



## AUTHORITY AND RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR OF THE DIVISION OF CONTINUING STUDIES (DCS)

### Overview

#### Authority

The Executive Director of the Division of Continuing Studies is the designated leader and administrative officer responsible for the effective and efficient operation of the division within the policies, directions, and plans of the university as a whole. The Executive Director reports to the VCAA. It is understood that the Executive Director may delegate to subordinate administrators certain duties described in this description but is ultimately responsible for the quality of their implementation.

#### 1. Leadership, Vision, and Planning

##### The Executive Director:

Provides overall leadership, direction, advocacy, communication, coordination, and assessment of the unit as a whole, and of the sub-units (departments and/or programs) within it.

Effectively communicates campus-wide priorities to the unit.

In consultation with unit administrators and staff, develops and articulates a coherent, realistic strategic plan and measures in keeping with the university strategic plan that advance the mission of the unit and of IPFW.

Develops and implements an integrated marketing plan.

Communicates the unit's mission and vision to the unit's staff, to the administration, and to other relevant constituencies in order to create a shared vision for the unit's future.

Establishes diversity goals and measures appropriate to the unit's mission and programs.

Represents the unit to the Vice Chancellor for Academic Affairs, IPFW administration, other segments of the university, and to the communities served by the unit.

Generates innovations and initiatives on behalf of the unit's mission and supports appropriate initiatives generated by others.

Takes proactive steps to ensure that relevant program standards and criteria are met and, where relevant, that appropriate accreditations are maintained.

Makes sound decisions and acts with integrity and fairness.

## 2. Administration and Management

### The Executive Director:

Establishes and maintains a cooperative, collegial work climate which enhances communication, trust, and productivity among faculty, administrative and secretarial staff, and students.

Works cooperatively in managing a budget, which will support the mission of the unit and its sub-units. Management will include allocating certain funds to sub-units and overseeing the fiscal integrity of all course offerings.

Ensures that procedures established and applied fundamentally protect and enhance the unit's academic and fiscal integrity, focusing the core functions on its essential mission.

Facilitates the implementation of strategic plan priorities, supporting those with delegated authority to act independently.

Manages human, financial, and space resources responsibly and in accordance with university, state, and federal policies.

Solicits input from internal staff and external constituents served by the Department, when appropriate, and communicates decisions to them through appropriate channels.

Accepts and responds to constructive criticism.

## 3. Personnel Duties

### The Executive Director:

Supervises all personnel searches for the unit, ensuring that diversity goals are pursued diligently.

Provides leadership in setting professional goals for staff.

Ensures that all staff receive a written evaluation in keeping with campus policies/procedures and prepares annual written performance appraisals of all sub-unit administrators.

Establishes and implements an equitable and accurate approach to compensation for staff.

Assures that appropriate development opportunities are available for faculty and staff.

Oversees personnel files regarding the employment and performance of all persons within the unit.

Deals effectively with problems or issues which could decrease job performance.

Serves as a mediator in facilitating the resolution of problems or disputes among employees or between faculty and students.

#### 4. Operational Tasks

The Executive Director:

Reviews the scope and coverage of credit and non-credit classes offered through the division and ensures their appropriateness to the mission of the division and the campus as a whole.

Directs and coordinates the creation, implementation, and distribution of the unit's class schedules and all publications utilized in advertising both the credit and noncredit offerings of the unit.

Oversees the division's marketing initiatives for print, advertising, website, Internet and e-commerce to meet the needs of the divisions' unique customers and to insure that the university integrated marketing guidelines are maintained.

Oversees the recruitment and contracts for all credit and noncredit classes falling within the purview of the division.

Works cooperatively with the administration and other academic units on special program or initiatives requiring the assistance of the division.

Evaluates instructional quality and program content of each project to ensure acceptable levels of student satisfaction and academic objectives are being consistently attained. For credit programs, academic quality assurance comes from the academic unit.

Oversees the campus distance learning initiatives including Internet, DVD, 2-way teleconferencing, video stream courses and other credit and non-credit offerings of the division.

Establishes and manages contract programs for area businesses or other organizations needing specialized training/classes or wishing to collaborate with the university in the delivery of conferences, seminars, and workshops using live or televised instruction.

Works collaboratively with appropriate university departments to develop and support technology and training appropriate for the division's educational outreach and effective work practices.

Develops community partnerships that advance the quality of the academic programs and promote achievement of the unit's outreach goals.

Oversees and monitors program assessment and periodic review.

Provides leadership in securing external support on behalf of the unit's mission.

#### 5. Student Duties

The Executive Director:

Ensures that accurate, timely advising and course information is provided to all credit and noncredit students in each sub-unit.

Designs and employs strategies to improve student recruitment and retention within the unit as a whole.

Ensures appropriate student support services for off-campus, distance learning and other students served by division in cooperation with designated campus units.

Provides and follows appropriate procedures for responding to student concerns in accord with university policies.

**Other Duties**

Serves as the division's representative on the Academic Officers Committee (AOC), Information Technology Policy Committee (ITPC) and as facilitator for the Distance Education Coordinating Committee (DECCO), and other committees as assigned.

Performs such other duties as may be delegated or assigned by the VCAA or other appropriate campus officers.

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Susan B. Hannah  
Vice Chancellor for Academic Affairs