

Job Profile for Deans at the University of Saskatchewan

Implemented in 2005 with editorial updates in April 2008

Primary Purpose

University of Saskatchewan Act, 1995 (1995, c.U-6.1, s.75)

“The dean of each college of the university is the chief executive officer of the college and has, subject to the authority of the president, general supervision over and direction of the work of the college and of the teaching and training of the students of the college.”

The Dean is a member of the senior leadership team of the University of Saskatchewan, reporting to the Provost and Vice-President Academic. As the chief academic and operating leader of the College, the Dean is accountable for the creation and implementation of the College's and University's integrated plans and for ensuring the academic quality and integrity of the College. Major responsibilities include leading the College planning process; ensuring that strategic and operational plans are in place; advocating and promoting best practices in research, teaching, outreach and engagement, and deployment of human and physical resources; monitoring and improving performance to ensure outcomes as defined in the integrated plans; promoting positive relations internally and externally; and identifying and pursuing opportunities to support and enhance the long-term growth and success of the College and University. Where applicable, the Dean ensures that the accreditation of academic programs by external organizations is maintained.

Nature of the Work

The Dean is responsible for providing leadership to faculty and staff and an undergraduate and graduate student body supported by a team of Associate and Assistant Deans, Department Heads, other administrative and professional staff, and student leaders. Working in close collaboration with College faculty and staff, the Dean ensures the soundness of scholarly and educational programs, the quality of the undergraduate and graduate student experience, and the provision of high-quality human and physical resources. The Dean promotes the College to attract both human and financial resources and administers all College resources effectively.

The Dean, with the College leadership team, promotes high standards of research and scholarship and works with the Office of the Vice-President Research to achieve required funding. The Dean promotes the College and seeks to attract both human and fiscal resources and administers resources effectively.

The Dean functions in a highly demanding environment that requires constant scanning for issues and challenges against multiple priorities and demands on limited resources. The work is of high volume and is complex. Decisions ranging from the mundane to critical are required on a routine basis. The Dean, in consultation with the Provost, is responsible for determining the nature and extent of academic activities in which s/he engages during his/her term.

Education and Experience

A relevant advanced degree, a strong scholastic and research record and/or practice of professional skills, and progressive experience in an academic (or related) environment with recent experience at a leadership level are required. Demonstrated success in developing a vision and leading people to achieve exemplary performance and outcomes is desirable.

Accountabilities (Expected Outcomes)

The Dean is accountable for the following outcomes:

Strategic Planning

- Participates in setting direction for the University
- Develops multi-year plans for the College aligned with the directions of the University
- Ensures that department and unit plans are efficient, integrated across the College, and aligned with the directions set by the University
- Ensures plans are aligned with emerging trends and needs of key stakeholders

Teaching and Research

- Defines and communicates academic and research outcomes and priorities
- Promotes the research and teaching agenda of the College through a variety of strategies and contacts
- Takes steps to establish the College and University as a major presence in graduate education (e.g. promotes graduate programs, recognizes graduate teaching and supervision)
- Ensures equitable workloads for faculty, taking into consideration research, teaching, and service contributions
- Adds to the reputation and prestige of the College and the University through individual scholarly and/or artistic contributions

People and Environment

- Ensures positive, diverse, and inclusive work and learning environments
- Prepares faculty and staff for future key leadership roles
- Builds a robust and balanced leadership team
- Aggressively recruits and retains outstanding faculty, staff, and students
- Promotes student success
- Promotes, supports, and rewards outreach and engagement activities of faculty and, where applicable, staff
- Holds people accountable for high standards of performance

Financial and Resource Management

- Develops creative solutions to resource challenges
- Re-allocates resources to align with and support the outcomes of the College's and University's Plans
- Ensures long-term growth and sustainability of the College's physical, financial, and human resources

Risk Management

- Incorporates the identification, assessment, and management of risks into the planning processes for the College
- Ensures accountability and transparency of the College's activities, information, and reports
- Communicates and ensures compliance with University policies, federal and provincial laws and regulations and collective agreements
- Implements and maintains an effective system of checks and balances with respect to financial management and assets, which includes general safeguarding and stewardship of all resources in the College (financial, physical, and human resources)

Competencies

Competencies are attributes, behaviours, manner and style of how skills and knowledge are applied to the job. Each person brings different combinations of competencies to their position. The competencies below are the desired attributes which support the University of Saskatchewan's Strategic Directions and People Values. All are applicable in varying degrees depending on the expectations of the job.

Feedback with respect to the competencies provides a focus for development to ensure an overall balance, so that no particular set of competencies is over or under-demonstrated.

There are six competencies that are core to jobs at the University:

Leadership / Vision

The demonstrated ability to build a shared, compelling and credible vision of the future, influencing people to ensure outcomes that support achieving the vision; applicable to all jobs at all levels; a culture of leadership.

- Influences others to share and commit to a common vision
- Fosters positive work and learning environments
- Values and considers differing points of view before making a decision
- Makes timely decisions even when unpopular or difficult
- Anticipates how decisions affect people
- Delegates authority and responsibility
- Holds others accountable for making and meeting commitments
- Provides continuous, honest and supportive feedback
- Supports development and continuous improvement

Support for Progress

The demonstrated ability to initiate, implement, and support innovation and institutional change and enhance programs and services.

- Challenges the status quo
- Advocates innovation and creativity, even when risk is involved
- Adapts and maintains productivity in an atmosphere of changing practices
- Demonstrates an optimistic attitude towards change
- Demonstrates emotional maturity and resiliency in difficult circumstances
- Engages and supports others in the change process
- Works with, rather than resists, forces of change

Results Orientation

Focuses on results and completing objectives within the framework defined by the University's plans and policies.

- Readily accepts and responds to challenges
- Directly confronts problems and persists in finding solution
- Remains optimistic and persistent in the face of adversity
- Demonstrates courage rather than avoidance to resolve difficult issues
- Identifies shared interests to develop positive outcomes
- Focuses on facts and root causes rather than reacting to symptoms
- Celebrates successes and learns from mistakes

Personal Effectiveness

Demonstrates an ability to reflect, clarify and commit to what is important, take responsibility for growth and development, and contribute to positive and productive work and learning environments.

- Demonstrates integrity and ethical conduct in words and deeds
- Keeps promises and commitments even when unpopular or difficult
- Seeks out and appreciates feedback, demonstrating a commitment to learning
- Accepts ownership and responsibility for outcomes
- Learns and recovers from setbacks / mistakes
- Shares expertise willingly and is sought out as a resource for others
- Forgoes personal recognition in support of success of others
- Takes responsibility for balancing work and personal commitments

Communication

The demonstrated ability to convey information and ideas to individuals in a manner that engages the audience and helps them understand, retain, and respond to the message.

- Communicates clearly and ensures understanding
- Listens actively to understand others' points of view
- Provides useful and valuable information to others
- Demonstrates an awareness of the effects of communications on others
- Understands and demonstrates the need for confidentiality and discretion

Relationship Building

The demonstrated ability to develop the rapport necessary to build, maintain and/or strengthen partnerships and relationships inside and outside of the University.

- Seeks out and promotes positive relationships
- Builds opportunities through collaboration and partnerships
- Maximizes opportunities to achieve outcomes through or with others
- Demonstrates understanding, respect and concern for others
- Participates willingly and openly supports team decisions
- Proactively deals with conflict by openly addressing problems