Dalhousie University, like other major universities in Canada and around the world, is a complex organization whose members participate through their Faculties and other units in the advancement

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- Promotes effective Faculty governance.
- ce with the policies and procedures of the university, and in particular, develops and administers Faculty budgets.
- bodies and the implementation of recommendations arising from such reviews.
- Guides and supports Associate and Assistant Deans, Chairs, Heads and Directors in the activities.
- Ensures, in conjunction with the Provost and Vice-President Academic, that Chairs, heads and Directors receive appropriate orientation, training, supervision and support.
- Ensures that the Faculty understands and operates in accordance with university policies and procedures.

3. Faculty and Staff Development

The Dean:

- Fosters the development of the faculty and staff, in conjunction with Chairs, Heads and Directors and in accordance with so that:
 - quality in teaching, research, service and other forms of endeavor is encouraged, recognized and rewarded.
 - appropriate standards of performance are maintained
 - each new appointment enriches the faculty and staff
- Ensures that recruitment and appointment processes are conducted in a manner that is
 consistent with appointments of the highest possible academic and professional caliber and
 with pertinent university policies (including employment equity through affirmative action).

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- and other indicators if individual and departmental performance, and provides feedback to individuals or departments and supports Chairs, Heads and Directors in this progress.
- Discusses with Chairs, Heads and Directors any cases in which the performance of a member of the faculty or staff is unsatisfactory, assists them in the design and implementation of strategies to bring about improved performance, and initiates appropriate sanctions should concerted efforts to bring about improved performance fail.
- Briefs Faculty promotion and tenure committees on their roles in maintaining the quality of the Faculty and of the university and ensures that Chairs, Heads and Directors brief departmental recruitment committees on their roles.
- Ensures that the staff resources of the Faculty administrative, derical, technical and secretarial
 are well deployed and managed and, more specifically, that there is effective organization and
 assignment of work, good supervision, attention to staff development, and sound
 administration of pertinent collective agreements and personnel policies.

4. Institutional Policy-Making and Management

The Dean:

- Participates in the development of university strategy, and policies and in institutional management as a member of the senior administration and as a member of the Senate.
- Communicates and explains institutional policies and decisions to the Faculty.
- decision-making bodies.
- Serves the university by participating in institutional initiatives, functions and projects and by serving on standing and ad hoc committees.

5. Student Relations

The Dean:

concerns are properly addressed.

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