

**POSITION DESCRIPTION  
SENIOR ASSOCIATE DEAN, DENTISTRY, FACULTY OF MEDICINE & DENTISTRY**

**POSITION:** Senior Associate Dean, Dentistry

**REPORTING TO:** Dean, Faculty of Medicine and Dentistry

**PURPOSE:** The Senior Associate Dean, Dentistry, provides critical leadership to the School of Dentistry, the Department of Dentistry, and the Faculty of Medicine and Dentistry, as outlined below.

**I. THE ROLE OF SENIOR ASSOCIATE DEAN, SCHOOL OF DENTISTRY**

**AUTHORITY:**

- **From PSLA<sup>1</sup>:** “A dean may delegate any of the dean’s powers, duties and functions as the dean considers appropriate and may prescribe conditions governing the exercise or performance of any delegated power, duty or function, including the power of sub-delegation.”
- **From CACMS<sup>2</sup>:** “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. ”
- **From CDAC<sup>3</sup>:** “The dean or director of the faculty/school/college of dentistry must be an individual who has the educational background, professional experience, authority and responsibility necessary to fulfill program objectives and outcomes.”

**MAIN ACCOUNTABILITIES:**

The Faculty of Medicine and Dentistry, University of Alberta, through its vision and mission, is dedicated to providing outstanding education, research and clinical care in the

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<sup>1</sup> PSLA: Post-Secondary Learning Act of Alberta

<sup>2</sup> CACMS: Committee on the Accreditation of Canadian Medical Schools. “The Committee on the Accreditation of Canadian Medical Schools (CACMS), working with the Liaison Committee on Medical Education (LCME) in the United States, ensures that Canadian Medical Faculties’ MD programs meet the quality expected when producing tomorrow’s doctors.”

<sup>3</sup> CDAC: The Commission on Dental Accreditation of Canada

areas of Dentistry and Dental Hygiene. The Senior Associate Dean, Dentistry, provides essential leadership in all aspects of the areas of scholarship encompassed by the School of Dentistry. Accordingly, and in concert with the Dean, the Senior Associate Dean, Dentistry, assumes the duties, requirements and responsibilities essential to the effective functioning and accreditation of the School of Dentistry in its provision of outstanding academic programs. The Senior Associate Dean, Dentistry, also plays a key role in the activities of the FoMD, as a whole, through service to the Dean's Executive Committee (DEC).

### **General Responsibilities:**

- Provides overall leadership to, and a defining identity for, the School of Dentistry within the Faculty of Medicine and Dentistry and within the University and beyond
- Coordinates the requirements of leading the School in its preparation and education of dental professionals while, at the same time, leading the University Department of Dentistry

### **Portfolio Responsibilities:**

1. Provides strategic leadership and advice to the Dean on all matters relating to Dentistry and Dental Hygiene
2. Holds responsibility and authority for the Dentistry and Dental Hygiene programs within the Faculty, including the accreditation of those programs, as applicable
3. Represents the Faculty and serves on any committees that are appropriate for advancement of the faculty, staff<sup>4</sup>, students or other learners within the School, as delegated by the Dean
4. Represents the School, within the parameters of the Dentistry and Dental Hygiene programs, to senior administration within the University
5. Trouble-shoots difficult situations that may arise within the School and provides action recommendations to the Dean

## **BUSINESS PLAN ACCOUNTABILITIES:**

### **Strategic Responsibilities:**

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<sup>4</sup> Depending upon the context, the term, "**staff**" may refer to academic and/or support staff positions. The Definition and Categories of **Academic Staff**, Administrators and Colleagues, are presented in the "Recruitment Policy (Appendix A)" within the UAPPOL Policies and Procedures

(<https://policiesonline.ualberta.ca/PoliciesProcedures/Procedures/Recruitment-Policy-Appendix-A-Definition-and-Categories-of-Academic-Staff-Administrators-and-Colleagues.pdf>). The terms "faculty" or "faculty member" usually refer to Category A1.1 in that definition and are equivalent to "staff member" as defined in the Faculty Agreement. Other academic staff (e.g., Administrative Professional Officer [APO], Faculty Service Officer [FSO], Research Academic, etc) and Academic Colleagues (FoMD "Clinical Faculty") are also included in the above UAPPOL definition. The Definition and Categories of **Support Staff** included in the Non-Academic Staff Association Agreement, are presented in the UAPPOL "Recruitment Policy (Appendix B)" (<https://policiesonline.ualberta.ca/PoliciesProcedures/Procedures/Recruitment-Policy-Appendix-B-Definition-and-Categories-of-Support-Staff.pdf>).

1. Has strategic responsibilities for the educational programs within the School of Dentistry and contributes to the University's and Faculty's Strategic Plans, § as appropriate for the School
2. Participates in the formation and promotion of the Vision and Mission of the FoMD
3. Contributes to the development and implementation of policy via his/her participation on the Dean's Executive Committee (DEC)
4. Has a direct role in nurturing good faculty relationships in the School and, for the education and graduate student areas, best pedagogical practices
5. Promotes and encourages research activities within the School, as appropriate
6. Represents the Faculty, within the parameters of the School/Department, to external stakeholders including Government Ministries, Alberta Health Services (AHS), Alberta Innovates – Health Solutions (AIHS), the Alberta Dental Association and College (ADA&C), the College of Registered Dental Hygienists of Alberta [CRDHA] and national organizations (e.g., Canadian Dental Association [CDA], Canadian Dental Hygienists Association [CDHA], the National Dental Examining Board [NDEB], the Royal College of Dentists of Canada [RCDC], Canadian Institutes of Health Research [CIHR]), as delegated
7. Ensures and exemplifies the professionalism appropriate for the discipline, including that for the areas of values, ethics, and integrity while demonstrating a professional, collegial demeanour and competence
8. Fulfills the public relations and fund-development role determined by the Dean and/or DEC

#### **Specific Responsibilities:**

1. Holds appropriate budgetary responsibility and authority
2. Oversees, promotes and improves the quality of patient care, teaching, education and research performed by members of the School
3. Assumes responsibility for the patient care provided by students within the teaching dental hospital
4. Ensures junior staff members are mentored/coached and provided with the opportunities to succeed
5. Represents the Dean in his/her absence, or otherwise, as delegated
6. Assumes other duties as assigned by the Dean

## **II. THE ROLE OF DEPARTMENT CHAIR, DENTISTRY**

#### **MAIN ACCOUNTABILITIES:**

Reporting to the Dean of the Faculty, **the Department Chair** is charged with a complex, demanding role of providing the management and leadership necessary to enable successful academic endeavours in the areas of teaching, research and service. During the course of their term(s) as Chair, the incumbent has the ability to have direct impact on their Department and Faculty by working with colleagues to create and/or reaffirm the common vision of success. The Chair then uses their personal reputation to build trust and momentum to move the Department in this direction. Faculty members who take on this

role have the opportunity to develop as academic leaders and make a direct contribution to the success of their Department, Faculty and the University.

#### Strategically Positions the Department for Success

1. Positions and represents the Department in such a way as to ensure that it is acknowledged internally and externally for its contributions.
2. Builds the image and reputation of the Department within its discipline so that it has standing not only within the Faculty and the University but also provincially, nationally and internationally.
3. Promotes strong partnerships which benefit the Department, Faculty and the University.
4. Integrates departmental goals with Faculty and University goals and missions.
5. Creates a departmental mission in alignment with the Faculty's.
6. Contributes to the implementation of the University's academic/strategic plan as well as the implementation of the FoMD Strategic Plan, § as applicable to the Department.
7. Develops a Departmental vision, through collaboration, in order to foster the Department's areas of strength, with a view to aligning with, or leading, future trends in the discipline.
8. Leads faculty and staff in setting and maintaining academic standards/quality and goal-setting according to departmental priorities.
9. Works with faculty to plan, review and execute the Department's curriculum(a).
10. Exercises good judgment in the management of change and risk.

#### Creates a Positive Working Environment

1. Works to build a cohesive Department by promoting a positive, supportive climate with good morale, cooperation and collegiality.
2. Builds commitment for the Department's vision by encouraging a culture of equity, diversity, respect and collaboration where everyone understands the vision and how they contribute to the Department's and Faculty's overall success.
3. Recognizes and acknowledges the contributions of all.

#### Manages the Administration of the Department within the Parameters Established by the Faculty and University

1. Makes efforts to find, develop, acquire and fairly distribute the resources to fulfill the vision.
2. Prepares budget and planning documents annually, with faculty input into a transparent process and manages the budget. Adopts policies and procedures for the Department that ensure the appropriate stewardship of operating budgets and trust funds. Investigates over-expenditures and possible inappropriate uses of trust funds.
3. Builds consensus through broad faculty involvement in decision-making including priority-setting for resource allocation.
4. Ensures grant overheads are appropriately allocated within the Department.
5. Designs departmental processes and structures to ensure the smooth operation of the Department.

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6. Through an inclusive consultation and decision-making process, is a leader in the academic planning process for the Department, initiating discussion, defining priorities, and developing and articulating the vision.
7. Builds trust through openness and transparency while making difficult decisions needed to move the Department forward.
8. Ensures, to the extent possible, the necessary support systems (e.g., space and infrastructure) are available to staff members.
9. Understands the legislative responsibilities of their position (e.g., FOIPP, safety, harassment, accommodation) and responds accordingly.
10. Understands the requirements of the University as written in University Policy and Agreements.
11. Ensures resources required for teaching (e.g. equipment) are maintained and enables applications for research resources and access to core research facilities.

#### Maintains Good Internal and External Departmental Relationships

1. Models and Fosters good communication (timely and sensitive, as appropriate) within the Department (e.g., to ensure an effective downward flow of information).
2. Builds effective relationships and advocates on behalf of the Department, as appropriate.
3. Provides strong intellectual leadership within a shared-governance structure.
4. Is available to faculty, staff and students and other learners.
5. Contributes to effective, collaborative relations with staff, student and postdoctoral fellows associations.
6. Represents the Department in dealings with the Dean and Central Administration.
7. Works to support the Faculty and the University as a whole (e.g., through participation on committees).
8. Seeks out opportunities for collaboration with internal and external stakeholders.
9. Deals with conflict between staff members as it arises.
10. Encourages intra- and trans-disciplinary collegial relationships.

#### Develops and Evaluates Departmental Staff

1. Works to maintain and improve the performance of the Department by providing individuals with feedback and suggestions for improvement. Promotes faculty development.
2. Promotes faculty and staff development including teaching workshops, the peer review of teaching, grant-writing and guidance in publishing and leads staff in setting and maintaining academic standards/quality.
3. Recognizes superior performance in addition to consistent contribution.
4. Ensures all members of the departmental staff (Support, APO, FSO and Faculty) have their performance evaluated in a timely fashion.
5. Prepares any correspondence relevant to the career path of faculty (e.g., letters for promotion dossier).
6. Represents the faculty through the FEC process (i.e., tenure, promotion and incrementation).

#### Plans for the Future of the Department

1. Contributes to the Faculty/University's academic plan.
2. Develops a departmental vision, through collaboration, in order to foster the Department's areas of strength and with a view to aligning with, or leading, future trends in the discipline.
3. Recruits high-calibre faculty and staff to positions that will support the vision into the future and that move the Department into emerging areas within the discipline.
4. Plans, develops and leads a strong team of faculty and staff who support the development and implementation of frameworks, policies and initiatives that foster a culture of excellence, innovation, collaboration, engagement, commitment, responsibility and accountability throughout the Department and into the Faculty.
5. Identifies and develops individuals with potential to serve in future academic leadership roles.
6. Treats others with dignity and respect and addresses issues fairly and objectively.

#### Builds Academic Programming and Assigns Work Accordingly

1. Develops and maintains excellence in academic programming for undergraduate and graduate students, post-doctoral fellows and other trainees/learners.
2. Directs the development of novel undergraduate, graduate and postdoctoral modules/courses/experiences in order to promote the disciplines encompassed by the Department.
3. Ensures graduate student recruitment and support are fairly administered for all faculty.
4. Establishes effective recruitment strategies to attract outstanding graduate students, ensures the availability of consistent graduate student funding, and develops and maintains the Faculty-wide standards for supervision of graduate students, including degree completion times.
5. Contributes to a high-quality learning environment for all learners.
6. Leads staff in setting and maintaining academic standards/quality.
7. Assigns teaching loads equitably while balancing the need to give appropriate time for research (ensures a pre-determined balance of research, teaching and service).
8. Promotes excellence and integrity in pedagogical activity, research and other scholarly activity, and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence and innovation.

#### Plays a Role in Public Relations and Fund Development to Support the Department

1. Works to increase funding support from international, federal and provincial agencies, while demonstrating resourcefulness and creativity in identifying alternative funding sources in collaboration with the Assistant Dean, Advancement, and the Vice-Dean, Research.
2. Establishes meaningful mechanisms for engaged scholarship with the community in the development of academic programming, research initiatives, and student mentorship, guidance and retention.
3. Builds an environment of collegiality in which faculty, learners and the broader community jointly participate in and benefit from the unique nature of the Department.

#### Retains an Active Leadership Role in Original Scholarly Pursuits

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- Maintains teaching and/or research activity, and, where applicable, engages in the practice of their profession, at a level sufficient to remain active in the discipline.

**For Clinical Aspects of the School's/Department's Activities** (In addition to the Responsibilities listed above):

1. As appropriate, works with Alberta Health Services (AHS)<sup>5</sup> to ensure the effective functioning of Dental Outreach Programs and dental clinics
2. Ensures that the School of Dentistry includes patient care along with teaching and research within its core activities in maintaining the tripartite mission for the School

**Liases With:**

- Other members of the Dean's Executive Committee (DEC), as needed
- Other Department Chairs
- Institute Directors

**Direct Reports:**

- Director, Dental Hygiene Program
- Support Staff

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See link to Strategic Plan of the FoMD on the Faculty Home Page

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<sup>5</sup> NOTE: The term "Alberta Health Services (AHS)" is used in this document to indicate the current providers of health services relevant to the FoMD and the term will be revised (and/or will be assumed to have been revised) if the designation of the provider of health services changes. When referring to AHS, the term is meant to include Covenant Health, as applicable.