



Department Chair Handbook

June 2015

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Preface

In January 1993, Dr. James J. Scanlon, Provost of Youngstown State University, established a Task Force to review the role and responsibilities of department chairpersons. That task force drafted the original version of the chairpersons' manual and recommended the creation of a standing committee, the Chairpersons Development Committee. The members of the 1993 task force were Bernadette Angle, Barbara Brothers, Terry Diederick, Tom Dobblestein, Gordon Mapley, Patricia McCarthy, Susan Russo, Tom Shipka (chair), Frank Tarantine, and John Yemma.

In the fall semester of 2006, Provost Robert Herbert requested that the Chairpersons Development Committee revise the chairpersons' manual. The goal of the revision was to provide new chairs with a description of the issues they might face and suggestions on how to address them. This edition of the manual incorporates the efforts of that group.

The members of the committee responsible for the 2006 revision were Robert Beebe, Michael Crist, Jalal Jalali, James Kohut, Tod Porter (chair), and Richard Walker.

The University Chairpersons Development Committee completed the final revisions in November 2009. The committee members were Dora Bailey, Michael Crist (chair), Vernon Haynes, James Kohut, Gregg Sturuss, and Rick Walker. Special thanks go to Dr. Ikram Khawaja, Provost; Dr. Bege Bowers, Associate Provost; Dr. Charles Singler, Interim Associate Provost; and Marilyn Ward, Assistant to the Provost (Academic Budget) for their help and guidance on this project.

The most recent revisions to the YSU Department Chair Handbook were made in Spring 2015. The recommendations for revisions were made by members of the Chairpersons Development Committee (i.e., Karen Giorgetti, Scott Irelan, Joe Mistovich, Ray Shaffer, Jake Protivnak (Chair), and Gary Walker) under the direction of Martin Abraham, Interim Provost and Vice President for Academic Affairs, and Teri Riley, Senior Associate Provost for Academic Administration.

Introduction

A vital leadership position in university administration is that of department chairperson. Working with the Dean and the faculty, chairpersons provide departmental management while teaching and continuing to develop as professionals. Since the faculty unit recommends the department chair, there is a natural inclination for that body to feel that the chair will act as a strong advocate in representing the needs of the faculty and good academic practice. While this is an honorable role, the chair must also serve as an administrator to help in the development of appropriate departmental goals in support of initiatives of the college and university, as well as relay University policy and practice to the faculty. To assist with their leadership of the department, Chairs should become familiar with the YSU/YSU-OEA agreement and appropriate YSU policies (see <http://web.ysu.edu/guidebook/>).

The chairperson interacts with a variety of individuals within and outside the university setting. As such, chairs must be comfortable dealing with faculty, upper administration, alumni, prospective students (and families), community leaders, public school educators, counselors, advisors, and professional colleagues.

“The chairperson’s job, obviously, is difficult and complex. A brilliant university or college administration with inept chairpersons *cannot* survive; an inept administration, with the help of a group of brilliant chairpersons, usually *can*.”

Allan Tucker
Chairing the Academic Department

The role of the chair may at times seem paradoxical, since the dual assignment of teaching responsibilities and administrative leadership can become a challenge during the course of an academic year. A delicate balance must be achieved to be successful in this role. Our colleagues must not perceive us as administrators with minimal faculty responsibilities and concerns or as faculty with minuscule administrative duties. Chairs must be respected in *both* arenas of the academic community. The chair must *assist* faculty in *shaping* the department’s future within budgetary and other constraints. While attending to these tasks, the chair must maintain a *life-line of communication* among the students, faculty, and other administrators.

The issue of rewards for chairs is more varied and, in some cases, intangible. In our daily tasks, it is true that we often lose sight of the positive things that connect us to our chosen career. Chairing a department gives us a much closer look at the broader college and university missions. The collaboration among departments, the sharing of information and - yes - commiseration with other chairs generates a bonding that goes far beyond the collegiality of one’s department. The job is never routine since each and every day offers new challenges and rewards, as well as new tasks that serve to generate energy and growth. For those who thirst for a taste of administrative work, this assignment offers an opportunity to explore that option, while keeping a hand in teaching and research. For some chairpersons, the rewards are truly altruistic, such as the pleasure of growing and shaping a department as a fundamental part of the college and university.

This handbook is an attempt to define the duties of a chair in the broadest terms. Certain categories of activities and responsibilities have been enumerated; and, in other sections, items have been organized to make tasks easier.

It is the intention that this be a fluid document that will be periodically updated to meet the changing needs of a developing university. If you are an experienced chair, it is our hope that you will put forward your ideas and suggestions so that the next edition may provide further assistance for the future. If you are a new chairperson, it is our sincere hope that this document may assist you in your role as an academic leader. Truly, the job is complex and multi-faceted, requiring stamina, organizational proficiency, and interpersonal skills. Attention to detail is a crucial ingredient in a recipe that must also include a healthy dose of visionary focus. A chair

needs patience, a sense of humor, a willingness to defend departmental concerns, as well as a knowledge of when to compromise and a good sense of the role of the department in the college and the university. Above all else, a chairperson needs the support of faculty, staff, students, and other administrators. Beyond that, the chair needs to know that he or she is not alone. There are many who are working with the same issues, the same paperwork, and the same time constraints. There is some comfort in unity, and the knowledge that you are an important part of the academic team. Those elements that make a chairperson's job ***“ambiguous and frustrating are the same elements that also make it challenging and interesting”*** (Tucker).

Duties of the Department Chair

Hiring

1. The Chair should begin by consulting the Department's Governance Document regarding language on the shared rights and responsibilities involved in recruitment and recommendations of appointments to the full-time faculty (also see the current YSU/YSU-OEA Agreement). Regardless, it is the Chair's responsibility to engage the faculty as fully and early as possible to ensure a consultative hiring process.
2. Article 30 of the current Agreement outlines the types of contracts available at the University. It is the chairperson's responsibility to be familiar with all types and duration of contracts. YSU Policy 1001.01 provides additional guidance on the hiring of full and part-time faculty.
3. The determination of starting salary rests ultimately with the Provost. However, if a request is going to be made by the Chair for a starting salary higher than the minimum for the rank in question, information regarding average salaries in the field should be provided to the Provost with the initial Vacant Faculty Position Requisition.
4. To access the procedures to follow during the hiring process, go to the YSU Human Resources web page http://web.yosu.edu/gen/ysu/Hiring_Procedures_m664.html and click on Faculty. This page allows you to view and download all the forms required during the hiring process. It also includes a check-off list to follow for the entire procedure.

Note that the HR-1 form is titled *Vacant Faculty Position Requisition* but is also the form used when submitting a request for a new faculty position. The information to be included in the justification that must accompany the HR-1 form is listed on form HR-1a.

5. The FTE and Student Credit Hour information required in the justification may be obtained on the YSU Institutional Research web page <http://cms.yosu.edu/administrative-offices/information-technology-services/institutional-research-and-policy-analysis> by clicking on Campus Facts. If you have further questions regarding institutional research information, you may contact the Institutional Research office at extension 1937.
6. Once a position requisition is approved, it is important to bring in representatives from both the Office of Equal Opportunity and Policy Compliance and the Office of Human Resources to meet with the Department's search committee in a timely manner.
7. Form HR-9 gives a check-off list for the hiring department to follow. This must be completed and included with the Department's Faculty Appointment Recommendation.
8. Item #12 on the Faculty Appointment Recommendation requires candidates to have submitted three written letters of recommendation and the background check release form

PRIOR to visiting the campus for an interview. Also, item #12 on this form requires the Chair to make at least 2 verbal reference checks beyond the references supplied by the candidate. These must be documented and included with the Faculty Appointment Recommendation Form. It is recommended, if they are not included on the applicant's reference list, that contacting the applicant's current chair and Dean satisfy this requirement.

9. It is highly recommended that the Chair do everything possible to expedite the search process in order to secure as strong a recommended candidate as possible. It is also important that candidates be made aware of all expectations for tenure.
10. The Chair should serve as a facilitator for the search process, but not run the search. The Chair will have an opportunity to make a recommendation to the college Dean and the Provost about whom to hire.
11. The Chair must follow the guidelines set forth by the Office of Human Resources and the Departmental Governance Document when hiring part-time faculty.

Tenure

1. The Agreement covers all relevant aspects of the tenure process at the University. The application for pre-tenure review and tenure review is at http://web.ysu.edu/gen/ysu/Forms_for_Faculty_Members_m668.html. The approved tenure procedures in the current Agreement are found in Article 10. It is important for new faculty to understand the process for obtaining tenure and what is required of them to achieve success in this regard. To facilitate this understanding, Departments are required to have explicit information in their Governance Documents describing what tenure-track faculty should be doing in the areas of teaching, scholarship, and service in order to secure tenure. If a Department does not include this information in its Governance Document, it is recommended that the Chair take the steps necessary to correct this omission.
2. It is incumbent upon the Chair and tenured faculty in the Department to mentor non-tenured faculty in regard to the University's expectations in teaching, scholarship, and service. Additionally, since tenure and promotion requirements are often closely related, it is important that new faculty members be given a copy of the Department's and College's promotion guidelines.
3. Only tenured faculty members are eligible to vote on whether or not to grant tenure to a candidate in a Department. The Chair is required to make a separate recommendation regarding a candidate's application for tenure. The recommendation and all supporting material are forwarded to the Dean of the College. If the Chair's recommendation is to grant tenure for the faculty member, this separate recommendation should be viewed as an opportunity to make the case for the candidate and should give strong evidence in the areas of teaching, scholarship, and service. It should not be assumed by the Chair that tenure will automatically be granted to the candidate by virtue of a favorable vote of the faculty.

4. All faculty hired after August 15, 2008, must go through the pre-tenure review process. The process is explained thoroughly by Article 10.1 in the Agreement. The pre-tenure review should be viewed as an opportunity to help the faculty candidate understand his/her strengths and weaknesses in the areas of teaching, scholarship, and service, as it pertains to the future tenure evaluation.

Termination - Non-reappointment of Non-tenured Faculty

1. The University requires that non-tenured faculty be evaluated annually by the Chair. It is important that the Chair honestly and thoroughly evaluate full-time faculty, giving specific feedback on how to correct areas that have been evaluated as weak. For new faculty, this counseling needs to be done beginning with the first Chair evaluation in order for the faculty member to have an adequate opportunity to make the changes in performance that are being suggested. It is very important that documentation of this process be kept by the Chair.
2. If, after the above process has occurred, it becomes apparent to the Chair that a change in performance is not going to occur, it is important for the Chair to understand there is a non-reappointment option in regard to non-tenured full-time faculty. Article 11 of the current Agreement covers all relevant aspects of the non-reappointment process at the University. An important aspect of this process is the deadline by which written notification of non-reappointment must be given to the faculty member. There are two different deadlines, depending upon the faculty member's completed years of service with the University. Consult the current Agreement to determine these deadlines.
3. There is an appeals process a faculty member may utilize if the Chair exercises the right to recommend non-reappointment. This process is described in Article 11 of the current Agreement.
4. After all appeal avenues have been exhausted by the faculty member, there is a deadline by which final written notice of non-reappointment must be sent to the faculty member. Consult the current Agreement to determine this deadline.

Termination for Cause

1. Article 12 of the current Agreement covers all relevant aspects of the corrective action and termination for cause process at the University. All chairs must successfully complete corrective action procedures training prior to implementing corrective action.
2. In most cases involving termination for cause, it is incumbent upon the Chair to show that the faculty member in question has displayed unacceptable performance or behavior over an extended period of time. This is especially true when initiating this process for a tenured faculty member. Thus, it is important for the Chair to honestly, consistently, and thoroughly evaluate full-time faculty; counsel faculty on how to improve areas evaluated as weak; and document evidence that supports the claim that performance and/or behavior is unacceptable.

Faculty Evaluation

1. The Faculty Evaluation process is discussed in Article 14 of the Agreement. The Chair's evaluation of faculty is addressed in Article 14.7. It is imperative that the Chair be very familiar with the information in the Agreement. The purpose of the faculty evaluation is to help faculty improve and to provide information on career decisions. It is important that fair and honest evaluation happen for each faculty member. The evaluation process is especially important during the first two years a faculty member is on campus. It is important that open and honest communication between the Chair and non-tenured faculty continue through the tenure process. If any problems or questions arise, be sure to meet with your Dean or consult with the Director of Faculty Relations or the Chief Human Resource Officer.
2. The most important aspect of this process is to communicate with the faculty member being evaluated. It is very helpful, for evaluation purposes, to observe the faculty member's classroom performance. If the Chair plans to conduct a classroom observation, training in this area is mandatory prior to the observation. This training will be provided through the Office of the Provost.
3. It is required that the Chair read the personnel file in the Human Resources office as part of the faculty evaluation process. It is also very important to schedule individual time with the faculty member for discussion. This is a good time to talk about the faculty member's progress toward tenure or promotion. When mentoring the faculty member, the Chair should stress the importance of providing documentation of all activities and should share ideas on how to develop an effective tenure and promotion file.

Faculty Promotion

1. The faculty promotion process is discussed in Article 15 of the Agreement. The application deadline for promotion is November 1. The promotion process is a joint effort between the faculty member's department, college, and the Office of the Provost. It is very important that the Chair be familiar with promotion information in the Agreement. The Agreement requires that each department develop a faculty promotion process and guidelines. The Chair should also be familiar with promotion guidelines developed in the Dean's office in the college. Department and college promotion guidelines should be properly aligned.
2. The number of available promotion spaces is announced each year, along with the deadlines for each step in the promotion process. The Chair should identify faculty who are eligible to apply for promotion and discuss the process with these faculty members. Information about the promotion process in the Department's Governance Document should also be reviewed annually and approved. A Departmental Promotion Committee (DPC) must be determined by November 1 each year, and a Chair of that committee elected (see Article 15.8 in the Agreement). The Chair should request minutes from all the DPC meetings. The Chair must review all promotion applications, and it is strongly advised that the Chair meet with each applicant before the Chair meets with the College Promotion Committee.

Department Leadership

1. Responsibility for Department leadership rests primarily with the Chair, who agrees to perform this duty in support of the University, College, and the Department missions. It is the Chair's responsibility to create a professional and friendly environment that brings together all sectors of the Department, including faculty, staff, and students, to achieve its objectives.
2. Development of a shared vision is important, with input from all constituencies, including faculty, staff, students, administration, alumni, and employers. This process should include an evaluation of the Department operation to develop both short- and long-range plans including teaching, learning, the departmental assessment of student learning, scholarship, community service, program development, budgeting, student retention, faculty mentoring, diversity, and marketing to achieve the Department objectives. The Chair should implement the above plans by engaging the faculty, staff, students, and administration to achieve its objectives.
3. The Chair must be accessible to personnel and positively promote courteous and respectful treatment of students, faculty, and staff. The Chair should provide guidance and professional leadership in teaching and learning, as well as in those things that pertain to the Department operation. The Chair should create a positive and enthusiastic atmosphere, helping to develop interest among the faculty to interact and work in teams. It is also important to encourage productivity through recognition and reward for good job performance and achievements.
4. A department leader should strive to create a diverse academic environment by recruiting qualified faculty, staff, and students from different cultures and groups. The establishment of hiring expectations for faculty and staff is an important part of this process, with input from the administration and the current faculty and staff. It is also important that the Chair identify the strengths of the faculty, staff, and students and engage them to achieve established goals and objectives. This leadership approach will make the Department a productive and more enjoyable work place.
5. A department leader must have a professional interest in its success. The Chair should dedicate the time necessary to assist the faculty, staff, and students in achieving their individual goals, as well as the Department's objectives. The Chair must make a personal commitment to the professional development of each faculty member in the Department. Mentoring of tenure-track faculty is an important part of this process. Communicating tenure and promotion expectations to faculty and staff, providing these individuals with the necessary resources for success, and mentoring tenure-track faculty are all important responsibilities of the Chair.
6. The Chair is responsible for ensuring all University deadlines are observed and forms are processed in a timely manner.

Student Complaints

The Chair is responsible for hearing and attempting to resolve all student complaints that relate to a faculty member, or a class, in the Department.

1. Students and faculty should be aware of the hierarchical process of lodging a complaint. The first step is for the student to discuss the issue with the faculty member. If the student and instructor cannot resolve the issue, the student should then talk to the Department Chair. If a resolution is still not achieved, the student can seek to discuss it with the Dean or an Associate Dean. Complaints not resolved following this process may be presented to an Associate Provost. If a student wishes to grieve a complaint, the student must follow procedures for submitting the grievance to the Student Academic Grievance Subcommittee. For information about procedures and deadlines to file a grievance, see the *Code of Students Rights, Responsibilities and Conduct* (<<http://www.ysu.edu/thecode.pdf>>).
2. YSU Board Policy 9006.01 provides overall guidance on professional conduct of faculty, department chairpersons, and professional/administrative employees and should be consulted at the outset of the process.
3. All complaints should be handled in a timely and confidential manner. Substantive complaints should be documented and discussed with the faculty member.
4. Complaints that relate to a grade, an exam, a course requirement, or class attendance must be resolved with direct input by the faculty member.
5. Complaints dealing with professional behavior issues of a faculty or staff member need to be carefully investigated. If such complaints can be verified, the person being accused must be given an opportunity to address the complaint. The Dean should be informed of the complaint. See the *Guidebook* (<<http://web.ysu.edu/guidebook/>> for policies related to professional conduct.
6. It is important that the Chair, when meeting with students, not make any pre-judgments and not attempt to “take sides”. Listening to the student should be the first priority. It is also important to identify how the student would like the issue resolved.
7. In cases where a student complaint may affect a future personnel decision, and the complaint has been found to have merit, the Chair should seek to have the student put the complaint in writing and sign the complaint.
8. In the case of an allegation of discrimination or harassment, including sexual harassment, the Department Chair should review Board Policy 2001.03 regarding discrimination and harassment. Note that chairs who become aware of information that would lead a reasonable person to believe that harassment has occurred should notify the Office of Equal Opportunity and Policy Compliance, and/or Human Resources promptly but no later than five working days of becoming aware of the information. The Chair should also notify the Dean of the appropriate college. The University can be held liable if valid complaints of harassment are ignored.

Student Grievance Procedure

Graduate Student Grievance Procedure: An Overview

- 1) Pre-Grievance
- 2) Grievance
- 3) Implementation

For the stated policy regarding Graduate Student grievance procedures use the link <http://cms.ysu.edu/college-graduate-studies/graduate-student-grievance-procedure>

Undergraduate Student Grievance Process: An Overview

- 1) Pre-Grievance hearing activities
- 2) Grievance hearing
- 3) Appeal (if needed)

There are separate processes for student conduct and student academic dishonesty. Information on the Undergraduate Student Grievance procedure(s) may be found in the Student Code of Conduct, available at <http://www.ysu.edu/downloads/thecode.pdf>.

Other Important Contacts

Complaints related to violations of equal opportunity policies should be reviewed by the Office of Equal Opportunity and Policy Compliance (330.941.2340). Specific ADA complaints should be directed to the Assistant Director of Disability Services (330.941.2216). For more information use the link <http://cms.ysu.edu/administrative-offices/equal-opportunity-and-policy-compliance/equal-opportunity-and-policy>

Scheduling

Currently, the Chair is asked in the early fall to submit final schedules for the upcoming spring and summer semesters and a tentative schedule for the following fall. In the spring, the Chair is asked to submit changes to the schedules for the upcoming summer and fall semesters, and a tentative schedule for the following spring. As the University moves to full-year scheduling, the Chair will be required to develop an annual teaching schedule each Spring for the upcoming summer, fall, and spring semesters.

The needs of the students should be paramount in determining course offerings and teaching schedules.

The development of class and faculty schedules requires the investment of significant time and attention to detail. The following reference materials contain rules and policies that need to be followed.

1. The YSU/YSU-OEA Agreement must be observed. Sections 9.5 and 16.11 set out administrative rights, as well as requirements for consultation and communication with

faculty. Article 16 defines workload activities, expectations, and limitations.

2. The Departmental Governance Document should include policies governing spring and fall workload and faculty reassigned time, as well as summer faculty rotation. Department governance documents must be reviewed and reaffirmed or revised annually by March 1. Refer to Article 9.4.
3. The Semester Scheduling Guidelines, passed by the Academic Senate February 10, 1999 and available at http://www.yzu.edu/provost/communications/Semester_Scheduling_Guidelines.doc, define permissible day and time patterns for classes in the spring and fall semesters.
4. The chair must follow all guidelines concerning summer scheduling and the assignment of workload as listed in the current Agreement and the Departmental Governance Document.

The following sources include information that may be helpful in developing schedules:

1. Course Rotation, often developed and disseminated by the Department, to reflect the intended frequency of course offerings by semester.
2. Historical records of student enrollments by semester and the number of sections of each course. Student needs should drive the development of all class schedules. Keeping a record of enrollment trends can be useful in deciding whether or not to offer specific courses.
3. List of available and qualified faculty (including full-time, ETS, “borrowed”, and approved part-time faculty) and their areas of expertise.
4. Records of student status describing the courses in which they need to enroll.
5. Previous schedules, which can serve as first drafts of schedules under development.
6. The Chair should be alert to any special scheduling considerations, such as balancing faculty requests for specific courses, days, and times; student and program needs; desirability of back-to-back classes to accommodate students with long commutes; avoidance of day and time conflicts among courses required within programs; coordination of offerings and schedules with other departments; special classroom requirements (such as labs); and balance of early and late faculty assignments.

Budgeting

One of the primary duties of the Chair is responsible management of department resources, including the budget. Failing to take full advantage of the money allocated to the Department can cheat students and faculty of opportunities, while budget overruns impose a financial burden on the rest of the institution.

The following are some suggestions on how to manage the budget:

1. Calculate a rough estimate of the amount of money the Department spends per month on basic needs (such as copying and student help). Multiply the average monthly amount to estimate the amount you will spend over the remainder of the year.
2. Try to anticipate major costs the Department may face that are not included in the monthly average. For example, if you are conducting a search to fill a faculty position, you may have to cover some costs of the search (a reasonable estimate of the additional cost is approximately \$1,000 per position).
3. At least every month you should check to see if your expenditures are roughly in line with your projected expenditures. More frequent checks need to be done toward the end of the fiscal year.
4. You should be well informed about the rules for the use of funds from lab and materials fees. It is important to be able to document that revenues from the fees are used to cover costs associated with the classes that paid the fees.
5. It is important to have a well-defined travel policy in your Governance Document. Know that travel funds are provided to the Department on the basis of number of faculty, rather than directly to individual faculty. Additional funds are available through an allocation to the College. Finally, the Chair should encourage faculty who have unusually high travel expenditures to seek alternative sources of funding.
6. It is typically not possible to spend Department funds on food. However, if the event is designed to retain or recruit students, it is possible to cover meal costs through a restricted gifts account.
7. Article 9.4G of the YSU/YSU-OEA Agreement states that budget requests are a shared responsibility.
8. If, despite your best efforts, it appears the Department is going to run a significant deficit, this should be reported to your Dean immediately.
9. Faculty should be discouraged from making a large number of copies, but should be directed to the use of electronic resources such as BlackBoard for distribution of class materials.
10. Department funds cannot be carried over from one fiscal year to the next.
11. Purchases of computers and computing equipment (including printers) should be coordinated with IT services to ensure the best pricing opportunities and compliance with University policies.
12. When paying for travel expenditures, use money in the Faculty Travel OEA (701310) budget line first. Money in this budget line cannot be transferred to other budget lines, so you want to exhaust these funds before supporting travel with funds from travel line 701305.

13. Whenever possible hire students who can be supported through Work-Study and who do not have to be paid out of the Department budget.
14. While the Department may be able to make small expenditures to support faculty research, faculty should be encouraged to seek alternative sources of funding such as University Research Council grants or external grants.

Time Reporting for Classified Staff

Chairperson is responsible for managing and accounting for the time worked by those classified workers (including student workers) under the Chair's signatory authority. This involves the approval of hours worked by each employee as reported through Banner. Each worker is required to submit his or her timesheet electronically before Wednesday of the week following the end of the pay period. This typically includes the administrative assistants, secretaries and student employees of your Department. It may also cover others under special circumstances.

The management of timesheets is carried out online, through Banner Self Serve. The employees need to be approved every two weeks and will not receive their pay unless properly approved. To approve the work time claimed, open up Banner, go to the "employee" area, then open up "timesheet" and select "Approve or Acknowledge Time". An "Approver Selection" page will come up and click the button for, "Department and Description My Choice of Pay Period". You now select the pay period to be approved, that ended in the previous week by the pull-down choices at the right of the button, and then "Select". A new window opens up and the names of those you are to approve appear in one of several areas depending on the status of the timesheet. The employee is responsible for starting a timesheet (started), then submitting it to you for approval (pending). You can only approve the timesheets in the pending table.

If for any reason the deadline passes without the timesheet being approved, the timesheet needs to be approved by hard copy. The employee must printout the hard copy of the timesheet and the chairperson signs the hard copy, indicating approval. The hard copy must then be forwarded to payroll. It must be the original and not a copy. To avoid this event from happening and to facilitate an efficient approval process, it is recommended that the chairperson select a proxy for the approval of timesheets, in case of the unavailability of the Chair. It is also helpful to have the e-mail address of everyone on the approval list, so that reminders can be issued directly to the staff member to complete their timesheets.

Leave Reporting

Chairpersons are responsible for requesting leave from the Dean of their College. All leaves (i.e., vacation, sick, bereavement, personal, FMLA) should be reported through Banner Self Serve. Bi-monthly, the chairperson should complete a leave report. This is done by opening up Banner, go to the "employee" area, then open up "Leave Report", click "Access my leave report", select the applicable two week time period, enter the amount of hours if any taken, and then "submit for approval".

Concur

Concur is an online program that is used to approve and track business travel and expense management. Department Chair's must understand how to utilize Concur. Information regarding how to utilize Concur can be found at:

http://web.ysu.edu/gen/ysu/Travel_Services_m3480.html

Compensation and Benefits

Contract Length

The contract of Chairs will be for the period of July 1 - June 30 (12 months). Chairs who were under contract during 2006-2007 will have the option of extending their contract through mid-August of the last year of their term as chair.

Salary

For the 12-month contract (July 1-June 30), Chairs will receive their nine-month faculty base plus a flat stipend. For 2014-2015 the stipend is \$17,335. The flat stipend will be adjusted each year according to the average annual increase in administrative salaries. Chairs of large departments will receive an additional stipend ranging from \$2,000 to \$4,000 to compensate for the size of the department and the corresponding workload (e.g., > 30 faculty FTE = \$2,000, > 40 faculty FTE = \$3,000, > 50 faculty FTE = \$4,000). Full- and part-time faculty FTE less leave without pay and reassigned time is used in the calculation.

For Chairs who do not complete their annual (12-month) contract, the compensation will be prorated for the time served as chair. For this proration, the Chair's 12-month compensation will be used as the basis. However, in no case will the compensation be less than the Chair's faculty compensation for that same period.

Administrative Workload

Chairs are expected to spend a minimum of 20 hours per week on administrative duties throughout the 12-month contract period.

Teaching Load

Chairs are expected to teach 6 WH (workload hours) per semester for a total of 12 WH per academic year (exclusive of summer). A teaching load different from the 6 and 12 WH expectations listed above will need the approval of the college Dean and the Provost. Chairs may negotiate a lighter teaching load in consultation with their Dean and the Provost. Reasons for a lighter load may include, but are not limited to, size of department, special projects such as

preparation for accreditation, research or scholarship, significant committee responsibilities, and/or other approved responsibilities. Board of Trustees policy governing supplemental payment generated through external grant funding will be applied to Chair compensation in the same manner that it applies to other employee compensation.

Summer Teaching

Chairs have access to one (1) course that shall be excluded from the rotational assignment of the summer teaching opportunities. Chairs may teach one (1) additional course (3 WH) above the course mentioned in the previous paragraph during the summer term for additional compensation and will be paid based on the normal faculty summer pay schedule. Summer assignments above 6 WH have to be approved by the Dean and Provost, and will be paid at the overload rate.

According to the Agreement in Article 4.6: Additional summer teaching opportunities shall be available to the chair on the basis of the rotational system described in this article with the chair receiving an equal opportunity within the rotational system. The chair's total teaching assignment in the summer shall not exceed the highest number of teaching hours (TH) assigned to full-time faculty in the department.

Travel

Deans will support chair travel to the extent funding allows.

Professional Administrative Leave

Chairs will earn twenty-two paid days of vacation annually. Any vacation days not used in a given year may be rolled into next year's vacation time, with a possible maximum accumulation of 40 days total. Chairs should complete the Leave Report in Banner reporting use of the vacation time. Chairs are compensated for any unused vacation days at the time the chairs retire or return to faculty status.

Chairs earn 120 hours of sick leave annually, which accumulates without limit. Chairs should complete the Leave Report in Banner reporting use of the sick time. Accumulated sick-leave balances remain with the Chair if the Chair returns to faculty status.

Faculty who are asked to serve as acting Chair, when a Chair has an extended absence (does not include vacation), will be compensated on a supplemental basis. Supplemental compensation will be determined on a variety of relevant factors (e.g., level of responsibilities, size of department, etc.). In case there is a vacancy in Chairship, the acting Chair appointed will be compensated using an appropriate model.

Sabbaticals for Chairperson

Policy Number 1008.01 in the University Guidebook provides for up to three sabbaticals each year for twelve months for academic chairpersons. The purpose of these sabbaticals is to enable

chairpersons to pursue substantial scholarly or professional-development activities. See *Sabbatical Leave for Department Chairpersons* University Guidebook policy for more details - http://web.yzu.edu/gen/ysu_generated_bin/documents/basic_module/1008.01_2013.pdf

Research Professorships

Up to 16 WH annually will be allocated, normally in blocks of 3 to 9 WH, for Chairs' research professorships. The purpose of these research professorships is to support chairpersons in their scholarly activities, including but not limited to those that necessarily lead directly to publication. A chairperson's research professorship application is due to the college dean during the eighth week of the fall semester. The application is due to the Provost during the tenth week of the fall semester, and the research professorships will be announced on or before December 15.

Specifics include:

1. The research professorships may be awarded in a variety of hour combinations depending on requests.
2. The application procedure will be as follows. The application will be submitted to the Dean of the chairperson's college. The Dean will submit the application with a recommendation to a committee appointed by the Provost, consisting of one academic Dean, one chairperson, and three full-service faculty members. The committee will submit recommendations listing order of priority to the Provost, who will make the final determination.
3. Upon completion of the research professorship, chairpersons are required to submit a written report of the results of their work to the Dean of their college. The Dean will forward the report, along with his or her written review, to the Provost for inclusion in the Chairperson's personnel file.

The Walter E. and Caroline H. Watson Foundation Merit Awards

The \$2,000 Watson Award is provided annually for no more than two (2) outstanding chairpersons who are nominated to the Provost during the period that the Distinguished Professorship nominations are requested. The Watson Award is funded by the Watson family and Youngstown State University. A list of previous department chair award winners can be found at <http://www.yzu.edu/ebulletin/general-information/walter-e-and-caroline-h-watson-foundation-merit-awards>

Resources / Reference Materials

Department chairs are faced with a number of unique and challenging situations. Issues may include: evaluating faculty performance, managing conflict between faculty, evaluating faculty, budgeting, facilitating collegiality, improving faculty performance (e.g., teaching, scholarship, service), handling personal issues of faculty, adapting to funding and resources challenges, dealing with student/parent complaints, and maintaining personal scholarship.

Consequently, department chairs should regularly meet and consult with the dean of their college, human resource professionals, department chair colleagues, and review publications related to academic administration. Department chairs should look for continuing education opportunities to improve knowledge and skills necessary. A national “Academic Chairpersons Conference” sponsored by Kansas State University is held each February. The following is a partial list of resources / reference materials available for chairpersons.

Human Resource

The YSU Human Resource Department is a valuable resource for answering questions related to personnel management. Specific responsibilities and contact information of HR professionals can be found at: http://web.ysu.edu/gen/ysu/Contact_Us_m1736.html

Director of Faculty Relations (DFR) Role

The Director of Faculty Relations (DFR) is appointed by the Provost and Vice President of Academic Affairs, to whom the position reports. The DFR is the primary point of contact for the faculty union and university supervisors with regard to matters covered by the YSU-YSU/OEA Collective Bargaining Agreement (CBA) and is the initial point of contact for all YSU/OEA information requests. Additionally, the DFR shepherds all faculty complaints related to the CBA through the multi-step grievance process from pre-grievance to arbitration and writes findings in response to all pre-grievance hearings. Furthermore, the DFR writes all Memoranda of Understanding (MOU) related to the CBA and coordinates the approval process with the Administration, the YSU/OEA Negotiating Team and the YSU/OEA Executive Committee. The DFR attends all University Chairs meetings including the annual two-day administrative retreat and conducts CBA-required trainings with chairs dealing with, among other issues, chair’s evaluation of faculty, in-class observation of teaching, and corrective action. The DFR is a member of the Labor Management Council.

Newsletters /Books

Academic Leader: The Newsletter for Academic Deans and Department Chairs, Magna Publications, 2718 Dryden, Madison, WI 53704

The Chronicle of Higher Education, 1255 Twenty-Third St., N.W., Washington, D.C. 20037,
The Department Chair, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030.

- Buller, J. L. (2012). *The Essential Department Chair (2nd ed.)*. San Francisco: Jossey-Bass.
- Buller, J. L. (2013). *Positive Academic Leadership: How to Stop Putting Out Fires and Start Making a Difference*. San Francisco: Jossey-Bass.
- Chu, D. (2012). *The Department Chair Primer (2nd ed.)*. San Francisco: Jossey-Bass.
- Gmelch, W. H., and Miskin, V. D. *Department Chair Leadership Skills*. (2011), Madison, WI: Atwood Publishing.
- Gunsalus, C. K. (2006). *The College Administrator's Survival Guide*. Cambridge, MA: Harvard University Press.
- Leaming, D. R. (2006). *Academic Leadership: A Practical Guide to Chairing the Department (2nd ed.)*. San Francisco: Jossey-Bass.
- Maxwell, J. C. (2007). *The 21 Indispensable Qualities of a Leader (2nd ed.)*. Nashville, TN: Thomas Nelson.
- Maxwell, J. C. (2006). *The 17 Essential Qualities of a Team Player*. Nashville, TN: Thomas Nelson.
- Wheeler, D. W., Seagren, A. T., Becker, L. W., Kinley, E. R., Mlinek, D. D., & Robson, K. J. (2008), *The Academic Chair's Handbook (2nd ed.)*. San Francisco: Jossey-Bass.

Current Documents

Chairs should read and keep these documents on hand:

- Bargaining Agreements (YSU/YSU-OEA, YSU APAS, YSU ACE, YSU FOP)
- University Guidebook Policies - <http://web.yzu.edu/guidebook/>
- Code of Conduct
- Academic Senate By-Laws
- The Strategic Plan for Higher Education, 2008-2017 (Issued by the State Chancellor of Higher Education)
- YSU 2020: The Strategic Plan of Youngstown State University
- Youngstown State University Mission and Vision Statements
- Department and College Mission & Goals Statements
- Department Governance Document
- Part-Time Faculty Manual

YSU Provost Website - <http://web.yzu.edu/provost/>

The YSU Provost website has a number of resources helpful to Department Chairs. These include the following: Academic Affairs Organizational Chart, Academic Calendars, Academic Guidelines and Policies, Academic Planning Resources, Academic Senate Information, Meeting Minutes, Links to Related Websites and the University Strategic Plan.

There are a number of Academic Forms regularly utilized by Department Chairs.

- Abbreviations (Useful Abbreviations)
- Academic Chairpersons' Meeting Schedule
- Academic Programs Proposal Forms
- Articulation and Transfer

- Assessment Forms
- Calendar
- Curriculum/Advisement
- Distance Education Forms
- Distinguished Professor Award Nomination Packet
- Faculty Highest-Degree Form (Use for All Part-time Faculty)
- Flexibly Scheduled Courses
- Lab & Materials Fees
- New Faculty Start-Up Funds
- Non-Teaching Duty Form and Categories
- Overload Certification Form
- Placement
- Residency Waiver Form
- Student Threat Assessment
- Student Use Fund
- Summer Calendar
- Summer Teaching
- Transfer and Transfer Assurance Guides
- Veteran Reporting

Consult the YSU Provost website on a regular basis for announcements and updates to the above resources at <http://web.ysu.edu/provost/>.

Chairpersons Development Committee

The role of the Chairpersons Development Committee has remained the same since its creation in 1993. The committee is responsible for the determination of agenda items for University Chairperson meetings (typically three per semester) and the organization of retreats, workshops, and training sessions. The committee also serves as a forum for discussion of issues of concern to department chairpersons. The committee reports to the Provost and meets with the Provost as needed. The committee consists of one department chair from each of the six colleges; the members of the committee serve three-year terms. The initial election cycle is/was as follows:

2007/2010/2013/2016

The College of Science, Technology, Engineering, and Mathematics
The College Liberal Arts and Social Sciences

2008/2011/2014/2017

The Bitonte College of Health and Human Services
The Beeghly College of Education

2009/2012/2015/2018

The Williamson College of Business Administration
The College of Creative Arts and Communication