

1 San Jose State University
2 Academic Senate
3 Professional Standards Committee
4 February 26, 2024
5 Final Reading

AS 1861

6 **Policy Recommendation**
7 **Amendment A to University Policy F17-3 (Selection and**
8 **Review of Department Chairs and Directors)**

9 Legislative History: This proposal would amend the policy on Selection and Review of
10 Department Chairs and Directors

11 Rationale: In recent years, the increasing tendency of Department Chair Review
12 Committees to use surveys administered by the Office of Institutional Research and
13 Strategic Analytics has led to compression of the review schedule, in some cases
14 resulting in reviews that are not completed prior to the end of the current chair's term. In
15 consultation with the University Council of Chairs and Directors and the Deans,
16 Professional Standards has determined that the timely completion of the Chair's review
17 is important both for a Chair's decision about whether to seek an additional term, and
18 timely review of current Chairs is also important for department faculty when
19 considering the candidates for nomination to Department Chair. In consultation with the
20 Office of Institutional Research and Strategic Analytics as well as the UCCD and
21 Deans, the proposed amendment would expand (and more explicitly define) the
22 timeline for review of Department Chairs and nomination elections. In addition,
23 numerous clarifications have been incorporated to the policy, including more explicit
24 references to applicable sections of the CSU/CFA Collective Bargaining Agreement.

25 Following feedback from the first reading in December 2023, the following modifications
26 were made: the timeline for election procedures was clarified by moving Section 3.4
27 (now 3.3) ahead of Section 3.3 (now 3.4). This change ensures that the candidates for
28 nomination will be identified before formation of the College Election Committee (which
29 must exclude the candidates for nomination).

30 Resolved: That F17-3 (Selection and Review of Department Chairs and Directors) be
31 modified as follows:

32
33 Approved: February 19, 2024
34 Vote: 10-0-0
35 Present: Barrera, Chen, French, Kazemifar, Lacson, Pendyala, Pruthi,
36 Raman, Riley, Smith
37 Absent: None
38
39 Financial Impact: None anticipated
40 Workload Impact: None anticipated

University Policy

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

Legislative History:

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

Rescinds: S14-8

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

UNIVERSITY POLICY Selection and Review of Department Chairs and Directors

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

Rationale: This revision began with a referral from Organization and Government regarding the consolidation of voting procedures for Chairs that became necessary as the Department Voting Rights policy was revised. Next, a version was vetted before UCCD last year which actively participated in crafting some of the changes. We additionally received two rounds of suggestions and amendments from the Deans—most of which were accepted and incorporated. This revision appeared for a first reading on March 13, 2017 and for a final reading on April 10, 2017, but was pulled from the April 10 meeting to allow time for additional consultation with the Provost. The Provost appeared before Professional Standards on September 25 and relayed two concerns. The committee has responded to both concerns and it is our understanding that the policy language is now considered acceptable.

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

84 *Approved: November 6, 2017*

85 *Vote: 10-0-0*

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

88 *Absent: none*

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

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

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

93 *Absent: Donahue*

94

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

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

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POLICY RECOMMENDATION
Selection and Review of Department Chairs and Directors

1. INTRODUCTION

1.1. Preamble

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

1.2. Definitions

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

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

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

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

2. QUALIFICATIONS

Chairs should preferably be Professors but may be Associates, and should have earned rank and tenure prior to the time their appointment to Chair ~~would~~ becomes effective. Exceptions should only be made in rare instances and for compelling reasons.

137 3. DEPARTMENT NOMINATING PROCESS

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

142 3.1. **The Chair's job description should be developed by the Dean in consultation**
143 **with the Department, and include the fraction of assigned time to be provided to**
144 **the Chair.**

145 3.2 **Charging the Department.** Deans and departments should communicate
146 about ~~transitions~~ **the nomination process** as early as possible ~~to allow for a~~
147 ~~collegial and orderly process.~~ **The Dean should attend a Department meeting at**
148 **the beginning of the nomination process (no later than the tenth week of the**
149 **current chair's final full semester) to provide present this policy, the Chair's job**
150 **description and fraction of assigned time, and to explain the process for**
151 **nominating a Chair. ~~The Chair's job description—which should include the~~**
152 **~~fraction of assigned time to be provided to the Chair—should be developed by the~~**
153 **~~Dean in consultation with the Department.~~**

154 **If following the charge, the Department proceeds immediately to a department**
155 **meeting as per section 3.3 below, then all persons who are not members of the**
156 **Department should depart at that time, unless specifically invited to remain by ~~the~~**
157 **a majority vote of the faculty present.**

158 3.3. Department meeting. A meeting shall be held to begin the election of a
159 nominee to serve as Department Chair. The department may determine the
160 nature and medium of the meeting according to its own preferences, but the
161 meeting must be open to all faculty in the department and publicized a minimum
162 of one week in advance.

163 3.4. College Election Committee. The College will create a College Election
164 Committee that will consist of three individuals: 1) The Dean or the Dean's
165 designee, 2) a member of the College RTP committee (chosen by the committee
166 from a department other than the one holding the nomination election), and 3)
167 one tenured faculty member from the department (chosen by the department

168 tenured and tenure track faculty ~~from among those department faculty who are~~
169 ~~not candidates.~~) who will be excluded from candidacy for nomination to be
170 department chair. In departments with three or fewer tenured faculty members,
171 the department may choose a faculty member from another department within
172 the College to be the third member of their College Election Committee.

173 3.5. Responsibilities of the College Election Committee. The College Election
174 Committee ~~shall see that the department is informed of the requirements of this~~
175 ~~policy~~ (1) shall inform the department of this policy's requirements, (2) ~~(with the~~
176 ~~help of Faculty Affairs)~~ interpret and explain the policy to the department when
177 ~~questions arise,~~ shall count and certify the department's votes, (3) ~~and shall see~~
178 ~~that the results are delivered~~ deliver the results of the department's voting to the
179 President and to the Department in ~~the~~ all appropriate formats, and (4) shall (with
180 the assistance of Faculty Services) interpret and explain this policy to the
181 department if any questions arise after the results are distributed.

182 ~~3.4. Charging the Department. The Dean (or, at the Dean's option, the College~~
183 ~~Election Committee) should attend a Department meeting at the beginning of the~~
184 ~~nomination process to provide this policy and the Chair's job description and~~
185 ~~fraction of assigned time, and to explain the process for nominating a Chair. If~~
186 ~~following the charge, the Department proceeds immediately to a department~~
187 ~~meeting as per the section below, then all persons who are not members of the~~
188 ~~Department should depart before deliberations begin, unless specifically invited~~
189 ~~to remain by the majority vote of the faculty present.~~

190 ~~3.5. Department meeting. A meeting shall be held to begin the election of a~~
191 ~~nominee to serve as Department Chair. The department may determine the~~
192 ~~nature and medium of the meeting according to its own preferences, but the~~
193 ~~meeting must be open to all faculty in the department and publicized a minimum~~
194 ~~of one week in advance.~~

195 3.6. Decision ~~on~~ to seek permission for an external search. The department may
196 decide at this stage, through normal voting procedures, to seek permission to
197 search for an external chair (as per section 4.1 below) instead of proceeding
198 immediately with a normal nominating election. ~~Should~~ If permission ~~be~~ is
199 denied, the department should proceed with the normal process to nominate a
200 department Chair.

201 3.7. Faculty may suggest names of any tenured or tenure-track faculty member¹
202 to appear on the ballot for the nominating election. All ~~N~~ominated persons shall
203 must accept or decline their nomination. All ~~C~~andidates will be given the

¹See CFA/CSU Agreement 20.30: Department chairs shall normally be selected from the list of tenured or probationary faculty employees recommended by the department for the assignment.

204 opportunity to make statements and **take answer** questions from department
205 faculty.

206 3.8. Voting for Chair Nominees.

207 3.8.1. Tenured and tenure track faculty members have **a one** full vote in the
208 department to which they are permanently assigned, but no vote in a
209 department to which they are temporarily assigned. Tenured and
210 tenure track faculty holding joint appointments shall vote only in the
211 department which holds the majority of their permanent assignment
212 or, if equal, in the department that is responsible for their tenure.
213 Tenured and tenure track faculty members on an approved leave
214 retain **their** voting rights.

215 3.8.2. Faculty participating in the Faculty Early Retirement Program
216 (FERP)²⁴ or the Pre-Retirement Reduction in Time Base Program
217 (PRTB)³² shall have a proportional vote equal to their annualized
218 time base (i.e, 1/2, 1/4) regardless of their academic assignment in a
219 given semester, through the last semester of their teaching
220 appointment.

221 3.8.3. Lecturers have departmental voting rights in proportion to their
222 assignment in a department. Proportional voting rights of lecturers
223 may fluctuate with fall and spring appointments. Lecturers on an
224 approved partial leave retain the proportional voting rights of their
225 teaching assignment. Those on full leave relinquish their voting
226 rights.

227 3.8.4. Faculty suspended under article 17 (Temporary Suspension) of the
228 CBA retain their voting rights.

229 3.8.5. Voting rights of any faculty member are suspended for any semester
230 in which the individual holds a full-time administrative (i.e. MPP) or
231 other full-time non-faculty position **within** the university.

232 3.8.6. Faculty on reassigned time engaged in administrative duties remain
233 Unit 3 faculty and retain their voting rights.

²¹See CFA/CSU Agreement Article 29. FERP employees are limited by contract to 50% of their previous time base.

³²See CFA/CSU Agreement Article 30. PRTB employees are reduced by contract to 2/3, 1/2, or 1/3 of their previous time base.

- 234 3.8.7. Visiting Professors or Interim or Acting Chairs from outside the
235 department ~~may do~~ not vote in a Chair nomination election.
- 236 3.8.8. Qualified faculty on approved leaves should be provided a means to
237 vote in a chair nomination election. However, no faculty member
238 may grant their vote by “proxy” ~~or other assignment~~ to another
239 individual.
- 240 3.98. The nominating election. Faculty ~~may then~~ ~~must~~ vote by secret ballot on all
241 candidates proposed and willing to serve. ~~Secret b~~Balloting must be
242 available for ~~a minimum of~~ 5 working days and provide the opportunity for
243 ~~individuals~~ to abstain.
- 244 3.~~98~~.1. If there is ~~just only~~ one candidate, ~~secret~~ balloting must still occur,
245 with ~~a the~~ choices provided to “recommend” or “do not recommend” the
246 candidate.
- 247 3.~~98~~.2. If there are two or more candidates, ~~secret~~ balloting will provide a
248 choice between the candidates and ~~a the~~ choice “do not recommend any of
249 ~~the~~ candidates.”
- 250 3.~~98~~.3. If an election with three or more candidates fails to produce a
251 majority for any ~~one~~ candidate, there ~~shall must~~ be a second round of ~~secret~~
252 balloting between ~~these the~~ two candidates who received the most votes in
253 the first round.
- 254 3.409. Counting the votes. The college election committee will meet to count
255 votes. The candidates will be notified of the time and place of the count at
256 least one ~~business~~ day in advance, and each may send one observer (~~a~~
257 ~~person~~ other than themselves). The committee is responsible for an
258 accurate count and review of ~~all submitted~~ ballots. The committee ~~will~~
259 ~~must~~ assure that ~~the~~ balloting was secret, that ~~all~~ votes ~~are~~ entered in the
260 correct category, and that proper proportions are applied. The results shall
261 be certified (signed) by ~~each member of~~ the ~~college~~ election committee.
- 262 3.140. Forwarding the results of the nominating election. Only the name of a
263 candidate who receives a majority of votes cast by the tenured and
264 probationary faculty shall be recommended to the President via the
265 College Dean as the nominee of the department.³⁴ The names of
266 candidates who were not recommended by the department, together with
267 all vote totals, shall also be forwarded to the President to provide context
268 for the recommendation. This shall include a statement of ~~all votes~~, broken
269 down into two ~~groups categories~~ – votes by tenured/tenure track faculty
270 and ~~votes~~ by lecturers -- including the actual number of votes cast in each
271 category.

³⁴See CFA/CSU Agreement 20.30.

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273 3.1~~21~~. Distributing the results. The department voting results shall also be
274 distributed to the department's faculty ~~from the relevant department~~. If the
275 final vote total in either group category of votes as described in paragraph
276 3.10 (~~tenured and probationary, lecturers~~) contains a fraction, it shall be
277 rounded to ~~help~~ preserve anonymity.

278 3.1~~32~~. Second round nomination elections. If a department is unable to nominate
279 a Chair by a majority vote of the eligible probationary and tenured faculty,
280 it may continue to try to ~~select~~ obtain a nominee by repeating the process
281 if ~~they~~ department faculty are willing and the Dean determines that there is
282 sufficient time. Otherwise the situation will be resolved via section 6
283 "Failure to Obtain..."

284 4. EXTERNAL SEARCHES

285 4.1. Request for an external search. ~~Department faculty may request an external~~
286 ~~search for department chair~~. An external search is a search in which
287 candidates from outside San José State University are invited to apply to be
288 hired as a tenured faculty member and as department Chair. ~~Department~~
289 ~~faculty may request an external search for department chair~~. Any department
290 request for an external search ~~should must take the form of~~ be supported by
291 a majority vote of the department's eligible to vote faculty (following ~~normal~~
292 ~~the~~ procedures for department voting rights as outlined in University Policy
293 S17-6). Such requests are not automatically granted.

294 4.2. Procedures for an external search. Successful completion of an external
295 search for a department Chair requires coordination of two separate tasks:
296 (1) the appointment of a new faculty member in accordance with the
297 appointment policy and (2) the recommendation to the President of a Chair
298 nominee in accordance with this policy. To expedite the successful
299 conclusion of such a search, departments may combine ~~some~~ procedures
300 that are common to both processes as outlined below. Departments should
301 determine which of these three alternatives they will use by majority vote
302 (following the normal procedures for department voting rights), and they
303 must do so prior to the start of a search. Whichever method the department
304 adopts, the recruitment committee must conform to the normal requirements
305 of the appointments policy.

306 4.2.1. Departments may designate all tenured and tenure track faculty as a
307 ~~the~~ recruitment committee "~~of the whole~~" so that the appointment
308 recommendation and the nomination recommendation are
309 coterminous. When this method is chosen, the recruitment committee
310 ~~of the whole~~ must provide lecturers with the opportunity to provide
311 confidential feedback on the search prior to final recommendations. A

⁴⁵See CFA/CSU Agreement Article 15

312 department may only use this method when there are more tenured
313 faculty than probationary faculty. If it chooses this method, the normal
314 prohibition of faculty serving on a personnel committee evaluating
315 faculty of higher rank is suspended.

316 4.2.2. Departments may use separate processes for the appointment and for
317 the nomination functions associated with an external search for a
318 department Chair. Using this method, a smaller recruitment committee
319 makes a recommendation under the normal appointment policy. Then
320 the department as a whole votes to endorse or not to endorse the
321 recommendation of the recruitment committee. For each candidate, the
322 department's endorsement must specify whether or not that candidate
323 is acceptable as a Chair. If more than one candidate is acceptable,
324 then ~~the~~ department must rank them in order of preference. The
325 department's endorsement serves to nominate a candidate to be
326 Chair, but should be accompanied by the recruitment committee's
327 report to justify the appointment ~~of the candidate~~. In the event of
328 conflict between the recommendations of the recruitment committee
329 and the department's ~~endorsement of that recommendation~~, the
330 department makes the final ~~Chair~~ recommendation ~~as to who to~~
331 ~~nominate as its Chair~~, but may only ~~select a nominee~~ ~~nominate~~
332 from among those candidates deemed to be acceptable finalists by the
333 recruitment committee. When this method is chosen by a department,
334 time must be ~~budgeted to~~ ~~allowed for~~ these procedures to take place at
335 the conclusion of the ~~external~~ search.

336 4.2.3. Departments may choose to delegate their ~~prerogative right~~ to
337 nominate a Chair exclusively to their recruitment committee.

338 4.3. In conformity with the Appointments policy, an external nominee for Chair
339 shall be reviewed and must receive a favorable recommendation for tenure
340 from the appropriate personnel committee of the department before the
341 appointment can be completed.

342 5. APPOINTMENT

343 5.1. The President appoints and removes the Department Chair in consultation
344 with the Provost, College Dean, and department faculty. The term of the
345 ~~Department Chair~~ appointment is normally four years.

346 5.2. When a department follows the procedures of this policy to successfully elect
347 a Chair Nominee, the President shall -- except in rare instances and for
348 compelling reasons—appoint that individual to serve as Department Chair.

349 5.3. ~~Technical Administrative~~ details concerning the appointment of a Chair
350 (appointment letters, salary adjustments, etc.) will be coordinated by the
351 Office of the Provost.

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

354 Departments may be unable to successfully conclude a normal nomination for
355 Department Chair. This could be the case in a department with no senior
356 leadership qualified to be Chair, or no willing candidates. If a department fails to
357 reach consensus (majority vote of the tenured and probationary faculty) following
358 a normal nomination process (Section 3), the Dean shall consult with the faculty
359 at a department meeting to determine the best course of action. This could be
360 either (1) the nomination of an interim or acting Chair, (2) initiation of an external
361 search, (3) extension of a prior interim appointment, or (4) the nomination of a
362 non-departmental interim Chair—as per the relevant sections of this policy.

363 6.1. External Search. An external search may be requested as per section 4 of
364 the policy, although such requests are not automatically granted.

365 6.2. Extended interim Chairs. If there has been a failure to reach consensus, and
366 an interim Chair is serving and was not a candidate for Chair, the interim
367 Chair's service may be extended by six months to allow time for the
368 department to find more permanent solutions. ~~Normally, a department should~~
369 ~~not have to operate under interim leadership for more than one year. The~~
370 ~~extension of an interim appointment beyond one year should be avoided if~~
371 ~~possible. If this occurs the Organization and Government Committee of the~~
372 ~~Academic Senate shall inquire into the reasons for the situation.~~

373 6.3 Non departmental interim Chairs. In extreme cases, and only when all of the
374 aforementioned measures fail, the President may appoint an SJSU faculty
375 member from outside the department to serve as interim Chair, after
376 consultation with the College Dean and department faculty. External
377 departmental interim Chairs are subject to all the normal limits provided in
378 section 9. Consultation with the department faculty is normally done by the
379 Provost and Dean soliciting advice at a department meeting.

380 ~~6.4. Extended interim Chairs. The extension of an interim appointment beyond~~
381 ~~one year should be avoided if possible. If this occurs the Organization and~~
382 ~~Government Committee of the Academic Senate shall inquire into the reasons for~~
383 ~~the situation.~~

384 7. REVIEW OF DEPARTMENT CHAIRS

385 7.1. Timing of Normal Review: The Dean shall initiate the formal review of each
386 Department Chair no earlier than during the Chair's sixth semester in office

⁴⁵See CFA/CSU Agreement Article 15

387 and no later than the beginning of the Chair's seventh semester in office
388 ~~during the fourth year of an incumbent's term~~, unless the incumbent states
389 that ~~he/she~~ they will not be a candidate to continue as Chair beyond the
390 fourth year.

391 7.2. Early Review: Department faculty may initiate a formal review of the
392 Department Chair by submitting a petition to the Dean, provided that at least
393 one academic year has passed since the Chair's appointment or previous
394 review. The petition shall state simply that "The undersigned faculty call for a
395 prompt review of our Department Chair." If the petition is signed by
396 department faculty totaling more than 50% of the ~~eligible to vote department~~
397 ~~faculty department electorate~~, the College Dean will initiate a formal review
398 of the Department Chair. The petition should preferably be delivered ~~early~~
399 ~~enough~~ to permit the review to be completed before the end of the current
400 semester, but an early review ~~must should always~~ be completed within 40
401 duty days from receipt of the ~~department's~~ petition. To determine if the
402 petition exceeds the 50% threshold, ~~all the~~ signatures of ~~both~~ tenure/tenure
403 track faculty and lecturers will be counted, with the signatures of lecturers
404 weighted according to the proportion of their appointment. The Dean will
405 announce ~~to the department~~ the number of signatures and whether the
406 petition exceeds the threshold, but will keep the petition itself and the signed
407 names confidential from the incumbent chair.

408 7.3. Appointment and Composition of Review Committee: ~~College Deans shall~~
409 ~~determine the timing of reviews of Department Chairs. Such review shall~~
410 ~~begin no earlier than during the Chair's sixth semester in office and no later~~
411 ~~than the beginning of the Chair's seventh semester in office. At the beginning~~
412 ~~of the fourth year of the Department Chair's term, u~~Under the direction of the
413 College Dean, the tenured and tenure-track department faculty shall elect
414 from its ranks a peer review committee to evaluate the Department Chair's
415 performance⁵⁴. ~~The members of the review committee are excluded from~~
416 ~~being the department's nominee for chair. In departments with insufficient~~
417 ~~tenured or tenure-track members to populate the review committee, the~~
418 ~~department may supplement the review committee with external faculty~~
419 ~~members.~~ The review committee, in consultation with the College Dean, will
420 determine the procedures and scope of the review.

421 7.4. Criteria for Review: The review committee, in consultation with the College
422 Dean, shall specify the criteria for evaluating the incumbent's job
423 performance. The principal criteria shall be derived from the job description
424 that was provided to the Chair at the time of appointment ~~to Chair~~. The
425 incumbent shall be asked to examine the criteria developed and to make
426 such comments or suggestions as may seem advisable.

427 7.5. Procedures for Review: The review committee, in consultation with the
428 College Dean, shall develop procedures for conducting the review. The

⁴⁵See CFA/CSU Agreement Article 15

429 procedures shall be designed to secure appropriate information and
430 appraisals of performance from as many persons as may be feasible who
431 are knowledgeable of the incumbent's performance. If he/she so desires, the
432 incumbent shall be given an opportunity to provide the review committee with
433 a self-evaluation based upon the criteria developed by the committee. The
434 opinions and judgments received by review committees, the deliberations
435 and reports of such committees, and any accompanying materials, shall be
436 confidential.

437 Professional Standards, in consultation with the University Council of Chairs
438 and Directors, the Council of Deans, the Center for Faculty Development,
439 and Institutional Research and Strategic Analytics, will develop a set of
440 guidelines that may be used by departments to help develop procedures for
441 review.

442 7.6. Report of the Review Committee: At the conclusion of its evaluative
443 activities, the review committee shall prepare a written report embodying its
444 findings and conclusions. ~~The~~ This report ~~of the review committee~~ shall
445 include a statement of strengths found and improvements desired in the
446 incumbent's performance with respect to the evaluative criteria. All raw data
447 collected for review shall accompany, but not be part of, the review
448 committee's summary narrative. Before forwarding the final report to the
449 College Dean, the review committee shall:

450 7.6.1. Provide a draft copy of the narrative portion of the report to the
451 incumbent;

452 7.6.2. Provide the incumbent with an opportunity to meet with the review
453 committee in order to discuss the report;

454 7.6.3. Provide the incumbent with the opportunity to submit to the committee
455 a written statement which shall become part of the report to the
456 College Dean.

457 The review committee shall forward its final report to the College Dean **no**
458 **later than the end of the Chair's seventh semester in office.** The College
459 Dean will discuss the findings with the Department Chair **no later than in the**
460 **first month of the Chair's final semester** and will report in general to the
461 department faculty. On completion, the final report from the review
462 committee, additional evaluation by the College Dean, and any response
463 from the Department Chair will be forwarded to the Provost.

464 7.7. Confidentiality. The **members of the** review committee, college dean, and
465 officers of the University shall hold in confidence data received by the review
466 committee, its report, and accompanying materials. **The members of the**
467 **review committee shall sign a confidentiality statement.**

468 8. REAPPOINTMENT OF A DEPARTMENT CHAIR

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

471 9. SELECTION OF AN INTERIM CHAIR

472 An interim appointment occurs when a Department Chair's position has or will be
473 vacated and there is insufficient time or it is otherwise impractical to complete the
474 regular nomination process explained in Section I (Nominations). The interim
475 Chair serves only as long as required to complete the appointment of a regularly
476 appointed chair.

477 9.1. Appointment procedure. The President may make interim appointments after
478 consultation with the College Dean and department faculty, normally by
479 soliciting advice from as many faculty as possible at a department meeting
480 called for this purpose.

481 9.2. Interim Chair requirements. Interim appointments should normally be a
482 member of the department in which they will serve and they should be
483 tenured faculty members (see section 6 for exceptions.)

484 9.3. Transition to a regularly appointed Chair. While overseeing all the complex
485 tasks of the department, the interim Chair's ultimate responsibility is to
486 prepare the department for an orderly transition to a regularly appointed
487 Chair. The interim Chair should serve until a regularly appointed Chair takes
488 office, normally before the beginning of the next academic year when taking
489 office in the summer or Fall, or by the beginning of the following Spring
490 semester when taking office in the Spring. If the department cannot transition
491 to a regularly appointed Chair within one year, the situation should be
492 resolved under section 6 (Failure to Obtain) of this policy.

493 9.4. Technical details concerning the appointment of an interim Chair
494 (appointment letter, salary adjustments, etc.) will be coordinated by the
495 Office of the Provost.

496 10. SELECTION OF AN ACTING CHAIR

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

503 10.1. Planned need for acting Chair. When the short-term absence of a Chair can
504 be anticipated, the Department should nominate an Acting Chair using the
505 procedures outlined in section 3 (normal nomination.)

506 10.2. Sudden need for acting Chair. When there is insufficient time or it is
507 otherwise impractical to complete the regular nomination process explained
508 in section 3, an Acting Chair should be designated using the procedures
509 outlined in section 9 (interim.)

510 10.3. Limit on length of service. An Acting Chair should not serve more than one
511 full academic year, and possibly the summer before or after the academic
512 year. A Chair who is absent for more than one year should be replaced.

513 10.4. Technical details concerning the appointment of an acting Chair
514 (appointment letter, salary adjustments, etc.) will be coordinated by the
515 Office of the Provost.

516 11. REMOVAL OF DEPARTMENT CHAIR

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

520 11.1. Administrative removal. The administrative removal of a Chair previously
521 recommended by the faculty of a department is a very serious matter, and
522 should only be undertaken for compelling reasons. A Chair will be given an
523 opportunity to meet with the Provost and Dean to defend their record prior to
524 removal. Following removal, the President or Provost should meet with the
525 Dean and the faculty assembled in a department meeting to announce the
526 action and solicit advice on the transition. Replacement of the Chair should be
527 initiated according to the procedures in sections 3 or 9 of this policy.

528 11.2 Faculty initiated removal. Faculty may not initiate the removal of their Chair
529 unless a formal review has been completed within the previous six months.
530 (They may initiate such a review as per 7.2 of this policy.) Following the
531 conclusion of any faculty-initiated early review, the department will vote to
532 determine if their Chair should be removed recalled. A removal recall vote will
533 follow the same procedures as a vote to recommend a Chair nominee as
534 described in section 3 of this policy, save only that it requires a vote of 2/3 of
535 the tenure/tenure track faculty to forward a recommendation to the President
536 that the Chair be removed, with the votes of lecturers also reported as per the
537 above procedures. If removed, replacement of the Chair should be initiated
538 according to the procedures in sections 3 or 9 of this policy.