

Roles and Responsibilities Claremont Graduate University Deans¹

Academic Leadership

- Strategic planning. The dean leads the faculty in developing and updating an academic and strategic plan for the school within the larger framework of university planning. The provost is charged by the FEC to meet with the dean twice each year to discuss the plan and evaluate the dean's performance in leading the school toward the accomplishment of its goals.
- Academic governance. As laid out in the Faculty By-Laws, the dean is responsible for overseeing all faculty governance administration, such as the decennial reviews of departments and programs, affirmative action and diversity, academic program development and approval, and appointment, promotion and tenure (see tasks and responsibilities of faculty governance committees – APT, ASC, AADC, FEC).
- Faculty leadership. In partnership with the faculty, the dean schedules and conducts regular faculty meetings of the school and, where departments exist, oversees the scheduling and conduct of department faculty meetings.
- Faculty. The deans at CGU are full members of the faculty and maintain teaching, advising, and other service obligations. They serve on the Faculty Executive Committee and are able to serve on all faculty committees except APT.
- Accreditation. The deans work with the provost to maintain both general and discipline specific accreditation.

Line Administration

- Budget development and oversight. The school is the structural level at which responsibility-based budgeting is conducted at CGU. Revenues (including income from assigned endowment, gifts, and tuition) and expenditures are accounted at this level.² The dean works with the vice president for finance and the provost to develop an annual budget for the school and is responsible for overseeing the responsible expenditure of funds in consultation with the faculty, including but not limited to the hiring of adjunct faculty. Both deficits and surpluses that develop within a school are carried forward from year to year, and the dean can consequently engage with the faculty in long-range planning requiring financial resources, although the deans do not have control over the proportion of the budget associated with CUC and central costs.
- Course scheduling and staffing. Within the framework of the curriculum developed by the faculty, the dean works with the faculty and staff to schedule courses, following all applicable university policies and established procedures.³

¹ Additional duties and responsibilities are described in the Faculty By-Laws

² The only exception to this at present is the two independent departments, Mathematics and Botany. Arts and Humanities are accounted as a single budget entity.

³ When courses/seminars generate insufficient enrollment or are over-enrolled, the dean may cancel courses or open new sections as appropriate.

- Faculty governance administration. As the line academic administrator of the academic unit, the dean supervises and evaluates all school staff and conducts annual faculty evaluations in partnership with the provost. The dean also fulfills all responsibilities laid out in the Faculty By-Laws, including organization and oversight over the faculty appointment, promotion, and tenure process. The dean supervises faculty hiring in partnership with the provost and makes the final recommendation to the provost.
- Staff supervision. The dean ultimately hires (in partnership with the Office of Human Relations) and supervises all support staff for the school (often with an administrative manager) and oversees the administration of the school.
- School administration. The dean organizes the administrative structure of the school and, when applicable, appoints and supervises department chairs. The dean also has oversight over all academic institutes and centers associated with the school.
- Research administration. The dean works with the Office of Research and Sponsored Programs to encourage and nurture faculty and student research and development grants and oversees the financial administration of those grants at each school. This includes the development of plans for the use of returned overhead funds to encourage further development of extramural funding.
- Student affairs and administration. The dean is the academic administrator charged with overseeing all student affairs administration at the school. This includes but is not limited to approval of student supervisory committees and programs, development and operation of school-level student associations and activities, grievance oversight and counseling as laid out in university policy, oversight over recruitment activities and admissions committees, and the enforcement of all applicable policies related to students, including oversight over faculty or faculty committees at the department level to whom these responsibilities are delegated.

Development

- Fundraising. The dean plans and executes a school development plan in partnership with the vice president for advancement and the development officer assigned to the school.
- Board of Visitors. The dean develops and works with a board of visitors with the help and support of the Office of University Advancement.
- Alumni relations. The dean works with the Office of Advancement and internally to develop and maintain alumni activities and alumni relations.
- Advancement planning. The deans work with the vice president for advancement to develop and execute the overall university development plan.
- University leadership. The deans' participation in planning and governance, in partnership with the Board of Trustees and the president, is at the center of the university's commitment to nurture and advance the highest quality graduate education at CGU.

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