

**UNIVERSITY OF WISCONSIN-MADISON
COLLEGE OF ENGINEERING**

**EXPECTATIONS OF CHAIRPERSONS
FOR EFFECTIVE LEADERSHIP OF DEPARTMENTS**

The following supplements but does not replace the duties of the department chair as specified in section 5.31 of the Faculty Policies and Procedures (FP&P). In particular, this document elaborates on FP&P 5.31-I, which specifies that the Department Chair “acts as the executive of the department” and provides definition to the expectations for an “executive of the department”.

A chairperson in the College of Engineering is expected to provide leadership for the department. These include the following over-arching leadership responsibilities:

1. Working with the faculty and staff to develop, implement, and achieve a vision that inspires and unites them to work together collegially to achieve the mission of the department, college and university.
2. Developing and executing a well-defined and articulate strategic plan that the faculty, staff, students, alumni and external advisory boards support. The plan must be in alignment with the initiatives and strategic plan of the college and the university.
3. Providing leadership to improve the level of excellence and prominence of the department.
4. Promoting a well-managed office and support staff that supports administratively the instruction and research mission of the department.
5. Fostering and ensuring a departmental climate that is supportive and collegial, including taking steps to ensure that no one in the department is subjected to bullying or harassment.
6. Developing and implementing an advancement model to enhance alumni relations and to engage in philanthropic activities that will benefit the department, college, and university and that aligns with those of the college and the university.
7. Developing and implementing for all faculty, staff and students a safety plan for instructional and research activities that includes periodic training as well as annual safety inspections of laboratories.

The specific duties of the chair may differ from department to department based on personal style and departmental policy. In general, however, leadership encompasses the key responsibilities and accountabilities outlined below. Although the chair is responsible for ensuring that these expectations are met, many but not all of these activities can be delegated within the department. This "expectations" document should be used as a guideline by a chairperson and as a guideline for departmental executive committees in establishing the delegation of duties and administrative structure of a department.

I. THE CHAIR IS EXPECTED TO BE THE CHAMPION OF FACULTY CAUSES

Example activities include, but are not limited to:

- a. Assuming the primary responsibilities for recruiting faculty and retaining an excellent and diverse faculty;
- b. Ensuring appropriate mentoring and professional development programs exist for faculty, including assisting faculty to develop effective teaching, research and service efforts;
- c. Providing systems for continuous development and implementation of the strategic plan;
- d. Providing faculty with meaningful feedback on their performance annually, which could include explaining to faculty the basis for annual salary raises and promotions;
- e. Maintaining equity in faculty workloads, including teaching assignments;
- f. Establishing an active program for nominating faculty for awards both internally and externally;
- g. Bringing faculty concerns to the attention of the Dean and the APC.

II. THE CHAIR IS EXPECTED TO BE THE CHAMPION OF STUDENT INTERESTS

Example activities include, but are not limited to:

- a. Striving for continuous improvement in the quality of instruction;
- b. Soliciting student feedback regarding teaching performance, course offerings and program quality;
- c. Responding to student concerns regarding department courses and program;
- d. Encouraging and supporting student participation in student organizations, national competitions, and leadership development opportunities;
- e. Ensuring effective student advising within the department;
- f. Nominating students for internal and external awards;
- g. Recruiting and retaining a diverse student population.

III. THE CHAIR IS EXPECTED TO BE A CHAMPION OF ADMINISTRATIVE STAFF

Example activities include, but are not limited to:

- a. Organizing and maintaining effective staff support within the department;
- b. Providing opportunities for training and professional development for staff that will benefit them, the department, and the college;
- c. Providing, on an annual basis, direction and feedback regarding performance.

IV. THE CHAIR IS EXPECTED TO BE A STEWARD OF DEPARTMENTAL RESOURCES

Example activities include, but are not limited to:

- a. Managing department financial resources in a manner that provides opportunity while remaining within budget;
- b. Using UW Foundation funds to benefit the department, and stewarding the donors who provided the funds;
- c. Striving for continuous improvement in quality in all departmental operations in a manner consistent with available resources;
- d. Providing oversight of faculty research expenditures;
- e. Managing facilities including assignment of space allocated to the department by the College as well as the periodic review and assessment of space utilization.

V. ACCOUNTABILITY AND PERFORMANCE

The department chair will provide a concise annual report to the Dean of the College that includes:

- a. The state of the department, including an assessment of the performance of the department in achieving its goals and deliverables as articulated in the department's strategic plan;
- b. A concise statement of the department's goals and deliverables to be achieved in the next academic year. This should include such items as a hiring plan for faculty, lecturers, and staff; instruction and research infrastructure needs, financial resources needed, etc.;
- c. Progress on and changes to the departmental strategic plan, and initiatives of the department, and how they align with the initiatives and strategic plan of the college and university;
- d. A self-assessment of the activities of the department chair during the current academic year and a concise statement of goals for the coming academic year.

The annual report must be received in the College no later than the last Monday in May of each year.

This document may be revised on an annual basis at the discretion of the Leadership Council or the Dean of the College of Engineering.