The units are the academic and functional centers of faculty, staff, and to a large degree, student life in the college. The heads of these units are appointed by the dean to be the academic and administrative leaders of their respective faculty, staff, and students, and to serve as key liaisons in the partnership between the college and the units.

At the most fundamental level, the heads of the units are responsible for leading the faculty in carrying out the shared mission of the college and the unit through teaching, scholarly work, leadership, governance, and professional activities. Responsibilities of a chair or director of an academic unit in the college include the following:

1. Articulate a strategic vision for the unit concordant with that of the college. In order to do that with credibility, the chair must be a leader with national visibility in his or her field.

2. Ensure inclusive and equitable recruitment, mentoring, development, evaluation, review, and retention of faculty and staff. This includes providing clear information about important milestones in faculty development, and ensuring that all faculty have access to important information and advice from their colleagues and faculty leaders.

3. Establish and maintain an equitable, inclusive, safe, and productive work and study environment for faculty, staff, and students. This includes active efforts to promote diversity, to make departmental policies and practices transparent, and to ensure participation in unit activities by members of all groups, particularly those who are underrepresented in the unit.

4. Provide leadership regarding all curricular programs of the unit, reflecting the college’s strong commitment to undergraduate and graduate education. This not only includes monitoring and documenting the coherence of the curriculum, but also effectively managing and deploying instructional resources to provide access to quality instruction and maintaining compliance with the provost’s Class and Classroom Scheduling Policy.

5. Train, develop, and mentor individuals who are likely to succeed the chair/director or assume other positions of departmental, campus, or national leadership.
6. Maintain the confidence of the faculty, the dean, and the College Executive Committee through effective communication and an appropriate balance of confidentiality and transparency related to leadership of the unit. In advocating on behalf of the unit, work collaboratively with divisional associate deans, the dean, the College Executive committee, and other college and university leadership.

7. As a part of the college leadership team, represent, explain, and implement programs and initiatives of the dean and the College Executive Committee at the unit level.

8. Work with chief administrators to establish and maintain a sound budget and strong internal controls practices for the unit, consistent with the college and university rules and intent including good stewardship of unit, college, and university resources.

9. Manage the space assigned to the unit consistent with the LSA Space Policy, including development of space management policies and procedures. Be mindful of issues of environmental sustainability and a cooperative steward of the college’s limited facility resources.

10. Be a model of collegiality, integrity, scholarship, and professional competence. Foster a climate of civility and mutual respect for all constituencies, including faculty, staff, and students. http://www.spg.umich.edu/policy/201.96.

11. Collaborate with LSA Advancement to best advance the unit to a variety of external audiences. Partner and communicate with LSA Advancement on fundraising opportunities and assist in engagement strategies with donors at various levels.

12. Take responsibility for the professional activities of the unit, including compliance with relevant laws, regulatory agencies, and university rules and procedures, including conflict of interest/conflict of commitment and stewardship statements.

13. Be aware of college and university security, safety, and emergency procedures. Each unit should prepare written plans that delineate how responsibility and authority will transition in the event of the absence or incapacitation of leadership pursuant to the LSA Annex to the U-M Emergency Operations Plan. Ensure department by-laws include instructions and unit personnel are aware of them.

14. Participate in professional development hosted by the college and the university, including but not limited to Haven Training, Talking Tenure, STRIDE workshops, chair and director information sessions and brown bag lunches, and the College Leadership Symposium. Encourage faculty to participate as appropriate.

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