

Recruiting a Dean of Health



An Executive Brief

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For more information, contact

(204) 623-4414; hrinfo@ucn.ca

Summary

University College of the North's new Dean of Health will be a fearless innovator who is excited by opportunities to prepare students for future careers in health and human services in a post-pandemic world. Working with outstanding faculty and staff, our new Dean will be an energetic collaborator who actively ensures that the Faculty of Health has a strong reputation for delivering programs that meet the needs of students and responds effectively to health care profession needs in northern Manitoba.

About UCN

Committed to Northern Manitoba

Situated on Treaty #5 Territory, University College of the North (UCN) was established in 2004 with main campuses in the Town of The Pas and the City of Thompson, and a network of Post-Secondary Education Access Centres and Workforce Development Centres located in 12 communities throughout the north:

- Bunibonibee (Oxford House)
- Chemawawin (Easterville)
- Churchill
- Flin Flon
- Mathias Colomb (Pukatawagan)
- Misipawistik (Grand Rapids)
- Nisichawayasihk (Nelson House)
- Norway House
- Pimicikamak (Cross Lake)
- St. Theresa Point
- Swan River
- Tataskweyak (Split Lake)

The geographical area that UCN operates in is approximately the size of France, but with a population of approximately 80,000 northern and Indigenous Manitobans who live in home communities, many of which are remote, throughout northern Manitoba.

UCN is devoted to community and northern development which reflects the Indigenous perspectives and cultural diversity of northern Manitoba. UCN offers quality education where students can pursue apprenticeship, earn certificates, diplomas and undergraduate degrees. Nearly 400 faculty members, staff and Elders provide instruction and support for 3,500 – 4,000 students annually.

UCN's Vision, Mission, and Values

Vision. Guided by the Seven Sacred Teachings,¹ UCN is building better futures for a stronger north.

Mission. University College of the North serves northern communities and people with education, training, teaching, learning and research, while being inclusive and respectful of diverse Indigenous and northern values.

Strategic Directions. To realize UCN's mission and vision, four strategic directions have been established:

1. Support student success
2. Advance an agenda of reconciliation
3. Engage with communities and with industries
4. Ensure responsible administration

¹ Truth, Wisdom, Honesty, Humility, Courage, Love, Respect.

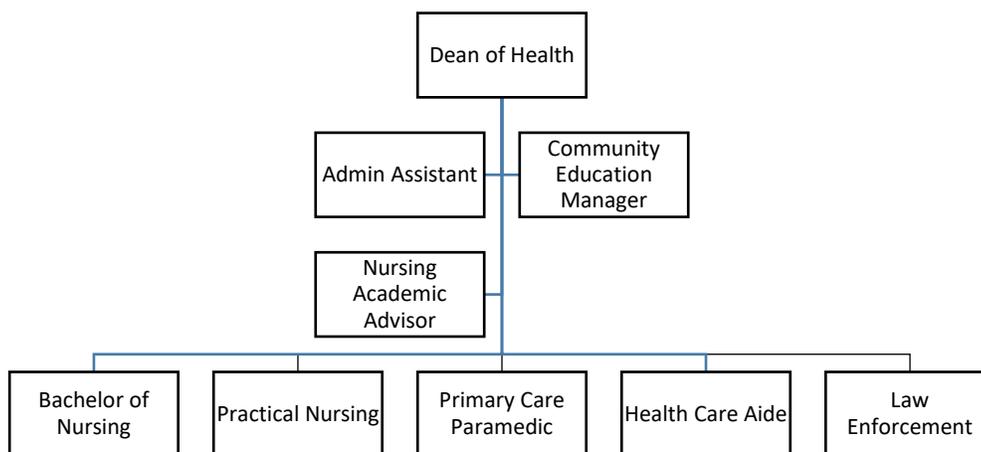
UCN's Tri-Council Governance Structure

UCN operates with a unique tri-cameral system of governance established in *The University College of the North Act* that includes the Governing Council, Learning Council, and the Council of Elders.

Governing Council	Learning Council	Council of Elders
<p>The Governing Council is comprised of 20 members from locations as far south as Winnipeg to as far north as Thompson, plus areas in between. The membership provides a wide representation of secondary and post-secondary education, northern and southern communities, the Council of Elders, Learning Council, and UCN faculty, staff and students.</p> <p>The Governing Council operates within a policy governance model under which the council's policies guide the work of the Council and the UCN President and Vice-Chancellor.</p>	<p>The Learning Council is comprised of up to 32 members representing college and university faculty, academic administration, academic resources, academic services, the student body, the Governing Council, and the Council of Elders. Its standing committees ensure representation from the council itself, but also from various constituencies throughout UCN, including students, college and university faculty members and staff, to ensure a broad representation of knowledge, ideas, and input.</p>	<p>The Council of Elders consists of 17 members 14 of which represent the various communities that UCN serves. UCN's Governing Council, Learning Council, and Student Association Council also have representation on the Council of Elders.</p> <p>The council provides guidance on academic development, Indigenous cultures, and actively participates in UCN conferences and events.</p>

The Faculty of Health

The Faculty of Health provides nursing, health care aide, primary care paramedic and law enforcement programming and is organized as follows:



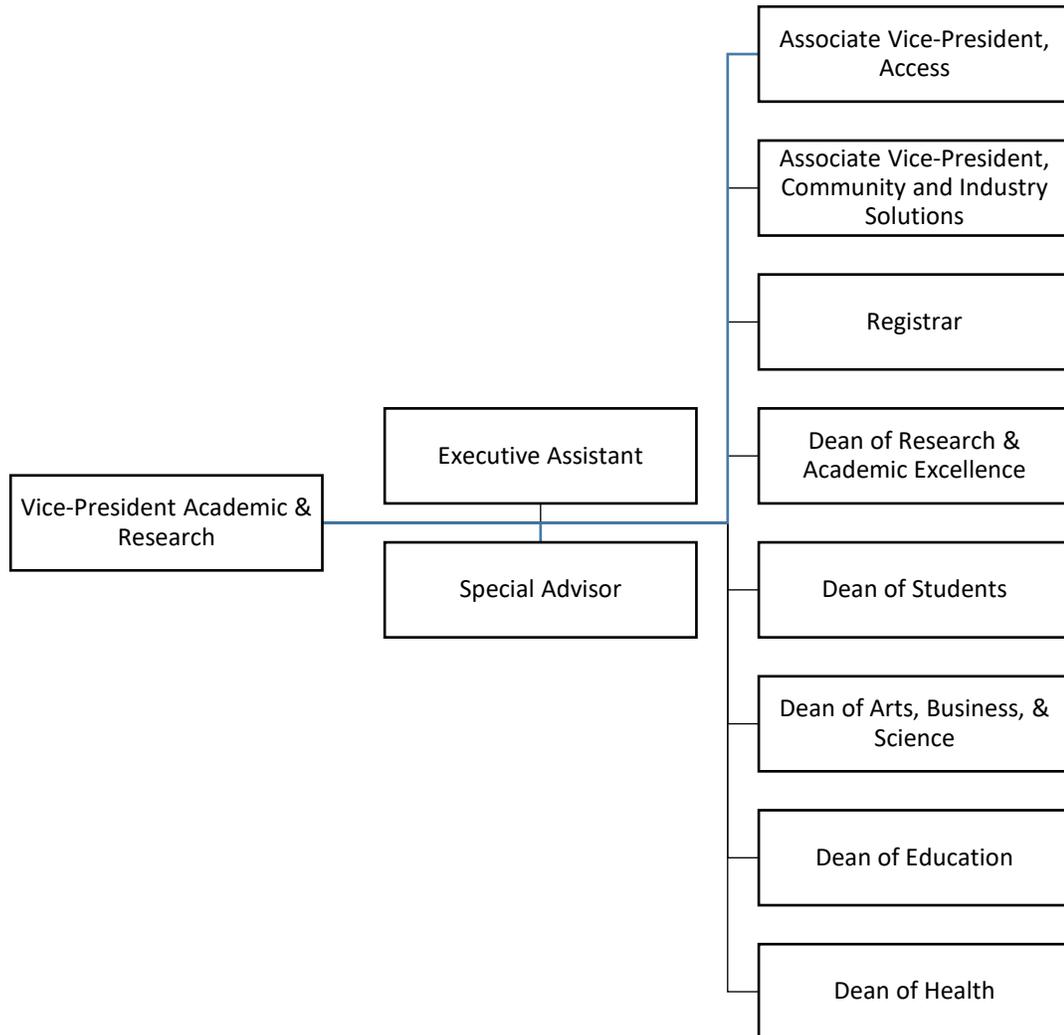
UCN's Academic and Research Division

The Faculty of Health is situated within the Academic and Research Division. Led by a Vice-President, approximately 65% of UCN's employee complement works within the Academic and Research Division, and the Division expends approximately 75% of UCN's budget.

Recruiting a Dean of Health at UCN

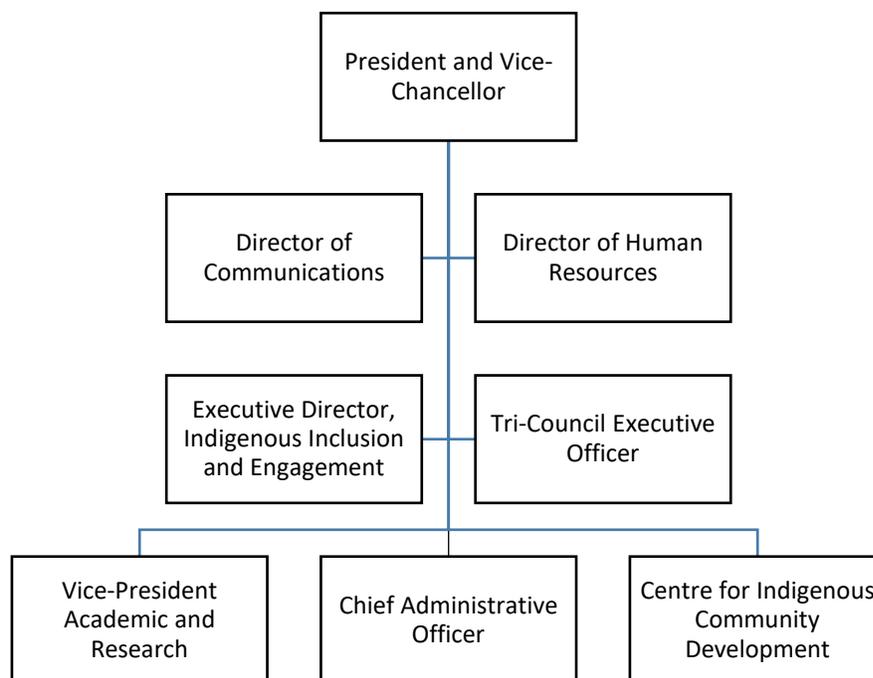
The Academic and Research Division oversees the programming and research functions which are the *raison-d'etre* for UCN's existence. The management structure of the Academic and Research Division and the members of the Senior Academic Leadership Team are critical to UCN's overall success as an educational institution.

The Academic and Research Division is organized as follows.



UCN's Organizational Structure

The Academic and Research Division is one of two recently created divisions at UCN. As the new organizational structure matures, the Dean will have the opportunity to establish internal relationships that best support students and programming in the Faculty.



About the Position

Working from one of UCN's two main campuses located at Thompson or The Pas, Manitoba, the Dean of Health reports to the Vice-President Academic and Research and performs executive management functions for the Faculty of Health. A member of the Senior Academic Leadership Team, the Dean contributes to strategic and operational decisions within the Academic and Research Division.

The Dean provides academic leadership, strategic direction and vision, and operational management to the Faculty in accordance with UCN's policies and procedures. The Dean is accountable for the faculty and staff recruitment, development and retention, evaluation, disciplinary action, planning, organization, direction, management, standards, content, quality, accessibility, and effectiveness of programs in the Faculty. This includes programs delivered through distance education, continuing education, contract training, main campuses and at Post-Secondary Access Centres. The Dean will ensure the provision of a safe, healthy, equitable and respectful working and learning environment for staff and students.

The Dean is responsible for the operation of the Faculty, with a particular focus on program liaison, development and delivery of culturally relevant curriculum by instructors, evaluation of instructors, student admission and success, and budgets. The Dean provides leadership for all programming and to all faculty, staff and other employees, including as it relates to community-based education. The Dean also develops and maintains effective links with Manitoba Health, Regional Health Authorities, other post-secondary institutions and relevant external agencies. As part of the Senior Academic Leadership Team, the Dean plays an active role in the development of the institution's academic budget to ensure that students, staff and programs receive effective support.

Challenges and Opportunities

UCN and the Faculty of Health is challenged to train more nurses, health care aides and paramedics to support health care in northern Manitoba in an environment where Manitoba Education and Training funding has been declining, and in a lean management environment where the dean also has significant operational responsibilities in the faculty.

UCN has the opportunity to work in partnership with First Nations and Metis organizations, Shared Health, Manitoba Education and Training, and Regional Health Authorities to find shared ways to increase health care training for the benefit of northern Manitobans.

The Dean's Responsibilities

The University College operates in a diverse, complex and constantly changing environment and exists to serve a wide range of diverse interests and concerns. Decision-making is complex and impacts operations across the University College, including non-academic Divisions. A high degree of independence in decision-making is required in order to balance all the parameters in a complex organization. This high degree of independence is accompanied by a high degree of accountability.

Leadership

- Promote the University College's mission and objectives;
- Develop and maintain an environment conducive to open communication and discussion among all faculty, staff, students and external groups;
- Coordinate and integrate all academic activities to ensure the role and mission of the University College is being fulfilled in a cost effective manner;
- Provide an innovative, risk-taking, principle centred approach to leading the Faculty to undertake continuous evaluation and improvement;
- Promote the development of a life-long learning culture in northern Manitoba by developing linkages between secondary, post-secondary, and continuing education;
- Ensure the development of appropriate activities to analyze, develop and adopt new learning models and technologies;
- Foster an entrepreneurial, quality focused and accountable approach to academic operations.
- Create a learning environment which is responsive to the needs of students and which promotes student access and success;
- Work with faculty and staff to bring University College programs and courses to people where they live, in delivery formats that suit their needs;
- Develop and maintain liaisons with Indigenous organizations, other post-secondary institutions, industries, unions, professional and regulatory bodies, government bodies, and appropriate research centres;
- Leads and oversees the development of goals, objectives and budget proposals for all areas of the Faculty, including the implementation of these goals and objectives;
- Ensure that the Faculty exhibits a relentless and unwavering focus on quality;
- Develop effective strategies for the promotion of the Faculty's programs, and performs a lead role in representing UCN in the community;

Recruiting a Dean of Health at UCN

- Establish priorities and timelines to ensure that all functions of the Faculty are met in an effective and efficient manner;
- Ensure adherence to the requirements of the Collective Agreement;
- Consult with members of the Senior Academic Leadership Team on relevant issues;
- Ensure ongoing professional development of staff by providing relevant training opportunities;
- As part of the University College's Senior Academic Leadership Team, participate in formulating academic policies, and procedures;
- Implement the Representative Workforce (Employment Equity) Policy;
- In collaboration with faculty and coordinators, create a human resource and organizational development strategy for the Faculty consistent with University College priorities and needs identified by staff through performance evaluation processes.

Program Planning and Delivery

- Manage the Bachelor of Nursing agreement between the U of Manitoba and UCN;
- Ensure the implementation of program reviews to ensure continuous improvement;
- Responsible for the creation of articulation policies and procedures to improve student access to UCN programs and to facilitate credit transfer between programs;
- Develop and maintain articulation agreements with other universities;
- Ensure UCN programs meet provincial and national accreditation/approval guidelines;
- Ensure UCN programs are responsive to the needs of a culturally diverse population;
- Develop strategies to increase the accessibility of all programming;
- Coordinate UCN's participation in joint program development and delivery models with other agencies, business and educational institutions, including those outside the province; and,
- In consultation with faculty members and staff and the Vice-President Academic and Research, develop annual academic action plans for the faculty. Work to integrate the annual academic action plan into the Academic and Research Division operating plan.

Policy Development and Implementation

- Ensure that an optimum level of safety is maintained throughout the Faculty for staff, students and visitors, in accordance with the provisions of the University College Workplace Safety and Health Policy. Must ensure that the functional areas of the University College under their control comply with the Workplace Safety and Health Act;
- May represent the VP Academic and Research at post-secondary VP Academic meetings to represent the University College of the North's perspective within Manitoba's post-secondary system;
- As necessary, assist with the formulation of UCN strategic plans and other plans;
- Responsible for the establishment and maintenance of a safe workplace that is also free from harassment and racism in accordance with applicable policies, regulations and legislation; and,
- Responsible for regularly reviewing existing policies to ensure they are current, adhere to process and continue to meet the needs of the department, faculty and students.

Management and Supervision

- Support and evaluate faculty members and staff assigned to the Faculty;

Recruiting a Dean of Health at UCN

- Provide timely formal and informal feedback to faculty. Work with faculty to remedy deficiencies in performance. Implement remedial or disciplinary action where necessary, up to and including dismissal in consultation with the Vice-President Academic and Research and Human Resources.
- Assign workload to faculty and staff;
- Ensure that college instructors progress satisfactorily toward attaining the Certificate in Adult Education in accordance with the Collective Agreement;
- Monitor the delivery of UCN courses for adherence to approved Learning Outcomes;
- Identify and resolve issues related to the efficient and effective flow of information between the Faculty and other academic and administrative units within the University College;
- Perform all functions in accordance with the Collective Agreement and UCN policies;
- Ensure maximum economy of human resources in delivering academic programs; and,
- Assist in the effective recruitment, selection and retention of faculty and staff.

Information Dissemination

- Collect, interpret and report relevant information to assist UCN managers in their decision making and provide information to external partners as required.

Financial Management

- Represent the Faculty in budget management to ensure a fair and appropriate distribution of salary, operating and capital resources across UCN operations;
- Assist the Chief Administrative Officer in developing financial projections related to the Faculty;
- Coordinate the creation of a Faculty capital equipment plan each year to strategically allocate capital resources to academic departments;
- Manage Faculty budgets and strategically coordinate the allocation of resources between departments to ensure effective resource utilization;
- Develop opportunities to generate revenue from Faculty operations;
- Work with industry, business, government agencies and the community to develop corporate sponsorship, course purchases, and donations to UCN; and,
- Be accountable for achieving a balance between budgeted and actual expenditures across all academic budget centres.

Student Success

- Ensure the Faculty is involved in the provision of effective academic counseling for program selection, academic progress, etc.;
- Introduce continuous quality improvement techniques into the teaching and learning processes to enhance student success;
- Participate in the creation of outreach activities to both sequential and non-sequential students to improve their understanding of UCN programs;
- Address student academic and disciplinary complaints in accordance with established policy;
- Participate in processes which ensure that every student who enters UCN without all prerequisites for his/her program of choice is properly assessed, and that for each such student, a Learning Plan is prepared according to the procedure set out in the Faculty Handbook. Work cooperatively with other relevant individuals to ensure student success;

Recruiting a Dean of Health at UCN

- Ensure that student grades are submitted to the Office of the Registrar in a timely manner; and,
- Ensure appropriate Faculty participation with student recruitment activities.

Liaison and Promotion

- Represent the University College on external committees both locally and nationally and if necessary, internationally;
- Act as an ambassador and champion when representing the University College locally, provincially, nationally, and/or internationally;
- Promote University College operations and services to the community;
- Develop partnerships between the University College and business, community, provincial and national groups to enable the University College to effectively serve the community;
- Lead and facilitate stakeholder and community groups in planning initiatives;
- Lead the development of an effective program advisory committee structure for Faculty programs; and,
- Lead UCN in developing program partnerships with other post-secondary institutions.

The Dean's Relationships

Reports to:

- Vice-President Academic and Research

Interacts with:

- President, Vice-President, Associate Vice-Presidents
- Governing Council
- Council of Elders
- Learning Council
- Deans and other UCN managers
- Faculty and staff
- Students and alumni
- Government officials
- Donors
- School boards and school administrators
- First Nations governments and Education Authorities
- Professional associations, regulators, and other organizations
- Band, Local, Provincial and Federal governments and agencies
- Other Deans and colleagues provincially and nationally

Provides direction to:

- Administrative Assistant
- Manager, Community Education
- Nursing Academic Advisor
- Faculty members

The Dean's Core Competencies

- **Effective and culturally relevant communication** – understands that culture is central to learning and communicates accordingly.
- **Conflict management** – takes a positive view of the role of conflict in an organization and is able to mediate and resolve conflicts and disagreements in a manner suitable for all parties involved, demonstrating a strong sense of fairness and ability to maintain an objective approach to conflict.
- **Leadership effectiveness** – influences and guides the behaviour of others in a desired direction by providing motivation, coaching and support.
- **Managing for results and change** – sets clear objectives, defines implementation plans and staff training requirements and establishes indicators for measuring progress to ensure progress towards those objectives.
- **Performance Orientation** – focuses on achieving outcomes within timelines and on budget.
- **Critical thinking skills** – self-directed, self-disciplined, self-monitored, and self-corrective thinking presupposing effective communication and problem solving abilities and a commitment to overcome ego- and socio-centrism.
- **A high degree of confidentiality** – is truthful and trustworthy. Leads by example as a role model to staff, faculty and students. Does not misrepresent him/herself or the organization.
- **Effective use of information technology** – has a good working knowledge of computer hardware and software as utilized by the University College computer network.
- **Self-management** – demonstrated abilities in problem solving, resilience in the face of stress, time management, and self-care, among other self-management skills.

The Dean's Qualifications and Skills

Essential Qualifications

- Registered Nurse with an unrestricted CRNM membership
- Post-secondary education at the masters level in nursing, science, or another field related to the programming offered in the Faculty; and,
- At least 5 years of proven senior management experience.

Essential Skills

- Effective strategic thinking and planning skills. A proven ability to think longer-term, and be visionary, innovative, creative and entrepreneurial, but to also focus, operationalize and execute strategy/vision into concrete and achievable action plans, outcomes and deliverables within a larger institutional context;
- A proven ability to successfully lead and manage significant change and transformation; build high performance teams that empower and engage;
- A commitment to taking action on the Truth and Reconciliation Act Calls to Action and to embracing Indigenous culture and ways of knowing within the Faculty and UCN;
- Strong familiarity with the diverse program areas in order to credibly represent UCN to the community, understand and analyze competing elements of program areas and to strategically plan for the cessation of some programs and the introduction of new ones;
- General knowledge of the principles of adult education, curriculum and program development, and post-secondary administration;

Recruiting a Dean of Health at UCN

- Experience negotiating in challenging situations, problem solving, and identifying effective solutions;
- Experience leading and managing in a unionized environment;
- Experience leading policy and program development to address emerging and complex issues;
- Excellent operational management skills;
- Proven ability to develop and lead teams to achieve desired outcomes;
- Proven collaboration skills to assist in the management of complex situations and projects;
- Financial management experience in financial planning, budgeting, and monitoring;
- Proven outstanding political acumen skills;
- The ability to synthesize multi-dimensional issues, adapt to changing priorities, and operate successfully within a deadline-driven environment;
- Superior interpersonal communication skills, including the ability to establish productive working relationships with staff within UCN, communities, industry, senior government officials, health authorities, provincial nursing regulators, and peers at other colleges and universities;
- Superior verbal communication skills, including the ability to communicate and present to all levels of the organization and to external stakeholders;
- Superior written communication skills, including the ability to write politically sensitive and confidential material for senior executives;
- Proven strong attention to detail;
- The ability to maintain a positive, friendly and outgoing attitude;
- Ability and willingness to travel throughout the north and elsewhere as required;
- Excellent proficiency with the MS Office suite of programs;
- Proven ability to understand diversity, cultural influences, and issues specific to northerners and adult learners; and,
- Personal experience and/or knowledge and understanding of Indigenous cultures.

Desired Qualifications and Skills

- A doctorate in an area related to programming in the Faculty of Health; and,
- The ability to speak an Indigenous language.

Compensation

The salary range for this position is \$113,573 - \$135,853 (Senior Officer 5) per year. Annual changes in compensation are governed by limitations mandated by the Government of Manitoba. UCN offers a comprehensive range of benefits.

How to Apply

Apply in writing to: University College of the North, Attention: Human Resources, P.O. Box 3000, The Pas MB, R9A 1M7; Fax: (204) 623-4414; Email: hrinfo@ucn.ca (preferred format).

Application materials, including letters of reference, will be handled in accordance with the *Freedom of Information and Protection of Privacy* Legislation (Manitoba).