

**OVERARCHING POSITION DESCRIPTION
INSTITUTE DIRECTORS, FACULTY OF MEDICINE AND DENTISTRY
Supplemented by Institute specific position descriptions (Appendix 1)**

Approved by: Dean's Executive Committee
Date: August 19, 2024

POSITION: Institute Directors

AUTHORITY: From the PSLA¹: "A Dean may delegate any of the Dean's powers, duties and functions as the Dean considers appropriate and may prescribe conditions governing the exercise or performance of any delegated power, duty or function, including the power of sub-delegation."

Under the authority of the PSLA, "the University of Alberta may create academic centres and institutes which shall engage in scholarship and carry forward the mission of the University through specific attention to an area of study or research." (UAlberta UAPPOL [Centres and Institutes Policy](#))

TERM OF APPOINTMENT: Up to five years with the potential for renewal following discussion with the Vice-Deans (Research) and the Dean, Faculty of Medicine and Dentistry (FoMD) and recommendation by the Oversight Committee/Board (see procedure Appendix 2). The length of the second term is up to five years, dependent upon the needs of the Institute, the Faculty, and the incumbent.

REPORTING TO: The Vice-Deans (Research)
Secondary reporting to an Oversight Board and indirect reporting of activities to other Deans and Department Chairs.

PURPOSE: The Institute Director provides overall leadership for the research and other scholarship encompassed by the range of interdisciplinary and multidisciplinary activities included in the Institute's endeavours.

¹ [PSLA Post-Secondary Learning Act of Alberta](#)

FoMD Position Description: Institute Directors

MAIN ACCOUNTABILITIES:

General Responsibilities: Listed below in the *2017 FoMD Position Description: Institute Directors*

Portfolio Responsibilities:

1. Provide leadership in the realization of the mission, annual activity plans, and strategic initiatives of the Institute
2. Where a contract/agreement exists, fulfill the Terms defined therein
3. Are viewed as internationally recognized experts in the discipline(s) and represent and promote the Institute

BUSINESS PLAN ACCOUNTABILITIES:

Strategic Initiatives:

1. Guide the Institute's strategic planning processes, in cooperation with the Dean (or delegate), and oversee the implementation of the Institute's plans
2. Ensure that the Institute's values, planning and programs contribute to the Faculty's Strategic Plan²
3. Consult with, and are available for consultation by, the Dean and Vice-Deans (Research) to ensure that the Institute's work is impactful
4. Provide leadership in envisioning how the Institute is to fulfill its mission
5. Oversee the content of the description of Institute's programs and policies, along with other materials publicizing and promoting the Institute's work, including the annual report of the Institute, where applicable
6. Lead the identification, establishment, and maintenance of partnerships that will enhance the mission of the Institute
7. Represent the Institute, within the parameters set by the Dean (or delegate), to senior administration within the University and to external stakeholders (e.g., Alberta Health Services [AHS], Foundations)³, as appropriate

Specific Responsibilities:

1. Work to build a cohesive Institute by promoting a positive, supportive climate with good morale, cooperation, and collegiality
2. Model and foster good communication (timely and sensitive, as appropriate) within the Institute (e.g., to ensure an effective downward flow of information)
3. Serve as an advocate to the Dean and other administrators with regard to Institute matters
4. Work with appropriate Faculties and Departments in the recruitment, evaluation, and promotion of Institute members
5. Work with relevant Faculties and Departments in providing high-quality undergraduate and graduate research and post-doctoral training opportunities
6. Encourage basic discovery/pre-clinical (translational) research, clinical trials, clinical research, and health outcomes and health services projects that increase organizational

² [FoMD Vision 2025 Strategic Plan](#)

³ NOTE: The term "Alberta Health Services (AHS)" is used in this document to indicate the current providers of health services relevant to the FoMD and the term will be revised (and/or will be assumed to have been revised) if the designation of the provider of health services changes. When referring to AHS, the term is meant to include Covenant Health, as applicable.

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- competitiveness for major/team grants
7. Develop a research seminar series or similar educational sessions for Institute members to foster collaborative research
 8. Oversee the day-to-day work of the Institute
 9. Oversee the budgeting process on a yearly basis
 10. Ensure that Institute resources are being used effectively and funds spent in accordance with the Institute's overall mission
 11. Assume fiscal accountability to the Senior Finance Partner and the Dean or delegate
 12. Play a key role in working with the FoMD and Central UofA Development, for fund-raising
 13. Develop a financially self-sustaining institute
 14. Retain active leadership roles in original scholarly pursuits
 - a. Fulfill the requirements of their appointment within a Department
 - b. Maintain teaching, research, administration, other service activity, and, where applicable, engage in the practice of their profession, at a level sufficient to remain in an active leadership role in the discipline

Liaise With:

Vice-Deans (Research), FoMD

Oversight Board

Other University, College and Faculty leadership, as applicable

Office of the Vice-President (Research)

Members of funding Foundations, as applicable

Members of Alberta Health Services (AHS), as applicable

Date of Most Recent Review and Updates to this Position Description: July 23, 2024

Approved by the Dean's Executive Committee Aug 19, 2024

See Institute Specific Position Descriptions (Appendix 1)⁴

See Procedure for the Selection and/or Review/Reappointment of FoMD Academic Institute Directors (Appendix 2)

⁴ Additional Institute specific position descriptions will be added as new Institute Directors are recruited/reappointed.

Appendix 2

Procedure for the Selection and/or Review/Reappointment of Faculty of Medicine & Dentistry (FoMD) Academic Institute Directors

OVERVIEW

This document outlines a preferred procedure regarding the selection and review/reappointment of FoMD Academic Institute Directors.

BACKGROUND

University of Alberta Policies & Procedures Relevant to Academic Institutes

There are three UAPPOL policies and three procedures that that related to academic institutes:

- [Centres & Institutes Policy](#)
- [Naming Policy - Naming Policy Appendix A: Naming Criteria](#)
- [Academic Centres & Institutes Establishment Procedure](#)
- [Academic Centres & Institutes Operation Procedure](#)
- [Naming of Academic Entities Procedure](#)
- [Academic Centres & Institutes Termination Policy](#)

However, none of the UAPPOL Policies or Procedures outline the mechanism for selection and/or review/reappointment of Academic Institute Directors. Both the Faculty of Arts and the Women & Children's Health Research Institute have procedures for Institute Director Recruitment and these procedures were referenced during the development of this procedure.

Other Relevant University of Alberta Policies & Procedures

There are UAPPOL policies and procedures relevant to the recruitment of faculty and chairs. Principles for institute director recruitment may be drawn from these policies and procedures.

- [Recruitment Policy](#)
- [Academic Selection Procedure](#)
- [Department Chairs Selection Procedure](#)
- [Department Chairs Review Procedure](#)
- [Academic Staff Posting and Advertising Procedure](#)
- [Appointment of Faculty Procedure](#)
- [Duty to Accommodate Procedure](#)

Relevant FoMD Procedures

- [FoMD Guidelines for Faculty Leader Advisory Selection Approval](#)

GENERAL SEARCH & SELECTION INFORMATION

Committee Member Selection Principles

General best practice principles for committee member selection will be followed, including striving for gender balance, inclusion of diverse individuals, and engagement of key partners of the Institute/Endowed Chair linked to the Institute Director position.

Review & Selection Principles

- Selection and decision-making processes should be equitable, appropriately documented,

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and contribute to an equitable, diverse, and inclusive workplace.

- The Committee Chair should ensure the Committee's membership includes persons historically underrepresented.
- The committee Chair should ensure that committee members:
 - have completed unconscious bias training (e.g CIHR module) or include FoMD EDI Moments Curriculum in meetings
 - are well informed regarding the duties and authorities of the position;
 - disclose real, potential, or perceived conflicts of interest to the chair and/or candidates;
 - they are fulfilling the University's duty to accommodate by giving candidates the opportunity to ask for a reasonable accommodation during the application and interview process (see Duty to Accommodate Procedure);
 - sufficient time is provided members to allow them to consider all materials, information, and candidates in an equitable manner; and
 - candidates are evaluated by a predetermined and common set of instructions.

DIRECTOR SELECTION PROCEDURE

1. The Vice Dean(s) of Research, FoMD will constitute an *Institute Director Advisory Selection Committee* ("Committee") to guide the selection of a new Director.

Composition of Institute Director Advisory Selection Committee

The Vice Dean(s) of Research, FoMD will appoint an *Institute Director Advisory Selection Committee* to recommend on the appointment of institute directors. These committees will normally include **at minimum**:

- Vice Dean Research, FoMD who serves as Committee Chair;
- One fellow Director of an FoMD Academic Institute;
- One FoMD faculty (basic) with research expertise in the area of institute;
- One FoMD faculty (clinical) with research expertise in the area of institute;
- At least one FoMD Department Chair that aligns with the institute;
- One distinguished researcher from outside the FoMD;
- One representative from AHS;
- Representative(s) from major philanthropic donors; and
- Other key stakeholders as relevant (partner organization with institute relevance).

For an external recruitment, modifications may be made to the composition of the committee.

2. The Committee will meet to identify (meeting 1):

- responsibilities/duties of the Institute Director position
- required credentials and competencies of a successful candidate
- inclusive and explicit evaluation criteria
- defined review process
- what will be requested in the self-nomination package (e.g. statement of interest including vision for the institute, and CV)
- relevant partners that need to be consulted to obtain feedback on the incumbent

3. The Vice Dean(s) of Research will issue an open call for nominations to all faculty requesting self-nominations for the directorship. This message will also be sent to members of the institute where the directorship is available, since not all FoMD Institute members are from the FoMD. Optimally, the call for nominations will occur for internal or external recruitment at least 8 or 12 months, respectively, prior to vacancy of directorship.

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If the position may be filled externally, by an appointee from outside the University, then the vacancy must be advertised in accordance with the [Academic Staff Posting and Advertising Procedure](#). Additionally, the Committee shall serve as both the selection committee in relation to the administrative appointment and the advisory selection committee in relation to the academic appointment.

4. Committee members will complete the [COI Form](#) prior to reviewing nomination packages. The COI forms should be sent to Taniya Birbeck who is the FoMD Disclosure Officer.

5. The Committee will meet (#2) to review the nominations based on the evaluation criteria and review process (including interview questions) identified prior to the request for nominations and propose a short-list of candidates for the directorship.

6. The Committee Chair will invite short-listed candidates to give a public presentation on their vision for the institute and their suitability for the directorship. Invitations to attend these presentations will be circulated to all FoMD faculty, institute members, and key stakeholders. Presentations will be followed by question and answer sessions. An opportunity will be provided for interested individuals to submit their views on the candidate(s) to the Committee. Those submitting views will have the option to keep the authorship of their letters confidential. However, personal information must be collected in accordance with the provisions of the Freedom of Information and Protection of Privacy Act (FOIPP).

7. The Committee will also schedule interviews (#3) with short-listed candidates which may include a simulation session with a faculty member.

8. When the Committee has reached a decision, the Committee Chair will submit its recommendation to the Dean. If the Dean accepts the recommendation, the Dean will formally advise the candidate. If the Dean does not accept the Committee's recommendation, the Dean will explain their reasons to the Committee. The Committee will then discuss whether another candidate should go forward, or whether to terminate the search and begin again.

DIRECTOR REVIEW & REAPPOINTMENT PROCEDURE

Review for reappointment should initiate at least 12 months prior to the end of the term.

1. The Vice Dean(s) of Research will ask the institute's Oversight Board to review the director's performance and possible renewal for another term.

2. The Oversight Board will meet to identify:

- responsibilities/duties of the institute director position
- inclusive and explicit evaluation criteria
- defined review process
- what will be requested from the incumbent (e.g. a report which highlights progress with respect to the Institute, as well as vision and goals for the institute for the next term)
- stakeholders that need to be consulted to obtain feedback on the incumbent

3. The Oversight Board will schedule an interview with the incumbent who is seeking reappointment.

4. When the Oversight Board has reached a decision on the issue of reappointment, the Chair of the Oversight Board will submit its recommendation to the Dean.

5. The Dean will then either reappoint the Director or set in motion the procedure for selection of a new Institute Director. If necessary, the Dean may also appoint an acting director. If the Dean

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does not accept the Oversight Board's recommendation, the Dean will explain their reason to the Oversight Board.

GENERAL INFORMATION

Institute Director Term & Reappointment

FoMD institute directors will be appointed for an initial term not to exceed five years with renewal by review for (normally) no more than one additional term. Acceptance of an appointment is taken to indicate acceptance of the procedures and criteria to be used for review and possible reappointment at the end of the term. The letter of appointment should indicate whether reappointment is by review. If the appointment is from outside the University, it should be done in accordance with the [Appointment of Faculty Procedure](#).

Committee Member Selection Principles

General best practice principles for committee member selection will be followed.

Last Update July 23, 2024

Approved by DEC August 19, 2024

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