

**AUSTIN PEAY STATE UNIVERSITY
POLICIES AND PROCEDURES MANUAL**

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Date: June 16, 2008	Dated: January 20, 2006
Subject: Chairs, Directors, and Coordinators	Mandatory Review Date: June 16, 2013
Initiating Authority: Provost	TBR Policy/Guideline Reference: 5:01:00:00
Approved:	President: signature on file

Unless otherwise noted, “chairs” refers to chairpersons, directors, and coordinators of academic units.

I. Selection and Review of Chairpersons

- A. **Appointment and Removal:** According to TBR policy, department chairs serve at the pleasure of the University President and shall be appointed and removed in consultation with the Provost, the appropriate College Dean and department faculty. The chair of a department, who serves as the chief representative of the department within an institution, should be recommended by departmental election. Appointments normally should be in conformity with department members' judgment.
- B. **Term of Office:** Chairs ordinarily shall be appointed for four-year terms. Chairs may be reappointed upon the favorable review of the department, the college dean and the Provost.
- C. **Reappointment or Selection of Chair:** A chair may be reappointed at the end of a term with favorable recommendations at all levels of review. If a chair is not reappointed, or if the chair chooses to vacate the position, a new chair will be selected through either an internal or external search. The decision to make the search internal or external candidates shall be made by the President, in consultation with the Provost, and with recommendations from the departmental faculty and the College Dean.

1. Reappointment

- (a) **Reappointment Recommendations:** If the chair wishes to stand for reappointment review, it shall be indicated in writing to the appropriate dean in the year prior to the expiration of the chair's term of office. Should the chair decline the review, he/she shall

step down as chair at the end of that term of office and shall not be eligible to serve as chair for the next term.

When a chair requests to be reviewed for possible reappointment, the department faculty shall be convened by the Dean to evaluate his/her performance. The College Dean shall appoint a chair from outside the department to preside at the meeting. The review process shall include all tenured and tenure-track faculty in the department. The faculty will make a recommendation to the appropriate Dean to reappoint the individual as chair or to recommend that a new chair be selected. The presiding chair shall forward this recommendation to the appropriate Dean.

Fourth Year Evaluations: Should the Chair desire to be reviewed for reappointment on the fourth year, the committee members will use the Employee Performance Review Form available at the Human Resources website; a detailed summary of the average response and number responding will be shared with the tenured and tenure-track faculty by the Dean. Although other criteria may vary depending on the department, committees will use these results as one of the criteria for recommending for or against reappointment for another four-year term.

The recommendation of the department and the college dean's recommendation will be forwarded to the Provost. The Provost will make a recommendation to the President. Upon rendering a decision, the President will notify the chair of the department and all full-time faculty in the department in writing of the chair's reappointment or failure to be reappointed.

- (b) Voting Procedures: All voting shall be by secret ballot. The results of the vote are to be presented immediately to the departmental faculty and chairperson. A recommendation for or against reappointment as chair or for nomination of a new chair shall require a majority of the votes.
- (c) Resolving Voting Deadlocks: Special circumstances of a voting deadlock or failure to achieve a majority shall be resolved by the members of the faculty in a cooperative effort with the College Dean.

- 2. Internal Search for New Chair: All tenured and tenure-track faculty in the department shall be convened by the Dean or designee to nominate faculty for chair. The College Dean shall appoint a chair from outside the department to preside at the meeting(s) and lead the nominating process. The voting procedure will be the same as that which is described above in

1 (b). The presiding chair will send forward to the College Dean the name(s) of faculty to be considered for chair and the number of votes received by each. In most situations, departments should send forward at least two ranked names of acceptable nominees; however, departments may send forward one name. The name(s) of the nominees, the precise vote count, and the College Dean's recommendation will be sent to the Provost and he/she will make a recommendation to the President. The President will name the new department chair. Normally, the chair will be appointed to a four-year term.

3. External Search for New Chair: An external search will follow the University's faculty hiring procedures.
4. Interim Chair: In the event a chair cannot or does not complete the full four-year term, an interim chair may be appointed to complete the term. Except for emergency situations, the process used for this search will be the same as the one developed for the internal search for a new chair (number two above). In cases of emergency, as when the loss of a chair occurs unexpectedly without leaving sufficient time to follow the process before a new chair is needed in place, an interim chair may be appointed by the President based on recommendations from the College Dean and the Provost. The evaluation of the interim chair will be the same as the one used for new chairs; that is, he/she will undergo an evaluation each year as chair.
5. Untenured Chairs: Untenured faculty members sometimes serve as chairs. When an untenured chair is not retained or is denied tenure during the regular personnel review process, the College Dean shall inform the department as early as possible. If a chair is not retained, an interim chair will be appointed by the President to administer the daily business of the department, and the search process (external or internal) for a new chair shall commence.

D. Chair Evaluations

1. Annual Evaluations: Each year, the Dean will distribute the Employee Performance Review Form developed by Human Resources to obtain input in regard to the chair's administrative function. These employee performance review forms are intended to measure effectiveness in the administrative component of the position, not teaching effectiveness. All faculty will be asked to evaluate their chair. Before the dean writes the report, the Dean may meet with faculty in the department to discuss the chair's performance. The Dean will summarize the responses and provide a summary evaluation form to the chair and discuss strengths and weaknesses noted by the faculty. The Dean will inform the faculty of the department upon completion of the process.

The annual administrative evaluation of the chair does not supplant the required evaluation of the chair's instructional responsibilities. Evaluation of instructional responsibilities will follow the same format as any other faculty member of like status. Therefore, if the chair is in a tenure-track position, the same materials concerning instructional responsibilities will be included in his/her dossier. Likewise, a tenured chair will be evaluated for his/her instructional responsibilities by the Dean.

E. Removal of Chairs

Chairs serve at the pleasure of the President of the University. Ordinarily, the chair of a department serves a four-year term and is eligible for reappointment following current procedures for evaluation of chairs. When a chair engages in egregious behavior that is clearly counterproductive to the vision and mission of the University, the President has the right to remove that chair without any lengthy formal process and appoint an interim chair for the department until a new chair can be appointed through usual search procedures in place. When a chair loses the respect, trust, and confidence of the majority of the faculty within a department, the faculty in that department have the right to file a grievance. Dependent upon the results of the following procedures, the grievance may be followed by a vote of no confidence and possible removal.

Faculty and chairs are strongly urged to try to resolve differences through informal processes, which may include activities such as mentoring or professional development; one-on-one meetings between the chair and a few senior faculty; a joint meeting between the Dean and the departmental faculty (without the Chair); or an open discussion including faculty, the chair, and the Dean. If the situation is not resolved through informal processes, then faculty shall observe the following steps to file a grievance against the chair.

Procedure for Filing a Grievance

1. First, faculty in the department shall convene a meeting to decide, via secret ballot, if the majority of the eligible tenured and tenure-track faculty believes that the chair's behaviors warrant filing a written grievance to address the chair's administrative failures. The majority of the faculty shall be present at the time the vote is taken. The chair shall be notified of the meeting, but shall not attend. If a faculty member is unable to attend this meeting, has to leave early, or is late in attending because of extenuating circumstances, the faculty member should still cast a vote. That faculty member shall make every effort to leave an absentee ballot (by voting to support or oppose filing a grievance against the chair) in a sealed envelope entrusted to a colleague attending the meeting. The chair of the department shall be notified of the voting outcome. The vote count also shall be made available to assist administrators in the review process.

2. If the majority of the eligible tenured and tenure-track faculty votes to file a grievance against the chair, a faculty member voting with the majority shall prepare a written report for the Dean clearly articulating their collective position and the specific reasons for the vote of no confidence. All members voting with the majority shall sign the report. The written report shall contain detailed information regarding the chair's performance and conduct and may not include hearsay. The faculty may make suggestions to the Dean regarding a remediation plan. If the majority of the eligible tenured and tenure-track faculty votes not to file a grievance against the chair, then the minority is encouraged to continue attempts to resolve differences as collegially as possible.
3. The Dean, after receipt of the written grievance report from the faculty, shall meet with the chair and discuss the report to determine the reasonableness of the allegations. The Dean shall create a remediation plan including a specific timeline for the chair to respond to grievances. Copies of the written remediation plan and the grievance shall be provided to the Provost. A copy of the written remediation plan shall be provided to the faculty and chair. If the Dean determines that the grievance lacks merit, the Dean shall explain his/her position in writing to the faculty and provide a copy of this document to the chair and to the Provost.

Procedure for Vote of No Confidence

If faculty remain dissatisfied with the chair's performance after the remediation plan is executed, they may follow the procedure described below to vote on a motion of no confidence against the chair. Because of the serious nature of a vote of no confidence, faculty should re-consider their options and aggressively pursue all other avenues to resolve the situation prior to taking a no confidence vote.

1. Faculty in the department shall convene a meeting to decide, via secret ballot, if the majority of the eligible tenured and tenure-track faculty lacks confidence in the chair's abilities to continue serving as chair of the department. The majority of the faculty shall be present at the time the vote is taken. The chair shall be notified of the meeting but shall not attend.

If a faculty member is unable to attend this meeting, has to leave early, or is late in attending because of extenuating circumstances, the faculty member should still cast a vote. The faculty member shall make every effort to leave an absentee ballot (by voting *for* or *against* removal of the chair) in a sealed envelope entrusted to a colleague attending the meeting.

Should the majority of faculty vote in favor of retaining the chair, the minority is encouraged to continue attempts to resolve differences as collegially as possible. The chair of the department and other administrators in the review process shall be notified of the voting outcome, including vote count.

As stated in Policy 5:063 [Academic Freedom and Responsibility], “the right to academic freedom imposes upon the faculty an equal obligation to take appropriate professional action against faculty members who are derelict in discharging their professional responsibilities.”

2. A faculty member voting with the majority in a vote of no confidence against a chair shall prepare a written report for the Dean clearly articulating their collective position and the specific reasons for the vote of no confidence. All members voting with the majority shall sign the report. If a majority report is not prepared, the no-confidence vote of the department shall be nullified. Any allegations in the majority report concerning behavior that occurs after the remediation plan has been implemented must be documented in writing with specific instances and may not include hearsay.

Faculty members who voted to support the chair continuing in the position may prepare a minority report outlining their position(s). All members voting with the minority shall sign the report. All written documents (including majority and minority reports) shall be forwarded to the chair and to the Dean of the college within seven (7) business days of the meeting on a vote of no confidence. Copies of majority and/or minority reports shall be forwarded to all tenure-track and tenured members of the department.

3. The chair of the department, upon receipt of the document, shall have seven (7) business days to prepare a response in writing if he/she wishes. The chair's rebuttal or explanation of the department's allegations shall be forwarded to the Dean. After the Dean has obtained a copy of the chair's document rebutting or explaining the department's allegations, the Dean shall have ten (10) business days to prepare a written report (including all documents) and move it forward to the Provost. Before the dean writes the report, the Dean may meet with the faculty in the department. The chair shall receive a copy of the Dean's report. Copies of the chair's response and Dean's report shall be forwarded to all tenure-track and tenured members of the department.
4. The Provost shall examine all reports and have ten (10) business days to submit his/her written report to the President. The chair and the Dean shall receive a copy of the Provost's report.

5. The President shall have all the latitude necessary to conduct an independent investigation and inquiry into the circumstances that resulted in the vote of no confidence. The President will decide what actions need to be taken and whether removal of the chair is in the best interest of the department and/or the University. As part of the investigation, the President may seek the counsel of other faculty, staff, and/or administrators within or outside the University.

If a chair is removed, an interim chair will be appointed by the President to administer the daily business of the department, and the search process (external or internal) for a new chair shall commence. If a chair is removed, he/she shall be accorded the same professional rights as any other faculty member of like academic status.

II. Administrative and Instructional Responsibilities

A. Administrative Responsibilities

1. Department Administration: Preside at bi-monthly faculty meetings; prepare and manage course offerings and schedules, and coordinate these decisions with affected departments; manage department's budget; coordinate and administer curricular changes; approve travel authorizations, travel claims, absence forms, personnel time sheets and other appropriate forms and documents; and coordinate library collection and purchases and textbook acquisitions.
2. Official Department Representation: Participate in the development of institution, college, and department mission, vision and goals statement; articulate policies and procedures to faculty and staff; articulate and advocate departmental needs for funding, resources and staffing; represent the department (or assign a designee) in meetings with accreditation agencies, at college chairs meetings, required TBR review, Austin Peay Day, and any other gathering where departmental representation is required; oversee regular departmental program review; maintain acceptable relationships with other university offices and administrators; assume a leadership role in fund-raising for the department; and serve as liaison with local and regional businesses, industries, government agencies, school systems, and other institutions related to the department and its programs.
3. Personnel Management: Coordinate faculty/staff workload; recruit faculty and staff, including adjuncts in accordance with University policy; conduct faculty and staff evaluations and make recommendations for promotion, reappointment, salaries, tenure and merit pay increases; encourage faculty and staff to be involved in professional development; supervise staff and student workers; recommend committee assignments;

promote effective professional working relationships among faculty and staff; provide an effective work environment for faculty and staff; and mediate faculty and staff grievances.

4. Student Services: Coordinate recruitment of graduate/ undergraduate students; oversee advisement; approve course substitutions in the department's major programs; coordinate graduate placement efforts with Career Services; and mediate student grievances.
5. Instructional Responsibilities: Chairs shall have instructional responsibilities in relation to the number of full-time equated (FTE) faculty in the department.

6.

Number of FTE Faculty	Instructional Responsibilities (Semester Hours) Per Academic Year*
1-6	12
7-14	9
15-19	6
20-24	3
25 or more	0

* Special arrangements on instructional responsibilities may be made by the Dean with the approval of the Provost.

III. Chair Compensation

(This section does not apply to Directors who are on a 12-month, full-time contract.)

Academic chairs on the main campus will have duties and responsibilities during the academic year (mid-August - mid-May). They will receive nine monthly stipends from September through May to cover their service during the academic year. In the event a department chair does not serve during the academic year, the stipend may be transferred to an interim chair after approval from the Provost. A separate stipend will be paid in June and July for chair duties performed for the Summer I and Summer II terms respectively. In the event a department chair chooses not to serve during either Summer Term, the stipend may be transferred to a summer substitute chair after approval from the Provost.