



## Job Description: Faculty Dean

Reference number of this document	GN0134
HEMIS classification	
Aim	Draft a full, generic job description for the position of faculty dean.
Type of document	Job description
Accessibility	General (external and internal)
Implementation date	November 2012
Review date/frequency	As the need for amendments arises
Previous reviews	November 2012
Owner of this job description	Rector and Vice-Chancellor
Institutional functionary (curator) responsible for this job description	Chief Director: Strategic Initiatives and Human Resources
Date of approval	
Approved by	SU Council
Keywords	faculty dean, executive head

## **The core of this job description**

Sets out how leadership must be exercised in the position of dean.

### **1. Introduction**

The dean is the executive head of the faculty concerned, and as academic leader is responsible for positioning the faculty strategically and for pursuing the strategic goals for the faculty with reference to the University's Institutional Intent and Strategy 2013–2018.

### **2. Application of the job description**

This job description applies by default to the appointment of all deans.

### **3. Aim of the job description**

Formulate a generic job description.

### **4. Provisions of the job description**

As set out in this document.

### **5. Conflict resolution**

Via the Human Resources Division (HR).

### **6. Control over the job description**

#### 6.1 Functions

The Rector and Vice-Chancellor is the owner of this job description and must ensure that it is drafted, updated and implemented and that a curator and related structures and functionaries are appointed and that they function effectively.

#### 6.2 Implementation

The Chief Director: Strategic Initiatives and Human Resources is the curator of this job description and must ensure that it is drafted, approved, reviewed, communicated and made available. The curator is also responsible for the interpretation and implementation of the job description, and must convene a task team to review it periodically, as circumstances require.

### 6.3 Monitoring and reporting

The owner of this job description is accountable and the curator is responsible for the necessary controls being established to monitor compliance with the description and report on it.

### 6.4 Communication

Via the HR homepage.

### 6.5 Reviewing

This job description must be reviewed ad hoc for amendment as necessitated by operational circumstances.

### 6.6 Non-compliance

The normal line management practices must apply.

## 7. General

The dean is the executive head of the faculty concerned, and as academic leader is responsible for positioning the faculty strategically and for pursuing the strategic goals for the faculty with reference to the University's Institutional Intent and Strategy 2013–2018. The successful fulfilment of these duties requires that the relevant support service environments must provide the dean with appropriate assistance. Exercising the leadership and management responsibilities attached to the position of dean comprises the following, among other things:

- 7.1 Position the faculty within the national education policy.
- 7.2 Position the faculty within the core activities of Stellenbosch University (SU), which are research, teaching and community interaction.
- 7.3 Draft a business plan for the faculty and facilitate a process to implement, in consultation with the management of the academic departments and centres at the faculty, action plans for contributing towards SU achieving its strategic goals.
- 7.4 Make the financial operating target set for the faculty.
- 7.5 Promote the faculty nationally and internationally.
- 7.6 Ensure the wellness of staff and students.

## 8. Learning and teaching

The dean must consult with the Vice-Rector: Learning and Teaching – the VR(L&T) – to implement, with the assistance of the service divisions that report to the VR(L&T), SU's Policy and Strategy regarding Learning and Teaching in the faculty effectively and with the correct focus, and to establish the necessary structures that would ensure that the faculty's academic offering is relevant and of a high quality. In finer detail, this aspect comprises the management of the following, among other things:

- 8.1 the overarching planning, development, innovation and amendment of academic programmes to ensure sensible academic outcomes, quality, effectiveness and financial viability; and the procurement of the necessary approval by the faculty board, the Academic Planning Committee (APC) and Senate;
- 8.2 the process of programme accreditation;
- 8.3 the optimisation of the through-flow rate of under- and postgraduate students;
- 8.4 the faculty's Committee for Learning and Teaching as well as the programme committees;
- 8.5 the external evaluation (in cycles as determined from time to time) of all departments at the faculty; and
- 8.6 the admission of students with reasonable potential for success.

## **9. Research, innovation and commercialisation of SU's knowledge base**

The dean must consult with the Vice-Rector: Research, Innovation and Postgraduate Studies – the VR(R,I&PS) – and with the Senior Director: Research Development - or his or her delegate - to implement, with the assistance of the service divisions that report to the above-mentioned functionaries, SU's Research Policy and Strategy in the faculty effectively and appropriately, and to establish the necessary structures that would ensure that the research conducted at the faculty is relevant and of a high quality. In finer detail, this aspect comprises the management of the following, among other things:

- 9.1 the establishment of a thriving research culture at the faculty;
- 9.2 the initiation and promotion of ethically justifiable research of quality and of increased research output;
- 9.3 the overarching management of the faculty's research portfolio to, among other things, pursue the current research focus areas;
- 9.4 supervision of the handling of internal and external research funding, and compliance with responsibilities in this regard;
- 9.5 the approval or recommendation of research contracts within the power of delegation attached to the position of dean;
- 9.6 assistance with the establishment of young researchers; and
- 9.7 the establishment of a thriving culture of innovation and commercialisation at the faculty.

## **10. Social impact**

The dean must perform, with the assistance of the service divisions reporting to the Vice-Rector: Social Impact, Transformation and Personnel – the VR(SI,T&P), the following duties with reference to the University's Community Interaction Policy and Plan:

- 10.1 Manage social impact as an integrated part of the faculty's teaching and research activities.

- 10.2 Create and maintain the necessary structures within the faculty for serving the community effectively and in relevant ways.

## **11. Staff**

The dean must ensure, in consultation with the VR(SI,T&P) and the Chief Director: Strategic Initiatives and Human Resources or his or her delegate, that SU's Plan and Strategy for Human Resources is implemented effectively. In this regard the dean is responsible for managing processes or performing actions with a view to the following objectives, among other things:

- 11.1 Maintain acceptable performance standards and adhere, as far as practically possible, to the conditions of service and work agreements of all staff attached to the faculty.
- 11.2 Promote and maintain sound personal and professional relationships among staff members, as well as between staff and clients.
- 11.3 Develop staff's expertise.
- 11.4 Promote employment equity and related objectives.
- 11.5 Draft and maintain a rolling three-year staff plan.
- 11.6 Become appropriately involved and refer labour law issues, disciplinary matters and grievances.
- 11.7 Recommend top achievers in the faculty as being eligible for the relevant Rector's Awards.
- 11.8 Make recommendations to the decision-making institutions concerned about the filling of positions and the advancement of staff.
- 11.9 Grant permission for staff members to take on external work.

## **12. Finances**

The dean must manage, with reference to SU's financial management principles and Financial Policy, as well as the faculty's operating balance, and with the assistance of the Division of Finance, the faculty's finances effectively and transparently, with the following as key components:

- 12.1 Manage all funds and income that are generated in the faculty and are available.
- 12.2 Draft and maintain a business plan and rolling three-year financial plan for the faculty regarding all income (funding streams) and funds - this includes the annual budget.
- 12.3 Draft and update forecasts regarding third-stream income for the faculty.
- 12.4 Drive and manage fundraising initiatives for the faculty.
- 12.5 Allocate all income and funding to environments within the faculty, and use them effectively and according to regulations.
- 12.6 Manage and control the annual budget.

- 12.7 Formulate proposals for the annual calculation of study fees and the cost of materials for the various academic programmes.
- 12.8 Consider, prioritise and make recommendations about all applications for funding from the Strategic Fund.
- 12.9 Report on the acquisition, application and status of income and funds that the University has available.

### **13. Infrastructure and other assets**

The dean is responsible for managing, with the support of the relevant support service environments, the faculty's infrastructure and other assets efficiently (putting them to use and maintaining them).

### **14. Students**

The dean is responsible for performing actions and managing process, with the support of the relevant support service environments, with an eye to the following:

- 14.1 to recruit and retain new students in accordance with SU's enrolment planning targets;
- 14.2 to welcome new students and orient them regarding facultorial activities;
- 14.3 to promote student success;
- 14.4 to promote SU's values; and
- 14.5 to establish and maintain effective communication with students.

### **15. Dissemination of information**

The dean must perform the following duties with the support of Institutional Planning:

- 15.1 Supply specific information that has not yet been added to SU's central database.
- 15.2 Report periodically on the activities of the faculty and staff, and how financing and facilities have been obtained and employed.

### **16. Powers**

The dean possesses the following powers:

- 16.1 All deans are members of Senate and of the Executive Committee of Senate – the EC(S). In their capacity as Senate members, deans may be elected to one or more of the standing committees of Council or of Senate.
- 16.2 The dean is the chair and chief executive authority of the faculty concerned and of the faculty committee of the faculty board concerned (in the case of faculties that indeed have a faculty committee). In their capacity as chief executive officer of their faculty, deans carry the final responsibility for delegated management decisions and have power of disposal within the faculty.

- 16.3 Deans are accountable to the Rector, or to his or her delegated officer who performs delegated coordinating powers on behalf of the Rector. As regards accountability, the dean reports to the Rector's Management Team (RMT). For this purpose 'the RMT' carries the meaning defined in the Rules and approved by the Rector.
- 16.4 The dean or his or her delegate acts as chair of all subcommittees of the Appointments Committees of Senate – the AC(S) – regarding the filling of posts or the promotion of academic staff at the faculty concerned. In this regard, HR must assist the dean in ensuring that the University's regulations, guidelines and policies regarding appointments and promotions are adhered to.
- 16.5 The dean may delegate functions in accordance with the organisational model applied at the faculty concerned and with reference to a documented framework for delegations.
- 16.6 Deans conclude their work agreement, according to which their performance will be evaluated, with the Rector.
- 16.7 Under policy laid down by Senate and Council, deans have management authority over all staff at their faculty. They must exercise this authority with a view to improve the faculty's performance measured against the strategic management indicators set out in the dean's work agreement and the business plan for the faculty.

## 17. Appointment

According to the Rules Regarding the Appointment of Full-time Deans.

## 18. Supporting documents

Item no.	Name of document	Status <i>(e.g. identified, in process or approved)</i>
AP0037	Rules regarding the Appointment of Full-time Deans	Approved

## 19. Related documents

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AP0037	Rules regarding the Appointment of Full-time Deans	Approved