



3.4 Program Heads

The following document broadly outlines the responsibilities for program heads in the School of Design and Construction (SDC). The responsibilities are distributed over the following areas:

- Curriculum
- Recruitment
- Personnel
- Accreditation
- Assessment
- Development
- Budgets
- Other

Overview

The program heads are part of the school's leadership team. They serve two principal roles: 1) they serve in the best interest of the school and 2) they serve in the best interest of their program. These two roles are not mutually exclusive; program heads should understand those roles as linked. However, they must always place their first priority on the overall well-being of the school.

Program heads meet regularly with other members of the school leadership team and provide the director with feedback, information, and guidance. They assist the director with the recruitment, retention, and evaluation of faculty and students; accreditation and assessment; development, fundraising, and alumni relations; and the responsible disbursement of program-related funds. The program heads are vital to school operations and are regularly engaged in crucial decisions concerning the school and its programs. The program heads serve on SDC, college, and/or university committees as requested.

Curriculum

Program heads engage with academic program staff (academic program manager and academic coordinators), the director, graduate program head(s), and faculty across disciplines as needed towards the following ends:

1. Developing and implementing semester course schedules and teaching assignments.
2. Evaluating and submitting major/minor curriculum changes and catalog updates to individual majors and the school's core curriculum.
3. Ensuring the quality and integrity of existing degree programs by monitoring activities related to academic programs for undergraduate students including, but not limited to:
 - Advising
 - Certification into majors
 - Senior "to do's" and course waiving requests
4. Developing new degree programs and minors.
5. Arranging end-of-semester studio course review and/or project presentation schedules, and disseminating information to faculty and students as applicable.
6. Coordinating extra-curricular lectures and/or exhibitions for events that enhance or facilitate the learning process/experience for each program and the school.

7. Working with and/or supervising graduate program head(s) to ensure cohesion and/or continuity between undergraduate and graduate curriculum.

Recruitment

Program heads work with the director and academic program staff to manage the following recruitment activities:

1. Staffing of WSU recruitment events for each discipline (including summer Alive!).
2. Working with SDC Student Ambassadors to ensure consistency of recruiting message(s).
3. Creating and maintaining program materials (e.g. brochures, website content, and social media).
4. Meeting with or assigning faculty to meet with prospective and/or new students and parents.
5. Participating in high school and community college recruitment activities.
6. Participating in regional or national recruitment fairs.
7. Developing articulation agreements and other transfer student pathways.
8. Assisting graduate program head(s), as necessary or by request, with the recruitment of students into graduate programs.

Personnel

Program heads work with the director to assist with the following personnel activities, as requested:

1. Providing written input to the director for the preparation of annual review and intensive reviews of tenured and/or tenure-track faculty, including the graduate program head(s). Development of reviews may be done in tandem with the director; however, final review reporting, ranking, paperwork, and review meetings with faculty shall be the responsibility of the director.
2. Providing input to the director during annual reviews for administrative professionals and classified staff.
3. Aiding in the preparation of tenure and promotion materials for tenure-track faculty in the respective disciplines.
4. Advising the director on personnel problems and program issues.
5. Advising the director regarding the hiring of temporary and permanent faculty.
6. Communicating and meeting with dean(s) and other administrative officials, as necessary or by request, regarding the hiring of temporary and permanent faculty or other program-related matters.
7. Working to resolve student concerns and issues within the program.
8. Working with the director in advancing scholarship within each discipline.
9. Organizing and leading regular faculty meetings within respective programs.

Accreditation

Program heads facilitate accreditation activities as follows:

1. Preparing self-assessment reports.
2. Preparing for accreditation visits.
3. Ensuring that curriculum meets accreditation standards.
4. Publishing program data and accreditation follow-up as required by accreditation bodies.

Assessment

Program heads facilitate assessment activities as follows:

1. Preparing annual reports as necessary.

2. Responding to requests for program data from the university, college, director, and others.
3. Involving program faculty in regular program and curricular assessment activities (e.g. retreats, curriculum mapping, survey development and administration).
4. Working with graduate program head(s) to ensure cohesion and continuity of data between undergraduate and graduate programs.

Development

Program heads assist the director in the following activities:

1. Fundraising and meeting with potential donors.
2. Participating in and organizing professional advisory board meetings.
3. Developing materials for alumni newsletters and/or alumni features in electronic media.
4. Disseminating material about the program to other institutions and organizations.
5. Building relationships with industry partners.

Budgets

Program heads work with the director and administrative manager to manage the following activities:

1. Tracking the distribution of program-related funds (e.g., state program designated funds, course fees, discretionary development funds, summer session funds.).
2. Maintaining contact with administrative manager to ensure up-to-date budget tracking.
3. Communicating quarterly with the director to ensure responsible disbursement of funds; to note potential shortfalls; and to plan for future.

Other

It is also expected that program heads will be:

1. Attending, hosting, coordinating, and/or speaking at school or program-wide events, as their schedules permit, such as commencement, evening lectures, orientations, all-school meetings, gallery openings, and faculty meetings
2. Supervising and/or coordinating the clean-up of instructional facilities before the conclusion of the semester.
3. Supervising and/or coordinating the organization, arrangement, and needs of instructional facilities prior to the start of the semester.
4. Participating in regular leadership team meetings during appointment (potentially once/week for two hours).

Governing Policies for Program heads

Program heads will be granted a ten month, three-year renewable appointment. This appointment includes the following:

1. Negotiable course reduction per academic year, depending upon 1) teaching load expectations relative to program, and 2) extent of larger school administrative support structure.
2. Program heads are required to be available for discussion during the summer, as needed, to address administrative and planning issues and to support recruitment needs. They are not expected to be on site forty hours per week. Prior to the end of the ten-month term, the director will meet with program heads to identify tasks that must be accomplished for the summer and to set goals for the fall.
3. By the end of the fifth semester of the three-year term, the director will engage in a formal review of each program coordinator. The director will consult annual reviews but must also seek—and take into account—input from the faculty, staff, and dean. Strong performance

and positive feedback should logically lead to appointment renewal. Performance deemed to be below expectations and/or with negative feedback may lead to a faculty and staff-wide nomination process for new program head(s). The director is under no obligation to undertake a nomination process, but may wish to do so in the interests of equitability and buy-in. All final decisions will be made by the dean. The nomination process is outlined in section 3.5 of the SDCPPM.

4. If the director, in conjunction with the dean, feels that it is in the best interest of the school or program to replace the program coordinator at any time during the three-year term, a minimum three months' notice will be provided to the program coordinator in writing. If discontinuation is implemented, former program heads will return to a regular nine-month academic appointment.