Role of the Chair at UTSA

Being a Leader and a Manager

Department Chair Training | August 30, 2016
Department Chair Responsibilities

- Serve as liaison
- Facilitate departmental governance
- Implement policy
- Decide personnel matters
- Oversee day-to-day operations
- Facilitate academic advisement
- Determine appropriate role of staff & students in departmental matters
- Ensure department is compliant
## Management vs. Leadership

<table>
<thead>
<tr>
<th>Managers are:</th>
<th>Leaders are:</th>
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<tbody>
<tr>
<td>• Planners</td>
<td>• Change-oriented</td>
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<tr>
<td>• Organizers</td>
<td>• Visionary</td>
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<tr>
<td>• Controllers</td>
<td>• Networkers</td>
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<tr>
<td>• Rule-conscious</td>
<td>• Relationship-builders</td>
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<td>• Able to cope with multiple constituencies</td>
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Leading the Academic Department

• Articulate a vision
• Set standards for performance
• Create focus and direction
• Care about the work and the people who do it
• Inspire trust and build relationships

Source: Academic Impressions
Department Chair Accountability Measures

Source: UTSA College of Liberal & Fine Arts

- Participate in chairs’ meetings
- Provide faculty with accurate transmission of dean’s and provost’s office policies and viewpoints
- Provide students with accurate transmission of dean’s and provost’s office policies and viewpoints
- Keep curriculum streamlined
- Plan three-year class schedules
Provide sound fiscal management (do not exceed allocations or projections):

- M&O
- NTT salary budget
- Summer instructional budget
- Travel
- Graduate Incremental Tuition
- Doctoral funding
- Fee accounts
- Scholarships

Control NTT expenditures through curriculum planning and enrollment management
• Implement faculty workload policy through annual workload agreements

• Encourage adoption of current classroom methods and technologies

• Monitor and cancel short courses

• Insure full expenditure of annual scholarship fund accumulations

• Insure full expenditure of endowment account accumulations

• Insure compliance in hiring and personnel matters
Department Chair Accountability Measures (cont’d)

• Contribute to the hiring and retention of a highly qualified and diverse faculty

• Prevent and contain faculty grievances

• Prevent and contain student grievances

• Meet with college advisor for your discipline(s) at least once a semester

• Insure efficient and appropriate use of staff time and effort

• Encourage a professional and courteous department office atmosphere
• Build positive relationships with other university offices
• Maintain office records adequate for SACS and disciplinary accreditations
• Maintain professional quality of correspondence with university constituents
• Participate in college advisory council meetings
• Attend faculty forums and commencement exercises
• Promote SECC campaign