ARTICLE XII

THE OFFICE OF THE DEAN

Section XII.1. The Dean.

The Dean shall possess the powers and exercise the duties that are vested in that office by the Iowa State Board of Regents, the President of the University, the Provost, and the Faculty of the College of Liberal Arts and Sciences, each acting within its lawful authority. The Dean shall exercise the powers and perform the duties specifically designated by this *Manual*.

Among the powers and duties of the Dean are the following:

a. To provide educational leadership and set high standards for the College's instructional and research programs.

b. To promote the academic quality and welfare of the College's faculty, through the authorization of new faculty positions, the diversification of the faculty, oversight of faculty development and review, and recommendations to the Provost concerning faculty reappointment, promotion, and tenure.

c. To represent the College in its relations with central administration and with other colleges and units within the University and to advocate for the resources necessary to fulfill the College's mission.

d. To direct the College's strategic planning processes, developing a vision for the College's future, setting priorities among highly desirable objectives, and allocating resources to those with the highest priorities.

e. To review and assess the quality of the College's departmentalized and non-departmentalized units, their effectiveness in clarifying, developing, and achieving their missions, and their participation in the College's mission; and to use these assessments as the bases for budget decisions and decisions affecting the units' instructional programs.

f. To promote and maintain dialog within the College concerning policies and resources, in regular consultation with the departmental executive officers of the College.

g. To exercise control over the internal budget of the College, allocating and reallocating faculty and staff lines, graduate teaching assistantships, and other resources.

h. To facilitate collegiate self-governance by chairing the College's Executive Committee and appointing executive officers for the College's subdivisions directing the processes of self-governance within those units.

i. To determine and oversee collegiate administrative structure and activities, including the associate deanships and the necessary nonacademic staff.

j. To oversee and promote external fundraising and the acquisition of grants and contracts in support of the College's instructional and research programs.

Section XII.2. Associate Deans and Assistant Deans.

The Dean may delegate some of the powers and duties of the Dean to associate deans and assistant deans.

When an appointment of an associate dean or an assistant dean is to be made, the Dean shall advertise the opening within the College and shall consult the Executive Committee concerning the candidates to be considered. After such consultation, the Dean shall make a recommendation to the Provost.