

DEPARTMENT CHAIRS AND OFFICERS

I. PURPOSE: This policy governs department chairs, their election, position description, performance rubrics and evaluation. It also defines other department officers.

II. POLICY:

A. The department chair is the leader of an academic department and in that role reports to the dean of the division. Chairs are elected by department faculty and recommend to the President who may appoint them. If a faculty position is available, the dean and VPAA may open the position for national search for a department chair. Department chairs serve three-year terms and may be reappointed depending on performance.

B. Election of a department chair will originate with the Faculty Senate, following procedures outlined in Appendix A. The Chair of the Senate will communicate with the faculty and dean of the academic unit. If there is a faculty position available that can be used for an external search for a chair, the dean will meet with faculty of the affected academic department to develop a position description. The draft position description will be sent to the VPAA for approval. Search procedures will follow College policy.

C. Only a full-time academic faculty member in the subject department is eligible to be department chair.

D. The Duties of Department Chairs are as follows:

1. Manage Department Office

- a. Coordinate and provide oversight for all Department operations, academic offerings, activities and responsibilities appropriate to the Department in accordance with the directives of the Division Dean.
- b. Maintain Department records, minutes of meetings, grade rosters, syllabi, tests, course outlines, course content guides, curriculum forms and student evaluations of teacher and teaching.
- c. Provide signature authority as appropriate.

2. Promote Student Success

- a. Provide assistance to students seeking program and/or academic advice for all Department courses and programs to facilitate program completion.
- b. Resolve student issues and/or recommend action as appropriate.

- c. Plan and coordinate extracurricular activities related to program areas including, but not limited to student clubs, groups, recognition, or award programs.
- d. Approve/deny substitution and waiver requests for Department degree and/or certificate programs.
- e. Approve/deny requests for nontraditional education credit in Department certificate or degree programs.
- f. Approve/deny grade changes per policy.
- g. Ensure proper oversight is provided to labs, clinics, studios, tutoring & writing centers, or other related operations and activities.
- h. Provide effective communications with College-wide library services to ensure all appropriate services are available to all students served by the Department at all locations, sites, and through various teaching modalities such as distance education.
- i. Assure the timely selection/ordering of textbook and other teaching resources.
- j. Implement the uniform protocols for student evaluation of faculty, both FT/PT and at all locations/sites and modalities.

3. Full-Time Faculty

- a. Generate letters of appointment.
- b. Recommend teaching assignments and faculty workloads.
- c. Evaluate all faculty who teach credit courses offered through the Department.
- d. Develop written academic and experiential qualifications required to teach selected courses or disciplines in consultation with Department faculty and Division Dean using standards approved by the Vice President of Academic Affairs and/or College President.
- e. Review and certify faculty academic credentials, experience, certifications and references are properly documented and filed with the College in consultation with the Department of Human Resources.

- f. Ensure all advertisements/publications/catalogs, etc., have accurate listings in reference to academic credentials, related experience, and/or required certification, licensure as appropriate.
- g. Assist Division Dean in joint nomination to search committees in accordance with CCSN Hiring Procedures Stage 3 Search Committee Formation.
- h. Recommend full-time faculty position requests, with justifications, to the Dean.
- i. Recommend faculty leave requests to the Dean.
- j. Make recommendations regarding travel requests according to College policy.
- k. Assist and mentor faculty throughout pre-tenure probationary period.
- l. Make recommendations concerning tenure status and applications to the Dean.
- m. Recommend sabbatical leave requests to the Dean.
- n. Ensure each faculty member has an annually updated individualized plan for continued professional development with time table and measurable outcomes for assessment.
- o. Encourage faculty to undertake campus/College assignments as part of workload expectation beyond teaching.
- p. Implement program assessment and maintain current student learning outcomes for each degree/certificate program.

4. Part-Time Faculty

- a. Maintain a pool of qualified adjunct faculty and recommend hiring as needed.
- b. Assure evaluation of part-time faculty.
- c. Process faculty employment applications to include proper official academic credentials, verified references and work experience in consultation with the Department of Human Resources, and maintain part-time faculty records.

- d. Generate letters of appointment, teaching schedules and workload expectations to the Dean.
- e. Under the direction of the Director of the Center for Academic and Professional Excellence (CAPE), develop and coordinate activities and programs for orientation, improved teaching/learning, professional development, and student success.

5. Communication

- a. Ensure appropriate policies, guidelines and/or procedures are received by faculty and complied with, particularly in matters relative to course outlines, syllabi, office hours, grading practices, retention, student success and other matters.
- b. Distribute class and grade rosters.
- c. Communicate relevant Department, administration and/or College information.
- d. Conduct Department meetings at least once each semester and post minutes to departmental bulletin board.
- e. Represent all Department faculty and programs on the Council of Chairs and to the respective Deans as appropriate.
- f. Provide the Dean and other College administrators with information, advice and recommendations as necessary.
- g. Seek the input and advice of all staff within the Department in matters relative to improving services.

6. Curriculum and Scheduling

- a. Involve faculty in the planning, development and evaluation of Department certificates and degrees.
- b. Ensure Department curricular modifications are acted upon by the Department faculty or Department review committee before being presented to the Dean and College Curriculum Committee for further review and approval.
- c. Ensure program reviews and philosophical course/program issues are presented to the Dean and Academic Standards Committee for further review.

- d. Work with the faculty to develop effective course schedules that meet student needs.
- e. Direct and manage all input to BSDPRO and SIS systems or their successor systems.
- f. Recommend teaching schedules that maximize student enrollment opportunities for all sites/modalities; cancel classes as appropriate; collaborate with the Dean and faculty in working toward these decisions.
- g. Work with the library staff to ensure the adequacy of instructional resource materials and services.
- h. Develop and implement a comprehensive learning outcomes assessment process for each academic program with revisions as necessary.
- i. Integrate appropriate community input in on-going curriculum development.
- j. Ensure diversity initiatives and diversity awareness is considered in all processes involving curriculum development, instructional delivery and student learning.

7. Budgets

- a. Recommend annual Department budget to the Dean for review and approval.
- b. Provide signature authority on revenue and operating accounts as appropriate.
- c. Recommend lab fee rates and expenditures to the Dean.

8. Classified Staff

- a. Interview and recommend the hiring of classified staff to the Dean.
- b. Establish work schedule that best meet the needs of the College.
- c. Directly supervise and evaluate all Departmental classified staff according to College policy.
- d. Develop Work Performance Standards in collaboration with the Dean and Human Resources Department.

- e. Recommend to the Deans approval of annual/sick leave.
- f. Verify completion of required State Personnel training sessions.
- g. Support staff development opportunities.

9. Professional/Accreditation

- a. Work with the Director of CAPE to develop and coordinate professional development activities for faculty.
- b. Recommend appointments for Program Advisory committees to the Dean.
- c. Actively participate in all accreditation related tasks.
- d. Work with administration, faculty and staff as appropriate to meet all federal, state, system, local, and College guidelines and regulations concerning health and safety issues.
- e. Assist faculty with instructional design for all learning modalities.
- f. In collaboration with the Dean, Director of Distance Education, Vice President of Academic Affairs, and the President, work to implement on-line degree programs as directed by the President.
- g. Promote Departmental programs and services.
- h. Coordinate Departmental recruitment and retention strategies for both students and faculty.
- i. In collaboration with the Dean, coordinate Departmental strategies for equitable resource allocation, strategic planning, program quality, student articulation, job placement and related budget/accreditation issues.
- j. Attend required meetings, conferences, retreats, convocations, graduation, and training sessions.
- k. Report all alleged violations of UCCSN Code, State and Federal laws and regulations.
- l. Perform other duties as assigned or requested.

10. Evaluation of department chairs.

Deans will evaluate each department chair annually using the following metrics:

STANDARD	MEASURE
1a. Manage departmental operations	Meets established needs
1b. Maintain Department records	Evidence of complete records as appropriate
1c. Provide signature as needed	Within 2 working days
2a. Facilitate student program completion	Meet with students within 5 working days of request Demonstrate increase in program completion rates
2b. Resolve student issues	Issue resolved in accordance with College policies and procedures
2c. Coordinate extracurricular activities	Evidence of extracurricular activities
2d-f. Process student-initiated requests	Within 2 working days
2g. Provide proper oversight to instructional support facilities and activities	Meets established needs
2h. Communicate Department needs to libraries	Evidence of effective communication
2i. Order sufficient textbooks and ancillaries	Meets established deadlines and needs
2j. Ensure completion of student evaluations	Meets established policy
3a. Generate letters of appointment	Evidence of complete and accurate documents within established timelines
3b. Recommend teaching assignments and faculty workloads	Faculty workloads are appropriate and equitable
3c. Evaluate faculty	Ensure that all faculty are evaluated per policy
3d. Develop teaching qualifications	Hiring of qualified instructors
3e. Review faculty qualifications	All faculty meet qualifications

3f. Ensure accuracy in public documents	Evidence of accurate documents
3g. Recommend appointment of search committees	Diversity guidelines met
3h. Recommend new position requests	Appropriate document/justification provided
3i-j. Recommend faculty leave/travel requests	Meets College policy
3k. Mentor faculty	Evidence of mentoring activities
3l-m. Recommend tenure status/sabbatical leave	Meets College policy
3n. Ensure completion of faculty professional growth plan	Evidence of completed plan per policy
3o. Encourage participation in non-teaching activities	Evidence of increased faculty involvement
4a. Recommend hiring of part-time faculty	Faculty meet established qualifications
4b. Evaluate part-time faculty	Ensure all part-time faculty are evaluated per policy
4c. Process part-time employment applications	Faculty meet established qualifications
4d. Generate letter of appointment	Evidence of complete and accurate documents within established timelines
4e. Provide orientation and professional development activities	Evidence of activities

Evaluation of department chairs will also include an annual survey by department faculty members.

Chair evaluation will include one of the following recommendations with descriptive language supporting the recommendation:

Excellent Performance (EP)

Clearly exceeds accepted standards of professional performance and recommended for performance pay consideration. (JUSTIFICATION MUST BE INCLUDED)

Commendable Performance (CP)

Exceeds accepted standards of professional performance. (JUSTIFICATION MUST BE INCLUDED)

Satisfactory Performance (SP)

Meets accepted standards of professional performance. (NO JUSTIFICATION IS NEEDED)

Unsatisfactory Performance (UP)

Does not meet minimal standards of professional performance (JUSTIFICATION MUST BE INCLUDED)

Evaluation will consider all aspects of the chair's performance. A rating of unsatisfactory will result in development of written plan for improvement to which the chair and dean agree. The President may also remove a chair performing unsatisfactorily.

E. Any individual serving or desiring to serve as a Department Chair may resign from said position upon commencement of sabbatical leave; however, approved sabbatical leaves may also be deferred.

F. In situations in which a mid-term election is held due to either the resignation or removal of the Department Chair, or in which the Chair-Designate is appointed by the President, the newly elected or appointed Chair shall serve for the remainder of the three (3) year term.

G. Procedures for the recall of a department chair are described in Appendix B.

H. Compensation for department chairs will follow institutional policy and will be updated annually.

I. Associate Department Chairs

1. Where associate chair positions are authorized, the positions will assist in the administration of the department. Associate department chairs should be faculty within the unit, and should not have personnel or leave and tenure responsibilities.

2. Chairs will determine the responsibilities of associate chairs who will be accountable to their respective chair and will be evaluated annually.

J. Program Directors

1. Upon recommendation of the chair and dean, program directors may be authorized within a department as student enrollments or discipline differences may justify these positions. Where associate chair positions are authorized, the positions will assist in the administration of the department. Associate

department chairs should be faculty within the unit, and should not have personnel or leave and tenure responsibilities.

2. Chairs will determine the responsibilities of program directors who will be accountable to their respective chair and will be evaluated annually.

K. Lead Faculty

1. Upon recommendation of the chair and dean, lead faculty may be authorized within a department if discipline difference justify these positions. Lead faculty are responsible for curriculum, assessment and curriculum development. Lead faculty must be faculty within the unit.

2. Chairs will determine the responsibilities of lead faculty who will be accountable to their respective chair and will be evaluated annually.

Appendix A
Election Procedures for Department Chairs

QUALIFICATIONS FOR VOTING

The right to vote for a Department Chair shall be limited to full-time academic faculty members within the subject department (tenure track or continuing contract employees).

1. During the second week in March during an election year, the process of selecting the Department Chair will begin. Faculty in the appropriate department will be given notice from the Faculty Senate Chair or designee at least 10 working days prior to the meeting to discuss the selection.
2. Faculty who have an interest in serving in the role of Department Chair will make their interest known in writing to the President or designee and the Faculty Senate Chair at least five (5) working days prior to the meeting. Special consideration for selection of Department Chair may occur in certain programs due to outside accreditation requirements. Faculty who are interested in serving as Department Chair must meet the qualifications stated herein if they wish to apply.
3. If there are no faculty members within the subject department interested in serving as Department Chair, the Faculty Senate Chair shall so advise the College's President. The President shall thereafter select a full-time academic faculty member from the college at large, to serve as Department Chair for said department during the current term thereof.
4. Upon the Faculty Senate Chair's receipt of the nominations for the position of Department Chair, said Chair shall inform the faculty in the subject department of the candidates wishing consideration as Department Chair in that department.
5. At a predetermined announced meeting, all faculty in the department will be invited to a meeting with the Faculty Senate Chair or designee for purposes of holding an election.
6. At the meeting set forth in paragraph five (5) above, an election will take place. It will be conducted by secret ballot. The candidate with the majority of votes of those voting in the election will be recommended to the President for appointment as Department Chair. If no candidate receives a majority of votes in the initial balloting, a run-off election by secret ballot will be held immediately thereafter between the two (2) candidates receiving the most votes. The candidate with the majority of votes will be recommended to the President for appointment. In the case of a tie vote between the run-off candidates, a second vote involving said candidates shall be held on the third working day thereafter. If the vote should again result in a tie between the candidates, the process shall be reopened for purposes of accepting new nominations. Those previously nominated may be denominated. Nominations shall close within five (5) working days of the reopening of the nomination process. The Faculty Senate Chair shall inform the faculty in the department of the candidates wishing consideration as Department Chair in the department. On the tenth day thereafter, the Faculty Senate Chair shall call a

meeting of the department faculty for purposes of holding the election. At the meeting, an election shall be held. It will be conducted by secret ballot. The person with a majority of votes will be recommended to the President for appointment. In the case of a tie vote, the President shall select a member of the department to serve as Department Chair for the current term of office.

7. Within five (5) working days, the President will announce his/her decision.

8. If the President does not confirm the choice of the department as evidenced by the vote of the department, the President will give a rationale to the department's faculty and will order another election. Within five (5) working days of the receipt of the President's decision not to confirm the department vote, all nominations for the office of Department Chair must be received by the Faculty Senate Chair. The Faculty Senate Chair will inform the faculty in the department of the candidates wishing consideration as Department Chair in that department. Within 10 working days thereof, the Faculty Senate Chair shall invite all qualified members of the department to a meeting for purposes of conducting an election. At the meeting an election shall be held. It will be conducted by secret ballot. The person with the majority of votes of those voting in the election will be recommended to the President for appointment. In the case of a tie vote, the President shall select one (1) of the nominated candidates to serve as Department Chair for the current term of office.

Appendix B

RECALL PROCEDURES

If problems occur within a department, all reasonable efforts should be made to resolve them informally with the Department Chair. If faculty are unsuccessful in their efforts to resolve such problems, the following procedures must be followed prior to instituting formal recall procedures:

A. Upon petition in writing from at least 1/3 of the faculty, the Faculty Senate Chair shall call a special meeting of the full-time faculty of that department for purposes of resolving any and all outstanding disputes, problems or issues. This special meeting shall occur pursuant to the Faculty Senate Chair's receipt of the signed written petition of at least 1/3 of the department faculty. The petition must be addressed to the Faculty Senate Chair with a copy thereof to be delivered by the Faculty Senate Chair to the Department Chair.

B. The special meeting shall occur within 10 working days of the Faculty Senate Chair's receipt of the petition. At the special meeting, the Faculty Senate Chair shall preside. The faculty and the Department Chair shall reasonably attempt to resolve the issues. Upon conclusion of the meeting, the Faculty Senate Chair shall render a written report and forward a copy of the same to the Department Chair, the faculty members within the subject department, and to the appropriate Vice President. Any such special meeting shall occur no more than once each semester (Fall/Spring). There shall be no special meeting during the Summer Session.

FORMAL RECALL PROCEDURES

The formal recall of a Department Chair may not commence any earlier than the beginning of the second regular (Fall/Spring) semester of the current term of office, or in the case of a mid-term appointment or election, no earlier than the beginning of the second regular (Fall/Spring) semester after said election or appointment. The procedures to be followed by members of a department seeking the recall of their Department Chair are as follows:

A. A special meeting of the department faculty shall be called by the Faculty Senate Chair pursuant to said Chair's receipt of a formal Petition for Recall of Department Chair. At least 1/3 of the faculty of the subject department must put the concerns of the faculty and the reasons for calling the special meeting in writing. The Petition must contain pertinent information regarding the reasons for calling the meeting. The Petition must be addressed to the Department Chair with a copy to the Faculty Senate Chair. The reasons for calling the special meeting include, but are not limited to, failure to communicate with faculty, failure to perform duties, sufficient injury to the department or institution.

B. Within five (5) working days of receipt of the Petition, the Faculty Senate Chair shall

convene a department meeting for purposes of resolving the issues so stated. At said special meeting, the faculty and Department Chair shall attempt, in good faith, to resolve the outstanding issues. If the Faculty Senate Chair determines that such resolution is unsuccessful, a vote of confidence/no confidence shall be held by secret ballot. If at least 2/3 of the department faculty express no-confidence in the Department Chair, the results thereof shall be forwarded to the President.

C. In the case of a no-confidence vote, the President will rule on the vote and notify the department faculty, Faculty Senate Chair, and the Department Chair within five (5) working days. If, in the opinion of the President the problems are resolvable, the Department Chair will be given an opportunity to remedy the concerns of the faculty. If the concerns are grave and cannot be resolved, the President shall inform the department faculty, Faculty Senate Chair, and Department Chair and a new election shall be held in accordance with the procedures set forth herein for the election of Department Chairs.