

## **PRESIDENT, VICE CHANCELLOR, DEAN AND CEO**

Approval Authority: Board of Governors

Established: 2022 09 21

Amendments: (replaces Dean PD 2013 11 29)

Category: Board

---

The position description is the general provision for the new position of President, Vice Chancellor, Dean and CEO (herein referred as 'President') as is created by the [NOSM University Act, 2021](#) and the regulations thereunder and with the by-laws of the University. This description accompanies and is subject to the terms of an official contract between the NOSM University Board of Governors (herein referred as 'Board') as represented by its Chair and the President. The usual term of appointment is five years with the option to renew for an additional five years. Under extraordinary circumstances only shall there be a third term at the discretion of the Board.

The description has been redeveloped to include the two additional roles and functions of President and Vice Chancellor to the pre-existing Dean and CEO (under NOSM), and is formally now titled President, Vice-Chancellor, Dean and CEO, which represents the evolution of the organisation to becoming Canada's first medical University with new objects and a broader and newer mission.

### **PART A - Dean and Chief Executive Officer**

The pre-existing roles of CEO and Dean are expanded to be consistent with the new objects and boarder mission as follows:

As **Dean** the President shall exercise academic leadership to enhance the University's academic quality and stature, as well as the national and international reputation of its undergraduate, graduate and professional programs. The President shall have supervision over and direction of the academic and general administration of the University, its Students, Teaching Staff, and Non-Teaching Employees.<sup>1</sup> The President is an academic leader, engaged with the academy and committed to ensuring academic rigour in NOSM University faculty and learners. The President works collaboratively with the Provost and other members of the University's leadership to ensure an effective academic and operational relationship within NOSM University and its affiliated programs. The President as Dean may delegate aspects of the role and responsibilities to the Provost or Vice Deans and Associate Deans as required such as for learner support, distributed education, and curricular review as well as continuous quality improvement and monitoring of all education programs.

---

<sup>1</sup> Section 12.3 [NOSM University By-Law No 1](#)

As the **Chief Executive Officer**, the President is the highest-ranking officer of the corporation and thereby leads the day-to-day oversight of the not-for-profit corporation and has a principal responsibility for the planning, development, implementation, assessment, and improvement of all corporate policies and procedures. Recognizing the educational challenges and complexity of NOSM University, as CEO the President makes major decisions within the corporation, manages the corporate assets and liabilities, and sets the tone, culture and vision of the corporation. The Vice President Administration (and Chief Operating Officer) reports to the CEO. As such the CEO has oversight of all collective agreements and union matters but may delegate these to the Vice President Administration/COO.

The President as CEO leads the corporation in the acquisition of resources, focusing particularly on the development and implementation of initiatives to attract new sources of financial support. The President works collaboratively with the Board, faculty, staff, and strategic partners to identify and articulate federal funding priorities and set the priorities of future fundraising campaigns and initiatives.

#### **PART B - President and Vice Chancellor**

The new descriptions and role of the President and Vice Chancellor are as follows:

The **President** be responsible to the Board for the general administration, organization, and management of the University in accordance with policies established by the Board and subject to direction of the Board, ensure compliance with the [NOSM University Act, 2021](#) and the regulations thereunder and with the by-laws of the University. The President works closely with the Board of Governors and Senior Leadership to ensure that the strategic direction and policies of the university are aligned with its mission.

The President will represent and act as the primary ambassador to the University with a wide range of partners and key external bodies such as the Council of Ontario Universities and will have oversight of all government relations. The President in collaboration with senior leadership is responsible for the development of a comprehensive and responsible budget that is used to advance the institution's strategic goals and priorities. The President is also responsible for overseeing both human and financial resources in a manner that ensures accountability. The President has oversight for all legal matters and is the chief spokesperson for the University and the corporation. The President is to provide direction and guidance to all sectors of the University and in particular, lead and manage the performance of the University's Executive so as to ensure the effective and efficient management of the University and all its resources.

The President shall be the **Vice-Chancellor** of the University. The Vice-Chancellor is the principle academic and administrative officer of the University. Among the main tasks of the Vice Chancellor is to act in the place of the chancellor in carrying out certain important ceremonial and civic duties, to

provide leadership academic and administrative to the whole University and to represent the University externally. The Vice Chancellor may represent the Chancellor on external bodies where required.

**Specific Responsibilities**

The President, Vice-Chancellor, CEO and Dean is a member of and reports directly to the Board and Senate. Under the Chair of the Board's direction, and in cooperation with other Senior Leadership of the University, they share in the functions and responsibilities common to the President's office. The President plays multiple, leadership functions as the internal, academic, and administrative leader of the University, and as the key external voice and community representative of NOSM University at a local, provincial, national, and international levels. Due to the complex nature of these roles, the detailed duties and responsibilities are outlined in Attachment A.

**AUTHORITIES AND OFFICERS**

The following is a list of authorities and officers for this document:

- a. Approving Authority: Board of Governors
- b. Responsible Officer: Board Chair
- c. Procedural Authority: Board Executive/Search Committee
- d. Procedural Officer: University Secretary

**Review and Revision History**

**Review Period:** 5 years or as required

**Date for Next Review:** 2027 01

## NOSM University President, Vice Chancellor, Dean and CEO - Duties and Responsibilities

### General

The President provides institutional leadership and oversight for all aspects of the University, which include but are not limited to academics, finance, strategic planning, learner affairs, enrollment, and developing, and driving the mission, strategies and advancement of the University and acting as the chief advocate, the principal ambassador, and the principal voice of the University. These duties and responsibilities outlined below are in support of the Position Description.

### Strategic Operational Plans

- Develop and recommend the strategic plan to the Board of Governors for review and approval. Drafted in collaboration with the Administration and other staff, key constituents, and the Board.
- Review with the Board the University's progress in achieving the objectives set out in the strategic plan and the operational and capital plans.
- Develop and recommend the annual operational and capital plans and budgets to the Board of Governors for review and approvals (annual operational and capital plans and budgets are drafted in collaboration with the Administration and other staff, key constituents, and the Board).
- Promotes efforts to build and strengthen NOSM University's data holdings and analytic capacity so that the University can accurately track, measure, and quantify health outcomes and impact on the North.

### Academic Leadership

- The President is accountable for ensuring that the University delivers high quality teaching, research and reports to the Board and Senate.
- As Dean, the President has accountability for the accreditation of all programs and in alignment with any accredited specific programs such as Doctor of Medicine governed by the CACMS, CACME, RCPSC and CFPC standards of accreditation as well as the Institutional Quality Assurance Framework for the University under the Council of Ontario Universities (COU).
- Builds on NOSM University's compelling vision and mission to educate, train, recruit and retain physicians for the North and identify opportunities to advance and deliver on that vision, mandate, and direction and ensures programs continue to meet and exceed the standards of quality and continuous improvement which are foundational to NOSM University.
- Lead the setting of university goals and the determination of priorities and allocation of resources to meet those goals.

## Attachment A – President, Vice Chancellor Dean and CEO - Duties and Responsibilities

- Creates a sense of harmony and unity across the University community and its distributed 'campus', stretching across Northern Ontario.
- Leads efforts to strategically enhance the quality of NOSM University's undergraduate and graduate programs, ensuring they are accredited and of the highest standards.

### Financial Operations, Risk Assessment and Monitoring

- Ensures the integrity of the University's internal control and management systems.
- Provides sound administrative and financial stewardship and ensures that NOSM University's processes for operational and academic decision-making, budgeting, resource allocation, project planning, priority-setting, etc. are well-defined, well-understood, transparent, fair, and objective and supports the Board, ensuring that it has the information needed to execute its fiduciary obligations, and to ensure effective corporate governance and fiscal management of the University.
- Identifies and report to the Board principal risks of the University's business and ensures the implementation of systems to manage these risks.
- Champions the University's advancement initiatives and campaigns and develops diversified income streams to ensure the long-term financial viability of the University.

### University Policies

- Develop and implement operational policies to guide the University within the limits prescribed by the framework of the strategic directions adopted by the Board.
- Champions NOSM University's social accountability mandate and Equity, Diversity, and Inclusion statement that the University's learners, faculty, clinicians, Board, staff, and the communities it serves will continue to embrace.

### Ethics

- Ensure the University maintains a high level of ethical business conduct and operates within the limits of the law.
- Foster an environment of equity and transparency throughout the University community.

### Human Resources

- Provides guidance, mentorship, and support to NOSM University's academic and administrative leadership teams, ensuring that they have the tools, resources, infrastructure, and skills to deliver on their respective mandates.
- Approve the position descriptions for those to whom the President delegates their powers and duties, including the Vice-President, Provost, vice-deans, associate and assistant deans, division heads, senior administrative staff, faculty, and operational committees.<sup>1</sup> The Vice Dean

---

<sup>1</sup> Section 12.3 [NOSM University By-Law No 1](#)

## Attachment A – President, Vice Chancellor Dean and CEO - Duties and Responsibilities

Academic and/or Provost (if appointed), vice deans, vice presidents, university secretary, and several other staff members report to the President.

### Internal and External Communications

- Is active and visible across all NOSM University, fostering a collegial, supportive organizational and academic culture that values respect, transparency, diversity, and inclusion that attracts, retains, and ensures success of students, faculty, and employees.
- Negotiates new and renewed relationships with other Universities, colleges, hospitals and academic health science centers, community leads and organizations that partner with NOSM University.
- The President, as the University's key representative and advocate at local, provincial, national, and international levels:
  - Builds strong relationships with a range of important external stakeholders (i.e., academic, healthcare, research, community, Indigenous, Francophone, partners in care - primary, acute, long term, home care, etc.) in support of the University's social accountability mandate.
  - Partners with all levels of government to support ongoing investments in NOSM University and rural/remote/Francophone/Indigenous healthcare and community and socio-economic development.
  - Nurtures relationships and promotes a higher degree of integration, collaboration, and cross-pollination (i.e., advancement, research partnerships, co-branding, etc.), to leverage their strengths and reduce inefficiency.
  - Leads efforts to develop a strategy to diversify and generate new revenues beyond government funding.
  - Positions NOSM University, and Northern Ontario, as a hub of research excellence and an importer and exporter of evidence-informed knowledge of and for the North.
  - Represents NOSM University at key academic medicine and health policy tables and at all related University tables.
  - Partners with other medical or other Universities in Ontario to put forward a strong and shared voice for investments in medical education across the province. Also partners with Canadian Universities, Colleges, per- international institutions to build a world-class reputation for the University.

### Annual Personal Objectives

- Establish, in conjunction with the Board Chair, an annual list of personal performance objectives (within the context of the strategic plan) to be achieved in the forthcoming year.

### Governance

- Establish agendas in collaboration with the Board Chair that are aligned with the annual Board goals, work plan and current issues.

## **Attachment A – President, Vice Chancellor Dean and CEO - Duties and Responsibilities**

- Continue to advance the Board’s ongoing work on governance in order to ensure compliance with best practices.
- Serve as the Board’s central point of official communication with the Board, its committees, and the Senior Executive Leadership with respect to both Board policy direction and decisions and matters of interest/ concern to individual Directors.
- In collaboration with the Chair and Vice Chair of the Board develop the standards and format for reporting by Board committees and the Senior Executive Leadership which will ensure that the Board has appropriate information to make informed decisions.
- Execute documents requiring the President’s signature, unless as otherwise provided for.
- Exercises, under delegated authority from the Board, the authority to act in extraordinary and/or emergency circumstances.

### **Media and the General Public**

- Serve as the University’s official spokesperson, except for matters associated with the Board, for which in collaboration of the President, the Chair will serve as spokesperson, unless otherwise delegated.

### **Key Relationships**

- The President meets regularly and as required with the Board Chair to review important issues and to ensure the Board Chair is provided with relevant and timely information.
- Maintains a strong relationship with the Chancellor.
- The President develops and maintains effective relationships with the Senior Leadership, Faculty, and staff of the University.

In addition, the President shall perform other such functions as may be ancillary to the responsibilities described above and as may be delegated to the President by the Board of Governors from time to time.