Department Chair's Handbook 2015-2016

The Department Chair's Handbook is a set of *guidelines* set forth to help each chair be as effective and efficient as possible. The materials herein do not necessarily represent policy - but include references to policy materials as appropriate. The Faculty Handbook is the policy document that governs many of our day-to-day responsibilities and rights.

If you identify areas of the Handbook which you believe require revision, please contact Karen Erickson or Cindy Malone.

During the interim year 2015-2016, the Provost, Academic Dean, and Associate Dean will carry out the responsibilities of the Academic Affairs office. The Preface lists these responsibilities.

Preface: Academic Affairs Structure and Responsibilities, 2015-2016

Chapter 1: Department Chair Calendar
Important dates to know throughout the academic year.

Chapter 2: Chair Interaction with the Registrar's Office
Application for Degree, Course Offerings, Evaluation of Transfer Credits, Independent Learning Projects, Individualized Major, Internships, Registrar's Office Annual Report, Upper Division Acceptance, Banner Web Self-Service

Chapter 3: Chair Interaction with and Responsibilities to Students
Advising, Grade Challenges, Academic Honesty and Plagiarism, Transcript Evaluations, Student Records, Parents

Chapter 4: Chair Interaction with Department Faculty
Hiring, Assistance to New Faculty, Mentoring, Reviews of Probationary Faculty, Third Year Review, Tenure Review/Promotion, Adjunct and Term Contract Faculty, Course Assignments, Letters of Support: Sabbaticals and Study Abroad; Service Learning, Problems with Department Faculty Members

Chapter 5: Chair Interaction with Academic Dean, Vice Provost, and Provost
Interaction with Academic Dean, Interaction with Vice Provost, Hiring Process, annual Reviews of Probationary Faculty, Integrated Annual Reports (IAR), Provost's Role, Chairs' Meetings, Selection of Chair

Chapter 6: Chair Budget Guide
Introduction, General Information and Expectations, Notes on Budget Lines: Student Salaries - General and Research, Travel, Office Expense, Telephone, Supplies, Assessment, Capital - Technology and Other, Repair/Replacement, Allocations, Program Review; Skeleton Key to Budget Reports

Chapter 7: Faculty Hiring
Hiring Requests, Authorization to Hire, Elements of the Recruitment Process

Chapter 8: Chair Involvement in Assessment and Program Review
Assessment, Program Review

Chapter 9: Chair Interaction with the Center for Global Education
Faculty Selection for Study Abroad, Short-Term Programs

Chapter 10:

Chapter 11:

Chapter 12:
Sections of the Faculty Handbook that pertain to Department Chairs

Appendices 1-4.

Preface: Academic Affairs Structure and Responsibilities, 2015-2016

PROVOST: RICHARD ICE
- SDC/SD2020 working closely with Institutional Planning and Research
- HLC
- FCBC
- APBC
- Budget Issues with Senior Budget Analyst
- JFA/JFS Exec Comm
- Board & Presidents
- Facilities & Physical Plant Questions
- Assigning Program Review of Academic Offices; Approval of Action Plans
- Oversight of Global, OARCA, Registrar, Grants Office, ELCE, FAP
- Annual appraisals for McNeely, Jay Phillips, Koch, McCarthy, Pottery, Outdoor U, External Grants

ACADEMIC DEAN: KAREN ERICKSON
- SDC/SD2020
- HLC Criterion 4
- Assist with BOARDS as needed
- CHAIRS
- Annual Reports
- Annual Faculty Evaluations and Surveys
- Program Review – Assist OARCA , APSAC, & Chairs
- Oversight of Academic Advising/ESL/Writing Center/FYS/Math Skills/Honors/DES
- Hiring
- Review/Sign Departmental Coordinator Performance Appraisals
- R&T and Post-Tenure Faculty Review
- ACC and Ad hoc external credit
- Catalog
- FHC
- CCVC: FYE
- HMML and IDC
- Grants/Funds related to faculty departments/programs

ASSOCIATE DEAN: CINDY MALONE
- SD2020
- HLC Criterion 3
- Hiring
- Annual Faculty Evaluations and Surveys
- FDRC
- Supplemental Travel and Assessment
- Student Accessibility Services
- CCC with Jason, liaison between CCC and CCVC
- Oversee CC assessment 2015-2016
- APSAC
- Admission Events
- On-going support to Experiential Learning, Outdoor U

Chapter 1: Department Chair Calendar

Ongoing	Schedule regular department meetings Hire/mentor new faculty Visit classes taught by probationary faculty Direct departmental and Common Curriculum assessment activities Assist Career Services with planning career programs for majors Monitor department budget expenditures Collect data for annual report Sign internship forms Sign ILP forms Review student course substitution requests, including summer courses
July 1	New chair: assume duties
August	Attend All-Campus Community Forum and Faculty Workshop Hold first department meeting Assist with drop/adds to fall classes Receive authorization(s) to hire from provost Make final changes to Spring schedule
September	Prepare tenure review letters **(due 8 September)** Attend new faculty orientation activities (sponsored by LES) Collect course syllabi from department faculty Write letters supporting department sabbatical requests to the Faculty Development and Research Committee **(due approximately October 1)**
October	Write letters of support for Faculty Development grants for departmental faculty **(due in late October)** Spring registration materials/PIN numbers sent out; set up department advising process Work with senior members of department to designate writer of departmental promotion letters **(due 12 October)** Submit textbook orders Prepare department budget request for the following year **(due in October or November)** File midterm grades for first-year students
November	Track registration – make adjustments to class offerings (e.g. cancel low-enrollment courses, request adjuncts, reassign faculty, etc.) Prepare third-year review letters (**due 16 November**) Interview with Rank and Tenure Committee for tenure/promotion candidates
December	Meet with academic dean/registrar to discuss courses for next academic year Recruit department faculty for First Year Seminar, Ethics courses, and Honors courses Write letters of support for department faculty nominated for teaching awards **(due approximately mid-December)**
January	Receive request to submit courses for next academic year from registrar **(due end of January)** Write letters of recommendation for department faculty applying for FDRC grants **(due in February)** Write letters of recommendation for students applying for Study Abroad Review "conditional" acceptances to the major for final decision

February	Process applications for major from second-semester sophomores **(due mid-February** Interview with Rank and Tenure Committee for third-year review candidates File midterm grades due for first-year students (late February or early March) Arrange graduation activities (receptions for major/parents)
March	Attend Rank and Tenure Committee meeting for third-year review candidates Spring registration materials/PIN numbers sent out Submit academic hardware and software requests Conduct site visits for internships
April	Review academic catalog section on department or program and make changes Track registration – make adjustments to class offerings (e.g. cancel low-enrollment courses, request adjuncts, reassign faculty, etc.) Submit textbook orders Schedule senior surveys, exit interviews, etc.
May	Sign internship proposals, ILPs, and Honors thesis proposals for Fall Revise departmental brochure for Admission office Work with Education Abroad if department faculty apply for Study Abroad Directorships Work with probationary and term faculty on annual evaluations. **Due June 15.**
June	Submit requests for staffing for following year. **Due to Academic Affairs on June 10**. Make necessary revisions/adjustments to previous year's budget Assist advising/admissions with summer registration for new and transfer students Submit annual reports on probationary faculty to Offices of Academic Affairs– **Due June 15** Review "conditional acceptances" to the major for final decision. **Due mid-July.** Submit annual report through Office of Academic Review and Curricular Advancement portal **Due June 10.** Close out departmental budget.

Last updated: August 2015

Chapter 2: Interaction with the Registrar's Office

Degree Application

A Degree Application must be submitted to the Registrar's Office to be eligible to participate in Commencement Ceremonies and prior to the award of a degree from the College of Saint Benedict or Saint John's University. An email for completing the Degree Application will be sent in the spring semester to all CSB/SJU Juniors who will have completed approximately 88 credits by the end of that semester.

Each student will be instructed to review DegreeWorks to confirm their progress towards graduation. During the month of October, each student who has completed a Degree Application will be reminded to review DegreeWorks before meeting with their advisor prior to registration for their final semester. Students who have deficiencies in major/minor requirements should consult with the department chair for resolution of these deficiencies. For example, a student may have completed an alternative course that is not a standard option for the major/minor. The student would then initiate a substitution form to be approved by the department chair. Once the substitution is approved, the Registrar's Office will update the student's DegreeWorks record accordingly.

Course Offerings

The Academic Affairs Office will send a report of course enrollments and FTEs in late fall. In late November through early January, the chair meets with the academic dean and registrar to determine course offerings for the upcoming academic year. Chairs should submit staffing grids with course and faculty information at least one week before the meeting. (Appendix 2) The main focus of the meeting is to discuss the upcoming fall registration that will occur in April. Spring semester course offerings will also be reviewed at that time. In late June or early July, the chair will get a draft of the spring semester schedule to review their course offerings and make corrections. Spring semester registration will occur in late October and early November.

In December or January, the Registrar's Office sends out a preliminary draft listing of the department's course offerings from the previous corresponding semester. The chair should use the staffing grid, provided to the academic dean, to update the actual draft listings of courses for the Registrar's Office. The chair returns an updated draft listing to the Registrar's Office; the updated draft must include all sections of courses to be offered: instructor name, day, time, and room preferences. Room assignments do not roll from semester to semester, so specific preferences must be listed. As a general guide, chairs should try to have at least 25% of the department classes scheduled in the first and last periods of the day combined. Single section offerings should not be offered in the last class slot of a day if it is at all possible. No classes should be scheduled during the 4:15-6:15 p.m. time slot; evening classes begin no earlier than 6:15 p.m. However, some labs and studio sections may end within this period.

Once the chair sends back the preliminary draft to the Registrar's Office, the information will be updated on the computer database and a final draft will be sent back to the chairs for review/revision. These course offerings are then compiled into a class schedule for the upcoming registration period. All course offerings are listed on Banner Web Self Service under Faculty Services - View Course Enrollment Information.

During the registration period, chairs should watch the course enrollment in their department and notify the academic dean and the registrar of any concerns or potential problems. Approximately halfway through the registration period, the registrar will meet with the academic dean to review course enrollment and determine whether any adjustments (cancellations, additions) are necessary.

Evaluation of Transfer Credits

Students transferring credits from another institution must have an official transcript sent to the Registrar's Office. The Registrar's Office transfer evaluator will evaluate the transcripts and determine which courses will be accepted by CSB/SJU elective credits and common curriculum requirements. Students will discuss with the department chair if any of their courses can be used toward their major or minor requirements. A substitution form will need to be initiated by the student to be approved by the department chair for any major or minor requirements completed through transfer courses.

Currently enrolled students may take summer or other supplemental course work at other institutions. Students should complete a substitution form and forward it to the appropriate department chair of their major or minor for review prior to enrolling in the course. If the student subsequently enrolls in and completes a course at another institution she/he must provide the Registrar's Office with an official transcript. Once the transcript is received and it is determined that a grade of "C" or higher was earned in the approved course, the transfer credits will be entered on their CSB/SJU transcript.

All courses must be completed at an accredited institution, which CSB/SJU recognizes. Prior approval is always recommended for current students taking courses elsewhere. As well, transfer student credits will only be accepted from accredited institutions.

Independent Learning Projects

Students are allowed to register for Independent Learning Projects (ILP's), which fall into two categories:

Independent Studies - a project planned independently with a faculty moderator involving a minimum of three meetings during the term.

Individually Studied Course - fulfilling the requirements of a course by studying individually because of circumstances, which prevent the attendance at the regular class.

Under both categories, an [Independent Learning Project form](#) must be completed and turned in to the Registrar's Office. The form must include the signatures of the faculty moderator and chair. The form must outline the program content, procedure, and basis of evaluation. The academic credit must be equivalent to the hours of study required of the student. As a rule, a credit hour is equivalent to 25-30 clock hours by the students; thus, a four credit ILP would show evidence of 100-120 hours of work.

First-year students may not register for an ILP. Students are allowed 1-4 credits of ILP per semester. A total of 16 credits of ILP may be applied towards graduation requirements except where the academic dean approves a higher number. Lower division ILP's are registered under the course number 271, and upper division ILP's are numbered 371. In order to qualify for upper division credit, the student must have completed 12 credits in that department prior to the term of the ILP. An ILP may not fulfill a common curriculum requirement unless approved by the dean's designee.

Individualized Major

Students wishing to individualize a major should obtain the [Proposal for Individualizing a Traditional Major](#) from the Registrar's Office. The student then works with the chair of the home department for the individualized major to complete the proposal. The individualized major must include a rationale explaining why an individualized program of study is necessary. After the chair signs the proposal it

must be forwarded to the dean's designee for approval. The Dean's Office will send an approved individualized major to the registrar for recording. The individualized major form will be used by the degree auditor to insure that the student has completed the major requirements for graduation.

Internships

Students are allowed to earn academic credit during their junior or senior year for internship experiences. Students can register during the fall, spring, or summer terms for internship experiences. For fall and spring semesters, the credit range is normally 1-16 credits. Some departments have a lower maximum limit. For summer, students are allowed to register for 1-12 credits. All internships which take place during the summer must be registered under the summer term, rather than under either the previous spring semester or the following fall semester. All students who plan to enroll in an internship for credit are required to attend a pre-internship seminar the semester prior to their internship. The Application for Internship form must be completed and turned in to the Registrar's Office by the first day of the term. The form must contain the signatures of the faculty moderator, Chair, on-site supervisor, and the internship program coordinator. The form must also include the learning goals, objectives, and means of evaluation for the internship. See the Internship web page for more information.

Registrar's Office Annual Report

Historical information is contained in the Registrar's Office Annual Report. Hard copies of the annual reports can be accessed for the past twenty years in the Registrar's Office. The Annual Report for the past academic year is sent out electronically to all chairs in August. This report includes degrees earned, department affiliation, 10th day enrollment statistics, enrollment by ethnicity, religion, etc.

Information can also be accessed electronically via the Online Department Reports: http://www.csbsju.edu/registrar.htm - select Online Department Reports. Sign in with username and password. You will have the option to select data under lists, labels and tallies. The data available includes advisee lists, data on students who graduated, students in the major/minor and class rosters, etc. In addition, chairs may generate standard reports to provide data for Program Review.

Acceptance to the Major

During the spring semester, students with sophomore standing receive an email from the Registrar's Office instructing them to complete the Major Acceptance Form. Chairs use the Major Acceptance Form to indicate that a student has been accepted to the major, conditionally accepted to the major, or rejected. If a student is conditionally accepted, the chair must indicate the conditions the student must fulfill before he/she can be fully accepted to the major. The chair may also specify a date by which the conditions must be satisfied. The name of the student's department advisor should be noted in the appropriate box. If the student does not already have a major advisor, the chair should assign one.

If students have been conditionally accepted to the major, the Registrar's Office will contact the department chair after the semester ends for any updates to the student's status. At that time the chair must determine whether the conditions required or if the student should remain conditionally accepted or rejected.

Students who have not been accepted to the major by the time of registration for spring semester of their junior year will have a hold placed on their registration. Academic Advising will contact the student requiring them to get a chair's signature signifying that the student is a candidate for acceptance to the major. Academic Advising will remove the current semester's registration hold upon receipt of the form. Students must have an updated Acceptance to the Major form signed by the chair or a registration hold will be applied in subsequent semesters.

Banner Web Self Service

Faculty may access student and course information via [Banner Web Self Service](). Chairs have access to course information via Banner Web Self Service and the Online Department Reports. Chairs have access to student information for all students via Banner Web Self Service.

Course enrollment information is listed by term, and by course. Online grading is available on Banner Web Self Service. Class rosters can also be viewed for individual sections of courses via the Online Department Reports. Student information includes unofficial transcripts on track reports, student class schedules, student addresses and registration holds.

Majors and minor degree requirements are now available at the bottom of the student's ontrack reports.

Contact the Registrar's Office for further information or instructions regarding Banner Web Self Service and Online Department Reports.

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Chapter 3: Chair Interaction with and Responsibilities to Students

Advising

A chair advises students in the major and minor and common curriculum and may assign students to departmental advisors, as needed. Assistance in advising is available from Academic Advising, the Office of the Registrar, Career Services and Counseling Services.

Grade Appeal

From time to time students will appeal a course grade. The Academic Catalog policy states, "Students who believe that they have been otherwise graded unfairly have the right to appeal to the department chair if discussion with the faculty member proves unsatisfactory." It is helpful for the department chairs to familiarize themselves with these policies as members of the department often turn to their department chair for advice. When this occurs, the procedures set out below should be followed:

1. The student should first meet with the professor to appeal the grade. If a suitable resolution cannot be reached or the student does not feel comfortable discussing the situation with the faculty member, the appeal moves to the chair.
2. The chair should meet with the instructor and the student to obtain input in the hopes of coming to a suitable resolution.
3. The chair should inform the student of the findings. If the student is not satisfied, then he or she should be directed to appeal to the assistant dean/director of Academic Advising.

Note: It is important to keep careful notes of all discussions involving grade challenges.

Academic Misconduct

The Academic Catalog contains information regarding the institution's policies regarding academic integrity. Note that the Academic Misconduct Policy includes a link entitled 'Academic Misconduct Form' that is the official form to be used to report a violation of our academic integrity policies. Faculty members and chairs are encouraged to seek counsel from the assistant dean/director of Academic Advising in case of Academic Misconduct.

Transcript Evaluations

Students transferring credits from another institution must have an official transcript sent to the Registrar's Office. The Registrar's Office (or transfer evaluator in the Registrar's Office) evaluates the transcripts and lists courses that will be accepted by CSB/SJU for credit. The Major Transfer Evaluation form is sent to the chair of the student's intended major to determine if any accepted courses can be used to satisfy major requirements. The chair should complete and sign a Major Transfer Evaluation form listing the courses that will be accepted and the CSB/SJU major requirement they fulfill. This form should be returned to the Registrar's Office. It is the responsibility of the chair person to evaluate the transcripts of transfer students upon receipt from the registrar.

The chair should either schedule a meeting for advising purposes with the transfer student as soon as he or she arrives on campus or should assign the student to an advisor in the department and request that person to schedule such a meeting.

Student Records

In departments that are accountable to outside accreditation agencies other than the Higher Learning Commission of the North Central Association, it is the responsibility of the chair to ensure that the appropriate student records are maintained in a secure and confidential manner. They should contain up-to-date transcript information, Degree Works records and any other information that the accreditation agencies require. In addition, records of grade appeals, course substitutions, unusual records, etc. should be kept in these files. For assistance with data collection and storage needs, contact the Assessment and Program Review Facilitator.

For those departments not accountable to outside accreditation agencies, having the chair maintain files on all majors in addition to those kept by individual advisors in the department is unnecessary duplication. Only in extraordinary circumstances such as disciplinary problems, grade appeals, course substitutions, etc. should it be necessary for a chair to maintain files on those majors who are not his or her advisees.

Parents

On all occasions involving parent contact, chairs must be cautious about giving out confidential information regarding students. This would include, but is not limited to, information concerning specific grades or GPAs. Only parents claiming students as dependents may receive this information. In cases in which the student claims him or herself on tax returns, the parent would not be entitled to the information, as would be the case for the parent in a divorce situation who does not claim the student for tax purposes. The Office of the Registrar has this information.

In the event the parent of a student contacts the chair person with a problem, the following procedures should be followed:

1. Listen to the parent and take careful notes. (It is important in these conversations to remember that students sometimes misinform their parents and that both students and parents may be confused.) If the problem is not an academic one, help the parent to connect with the appropriate office. If the issue is academic, explain to the parent that the chair is the person who is responsible for gathering all relevant information. Explain that you need to do some fact-finding and will be back in touch.
2. Contact the Office of the Registrar to ascertain whether or not the parent is entitled to the student's confidential information. If the parent is not so entitled, request the Registrar's Office to contact the parent and relay this information. Otherwise, proceed as set out below.
3. Once the necessary information has been gathered from all parties, seek advice, if appropriate, from Counseling Services, Academic Advising, the Registrar and/or the Academic Dean's Office to help to establish a plan of action.
4. Talk to the parent again to explain the findings and inform him or her of the intended next.
5. If the matter cannot be resolved at the chair's level, let the student and parent know that it is their right to appeal a chair person's decision to the assistant dean/director of Academic Advising

Student Support Team

CSB/SJU has an administrative committee called the Student Support Team (SST). The SST meets regularly during the academic year to review students who might be at-risk academically and/or behaviorally either on- or off-campus and to develop a plan to assist those students as needed. The

team is co-chaired by the CSB and SJU deans of students. The committee is composed of members of the Academic Advising Office, Student Development and the Campus Security/Life Safety. If you or a member of your department have concerns about a student, feel free to contact the staff members from these departments. They will assist you and can share your concerns with the SSTs at the next scheduled meeting. The director of Counseling and the disability specialist also serve on this committee in an advisory capacity.

Last updated: August 2015

Chapter 4: Chair Interaction with Department Faculty

Hiring

The hiring procedure is described in Chapter 7 of the Chair's Handbook. Chairs should consult the Associate Provost/Academic Dean and the Human Resources Office for updates on hiring procedures.

Assistance to New Faculty

Once a hiring decision has been made and the contract has been sent out, it is the department's task to send the new hire any helpful information and materials which could help him/her prepare for the move to campus and to prepare his/her curriculum for the following semester. Among the things to consider:

- If the faculty position is not a replacement, request office space through the provost no later than May 1st.
- Request a nameplate for the office and check the status of furniture - generally the administrative staff in your department or division can help in this process.
- Ensure textbook orders have been placed for new faculty member's classes.
- Provide office number and phone number information for the faculty phone directory.
- Request desktop and academic software through the Committee on Academic Computing or Information Technology Services.
- Request Banner and email ID through Information Technology Services.
- Invite the new faculty member to campus several weeks prior to the start of classes.
  - Take him/her to Life Safety (SJU) or Security (CSB) to arrange for college ID's and parking permits.
  - Provide a short tutorial on Outlook, Moodle, and Banner.
  - Provide information about upcoming IT Training offerings.
- Show new faculty how to access the Faculty Handbook
  - Explain expectations for teaching, scholarship, and service
  - Explain that the Handbook is the contractual agreement for faculty
  - Help the new faculty member locate information in the Handbook
- Ensure you have contact information for the new faculty member during the summer prior to classes to facilitate contact with them for contract and other matters.
- Probationary faculty must be given the departmental scholarship guidelines and the department chair needs to clearly explain these expectations

If the new faculty member is scheduled to teach a course in the common curriculum, he/she will need to be informed of the date of any relevant workshops. Course assignments and schedules should be worked out with the new faculty member as soon as possible after the hiring decision has been made.

To help the new faculty member orient to campus life, ensure that someone in the department with a particular talent for advising shares their insights regarding the department's approach to and tools for academic advising. Advisor resources are also available on the [Academic Advising web site](). Providing an introduction to the [Common Curriculum]() would also be beneficial.

Mentoring

Quality mentoring can make a tremendous difference in the life of a new faculty member and can help the new hire develop to the fullest of his/her potential. All department members can help with

mentoring, but clearly the senior members and chair carry most of the responsibility. It may be wise to assign or request a department member as mentor before the new hire begins the school term. The department could prepare written guidelines that offer step-by-step advice and suggestions for assisting both the mentor and the new hire. New faculty need to become familiar with office staff and management procedures, department resources and their location, faculty governance structures, and departmental teaching and advising requirements.

New faculty come to us with passion and zeal, and the challenge for chairs is to foster those attributes with the information and guidance to enable them to succeed.

In addition, LES sponsors orientation sessions for new faculty in the fall and offers additional help (and feedback) sessions throughout the school year. LES organizes an interdisciplinary mentoring program connecting new faculty with an experienced faculty member from another department. For example, someone in History might mentor someone in Languages and Cultures.

Learning Enhancement Service (LES)

The LES mission is to enhance student learning by providing opportunities for good teachers to become even better at their craft. We offer a variety of means to this end, but believe that one of the best approaches is to learn from each other. For that reason, LES encourages contributions from staff and all faculty, whether they are part-time or full-time, novice or veteran.

In keeping with the idea that LES is a system of peers helping peers, the program is directed and staffed by active teachers drawn from the faculty. Use of any LES service is entirely voluntary, spurred solely by the individual's desire to improve his or her teaching. As a result, all conversations with members of the LES team are entirely confidential. We are part of any evaluative process.

LES provides specific opportunities for new faculty, which the department chair should encourage new faculty to attend. Having new faculty participate in LES programs is an excellent way to get faculty connected to our institutions and culture.

Reviews of Probationary Faculty

Chairs are required to submit annual reviews of probationary faculty members every academic year, with the exception of the years in which the faculty member goes through third year review and tenure review. A copy of the annual evaluation forms is included here. This form may be supplemented by other materials.

Ordinarily, the probationary period is six full years. This may be shortened by agreement with the Provost at the time of hire. Chairs are expected to observe probationary members at least once each semester, sharing written comments and suggestions after the observation. Where time constraints and class schedules allow, the chair should visit each of the probationary faculty member's departmental courses during every academic year. (This may not be possible in large departments.) A copy of the write-up should go to the faculty member as well as be placed in a centralized department file as part of evidence for the third-year and tenure reviews. An annual evaluation is also expected.

Other members of the Department are expected to observe the classes of probationary faculty members, especially those whose sub-field is the same or close to that of the probationary faculty member. The chair should remind the other members of the department to make these class visits.

Third-Year Review

Probationary faculty need guidance in putting together their review files. Each year, the department chair should instruct the probationary faculty about documentation of activities and expectations for teaching service, and scholarship. As the probationary faculty member puts together the actual file, the chair or another member of the department should instruct the probationary faculty member in the presentation, organization, and content of the file. Sometimes, having a faculty member show a successful file to the probationary faculty as an example can be helpful.

Near the end of the spring semester of the preceding year or early- to mid-fall semester of the academic year in which a probationary faculty member is to undergo his/her third-year review, the chair calls a department meeting of tenured members to gather a collective review of the probationary member(s). In accordance with the Faculty Handbook 2.6.5.2.2, "the department chair should arrange with the candidate a date for making appropriate materials available for review by department members." Typically, file materials will include:

- Course syllabi
- Vita
- Summaries of student evaluations for each course taught
- Self-assessment memo addressing the criteria in Section 2.5 of the Faculty Handbook
- Evidence of scholarly/creative work
- Plan of professional development
- Other supporting evidence

The purpose of the department meeting is to share insights regarding the probationary faculty member and provide the chair with input regarding the department's evaluation of the probationary faculty member. The chair sends a letter to the Rank and Tenure Committee, summarizing his/her and the department evaluation. A copy of this letter should be provided to the probationary faculty member. Where the chair's evaluation differs from that of the majority of the department, this should be explained in the chair's letter.

Tenure Review/Promotion

The process for departmental and chair evaluation of probationary faculty members undergoing tenure review is similar to the third year review process. A department evaluation discussion is held based on the timing determined by the department chair. Departments can decide whether or not to include non-tenured members in this discussion. Again, the probationary faculty member should submit a file to the department for evaluation leading to possible tenure and/or promotion in accordance with a timetable set by the chair that allows plenty of time for review and reflection. The file submitted to the department need not be in final form, but it should contain all information essential to departmental discussions of the candidate. The final version of the file is due in September of the year designated for tenure review. The chair and the tenured department members must send evaluation letters to the Committee on Rank and Tenure. These evaluations are generally completed by mid-September. The chair's letter of evaluation will be shared with the candidate (for both third year review and tenure review). [See Handbook sections 2.6.5 ; 2.6.5.2; 2.6.5.2.1 and 2.6.5.2.2.]

Adjunct and Term-Contract Faculty

Depending on qualifications, a faculty member may hold a term appointment (on either a part-time or full-time basis) and be assigned a special rank (e.g. Adjunct Assistant Professor). The chair or some other member of the department should observe the classes of adjunct and term contract faculty and provide oral and written feedback. This is valuable because of the possibility that these faculty members may become eligible later for a tenure-track position in the department, and because some evaluation of a term-contract appointment is essential to the individual's future job

prospects. The department may wish to include adjunct and term contract faculty in department meetings, especially when discussing goals, objectives, and processes within the department.

While not required, annual reviews for adjunct appointments (3/6 or less) are beneficial for their professional development. Chairs are required to submit reviews for full-time term appointments. A copy of the annual evaluation form is included here. This form may be supplemented by other materials.

Course Assignments

The chair and department members set up a schedule for offering courses yearly or in alternate years and semesters. Department majors and minors must be served through regular, stable offering of required courses. Chairs have to perform the sometimes difficult task of balancing the preferences and interests of individual department members with the needs of the departmental curriculum and of the department's contribution to the Common Curriculum. Chairs should make a concerted effort to ensure that all departmental courses listed in the course catalogue are taught at least once every two years; if there is no realistic prospect of offering a course on a regular basis it should be removed from the catalogue.

See Chapter 10 regarding Chair Interaction with the Director of the Common Curriculum. The chair is responsible for determining a fair method of assigning Common Curriculum responsibilities within the department. All members of the department, both tenured and untenured, are expected to share in the department's contribution to the Common Curriculum.

Letters of Support: Sabbaticals and Study Abroad

Department chairs are required to provide letters and indications of support when members of their department request sabbaticals, FDRC grants and apply to lead study abroad programs. Those documents require careful analysis of the merits of the faculty member's proposal as well as planning as to how the department's staffing needs will be best met during the faculty member's absence. Proactive chairs should ask department faculty about their future plans and encourage eligible and interested faculty to apply. Staffing needs must be taken seriously; chairs should balance the institutions' and department's needs in a manner that best serves our overall student body.

Service Learning

Certain faculty may be interested in integrating service learning activities into their courses. In such cases, chairs should encourage and direct faculty to the appropriate service learning support group. The Service Learning Program supports faculty members in these endeavors. Service-learning experiences can include, but are not limited to, developing or enhancing new after-school programs for school age children, advocating for a homeless shelter or being a companion to the elderly. Before a course begins, the service-learning staff assists faculty in developing appropriate service experiences and identifying key community partners.

Throughout the semester, the service-learning staff provides continuing support to faculty and students by managing many of the logistical aspects of the projects, by maintaining open lines of communication between the faculty, students and community partners and by assisting students in reflecting upon their work within the community."

Faculty in the department who are interested in incorporating service learning into course curriculum should be encouraged to contact staff members in this program for support and assistance.

Students frequently ask to participate in internships. It is best for the department to have an internship policy that specifically details requirements to participate in an internship for departmental credit and expectations for successful completion of an internship. The department should have a conversation about requirements and expectations and all department faculty l should know the department's policies.

Problems with Department Faculty Members

When conflicts arise within the department, they should be brought first to the chair, who should make a good faith effort to resolve them without recourse to outside authorities. If/when problems occur which cannot be handled within or by the department, or if the chair is a party to the unresolved conflict, the chair should consult first with the academic dean.

If a faculty member wants to initiate a formal grievance, details are in the Faculty Handbook, Section 4.1.

Last updated: August 2015

Chapter 5: Chair Interaction with Academic Dean, Vice Provost and the Provost

Overview

Being a successful chair requires vision and passion - and a little creativity. First and foremost, a chair must possess a keen sense of vision:

- Where is the department today?
- Where does it need to be in the future?

The department's program review should be one of the crucial places where these questions are explored. These questions are addressed in the program review and are revisited each year through the Integrated Annual Report.

Vision plays a critical role in hiring decisions as the future of the department is shaped by the faculty who teach its classes and advise its students. Vision also governs short-term and long-term decisions regarding curriculum matters.

Passion for the department and its program helps the chair inspire the faculty of the department to continually improve courses, curriculum and advising. Additionally, passion fuels the chair's resolve to make hard decisions and lead the department.

Problem-solving relies on creativity: can the chair come up with possible solutions to challenges and opportunities facing the department? Can the chair consider the needs of their department as well as others, collaborate with their peers, and 'give and take' where appropriate?

Interaction with the Academic Dean

The academic dean has the broad perspective of strengths, needs, and opportunities within and between the academic departments. Accordingly, the academic dean plays several important roles, including but not limited to:

Leadership, Planning, Communication

- Coordinate planning for department assessment and promote best practices
- Read annual reports and prepare division executive summary; respond to department chairs with questions or concerns regarding the reports
- Facilitate work on the strategic plan as it relates to academic departments/programs
- Promote interdisciplinary faculty work, interdepartmental/cross-divisional alliances, and interdisciplinary programs
- Schedule and organize chair meetings
- Promote opportunities for partnerships between chairs and program directors with the external world
- Work with department chairs on department budget issues
- Assist the department chair with student issues or problems
- Assist the department chair with issues or problems within the department or between faculty
- Encourage, facilitate course innovation
- Monitor course planning and scheduling
- Provide insight on the department hiring plan and request(s)

- Monitor and promote participation in the Common Curriculum
- Work with other departments and programs to assess the Common Curriculum as a whole and in parts

Essentially, the chair should consult with the academic dean on issues and opportunities. The provost relies upon input from the academic dean in decision-making. In addition, the academic dean has a broader perspective on activities across curriculum, which can be highly valuable in problem-solving. An effective department chair partners with the academic dean as creative problem-solvers, imagining strategies to solve an issue and meet everyone's needs. The academic dean is an advocate for the chair and his/her department.

The academic dean will hold meetings of chairs and/or all faculty as appropriate to carry out academic affairs business. Meetings may include all department chairs, divisional department chairs, or various subsets of department chairs as necessary.

For additional areas needing interaction with division heads, see Chapter 2, Course Offerings subsection; Chapter 4, Problems with Department Faculty Members subsection; Chapter 6, Travel subsection; and Chapter 7, Authorization to Hire and Campus Interviews subsections.

Chairs are required to provide a number of reports to Academic Affairs officers:

- Hiring requests, including staffing reports (by June 10th)
- Annual department reports (by June 10th)
- Annual reviews of probationary faculty (by June 15th)

Interaction with the Vice Provost (for 2015-2016, Provost and Deans)

The vice provost oversees hiring, the tenure and promotion process, and academic centers. The vice provost serves on the Strategic Directions Council and on Cabinets at both institutions. The vice provost plays a significant role in strategic planning for Academic Affairs. Chairs should consult with the vice provost for such issues as:

- Hiring process for faculty and staff
- Work with various academic centers
- Work between academic departments and other institutional units
- Tenure and promotion process
- Academic initiatives that involve wider institutional participation

Hiring process

The hiring process is described in Chapter 7. Chairs need to keep one critical thing in mind: CSB/SJU wants each search to be professional and thorough—and to lead to the hiring of a wonderful faculty member, one who will have successful third year and tenure reviews. Accordingly, a failed search is preferred over a bad hiring decision.

Annual reviews of probationary faculty

Chapter 4 addresses the mentoring of department faculty. Evaluations are an important element in the development of probationary faculty. Chairs need to be honest in their feedback and provide clear recommendations that the probationary faculty member can address. Annual reviews of probationary faculty are required to be submitted by June 15th.

Annual Report

Annual reports develop from the program review. Each program review seeks to answer four fundamental questions:

1. What are the current strengths and weaknesses of the program?
2. On the basis of what evidence have these strengths and weaknesses been identified?
3. What steps can the program take to sustain and build upon its current levels of success?
4. How can the institutions better support the program in fulfilling its mission?

The work of a good program review results in a number of goals that address these questions. A solid assessment process provides continuing input to departments on progress made in curricular and pedagogical improvements - and changes needed. The primary purpose of the department annual report, then, is to provide an update as to goal accomplishments and the challenges that have arisen. It draws upon the periodic program reviews and annual assessment efforts as well as other sources of information.

The Annual Report is submitted to the Academic Dean's office by June 10th.

Provost's Role

The provost is responsible for leading the academic life of the institution and is the chief academic officer for the College and University. The provost holds a weekly staff meeting with key staff, including the academic dean, the associate dean and the academic budget analyst. These staff meetings cover the 'nuts and bolts' business of the academic mission of our colleges. Opportunities, challenges, and issues that chairs would like to see addressed at this level should be raised by the chairs to the academic dean.

The provost plays an important role in the third year review, tenure, and promotion decision process, providing guidance to the presidents based on the recommendations of the Rank and Tenure Committee. The provost considers carefully the evaluations and recommendations for third year review, tenure, and promotion made by department chairs. The general process for the tenure and promotion process is first, peer review (departmental and R&T committee), second is provost review, third is presidential review, and finally the Board review.

As the chief academic officer, the provost makes the final decisions for all areas of Academic Affairs. However, department chairs work with the delegates of the provost (such as the assistant dean, associate dean, academic dean, registrar, or center directors) before meeting with the provost.

Chairs' Meetings

Chairs should attend the scheduled chairs' meetings and report decisions/actions to department members in a timely fashion. If the chair is unable to attend a scheduled meeting, the chair should designate someone from the department to attend in his/her place.

Selection of Chair

The term for chair is typically 3 years with opportunity for renewals. We will design a review process to support chairs' development in the coming year. In consultation with the chair, the department participates individually or collectively. The academic dean oversees the process. On the recommendation of the provost, the president appoints the chair.

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Chapter 6: Chair Budget Guide

Introduction

The purpose of the department's budget is to support its ongoing activities. More fundamentally, departmental funds—which originate primarily from students' tuition dollars—are intended to support students' learning experiences. Therefore, one of the main responsibilities of a chair is to ensure accountability and proper management of the department's budget in a manner consistent with the colleges' mission and goals.

General Information and Expectations

A department will have a **primary** account at one of the two business offices; however, because of student salary accounts, which, for men, are housed at Saint John's and, for women, at Saint Benedict's, and faculty salaries which are housed at the college which holds the faculty contract, departments will also have a second account. The second account will contain only relevant salary-related accounts. The campus on which the primary budget is housed, however, should not be confused with the funding source. The academic budget as a whole is funded by both colleges, with cost-sharing based on enrollment.

Each department chair can access current budget reports via the Cognos system on the Business Office websites. See the Budget Reports section at the end of this chapter for more information. The chair or department coordinator should examine these reports on a regular basis to track departmental spending, to effectively steward departmental resources, and to watch for mistaken entries. (The wrong number on an invoice or check request can impact your budget, so it is worthwhile to check if all charges are in the right places.)

The colleges' fiscal year runs from July 1 to June 30. Every department budget is expected to conclude the fiscal year with a positive balance. In other words, any budget lines running a deficit must be balanced by lines with an equal or greater surplus. Because of their unique nature, transfers are not possible from capital, salary, student salary, fringe benefits, travel, assessment, and supply accounts. Otherwise, funds can be transferred from areas of low need to areas of high need, within limits of the overall budget. To transfer funds from one budget line to another, the chair completes a budget revision form available online from either Business Office. That form is forwarded to the associate academic dean for approval.

If certain budget lines perennially end the year with deficit balances whereas other budget lines end with surplus balances, the department chair should consult with the senior budget analyst and academic dean. If appropriate, the chair may request a budget reallocation.

If, due to unforeseen circumstances or insurmountable challenges, a department does not expect to balance its budget, the chair should contact the senior budget analyst and academic dean to discuss possible solutions as early as possible during the fiscal year. Because a positive balance at the departmental level is critical to a positive balance for the academic budget as a whole—and, by extension, a positive balance for both college budgets—Academic Affairs relies on the care of the chairs in maintaining the integrity of their budgets.

Each year, departments will be asked to submit budget requests for the next fiscal year. New money requests need to be documented with specific reference to our strategic plan.

Specific concerns regarding forms and the proper accounting of charges, transfers, reimbursements, etc. can be most expediently addressed with either the executive secretary in the Business Office at

SJU or the accounting assistant in the Business Office at CSB. Questions regarding more general policy or procedure, suggestions for improvement in processes, etc. can be directed to the academic dean.

Notes on Budget Lines

Compensation

Budget reports may show compensation (salary) lines for faculty and support staff. These lines are used for internal accounting purposes, and, under most circumstances, a chair is not expected to monitor them since they do not enter into the budgeting process at a departmental level.

Student Salaries - General

Each department receives an allocation for student salaries. Departments are authorized to hire students within the limits of their salary allocation. Those allocations are reviewed annually by the student employment office to determine if funds should be shifted to better meet departmental hiring needs. If, for example, a department has not utilized all of its departmental funding for student employees for two years, the Director of Student Employment may reallocate some of the student employment funds to an academic department requesting additional student assistance.

Student salary funds can be transferred from CSB to SJU and vice versa, so that departments can adjust the salary budgets to fit the gender balance of their student employees. However, student salary funds cannot be transferred to another budget line. This restriction is a formal safeguard to ensure that student employee funds do not compete for funding with other departmental priorities.

Student Salaries - Research

There are several sources of funding for student research and scholarly/creative projects during the summer and throughout the year. The Director of Experiential Learning & Community Engagement oversees budgetary funds that support direct costs of student projects and student travel to present at meetings. The Honors Program supports student scholarship through the Honors Thesis Program and a small number of Summer Research Fellowships for juniors preparing to write an Honors Thesis. Some departments receive budgetary funding for Summer Research Fellowships through Financial Aid/Student Employment. Departments may contact the Financial Aid/Student Employment Office to inquire about the availability of/apply for student employment funds to support student or student/faculty collaborative projects during the summer. Faculty participating in summer work with students receive a small stipend. Departments should consult with the Director of Experiential Learning & Community Engagement and the academic dean regarding their needs for student research funding. Planning several years in advance for anticipated summer or academic year student research funding is strongly suggested.

Travel

To support the efforts of faculty members to stay abreast of developments in their fields and engage with the larger scholarly community, a travel allowance of $750 is allocated for each full-time (greater than 3/6ths) member of the department. This allocation is made for faculty on sabbatical (but not on leave) and for faculty with term contracts, as well as for faculty with tenured and tenure-track appointments.

The travel allotment is primarily individual, and secondarily departmental. Each full-time faculty member should have access to at least $750. Understandably, some faculty members may not have need of their full allowance in a particular year, while others may have need of more. Therefore, the department may wish to allot unneeded funds to those members who request additional support.

This action might be accomplished in several ways, including an application system at the beginning of each semester or through a process of ongoing requests. In sum, after meeting individual needs, travel funds should be shifted to best meet the needs of the department as a whole.

Unspent travel funds at the end of the fiscal year revert to the academic dean's faculty travel budget account for funding extraordinary travel needs. The faculty development committee, as well as the academic dean, may accept requests for extra funding in cases of international conferences or other needs in excess of departmental resources.

Travel funds are not to be transferred to other lines within a departmental budget. Because of the importance of professional development, funds dedicated to faculty travel should not be used to support other departmental functions.

The Business Offices request that charges to travel accounts be made in the fiscal year in which the activity occurs. Although pre-payments in June for a conference in August can be arranged, the departmental travel account will be charged for the payment *in the fiscal year in which the conference takes place.*

Office Expense

The office expense line funds the purchase of routine office materials, and, in cases where there is not a separate line for duplicating, photocopy expenses are also charged to this line. Please note that expenses related to courses which charge fees should not be registered in this line. As noted below, all materials related to fee-bearing courses should be charged to the line labeled "Supplies."

Telephone

The charge for each telephone extension is $350 annually. Typically, telephone charges are assessed early in the fall of the year and an expense statement is sent to each department monthly. As a standard policy, faculty are expected to reimburse the department for long-distance calls of a personal nature. Department chairs receive a monthly long-distance telephone charges report. Any questions/reimbursements should be directed to the sender of those reports.

If the departmental budget has inadequate funds for telephones in the telephone budget line, chairs should project costs for the entire year and transfer sufficient funds from another budget line to cover the anticipated deficit. If a department anticipates a continuing need for additional funds in this budget line (staffing increases, etc.) this should be addressed in the annual departmental budget request. Departments are encouraged to steward this budget line by eliminating phones, which are no longer needed or by sharing among neighboring departments fax and/or student worker lines.

Supplies (course fees)

Fees may be added to courses/labs which involve heavy use of disposable materials or other course-specific items. Students pay fees in accord with the cost of those materials used during the course.

Ideally, the fee revenue collected from students should be matched by an allocation in the supply line of the departmental budget. But because of a few imbalances between fee revenue and supply budgets which remain embedded in the budgeting process, several departments will continue to receive more or less supply funding than they actually generate. Academic Affairs has worked closely with the Business Office to close the gaps and improve accountability to students. That effort will continue as budget adjustments are made each semester based on actual enrollments in fee-bearing courses. At the same time, it is important for departments to carefully monitor the expenses charged to the supplies budget lines.

Funds may not be transferred from the supplies line of the budget to other lines.

To ensure fees are being properly assessed, Academic Affairs requires that any modifications in course fees be proposed by the chair and approved by the associate academic dean before being printed in course registration materials. Proposals for modifications should include relevant information such as the course description, materials used in the course, enrollment projections, and needs unmet by the current supply budget.

To allow for review, proposals should be submitted to the associate academic dean by the first week of the semester prior to the offering of the course. Fees may not be added to a course after students have registered for that semester.

Assessment

Each department has a budget line to support departmental assessment efforts. Unspent dollars in this budget line are carried forward to supplement this line in the following fiscal year. This allows departments to plan major assessment projects for a particular year and to build a fund to support that project. The Dean's office also has available to departments some additional funds to supplement major assessment projects. Use the "Supplemental Departmental/CC Assessment Funding" form to apply.

Capital - Technology

Department chairs are notified early in the spring semester of the timeline for requesting desktop computing hardware, classroom/lab technology and academic software. Such requests are submitted on-line to the Committee on Academic Computing. Requests should include a brief description of the intended user(s), item descriptions and notes regarding each item requested. Because requests inevitably outstrip the capital funding available for technology-related purchases, full information about each item's importance to the department's courses, research opportunities, and general program will help the academic officers make well-informed allocations. The Committee on Academic Computing completes its work and department chairs are notified before the end of the spring semester of funded CAC requests for the upcoming academic year.

Capital - Other

Capital is understood to be durable equipment of significant value. As a general guideline, capital items are those which cost $1,000 or more. However, less expensive items needed for permanent laboratory or office equipment may be considered in departmental capital requests.

Capital request forms are sent to department chairs once each year, typically early in the fall semester. Departments requesting capital allocations will be asked to include a five-year capital request plan and a brief justification and priority of requested items. Departments will be notified of provisionally approved allocations by April 15. Approved funds are made available after the 10th Day of Classes in the fall semester, and purchases should be made during the fiscal year.

After capital awards are made early in the fall, departments should purchase equipment as intended during the fiscal year. In special circumstances, carryover may be arranged (e.g., an order has been placed and the item has been backordered). Such an arrangement must be approved by the senior budget analyst and provost in advance of the close of the fiscal year.

Capital allocations are made for specific items requested by the department. If the department wishes to purchase equipment other than that specified in its request, the chair should contact the provost.

Repair/Replacement

Funds in this line are intended for the maintenance of existing equipment and the replacement of minor tools and instruments. The purchase of new equipment worth more than $500 (i.e. capital) is not appropriate, unless specifically approved by the associate academic dean. Because carryover in this budget line is not possible, chairs should survey repair needs early in the year and develop a maintenance schedule to ensure that all repair funds are properly expended by year end.

Allocation Lines

Departmental budget reports may also contain allocation lines. These lines represent internal charges which move funds between areas or between CSB and SJU. Allocation lines are not used for any kind of expenditure nor are they counted as part of the departmental budget.

Program Review

The colleges rotate programs through a process of formal review. The Office of Academic Review and Curricular Advancement administers the budget for this process and works closely with the chair and Dean's Office throughout the review. Requests for funding to cover departmental program review costs, typically the travel and stipend costs of external reviewers, should be made well before such costs are incurred.

Notes on Chair Responsibilities

In addition to reviewing actual departmental expenses versus budgeted amounts on a regular basis and making capital requests for technology-related and other items, department chairs are responsible for approving travel advance and expense reimbursement forms and check request forms generated by faculty in their department. In reviewing these forms, department chairs should be satisfied that such requests meet college requirements, are valid expenditures for the department, and are charged to the proper account. Department chairs may <u>not</u> approve their own travel advance and expense reimbursement forms and check request forms; rather, these forms should be submitted to the associate academic dean for approval.

Budget Reports

Account number

The middle five digits of the account number are particular to each department. Numbers which begin with "6" denote an account housed at Saint John's; numbers which begin with "9" denote an account housed at Saint Benedict's. The last five digits are assigned to specific lines and are common across departments. The number "71201" for example is always for telephones.

Budget Report Options

Departmental budget and actual expenditure reports can be accessed via the Cognos system. See the Finance Reporting Environment web page for a tutorial and the links to generate budget reports.

If a department chair or coordinator requires more detailed or specialized reporting capabilities, they can contact the business office that houses the department budget.

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Chapter 7: Faculty Hiring Procedures for Chairs

Hiring Requests for New Full-Time, Term Positions or Tenure-Track Replacement Positions

Requests for all tenure-track and full-time term hires must be submitted electronically to the Office of Academic Affairs on or before June 10 for searches to take place during the following academic year. See Faculty Chair Recruitment Checklist for recruitment information prior to June 1. Chairs must make the case for a tenure track position based on analysis of pertinent data, such as the department's number of major/minor affiliates, number of graduates, curricular pressures on enrollment, changes in the workload of existing faculty, and curricular directions suggested by the strategic priorities of the colleges or the department's most recent program review. Requests for full- or part-time replacement positions (e.g. sabbatical, study abroad, leaves) will also be reviewed in the December staffing meetings. For planning purposes these requests should be submitted as soon as possible. However, both requests and decisions for replacement positions are often made on an on-going basis throughout the year.

Authorization to Hire
The academic dean and the associate dean will review the staffing requests and make a recommendation to the provost in light of the information submitted by the chairs. New positions, especially new tenure-track positions, are rare. The provost will authorize a position only when adequate funds are available for the position and when the position is consistent with larger institutional needs and priorities. Departments will be informed of the provost's decision as early as possible, with deadlines for advertising in mind.

Elements of the Recruitment Process

Tenure-track positions require a national search, and thus all of the procedures below are to be followed. National searches are encouraged for one-year term or sabbatical replacement searches, but not required. However, the other procedures noted below are to be followed.

Chair Checklist
The Human Resources website includes a Faculty Chair Recruitment Checklist which should be used for every search. Chairs and department coordinators are encouraged to work directly with the Human Resources Office.

CSB vs SJU Contract

The decision of whether a contract will be a CSB contract or an SJU contract is made by Academic Affairs in consultation with Human Resources. The decision will be based on maintaining a CSB/SJU faculty balance within each department and other institutional priorities.

Position Description

Position ads will be created by the chair, in consultation with other members of that department or others as appropriate, and reviewed and approved by the provost's staff and the Human Resources Office before being submitted for publication. The description will be reviewed for accuracy,

consistency with CSB/SJU Goals, appropriateness of language, and related issues. The provost gives final approval for all position descriptions. Every effort will be made to place the ad in media the department deems appropriate, but budget considerations may limit the number of journals used or the number of times an ad appears. All ads will request a letter of application, a statement of teaching philosophy, three letters of recommendation, CV and official transcripts and other materials as applicable.

A Note on Salary

Please note that new positions are budgeted as entry-level (rank of Instructor or Assistant Professor, with no more than a few years prior teaching experience). Chairs should have a conversation with the provost before pursuing a candidate who might expect to be hired at a higher rank or salary range.

A Note on Diversity

The College of St. Benedict and St. John's University are equal opportunity, affirmative action employers. It is imperative that departments make a good faith effort to diversify the candidate pool, and it will be the provost's responsibility to certify that effort. Please note that if a pool of candidates does not display adequate diversity, the appropriate action by the provost may be to continue the search until adequate diversity is achieved or to declare a failed search.

Applications

Applications are accepted online through the Human Resources website at http://employment.csbsju.edu. Applicants will complete a short faculty application and be able to attach the required documents. Search committees will be given online viewing access by Human Resources. (Questions about the online process should be directed to Human Resources.) Departments should use appropriate methods (review of files, telephone, or Skype interviews, in-person interviews at professional meetings) to narrow the pool to five finalists.
Guidelines for interviewing include the following:

- write down questions in advance;
- ask questions that will reveal the professional expertise of the candidate;
- use the same questions for each candidate;
- ask open-ended questions that will draw out a candidate rather than "yes and no" questions;
- remind committee members to introduce themselves to the candidate to personalize the search process;
- avoid asking questions that are not job relevant (e.g., family status). (See Legal Interviewing Guide section on questions not to ask.). If the candidate raises topics unrelated to the position, interviewers should steer the conversation back to job-relevant topics.

At the interview stage, chairs are free to answer general questions about the CSB/SJU faculty salary grid and national benchmarking used to establish salary with candidates. Chairs and faculty members should avoid speculating about the specifics of salary, leaving specific salary discussion to the provost or the provost's designate.

Departments should forward complete files of the top five candidates and their recommendation of the two candidates to invite for on-campus interviews to the provost. The provost reviews the files and gives approval to extend an invitation for on-campus interviews for two candidates. Advance notice to the Academic Affairs Office before submitting these files will help ensure a prompt response from the provost.

The chair should inform the Human Resources Office of candidates who are no longer under consideration. Human Resources will send a thank you message via email to inform the candidates.

Departments should follow the same procedures as described above for internal candidates, and it is recommended that the chair inform internal candidate(s) personally. All department members should be especially sensitive to matters of confidentiality when internal candidates are involved

Reference Calls

Reference calls must be conducted before any candidate is invited to campus. Ordinarily, this would mean conducting reference calls for the top two candidates. It is a good idea to verify the existence/position of the reference, for example by checking the web site of the college/university of the reference and calling a general phone number of the institution to request to speak to the reference, rather than using the phone number provided in the reference letter.
Generally, references should be asked questions like the following: What is your position? In what capacity and how long have you known the candidate? At CSB/SJU, faculty are evaluated in several areas (teaching effectiveness, scholarship and creative work, service to the institution, community, etc.), please provide your assessment of the candidate's strengths or professional development needs in each of these areas. Can you give me some examples of how you form your assessment of this person's potential as a teacher/scholar?

If the outcome of a reference call is unsatisfactory, the ranking of the top five should be adjusted, and reference calls will be completed for the top two candidates.

Campus Interviews

Ordinarily, two candidates are brought to campus to interview for a position. All candidates must be interviewed by the academic or associate dean. The chair or department coordinator should schedule interviews and help make appropriate transportation arrangements and work with the Academic Affairs Office to coordinate the interview schedule. The chair attends the interview with the dean.

Procedures for interviews, meals, lodging, and airfare are as follows:

Airfare

Advance planning can save a great deal of money on air fares. When making airline reservations, check dates for a savings in the air fare and check an assortment of flight times and options. Airfares of over $500 must be approved by Academic Affairs.

Payment Method: Ideally, the candidate will book and pay for his or her own flight. Then he or she should submit a receipt for reimbursement to the department chair or coordinator who will complete a [*Travel Expense Reimbursement Form*](), *and forward them to the Academic Affairs Office for the proper account number and authorization. In instances where the candidate is not able to do this, the department chair or coordinator should work with the CSB business office in order to charge the flight to the proper recruitment budget at CSB by using a CSB corporate credit card.* ***Please do not charge the flight to an SJU P-Card.***

Transportation

If a candidate is coming to the interview by way of the airport, he or she will typically either be picked up at the airport by a member of the department (who will be reimbursed for the mileage) or will take Executive Express. If the candidate is traveling to campus using a personal vehicle, he or she will be reimbursed for mileage. Car rental is only permitted in instances where the cost is the same as or less than the combined executive express and airfare.

Payment Method: For any of these expenses, the candidate or faculty member should complete a [Travel Expense Reimbursement Form](#) and submit it to the Academic Affairs Office for the proper account number and authorization. **Please do not charge any of these expenses to an SJU P-Card**.

Housing

Unless unavailable, on-campus housing should be reserved for candidates. Housing options are as follows:

- The SJU Abbey Guesthouse (extension 2573),
- The CSB guest apartment (contact Residential Life through extension 5580).
- CSB Loft (extension 5791)
- The CSB monastery guesthouse (363-7088).

If on-campus housing is not available, candidates should stay at a moderately priced local motel.

Payment Method: For all of the on-campus housing options, the entity will bill Academic Affairs directly. In the rare instance where the candidate stays in a local motel, he or she should pay for the stay and then submit a receipt to the department for reimbursement. The department should then fill out a [Travel Expense Reimbursement Form](#) and submit it to the Academic Affairs Office for the proper account number and authorization.

Meals

Meals are part of the interview process and should be conducted as such. Meal tickets can be obtained from the Academic Affairs Office for on-campus meals. One off-campus meal is typically a part of the recruitment stay, which should ordinarily include the candidate and no more than one or two departmental faculty. While departments may select and appropriate restaurant, please be aware that the expenditures (entree, beverage, and gratuity) should be limited to $40 per person. Expenses beyond these guidelines will not be institutionally reimbursed.

Payment Method: For the off-campus meal, expenses should be paid for using personal funds (i.e. a personal credit card or cash) and then submitted for reimbursement. Requests for reimbursement should include a completed [Travel Expense Reimbursement Form](#), itemized receipts and the names of people attending the meal. Reimbursements in excess of these guidelines will not be honored. [Travel Expense Reimbursement Forms](#) should be submitted to the Academic Affairs Office. **Please do not charge these expenses to an SJU P-Card**.

Last Steps

In preparation for the on campus interviews, the chair may secure [Candidate Evaluation Forms](#) from the [Human Resources Website](#) or use one prepared by the committee for its written review. These forms must be completed and submitted to the Human Resources Office after the search to remain with the recruitment file.

After the on-campus interview process, the department makes its recommendation for hire to the deans and/or provost. The recommendation should include an explanation of the reasons for the decision. In the case that the two top candidates are essentially equivalent, the search committee and chair should recommend the candidate whose appointment will increase the diversity of the department faculty.

Ordinarily, an on-campus interview should include both a scholarly and teaching presentation. Students should participate in one or both presentations and their feedback should be obtained after the presentation. Students' evaluations should also be submitted with other search materials. In

addition, the department faculty, and faculty from other departments as applicable, should be invited to the presentation.

Job Offer

The deans will review the departmental recommendation with the provost, who approves the hire. The provost or the provost's designate will contact the candidate and make the job offer. All negotiation with a candidate is done by the provost or designate. Once the department has recommended a candidate, the department must separate themselves from the process until the negotiations are completed. When a candidate accepts a position, the provost or designate will inform the chair. The Provost's Office will prepare the necessary Contract Data Form which is sent to the Human Resources Office for issuance of the contract. No contract will be issued until an official transcript is received. Candidates should be asked to provide official transcripts at the time of the on-campus interview to speed up this process.

Post-hire

The chair returns all application materials and evaluation forms (including those for the individual hired) to the Human Resources Office so that files may be closed and all materials placed in storage. Once the Human Resources Office has received the candidate's complete file including official transcripts (not copies) a contract will be prepared and mailed to the candidate. The chair should notify the remaining finalists by telephone that the position has been filled. The chair should notify Human Resources when that is complete and Human Resources will close the search online. The chair should remain in contact with the new hire to provide assistance during the transition and work internally with Academic Affairs and the Human Resources Office regarding such things as office space, teaching schedule, identification cards, etc. New Hire Faculty will begin meeting with Human Resources after July 1 by appointment.

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Chapter 8: Chair Involvement in Assessment and Program Review

Assessment

The College of St. Benedict and St. John's University (CSB/SJU) are committed to supporting high quality academic departments and programs that will provide our students with an excellent liberal arts education. As we seek wider national recognition for the education we offer at CSB/SJU, our institutions, departments, and programs must invest in ongoing self-evaluation with the goal of improving and reinvigorating both the focused learning offered by our departments and programs as well as our overall education in the liberal arts.

Oversight of departmental self-evaluation activities is a critical role of the department [program] chair. The department chair should be familiar with this *Systematic Evaluation of Academic Learning (SEAL)*, which provides structure for the processes involved in documenting, sustaining, and improving academic excellence at CSB/SJU. The SEAL provides clear and detailed descriptions of the following:

- The information to be included in the *Annual Report*, which is to be submitted to the academic dean by June 10th at the end of every academic year (see Chair's calendar http://www.csbsju.edu/Academic-Affairs/Department-Chairs-Directory/Department-Chairs-Handbook/Chapter-1.htm). The annual report should place particular emphasis upon the department [program]'s yearly academic assessment activities, as well as on progress made that year toward achieving goals set as part of the department's last program review.

- Institutional expectations and procedures for periodic *Program Review* with particular emphasis upon the place of the department's academic assessment activities in carrying out program review, and the role of the annual report in tracking programmatic initiatives undertaken as a result of program review.

The continual improvement process begins with program review, which is conducted every ten years or as required by outside accreditation bodies. The final step in program review is an action plan, negotiated by the department and administration. The action plan details the goals that will be achieved to address issues identified in the program review. The annual report, which is filed in subsequent years, reports the department's assessment activities and results, and also reflects on progress toward achieving the goals identified in the action plan. The department [program] chair is responsible for ensuring timely submission of the annual report. However, development and implementation of the department's assessment plan may be delegated to an individual (the department assessment coordinator) or committee (the departmental assessment coordinating committee). It is then the department [program] chair's responsibility to ensure the designated individual/group is actually working to put the department or program assessment plan into practice.

The details of the continual improvement process are published in the most recent version of the SEAL, which is available on the website of the Office of Academic Review and Curricular Advancement (http://www.csbsju.edu/Academic-Affairs/OARCA/Program-Review.htm). The site also offers a program review calendar that indicates the year in which each department is scheduled for program review.

For more information on the department chair's involvement in assessment and program review, contact the academic dean.

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Chapter 9: Chair Interaction with the Center for Global Education

Faculty Selection for Study Abroad

International Education is a signature program at CSB/SJU, and department chairs play an important role in the successful operation of many of our international programs. Of the 19 semester-long study abroad programs managed by the Center for Global Education, 15 of the programs are led by a CSB/SJU faculty member. Department chairs will be asked from time to time to support a faculty member's application to lead a study abroad program. Factors to consider with respect to this decision include:

- What courses will be taught during the semester abroad?
- Have other faculty members from the department also 1) requested to lead a program or 2) applied for leave or sabbatical?
- What is the potential impact that leading a study abroad program might have on a faculty member's progress toward promotion or tenure? (Examples include research and professional development opportunities at the site, but also may include lack of availability of course observation, difficulty in preparing promotion/tenure files, and difficulty completing follow-up actions on third-year review recommendations.)

Selection of directors for study abroad programs generally takes place at least one year in advance. In the event that a faculty member in the department is selected to lead a program for the following academic year, chairs need to project staffing for the department in light of potential needs, changes, sabbaticals, and leaves of absence in order to determine whether replacement faculty may be required. At such time chairs should communicate department's needs to the academic dean so that the appropriate steps can be taken with respect to staffing.

Short-Term Programs

Faculty members also lead short-term study abroad programs. Many departments offer the same short term programs every year. For example, the nursing department runs a program in South Africa, and Hispanic Studies operates a program in Spain. Department Chairs can discuss with their faculty members how to best utilize the short term model for study abroad to best meet their students' needs. The Center for Global Education can assist with the planning and promotion of these programs.

Department chairs will also be asked from time to time to evaluate the awarding of credit to courses taught in the context of a study abroad program. Working with the Center for Global Education to find the best information on the content and rigor of the courses taught overseas is an important factor in completing this responsibility.

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Chapter 10: Chair's Responsibilities and the Common Curriculum

The Common Curriculum insures that our graduates receive a balanced liberal arts education, helping them develop in ways that fulfill specific aspects of the institutional mission. Since the Common Curriculum includes stand-alone classes like First Year Seminar and Ethics Common Seminar, designated courses (gender, intercultural, and experiential), and a large number of courses sponsored by divisions and departments, it touches the academic lives of almost all faculty. Given this scope, it affects course scheduling, departmental offerings, and even hiring.

Courses offered to meet Common Curriculum requirements are recognized as an essential part of a faculty member's teaching assignments and considered equal to departmental courses for annual review, tenure, and promotion. Fortunately, since many Common Curriculum courses allow faculty to step outside narrow disciplinary concerns, teaching in these areas provides opportunities for intellectual challenge and growth. Chairs should encourage faculty to think about these opportunities as part of their professional development path, and to take advantage of the training offered for teaching FYS and/or ECS well before they are asked to teach in these areas. Early training creates optimal flexibility, but it also broadens faculty understanding of the nature and import of these courses in our liberal arts program.

The academic dean, in consultation with the associate dean and the registrar, will communicate to chairs the number of sections of Common Curriculum courses recommended.

The chair should make every effort to provide the number of Common Curriculum sections requested from his/her department.

The chair should distribute Common Curriculum sections over time as widely as possible among the faculty members in the department.

If departmental obligations (study abroad, reassigned time, sabbaticals, leaves, or other situations) pose a severe difficulty in meeting the Common Curriculum requests for staffing, academic dean will review the requests with the Registrar.

The chair, in consultation with the academic dean and registrar, has the responsibility to determine teaching assignments within the department. In the event of disagreement, the final decision rests with the provost.

Once the department chair has made the Common Curriculum course assignments in the department, the chair is obligated to inform faculty members teaching Common Curriculum courses of the following:

All faculty members assigned to a Common Curriculum course are required to attend the scheduled workshops for FYS and ECS training.

All faculty members who have not taken an FYS or ECS training workshop in the previous 5-6 years should be encouraged to attend a workshop in order to be fully aware of changes in the program. Work in the Common Curriculum should be considered equally with departmental courses in annual review, tenure, and promotion. The chair should instruct probationary faculty members who are teaching FYS or ECS to invite colleagues (LES, department members, associate dean) to observe their teaching and provide a written, formative evaluation. These evaluations should be included in the probationary faculty's file, and may be shared with his/her departmental chair if the faculty member so wishes.

[Common Curriculum forms](#)

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Chapter 11: Chair Responsibilities - Certain Legal Matters

Chairs have a leadership role and responsibility for reporting safety and legal issues in their respective departments to Academic Affairs Administration or HR. Such issues may include an injury/work comp claim, Family/Medical Leave request, inappropriate/fraudulent conduct, or other matters.

Faculty, employee or student injury reports can be found on the [Environmental Health and Safety web site](). This site also contains information regarding Biological, Chemical, Environmental Management, and Occupational Health and Safety.

All employees, including department chairs, have a responsibility to report unethical or improper conduct, which can be done via the [Ethics Point site]() .

When doubts arise, chairs should seek advice. Among great sources of information, Chairs may consider:

- Human Resource Office
- Associate Provost/Academic Dean
- Life Safety
- Information Technology

Notes and links to potentially helpful information about confidentiality:

- HIPAA (http://www.cms.gov/Regulations-and-Guidance/HIPAA-Administrative-Simplification/HIPAAGenInfo/index.html) requires that health professionals and employers hold employees' health records private; Carol Abell of HR writes: "there is a balance in demonstrating care and protecting individuals and the institutions from liability. Regarding health information which may be related to personal illness or illness of a family member, I agree with a guideline of asking permission. It is not going overboard; it is wise. Another approach is to have the individual prepare the message if they wish to have something communicated to colleagues by the Chair. With this approach, a Chair can provide an intro to the communication, EX. *John asked me to share the following message with you. Or John has given me permission to inform you of the following*. If the faculty member does not wish to have anything shared, we need to respect this request and gain agreement on a general message to colleagues, if needed, which might simply inform others about the length of time away from office as an example."

- FERPA protects students' privacy; from CSB/SJU websites, provided by Julie Gruska:
  Family Educational Rights and Privacy webpages:

  https://www.csbsju.edu/registrar/records-and-privacy

  http://www.csbsju.edu/Documents/Registrar/FERPA%20Policy%20%20CSB.pdf

  http://www.csbsju.edu/Documents/Registrar/FERPA%20Policy%20SJU.pdf

  http://www.csbsju.edu/saintsnews-archive/ferpa-disclosure-form - FERPA Disclosure Form

- HIRING:
  (https://sharepoint.csbsju.edu/humanresources/Pages/hr_employees_employe_and_managertoolkit.aspx); Carol Abell of HR writes: "We also know that in hiring, we need to respect

confidentiality for applicants and the search committee deliberations. In the case of hiring, the focus in interviewing needs to be on the candidate's ability to perform the essential functions of the position. It is the candidate's responsibility to disclose health/disability information that may prevent him/her from performing essential functions of the job. Therefore, interviewers should not ask direct questions about a person's health or make employment related decisions based on a perceived disability."

- RANK & TENURE: In Part V of the Faculty Handbook, there is a reference to a committee chair's responsibility to respect confidentiality: 5.3.0.2.d: "...report non-confidential portions of the minutes as specified by the Faculty Senate...," and there is an expectation that chairs comply with R&T directions. There are clear indications at some points of what must be shared with the candidate, or what remains in a file that remains restricted.

- RETIREMENT is likewise a privacy issue, since we need to respect individuals' right to work (we have no mandatory retirement, and must be sure to comply with Equal Employment Opportunity law (http://www.dol.gov/dol/topic/discrimination/index.htm). Conversations related to a possible up-coming retirement can be complicated and require sensitivity. Some colleagues find it very easy to announce a planned retirement, others wrestle with the decision, and respect for privacy is important.

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Chapter 12: Faculty Handbook

These sections of the Faculty Handbook pertain to chairs:

Section 1.5.6 Department Chairs

This section gives a brief job description for the position of chair.

Section 2.1.1.c Definitions

This section states that the provost is to consult with both the vice provost and the department chair before deciding on the appropriate terminal degree for a faculty position.

Section 2.1.3 Ranked Faculty: Criteria for Appointment

This section states that the provost is to consult with the vice provost, the academic dean, and the department chair before determining the appropriate rank for a faculty member's initial contract.

Section 2.1.6 Special-Rank Faculty

This section states that the president is to consult with the provost, vice provost, academic dean, and department chair before recommending a special-rank appointment for a faculty member's initial contract.

Section 2.2.1.1 Term Contracts

This section states that the vice provost is to consult with the department chair when determining compensation and responsibilities for a term-contract appointment.

Section 2.3 Recruitment and Appointment

This section contains statements of policy for recruitment that are intended to help chairs with the task of making initial appointments.

Section 2.5 Evaluations

This section states policy for the evaluation of faculty members and lists several responsibilities of chairs in the evaluation process. This section stipulates that departments should develop their own guidelines for faculty evaluation and gives related policy and procedures.

Section 2.6.3 Eligibility to Apply for Tenure

This section states that the provost can, "in rare cases," authorize an early review for tenure either on the recommendation of the chair or in consultation with the chair, vice provost, and academic dean.

Section 2.6.5.2.1 Evaluation by the Chair

This section gives the policy for the chair's evaluation of faculty at third-year and tenure review.

Section 2.6.5.2.2 Evaluation by Department Members

This section states that a faculty member undergoing third- or sixth-year review must submit a file of appropriate materials for review by departmental colleagues, and for this submission the deadline is determined by the Chair.

Section 2.7.1 Eligibility to Apply for Promotion

This section states that the provost is to consult with the vice provost, the academic dean, and the department chair before authorizing an early (before the usual deadline) review for promotion.

Section 2.7.2.3 Promotion-Review Files

This section contains several references to the responsibilities of the chair in the promotion process.

Section 2.9.1 Planning for Professional Development

According to this section, a chair and each probationary faculty member in his or her department are expected to meet annually to conduct a planning session for the faculty member's Program of Professional Development.

Section 2.9.2.3 Application Policies and Procedures for Sabbatical Leaves

This section describes the chair's duties with respect to a proposal for sabbatical leave.

Section 2.9.3.2 Time-Limit and Procedures for Professional Leaves

This section describes the chair's duties with respect to a request for professional leave.

Section 2.9.4.2 Funding for Travel to Professional Conferences

As this section notes, travel funds are disbursed through departmental budgets, so chairs are responsible for answering questions from their department members about the procedures for travel-fund disbursement.

Section 2.9.4.3 Other Support

This section indicates that the chair is usually responsible for making computer hardware/software requests to the director of Information Technology Services during the annual budgetary process.

Section 2.10.3.1 Faculty Assignment

This section describes the role of the chair, in consultation with the faculty member and approval of the academic dean, in assigning responsibilities for faculty members in the department.

Section 2.10.3.3 Outside Activities

This section states that the chair is responsible for speaking directly with a faculty member whose outside activities harm his or her performance of professional responsibilities.

Section 2.11.1; 2.11.2 Nonprofessional Leaves

This section states that any request for nonprofessional leave should be accompanied by an evaluation from the relevant chair.

Section 2.13.3 Non-reappointment of Probationary Faculty

This section states that the president is to consult with the provost, vice provost, academic dean, and department chair before deciding not to reappoint a probationary faculty member.

Section 2.13.4 Separation due to Prolonged Mental or Physical Illness

This section describes the role of the chair, working with the provost, vice provost, and/or academic dean, when a faculty member has a prolonged mental or physical illness or disability that prevents the faculty member from fulfilling all or a substantial part of the contract.

Section 2.13.5.3.3 Specific Procedures Concerning Layoffs

This section states that the provost is to consult with the vice provost, the academic dean, the department chair and appropriate program directors, and the Rank and Tenure Committee before sending to the president a recommendation for the layoff of specific faculty.

Section 3.1 Hiring Procedures for Benedictines

This section gives the peculiar hiring procedures for sisters of Saint Benedict's Monastery and brothers of Saint John's Abbey.

Section 3.2 Hiring and Recruitment Procedures for Faculty

This section gives the administrative procedures for faculty hiring and recruitment.

Section 3.4.2.7.1 Tuition Remission for Faculty Employees

This section states that, if a faculty employee wishes to enroll in an undergraduate course at the College of St. Benedict and St. John's University and thus take advantage of the tuition-remission benefit, then his or her chair is the one who approves the request for enrollment.

Section 4.2 Further Procedures for Faculty Review

This section describes the implementation of the Post-tenure Faculty Development Program. In so doing it mentions the chair's role as a consultant, both for the department's program participants and for the program coordinator.

Section 5.3.7 and 5.3.8 College of St. Benedict [St. John's University] Rank and Tenure Committee

Chairs cannot serve on either the CSB or SJU R & T committees during a year when a member of their department is to be reviewed.

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