



Date: April 18, 2022

To: Talia Bettcher, Chair
Academic Senate

From: Heidi Riggio, Chair
Faculty Policy Committee

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Subject: **Proposed Policy Modification for Chapter III (Administration of the University) of the Faculty Handbook:**
FPC 21-1.19: Department/Division Chairs and School Directors

At the beginning of Fall 2021, Faculty Policy Committee (FPC) received written concerns about the policy on Department/Division Chairs and School Directors from campus constituents, specifically concerns about how Department Chairs/Division Chairs and School Directors (hereafter “Chairs”) are appointed, including processes related to Department faculty rankings of candidates for Chair, communication of results of rankings to Department faculty, and Chair nomination committee recommendations that are provided to Deans for Chair appointments. In modifying the policy, FPC also addressed concerns expressed by Department staff about provision of votes for faculty depending on time base, including the use of .5 votes for faculty with a time base less than .50. FPC considered similar policies at other CSUs in its deliberations. FPC’s goal in modifying this policy was moving toward greater transparency and greater information gathering in the process, and toward a more democratic process that is more strongly influenced by Department faculty preferences for Chair. Throughout the policy, we changed the name of the Department committee from the “advisory committee” to the “Chair nomination committee.”

FPC deliberated about FPC 21-1.19 at its meetings throughout the end of Fall 2021 semester and from the very beginning of Spring 2022 semester until this date.

The following points summarize the proposed changes to the policy:

Lines 76, 84, 86, 93, 129,

138, 142, 174-175: The word “advisory” is deleted and replaced with the words “Chair Nomination” in reference to the committee.

Lines 15-19: We replaced the words “The college dean shall inform the chair of college and department policies and procedures as appropriate” with “In performance of their duties, Department Chairs shall consult and follow written college and departmental policies, as well as the Faculty Handbook and the Collective Bargaining Agreement.” This change was made to make Chairs independent of Deans in their consultation of written policies and the CBA; the previous language suggests that Deans provide relevant policies.

Lines 77-79: We changed the current policy, which allows candidates for Chair to serve on the Chair Nomination Committee. In the new language, the policy indicates that individuals interested in serving as Department Chair shall recuse themselves from the Chair Nomination Committee.

- Lines 88-91: The current policy does not require provision of information from faculty interested in serving as Chair. We added language to indicate that faculty members willing to serve as Chair will provide a current curriculum vitae (CV) and a candidate statement to the Chair Nomination Committee for distribution to the Department Faculty.
- Lines 91-92: We reiterate that faculty willing to serve as Chair will recuse themselves from the Department Committee.
- Lines 93-94: The words “for Department Chair” are added for clarity.
- Lines 96-97: The language stipulates that the Chair Nomination Committee will design the ballot that will allow faculty to rank the candidates for Chair.
- Lines 98-100: The current policy indicates that “all tenured members” of the Department will be listed on the ballot. The modification limits the ballot to the names of full professors in the Department who “express willingness to serve as Department Chair.” This prevents faculty who are not interested in serving as Chair from being on the ballot and receiving votes, and makes the ranking more straightforward.
- Lines 101-103: As in the current policy, language indicates that the ballot will include an indicator of preference for a search for a Department Chair outside the Department or University.
- Lines 104-109: The modified language allows for the names of associate professors in the Department and full professors from other Departments to be included on the ballot, in the case where there are few full professors in the Department who are willing to serve as Chair.
- Lines 109-112: We repeat the requirement for these candidates to provide a current CV and a candidate statement.
- Line 113: We changed the language referring to “permanent or tenured” faculty to “probationary, tenured, and temporary faculty” to be consistent with language used in the CBA.
- Lines 113-116: Consistent with the current policy, the language indicates that all faculty members with a .5 time base or higher will have the opportunity to provide rankings on the Department ballot.
- Lines 117-118: We delete language indicating that faculty have “votes,” because rankings are used on the Department ballots. We delete language indicating provision of a .5 vote to faculty members with a time base lower than .5 in the current academic year.
- Lines 118-120: We delete language indicating that Department rankings are “an important source of information” to make rankings determinative of the committee’s recommendations.
- Lines 121-124: We added language indicating that at the conclusion of the vote, the Chair Nomination Committee will oversee the tabulation of the results and will announce a complete list of the Department rankings to the Department faculty. This provision allows maximum transparency and highlights the importance of the Department faculty in the Chair appointment process.

- Lines 125-126: We deleted language that allows the Chair Nomination Committee to consult “records” of candidates and “individual members of the faculty in the Department” regarding the chair appointment process. This allows faculty rankings to be more determinative of the Chair appointment and lessens the power of the committee to make a subjective judgment outside the faculty rankings.
- Lines 126-128: We deleted language calling for the committee to inform the Dean of their progress and giving “careful consideration” to the Dean’s views, given that the Dean already makes the final decision, but that that decision should be based on the faculty rankings.
- Lines 130-131: We added language that the committee will give recommendations of one or more candidates for chair to the Dean “according to the Department rankings.” This addition makes the rankings primary in recommendations for Chair.
- Lines 132-136: We deleted this original language, it is partly reflected in the additions to lines 104-109.
- Lines 137-141: We modified the language for clarity, with the Chair Nomination Committee making further recommendations based on the Department rankings if the Dean does not accept the Committee’s recommendations.
- Lines 142-145: We modified the language for clarity, with the Dean and the Chair Nomination Committee each having veto power over the other’s recommendations for Chair, with each party responsible for providing reasons for their veto.
- Line 157: We changed the word “thinks” to “concludes,” which suggests greater consideration of circumstances.
- Line 158: We added the word “chair” which appears to be missing from the original text.
- Lines 171-172: We use the word “chair” as indicated on line 8 of the policy (deleting unnecessary language).

1 **Department/Division Chairs and School Directors**

2 (Senate: 3/5/64, 2/20/68, 12/2/69, 8/22/72, 7/21/76, 5/23/95, 8/27/02, 1/25/05, 10/30/07,
3 1/14/14, 9/20/16; President: 3/9/64, 3/27/68,12/31/69, 8/25/72, 8/5/76, 7/7/95, 11/13/02,
4 2/28/05, 11/29/07, 2/4/14, 4/7/17; Editorial Amendment: 9/00)

5 Governing Documents: Article 20.30 of the Collective Bargaining Agreement between
6 the California State University and the California Faculty Association.

7 Each department/division/school (hereafter department) has a chair or director
8 (hereafter chair). The department chair is the liaison between the department and the
9 administration. Chair appointments are governed by University policy. It is the
10 responsibility of the department chair to keep the faculty informed of department
11 business and consult with faculty as appropriate.

12 A faculty member appointed to the position of department chair retains the rights and
13 responsibilities possessed by virtue of being a member of the faculty, consistent with
14 the terms of that appointment.

15 IN PERFORMANCE OF THEIR DUTIES, DEPARTMENT CHAIRS SHALL CONSULT
16 AND FOLLOW WRITTEN COLLEGE AND DEPARTMENTAL POLICIES, AS WELL AS
17 THE FACULTY HANDBOOK AND THE COLLECTIVE BARGAINING AGREEMENT.
18 The college dean shall inform the chair of college and department policies and
19 procedures as appropriate. There shall be orientations and regular professional
20 development sessions for department chairs conducted by the college dean and, as
21 needed, by the Provost and Vice President for Academic Affairs or designee. Chairs are
22 expected to regularly participate in such professional development.

23 Assigned time and other forms of compensation for department chairs may be
24 recommended by the college dean and determined by the President or designee,
25 consistent with the Collective Bargaining Agreement.

26 **Department Chair Responsibilities**

27 The responsibilities of the department chair may include the following activities.

- 28 • **Administration.** Administer University, school and department policies for
29 professional duties such as class attendance, office hours, committee obligations,
30 sick leave, final examinations, off-campus travel, and course grade reporting. Make
31 recommendations for instructional assignments to the dean. Exercise signatory
32 authority as assigned by the University for items such as approval of late
33 adds/drops, change of grades, etc.
- 34 • **Leadership.** Provide department leadership in program and curriculum
35 development and quality, effective teaching, budget, advising, staff relations,
36 professional activity, research, external funding, student achievement, University
37 outreach, University and community service, and collegial working relations.

- 38 • **Course Programing.** Oversee the timely planning of course schedules submitted
39 in compliance with University policy. Recommend appropriate staffing to the dean
40 for all courses offered by and through the department. Chairs shall consult with
41 faculty prior to notifying faculty of their assigned schedules. Oversee course
42 offerings to assure curricular requirements of the department receive appropriate
43 curriculum reviews at department and college levels.
- 44 • **Personnel Actions.** Make recommendations on matters of faculty retention,
45 tenure, and promotion as indicated in the department appointment, retention,
46 tenure, and promotion document. Make recommendations about requests for
47 leaves of absence and faculty appointments. Ensure that all hiring
48 recommendations by the department conform to University hiring policies.
- 49 • **Representation.** Call and chair meetings of the department faculty. Disseminate
50 information transmitted to the department and maintain departmental records.
51 Represent the department at the college and University levels, and within the
52 community, and represent the college and the University to the department.
- 53 • **Budget.** With faculty input, propose and administer the department's budget.
54 Manage the appropriate use of equipment, supplies, and facilities assigned to the
55 department. Plan and allocate budget resources openly and fairly. Ensure that
56 accurate records are maintained and made available to faculty.
- 57 • **Staff Appointment and Supervision.** Make recommendations about support staff
58 hiring, performance, and reclassification. Supervise support staff assigned to the
59 department.
- 60 • **Planning and Coordination.** Coordinate and guide department planning in areas
61 of academic programs, personnel, facilities, and equipment; and oversee the
62 ongoing review of departmental plans consistent with college and University goals
63 and plans. Coordinate the work of departmental committees.
- 64 • **Collaboration.** Work collaboratively with college and University staff and
65 administrators to monitor student success, including academic progress,
66 advisement, and registration, and other retention initiatives. Works collaboratively
67 with dean's office and college advising office to provide advisement for students
68 during winter and summer breaks.
- 69 • **Liaison.** Serve as liaison between students, faculty, administration and the
70 community for discussion and informal resolution related to departmental concerns.
- 71 • **Conflict Resolution.** Serve as the first point of discussion for issues arising within
72 the department having to do with faculty, staff, and student complaints.

73 **Department Chair Appointments**

74 When a vacancy occurs or is expected to occur in a department chair's position, the
75 department, under the initiative of the college dean, will elect by secret ballot a three-
76 person (or comparably limited number) advisory CHAIR NOMINATION committee.
77 FACULTY INTERESTED IN SERVING AS CHAIR SHALL RECUSE THEMSELVES
78 FROM THE CHAIR NOMINATION COMMITTEE. Membership on the advisory
79 committee shall not be considered a detriment to selection as department chair.
80 Persons eligible to vote for or eligible for election to the committee membership are all
81 full-time probationary and tenured faculty (including all such members who have

82 become administrative officers, with tenure rights as academic employees, in the
83 college, University, or The California State University system). Members who serve on
84 the advisory CHAIR NOMINATION committee must recognize that one of their
85 responsibilities is to make positive efforts to implement the principles of diversity and
86 inclusivity of the University. The deliberations of the advisory CHAIR NOMINATION
87 committee shall be confidential.

88 ANY TENURED FACULTY MEMBER WHO IS WILLING TO SERVE AS
89 DEPARTMENT CHAIR WILL FORWARD THEIR NAME, A CURRENT CURRICULUM
90 VITAE, AND A CANDIDATE STATEMENT TO THE CHAIR NOMINATION
91 COMMITTEE FOR DISTRIBUTION TO THE DEPARTMENT FACULTY, AND SHALL
92 RECUSE THEMSELVES FROM THE CHAIR NOMINATION COMMITTEE. The
93 advisory CHAIR NOMINATION committee will solicit recommendations FOR
94 DEPARTMENT CHAIR of the permanent and temporary faculty members of the
95 department in the form of secret preferential ballot.

96 THE CHAIR NOMINATION COMMITTEE WILL DESIGN A BALLOT THAT WILL
97 ALLOW FACULTY TO RANK CANDIDATES. The ballots shall include the names of all
98 tenured members FULL PROFESSORS IN of the department and also provide an
99 opportunity for the faculty to express a preference to search outside the department or
100 University WHO EXPRESS WILLINGNESS TO SERVE AS DEPARTMENT CHAIR.
101 THE BALLOT WILL ALSO INCLUDE AN INDICATOR OF FACULTY PREFERENCE
102 FOR A SEARCH FOR A DEPARTMENT CHAIR OUTSIDE OF THE DEPARTMENT
103 OR UNIVERSITY.

104 In the event of few or no tenured full professors IN THE DEPARTMENT WHO ARE
105 WILLING TO SERVE AS CHAIR, THE CHAIR NOMINATION committees may also
106 consider INCLUDE tenured associate PROFESSORS IN THE DEPARTMENT or
107 tenured full professors from other departments WHO ARE WILLING TO SERVE AS
108 DEPARTMENT CHAIR, ON THE DEPARTMENT BALLOT. with justification for their
109 recommendations in either case. THESE CANDIDATES WILL ALSO PROVIDE A
110 CURRICULUM VITAE AND A CANDIDATE STATEMENT TO THE COMMITTEE FOR
111 DISTRIBUTION TO THE DEPARTMENT BEFORE THE BALLOT IS DISTRIBUTED TO
112 THE DEPARTMENT FACULTY.

113 Each PROBATIONARY, TENURED, permanent or AND temporary faculty member of
114 the department WITH A TIME BASE OF 0.5 OR ABOVE IN THE CURRENT
115 ACADEMIC YEAR will be given the opportunity to rank all names on this THE ballot
116 FOR DEPARTMENT CHAIR that are acceptable as department chair.

117 Faculty with less than a 0.5 time base shall receive 0.5 votes. Faculty with a time base
118 of 0.5 or above shall receive one vote. These ballots will be transmitted to the advisory
119 committee which shall utilize the rankings as an important source of information in
120 reaching its recommendation.

121 AT THE CONCLUSION OF THE VOTE, THE CHAIR NOMINATION COMMITTEE WILL
122 OVERSEE THE TABULATION OF THE BALLOT RESULTS AND WILL ANNOUNCE A
123 COMPLETE LIST OF THE DEPARTMENT RANKINGS TO THE DEPARTMENT
124 FACULTY.

125 The advisory committee may also consult the relevant records of candidates, and may
126 also consult individual members of the faculty in the department. It will also keep the
127 college dean generally informed of its progress, and give careful consideration to the
128 dean's views on the nature of the position of department chair.

129 The advisory CHAIR NOMINATION committee will render its recommendation of one or
130 more candidates for the chair's position to the college dean ACCORDING TO THE
131 DEPARTMENT RANKINGS.

132 Given the role of the department chair in the recruitment, retention, tenure and
133 promotion process, normally only tenured full professors are eligible to hold these
134 positions. In the event of few or no tenured full professors committees may also
135 consider tenured associate or, tenured full professors from other departments with
136 justification for their recommendations in either case.

137 If the recommendation(S) FOR DEPARTMENT CHAIR is/ARE not accepted BY THE
138 DEAN, the advisory CHAIR NOMINATION committee will be so informed, along with the
139 reasons for such action., THE CHAIR NOMINATION COMMITTEE MAY will further
140 review potential department chairs and THEN make further recommendations FOR
141 DEPARTMENT CHAIR BASED ON THE DEPARTMENT RANKINGS.

142 The dean and the department advisory CHAIR NOMINATION committee shall each
143 have a POWER TO veto power in their considerations THE OTHER'S
144 RECOMMENDATIONS FOR CHAIR; EACH IS RESPONSIBLE FOR PROVIDING
145 REASONS FOR THEIR VETO.

146 Terms of department chairs shall be determined by their respective departments with
147 the approval of the appropriate college committee and the dean. The appointment shall
148 be for a term of no less than three years and no more than five beginning with the first
149 day of any semester. Normally the department may be appointed for a maximum of two
150 terms consecutively. Appointments beyond those two terms require the approval of an
151 appropriate college committee, the dean, and the Provost and Vice President for
152 Academic Affairs. In the case of reappointment beyond a second term, the same
153 procedures shall be followed as in the case of a vacancy. The chair may hold a 12
154 month position when mutually agreeable among the nominee, department, and the
155 dean of the college, and when administratively desirable and fiscally feasible. Whenever
156 feasible, the department CHAIR should continue to teach on a part-time basis.

157 Since chairs are foremost faculty members, when a college dean CONCLUDES thinks
158 that an off-campus search for a department CHAIR is necessary, but the department
159 does not concur, the dean shall consult with the college Faculty Policy Committee (or

160 equivalent) and shall carefully consider their views as to the advisability of seeking a
161 chair from off campus. That college committee will consult faculty from the affected
162 department and review the most recent department program review document, and then
163 advise the dean. If the dean finally concludes that an off-campus search is warranted,
164 the college Faculty Policy Committee will establish the process for electing or appointing
165 the search committee of three to seven tenured faculty members, after giving the
166 department the opportunity to indicate its preferences as to the membership and
167 chairing of the search committee. The search committee shall conduct a nationwide
168 search and make a recommendation to the dean from the pool of candidates. Except
169 as noted in this paragraph, the committee's search will be governed by the policies and
170 procedures for faculty appointments in the *Faculty Handbook*.

171 Following the procedures outlined above, the department/division chair or school
172 director selected will be appointed by the President or designee.

173 As long as the general procedures stated above are followed, a department may
174 propose supplementary requirements, (e.g., eligibility criteria for the chair or for advisory
175 CHAIR NOMINATION committee members), subject to the approval of the college, with
176 the procedure being approved and recorded by the President.

177 **Department Chair Review**

178 The department chair will be subject to formal review by the department and the college
179 dean at least twice during each term of office according to procedures established by
180 the college. The first review shall occur in the second year of their term and the second
181 review in the final year of their term. Department chairs may be reviewed more
182 frequently upon the request of either the chair or the President. A chair with an
183 appointment longer than three years who wants to be considered for a subsequent term
184 will also be reviewed during the final year of the current term. The review committee
185 shall consider the performance of the department chair in the context of the
186 responsibilities of the position.

187 The review of each chair shall be conducted by the department faculty personnel
188 committee charged with reviewing those at the highest rank (e.g., RTP Committee A)
189 and by the college dean. The department personnel committee shall solicit the input of
190 full and part-time department faculty serving during the year of the review using the
191 department chair Performance Evaluation Form. In addition, the input of students shall
192 be solicited according to the procedures outlined in the policy "Student Input in
193 Academic Personnel Processes." The review of all department chairs within a college
194 will follow the same procedures. Chairs shall be given an opportunity to provide the
195 review committee with a self-evaluation of their activities as chair.

196 The opinions and judgments received by review committees, the deliberations and
197 reports of such committees, and any accompanying materials, shall be confidential. The
198 reviews by the department and the college dean shall be formal written reports to be
199 included in the department chair's Personnel Action File. All individuals completing the

200 evaluation forms shall have the opportunity to provide statements or opinions. However,
201 if a review includes statements and/or opinions about the performance of a department
202 chair from individuals other than the author(s) of the report, the source(s) of such
203 statements and opinions shall be identified by name.
204