

Antoinette Westphal College Program Director Policy

Introduction

Program Directors in the Antoinette Westphal College of Media Arts & Design are important leaders in the College and committed to its organizational success. Driven by intellectual curiosity and openness, they are catalysts for team building. Program Directors are reliable, responsive, and impactful leaders in the College. In addition to the [Job Description](#), the following policy defines how Program Directors are compensated, their workload, the selection process, terms of appointment, transition policy, leadership training, and review process. Note that some programs have Associate Program Directors, and this policy defines a program's eligibility to have an Associate Program Director, in addition to the other items mentioned for Program Directors.

Please note attached to this policy are 4 key guidance documents:

- A. FAQs
- B. Financial Guidance Document
- C. Survey of Program Director Performance
- D. Summary table of Stipends and Course Releases

Compensation and Workload

The compensation and workload assistance for program directors consists of two components: time released from teaching (course release) and a 12-month stipend.

Undergraduate Program Director 12-month Stipends and Course Release

For undergraduate programs, the indicators in determining the stipend and course release are:

- # of students enrolled in the program determined on a three-year rolling average based on official Fall six-week census data.
- # of course sections offered by the program annually determined on a three-year rolling average based on the term master schedule.

The College recognizes that each program has unique complexities that are characterized by more than two factors, but ultimately these two determinates can be compared against each program. The College believes the “# of course sections in a program” is an indicator of # of faculty in each program, and how many students go through the program (majors and non-majors), which are also areas that affect undergraduate program director workload. Note that Antoinette Westphal College has many ‘service’ programs which do not have majors (hence, no enrolled students), but do significant work to support students across Drexel. These Program Directors service is guided in this policy by assuming zero students and # of course sections offered.

Annual Stipend:

An annual stipend shall be considered depending on the number of students enrolled in the program. The stipend is to cover the 12 months of work of the program director (the workload over the summer is reduced for most programs). Annual stipends are eligible to receive merit raises per the university's yearly merit program.

The stipend will be determined by the 3-year rolling average of the number of students enrolled in a major according to the following chart. Stipend amounts are defined in the financial guidance document.

# of students enrolled in a major	Base stipend
0 - 50	UG Tier 1
51-150	UG Tier 2
151+	UG Tier 3

Raise on stipend for years of service: Program directors and Associate Program Directors shall receive a raise as defined in the financial guidance document in their base stipend upon the successful renewal of their service after 3 years, subject to university raise policy. If a program director leaves service and returns to it, their base stipend will be set based on previous experience. See Terms of Appointment and Review policy below.

Course Release:

Please reference *Westphal College Workload Policy for Full-Time Faculty*:

https://drexel.edu/~media/Files/westphal/pdf/Westphal%20College%20Teaching%20Workload%20Policy_2021.ashx?la=en for information on base teaching loads for program directors and associate program directors.

Per the Westphal Workload Policy, program directors are released for 6 credits of teaching, and associate program directors are released for 3 credits of teaching. Additional course release for program directors in addition to these 6 credits will be determined by the number of course sections within a program annually, determined on a three-year rolling average, according to the following chart.

# of overall course sections in a program	Base Course Release	PD Additional course release
<50 courses	6 credits	0
>51 courses	6 credits	3 credit course release

On a case-by-case basis, the course loads for program directors and associate program directors can be above or below the stated example range dependent on the amount of work required to run that particular program. This is to be determined by the Dean's office in consultation with the department head.

Undergraduate Associate Program Directors:

Undergraduate programs which have 150 or more enrolled students, determined on a three-year average rolling basis, can request an associate director for the program.

An annual stipend and/or course release for associate program directors shall be considered per the financial guidance document and the Westphal Workload Policy

Exceptions to assign associate program directors will be considered under special circumstances and are to be discussed and approved in partnership with the Dean’s office.

Graduate Program Directors:

For graduate programs, the indicator in determining the amount of work required of the program director is by the number of students enrolled in the program, determined on a three-year rolling average.

Stipend and Course release

An annual stipend shall be considered depending on the number of enrolled students. Amounts are defined in the financial guidance document. The stipend is to cover the 12 months of work of the program director. Stipends can receive merit raises per the university's yearly merit program. All graduate program directors receive a 6-credit base course release. One additional course release will be granted to programs with over 50 students enrolled, determined on a three-year average rolling basis.

# of students enrolled in a major	Base stipend	Base course release	Additional course release
<25	G Tier 1	6 credits	0
25-50	G Tier 2	6 credits	0
50-100	G Tier 3	6 credits	3 credits

Selection of a Program Director

Whenever a vacancy is anticipated for the program director of an academic program, a search process for a new program director shall be initiated by the Dean. The full responsibilities of the position of program director should be made apparent, these can be found in the [Job Description](#). New faculty hires should be recruited, as appropriate, with the intention of serving as a future program director. This service requirement should be explained to candidates, and they should be vetted with this requirement in mind. If there is a need for an interim to fill the program director role, the Dean shall appoint an interim program director.

Interim Program Director Selection

- The Dean shall choose an interim program director after consultation with the faculty and staff of the program, department head and dean's office staff.
- When possible, the interim program director shall be a member of the program and/or department.

Search Process for a New Program Director

Internal Candidate Search

- All full-time faculty (tenured, tenure track and non-tenure track) can self-nominate to be considered as program director. Nominations may be made by submitting a nomination or application letter and CV to the Dean.
- Any candidate (internal or external) shall deliver a brief presentation on their vision for the program to be attended by the department head, department full and part-time faculty and staff, the Dean, and any other interested members of the Drexel community.
- After the presentation, a brief survey (open-ended, no more than 250 words) will be distributed for each candidate by the Dean's office for feedback.
- With the data collected, and in consultation with the department head and Dean's office staff, the Dean shall appoint a program director.

External Candidate Search

- If there are no suitable internal candidates, subject to Provost approval and funds available, a national external search will be initiated. In the case of a national search, the search committee will recommend candidates as instructed by the process in the Westphal Hiring Guide, found here:
https://drexel.edu/~media/Files/westphal/pdf/Westphal%20Faculty%20Hiring%20Guide_
- At least one existing program director must be on any program director search committee, preferably from the same department.

Associate Program Director Selection

- If a program is eligible for an Associate Program Director (APD), the Department Head and Dean will partner with a Program Director to identify candidates for APD and will consult with the faculty on potential selections.

Eligibility

- Program directors must be full-time faculty with an appointment in the department of the program, regardless of tenure status.
- A candidate should have a minimum of 3 years teaching experience and 3 years of relevant program/department/college/university service and/or relevant professional/administrative experience.
- Exceptions to this eligibility may be approved by the Dean if necessary for the success of program in rare instances.
- The above eligibility rules apply for associate program directors also.

Note: Requirements for application to the position will be made public for all faculty.

Terms of Appointment for Program Directors

- Program director appointments are a 12-month (year-round) service obligation.
- **Initial Appointment:** The initial appointment of a new program director shall be for a three-year term.
- **Reappointment:** Subject to annual performance reviews with department heads, a three-year Program Director review, and approval of the Department Head and Dean, the program director may be reappointed to an additional three-year term. See review process below.
- **Length of Service:** The total duration of continuous service as a program director should not exceed six years, unless it meets the requirements of the Extension of Appointment below. Former program directors who have previously completed six years of service may apply for the position again after three years.
- **End of Service:** As determined by the Dean and based on performance, at the end of the six-year term, a portion of the program director stipend may be rolled into the base salary of the serving faculty. In addition, a Program Director will do an exit interview with Human Resources upon completion of their contract.
- **Associate Program Directors:** all the above terms apply to associate program directors.

Extension(s) of Appointment beyond 6 years

The appointment of a program director or associate program director may be extended beyond six years on three-year contracts, provided that:

- The periodic performance and summative reviews of that program director were all above average.
- The faculty and staff members of the department and the department head support the additional extension for a specified period.
- The Dean approves the additional extension for a specified period.
- **Associate Program Directors:** all the above terms apply to associate program directors.

Transition and Training of Program Directors

When possible, the transition and training for future Program Directors should begin one year in advance of their service. When possible, an Associate Program Director should be trained to succeed a Program Director. The below trainings/resources are available for Program Directors and Associate Program Directors.

New Program Director Training: Training for new Program Directors will occur in five ways:

- Formal training sessions organized by the Academic Associate Dean;
- Information available on WestphalOne;
- Meetings set up with all Associate Deans and Staff members of the Academic Council;
- Meetings with Academic Advisors;
- Mentorship and guidance from Department Head and Administrative Staff of Departments; and
- Program Director mentors from another program when requested.

Professional Development: As leaders in the college, Program Directors are expected to develop their leadership skills on a consistent basis and should be in conversation with their Department Head about resources available. These might include, but are not limited to:

- Internal leadership trainings – Supervisory Certificate, Drexel 20/20, Career Pathway trainings;
- External leadership trainings – expense and time available is to be negotiated;
- Internal mentors – Department Head in collaboration with Dean will assist Program Director in identifying a mentor;
- Coaches – funding for which is to be identified by Department Head in collaboration with Dean; and
- Some combination of the above.

Associate Program Directors: all the above terms apply to associate program directors.

Review of Program Directors

- Performance of program directors and associate program directors will be evaluated on a yearly basis by department heads as part of the faculty's annual review of their service.
- As part of the third-year renewal term review, an additional element of annual review for Program Directors (not Associate Program Directors) will take place, including:
 - Collection of data by the Dean's office and HR from program faculty and department staff (and other department faculty as appropriate) through an anonymous survey– see survey in Attachment B. The list of survey invites should be shared and discussed with the program director.
 - Collection of letters of support submitted by the Program Director.
 - Collection of data by the Dean's office from the department head on performance.
 - A meeting between the Dean, Department Head and the program director to discuss the data collected.

Guidance Attachment A: FAQs as of 11.13.23

1. How will this policy be implemented?

- All stipend and course releases for PDs will be reset as of the implementation of this policy. Any stipend that is higher than the amount stated due to merit raises will remain at the higher amount. No other stipend increase will be implemented.
- For Program Directors who have served less than 3 years, their 'term of service' will begin when they began the service. (e.g. if a program director started 2 years ago that program director is 2 years into service). They may be renewed, per the rules outlined above.
- For Program Directors who have served longer than three years, as of September 2024 they will be put on 3-year term contract (if they desire to continue). They may be renewed, per the rules outlined above.
- In programs with only one faculty member, the program director will undergo review per policy, and will meet with the Department Head and Dean to determine if their term should continue, or to determine if other options are available or have been requested by the faculty member.

2. Can the course releases be based on number of courses not number of credits?

No, but the intent is for the Program Director to work with Department Head to make sure they are getting appropriate release. If more release is needed, please refer to the course release section of the workload policy. Department Heads can request an additional course release through that policy for a Program Director. Please reference *Westphal College Workload Policy for Full-Time Faculty*:

https://drexel.edu/~media/Files/westphal/pdf/Westphal%20College%20Teaching%20Workload%20Policy_2021.ashx?la=en

3. Can Program Directors who are launching a new program get more course release?

Department Heads should request additional release as appropriate through Workload policy process. Please reference *Westphal College Workload Policy for Full-Time Faculty*:

https://drexel.edu/~media/Files/westphal/pdf/Westphal%20College%20Teaching%20Workload%20Policy_2021.ashx?la=en

4. What happens to a stipend if a PD goes on leave?

Stipends are paused when a Program Director goes on leave, unless the Program Director is going on FMLA.

5. Can you trade in stipend money for a course release?

Not at this time, but it is something that will be revisited as this policy rolls out.

6. Can part-time faculty be Program Directors?

No, they cannot.

7. What happens if a Program ceases to exist for any reason?

Above policy on stipend amounts rolling into salary will be implemented. Further information of transition policy on programs is defined by the University, which can be found here.

[\[https://drexel.edu/senate/documents/governance/protocol-of-understanding\]](https://drexel.edu/senate/documents/governance/protocol-of-understanding)

Guidance Attachment B: Financial Guidance Document effective September 1, 2024.

Summary of Stipends and Course Releases

Undergraduate Programs	
# of students enrolled in a major	Base stipend
0 - 50 students	UG Tier 1: \$10,000.00
51-150 students	UG Tier 2: \$11,500.00
151+ students	UG Tier 3: \$13,000.00

Undergraduate Associate Program Directors
Base stipend
\$5000

Graduate Programs	
# of students enrolled in a major	Base stipend
<25	G Tier 1 \$9,000.00
25-50	G Tier 2 \$10,000.00
50-100	G Tier 3 \$11,500.00

Note that any current stipend amount greater than the amounts defined in the financial guidance document due to previous merit increases will remain at the higher of the two pay amounts upon the implementation of this policy.

Raise on stipend for 3 years of successful service:

Program directors: \$1000

Associate Program Directors: \$500

Guidance Attachment C: Survey of Program Director Performance

What: This anonymous survey is to be used to assist in the review of program directors at the end of their three-year term. Only this survey may be used to collect this data and the same survey should be used for all program director reviews – no questions may be added or removed. The direct results of this survey will only be available to the Dean and Department Head. Associate deans may receive a summary of this data by request. A summary of this data will be provided to the program director before the review meeting with the Dean.

When: The survey should be sent in the second week of January (winter quarter) of the last year of the program director's service and be left open for 4 weeks.

Who: The Dean's Office of Academic Affairs will send the survey to the faculty and staff of the program, the department head, department administrators, other program directors in the department and the staff members of the college's Academic Council as defined here:
<https://drexel.edu/~media/Files/westphal/About/Advisory%20Councils%20to%20the%20Antoinette%20Westphal%20College%20DeanVF0722.ashx?la=en>

Students and Alumni may be added to the survey if deemed appropriate by the Department Head and Dean and confirmed with the Program Director.

How: The survey should be sent via an easy-to-use anonymous survey tool such as Qualtrics.

Survey Content:

Thank you for participating in this survey. You will be asked to respond to a series of prompts reflecting on a Westphal College program director, which aligns with the Antoinette Westphal College Program Director Selection and Transition Policy [link to policy]. Your participation is anonymous and completely voluntary. No responses will be linked to identifying information. The Dean's office will compile all submitted data, and survey results will be provided to the Dean as part of the review process.

The results of this survey will not be published or made publicly available. Please contact Associate Dean Deb Ruben at dhr23@drexel.edu with any questions you may have about the review process. survey should take no more than 10-15 minutes to complete.

I find the program director accessible when I need to discuss something.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director listens to my concerns and addresses them.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

- Not applicable

The program director responds in a timely fashion.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director treats me fairly.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director considers the needs and interests of students when making decisions.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director handles student issues fairly.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director is successful in advocating for my program within the department and the College.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director encourages open discussion regarding the vision for the program.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director initiates discussion and/or ideation towards diversifying the curriculum.

- Strongly agree
- Somewhat agree

- Somewhat disagree
- Strongly disagree
- Not applicable

The program director initiates discussion and/or ideation towards decolonizing the curriculum and work culture.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director leads the program in discussing and/or ideating how the program can foster inclusion and belonging.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director initiates discussion and/or ideation to align with the anti-racism strategies of the Westphal Strategic Plan, Westphal for All.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director handles space and facilities issues well.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director keeps me informed about changes in University policies, systems, and culture that affect my work.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director allows for staff and faculty feedback and participation in decision-making.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

- Not applicable

The program director is as transparent as possible in the decision-making process.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director prioritizes and delegates well.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director recognizes accomplishments by members of the program.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director models the values and code of conduct of the College and University.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director attends events that showcase the creative, scholarly, or research activities of members of the program.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director demonstrates an awareness of my contribution as a member of the staff or faculty.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director helps me resolve issues that affect my teaching or administrative work.

- Strongly agree

- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director encourages collaboration among members of the program.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director encourages information sharing (through regular meetings, Teams correspondence, emails, etc.) among members of the program.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

The program director creates a sense of community within the program.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- Not applicable

General Comments: Please provide additional feedback that would be helpful to the review committee. You may reflect further on the prior prompts, and/or share your observations about the program director's vision and leadership, administrative and budgetary skills, relationships with staff, relationships with students, and/or relationships with faculty [up to 500 words].

Guidance Attachment D: Summary of Stipends and Course Releases

Undergraduate Programs		
# of students enrolled in a major	Base stipend	PD Base course release
0 - 50 students	UG Tier 1: \$10,000.00	6 credits
51-150 students	UG Tier 2: \$11,500.00	6 credits
151+ students	UG Tier 3: \$13,000.00	6 credits
Annual # of course sections in a program	PD Additional course release	
<50 courses	0	
>51courses	3 credit course release	

Undergraduate Associate Program Directors	
Base stipend	Base course release
5000	3 credits

Graduate Programs			
# of students enrolled in a major	Base stipend	Base course release	Additional course release
<25	G Tier 1 \$9,000.00	6 credits	0
25-50	G Tier 2 \$10,000.00	6 credits	0
50-100	G Tier 3 \$11,500.00	6 credits	3 credits