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Introduction
This handbook provides a description of the major responsibilities of a department chair in the College of Arts and Sciences (CAS) at Pittsburg State University (PSU). The situations that arise during a chair’s day are many and varied—sometimes unique and surprising—and they could never all be covered in any handbook. This handbook attempts to describe only the recurring responsibilities that are ever present in a chair’s life.

You will sometimes encounter problems that you are unsure how to resolve. In those cases, consult the Dean of CAS and/or the chairs of other departments, who will very generously share their expertise. At least one of the other chairs has probably encountered the same or a similar problem and can give you invaluable advice.

You should always keep in mind that many aspects of academic life at PSU are determined by the contract (often referred to as the agreement) between PSU/Kansas Board of Regents (KBOR) and PSU/Kansas National Education Association (KNEA), the faculty union at PSU. You should keep a copy of this contract nearby and refer to it often. The more of it that you commit to memory, the less likely you are to violate it. Violations can have serious consequences for you and for PSU.
Your Relationship with the Dean and Upper Administration

You serve as the liaison between your department and the Dean and upper administration. Sometimes you are simply the conduit for information that flows in both directions. Sometimes you are the advocate for your department if college and university policies do not seem to be in the best interests of the department or if the department wants something it does not currently have. When you need to serve as an advocate, be sure to do your homework. When you can effectively argue that your department’s interests serve the needs of the university and the students, you are more likely to win your case.

When you need to serve as an advocate, start with the Dean, with whom you might be able to resolve the issue. If not, the Dean will take your case to upper administration. Also, always keep the Dean informed of any serious or potentially serious problems in your department. The Dean, like you, would rather be forewarned than surprised.

In addition to being an advocate for your department, you are also a member of the A&S Leadership Team and are expected to play an active role in helping to make decisions that benefit the entire College. You will need to balance your role as an advocate for your department with your role as a member of the Leadership Team and as a colleague with other members of that team.

CAS Chairs Meetings

The Dean of CAS holds weekly meetings with the chairs. Traditionally, these meetings are held at 10 a.m. on Wednesdays during the regular academic year and at 3 p.m. on Wednesdays during the summer. Be sure to schedule your own teaching duties around these meetings.

Your presence at these meetings is vital. The Dean will disseminate information from upper administration that you must know. Discussions will take place in which your voice should be heard. Decisions will be made that you might want to argue for or against. If your attendance is impossible, check with the Dean to see if you should send a substitute.

Deans, Directors, and Chairs Meetings

Each semester, the Provost holds a meeting with deans, directors, and chairs. You should attend these meetings if possible because the Provost often reveals any new directions in her or his goals for the university. The more your department can align, if feasible, its goals with those of the Provost, the more chances your department has for success.

Committees and Task Forces

You will sometimes be asked (or asked to volunteer) to serve on university or college committees or task forces. You should be willing to serve on your fair share of these. However, some of them can be quite time consuming, and you must learn to balance your committee work with your responsibilities to your department.

Chair Evaluations

The Dean will conduct an annual evaluation of your performance as chairperson of your department. You can find a link to a description of the Performance Management Process on the Policies and Procedures page of the Human Resource Services website. In this description, you will find a link to the form that you should use for your annual goals. Your goals for the coming academic year should be uploaded by August 1 in GUS (Payroll and Personnel Information > Unclassified Employee Review > Goals). At the end of the academic year, you will make an appointment with the Dean to discuss your
evaluation. The Dean will then upload the written evaluation in GUS, where you can view it (Payroll and Personnel Information > Unclassified Employee Review > View).
Department Leadership
A department chairperson must be a leader as well as a manager. You must lead the faculty in planning for the future, in developing the department’s mission and its goals. You must also ensure that the department’s mission and goals support those of the university.

Strategic Plan
You will lead your faculty in developing and submitting a Strategic Plan for your department. This plan includes the department’s mission, vision, goals, objectives, performance measures, and progress summaries. The department plan should coordinate to some extent with the A&S College plan. The Provost’s web page has links to information about the Strategic Plan, as well as sample reports and a template for writing the plan.

Throughout the strategic planning cycle, you must ensure that the department is making progress on the goals that it has established in the Strategic Plan.
Academic Program Administration

One of your primary responsibilities is to ensure that the department’s academic programs remain current, maintain sufficient size and quality, and help the university serve its mission.

Program Changes
From time to time, you and your faculty may determine that you need to make changes to a program. You might want to make changes to courses, emphases, minors, or entire degree programs. Always keep in mind that any change might have unintended negative effects on students or other programs. As you plan your changes, consult with other officials, such as the Registrar, to identify any potential negative effects of those changes. If the changes will include required courses in another department, the legislative process will require you to consult with that department to ensure that it can accommodate your students in its courses. However, before you begin the legislative process, you should consult with the Chair of any department that might be affected in any way by the proposed changes. It is always better to resolve any potential conflicts before the legislative process begins rather than in curriculum committees or in the Faculty Senate.

After you have determined what changes you want to make, those changes must be legislated. You can find a link to a description of the legislative process and the forms needed for that process on the Registrar’s web page. The legislative process begins with submitting the proposed changes to the College Curriculum Committee and ends with final approval by the Board of Regents. It can take several months for the proposed changes to make their way through the legislative process. As each of the different committees reviews your proposed changes, you or an appropriate faculty member should be present at the committee meeting so that you can answer any questions that might otherwise delay the process.

Program Assessment
You and your faculty are responsible for developing and implementing a plan to assess student learning outcomes. The plan should help the department identify which elements of your academic programs are effective, which elements need improvement, and how those improvements can be incorporated into the program.

At the end of each academic year (usually June 1), you must submit an assessment report on your academic programs. You can find the template and the guidelines for the report on the Provost’s webpage under Administrative Forms and Documents. Also, the Director of Assessment can provide valuable assistance in helping you develop and improve your assessment report.

Program Review
Every seven years, your academic program will undergo the university’s program review process, a comprehensive self-assessment of your degree programs. The purpose of the review is to help departments align programs with the institutional assessment process, institutional strategic planning, resource allocation, and Kansas Board of Regents policies. In the program review, departments must demonstrate that their programs are current, have sufficient size and quality, and help the institution serve its mission. It is also an opportunity for departments to demonstrate their resource needs and make their case for significant enhancements.

You can find a link to information about and forms for Program Review on the Office of Analysis, Planning, and Assessment webpage. This information includes the program review cycle, which will tell you when your program will be reviewed.
Transfer Course Evaluation
When students transfer from another institution to PSU, the Registrar will ask you to evaluate any relevant course that is not an obvious equivalent to a course in your department (except for General Education courses, which are evaluated by the Dean). The Registrar will send you information about the course, usually a catalog description, and ask you to choose one of the following options:

- approve the course as an equivalent to a specified PSU course;
- deny the course;
- select another PSU course as an equivalent rather than the one suggested by the Registrar;
- re-assign the decision to another faculty member (a good choice if the course is an upper level course in an area that is not your area of expertise).

Course Schedules
Your department’s courses are the medium through which students complete your program and earn their degrees. Therefore you must ensure that the courses are offered within a time period and in a sequence (taking into account course prerequisites and courses that are offered only once a year) that enable students to complete the program in the amount of time ordinarily expected (usually four years for an undergraduate degree). Developing a course schedule is an academic responsibility, not a clerical one, and should be done by the chair and not the administrative assistant, although the administrative assistant will enter the schedule in the Course Scheduler in GUS after you complete it.

As you develop the schedule for each fall and spring semester, you should consider the following factors:

- The number of majors who need certain upper division/graduate courses
- The number of service courses typically provided by your department
- The number and capacity of rooms available
- Enrollment trends for specific courses
- The faculty teaching load as outlined in the PSU/KNEA contract
- Any faculty on sabbatical or other kinds of leave
- The number of adjuncts for whom you have been granted funding
- The number of GAs for whom you have been granted funding (if you have a master’s program)
- Faculty preferences. Program needs supersede faculty preferences, but you should accommodate faculty preferences when possible. If more than one faculty member wants to teach a certain course and all those who want to teach the course have the necessary expertise, then you must make a choice or have a policy that will dictate that choice. Some departments have a seniority policy (the faculty member with the most seniority gets the course), and some departments have a rotation policy (the faculty member at the top of the rotation list gets the course and then moves to the bottom of the rotation list for the next time the course is offered).

As you develop the summer schedule, you must also take into account the following factors:

- The summer budget. You submit summer course proposals to the Dean, usually in October. The Dean prepares a proposed summer program for the College, with an emphasis on providing 1) courses that generate sufficient enrollment numbers and 2) online courses, especially for General Education courses. The Dean submits the proposed summer program to the Provost, who makes the final decision.
• The procedure specified in the PSU/KNEA contract to determine which faculty members are eligible to teach in a specific summer.
Faculty
You are responsible for hiring, mentoring, and evaluating department faculty.

Staffing Plan for Full-Time Faculty
Every fall you will submit a Staffing Plan for full-time faculty for the following academic year (you will submit a part-time faculty proposal at another time). You can argue for any of the following kinds of needs:

- Replacement of faculty who are retiring or leaving for some other reason. (The funds for a current position will not necessarily remain with your department when the person filling that position leaves; you have to argue that your department needs to keep that position.)
- New Full-Time Tenure Earning Faculty
- New Full-Time Temporary Faculty
- Continuation of Full-Time Temporary Faculty
- Conversion of Full-Time Temporary Faculty to Continuing Temporary Faculty
- Conversion of Part-Time Faculty to Full-Time Temporary Faculty

The Dean will compile the requests from all the departments, prioritize them, and make decisions based on priority and the College budget.

New Hires for Full-Time Positions
After the Provost has approved the funding for a full-time position, you can begin the search process. The first step in the process is to initiate a search in your Power Grid in GUS. The Equal Opportunity Office has a specific process that you must follow to make sure that the search is conducted in a fair and legal manner. Follow this process closely, and contact the Equal Opportunity Office whenever you have a question. This office can help you avoid mistakes in the hiring process that could result in legal action. On the Equal Opportunity/Affirmative Action webpage, click on the Unclassified Search Process link to find the information and the forms that you will need to conduct a search.

A department search committee should be formed early in the process. Different departments have different procedures for selecting search committees. The department chair and the search committee work together to formulate a recruitment plan that includes these items: a position description (for the PSU Human Resources Job Opportunities web page), advertising copy for external advertising, a list of the search committee members, and a timeline for the search process. You will upload all these items in the Power Grid in GUS. After the Equal Opportunity Officer approves these items, you can advertise the position.

The search committee screens applicants and then conducts telephone interviews. After the committee chooses one or more candidates for on-campus interviews, you develop an itinerary for the on-campus visit. Because a visit to Pittsburg often requires a drive from an airport in Kansas City, Springfield, or Tulsa, candidates usually spend a night in Pittsburg, and the interview process takes place during the day before and the day after. Be sure to arrange an interview with the Dean and the department faculty. Most departments also arrange for a candidate to teach a class or at least interact with students in some way. The candidate should visit the Equal Opportunity Office and fill out a background check consent form. Here are some other factors to consider:

- The cost of the candidates’ travel expenses might determine how many candidates you invite to campus. The Dean pays the expenses for one campus visit, but the department has to pay the expenses for all other campus visits.
• Often the candidate is entertained at lunch and/or dinner by members of the faculty. In these more casual situations, it is easy to slip up in the flow of conversation and ask an unacceptable question, such as “Are you married?” or “Do you have children?” Be sure to remind all faculty before an on-campus interview about the kinds of questions that are not acceptable. To make your point more forcefully, you can ask the Equal Opportunity Office to provide a training session for faculty.

• From the candidate’s perspective, the salary will never be high enough. You can agree to negotiate with the Dean for more money, but be sure that the candidate understands that without the Dean’s approval, the salary will remain as advertised. It’s easy for a candidate to hear “negotiation for a higher salary” as an assurance that the salary will be raised. Although salaries tend to be lower at PSU than in other areas of the country, you can point out that the cost of living is also lower. A candidate might also try to negotiate other benefits such as early tenure, a reduced teaching load the first semester, a new computer, start-up costs for research including laboratory equipment, etc. It is a good idea to put the results of any negotiations in writing, for example, in an email after a candidate returns home, so that you and the candidate are clear about what the candidate expects to receive. Also be sure to explain to the candidate that salary is the only item that will appear in the appointment letter. Any other negotiated items are agreements between you and the candidate (and perhaps the Dean), but they won’t appear in the appointment letter, a fact that sometimes makes candidates uneasy.

• Be sure a candidate understands that PSU faculty have a collective bargaining unit, Pittsburg State University/Kansas National Education Association (PSU/KNEA), and that many factors of academic life are determined by the agreement between PSU/KNEA and upper administration.

After a candidate has accepted an offer, you will ask the Equal Opportunity Office to conduct a background check. After the background check has been completed satisfactorily, the Equal Opportunity Office will give the candidate a PSU identification number. Then you can initiate an Appoint/Fill Request in your Power Grid in GUS; this request process requires you to upload the résumé and the faculty credentials verification form. After the request has been approved at all levels, the candidate will receive an appointment letter from the President’s Office.

**Part-Time Faculty and GA Requests**

Early in the spring semester, you will submit a funding request for part-time faculty and GAs (if you have a graduate program) for the following academic year. The Dean’s administrative assistant will email you a spreadsheet/form for you to fill in. You will request funds for part-time faculty to cover any courses which cannot be covered by your full-time faculty or your GAs (if you have a graduate program). Departments that offer a large number of service courses usually need part-time faculty to cover at least some of those courses. You will also need part-time faculty to replace full-time faculty who are on sabbatical and other kinds of leave, who are on phased retirement, and who have reduced loads for administrative or other kinds of assignments.

**Part-Time Faculty Hires**

Usually during March, you will receive your approved budget for part-time funding (you won’t necessarily receive all that you requested). You will need this information when you are planning your course schedules.

Departments that regularly hire adjuncts usually have a pool of adjuncts that they rehire each semester. However, there will always be some turnover in the pool, and you cannot always count on having enough adjuncts available each semester. The Office of Equal Opportunity recommends that you advertise for adjunct instructors every three years to "refresh" your pool. If you receive unrequested
applications for adjunct positions, you should always follow up on them and interview the applicants if they have the required credentials. You never know when you might need to hire an adjunct at the last minute, but you should never hire one that you have not interviewed, so interview them as they appear and store their curriculum vitae for future reference. If your adjunct pool is completely dry, you can request approval from the Dean to place an ad in local area newspapers requesting adjunct applications. Be sure to get your ad approved by the Equal Opportunity Office before you place it.

Once you have identified the adjuncts that you want to hire, you have to initiate a search for each one in the Power Grid in GUS. A new adjunct who has never worked for PSU must first fill out a form to get a PSU identification number before you can initiate a search for that adjunct. After the search has been approved, you initiate an Appoint/Fill Request in the Power Grid in GUS. For new adjuncts, you will have to upload a curriculum vitae and a faculty credentials verification form. After the request has been approved at all levels, the adjunct will receive an appointment letter from the President’s Office. You hire adjuncts semester by semester rather than for the academic year, so you must repeat the search and the Appoint/Fill request each semester. Also, if you appoint a new adjunct for a second semester, a criminal background check will be required. (PSU policy requires a criminal background check for anyone who will be employed longer than six months.)

**GA Appointments**

If you have a graduate program, the Assistant Dean will tell you, usually in mid-March, how many GA positions you will have for the following academic year. The Graduate Faculty of a department then award assistantships for that year. You have to initiate a search for each GA in the Power Grid in GUS. After the search has been approved, you initiate an Appoint/Fill Request in the Power Grid. After the request has been approved at all levels, the GA will receive an appointment letter from the President’s Office. However, those appointment letters cannot be issued until the Kansas Legislature passes the annual budget, sometimes as late as May or early June. Most GAs are appointed for a full academic year. However, a GA whose first appointment is for the spring semester or whose last appointment is for the fall semester will be appointed for only that one semester. A criminal background check is required for a new GA who is appointed for more than one semester. Full-time GAs must be enrolled in at least six semester hours that count toward the degree they are earning.

**Faculty Mentoring**

PSU has an official mentoring program in which a tenured faculty member receives a stipend for mentoring a new tenure-earning faculty member. However, the chair still has mentoring as well as evaluation responsibilities for all faculty members. First of all, the chair should give new faculty members the PSU/KNEA and the department guidelines for tenure and promotion as soon as their first year begins and then encourage them to ask any questions about the two processes throughout the probationary period. Many opportunities for mentoring will occur as part of the evaluation process. Although the mentoring and evaluation processes can be seen as (and in some cases can be) mutually exclusive, they can also be integrated.

As part of mentoring your faculty, you will have to earn and maintain their respect. One way to do so is to maintain an open and objective approach to faculty feedback. If you convey a lack of interest in their feedback or become defensive, faculty members will be reluctant to approach you. If you “punish” faculty members in subtle or obvious ways for negative feedback, the working environment can quickly turn negative.

When you deal with faculty problems, avoid making assumptions based on past experiences and perceptions. As difficult as it may be at times, treat each new situation separately and avoid the
temptation to assume that you already know what a given faculty member is feeling or thinking. Making such assumptions makes you appear to lack objectivity and damages your credibility.

You should also assume that faculty members will communicate their experiences, both positive and negative, among themselves. If you want to preserve a reputation for fairness and objectivity, it is important to demonstrate those traits consistently toward all faculty members.

Faculty Evaluation
For tenured and tenure-earning faculty, the evaluation process is specified in the PSU/KNEA contract. Important dates:

- Prior to January, the department chair and faculty work together to develop department goals for the following calendar year.
- By March 7, each faculty member submits individual goals to the department chair. (New faculty members submit goals within 30 days of the date of their initial employment.)
- By March 15, the department chair returns the final, weighted goals to the faculty members and uploads those goals to the Annual Report on Faculty Accomplishments in GUS.
- By the first Monday after classes reconvene in the spring semester, faculty members submit a final report of their accomplishments during the calendar year. If they are applying for Meritorious, they submit the report through the Annual Report on Faculty Accomplishments in GUS. If they are applying for Exceptional, they submit a printed report (using the template provided) and all supporting documentation for their accomplishments.
- Usually by the first of February, the department chair submits to the Dean a one-page summary of the accomplishments of any faculty who are applying for Exceptional.
- Usually a week after the submission of the one-page summaries, the chairs and the Dean meet as a group to compare and discuss the Exceptional applications.
- Usually by mid-February, individual chairs meet with the Dean to discuss the Exceptional applications as well as any reports to which the chair has assigned a rating lower than the rating requested by the faculty.
- Usually by mid-February, the chairs submit cover letters including narratives for Exceptional ratings to the Dean.
- Usually by the third week in February, the chairs submit cover letters and appraisal forms (with narrative) for Meritorious ratings to the Dean.
- On March 1, the Dean delivers the cover letters and appraisal forms to the department offices, and the chairs deliver them to the faculty.

Full-time temporary faculty also submit goals by March 7, and you return those goals by March 15. They also submit an annual performance report by the first Monday after classes reconvene in the spring semester, but they use a hard copy form. (You can find a link to the form on the Faculty Information page on the College of Arts and Sciences website.) The Dean sets the date each year for when these evaluations are due.

Tenure
One of your responsibilities is to mentor faculty through the tenure process, which is specified in the PSU/KNEA contract. You should give new faculty members the PSU/KNEA and the department guidelines for tenure as soon as their first year begins and then encourage them to ask any questions about the process throughout the probationary period.
Although you should be available to guide them throughout each year, it is a good idea to require your tenure-earning faculty to meet with you after they receive their annual evaluations. This is an ideal time to discuss what they are doing well and where they need improvement. You should also arrange to observe their teaching each semester, especially in the early years, and then to write them a letter assessing their teaching effectiveness.

You are required to provide tenure-earning faculty members a written report assessing their progress toward tenure at the end of the second year (the first year if they were hired as associate professor or professor), and you are required to provide a second letter if requested by a faculty member. Although a faculty member might request more letters than the second one, you are not required to provide them. However, you have the option to provide more letters even if they are not requested. Such letters are a good option if they document problems with performance and provide information on how to improve that performance.

Faculty members who were hired as Assistant Professors can apply for tenure in the fall semester of their fifth year or sixth year at the discretion of the faculty member. The Provost will notify tenure candidates of their eligibility for tenure the fall semester of the final year of their probationary period. The Provost’s office will issue specific dates each year for each stage of the process. Following are the deadlines (without dates) specified by the PSU/KNEA agreement:

- **Third Friday in September**: Faculty members are notified of their tenure candidate status and provided instructions for preparing the tenure dossiers
- **First Friday in October**: Department tenure committees are elected
- **Second Friday in October**: Candidates submit their dossiers to the department tenure committees
- **Fourth Friday in October**: The department tenure committee submits the dossiers to the department chair.
- **Second Friday in November**: The department chairs submit the dossiers to the Dean.
- **Second Friday in December**: The deans submit the dossiers to the Provost.
- **First Monday in February**: The Provost submits the dossiers to the President.

Another one of your responsibilities is to notify in writing any tenure-earning faculty member who will not be continued. In such a case, the following dates must be strictly observed in delivering the written notification:

- March 1 during the first year of service.
- December 15 during the second year of service.
- A full year prior to termination after the second year of service.

**Promotion**

One of your responsibilities is to mentor tenure-earning faculty through the promotion process, which is specified in the PSU/KNEA contract. You should give new faculty members the PSU/KNEA and the department guidelines for promotion as soon as their first year begins and then encourage them to ask any questions about the process throughout the probationary period.

Just as with the tenure process, you should be available to guide them throughout each year, but it is a good idea to require your tenure-earning faculty to meet with you after they receive their annual evaluations. This is an ideal time to discuss what they are doing well and where they need improvement.
You should also arrange to observe their teaching each semester, especially in the early years, and then to write them a letter assessing their teaching effectiveness.

You are required to provide tenure-earning faculty members a written report assessing their progress toward promotion in academic rank at the end of the second year in rank, and you are required to provide a second letter if requested by a faculty member. Although a faculty member might request more letters than the second one, you are not required to provide them. However, you have the option to provide more letters even if they are not requested. Such letters are a good option if they document problems with performance and provide information on how to improve that performance.

The Provost’s office will issue specific dates each year for each stage of the process. Following are the deadlines (without dates) specified by the PSU/KNEA agreement for promotion to Associate Professor and Professor:

| June     | First call for promotion nominations |
| August   | Second call for promotion nominations |
|          | Department, College and University Promotion Committees elected |
|          | Nomination for Promotion forms completed by Chairperson, in consultation with nominee, and submitted to Departmental Committees |
|          | Advancement to Candidacy notifications to nominees |
| September | Dossiers to Departmental Promotion Committee |
|          | Dossiers to Departmental Chairpersons |
| October  | Dossiers to College Deans |
|          | Dossiers to College Promotion Committees |
| November | Dossiers to University Promotion Committees |
| December | Dossiers to the Provost |
| January  | Dossiers to President |

Following are the deadlines (without dates) specified by the PSU/KNEA agreement for promotion to University Professor:

| September | Candidates nominated by ranked faculty or self |
| October   | Dossiers to University Professor Committee |
| November  | Dossiers to College Deans Committee |
| December  | Dossiers to Provost and Vice President for Academic Affairs |
| January   | Dossiers to the President |
| February  | President’s decision forwarded to Candidates |
Students
In addition to your teaching duties, you have administrative duties in relation to the students at PSU. Those duties involve recruiting, advising, and handling grade appeals and complaints about faculty.

Recruiting
PSU has three recruiting activities in which most departments participate: two Rumble in the Jungle events for high school seniors and one Junior Jungle day for high school juniors. All three events take place on Saturdays and require faculty participation. The Rumble in the Jungle events take place in the fall, and Junior Jungle day takes place in the spring. The Admission Office will notify you with specific dates. Some departments have other recruiting activities that bring students to campus. All these activities require faculty participation.

A recruiting activity that can take more time than you might anticipate is meeting with prospective students. Sometimes the Admission Office schedules visits with prospective students (often including their parents). If a student is interested in a program or emphasis that is not your area of expertise, you can ask a faculty member with that expertise to meet with the student. However, sometimes prospective students show up at your office unscheduled, and no appropriate faculty member is available (especially in the summer). If you want the opportunity to recruit these students, you must stop whatever you are doing and talk with them. It’s a good idea to memorize the information (or have a cheat sheet at hand) that most students or their parents will want. If you have never talked with prospective students, consult with more experienced chairs to find out what topics they cover in meetings with prospective students. The better prepared you are for these meetings, the more likely the student will choose to attend PSU.

Advising
All students are assigned faculty advisors within their major department. Different departments have different bases for assigning faculty advisors. If departments have different programs or emphases, advisors might be assigned according to a student’s program or emphasis. Other departments assign advisors on a relatively equal basis, that is, all faculty members have approximately the same number of advisees. Even if you don’t assign yourself official advisees, you will end up doing quite a lot of advising throughout the year, especially if you chair a large department. Students often show up when their advisors are not available, especially during the summer. You must also arrange for you and your faculty to be available for Pitt C.A.R.E.S., a program for advising incoming Freshmen for two afternoons each week in June. The Admission Office will contact you with specific dates for Pitt C.A.R.E.S.

Awarding Scholarships
Every department has funds that are used for scholarships. Students must apply for all scholarships, including departmental scholarships, through the Scholarship Application System in GUS. Students fill out one application form on which they indicate their major. Based on the information in the application form, the scholarship system identifies which students qualify for which scholarships and then creates a list of qualified applicants for each scholarship.

Each spring, usually in February, the Advancement office notifies you that the annual scholarship earnings estimates have been posted in the scholarship system in GUS. These estimates tell you how much money is available in each scholarship fund. After you receive this notice, you can award the scholarships. Different departments have different methods for selecting scholarship recipients, but you are responsible for ensuring that the funds are awarded in compliance with any donor criteria.
Handling Grade Appeals
If a student wants to appeal a course grade, there is a university policy that the student must follow. The student must first meet with the instructor. If the grade issue is not resolved by meeting with the instructor, then the student must submit the Grade Appeal Form, which can be found on the Forms page of the Registrar’s website. The student must file the grade appeal no later than six weeks after the beginning of the fall or spring semester immediately following the semester in which the grade being appealed was received. The student can appeal successively to the Chair, the Dean of the college, and the Provost. These three administrators can confer with the faculty member who assigned the grade; however, grade changes can be made only by the instructor with the approval of the department Chair and Dean of the college.

Handling Complaints about Faculty
Handling student complaints about faculty is one of your most delicate tasks because you have responsibilities toward both the student and the faculty member. Student complaints are often based on misunderstandings, and if you’re lucky, the student and faculty member can resolve the misunderstanding between themselves. Therefore, your first step should be to recommend that the student discuss the issue with the faculty member. However, if the student has already met with the faculty member or refuses to meet with the faculty member for some reason, then you must function as the arbitrator.

A student who comes to complain about a faculty member often fears retaliation from that faculty member, and therefore the student sometimes wants to remain anonymous. If so, you are obligated to maintain the student’s anonymity (except in cases of sexual or racial harassment or other illegal behavior when you are obligated to report the behavior and the names of those involved). Because they fear retaliation, students sometimes want you to know about the complaint, but don’t want you to take any action. Sometimes, however, a student wants you to talk to the faculty member about the complaint without revealing the student’s identity. If the issue is a general complaint that any student might have made, then you might be able to conceal the student’s identity. However, if the issue is unique, then make sure that the student understands that the faculty member will know the student’s identity even though you don’t reveal the name. Students don’t always realize this possibility, and when you make them aware of it, they sometimes decide not to pursue the issue because they want to remain anonymous.

Sometimes students are not sure initially what they want you to do about their complaint. The most important thing you can do in your first meeting with the student is to listen to the student’s complaint without making any assumptions or judgments. Since students worry about possible retaliation from the faculty member, it’s usually best not to take notes at first because the note-taking makes them nervous. After they have made their initial complaint, then go back through the complaint again with the student and take notes so that you will be clear about the student’s perception of the issue. The notes should include only what the student said and not your opinions or impressions.

Sometimes students just want to feel that they have been heard, and once they feel that way, they don’t want to take the issue any further. However, if they want you to talk to the faculty member, the conversation with the faculty member will be the most delicate part of the situation—the more defensive the faculty member, the more delicate the situation. You should make it clear that 1) once a student complains, it’s your responsibility to follow up on the complaint, and 2) you simply need to hear the faculty member’s perception of the issue. Sometimes the faculty member offers an easy solution to the problem. If not, then you should take notes so that you will be clear about the faculty member’s
perception. Then you should meet with the student again, describe the faculty member’s perception, and try to reach some accommodation that will be acceptable to both parties.

**Handling Student Misconduct**

Instances of minor misconduct by students in a classroom can usually be handled by the faculty member. However, there are procedures in place for handling more serious cases of misconduct. These procedures are described in Article 34 Student Conduct Code of Students’ Rights and Responsibilities. When a case of serious misconduct occurs, you should contact the Associate Vice President for Campus Life and Auxiliary Services. If there seems to be any possibility of danger, you should immediately call the University Police (911).

**Handling Reports of Sexual Harassment (Students and Faculty)**

If a student reports sexual harassment by another student or anyone else on campus, or if you witness such harassment by or against anyone on campus, you are required to report it to the Dean of Arts and Sciences and to the Equal Opportunity/Affirmative Action office. Sometimes students report harassment to you but don’t want you to take any action that would reveal their identity. However, you must explain to them that you are required to report the harassment and the names of those involved.
Support Personnel
Good support personnel can make your administrative duties much easier. You are responsible for hiring, supervising, and evaluating all support personnel. You should remember that your administrative assistant works for you and not the faculty (faculty are not always aware of this fact, or they frequently forget it).

Hiring Administrative Assistants
After the Provost has approved the funding for the position, you can begin the search process. The Human Resources Services Office has a specific process that you must follow to make sure that the search is conducted in a fair and legal manner. Follow this process closely, and contact Human Resources Services whenever you have a question. This office can help you avoid mistakes in the hiring process that could result in legal action. On the Human Resources Services webpage, click on the Policies and Procedures link and then on the Filling Classified Positions link to find the information that you will need to conduct a search.

Supervising and Evaluating Administrative Assistants
Supervising and evaluating support personnel takes place through the Classified Employees Performance Management Process. On the Human Resource Services webpage, click on the Policies and Procedures link, then on the Classified Employees link, and then on the Performance Review link for a description of that process and the dates for the different phases of the process.

Hiring and Supervising Student Workers
Most departments hire student workers to work part-time in their departmental offices, laboratories, etc. You can find a link to the policies for hiring student workers on the Career Services home page.

The funds for student workers are allocated at the beginning of the fiscal year. You will receive a notice of your allocation from the Office of the Vice President of Administration and Finance. You then get an additional allocation from the Dean based on need. You can also apply for additional funds to the Educational Opportunity Fund (you will be notified by the Campus Life and Auxiliary Services office when it’s time to apply for the funds; the application is usually due in October).
Department Facilities
Every department has classrooms that are under its control. Some departments have other facilities as well, such as laboratories, computer labs, etc. Each department is responsible for equipping and maintaining its facilities, including any electronic equipment. You can find an inventory of your department’s electronic equipment at this web address: http://cas.pittstate.edu/Inventory/. You are responsible for ensuring that each piece of equipment is in the location specified in the inventory.

When any of your department’s facilities need new furniture, etc., you can appeal to the Dean, who will sometimes agree to share the cost. You can pay for equipment directly related to instruction with CAS Instructional Equipment Student Fee funds. See the Budget section for an explanation of these funds.

The computers in tenured and tenure-earning faculty offices are paid for by central administration and are replaced on a rotating basis when funds are available.
Budget
You are responsible for administering the department’s budget through several different accounts. Every few years, you will be required to submit a financial certification letter to the President of PSU. This letter states that the department’s funds are being regulated in a legal and ethical manner. The President’s office notifies you when it is time for you to submit the letter and will supply a form letter for you to use.

Some departments might have some accounts that other departments don’t have, but all departments will have the following accounts: other operating expenses, instructional equipment student fee funds, out-of-state faculty development travel expenses, and alumni funds.

Other Operating Expenses
Your largest account will probably be the Other Operating Expenses (OOE). The OOE budget funds are allocated at the beginning of the fiscal year. These funds are used for office supplies and expenses. If you are unsure if you can use these funds for a specific purpose, consult the Business Office or the Dean’s Administrative Officer. If you are a new chair, you should compare your budget at the end of each month with previous years’ budgets to get some sense of whether or not you are spending the department’s money at an appropriate rate. If you have any funds left in your OOE account at the end of the fiscal year, the money cannot be carried forward, and you run the risk of having your budget reduced the subsequent year. It’s a good idea to keep a list of possible purchases to make with end-of-year money so that no funds will be left in your account. The Dean also sometimes has end-of-year money to spend, so having a list of possible purchases at hand means that you can respond quickly to a notice from the Dean that end-of-year money is available.

Instructional Equipment Student Fee Funds
This money comes from a fee that each CAS student pays per credit hour. Each year, you will receive a flat $5,000 from these funds plus a percentage based on the previous year’s student credit hours generated by your department. You can also apply for additional Student Fee funds, which are awarded through a competitive process. The Dean sets a deadline for departments to submit their requests, and then a student/faculty committee decides which requests to fund based on available monies. You can get the form for your fee allocation proposal from the Dean’s office. The proposal is usually due at the end of March. This money can be spent only on equipment that will be directly related to instruction.

Out-of-State Faculty Development Travel Expenses
This money can be spent only for expenses incurred by tenured and tenure-earning faculty who travel to other states to attend conferences or participate in other kinds of faculty development activities. The amount of money allocated for each faculty member is specified in the PSU/KNEA contract. Some departments have policies about how to re-allocate funds that are not spent by individual faculty members. Any funds not spent or encumbered by departments by March 1 will be returned to the Provost’s Office for redistribution to other departments. Some expenses can be paid for before the trip, and others can only be reimbursed after the fact. Your administrative assistant is trained to know the restrictions on these funds. Full Time Temporary and Continuing Non Tenured faculty can apply to the Dean for a modest amount of professional development travel funds if monies are available.

Foundation Funds
Most departments have foundation funds that they use for scholarships and other purposes. These funds have been donated to the department, usually by alumni, and can have various restrictions although some can be unrestricted. The Office of Advancement Services can answer any questions
about restrictions. The unrestricted funds should be spent carefully since they are replenished only by donations from alumni, particularly during the annual phone and mail campaigns.
## Deadlines

<table>
<thead>
<tr>
<th>Date</th>
<th>Events</th>
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<tbody>
<tr>
<td>August 1</td>
<td>Chair’s annual goals uploaded in GUS</td>
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<tr>
<td>September</td>
<td>Staffing plan for full-time faculty positions</td>
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<td>Spring schedule to Registrar</td>
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<td>Department assessment reports</td>
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<tr>
<td>October 1</td>
<td>Classified employee evaluations submitted in GUS and new goals uploaded (October 1–December 31)</td>
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<tr>
<td>October 15</td>
<td>Summer course proposals to Dean</td>
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<tr>
<td>November 1</td>
<td>Department strategic plan (deadlines for this plan are currently under revision)</td>
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<tr>
<td>December</td>
<td>Request for part-time faculty and GA positions</td>
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<tr>
<td>January</td>
<td>Annual reports on faculty accomplishments to Chair</td>
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<tr>
<td>February</td>
<td>Scholarships awarded</td>
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<td>Summer and fall schedules to Registrar</td>
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<tr>
<td>March</td>
<td>Instructional Equipment Student Fee proposal for additional funds (deadline set by Dean)</td>
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<td>March 1</td>
<td>Appraisal forms returned to faculty</td>
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<td>March 7</td>
<td>Faculty goals to department chairs</td>
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<tr>
<td>March 15</td>
<td>Faculty annual goals uploaded in GUS</td>
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<tr>
<td>March 16</td>
<td>Appraisals of full-time temporary faculty to Dean</td>
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<tr>
<td>April 1</td>
<td>Mid-year discussion with classified staff documented in GUS (April 1–June 30)</td>
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<td>May</td>
<td>Annual Chair review</td>
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<td>Second-year letter for tenure-earning faculty</td>
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