

## **APPOINTMENT OF DEPARTMENT CHAIRS IN THE COLLEGE OF SCIENCE PROCEDURES AND POLICIES**

The Departments in the College of Science are managed by Department Chairs. These individuals hold what is probably the most difficult position in a research university. They are members of the faculty but are also, in part, members of the administration. They are responsible for evaluating their colleagues, hiring new colleagues, developing and improving facilities, and insuring accountability of their unit to the Dean. It is the position in the College that is most critical to the long-term success of individual units and the position that probably comes with the most stress.

Department Chairs must negotiate the complex intersection between the needs, desires, and concerns of their faculty members, staff, and students and the resources, opportunities, constraints and demands of the Dean and other members of the administration. They must do this while working daily with the people influenced by their decisions. It is a demanding but essential task.

### **Responsibilities and Job Descriptions**

The principal responsibilities of a department chair are to:

- Provide leadership for the faculty, staff, and students in the department
- Ensure that the department meets its obligations to students, staff, and the public
- Facilitate communication between the members of the department and the leadership of the College, including the Dean, Associate Deans, and other program chairs

The discharge of these responsibilities will require, at different times, that the chair be concerned with:

- Fiscal management of the unit;
- Assessment and/or development of strategic planning and progress
- Faculty and staff evaluation, mentoring, and development
- Alumni relations, communication, and assistance with development
- Oversight of unit accountability measures, including assessments of student learning outcomes, and productivity measures used by internal and external audiences
- Oversight and implementation of procedures for faculty promotion and tenure evaluations and merit evaluations for raises
- Listening to student, faculty and staff issues and brokering resolutions to conflicts if possible
- Hiring, evaluating, and promoting staff
- Management and oversight of faculty governance functions including curriculum development, course assignments, space assignments, faculty hiring, and scheduling

## **Compensation and Position Structure**

The College of Science is moving to a governance model in which chairs serve three to five year terms and the position is expected to rotate between senior faculty members on a regular basis. The College is committed to shared governance and the chair is charged with accountability to both the Dean of the College and to the members of their unit.

It is expected that every senior member of the faculty view service as department chair as a responsibility. It will be assumed that discharge of that responsibility is an appropriate factor to consider in merit reviews for senior members of the staff.

Chair positions in the College are 0.50 FTE, 9-month appointments that include one month of summer salary in recognition of the time required to discharge the duties of the position in the summer months. In large departments that lack an associate chair, an additional month of summer salary may be provided.

The job of a department chair carries responsibilities that are the same regardless of years in rank or base salary. The salary rate for the position will reflect the responsibility and authority appropriate to the job. Salary rates for the department chair positions will be set at a level appropriate to the discipline, the size of the program, and the requisite level of responsibility. Salary rates will be determined by a review of competitive salaries in the discipline with the addition of a 10-15% administrative stipend. Chairs will be appointed 50% in their standard faculty position and 50% in the chair position. The salary rate for the chair appointment will result in at least a 10% increase for the incumbent over their base faculty salary. Upon return to their faculty rank, an appropriate salary adjustment will be made if necessary so that the base salary reflects the unit's salary history and the individual's accomplishments during the person's tenure as chair.

The initial term of appointment will be three years. The chair will be reviewed in the third year and reappointment is possible for an additional two years upon a satisfactory review and with the concurrence of the department, the Dean, and the candidate. Reviews may be initiated earlier at the request of the Dean or a majority of the faculty.

Department chairs are expected to teach at least one full quarter course per year. Appropriate teaching load reductions will be discussed and negotiated on an individual basis.

The 0.50 FTE salary released by the appointment of a faculty member as chair will remain in the Department<sup>1</sup>. The benefit costs associated with that 0.50 FTE will remain in the College.

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<sup>1</sup> It will take some time to build a College budget that incorporates this step, but it will be the long-term goal.

Large departments may, in addition, appoint an associate chair to assist the chair in specific duties. Structure and compensation for associate chairs will be agreed upon with the Dean and the Department.

The College recognizes that for a rotating chair model for department leadership to be successful there must be reliable and transparent support mechanisms in place. The goal is to allow department chairs to lead and manage their departments without having to personally implement each detail or to abandon their work in teaching and research.

In particular, there must be systems in place to provide:

- Introductory training for new department chairs and a clear “how-to” primer
- Access to resources to help with legal, financial, and programmatic questions
- Reliable and transparent financial systems that provide accurate and timely information
- Central support for information requests, event planning, development functions, etc. (i.e. minimization of the barrage of queries from outside the Department)
- Local faculty governance and implementation of curriculum development and scheduling, space assignments, promotion and tenure, and other appropriate activities

We know that those systems are not yet in place, but we are working to develop them.

### **Appointment Procedures**

The use of three to five year appointments means that we will be reviewing or replacing about 1/3 of the unit leadership each year. This requires that we have a process that is inclusive and open, but that is also efficient and flexible.

#### Initiation of search:

The process for the appointment of a new chair may begin in several ways. In the normal course of affairs, the Dean will initiate a review of the current chair in the fall of the last year of appointment. If the review is positive, the candidate wishes to continue in the post, and the department agrees, the incumbent may be reappointed. One of the reasons to rotate the chair’s position is to develop a shared understanding of the workings of the College among the senior faculty. Even with positive recommendations, the Dean will carefully consider if reappointment is appropriate.

If it is deemed that appointment of a new chair is appropriate the College will begin the process outlined below.

Internal search:

The search to fill each chair position will be overseen by a search committee comprising one member of the College's Promotion and Tenure Committee for that year (who will serve as chair) and three faculty members (at least one junior and one senior) appointed by the Department. An Associate Dean in the College will serve as an *ex officio* member.

The Dean's office will initiate a NAPO package with an announcement of the position. The office will circulate a notice to all members of the department notifying them of the opening and soliciting nominations or expressions of interest from all members of the department. The goal of this step is to allow every member of the department to note their preferences and for eligible members to express their interest in the position. The Dean will consult with each of the nominees on their willingness to consider the position. The names of the nominees willing to serve will be provided to the search committee. If the slate of candidates is deemed inadequate, the search committee or a subset of the committee will be charged with encouraging additional candidacies from the eligible members of the faculty.

The search committee will identify from those nominations candidates appropriate for the position. In most cases, it is expected that all nominees willing to serve would be considered. This evaluation will consider the candidate's abilities, the diversity of the nomination pool, and the opinions of various constituencies in the Department in considering the appropriateness of the nominations.

The committee will confirm with the candidates their willingness to consider the position. Those candidates will meet with the Dean and the Search Committee, and their names will be circulated to the department. The candidates will be invited to provide an open forum with the members of the department to discuss their view of the position and of the issues facing the department over the next three years. The open forums will be scheduled as closely together as is practical. All members of the department will be provided an opportunity to submit evaluations of the candidates.

At a minimum, the candidates would meet with the faculty (tenure-rank and full-time instructors); other staff (professional faculty, classified staff, and part-time instructors); and students (undergraduate and graduate together or separately). Each of those groups will be asked to provide their opinions of each candidate with a discussion of their strengths and weaknesses, to the search committee through the chair or associate Dean.

At the conclusion of this process, the committee will provide the Dean a summary of the strengths and weaknesses of the candidates and the Dean will make a decision based upon that recommendation.

Every effort will be made to identify a new chair prior to the beginning of Spring Term, so that the new chair will have at least one quarter to work with the outgoing chair. The

incoming chair will be provided course release and an administrative stipend for that quarter of work<sup>2</sup>.

### External Search

If no suitable candidate can be identified in the internal search process the Dean will identify interim leadership for the department from the pool of internal candidates or from outside of the department. The Dean will meet with the department to consider the duration of that leadership and if an external search is warranted. Initiation of an external search depends not only upon the needs of the unit but also on the resources available to the College and the strategic need for the position.

An external search for a chair will proceed as would a search for any open tenure-rank position.

If the incumbent resigns from the position before the end of the initial term, the College will initiate an internal search process as noted above. If necessary, interim leadership will be appointed for the department while that process proceeds.

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<sup>2</sup> The budget resources for this “overlap” funding are not yet in place.

Appendix A:

**Position Announcement  
Department Chair**

**Position Announcement:** The College of Science is seeking candidates to fill the position of Chair for the Department of Mathematics. This is a 0.5 FTE, 9-month position at a salary rate commensurate with the duties and responsibilities. The position includes one month of summer salary support. The period of service is anticipated to be three years, contingent upon satisfactory performance. The appointment will be made from the ranks of the tenured members of the Department. Expressions of interest may be directed to the Dean of Science.

**Position Description:** The Department Chair serves as the chief administrative officer of the department and is responsible for the management and leadership of the department's teaching, research, and service functions. The chair is expected to provide effective academic leadership and to remain active in teaching and research. A detailed position description is available upon request. The Chair reports to the Dean of Science.

**Qualifications:** The successful candidate must be a tenured member of the Department with demonstrated abilities in teaching and scholarship and the potential for successful academic leadership, as demonstrated by his or her record of service to the Department, University, or profession. Candidates must demonstrate a commitment to promoting and enhancing diversity.

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