

Ollscoil na hÉireann Gaillimh

National University of Ireland Galway

Role and Reporting Relationships of and Appointment Procedures for Executive Deans

Role

1. As a member of the University's Management Team, the role of Executive Dean is a key strategic leadership position with management responsibility at University level and at College level.

As Executive Officer of the College, a Dean has responsibility to provide academic leadership to the College. In discharging this role the Dean will work, in particular, with the College Executive Board, Heads of Schools, Heads of disciplines, Programme Directors and Directors of Research Institutes and Centres within the College. The Dean and the members of the College play a leadership role in developing and enhancing the programmes of the College, in promoting excellence in teaching and research and in promoting the academic welfare of students.

2. The responsibilities of the Dean include, but are not necessarily limited to, the following areas:

Academic Leadership

As a member of the University Management Team, working under the direction of the President, an Executive Dean is required to:

- Lead the development of the academic mission of the University as the central thrust of the University's Strategic Plan
- Provide strategic foresight, risk and opportunity analysis as part of the strategy development process of the University
- Leading the implementation of academic strategy at College level through unified academic planning, including overseeing, reviewing and monitoring annual Operational Plans at College, School and Research Institute level
- Lead strategic initiatives to attain national and international recognition for the academic mission of the University
- Lead initiatives across Colleges, Schools and Research Institutes to enhance the experience of staff, students and alumni
- Respond in a timely fashion to emerging challenges, including budgetary, student intake and retention, and quality issues
- Develop strategic and operational partnerships with other academic institutions and service providers, with a view to delivering the University's academic mandate in a more cost effective and accessible way
- Ensure the timely production and implementation of College, School, discipline,

Research Institute and Centre Plans within the framework of the University's Strategic and Academic Plans with due regard to the resources available or likely to become available

- Lead the implementation of the College Strategy
- Contribute to the development and implementation of the University's Strategic and Academic Plans
- Ensure, with the other Deans, inter-College cooperation and development in teaching, including inter-College programme development, and research

Research, Innovation & Impact

- Working with the Vice President for Research and the University Management Team, contribute to the development of the University's Research and Innovation Strategy
- Ensure that the Research and Innovation Strategies of the Colleges and their Institutes are aligned with the University's Research and Innovation Strategy
- Foster collaboration in Research and Innovation across the Colleges, Schools and Research Institutes of the University and with national and international stakeholders
- Ensure that the College is optimally placed to avail of national and international funding opportunities
- Ensure a focus on the outcomes of research activity across the College
- Ensure that the College's Research and Innovation Strategy encompasses the research activity of as large a cohort of the active researchers in the College as possible
- Work to ensure that all academic staff are research active and contribute to the University's research profile
- Set targets for all aspects of the College's research performance and benchmarking that performance and its impact against that of other universities in Ireland and selected overseas universities.

Teaching and Learning

- Provide leadership in the development, improvement and quality assessment of academic programmes, with particular focus on their structure, delivery and assessment
- Ensure that the Learning, Teaching and Assessment processes across the College are of the highest standard
- Encourage the development of strategic initiatives in Learning, Teaching and Assessment, within and across Colleges and Schools
- Oversee the development of a strategy for building the capability for new Learning and Teaching delivery platforms, especially on-line and blended learning platforms
- Implement, at College level, the University's Graduate Education Strategy
- Develop strategies for Lifelong Learning programme provision and oversee the management of their delivery at College level
- Develop and support a student experience in the College consistent with the University's mission
- Set targets for all aspects of the College's Learning and Teaching performance and benchmarking performance against that of other Colleges in Ireland and

selected overseas universities.

International reputation and reach

- Develop a long-term College strategy for enhancing the University's international reputation and reach and a multi-annual execution plan, aligned to the University's internationalisation strategy
- Monitor and review the College multi-annual plan in that regard and progress towards its achievement
- Benchmark the College's strategy in that regard and progress towards its achievement against that of other universities in Ireland and selected overseas universities.

Representational Role

- Represent the University externally as requested by the President
- Represent the College within the University and externally

Human Resources

- Represent the President, as required, on Boards of Assessors and Promotional Boards for staff in the College, particularly academic staff
- Actively recruit and retain the best talent to contribute to the University's mission in research, innovation and impact, in teaching and learning, to contribute to the world and for the world
- Promote staff development in conjunction with the relevant offices and services of the University
- In consultation with HR, ensure compliance with legislation and University and national policies with respect to human resources
- Serve on Probation Supervisory Boards and Probations Boards as required, particularly in respect of academic staff.

Resource Management

(For the purpose of resource allocation a College comprises the schools, disciplines, programmes, and research institutes and centres, attached to it for that purpose)

- Support the development of the University and the College through appropriate and responsible income generation, resource allocation and budgetary planning consistent with the mission, strategy and needs of the University
- As a member of University Management Team, plan, manage and monitor the allocation of academic resources across the University consistent with the mission, strategy and needs of the University
- Plan, manage and monitor the allocation of academic, technical and administrative staff in the Colleges, Schools and Research Institutes
- Plan, manage and monitor the allocation of physical resources for the Colleges, Schools and Research Institutes
- Allocate available resources, budgetary, human and physical, to align with and support the objectives of the University Strategic Plan.

Other

- Such other duties as may be assigned by the President.

Reporting Relationships

- The Dean is responsible to the President for the academic and administrative affairs of the College.
- Heads of Schools, Heads of Research Institutes and Vice Deans within the College are responsible to the Dean in matters associated with academic administration and resource management.
- The Dean is responsible for the academic leadership of the College. The Dean also has the authority to implement the academic, administrative and resource-management policies of the College, in consultation with the College Executive.

Appointment Procedures**1. Appointment Procedures**

- 1.1 At a date not later than nine months prior to an impending vacancy, the President will initiate the appointment process for the relevant Deanship.
- 1.2 Notification of the impending vacancy will be advertised externally in the normal manner, with documentation setting out the role and responsibilities of a Dean.
- 1.3 Applications will be invited by a closing date not later than 7 months prior to the impending vacancy
- 1.4 All shortlisted eligible applicants will be invited
 - To make a presentation, to which all members of College will be invited, setting out their candidacy and plans for the College
 - To an interview by a Board comprising
 - President (Chair)
 - Registrar and Deputy President
 - Two members of the College, nominated by the College
 - The Dean of another College
 - Two external assessors (to be appointed by the President)

The Board will reflect the University's requirement for gender balance in the membership of selection boards.

- 1.5 The report and recommendation of the Interview Board will be submitted to Údarás na hOllscoile for adoption. Subject to the adoption of the report by Údarás na hOllscoile, the President will make the appointment.

2. *Eligibility*

Members of staff and external candidates who hold the position of Professor, Personal Professor, Senior Lecturer or Lecturer (above and below bar) are eligible, provided they have been confirmed in their post, to be appointed to the Deanship of the College. The appointed candidate will be required to have met the University's criteria for appointment as Personal Professor/Professor as allowed for in the specification of the role.

3. *Term of Office*

Appointment of Deans will be for a period of four years, renewable for one further period of four years, on the recommendation of the President to Údarás na hOllscoile and following consultation with the Registrar & Deputy President and the College Board. In such an event, the outgoing Dean should inform the President, in writing, not later than –nine months prior to the end of her/his term of office, if she/he wishes to be considered for a second term.

Notes:

- The Executive Dean will be eligible to apply for a sabbatical, additional to their normal sabbatical eligibility, within 12 months of the completion of his/her term as Dean to facilitate a speedy re-engagement with his/her research activitiesⁱ.
- In instances where the completion of a term(s) as Executive Dean coincides with an eligibility to apply for Sabbatical Leave as laid out in the Sabbatical Leave Policy (QA238), then the out-going Dean can request up to 6 months of additional Sabbatical Leave per term served as Dean of Collegeⁱⁱ, subject to compliance with all other aspects of the Sabbatical Leave Policyⁱⁱⁱ.
- Save in exceptional circumstances, a term as Executive Dean shall not be interrupted by a period of Sabbatical Leave. In instances where an eligibility to apply for Sabbatical Leave as laid out in the Sabbatical Leave Policy (QA238) arises during a term of Executive Dean, the Dean shall normally defer availing of Sabbatical Leave until the completion of the term as Dean of College. Such a deferral shall not impact on the eligibility of the Executive Dean to make an application for a second or subsequent period of Sabbatical Leave. In the event that Sabbatical Leave is deferred during the term of a Dean, eligibility for this and subsequent periods of Sabbatical Leave will be computed from the original date of eligibility to apply as laid out in the Sabbatical Leave Policy.

In instances, where the term of an Executive Dean is renewed, the Dean may apply for Sabbatical Leave linked to his/her normal eligibility under the Sabbatical Leave Policy or to his/her eligibility as laid out here, immediately upon completion of the first term and prior to the start of the second term.

ⁱ In instances where an outgoing Executive Dean avails of protected leave (e.g., Maternity leave, parental leave, sick leave), the Executive Dean will be eligible to apply for a period of Sabbatical Leave linked to his/her term as Dean within a period of time that is not greater than

the period of protected leave plus 12 months of the completion of his/her term as Dean of College.

ii The eligibility to an additional period of Sabbatical Leave only applies where a Dean of College has completed a full four-year term.

iii Clause 2.5 of the Sabbatical Leave Policy states: “*save in exceptional circumstances, Sabbatical Leave will not be granted where the applicant will not complete two full calendar years on the staff of the University subsequent to her/his return from Leave*”. The completion of a term or terms as Executive Dean, and the particular Sabbatical Leave entitlement associated therewith, shall be regarded as an exceptional circumstance with regard to this rule.