

Complete Policy Title:

**Terms of Reference for  
Deans of Faculties \***

Policy Number (if applicable):

Approved by:

**Senate  
Board of Governors**

Date of Most Recent Approval:

**December 10, 1986  
March 19, 1987**

Date of Original Approval(s):

Supersedes/Amends Policy dated:

Responsible Executive:

**Provost and Vice-President (Academic)**

Enquiries:

**[University Secretariat](#)**

***DISCLAIMER:** If there is a Discrepancy between this electronic policy and the written copy held by the policy owner, the written copy prevails*

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The Dean of a Faculty is chosen for his/her qualities of intellectual and administrative leadership and his/her academic distinction. A Dean is nominated by an *ad hoc* selection committee established by the Senate (Senate By-law 118.b). The nomination must be presented to the Senate Committee on Appointments for review; it is then forwarded to the Senate for approval and then to the Board of Governors for final ratification. Faculty Deans are appointed for renewable five-year terms.

As the senior academic and administrative officer of the Faculty, the Dean is responsible for providing academic leadership, and for encouraging, co-ordinating and rationalizing the initiatives and activities of the departments in the Faculty, to ensure that the Faculty functions as harmoniously as possible. He or she must serve as a spokesman and advocate for the Faculty in the context of the University as a whole, to ensure that the Faculty receives the resources necessary to perform its proper role within the University. The Dean is responsible for the management of the Faculty's physical, financial, and human resources, for ensuring that they are utilized as effectively as possible to meet both the short-term and long-term objectives of the Faculty and the University.

The Dean may delegate certain responsibilities to an Associate/Assistant Dean, Department Chairmen, faculty members, administrative assistants, or other non-academic personnel within the Faculty.

Specifically, within the context of approved University policies, the Dean's responsibilities include:

- (i) providing leadership in the development of long-range plans for the Faculty in respect to educational and research programmes, personnel and physical facilities;

*\*Excluding the Dean of Health Sciences*

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- (ii) providing leadership in the formulation of policy relating to undergraduate and graduate studies;
  - (iii) preparing and administering the Faculty's annual operating budget and exercising overall control of the Faculty's financial resources. This involves securing the necessary resources for the Faculty, from within and outside the University, and rationalizing competing claims for those resources from the departments within the Faculty;
  - (iv) overseeing (through the Department Chairmen) the recruitment of, the career development of and the salary administration for faculty members in the Faculty;
  - (v) encouraging effective teaching and scholarly research among the members of the Faculty with the objective of maintaining or improving academic standards;
  - (vi) providing leadership in the initiation and development of policies and strategies associated with the Faculty's student liaison, recruitment, and retention activities;
  - (vii) ensuring that the students registered in the Faculty are appropriately counselled, that the University's and Faculty's academic regulations are properly administered, that all matters pertaining to the teaching and evaluating of graduate and undergraduate students are attended to and that student records are properly kept. (These responsibilities are normally delegated to Associate/Assistant Dean(s) and Department Chairmen.);
  - (viii) serving as spokesman and advocate for the Faculty outside the University. (This is particularly applicable in professional Faculties where the relationship of the Faculty with professional organizations, business, industry and/or government concerns can be important for the health and development of both education and research programmes.);
  - (ix) establishing and maintaining an effective and efficient administrative structure within the Faculty;
  - (x) overseeing the activities of the Associate/Assistant Dean(s), Department Chairmen and Directors of Schools, and non-academic managers in the Faculty, to ensure that their powers and initiatives are protected and that their responsibilities are being properly discharged;
  - (xi) serving as spokesman for the Faculty on, and presenting academic policy recommendations of the Faculty to, the Undergraduate Council, the Graduate Council and the Senate; and
  - (xii) supervising the non-academic staff in the Dean's office, and ensuring, for all non-academic staff in the Faculty, that career development guidance is available to them and that their salaries are set and reviewed in accordance with the University's policies and procedures.

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## **REPORTING RELATIONSHIPS**

1. The Dean is responsible to the Vice-President (Academic).
2. The following report to the Dean:
  - (a) the Associate/Assistant Dean(s)
  - (b) Department Chairmen
  - (c) the Assistant(s) to the Dean
  - (d) non-academic managers in the Faculty
  - (e) Dean's office staff.

## **COMMITTEES**

### **Faculty**

1. The Dean is Chairman of:
  - (a) the general Faculty; and
  - (b) certain Faculty committees, such as the Faculty Council or Dean's Council and the Faculty Tenure and Promotion Committee, as specified in the By-laws of the Faculty.
2. The Dean is an *ex officio* member of all Faculty Committees, as described in the Faculty's By-laws.

### **University**

The Dean is an *ex officio* member of the following University bodies:

- (i) Senate
- (ii) Board-Senate Committee on Academic Planning
- (iii) Undergraduate Council
- (iv) Graduate Council
- (v) President's Council
- (vi) Academic Advisory Council
- (vii) Council of Deans