

## **Criteria for Promotion of Directors and Dean**

### Faculty of Health Professions' Promotion Consideration of Directors and Dean

Administrative effectiveness and leadership, at the discretion of the Dean/Director, can be substituted, when the candidate seeks promotion, for either

- teaching effectiveness, or
- contributions to an academic discipline
- but not both

The Director/Dean is encouraged to wait until such time as the criteria they wish to be judged on can be demonstrated before substituting administrative effectiveness for another criterion. A Director member normally at the full professor level will be added to the faculty-level promotion review committee. This will occur whether a Director or Dean is applying for promotion on the basis of administrative effectiveness or not.

### **Director (Dean with understanding of broader mandate)**

#### **Criteria for assessing administrative effectiveness:**

Administrative Effectiveness is judged according to satisfactory performance in three areas: Effective Management; Academic Leadership; and External Leadership. The first two criteria shall be considered more heavily than the third. The evaluation of effectiveness will be considered in the context, as well, of the mandate described in the appointment letter of the candidate (e.g., focus upon research, unit rebuilding); and on the Director's/Dean's workload, including teaching and scholarly time.

#### Effective Management includes:

Sound budgetary management

Effectively and efficiently run unit

Responsive to emerging issues

Effective problem-solving

Quality of decision-making

Development of new initiatives

Resource-generation or mobilization

Mentorship and human resource development

Innovation

Enabling an equity plan to be realized

Fostering a climate that is collegial, yet intellectually stimulating

Academic Leadership includes:

Quality of academic governance  
Fostering/Enabling teaching effectiveness  
Fostering/Enabling quality curriculum  
Fostering/Enabling research productivity  
Quality of participation in larger administrative group

External Leadership includes:

Alumni relations  
Relationship with the profession  
Representative function – unit and with disciplinary groups  
Serving effectively on provincial, national, international bodies (health care, education or research)

Given the nature of administration, essential performance indicators from the three areas cannot be pre-defined. It is rather a combination of administrative accomplishments that are assessed. By way of example, and recognizing that the three areas often overlap, administrative effectiveness of a Director/Dean might be indicated by the Dean's/Director's qualities and skills that lead to the following performance indicators:

1. making a substantial contribution to the governance of the unit, including aspects of administrative structures and procedures (QUALITY OF ACADEMIC GOVERNANCE)
2. implementation of a shared vision for the unit and the implementation of strategic goals (ACADEMIC LEADERSHIP in general)
3. substantial improvements in administrative procedures (EFFECTIVE AND EFFICIENT UNIT)
4. courses and curriculum support for teaching and research and other aspects of school/college, rather than "minding the store" (FOSTERING/ENABLING QUALITY CURRICULUM; RESEARCH PRODUCTIVITY; TEACHING EFFECTIVENESS)
5. identified ways that the School/College can improve its teaching, research and/or service mission and Directors who have led their faculty in implementing the changes required to improve the quality of their unit (EFFECTIVE PROBLEM-SOLVING; DEVELOPMENT OF NEW INITIATIVES; INNOVATION)

6. guiding the School/College through a difficult transition (reorganization) and Directors who have been able to minimize the damage and maximize the opportunities that occur during such periods (RESPONSIVE TO EMERGING ISSUES; EFFECTIVE PROBLEM-SOLVING; RESOURCE-GENERATION OR MOBILIZATION)
7. being valued as a productive member of advisory bodies to the Dean, the University, and in other venues (QUALITY OF PARTICIPATION IN LARGER ADMINISTRATIVE GROUP; SERVING EFFECTIVELY ON PROVINCIAL, NATIONAL, INTERNATIONAL BODIES)
8. successfully attracting recruiting and retaining high calibre faculty ( MENTORSHIP AND HUMAN RESOURCE DEVELOPMENT; ENABLING AN EQUITY PLAN TO BE REALIZED; FOSTERING A CLIMATE THAT IS COLLEGIAL, YET INTELLECTUALLY STIMULATING)

#### EVIDENCE IN SUPPORT OF CRITERIA.

The Director/Dean will provide an administrative dossier that will be supplemented only by pertinent and selective supportive documentation. Such information as full accreditation or being reappointed is a matter of fact. Optional illustrative information is helpful, e.g., discussion of Dean/Director leadership in an accreditation survey.

#### Testimonials as Evidence of Administrative Effectiveness

Any testimonials added to the file shall be solicited through the arm's length process provided for external referees. The standard letters used for soliciting external referees described in the Collective Agreement shall be used to solicit testimonial letters with these criteria appended to such a request. The Dean/Director and Committee shall each identify a list of individuals who should provide evidence about the administrative effectiveness of the candidate. Such lists should overlap and should be sufficiently comprehensive to address a broad range of administrative attributes. The standard letter will be sent to these individuals by the manager of the external referee process who shall be the Dean in the case of Directors, and the Vice-President (Academic & Provost) in the case of the Dean.

In addition, the external referee process will continue, and members of the unit in which the Director/Dean is appointed shall have the opportunity to comment as per any other Tenure or Promotion file. In addition to the criteria for promotion for the unit and these guidelines, external reviewers will be given a copy of the administrative dossier, the curriculum vitae of the candidate, as well as supportive materials related to scholarship unless that category is substituted for by administrative effectiveness. Promotion reviews shall normally proceed according to the timelines outlined in the Dalhousie Faculty Association Collective Agreement.