



# Position Profile

Dean, Factor-Inwentash Faculty of Social Work  
University of Toronto

## The Opportunity

The University of Toronto is conducting an extensive search for Dean of the Factor-Inwentash Faculty of Social Work, to take office by July 1, 2019, and invites expressions of interest, applications, and nominations. This is an exciting opportunity to lead a Faculty renowned internationally for excellence in education, scholarship, and research focused on and for championing society's most vulnerable.

## The University

*"The University of Toronto is committed to being an internationally significant research university, with undergraduate, graduate, and professional programs of excellent quality."*

- 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 spans the cosmopolitan city of Toronto, with courses offered at campuses in downtown Toronto (St. George), Mississauga, and Scarborough, and in the acclaimed clinical and research centres of its nine fully affiliated teaching hospitals. Together, they attract over \$1.3 billion in research grants and contracts each year. U of T also supports a vigorous program of commercialization and entrepreneurship through its nine incubators and accelerators, and is known as one of North America's leading universities in the creation of start-up companies. With more than 20,000 faculty and staff, almost 90,000 students enrolled across the three campuses, and an annual operating budget of \$2.7 billion, the University of Toronto is one of Canada's Top 100 Employers and one of Canada's Best Diversity Employers.



Fully committed to teaching and research as complementary facets of scholastic achievement, U of T is consistently ranked among the top 25 universities in the world for teaching, research, and innovation, and also leads in disciplinary excellence with top ranked departments in fields ranging from neuroscience to geography to philosophy. 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 2017, U of T was ranked 13th in the world for the employability of its graduates. U of T alumni are major economic drivers, having founded 190,000 ventures across all major industries, generating hundreds of billions in annual revenues and employing millions of people globally. U of T graduates also include many thousands of distinguished researchers, teachers, creative artists, decision-makers, and persons of influence, including prominent federal, provincial, and municipal politicians, global business leaders, and eminent philanthropists.

President Meric Gertler has identified enhancing undergraduate education, deepening international collaboration, and leveraging the University's position in the Greater Toronto Area – one of the world's most diverse urban regions – as the University's top three strategic priorities. Additional information is available at [www.utoronto.ca](http://www.utoronto.ca).

## The Factor-Inwentash Faculty of Social Work

Dedicated to transforming lives, communities, and the world, the Factor-Inwentash Faculty of Social Work ranks first among schools of social work in Canada and fifth in North America. As Canada's first school of social work, the Faculty is distinguished by its focus on its research infrastructure, evidence-based practice, and inter-professional education. Its graduate and doctoral programs are offered to students within a collaborative environment that includes partnerships with more than 400 community agencies. The Faculty's researchers, teaching faculty, and field instructors conduct relevant and accessible research, influence practice and policy, and equip the Faculty's graduates with the knowledge, skills, and dedication to make a critical contribution, on a local and global scale, to the future of human well-being.

The Factor-Inwentash Faculty of Social Work offers two graduate programs to its more than 450 students: a Master of Social Work (MSW) and a Doctor of Philosophy in Social Work (PhD), as well as a combined program in Law and Social Work (JD/MSW) with the Faculty of Law, and a combined Mental Health Studies and MSW (BSc/MSW) with the University of Toronto Scarborough. An MSW in Indigenous Trauma and Resiliency has also been recently launched by the Faculty.

The development of competence in the professional practice of social work is a primary objective of the MSW, with a field practicum that offers educational opportunities where knowledge can be integrated and applied to practice, and competence in performing practice skills can be developed. Fully accredited by the Canadian Association for Social Work Education (CASWE), the MSW offers six fields of study:

- **Children and their Families:** This field of study is designed to prepare students for social work practice with children and their families at various levels of intervention, from individual to systems work with children and families, to community practice, and program and policy



development. It is informed by a social ecological/developmental model that considers children as dynamic individuals interacting with their environment.

- **Gerontology:** This field of study recognizes the vital role social workers play in the development and implementation of social and economic policies at the provincial and national levels through research on aging, consultation with government, and through social advocacy. Social workers provide a wide variety of services and programs, both in the community and in institutions, which are aimed at enhancing the quality of life of aging individuals and assisting families to adjust to the aging of their family members.
- **Human Services Management and Leadership:** This field of study was jointly developed and is jointly taught with community leaders to facilitate the development of senior managers and administrators with strong knowledge and skills in the management of these social service agencies. Students will be provided with a rigorous, comprehensive grounding in the key values, skills, and knowledge required by administrators of social service organizations.
- **Indigenous Trauma and Resiliency:** This field provides students with a course of study in trauma relevant to the complex needs and demands of practitioners working with individuals, families, schools, and communities affected by generational and historical violence and suffering. Through theoretical knowledge, personal development, and skill building through face-to-face seminars, on-line distance learning, and mentoring through field placements, students will focus on the mental, spiritual, emotional, and physical effects of indigenous trauma on the self, family, community and culture.
- **Mental Health and Health:** This field of study is relevant to the key role of social workers in assisting individuals and their diverse family systems to adapt to and overcome challenges associated with physical and mental illness. Social workers work to alter the social environment in order to enhance its effectiveness in supporting individuals with varying needs and abilities in meeting their full potential. Students will seek to assist others in understanding the social and community context in which physical and mental illness occur, and the way in which these larger systems contribute to the development of illness and exacerbate or ameliorate the challenges in adapting to illness.
- **Social Justice and Diversity:** This field of study is designed to foster critical thinking and critical practice skills to address growing inequality, exclusion, and marginalization within Canada's diverse population. Courses draw from a range of knowledge including structural, feminist, anti-racist, indigenous, and anti-oppressive theories and approaches, with a focus on addressing oppression and social exclusion through understanding historic, contemporary, and transnational dimensions of oppression and articulating ways to work towards social change.

Detailed information about the MSW and its fields of study is available [on the Faculty's website](#).

Across all its programs, the Faculty has established an implicit curriculum framework that emphasizes providing an excellent student experience both inside and outside the classroom. The Faculty has recognized the importance of the attitudes, values, and standards conveyed through both the formal

curriculum and through implicit messages – and consistently aims to raise awareness about this dimension of the student experience to better foster the values of social work.

The Factor-Inwentash Faculty of Social Work is home to Canada's first state-of-the-art simulation lab for social work, a program that has become internationally recognized for its ability to enable students to build skills in a safe and realistic setting. Students practise with trained actors in scenarios enacting family conflict, job loss, mental illness or chronic health conditions. The student interviews the simulated client while the instructor and other students observe and provide feedback. The simulation scenarios, as well as the way they are taught, are the product of intensive research by Factor-Inwentash faculty.

The Faculty participates in the following interdisciplinary collaborative specializations in its MSW and PhD programs:

- Addiction Studies
- Aging Palliative and Supportive Care Across the Life Course
- Bioethics (PhD only)
- Community Development (MSW only)
- Contemporary East and Southeast Asian Studies (MSW only)
- Ethnic and Pluralism Studies
- Health Services and Policy Research (PhD only)
- Public Health Policy
- Sexual Diversity Studies
- Women and Gender Studies
- Women's Health

These innovative programs provide Social Work students with exposure to many of the University of Toronto's leading academic units, including the Dalla Lana School of Public Health, the Institute of Health Policy, Management and Evaluation, the Mark S. Bonham Centre for Sexual Diversity Studies, the Munk School of Global Affairs & Policy, the Ontario Institute for Studies in Education, and the Women's and Gender Studies Institute.

Since 2011, the Faculty has expanded its collaborative teaching efforts within the University of Toronto through innovative undergraduate course development fund agreements. These allow Social Work faculty members to teach courses in the Faculty of Arts & Science. The Faculty is one of only three divisions at U of T to pilot an open online course that covers the social context of mental health and mental illness to more than 55,000 participants.

Since 2012, the Faculty has been actively involved in the wider University community through a range of partnership programs. These include *Counseline*, a program established in collaboration with the



University's Colleges that connects Social Work practicum students with undergraduates to provide face-to-face and online counselling. A similar partnership with the Faculty of Kinesiology & Physical Education, titled the *Stress Management Collaboration*, has created an embedded lab in a first-year undergraduate class aimed at addressing mental health issues and developing proactive, preventative approaches to helping students with anxiety and depression. A course on advanced interviewing has also been developed in partnership with the Munk School of Global Affairs & Public Policy, and is now a core offering of the journalism for non-journalists fellowship.

Internationally recognized for their outstanding research and scholarship, faculty members at the Factor-Inwentash Faculty of Social Work have an extensive range of expertise in areas that are of critical importance to the lives of people around the globe, and to the communities in which they live. There are 32 full-time faculty members, 42 affiliated faculty, and 29 sessional lecturers. In order to attract and retain scholars of international distinction, the Faculty has an array of endowed Chairs, including:

- The Chow Yei Ching Chair in Housing
- The Norman and Honey Schipper Chair in Gerontological Social Work
- The Margaret and Wallace McCain Family Chair in Child and Family
- The RBC Chair in Applied Social Work Research
- The Sandra Rotman Chair in Social Work
- Factor-Inwentash Chairs in Law and Social Work, Child Welfare, Children's Mental Health, Health and Mental Health, and Social Work in the Global Community
- Canada Research Chairs in Child Welfare, Health and Social Justice, and Sexual and Gender Minority Youth

The Faculty's research productivity is among the top schools of social work in North America, and its research influences government policies at both the provincial and federal level. The Factor-Inwentash Faculty of Social Work's community partnerships include collaborative research projects with many of these organizations. Research focus areas that have been established in order to develop joint research, dissemination, and advocacy efforts include: competency for professional practice, arts and social work research, welfare of children, social work and aging, health and mental health, welfare reform, precarious work and health, and newcomers. Several joint research projects, funded by a variety of national granting councils, foundation, industry, and governmental sources are currently underway. Externally, the Faculty maintains close relationships with a number of professional organizations and has taken on a number of leadership roles, including collaborations with the Canadian Association of Social Work Education, the Council of Social Work Education, the Society for Social Work Research, the Ontario Association of Social Workers, and the Ontario College of Social Workers and Service Workers.

Diversity and equity strategies at the Factor-Inwentash Faculty of Social Work encompass all aspects of the Faculty's operation. These include student admissions, recruitment, and retention, the recruitment of faculty, curriculum, and teaching, community collaborations, and research. The Faculty's Diversity and



Equity Committee, Equity Advisor, and Accessibility Working Groups are part of the Faculty's strategy to build equity structures and processes that are sustainable, ensure engagement with key stakeholders, and provide a breadth of equity related knowledge and expertise to inform the Faculty's ongoing equity and inclusion initiatives. Further information about the Factor-Inwentash Faculty of Social Work is available at [www.socialwork.utoronto.ca](http://www.socialwork.utoronto.ca).

## The Role and Mandate

Reporting to the Vice-President and Provost, the Dean of the Factor-Inwentash Faculty of Social Work provides visionary strategic direction, academic planning, leadership, and administrative oversight. The new Dean will lead the Faculty to further excellence in teaching and research, and work collaboratively with internal and external partners to continue to raise its achievements, reputation, and resources.

The Dean is the chief academic and administrative officer of the Faculty, a member of the University's senior leadership team, and part of the executive group of the Council of Health Sciences (CHS). CHS represents the University of Toronto health sciences sector and facilitates collaboration and enhancement of health science research and education endeavours, and consists of the leaders of Dentistry, Medicine, Nursing, Pharmacy, Public Health, Social Work, and Kinesiology and Physical Education.

The following positions report to the Dean of the Factor-Inwentash Faculty of Social Work:

- Associate Dean, Academic
- Associate Dean, Research
- Assistant Dean, Field Education
- Chief Administrative Officer
- Director of Advancement
- Director of Continuing Education
- Office Manager and Executive Assistant to the Dean
- PhD Program Director

As the Faculty's academic leader, the Dean works with its distinguished faculty members to foster innovation, enhance its research and teaching, and its international impact. The Dean is responsible for fundraising, advancing, and promoting the Faculty and its capabilities to new and existing networks of governments, universities, community partners, healthcare institutions, corporations, foundations, and non-governmental organizations. The Dean will be expected to provide leadership in the following areas:

- Ensuring and promoting excellence in the Faculty's academic, research, partnership, and public engagement activities for effective social work practice and social policy.



- Articulating the vision of the Faculty and developing, implementing, and adapting ideas and visions for the Faculty and the University to meet the needs of faculty, staff, students, and the community.
- Encouraging and fostering the development and delivery of high quality and innovative graduate and professional programs, and ensuring the Faculty's student growth and available of quality placements and practicum opportunities are developed and supported.
- Championing the Faculty's collaborations and multidisciplinary initiatives, and actively seeking out these opportunities within the University of Toronto and elsewhere.
- Attracting and retaining diverse and superior faculty, students, and staff while encouraging synergy, co-operation, collegiality, and promoting integration among all areas and programs within the Faculty.
- Serving as an advocate for the Faculty and the University by interacting effectively with industry, government, social work organizations, and external research institutes, while continuing to build strong relationships with and generate funds from alumni, the external community, and other supporters.
- Ensuring a world-class infrastructure by effectively managing the Faculty's budget and resources, while continuing to update physical facilities and information technology.

## The Candidate Qualifications

The successful candidate will be an accomplished scholar and administrator who has demonstrated excellence in graduate education, transformative accomplishments in research, and a firm commitment to the practice and values of social work, and to the evolution of its field nationally and internationally. With proven academic leadership experience and a record of building strong teams and engaging with the community, the new Dean will possess an open and collegial style, a creative approach to problem solving, and outstanding management, communication, and interpersonal skills. The new Dean will provide dynamic national and international leadership to enhance the Faculty's endeavours, promote excellence and inclusion amongst all faculty, staff, and students, and relate successfully to a wide range of internal and external partners.

While the search committee recognizes that no one candidate is likely to meet all of the following qualifications in equal measure, they 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.
- A commitment to promoting excellence in social work practice and policy development, research, teaching, public engagement, and innovative partnerships, and to continue expanding



the Faculty's research capacity, international exposure, public profile, and fundraising capabilities.

- The patience, resolve, and flexibility to deliver academic leadership by example, build consensus, resolve conflict, and bring about constructive change, with all the required consulting, listening, planning, persuading, explaining, and implementing skills that are required for effective change management.
- A partnership maker with entrepreneurial skills, new ideas, energy, and public presence who can build bridges and develop positive and sustainable relationships, both within the Faculty and the University and between the academic world and the local community.
- Strong communication skills in listening, speaking, and writing, and the ability to interact successfully with multiple constituencies and stakeholders, and promote the Faculty both internally and externally.
- Supportiveness and sensitivity to the practice and professional aspects of social work, and the ability to mentor and encourage junior faculty members and staff.
- A consistently demonstrated sense of fairness and commitment to equity, and sensitivity to the broad range of personalities, backgrounds, and viewpoints within a university Faculty.
- A genuine interest in students, including a commitment to the student-centred environment of the University of Toronto, enhancing the student experience, and the Faculty's research, teaching, and practice roles.
- Energy, inner strength, and optimism, with a personal style that honours collegiality, values listening, fosters consensus, and inspires respect and trust from students, staff, and faculty.

## The City

Toronto is one of the world's most diverse cities, with more than 100 dialects and languages spoken, and representation from across all cultural groups. As North America's fourth largest city, its 6.4 million residents contribute to Toronto's economic, social, and cultural life. Despite its size, Toronto is known for its characteristic friendliness, safety, and liveability. The [Economist](#) rates Toronto as the safest city in North America, and in its annual Quality of Life Ranking, [Mercer](#) rated Toronto 16th in 2017.

Toronto is Canada's financial and business capital. As a dynamic, diverse, and expanding city, Toronto makes an ideal location for companies looking for a competitive edge. Toronto's economy is one of the most diverse in North America, and it is fast becoming a leading hub for technology startups. It is the third largest technology sector on the continent, 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.



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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, 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](#).

## 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 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.

The Search Committee will begin considering potential candidates immediately and will continue until the positions are successfully filled. Applications should include a letter of interest, a curriculum vitae, and the names of three references (who will not be contacted without consent of the applicant), and may be submitted in confidence, electronically, to the University's executive search consultants:

**Laverne Smith & Associates Inc.**

[UTSocialWork@lavernesmith.com](mailto:UTSocialWork@lavernesmith.com)