

**West Virginia University
College of Creative Arts**

Roles and Duties of College of Creative Arts' Directors

Updated November 2021

Based on guidelines established by the University's Provost Office, revised October 2017

Role of College of Creative Arts' Directors

The Director is both an accountable leader and manager, responsible for focusing the energies of the entire faculty and staff of the unit to best align its mission with that of the College and University. The Director represents the School/Museum at the College and University levels and works closely with the Dean to represent the needs and expectations of the School/Museum. The Director is also a member of the College and University administrative team, communicates College and University goals, and guides the development of School/Museum vision in planning for the future of School/Museum programs that align with the goals and objectives developed by the College and the University. Directors play a key role in representing the mission, goals, and objectives of their School/Museum to external constituents and alumni, and serve as a strong advocate for the School/Museum, College, and University.

The Director makes final decisions at the School/Museum level on such matters as operating budget allocations, annual performance reviews, and makes recommendations for promotion and/or tenure for faculty and advancement of staff. Other duties, if applicable, include faculty teaching assignments, course offerings, and assignment of non-teaching responsibilities. The Director must deal effectively with all personnel issues. If a School/Museum member does not meet performance expectations or contribute in a positive and collegial manner to the work of the School/Museum, the Director must work with the Dean to determine and implement appropriate corrective action(s).

The Director's immediate supervisor is the Dean. Directors and Deans must recognize that their relationship is an essential partnership of shared responsibility and accountability for both effective leadership and efficient management. They must keep each other informed regarding important issues affecting the School/Museum and College. Directors are to work with the Dean before they take any policy, budgetary, personnel, or other action/issue to the Office of the Provost or other high-level University administrators, or outside constituents. Directors must meet all deadlines and requests originating from the Office of the Dean in a timely fashion.

Appointment of School Directors

Directors are appointed by the Dean for terms of up to five years, which can be renewed and serve at the will and pleasure of the Dean. Normally, the Director holds the rank of Professor, and is a tenured or a clinical-track faculty member. Directors normally hold 12-month (rather than 9-month) appointments.

A vacancy may occur when a Director has elected not to continue in the role, leaves employment or assumes a new position, is not reappointed or has been removed by the Dean. When a vacancy occurs, the Dean, in consultation with the

Provost, authorizes a search for a new Director, and in consultation with the School, determines the parameters of the search process, including whether to do an internal or external search and selection of a search committee. A Director or Associate Dean within the College will chair the search committee. Upon submission by the committee of the strengths and weaknesses of the interviewed candidates, the Dean makes the final selection.

An Interim Director is appointed when, in the Dean's assessment, such an appointment is in the best interests of the School, its programs, students, and faculty. Interim Directors shall have the same responsibility and authority as other Directors, but usually will not serve more than two fiscal years.

Directors serve primarily in an administrative capacity (in the General University 60-80% of the assignment will be in this role). Renewal is possible following five-year 360 degree reviews with input from faculty and staff in the School, College and University administrators, and other important constituents to the School.

Directors typically will not be considered for sabbatical leaves during the first term of their appointment, and any such future consideration is at the discretion of the Dean, to ensure that it does not adversely impact School and College operations, research, clinical, and/or educational programs.

Appointment of Museum Director

A national search is conducted for the Director of the Art Museum of West Virginia University – a search which follows appropriate University guidelines and procedures. The job will be posted and qualified candidates will be invited to campus to interview. The contract for this University non-classified, 12-month position will be renewed annually depending upon recommendations of the Dean. During the time of a search, an Interim Director for the Museum can be appointed by the Dean to fulfill duties until a full-time Director is appointed.

Duties of Directors

Although many of these duties may be delegated, the Director has ultimate accountability for implementation and outcomes.

Administrative Structure and Governance

The Director appoints and oversees the responsibilities of any other School administrators, including but not limited to Associate Director, program coordinators, directors of standing committees, administrative assistants, as appropriate, unless specified by University or College guidelines. Membership on faculty evaluation committees is subject to the stipulations of the WVU faculty evaluation document.

School/Museum Directors develop long-range plans and goals that reflect the mission of the School/Museum, College, and University. The Director must often prepare internal and external reports requested by the Dean and University administrators.

The Director works with faculty and staff in an effort to achieve consensus on decisions facing the School/Museum while respecting and representing the goals of the School/Museum, College, and University. In order to achieve this, the Director will hold regular meetings as appropriate. In some cases, the Director must make decisions without strong consensus.

As appropriate, the Director contributes to the formulation and execution of College and University policies and regulations.

The Director is expected to ensure an inclusive environment for all faculty and staff, while demonstrating awareness of, and sensitivity to, the experiences of faculty and staff in under-represented categories. A critical part of the Director's responsibility is to create a culture of inclusiveness in which unit practices, including but not limited to hiring and evaluation, are reflective of such a culture.

Personnel Management

As part of the development of long-term plans, the Director provides leadership in constructing a School/Museum plan identifying disciplinary areas of relative strength and weakness. Based on this and information about upcoming resignations and retirements, the plan includes justified needs for additional or fewer faculty and/or staff. This plan should be used for recruitment strategies and hiring decisions.

The Director hires and is responsible for the oversight of all support staff in the School/Museum and is responsible for annual performance reviews of staff members, seeking input from School/Museum faculty members as appropriate. The Director also should work with staff to identify and act on professional development opportunities appropriate for their responsibilities.

The Director ensures College and University guidelines are met regarding the recruitment, retention, evaluation, and promotion of faculty and staff. Directors are responsible for administering the approved procedures of annual peer review in the School/Museum as well as the policies and procedures of promotion and tenure reviews and recommendations. Furthermore, Directors are responsible for seeing that these policies and procedures are communicated properly within the School/Museum and, whenever necessary, updated to conform to changes in College or University policy.

The Director orients new faculty and staff members to School/Museum policies and procedures.

Directors are responsible for administering faculty workloads based on individual abilities of faculty members and School, College, and University needs. Periodic appraisal and planning of workload assignments and faculty development are required at least annually.

The Director is expected to be an informal mentor for all faculty and staff members in the School/Museum, although the level of the Director's mentoring involvement will vary according to the seniority and needs of individuals. The Director is responsible for the School's/Museum's mentoring process for each faculty and staff member. To the extent possible, senior members of the School/Museum assist the Director in this important task.

The Director has primary responsibility for dealing with personnel problems in the School/Museum. If a faculty or staff member does not meet performance expectations or violates School/Museum, College, and/or University policies or procedures, the Director will meet with the individual(s) to discuss the situation. The Director should retain a written record of that meeting. The Director also may initiate such a meeting following complaints from stakeholders. In consultation with the Dean (and potentially the Office of the Provost), the Director may place a memorandum in the faculty or staff member's file and/or move to further corrective actions. Personnel actions must be supported by good record keeping.

For School Directors: Curriculum and Program Development, Enrollment and Student Recruitment/Retention

The Director ensures that a balanced and appropriate offering of courses at all levels is made each term and works closely with faculty and with other administrators toward appropriate enrollments. The Director must work closely with faculty and staff on all aspects of recruiting, including both student and faculty on- and off-campus activities.

Directors are responsible for the planning and initiation of changes in the curricula (including Extended Learning) for their School—and for ensuring the timely update of information in the undergraduate and graduate catalogs.

Directors work with the School, the Dean, and appropriate administrative offices in planning enrichment programs, such as lecture series and colloquia, for majors and other interested students, faculty, and members of the community.

Directors oversee and coordinate various student affairs' issues, including academic advising, grade appeals, academic dishonesty, and student grievances, in addition to issues relating to Title IX, Student Accessibility, and/or Student Life.

Budget and Resources

The Director develops budget requests in consultation with and approval of the Dean, and is responsible for managing the School/Museum budget allocation. As administrator of the School/Museum budget, the Director works closely with the Dean's Office to develop a comprehensive and coordinated budget plan. Effective budget planning requires but is not limited to the understanding of School/Museum accounts, including their history, current status, and appropriate use; recognizing University and College budget priorities; overseeing budget operations, meeting all deadlines, and maintaining financial records; establishing and strongly advocating School/Museum budget priorities in collaboration with the Dean and in consultation with faculty and staff; implementing specific procedures for monitoring the School/Museum budget on a continuous basis; and communicating plans, potential reallocations, progress, problems, needs, and related issues to the Dean and faculty/staff as appropriate. School Directors also work with the appropriate School faculty and College staff in the coordination of student scholarships, graduate assistantships, and graduate waivers.

Directors ensure there is a precise and timely record-keeping process.

Administrative assistants and other staff dealing with budget transactions are supervised by the Director. Contingency plans must be developed to maintain smooth operations during times when the primary budget person is away from the School/Museum. Directors continuously assess the effectiveness and efficiency of their financial operations and use these assessments for improvement of the School/Museum. Outcomes and operational procedures producing these outcomes need to be regularly assessed. The ultimate objective for the Director is maximizing the effective use of all resources for serving students, supporting faculty, and enhancing programs.

Directors must be proactive leaders in acquiring necessary funds to execute the mission of the School/Museum. Competent Directors do not assume a reactive posture by relying merely on annual central allocations and supplementary funding from the Dean. Working within the University and College funding structure and with appropriate administrators (e.g., College Development Office) and faculty/staff, Directors develop strategies to acquire external funds from alumni, external grants, industry partnerships and entrepreneurial academic

programs (e.g., summer School and online courses) where possible. Directors promote appropriate fundraising activities in coordination with the Dean and the College Office of Development.

The Director supervises the use and assignment of allocated School/Museum space (excluding general classrooms), facilities (including office, laboratory, and research space assignments), equipment, and supplies.

Directors monitor the physical conditions in their School/Museum and notify Dean's office staff when significant problems arise. Directors work with School/Museum personnel, the Dean, and appropriate administrative offices in planning renovation of physical facilities for the School.

Research and Outreach

Directors oversee research programs under School/Museum auspices or involving School/Museum resources and are responsible for encouraging an appropriate and balanced program of research among the School/Museum faculty and staff that involves graduate, undergraduate, and postdoctoral students, wherever possible.

Directors help guide the faculty and staff toward identifying research focus areas by building on existing strengths and leveraging new opportunities.

Directors oversee service/outreach/extension programs under School/Museum auspices or involving School/Museum resources and are responsible for encouraging an appropriate and balanced program of service/outreach/extension activities among School faculty.

Professional Development

Directors are expected to engage in regular professional development activities for administrators and participation in these activities will be an aspect of the Director's annual evaluation. Professional development includes both on and off campus opportunities. The Dean may provide travel funds for administrative professional development, assuming adequate funding is available in the College budget. The amount and purpose of funding must be approved by the Dean prior to travel.