

Brief for the appointment of

# PROVOST AND VICE-PRESIDENT ACADEMIC



University  
of Windsor



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# UNIVERSITY OF WINDSOR

The University of Windsor sits on the Traditional Territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomi. We are grateful to have the opportunity to live, work, and learn on this land, and we respect the long-standing relationships that the Indigenous Nations who have stewarded these lands and waters since time immemorial have to this place. We acknowledge the historical and ongoing injustices of colonialism and neocolonialism and commit to actively working towards Truth and Reconciliation. This includes a commitment to ongoing education and critical reflection to challenge and dismantle colonial legacies.

The University of Windsor (UWindsor) is a dynamic anchor institution in Windsor-Essex, uniquely positioned on the international border between Canada and the United States. This location contributes to a culturally diverse academic community and fosters rich educational, cultural, and professional opportunities for faculty and students. UWindsor plays a pivotal role in regional economic, industrial, and cultural ecosystems while also cultivating a broad network of international academic and industry partnerships.

UWindsor continues to ascend in global reputation and impact, ranked 547 globally (2025 QS World University Rankings), within the top 25 percent of universities worldwide (Times Higher Education (THE) 2026 World University Rankings) and among the world's top 400 sustainable institutions.

Home to over 15,600 students from close to 100 countries and approximately 2,500 faculty and staff, UWindsor is one of the largest employers in Windsor.



With an annual operating budget of over \$335 million, the University encompasses nine faculties and professional schools that deliver more than 280 undergraduate, graduate, co-op, and cross-border programs, including a medical degree offered in partnership with Western University's Schulich School of Medicine and Dentistry: Arts, Humanities and Social Sciences; Science; Human Kinetics; Education; Law; Engineering; Nursing; Business; and Graduate Studies.

UWindsor's research portfolio demonstrates national and international significance and impact, with researchers collaborating with government, local, and community partners on key areas such as automobility, autonomous vehicles, electric vehicles, agriculture, and greenhouse technology, healthy Great Lakes, cross-border studies, and viable, healthy, and safe communities, among others. UWindsor experienced significant research growth, leading Canada with a 37% increase in research funding and a 45.5% rise in research intensity (income per faculty) in 2024, according to Canada's Innovation Leaders (CIL) report. This success places UWindsor among the top 30 research universities nationally, driven by strong industry partnerships (e.g., Magna, Schaeffler) and key projects in areas like biomanufacturing ([INSPIRE initiative](#)) and [sustainable mobility](#), fostering real-world impact.

Underpinned by its mission to empower positive change through regionally and globally engaged inquiry, learning, scholarship, creative activity, and research, UWindsor's strategic plan,

**Aspire: Together for Tomorrow (2023–2028)**, sets a five-year vision centered on academic excellence, research and creative activity, and an outstanding, inclusive student experience. The plan emphasizes equity, diversity, inclusion, Truth and Reconciliation, sustainability, and strong community engagement, with coordinated implementation and accountability across faculties and units.

The University has also recently launched its inaugural [People, Equity, & Inclusion Strategy](#) to guide its progress in fostering a more equitable, inclusive, and healthy workplace and learning environment in which all community members feel welcome and supported. In addition, UWindsor continues to advance its commitment to Truth and Reconciliation by building respectful, reciprocal partnerships with First Nations, Inuit, and Métis peoples and communities on campus and in the broader community.

Over the last decade, UWindsor has undergone major campus renewal and modernization, with ongoing investments in new infrastructure. This includes the opening of Rodzik Hall, a new student residence and the development of Canada's first net-zero, multi-storey 3D-printed student residence, showcasing innovative sustainable construction and hands-on research collaboration.

UWindsor is committed to academic distinction, research intensity, inclusive excellence, and deep community engagement, positioning the institution for continued momentum in teaching, discovery, and societal contribution.



# THE OPPORTUNITY

**The University of Windsor is at a pivotal point as it responds to increasing political and economic pressures while navigating shifting enrolment dynamics and the evolving needs of students, faculty, and staff. Informed by recent years of institutional change, the University is entering a period of openness, targeted reinvestment for growth, and renewal. Deeply rooted in and responsive to its region, UWindsor serves a predominantly local undergraduate population and is uniquely positioned – by virtue of its border location, strong community connections, and growing research strengths – to make a significant contribution to society.**

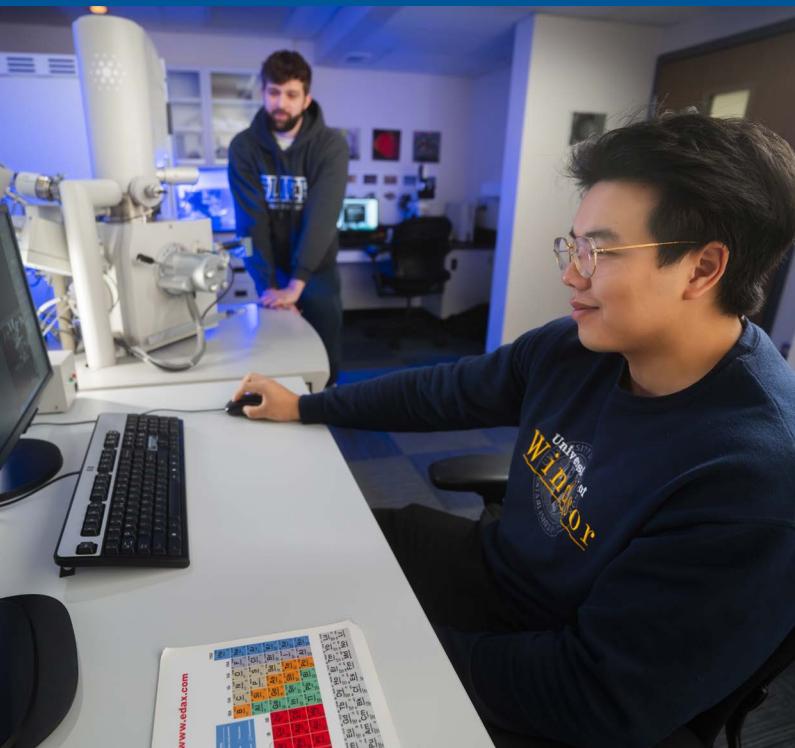
This moment presents a compelling opportunity for a bold academic leader to help unlock the University's untapped potential, strengthen its academic and research profile, and position UWindsor for sustained success as a university that both serves its community and contributes meaningfully on the national and global stage.

Reporting to the President and Vice-Chancellor as part of the senior leadership of UWindsor, the Provost and Vice-President, Academic is the University's chief academic leader, providing direction and vision for its academic planning and administration. With oversight for academic initiatives, faculty and labour relations, lifelong learning, the Library, the Registrar and enrolment management, institutional analysis, experiential learning, and the student experience,

the Provost is dedicated to supporting and enhancing the University's academic mission.

The Provost is responsible for leading the planning, development and implementation of UWindsor's strategic academic plan, and is instrumental in upholding academic standards, championing excellence and innovation in programming, teaching and learning, and scholarship, and advocating for a vibrant student experience and a thriving, respectful campus atmosphere. In addition, with the University recentering the academic mission, the Provost will assume a pivotal role in financial and operational decisions, including chairing the budget committee and playing a key role in setting priorities and allocating associated resources.





The Provost collaborates with a **leadership team** of Deans, Associate Vice-Presidents and Directors, and builds and sustains positive working relationships with a wide variety of internal and external stakeholders, including University Senate, the Board of Governors, and government agencies.

UWindsor's next Provost will bring energy, vitality and vision to the portfolio, an ability to challenge the status quo, embrace new opportunities where others may see constraints, and empower members of the University community to build upon UWindsor's successes and chart a transformative path forward for its academic enterprise. In consultation with the community, the following themes and priorities emerged for the next Provost:

**University Leadership:** The Provost will join UWindsor at a critical juncture, working alongside a newly appointed President on an exciting and ambitious journey of growth aimed at leveraging the University's strengths, location, strong government relationships, and untapped potential to position the institution for greater success. In partnership with a high-functioning academic leadership team, the Provost will drive integration, creativity, and academic innovation, breaking down silos while building trust, transparency, and collaboration across campus through consistent engagement with faculty, staff, and leadership in decision-making. This role calls for a leader with clarity, empathy, and integrity, who is responsive, committed to collegial governance and academic freedom, and can strengthen relationships and re-engage the academic community around a unified vision.



**Fiscal Management:** Sector-wide pressures on provincial funding, revenue, and declining international student enrolment require new ways of looking at how post-secondary education is delivered. It will be critical to ensure the institution's sustainability and academic mission by optimizing resource allocation and balancing budgetary sources and uses. The next Provost will need to be nimble and financially savvy, with the skills to identify new opportunities and programs to enhance revenue generation within a challenging budgetary climate. They will need strong expertise in strategic enrolment management and integrated academic budgeting, the ability to make difficult decisions concerning resources, and a transparent and collaborative approach to budget setting.

**Reimagining Programming:** UWindsor's outstanding instructors, leading researchers, and current growth in new program development provide a strong foundation for renewal and growth. The next Provost has an opportunity to elevate this excellence through bold curricular and program innovation, modernized academic structures, and the development of distinctive flagship, professional, graduate, and interdisciplinary programs – across STEM and non-STEM disciplines – that respond to changing student expectations and future workforce needs. The Provost must bring a deep and visible commitment to teaching and learning, with the ability to develop a vision for academic excellence that is comprehensive and engaging.

**■ Enhancing the Student Experience:**

Strengthening the student experience – both inside and outside the classroom – while maintaining a sense of connectedness and social engagement to the institution is of fundamental importance. The Provost will champion support for students' academic successes, optimize mental health and well-being for undergraduate and graduate learners, and engage students in transformative experiences that meet their needs.

**■ Faculty and Labour Relations:**

The Provost provides strategic leadership of faculty engagement initiatives and processes within a heavily unionized environment, including overseeing policies around recruitment, retention, development and evaluation processes. The Provost serves as a key advocate for faculty, upholding shared governance, addressing concerns or conflicts with integrity, and fostering a culture of fairness, accountability and diplomacy, one where faculty voices are heard and respected. Recruiting and retaining strong faculty will be key – especially early-career and research-active scholars – by providing clear academic priorities, robust support structures, and an environment that values and recognizes their contributions.

**■ Truth and Reconciliation and Equity, Diversity, and Inclusion:**

The Provost will play a key role in advancing UWindsor's commitments to Truth and Reconciliation, and equity, diversity, and inclusion. This includes addressing systemic

racism, retaining and recruiting Indigenous scholars, supporting Indigenization of curricula, and embedding anti-racism and decolonization principles across hiring, governance, and campus life. The Provost must demonstrate a genuine, consistent commitment to equity, accessibility, and inclusive practices in both decision-making and daily operations, and to listening and learning from others to continue this important work.

**■ People Leadership:**

The key to successfully realizing UWindsor's academic vision is securing the right people, attracting exceptional scholars and educators, outstanding students and committed staff. A skilled unifier, the next Provost will provide transparent and inspiring leadership to a dynamic team and will be highly skilled in mentoring, guiding, delegating, and enabling others to lead. They will possess a commitment and willingness to invest in opportunities to develop faculty, staff, and students, not only in the areas of research, teaching, learning, scholarly activity and operations, but also in leadership.

**■ Digital Transformation:**

Particular attention needs to be paid to the transformative opportunities and challenges posed by artificial intelligence in today's rapidly evolving digital landscape. The Provost will provide leadership in navigating AI's impact on teaching, assessment, admissions, and curricula to ensure UWindsor's degrees remain meaningful and the University remains at the forefront of teaching, research, and societal relevance.



# THE INDIVIDUAL

**The successful candidate for Provost and Vice-President, Academic at the University of Windsor is a visionary and relational leader with an outstanding academic profile and proven record of exemplary university administration. They are energized by opportunities to collaborate with students, faculty, and staff to reimagine and strengthen UWindsor's academic enterprise and advance scholarly excellence while upholding academic freedom, shared governance, and the social purpose of higher education.**

**The search committee recognizes that no one candidate is likely to meet the preferred qualifications in equal measure, but the following will be used in the assessment of candidates for the position:**

## SKILLS AND EXPERIENCE

### Leadership

- A respected academic leader with a distinguished track record of teaching, research, and scholarship, appointable at the rank of Professor.
- Several years of leadership experience at a comparable institution, including successfully managing human resources, academic programming and operations, and financial and strategic planning.
- Evidence of setting and maintaining high standards and making sound decisions in the interests of their institution.
- The skills to develop a transformative vision for the academic enterprise, and unify and inspire the community around the University's goals.
- An appreciation for the diverse and complex breadth of scholarship offered at UWindsor, expertise in inspiring intellectual curiosity and creativity, promoting excellence and integrity in pedagogical activity, maximizing interdisciplinary synergies among disciplines, and strong academic program development.
- The ability to work in collaboration with the Vice-President, Research and Innovation and Faculty Deans to stimulate and support integrity in scholarly, research, and creative activities, fostering a climate that supports and encourages faculty and staff to identify and pursue opportunities for academic excellence, innovation and community-engaged practice.

- Demonstrated ability to collaborate effectively with the Board, Senate, and faculty, staff, and administrators at all levels of the University in advancing institutional priorities.
- A willingness to take calculated risks to promote new programming, innovate in teaching, learning, and research, and foster a collaborative and engaging academic environment.
- A record of success as a team builder, mentor, and inspiration to their team, with a willingness to invest in their development, delegate tasks, and trust and empower others.
- An ability to build positive relationships with unions and oversee collective bargaining and related processes in a fair and collaborative manner.
- Demonstrated leadership in advancing innovation, including the strategic and responsible use of artificial intelligence in support of the University's academic mission.





## Finance & Strategic Management

- Significant experience working with teams on resource allocation and investment, all within a fiscally restrained environment.
- A solid business planning approach that considers revenue generation and an evidence-based approach to decisionmaking.
- A deep understanding of university budgets and the Ontario funding environment (preferred), and an ability to balance financial responsibility with the academic mission of the University.
- Experience in strategic academic planning, policy development, and leading change within complex, collegial environments.
- Proven experience in university governance and reporting, effectively engaging internal stakeholders and external audiences to ensure transparency, accountability, and informed decision-making.

## Student Focus

- A champion for teaching and a learning centered environment with responsiveness to the diverse needs of domestic and international students through building opportunities for students in research, experiential learning, international exchanges, volunteer opportunities, and comprehensive academic development.
- A genuine desire to place students and their success at the center of decision-making and connect with students across campus.
- A visible and accessible presence both on campus and in the broader community.

## Reconciliation & Equity, Diversity, and Inclusion

- A deep understanding of the realities of Indigenization and reconciliation in the post-secondary setting and a genuine commitment to furthering UWindsor's commitments to the TRC's Calls to Action and strengthening engagement with Indigenous communities.
- A track record of leadership in proactively addressing inequities and advancing institutional equity, diversity, inclusion, anti-racism and accessibility, and embedding these principles meaningfully in academic decision-making and everyday practice.

## Community Relations

- A dynamic relationship builder with the presence and confidence to advocate for the University to external stakeholders, government, and partners, and successfully collaborate with institutions locally, nationally, and internationally, including cross-border relationships.
- Experience in successfully building and sustaining community, raising and sustaining high morale and working consultatively and collegially with leadership, faculty, staff, and students.

## PERSONAL QUALITIES & LEADERSHIP STYLE

- A responsive leader who demonstrates high emotional intelligence.
- A systems thinker who reinforces the centrality of the academic mission within a collaborative governance model.
- Excellent communication skills and the ability to interact in a respectful and diplomatic manner; good listener.
- Remains open to possibilities and innovation; is willing to challenge the status quo.
- Demonstrates high energy, drive, and optimism.
- A genuine commitment to putting students first and being accessible, visible, and engaged.
- Remains calm during a crisis and is proactive in anticipating challenges and opportunities.
- Relational, personable, and compassionate; puts people at the center of decision making.



# ADDITIONAL INFORMATION

## HOW TO APPLY

Inquiries and nominations may be submitted, in confidence to [uwindsorvpaa@odgers.com](mailto:uwindsorvpaa@odgers.com).

Applications are encouraged immediately and by **February 20, 2026** through this link:  
<https://careers.odgers.com/enca/30904>.

To apply, please submit a comprehensive CV along with a covering letter that outlines your interest in the role and highlights the aspects of your experience that meet the required criteria.

## KEY DATES

Following a review of applications in **early March 2026**, the Search Committee will invite selected candidates to a first round of interviews to be conducted virtually in **late March**. The committee will then narrow the list to a group of finalists. These finalists will be invited to campus as early as **mid-April** and will participate in a public process (open to the UWindsor community) where candidates will be asked to make a presentation, attend several small group meetings and a second interview with the committee.

The position will remain open until filled.

The new Provost will take office in the summer of 2026 or as soon as possible thereafter.

## YOUR PERSONAL INFORMATION

At Odgers, 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.

## EQUITY, DIVERSITY, INCLUSION AND ACCESSIBILITY

The University of Windsor is an equal opportunity employer. In accordance with the Accessible Canada Act, 2019 and all applicable provincial accessibility standards, upon request, accommodation will be provided by both Odgers and the University of Windsor throughout the recruitment, selection and/or assessment process to applicants with disabilities.

The University of Windsor is a welcoming community committed to equity, diversity, inclusion, and accessibility in its teaching, learning, and work environments. In pursuit of the University's Employment Equity Plan, members from the designated groups (women, Indigenous/Aboriginal (First Nations, Métis, Inuit) persons, racialized persons/visible minorities, persons with disabilities, and persons of a minority sexual orientation and/or gender identity) are encouraged to apply and to self-identify.

Odgers is deeply committed to equity, diversity, and inclusion in all the work that we do. As part of our efforts to better understand our ability to reach as broad a pool of candidates as possible for our searches, our DEI team would like to encourage you to take a moment and access our [Self-Declaration Form](#).

# APPENDIX A: ABOUT WINDSOR-ESSEX

Windsor's unique location on the Canada-United States border gives residents the best of both worlds: the relaxed pace, affordability, and community feel of a mid-sized Canadian city paired with immediate access to the cultural, entertainment, and professional opportunities of a major American metropolis.

With a metropolitan population of over 420,000, Windsor offers hassle-free commutes and welcoming neighbourhoods, yet is just minutes from world-class concerts, professional sports teams, art museums, and festivals in Detroit. The region features a scenic waterfront, including one of North America's largest continuous waterfront parks along the Detroit River, with walking and biking trails, landscaped gardens, public art displays like Windsor Sculpture Park, and abundant opportunities for outdoor recreation. Beyond the waterfront, residents can explore parks and trails such as Jackson Park and nearby Point Pelee National Park, as well as extensive cycling routes and natural areas that support year-round active living.

Windsor-Essex is known for its cultural diversity and vibrant community life. Home to representatives of more than 100 distinct cultures, the region celebrates its multiculturalism through festivals like the Windsor International Film Festival and Carrousel of Nations, dynamic food scenes, and neighbourhoods such as Chinatown. The area has deep historical roots and boasts heritage districts

like Old Sandwich Town and Walkerville with rich local history and charm.

Economically, Windsor is a diverse and resilient hub, historically centered on automotive manufacturing but growing in sectors such as healthcare, logistics, education, ICT, and advanced technologies through cross-border partnerships and strategic innovation initiatives. In addition, Essex County's agricultural strengths - supported by a long growing season – contribute to local farmers' markets, vineyards, craft breweries, and a vibrant culinary scene that highlights fresh, local produce and award-winning wines.

Affordability and quality of life are strong draws. Housing and everyday living costs in Windsor are generally lower than in many other Ontario cities, making it an attractive option for families, professionals, and newcomers seeking more space and lifestyle value. Connectivity is excellent, with easy access to Windsor International Airport and the nearby Detroit Metropolitan Airport for global travel, multiple international crossings including the Ambassador Bridge and the Windsor-Detroit Tunnel, regional transit options, and proximity to major Ontario centres such as Toronto and London via highway.

Together, these attributes make Windsor-Essex a compelling location for professional and academic life - offering cultural richness, outdoor adventure, community diversity, affordability, and strategic global connectivity.



# APPENDIX B: SEARCH COMMITTEE

J.J. McMurtry (Chair)  
*President and Vice-Chancellor*

Munty Al-Bazaz  
*Senate Member and Undergraduate Student*

Nadine Manroe-Wakerell  
*Member, Board of Governors*

Robert Nelson  
*Senate Member and Head, Department of History*

Jessica Raffoul  
*Senate Member and Director, Centre for Teaching and Learning*

Chitra Rangan  
*Senate Member and Associate Dean, Graduate Studies and Faculty Member, Physics*

Linda Rohr  
*Senate Member and Dean, Faculty of Human Kinetics*

Bruce Tucker  
*Member, Board of Governors*

**Equity Assessor**  
Bruce Kotowich  
*Director, School of Creative Arts*

**Committee Support**  
Renée Wintermute  
*University Secretary*



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