



Responsibilities of Deans

Academic deans, reporting directly to the provost, serve an administrative leadership role in support of the mission of California State University Maritime Academy (Cal Maritime). Each dean leads one of the following four areas: 1) the School of Engineering, 2) the School of Letters and Sciences, 3) the School of Maritime Transportation, Logistics and Management, 4) the Library, Learning Services, and Faculty Development. Together, the four deans also form a leadership team that advises and assists the provost and associate provost. Both as a team and as individuals, deans participate in key functions of the university beyond the strictly academic, including strategic planning, facilities oversight, marketing, outreach, community relations, cadet development, and advancement.

A central leadership goal of the deans is to build and sustain productive, collaborative relationships with the faculty they lead while also ensuring academic strength, organizational excellence, and fiscal oversight throughout their areas. While they are given authority in particular areas related especially to budget and adherence to institutional policies, they also work in especially close association with department chairs, with whom they strive to maintain a collegial partnership.

Deans are charged with certain specific responsibilities, as listed below. These responsibilities may not fall equally to each respective dean, given the variety of areas overseen.

Advocacy, Leadership, and Advisory Roles

- Represent their respective academic areas on appropriate campus committees and councils, serving in leadership roles as requested;
- During the campus-wide budgeting process, advocate for resources needed in their areas, both to support departments and to support the deans' own assigned responsibilities;
- Provide advocacy and leadership for departments seeking to hire while also ensuring adherence to established policy and procedures;
- Mentor faculty and staff in their areas, identifying development opportunities and offering appropriate resources;
- Actively advance best practices to cultivate diversity, equity, and inclusion within their areas—for faculty, staff, and cadets alike;

- In close partnership with faculty and staff in their areas, identify and address unmet instructional needs of cadets and seek to remediate;
- In close partnership with faculty, work to continuously improve existing programs and to advance new opportunities that enrich the educational mission;
- Partner with other deans to develop and promote opportunities for collaborations across departments and across areas—particularly for faculty and cadets;
- Encourage and foster the scholarly activities of departments and/or faculty in their areas and identify resources to support or expand these activities;
- Identify and foster development opportunities for staff in their areas;
- Advise provost and associate provost on faculty workplace concerns, especially those that could erode performance or retention;
- Advise provost and associate provost on patterns of cadet academic performance within their areas that could erode retention;

Operational Roles

- Partner with Human Resources and the Provost’s Office to ensure equity, consistency, and timeliness in faculty and staff hiring practices and contractual assignments;
- Ensure that principles of equity and consistency inform each slate of class offerings and class schedule;
- Coordinate the planning and effective use of instructional, faculty office/workspace as well as the use of materials, equipment and technology (including simulators) towards meeting the campus goals;
- Work with associate provost and registrar to ensure that registration and grade-submission processes are efficient and equitable and that faculty follow established registration and grade-submission policies and procedures;
- Participate in reviews of tenure-line faculty for purposes of retention, tenure, and promotion and in reviews of sabbatical requests, in keeping with the CBA and established campus policy and procedures;
- Participate in reviews of all lecturers, in keeping with the CBA and established campus policy and procedures;
- Conduct reviews of staff in their area in accordance with institutional policies and procedures at both the system and campus levels;
- Meet departmental resource needs to the greatest degree possible:
 - Work with academic department chairs to ascertain resources necessary to meet Cal Maritime’s academic mission as well as both institutional and program learning outcomes;
 - Work with academic department chairs to establish budget transparency and shared budgetary responsibility;

- Alert provost when departmental resource needs are not being met and no remedy is apparent;
- Exercise prudent financial oversight of area/department budgets and course offerings:
 - Monitor and ensure that course sizes, numbers of sections, etc., are fiscally sustainable and in accordance with institutional policies at both the system and the campus levels;
 - Work with Academic Affairs' budget coordinator to plan for and manage resources, both for expected and unexpected expenses;
 - Achieve a balanced budget in their areas each fiscal year;
- As warranted, work with Career Services staff to ensure that adequate internships and co-ops are available to cadets in their areas;
- Partner with relevant offices and individuals to ensure the academic success of summer cruise on Cal Maritime's training ship and summer internship/co-op programs as relevant to the programs;
- Ensure the administrative success of International Experience and support all aspects of its educational mission;
- Ensure that necessary assessment and accreditation reports for their areas are completed and submitted in a timely way;
- Review cadet petitions and work with department chairs in addressing cadet performance issues and grievances;
- Create, monitor, and actively assist in meeting recruitment and retention targets in their areas each year;
- As appropriate, work with academic departments (and potentially with other campus members) to build and implement recruitment and retention plans.

Communication and Outreach Roles

- Serve as the "face" of his or her academic area (and of Cal Maritime more generally) within the broader CSU system as well as in surrounding civic organizations, in professional communities, and on industry or other relevant boards;
- Ensure that all decisions reached in their areas are made with transparency, respect, and appropriate shared governance;
- Clearly communicate important developments, decisions, policies, and practices to all stakeholders, whether internal or external to Cal Maritime;
- Partner closely with the Office of Admission to design and participate in recruiting activities for the university broadly and especially for their areas; request participation from departmental chairs and faculty as appropriate;

- Be available for parents to discuss cadets' academic progress and/or to answer questions from prospective cadets and families;
- Oversee industry councils within their academic areas, building relationships that support the curricular work in their academic areas;
- Actively and frequently engage with alumni and donors, cultivating relationships with members of both groups;
- Actively pursue diversified funding, including private support and donations, for their respective schools/areas.

Other duties as assigned

Perform other duties as assigned by the Provost or the President.