

Scope of Leadership and Authority for Academic Directors at WSU Vancouver

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Overview

Academic Directors in Vancouver function at a campus level analogous to Deans at the University level. Directors typically are responsible for leading multiple programs that are represented under a college umbrella. They represent the interests of their college as they execute the campus mission to advance research productivity, foster academic excellence, and engage community and organizational entities to create strategic partnerships.

Academic Directors' administrative responsibilities encompass resource allocation and management, including fiscal/budgetary issues, space and facilities, and personnel; delivery of instructional programs; support of scholarly and creative activity and faculty development; advancement, outreach, and fundraising; and communication with campus leadership and college leadership in Pullman/Spokane.

Academic Directors play especially important roles with respect to three critical campus constituencies: students, faculty, and the community. In their roles as academic leaders, the Directors help foster the conditions that insure student success. WSU Vancouver faculty members fulfill their teaching, research, and many of their service responsibilities on the campus. Their career success depends on having campus academic leadership that can nurture the climate for research and graduate education, build research capacity, provide mentorship, and advance faculty needs and interests on a face-to-face, day-to-day basis. WSU Vancouver is deeply enmeshed in the local community and Academic Directors serve as visible leaders of the campus and its academic mission. Academic Directors are critical to the campus, as briefly outlined in the list of their specific responsibilities below.

Advancing the Mission: Research, Instruction, and Outreach

Research and Creative Activity

- Enhance research infrastructure for the unit
- Strategically manage F&A funds to support research and creative activity
- Promote initiatives to strengthen faculty research capacity and productivity
- Develop funding strategies to support faculty research and creative activity
- Develop and implement research plans for the unit
- Advocate for research at the campus level

Graduate Education

- Lead academic planning to expand graduate education
- Build a supportive climate for graduate education
- Promote initiatives to strengthen system-wide doctoral programs
- Develop funding strategies to support TAs and RAs
- Oversee all graduate appointments

Curriculum and Instruction

- Lead curricular capacity planning to insure student demand and course offerings are synchronized
- Lead academic planning to anticipate and prepare for future academic demand
- Promote and administer all majors, minors, and certificates in unit programs
- Coordinate course scheduling and teaching assignments
- Strategically manage academic year and summer enrollments
- Initiate and implement new programs and program modifications
- Manage program reviews (including accreditation reviews)
- Provide campus leadership on assessment of student outcomes
- Create a culture of student success through outreach, recruitment, retention, and engagement of students
- Lead academic advising for the college

Outreach and Engagement

- Build community support for programs and campus
- Regularly attend community events to increase visibility for campus and units
- Contribute to campus fundraising goals by coordinating with development to cultivate donors.
- Develop employer connections to create scholarship, fellowship, and internship opportunities for students.
- Host community organizations on campus that align with unit/campus goals to advance regional cooperation and partnerships.

Administrative Operations

Governance and Planning

Campus:

- Member of Academic Leadership Council (ALC). Led by the VCAA, the Academic Leadership Council is comprised of all Academic Directors and the two Assistant Vice-Chancellors for Academic Affairs. ALC is the campus-wide academic leadership group, meeting weekly to set and advance the academic priorities of the campus.
- Member of Campus Council. Led by the Chancellor, Campus Council is comprised of all Academic Directors, the Vice-Chancellors (i.e., Academic Affairs, Student Affairs, Finance and Operations), the Directors of Human Resources, Marketing, and Campus Advancement, the Assistant Vice-Chancellors for Academic Affairs, the Chair of the Faculty Organization Executive Committee, and the President and Vice-President of ASWSUV. Campus Council is a deliberative body and forum for substantive discussion of important policy issues that affect the campus and University.
- Participate in the campus budget request prioritization process
- Participate in major campus events (e.g., Convocation, Commencement)
- Develop and oversee implementation of the unit's strategic plan
- Communicate college priorities and initiatives to campus leadership
- Lead and implement organizational and administrative planning for the unit and its various programs.

College:

- Participate on Leadership Team
- Communicate campus priorities and initiatives to college leadership
- Serve as liaison between campus academic programs and college and departments/schools in Pullman/Spokane

Budget

- Exercise administrative oversight over all unit budgets
- Deploy budgetary authority to advance campus and college priorities
- Build financial capacity through allocation and management of unit resources
- Generate resources through fundraising/development activities
- Participate in the campus budget request prioritization process
- Develop and oversee one-time budget requests and PBL budget requests
- Oversee F & A allocations and expenditures

Personnel

Hiring:

- Develop hiring plans and budget requests for hiring of faculty: permanent faculty (tenure-track, clinical, and instructors); temporary faculty; and permanent and temporary staff
- Appoint search committee chairs; approve search committee membership; approve search documents prior to sending to Vice Chancellor for Academic Affairs (VCAA); approve finalist list prior to sending to VCAA; approve hiring recommendation prior to sending to VCAA; negotiate job offers and make salary recommendations (subject to approval by VCAA)
- Build a diverse faculty, staff, and student body
- Oversee hiring of all permanent and temporary staff
- Make internal administrative appointments (i.e., Associate Directors and Program Leaders), as needed and assign faculty service.

Performance Review:

- Conduct performance evaluations for all staff and AP personnel
- Provide input to reviews for all tenure-line, clinical, and instructional faculty (including annual review, progress-toward-tenure, third year review, and tenure and promotion)
- Make recommendations for merit raises

Retention and Professional Development:

- Evaluate and prioritize requests for professional leave
- Promote training, professional development, and mentoring for faculty and staff
- Nominate faculty and staff, when appropriate, for leadership development

Space and Facilities

- Assign offices and research space in a manner that makes optimal use of the space and is consistent with campus space guidelines
- Engage in space planning and prepare space requests

- Oversee teaching and research laboratories and laboratory staff
- Manage equipment for all programs
- Oversee equipment inventories
- Maintain communications with campus safety officer