

## Appendix H

### Primary Responsibilities of Deans of Drake University's Schools & Colleges

1. Participate in the collaborative leadership of the University, and in the resolution of the challenges facing the University in a manner that is not limited to responsibility for the individual unit; ensure the unit's full participation in addressing the mission and goals of the University as a whole.
2. Ensure the unit's commitment to the University's educational values and priorities, and at the same time ensure that the University community as a whole understands and respects the values of the unit, and the unit's contributions to the University.
3. Set the intellectual and programmatic direction for the unit in collaboration with the broader University community, and in the context of the University's overall strategic plan and institutional goals.
4. Require and support the commitment by all faculty and staff to the recruitment, retention, and education of students.
5. Manage the recruitment, development, and retention of the highest quality faculty and staff; support and encourage the highest levels of faculty and staff performance; ensure necessary infrastructure and appropriate operational behaviors to support students, faculty, and staff in meeting their goals; provide support, guidance, and encouragement for academic innovation and creativity.
6. Develop, nurture, and maintain appropriate relationships between the unit and its major external constituencies (alumni, donors, board members, the professional community, the local community). This responsibility includes the assumption of a leadership role in generating resources for the unit, in close collaboration with Institutional Advancement and the senior administration of the University, and consistent with the University's priorities as identified by the administration and the Board of Trustees.
7. Manage the unit's operations in an efficient and effective manner (finances, personnel, program quality, staff development)

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