Statement of Expectations for Department Heads

1. General. As do all members of the VMI faculty, Professors and Heads of Academic Departments rely upon the Institute's Statement on Faculty Expectations to guide their pursuit of excellence across the four domains of Teaching, Scholarly Engagement, Professional Citizenship, and Cadet Development. However, the significant administrative and leadership responsibilities of a Department Head justify a proportionate reduction in the degree of engagement expected for their academic rank, especially in the domains of Scholarly Engagement and Cadet Development, and a reduction in teaching load normally amounting to two courses per year. Indeed, during their tenure, Department Heads will find their duties most frequently classified in terms of the domains of Teaching and Professional Citizenship rather than in Scholarly Engagement and Cadet Development. As part of the evaluation process across a Department Head's tenure, the Dean of the Faculty and Department Head must take care to ensure that opportunities for maintaining scholarly engagement and participating in cadet development are included.

2. Guidance on Domain Thresholds of Excellence for Department Heads.

a. Teaching (including Academic Program and Curricular Development).

Department Heads:

- Teach fewer courses than other faculty, but model teaching excellence for faculty in their department and mentor their faculty on topics of teaching excellence. They highlight the premier role of teaching by regular class visitation and personal teaching excellence. They identify creative means for faculty sharing of pedagogy and encourage candid faculty self-assessment through teaching portfolios or other means.
- Assume responsibility for the design, development, instruction, and assessment of all programs and courses of instruction in their department.
- Maintain national accreditation for their department's programs.
- Establish a broad academic reputation for the Department both at VMI and outside its walls.
- Recruit and retain high-quality cadet majors in sufficient numbers to sustain program viability.

- b. <u>Scholarly Engagement</u>. On a schedule coordinated in consultation with the Dean of Faculty, Department Heads maintain personal scholarly engagement through presentation, publication, and/or attendance at disciplinary conferences, professional consultation, or research conducted with undergraduates
- c. <u>Professional Citizenship</u>. As a result of the nature of the duty position of Department Head, many assigned duties fall in this domain. In addition to modeling the highest standards of support for the Virginia Military Institute's special military framework, Department Head duties in this domain can be organized into the following categories:
 - <u>Faculty Development</u>: Mentor and develop faculty, identifying and securing resources in conjunction with the Dean of the Faculty. Guide faculty to promotion and tenure. Sustain faculty excellence along lines consistent with Institute priorities in teaching, scholarly engagement, professional citizenship, and cadet development. Assist the Dean of the Faculty in identifying and developing the next candidates for leadership of the Department.
 - Organizational Climate: Maintain a healthy and productive organizational climate in the Department, mutual trust, and strong lines of communication. Sustain by policy and performance spirit of teamwork and community vital to mission accomplishment.
 - <u>Personnel Management</u>: Manage recruitment, hiring, and staffing; develop programs for attracting and retaining high quality faculty and staff to support Institute and Department goals. Assess and evaluate faculty and staff performance and provide regular feedback and counseling to faculty and staff.
 - <u>Strategic Planning, Programming and Budgeting</u>: Supervise Department administrative, budgetary and logistical operations and effectively manage Department resources. Streamline and systematize operations and improves efficiencies. Manage Departmental productivity.
 - <u>Participation in Institute Governance or Other Service</u>: Represent VMI on Institute committees via membership and chairmanship. Seek ways to contribute to serve VMI beyond its walls, either in regional or national disciplinary organizations or through community service.
- d. <u>Cadet Development</u>. To a reduced degree as a result of the press of their duties, Department Heads advise and mentor cadets or work with cadet organizations in order to model for their departments the importance of excellence in this domain.