

Complete Policy Title

Policy Number (if applicable):

Terms of Reference for Deans of Faculties*

Approved by

Date of Most Recent Approval

**Board of Governors
Senate**

**June 9, 2022
June 8, 2022**

Date of Original Approval(s)

Supersedes/Amends Policy dated

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

March 19, 1987

Responsible Executive

Policy Specific Enquiries

Provost and Vice-President (Academic)

[Provost and Vice-President \(Academic\)](#)

General Policy Enquiries

[Policy \(University Secretariat\)](#)

DISCLAIMER:

If there is a discrepancy between this electronic policy and the written copy held by the policy owner, the written copy prevails.

SECTION I – PREAMBLE

1. The role of the Dean is central to the success and leadership of the Faculty and more broadly, to the University as a whole. The Dean is the senior academic and administrative officer responsible for the overall strategy, management, and leadership of the Faculty's teaching, learning, research, capital resources, and administrative activities.
2. The Dean of a Faculty is chosen for their qualities of intellectual, strategic and administrative leadership. A Dean is recommended by an ad hoc selection committee established by the Senate ([Senate By-law 118.b](#)) and operated in accordance with the [Selection Procedures for Senior Academic Administrators](#). The recommendation must be approved by the Senate Committee on Appointments, Senate, and Board of Governors. Faculty Deans are normally appointed for a renewable term of five years.
3. This Policy applies to Decanal roles in the Faculties of Business, Engineering, Humanities, Science, and Social Sciences, and does not include the Dean and Vice-President (Health Sciences).

SECTION II – POSITION DESCRIPTION AND ACCOUNTABILITIES

4. The Dean reports directly to the Provost and Vice-President (Academic) and is accountable for the management and oversight of all aspects of the Faculty. The Dean is part of the Provost's senior leadership team and a member of Provost's Council.
5. As a senior executive, the position collaborates with Faculty Deans, Vice-Presidents, and other academic and administrative leaders to support the President in strategic decision-making, University strategy, and delivering McMaster's objectives related to research, teaching, learning, and service.
6. The Dean is responsible for the overall operation and management of their Faculty, for the provision of academic leadership within the Faculty and across campus, for fiscal management, and for relations of the Faculty with partners external to the University. The duties of the Dean are to foster a climate of respect for and engagement of a diversity of peoples, perspectives, and ways of knowing, to embed equitable and inclusive practices within the Faculty for the conduct of scholarship, teaching, and service, and in which procedures are open and transparent.
7. Within this context, the Dean's responsibilities include:
 - a) oversees the strategic planning for the Faculty, ensuring alignment with the University's overall mission and priorities as articulated by the President and the Provost and Vice-President (Academic).
 - b) prepares and administers the Faculty's financial planning and annual operating budget and exercises overall control of the Faculty's financial resources. This involves allocating resources and establishing a framework for resource allocation that is transparent and consistent with the Faculty's mission related to education, teaching, and research, and that supports its strategic direction;
 - c) oversees the academic mission of the Faculty, ensuring the continued development and provision of high-quality programs of study and research, and the establishment and maintenance of appropriate systems in support of this mission.
 - d) works to enable the development and sustainability of high-impact research programs, leverage and enhance the reputation of the Faculty for research intensity and excellence, and ensure that research is a top priority throughout administrative decision-making.
 - e) promotes and supports a high-quality experience for students both within and beyond the classroom, including fostering experiential and active-learning experiences, collaborating with other Faculties, as appropriate, to develop interdisciplinary programming, promoting the integration of research within the undergraduate curriculum, ensuring the provision of appropriate supports and services within the Faculty, and supporting the quality of student life at all levels.
 - f) ensures that the students registered in the Faculty are appropriately supported, that University and Faculty 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;

- g) establishes and maintains an effective and efficient administrative structure within the Faculty and oversees the activities of the Associate/Assistant Dean(s), Department Chairs and Directors of Schools, and non-academic managers in the Faculty, as well as the non-academic staff in the Dean's Office, to ensure that they are receiving appropriate support and that their responsibilities are meeting the standards required to succeed in delivering on the Faculty's mission and vision;
- h) accountable for those activities and appointments made under University policies and procedures. In this context, the Dean will work with Department Chairs, School Directors, and other academic administrators to ensure that the Faculty's obligations are being met as described in the *McMaster University Revised Policy And Regulations With Respect To Academic Appointment, Tenure And Promotion* (Tenure and Promotion Policy).
- i) oversees all faculty recruitment, key academic decisions, appointments, tenure and promotion recommendations, and recruitment for key academic administrative positions commensurate with the University's commitment to equity, diversity and inclusion and works to foster an environment where research, pedagogical innovation, community-engaged scholarship, Indigenous knowledge and methodologies, and academic service of all kinds are recognized and supported, and where faculty members are encouraged to excel.
- j) works collaboratively to advance inclusive excellence across the Faculty through the development and strengthening of infrastructure and capacity to integrate equity, diversity and inclusion principles and practices across all aspects of the Faculty's work and mission. In particular, works in partnership with Indigenous colleagues to foster and advance a positive environment for Indigenous faculty, staff and students, identify and address barriers, and help advance the University's positive response to the Truth and Reconciliation report.
- k) fosters and supports a culture of professional development and growth, and builds leadership capacity across the Faculty, and in accordance with EDI principles, to enable strategic succession planning.
- l) supports the University's community engagement goals by building partnerships at the local, national, and international levels. Seeks opportunities to partner with industry and other institutions of higher education to enhance collaboration and broaden the impact of shared initiatives locally, nationally, and internationally.
- m) works in collaboration with the Vice-President (University Advancement), initiates, strengthens, and sustains strong relationships with current and prospective donors and supporters, and seeks additional and innovative sources of funding.
- n) guides the strategic development of new facilities and infrastructure in collaboration with the Vice-President (Operations and Finance).
- o) works with other members of the senior leadership team to support and advance opportunities for commercialization, social entrepreneurship, and innovation across the Faculty.

- p) works with other members of the senior leadership team to develop the University's brand and advance McMaster's national and international reputation as a leading research-intensive University.
8. Many of the responsibilities of the Dean are carried out through delegating duties to Associate/Assistant Deans, Department Chairs, Area Chairs, and non-academic staff. However, final responsibility for the performance of these duties rests with the Dean of the Faculty, and it is they who must provide the necessary leadership, guidance, and initiative.

SECTION III – REPORTING RELATIONSHIPS

Directly Reporting Positions: Associate Deans
Assistant Deans
Department and Area Chairs/Directors of Schools
Non-academic directors/managers in the Faculty
Dean’s Office staff

Key Committees: General Faculty (Chair)
Faculty Committees as specified by by-laws (Chair)
All Faculty Committees (ex officio)
Senate (Member)
University Planning Committee (One Dean is elected annually to UPC)
Undergraduate Council (Member)
Graduate Council (Member)
Provost’s Council (Member)