



#### **Who Should Read**

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Department chairs

Deans

Provosts

Prospective division  
heads and faculty leads

Faculty

# Divisional Leadership Position Descriptions

How to Assign Roles and Responsibilities to Division Heads  
and Faculty Leads

## **Three Ways to Use These Templates**

- Draft position descriptions for division heads and faculty leads
- Ensure appropriate division of responsibilities between division heads and faculty leads
- Educate prospective faculty leads and division heads about responsibilities

# Designing Divisional Leadership

## Responsibilities of Faculty Leads and Division Heads in Divisional Governance

When hiring for the division head and faculty lead roles, it is important to clearly define their respective roles and responsibilities to ensure that they complement each other without conflicting. The chart below illustrates how discipline-focused and managerial elements of the department chair role are distributed across the division head and faculty lead roles. Division heads serve as managers for the division as an administrative unit, while faculty leads represent their disciplines or programs in governing bodies and division-wide conversations.

Department Chair		Faculty Lead	Division Head
Champion faculty interests in hiring and workload assignments	Oversee department administration	Champion faculty interests in hiring and workload assignments	Oversee division administration
Oversee department curriculum	Support institutional goals	Oversee program curriculum	Support institutional goals
Oversee accreditation for department's programs	Evaluate faculty performance	Oversee program accreditation	Evaluate faculty performance
	Oversee scheduling		Oversee scheduling
	Manage department budget		Manage department budget
	Oversee faculty workload		Oversee workload

Provosts should use the following position description templates as a reference point when crafting their own. These templates may also be distributed to current deans and chairs before divisional reorganization begins to educate them about how administrative roles and responsibilities will change in the new model. Additionally, faculty who are curious about how they will be affected by administrative changes may want to review them.

Current division heads emphasize the potential conflict of interest when division heads simultaneously serve as faculty leads. Each division head's discipline should also have its own faculty lead.

# Sample Division Head Position Description

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## Responsibilities, Structure, and Compensation of the Division Head Role

### *Overview*

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Division heads are administrative leaders of interdisciplinary academic units. They are primarily responsible for aligning the strategic growth and management of divisions with broader institutional objectives. Additionally, division heads oversee budgets, manage personnel, liaise between division faculty and central administration, allocate resources strategically between programs, and lead the faculty recruitment and evaluation process.

### *Core Responsibilities*

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#### **Steer Divisional Mission and Strategy**

- Work with president, provost, and other institutional leaders to set annual goals for divisions aligned with the institution's goals and mission
- Establish divisional identity for internal and external audiences
- Support the development of academic, scholarly, and cocurricular programs aligned with the division's theme and goals
- Create and execute a plan for enrollment growth in the division in collaboration with enrollment manager

#### **Manage Division Administration and Budget**

- Oversee divisional budget, including individual program budgets, with a focus on balancing the needs of all programs and disciplines in the division
- Create and oversee execution of faculty hiring plan in consultation with institutional leaders and faculty leads
- Utilize cross-program hires to improve interdisciplinary collaboration and create efficiency
- Manage approximately 3-7 full-time staff as well as any part-time instructors within the division, overseeing hiring, performance evaluation, and career development
- Oversee regular review of the academic program portfolio
- Collaborate with faculty leads to determine appropriate funding for faculty startup packages and PhD candidates

#### **Oversee Faculty Evaluation and Development**

- Approve tenure and promotion cases for the division based on input from disciplinary peers, faculty leads, divisional peers outside the discipline, and other committee members
- Encourage candidates for tenure and promotion to work across disciplines in teaching, scholarship, and service, and ensure that these contributions are rewarded in evaluation
- Regularly assess development opportunities to ensure a diverse and inclusive climate and mentorship opportunities for all faculty
- Evaluate, and provide training and development for, faculty leads within the division

# Sample Division Head Position Description

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## Responsibilities, Structure, and Compensation of the Division Head Role

### *Core Responsibilities (cont.)*

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#### **Assign Faculty Workload in Teaching, Scholarship, and Service**

- Set yearly goals for average student credit-hours enrolled per faculty FTE and percentage of workload allocated to course releases
- Determine course assignments, scholarly projects, and committee representation in consultation with faculty leads and individual faculty members

#### **Manage Academic Space**

- Collaborate with division heads across the institution to ensure academic space is used efficiently to promote collaboration across disciplines in teaching and learning, scholarship, housing faculty offices, and providing space for faculties to meet as a group
- Assign classrooms for courses in the division
- Identify need for new academic space development and/or space upgrades in collaboration with facilities leaders

### *Position Structure and Compensation*

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- Selected via competitive application process by provost or dean in consultation with faculty leads
- Candidate pool can include external hires
- 12-month contract position compensated as a full-time faculty leadership role
- Unlimited term length; division heads expected to serve multiple years in role
- Annual training and development sessions conducted during summer
- Reports to college dean or chief academic officer
- Division head cannot also serve as faculty lead

### *Qualifications*

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- Tenured faculty member in a field relevant to the division
- Distinguished scholarly and administrative records
- Demonstrated strategic leadership skills
- Commitment to interdisciplinarity and communication across silos
- Ability to manage personnel and oversee a budget
- Interest in a long-term career in academic leadership

# Sample Faculty Lead Position Description

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## Responsibilities, Structure, and Compensation of the Faculty Lead Role

### *Overview*

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Faculty leads represent faculty members from a single discipline or academic program in the faculty senate and other governing bodies. The faculty lead role is focused on program and curriculum development. Faculty leads also advise division heads on the discipline's needs in hiring, promotion, and tenure as well as teaching and research support, and serve on tenure committees for faculty in their disciplines or programs. The ideal faculty lead works with his or her division head to facilitate the sharing of academic resources among programs within the division, identify opportunities to create interdisciplinary academic offerings for students, simplify degree pathways, and seek new partnerships across disciplines and with the broader community.

### *Roles and Responsibilities*

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#### **Oversee Academic Programs and Curriculum**

- Construct program-level learning outcomes and advise on course-level learning outcomes
- Advise division heads on any program-level needs
- Oversee program-level assessment needs, e.g., for accreditation or association requirements

#### **Facilitate Conversation Within and Across Disciplines**

- Ensure regular (formal and informal) conversations among faculty in the discipline or program
- Represent the discipline or program in faculty governance bodies
- Meet regularly with other faculty leads in related disciplines within and across divisions

### *Position Structure and Compensation*

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- Elected by faculty with term length determined by faculty in the discipline or program
- Disciplinary or programmatic faculties can be launched or sunset by member vote
- Disciplinary or programmatic faculties potentially span multiple divisions and/or colleges
- Credited in faculty evaluation as service to the division and to the institution
- Annual training and development sessions conducted by division head

### *Qualifications*

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- Full-time faculty appointment in an appropriate discipline
- Faculty lead cannot also serve as division head
- Other qualifications to be determined by discipline/program faculty



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