

## DUTIES AND AUTHORITY OF THE UNIT HEAD

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The dean of the college/university libraries has the administrative authority and responsibility for all academic aspects of the college. For purposes of this document any reference to a college shall include the university libraries. He or she obtains this authority from the provost, president and the Board of Trustees. It must be exercised in a way that is consonant with the professional responsibility and authority of the faculty.

The dean can and usually does delegate some responsibility and authority to associate/assistant deans, unit heads or coordinators. The unit head or coordinator may in turn delegate further. While the following list of unit heads' responsibilities may be taken as implying their authority in a general way, the actual definition of their authority is a matter of the policies contained in the Administrative Manual and Faculty Handbook, traditional practices and continuing discussion between the dean and the unit heads, on the one hand, and between the unit heads and the members of their units, on the other. In order to implement the role of unit head in his/her college, the dean should take the following steps:

1. Review the unit heads' responsibilities and authority with the incumbent unit heads annually assembled for this purpose. The dean should periodically communicate his/her understanding of the basis of the unit heads' authority, and encourage airing of problems that arise in specifying and implementing their responsibilities.
2. Solicit the unit heads' advice regarding the allocation of college funds, and share with them information regarding budget priorities and policies, both within their college and in the other colleges, so that the unit heads may make informed and equitable decisions about such things as instructional support, professional travel and activities, and equipment purchases.
3. Support the actions and decisions of the unit heads in carrying out their delegated responsibilities except (1) when there is disagreement between the unit head and the unit faculty in which case the dean is to adjudicate these differences, and (2) when there are differences between the unit head (acting in consonance with the unit faculty) and the dean in which case such disagreements should be indicated directly to the unit and opportunity given for unit response prior to any decision or action by the dean, associate or assistant dean.

Dean

Unit Head

1. Fiscal:  
Budget

The dean is responsible for the establishment of the college's fiscal requirements and the subsequent allocation to each unit or program. He or she decides how to allocate increases or decreases in funding, and may, as circumstances arise, require his or her co-signature on requisitions.

The unit head should cooperate with the dean in drawing up the unit's budget. Once the dean has allocated funds, the unit head is responsible for budgeting the unit resources over the prescribed budget period.

Special Project Proposals

The dean shall approve all grant proposals before submission to ensure the integrity of the college's goals and fiscal requirements.

The unit head should work and consult with the faculty Research and Development Center (R&D), the Center for Scholarly and Creative Excellence (CSCE), the Faculty Teaching and Learning Center (FTLC), and the Grants Development and Administration Office (GDA) to encourage proposals for grants, institutes, etc. which will benefit the unit and the college. The first three offices each provide internal resources to accomplish unit goals, while the GDA primarily focuses on, and supports, efforts to gain external sponsorship for unit and institute projects and related activities.

2. Personnel:  
Tenure, Reappointments, Promotion, Salary Increments, and Leaves

The dean initiates the processes of review for tenure, reappointments, promotion, sabbaticals, and salary increments in keeping with the university guidelines; and is responsible for authorizing all leaves for professional or personal reasons.

The unit head is responsible for implementing the guidelines for matters of tenure, reappointments, promotion, sabbatical, and salary increments. He or she is also responsible for knowledge and coordination of absences by the unit's faculty for professional, personal or health reasons, and must notify the dean's office of such absences.

## Dean

### Teaching, Scholarly, and Research Activities

The dean has the responsibility to promote and encourage faculty development, scholarly activity, and research within the resources allocated to the college.

### Requests for New Positions

The dean is responsible for making recommendations to the provost for the allocation or reallocation of positions in the college. Appointments are made by the dean after approval of the provost. The dean should consult the respective unit head and, if necessary, other involved individuals.

### Professional Conduct

The dean is administratively responsible for the professional conduct of the college's faculty.

### Faculty Absences

The dean is responsible for authorizing all leaves for professional or personal reasons.

### Office Assignments

The dean is responsible for assigning all space and facilities in the college.

### Meetings and Communications

The dean will hold regularly scheduled meetings of the unit heads and other appropriate groups to aid in the inter-unit cooperation outlined in the responsibilities of the dean, and to discuss current or potential problems associated with the administration of the college.

## Unit Head

The unit head has the responsibility to encourage the unit faculty to develop their teaching and to carry on scholarly work and research activities.

After consultation with the unit, the unit head is responsible for requesting new or replacement positions for the unit. Following approval of such requests by the dean and provost, the unit head has primary responsibility for the recruitment of qualified individuals available and for arranging and scheduling a candidate's visit to campus. The unit head should transmit his or her own and the unit's recommendations to the dean.

The unit head should foster a high level of professional conduct on the part of members of the unit.

The unit head is responsible for forwarding unit faculty recommendations from the unit regarding leaves of absence and sabbaticals for faculty members in the unit.

The unit head, after consultation with each faculty member, is responsible for cooperating with the dean in arranging office assignments for the faculty in the unit.

The unit head is responsible for convening and chairing unit meetings and apprising faculty members of announcements from the dean's office and the university administration.

## Dean

### Secretarial and Technical Services

The dean has the responsibility to ensure the full and efficient utilization of the secretarial and technical personnel in the college. Working with the Human Resource Office and within personnel guidelines, he or she may reassign these staff personnel to meet the overall needs of the college. All leaves and vacation periods must be authorized by the dean within the personnel guidelines.

### Faculty Assignments

The dean has the responsibility to ensure the full and efficient utilization of all faculty members in the college. In the case of those faculty members who have the expertise to teach in another unit, the dean, with consultation with the faculty and unit heads involved, and with the approval of the other unit, may assign faculty in one unit to teach in another unit and enter into joint appointment agreements.

Any assigned time from normal teaching loads shall be authorized by the dean.

### Part-time Faculty

The dean allocates funds for part-time or overload positions and coordinates their use in the college.

## Unit Head

The unit head is responsible for working with the unit faculty, the dean, and the Human resource Office in arranging secretarial and technical services. The dean's office must be informed of all extended absences. It is understood that unit heads will have the necessary secretarial and/or technical assistance to carry out their responsibilities.

The unit head is responsible for making sure the unit offers the appropriate courses and for the staffing of these courses. The importance of the teaching responsibility should be emphasized. Teaching assignments should be made on the basis of an individual's competencies and experience.

The unit head should establish equitable teaching loads under the faculty workload policies among the unit's teaching staff so that all full-time faculty meet the criteria specified in the university's and college's definition of full-time load

The unit head is responsible for recruiting qualified part-time teachers within established guidelines of the college. When necessary, the unit head should assist part-time faculty in the completion of proper employment forms and in preparing syllabi and examinations, ordering textbooks, and turning in final grades.

### 3. Curriculum and Program:

#### Curriculum

The dean is responsible for assuring the general coherence, quality, necessary modification, and implementation of the curriculum for the entire college and coordinating it with the curriculum of the other colleges.

He or she is also responsible for the review of equivalencies related to the transfer of programs in the college and to ensure timely action for revision and submission of catalog copy.

The unit head is responsible for overseeing the general coherence, quality, necessary modifications and implementation of the unit's degree and cognate programs. In carrying out this responsibility, consideration will typically include:

- a) staffing and scheduling as noted above;
- b) cooperation with other unit heads to ensure that the unit's courses are appropriate as cognates and other units' courses may be appropriate for his or her unit's degree programs;
- c) describing the work and programs of the unit so that it can be understood by faculty in other units, by the dean, by the provost and president, by academicians at other colleges, and by the non-academic community including the legislature; and
- d) arranging for accreditation for degree programs when the unit's faculty and the dean have recommended that accreditation be sought and when the provost has approved, and arranging for continuing accreditation under the same circumstances.

The unit head is responsible for approving all waivers in the requirements for the major or minor, notification of which must be sent to the dean. The general guidelines applied in granting such waivers should be established by the unit faculty.

He or she is responsible for evaluating transfer equivalencies for his or her unit's courses, evaluating course prerequisites and making sure that students meet course prerequisites. The unit head is also responsible for initiating or revising appropriate curriculum degree changes, and catalog copy revision. These actions shall be carried out within the college and university guidelines.

## Dean

## Unit Head

### 3. Curriculum and Program, Libraries Resources

The dean has the responsibility to ensure the efficient use of available resources within the College and in cooperation with the other deans to meet the overall university goals.

#### Course Scheduling

The dean is responsible for the most effective use of available resources to meet the needs of the college's overall goals, faculty time, room and facility use, and ensuring overall student/faculty ratios appropriate to the college.

The unit head is responsible for cooperation with the librarians for improving the libraries' holdings in the unit's discipline and for coordinating the unit's requests for new books, journals and other library resources.

The unit head is responsible for determining and preparing the schedules of courses to be offered by the unit. These schedules shall be consistent with the following considerations:

- a) fit the overall guidelines and needs of the college and university;
- b) available faculty (full-time, part-time and adjunct);
- c) proper sequential and efficient offering of courses for the approved programs within the unit;
- d) effective cooperative scheduling with other units to ensure that students who must normally take courses during the same semester in various units are able to do so;
- e) use of all approved time slots during the day and week (including evenings where appropriate) to ensure the best possible use of classroom, laboratory and studio facilities and the widest possible flexibility for student enrollment; and
- f) student needs and demands not already addressed above.

### 4. Student Relations: Student Relations and Advising:

It is the dean's particular responsibility to ensure that students in the college receive instruction, evaluation, and advising of high quality.

The unit head is responsible for fostering positive student/faculty relations in that unit. Further, the unit head is to deal with student concerns and take appropriate action. The unit head is also responsible for coordinating the unit's participation in new student recruitment, student orientation, and general advising.

## Dean

### Student Help

The dean has the responsibility to ensure that student workers are performing appropriate duties. It is the dean's responsibility to ensure there are student workers as needed and as resources are available.

### 5. Records, Equipment and Facilities:

#### Records

The dean shall ensure that appropriate records for the college are kept.

#### Equipment and Facilities

The dean is responsible for the efficient use of the college's equipment and facilities. To ensure the overall goals of the college are met, he or she has the responsibility to allocate or reallocate equipment and/or facilities in the college, and to cooperate with the deans of other colleges to ensure efficient use of all facilities.

## Unit Head

Where appropriate, the unit head is responsible for recruiting and supervising student help for the unit.

The unit head is responsible for maintaining up-to-date records on such matters as budget, facilities, equipment, majors, graduates, and personnel matters. He or she is also responsible for overseeing the timely and efficient completion of necessary forms and audit materials.

The unit head oversees the maintenance and use of all equipment and/or facilities assigned to the unit.