any scholarly publications (e.g., academic journals) that may be housed at UTSC
- Facilitate, in partnership with VDFAES and VDGPS, research mentorship programs for faculty and students (e.g., grant writing, project management, publishing, PTR, research portfolios, etc.)

iv.   Infrastructure

- Lead, in partnership with the Dean and CAO, and in consultation with Directors of Research Institutes, VDFAES, Research Advisory Board (RAB), and Chairs, the development and regular review of a strategic infrastructure plan for UTSC to prioritize needs and initiatives over the short- to long-term, to establish a culture of shared spaces for research and creative activity, with the goal of supporting inclusive scholarly and creative excellence
- Allocate (in collaboration with the Dean, VDFAES, and CAO) and provide oversight for all research infrastructure and spaces (including research labs, vivaria, aquatic and plant growth facilities, research farms, etc.), and ensure compliance with relevant regulatory provisions
- Monitor and maintain quality of research infrastructure and spaces, and make recommendations as necessary
- Oversee compliance with University policy and UTSC guidelines pertaining to core research facilities

v.   Innovation, Entrepreneurship and Commercialization

- Develop and implement campus-wide innovation, entrepreneurship and commercialization ecosystem in partnership with relevant offices

- Oversee and support the operations and growth of campus-linked accelerators, including those that are department-based
- Facilitate relationships between campus-linked accelerators and community, industry, and government partners
- Provide direction and support for commercialization of research and innovation by UTSC students, faculty and staff

vi.   Awards and Honours

- Facilitate consideration of UTSC research/scholarly excellence award winners and other faculty members for the major U of T and external nominations, awards, and recognitions
- Administer nominations and adjudication of all UTSC's Research/Scholarly Excellence Awards for faculty and students

vii.   Communication

- Support research dissemination on campus, including faculty and student (graduate and undergraduate) seminars, symposia, and conferences
- Develop and implement, in partnership with UTSC Marketing and Communications, initiatives that publicize and share faculty and student research and scholarly activities

viii.   Representation of UTSC and Other Responsibilities

- Co-Chair of the Chairs and Academic Directors (CAD) Committee
- Chair, and work with, the Research Advisory Board (RAB) to identify and to support areas of established scholarly strength; areas of emerging strength; collaborative initiatives and partnerships within and beyond UTSC; and prospective opportunities for scholarly engagement
- Serve on designated Campus and tri-campus committees
- Represent UTSC on university committees, and at events, dealing with research, innovation, entrepreneurship, and related matters
- Respond expeditiously to developments under the portfolio and communicate appropriate information to the Principal, UTSC Executive Committee, students, faculty members, staff, and other stakeholders in a timely manner
- Maintain excellent working relationships with relevant units within the university and beyond, as appropriate
- 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 may be assigned by the Principal

2.   ASSOCIATE VICE-PRINCIPALS RESEARCH AND INNOVATION

Acting on delegated authority and general direction from the Vice-Principal Research and Innovation, the Associate Vice-Principals Research and Innovation serve as senior administrative members of an integrated research leadership team to advance our research mission and coordinate support across the UTSC campus.

The two AVPRI positions are:

1) AVPRI – Strategic Initiatives and Partnerships (SIP)
2) AVPRI – Research Facilitation and Infrastructure (RFI)

While each AVPRI has a specifically defined mandate, the two have common or shared responsibilities, with complementary accountabilities, as outlined below:

i.   Common/Shared Responsibilities

- Support UTSC's strategic direction of invigorating the on-campus research culture to increase disciplinary and interdisciplinary engagement across departments and with the wider community (see, for e.g.: *Inspiring Inclusive Excellence*: strategic direction 2.4)
- Promote an inclusive research culture across campus through a lens of equity, diversity, inclusion, and decolonialization
- Participate in strategic research planning and implementation processes to facilitate and to advance UTSC's scholarly endeavours in areas of established and emerging strength
- Provide leadership in implementation of guidelines and procedures necessary to achieve our research goals
- Guide and support the work of UTSC research Institutes, Centres, and Clusters
- Engage with UTSC and tri-campus academic and administrative units to build and to support collaborative and productive research relationships. These include:
  - the Office of the Vice-Principal Academic & Dean; the Office of the CAO; UTSC Marketing and Communications; UTSC Development and Alumni Relations Office; Office of Institutional Strategic Initiatives (St. George); Office of the Vice-President, Research and Innovation, & Strategic Initiatives (St. George); Office of the Vice-President International (St. George)
- Collaborate with other institutional offices at UTSC and across U of T, including the Centre for Research and Innovation Support (CRIS), to promote mentorship, training, entrepreneurship, and leadership development among various categories of researchers at UTSC (faculty, staff, graduate and undergraduate students, postdoctoral fellows, etc.)
- Facilitate the establishment, deepening, and broadening of partnerships (across a variety of sectors) that connect UTSC locally, nationally, and internationally to support research and creative activities and outcomes, and to advance social and technological innovations
- Serve on relevant Campus committees and represent UTSC at events and on appropriate tri-campus and external bodies, as determined by the VPRI
- Undertake any other responsibilities assigned by the VPRI to advance the objectives of UTSC's Strategic Plan and U of T's Institutional Strategic Research Plan

ii.   Specific Mandates and Accountabilities

2a) AVPRI – Strategic Initiatives and Partnerships (SIP):

- Under the overarching umbrella of the Institutes for Globalization, Transnationalism and the Advancement of Resilient, Inclusive Societies and Ecosystems (GTA-RISE), provide direction and support for research institutes, including identifying synergies among them, coordinating their work, promoting collaboration, and overseeing regular reviews of their operations to ensure that they produce the kinds of impact that bring global prominence to UTSC
- Support the growth of innovation ecosystems (e.g., EaRTH, Health, and Cultural Districts; campus-led accelerators)

- Support the development of research guidelines for those engaged with communities, not-for-profit organizations, governments and industries
- Support the establishment of UTSC as a centre of excellence for research partnerships and knowledge mobilization, and identify and help lead a set of priority research collaborations that bring together tri-campus colleagues and local, regional, national, and international partners from various sectors (see: Inspiring Inclusive Excellence strategic directions 2.3 and 4.3)
- Develop, monitor and update guidelines for the establishment or dis-establishment of research institutes, centres, clusters
- Evaluate and make recommendations to the VPRI regarding proposals for the establishment of new and renewal of existing research units (e.g., Centres and Institutes, including EDU:Cs and EDU:Ds)
- Review annual reports of UTSC-related Institutes, Centres, Clusters, and Institutional Strategic Initiatives (ISIs) and advise the VPRI about the operations of these entities
- Facilitate and oversee the operations of strategic clusters of research excellence (including EDU:Cs and EDU:Ds), which help to address complex problems that cross disciplinary boundaries
- Work with the AVPRI (RFI) (as appropriate), campus champions, and researchers on large grant initiatives and provide strategic oversight to ensure appropriate internal financial resources and other supports are deployed to enable success
- Provide leadership in support of knowledge mobilization and commercialization of research
- Provide leadership in support of increasing research impact, including scholarly impact and beyond scholarly impact (see: Inspiring Inclusive Excellence strategic directions 2.4)
- Champion and support local, regional, national, and global community-engaged research initiatives and creative activities

2b) AVPRI – Research Facilitation and Infrastructure (RFI):

- Support the enhancement and growth of established and emerging areas of disciplinary and interdisciplinary research strength that will differentiate UTSC as a global research leader in those fields and the development and implementation of a research support framework that facilitates realization of our scholarly ambitions (see: Inspiring Inclusive Excellence strategic directions 2.1 and 2.2).
- Facilitate "Communities of Practice" that promote synergies, provide mutual support, and share expertise
- Define and track quantitative metrics and develop and regularly update a UTSC Quantitative Research Strategic Plan (QRSP) to ensure that each faculty member is empowered and resourced to advance their research across disciplines and divisions
- Facilitate support for and growth in individual/team Tri-Agency grant applications
- Provide strategic oversight of UTSC/OVPRI research funding programs (except those related to CSPP, ISIs and Research Institutes under the GTA-RISE umbrella), including administering, supporting, and evaluating grant applications/adjudication processes, and providing guidance to project leads to ensure success
- Provide administrative oversight of UTSC/OVPRI research award and recognition programs
- Develop and oversee initiatives for increasing the number of external research awards and distinctions secured by UTSC faculty to advance the recognition of our scholar's achievements and impacts
- Enhance undergraduate student research experience in collaboration with other units across campus, including the Office of Student Experience and Wellbeing

- Liaise regularly with principal investigators regarding pre- and post-award support for Tri-Agency grants to enhance existing grant submission processes and to ensure efficiency and effectiveness of administration
- In collaboration with AVPRI (SIP), develop systems and collaborate with relevant campus and institutional partners to support grant-related education and training
- Develop a UTSC roadmap for major infrastructure initiatives to enable strategic planning for institutional success with CFI and other major infrastructure support, and ensure staff support to enable faculty members to focus on strategic aspects of major infrastructure grant applications
- Oversee core research facilities, including identifying emerging needs and opportunities, and developing budget models and plans for their effective management and sustainability

3. DIRECTORS OF RESEARCH INSTITUTES

Directors of research institutes report to the Vice-President Research and Innovation and are appointed following applicable University appointment policies and procedures and established UTSC guidelines.

Acting on delegated authority and general direction from the VPRI, the Director is a member of the senior leadership team in the OVPRI and works collaboratively within a tri-campus system, performing a pivotal leadership role that carries significant responsibility and accountability for the mandate of the Institute. The Director provides a coherent, financially self-sustaining vision and direction for the Institute, consistent with the highest standards of scholarly excellence and interdisciplinary collaboration, to advance the objectives of UTSC's Strategic Plan (*Inspiring Inclusive Excellence*) and the University of Toronto's (U of T's) Institutional Strategic Research Plan.

With relevant policy guidance and administrative support from the OVPRI, the Director's mandate includes:

i. **Strategic Leadership to Promote and Enhance Research and Creative Activity**

- Provide overall leadership to strengthen and sustain established areas of research and creative activity and to support the strategic development of new and emerging areas
- Create an environment conducive to the growth of intellectual life at the Institute and to maintain the confidence and co-operation of the research community
- Support professional development activities that encourage collaborative research projects and enhance the research culture at UTSC
- Promote a culture of inclusive excellence that facilitates, encourages, inspires, nurtures, enhances, and supports high quality research and integrates diversity, equity, and inclusion policies, programs, and practices into research activities
- Develop, through stakeholder engagement at UTSC and beyond, a financially self-sustaining and visionary research agenda for the Institute that is aligned with UTSC's strategic plan
- Develop and implement a communication strategy and a knowledge mobilization strategy that supports the Institute's knowledge transfer and translation efforts

ii. **Administrative, Human Resource, and Financial Management**

- Provide oversight of, and is accountable for, the effective administration, efficient operations, and sustainability of the Institute's daily and strategic activities
- Lead and motivate a high-performing scholarly community and the Institute's administrative staff

- Engage the Centre for Research and Innovation Support (CRIS), to promote leadership development, team-building, and collaborations among researchers (e.g., faculty, graduate and undergraduate students, postdoctoral fellows, research associates) attached to the Institute
- Oversee relevant research infrastructure to support and enhance research capacity within the Institute
- Represent the Institute on appropriate UTSC, tri-campus and external bodies, as determined by the VPRI
- Submit an annual report, or other reports as may be required, to the VPRI on the activities of the Institute, based on strategic priorities agreed to with the VPRI
- Manage goal-setting, performance reviews, and career development of staff within the Institute
- Develop and manage the Institute's budget, to ensure efficiency and to maximize impact
- Provide oversight of Institute-led research grants, including compliance with relevant university and government/funder policies, as directed and authorized by VPRI
- Create a culture of accountability and transparency that supports a conducive and healthy environment for researchers and staff, with a commitment to inclusive excellence

iii. Innovative Partnerships and Networks Development

- Facilitate and enable successful UTSC and U of T collaborations and networks that align with the mandate of the Institute (e.g., the UTSC Clusters of Scholarly Prominence Program, U of T's Institutional Strategic Initiatives, and national and international partnership grants)
- Collaborate with UTSC's other Institutes, under the umbrella of GTA-RISE
- Engage with relevant research offices at UTSC, the tri-campus, and external collaborators to build networks that facilitate and advance UTSC's scholarly endeavours in areas of established and emerging strength associated with the Institute
- Promote innovative strategies to foster entrepreneurship and commercialization of the outputs of the Institute's research activities

iv. Facilitation of Research Funding and Philanthropic Support

- Develop and drive strategic efforts to increase total sponsored research income from a variety of sources to support the work of the Institute
- Support individual and collaborative faculty, postdoctoral, and student research endeavours, including identifying novel funding sources and facilitating successful applications, collaboration, and research activities
- Work with relevant UTSC and U of T offices (e.g., VPRI Leadership Team and the Advancement Office) to cultivate and pursue funding opportunities from external sources, including public agencies, private organizations, foundations, individual philanthropists, as well as the Tri-Agencies
- Participate, and serve as an ambassador for the Institute, in fundraising activities, public relations, and communications programs

v. Enhancement of Institute's Profile

- Actively develop and promote the Institute's profile by bringing visibility to its activities and accomplishments in different local, national, and international venues, including the media
- Forge and manage effectively external relations essential to the Institute, both within the University and in the wider community, locally, nationally, and internationally, to facilitate support for its research activities

4. DIRECTORS OF RESEARCH CENTRES

Acting on delegated authority and general direction from the Vice-President Research and Innovation or the designated Chair, as outlined in the terms of appointment, the Director is expected to put the interest of the Centre ahead of their own research interest or specialty and undertake activities that include, but are not limited to:

- Establishing the research direction for the Centre and reviewing and approving research plan submissions to ensure that activities are consistent with the stated mission of the Centre
- Encouraging the use of the Centre for individual and collaborative research projects and promoting and overseeing all such activities
- Identifying and building collaborations nationally and internationally to augment and enhance the scholarly activities at the Centre such that its recognition on campus, across the University and within the broader academic community and the local, national, and international communities increases
- Identifying and building research opportunities for undergraduate and graduate students and postdoctoral fellows
- Creating an environment conducive to the growth of intellectual life at the Centre and to maintaining the confidence and co-operation of the Centre's researchers, staff and students
- Promoting a culture of inclusive excellence that facilitates, encourages, inspires, nurtures, enhances, and supports high-quality research and integrates diversity, equity, and inclusion policies, programs, and practices into research activities
- Assisting with the development of, and participating in, outreach programs both within the University and in the wider community, so as to facilitate support for the Centre's research activities
- Helping to cultivate donor relations and fundraise through development and implementation of Centre fundraising activities, public relations and communications programs and solicitation of external support both for infrastructure and for operating funding for research programs
- Overseeing all administrative aspects of the Centre as directed and authorized by the VPRI, including implementation of University policies in all aspects of operation; oversight of finances, human resources, infrastructure and maintenance activities; and adherence to legislative requirements