

Chapter: Personnel

Modification No. 0042

Subject: ~~Nomination, Recruitment, and~~ Appointment of Department Chairs

~~I. General~~

~~A. A department chair is appointed for an initial term of four (4) years.~~

~~B. A department chair may be re-appointed for a second term (of four years), with the support of the department, dean and vice president and provost (VPP), or senior vice president for student affairs (SVPSA), where appropriate.~~

~~C. A sitting department chair is eligible to be nominated for a third term (of four years) through an open nomination process.~~

~~A third four-year term will be possible only with the support of the department and the approval of the dean and VPP or SVPSA, where appropriate.~~

~~D. A department chair will not serve more than 12 consecutive years.~~

~~E. A department chair will be 12-month employees with management and leadership responsibilities and must be willing to serve year-round for the position.~~

~~F. An academic department chair will report to the Collegewide dean charged with supervision of the corresponding academic programs and/or disciplines. A student affairs department chair will report to the campus dean of student affairs. A Collegewide program chair may report to the Associate Senior Vice President for Academic Affairs (ASVPAA).~~

~~G. A department chair's work schedule will be 40 hours per week, including any teaching or counseling assignments and office hours.~~

~~i. The schedule will be determined by the needs of the department, through agreement between the dean and the chair.~~

~~ii. In general, most chairs will teach two classes per year; however, chairs of smaller departments will teach three classes; and chairs of larger departments will teach one class per year.~~

~~iii. Teaching assignments above the minimum classes per year must be outside their normal working schedule (evening and weekends).~~

~~iv. Compensation for teaching assignments above their minimum is paid at the part-time faculty rate.~~

~~F. Faculty members who accept 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. Upon conclusion of the term of appointment as Department Chair, the faculty member's suspension from the~~

bargaining unit will end unless the individual is subject to dismissal for cause unrelated to performance.

II. Role of Department Chairs

- A. A department chair will be a 12-month, full-time position ~~employees with management supervisory and leadership responsibilities, and must be willing to serve year-round for the position.~~
- B. An academic department chair will report to the ~~Collegewide~~ dean¹ charged with supervision of the ~~corresponding relevant~~ academic programs and/or disciplines, or in the case of a Collegewide program to the corresponding vice president. A ~~student affairs~~ counseling and advising department chair will report to the campus dean of student affairs. ~~A Collegewide program chair may report to the Associate Senior Vice President for Academic Affairs (ASVPAA).~~
- C. A department chair's work schedule will be approximately 40 hours per week, including any teaching or counseling assignments and office hours.
1. The schedule will be determined by the dean, with input from the chair in order to meet the needs of the department, ~~through agreement between the dean and the chair.~~ For academic department chairs, the corresponding vice president will also be consulted as needed.
 - ~~2. In general, most chairs will teach two classes per year; however, chairs of smaller departments will teach three classes; and chairs of larger departments will teach one class per year.~~
 - ~~3. Teaching assignments above the minimum classes per year must be outside their normal working schedule (evening and weekends).~~
 2. 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 (3-5 ESH, depending on the discipline) and may teach up to two courses (not to exceed 6 ESH).
 - 4 b. If exceptional circumstances require a chair to teach more than two courses a 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 teaching assignments above their minimum is Compensation for additional courses or ESH beyond 6 will be paid at the part-time adjunct II faculty rate.~~

¹ 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.

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).

D. Faculty members who accept an appointment as a dDepartment cChair will have their status as a member of the bargaining unit suspended for the duration of the term(s) served as a dDepartment cChair. UponAt the conclusion of the term of appointment as dDepartment cChair 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 authority on campus for representative for the department, level decisions including serving on Collegewide committees and in industry/professional communities.
2. Advise and guide Provide guidance to departmental full-time and part-time faculty, and staff, and part-time faculty members in their professional development and teaching-performance review process.
3. Coordinate the department's operations, including meetings, planning, and budgeting processes.
4. Meet with students and faculty to address and mediate as needed who have concerns related to about disciplinary or academic matters-and mediate those concerns.
5. Represent the department on collegewide committees and industry/professional communities.
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, Ssupervise and evaluate the department's part-time faculty and department staff.

2. Manage student, peer, and chair performance reviews of full-time and part-time faculty, and conduct performance reviews and evaluations of e part-time faculty and department staff. ~~members and confer with appropriate leadership in making recommendations for the faculty member's future objectives.~~

~~3. Conduct performance reviews and evaluate part-time faculty and department staff.~~

~~43.~~ Prepare schedule of course offerings in collaboration with dean and Collegewide colleagues.

~~54.~~ Collaborate with the department to recruit, train, and support the professional development of the department's full-time and part-time faculty and ~~department~~ staff.

~~65.~~ Manage the department's budget and other fiscal activities, including contracts ~~and leave requests~~, as delegated.

6. Other duties as may be assigned by the dean.

C. Instruction and/or Counseling

1. Chairs must engage in teaching, counseling, and/or advising services as appropriate, in consultation with the dean. Chairs should not teach more than 6 ESH per fiscal year as part of their regular duties.

~~1. Instructional chairs teach a minimum of one course per year; maximum of three courses per year, with no more than two courses per semester.~~

~~2. Counseling chairs teach a minimum of one course per year; maximum of three courses per year, with no more than two courses per semester and/or provide counseling and advising services as appropriate.~~

~~32.~~ Collaborate with the dean and other department chairs on curricular improvements and course/program assessment.

~~43.~~ 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 e.g. 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.

~~DE.~~ ~~If An individual who does not meet the above -minimum years of experience may qualifications but possesses alternative qualifications supporting their candidacy for a chair position, their appointment requires the -be assigned a trainee status as chair with 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). consent of the VPP and ASVPAA or dean and SVPSA for counseling chairs.~~

IV. ~~Recruitment~~ 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 by the end of January.

B. 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 on the campus where the vacancy exists.

2. Full-time department faculty from other campuses.

3. Full-time faculty from the academic discipline areas represented by the same dean.

3. All full-time faculty.

4. Departmental staff and part-time faculty.

~~A. A dean or designee conducts a call for nominations from the campus department full-time faculty pool.~~

~~B. If a qualified candidate is not identified, a dean or designee conducts a call for nominations from the collegewide full-time faculty.~~

~~C. If a qualified candidate is not identified from the full-time faculty, a call for nominations will be extended collegewide to include staff and part-time faculty.~~

~~D. A standard search to recruit a qualified external candidate will be used if no internal candidate is identified.~~

C. 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.

~~ED.~~ 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.

Nominees meet with the dean and present their vision, qualifications, and record of service to the College.

~~F.E.~~ 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. ~~Nominees will be provided an opportunity by a dean to make presentations to the department.~~

~~G.F.~~ All ~~M~~m members of the department, including staff and part-time faculty, will have an opportunity to provide written ~~comments about the nominees' qualifications~~ feedback to the dean.

~~G.~~ The questions and format for both the interview and faculty feedback should be consistent across nominees 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).

~~H.~~ For academic department chairs, ~~T~~the dean will confer with the ~~and~~ 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 faculty feedback.

~~I.~~ The senior vice president and president, or designated delegate(s), will interview the recommended candidate(s). ~~and provost or SVPSA will confer on the nominees.~~

~~I.~~ The dean will appoint the department chair with the concurrence of the vice president and provost or SVPSA.

~~J.~~ If no permanent chair is identified, a call for self-nominations for an interim chair appointment will be made. The dean shall conduct interviews with all candidates and put forward a recommendation based on their evaluations.

~~V.~~ Nomination/Appointment Process

~~A.~~ The nomination process begins in the chair's home department(s) and any member of the College community may send forward a nomination to the dean.

~~B.~~ In the initial round of nominations, only full-time faculty members may be nominated. If there are no nominations from the home department(s), nominations may be solicited from the collegewide full-time faculty.

~~C.~~ The nomination process will be extended to qualified staff members and parttime faculty if the initial rounds of nominations do not produce a qualified or willing nominee.

~~D.~~ The dean will appoint an interim chair and initiate an external search through the Office of Human Resources and Strategic Talent Management if no nominee is identified from the internal pool.

~~E. A nominee from another campus can be considered when a qualified nominee is not identified from the chair's home campus department.~~

V. Terms of Chair Appointments

A. ~~A~~ chair is appointed for an initial term of four (4) years.

B. ~~Should~~ If a chair ~~vacate should leave~~ their ~~position prior to the appointment within a completion of their~~ term, a newly appointed chair ~~shall commence a will begin a new-full~~ four-year appointment.

C. If a chair temporarily assumes another position or takes an extended leave of absence, the term clock shall be paused and, upon their return to the chair position, will resume at the point at which it was paused.

~~CD.~~ An interim chair, who is later appointed as permanent through ~~a-the~~ nomination and appointment ~~selection~~ process in section IV, will begin a new four-year appointment. The interim term period will not count towards as a formal 4-year term appointment.

E. A department chair may be reappointed for an additional two terms second term (of four 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.

F. eChairs may serve additional terms but may will 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, including those in an interim capacity, shall be counted toward the 12-year consecutive service cap.

G. 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, unless they are discharged in accordance with 34003: Discharge of Administrators and Staff.

VI. Compensation and Benefits

A. Compensation

1. A department chair's ~~remuneration~~ 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 A 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 ~~be restored~~ revert to the ten-month faculty salary and benefits schedule and will include all salary adjustments and increases in rank that the member ~~would~~ may have ~~been eligible for~~ attained had the ~~suspension~~ temporary removal from the bargaining unit not occurred during the time the faculty member served as a ~~D~~ department ~~C~~ chair.

a. 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. Leave

A department chair observes the College's scheduled holidays and breaks and earns annual leave, sick leave, ~~and~~ personal leave, and professional development leave in accordance with College policies and procedures with the following exceptions and clarifications: ~~in the following manner:~~

1. Annual Time Off Leave

- a. Annual ~~time off leave~~ is based on years of service to the College and calculated in accordance with College policy 35003: Leave Program ~~as follows:~~

~~a. Less than 3 years of service on July 1—120 hours will be applied.~~

~~b. 3 years but less than 15 years of service on July 1—160 hours will be applied.~~

~~c. 15 years or more of service on July 1—208 hours will be applied.~~

- ~~b. Annual leave will be applied at the beginning of each fiscal year on July 1 and must be used by the following June 30.~~

~~c.~~ 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 Annual leave is pro-rated allotment effective on their appointment date. when the department chair term start date is other than July 1.

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.

- ~~dc.~~ Up to 40 hours of Uunused annual time off leave may does not carry over into the next fiscal year but only within the chair term.

ed. Unused annual leave 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 Leave

a. As chair, the employee retains their balance of accrued ~~The balance of~~ sick time off leave from their previous role, the chair's full-time faculty level is retained and the chair will and begins accruing sick leave at the rate of 3.69 hours per pay period while in the department chair role.

b. ~~The balance of sick leave accrued is retained when the department chair returns to their full-time faculty role; and their full-time faculty sick leave hours will be applied at the beginning of the academic year. Upon return to their employee 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~~

~~c. Upon separation from the College, a department chair will be paid from their accrued sick leave according to the AAUP Collective Bargaining Agreement.~~

3. Personal Time Off Leave

~~a. The balance of personal leave from the chair's full-time faculty level is retained.~~

a. Department chair personal time off is applied at the start of each calendar year.

b. For faculty assuming a department chair role, Ttwenty-four (24) hours are applied ~~at the beginning of the calendar year or~~ 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 .

c. Personal time off leave expires at the end of the last pay period in the calendar year.

d. 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.

e. Personal time off leave is not paid out when the chair ~~returns to their faculty role,~~ resigns, retires or separates from the College.

4. Professional Development Leave

- a. Extended professional development leave will normally be granted for a period of three months or one semester and will be at full pay. Exceptions to this framework will be considered on an individual basis.
- b. Department chairs become eligible to apply for and are considered for professional development leave after they have served continuously at Montgomery College for at least three years without paid professional leave.
- c. Requests must be submitted through normal administrative channels to the Chief Human Resources Officer (or designee) in accordance with instructions issued annually. Normally, applications are solicited in the late fall to early spring for leave to begin the following fiscal year. Intervening supervisors shall review the proposal within the context of the approved criteria and make a recommendation for approval or disapproval as well as a recommendation as to how the applicant's responsibilities will be performed in his/her absence.
- d. While on extended professional development leave, the chair shall for all purposes, including but not limited to benefits and applicability of the College conflict of interest policy, be viewed as a full time employee, except that annual leave and sick leave may not be earned or used while on professional development leave.
- e. A department chair granted extended professional development leave shall enter into a written agreement whereby the chair agrees to return to service at Montgomery College for a period of four months for each month of approved leave.
- f. If the employee fails to return and remain for the period of time specified in the agreement, the employee shall refund to the College all monies paid to him/her on his/her behalf during the period of the leave.
- g. The written agreement shall also provide that the employee's engagement in professional activities (other than those specified in the approved program) for which payment is received shall not be allowed unless specifically approved by the Chief Human Resources Officer (or designee), who is responsible for administering the terms of the agreement.
- h. If the department chair is unable to complete the planned program for which the extended professional development leave was granted, it is the employee's responsibility to notify promptly the Chief Human Resources Officer (or designee) after which the employee shall either return to his/her department chair duties or

~~be reassigned to an appropriate leave status. Salary allowances and benefits shall then be adjusted accordingly.~~

~~i. A full written report describing activities during the leave and the results of the leave or proof of successful completion of the program shall be submitted to the dean or ASVPAA within 30 days of completion of the leave and shall be considered in the evaluation of the employee.~~

C. Benefits

1. ~~A-d~~ Department chair's retirement benefits will be calculated based on the 12-month salary ~~rather than the 10-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.

~~AB.~~ All department chairs will attend required division, dean, discipline, and department meetings.

~~B. All department chairs will attend any onboarding and/or training events for supervisors.~~

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

~~b-a.~~ Department chairs will be evaluated ~~annually through the same process as administrators in accordance with College policy 36001: Performance Evaluation and Employee Development.~~

~~e-b.~~ The department chair evaluation will include evaluative measures specific to department chair duties.

~~d-c.~~ Department chair evaluations may also include evaluative measures that relate to chair teaching duties.

~~e-d.~~ Department chair evaluations may include feedback from members of the department.

IX. Reappointment Process

- 558 A. Re-appointment or ~~new~~ a new appointment selection process should be initiated
559 ~~by the mid-term of the spring~~ during the fall semester prior to the end of the four-
560 year term.
- 561
- 562 ~~B. The dean or ASVPAA will confer with the current chair about their interest in~~
563 ~~being re-appointed.~~
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- 565 ~~C. The dean shares the interest of the chair to be re-appointed (or not) with the~~
566 ~~department faculty, staff, and appropriate unit head/administrator.~~
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- 568 B. If the chair wants to be re-appointed, and the dean/ASVPAA corresponding vice
569 president concurs, the dean will ask for input from department faculty and staff
570 via a written feedback during the fall semester form (which can be used to
571 document that the process was followed consistently).
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- 573 ~~DC.~~ If the chair is not eligible for reappointment or, does not want to be re-appointed,
574 or if the dean or ASVPAA (or appropriate unit head/administrator) does not wish
575 to reappoint the chair, this determination should be made by the end of the fall
576 semester at which time then the dean moves to the chair nomination and
577 appointment process.
- 578
- 579 1. ~~If the chair is not re-appointed, notification will be provided by the fall~~
580 ~~semester prior to the end of the four-year term.~~
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- 582 2. ~~The dean will notify the department and solicit nominations by end of~~
583 ~~January prior to the end of the four-year term.~~
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- 585 3. ~~The dean or ASVPAA will follow the selection process that was followed~~
586 ~~in the initial chair selection.~~
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- 588 ~~ED.~~ If the chair wants to be re-appointed, and the dean/ASVPAA concurs, the dean
589 will ask for input from department faculty and staff via feedback form (which can
590 be used to document that the process was followed consistently).
- 591
- 592 FE. The determination to re-appoint or not is based on the ~~dean's or ASVPAA's~~
593 review of chair evaluations and faculty and staff input.
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- 595 ~~G. The dean or ASVPAA informs chair of decision to reappoint or engage the chair~~
596 ~~selection process.~~
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- 598 ~~H. The dean or ASVPAA announces the decision on reappointment (or the decision~~
599 ~~of the selection process) to the department.~~
- 600
- 601 B. If the dean decides not to reappoint a chair, they must first inform the
602 corresponding vice president (for academic department chair recruitment) or
603 associate senior vice president (for counseling and advising department chair
604 recruitment). The chair must then be informed before the nomination process for
605 their replacement is initiated and no less than 30 days prior to the end on their
606 term.
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- 608 IX. Interim or Acting Chair Appointment
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- A. If no permanent chair is identified during the regular nomination process, or ~~in~~ the event of a chair leaving their appointment as department chair within a term, due to either exiting the College, returning to their faculty role, taking an extended leave, or assuming a different role within the College, an interim appointment may be made. ~~a dean may make an interim or acting chair appointment from qualified full-time faculty within the department.~~
- B. An interim or acting chair appointment ~~should last no more than~~ is for up to one calendar year.
- C. Because all periods of service as department chair, including in an interim capacity, shall be counted toward the 12-year consecutive service cap, chairs with service in an interim capacity may require shortened third terms as applicable.
- ~~GD.~~ If an incumbent chair does not return to their appointment within that calendar year, a nomination and appointment ~~selection~~ process for a new department chair should be initiated ~~completed~~.

Administrative Approval: ~~June 10, 2020~~ DATE