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## SBS HEAD AND DIRECTOR RESPONSIBILITIES

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The College of Social and Behavioral Sciences' (SBS) mission is to advance research on people, to engage new generations in the process of discovery through undergraduate and graduate teaching, and to share discoveries with our communities locally, regionally, nationally, and globally. The leaders of the College's twenty-plus units are expected to build on disciplinary and interdisciplinary strengths in undergraduate and graduate education, expand and promote scholarship, foster public engagement and outreach, and provide effective stewardship of departmental resources. They are also expected to develop and maintain professional competency in matters of diversity and inclusion.

Typically, Heads and Directors in SBS at 1.0 FTE (full-time) have the following distribution of effort:

- 60% administration, for leadership of their units
- 10% teaching, 20% research, and 10% non-administrative service, as faculty members in their respective units

The areas identified in this document denote core responsibilities and competencies; in each area, collaboration with unit faculty and/or staff, the Dean's office, and other stakeholders is expected to enable effective shared governance and, as appropriate, consultative and transparent decision-making.

### SBS DEANS

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## 1. UNIT LEADERSHIP AND ADVOCACY

**Vision:** Advance a compelling vision of the future to ensure the unit's vitality and strength. Develop clear short- and long-term strategic plans through mapping and positioning in relation to the field and in alignment with the strategic priorities laid out in SBS, and by the University and ABOR.

**Policies and governance:** Develop and disseminate information on policies in an efficient and effective manner to maximize opportunities and clarify options for faculty, staff, and students, and create avenues for shared governance within the unit. Fulfill administrative responsibilities both to their units and to the college and university in carrying out policies and directives.

**Evaluations and Reviews:** Conduct timely and complete performance evaluations and reviews in accordance with unit, College, University, and ABOR policies including:

- Annual Performance Reviews for faculty (utilizing UA Vitae, the UA's online reporting system) and provide data as requested for Dean's audit;
- Reviews for appointed professionals and classified staff;
- Administrative Assessment Report annually for self, and preparation of a statement of accomplishment for 5<sup>th</sup> Year Reviews for those seeking reappointment;
- Coordination of 3<sup>rd</sup> Year reviews and P&T dossiers;
- Seven-year Academic Program Reviews.

**Committee assignments:** Make informed administrative and committee assignments within the unit to facilitate and manage operations; maintain transparent guidelines about service expectations.

**Diversity, inclusion, and innovation:** Recruit, retain, manage, and support a productive and supportive group of faculty and staff; consult with the SBS Associate Dean for Faculty Affairs and Inclusion, the Office of the Provost, and the UA's Chief Diversity Officer to expand the faculty hiring pool in service to an inclusive and diverse workforce.

**New initiatives and collaborations:** Work to develop multi-disciplinary relationships and partnerships both within and outside of the College to increase funding and research opportunities; seek opportunities for interdisciplinary hiring and collaboration.

**Recognition and reward:** Recognize accomplishments of faculty and staff and support their visibility through awards, nominations, publicity, professional development opportunities, and other venues to reward and incentivize excellence.

**Communication:** share information as appropriate with faculty, staff, students, and stakeholders; motivate faculty and staff to carry out quality work; communicate individual or unit issues to the College as appropriate; address concerns and manage conflicts; and consult with appropriate resources in dispute arbitration and resolution if necessary.

**Confidentiality:** to encourage the free flow of information and to build and maintain trust, *all communications between and among Deans, Heads, and Directors are confidential unless otherwise indicated.*

**Sharing information:** conversely, when asked to forward emails from the College to your faculty, staff, and students, please do so in a timely manner.

## 2. EDUCATIONAL EXCELLENCE

**Curriculum and instruction:** Encourage curriculum expansion, improvement, and development when and as appropriate; prioritize and reward high-quality teaching; and utilize relevant support units (e.g. Office of Instructional Assessment; Career Services; Disability Resource Center) in service to student access and success.

**Enrollment:** Recognize and mitigate enrollment issues and work with SBS instruction team to streamline course offerings in major and General Education coursework. This is especially important under RCM.

**Engagement:** Lead unit efforts to promote 100% student engagement; collaborate with relevant resources/units across campus.

**Administrative appointments:** As appropriate, appoint and provide oversight for Directors of Undergraduate Studies (DUS) and Graduate Studies (DGS) to support robust and diverse undergraduate and graduate student experiences.

### ***Responsibilities for DUS and DGS:***

- Oversee recruitment, orientation, and retention; oversee adherence to college and university syllabi policies; oversee curriculum development and course scheduling.
- Manage/triage concerns and complaints (e.g., manage academic integrity cases; field calls or emails from parents or students; support GAs dealing with difficult cases), within FERPA guidelines.
- Promote and work with study abroad and the Honors College.
- Regularly (at minimum annually) engage in assessment of degree programs and update the department page at [assessment.arizona.edu](https://assessment.arizona.edu).
- Maximize efficiencies in SCH and awarding of degrees given UA's move to incentive-based funding models (like RCM).

***Specific to DUS:*** Work with undergraduate advisors (e.g., difficult transfer cases, study abroad equivalencies, students and parents); assist with promotion and implementation of engagement activities.

***Specific to DGS:*** Establish admissions criteria and guidelines and ensure compliance with, and communication of, Graduate College and University policies; advise students (pre-admissions and first year as appropriate; provide annual evaluation of student progress); administer curriculum and qualifying/comprehensive exams; allocate teaching assistantships, fellowships, and other student support; promote professional development activities; track and report placement data.

### 3. RESEARCH AND SCHOLARSHIP

**Growth and vigor:** Expand upon research strengths and priorities within the unit as befitting a member of the Association of American Universities, a consortium of the nation's most prestigious research institutions.

**External support:** Encourage faculty to seek grants, fellowships, and awards in service to their research and pedagogical goals; foster collaboration; disseminate information from SBSRI and other campus resources.

**Mentoring and oversight of professional trajectory:** Connect faculty with support to help them achieve success in areas of scholarship and creative activity (including human subject protection resources and policies and SBS Research Institute support and opportunities); assign formal and informal mentors; adhere to guidelines and deadlines for all review processes.

**Modeling success:** Maintain a vibrant research and scholarly profile.

### 4. CONSTITUENCY RELATIONSHIPS

**Impact and outreach:** Expand the unit's footprint through community, state, and international interaction, involvement, and outreach; collaborate with the College on outreach and engagement opportunities and ideas; encourage faculty public service and outreach in local and state-wide organizations and initiatives as appropriate; speak and advocate for the unit within the University and at the state and national levels.

**Engaged/collaborative learning:** Seek internship and directed research opportunities with community partners as appropriate.

**Representation:** Attend departmental and College events in service to donor relationships and student recognition (i.e., events in the College's Fall series; graduation and Honors convocations).

## 5. FISCAL AFFAIRS AND DEVELOPMENT OF INTERNAL AND EXTERNAL RESOURCES

**Resources:** Manage capital, financial, and human resources ethically, prudently, and responsibly; allocate funds on the basis of fair, transparent, and well-understood criteria; award scholarships based on donor intent and UA policies and procedures; consult with unit business manager(s) and with the College's Assistant Dean of Business-Finance on fiscal matters.

**Budgeting:** Use clear guidelines in the allocation of Temporary Teaching Funds; ensure efficient and productive oversight of Temporary Teaching Funds (e.g., graduate student funding, hiring of lecturers and adjuncts); allocate funds in relation to available FTE resources (e.g., balance faculty leaves and workload with resources requested).

**Funding utilization and sources:** Optimize revenue generation and cost effective practices as part of Responsibility Centered Management (RCM) budgeting; implement practices conducive to incentive-based funding (for example, prioritizing efficiencies and student credit hours) to maximize available resources; be attuned to various sources of revenue (such as indirect cost, outreach, summer session); successfully compete for University resources.

**Fundraising and development:** Identify and pursue opportunities in collaboration with the College's Development Office; explore collaborations on- and off-campus that may lead to charitable gifts to your unit; consider creating a strategic fundraising plan with specific goals; integrate annual 'asks' (e.g., holiday letter, newsletter) with larger campaigns and goals.

**Business personnel appointments:** Business personnel dual-report to the Assistant Dean, Business-Finance and the heads/directors of units. The Assistant Dean for Business-Finance reviews and approves most of the work performed below. The Head/Director supervises on a day-to-day basis and ensures all information received is useful in making decisions, as business personnel need direction on their overall responsibilities and on their daily operations.

### ***Responsibilities for business personnel may include:***

- All day-to-day business functions including, but not limited to, disbursements, account maintenance and reconciliation, procurement, fund transfers, and purchasing card transactions;
- Financial budgeting, forecasting, and planning;
- Personnel hiring, job and employee data changes, leaves and termination processing, etc.;
- Payroll activities;
- UA Foundation financial activities;
- Timely and accurate financial reports to meet the needs of the Head/Director, Program Directors, and Principal Investigators;
- Working with faculty and students on grants and other financial matters;
- Overseeing the flow of work for maximum cohesion and efficiency;
- Establishing efficient business practices and keeping informed on all rules, regulations, policies, systems, and procedures.