

Academic Affairs Manual

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Subject: Department/Division Chair and
School Director Duties

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Terms and Conditions of Appointment - Department/Division Chair and School Director

The department chair, division head or school director (hereinafter called “chair”), whether appointed on an academic-year or 12-month basis, traditionally provides leadership in all aspects of the operation of the academic unit. Assignments include responsibility for such activities as budget development and administration, various administrative support functions within the unit, recruitment, evaluation and supervision of faculty and support staff, faculty and staff orientation, program planning, curriculum development and implementation, and student advising. Traditionally, the chair also serves as the spokesperson on behalf of faculty to other departments and units as well as to higher levels of the administration within the University. Within the academic unit, the chair is also the individual who is responsible primarily for the implementation and administration of policies and procedures developed within the unit and at higher levels within the College and the University.

The duties and responsibilities of a chair include, but are not limited to:

1. BUDGET DEVELOPMENT AND ADMINISTRATION

- In consultation with the Dean, develop department/division/school operating budget. Recommend expenditures, including travel and equipment.
- In consultation with the Dean, determine unit’s enrollment target and schedule classes to meet that target within budgeted resources.
- Manage unit’s fiscal resources and the allocation of those resources.
- Oversee the maintenance and computation of revenue and expenses, including purchasing.
- Oversee department/division/school property and equipment, and maintain property inventory within the unit.
- Oversee the administration of grants within the department/division/school and coordinate with such offices as Research and Funded Projects and the CSUDH Foundation.

2. ADMINISTRATIVE SUPPORT FUNCTIONS

- Facilitate the administrative support operations of the department/division/school to ensure effective use of clerical and technical staff services, proper space allocation and adequate supplies.
- Be available throughout the workweek, i.e., normally Monday through Friday inclusive, to attend to department/division/school business and to meet student needs.
- Coordinate the scheduling of summer course offerings.
- Oversee the maintenance and coordination of administrative procedures within the department/division/school.

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- Be familiar with all relevant CSU, University and College policies, procedures and rules.
- Prepare department/division/school correspondence as necessary. Provide reports at request of College or University administrators on such matters as faculty workload, release time, assigned time, changes in employment status of department/division/school personnel.
- Ensure the proper and orderly maintenance of all department/division/school records.
- Facilitate health and safety monitoring in cooperation and coordination with the Office of Environmental Health and Occupational Safety (EHOS).

3. RECRUITMENT

- Coordinate recruitment of faculty in accordance with applicable University policies and procedures.
- Assess potential faculty through recommendations, personal interviews, reference checks and/or examination of a candidate's credentials and academic preparation in the areas of teaching, scholarship and creative activities, and service. For full-time faculty positions, whether on a tenure-track or lecturer basis, such assessments shall be provided to a search committee as noted below.
- Recommend appointment of full-time faculty, whether on a tenure-track or lecturer basis, to an appropriately constituted search committee that may include the department chair, division head or school director.
- Consistent with established policies and procedures, appoint candidates to part-time temporary lecturer positions in coordination with a department/division/school personnel committee if any.
- Recruit and select clerical and technical staff to support the unit's instructional programs and needs.

4. EVALUATION AND SUPERVISION

- Participate in the evaluation of the performance of faculty in accordance with applicable provisions of the Unit 3 (Faculty) contract, as well as College and University policies and procedures, to aid in their professional growth and development. Provide recommendations and data as appropriate to faculty committees and administrators in making decisions in such processes as reappointment, tenure and promotion (RTP), evaluation of tenured faculty (post-tenure review).
- Supervise the work of clerical and technical support staff within the department/division/school.
- Consult with the Dean, as may be necessary, concerning the performance of staff personnel.

5. ORIENTATION

- Ensure that new faculty are oriented to the goals and direction of the basic instructional mission of the University.
- Orient part-time faculty to assure they complement the role of full-time faculty in the unit.
- Encourage faculty to expand their professional development relative to their disciplines, as well as interpersonal relations with students and colleagues and interactions with faculty and staff within the department/division/school and University.
- Discuss with faculty the degree to which their work meets the unit's instructional programs and needs.
- Counsel faculty regarding the criteria upon which their performance will be judged for RTP and other evaluation purposes.
- Ensure all department/division/school personnel are aware of relevant CSU, University and College policies and procedures.

6. LEADERSHIP AND ADVOCACY

- Encourage faculty to pursue excellence in teaching and to engage actively in scholarly and creative activities.
- Encourage faculty to undertake ongoing programs to update their instructional and professional activities and to participate in professional organizations at the local, state and national levels.
- Promote faculty involvement in department/division/school, College, University and community activities, particularly through service on faculty committees.
- Act as department/division/school contact for civic and professional organizations and when hosting on- and off-campus community-related functions.
- Articulate the needs, problems and views of the department/division/school faculty to College and University administrative levels when appropriate.
- Represent the department/division/school within the College and University, and coordinate department/division/school affairs with the College and University administration.
- Assist in the implementation and administration of University and College policies and procedures within the department/division/school.
- Justify department/division/school needs and advocate for appropriate support to assure continuation and development of instructional programs.
- Conduct and lead regular department/division/school meetings. Disseminate information to faculty and support staff.
- Maintain open communications among faculty, staff and students.
- Promote a harmonious, collegial and collaborative environment within the department/division/ school, and use data-driven decision-making as appropriate.

7. CURRICULUM AND PROGRAM PLANNING

- Develop and evaluate curricular programs and plans, and implement the unit's undergraduate, post-baccalaureate and graduate programs.
- Publicize and promote new courses, existing undergraduate, post-baccalaureate and graduate programs and specialized programs within the University and the community, particularly among prospective students.
- Coordinate certification/articulation of courses between the department/division/school and University articulation officers.
- Oversee the maintenance of advising and curriculum materials in the department/division/school.
- Articulate student requests and recommendations on curricular matters to the faculty to ensure the unit's curriculum is responsive to student needs, seeking input where appropriate.
- Manage the formulation of department/division/school self-studies and coordinate program reviews.
- Provide reports upon request of College or University administrators on matters such as program review, student learning outcome, program effectiveness.
- Act as the department/division/school coordinator for all applicable accreditation activities.
- Oversee the formulation of class schedules and University Catalog copy.
- Propose and be responsive to new ideas, innovative courses and alternatives to existing programs.

8. STUDENT ADVISEMENT

- Advise students at the undergraduate, post-baccalaureate and graduate levels concerning degree, credential, and career objectives.
- Coordinate active involvement of department/division/school faculty in regular advisement responsibilities and ensure an effective and ongoing student advisement program in the department/division/school. Ensure the maintenance of student advisement records.
- Recommend action on student petitions, such as waiver of College or unit regulations.
- Promote outreach and retention activities and student services for the department/division/school.
- Oversee admission and evaluation of students as appropriate to ensure effective enrollment management.

Note: The foregoing are examples of duties and responsibilities normally performed by a faculty member in the role of a department chair, division head or school director; however, not all of these duties and responsibilities will necessarily be performed by every chair in every unit. Whenever possible, a chair should assign appropriate tasks to faculty in the department/division/ school that the chair can then oversee.