Updated November 2017 Page 1 of 5

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

Updated November 2017

 Page
2
 of
5
 x Promotes effective Faculty governance. x 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. x 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. x 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. x Ensures, in conjunction with the Provost and Vice-President Academic, that Chairs, heads and
Directors receive appropriate orientation, training, supervision and support. x Oversees the administration of the Faculty’s programs. x Ensures that the Faculty understands and operates in accordance with university policies and
procedures. x Manages the Dean’s office effectively.
3. Faculty and Staff Development
The Dean: x 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: o quality in teaching, research, service and other forms of endeavor is encouraged,
recognized and rewarded. o appropriate standards of performance are maintained o each new appointment enriches the faculty and staff x 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).

Updated November 2017 Page 3 of 5

x Reviews faculty members’ annual reports, the results of evaluation of programs and instruction,
and other indicators if individual and departmental performance, and provides feedback to
individuals or departments and supports Chairs, Heads and Directors in this progress.

x 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.

x 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.

x 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:

x 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.

x Communicates and explains institutional policies and decisions to the Faculty.

x Represents the purposes and views of the Faculty in deliberations of the university’s policy and
decision-making bodies.

x 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:

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

Updated November 2017 Page 4 of 5

x

Updated November 2017 Pag e 5 of 5

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 linkiq 0.0c016C015D01763015T ET12 0c016C015D01763015T ET12 0c016C015D01763015T E