

## **CORE TERMS OF REFERENCE**

### **For Deans at Dalhousie University**

Dalhousie University, like other major universities in Canada and around the world, is a complex organization whose members participate – through their Faculties and other units – in the advancement and dissemination of diverse fields of knowledge and in many different forms of professional service. Fulfillment of Dalhousie’s mission and role depends on Deans’ leadership of its Faculties and on their contribution to the management of the university’s affairs.

Collectively, Deans are among the senior academic and administrative leaders of the university. Taken individually, they are the academic and administrative leaders of their Faculties. Both as academics and as managers, they provide models of performance and behaviour for their colleagues. Their role is therefore crucial to the maintenance of the standards, the integrity, the effectiveness, and the efficiency of the academic enterprise – an enterprise which includes the delivery of educational programs of high quality and the maintenance of vigorous and creative programs of scholarship and research, as well as the provision of other forms of service to the community and society.

Although the roles and responsibilities of Dalhousie’s Deans are varied, the Deans are all responsible to their Faculties, to the Provost and Vice-President Academic and, through the Provost, to the President and the Board of Governors for:

1. Embracing and promoting a commitment and embodiment of the values of equity, diversity and inclusion in all aspects of faculty, staff and student relations.
2. Academic and Administrative Leadership of their Faculties

The Dean:

- Promotes excellence in education, scholarship and research, and service.
- Provides leadership in the development and implementation of academic objectives, priorities, policies and plans, which complement and enhance those of the university.
- Provides leadership in curriculum development and in the promotion and recognition of quality in instruction, including the promotion of inclusive programs and teaching practices that include different ways of learning and knowing and intercultural perspectives.
- Promotes the development of research activity that capitalizes upon the expertise, interests and resources of the Faculty and that contributes to the fulfillment of the university’s mission and of the Faculty’s educational role.

- Promotes effective Faculty governance.
- Manages the Faculty's financial and other resources effectively in accordance with the policies and procedures of the university, and in particular, develops and administers Faculty budgets.
- Oversees preparations for review of the Faculty's programs and activities by internal or external bodies and the implementation of recommendations arising from such reviews.
- Guides and supports Associate and Assistant Deans, Chairs, Heads and Directors in the development, management and evaluation of the Faculty's programs, personnel, resources and activities.
- Ensures, in conjunction with the Provost and Vice-President Academic, that Chairs, heads and Directors receive appropriate orientation, training, supervision and support.
- Oversees the administration of the Faculty's programs.
- Ensures that the Faculty understands and operates in accordance with university policies and procedures.
- Manages the Dean's office effectively.

### 3. Faculty and Staff Development

The Dean:

- Fosters the development of the faculty and staff, in conjunction with Chairs, Heads and Directors and in accordance with the university's personnel policies and collective agreements, so that:
  - quality in teaching, research, service and other forms of endeavor is encouraged, recognized and rewarded.
  - appropriate standards of performance are maintained
  - each new appointment enriches the faculty and staff
- Ensures that recruitment and appointment processes are conducted in a manner that is consistent with appointments of the highest possible academic and professional caliber and with pertinent university policies (including employment equity through affirmative action).

- Reviews faculty members' annual reports, the results of evaluation of programs and instruction, and other indicators of individual and departmental performance, and provides feedback to individuals or departments and supports Chairs, Heads and Directors in this progress.
- Discusses with Chairs, Heads and Directors any cases in which the performance of a member of the faculty or staff is unsatisfactory, assists them in the design and implementation of strategies to bring about improved performance, and initiates appropriate sanctions should concerted efforts to bring about improved performance fail.
- Briefs Faculty promotion and tenure committees on their roles in maintaining the quality of the Faculty and of the university and ensures that Chairs, Heads and Directors brief departmental recruitment committees on their roles.
- Ensures that the staff resources of the Faculty – administrative, clerical, technical and secretarial – are well deployed and managed and, more specifically, that there is effective organization and assignment of work, good supervision, attention to staff development, and sound administration of pertinent collective agreements and personnel policies.

#### 4. Institutional Policy-Making and Management

The Dean:

- Participates in the development of university strategy, and policies and in institutional management as a member of the senior administration and as a member of the Senate.
- Communicates and explains institutional policies and decisions to the Faculty.
- Represents the purposes and views of the Faculty in deliberations of the university's policy and decision-making bodies.
- Serves the university by participating in institutional initiatives, functions and projects and by serving on standing and ad hoc committees.

#### 5. Student Relations

The Dean:

- Ensures that there is good communication between students and the Faculty and that students' concerns are properly addressed.

- Ensures that the Faculty works effectively with the Registrar's Office in the recruitment, admission and registration of well-qualified students in the programs and courses of the Faculty, particularly from among under-represented groups.

## 6. Stakeholder and Community Engagement

The Dean:

- Fosters and maintains, in conjunction with the President's Office, the Vice-President Advancement, and the offices for which he or she is responsible, good relationships with alumni and with external agencies and groups.
- Promotes understanding and appreciation of the programs and activities of the Faculty and of the university.
- Advises the central administration of external developments of interest to the Faculty and the university and of their potential implications and suggests possible responses on the part of the university.
- Ensures that the terms of contractual agreements with external agencies are fulfilled.

## 7. Fund Development and Diversification

The Dean:

- Promotes, in conjunction with the Development Office, annual, capital and planned giving to the Faculty and to the university by alumni friends, corporations, foundations, and others.
- Fosters and sustains revenue-generating activity consistent with the Faculty's role and responsibilities and with the policies of the university.
- Promotes and facilitates, in conjunction with the Office of the Associate Vice-President Research, the securing of external funds for research.

## **Leadership Competencies for all Leaders at Dalhousie University**

1. **Respect & Inclusion:** Promoting respect and inclusion by working successfully with a wide variety of people and encouraging participation and involvement.

2. Thinking and Acting Strategically: Thinking conceptually about the “big picture” and in which direction the organization is/should be headed, developing long-term plans to achieve the desired outcomes and linking daily work to long-term vision.
3. Relationship Building: Identifying, building and maintaining formal and informal relationships and networks that add value to others, support the achievement of role-related objectives and further the interests of the university.
4. Resource and Process Management: Efficiently managing resources (people, funding, materials and space) and processes to achieve organizational objectives.
5. Accountability for Performance and Results: Taking ownership and accountability for delivering the right results in the right way and improving individual, team and organizational contribution.
6. Development: Working genuinely to build capacity and foster individual, team and organizational development.
7. Change and Innovation: Leading change and improvement to move the university ahead and enhance organizational results. Developing the skills, attitudes and behaviours needed to produce new or improved programs, services, outputs and strategies to meet current and future needs and gain competitive advantage.