Responsibilities of a Program Director (PD)

Faculty program directors play a critical leadership role in the college's organization and administration of academic programs. As per the Faculty Handbook, program directors are responsible for overseeing the curriculum, budget, line requests, hiring, and sabbatical and leave schedule for their program.

Purpose: This document is meant to provide a guide to Program Directors at Bard College as they navigate their workflow in the day-to-day functioning of their respective programs. This document also serves the purpose of ensuring that academic programs engage uniformly with important college-wide practices on behalf of faculty and students as well as identify and work toward specific short- and long-term goals and objectives. These guidelines for program directors have been developed to support relevant sections of the Faculty Handbook, namely, II. Student Academic Affairs, B. Academic Programs (wherein programs are defined) and III. Faculty Organization and Committees, H. Program Directors (terms of service). Please note: depending on circumstances, not all of these provisions will be directly relevant or apply for a given program or in a given year.

Responsibilities: Program Directors (PD) assume significant leadership and responsibility in upholding the core mission of the college. As such, program directors generally teach 2-2 each year of service in this role. The following list represents core responsibilities of a Program Director being fully cognizant that additional responsibilities may arise based on circumstances and the unique needs of a program. Concentrations and centers often involve faculty leaders carrying out similar types of work and this document may also serve as a guide to them.

1. Oversight of curriculum (annual course planning and management of three-year course plans) with faculty in the program, often in coordination with other programs in the division, and submission of final courses to the division's administrative assistant for review and approval.

2. Preparing a detailed annual budget with rationale for all lines and submission of the budget document along with relevant forms through the BIP Administration Portal. Coordinating with faculty/staff for allocation of funds.

3. Planning and running of regular meetings, working groups, planning and assessment retreats are part of effective communications among members of the program. Programs should strive to meet regularly and, depending on the needs of the program, no less than once a month. For example, some programs meet weekly whereas others meet twice a month. PD oversees record keeping (deciding collaboratively with

colleagues how best to take and archive minutes). In addition to regular business, programs should make time each year for program-level discussions related to students and student learning, scholarship, and service. The **Academic Program Annual Report** provides a focal point for these deliberations.

(i) Students and student learning: creating and sustaining an inclusive environment, establishing challenging expectations for student learning, evaluating and assessing curriculum, advising and mentoring of students, reviewing student outcomes and supporting student success and access.

(ii) Scholarship: encouraging colleagues actively to engage professionally in their fields, sharing research activities with peers, assisting and mentoring faculty at all stages of the academic career in terms of professional development; articulating and communicating disciplinary norms and college-specific standards for tenure and promotion.

(iii) Service: fostering open dialogue around the meaning and importance of equitable distribution of service and governance responsibilities for all members of the program.

4. Maintaining and updating the program's three-year staffing plan each semester. In order to facilitate course planning, PDs should have a clear idea of contractual loads and any course releases that have been granted to faculty members in their program. This information can be obtained from the DoC.

5. Holding weekly office hours for faculty in the program and posting these hours outside the director's office door. Using the professional activities form as a basis for discussion, meet once a year with each faculty member in the program to discuss teaching, scholarship, service and any other issues. Link to the form is given below:

   https://www.bard.edu/doc/research/

6. Preparing the program's Academic Annual Report and submitting it to the DOC office. The template provided by the DOC should be used in preparation of the report and archived to allow ready access by all program members. These reports form the basis for external review of academic programs every nine years. The Annual Report guidelines document can be obtained in the Academic Guidelines section of the link below:

   https://www.bard.edu/doc/teaching/

7. Attending PD meetings led by the Division Chair and the Dean of the College.

8. Program directors should plan to have a 1-on-1 meeting with the Dean each semester.

9. Working with the Divisional leadership (Chair and other PDs) to discuss and select students for annual awards.

10. Planning and coordinating faculty sabbaticals and leaves of absence (research, family leaves, sick leave).

11. Assisting in coordination of faculty and student selection for family weekend in October, admissions open houses, opportunity program summer sessions, and for other recruitment and advertising purposes.

12. As needed, PDs are responsible for writing proposals for new hires (tenure line and visiting), renewal of faculty positions, and hiring of adjunct faculty. This process involves getting approval from the administration and the PAC – Planning and Appointments Committee (by submitting a proposal in the PAC Tool), presenting the proposal at the Division meeting, selecting faculty and students to serve on the search committee, planning with the administration and divisional administrative assistant to host candidate interviews, leading the selection process, and working with the administration to recruit the finalist for the position. The program director is charged with preparing for inclusive searches by participating in DEI training and workshops as well as developing an intentional recruitment strategy well in advance. Faculty members serving on search committees are also required to participate in DEI training. Adjunct and visiting faculty are to be renewed by request from the program director to the Office of the Dean of the College. For helpful links, presentations, and documents related to candidate visits, inclusive searches, and general guidelines / best practices, please visit:

    https://www.bard.edu/doc/recruitment/
    https://tools.bard.edu/tools/pac/

13. PDs are responsible for ensuring that faculty within the Program have equitable student advising responsibilities. In order to facilitate this task, program directors should work with the Registrar's Office to document advising loads (academic and senior project) for each faculty member at the end of each semester. Rather than looking at differences in loads at the end of each semester, PDs should look at averages over a two-year period to determine equitable future advising allocations. The program director is also responsible for organizing (or delegating) informational sessions for prospective majors as well as events for students within the program. Finally, the program director is often the first point of contact for students within the program. The director trouble-shoots a range of issues with students as well as faculty and should call upon the resources of DOSA, the Dean of Studies, and Dean of the College in responding to specific concerns.

14. Moderation and Senior Project Boards: Planning of moderation and senior project boards in a manner such that faculty are serving on approximately similar number of boards. Designing and conducting senior colloquia and midway boards/workshops. *See point # 13 for best practices*

15. Assist the divisional chair to ensure that faculty members are serving as DE's, conducting class visits, serving on committees, and performing Category III work in an equitable manner.

16. Coordinating with the Registrar's office to identify and secure "Faculty Super Advisers" for 1st year and transfer student advising during L&T

17. New Faculty Orientation and oversight. Reviewing CAFÉ forms for each faculty member annually. CAFÉ forms can be obtained from the Office of the DOC. This is particularly critical for pre-tenure faculty members in the program. Program directors should acquaint colleagues with useful resources such as the CFCD (Center for Faculty and Curricular Development), which offers trainings, workshops, and consultations to faculty on a variety of professional issues.

    https://cfcd.bard.edu/

18. The program director is responsible for working with the Dean's Office and the faculty member undergoing evaluation to formulate a list of potential external reviewers for their scholarly work. The PD will often be expected to serve as a divisional evaluator (DE).

19. Leadership in relation to Program Review and MSCHE (Middle States Commission on Higher Education) reaccreditation - Program directors are responsible for coordinating the self-study process in connection with external evaluation of programs as well as participating in periodic reaccreditation of the College.

20. Program directors are responsible for oversight of facilities and equipment (practice spaces, laboratories, major equipment), working with other faculty members, staff, and the Buildings & Grounds department. PDs are responsible to recruit and mentor foreign language tutors (FLETs) and/or apply to Fulbright for FLTAs: diplomatic interventions and management are to be anticipated.

21. Program directors are responsible for managing student employment within the program (advertisement of positions, selection, timesheets, payroll etc.). Student employment positions should be posted on the Handshake platform. Please visit:

    https://bard.joinhandshake.com/login

22. Coordinating with student clubs to sponsor activities that enhance the mission of the program. Coordinating co-curricular opportunities for majors in the program (film series, speaker series, round table events, language tables).

23. Oversight and hosting of speakers and guests on behalf of the program. In addition to inviting professionals from other institutions, it is also a good practice to invite student alums as speakers to help connect with and inspire current majors.

24. Program directors should strive to champion diversity, equity, and inclusion (DEI) initiatives by working with the VP for Institutional Planning and Research as well as the Dean for Inclusive Excellence to survey students and faculty. These surveys can ensure that the working of a program follow best practices with regard to equity and inclusion. Program directors are also responsible for crafting and continually updating the program's DEI statement and projects. For more information, please visit:

    https://www.bard.edu/dei/partnerships/

25. Program directors are encouraged to implement the goals of the SCALE (Socioeconomic and the Lived Experience) Project by working with faculty members to ensure that course materials are affordable and in accordance with Bard's commitment to access and equity. For more information, please visit:

    https://www.bard.edu/dei/partnerships/

26. Program directors should work with the Bard Information Technology and Publications offices to ensure that programmatic information is updated in all websites, handbooks, and other mediums.

27. The Division or program administrative assistant can be a useful resource for the program director, pointing them in the right direction for many questions and needs that may arise from time to time.

28. Program directors are responsible for organizing informational sessions (as needed) for students. These are particularly useful prior to moderation and registration.

Note: Many of the tasks listed above can and should be collegially shared among or delegated to other faculty members in the program.

A Roadmap of Responsibilities & Reminders

July
- The new academic year begins
- Check your Program budget to determine allocations for the fiscal year
- Post student jobs on the Handshake platform
- Files (tenure and promotion) for faculty undergoing evaluation are due

August
- "Super-advising" for first-year and transfer students takes place in late August. Work with the Registrar's office to select faculty member(s) for advising new students.
- Designate a faculty member to meet with new student scholars from the various Opportunity Programs such as BEOP, HEOP, and POSSE.
- Files (pre-tenure) for faculty undergoing evaluation are due
- Program budgets released: meet with DoC and VP for Institutional Planning and Research to discuss questions or concerns
- Faculty Leadership Institute (or in January)
- New faculty orientation

September
- Student advisees from super advising should be equitably distributed amongst all faculty members in the Program.
- Course planning for the Spring semester should occur during Program meetings and the final listing submitted to the Division's administrative assistant. Any new courses must be approved during the PD meetings led by the Division Chair and by the Curriculum Committee of the College.
- Organizational meeting with the Dean

October
- Family weekend: Recruitment of faculty and students to represent the Program
- Remind faculty in the Program to submit midterm grades and criteria sheets
- Submit proposal to PAC for new hires and replacement

November
- Prepare Moderation and Senior Project board schedules

December
- Advising Day (no classes are held on this day)
- Moderation boards
- Registration for Spring classes
- Senior Project boards
- Post student jobs on Handshake platform

January

- Remind faculty in the Program to submit final grades and criteria sheets.
- Update data for faculty load in terms of number of advisees, moderations, SP advisees, and SP boards.

February
- Courses, schedules, room requests for the Fall semester should be discussed in Program meetings and the final version submitted to the Division secretary's office. Any new courses must be approved during the PD meetings led by the Division Chair and by the Curriculum Committee of the College.

March
- Budgets are due in March.
- Remind faculty in the Program to submit midterm grades and criteria sheets.
- Submit proposal to PAC for new hires and replacement
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April
- Accepted Students Open House: recruitment of faculty and students to represent the Program
- Prepare Moderation and Senior Project board schedules
- College purchasing deadline is approaching. Plan accordingly

May
- Student advising happens over two Advising Days during the Spring semester. No classes are held during these days.
- Registration for Fall classes
- Moderation boards
- Senior Project boards
- Baccalaureate, Senior Dinner, and Commencement. Please encourage faculty to attend these events.

June
- Remind faculty in the Program to submit final grades and criteria sheets.
- Update data for faculty load in terms of number of advisees, moderation boards, SP advisees, and SP boards.
- Prepare and submit the Program Annual Report to the Dean's Office.