The Schulich School of Medicine & Dentistry Senior Leadership role guidelines

Title & time allocation	Key deliverables	Reporting relationship	Key Performance Measures
Associate Dean (0.5 –0.8 FTE; may range to 1.0 FTE)	**Administration** - Provides oversight for their portfolio program (e.g., undergraduate, graduate, faculty wellness) or campus if applicable - Has direct accountability to a Vice-Dean, although specific exceptions with direct report to the Dean may exist under extra-ordinary circumstances - Identifies and manages areas of innovation, opportunity or threat related to the portfolio **Communication and Advancement** - Reviews, searches for root causes and suggests/implements solutions for difficult situations that may arise within their portfolio and provides action recommendations to the Vice Dean - Represents the School and serves on any committees that are appropriate for advancement of the School or students within their portfolio. - Represents the Program and School provincially and nationally as appropriate to their portfolio. - Advocates for Schulich Medicine Distributed Education, as appropriate - Participates on provincial or national committees that impact their portfolio as appropriate - Working with the Vice-Dean, represents Schulich/their portfolio to external governing agencies, educational institutions and accrediting bodies as appropriate - Liaises regularly with learners and learner leadership, if applicable - Collaborates with other Associate Deans in areas of common need or potential benefit to the portfolio - Provides support to the Dean's fundraising team as needed	Vice-Dean, although exceptions may exist (i.e., Associate Dean, Global Health)	**Administration** - Metrics developed at the beginning of appointment, with annual review through appropriate Vice-Dean(s) or Dean - Portfolio performance - Outcome measures - faculty and learners if applicable

Title & time allocation	Key deliverables	Reporting relationship	Key Performance Measures
Associate Dean (0.5 – 0.8 FTE; may range to 1.0 FTE)	**Fiscal** • Works with the Vice Dean and Program leadership staff members to develop and monitor annual budgets **Development of Faculty and Staff** • Has a direct role in faculty development as pertinent to their portfolio ensuring that such development is goal-orientated and positive • Has a direct role in faculty development as pertinent to their portfolio ensuring that such development is goal-orientated, outcome measures reported, grounded in needs or directives • Has a direct role in nurturing good faculty relationships • Oversees and advocates for the implementation and advancement within a program where applicable • Develops a succession strategy for their role • Provides mentorship for Assistant Deans or Directors who are direct reports, if applicable • Models and fosters scholarly activities relevant to their portfolio **Legislative** • Is involved in leading policy development, implementation and outcome results related to the portfolio • Creates a process and is involved in the leadership of accreditation/evaluation within their Program if applicable • Oversees accreditation/evaluation activities, if applicable	Vice-Dean, although exceptions may exist (i.e., Associate Dean, Global Health)	**Development of Faculty and Staff** • Completes annual continuing professional development • Undergoes 360 reviews every 3 years or at the discretion of the Vice Dean or Dean **Legislative** • Program accreditation/evaluation, if applicable

Appendix A

Standard 2: Leadership and Administration

A medical school has a sufficient number of faculty in leadership roles and of senior administrative staff with the skill, time, and administrative support necessary to achieve the goals of the medical education program and to ensure the functional integration of all programmatic components.

2.1   Senior Leadership, Senior Administrative Staff and Faculty Appointments
The dean and those to whom he or she delegates authority (e.g. vice, associate, assistant deans), department heads, and senior administrative staff and faculty of a medical school are appointed by, or on the authority of, the governing board of the university.

2.2   Dean's Qualifications
The dean of a medical school is qualified by education, training, and experience to provide effective leadership in medical education, scholarly activity, patient care, and other missions of the medical school.

2.3   Access and Authority of the Dean
The dean of a medical school has sufficient access to the university president or other university official charged with final responsibility for the medical education program and to other university officials in order to fulfill the dean's responsibilities. The dean's authority and responsibility for the medical education program are defined in clear terms.

2.4   Sufficiency of Administrative Staff
A medical school has in place a sufficient number of vice, associate, assistant deans, or positions of an equivalent nature; leaders of organizational units; and senior administrative staff who are able to commit the time necessary to accomplish the missions of the medical school.

2.5   Responsibility of and to the Dean
The dean of a medical school with one or more geographically distributed campuses is administratively responsible for the conduct and quality of the medical education program and for ensuring the adequacy of faculty at each campus. The principal academic officer at each campus (e.g., regional/vice/associate/assistant/dean or site director) is administratively responsible to the dean.

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