

## **SECTION 8**

### **ACADEMIC DEPARTMENT AND PROGRAM POLICIES AND PROCEDURES**

- I. Department Chair Appointment Process, Responsibilities and Evaluation
- II. Program Director Appointment Process, Responsibilities, and Evaluation
- III. Department and Program Reviews

## Academic Department and Program Policies and Procedures

As indicated in Section 7. III of this *Handbook*, academic departments, as the basic administrative units of the College providing scholarly homes for faculty, are led by a Chair. Academic programs, as interdepartmental units reflecting the shared scholarly interests of faculty across diverse fields, are led by a Director. Included in this section are the primary responsibilities for chairs and directors, as well as the procedures for their appointment and evaluation. Key departmental and/or program policies and procedures, such as the program review policy and faculty search procedures, are also included in this section. Additional policies and procedures, along with a calendar of due dates of particular importance for department chairs and program directors, are found in the Department Chairs Handbook.

### I. Department chair appointment process, responsibilities, and evaluation

#### A. Department chair appointment process

##### 1. Initial appointment

Department chairs are generally appointed for a three year period. The responsibility for appointing department chairs lies with the Provost. Prior to a vacancy occurring in a department for a department chair, the Provost shall consult with the faculty and staff of that department to solicit nominations and to provide input on those candidates nominated to serve.

##### 2. Continuing appointments

Upon agreement of the department chair and the provost, in consultation with the department faculty and staff, the appointment of a faculty member as a department chair may be extended for an additional three academic years.

#### B. Responsibilities of department chairs

Department chairs are expected to carry out the following general duties associated with their roles as academic unit leaders: The responsibilities below are representative only; not all department chairs will have these responsibilities every year, and some chairs may have responsibilities not mentioned below.

1. Regularly convene department meetings in order to discuss departmental-related matters and to make recommendations and decisions, where appropriate.

2. Communicate the staffing needs of the department to the Provost's office. Play a lead role in recruiting new faculty to the

department. In the case of tenure-track searches, this responsibility generally extends from preparing the initial allocations request through serving as chair of the search committee.

3. Mentor pre-tenure faculty members in the department on how to meet the tenure expectations of the college. In college personnel processes, serve as the chair of the candidate's candidate review committee, unless as agreed to by the Provost. Write annual evaluations of all tenure-track and tenured department faculty.
4. In conjunction with departmental colleagues, plan and administer the curriculum of the department and the department's Honors Program and ensure that their standards are of the highest quality.
5. Oversee development of the class schedule, manage course enrollments, prepare course change proposals, catalog copy and other institutional-related informational material.
6. Review and approve major plans.
7. Manage department budgets. Make budgetary needs known to the Provost in a timely fashion for consideration in the annual budgetary process.
8. Supervise departmental coordinators and other staff employed within the department; orient new staff (including lab instructors) to the department; write annual performance evaluations for all departmental staff members.
9. Coordinate and oversee departmental assessment efforts. On a regular basis (see below) oversee the preparation of the department's self-study in preparation for program review.
10. Take steps to ensure that official college policies and procedures are effectively communicated and implemented within the department.
11. Take steps to ensure that departmental climate is one that is collegial and welcoming to all.
12. Represent the department at department chair and program director meetings.
13. Serve as the primary liaison from the department to other academic departments and programs, as well as to the offices of

the Provost, Academic Programs, the Registrar, International Center, Admissions, Alumni, and other campus office.

In recognition of the responsibilities associated with serving as a department chair, chairs will ordinarily get a one-course release during each academic year. Those who enter a period of service as a department chair who have not had prior service as a chair may receive an additional course release during their initial year of service. In exceptional circumstances, the Provost may authorize an additional release to a chair in his or her second or subsequent years of service.

C. Evaluation of department chairs

Each year, a tenured member of the department will prepare a brief narrative evaluation of the chair's performance in the areas of teaching, research, and service. All department faculty and staff should be given an opportunity to provide input into the latter section, which should address the chair's effectiveness as a departmental leader. The Provost will also provide to the chair a brief description of the chair's performance as viewed by the administration.

II. Program Director appointment process, responsibilities, and evaluation

A. Program director appointment process

1. Initial appointment

Program directors are generally appointed for a three year period. The responsibility for appointing program coordinators lies with the Provost. Prior to a vacancy occurring in a program for a program director, the Provost shall consult with the program faculty (in most cases, the faculty on the steering committee for the concentration administered by the program) to solicit nominations and to provide input on those candidates nominated to serve.

2. Continuing appointments

Upon mutual agreement of the program director, the program faculty, and the provost, the appointment of a faculty member as a program director may be extended for an additional three academic years.

B. Responsibilities of program directors

Program directors are expected to carry out the following general duties associated with their roles as academic unit leaders. The responsibilities below are representative only.

1. Regularly convene all members of the program steering committee in order to discuss program-related matters and to make recommendations and decisions, where appropriate.
2. Communicate the staffing needs of the program to the Provost's office. Participate in the annual evaluations of faculty who have a fraction of their FTE apportioned from a department to the program (See Handbook Section 7.III.A.1)
3. In conjunction with the program steering committee, plan and administer the program's curriculum (in most cases, an interdisciplinary concentration).
4. Oversee development of the class schedule; prepare course change proposals for courses carrying the "INTD" prefix, catalog copy, and other institutional related informational material.
5. Manage program budgets. Make budgetary needs known to the Provost in a timely fashion for consideration in the annual budgetary process.
6. Review and approve concentration plans.
7. Coordinate and oversee program assessment efforts.
8. Represent the program at department chair and program director meetings.
9. Serve as the primary liaison from the program to other academic departments and programs, as well as the offices of the Provost, Academic Programs, the Registrar, International Center, Admissions, Alumni, and other campus offices.

In recognition of the responsibilities associated with serving as a program director, directors will ordinarily get a stipend during each academic year of service. In exceptional circumstances, the Provost may authorize a course release to a program director.

### III. Department and Program Reviews

- A. Scheduling Reviews: The Provost, in consultation with the Educational Policies and Governance Committee (EPAG), will maintain and implement a plan for department and interdepartmental program reviews. Each January

EPAG and the Provost will reconsider the long term schedule for reviews and determine which departments and programs are to be reviewed in the next academic year. Departments and programs may also request a review. Arrangements for all reviews are made by the department or program chair in consultation with the Associate Dean of the Faculty and EPAG.

B. Department or Program Self-Study: Before the review the department/program chair prepares a self study, assembles other documentary material, and schedules the review. The department/program self study should discuss the department/program's curriculum, recent history, students, graduates, department/program faculty scholarship, and specific questions the department wishes addressed by the review committee.

1. The self-study data should include:
  - a. Department/Program Enrollment
    - 1) Total
    - 2) Rank in College
    - 3) FTE
    - 4) FTE Rank in College
  - b. Department/Program Majors
    - 1) Declared Majors
    - 2) Rank in College
    - 3) Graduate Majors
    - 4) Rank in College
  - c. Department/Program Faculty Course Enrollments
    - 1) Course Enrollments
    - 2) Totals and Percentages
      - a) Within Department/Program
      - b) Within total faculty enrollments
    - 3) Comparable Department/Program Enrollments
  - d. Full budgetary data for the current and previous academic year.
  - e. A printed copy of the department's/program's section of the online college catalog, academic year schedule, department/program faculty vitae, and recent student course evaluations (if available).

- f. The last department/program review report, recent department/program chair annual reports, and any pending position requests.
  - g. The most recent department/program assessment plan and action reports.
2. Members of the review team will be scheduled to meet at least the Provost, EPAG Representatives, all Department/Program faculty individually, department/program major and general education students, faculty from related and/or cooperating departments and programs, staff from any cooperating academic or non-academic departments or programs (e.g. International Center, the Humanities Learning Center, the Internship Program, etc.). They shall also inspect and evaluate the Library resources of the department or program. In addition, committee members will be encouraged to observe department/program classes.
- C. Selecting External Reviewers: A department/program review committee and its budget is determined by the Provost in consultation with EPAG and the department or program faculty and should include two or three scholars in the field from outside the Macalester faculty chosen from a list submitted to the Associate Dean of the Faculty by the department or program. One of these scholars will chair the review committee and prepare a final written report in consultation with other members of the committee.
- D. Focus of External Review: The purpose of the review is to consider a department's or program's curricular strengths and needs. The review team will be presented with a formal charge drafted by the Provost in consultation with EPAG and the department or program. Such charges will vary from department to department, but all charges will address at least the following questions:
- 1. What role does the department/program play within the general educational program of the college and how can its performance in this area be improved?
  - 2. How well does the department/program introduce its major students to the particular field of study and how can this process be improved?
  - 3. Is the department/program well configured to fill its role within the Macalester educational program, and, if not, how might it be reconfigured to serve Macalester better? Comments should be offered on the size of the department/program and the field distribution of its faculty, department/program budget, facilities, and equipment needs, and Library resources.

- E. External Reviewer Report: After the review, the review committee chair, in consultation with the rest of the review committee, prepares a written report for the Provost, the department or program, and EPAG.
- F. Department/Program, Response to External Reviewer Report: The department or program should respond in writing to the report to the Provost and EPAG within three months of receiving the report of the review committee.
- G. Communication with Board of Trustees: The Provost will make available to the Academic Affairs Committee of the Board for their review an executive summary of the department's self study report, a copy of the review committee's written report, and a copy of the department's written response.

This section outlines current policy and was last reviewed by EPAG in Spring 2011.

Updated 2/3/11