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## **THE WORK OF CHAIRS**

The work of chairs is a blend of administrative work (e.g. preparing catalog copy, department updates, and course schedules in a timely fashion), supervisory tasks (e.g. working with department coordinators) and engaged academic leadership (e.g. mentoring faculty, leading curriculum discussions, hiring faculty, and evaluating the quality of teaching and scholarship at the department level.) The quality of the work performed by Department Chairs matters a great deal in the lives of faculty, staff and students, and should be taken seriously by both chairs and the institution.

The most important component of the chairs' role is to ensure that students are receiving the highest quality education possible from the department. Thus, chairs are responsible for leading and/or facilitating the departmental effort

- to hire the best possible faculty through tenure-track and non-tenure track search processes.
- to orient new faculty to the college and the profession.
- to assess the quality of teaching, advising, and course offerings in the department.
- to create an environment, policies, and procedures that support the continual improvement of teaching and advising in the department. This includes providing individual feedback and offering opportunities for discussion of relevant issues by department colleagues.
- to ensure the creation and maintenance of a high quality curriculum and other programming that serves the needs of majors, non-majors, and the overall mission of the college.
- to serve as the liaison between the department and the students, the Provosts' Office and Academic Programs, other academic departments, the Registrar, Admissions, alumni and the Alumni Office and, occasionally, other interested parties such as parents or trustees.

In addition, chairs serve an important advisory role to the Provost on matters related to: curriculum development; mentoring, supervising, and evaluating personnel; department facilities and resources; and alumni relations.

*Jan Serie, Director of the Center for Scholarship and Teaching 2002-2008*

## **CHAPTER 1: CURRICULUM**

### **Section A: Changes in Courses Offered by the Department/Program**

1. **Deadline for Course Changes:** In order to provide enough time to get approved changes into the next college catalog, course change proposals need to be submitted to the Registrar's Office for EPAG review no later than **December 1**. Forms are available in the Registrar's Office and on its website at <http://www.macalester.edu/registrar/formspage.htm> These forms must be used for the following types of course changes:
  1. Addition of a new, permanent course,
  2. Deletion of a permanent course,
  3. Significant changes in a course title or description,
  4. Changing the credit for an existing course from 4,
  5. Offering a topics course more than twice or for other than 4 credits.
2. **Course Change Procedures:** A general description of course change procedures can be found in Section VII of the Curricular Policies and Procedures section of the Employee Handbook. Completing the course change proposal form available in the Registrar's Office meets all of the criteria described in the Handbook.
3. **Offering Topics Courses:** New four credit courses may be offered without EPAG approval. Such courses are listed as "Topics Courses". A course may be offered as a topics course two times after which it must be proposed as a permanent course in the curriculum or approved for offering a third time as a topics course. Both actions require EPAG approval.
4. **Approval of Course Changes:** Changes in course offerings will not appear in either the college catalog or the class schedule until approved by EPAG and circulated to the faculty for the required three week period.

### **Section B: Department/Program Listing in the College Catalog**

*The College is currently implementing a content management system for the catalog, so no changes can be made at this time. Once implemented, changes will be made on a monthly basis. Some updates to the on-line catalog require only that changes be provided to the Registrar's Office, while others must comply with the policies described below.*

1. **Deadline for Updating Catalog:** During November the Registrar's Office sends each department/program a request to update its listing in the current college catalog. Instructions for making changes to the catalog are included. The deadline for catalog copy submission is normally in **mid-January**.

2. **Link Between Course Changes and Updating Catalog:** It is important to begin consideration of the next year's catalog copy long before the deadline. Course change proposals must be made to EPAG by **December 1**. Changes in the text describing the department/program and changes in requirements for the major do not require EPAG review or approval but they might necessitate course changes that do.
3. **Adding or Deleting Majors/Minors/Concentrations:** Adding or deleting a major, minor, or concentration requires EPAG approval. Such proposals should be submitted before **December 1**. Details may be found in the Employee Handbook in Section 7 - Curricular Policies and Procedures.
4. **Accurate Catalog Copy:** All departmental/program catalog copy is submitted to the Registrar's Office. The material is organized and reviewed for consistency with other department/program descriptions. You or your designee has responsibility for the accuracy of the listing for your department/program in the college catalog. It is important that you proofread your department's/program's catalog copy so that it is accurate.

### **Section C: Department/Program Listing in the Class Schedule**

1. **Department/Program Course Planning for Next Academic Year:** Shortly after **December 1**, the Registrar's Office sends each department chair/program director a request for the schedule of classes planned for the next academic year. This request includes a set of instructions and the deadline for when the schedule needs to be submitted. This deadline is normally close to the first day of classes in the spring semester.
2. **Department/Program First Year Course Planning:** During November, the Academic Programs Office sends each department chair/program director a request for First Year Courses to be offered in the next fall semester. These courses require additional planning time and the deadline for their identification is earlier than the Registrar's Office deadline for the full class schedule. These courses should also be included on the class schedule submitted to the Registrar.
3. **Responsibility for Course Enrollment Limits:** Department chairs/program directors are asked to submit enrollment limits for each course on their class schedule. These enrollment limits cannot be changed by either the course instructor or the department coordinator. The department chair/program director is the only person who can change these limits. If the limit on a course is reached during the registration period you may contact the Registrar's Office to raise the limit. If you will be off campus during the registration period you should tell the Registrar's Office how to contact you or which member of your department/program should be contacted in your place. See Section F in this chapter on policies regarding low enrollment courses.

4. **Updating New Student Registration Material:** In mid-March department chairs/program directors are asked to submit material to be included in the new student orientation website. The deadline for the submission of these materials is in early April.
5. **Double-Checking Department/Program Class Schedule:** Department chairs/program directors are asked to revise and update their department's/program's class schedule so that accurate information is available to students and advisors. One request is made in August immediately prior to the beginning of the fall semester. The other request is made in October prior to the start of registration for the spring semester. Changes may also be made at any time prior to the request.

#### **Section D: Forms Requiring the Signature of the Department Chair**

1. **Major Plan Forms:** Department chairs/program directors must review and sign all major plan forms for students wishing to major in their department/program. Additionally, any revisions to a student's major plan form need to be reviewed by the department chair/program director. Since these documents become binding, do not sign blank forms and have the students complete them on their own.
2. **Course Registration Forms:** You may be asked to sign a registration form for courses requiring the instructor's signature (where the instructor is either not on campus that day or not yet hired). You may delegate this responsibility to someone else but the class schedule should clearly indicate where students need to go to get a signature for these courses. The course registration period in the fall for the spring semester normally occurs between mid-November and the end of the first week in December. The registration period in the spring for the fall semester normally occurs during the last week of April and the first week of May.
3. **Study Away Forms:** Students applying for Macalester's approval to study off-campus are asked to seek your approval for specific courses that will be used to satisfy requirements for their major. Students should be able to provide you with a description of the course or courses for which they are seeking approval.

#### **Section E: Research Undertaken by Faculty and Students**

The department chair/program director is responsible for insuring that the policy regarding research involving human participants is implemented. Questions should be referred to Martin Gunderson, Philosophy Department.

The Institutional Review Board (IRB) protects the rights of human research participants while safeguarding the academic freedom and autonomy of researchers. The Institutional Review Board typically consists of three faculty members and one staff member. The Board must

include men and women with diverse backgrounds. It must also include persons with a scientific expertise, though at least one member must specialize in a non-science area. The IRB reports to the Provost.

All research involving human participants must be reviewed by either the Macalester College Institutional Review Board or an academic department/program committee formed for this purpose. This includes research involving human participants done by faculty, by college committees, and by students as part of an academic course or independent project. Copies of the regulations governing human research are available from the Provost.

Research involving animals is subject to oversight by the Institutional Animal Care and Use Committee.

### **Section F: Policy on Courses with Low Enrollments**

The College Catalog states: "The College does not hold itself bound for instruction in any elective course for which fewer than five students have registered. Such classes may, however, be organized at the option of the department with approval by the Provost." Additionally, any course with enrollment of fewer than five will be subject to review by the Provost according to the following procedure:

1. **Low Enrollment Prior to the Start of Semester:** The Director of Academic Programs will consult with department chairs/program directors during the course registration period for a given upcoming term if there is a course with fewer than five students registered for it. They may decide at that time to cancel the course, and students will be notified then so they can begin to plan which other course they would want to add. Alternatively, the decision might be to wait until the beginning of the term to see if other students join the course. In such a case, the Director and Chair will jointly determine by what date a decision about continuing or cancelling the course will be made.
2. **Implications for Non-Tenure Track Faculty:** The Department Chair/Program Director is responsible for staying in close communication with non-tenure track faculty whose course is in jeopardy of cancellation due to low enrollment. This includes, at the time of initially discussing course offerings, making the non-tenure track faculty aware that their courses are subject to the low enrollment policy and that the college is not obligated to replace a canceled course.

### **Section G: General Education Requirements**

General Education Requirements (Internationalism, U.S. Multiculturalism, Quantitative Reasoning, and Writing) are required for all students beginning with those who matriculated at Macalester in Fall Term 2007. Courses meeting a General Education Requirement are approved on an individual section level each semester. If the instructor changes after a section is approved the section must be submitted again for approval.

1. **New Course Designations:** Whenever an instructor is offering either a new course or teaching a course for which they have not been previously approved by the General Education Requirements Committee (GERC) as satisfying a particular general education requirement (GER), an online application (<http://www.macalester.edu/epag/gesforms/>) must be completed. Certification can be sought in one of two ways:
  - Individual Instructor: Individual instructors can complete the online application. The GERC reviews such applications on a rolling basis throughout the academic year, so encourage instructors to submit an application as soon as they decide that their course may satisfy a requirement.
  - Department Chair/Program Director: The department chair/program director can complete an application on behalf of visiting instructors. **This can only be done if the class is a section of a course that will be taught in the same way as other sections already approved by the GERC as satisfying a particular GER.** If the class will be different in any substantive manner, then the visiting instructors must complete the application themselves. Primarily, this option is meant to cover introductory level course sections taught by visiting instructors. Consult with the Registrar if you have questions about this option.
2. **Re-certification of Courses:** Whenever an instructor whose course has been previously approved as satisfying a GER plans to offer the class again, the course may be recertified in one of two ways:
  - Individual Instructor: The individual instructor can complete the re-certification application for every course that needs to be re-certified.
  - Department Chair/Program Director: The Registrar routinely sends to chairs a list of courses eligible for recertification. The department chair/program director can also solicit a list of all courses from all faculty in the department that require re-certification. This list can be sent to the Registrar via e-mail with a request for re-certification. Keep in mind that courses can only be re-certified in this way if they will NOT be substantially changed from the focus and practices used in the courses when the GERC approved them. If any substantial changes will occur, then faculty should be encouraged to re-certify as individuals.

More information about the General Education Requirements is available at <http://www.macalester.edu/registrar/GenEducationReqs.html> and a list of courses currently approved to meet the requirements is available at <http://www.macalester.edu/registrar/genedmain.html>

## Section H: Department/Program Review Procedures

The Employee Handbook Section 8 has information about the details of department/program reviews. Beyond the details listed there, keep the following information in mind as your department/program prepares for its review.

1. **Department/Program Self-Study:** The preliminary review data is listed in the Employee Handbook Section 8. You should have your self-study completed at least one month before the external reviewers are scheduled to come to Macalester. This will give the reviewers sufficient time to receive all materials from the Office of the Associate Dean and for EPAG to forward its additional questions.
  
2. **EPAG Review of Self-Study and Questions for Reviewers:** The self-study should be sent to the Associate Dean of the Faculty, who will send the report to EPAG. Based on its reading of the self-study and other relevant information, EPAG may submit additional questions for reviewers to answer. These questions will be added to the standard three which always accompany a review and whatever specific questions the department/program has constructed. Reviewers will be explicitly asked to respond to all questions regardless of their source.

In addition, EPAG may request to meet with your reviewers, so be prepared to coordinate with the committee regarding the visit.

3. **Response to Department/Program Review Report:** After the reviewers' report has been received by the Associate Dean of the Faculty, your department/program will have three months to respond to the report. To the best of your ability, include all members of your department/program in this process and have them sign off on the response. Both the report and your response will be sent by the Associate Dean of the Faculty to EPAG.

## **CHAPTER 2: STAFFING**

The *Status Form* is used to make adjustments in the appointment of Macalester employees. For faculty, the Provost's Office will complete the *faculty status form*. If you hire a new staff employee, or the staff employee's salary or hours change, you should complete the *staff status form*. You only need to fill out the information that is new or has changed. Employment Services will complete the form for your staff employee's annual raise. Forms are available at <http://www.macalester.edu/hr/forms.html>

### **Section A: Faculty Employees**

#### **Faculty Staffing and Course Offering Planning**

In December department chairs/program directors receive a planning document regarding staffing for the next year. This document lists the number of courses the Provost's Office records indicate each faculty member will teach, including what we know about course releases, sabbaticals, etc. This document also lists non-tenure track faculty. You will be asked to review it and apprise us of any discrepancies. The Provost will use this document to plan the total faculty FTE and salary budget for the upcoming year, so it is important that you keep her informed of any changes in your staffing.

#### **Visas**

As part of any hiring process we will need to know whether the applicant is a United States citizen or otherwise legally qualified to work at Macalester College. If the answer is no, then we will need to discuss what options there may be for this person. It is usually not possible to hire a part-time person who is not legally qualified to work here due to the difficulties and expense of obtaining a proper visa. The College generally does not pay legal fees for part-time faculty seeking work authorization. Please contact Api Sulistyo in Employment Services for assistance with visa matters.

#### **Addenda and Faculty Evaluations**

Each tenured/tenure track faculty member is required to submit an annual addendum to the Provost's Office by **February 1** of each year, with a copy to the department chair/program director. The chair should then submit an annual evaluation letter on each tenured/tenure track faculty member in your department or program to the Provost's Office by the end of February. Faculty members should receive a copy of these annual evaluations.

#### **Pre-Tenure, Tenure, and Promotion Reviews**

Department chairs play a lead role in the pre-tenure, tenure, and promotion reviews of faculty in their department/program. This role includes assisting in the assembly of a list of 10 to 12 outside reviewers, making sure that the review committee has read the complete file, writing an individual recommendation, and coordinating the writing of the consensus letter. Additional

duties include soliciting letters from faculty colleagues and current/former students of the faculty member being reviewed. Additional information about the chair's/director's role in each case can be found by contacting the chair of the Faculty Personnel Committee or the Academic Programs Office.

### **Section B: Staff Employees**

As department chair/program director, you will probably supervise a department coordinator, and you may supervise other staff as well. If you are a new chair/director, you should contact Employment Services for information about supervisor training opportunities. Below are some general guidelines about supervising staff; more detailed information is available from Employment Services or the Employee Handbook at <http://www.macalester.edu/hr/handbook/index.html>.

#### **Exempt/Non-exempt Staff**

Department coordinators and many other Macalester staff are non-exempt employees. This means that the College **must** pay them an hourly wage for every hour that they work, and **must** compensate them, at time and one half, for any overtime (over 40 hours per week) they may work. Non-exempt employees are paid every other Friday.

Exempt employees are exempt from these overtime requirements. They are not paid overtime, and do not have to complete timecards. However, all exempt staff are expected to maintain regular working hours, and complete a monthly time report indicating absences for illness or vacation. Exempt employees are paid monthly.

Both exempt and non-exempt employees use a web-based time reporting system to record hours worked and leaves taken. As supervisor it is your responsibility to review and approve time reports for your employees. Employment Services will provide training on how to use the web-based time report system.

#### **Extra Hours**

If your department/program needs are such that your non-exempt employee must work more than a few hours (over the course of the year) beyond what is budgeted for the position, you should contact the Provost's Office as soon as possible. The College does not budget for significant numbers of extra hours to be worked by employees, and chairs/directors do not have authority to add hours to an employee appointment. Again, non-exempt employees **must** be paid for every hour worked and must be compensated at time and a half for any overtime (beyond forty hours) worked in a week, so non-exempt staff should not, in general, work extra hours.

## **Working Environment**

Many staff do not have private offices. The desk area of employees who work in outer offices is private and should be treated with as much respect as the faculty member's own office. Faculty and student employees should be informed of this policy.

## **Supervision**

As supervisor, you are responsible for maintaining an office environment which is accessible, physically safe and free from discrimination or harassment. In addition, you should provide the employee with clear expectations of the duties of the position, and provide the tools he or she will need to accomplish the job.

You are responsible for ensuring that the employee is performing the duties for which he or she was hired, is observing agreed upon working hours, and is meeting the general expectations the College has of staff employees. In addition, you are responsible for providing the employee with regular evaluation of performance. This includes both informal feedback, **and** a formal annual performance appraisal. The Employee Handbook (Section 5.2) provides more information regarding performance evaluation.

What is said in the annual evaluation should not come as a surprise to the employee. This is particularly true if there is a problem with some area of the employee's performance. Problems such as inattention to work, chronic lateness, or too many personal telephone calls should be discussed as they occur. If problems continue, they should be documented in writing, and should be mentioned in the review.

If there are problems involving a staff employee, please contact Employment Services.

## **Performance Evaluation**

Supervisors of academic staff must turn in a performance evaluation for continuing employees no later than **March 1** each year.

The performance evaluation document includes a space for both the supervisor and the employee to evaluate past performance, and outline goals for the coming year. The meeting itself provides a chance for you to talk about good things that have happened during the year, and to discuss any areas of concern. It also gives the staff member a chance to talk about accomplishments and frustrations.

It is not helpful to either the employee or the College to write a glowing review for an employee whose work is mediocre. This deprives the employee of information that may help improve performance, and makes it very difficult to discipline the employee if the problem gets worse. The goal is two-way, open and honest communication between the supervisor and the employee.

Employment Services and Lynn Hertz in the Provost's Office can provide more information about performance evaluations.

### **Professional Opportunities for Staff**

The College provides a number of on campus training opportunities every year, as well as joint ACTC training sessions. In addition, Employment Services provides some funding for professional development. Please refer to the Employee Handbook or contact Employment Services for more information.

### **Hiring Staff Employees**

If you need to hire a new employee to fill an existing position, you should contact Employment Services. They will send a staff requisition form, also available at [http://www.macalester.edu/employmentservices/forms/Staff\\_Requisition.pdf](http://www.macalester.edu/employmentservices/forms/Staff_Requisition.pdf), for you to complete and send to the Provost for approval to fill the position. When the position is approved, Employment Services will assist you in the hiring process.

## **Section C: Student Employment Program**

Student employment at Macalester provides the College with a vital and necessary work force, while at the same time making it possible for students to learn valuable work-related skills and develop good work habits.

Macalester's job search process parallels the outside work world and offers students the opportunity to discover the variety of campus positions available, to compare and apply for jobs which interest them, and to participate in interviews, if requested to do so. It also creates an opportunity for students and departments to meet their needs for the academic year in a competitive manner by becoming directly involved in the placement process.

Students who wish to remain in their present positions must re-apply and be re-hired online each year. Because the job search is web-based, students who are off-campus during Spring Semester are able to apply and be hired for jobs for the next academic year in exactly the same manner as those students who are on campus.

### **Procedure to Follow When Hiring a Student Employee:**

#### **I-9 Forms for All Student Employees**

If the student has not worked on campus within the past three years, they must come to the Student Employment Office and complete an I-9 Form before they are permitted to begin work. **Any hours worked prior to completion of the I-9 Form will be unpaid.** When in doubt, send the student to the Student Employment Office to check on it before their first day

of work. A student's I-9 status can also be verified on the student employment web site as part of the online hiring process.

### **Financial Aid Students**

- 1) If the student has a financial aid work award, they can only be hired online through the student employment web site. Once the hiring has been approved, no further paperwork is required and the student can start work.
- 2) If the hire is **not** approved, this means the student already has a job in another department. Before the student can begin working in a second job, they first have to complete an Award Release Form (available on the student employment web site) indicating the original supervisor has agreed to release some or all of the student's contract to another department. The student should not begin work, and cannot be paid for working in the second department until this form has been completed and returned to the Student Employment Office.

### **Students Without Financial Aid**

The only time a student can be employed who does not demonstrate financial need is if the position is a Tier II or Tier III job which requires a higher or specific skill level. An example of an approved no-need position is a preceptor. A preceptor has to have taken and received a specific grade in the course they are precepting and must also carry a specific GPA. This type of position could be filled by either a financial aid or no-need student. Policy is that even in a no-need available position, given equally qualified candidates, the position should always go to the financial aid student based on the fact that there is a known need.

Jobs that any student can be easily trained to perform are graded Tier I. These types of jobs are only intended for financial need students. No-need students cannot be hired for these positions until October 1. In addition, the position must have been posted for a minimum of one week prior to the hiring, and there must be no financial aid students available to fill the position. A Student Employment Work Authorization Request Form must be completed by the department to request the student. If approved, the hire will only be for the remainder of Fall Semester. The job must be re-posted and made available to financial aid students for Spring Semester. No-need students cannot fill a Tier I position for Spring Semester until the fourth week of the semester, and posting requirements must have been met.

### **Paying Students**

Student time cards will be completed online via web time entry, and supervisors will approve and submit student time cards online, as well.

## **CHAPTER 3: DEPARTMENT/PROGRAM BUDGETS**

### **Section A: The Budget Year**

The College fiscal year runs from June 1 through May 31. Department chairs/program directors submit budget requests during the winter and are notified of their approved budgets during the spring semester. Department/program budgets do not accrue money from year to year. Items that are encumbered (ordered but not yet delivered) on May 31 will be charged to the next fiscal year.

### **Section B: Creating and Submitting Budgets**

The chair/director is responsible for submitting funding requests for their department/program budgets. Business Services will send request information to you in the fall semester with information about funding for the next year. Requests usually include:

#### **Operating Budget Request**

This is the department/program budget for things like postage, printing, and office supplies. You should receive a list of the actual department/program expenditures for the previous year, and a projected allocation (probably a zero percent increase) for the following year. If you are willing to accept the allocation, you may sign and return this form. If you want to request more funds, you should include a rationale for the increase with your request. Funding for office equipment and supplies costing less than \$1,000 would be included here. Your operating budget allocation begins on June 1 each year. Unexpended funds from the previous year are not added to this amount.

#### **Facilities Services Request**

This is for facilities projects costing less than \$3,000, such as new shelves, electrical outlets, or painting and carpeting of an office. If your request is approved, Facilities Services will pay for the project. If you know that there will be an office move during the summer you should include move-related requests at this time.

#### **TEM (Technology, Equipment, Maintenance)**

This fund is for department/program purchases of more than \$1,000. Facilities requests of more than \$3,000 are also included in TEM. This is how you would request an expensive piece of equipment or a new workstation for the department coordinator. TEM is not intended for purchasing computers, which should be requested through ITS. There is no standard increase for TEM, it must be requested anew each year. As with the operating budget, the allocation begins on June 1<sup>st</sup> and does not include unexpended funds from the previous year.

## **Student Employment Request**

This includes both academic year and summer student employment. The size of your department student employment budget and the award of the individual student determine the number of students you can hire during the school year. Because student positions are funded by federal, state and institutional financial aid dollars, priority must always be given to need-based aid students when filling any position.

Some academic departments also have a budget for summer student employment. Summer student employees are considered temporary staff, and are not subject to need-based financial aid restrictions.

## **Computing Request**

Macalester replaces computers on a four year schedule. Employees are notified by e-mail when their computer is eligible for replacement. ITS also considers requests from departments for additional computers, or requests that a computer be replaced early. If the request is approved, ITS will pay for the equipment.

New tenure track faculty receive startup funds to pay for a computer and software. New non-tenure eligible faculty usually use an existing department/program computer. If no computer is available, then a computer for the faculty member to use during his or her appointment should be requested at the time of hire. More information about employee computers is available at <https://www.macalester.edu/its/hardware-software/purchasing>.

## **Section C: Managing Department/Program Budgets**

The department chair/program director manages department program budgets, usually with the assistance of the department coordinator.

### **What's a FOAPAL?**

A FOAPAL is a series of numbers used to identify where a financial entry belongs.

- F: Fund - identifies the funding source (operating, grant, endowment)
- O: Organization – identifies your department or program
- A: Account – identifies the type of expense (food, airfare, printing)
- P: Program – used for external reporting purposes

**100000 - 227510 - 700100 -11**  
(unrestricted operating) (Summer Session) (Postage) (Academic Support)

These are optional:

- A: Activity – can be used to track expenses for events or a search  
L: Location – used primarily by Facilities Services to identify specific buildings

Department/program operating budget and TEM FOAPAL numbers remain the same from year to year. More information about FOAPALs is available at <http://www.macalester.edu/accounting/WhatsaFOAPAL.html>.

### **Department Budget Information**

The Banner information system has several options which enable chairs/directors and department coordinators to look up the status of their budgets at any time. The information available includes the budget for the department, the amount spent as of that day, and any purchases that have been ordered but have not yet arrived. If a situation develops in which you think you may overspend your budget, please call the Provost.

For more information on how to access budget information contact Business Services at <http://www.macalester.edu/businessservices/>. They offer classes in understanding college financial procedures, as well as a policy and procedures manual.

### **Credit Cards and Purchase Orders**

Most academic departments have a Macalester credit card, or P-Card, to use for department purchases. Usually the card is in the name of the department coordinator. The P-card is intended to help departments:

- eliminate steps in the requisitioning process
- simplify the reimbursement process
- assure timeliness of payment to vendors
- reduce or eliminate out-of-pocket expenses
- 

As department chair, you approve charges made to the card before the bill is paid.

The majority of your department/program purchases should be made with a P-card or purchase orders, rather than check requisitions or petty cash. For either option, an *original receipt* is needed. For purchase orders, the invoice should be sent to purchasing once the item is received. More information about P-cards and purchase orders is available at <http://www.macalester.edu/payables/>

### **Signing Authority**

As chair/director, you have authority to purchase items costing less than \$2,000. All items over \$2,000 must be sent to the Provost. You may approve petty cash reimbursement up to \$50 for others in your department. If you need reimbursement for yourself, the Provost's Office approves petty cash reimbursements for chairs.

## General Spending Guidelines

### 1) Entertaining Students

Department/program budgets are not meant to pay for more than modest entertainment expenses. Semester or end-of-year social events\* for student employees or majors should be held on campus, at a local restaurant, or at a faculty home, and the department/program contribution should be no more than \$10.00 per person. If the department/program would like to host a more expensive event, faculty and students are expected to contribute to the cost.

*Alcohol should not be served at any department event involving students, even if the students are over 21.*

Faculty who entertain students at a faculty home may receive reimbursement for food and non-alcoholic beverages from the Tom Leonard Fund. Leonard Fund reimbursements are limited to \$13.00 per person per event. Receipts may be submitted to the Academic Programs Office. The Leonard Fund does not reimburse for entertainment expenses paid for with department credit cards. The Leonard Fund will reimburse departments for one student/faculty department social event per year.

Departments may purchase modestly priced gifts, such as tee shirts or books, for their majors or graduating seniors. You should not purchase gift certificates as they must now be reported as taxable income.

\*(Commencement Departmental Gatherings done in cooperation with the Commencement/Senior Week Steering Committee are paid in full through Academic Programs. See Chapter 4, Section D, for more details.)

### 2) Dues, Subscriptions and Travel

Department/program budgets are not intended to pay for individual faculty dues, subscriptions or professional travel, for student travel to conferences, or for staff development.

Faculty should use their FTR (Faculty Travel and Research) Funds, or apply for additional financial support from the Wallace Travel and Research Fund.

Students who are going to a conference in which they will have an active role may request support from the Student Travel Fund administered by Campus Programs. Department operating budgets should not be used to supplement this support.

Staff should contact Employment Services to request funding for professional development opportunities. A staff member who is asked to participate in a local or regional conference or event may use department/program funds for registration or van rental.

Departments/programs teaching courses in which a local or regional field trip is part of the course may build the cost of such trips into their budget.

Department budgets should not be used to support student speakers or programs. Students and student groups may apply for speaker or program funds through the Campus Programs office.

3) Computing

Department/program budgets may be used to purchase computer software or minor (under \$1,000) hardware. Otherwise, computers and printers should be purchased through the regular ITS request process.

4) Fiscal Year Constraints

Expenses are always charged to the fiscal year in which they occur. Thus expenses for a summer event will be charged to the new fiscal year, even though you may have paid for the expenses before May 31<sup>st</sup>. Encumbered items (ordered but not yet delivered) as of May 31<sup>st</sup> will be charged to the next fiscal year.

## **Business Services**

Business Services (<http://www.macalester.edu/businessservices/>) provides specific information and forms for a variety of financial transactions including

- payments to non-Macalester employees
- travel advances
- purchase orders
- Macalester credit cards (P-cards)
- reimbursements and payments to Macalester employees
- journal vouchers
- check requisitions

## **Endowed Funds**

Some academic departments have endowed funds in addition to their regular operating budget. Endowed funds are part of the overall College budget, but the income in the account comes from the endowment that created the fund.

Your department should have a description of the endowed fund. The department is responsible for ensuring that the expenses charged to the fund meet whatever restrictions are in the endowment. The description is your guideline in determining appropriate charges to the fund.

The budget for restricted funds is based on earnings from the endowment, so it may go up or down in a given year. You will be notified of the approved budget amount each year. If the budgeted income is not expended at the end of the fiscal year, it remains in the account as an accumulated fund balance. If you have a large accumulated fund balance you should talk to the Provost to determine if there is an appropriate expense that can be charged to the balance. The accumulated fund balance may be spent in addition to the budgeted amount as long as the use meets the restrictions of the fund.

## **CHAPTER 4: STUDENT CONCERNS**

### **Section A: Grade Appeals, Incompletes and Violations of Academic Integrity**

#### **Grade Appeals**

Department chairs/program directors are involved in the process when a student appeals a final grade. What follows is the official policy on grade appeals as found in the Employee Handbook. If a student approaches you with a grade appeal you may wish to contact the Director of Academic Programs for guidance regarding the appropriate procedures to follow.

#### **Policy**

After a final grade has been submitted, a student may not be required nor allowed to turn in extra work, to redo previous work, or to otherwise make adjustments to his or her work in order to improve the final grade. The only circumstances under which a faculty member may change a final grade once it has been submitted are as follows:

1. The professor has made a calculation error;  
or
2. Work previously considered missing is located by the professor, and it is clear the student turned the work in on time.

Students who believe that they have been subjected to arbitrary or discriminatory academic evaluation by a faculty member are guaranteed the right to appeal. Arbitrary or discriminatory academic evaluation involves any or all of the following:

- A. Grading on a basis clearly irrelevant to the student's mastery of the course.
- B. Grading on a basis which has not been consistently applied to all students taking the same course concurrently.
- C. Grading on a basis which is not consistent with prior practices or announced policies in that course during the semester.
- D. Grading that does not take into consideration or honor accommodations granted from the Associate Dean of Students, who coordinates services for students with disabilities, following the date such notification is received by the professor.

In questions of alleged improper academic evaluation, students must follow this procedure to appeal:

1. Consult with the individual faculty member. If, after this step, the student still claims arbitrary or discriminatory evaluation, the student moves to Step 2. If the concern is that the faculty member did not take into consideration or honor accommodations granted by the Associate Dean of Students, the student should consult with that Dean.

2. Visit the Director of Academic Programs, who will confer with the student, hear the student's position, describe the appeals process and help the student to assess his or her options. The student should provide the Director with a written statement giving relevant facts and the reason for the appeal. If the student decides to appeal the grade further, he or she next contacts the Associate Dean of the Faculty.

3. The Associate Dean of the Faculty makes a final determination about the appeal grounds. If the Associate Dean finds no grounds for appeal, the grade stands.

If the Associate Dean of the Faculty finds that the student's grade was subject to arbitrary or discriminatory evaluation, the final grade is determined by the chair of the relevant department. If it was the chair whose evaluation is being appealed, the grade is determined by a proximate tenured faculty member chosen by the Provost, ideally from the same department but if necessary from a closely related department. The final grade may go up or down, or may remain the same after review by the chair. This decision by the chair or a proximate faculty member is final.

## **Incompletes**

Students are expected to complete the work in each course by the deadlines established by the instructor; the final deadline for work cannot exceed the end of the final examination period for that term. However, a grade of incomplete may be awarded at the discretion of the instructor, if requested by the student, under the following conditions: 1) At least three-quarters of the required work for the course has been completed; 2) Unforeseen circumstances beyond the student's control (usually restricted to illness or family emergency) preclude completion of the remaining work for the course by the semester deadline; 3) The student is not on strict academic probation. Note that poor planning or having a lot of work to complete at the end of the term are not, in fairness to other students, considered circumstances beyond a student's control. Faculty and students with questions about whether the conditions for an incomplete are met should consult with the Director of Academic Programs.

If the conditions for an incomplete are met, a course completion agreement form, found on the Office of the Registrar website ([www.macalester.edu/registrar/formspage.htm](http://www.macalester.edu/registrar/formspage.htm)), specifying the work yet to be completed must be submitted to the Office of the Registrar by the end of the final examination period. Both the student and the instructor are expected to sign the form. For a fall semester course, students have until the first class day of the spring semester to complete an incomplete; for a spring semester course, students have until July 1 to complete an incomplete. Students may not petition to extend the college deadline for the completion of an incomplete, except with the approval of the course instructor and the Dean of Students. Medical reasons or family emergencies are typically the only conditions under which an extension will be granted. If the student and the professor have set a deadline for completion of the work that is earlier than the official college deadline, the faculty member may approve an extension of that deadline up to the official deadline for that term. Students who have multiple incompletes for a term will be reviewed by the Academic Standing Committee and are subject to the College's satisfactory academic progress rules. Students who plan to request more than one incomplete for a term are

advised to consult with the Director of Academic Programs, who serves as convener of the Academic Standing Committee. As in all matters, it is also wise for students to discuss their circumstances with their faculty advisors.

### **Academic Integrity**

If a faculty member approaches you about a possible violation of academic integrity in one of his or her courses, please refer that person to the Director of Academic Programs. She can walk that person through the process, as described below, and discuss options. A fuller statement about academic integrity, along with resources, can be found on the Academic Programs website.

#### *Procedures and Sanctions related to Cheating and Plagiarism*

When a faculty member suspects a student of cheating or of plagiarizing, the faculty member should first consult with the student about the suspected violation. If a misunderstanding has occurred, then the matter can be settled amicably between the faculty member and the student. If it appears to be a clear violation, the faculty member is responsible for gathering the pertinent and necessary information and reporting the violation to the Director of Academic Programs.

In cases where the student admits to the violation, the Director will ascertain the appropriate sanction based on whether it is a first, second or third violation. A first violation typically results in a grade of zero for the assignment in which the violation was found. A second violation typically results in suspension for a semester, although in extreme circumstances, dismissal from the College is possible. A third violation will result in dismissal from the College. In addition, to these sanctions, an educational component will accompany a first violation of plagiarism; specifically such students are required to participate in the Academic Integrity Module developed by the library. For additional information about this module see the associated link on the library's website, [www.macalester.edu/library/instruction/academicintegrity](http://www.macalester.edu/library/instruction/academicintegrity).

### **Section B: Course Syllabi**

According to the Employee Handbook, copies of all course syllabi are to be kept in a specified location in each department. During the two weeks of advising that precedes each registration period it is helpful to have copies of the syllabi for the upcoming semester posted in an accessible location.

### **Section C: Honors**

The Honors Program is housed in the academic departments and programs offering a major. Only those departments or programs whose Honors proposals were approved by EPAG may offer Honors. Department chairs/program directors should oversee the procedures for Honors within their departments. The following college deadlines must be observed:

Each year by **September 30**, the department chair or program director must submit to the Director of Academic Programs a list of seniors preliminarily approved by the entire department/program to pursue an Honors project. Departments or programs must submit a second list of seniors approved by all members of the department/program to continue their Honors projects to the Director of Academic Programs by the beginning of the Spring term; by mid-March a final list of students who remain on track for successful completion of projects must be submitted to Academic Programs. (For seniors graduating in December, the respective dates are **mid-March**, mid-September, and mid-December.)

### **Section D: Year-End Events**

#### **Academic Prizes and Awards Ceremony**

There are two major events associated with the end of the academic year that involve planning by the department chairs/programs directors. The first involves the distribution of departmental awards and honors. At the beginning of the spring semester the Academic Programs Office will send you a list of the prizes that your department/program awards to students. You will be asked to provide the names of the new recipients. You or your designee will also be asked to attend the Academic Prizes and Awards Ceremony on Commencement weekend to award the prizes to the seniors; your department also needs to decide how to distribute prizes to non-seniors.

Please note that department budgets cannot be used to fund prizes. New prizes may only be added through the creation of a designated endowment of at least \$5,000.

#### **Commencement Departmental Gatherings**

Your department/program will also host a departmental gathering for seniors and their families on Commencement weekend. Planning for this event will be done in cooperation with the Commencement /Senior Week Steering Committee, and you will receive information from that committee during the spring semester. If your department participates in this event as organized by the College, the cost of the departmental/program gathering will be shared by the Leonard Fund and the Director of Academic Programs. If your department chooses to organize its own event, then the department will be responsible for the majority of the cost of the event. Alcohol may not be served at departmental events involving students.

### **Section E: Student Travel Policy, Procedure and Funding Request**

#### **General**

All College related student travel must be pre-approved to assure that the travel plans are safe, well planned, and meet the College's risk management guidelines. Student travel is considered College travel if ANY of the following apply:

- Travel is 50 miles or more from campus

- Travel is overnight
- College vehicles are used
- College or student government funds are used to support travel
- Travel for Athletics or Club sports teams
- Travel is to participate in an event on behalf of or using the name of the College

For liability reasons, College vans secured through the campus motor pool are preferred over personal vehicles for ground travel.

## **Funding**

The majority of funding for College travel must come from the Travel Grant Fund. Although many academic departments and campus offices would like to support student travel, their operating budgets are not designed for this purpose. Departments with endowed funds dedicated for this purpose are exempt from this restriction. The Travel Grant Fund is comprised of both College funds as well as MCSG funds to fund different kinds of travel. The Travel Grant Fund Committee is chaired by the Director of Campus Life and its membership includes the Director of Academic Programs, the MCSG Financial Affairs Chair, two additional staff members appointed by the Dean of Students, and two additional students appointed by the MCSG Financial Affairs Chair. Student groups can submit requests for funds to support travel related to their chartered organizational purpose. Individual students may also request funds to support travel to present at academic conferences, research symposium, or other College related activities with the support of a faculty or staff member. The Travel Grant Fund Committee considers each individual funding request based on its individual merits and connection to the mission of the College. However, in an effort to be fair and consistent, funding for student organization related travel is typically limited to approximately \$50 per person. Because of an inability to share costs, a typical allocation for individuals presenting at an academic conference has been approximately \$350. Additional funding will be considered with reasonable rationales. Students are typically allowed only one award per year; requests for additional trip funding will be considered near the end of the academic year, pending funding availability.

## **Submitting a Travel Request**

Please submit as early as possible - and no later than three weeks before the event. The Travel Grant Fund Committee meets a few times each semester, but reviews applications via email on a weekly basis. Requests submitted before 9am on Monday morning will be considered that week and a decision is usually made by the end of that week. The form is available at, <http://webapps.macalester.edu/forms/campuslife/travelgrant.cfm>

## **Excused Absences**

Please note that approval of travel and/or funding for travel does not constitute an excused absence from class. It is each student's responsibility to make specific arrangements for course attendance as needed. Please refer to the policy on excused absences in the Student Handbook.

For further information please contact Keith Edwards, Director of Campus Life at kedward2@macalester.edu.

### **Section F: Funding for Outside Speakers**

Faculty may request funding through the Academic Programs Office to bring outside speakers to campus. The request should be made to the Director of Academic Programs. A \$100 honorarium is the typical amount allowed. If the speaker is presenting to more than one class, a higher honorarium may be possible. A Standard Engagement Contract and a W9 form, both of which are available from the Academic Programs Office, must be completed in order for the speaker to be paid. Individuals already on the Macalester payroll are not eligible for these funds.

Students who wish to bring an outside speaker to campus should consult with the Campus Programs staff. Funds are available through MCSG for student organization requests; the Student Programming Board entertains requests from individual students. Although many academic departments and campus offices would like to support student requests for outside speakers, their operating budgets are not designed for this purpose. This is why students should be directed to Campus Programs, where there are such designated funds.

### **Section G: Concerns about Student Behavior**

#### **During normal working hours:**

If students appear distraught, report they can't focus on work, are crying beyond control, talk of suicide, appear listless or exhibit behavior different than their normal demeanor: contact either Counseling Services (651-696-6275) or the Office of Student Affairs (651-696-6220). Sometimes it is most helpful if you walk the student to the service area. If you are concerned but no immediate action is necessary, please call the Office of Student Affairs and alert them that you have concerns about a student. They deal with these referrals in a number of ways, most often checking other sources for information and sometimes by calling the student in for a meeting. Security should be called if there is immediate concern for safety (651-696-6555).

#### **During evening and weekend hours:**

**Contact the Security Office (651-696-6555).** There is a senior student affairs staff member on call 24 hours a day, 7 days a week. The Security Officer will page the on-call staff member and they will contact you immediately. This group of trained staff is aware of both on and off campus resources that are available to our students.

You are also free to call Laurie Hamre, Jim Hoppe or Lisa Landreman in these situations. If it is not an emergency feel free to leave a message on the Office of Student Affairs voice mail (651-696-6220). The voice mail is checked periodically on weekends. If it is an emergency the relevant cell phone numbers are:

**Laurie Hamre            651-343-1402**

**Jim Hoppe**            651-208-3528  
**Lisa Landreman**    612-803-6151

### **Section H: FERPA**

The Federal Education Rights and Privacy Act gives enrolled college students, regardless of their age, the right to decide who has access to their academic records. This means that faculty members and staff should not be sharing specific information about a student with individuals outside of the college community or with other students. Students may sign a release of information that enables us to share information with named individuals, often parents; such releases are kept on file in the Registrar's Office. FERPA does not constrain the sharing of information among college personnel, if they are considered to have a "need to know" in order to carry out their duties. Additional information about FERPA is available in the Student Handbook,

<http://www.macalester.edu/studentaffairs/studenthandbook/communityresponsibilities/privacyanddisclosureofstudentinformation.html>, or from the Registrar.

## **CHAPTER 5: DEPARTMENT/PROGRAM ASSESSMENT**

Each department/program should have completed a plan for assessing the effectiveness of the curriculum within their major(s). The department chair/program director is responsible for insuring that this assessment plan is being carried out. Annually, each chair/director will be required to provide a report to the Associate Dean of the Faculty on the department's/program's assessment activities.

Questions regarding assessment activity can be referred to:

Kendrick Brown, Associate Dean of the Faculty or

Nancy Bostrom, Campus Assessment Facilitator

### **Department/Program Reviews**

Approximately every ten years each department/program is reviewed by a team of external reviewers. The chair/director is responsible for coordinating the development of a list of reviewers, scheduling the review team's two day campus visit, and coordinating the department's/program's response to the review team's report. The Academic Programs Office maintains a budget for these reviews and provides information regarding the review process. The schedule of department/program reviews is set by EPAG in consultation with the Provost. Schedules are available from the Provost's Office.

## **CHAPTER 6: WORKPLACE POLICIES**

### **Section A: Equal Employment Opportunity**

In your work as Department Chair, it is important to understand and comply with the College's Equal Employment Opportunity policy. The Employee Handbook states:

In complying with the letter and spirit of applicable laws and in pursuing its own goals of diversity, Macalester College shall not discriminate on the grounds of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local commission dealing with discrimination issues, disability, sexual orientation, age, and veteran's status in employment policies and practices, education, and all other areas of the College. The College provides reasonable accommodations to qualified individuals with disabilities upon medical certification of the disability.

This policy applies to all employees and applicants, and all employment-related decisions, including hiring, promotion, discipline, discharge or compensation-related decisions.

Macalester policy also prohibits, consistent with federal and state law, any retaliation against persons who raise a concern or a complaint that the College has in any way violated its equal employment opportunity obligations. That policy states in part:

Macalester College will not retaliate against or take any form of reprisal against a person because that person made a complaint of discrimination or harassment, or opposed a discriminatory practice. Any such retaliation or reprisal by a College employee is forbidden.

All management and supervisory employees are responsible for taking actions necessary to comply with these policies. Compliance with the letter and spirit of these policies will be an important factor in performance evaluation. The Director of Employment Services is available to answer any question regarding the meaning and application of these policies.

### **Section B: Harassment Procedure and College Policies**

Section 12 of the Employee Handbook has a full list of Macalester College policies as well as a statement on community standards and harassment/complaint resolution. The policies can be found at <http://www.macalester.edu/employmentservices/handbook/sec12.html>. As chair you are responsible for reviewing these policies to ensure that your department complies with them.

### **Section C: Safety**

As a supervisor, you are expected to review Section 13, <http://www.macalester.edu/employmentservices/handbook/sec13.html>, of the Employee Handbook. This section provides information about health, safety and security at Macalester.

You, or a department/program member designated by you, are responsible for ensuring that applicable safety regulations, policies, training and documentation are followed as prescribed by federal and state OSHA regulations, the Macalester College and Science Division Chemical Hygiene Plan, and the Employee or Student Handbook.

## CHAPTER 7: CONDUCTING SEARCHES

### Section A: Tenure Track Searches

1. **Important Points in the TT Search Process:** Usually the Department Chair leads the search committee for new TT hires. Exceptions to this assumption should be discussed by department faculty prior to the start of the search process.
  - **Meeting with Provost at Start of Search Process:** At the end of the semester prior to the academic year in which the TT search occurs, the chairs of all TT search committees will meet with the Provost. The purpose of this meeting is to review the search process and answer any questions that chairs might have.
  - **Identifying Affirmative Action and External Committee Members:** Prior to the first search committee meeting, the department should ask a faculty member external to their department to serve on the committee. The College Affirmative Action Committee will contact the search committee chair about who will serve as the faculty affirmative action representative on the committee. Once the affirmative action and external committee members are identified, then search committee meetings can occur.
  - **Completing Binder with Information About Top Candidates:** After the search committee has identified its top three candidates, then the binder that the search committee chair received at the start of the process should be completed and submitted to the Provost's Office. Typically, the binder will include the job ad, and the cover letters, CVs, and letters of recommendation for each candidate. Until this binder is delivered to the Provost, a meeting cannot be scheduled to determine the priority of job offers to the finalists.
2. Other Considerations:
  - **Managing Search Expenses:** A set amount will be available to all departments conducting searches in a particular academic year. The department chair is responsible for ensuring that the search remains within the budgeted funds that have been allocated. Be sure to work closely with your department coordinator to track expenses.
  - **Internal Applications for Tenure Track Positions:** As stated in the Employee Handbook Section 12, "When an academic department has an opening for a tenure track faculty position, qualified candidates already teaching at Macalester are welcome to apply. However, internal candidates who are not selected for the tenure track position, are not eligible for further employment by that department once their current contract expires." The department chair needs to make all internal candidates aware of this College policy.

## Section B: Non-Tenure-Track Searches

1. **Identifying Non-TT Faculty to Offer Courses:** The department chair should work with other department faculty to determine non-TT instructors who will offer courses. Once the non-TT faculty has been chosen, the Assistant Provost should be contacted. The Assistant Provost will need a CV and transcript from the instructor before preparing a contract.
  
2. **National Searches for Non-TT Searches:** Unless explicit approval is first obtained from the Provost, non-TT searches will not be national searches.

## **CHAPTER 8: ADDITIONAL RESOURCES FOR DEPARTMENT CHAIRS**

### **Section A: Jan Serie Center for Scholarship and Teaching**

The Jan Serie Center for Scholarship and Teaching provides several resources for department chairs. These include:

- Many books on chairing departments that may be borrowed by faculty members.
- Hosting a Chair Leadership Program that runs workshops for chairs during the summer months and academic year.
- A website that provides advice and resources for department chairs.
- An Academic Leadership Seminar that addresses issues relevant to chairing a department.
- Confidential consultations with the Serie Center Director to discuss challenging matters chairs face in their departments.

### **Section B: Chair Leadership Program at Macalester**

The Chair Leadership Program is jointly planned and administered by the Jan Serie Center for Scholarship and Teaching and the Provost. The Leadership Program hosts summer workshops and academic year events for new and returning chairs such as a primer on budgets, dealing with conflict in academic departments, mentoring junior faculty members, writing departmental assessment plans, etc. For additional information, contact the Serie Center Director.

### **Section C: Helpful Websites and Conferences on Chairing Departments**

Many academic organizations host websites to help department chairs. These same organizations frequently sponsor annual workshops to prepare chairs for exemplary service. Several of the best websites include:

- The American Council on Education (ACE) Department Chair Online Resources Center (<http://www.acenet.edu/resources/chairs/>)
- The IDEA Center at Kansas State University (<http://www.theideacenter.org/category/our-products/feedback-department-chairs>)
- The Department Chair Institute (<http://departmentchairinstitute.net/>)
- American Association of Colleges and Universities (<http://www.aacu.org/meetings/faculty/2010/index.cfm>)

### **Section D: Helpful Print Publications**

Excellent advice about chairing departments frequently can be found in a number of higher education periodicals such as the Chronicle of Higher Education, Inside Higher Education, and Change magazine. Jossey-Bass Publishing Company also offers a quarterly newsletter called *The Department Chair*. See (<http://www.josseybass.com/WileyCDA/WileyTitle/productCd-DCH.html>)

Many helpful books for chairing a department have been published in recent years. The Jan Serie Center owns many of the following books. All of them may be borrowed by Macalester faculty members.

Jeffrey L. Buller, *The Essential Department Chair: A Practical Guide to College Administration*. (Anker Publishing Co., 2006).

Don Chu, *The Department Chair Primer: Leading and Managing Academic Departments*. (Anker Publishing Co., 2006).

Robert Diamond, Ed. *Field Guide to Academic Leadership*. (Jossey-Bass, 2002).

Walter H. Gmelch and Val Miskin, *Chairing an Academic Department*. (Atwood Publishing, 2004).

Irene D. Hect, *The Department Chair as Academic Leader*. (Rowman & Littlefield Education, 1998).

Mari Lou Higgeson and Teddi A. Joyce, *Effective Leadership Communication: A Guide for Department Chairs and Deans for Managing Difficult Situations and People*. (Anker Publishing Co., 2007).

Kevin Keckes, Ed. *Engaging Departments: Moving Faculty Culture from Private to Public, Individual to Collective Focus for the Common Good*. (Jossey Bass, 2006).

Dennis R. Learning, Ed., *Managing People: A Guide for Department Chairs and Deans*. (Jossey-Bass, 2003).

Deryl R. Learning, *Academic Leadership: A Practical Guide to Chairing the Department*. (Anker Publishing Co., 1998).

N. Douglas Lees, *Chairing Academic Departments: Traditional and Emerging Expectations*. (Jossey-Bass, 2002).

Ann Lucas, *Leading Academic Change: Essential Roles for Department Chairs*. (Jossey-Bass, 2000).

Jon Wergin, *Departments That Work: Building and Sustaining Cultures of Excellence in Academic Programs* (Jossey-Bass, 2002).

Walter H. Gmelch and Val Miskin, *Chairing an Academic Department* (Atwood Publishing, 2004).

## Relevant Offices and Individuals

### Academic Programs

Lynn Hertz, Assistant Provost – [hertz@macalester.edu](mailto:hertz@macalester.edu) – ext. 6330

- Department Budgets
- Budget Process Questions
- Office Space
- Hiring Non-tenure Track Faculty
- Grant Payments
- Faculty Travel and Research Fund
- Tom Leonard Fund

Ann Minnick, Director of Academic Programs – [aminnick@macalester.edu](mailto:aminnick@macalester.edu) – ext. 6198

- Academic Advising
- Academic Integrity
- Academic Prizes and Awards
- Academic Standing
- First Year Courses
- Honors Program
- Scholarships and Fellowships
- Speakers Fund
- Student Travel Fund

Brenda Piatz, Program Assistant - [piatz@macalester.edu](mailto:piatz@macalester.edu) – ext. 6036

- Academic Advising
- FTR/Leonard Fund
- Honors Program
- Academic Prizes and Awards
- First Year Courses
- Summer Research
- Faculty Personnel and Department Reviews

### Provost Office

Kendrick Brown, Associate Dean of the Faculty – [brown@macalester.edu](mailto:brown@macalester.edu) – ext. 6036

- Student Learning Assessment
- Faculty Personnel Reviews
- Department Reviews
- Student-Faculty Research Collaborations

Jan Peterson, Senior Executive Assistant – [petersonj@macalester.edu](mailto:petersonj@macalester.edu) – ext. 6160

Winnie Farley, Administrative Assistant - [farley@macalester.edu](mailto:farley@macalester.edu), - ext. 6163  
General information  
Faculty searches, moving and startup  
Sabbatical and leave applications

### **Jan Serie Center for Scholarship and Teaching (CST)**

Adrienne Christiansen, Director – [christiansen@macalester.edu](mailto:christiansen@macalester.edu) – ext. 6714  
Theresa Klauer, Program Assistant – [klauer@macalester.edu](mailto:klauer@macalester.edu) – ext. 6881  
Marga Miller, Program Manager – [millermk@macalester.edu](mailto:millermk@macalester.edu) – ext. 6108