

7  
8 **Policy Recommendation**  
9 **Amendment A to University Policy F17-3**  
10 **Selection and Review of Department Chairs and Directors**

11 Legislative History: This proposal would amend the policy on the selection and review of  
12 Department Chairs and Directors

13  
14 Rationale: University Policy F17-3 specifies that department chairs should ideally be  
15 Professors, and that exceptions should only be made in “rare instances and  
16 for compelling reasons.” As the normal Department Chair nomination  
17 process requires an election by the faculty of the department, and election by  
18 one’s peers is a “compelling reason” to appoint a Department Chair.  
19 However, the appointment of interim chairs outside of the normal nomination  
20 process is a less transparent process, despite a requirement for consultation  
21 with department faculty. Transparency could be improved by requiring the  
22 methods and results of consultation to be reported to the department faculty.  
23 In addition, a normal nomination election should happen as soon as feasible  
24 after the appointment of an interim chair, and while F17-3 is not silent on the  
25 maximum appointment duration for an interim chair, the language could be  
26 strengthened.

27  
28  
29 Resolved That sections 2 and 9 of F17-3 (Selection and Review of Department Chairs  
30 and Directors) be modified as provided in this recommendation.  
31

32  
33 Approved: 11/21/22

34 Vote: 7-0-0

35 Present: French, Gómez, Kazemifar, Monday, Rapanot, Smith, Wang

36 Absent: Barrera  
37

38 Financial Impact: None

39 Workload Impact: Some additional work on the part of College Deans to report the results  
40 of department consultation  
41

42  
43  
44  
45  
46  
47

**SAN JOSÉ STATE UNIVERSITY  
ONE WASHINGTON SQUARE  
SAN JOSÉ, CA 95192**

48 **F17-3, University Policy, Selection and Review of Department**  
49 **Chairs and Directors**

50 **Legislative History:**

51 On December 11, 2017, the Academic Senate approved the following policy  
52 recommendation presented by Senator Peter for the Professional Standards Committee.  
53 This replacement of S14-8 incorporates the voting procedures for nominating Department  
54 Chairs and Directors that were formerly only available in a separate policy. The need to  
55 consult two separate policies each time a department nominates a Chair has led to  
56 confusion and procedural errors in the past. In addition, the policy has been reformatted for  
57 easier use and numerous corrections and clarifications have been incorporated at the  
58 suggestion of the University Council of Chairs and Directors and the Deans. Among those  
59 changes is a reordering of the policy to align chronologically with the stages of a Chair's  
60 nomination, election, evaluation, and possible removal.

61 **Rescinds: S14-8**

62 **Approved and signed by Mary A. Papazian**  
63 **President, San José State University on**  
64 **December 20, 2017.**

65

66 **UNIVERSITY POLICY**  
67 **Selection and Review of Department Chairs and Directors**

68 Resolved: That S14-8 be rescinded and replaced with the following policy, effective  
69 immediately for all new nominations and reviews.

70 *Rationale: This revision began with a referral from Organization and Government*  
71 *regarding the consolidation of voting procedures for Chairs that became necessary as the*  
72 *Department Voting Rights policy was revised. Next, a version was vetted before UCCD*  
73 *last year which actively participated in crafting some of the changes. We additionally*  
74 *received two rounds of suggestions and amendments from the Deans—most of which*  
75 *were accepted and incorporated. This revision appeared for a first reading on March 13,*

76 2017 and for a final reading on April 10, 2017, but was pulled from the April 10 meeting to  
77 allow time for additional consultation with the Provost. The Provost appeared before  
78 Professional Standards on September 25 and relayed two concerns. The committee has  
79 responded to both concerns and it is our understanding that the policy language is now  
80 considered acceptable.

81 Following questions that occurred on the Senate floor at a final reading on November 20,  
82 the policy was postponed to allow for revisions that would clarify voting procedures for the  
83 various categories of faculty. This version incorporates the “friendly” amendments that  
84 arose from the floor on November 20 and adds provision 3.8 to clarify how different  
85 categories of faculty vote. Much of this language is imported directly from the Voting Rights  
86 Policy, but there is greater clarity for defining the voting procedures for joint appointments  
87 and for FERP and PRTB faculty (Articles 29 and 30 of the CSU/CFA Agreement.)

88 *Approved: November 6, 2017*

89 *Vote: 10-0-0*

90 *Present: Chin, He, Marachi, Hamedi-Hagh, Kauppila, McKee, White, Peter, Donahue,*  
91 *Kimbarow*

92 *Absent: none*

93 *Reapproved with amendments shown: December 6, 2017*

94 *Vote: 9-0-0 email vote*

95 *Present: Chin, He, Marachi, Hamedi-Hagh, Kauppila, McKee, White, Peter, Kimbarow*

96 *Absent: Donahue*

97  
98 *Financial Impact: No direct impacts. It is possible that this policy, by clarifying process,*  
99 *could result in some savings.*

100 *Workload Impact: No direct impacts, although the clarification of methods for selection and*  
101 *review of department chairs could potentially prevent some time consuming failures of*  
102 *process.*

103

104 **POLICY RECOMMENDATION**  
105 **Selection and Review of Department Chairs and Directors**

106 1. INTRODUCTION

107 1.1. Preamble

108 Department Chairs are the leaders of communities of faculty as well as the  
109 most important stewards of the mission of the University at the local level.  
110 Their effectiveness depends upon the continual support of the faculty they  
111 represent. The selection of a Department Chair is therefore the most  
112 important collective decision of department faculty. This policy is designed to  
113 assure that Chairs are chosen and reviewed in a manner that assures their  
114 continual legitimacy and effectiveness as they carry out the numerous  
115 functions assigned to them by university policies and the Collective  
116 Bargaining Agreement.

117 1.2. Definitions

118 1.2.1. Throughout this policy, the term “Chair” refers both to Chairs of  
119 Departments and Directors of Schools, while the term “Department”  
120 refers both to Departments and to Schools.

121 1.2.2. Departments elect a “nominee” to be department Chair; the  
122 President appoints a nominee to become Chair. Hence department  
123 elections are a nomination process with the outcome of choosing a  
124 “Chair nominee” and are called “nomination elections.”

125 1.2.3. The terms “Professor” and “Associate Professor” are also  
126 understood to include the equivalent titles in faculty disciplines that  
127 use alternative names, such as librarians and counselors.

128 1.2.4. This policy uses the generic term “chair” to refer collectively to  
129 all categories of chairs regardless of the manner of nomination and  
130 appointment. When there is a need for greater differentiation, the  
131 policy will refer to “acting chair” and “interim chair” as defined later in  
132 the policy, and “regularly appointed chair” to refer to a chair who has  
133 been nominated by the department and appointed by the President for  
134 the standard four-year term.

135 2. QUALIFICATIONS

136 2.1. Chairs should preferably be Professors but may be Associates Professors, if  
137 nominated by the department faculty. Chairs ~~and~~ should have earned rank and  
138 tenure prior to the time when the appointment to Chair would become effective.  
139 ~~Exceptions should only be made in rare instances and for compelling reasons.~~

140 2.2. Acting or Interim Chairs: When an Acting Chair is appointed through the regular  
141 department nomination process (see section 3 below), section 2.1 applies. Acting or  
142 Interim Chairs appointed outside of the regular department nomination process (see  
143 section 9 below) should be Professors, but may be Associate Professors if there are  
144 no willing Professors available to serve. Exceptions should only be made for  
145 compelling reasons as determined by consultation with the department.

### 146 3. DEPARTMENT NOMINATING PROCESS

147 Every four years, the department faculty shall identify a nominee for Department Chair  
148 by secret ballot vote following these procedures. These are also the procedures for  
149 departments to recommend candidates for role as acting Chair (in section 10 below.)

150 3.1. Deans and departments should communicate about transitions as early as  
151 possible to allow for a collegial and orderly process. The Chair's job description—  
152 which should include the fraction of assigned time to be provided to the Chair--  
153 should be developed by the Dean in consultation with the Department.

154 3.2. College Election Committee. The College will create a College Election  
155 Committee that will consist of three individuals: 1) The Dean or the Dean's  
156 designee, 2) a member of the College RTP committee (chosen by the committee  
157 from a department other than the one holding the nomination election), and 3) one  
158 tenured faculty member from the department (chosen by the department tenured  
159 and tenure track faculty from among those department faculty who are not  
160 candidates.)

161 3.3. Responsibilities of the College Election Committee. The College Election  
162 Committee shall see that the department is informed of the requirements of this  
163 policy, shall (with the help of Faculty Affairs) interpret and explain the policy to the  
164 department when questions arise, shall count and certify the votes, and shall see  
165 that the results are delivered to the President and to the Department in the  
166 appropriate formats.

167 3.4. Charging the Department. The Dean (or, at the Dean's option, the College  
168 Election Committee) should attend a Department meeting at the beginning of the  
169 nomination process to provide this policy and the Chair's job description and  
170 fraction of assigned time, and to explain the process for nominating a Chair. If  
171 following the charge, the Department proceeds immediately to a department  
172 meeting as per the section below, then all persons who are not members of the  
173 Department should depart before deliberations begin, unless specifically invited to  
174 remain by the majority vote of the faculty present.

175 3.5. Department meeting. A meeting shall be held to begin the election of a  
176 nominee to serve as Department Chair. The department may determine the nature  
177 and medium of the meeting according to its own preferences, but the meeting must

178 be open to all faculty in the department and publicized a minimum of one week in  
179 advance.

180 3.6. Decision on external search. The department may decide at this stage, through  
181 normal voting procedures, to seek permission to search for an external chair (as per  
182 section 4.1 below) instead of proceeding immediately with a normal nominating  
183 election. Should permission be denied the department should proceed with the  
184 normal process to nominate a department Chair.

185 3.7. Faculty may suggest names to appear on the ballot for the nominating election.  
186 Nominated persons shall accept or decline nomination. Candidates will be given the  
187 opportunity to make statements and take questions from department faculty.

188 3.8. Voting for Chair Nominees.

189 3.8.1. Tenured and tenure track faculty members have a full vote in the  
190 department to which they are permanently assigned but no vote in a  
191 department to which they are temporarily assigned. Tenured and tenure track  
192 faculty holding joint appointments shall vote only in the department which  
193 holds the majority of their permanent assignment or— if equal—in the  
194 department that is responsible for their tenure. Tenured and tenure track  
195 faculty members on an approved leave retain voting rights.

196 3.8.2. Faculty participating in the Faculty Early Retirement Program (FERP)<sup>1</sup>  
197 or the Pre-Retirement Reduction in Time Base Program (PRTB)<sup>2</sup> shall have a  
198 proportional vote equal to their annualized time base (i.e, 1/2, 1/4) regardless  
199 of their academic assignment in a given semester, through the last semester  
200 of their teaching appointment.

201 3.8.3. Lecturers have departmental voting rights in proportion to their  
202 assignment in a department. Proportional voting rights of lecturers may  
203 fluctuate with fall and spring appointments. Lecturers on an approved partial  
204 leave retain the proportional voting rights of their teaching assignment. Those  
205 on full leave relinquish their voting rights.

206 3.8.4. Faculty suspended under article 17 (Temporary Suspension) of the  
207 CBA retain their voting rights.

208 3.8.5. Voting rights of any faculty member are suspended for any semester  
209 in which the individual holds a full-time administrative (i.e. MPP) or other full-  
210 time non-faculty position in the university. Faculty on re-assigned time  
211 engaged in administrative duties remain Unit 3 faculty and retain their voting  
212 rights.

213 \_\_\_\_\_

214 <sup>1</sup> See CFA/CSU Agreement Article 29. FERP employees are limited by contract to 50% of  
215 their previous time base.

216 <sup>2</sup> See CFA/CSU Agreement Article 30. PRTB employees are reduced by contract to 2/3,  
217 1/2, or 1/3 of their previous time base.

218

219 3.8.6. Visiting Professors or Interim or Acting Chairs from outside the  
220 department may not vote in a Chair nomination election.

221 3.8.7. Qualified faculty on approved leaves should be provided a means to  
222 vote in a chair nomination election. However, no faculty member may grant  
223 their vote by “proxy” to another individual.

224 3.9. The nominating election. Faculty may then vote by secret ballot on all  
225 candidates proposed and willing to serve. Balloting must be available for 5 working  
226 days and provide the opportunity to abstain.

227 3.9.1. If there is just one candidate, balloting must still occur, with a choice  
228 provided to “recommend” or “do not recommend” the candidate.

229 3.9.2. If there are two or more candidates, balloting will provide a choice  
230 between the candidates and a choice “do not recommend any candidate.”

231 3.9.3. If an election with three or more candidates fails to produce a majority  
232 for any candidate, there shall be a second round of balloting between those  
233 two candidates who received the most votes in the first round.

234 3.10. Counting the votes. The college election committee will meet to count votes.  
235 The candidates will be notified of the time and place of the count at least one day in  
236 advance, and each may send one observer (other than themselves). The committee  
237 is responsible for an accurate count and review of ballots. The committee will  
238 assure that balloting was secret, that votes are entered in the correct category, and  
239 that proper proportions are applied. The results shall be certified (signed) by the  
240 election committee.

241 3.11. Forwarding the results of the nominating election. Only the name of a  
242 candidate who receives a majority of votes cast by the tenured and probationary  
243 faculty shall be recommended to the President via the College Dean as the  
244 nominee of the department.<sup>3</sup> The names of candidates who were not recommended  
245 by the department, together with all vote totals, shall also be forwarded to the  
246 President to provide context for the recommendation. This shall include a statement  
247 of the vote of all faculty, broken down into two categories – vote by tenured/tenure  
248 track faculty and by lecturers -- including the actual number of votes cast in each  
249 category.

250 \_\_\_\_\_

251 <sup>3</sup> See CFA/CSU Agreement 20.30.

252

253 3.12. Distributing the results. The department voting results shall also be distributed  
254 to the faculty from the relevant department. If the final vote total in either category of  
255 votes (tenured and probationary, lecturers) contains a fraction, it shall be rounded to  
256 help preserve anonymity.

257 3.13. Second round nomination elections. If a department is unable to nominate a  
258 Chair by a majority vote of the probationary and tenured faculty, it may continue to  
259 try to obtain a nominee by repeating the process if they are willing and the Dean  
260 determines that there is sufficient time. Otherwise the situation will be resolved via  
261 section 6 “Failure to Obtain...”

## 262 4. EXTERNAL SEARCHES

263 4.1. Request for an external search. An external search is a search in which  
264 candidates from outside San José State University are invited to apply to be hired  
265 as a tenured faculty member and as department Chair. Department faculty may  
266 request an external search for department chair. A department request for an  
267 external search should take the form of a majority vote of the department (following  
268 normal procedures for department voting rights). Such requests are not  
269 automatically granted.

270 4.2. Procedures for an external search. Successful completion of an external  
271 search for a department Chair requires coordination of two separate tasks: the  
272 appointment of a new faculty member in accordance with the appointment policy  
273 and the recommendation to the President of a Chair nominee in accordance with  
274 this policy. To expedite the successful conclusion of such a search, departments  
275 may combine some procedures that are common to both processes as outlined  
276 below. Departments should determine which of these three alternatives they will use  
277 by majority vote (following the normal procedures for department voting rights), and  
278 they must do so prior to the start of a search. Whichever method the department  
279 adopts, the recruitment committee must conform to the normal requirements of the  
280 appointments policy.

281 4.2.1. Departments may designate all tenured and tenure track faculty as a  
282 recruitment committee “of the whole” so that the appointment  
283 recommendation and the nomination recommendation are coterminous.  
284 When this method is chosen, the committee of the whole must provide  
285 lecturers with the opportunity to provide confidential feedback on the search  
286 prior to final recommendations. A department may only use this method  
287 when there are more tenured faculty than probationary faculty. If it chooses

288 this method, the normal prohibition of faculty serving on a personnel  
289 committee evaluating faculty of higher rank is suspended.

290 4.2.2. Departments may use separate processes for the appointment and for  
291 the nomination functions associated with an external search for a department  
292 Chair. Using this method, a smaller recruitment committee makes a  
293 recommendation under the normal appointment policy. Then the department  
294 as a whole votes to endorse or not to endorse the recommendation of the  
295 recruitment committee. For each candidate, the department's endorsement  
296 must specify whether or not that candidate is acceptable as a Chair. If more  
297 than one candidate is acceptable, the department must rank them in order of  
298 preference. The department's endorsement serves to nominate a candidate  
299 to be Chair, but should be accompanied by the recruitment committee's  
300 report to justify the appointment. In the event of conflict between the  
301 recommendations of the recruitment committee and the department, the  
302 department makes the final recommendation as to who to nominate as its  
303 Chair, but may only nominate from among those candidates deemed to be  
304 acceptable finalists by the recruitment committee. When this method is  
305 chosen by a department, time must be budgeted to allow these procedures  
306 to take place at the conclusion of the search.

307 4.2.3. Departments may choose to delegate their prerogative to nominate a  
308 Chair exclusively to their recruitment committee.

309 4.3. In conformity with the Appointments policy, an external nominee for Chair shall  
310 be reviewed and must receive a favorable recommendation for tenure from the  
311 appropriate personnel committee of the department before the appointment can be  
312 completed.

## 313 5. APPOINTMENT

314 1. 5.1. The President appoints and removes the Department Chair in  
315 consultation with the Provost, College Dean, and department faculty. The  
316 term of the appointment is normally four years.

317 2. 5.2. When a department follows the procedures of this policy to successfully  
318 elect a Chair Nominee, the President shall -- except in rare instances and for  
319 compelling reasons—appoint that individual to serve as Department Chair.

320 3. 5.3. Technical details concerning the appointment of a Chair (appointment  
321 letters, salary adjustments, etc.) will be coordinated by the Office of the  
322 Provost.

## 323 6. FAILURE TO OBTAIN CHAIR NOMINEES AS DESCRIBED IN SECTIONS 3 324 (Nominations), 8 (Reappointment), and 10 (Acting)

325 Departments may be unable to successfully conclude a normal nomination for  
326 Department Chair. This could be the case in a department with no senior leadership

327 qualified to be Chair, or no willing candidates. If a department fails to reach  
328 consensus (majority vote of the tenured and probationary faculty) following a normal  
329 nomination process (Section 3), the Dean shall consult with the faculty at a  
330 department meeting to determine the best course of action. This could be either the  
331 nomination of an interim or acting Chair, initiation of an external search, extension  
332 of a prior interim appointment, or nomination of a non-departmental interim Chair--  
333 as per the relevant sections of this policy.

334 6.1. External Search. An external search may be requested as per section 4  
335 of the policy, although such requests are not automatically granted.

336 6.2. Extended interim Chairs. If there has been a failure to reach consensus,  
337 and an interim Chair is serving and was not a candidate for Chair, the interim  
338 Chair may be extended by six months to allow time for more permanent  
339 solutions. Normally, a department should not have to operate under interim  
340 leadership for more than one year.

341 6.3. Non departmental interim Chairs. In extreme cases, and only when all of  
342 the aforementioned measures fail, the President may appoint a SJSU faculty  
343 member from outside the department to serve as interim Chair, after  
344 consultation with the College Dean and department faculty. External  
345 departmental interim Chairs are subject to all the normal limits provided in  
346 section 9. Consultation with the department faculty is normally done by the  
347 Provost and Dean soliciting advice at a department meeting.

348 6.4. Extended interim Chairs. The extension of an interim appointment  
349 beyond one year should be avoided if possible. If this occurs the  
350 Organization and Government Committee of the Academic Senate shall  
351 inquire into the reasons for the situation.

## 352 7. REVIEW OF DEPARTMENT CHAIRS

353 7.1. Timing of Normal Review: The Dean shall initiate the formal review of each  
354 Department Chair during the fourth year of an incumbent's term, unless the  
355 incumbent states that he/she will not be a candidate to continue as Chair beyond  
356 the fourth year.

357 7.2. Early Review: Department faculty may initiate a formal review of the  
358 Department Chair by submitting a petition to the Dean, provided that at least one  
359 academic year has passed since the Chair's appointment or previous review. The  
360 petition shall state simply that "The undersigned faculty call for a prompt review of  
361 our Department Chair." If the petition is signed by department faculty totaling more  
362 than 50% of the department electorate, the College Dean will initiate a formal review  
363 of the Department Chair. The petition should preferably be delivered early enough  
364 to permit the review to be completed before the end of the current semester, but an  
365 early review should always be completed within 40 duty days from receipt of the

366 petition. To determine if the petition exceeds the 50% threshold, the signatures of  
367 both tenure/tenure track faculty and lecturers will be counted, with the signatures of  
368 lecturers weighted according to the proportion of their appointment. The Dean will  
369 announce the number of signatures and whether the petition exceeds the threshold,  
370 but will keep the petition itself and the signed names confidential from the  
371 incumbent chair.

372 7.3. Appointment and Composition of Review Committee: At the beginning of the  
373 fourth year of the Department Chair's term, under the direction of the College Dean,  
374 the tenured and tenure-track department faculty shall elect from its ranks a peer  
375 review committee to evaluate the Department Chair's performance<sup>4</sup>. The review  
376 committee, in consultation with the College Dean, will determine the procedures and  
377 scope of the review.

378 7.4. Criteria for Review: The review committee, in consultation with the College  
379 Dean, shall specify the criteria for evaluating the incumbent's job performance. The  
380 principal criteria shall be derived from the job description that was provided to the  
381 Chair at the time of appointment. The incumbent shall be asked to examine the  
382 criteria developed and to make such comments or suggestions as may seem  
383 advisable.

384 7.5. Procedures for Review: The review committee, in consultation with the College  
385 Dean, shall develop procedures for conducting the review. The procedures shall be  
386 designed to secure appropriate information and appraisals of performance from as  
387 many persons as may be feasible who are knowledgeable of the incumbent's  
388 performance. If he/she so desires, the incumbent shall be given an opportunity to  
389 provide the review committee with a self-evaluation based upon the criteria  
390 developed by the committee. The opinions and judgments received by review  
391 committees, the deliberations and reports of such committees, and any  
392 accompanying materials, shall be confidential.

393 7.6. Report of the Review Committee: At the conclusion of its evaluative activities,  
394 the review committee shall prepare a written report embodying findings and  
395 conclusions. The report of the review committee shall include a statement of  
396 strengths found and improvements desired in the incumbent's performance with  
397 respect to the evaluative criteria. All raw data collected for review shall accompany,  
398 but not be part of, the review committee's summary narrative. Before forwarding the  
399 final report to the College Dean, the review committee shall:

400 7.6.1. Provide a draft copy of the narrative portion of the report to the  
401 incumbent;

402 7.6.2. Provide the incumbent with an opportunity to meet with the review  
403 committee in order to discuss the report;

404 \_\_\_\_\_

405 <sup>4</sup> See CFA/CSU Agreement Article 15

406

407 7.6.3. Provide the incumbent with the opportunity to submit to the committee  
408 a written statement which shall become part of the report to the College  
409 Dean.

410 The review committee shall forward its final report to the College Dean. The  
411 College Dean will discuss the findings with the Department Chair and will  
412 report in general to the department faculty. On completion, the final report  
413 from the review committee, additional evaluation by the College Dean, and  
414 any response from the Department Chair will be forwarded to the Provost.

415 7.7. Confidentiality. The review committee, college dean, and officers of the  
416 University shall hold in confidence data received by the review committee, its report,  
417 and accompanying materials.

## 418 8. REAPPOINTMENT OF A DEPARTMENT CHAIR

419 In order to serve one or more subsequent terms, the Department Chair must  
420 proceed through the review process and regular nominating process.

## 421 9. SELECTION OF AN INTERIM CHAIR

422 An interim appointment occurs when a Department Chair's position has or will be  
423 vacated and there is insufficient time or it is otherwise impractical to complete the  
424 regular nomination process explained in Section I (Nominations). The interim Chair  
425 serves only as long as required to complete the appointment of a regularly  
426 appointed chair, **normally by the end of the next full semester.**

427 9.1. Appointment procedure. The President may make interim appointments after  
428 consultation with the College Dean and department faculty, normally by soliciting  
429 advice from as many faculty as possible at a department meeting called for this  
430 purpose. **The College Dean shall report to the department the methods and results**  
431 **of consultation at the time of the appointment of an interim chair.**

432 9.2. Interim Chair requirements. Interim appointments should normally be a  
433 member of the department in which they will serve ~~and they should be tenured~~  
434 ~~faculty members~~ (see section 6 for exceptions.)

435 9.3. Transition to a regularly appointed Chair. While overseeing all the complex  
436 tasks of the department, the interim Chair's ultimate responsibility is to prepare the  
437 department for an orderly transition to a regularly appointed Chair. The interim Chair  
438 should serve until a regularly appointed Chair takes office, normally before the  
439 beginning of the next academic year when taking office in the summer or Fall, or by

440 the beginning of the following Spring semester when taking office in the Spring. If  
441 the department cannot transition to a regularly appointed Chair within one year, the  
442 situation should be resolved under section 6 (Failure to Obtain) of this policy.

443 9.4. Technical details concerning the appointment of an interim Chair (appointment  
444 letter, salary adjustments, etc.) will be coordinated by the Office of the Provost.

## 445 10. SELECTION OF AN ACTING CHAIR

446 An acting appointment occurs when a Department Chair is on a temporary absence  
447 (illness, vacation, or leave) but is expected to return within a year. If the absence is  
448 less than one month, the Dean, in consultation (if possible) with the continuing Chair  
449 may determine that there is no need for an acting Chair. Otherwise, an acting Chair  
450 is appointed and serves only until the regularly appointed Chair returns.

451 10.1. Planned need for acting Chair. When the short-term absence of a Chair can  
452 be anticipated, the Department should nominate an Acting Chair using the  
453 procedures outlined in section 3 (normal nomination.)

454 10.2. Sudden need for acting Chair. When there is insufficient time or it is otherwise  
455 impractical to complete the regular nomination process explained in section 3, an  
456 Acting Chair should be designated using the procedures outlined in section 9  
457 (interim.)

458 10.3. Limit on length of service. An Acting Chair should not serve more than one  
459 full academic year, and possibly the summer before or after the academic year. A  
460 Chair who is absent for more than one year should be replaced.

461 10.4. Technical details concerning the appointment of an acting Chair (appointment  
462 letter, salary adjustments, etc.) will be coordinated by the Office of the Provost.

## 463 11. REMOVAL OF DEPARTMENT CHAIR

464 In rare circumstances it may become necessary to remove a Department Chair prior to the  
465 expiration of the four-year term. There are two possible situations in which a Chair may be  
466 removed.

467 11.1. Administrative removal. The administrative removal of a Chair previously  
468 recommended by the faculty of a department is a very serious matter, and should  
469 only be undertaken for compelling reasons. A Chair will be given an opportunity to  
470 meet with the Provost and Dean to defend their record prior to removal. Following  
471 removal, the President or Provost should meet with the Dean and the faculty  
472 assembled in a department meeting to announce the action and solicit advice on  
473 the transition. Replacement of the Chair should be initiated according to the  
474 procedures in sections 3 or 9 of this policy.

475 Faculty initiated removal. Faculty may not initiate the removal of their Chair unless a formal  
476 review has been completed within the previous six months. (They may initiate such a  
477 review as per 7.2 of this policy.) Following the conclusion of any faculty-initiated early  
478 review, the department will vote to determine if their Chair should be recalled. A recall vote  
479 will follow the same procedures as a vote to recommend a Chair nominee as described in  
480 section 3 of this policy, save only that it requires a vote of 2/3 of the tenure/tenure track  
481 faculty to forward a recommendation to the President that the Chair be removed, with the  
482 votes of lecturers also reported as per the above procedures. If removed, replacement of  
483 the Chair should be initiated according to the procedures in sections 3 or 9 of this policy.

484