



Augustana College Department and Program Chairs Handbook

2024-2025

INTRODUCTION	3
Purpose of the Handbook	3
Stewardship of the Handbook	3
DESCRIPTION OF DEPARTMENT/PROGRAM CHAIRS	3
Description of role of Department/Program Chairs	3
Eligibility	3
Confidentiality and trust	3
Length of service	4
Department/Program Chair selection guidelines	4
Re-appointment of chairs	4
Reassigned time	6
Department chair enrichment programs	6
Duties of department/program chairs	7
Stewardship of the department	7
Departmental communication	7
Department/program meetings	7
Important dates	8
Sponsoring an event	8
Department physical plant, fixtures, and fittings	8
Personnel Responsibilities	8
Faculty	8
Academic Searches	8
Reappointment of Visiting Faculty or Fellows	9
New Faculty Members	9
Faculty Reviews	10
Faculty Leaves	11
Chair Guidelines for Handling Departmental Grievances	11
Reporting Obligations of Responsible Employees	11
Other Complaints Against Faculty Members	12
Managing staff and student workers	13
Hiring and replacement of administrative assistants	14
Hiring Student Workers	15
Curriculum	15
Program review	15
Departmental assessment	16
Academic catalog	16
Curricular changes	17

Building the course master schedule	17
Course capacity policy	18
Changes to published master schedule	18
Managing Course Caps Prior to Registration	18
Monitoring Enrollments During Registration	19
Collecting syllabi	19
Budgeting	19
Business Office contacts	19
Preparing a budget	20
Anatomy of your budgets	20
Deciphering account numbers	21
Reviewing budgets	23
Budget overages	23
Purchasing	24
Other miscellaneous duties	24
Useful resources for chairs	26
Academic Leadership Team	26
Faculty Handbook	26
Academic Calendar	26
Procedures for department/program name changes	26
Record retention	26
Data Protection	26
Title IX Sex Discrimination, Sexual Harassment, and Sexual Misconduct	26
FERPA (Family Educational Rights and Privacy Act)	27
Email communication	27
Process if a breach occurs	27
Federal Drug Free Workplace Act	27
Appendix 1 Department Chair Best Practices (compiled by members of the Assistant Professor rank, November 2021)	29

INTRODUCTION

Purpose of the Handbook

The Department and Program Chairs (DPC) handbook provides information and direction to new and existing chairs, clarification of their responsibilities, and their role vis-a-vis colleagues in the department/program and with the administration. The information contained in this handbook is not exhaustive; rather, it should be viewed as a useful source of information.

Stewardship of the Handbook

The Associate Dean responsible for faculty development will work with Division Deans to review and update the handbook annually or as needed. Questions and suggested edits should be directed to them. Updated information on resources for chairs can be found [here](#) and are elaborated upon below.

DESCRIPTION OF DEPARTMENT/PROGRAM CHAIRS

Description of role of Department/Program Chairs

Department and program chairs play a vital role in shared governance at Augustana College. Technically, this is an administrative role; however, the duties of a department/program chair are varied and the chair serves as the primary liaison between the department and the administration. Chairs should seek to develop a culture of mutual respect and appreciation among all members of a department/program regardless of role. The chair works with members of the department to set priorities and share them with the administration, meeting established deadlines.

Eligibility

Full-time, tenured members of faculty are eligible to be chair of a department or program. In extraordinary circumstances, the Provost may appoint a full time non-tenure track member of faculty, a pre-tenure faculty member, or a faculty member from outside the department/program to this position.

Confidentiality and trust

One important distinction of this role is that the chair is in a position in which confidentiality is essential. Chairs are expected to be available to faculty, staff, and students and to listen carefully to their opinions and concerns, remembering that they are in a position of trust. Chairs should consult with their Division Dean when considering whether it is appropriate to share information.

Length of service

Department and program chairs are appointed for three-year terms that may be renewed. Typically, Chairs serve two back-to-back terms. In some instances, the Provost, in consultation with the department/program chair and Division Dean, may determine that it is appropriate for a chair to serve additional terms.

Department/Program Chair selection guidelines

In the case of a Chair opening in a department or program, the following process typically is followed to select a new Chair:

1. The Division Dean submits an anonymous questionnaire to all full-time continuing members (tenured, tenure-track, continuing lecturers, professional faculty), adjunct members, and administrative staff of the department. Survey questions include:
 - a. What challenges/opportunities does the department/program face over the next 3-5 years?
 - b. What department/program member(s) would you recommend to serve as next Chair?
 - c. What qualities does this person have that would make them a strong Chair, given the challenges/opportunities that you identified?
 - d. Are there other points you'd like to share about the chair selection?
2. The current Department/Program Chair may submit a letter to the Division Dean and Provost describing the department's preferences and plans for the Chair opening.
3. Based on survey feedback and/or the letter from the current Chair, the Division Dean and Provost will jointly determine which faculty member(s) to advance in the Chair selection process.
4. The Division Dean will contact the recommended faculty member(s) to gauge interest in serving as Chair.
5. The Division Dean will meet with the recommended faculty member(s) who agree to be considered for the Chair position.
6. In consultation with the Division Dean, the Provost will appoint the faculty member to serve as Chair of the department/program, and the Division Dean will announce the selection to department/program members.

Re-appointment of chairs

In the final year of a Chair's first term, the process outlined below typically is followed to determine whether a Chair will serve a second term:

1. The Division Dean will contact the chair to gauge the Chair's interest in serving a second term.

- a. If the Chair is unable or unwilling to serve a second term, the Chair selection process outlined above will be followed.
 - b. If the Chair is able and willing to serve a second term, the process outlined below will be followed.
2. The Division Dean will submit an anonymous questionnaire to all full-time continuing members (tenured, tenure-track, professional faculty, continuing lecturer), adjunct members, and administrative staff of the department. Survey questions include:
 - a. What challenges/opportunities does the department/program face over the next 3-5 years?
 - b. What strengths does your current Chair bring to the Chair position?
 - c. If your current Chair were to serve an additional term, in what areas do you believe your Chair would benefit from additional support/growth?
 - d. Would you recommend that your current Chair serve an additional term?
 - e. Please explain your answer.
3. The Division Dean and Provost will meet with the department/program Chair.
4. In consultation with the Division Dean, the Provost will determine whether the Chair will be reappointed to an additional term.
 - a. If the Chair is reappointed, the Division Dean will notify department/program members.
 - b. If the Chair is not reappointed, the selection process for an open Chair position will be followed.

Typically, following a Chair's second consecutive three-year term, the Chair position will be considered "open." However, in some instances, the Provost, in consultation with the department/program Chair and Division Dean, may determine that a Chair serving additional terms may be appropriate. In such instances, the Chair renewal process outlined above will be followed to determine whether the Chair will serve an additional term.

Rationale for established Chair selection guidelines:

- In order to ensure consistent practices and full transparency in Chair selection and reappointment.
- The procedures outlined above are generally consistent with past practice, which has solicited input from department members.
- The meeting between Chair candidate(s), Division Dean, and Provost is designed to ensure future directions/needs/etc. of the department are openly considered and discussed.
- The questions about strengths/areas of growth are to ensure that the Division Dean and Provost have candid feedback about candidates, but it also provides Chairs an opportunity to receive feedback from department members. Information would be shared anonymously and typically at a pretty general level.

Reassigned time

Department chairs are awarded reassigned time for their responsibilities. Reassigned time is based on the number of full-time employees (FTE) in the department/program, the number of majors in that department/program, and other factors unique to the department/program. This number is calculated on a three-year average based on “day 10” enrollment numbers which is reviewed when a department/program chair is appointed. In some cases, chairs may be awarded a stipend in lieu of reassigned time.

The majority of chair responsibilities happen during the academic year; however, ***there are some summer expectations for chairs*** which are included within the reassigned time or stipend associated with the chair role. While summer responsibilities may vary based on the needs of the department, efforts are made to limit summer expectations to critical matters, including but not limited to:

- Being available to check and respond to time sensitive email
- Occasional summer hiring (faculty and staff) and changes to course master offerings
- Participate (or assign faculty members) in summer visit days
- Participate (or assign faculty members) in summer advising and registration sessions (as needed)

Department chair enrichment programs

At times it may be helpful to talk with other department/program chairs to discuss or share ideas on how to handle certain situations faced in their chair roles. The department/program chairs support group provides informal opportunities for chairs to gather during the semester. There may also be opportunities for chairs to learn and gain expertise at workshops and programs offered by outside entities, e.g. the Council of Independent Colleges (CIC), or American Council on Education (ACE), etc. Financial support for these opportunities are contingent on available funding. Increasingly, disciplinary associations are offering training for department and program chairs as a benefit of membership. Chairs should discuss their particular needs with the Provost to determine which program might be most appropriate.

Division Deans may choose to meet with the chairs of their division on a regular basis. These meetings can be used for chairs to help one another within divisions. Professional development opportunities for chairs across all divisions is offered by Division Deans.

Duties of department/program chairs

Stewardship of the department

The department/program chair has the opportunity to help shape the culture of the department. Chairs are expected to work with all members of their community to foster and promote an inclusive, constructive work environment.

Chairs have a responsibility to foster a culture in which dialogue and communication are encouraged and respected. They should consider opportunities for colleagues to participate in college-wide initiatives, serve on campus committees, and engage with our campus community; these opportunities may be unfamiliar to new or pre-tenure colleagues and need further explanation. Chairs should model appropriate behavior regarding student concerns. They should consider each member of their team, their interests and goals, and identify possible professional development opportunities for them.

Departmental communication

It is important to foster communication with members of the department/program. There are many ways to accomplish this, such as regular departmental meetings or informal check-ins. Open communication will contribute to a constructive team environment for all.

Department/program meetings

It is important that departments/programs set aside time for regular meetings. There is always much to do during the academic year with each member's time and priorities being distinct. It is recommended that departments establish times for regular meetings on a semester by semester basis so that all participants can set aside time in their calendars and plan to attend. Department/program chairs are reminded to avoid scheduling meetings at times in which standing committees and faculty meetings are held.

The chair should set an agenda for meetings and provide a written record following meetings to be shared with faculty in the department/program. Chairs can delegate the taking of minutes as a shared responsibility. Chairs should archive the minutes in an electronic folder for future reference, should the need arise. Sharing information from department/program chairs meetings and meetings is a key part of a chair's communication duties.

Important dates

The Provost's Office sends out a list of important dates at the beginning of the academic year. Be sure to share this information with members of the department so that they can add key dates to their calendars, making it easier to schedule meetings that do not conflict with these dates/times.

Sponsoring an event

From time to time, departments/programs may wish to sponsor an event, speaker, or activity. Funding for such opportunities should come from departmental funds when possible, and department/program chairs should consider budgeting for such activities. When department funds are not available, consider [other sources of campus grants and funding](#). Making new faculty aware of funding opportunities for teaching and research is also important.

Department physical plant, fixtures, and fittings

It is important that all faculty in a department are aware that all fixtures and fittings that are already in the office space when they move in are the property of Augustana College.

No furniture or fittings can be removed from an office without prior approval. Department/program chairs or administrative assistants should submit a work order to Facilities Services for any repairs to office space or to the building. Division Deans serve as building liaisons to Facilities Services and may be contacted if larger concerns warrant their involvement.

The College is responsible for all painting and repairs to classrooms and offices, employees are not permitted to make cosmetic changes, such as painting walls, to their workspace.

Personnel Responsibilities

Faculty

Academic Searches

The Provost and Associate Dean for Academic Strategic Priorities will oversee all tenure-track and full time non-tenure track (e.g. visiting faculty, professional faculty, continuing lecturer) searches. Division Deans will be in charge of facilitating searches for part-time and adjunct positions. Facilitating searches includes; securing position approval from Academic Affairs, working with department chairs and search committees on approval of position descriptions, coordinating job ad posting, meeting with candidates,

and coordinating with the Associate Dean for Academic Strategic Priorities on making offers of appointment. Hiring decisions for part-time and adjunct positions may be made by department chairs in consultation with their Division Dean.

It is essential that department chairs follow the guidelines set forth by the College for all searches. These expectations are set out clearly in the following documents:

Position Request Forms

- Chairs should complete [this form](#) when requesting a tenure track faculty position. May 1 deadline
- Chairs should complete [this form](#) when requesting a non-tenure track position (e.g. full time professional faculty, visiting faculty, or continuing lecturer). May 1 deadline

[Brief instructional video](#) on how to use the APS platform to complete the Faculty Position Request Form.

[Faculty Search Guidelines](#) - Information and resources for the faculty search process

[Campus Visit Reimbursement Information for Faculty Candidates](#)

All faculty must meet the required [minimum qualifications policy](#) of Augustana College. Upon the hiring of a new faculty member, this [form](#) will be completed by chairs and used by Academic Affairs to determine faculty minimum qualifications.

Reappointment of Visiting Faculty or Fellows

At Augustana College, visiting faculty and fellows have annual contracts, with the possibility for renewal upon mutual agreement of the College and the faculty member. Full-time visiting faculty cannot be reappointed beyond their sixth year at the college. To provide consistent and timely consideration of appointment status to visiting faculty and fellows, all department chairs with visiting faculty or fellows in their department should complete and submit [this form](#) before February 1st.

When seeking reappointment for a visiting faculty member or fellow, the department chair will need to complete [this additional form](#) and submit it to the Provost, the Associated Dean for Academic Strategic Priorities, and the appropriate Division Dean. The appropriate Division Dean will review the form and consult with the Provost and Associate Dean for Strategic Academic Priorities. When possible, the Division Dean will communicate reappointment decisions to Department Chairs by March 1st.

New Faculty Members

Every year new faculty are welcomed to our community. The department/program chair should encourage new faculty to attend New Faculty Orientation and the New Faculty Mentoring Circle, work

Department/Program Chairs Handbook

with new faculty to support their acclimation to campus, identify useful resources, and help them build relationships with their peers. A group of assistant professors has created a guide (Appendix 1) that they feel would be helpful for chairs to know when working with new faculty.

It is also important to talk to new faculty about department expectations. This should include, but is not limited to, talking about service expectations, holding office hours, department culture, expectations for department meetings, being present on campus, etc. Do not assume that new faculty members will automatically know what expectations you have of them. Addressing expectations early will help prevent challenging or frustrating situations in the future. Augustana actively educates new faculty about many of our policies and about our institutional culture during the new faculty orientation. There is a regularly updated [handbook](#) for new faculty, but it is the role of the department/program chair to educate new faculty about the policies and culture particular to the department.

In order to support the work of chairs in mentoring new faculty members, Academic Affairs covers the cost of lunch for chairs and their new faculty (once per semester for full-time faculty and once during the year for part-time and adjunct faculty). The Associate Dean responsible for faculty development will email chairs of new faculty members with details near the beginning of each academic year.

Department chairs will receive a **New Faculty Access Request form** from the Provost's Office for each new hire, whether full-time, part-time, tenure-track or other. The form requests the building and office number, phone extension, computer and printer needs, as well as Paycor, budget, Colleague, and Reporting Services access needs. Please provide the office number and phone extension associated with the office number. If you provide the office number, click on the provided link to fill out an access control key request form. If this form is not completed, the new hire may not receive their keys at their onboarding meeting with our HR Office.

A non-tenure track [faculty resource guide](#) was developed in 2024. Please share this with your non-tenure track faculty members so that they have a clear understanding of expectations and resources. For other resources on how to support non-tenure track faculty, please refer to the [Delphi Project guide](#).

Faculty Reviews

Strong mentorship by the department promotes fair review processes for candidates of all ranks and statuses and promotes faculty success and retention. Preparation for tenure begins as soon as a tenure-track faculty member is hired.

Chairs should use the [Faculty Review Preparation Documents](#) to guide their work with faculty members in the years leading up to review. Chairs should be familiar with these guidelines and check them annually for any updates. It is **essential that chairs follow these guidelines**, including creating
Department/Program Chairs Handbook

(inter-)departmental review committees for candidates where warranted and adhering to deadlines, in order to ensure that review processes are equitable across departments.

You should be in frequent contact with pre-tenure faculty and provide them with feedback annually. In April of the faculty member's non-review years (generally one, three and five), remind the candidate to fill out the FRC's [self-assessment worksheet and action plan](#) and forward the responses to you. You should then complete the chairs' section of the form, summarizing the candidate's progress towards departmental expectations for tenure and any concerns. Share your assessment with the candidate and schedule a conversation with them in May of years one, three, and five. This feedback and the ensuing conversation are a vital part of successful mentoring. Their assessment and your response are submitted to the Faculty Review Committee, where they become part of the candidate's tenure file. Please note that while review of contingent faculty is optional, many benefit from annual feedback and recognition of their work. Note that expectations for contingent faculty differ from those of tenure-track faculty in that contingent faculty are evaluated only with respect to those responsibilities associated with their roles.

Faculty Leaves

Academic leaves include pre-tenure paid leave, sabbatical, and reassigned time for major projects. Chairs should provide support by consulting with applicants about proposed projects, providing feedback on proposals, and submitting letters of endorsement. Please use [these guidelines](#) when working with faculty preparing applications for sabbatical and pre-tenure paid leaves.

Non-academic leaves such as family and medical leave (FMLA) are handled by Human Resources. As soon as a faculty member recognizes the need for FMLA they should [contact Human Resources](#) and follow the steps laid out in our [FMLA benefits policy](#). This is the duty of the faculty member and not of the department chair.

Chair Guidelines for Handling Departmental Grievances

Reporting Obligations of Responsible Employees

It is the policy of Augustana College to provide a work and educational environment free from all forms of discrimination; including sex/gender harassment. With the exception of the confidential resources identified below, all College employees who receive a report of or otherwise become aware of sex discrimination, sexual harassment, sexual misconduct or other interpersonal misconduct are obligated to promptly inform the Title IX Coordinator (either the Chief Title IX Coordinator or one of the Deputy Title IX Coordinators) or the Office of Public Safety and Police, all the alleged details of the incident, unless they are expressly prohibited by law from disclosing such information. All employees of Augustana

Department/Program Chairs Handbook

College are required to promptly report suspected discrimination and harassment; even if the victim has not reported.

- When speaking with the person, please do so in a location that is safe, supportive, and minimizes others overhearing the conversation.
- If concerns are shared with you, be sure to explain that you are a responsible employee and are required to inform the Chief Title IX Coordinator, or Deputy Coordinators. If the person declines to speak with you, please refer them to the confidential resources provided below.
- When speaking with the person, it is NOT your role to determine if the incident/policy violation occurred. You should report what has been told to you.
- Responsible employees are not able to report anonymously and must provide your name and contact information when submitting a report. Again all college employees, with the exception of confidential resources, are responsible employees.

How to Report:

Online: augustana.edu/titleix

Email: titleix@augustana.edu

Phone: 309.794.7313 (Chief Title IX Coordinator)

In Person: 123 Bahls Center (Chief Title IX Coordinator)

Other Title IX resources and contact can be found [here](#).

Other Complaints Against Faculty Members

Students, staff, and other faculty members may raise concerns or file complaints against a faculty member. Chairs often play a critical role in receiving, investigating, and addressing concerns regarding faculty members in their department. Several principles should guide how these situations are navigated:

- **Follow policy:** Relevant College policies should always guide how the matter is addressed, including:
 - For all concerns related to **discrimination or harassment**, Chairs should immediately contact the Chief Title IX Coordinator as outlined in the [Policy Against Discrimination & Harassment](#).
 - For all complaints related to **course grades**, the processes documented in the [Grade Appeal/Complaint Policy](#) in the College Catalog should be followed. Importantly, the student should raise their concern directly with the faculty member before involving the Chair.

- For **other student concerns**, the [Academic Complaint Policy](#) in the College Catalog indicates students should generally raise concerns first directly with the faculty member before engaging with the Department Chair.
 - Students also have the option of bringing complaints to an appropriate higher level administrative office within the reporting structure. For Academic Affairs, this generally means the Provost's Office. Additional resources for student complaints can be found on the [Student Complaints](#) website.
 - The College provides clear protection from retaliation ([Section 1 of Employee Handbook](#)) for anyone who raises concerns about a College employee, including a faculty member.
- **Maintain confidentiality:** As these are confidential personnel matters, Chairs should generally not share information with parties involved in the concern. Chairs should protect the confidentiality of parties and share information with others as a need to know basis only. Chairs are in a role of collecting information, not sharing the information with involved parties.
 - **Listen well and gather information:** All concerns should be taken seriously and parties treated with respect. Chairs should seek to gather as much information as possible, including specific examples and any supporting evidence related to concerns from parties involved. It is critical that the chair seeks to understand all parties' perspectives before making judgment or conclusions. Many issues can be addressed through thoughtful listening.
 - **Consult:** Chairs should work closely with their Division Dean when concerns arise. Division Deans are available to provide support, discuss options, and plan a course of action. It is critical that a chair involve their Division Dean if a complaint is severe, complicated, or related to a repeated pattern.
 - **Document:** Chairs should maintain written records of all complaints received, relevant information gathered, and actions taken.

These situations can often be challenging and complex. Given their sensitive nature and relevant employment law, chairs should manage complaints carefully. Division Deans and administrators in Academic Affairs are available to consult, support, and guide. Additionally, the College Administrator's Survival Guide chapter on Complaints (available from your Division Dean) is a great resource and provides excellent tips on navigating these situations.

Managing staff and student workers

The chair works with any administrative support staff in the department/program to provide clarity and guidance on the role that they play in supporting the smooth functioning of the department/program and, sometimes, the building. The chair is responsible for working, in conjunction with HR, to clarify the

Department/Program Chairs Handbook

responsibilities of each position and for conducting annual performance evaluations of staff that report to them. Chairs may request a staff member's position description from HR if they do not have a copy. Often, chairs serve as supervisors who must also approve work hours in Paycor.

Hiring and replacement of administrative assistants

When an administrative assistant departs, the following procedures should be followed to ensure replacement requests and hires are clearly communicated. If temporary coverage is needed during the search process, please work with your Division Dean.

1. Administrative assistants should inform their direct supervisor (generally a department/program chair) and HR of the timing and nature of their departure (following guidelines outlined in staff handbook).
2. The direct supervisor should consult with the departments/programs served by the administrative assistant to craft a replacement plan and proposal.
3. The direct supervisor (or designated department/program chair) should inform their Division Dean of the departure and formally request (in writing) a replacement. This request should include details of the departments/programs served, the hours associated with each department/program, and specific duties needed. If the proposal includes a change of hours, duties, or departments served, a detailed statement of justification for the position is required.
4. Division Deans will share position requests and consult with Academic Affairs regarding budget availability. Reassigning or rearranging of administrative assistant duties may be necessary to ensure coverage of College needs and budget constraints. Departments and direct supervisors will be consulted if reassigning or rearranging of duties becomes necessary.
5. Upon approval of a position, Academic Affairs will inform HR to proceed with the search in consultation with the Division Dean and designated department/program search chair.
6. Division Deans will lead the coordination efforts between HR and department/program search chair to write the job description and advertisement.
7. HR will post an advertisement in a timely manner and coordinate application management. HR will assign application access (e.g. Hirezon or Paycor) to the Division Dean and department/program search chair.
8. Departments/programs Chairs (or their designee) will review applications and rank candidates in consultation with their department and HR staff. In instances of shared positions, one representative (usually the Chair) from each department/program will be invited to be a part of the selection process. HR will coordinate interviews and assist departments with interview questions. Division Deans do not need to be involved with interviews and final hiring decisions unless invited to be a part of the process.
9. HR will make the job offer and on-board the new employee. A direct supervisor will be assigned to the new employee in consultation with the programs/departments served. This supervisor will be responsible for completing department/building specific onboarding requests (keys, computer access, etc.). HR will communicate final hiring decisions with the Division Dean in order to close the loop on the hiring process.

10. Whenever possible, supervisors should seek input from another current administrative assistant who could help provide guidance and mentorship to the new employee.

Hiring Student Workers

If a program/department hires student workers, the department/program chair should work with the members of their department/program, if it is not the chair themselves, to establish a clear description of the role and desirable qualifications, advertise the position on [Handshake](#) following established guidelines, arrange for interviews of qualified candidates, and communicate with the successful applicant. Once hired, it should be clear to all in the department/program who is responsible for oversight of the student worker(s) which may be delegated to the administrative assistant for the department/program. The department/program chair (or their designee) is responsible for approving student worker hours weekly on Paycor. On-campus employment is a part of our students' Augustana education, and supervisors should take a learning-focused perspective to help student employees to develop their skills. Chairs should contact the [Business Office](#) to inform them of new student workers. Please note that all student employment ends at the end of the school year; so, if a student worker is continuing in the next academic year, new forms must be completed. We may only employ current students and not any alumni. For example students graduating in May are not eligible for any summer campus employment or research assistant positions. For more information on student employment click [here](#).

When there is need for a short term staffing by student workers, chairs might consider the Flexible Employment Program which is best described as a temp agency for student workers. There is a large pool of students who have signed up to be able to work shifts through FEP. If your office has a project or an event where you could really use some additional staffing help, you can post that job through FEP. A scheduling system called Sling is used to post the shifts, and students are notified when shifts are available. Typically, shifts will already be filled up within 15-30 minutes of being posted. For more information click [here](#).

Curriculum

Program review

External reviews are conducted every ten years and provide an excellent opportunity for the department/program to consider best practices and underscore or adjust parts of the curriculum. Department/program chairs should coordinate responsibilities in preparation for the review, ensuring that all materials are complete and available to the review team.

The department/program chair will work with their Division Dean approximately one year in advance of the materials due date to prepare for the review.

[Program Review Schedule](#)

[Program Review Guidelines](#)

Any new program or major will participate in their first program review process earlier than the traditional ten year cycle. It is recommended that the first review occur between years 5-7 after a program/major begins offering its curriculum. The Chair of the new department/program will notify Academic Affairs one year in advance of their intention to conduct this off-cycle external program review. After the completion of the first review, the program/major will undergo their next review in ten years (and every ten years thereafter). Alternatively, if it is beneficial for the new program/major to use an external accrediting body to offer a similar external review process earlier than the ten-year cycle, this is allowed with one year advanced approval by Academic Affairs.

Departmental assessment

Assessment plays a vital role in strategically learning from what we are doing and guiding our continued efforts to improve the health and vitality of the department, including in departmental strategic planning, curricular, staffing, budgetary, and other matters. Every department/program should have an “assessment liaison,” who works with the Assessment for Improvement Committee (AIC). The department chair should ensure that a liaison is in place (in some departments, the chair also serves as the liaison, in other departments another department is selected by the department to serve in this role). The liaison is responsible, upon consultation with other members of faculty, for ensuring that assessment goals are identified, measured, and reported out in a timely manner. Those assessments that are proposed by the Assessment for Improvement Committee (AIC) should be executed to meet requirements and in accordance with specifications and deadlines defined by AIC.

Academic catalog

The process to begin editing the new catalog starts in late January. As part of the process the Office of the Registrar will request that chairs review the current on-line catalog, clean up any typos or misprints, and make final corrections. The Registrar will inform chairs by email of dates and deadlines. Chairs should review the catalog pages in the [official on-line catalog](#) for which they are responsible and forward any corrections as follows:

1. Course description changes and updates, typos, changes to the major listing to the Student Support Specialist in the Registrar’s Office.

2. Policy clarifications to the [Registrar](#).

Please note:

Department/Program Chairs Handbook

- Any program changes (majors/minors/certificates, etc.) and major academic policy changes that are approved by faculty this year will go into effect for the catalog for the next academic year. A call for those changes will come in early February.
- Changes to the [departmental pages](#), aimed at prospective students and highlighting the department/program, need to be addressed to webmaster@augustana.edu or use this website update request [form](#).

Curricular changes

Consistent with college policy, curricular changes and course approvals should first be vetted by the department and then the division before moving through the governance process to EPC and/or Gen Ed, as appropriate. Courses planned by interdisciplinary programs should move directly to EPC and/or Gen Ed. The link to forms required for course approval, Learning Perspectives and Suffixes, and First Year Inquiry courses can be found [here](#). Substantive changes, such as change in title, course number, or description should be submitted to EPC.

Building the course master schedule

The course master scheduling process is critical in aligning our curricular offerings with student needs. The master schedule for the academic year is submitted during the fall semester of the preceding academic year and revised during one subsequent round of scheduling. The department/program chair is ultimately responsible for submission of the schedule by the deadline set by the Registrar's Office; the timeline is circulated to chairs in the fall. The department/program chair will work with others in the department to produce the master schedule, and should consult with closely related programs to avoid schedule conflicts. Training sessions on how to input information in the master schedule are available prior to the round #1 deadline. Please look for an email from the Registrar's Office or your Division Dean. The department/program chair and those charged with entering data (e.g. departmental administrative assistant) are encouraged to attend these sessions.

When drafting the master schedule, department/program chairs should prioritize student need/demand. Consider historic enrollment trends and future two year needs for each course to better identify student needs, the timing of offering a course, and the number of sections that may be required. Division Deans will communicate data on past enrollment trends and anticipated college-wide needs prior to the opening of the course master system. Because of some uncertainty in student demand for courses (e.g. the number of first year students needing FYI 101), chairs may choose to 'hide' sections of classes. These classes cannot be seen by students but give departments the flexibility to provide for possible enrollment in a course should there be sufficient demand.

There are a number of useful reports and resources that department chairs can use to help during the master schedule planning process.

- On Arches, on the left side of the page in the 'Reports' section
- Augustana EAB Academic Performance Solutions (APS) <https://reports.eabanalytics.com/>
- [Shared Drive](#) with resources on using the APS platform

When scheduling classes, the Registrar's Office will work to identify an appropriate classroom space given the requirements of the course and the number of students enrolled in the course. At times, this may mean that the classroom is not in the same building as the faculty member's office space.

Course capacity policy

A [revised course cap policy](#) was established in 2021 and updated in 2022. It includes a tiered system of lower division and upper division minimum course enrollments. Please refer to this policy when you enter the course master planning process and when you monitor enrollments during registration.

Changes to published master schedule

Proposed changes to the master schedule following the final round should be requested using the [Section Change Request Form](#). Chairs should also communicate directly with other departments or programs that may be impacted by any changes. Proposed changes will be reviewed by Division Deans then sent to the Registrar's Office for implementation. For requested changes that increase faculty load, Division Deans will work in consultation with Academic Affairs.

Managing Course Caps Prior to Registration

In advance of registration periods, Division Deans will contact chairs to consult on the number of seats (if any) that need to be held out for certain cohorts of students. Ensuring that first year students have a sufficient number of lower level learning perspective courses to take is one of the priorities during this process. Based on input from Academic Affairs using information from the Admissions Office, this number of seats held for first year students *may* be mandated unless chairs can make a compelling case for why that policy should not be implemented in their courses.

This process of managing course caps is also used to: 1) block seniors from taking 100-level courses (if requested), 2) hold seats for sequenced courses (if requested), hold seats for transfer students, hide seats for study away/abroad courses with a different registration process, and more.

Division Deans will record seat hold requests and will work with the Registrar's Office to open the correct number of seats when each class of students begins their registration period. This process is important

to relay to advisors and advisees so as to reduce confusion about whether a course is truly “full” or not when their registration period opens.

Monitoring Enrollments During Registration

It is critical that chairs monitor course enrollments during registration. This is important both for over enrolled courses (or those with long waiting lists) in the event that additional sections are needed, but it is equally important to monitor for low enrolled courses. Chairs should not wait for Division Deans to spot low enrolled courses, but rather be proactive in making adjustments to ensure that courses meet the [minimum enrollment requirements](#). Please remember though that enrollment goals of 85% are always the target, not just minimally enrolling a course. Clear policies are in place to handle situations of low enrolled courses, but they can often produce chair frustration and anxiety. To help avoid these situations it is important for chairs to use the master scheduling planning process to schedule an appropriate number of lower level (generally more) and upper level (generally fewer) courses based on past and projected enrollment trends. Monitoring course enrollments during each week of registration also helps spot the emergence and correction of unintentional errors that can assist with enrollment goals.

Collecting syllabi

It is the responsibility of the chair to collect an electronic copy of every syllabus each time that a course is taught. Administrative assistants may be asked to assist with the collection and documentation of syllabi. These syllabi can help with alumni requests for transcript verification, assist in grade disputes, and are required by the Higher Learning Commission. Guidance on how and where to store syllabi is provided [here](#).

Budgeting

Chairs are responsible for submitting annual budgets and for monitoring budget spending over the course of the academic year. Some departments and programs have gift funds or endowed funds that chairs are also responsible for overseeing and using responsibly.

In this section you will find information about how to interpret and use budget codes, as well as policies and best practices regarding using funds responsibly.

Business Office contacts

If you have questions about who to contact in the Business Office about your specific question, please refer to this page: <https://www.augustana.edu/about-us/offices/business/staff>

Department/Program Chairs Handbook

Preparing a budget

Each department/ program chair is responsible for submitting department budgets for approval by their Division Dean and the Provost. Generally, more specific instructions and deadlines are given during J-Term or the start of the spring semester. You will be asked to carefully review past spending trends and to use them in budgeting for the upcoming year. Budgets are not contracts between the department and the College. Approval is not necessary to spend money for small items in an approved budget; however, further approval is required for purchases >\$5,000.

If you have large expenditure needs like construction, remodeling, equipment or furniture purchases in excess of \$5,000 you may consider submitting a small capital expenditure request (aka “small caps”) to Academic Affairs. Each year, cabinet members are asked to submit a list of "small caps" requests to be considered by the president and CFO for funding. Requests from chairs for small caps projects are solicited by Academic Affairs each spring and the amount of available funding varies annually.

Intentional over-budgeting (aka budgetary slack) should always be avoided. It is a sign that something is not right in the budgeting process. You constantly budget for something, but it is not enough to use to achieve your goal, so you never spend it. In doing this you impact other colleagues and departments—if you over budget, the funds are not available to other departments. Without those funds, a department might decide it cannot pursue a goal, a program, or an idea that might benefit the college.

If an item is over-budgeted for two years in a row, and you budget at the same amount for the next year, it will be one of the first items that Division Deans will look to cut during the budget process. You will have to make a strong case to make to keep the amounts budgeted.

Anatomy of your budgets

Each department can have up to four budgets:

Revenue Budget—This is only used in departments that generate specific revenues. Art charges supply fees. Biology charges lab fees. Theater charges ticket prices. Accounting, like most academic departments, doesn’t charge anything, so no Revenue Budget.

Goods and Services Budget—This is the main budget for each department. It covers basic operating costs—supplies, copies, travel, etc.

Payroll Budget - This does NOT include full-time faculty payroll. That is a separate budget out of the Provost’s Office, kept that way for confidentiality. It does include costs for Student Workers. This must be separated between the school year and summer for payroll tax reasons. Staff overtime, temporary help, and some stipends show up on some budgets, but not others depending on need and use.

Transfers Budget - This is a bookkeeper's issue, not something that a chair needs to be worried about using. It is used to move funds from one source to another budget. Using the Transfer approach keeps an item from being double-counted. This budget would be generated from the Business Office. However, if it has been used in the past, it will show up in the Department Chairs list of budgets to complete.

Deciphering account numbers

Each account number has a pattern of numbers that is helpful to understand.

First 2 digits--Funds (Usually 10, 11, 12, or 20 for Academics)

10 -- The money for these accounts comes from the current year budget and must be spent this year or it is no longer available. This is the fund that most academic departments use for budgeting annual expenses. These funds are often referred to as operating budgets.

12 --The money for these accounts comes from gifts to the college and can be carried from year to year. These are often referred to as gift funds, and are monies that alumni (or others) designate to a specific program or use. Although funds can be carried forward (or "rolled over") each year, departments are encouraged to spend down this money annually (within approved parameters) unless a specific longer term planned use is formally established within the department.

11 -- This is a hybrid account, a little like 10 and a little like 12. Professional development funds (PDF) and professional meeting allowance (PMA) are housed here. NSF Grant funds coded in fund 11 are like a fund 10 in that they must be spent, but you have multiple years to spend the money, not one. PDF funds are like a fund 12, they can be carried forward with no limit, but they are like PMA in their intent. When dealing with PMA and PDF, each faculty member has their own personal department number. As a faculty member, if you do not know your number you should contact the Business Office. Department chairs are not given these for all their faculty because it is not department money to spend.

20 -- The money for these funds comes from Endowments, and usually has restrictions on what it can be used to support. Chairs of departments and programs with endowed funds should familiarize themselves with the language of approved uses that accompany each fund. Funds available for spending result from a set percentage that is annually drawn from the endowment. Any funds not spent at the end of a fiscal year are reinvested into the endowment. If departments have specific plans that require accruing multiple years of funds, they may request an exception to this policy from the Business Office if they have a clear plan for how it will be used.

Next 3 digits-Functions (Usually 101, 120, etc.)

This is for Business Office use. It tells them who the budget officer responsible for that item is. These numbers give you no information unless you have the complete list, which most chairs do not need.

Next 5 digits--Departments (00100, 35400, etc.)

These 5 digits represent the department within the function (this differs from an academic department though). From the Academic Affairs budget some of these are areas of study—Chemistry (01100), Women and Gender Studies (05900) and some are administrative—Library (17000, Institutional Research (33000).

Last 5 digits—Objects

These digits are the same across all Departments, Functions and Funds. Payroll objects begin with 5xxx. Most other objects begin with 6xxxx, such as Copier Use 69901. You start each year with the codes you used in previous years. Contact the Business Office if you need new account codes added. Note: **Adding an account code does not increase the budget total**—it just shows how it is to be used. If you quit using an account, it will continue to show with a \$0 budget because it keeps the historical data from prior years.

Below are examples of some commonly used account numbers for Academic Departments. You need to use the account numbers budgeted, but you can keep track of what you spend and request what account numbers you might like to use next year. The better you can identify what you spend, the better the information for planning and control.

- 60000 General Expense - avoid using this line as a “catch all”
- 60005 Student Activities
- 60016 Community Outreach
- 60160 Comprehensive fee expense – use in foreign programs
- 60161- Administrative fee expense- use in foreign programs
- 60500 Membership
- 61000 Postage
- 61001 Shipping
- 61500 Supplies
- 61502 Supplies- Computer
- 61504 Supplies- Paper
- 61506 Supplies – Safety
- 61507 Supplies – Office Max
- 61508 Supplies – Instructional
- 61509 Supplies – Maintenance
- 61509 Costumes
- 61511 Music
- 61513 Supplies – Research
- 61518 Printer and terminal supplies
- 61519 Supplies – Music education

- 62014 Recruiting
- 62018 Bus rental
- 62045 Professional development
- 62056 Airfare
- 62105 Food
- 62107 Receptions
- 62112 Off campus events
- 621115 Student meetings
- 62200 Conferences and training
- 62501 Publications
- 62503 Magazines

Reviewing budgets

If you review your budget expenditures and find charges that appear erroneous, call the Business Office and they can help investigate. First please double-check with your department to be sure it isn't yours. An example—a bill for water in the labs for Chemistry and Biology had been paid by Facilities. Facilities decided it should be paid by the departments as Instructional Supplies and the bills just showed up. In this case, the bills stayed in the department, but a budget adjustment was made since neither Chemistry nor Biology expected the expense this year.

Department chairs will also review and approve Pcard purchases from your department members. Please review these carefully to ensure that the correct budgets are being used to pay for expenses and that fraudulent expenditures are not occurring.

Budget overages

At times your department might have greater financial need than funds allotted. The same thing happens here as it does in your home. There is only so much money to go around, so if you have an unexpected repair in one area, you may need to limit your spending in another. A request can be made to Academic Affairs for a budget increase, but there is no "Slush Fund" available. That is, the only way you can get more money is if someone else is spending less. The Provost is given a budget of a certain amount, and there are more than enough requests from the over 300 budgets that report to that office to use every penny of it.

Another option to consider is submitting a request to your Division Dean for [Academic Initiatives Funding](#) (AIF). Each division is given an allotted amount to distribute (maximum individual request is \$1000) for the "purpose of funding experiences, equipment, and materials that directly benefit student development or classroom enrichment."

Many departments have Gift Funds (fund 12) but do not want to use them for any day-to-day expenditures. That is understandable; however, if there are some expenses in your budget that are discretionary more than the basic needs, the college expects you to be willing to use some of those funds if needed. Division Deans can provide guidance on how to use gift funds to meet the shared needs of departments or programs.

Purchasing

Many College policies are in place regarding general purchasing and Pcard usage. Because some of these policies may change throughout the life of this handbook, please refer to the web links provided here.

[General purchasing policies](#) (with links to many other purchasing resources)

[Local hotel accommodations and rates](#)

[Amazon Business purchasing](#)

[Guest reimbursement policies](#)

[Pcard policies and procedures](#)

Pcard purchasing highlights that chairs should be aware of:

- No alcohol purchases. Alcohol is a violation of the purchasing policy unless authorized in advance by the Business Office. Using gift funds or grant dollars is prohibited for purchasing alcohol.
- No campus / Quad City area food (within 45 miles). This includes coffee shops, Augie Dining and local restaurants (within 45 miles of Augustana) – for example, internal meetings, staff meetings, awards for faculty/admin/staff or students.
- Meal or restaurant receipts outside of 45 miles from Augustana College must provide a full list of items and payment details. The receipt must be the itemized receipt, not the receipt with just the total. The cardholder also must note on the receipt who was included in the meal and why the purchase qualifies as a business expense.
- No holiday parties /employee events.
- Gas/fuel may only be purchased with a P-Card for rental vehicles or college owned vehicles. Personal vehicles are reimbursed by mileage.
- Gift cards or gifts for employee recognition or retirement are not allowed. (Allowable uses of gift cards are found in the Augustana College Gift Policy and must be authorized in advance by the Business Office).

Other miscellaneous duties

Chair duties may differ depending on department or division, but here are some other miscellaneous duties that most Chairs will be asked to undertake:

- Approving new major declaration requests and assigning advisors
- Submitting curricular exceptions for majors and minors
- Coordinating and participating in Admissions events (e.g. visit days, scholarship days, etc.)
- Outreach activities (e.g. social media, student clubs, alumni, etc.)
- Writing reports for Advancement Office (for those departments with endowed funds or endowed positions)
- Maintaining and updating promotion and tenure guidelines
- Working with the Registrar's Office to evaluate transfer courses for Augustana equivalency
- Working with the Office of Advising to assist with curricular needs and questions
- Reviewing and approving monthly Pcard purchases from your department
- Working with Communications and Marketing to update and improve department webpages
- Working with faculty members interested in pursuing study abroad or study away courses
- Encouraging faculty to complete required online training.

Useful resources for chairs

Academic Leadership Team

<https://www.augustana.edu/about-us/offices/academic-affairs/academic-leadership>

Faculty Handbook

<https://www.augustana.edu/information-faculty-and-staff/faculty-handbook>

Academic Calendar

<https://www.augustana.edu/academics/calendar>

Procedures for department/program name changes

<https://docs.google.com/document/d/1fKBfoSMxpQGii0AST24hbRVMSjITglxH/edit>

Record retention

There are specific policies regarding the length of time in which records must be retained of a number of different types of documents.

[Record Retention Policies](#)

Data Protection

All faculty should be aware of the policies and requirements regarding data protection and storage.

[ITS Policies and Guidelines](#)

Title IX Sex Discrimination, Sexual Harassment, and Sexual Misconduct

Augustana College prohibits discrimination on the basis of gender in employment as well as in its education programs and activities. This prohibition is in accordance with a federal law known as Title IX of the Education Amendments of 1972 ("Title IX"). Title IX is a federal law that prohibits sex discrimination in federally funded education programs and activities. Title IX states as follows:

Department/Program Chairs Handbook

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.”

Sex discrimination includes sexual harassment and other forms of sexual misconduct such as sexual assault, sexual exploitation and dating or domestic violence. Title IX also prohibits retaliation for asserting or otherwise participating in claims of sex discrimination.

Please refer to Augustana’s Title IX policies and resources webpage for the most up to date information about reporting or your role in the process. <https://www.augustana.edu/student-life/TitleIX>

FERPA (Family Educational Rights and Privacy Act)

As mandated by the federal government, annual training on the Family Educational Rights and Privacy Act is required by all faculty. A link will be sent to faculty from Human Resources which will direct them to complete an on-line training module. The official government website is <http://www2.ed.gov/policy/gen/guid/fpco/ferpa/index.html>

If any part of the information that you view is unclear or if questions arise, ask the Registrar for clarification.

Email communication

Encourage faculty members to avoid communicating grade information via email whenever possible. Instead, they should use Moodle for this purpose or meet with the student in person if the student has questions about a grade. This reduces the risk of FERPA-protected information being inadvertently shared with those who should not have access to it.

Process if a breach occurs

If you are made aware of a FERPA privacy breach within your department, report it immediately to the Registrar. That office will assist chairs through the process of investigation and communication of the breach.

Federal Drug Free Workplace Act

<https://www.augustana.edu/about-us/offices/hr/handbook/section2-workplace>

Policies surrounding the distribution of alcoholic beverages may be of interest to department chairs. While the possession, use or distribution of alcoholic beverages on the premises or while at work is prohibited, the following situations are exemptions from this policy:

Department/Program Chairs Handbook

- Alcoholic beverages served and consumed by employees at special meetings or events that are catered by Augustana Dining Services or at which the college has approved the serving of such beverages, with a designated individual to monitor alcohol service
- The private apartments of residence hall directors
- Other special events under the direction of a member of the Cabinet.

Alcohol should not be served in locations where students are present unless prior approval is obtained from a Cabinet member. Alcohol may be served in confined consumption areas and in the Kenny Anderson All-American Club.

Appendix 1 Department Chair Best Practices (compiled by members of the Assistant Professor rank, November 2021)

Establish clear & direct communication provide intentional onboarding (before New Faculty Orientation starts), which includes taking the time to share how different aspects of Augie work (PMA, Faculty Council, etc.)

- provide list of departmental and college-wide expectations re: teaching, professional activity, service (i.e., department rhythms might not be obvious to new colleagues)
- explain institutional policies, practices, norms, and histories (new colleagues need context)
- schedule regular check-ins (once/month or more when new; later, once/semester)
- create a list of meetings that are obligatory and those that are optional and reiterate that not attending optional meetings will not negatively impact the faculty member

Support excellence in teaching

- provide (casual) class observations and notes of those observations for the file
- create teaching circles to share best practices with other members of the department who have experience teaching a variety of courses
- connect pre-tenure colleagues with more experienced teachers in the department

Advocate for wellbeing and an equitable and manageable workload

- give all colleagues a say in preferred course times when scheduling terms
- consider number of (new) preps and what's possible to minimize hyperextension
- support colleagues' ability to teach outside the department as appropriate
- shield pre-tenure faculty from unnecessary service and overload credits, etc. as possible
- consider gradual increase in advisee load for new colleagues
- be mindful of non-reimbursable costs associated with encouraged activities

Provide support for (pre)tenure review

- follow guidelines established in the faculty handbook and by FRC (there should be consistency across departments and not a range of unsanctioned practices)
- share examples of review packets and ideas on organizing documents throughout the year
- be mindful of what we need to accomplish to have a successful review and help us orient our time accordingly through check-ins, feedback, and support refocusing, etc.
- provide feedback on documents (review materials, pre-tenure leave application, research proposal)

We appreciate department chairs (and other senior colleagues) who...

- cultivate supportive and functional departmental culture
- share minutes from chairs meetings and all documents with the department

- encourage—and participate in—DEI initiatives (including equity guide training)
- are approachable and available to answer questions about teaching, advising, etc.
- are mindful of non-work-related responsibilities
- are vocal about being open to implementing changes suggested by pre-tenure faculty