

**THE COLLEGE AT BROCKPORT  
STATE UNIVERSITY OF NEW YORK**

**DEPARTMENT CHAIRPERSON  
HANDBOOK**

**2009-2010**

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## PREFACE

The department chairperson serves in two roles. On one hand, s/he is an academic administrator; on the other, a regular faculty member engaged in teaching and scholarship. A challenge for the department chair is to balance responsibilities to students, faculty, and the institution. The department chair's leadership role may be equally complex. Chairs are expected by their faculty to lead the department as a whole in its growth and development, while helping the department members' realize their goals and wishes. Chairs are regarded by the institution as collaborative members of its leadership team, with the responsibility for helping implement institutional objectives.

The chairperson's responsibilities go hand in hand with the authority necessary for carrying out these responsibilities. For example, department chairs:

- represent the department in discussions/negotiations with College Administration
- make personnel recommendations (in addition to those made by departmental personnel committees) in regard to initial appointment, re-appointment, tenure, promotion, and DSI
- determine the course schedule for departmental offerings, and the teaching schedule for each individual member of the department's faculty
- develop a budget for, and approve the distribution of departmental OTPS allocations
- make certain that appropriate assessments are being done in the major, General Education, and for accreditation (where applicable)
- assign governance responsibilities to faculty members
- evaluate faculty performance as part of each faculty member's Annual Report
- oversee preparation of departmental major accreditation self-studies and site visits by accreditation teams (where applicable)
- adjudicate grade disputes (at the departmental level) between student and instructor and academic dishonesty charges
- approve (or disapprove) all student requests for late withdrawals and incompletes
- determine the performance program for, and annually evaluate, departmental staff

In short, both the responsibility and authority of department chairs extends to all departmental issues regarding resources and personnel. This handbook is intended as a guide for dealing with these issues, providing descriptions of, and insights into, the responsibilities and authority vested in the position of department chair.

Chairs are responsible for the daily operations of their department, its academic programs, the management of its resources, and the supervision of its personnel. The chair also serves as role model, department spokesperson, and representative of the department in its dealings with the school Dean and other College administrators. The responsibilities of the department chair fall roughly into the following areas of activity: (1) Leadership, (2) Academic Planning, (3) Record Keeping, (4) Communication Reporting and Outreach (5) Personnel, (6) Students, (7) Budget, and (8) Space and Equipment. (9) Assessment and Accreditation.

## I. LEADERSHIP

Effective chairpersons engage in collaborative governance with the members of their faculty. However, collaborative governance imposes the responsibility of leadership. As leaders of their departmental "teams", the following is expected of department chairs.

Creating and maintaining an atmosphere of trust, and a departmental culture in which shared governance is valued and functions effectively. Distrust, disenfranchisement, and perceptions of inequity are the most common causes of dysfunctional departments. While maintaining an independent voice, effective chairs minimize the potential for the emergence of these destructive factors by fostering an environment in which faculty feel respected, heard, and recognized for their efforts.

Providing for faculty development. The department chair fosters the scholarly growth, research, creative activities, and teaching effectiveness of departmental members. This includes creating and/or maintaining a departmental culture supportive of faculty development and productivity, the dissemination of notices regarding development opportunities, and efforts to provide and maintain the facilities and infrastructure for successful faculty development.

- The chair encourages attendance at workshops, professional conferences, CELT programs, etc.
- The chair encourages grantsmanship, and keeps faculty informed regarding both intra- and extramural granting opportunities.
- The chair recognizes sabbaticals as an important opportunity for faculty renewal, development, and enrichment.
- The chair encourages nomination of eligible faculty and staff for recognition honors, such as Chancellors Awards, Distinguished Professorships, the Adele Catlin secretarial award, etc.

Leading the department in change. Perhaps nothing characterizes academia these days more than change. Students, faculty, disciplines, resources, administrative objectives, and political climates all change. Effective departments deal with change adaptively, and effective chairs lead their departments in recognizing the need for change and organizing the departmental response to change.

Developing shared goals and standards. The prospect of being able to function independently (academic freedom, the pursuit of one's research interests, flexible schedules, etc.) may have been what attracted many of us to academia as a career. While department chairs must work both in the best interests of their individual faculty and the department as a whole, these two goals are not always the same. The health of the department as a whole is a responsibility to which the chair must be committed. Getting

individuals to work toward shared goals, visions, etc., is an important challenge of departmental leadership.

Enforcing the standards by which the department has chosen to evaluate itself and its members. As with students, the performance of departments, their faculty, and their programs, are routinely assessed. Chairs should ensure that the standards by which assessments are made are clear, meaningful, and uniformly applied.

Representing the department at College functions. All faculty are expected to attend various College-wide functions reflecting student, faculty, and institutional achievement (e.g., Academic Convocation, Commencement, Faculty/Staff Convocation, Honors Convocation, Scholars Day). As official departmental representatives (and faculty role models), chairs especially should attend these functions and strongly encourage their faculty to attend as well.

## II. ACADEMIC PLANNING

The department chair must lead the department in establishing goals and objectives, and in developing a plan for accomplishing these. This involves both short-term and long-term planning consistent with the College's mission, the directives of the Dean, the discipline itself, and the abilities of the departmental faculty. The planning process also involves periodic evaluation to ensure implementation, and to make certain that its goals and objectives meet the needs of its majors, and other students it serves. In planning for the future, it is especially important that chairs have an understanding of, and take into consideration, the resources that will be needed to carry out these plans. Plans should realistically reflect current resources and/or the prospects for acquiring additional resources.

### A. Routine Planning

Much of the administration in academic departments involves responses to routine tasks such as meeting deadlines, carrying out personnel processes, filing required reports, etc. Although preparing for these tasks is not what is usually meant by "planning," it is a necessary part of the day-to-day activities that characterize departmental activity. Chairs should work to anticipate such activities, so that they and their faculty will have the time necessary to address the routine responsibilities that occur during every academic year. The *Chairperson Activities Planning Calendar*, that appears in the appendix, can be helpful in this regard.

### B. Short-Term Planning

Department curriculum. The chair ensures that a comprehensive and coherent department curriculum is developed and maintained. This curriculum should take into consideration the state of the discipline, the abilities of its faculty, the needs of its majors, General Education, external stakeholders (e.g. teacher certification requirements) and needs of other programs to which the department contributes. In this regard, a *course distribution*

*template* should be developed and updated, indicating the near-term sequencing and periodicity of required and elective course offerings. Chairs should expect the Dean to request this periodically.

Departmental/Program evaluation/assessment. Regular and meaningful program assessment is extremely important for meeting the College's responsibility to continuous improvement of curriculum and instruction. Assessment is also required by SUNY System Administration and is especially important for our Middle States accreditation. As a major responsibility, the chair supervises and coordinates the development, revision, and evaluation of courses and programs for the academic year and the summer program. To guide this endeavor, the chair engages the department in yearly program assessment, ensuring that the department's student learning outcomes, developed through consultation with departmental faculty, are being achieved. Departmental assessment goals for each academic year are coordinated with the Vice Provost and the Dean. A yearly assessment report is expected as part of the chair's Departmental Annual Report to the Dean.

Course schedules. Following consultation with teaching faculty, the chair recommends to the Dean a schedule of courses for the academic year, ensuring a slate of required and elective offerings that meet the needs of the major, service courses, and the General Education Program, and which is distributed uniformly across the day and evening. In developing each semester's course schedule, the chair should be mindful of programmatic needs, faculty scheduling preferences (where possible), available resources, and the dictates of the department's course distribution template.

Faculty workload. The chair recommends to the Dean an appropriate workload for each faculty member, taking into consideration the nature and number of assigned courses, the faculty member's research commitment, and participation in departmental and College-wide governance. It is essential that the chair become familiar with College policy guiding workload assignments, and makes recommendations in accordance with this policy. The policy is described in detail in the Faculty Guide to Teaching and Learning at Brockport.

Recruitment. As part of the annual Faculty Allocation process, the chair prepares materials to submit to the Dean requesting (as needed) authorization to search during the next academic year for tenure-track faculty, and/or other full-time and part-time instructional personnel. The form for making such requests (Faculty Allocation Process Form) can be found on Brockport's web site (do a search for "forms"). The chair is responsible for assuring that all authorized searches proceed in accordance with guidelines from the Office of Affirmative Action and the home department's own governance policies. Guidelines for the search process can be found on Brockport's web site link to the Office of Affirmative Action. The chair is expected to provide advisory input to the Dean regarding overall departmental preferences as well as his/her own independent evaluation of candidates for departmental vacancies.

### C. Long-term Planning

Establish long-term goals and objectives. Chairs should work with their faculty and Dean to establish long-term goals and objectives for the department. These objectives should reflect resources, changes in the discipline, and the College's mission to make student success its highest priority.

Determine future facilities, equipment, and staffing needs consistent with departmental plan. Chairs should develop a plan for accomplishing the department's long-term goals and objectives, and for obtaining the resources necessary for accomplishing these goals and objectives.

### D. Accreditation

A number of College departments and programs are nationally accredited. In the accredited programs, the chair is responsible for ensuring that all reports, data, and assessments required to maintain accreditation are managed. This includes annual reports, semester-based assessments, and periodic site visits.

## III. RECORD KEEPING

It is the chair's responsibility to see that the department maintains records pertinent to its daily operations, and is able to provide information to the Dean and other College administrators regarding its operations. At a minimum, each department should produce and maintain records in regard to the following.

### A. Faculty teaching load determinations and assignments

Deans are responsible for determining faculty teaching-loads based on performance in teaching, service, and scholarship. Ordinarily, faculty are expected to teach three courses (9 credit hours) each semester, while performing at rank in service and scholarship (for more detail on this expectation see the Faculty Guide to Academic Practices and Policies at Brockport, and the Faculty Roles and Rewards Final Report). Documentation of this performance, and any requests for deviation from this performance pattern, must be presented to the Dean by department chairs. Accordingly, it is important to maintain records documenting each faculty member's professional activities.

### B. Registered majors and minors (and their assigned advisors)

The number of majors and minors informs a variety of decisions on campus (e.g., budgetary and faculty allocations, curriculum planning, recruitment efforts, etc.). In addition, the assignment of majors and minors is critical to the advisement process. For these reasons, departments should maintain accurate records of students officially registered in their programs, recognizing that at any moment in time, their own records may be more current than those representing the official College records.

C. Syllabi for current course offerings

College policy requires departments to maintain current syllabi for all course offerings. These documents present (among other things) the standards by which student performance will be measured and evaluated. Because College policy specifies that grade appeals must be based only on (a) "failure to make the standards and expectations for a grade known to the student in a reasonable manner" and/or (b) failure to fairly apply those standards and expectations (see <http://www.brockport.edu/policies/>), it is necessary that appropriate syllabi be developed for all courses. Maintaining these documents in the departmental office is one method of overseeing this important aspect of instruction.

D. Disciplinary actions brought against students (for conduct or academic dishonesty violations)

Without a record of conduct or academic dishonesty violations, any single offense would be dealt with as if it is the first and only offense. In order to document any history of offenses, instructors are required to file a report of any conduct violation with their department chair. The chair should be familiar with the "Procedures for Dealing with Students Who Are Disruptive in Class), and the "Report of Student Violation of the Academic Dishonesty Policy" form in regard to any dishonesty violations (both of these can be found in Faculty Guide to Academic Practices and Policies at Brockport). The College's policy and procedures for dealing with academic dishonesty can be found in <http://www.brockport.edu/policies/>.

E. Budgetary transactions

Budgetary records from Central Administration may not always be current, so departments should maintain their own detailed records in an effort to meet their responsibility of managing the departmental budget allocations.

F. Official correspondence

Copies of official written and electronic correspondence with students, faculty, administration, and the community should be maintained. Notes from important meetings and verbal correspondence should also be filed.

#### **IV. COMMUNICATION, REPORTING AND OUTREACH**

Effective chairing requires effective communication. Departments tend to thrive in an atmosphere of openness. For this reason, chairpersons need to be both recipients and transmitters of knowledge. Chairs may help facilitate the communication process through the following activities.

Preparing agendas for regular departmental meetings. Department meetings are an opportunity to disseminate information, exchange ideas, learn about departmental sentiment, solve problems, and plan for the future. Agendas should be prepared that meaningfully address these objectives. In particular, chairs should use these occasions to solicit departmental feedback, and indicate planned responses to that feedback.

Appointing appropriate departmental committees to advise faculty and chair on departmental issues and activities. Division of labor facilitates the governance process. Most departments have committees assigned to budget, curriculum, and personnel issues. The latter (an "APT" committee) is required for all departmental recommendations regarding appointments and promotions. Its composition must conform to specific College guidelines regarding the number, rank, and tenure status of its members. These rules are described in the document "Procedural Requirements for Academic Personnel Decisions" which can be found in the Faculty Guide to Academic Practices and Policies at Brockport. Ad hoc committees will also be helpful on an as-needed basis.

Attending chairpersons meetings (called by the Dean, Provost, and other College administrators); report on the proceedings of such meetings to their faculty. Department chairs are expected to attend various meetings convened by their Deans, the Provost, and others. As with department meetings, these meetings provide opportunities for information dissemination, problem solving, etc. Although minutes from some of these College-wide meetings may become available on the Web, faculty benefit from their chairperson's perspective on these meetings, and from discussions about these meetings with their departmental colleagues.

Apprising the Dean regarding departmental needs, concerns, and developments. School Deans need to know what is happening in the departments for which they are responsible. Accordingly, it is a chair's responsibility to keep the Dean informed about important departmental issues and situations. Chairs should also inform their Dean about periods of time when they will be absent from campus, and any "acting" chair who will function in their absence.

Representing their department at various meetings and deliberations. The department chair serves as department representative. In this capacity the chair should present his/her faculty's sentiments and recommendations in a fair and accurate manner. However, faculty should not expect their department chair to abdicate his/her own voice in matters pertaining to the department. Indeed, Deans expect otherwise, and personnel procedures require the independent input of the department chair.

Representing the department to the general public and communicating newsworthy department or faculty activities to the Office of Marketing Communications. Institutional image is critical to recruitment, College development, and ultimately, student success. These efforts should be considered part of the department chair's responsibility.

Developing, encouraging, and participating in inter- and intra-departmental activities. The academic department is most successful when it works as a team. Chairs should foster, and engage in, activities that promote and reinforce a team-oriented culture.

Preparing Department Annual Reports. Each year, the school Deans call for department annual reports, and provide information regarding the format with which they should be prepared. The information in these reports is used by the Dean in preparing his/her School report for the Provost. Departmental Annual Report forms can be found on Brockport's web site by searching for "forms" and then clicking on this option under the Academic Affairs group.

Maintaining the departmental Website. Increasingly, the Web provides the first contact point between the department and its publics. A well-maintained Web site provides information for prospective students and other interested individuals about the department's programs, facilities, and faculty.

Outreach. Many departments are engaged in outreach activities with the local business and scientific community, public schools, social service agencies, alumni and other stakeholders. Chairpersons typically coordinate these events, which include newsletter publication, athletic events, conferences, and other outside collaborations.

## V. PERSONNEL

Department chairs are responsible for the recruitment, supervision, evaluation, and development, of associate and full-time faculty assigned to their departments. Because part-time faculty may not have as ready access to the routine communications common among their full-time colleagues, chairs should make a special point of ensuring that part-time faculty are kept in the information "loop", and are familiar with departmental and institutional practices (all part-time faculty should have copies the Faculty Guide to Academic Practices and Policies at Brockport).

### A. Recruitment

The chair is responsible for seeing that courses are properly staffed. When existing faculty are not available (through retirement, sabbatical, medical leave, administrative release time, etc.) to meet the department's needs, the chair must coordinate recruitment for part-time (associate) and full time (tenure track or QAR) faculty to provide the necessary course coverage. To be consistent with the department's long-term planning objectives, recruitment should focus on faculty whose expertise, commitment, and philosophy are consistent with those objectives.

### B. Supervision

The chair functions as supervisor to all faculty (full-time and associate) and staff assigned to his/her department. In this capacity, it is the chair's responsibility to ensure that faculty

meet contractual obligations in all areas of performance. In regard to the responsibilities associated with the supervisory role of the chair, the chair should ensure that:

- all faculty provide instruction consistent with the department's established learning objectives, syllabus, and Course Registration Form for the courses that they teach. This is especially important for new appointees. Making certain that new faculty, PT or FT, have a copy of the Course Registration Form for any course they will teach is important.
- faculty workload assignments are consistent with College policy
- work assignments serve the needs of the department's programs
- new faculty orientation and mentoring are effectively carried out
- all faculty are aware of College regulations pertaining to their responsibilities, including Export Control Regulations and the need to follow Internal Review Board (IRB) procedures when human subjects are involved in studies. At a minimum, all faculty should be provided with a copy of the Faculty Guide to Academic Practices and Policies at Brockport. Chairs should be especially sensitive to the needs of new appointees and part-time faculty who may not be as "plugged in" to the campus information networks as are their more seasoned colleagues
- clerical, non-teaching personnel, students, and graduate assistants assigned to the department by the Dean, are properly supervised
- an effective working relationship is developed and maintained with the departmental secretary, who plays a pivotal role in the successful management of the departmental office

### C. Evaluation

The chair is responsible for ensuring effective evaluation of individual faculty performance in the areas of teaching, scholarship, and service. This responsibility includes:

- meaningful feedback on Faculty Annual Reports or elsewhere (Faculty Annual Report Forms can be found on Brockport's web site), including helpful guidance regarding performance expectations
- counseling as necessary in response to problems (some guidance regarding the counseling process can be found on Brockport's link to the Office of Human Resources (click on "Training Resources", then "Chair Retreat Handbook", then item #8).
- following procedures and adhering to evaluation criteria as specified in department APT documents and College policy
- maintaining records of faculty absences from class and forwarding monthly attendance records to the Payroll Office (attendance forms can be found on the Human Resources web link)
- completing annual evaluations of office personnel consistent with performance programs and CSEA guidelines

## VI. STUDENTS

The department chair is responsible for seeing that the department's majors, minors, and other students taking departmental offerings, are well served. This includes effective and responsible advisement, mediation in disputes or problems regarding students, acknowledging student excellence, and contributing to the College's recruitment effort.

### A. Clerical tasks

Approving requests. The department chair must approve all requests for independent and directed studies, late course withdrawals and incompletes, transfer (equivalency) credit from other institutions, and all requests for waivers from department and program requirements. This responsibility is not simply signatory, but must reflect a careful examination of the basis for each request. This is especially relevant in regard to withdrawal requests.

A student may de-register from a course either by dropping or withdrawing. Deadlines and other considerations may be in effect. See Faculty Guide to Academic Practices and Policies at Brockport for information on requirements for withdrawals.

Record keeping. Records regarding students (submitted final course grades, disciplinary actions, etc.) must be maintained.

### B. Advisement

The chair is responsible for the department's advisement program. This program should be understood to go beyond the simple registration of students into their appropriate courses. A department's advisement responsibility includes concern for each student's growth and development, and is an important factor in student retention. The registration aspects of advisement may be delegated to a departmental advisement coordinator, but the more general aspects are the responsibility of all faculty. Chairs must assure that advisers for majors are assigned, that faculty are knowledgeable and provided with the materials they need for advisement, that faculty are reasonably accessible to students during the course registration period, and are available to students at other times through the regular posting and maintenance of office hours. Chairs should provide counsel or direction for students who seek/need advice beyond their assigned advisor. It is important to note that departmental advisors must be able to provide advisement on all aspects of a student's DARS report, degree requirements, major/minor programs, and General Education Program requirements.

### C. Mediation

- The chair works with student and instructor to try to resolve areas of disagreement (e.g., withdrawal requests, grade appeals, criticisms of instructor behavior, etc.).

- The chair, guided by consultation with the course instructor, responds to violations of the student dishonesty policy, conduct violations, or other issues at the course level.

#### D. Student Awards

Given that student success is the College's highest priority, chairs should assure that highly successful students are given the recognition they deserve. Each department may have its own unique forms of recognition, but College-wide awards include:

- Alpha Chi
- Sigma Xi
- Departmental Scholar (a departmental-level award, but one available to all departments)
- School Student Award
- President's Citation
- Adult Student
- Graduate Student Award

Chairs should assure that their departments engage in timely discussion of students eligible for these awards and make the appropriate nominations and/or designations.

#### E. Registration

Chairs should implement processes to assure that their department's faculty effectively handle student registration, including major reservation, late registration, and SOAR sessions. SOAR sessions should be appropriately staffed by departmental faculty.

#### F. Recruitment and Retention

Although the institution has specific administrative units tasked with recruitment and retention, these efforts are departmental functions as well. Departments can make an important contribution to recruitment by contacting students who have expressed an interest in their department's programs, attending information sessions, hosting prospective students on campus, etc. Departments should also work toward building constructive relationships that provide students with hands-on experiences in the community (internships, BCEC courses, etc.), and that maintain ties with their programs' alumni.

Setting a tone in the department that students are to be valued and encouraged as well as creating a variety of opportunities for the inclusion of students in departmental events, activities, and faculty research/scholarship can be important in the department's and the College's student retention efforts.

## **VII. BUDGET**

The chair is responsible for the fiscal management of his/her department. This responsibility includes:

- developing an annual budget consistent with prudent spending practices to submit to the Dean for approval; securing departmental approval for the proposed budget
- allocating the department's budget, following consultation with the department
- authorizing valid expenditures from this budget
- preparing of an annual report for the Dean listing expenditures and describing their relationship to the department's mission, goals and objectives
- maintaining current records on department expenditures
- disseminating full information on budget and expenditures to members of the department
- managing start-up funds allocated to new faculty

## **VIII. SPACE AND EQUIPMENT**

The department chair is responsible for the facilities, equipment and infrastructure of his/her department. This responsibility includes:

- maintaining a current inventory of department equipment
- preparing long-range projections of department space and equipment needs
- coordinating the allocation and utilization of space and equipment assigned to the department
- submitting requests for repairs, maintenance, and physical plant improvements to the Dean for presentation to the Facilities and Planning Committee
- supervising the security of department equipment and supplies

## Appendix 1. Chairperson Activities Planning Calendar

### FALL SEMESTER

Course Schedules (the call for course schedules will be mailed to departments from the Office of Registrations and Records)

- Prepare draft for Fall Schedule (offerings, instructors, class times) for next academic year
- Finalize upcoming Spring Schedule
- Prepare preliminary draft for next Winter and Summer Schedule

Personnel Decisions (the Calendar for Personnel Processes is mailed to departments during the summer preceding the upcoming academic year)

- Supervise departmental APT process for all re-appointment, promotion, and tenure decisions
- Prepare chair's recommendations on all APT applications
- Supervise departmental DSI nomination process
- Prepare for and participate in School-wide DSI deliberations
- Supervise departmental evaluations of Sabbatical leave requests
- Prepare departmental nominations (as needed) for Distinguished Professorships and Chancellors Awards

### Hiring/Recruiting Faculty

- Hire for associate faculty positions authorized for next Spring Semester (submit appointment forms as needed along with all necessary documentation, e.g., transcripts, vita, etc.)
- Begin recruiting process for authorized searches for FT faculty for the coming academic year
- Provide orientation for new faculty; familiarize with rules and responsibilities

### Department Committees

- Establish department committee memberships
- Charge departmental committees
- Begin implementation and evaluation of program assessment plans

### Budget

- Determine distribution of department's annual budget allocation

### College Functions

- Attend Academic Convocation
- Attend Faculty/Staff Convocation
- Assign faculty (as necessary) for fall Open Houses

#### Registration/Advisement

- Supervise major reservation and registration
- Review admission applications

#### Meetings

- Discuss current assessment outcomes and plan for next year's assessment program
- As needed, conduct departmental meetings and attend all school chair/directors meetings

### **SPRING SEMESTER**

#### Course Schedules

- Determine teaching loads for next academic year (in accordance with College workload policy regarding teaching, service, and scholarship)
- Prepare preliminary Spring Schedule (offerings, instructors, class times) for next academic year
- Finalize Upcoming Fall Schedule
- Finalize Summer Schedule

#### Hiring/Recruiting Faculty

- Hire for associate faculty positions authorized for next Fall Semester
- Complete recruiting process for authorized searches for FT faculty for the coming academic year; make recommendations to Dean
- Provide orientation for new faculty; familiarize with rules and responsibilities
- Prepare Faculty Allocation requests for new searches (as needed)

#### Registration/Advisement

- Assign faculty (as necessary) for Late Registration
- Supervise major reservation and registration for next Fall semester
- Determine Staffing for SOAR Sessions
- Review admission applications

#### Discuss/Determine Student Awards

- Alpha Chi
- Sigma Xi
- Departmental Scholar
- Outstanding Student School Award
- President's Citation
- Adult Student
- Special Departmental Awards

#### Budget

- Respond to call for equipment replacement requests

#### Meetings

- As needed, conduct departmental meetings and attend all school chairs/directors meetings
- Attend all Provost's Council meetings

#### College Functions

- Encourage departmental participation in Scholars Day, Honors Convocation and Commencement
- Assign faculty for accepted student Open Houses
- Attend Honors Convocation
- Attend Commencement

#### Annual Reports

- Collect and prepare responses to Faculty Annual Reports and forward to Dean
- Prepare Departmental Annual Reports (due during Summer Session) and forward to Dean
- Prepare and file Departmental Assessment Report with Dean and Vice Provost
- For accredited departments and programs, prepare any necessary self study or annual reports

#### College Catalog

- Respond to call from the Office of the Vice Provost to address any changes needed for the department listing in the College catalogs (undergraduate and graduate)

## **Appendix 2. Forms On Web**

The following list is reprinted from Brockport's web page (type in "forms" at the Search prompt). The forms identified in this list can be downloaded and filled out online. Additional forms can often be found when exploring the links listed below.

### Academic Advisement

- Undergraduate Advisement Form

### Academic Affairs

- Academic Dishonesty Form and Policy
- Course Registration Form
- Departmental Annual Report Form
- Faculty Annual Report Form
- Periodic Program Review Form
- Position Request Form
- Provost and Vice President Briefing Sheet for Appearances
- Sabbatical Report Form

### Affirmative Action

- Search-related forms

### College Events / Room Reservation

- Event & Room Reservation Form

### Employee Suggestion Program

- General Information & Form

### Enrollment Management and Student Affairs Division

- For Personal Appearances by the Vice President for Enrollment Management & Student Affairs

### Facilities and Planning

- Key Request
- Property Removal Request
- Research Equipment Changes
- Sign Request

- Surplus/Transfer Property Request
- Vehicle Request

#### Grant Opportunities and Human Subjects Research

- Better Community Coalition Grants
- Faculty Travel Grants to Present at Conferences
- Human Research Guidelines (IRB)
- Scholarly Incentive Grants
- Supplemental Travel Grants for Faculty/staff in Academic Affairs

#### Human Resources

- Appointment
- Attendance and Leave
- Benefits
- Communication
- Compensation
- Directory Information
- Evaluation
- Recruitment
- Withholding

#### Informational Technology Services

- ANGEL
- BANNER
- Faculty/Staff E-mail Account Form
- Help Desk
- New Departmental Web Site
- Programming Request
- Student E-mail Account Form
- Workshop Evaluation Form

#### Office of Graduate Studies

- Graduate Admission Application Materials

#### Office of the President

- For Personal Appearances by the President

#### Parking Office (BASC)

- Appeals

- Registration
- Temporary Parking Permit

#### Procurement and Payment Services

- Corporation Purchasing Card
- Purchase Requisitions
- Name Badge Order Form
- Standard Vouchers
- Travel Forms

#### Research Foundation

- RF Form Index

#### Student Employment

- Advertise a job
- Email Payroll when a student starts work
- Student Referral Form

Student Employee Payroll Calendar

#### Telecommunications

- Various forms (repair, new service, move, disconnect, etc.)

#### Travel

- Various Forms

### **Appendix 3. List of Useful References**

1. SUNY Brockport Faculty/Staff Handbook. This is the most complete compendium of Policies passed by the Faculty/Staff Senate and College Administration. It can be found on the web. Type in "Faculty/Staff Handbook" at the Search prompt.
2. Faculty Guide to Academic Practices and Policies at Brockport. Saves considerable search time by condensing, and translating into common English, the several hundred pages of the Faculty/Staff Handbook into a brief guide regarding the information you are most likely to need in your everyday academic activities.
3. State of New York Policies of the Board of Trustees. Describes SUNY-wide policies regarding roles and responsibilities of department chairs and other College administrators, issues related to appointment, leaves, retirement, evaluation and promotion, etc.
4. The Center For Excellence in Learning and Teaching (CELT). Located in 100B Edwards Hall, this facility may be a resource for other publications related to the concerns of a department chair.
5. Lucas, A. F. (2000). Leading Academic Change: Essential Roles for Department Chairs. San Francisco: Jossey-Bass. This book served as the main reference work for a recent "Leadership Development Retreat" held for academic chairs at Brockport. It focuses on the "team" approach to department leadership.
6. NOTE: All academic and student policies are available through the College website at <http://www.brockport.edu/policies/>

## **Appendix 4. Dissemination of Grade Distributions in Academic Departments**

September 4, 2008

### **MEMORANDUM**

**TO: Academic Department Chairs**

**FROM: Anne E. Huot, Provost and Vice President for Academic Affairs**

**RE: Dissemination of grade distributions in academic departments**

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Each semester, the Office of Institutional Research and the Registrar's Office compile summary grade distributions for each course taught at the College at Brockport.

- These grade distributions are available to Department Chairs with identifying information for individual faculty included.
- Grade distributions for individual faculty members who are candidates in personnel actions (e.g., contract renewal, promotion, or tenure consideration) may be required by departmental APT committees as part of a review dossier.

Department Chairs may disseminate grade distributions for all courses or faculty within the department, provided:

- The purpose is to inform faculty discussion of academic standards and expectations and improve instruction, evaluation and student learning.
- When disseminated for this purpose, unless all members of the department have agreed otherwise, reports should be redacted or coded in a manner that prevents identification of individual faculty members.

If you have questions or need additional information on this matter, please contact your Dean.