

Document XXXVI

UL LAFAYETTE GOALS, DUTIES, ROLES, AND RESPONSIBILITIES OF ACADEMIC DEPARTMENT HEADS/DIRECTORS

Academic departments at UL Lafayette occupy a central place in fulfilling the teaching, research, and service missions of a Carnegie Higher Research institution. Effective leadership of departments is therefore of critical importance. The academic department head/director is a model faculty member; teaching, conducting research, pursuing service, and administrative responsibilities. The department head leads and serves multiple constituencies, including students, faculty, deans, provost, president, and alumni and other groups external to the University. The head/director will be responsible for initiating strategic planning discussions within the department and, with the dean's concurrence, for implementation of unit plans in agreement with the University mission and strategic plan. Such plans should always support the accomplishment of university goals. Further, the department head/director will encourage the faculty to share responsibility for making departmental decisions and for implementing the results of those decisions.

The department head/director administrative appointment consists of a nine-month AY appointment and a three-month summer appointment. The academic year appointment is from August 1 to Spring Commencement; the summer appointment begins at the start of the summer semester the day after spring commencement continuing through to July 31. With approval from the Dean, department heads may delegate the summer assignment by the appointment of an interim summer department head.

The following description focuses predominantly on the department head's administrative function in the institution in which the implementation should include the appropriate faculty and student consultation, both as provided through formal university policies and departmental governance procedures and through informal discussions in departmental meetings or personal interaction. Six areas in which or through which leadership is necessary are: student success, qualified faculty and personnel, instructional programs; governance, unit organization, and communication. The relative importance of the components of the description varies depending on the mission of the department.

Academic Leadership

The ability to exhibit effective leadership is of fundamental importance to a successful head.

Student Success

1. Recruits excellent undergraduate and graduate students;
2. Manages student enrollment;
3. Guides student academic advising and career mentoring of students;
4. Oversees retention of both at the undergraduate and graduate levels;
5. Advances the academic quality and vitality of the unit's degree programs;
6. Directs the faculty in conducting assessment of students to improve student learning;
7. Addresses student requests, concerns, and grievances;
8. Communicates policies, procedures, requirements, and information to students;
9. Supervises student degree plans and monitors graduation rates;
10. Encourages inclusion of undergraduate and graduate students in research investigations that contribute to the discipline;
11. Utilizes data analytics as appropriate to the effectively guide efforts to support undergraduate and graduate students.

Qualified Faculty and Personnel

1. Maintains personal professional competence to set a model example for faculty in teaching, research, and service;
2. Works to recruit and retain a diverse faculty, student body and staff consonant with the department's mission and goals;
3. Actively mentor faculty in their respective teaching assignments, research, scholarship, or creative programs to guide faculty through tenure and promotion processes;
4. Promotes quality teaching and attentive and accurate advising by department faculty;
5. Supports and guides faculty in their ongoing efforts to effectively mentor students;
6. Conducts effective annual performance evaluations of faculty and personnel, beneficially communicates the results of those evaluations, ensures fairness of evaluation for merit raises and when appropriate makes recommendations for salary adjustments;
7. Supports high quality faculty research, scholarship, and/or creative interests to achieve external peer review and recognition of professional goals;
8. Encourages and facilitates professional development through activities such as suggesting funding sources, discussing research ideas, and urging attendance at professional meetings and workshops;
9. Encourages university and community service activities appropriate for faculty participation;
10. Promotes morale and departmental cohesiveness by, for example, promoting and recognizing achievements of members of the department;
11. Creates a forum through which faculty can express ideas freely, thus promoting productive discussions among the departmental faculty members.

Instructional Programs

1. Develops a vision and builds consensus support for the department's mission and future goals, consistent with the mission and goals of the College and University;
2. Provides leadership to faculty in developing methods to assess the department's success in fulfilling its mission and reaching its goals;
3. Advocates for program creation through internal and external procedures;
4. Directs faculty in curricular development;
5. Processes curriculum changes through catalog change processes;
6. Encourages cooperation with other departments, colleges, or institutions whenever this is appropriate;
7. Manages program course schedules;
8. Effectively manages faculty workload in a fair, flexible, and productive manner to efficiently meet program objectives, reviewing annually the projection of workload activities by faculty;
9. Directs programs through SACSCOC accreditation standards, appropriate program accreditations, and internal program review processes;
10. Ensures that graduate program aligns with the mission of the department;
11. Encourages interdisciplinary collaborations and scholarly activities to achieve program objectives.

Administrative Leadership

A successful head must be able to handle the administrative details which make the office function efficiently, professionally, and effectively.

Governance

1. Embodies the highest ethical standards in the role of academic leader;
2. Nurtures leadership in the department to enhance programs and goals;
3. Provides a communication link between and among the faculty and the other levels of administration;
4. Acts as an intermediary between faculty and administration;
5. Serves as the advocate for the faculty and the department;
6. Works with faculty and personnel to set goals to develop external funding objectives to support instruction, and research;
7. Involves faculty and other relevant constituents in broad decision making and planning through ongoing consultations;
8. Represents the department both within the university's administrative and governance structures and externally with professional and community groups;
9. Initiates operational policies within the department for discussion, approval, and implementation;
10. Enforces faculty responsibilities while at the same time protecting faculty rights and privileges including academic freedom and tenure;
11. Establishes effective working relationships with the non-academic portions of the university to facilitate departmental operations and to promote university-wide policies and practices within the department.

Unit Organization

1. Develops departmental strategic plan that advances instruction, improves the scholarly activities of the unit, and engages relevant communities;
2. Makes work and project assignments that enhance the strengths and minimize the weaknesses of all individuals in the department;
3. Coordinates the scheduling of departmental course offerings;
4. Manages the department budget efficiently;
5. Adheres to the budget management procedures established by the Business Office;
6. Allocates funds in a manner consistent with the goals of the department;
7. Implements University, College, and department policies;
8. Manages staff, departmental equipment and technology, and physical facilities to ensure smooth daily operation of the department;
9. Coordinates support staff activities to maintain an efficient system of records;
10. Arranges for and assigns departmental space, facilities, and equipment;
11. Prepares agenda for convening, and chairing departmental meetings.

Communication

1. Demonstrates empathy, concern, and ethical behavior in relations with students, faculty, staff, and administrators;
2. Serves as an advocate, both inside and outside the University, for the department's and faculty's perspective, concerns, and needs, including those of the students it serves;
3. Communicates accurately university and college policy and reasons for policy to the department faculty;
4. Communicates information regarding university, initiatives, procedures, decisions, and relevant activities and events to all departmental constituencies;
5. Coordinates the reports that go to other offices and service areas;
6. Responds tolerantly, patiently, and open-mindedly to faculty, staff, and students;

7. Works collegially with other department heads, the Dean of the College, and other campus personnel;
8. Collaborates with the faculty, the Dean, and other administrative and external agencies in matters related to innovative resource generation and economic, cultural, and educational development initiatives;
9. Leads departmental fundraising as appropriate;
10. Leads community alumni relations and community outreach;
11. Oversees the development, design, and maintenance of the departmental website as a marketing and recruitment tool for the programs housed within the unit.