

Responsibilities of CAHNRS Department Chairs and School Directors

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Section I.A.3.a of the Faculty Manual describes the following duties of a department chair at Washington State University:

- *Subject to the approval of the Dean of the college, a department chair or school director is responsible for organizing and supervising the courses of instruction offered by the department, distributing the teaching and research load, caring for the equipment and facilities assigned to or in the custody of the department, allocating and supervising department funds.*
- *When a department or school has teaching and/or research programs at sites remote from the location of the headquarters of the department or school, some of the responsibilities rest with or are shared with the Campus Dean or Director of the remote station. Such shared responsibilities include care for equipment and facilities, supervision of funds, and day-to-day supervision of teaching and research activities.*
- *The department Chair makes recommendations to the Dean for appointments, promotions, and salaries of members of the department, and transacts official department business with Deans, other administrators, and students. In the case of faculty at remote units, the department Chair shares information and coordinates recommendations with the Campus Dean or Director.*
- *A department Chair is expected to provide leadership in the formation of departmental policies and to hold meetings with all available members of the faculty on matters of policy. Except as limited by applicable general regulations and policies or as otherwise directed by the Dean or by the Provost and Academic Vice President, it is the department Chair's responsibility to execute the policies determined by this procedure. When this is not done, he or she should notify the administrative superior and the members of the faculty of the action being taken and the reasons therefore. However, department Chairs must have sufficient latitude to permit the making and the execution of day-to-day operating decisions and the exercise of leadership responsibilities.*

While useful in providing general guidance of the duties of department chairs (henceforth meant to be inclusive of directors of schools as well) at WSU, these statements provide little explicit detail regarding the authority and the myriad of roles and expectations of department chairs responsible for administering complex academic units within the College of Agricultural, Human, and Natural Resource Sciences (CAHNRS). Below is an enumeration of the authority and responsibilities of chairs within CAHNRS. Of course, responsibilities differ across chairs depending upon the programs, facilities, and personnel located in the academic unit.

Academic Programs

- Assure the highest quality educational experience for departmental majors, minors, and students enrolled in departmental courses by coordinating annual curriculum mapping and curriculum assessment activities, assuring student evaluations of teaching are conducted for every instructor in the unit, and implementing peer evaluations of teaching at the chair's discretion.
- Assign teaching and advising loads across departmental faculty and staff based on the guidelines provided in the "CAHNRS Course Delivery Expectations" document and the chair's perception of the most productive assignment of duties for each faculty member.

- Foster the delivery of high-quality graduate and undergraduate programs that exhibit consistent and sustainable levels of enrollment and a high percentage of quality job placements.
- Encourage and acknowledge faculty in creating experiential learning opportunities in their classrooms and research programs.
- Encourage and acknowledge faculty contributions to the scholarship of teaching.

Research

- Promote and establish a culture of research excellence among the departmental faculty and staff that emphasizes extramural funding, graduate student training, and peer-reviewed scholarship.
- Facilitate the development of integrated program planning that leads to strong competitiveness for local, regional, and national extramural funding.
- Foster excellence and ensure faculty accountability in mission-related programs funded by the ARC (if applicable).

Extension and Engagement

- Promote and ensure department faculty deliver high quality extension programs, where applicable, as well as engage in other engagement efforts that focus on measurable positive societal outcomes including improvement in economic condition, environmental quality and/or quality of life.
- Encourage and ensure integration of departmental research and extension functions with appropriate county-based extension programming.
- Foster content development and knowledge delivery through production of extension publications, online courses, and other web resources.
- Foster collaborative, interdisciplinary research and education programs on high priority issues.

Faculty/Staff Development

- Provide effective leadership and management of departmental personnel, including faculty, administrative/professional staff, and classified employees.
- Encourage and support professional development of faculty and staff.
- Make recommendations to the dean for appointments, promotions, and salaries of members of the department.
- Develop faculty and staff hiring plans that advance the strategic priorities of the department, college, and WSU.
- Conduct and be the ultimate authority responsible for annual reviews of departmental faculty and staff who directly report to the chair, and ensure that all remaining faculty and staff receive appropriate annual evaluations, irrespective of the reporting supervisor.
- Ensure that faculty performance standards are applied appropriately and fully in annual reviews, and in ways that provide clear recognition and rewards for performance

excellence, and that provide clearly distinguishable rating differences among varying degrees of faculty performance.

- Seek input from extension program directors, research and extension center directors, and regional campus academic administrators (where appropriate) when conducting annual reviews of faculty and staff.

Administration

- Provide long-term strategic leadership to the department, including the development and implementation of its strategic plan.
- Provide leadership in the formation of departmental policies and hold meetings with all available members of the faculty to solicit advice on matters of policy.
- Transact official department business with deans, administrators, students, and other members of the university community.
- Work cooperatively with the Administration to ensure the department contributes demonstrably to the advancement of the strategic priorities and initiatives of CAHNRS, WSU Extension, and the ARC.
- Enhance and improve the department's infrastructure and program support using a portfolio of internal and external funding sources.
- Establish departmental committees, and appoint faculty members to those committees, for the purpose of advancing the operation and strategic objectives of the unit.
- Allocate operating funds and technical support across faculty members and programs in ways that assures, from the chair's perspective, maximum impact of teaching, research, and extension activities.
- Exercise overall fiscal authority for financial management and budgeting within the department.
- Ensure that all departmental processes (personnel, program delivery, publications and media) are conducted in adherence with state and federal rules governing civil rights, affirmative action and equal employment opportunities.

Facilities and Operations

- Work in conjunction with the CAHNRS Administration and the WSU Capital Planning and Facility Operations offices to improve departmental facilities and equipment through maintenance and replacement.
- Allocate space assigned to the department across faculty and departmental programs in a manner which supports excellence and productivity.

Public Relations and Stakeholder Engagement

- Work with the Marketing & News and Alumni and Friends Offices to proactively showcase the department's activities and contributions to students, stakeholders, and the community.
- Engage key departmental stakeholders to assure the relevance of teaching, research, and extension programs and priorities.

- Work collaboratively with CAHNRS development staff to advance fund raising programs aimed at improving the department's programs and facilities.
- Provide leadership in assuring the existence and operation of a well-functioning advisory board and/or alumni groups.

Workplace

- Create a positive atmosphere for interaction and communication among students, faculty, staff, the general public, and the administration.
- Foster an environment of trust and respect that encourages and values diversity and professionalism.
- Ensure civility, cooperation, and collegiality among faculty and staff, and actively address personnel issues that hinder such civility, cooperation, and collegiality.