

Title & time allocation	Key deliverables	Reporting relationship	Key Performance Measures
Vice-Dean (0.7 – 1.0 FTE)	<p><b>Administration</b></p> <ul style="list-style-type: none"> <li>- Has a prominent role in representing a major faculty portfolio (i.e. Research &amp; Innovation, Hospital and Interfaculty Relations, Medical Education, Dentistry, Basic Science) both internal and external to Schulich, including a national and international presence</li> <li>- Provides strategic leadership and advice to the Dean, other decanal members, faculty and staff on their portfolios</li> <li>- Provides leadership in strategic planning for his/her programs for School, provincial, national and international initiatives</li> <li>- In partnership with the corresponding Director(s) or Manager(s), develops and monitors the portfolio's strategic directions and their alignment with those of Schulich, Western and where appropriate, Hospital and Research Institute partners</li> <li>- Provides strategic and operational oversight into the successful execution of their portfolios</li> <li>- Attends key governance or operational committees in his/her portfolio or at the request of the Dean</li> <li>- Promotes academic deliverables and accountability in programs</li> <li>- Has responsibility for working with the Program Associate Dean and/or Department Chair, where appropriate, on student and/or faculty academic offenses and keeps the Dean informed of such offenses at his/her discretion</li> <li>- Represents the Dean in his/her absence as delegated</li> </ul> <p><b>Communication and Advancement</b></p> <ul style="list-style-type: none"> <li>- Liaises with the Vice-Provost Academic, Registrar and University Associate Deans (Academic), as appropriate, regarding relevant University policies and accreditation processes</li> <li>- Acts as a liaison between Programs within his/her portfolio if applicable</li> </ul>	Dean	<p><b>Administration</b></p> <ul style="list-style-type: none"> <li>- Develops a portfolio-specific set of objectives (short, medium and long term) for annual review by the Dean</li> <li>- Evidence of implementation of strategic planning initiatives as relevant to portfolio</li> <li>- Achieves deliverables as put forward in their annual review plans to the Dean</li> <li>- Be actively involved in the development and/or completion of national metrics – assessments, questionnaires as appropriate</li> </ul>

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Vice-Dean (0.7 – 1.0 FTE)	<ul style="list-style-type: none"> <li>- Represents and leads areas of his/her portfolio across the Schulich Medicine Distributed Education Network and campuses, as appropriate</li> <li>- Advocates for and educates within the academic community of Schulich and provincially, nationally and at times internationally regarding their portfolio's deliverables, goals, outcomes and directions</li> <li>- Addresses issues of conflict in or between programs</li> <li>- Represents the Dean and The Schulich School of Medicine &amp; Dentistry in international initiatives as appropriate</li> <li>- Provides support to the Dean's fundraising team as needed</li> </ul> <p><b>Fiscal</b></p> <ul style="list-style-type: none"> <li>- In partnership with the corresponding Director(s) or Manager(s), has a direct role in budget allocation and accountability</li> <li>- Is involved in planning, reviewing, implementing and reporting outcome measures for the budget in their portfolio</li> </ul> <p><b>Development of Faculty and Staff</b></p> <ul style="list-style-type: none"> <li>- Leads the recruitment of assistant and associate deans within their portfolio where applicable</li> <li>- Develops, implements and evaluates the performance and assessment criteria for the assistant and associate deans within their portfolio, where appropriate</li> </ul> <p><b>Legislative</b></p> <ul style="list-style-type: none"> <li>- Has an oversight role in development and implementation of policy, including where appropriate in collaboration with the School's academic partners</li> </ul>	Dean	<p><b>Fiscal</b></p> <ul style="list-style-type: none"> <li>- Budget-planning consistent with Schulich strategic vision</li> <li>- Where appropriate, evidence that he/she leads or assists development of funding agreements with MOHLTC or MCTU</li> </ul> <p><b>Development of Faculty and Staff</b></p> <ul style="list-style-type: none"> <li>- Development of defined objectives from Associate &amp; Assistant Deans reporting to the respective Vice-Dean, including short, medium and long-term deliverables.</li> <li>- Evidence of continuing professional development (i.e. AAMC course attendance)</li> <li>- Evidence of annual career development programs made available to team members; 360 degree reviews every 3 years</li> <li>- Accreditation/Evaluation results where appropriate</li> <li>- Outcome measures in faculty and staff learners</li> <li>- Faculty quality recognition (teaching &amp; research awards)</li> <li>- Demonstrates commitment to ongoing professional development, takes responsibility for CDP and mentoring for assistant and associate deans, as appropriate.</li> <li>- Takes the lead on faculty recognition within their portfolio.</li> <li>- Be actively involved in succession planning for not only his/her position, but for direct reports</li> </ul>

## *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.