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Chapter: Human Resources

Modification No. 002

Subject: **Appointment of Department Chairs**

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I. Role of Department Chairs

- A. A department chair will be a 12-month, full-time position with supervisory and leadership responsibilities.
- B. An academic department chair will report to the dean<sup>1</sup> charged with supervision of the relevant academic programs and/or disciplines, or, in the case of a Collegewide program, to the corresponding vice president. A counseling and advising department chair will report to dean of student affairs at the corresponding location.
- C. A department chair's work schedule shall be consistent with that of a full-time exempt employee, including any teaching or counseling assignments and office hours.

The schedule will be determined by the dean, with input from the chair in order to meet the needs of the department. For academic department chairs, the corresponding vice president will also be consulted as needed.

- D. Faculty members who accept an appointment as a department chair will have their status as a member of the bargaining unit suspended for the duration of the term(s) served as a department chair. At the conclusion of the department chair term appointment, the faculty member's suspension from the bargaining unit will end unless the individual is subject to dismissal for cause unrelated to performance or otherwise no longer eligible for membership in the bargaining unit.

II. Responsibilities of Department Chairs

Department chairs have a number of primary work responsibilities, including but not limited to:

A. Departmental Leadership

- 1. Serve as the representative for the department. including serving on Collegewide committees and in industry/professional communities.
- 2. Provide guidance to departmental full-time and part-time faculty and staff in their professional development and performance review process.
- 3. Coordinate the department's operations, including meetings, planning, and budgeting processes.

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<sup>1</sup> In programs where department chairs report to a supervisor other than the dean, such as a program director, the supervisor shall assume all roles and responsibilities assigned to the dean under these procedures.

4. Meet with students and faculty or staff to address and mediate as needed concerns related to disciplinary or academic matters.
5. The Chair takes a leadership role in ensuring the department's compliance with any applicable regulatory, accreditation, and legal standards and requirements.

**B. Department Administration**

1. Hire, schedule, supervise and evaluate the department's part-time faculty and staff.
2. Manage student, peer, and chair performance reviews of full-time and part-time faculty, and conduct evaluations of part-time faculty and department staff.
3. Prepare schedule of course offerings in collaboration with dean and Collegewide colleagues.
4. Collaborate with the department to recruit, train, and support the professional development of the department's full-time and part-time faculty and staff.
5. Manage the department's budget and other fiscal activities, including contracts, as delegated.
6. Other duties as may be assigned by the dean.

**C. Instruction and/or Counseling**

1. Chairs are expected to engage in teaching, counseling, and/or advising services as appropriate, in consultation with the dean.
  - a. As part of their regular duties, academic department chairs shall teach at least one course per fiscal year (3-6 ESH, depending on the discipline) and may teach up to two courses (not to exceed 6 ESH).
  - b. If exceptional circumstances require a chair to teach more than two courses per fiscal year, the approval of the dean, and the corresponding vice president (for academic department chair recruitment) or associate senior vice president (for counseling and advising department chair recruitment) is required. Compensation for additional courses or ESH beyond 6 will be paid at the part-time adjunct II faculty rate.
  - c. If exceptional circumstances prohibit a chair from meeting their minimum teaching obligation due to short-term responsibilities beyond their regular duties and expectations (i.e., grant participation, other leadership obligations), the chair may be exempted from teaching with dean approval and corresponding vice president (for academic department chair recruitment) or

associate senior vice president (for counseling and advising department chair recruitment).

2. Collaborate with the dean and other department chairs on curricular improvements and course/program assessment.
3. Serve as discipline or program advisor to students.

III. Qualifications of a Department Chair

- A. A minimum of a Master's degree in one of the disciplines appropriate to the department supervised, or technical certifications required of a full-time faculty position in the department.
- B. Three years of full-time teaching or counseling in a two- or four-year college or equivalent educational setting, in at least one of the designated department disciplines.
- C. Three years of demonstrated leadership experience, for example, as a department chair, coordinator, program supervisor, governance leader, or equivalent experience at the college level, preferably at a community college.
- D. The Chair must have knowledge of any regulatory, accreditation, and legal standards and requirements applicable to the department's programs.
- E. If an individual does not meet the above qualifications but possesses alternative qualifications supporting their candidacy for a chair position, their appointment requires the approval of the dean and the corresponding vice president (for academic department chair recruitment) or associate senior vice president (for counseling and advising department chair recruitment).

IV. Internal Recruitment, Nomination, and Appointment Process

- A. The Office of Human Resources and Strategic Talent Management (HRSTM) will initiate a Collegewide posting of all open department chair positions for the coming academic year not later than the end of January.
- B. The recruitment and selection process outlined below shall be conducted during the Spring semester, with department chair terms commencing on July 1.
- C. Should a chair vacancy arise in the course of the Spring semester, the appropriate senior vice president may authorize an accelerated selection and appointment process on a compressed timeline and outside the usual deadlines, provided that all required steps are maintained and the process upholds fairness, transparency, and appropriate consultation.
- D. Individuals may apply for any open position; however, preference for appointment will be given in the following order:

1. Full-time faculty from the department at the College location where the vacancy exists<sup>2</sup>.
  2. Full-time department faculty from other College locations.
  3. Full-time faculty from the academic discipline areas represented by the same dean.
  4. All full-time faculty.
  5. Departmental staff and part-time faculty.
- E. Employees may nominate colleagues for an open position by contacting the dean directly. The dean will notify the nominee, who may then submit an application if interested.
- F. The dean will conduct a standardized interview with all qualified applicants under consideration within each tier of the established preference order, proceeding to subsequent tiers only if no qualified candidate is selected from an earlier tier.
- G. In addition, following the dean interviews, faculty forums will be held for all candidates in the pool of qualified applicants under consideration at each tier, following the same progression through the preference order.
- H. All members of the department, including staff and part-time faculty, will have an opportunity to provide written feedback to the dean.
- I. The questions and format for both the interview and faculty feedback should be consistent across applicants and approved in advance by the corresponding vice president (for academic department chair recruitment) or associate senior vice president (for counseling and advising department chair recruitment).
- J. For academic department chairs, the dean will confer with the corresponding vice president and provide a recommendation to the senior vice president. For counseling and advising department chairs, the dean will provide a recommendation to the senior vice president. The written recommendation should summarize the recommended candidate's qualifications, reflect the dean's interview, and incorporate department faculty and staff feedback.
- K. The senior vice president and president, or designated delegate(s), will interview the recommended candidate(s).
- L. If no standard term chair is identified, a call for self-nominations shall be issued for a one-year chair appointment. The dean shall conduct interviews with all candidates and put forward a recommendation based on their evaluations.
- V. Terms of Chair Appointments

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<sup>2</sup> For College-wide chair positions, first preference for appointment will be given to full-time faculty from the academic discipline represented by the vacant chair position.

- A. A standard term for a chair is four (4) years. Chairs may be appointed for shortened terms in accordance with section X.
- B. If a chair vacates their position prior to the completion of their term, the replacement chair shall be appointed through the regular recruitment cycle and shall begin a new full four (4)-year term.
- C. In the event a department chair takes an extended leave of absence, the term clock shall be paused for a period of up to one year and, upon their return to the chair position, will resume at the point at which it was paused. The term clock shall not be paused in any other circumstances.
- D. In the event a department chair takes an extended leave of absence, the chair position may be held for them to return to for a period of up to one year. The position shall not be held under any other circumstances unless otherwise required by law.
- E. A chair appointed for a shortened term, who is later appointed to a standard term through the nomination and appointment process in section IV, will begin a new four (4)-year appointment.
- F. A department chair may be reappointed for an additional two terms (of four (4) years each), with the documented support of the department, as well as approval of the dean, corresponding vice president (for academic department chairs), and senior vice president.
- G. Chairs may serve additional terms but may not serve more than 12 consecutive years, except in exceptional circumstances and only with senior vice president approval and documented support of the department. All periods of service as department chair shall be counted toward the 12-year consecutive service cap.
- H. Faculty members serving as department chairs will have their faculty positions reserved during their term(s) as chair and will return to those positions upon completion of their service.

VI. Compensation and Benefits

A. Compensation

- 1. A department chair's salary will be on a 26-pay period schedule.
- 2. The minimum 12-month salary scale for a department chair will be Grade 35.
- 3. For department chairs transitioning from faculty positions, their department chair pay will be calculated by taking their academic year salary as faculty, dividing by 20, and then multiplying that number by 26. If after the calculation their salary does not meet the minimum salary of a department chair, their salary will be brought to the minimum of the grade.

4. Once the faculty member is restored to the bargaining unit, all compensation and benefits will revert to the ten-month faculty salary and benefits schedule and will include all salary adjustments and increases in rank that the member may have been eligible for had the temporary removal from the bargaining unit not occurred during the time the faculty member served as a department chair.

Office of Human Resources and Strategic Talent Management (HRSTM) will communicate these adjustments in writing to the chair upon their return to faculty status.

B. Time Off

A department chair observes the College's scheduled holidays and breaks and earns annual time off, sick time off, and personal time off, and is eligible to use professional meetings time off and professional development leave, in accordance with College policies and procedures with the following exceptions and clarifications:

1. Annual Time Off

- a. Annual time off is based on years of service to the College and calculated in accordance with College policy 35003: Leave Program:
- b. Annual time off for department chairs is front-loaded at the start of the fiscal year on July 1. Chairs appointed after July 1 receive a pro-rated allotment effective on their appointment date.
- c. If a department chair reaches the next annual time off service tier during the fiscal year, the College will credit an additional annual time off amount, front-loaded and prorated from the milestone's effective date through June 30.
- d. Up to 40 hours of unused annual time off may carry over into the next fiscal year but only within the chair term.
- e. Unused annual time off is not paid out to the department chair when they return to their faculty role, retire, resign, or separate from the College.

2. Sick Time Off

- a. As chair, the employee retains their balance of accrued sick time off from their previous role, and begins accruing sick time off at the rate of 3.69 hours per pay period while in the department chair role.
- b. Upon return to their staff or faculty role, the employee carries over their remaining, accrued sick time off balance from their time as chair, and reverts to sick time off accrual in accordance

with their applicable collective bargaining agreement or College policy.

3. Personal Time Off

- a. Department chair personal time off is applied at the start of each calendar year.
- b. For faculty assuming a department chair role, twenty-four (24) hours are applied when the department chair term begins.
- c. For staff assuming a department chair role, the balance of their personal time off is carried with them and no additional time is allotted.
- d. Personal time off expires at the end of the last pay period in the calendar year.
- e. The remaining balance of personal time off is retained and carried over when a chair returns to previous employee status, at which point the applicable collective bargaining agreement or policy covering the position takes effect.
- f. Personal time off is not paid out when the chair resigns, retires or separates from the College.

C. Benefits

- 1. Department chair's retirement benefits will be calculated based on the 12-month salary during their term as chair.
- 2. Insurance deductions will be applied on a 12-month schedule during the chair term.

VII. Orientation and Training

- A. Department chairs are expected participate in orientation and ongoing professional development.
- B. All department chairs will attend required division, dean, discipline, and department meetings.
- C. All department chairs will complete annually required Collegewide training.
- D. All department chairs will attend required training as designated by unit, division, or department.

VIII. Evaluation

- A. Department chairs will be evaluated in accordance with College policy 36001: Performance Evaluation and Employee Development.

- B. The department chair evaluation will include evaluative measures specific to department chair duties.
- C. Department chair evaluations may also include evaluative measures that relate to chair teaching duties.
- D. Department chair evaluations may include feedback from members of the department.

IX. Reappointment Process

- A. Reappointment or a new appointment process should be initiated during the fall semester prior to the end of the four (4)-year term.
- B. If the chair wants to be re-appointed, and the dean/corresponding vice president concurs, the dean will ask for input from department faculty and staff via written feedback during the fall semester and then notify HRSTM.
- C. If the chair is not eligible for reappointment or does not want to be reappointed, this determination should be made by the end of the fall semester, at which time the dean moves to the chair nomination and appointment process.
- D. The determination to reappoint or not reappoint a department shall be informed by evaluations of the chair, faculty and staff input, and other relevant considerations.
- E. If the dean decides not to reappoint a chair, they must first confer with ~~inform~~ the corresponding vice president (for academic department chair recruitment) or associate senior vice president (for counseling and advising department chair recruitment). The chair must then be informed before the nomination process for their replacement is initiated, and no less than 30 days prior to the end on their term.

X. Shortened Chair Appointments

- A. A chair may be appointed for a shortened term, including but not limited to, under the following circumstances:
  - 1. If no full-term chair is identified during the regular nomination process.
  - 2. A department chair vacates their appointment before the conclusion of their term, due to either exiting the College or returning to their faculty role
  - 3. A department chair takes an extended leave of absence or temporarily assumes a different role within the College.
- B. The recruitment, nomination, and appointment of a chair for a shortened term should, whenever possible, include the steps outlined in section IV, though this may necessarily be conducted in a reduced timeframe. Any modification, reduction, or omission of steps will be determined on a case-by-case basis by

Human Resources and Strategic Talent Management in consultation with the appropriate Senior Vice President.

- C. Chairs serving shortened terms should remain in place until the next regular recruitment cycle.
- D. Because all periods of service as department chair, including for a shortened term, shall be counted toward the 12-year consecutive service cap, chairs serving for shortened terms may require shortened third terms as applicable.

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