

The Responsibilities of Deans of Colleges with Faculty at Towson University

A. Preamble

Each dean is the chief administrative officer of his or her college. The dean is hired by the Provost and Vice President for Academic Affairs and is accountable to the provost and, through the provost, to the president.

The dean represents the faculty of the college as well as departments, interdisciplinary program committees, centers/institutes, and other units to the central administration, and in turn, the dean represents the central administration to the departments and other units and to the faculty. In fulfilling his/her responsibilities, the dean is expected to exercise appropriate control of the operations of the college and its components.

The dean has a wide range of duties, the relative importance of which varies depending upon the needs of the college, its departments, and the University at a given time. Thus, there is flexibility in the dean's focus in carrying out the duties described in this document.

B. Leadership

The dean is responsible for providing leadership that supports faculty, departments, and programs in achieving their established educational objectives while promoting the common interests of the college and the University. The dean is advised by department chairs and program directors, by staff, and by committees within the college. However, the dean has the ultimate responsibility for recommendations to the University's administration and for interpreting and representing the work of the college to constituencies outside the college and outside the University.

The dean promotes and maintains high academic standards within the college, including promoting high quality teaching. The dean also encourages high standards in the production and evaluation of scholarship and in the development of program and college activities. The dean welcomes new ideas and fosters and maintains an intellectual and creative climate within his/her college. The dean provides guidance in overall planning and coordination of academic programs and facilitates communication within the college and between the college and external units. The dean provides leadership in the recruitment and retention of students in the college's programs. The dean takes primary academic responsibility for graduate programs within the college and consults with the Dean of Graduate Studies on graduate program administration.

The dean, in consultation with faculty, exercises leadership in the selection, retention, promotion, and development of faculty and staff. The dean recommends to the provost candidates for chairpersons, the director of

interdisciplinary programs, directors of centers and institutes, and leaders of other units within the college. The dean orients, supervises, and evaluates chairpersons, directors, and other unit leaders. Depending on the needs of the college, its departments, and the University at any given time, the dean is active in state, regional, and national professional organizations, as administrator, as a scholar and teacher, or as a representative of the University.

C. Administration

The dean's administrative duties include responsibility for the management of resources and facilities assigned to the college and its units, oversight of routine and non-routine activities required of the college and its units, and interaction with other administrative units of Towson University and of the University System of Maryland. The dean has responsibility for hiring administrative and clerical staff to help carry out the administrative functions of the office.

The dean reviews all advertisements for faculty positions, interviews all finalists for faculty positions, and after consultation with the department/program faculty, advises the provost on the appointment of new faculty. The dean appoints search committees for chairperson searches in the college. The dean also advises the provost regarding proposed promotions, tenure recommendations, salaries, merit, comprehensive reviews, leaves, dismissals, and resignations of the college's faculty, administrative, and clerical staff.

In complaints and appeals by either students or faculty members, the dean or his/her designee normally serves as the third step in an appeal after the faculty member or supervisor [first step] and the department chairperson [second step]. The specific process will follow the steps outlined in University policies and guidelines, which may provide for circumstances that vary.

Having considered the budget requests of the departments within the college, the dean prepares a budget request for the college and presents it to the provost. When an operating budget is granted to the college, the dean allocates funds among the departments. The dean oversees space within the academic buildings assigned to him/her and serves as liaison with architects in the design of new facilities or major renovations. The dean works with chairpersons and program directors to develop appropriate course scheduling and approves all course schedules in the college.

The dean is an ex officio, non-voting member of the college council and its committees. In addition, the dean may establish committees or task forces to address particular issues or accomplish specific tasks.

D. Evaluation

Each dean serves at the pleasure of the president. A dean may also have tenure as a faculty member, but there is no tenure as a dean.

Each dean is evaluated annually by the provost based upon the dean's annual goals and objectives. Each year in consultation with the provost, these objectives are set to reflect the annual goals of the university and the college as well as the dean's own objectives. This performance evaluation also provides the basis for the provost's determination of the dean's annual salary increases.

In accordance with the *Guidelines for the Evaluation of Academic Deans*, the Office of the Provost will also conduct an evaluation of each dean every 3 to 5 years from the last evaluation. This evaluation involves the faculty and staff of the college and is intended to assist in overall assessment of the dean's performance.

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