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## **Schools at ETSU – Guidelines**

The Academic Structure Task Force examined the function of schools at multiple universities nationwide and described how schools could operate within the college structure at ETSU. The guidelines in this document adopt many aspects of the Task Force's description but are also adapted to allow for some flexibility depending on the size and focus of the school.

The overarching purpose of creating schools is to strengthen ties throughout the organization, align units toward strategic goals, and foster interdisciplinary collaboration. The guiding principles that serve this purpose hold that schools should:

- organize academic units to promote student learning, retention, and overall student success,
- support faculty research, teaching, and service,
- facilitate community outreach and involvement,
- highlight, promote, and advocate for the work of the school and its subunits,
- facilitate collaborative activities for faculty, staff, students, and community members,
- create strategic plans, metrics for success, and assessment processes, and
- facilitate academic unit strategic planning and align those plans with those of the college and university.

Below are operational guidelines related to leadership, function, compensation, support, space, resources, and selection.

### Leadership

Each school will have a director who reports to the dean. The director may also have other administrative responsibilities, such as department chair, associate dean, or program director. The director should have a faculty appointment in one of the school's programs.

### Functions of the Director

Colleges and departments will have flexibility in determining specific duties and functions, but there should be broad consistency across colleges related to critical functions.

Generally, the director will function as the lead convener of the faculty, staff, and students in the school for:

- overseeing strategic planning for the school and supporting chairs/unit heads in the process of departmental strategic planning,
- focusing on school mission alignment with the mission of the college,
- ensuring curriculum alignment between departments and degrees in the school,
- providing input on faculty, staff, and chair evaluations, though primary evaluation responsibility will rest with the dean and chairs/unit leads,
- ensuring collaboration across other schools and departments to promote interdisciplinary initiatives,
- supporting administrative functions within the college,

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- supporting research and creative activities in the units in collaboration with other research-supporting units within the college and university,
- supporting outreach within and external to the college and university,
- ensuring the school is represented accurately and equitably through university marketing and advancement efforts, and
- other duties as needed.

### Compensation

School directors will have twelve-month contracts and will receive course releases and stipends that are determined based on the school's size and complexity.

### Support

Depending on the school's complexity, such as larger schools or those with a clinical curricular component or service/outreach component, those with numerous specialized accreditation requirements, or field placement activities that require significant documentation or communication, there should be some dedicated administrative support for the role. Smaller schools may not require dedicated support staff. The support staff role can be shared among units.

### Space and other resources

College leaders will locate directors proximal to the current location of academic units in the school if space is available. Space considerations will take time and must be balanced alongside other priorities for space needs in the college.

Each director will be provided with an appropriate budget for strategic priorities.

### Selection and appointment of the director

By fall 2024, the college dean will seek input from their senior leadership team and faculty regarding nominations for prospective interim directors. After consulting with appropriate stakeholders, the dean will select and appoint an interim director for the 2024-2025 academic year.

By late spring/summer 2025, the dean will arrange an evaluation of the interim director's role and establish the search process for a permanent director to be appointed in fall 2025. The director's appointment will be subject to routine university approval processes.