 POSITION PROFILE

DEAN, FACULTY OF DENTISTRY
DALHOUSIE UNIVERSITY

Dalhousie University invites applications, expressions of interest and nominations for the position of Dean of the Faculty of Dentistry.

Dalhousie University is committed to fostering a collegial culture grounded in diversity and inclusiveness. The University encourages applications from Aboriginal people, persons with a disability, racially visible persons, women, persons of minority sexual orientations and gender identities, and all candidates who would contribute to the diversity of our community.

THE UNIVERSITY

Dalhousie University is one of Canada’s leading research-intensive universities and the Atlantic region’s only member of Canada’s U15. Its vibrant, open community of 13 Faculties, 6,000 faculty and staff and 18,500 students is connected, through collaboration and partnership, with researchers, industry, governments, non-profit agencies, and universities around the globe. Dalhousie is an influential driver of the region’s intellectual, social and economic development, with campuses in Halifax and Truro and a satellite of its Medical School in Saint John, New Brunswick. Its student population is diverse with more than half the student body coming from outside Nova Scotia and more than 3,000 are international students. The University, poised to celebrate 200 years of pioneering academic excellence in 2018, is united in a purpose-driven quest to make a lasting impact on the world, through a shared passion for teaching and learning, a commitment to the highest levels of research and a dedication to serving local, national and international needs.

Strategic Direction
Inspiration and Impact: Dalhousie Strategic Direction 2014-2018, Dalhousie University’s strategic priorities, was endorsed by both Senate and the Board of Governors in the late spring of 2014 and summarizes Dalhousie’s overall vision and priorities through to 2018. Its strategic priorities include: enhancing the transformative power of teaching and learning; expanding the opportunities for research, scholarly and artistic work; catalyzing the intellectual, social and economic development of its communities; taking its place nationally and internationally in partnerships and reputation; and building its institutional capacities.

Distinctive Features
Dalhousie University is:

- Atlantic Canada’s leading research-intensive university, responsible for over 80% of Nova Scotia’s public research and development;
- A truly national university – attracting over 50% of our students from outside Nova Scotia and yet, educating more Nova Scotians than any other university;
- A university of choice for “conscientious achievers” – students who are academically serious and want to make a difference in the world;
• Focused on four priority research areas: Ocean Studies; Advanced Materials and Clean Technology; Health and Wellness; and Governance, Society and Culture;
• Growing strength in three emerging research areas: Information Science and Communication; Agriculture and Food Technologies; and Energy and the Environment;
• Founded on a vision of inclusiveness, with a long-standing tradition of community service;
• Located in Halifax and Truro, Nova Scotia, offering an exceptional quality of life;
• One of Canada’s prestigious universities with almost two centuries of academic excellence.

Dalhousie offers over 180 programs and 3,700 courses: in addition to excellent arts, science, management, agriculture, and computer science degree programs, the University provides professional and specialized training in a variety of health professions, medicine, dentistry, architecture, engineering and law. Academic operations at Dalhousie are organized into thirteen faculties:

• Faculty of Agriculture
• Faculty of Architecture and Planning
• Faculty of Arts and Social Sciences
• Faculty of Computer Science
• Faculty of Dentistry
• Faculty of Engineering
• Faculty of Graduate Studies
• Faculty of Health
• Faculty of Law
• Faculty of Management
• Faculty of Medicine
• Faculty of Science
• College of Continuing Education

Dalhousie has linkages involving collaboration, cooperation and exchanges of students, faculty and resources with many other educational institutions throughout the region, the country and the world. There are currently more than 80 linkages with international institutions and many international developmental projects underway. The University has significant strengths in applied fields such as engineering, architecture and computer science. Dalhousie degrees in arts and science are awarded to students from the neighbouring University of King’s College, whose upper-year programs are housed within the Faculty of Arts and Social Sciences and who pursue at least one subject at Dalhousie as part of their degrees. In 2012, the Nova Scotia Agricultural College became Dalhousie’s Faculty of Agriculture, further strengthening Dalhousie’s research capacity and boosting its global relationships.

As Atlantic Canada’s leading research university, Dalhousie attracts more than $135 million in research grants and awards annually. Dalhousie is a member of the U15, Canada’s top research intensive universities group. Research focus areas include ocean studies, health and wellness, governance, society and culture, advanced materials and clean technology, with areas of emerging research strength including information science and communication, agriculture and food technologies, and energy and the environment. Dalhousie is building research expertise in important fields, including materials science, neuroscience, biotechnology, genomics, information management, environmental research, health law, foreign policy, financial services and biomedical engineering. Dalhousie consistently ranks as one of the top Canadian institutions in The Scientist’s “Best Places to Work in Academia,” and in 2014-15 ranked in the top 100 Times Higher Education most international universities. Dalhousie also
ranks highly in *The Scientist*'s list of the best non-commercial scientific institutes to work in Canada. Dalhousie has extensive partnerships and collaborations with the private and governmental sectors, including government laboratories, which serve to support research and training as well as to assist the transfer and application of knowledge. Dalhousie is proud to be named one of Canada’s Top 100 Employers for the past four years.

Donations and gifts to Dalhousie have more than doubled on an annual basis, compared to ten years ago, with the most recent Annual Fund campaign attracting over 6500 donors. The Dalhousie Endowment is composed of almost 1,400 individual endowments with a market value of $540 million, and contributed $21 million in support of students, faculty research and the Libraries last year. The University’s recent Bold Ambitions capital campaign focused on enhancing the student experience and innovation within three major areas of excellence at Dalhousie: environmental studies and research, inter-professional health education and innovation in design education across technical disciplines and closed above target at $280 million. Dalhousie stays in touch with its more than 120,000 alumni worldwide through its award-winning magazine, anniversary class reunions and alumni events around the globe. Additional information about Dalhousie University is available at [www.dal.ca](http://www.dal.ca).

**THE FACULTY OF DENTISTRY**

*We promote and provide oral health care as an integral component of overall health for regional, national and international communities through quality education, research and service.*

Faculty Mission

*We promote integrity, competence and compassion while providing evidence-based, ethical oral health care to all populations, in collaboration with other health professionals.*

Faculty Vision

As the only dental school in Atlantic Canada, the Faculty of Dentistry at Dalhousie University offers fully-accredited professional, graduate and post-doctoral programs in dental surgery and dental hygiene. Focused on creating and nurturing an inclusive community, it has provided outstanding education for 100 years through small class sizes and individualized attention from world-renowned faculty members, and is a key part of Dalhousie’s interprofessional and allied health community that includes the Faculties of Medicine and Health.

From understanding the underlying causes of oral disease to inventing new materials for treatment, the Faculty of Dentistry is home to innovative and collaborative research centres and labs. Faculty research includes:

- Basic science: understanding the causes of oral disease
- Biomaterials: creating new materials and medical devices
- Clinical research: discovering new treatment models
- Community and population health: improving care for vulnerable populations
- Education, curriculum and professional development: leading innovation for the future

The Faculty’s impact on the region is substantial with clinical care and community outreach programs that improve the oral health of over 26,000 patients across Atlantic Canada each year. At its main Halifax clinic alone, more than 100 dentists and dental hygienists support nearly 250 students in offering affordable, high-quality dental care to 10,000 patients annually. The Faculty works to improve access to oral health care for underserved populations with recent clinics and programs in Newfoundland, Inuit communities in Labrador, oral health care for new
immigrant populations, and pediatric dentistry clinics in two elementary schools. Recently, the Faculty began a five-year, five-phase, $27 million renewal project of its clinics and facilities. These are being upgraded to continue to offer exemplary service to its community in the delivery of research, education, training, and patient care at the highest standards of excellence.

The Faculty of Dentistry offers a four year DDS program, a two-year program leading to a Diploma in Dental Hygiene, a two-year DDS Qualifying Program for graduates of non-accredited dental programs to gain a DDS degree, a one-year degree completion program leading to a Bachelor of Dental Hygiene for graduates of an accredited diploma in Dental Hygiene program a 12-month General Practice Residency Program, and a 12-month Paediatric Dental General Practice Residency program. A six-year combined graduate program leading to the Degrees of MD/MSc in Oral Maxillofacial Surgery, and a three year Masters in Periodontics program are offered through the Faculty of Graduate Studies.

The Faculty of Dentistry is home to the following research centres and labs:

- **Bacteriology Pathogenesis Laboratory**: investigates how disease-causing oral bacteria control their cell surfaces, and researches the potential for using bacteria to deliver oral vaccines.
- **Biomaterials Engineering Lab**: researches new approaches to localized drug delivery and strategies to enhance the bone growth-promoting and antimicrobial properties of metallic implants.
- **Laboratory for Biofilm Ecology**: investigates how the bacteria living in dental plaque interact, adapt and respond to their unique environment.
- **Minimally Invasive Interventional Materials Group**: develops therapeutic/regenerative biomaterials for clinical indications in the areas of trauma, oncology, neurovascular interventions and hard tissue augmentation.
- **Network for Canadian Oral Health Research**: connects oral health researchers from across Canada; enables collaboration and promotes knowledge translation among researchers, healthcare providers and the public.
- **PriceLab**: evaluates the design and use of dental curing lights and their effect on the longevity of dental fillings.
- **Tissue Mechanics Lab**: seeks to understand the relationships between the architectural structure of tissues and their biomechanical behaviour in physiology, pathology and surgery.

There is a Faculty-wide commitment to creating and nurturing an equitable, inclusive and welcoming Dalhousie community where every student and every member of faculty and staff should have the opportunity to flourish. This is part of a larger societal issue and in light of recent events that have touched the Faculty of Dentistry community deeply. The Faculty fully accepts an active leadership role in this area and recognizes that the new Dean will be instrumental in ensuring that this important conversation continues. Please see [http://www.dal.ca/faculty/dentistry/about/our-commitment-to-change.html](http://www.dal.ca/faculty/dentistry/about/our-commitment-to-change.html) for full details and reports and for further information about the Faculty of Dentistry at Dalhousie, please visit the website at [www.dal.ca/faculty/dentistry.html](http://www.dal.ca/faculty/dentistry.html).

**The Role and Mandate**

As part of Dalhousie’s senior administration, the Dean of the Faculty of Dentistry will provide academic and administrative leadership, promote faculty and staff development, and participate in institutional policy-making and management. With a demonstrated ability to further strengthen and develop student and external relations and to foster a culture of respect and diversity, the Dean will provide vision and dynamic leadership in continuing to recruit outstanding students
and faculty, and in realizing the evolving priorities of the Faculty and the University. The Dean’s team consists of the following positions:

- Assistant Dean, Academic
- Assistant Dean, Clinics and Building Services
- Assistant Dean, Research
- Assistant Dean, Student Affairs
- Director of the School of Dental Hygiene
- Chair, Department of Applied Oral Sciences
- Chair, Department of Oral and Maxillofacial Sciences
- Chair, Department of Dental Clinical Sciences

As per the Core Terms of Reference for Deans at Dalhousie University the Dean will be responsible to the Faculty, to the Provost and Vice-President Academic and, through the Vice-President, to the President and the Board of Governors for:

1. **Academic and Administrative Leadership of the Faculty of Dentistry**
   
The Dean:
   
   - Promotes excellence in education, scholarship and research, and service.
   - Provides leadership in the development and implementation of academic objectives, priorities, policies and plans, which complement and enhance those of the university.
   - Provides leadership in curriculum development and in the promotion and recognition of quality in instruction.
   - Promotes the development of research activity that capitalizes upon the expertise, interests and resources of the Faculty and that contributes to the fulfillment of the university’s mission and of the Faculty’s educational role.
   - Promotes effective Faculty governance.
   - Manages the Faculty’s financial and other resources effectively in accordance with the policies and procedures of the university, and in particular, develops and administers Faculty budgets.
   - Oversees preparations for review of the Faculty’s programs and activities by internal or external bodies and the implementation of recommendations arising from such reviews.
   - Guides and supports Associate and Assistant Deans, Chairs, Heads and Directors in the development, management and evaluation of the Faculty’s programs, personnel, resources and activities.
   - Ensures, in conjunction with the Vice-President Academic & Provost, that Chairs, heads and Directors receive appropriate orientation, training, supervision and support.
   - Oversees the administration of the Faculty’s programs.
   - Ensures that the Faculty understands and operates in accordance with university policies and procedures.
   - Manages the Dean’s office effectively.

2. **Promoting 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 the university’s personnel policies and collective agreements, 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).
• Reviews faculty members’ annual reports, the results of evaluation of programs and instruction, and other indicators of 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, clerical, 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.

3. Participation in 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.
• Represents the purposes and views of the Faculty in deliberations of the university’s policy and decision-making bodies.
• Serves the university by participating in institutional initiatives, functions and projects and by serving on standing and ad hoc committees.

4. Promoting Good Student Relations
The Dean:
• Ensures that there is good communication between students and the Faculty and that students’ concerns are properly addressed.
• Ensures that the Faculty works effectively with the Registrar’s Office in the recruitment, admission and registration of well-qualified students in the programs and courses of the Faculty, particularly from among under-represented groups.

5. Promoting Good External Relations
The Dean:
• Fosters and maintains, in conjunction with the President’s Office, the Vice-President External, and the offices for which he or she is responsible, good relationships with alumni and with external agencies and groups.
• Promotes understanding and appreciation of the programs and activities of the Faculty and of the university.
• Advises the central administration of external developments of interest to the Faculty and the university and of their potential implications and suggests possible responses on the part of the university.
• Ensures that the terms of contractual agreements with external agencies are fulfilled.
6. Revenue Generation
The Dean:

- Promotes, in conjunction with the Development Office, annual, capital and planned giving to the Faculty and to the university by alumni friends, corporations, foundations, and others.
- Fosters and sustains revenue-generating activity consistent with the Faculty's role and responsibilities and with the policies of the university.
- Promotes and facilitates, in conjunction with the Office of the Associate Vice-President Research, the securing of external funds for research.

Candidate Qualifications
The successful candidate will have an outstanding academic and professional record with a degree in dentistry or a related field preferred, strong achievements in teaching, research, scholarly and community activities, demonstrated leadership capabilities in a diverse, collegial university setting or other related sectors, such as healthcare and government, and experience in human resource management, budgeting and resource allocation. The Dean will also be an excellent communicator who is committed to the success of all students, faculty and staff. Experience in building diverse and collaborative teams, relating to a range of internal and external partners, and the potential for, or experience with, fundraising will be important assets.

The Search Committee recognizes that no one individual will possess all of the following qualifications in equal measure; nevertheless, the successful candidate for Dean of the Faculty of Dentistry, in order to attain the above objectives, must display:

- A high level of scholarship, including a degree in dentistry or a related field.
- Research, clinical and teaching experience with a commitment to promoting excellence in dentistry and dental hygiene practice and policy development.
- A consistently demonstrated sense of fairness and commitment to respect, diversity and equity and sensitivity to the broad range of personalities, backgrounds and viewpoints within a university.
- The patience, resolve and flexibility to deliver academic leadership by example and in changing circumstances, build consensus, resolve conflict and bring about constructive change, with all the required consulting, listening, planning, persuading, explaining and implementing skills.
- An understanding of the larger environment within which the profession operates, and a grasp of emerging trends in dental and dental hygiene education;
- A commitment to expand the Faculty's research, education and clinical capacities, national and international exposure, public profile and fundraising capabilities, and to mentor effectively new faculty members to contribute to these goals.
- Strong interpersonal and communication skills, including a respectful and collegial approach to decision-making, a willingness to listen, and a proven ability to mentor faculty and administrative colleagues;
- A genuine commitment to students, to enhancing the student experience, and to excellence and innovation in support of learning and teaching in all programs;
The skills required to represent the Faculty effectively, to build bridges and partnerships, and to develop positive and sustainable relationships – within the University, the profession, provincial governments, and the local community;

The capacity to make sound, fair, transparent and sometimes difficult decisions, combined with the ability to openly communicate and firmly implement them.

Demonstrated accomplishments in an administrative role, with superior analytical, organizational, budgetary and managerial skills, including performance management experience and skills, and the ability to delegate, to weigh alternatives, and to set and explain priorities;

Personal integrity and fairness, as well as a sense of humour.

THE CITY

The city of Halifax is a cosmopolitan port city, capital of Nova Scotia, and the largest city in Atlantic Canada. Halifax is alive with culture and heritage, and embraced by the Atlantic Ocean. The city's downtown is a dynamic and colourful collection of cafes, shops, museums and art galleries. Halifax boasts lively nightlife with pubs, entertainment, sporting events and live theatre, as well as an extensive array of outdoor leisure opportunities from trails, parks and recreational activities to historic sites.

Home to a young and diverse population that includes students from several universities and colleges, Halifax draws people from all over the world to its dynamic environment. As the economic centre of a region with a population of approximately 400,000, Halifax offers an outstanding quality of life. Dalhousie's Halifax campus is located on over 75 acres in the city's south end, just a few blocks from the Atlantic Ocean and the city centre. From colonial style buildings covered in ivy to contemporary facilities incorporating green technologies, the campus of one of Canada’s oldest universities is continually evolving.

THE APPOINTMENT

Review of candidates will continue until the position is filled. The new Dean is expected to take office in July 2018. Details about the salary and benefits for this position are available from Laverne Smith & Associates Inc. Applications, including a letter of introduction, curriculum vitae, completed self-identification questionnaire (available at www.dal.ca/becounted/selfid) and the names of three references (who will not be contacted without consent of the applicant), should be submitted electronically, in confidence, to the University’s executive search consultants:

Laverne Smith & Associates Inc.
daldentistry@lavernesmith.com