

PURPOSE: TO DESCRIBE THE VARIOUS ROLES, FUNCTIONS, AND POLICIES THAT PERTAIN TO OR GOVERN THE OPERATION OF ACADEMIC DEPARTMENTS.

A. POSITION DESCRIPTION FOR DEAN OF THE COLLEGE

Responsibilities listed below include the leadership role of the Dean as well as management of administrative procedures and policies. It is important to emphasize that many of the Dean's duties are shared with or delegated to Department Chairs and area coordinators, and that the academic leaders of the University consult and collaborate regularly.

The Dean reports directly to the Provost & Vice President for Academic Affairs, and must hold an earned doctorate from a regionally accredited university. Committee responsibilities include the Academic Council and others as assigned by the Provost & Vice President for Academic Affairs or as requested by the dean. Teaching responsibilities include three classes per calendar year. Necessary skills and expected duties of a dean include leadership, advocacy, planning, assessment, personnel, budget management, outreach, time management, and communication.

Specific duties include:

Scholarship

1. Embrace and practice a broad definition of scholarship as described by Ernest Boyer in *Scholarship Revisited*, 1990.
2. Provide leadership in scholarship by example in one's own field and in one's teaching.
3. Foster faculty scholarly efforts.
4. Promote scholarship among students through various initiatives.

Dean's Responsibility to the Students

1. Provide advocacy and leadership across campus for students and their issues.
2. Address student problems and complaints in collaboration with department chairs.
3. Collaborate with the Vice President for Student Services to promote student success.

Student Recruitment

1. Assist marketing and public relations management in conjunction with the appropriate Vice President.
2. Take part in organizing and conducting on and off campus recruiting events.
3. Assist departments in their specific recruiting efforts.

Planning, Fund Development and Management

1. Collaborate with the Provost & Vice President for Academic Affairs and other deans to form a strong academic management team across the institution.
2. Demonstrate leadership and motivate others to achieve school and institutional goals.
3. Prepare and manage the college's strategic plan and budget according to institutional guidelines, with input from department chairs and faculty.
4. Develop and submit grant proposals in conjunction with department chairs and External Relations that address the institution and college strategic goals.
5. Adhere to institutional financial, operational, and personnel policies and guidelines.
6. Develop such data and reports as required to assist in the institutional effectiveness and management of the college.

Program/Degree Development and Support

1. Support appropriate enrollment growth in programs in collaboration with the appropriate Vice Presidents and department chairs.
2. Scheduling
 - a. In conjunction with the appropriate department chairs, prepare and update a 2-year class schedule for all platforms, including the Women's College, Undergraduate & Graduate Schools, and Online College.
 - b. Review and approve annual schedule development in conjunction with the Registrar's Office and post as appropriate.
3. Supervise program and curriculum development and improvement in consultation with department chairs and area coordinators.
 - a. Oversee and coordinate new course development.
 - b. Be responsible for marshalling new programs through appropriate academic and institutional approval.
4. Oversee computer equipment and instructional technology acquisition for college.
 - a. Have appropriate level of computer permissions on CampusWeb, Blackboard, and Host Access for faculty and course management.
 - b. Assume a leadership position in the utilization of appropriate instructional technology in the classroom.
5. Accreditation and Assessment
 - a. Seek appropriate accreditations for each department.
 - b. Maintain and review annually a comprehensive assessment plan covering all general education courses and majors in college; ensure use of results for program improvements.
 - c. In collaboration with department chairs, evaluate and assess programs, personnel and services to assure compliance with accreditation criteria.
 - d. Oversee departmental Program Review for each academic program according to the Program Review cycle.

Chair, Faculty, and Staff Development

1. Supervision of Faculty
 - a. Supervision of chairs as they manage their departments/programs.
 - b. Recommend new full-time, part-time, and adjunct faculty to the Provost & Vice President for Academic Affairs.
 - c. Coordinate faculty representation at advisement, registration, and recruiting events.
2. Annual Performance Evaluations
 - a. Monitor faculty classroom and advising performance via course and advising evaluations and the multiple sources of student feedback.
 - b. Conduct annual reviews of chairs and insure that evaluations are posted for each faculty member.
3. Staff Supervision and Hiring
 - a. Direct supervision and evaluation of office manager.
 - b. Plan for staff development.
 - c. Maintain contact and communication with all Brenau site coordinators.

Community Relations and Outreach

1. Representation and Communication
 - a. Represent the college accurately and responsibly within the Brenau community through committee service, attendance at University-sponsored events and timely written and oral communication.
 - b. Represent the University to the community in a professional and positive manner through volunteer service, participation in community events, affiliations and cooperative agreements.
 - c. Understand, practice, and articulate the role of the college within higher education, the business community and university communities.

B. ROLE OF THE DEPARTMENT CHAIR

A Department Chair reports directly to the Dean of the College in which the Department is located. The Chair must hold a terminal degree from a regionally accredited university with the preferred rank of associate professor or professor. The Chair is required to hold two committee assignments, one of which will be the Academic Council. Teaching responsibilities will include three classes per semester, fall and spring terms, or 18 credit hours total per academic year. Reduced teaching loads are by special arrangement with the Provost & Vice President for Academic Affairs.

Generally, the tasks of the Chair are focused on scholarship, leadership, management, faculty development, and community relations within and outside of Brenau University. Specific duties include:

Scholarship

1. Remain current within his or her academic discipline.
2. Lead by example with his or her performance in the areas of teaching and advising students, and in participation in professional academic venues.
3. Supervise the Department's instructional program, its relationship to the total University instructional program, and faculty development and research within the mission of the University.
4. Foster faculty scholarly efforts and actively promote scholarship among students.
5. Maintain or initiate programs for students and associated professionals that enable students to present in public forums.
6. When appropriate, select and supervise graduate students.

Leadership

1. Lead the departmental faculty in the production of a mission statement in keeping with those of the University and the College, and develop specific measurable and attainable goals each year within that mission.
2. Review and recommend departmental degree requirements when appropriate.
3. Plan, implement and evaluate curriculum development.
4. Develop and initiate long-range department goals (3-year plan).
5. Solicit ideas from its constituencies to improve the Department.
6. Represent the Department within the University and at professional meetings.
7. Inform the faculty of Department, College and University concerns and goals.
8. Coordinate Department activities with constituents, including the Board of Trustees, graduates, parents and community interests.
9. Develop and submit grant proposals for external funds in conjunction with Institutional Advancement and with the help and guidance of the Dean of the College.

Administrative duties

1. Oversee the development of annual program goals.
2. Schedule and conduct monthly Departmental meetings and maintain minutes of those meetings.
3. Prepare and propose an annual departmental budget for submission to the administration in accordance with the budget preparation schedule. Seek input from all members of the Department in preparing this budget.
4. Ensure the maintenance of accurate departmental records. Keep records of all full-time, part-time and adjunct faculty credentials and past teaching assignments at the University, students' class enrollments and majors' degree requirements progress.
5. Determine that the requirements for graduation are met by undergraduate majors, and that graduate students have met the requirements for graduate degrees.

6. Respond to (or assign for response) all departmental correspondence from both within the University and outside the University.
7. Ensure that the departmental Web site is current and accurate.
8. Receive textbook selections from the faculty and place orders.
9. Edit catalog material.
10. Manage departmental resources (facilities, equipment, etc.).
11. Oversee long-range planning. Prepare materials for periodic program reviews, accreditation reports, and other external reviews.
12. Develop recruitment tools with the Vice President for Enrollment Management and Marketing.
13. Participate in planned recruiting activities and student retention activities.

Personnel Management

1. Collect annual reports from every faculty member.
2. Conduct annual performance reviews with each faculty member in the department, to be completed according to the academic cycle.
3. Appoint all departmental assigned tasks in such a way as to have a fair distribution of the departmental workload.
4. Construct the teaching schedule for each semester and summer school while giving consideration to appropriate teaching loads. Plan the departmental classroom utilization with the other departments that use them.
5. Mentor and manage Lead Instructors.
6. Manage non-academic staff.

Reporting Requirements

1. Write and submit the Annual Report of departmental activities to the college dean for ultimate submission to the Provost & Vice President of Academic Affairs. Write and submit two semiannual reports of the Department's activities to the college dean for ultimate submission to the Board of Trustees.
2. Maintain current assessment plans and goals; manage implementation plans and consult with faculty to evaluate progress toward assessment goals. Utilize assessment data to support budget requests, refine the curriculum, improve teaching, and other changes identified through the assessment process. Submit appropriate assessment reports.

Faculty Development

1. Hire and oversee the departmental support staff.
2. Recruit, interview, select and recommend for hire new full-time, part-time, and adjunct faculty to the Dean of the College.
3. Ensure adequate departmental faculty representation at advisement, registration, and recruiting events.
4. Monitor faculty classroom and advising performance via course and advising evaluations and student feedback.
5. Provide informal faculty leadership encouraging professional development, faculty research, publication, creativity and presentations.
6. Maintain conducive work climate, including reducing conflicts.
7. Provide mentorship and opportunity for promotion to the departmental faculty.
8. Serve as a liaison between the department and the administration by being an advocate for a fair share of resources; support faculty efforts to obtain grants, research support, and leaves from the University; and nominate faculty members for awards when appropriate.

Community Relations Within and Outside of Brenau

1. Represent the department within the Brenau community through committee service, attendance at University-sponsored events, and the establishment of collegial relationships with other faculty and administrators.

2. Represent the University to the community in a professional and positive way through volunteer service, participation in community events, and professional affiliations.
3. Maintain a strong and visible presence in state, local, national and international professional activities.

C. ROLE OF LEAD INSTRUCTOR

All courses have a lead faculty assigned to them in order to support curriculum integrity and to mentor faculty members teaching in those courses. Assignments are made by the department chair and are reviewed annually in the fall. The purpose of the lead instructor role is to ensure courses are taught to the content and quality standards established by the academic department responsible for the course. To meet that goal, the main responsibilities include: faculty selection, course development and management, and course assessment.

Responsibilities:

- Mentor faculty (contract and adjunct) teaching the assigned course(s) by:
 - Providing guidance as needed.
 - Serving as a liaison between the adjunct faculty and the department for information about changes in policies.
- Create course content and Canvas site for online and/or on-ground classes, AGS or term courses.
- Develop course module for AGS courses or assign development to an appropriate adjunct; review draft prior to submission to IPD.
- Select textbook(s), chapter topics, assignments, projects, etc.
- Draft master syllabus.
- Review course syllabi from all faculty teaching the course each semester.
- Create and update program and course learning objectives.

D. OVERLOAD AND ADJUNCT STIPENDS AND WORKLOAD

1. Generally, faculty must hold a minimum of a master's degree and 18 graduate hours in the teaching field to qualify as an adjunct instructor. In some areas of applied instruction, the bachelor's degree and significant professional experience may qualify an individual to teach selected undergraduate courses. In these instances, appropriate documentation is required.
2. Full-time faculty may teach up to one overload course per semester. This limit includes regular classroom courses and supervision of student teaching. Faculty may supervise independent study and special studies courses above and beyond the normal overload. This policy applies to deans and department chairs.

Full-time faculty who have requested a reduction in their teaching load to conduct research or special projects may not teach an overload in the semester when release time is in effect.

3. Adjunct faculty should teach no more than 9 credit hours simultaneously to remain within the part-time employment category. Any exceptions must be approved by the Provost & Vice President for Academic Affairs, Senior VP for Administration/CFO, and the Director of Human Resources.
4. It will be the responsibility of the Deans and Department Chairs to cancel classes with low enrollments (< 8), or to assign an extra course or other responsibilities when

appropriate. If a required course with fewer than eight (8) students must be taught as a result of student need, a faculty member (full or part-time) will be compensated on a prorata basis. Requests for full pay will be considered on a case-by-case basis at the discretion of the Provost and VPAA, upon recommendation of the Chair and the College Dean.

5. Student Teacher Supervision: \$400 per student (subject to change)
6. Individual supervision of internships, independent study, thesis supervision, practica (excluding student teaching and individual music lessons):
 - \$100 per credit hour per student for an individual student
 - For more than one student, prorata compensation based on course stipends listed above, using faculty qualifications, number of credit hours, and number of students. This is the same formula used for regular courses with fewer than 8 students enrolled. *Example: Dr. B. Smart supervises 2-credit internship for 3 students \$2250 (doctoral degree) / 3 credit hours = \$750 per credit hour x 2 credits = \$1500 x 3/8 = \$563.*

E. ADMINISTRATIVE STAFF TEACHING AS ADJUNCT FACULTY:

1. Full time administrative staff members whose job descriptions do not include instructional duties may teach a maximum of 1 course per session as an adjunct instructor. Administrative staff must complete the "Request for Adjunct Teaching Approval" form (available on HR website) and secure supervisor approval prior to accepting teaching assignments.
2. Courses taught by staff must not interrupt normal university operations and delivery of services. If the approved course is taught at a time concurrent with normal employee work hours, the staff member must submit an amended work schedule demonstrating alternate hours that will be worked equal to the hours of the course. The suggested schedule is to be submitted to the supervisor and to the area VP for approval.

F. OFFICE SUPPLIES AND MATERIALS

All departmental office supplies and materials must be obtained through the departmental office. All purchases will be charged to the particular departmental account. The cost for other supplies will have to be borne at one's own expense.

G. DEPARTMENTAL INVENTORY

Each Dean and Department Chair is to keep an updated inventory list of equipment and non-consumable materials for her/his department.

H. OFFICES

The University will provide all faculty members with appropriate office space. The assignment of both classrooms and offices will be made by the Dean, Department Chair and Provost & Vice President for Academic Affairs. An attempt is made to assign colleagues to one particular geographic area in order that they may develop increased rapport. The University provides housekeeping service for both classrooms and offices and endeavors to maintain this space in good repair. However, faculty members must assume primary responsibility for the appropriate use and cleanliness of these facilities.