Department Chair Handbook

Whitman College
2016 - 2017
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Introduction

The purpose of this handbook is to outline the responsibilities of department chairs and program directors and to provide chairs and directors with information and resources to assist them in administering those responsibilities. While most of the information in this handbook will pertain to both departments and programs (and will use the term "department chair" to refer to the administrators of academic departments and programs), the handbook is written with the understanding that the administrative responsibilities of chairs and directors will vary across programs, departments, and divisions. For this reason, department chairs should thoroughly familiarize themselves with the Faculty Code and the Faculty Handbook, which define the official policies and procedures under which the faculty and the academic program operate.

The Faculty Code is the official record of faculty legislation regarding the power of the faculty to "arrange the course of study," "take proper measures for the government and discipline of students," and "make such rules for its own organization, government, and procedures as it shall deem proper." (Constitution of Whitman College, Article V.) Changes, additions, and deletions to the Faculty Code can only be made by a vote of the faculty.

The Faculty Handbook, which is prepared and maintained by the Provost and Dean of the Faculty, contains the procedural details for the implementation of policies outlined in the Faculty Code, policies that are not subject to faculty legislation, and general information concerning support for professional development. The policies and procedures detailed in the Faculty Handbook are only guidelines; they not contractual agreements.

Given the evolving nature of faculty governance and administration, the Department Chair Handbook will be revised as necessary. Suggestions for revisions, additions, or deletions should be directed to the Office of the Provost and Dean of the Faculty.

Administrative Structure of the Academic Program

Office of the Provost and Dean of the Faculty

The Office of the Provost and Dean of the Faculty is responsible for administering the academic program of the College and includes the Provost and Dean of the Faculty, the Associate Dean for Academic Affairs, and the Associate Dean for Faculty Development. The Office's areas of responsibility include the faculty; the curriculum; academic support services; the academic budget; grants and faculty development; institutional governance; accreditation and assessment; and relations with alumni, students, and external audiences. For a list of the specific areas of responsibility for the Dean and Associate Deans, see the website for the PDF Office. In addition, consult Appendix A for an organizational chart of the administrative structure of the Provost's Office.

The staff in the Provost and Dean of the Faculty Office handle duties in support of the Provost and Dean of the Faculty's areas of responsibility and can provide details and further clarification of the guidelines contained in this handbook, as well as assistance to department chairs as they carry out their responsibilities. The following is a brief summary of the responsibilities of the members of the Provost's staff:

Karen Zollman
Associate to the Provost and Dean of the Faculty

- Annual Faculty Activity Reports and Course Evaluations
- Appointment Calendar for Provost and Dean of the Faculty
- Endowed Chairs and Professorships
- Faculty Employment Files, Appointment and Salary Letters, and Payroll
- Faculty Code and Handbook
- Faculty Personnel Committee Reviews
- Garrett Fellows
- Sabbatical Leaves
- Salary Continuation Plan (SCP), Phased Retirement and Emeritus Faculty
- Trustee Report

Susan Bennett
Executive Assistant in the Office of the Provost and Dean of the Faculty

- Academic Budget Management, PDOF Surplus and Start-up Accounts
- Academic Staff Performance Appraisals
- Appointment Calendars for the Associate Deans for Academic Affairs and Faculty Development
- Assessment and Accreditation
- Center for Teaching and Learning (CTL)
- Committees, Department Chairs and Faculty Elections
- Faculty and Director-Level Academic Staff Recruiting
- Governing Boards Academic Affairs Committee
- Immigration/Visas
- Innovation in Teaching and Learning Grants (ITL); Cross Disciplinary Teaching and Learning Initiative (CDLTI); NW5C Consortium

Qi Jia
Senior Academic Assistant in the Office of the Provost and Dean of the Faculty

- Aid to Scholarship and Instructional Development (ASID); Professional Development Accounts (PDA)
- Convocation and Commencement
- Faculty Awards
- Faculty/Student Research Programs
- Global Studies Program; O'Donnell Visiting Educators
- High School Enrichment Program
- Language Assistants
- PDOF Office Budgets

Social Events
Visiting and Endowed Lectures

Ruth Ladderud
Administrative Assistant

Accounts Payable and JPMC purchasing card reconciliation
Class Visitations
CLEo Participants updates
Course Fees
Encounters Desk Copies
Faculty Schedule Cards
Faculty/Student Dining Program
Holiday Emergency Contact Information
New Faculty Moving, Housing List
PDOF Web Updates

In addition to the staff in the Office of the Provost and Dean of the Faculty, the division assistants provide substantial support for department chairs. Although administrative support from administrative assistants will vary from building to building, when requested, they can provide assistance to department chairs with individual department budget information, support with faculty searches, and aid in the preparation of curricular materials to be used by the division chair. Student payroll for work paid by department budgets should be processed through the division assistants.

Division Chairs

According to the Faculty Code (Chapter I, Article VIII), each division chair is the executive officer of his or her division and is expected to call regular meetings of the division. The division chair is the chief budget officer of each division as well as its representative on the Committee of Division Chairs. Division chairs are to be fully included in all deliberations pertaining to searches for both tenure-track and non-tenure-track faculty, and the evaluation and retention of non-tenure-track faculty by department chairs must be done in consultation with the division chair. The division chair is also responsible for issues pertaining to the physical equipment, buildings, and classrooms of his or her division.

The Committee of Division Chairs, among many other duties, advises the Provost and the President on staffing, budget, and policy matters as they relate to the various divisions and academic departments as well as the College as a whole.

As a rule, department chairs should direct questions or concerns regarding the issues outlined in this document to their respective division chair. There will, of course, be instances where this may not be feasible or appropriate; in those instances, it is appropriate to initiate communication directly with the Provost and Dean of the Faculty or, as appropriate, one of the associate deans. As a rule, though, the division chair should be consulted, at least initially, on any matter relating to departmental or divisional concerns. In cases where an issue concerns the faculty as a whole, the department chair may wish to contact the Chair of the Faculty, particularly as this is the faculty member who sets agendas for meetings of the faculty.

Department Chairs

Department chairs are the primary representative of their departments in matters to be considered at the divisional level or by the faculty as a whole. They represent their departments on occasions or events that might be organized by the President or the Provost and Dean of the Faculty. Department chairs also represent their departments in discussions with the division chair, the Committee of Division Chairs, and the Provost and Dean of the Faculty regarding personnel changes, proposals to fill vacated positions, and curricular matters. Finally, they represent the department in relations with a number of other offices including Admission, Communications, and the Registrar.

The Department Chair as Leader

In addition to being charged with many administrative responsibilities, the department chair has a fundamental role in supporting faculty members in the department, ensuring a collegial working environment, and helping to sustain and improve the teaching and learning mission of the College. Leading a department is challenging, but can also be a highly fulfilling dimension of academic life. Department chairs who lead effectively not only manage budgets and curricula: they facilitate discussion of important issues, enable full and equitable participation of all colleagues, and help to develop consensus where there are divided opinions. They can also help to connect discussions within their department to matters of importance that extend to the College as a whole. For example, a department chair who attends a Center for Teaching and Learning discussion on a particular topic, or engages in a discussion about curricular issues on a standing committee, can bring ideas back to the department for further consideration. Finally, chairs play a key role in helping to foster positive working relationships among members of the department and staff who work with the department.

The Office of the Provost and Dean of the Faculty offers an orientation for new chairs each fall, and the Associate Dean for Faculty Development is an on-campus resource for assisting in the development of strategies for addressing particular challenges chairs may encounter in their work. In addition, the Office of the Provost and Dean of the Faculty is supportive of off-campus resources and opportunities for department chair training and development. Interested parties should contact the Associate Dean for Faculty Development.

Some chairs have also found it valuable to begin their terms by doing informal “listening tours” with individual department colleagues to better understand their concerns and to use that information to shape the agenda for department meetings for the following year.

Department Chair Administrative Responsibilities

Department chair appointments are made by the Provost and Dean of the Faculty, normally for a period of three years, and begin on July 1. Typical responsibilities of a department chair include the following, which will be explained in greater detail in this document:

- Call and conduct regular department meetings.
- Attend meetings (generally once per semester) with the Provost and Dean of the Faculty
- Ensure the department adheres to College legislation and policies as stated in the Faculty Handbook and Faculty Code.
- Mentor new and visiting faculty, providing them with guidance on departmental, divisional, and college policies and serving as a resource in supporting their work in their new positions.
- Chair search committees for tenure track and non-tenure track positions, although in some instances, another tenure-track member of the department may serve as the chair of a search committee.
- Evaluate non-tenure-track faculty.
- Work with department colleagues and the division chair to monitor, assess, and modify, as appropriate, the distribution of intra-departmental faculty workload (e.g., number of major advisees, course enrollments, etc.).
- Work with department colleagues and the division chair to coordinate, monitor, and assess the department's curricular offerings (e.g., range, level, and diversity of classes, including the distribution of classes across times of the day and semesters; contributions to Encounters and general studies; etc.). This includes maintaining a two-year course plan and working with colleagues to time sabbatical and other leaves to reduce impact on the department and students.
- Manage and supervise department budgets.
- Maintain clear and transparent guidelines for the use and distribution of departmental budgets and intra-departmental funds such as gifts and grants.
- Supervise and evaluate staff and student workers as appropriate.
- Manage departmental communications with students.
- Determine course equivalences and approve transfer credit for students for courses in their major.

- Oversee department assessment activities, including periodic assessment reports and external reviews.

- Ensure the currency and accuracy of department web pages. Kristin Healy, Director of Digital Communications, is a valuable resource, and she can also assist in website redesign projects.

- Represent the department in discussions with the division, the Committee of Division Chairs and/or the Office of the Provost and Dean of the Faculty concerning issues such as personnel changes and budget requests.

- Represent the department in relations with the Registrar's Office concerning such matters as course offerings, course scheduling, enrollment limits, evaluation of transfer credits, catalog copy, etc.

- Represent the department with other administrative offices such as Admission (e.g. on Visitor's Day), Communication, WCTS, etc. as necessary.

Department Meetings

It is expected that every academic department will hold regular meetings. The frequency and formality of these meetings may vary by department, but it is the chair's responsibility to ensure that all members of the department are afforded the opportunity to participate fully in departmental decision making and understand departmental policies and procedures.

It is important that individual departments establish policies that define their decision making procedures. This will include clear statements about the role of non-tenure-track faculty and students—e.g., who can vote in department meetings and on which issues, the role of students on search committees, etc. (Refer to Chapter II, D in the Faculty Handbook for College policies concerning non-tenure-track faculty and Article II, Section 1B in the Faculty Code for the role of students in searches and other departmental matters.)[1]

Department chairs can have an enormously positive influence on the department by running effective meetings. Sending out an agenda ahead of time, soliciting agenda items from colleagues, and ensuring equal participation during the meeting are valuable. Taking and circulating minutes (or delegating this to colleagues) can help to ensure that all members have a record of decisions that were made and responsibility for any items that may have been given to individual colleagues. Chairs can also anticipate discussions on

[1] Note that a working group was formed in the spring of 2016 to evaluate the practical application of titles and roles created by the Working Group on Non-Traditional Positions (2006-2007) as well as develop a clearer picture of their involvement in advising, service, and other activities. The working group may have recommendations in the fall of 2016 relevant to sections of this handbook.

certain issues that are likely to be contentious, such as potential changes to the major or to a course that is a foundation for the major. In such cases, it may be useful to consider particular ways for structuring the conversation that will most likely ensure that the various points of view are well articulated and considered in the decision-making process.

For some meetings, the department chair might consider inviting a senior colleague or administrator from outside the department to facilitate. This can help the chair, for example, to be able to speak freely about their concerns or interests regarding a curricular change without worrying about this interfering with their obligation as chair to ensure that all voices and perspectives are heard and adequately considered. Division chairs, the Associate Dean for Faculty Development, and the Vice President for Diversity and Inclusion have assisted in this purpose over the past few years.

Calendar

Department chairs are encouraged to check the Whitman College calendar posted on the Whitman homepage for important dates such as visitor days, reunion weekends, visiting educators, etc. The calendar posted on the Provost and Dean of the Faculty web site lists important deadlines for the Office of the Provost and Dean of Faculty such as sabbatical applications, budget requests, ASID requests, etc. Deadlines from the Registrar's Office concerning course changes, catalog copy, etc., are also included.

The Provost and Dean of the Faculty web site also links to a current calendar of religious holidays. Chairs are encouraged to take these dates into account, as feasible, when planning department events, speakers, examinations, etc.

Curriculum

Department chairs have the responsibility for managing their department's curriculum. This includes oversight of the department's course offerings, managing the curricular revision process, course scheduling and planning, and disseminating curricular information.

Academic departments and programs are expected to offer a comprehensive curriculum in their discipline or field of study appropriate for study in the context of the liberal arts. This includes a range of courses at different levels offered at different times throughout the day and balanced across semesters, serving the interests of students majoring and minoring, as well as courses serving as electives, survey courses, and general education offerings. Department chairs work with the faculty in their departments, as well as colleagues in other programs and offices, to ensure that these various interests are met.

Department chairs are responsible for the curricular revision process for their departments. This includes the organization of departmental proposals to the Curriculum Committee for curricular changes, alterations in major and minor requirements, introduction of special topics courses, consultation with the Off-Campus Studies Office regarding study abroad, etc.

In proposing new courses or modifications to courses, departments are to use the Course Proposal Template, which can be accessed through the Registrar's Office web page by clicking on "Services for Faculty & Staff" and then clicking on "Forms." Chairs must carefully complete all sections of the template before proposals can be considered. All curricular proposals must be reviewed and approved by the entire department before they are brought to the divisional level and the Curriculum Committee for consideration.

Department Planning

In consultation with their department members, department chairs also determine course scheduling for the academic year as well as prerequisites and enrollment limits. To the greatest extent possible, departments must plan their curricular offerings at least two years in advance and balance their offerings across times of day and across semesters. For example, in order to avoid an imbalance in curricular offerings, not all faculty members in any given department may teach three courses in the fall and two in the spring. Such planning allows for students to better plan their long term schedules, and for the administration to more accurately anticipate future resource and budgetary needs. Guidelines for standard class times as well as the Curriculum Scheduling and Planning Tool can be found on the Registrar's Web page.

The department chair is responsible for communicating to students and others information about the department's curriculum, including schedules, anticipated courses, major and minor requirements, and information about the department's senior assessment in the major. Such communications may be made by sending emails or letters to department majors, distributing information to students in classes, or by other methods deemed appropriate by the department. In addition, the chair must communicate all necessary course adoptions, course revisions, and catalog information to the Registrar's Office by specified deadlines.

Department chairs should ensure that advisors are giving consistent and timely information to departmental advisees. This is especially important in the case of juniors, who should be reminded of the expectations for the senior year and the steps that they need to take to fulfill requirements (e.g., completion of a comprehensive examination or a thesis). To assist in this purpose, department chairs might find it useful to develop, in consultation with departmental colleagues, a checklist of requirements for use in advising.

Departmental Conversations about Curriculum and Pedagogy

Part of a department's planning efforts involve reflecting on the current program of study and its effectiveness. Your department has developed a set of goals for students in the major, including mastery of disciplinary knowledge, aptitude in discipline-specific skills (writing research proposals or papers, for example), and there may also be some cross-disciplinary skills that you especially emphasize (quantitative reasoning, writing, oral presentation skills, etc.). In addition, departments are encouraged to periodically review the compositional diversity of students in the program, whether there is equal access to the program's offerings, and success rates for various groups of students in the program. The Whitman Inclusion Equity and Diversity council (WIDE) can provide information about college-wide recommendations for enhancing the success of students as well as guidance to departments on possible actions specific to their programs for achieving these recommendations. Every three years, department chairs are asked to submit an assessment report to the Assessment Committee. The Assessment Committee asked for reports during 2014-2015 and will next solicit full reports in 2017-18. In the meantime, departments and programs should periodically discuss what might be the most effective ways to examine student learning. As chair, you can help the department continue its momentum by reviewing prior assessments and asking colleagues for input on other potential areas to examine.

Innovation in Teaching and Learning grants may be appropriate sources for supporting departmental curriculum and pedagogy revision efforts. Contact the Associate Dean for Faculty Development to discuss this possibility.

External Reviews

The College began a program to conduct external reviews of all academic departments and programs in 2006 with the goal of reviewing each department approximately every 10 years. These reviews are meant to assist departments in: setting long-term goals; constructively critiquing the success of their curricula and operating structures; and fostering conversation about changes the department might envision in order to strengthen its programs and better meet the educational needs of all the students participating in it. Departments selected for review by the Provost and Dean of the Faculty in consultation with the Associate Dean for Academic Affairs will be given ample notice and will work with the Associate Dean for Academic Affairs to make necessary arrangements. Guidelines and templates for external department reviews can be found on the Provost and Dean of the Faculty web page under the Guidelines and Procedures tab.

Departmental Staffing

In addition to the planning necessary for the efficient management of the curriculum, department chairs must plan for departmental staffing requirements. This includes working with department colleagues to schedule sabbaticals in such a way as to minimize disruptions to the department's curricular offerings and major and minor programs. Such considerations must also take into account, to the greatest extent possible, the needs of non-tenured, tenure-track faculty.

Chairs will need to assess and monitor departmental staffing needs and make requests to the Provost and Dean of the Faculty for the hiring of non-tenure-track faculty, including sabbatical replacements. Departments should not assume that because they were authorized to hire a non-tenure-track faculty member during a previous year, whether full or part-time, that that person will automatically be hired for the following year as well. With the exception of faculty with Senior status (most of whom receive multiple-year appointments) the hiring of all non-tenure-track faculty requires an annual request, a rationale that includes reference to enrollment needs as well as other relevant factors, and an indication of how any given faculty member will contribute to the overall academic program of the college. These requests will also include requests to have tenure-track faculty teach courses that are in addition to their normal teaching load.

All decisions about department staffing levels will be made by the Provost and Dean of the Faculty in consultation with the Committee of Division Chairs. It is the chair's responsibility, however, to communicate regularly with the non-tenure-track faculty already teaching in the department about anticipated staffing needs. Early in the fall semester, as additional staffing needs for the following year begin to be discussed, the department chair should discuss with all non-tenure-track colleagues whether the department will include them on the request for non-tenure-track faculty that is submitted to the Associate Dean for Academic Affairs in October. An honest conversation about the department's most pressing needs, as well as courses the colleague would most like to teach, are very much valued by colleagues in non-tenure-track appointments. Likewise, the department chair should communicate with their colleagues any updates on the status of that request.

Recruitment and Hiring of Faculty

Generally, the department chair serves as the chair of departmental search committees for tenure-track and non-tenure track faculty although s/he may choose a colleague to take on this responsibility if doing so would serve the interests of the department or program. In this role, the chair is generally responsible for:

- Presenting to the Provost and Dean of the Faculty proposals to replace existing tenure-track faculty positions when vacated; advocating for new tenure-track lines, or proposing the hiring of adjunct or visiting faculty for the purpose of replacing sabbatical leaves, alleviating enrollment pressures, etc.

- Meeting with the Associate Dean for Faculty Development and the Chief Diversity Officer to discuss the department's strategy for attracting a diverse pool of candidates for tenure-track positions.

- Submitting to the Provost and Dean of the Faculty and the Committee of Division Chairs an explanation of how the department will involve students in the search process as well as a timeline for the search process.

- Managing, as required, the electronic submissions on the PeopleAdmin site.

- For tenure-track searches, submitting to the Provost and Dean of the Faculty and the Committee of Division Chairs the department's five or six finalists, ranked in order of preference, recommended for on-campus interviews, including rationales for the selection and ranking. (For non-tenure-track searches, three finalists in rank order are submitted to the Associate Dean for Faculty Development.)

- Coordinating with the Office of the Provost and Dean of the Faculty travel and interview logistics for the candidates' on-campus visits.

- Notifying unsuccessful candidates of the outcome of the search.

An updated and complete set of guidelines for the conduct of tenure-track and non-tenure-track positions, Search Guidelines for Tenure-Track Searches and Search Guidelines for Visiting Faculty Searches, can be found on the Provost and Dean of the Faculty CLEo site, in the *Searches* folder under the *Resources* tab. See also Chapter II of the Faculty Handbook.

Personnel Matters

A major component of a chair's duties deals with personnel matters both within the department and inter-departmentally. A chair's responsibilities include the mentoring of faculty, the annual evaluation of faculty in non-tenure-track appointments, and where appropriate, the evaluation of non-instructional department staff and students.

Mentoring

The Associate Dean for Faculty Development plans and oversees an orientation program each fall for all newly hired faculty as well as additional programs on specific topics throughout the year. These programs are an important resource in enabling new faculty to become active participants in the College's educational mission and helping them in their own professional transition. Each summer, the Associate Dean will send to department chairs a schedule of the orientation programs so that they will be informed about the opportunities available to their new colleagues and can avoid scheduling meetings that conflict with the orientation program.

The College also has two formal faculty mentoring programs: one for tenure-track faculty and one for faculty in non-tenure-track appointments. Chairs should encourage new faculty in their department to participate in the program as well as encourage tenured members of the department to serve as mentors in the program. For more information on the mentoring program, see the Center for Teaching and Learning website.

The chair has an equally important role in helping all pre-tenure faculty in their department to understand departmental and college norms with regard to teaching and other professional matters. Even new faculty members with significant teaching experience elsewhere need to understand how the courses they are teaching fit into the major or college requirements as well as particular expectations that students might have. They will also need to know about specific resources on campus to support teaching and scholarship. Chairs can help new colleagues to feel welcomed and supported by offering to share syllabi, taking time to explain sources of funding for research, and (in the first weeks before class) offering to help familiarize colleagues with CLEo or other resources used by faculty.

One area of sensitivity for new colleagues concerns the observation of teaching. The chair and other colleagues in the department can be an invaluable source of feedback and support for new colleagues seeking to improve their teaching. However, not all faculty welcome the same degree of involvement, and so it might be useful to have a conversation early on concerning the chair's expectations and the new colleague's expectations regarding class observations. It is especially important to give colleagues advance notice of any observation. Prior to the observation, the chair and colleague should have a conversation about the goals of the course and teaching techniques employed so that the faculty member can provide context important to understanding the activities of that class period.

While the needs of junior colleagues are especially high in their first few weeks on campus, chairs should look for ways to continue supporting junior faculty throughout their first few years. See Appendix B for a checklist of things a department chair can do to facilitate the transition of a new faculty member.

Please note that the formative review for faculty in tenure-track appointments is also a mentoring opportunity. This review process (voted into Code by the faculty in 2011) stipulates that a tenured colleague in the department (not necessarily the chair) be invited by the tenure-track faculty member to participate. Although a formally mandated process, the formative review is strictly for the purpose of aiding tenure-track faculty in making progress toward their Personnel reviews and helps faculty in this goal by providing multiple sources of feedback.

Non-tenure-track Faculty

Department chairs, in conjunction with the Associate Dean for Faculty Development and Associate Dean for Academic Affairs, review annually the teaching evaluations and activity reports of all non-tenure-track faculty in their department, including visiting faculty members.

Each January, the Office of the Provost and Dean of the Faculty collects activity reports and teaching evaluations from all non-tenure-track faculty. The relevant department chairs are notified when these materials are received and the materials are then made available to department chairs and to the associate deans for their review and comment. Please note that with the exception of instructors with Senior status, non-tenure-track faculty members are generally hired for their teaching (which could include advising majors), and should not be expected to perform significant departmental or college service.

The Faculty Handbook (Chapter IV) has information about the process for promotion to Senior Lecturer or Senior Adjunct Assistant Professor. The department chair typically is asked by the candidate to provide a letter of support and is also consulted by the Provost's Office in setting the length of the appointment for faculty who are successfully promoted.

Tenure-Track Faculty

Department chairs should have an in-depth understanding of the procedures for contract renewal and tenure so as to communicate consistent information to tenure-track faculty members and to encourage departmental colleagues to understand their role in the evaluation process. See Chapter IV of the Faculty Handbook for a detailed explanation of the process.

It is also important that department chairs be familiar with the guidelines for discipline-specific scholarship (available on the Provost and Dean of Faculty website under the "Faculty Development and Support" tab). These guidelines are meant to be of assistance to candidates for contract renewal, tenure, and promotion; to aid those writing letters on behalf of candidates, especially with respect to assessments of professional activity; and to offer guidance to the Personnel Committee as it reviews materials submitted by candidates for contract renewal, tenure, and promotion. The guidelines neither replace nor modify in any way the criteria of evaluation indicated in the Faculty Handbook.

Evaluation of Non-Instructional Staff

Department chairs, where appropriate, are responsible for completing annual performance appraisals for any non-instructional staff they supervise. Forms and guidelines for staff performance appraisals will be provided by the Office of Human Resources and collected by the Office of the Provost and Dean of the Faculty at the beginning of the calendar year. Timely submission of performance appraisals is necessary for consideration of salary and wage increases for staff.

Hiring of Students

All student employees of the college must be paid through the hourly student payroll system and may not receive payment in cash. It is important that the students be officially registered in the payroll system before they perform any work for the department. Division assistants can help explain procedures for payment of student employees.

Employee Relations

Both the Faculty Handbook and the Faculty Code address the importance of non-discrimination; the right of all Whitman College faculty, staff, and students to work and learn in a harassment-free environment; and the need for tolerance and civility within the context of free speech and academic freedom. The College has established policies prohibiting harassment and has developed a grievance procedure to follow should any member of the College community believe the circumstances of their complaint (whether related to harassment or any other grievance) warrant such action. Please note that it is particularly important to review College procedures relating to allegations of sexual misconduct, gender-based discrimination or harassment because College employees have the obligation to report such allegations that come to their attention. The grievance policy, which details these obligations, may be found on the Human Resources website.

Minor conflicts in the department that do not fit the definition of harassment or discrimination outlined in the grievance procedure may be able to be successfully resolved between the parties through informal mediation, and department heads are encouraged to pursue this avenue when appropriate. It may sometimes be helpful to involve the division chair and, if necessary, the Provost and Dean of the Faculty, in such disputes. As suggested in the section above on "The Department Chair as Leader," a chair's efforts to foster regular and effective communication within a department can often help to prevent the normal tensions and disagreements within an academic community from becoming serious conflicts that interfere with its functioning. If you are uncertain as to whether a conflict in your department falls under the definition of harassment or discrimination, please contact the Human Resources director.

Budgets and Spending

Budgets

Department chairs are responsible for submitting and managing department budgets and ensuring that the department remains within the annual operating budget in any given year. This includes expenditures by the department, individual faculty members, and the management of student workers. Department chairs must ensure that the distribution of funding and other resources within the department and intra-departmentally, where appropriate, is equitable and transparent. This includes funds from gifts and grants as well as department and divisional funds. Departments must have clear guidelines outlining their policies and procedures for allocating resources.

Budget management includes working with division assistants and with the Office of the Provost and Dean of the Faculty. In general, budget matters dealing with department budgets are handled by Susan Bennett; budget matters relating to lectures, visiting educators, and PDA/ASID requests are handled by Qi Jia. Although division assistants can help the department chair to keep track of receipts, record spending, and ensure accuracy, they should not bear the responsibility of overseeing the budget. For this reason, it is important that department chairs periodically review the budget throughout the budget year and discuss any discrepancies or resource issues with the division assistant.

Each year in September, department chairs will receive notice from the Office of the Provost and Dean of the Faculty of the procedures and deadlines for submitting annual department operating budget requests for the next fiscal year (July 1 – June 30). The budget approval process, which includes evaluation and approval by the Committee of Division Chairs, the college Budget Advisory Committee and the Board of Trustees, is completed in February.

Requests for one-time purchases of equipment and capital items are submitted to and approved by the appropriate division chair, who manages the division's capital funds.

The dispensation of balances remaining in department budgets at the end of any given fiscal year is at the discretion of the Provost and Dean of the Faculty, who is charged with reconciling the annual operating budgets of the academic program. Depending on fiscal constraints, ending balances may be transferred to the Provost and Dean of the Faculty Surplus Account (currently at a maximum accumulated balance of $4,000). If desired, it is the responsibility of the department chair to request that a year-end balance be rolled over into the surplus account.

Spending Guidelines

Department chairs should work to ensure that departmental spending conforms to approved College guidelines. These may be found in the Faculty Handbook.

The following are common examples of expenses that are charged to departments:

- Desk copies (if not provided by the publisher) and desk supplies for a faculty member's office at the College

- compensation of student research assistants (hourly and/or stipend) processed through the division assistants

- equipment and supplies for classrooms

- entertainment for students, alumni, and other college-related events. (Discretion should be used when spending departmental funds for faculty/student entertainment. Also remember that the purchase of alcohol for the entertainment of under-aged students is not permissible.)

There is a limit of $60 per person per meal (excluding tax and gratuity) for all meals paid with operating funds provided by the Office of the Provost and Dean of the Faculty. This would include both department funds and funds for searches paid by the Provost's Office. The names of all guests must be provided, preferably accompanied by a receipt. For specifics, including guidelines for the use of endowed funds, contact the Office of the Provost and Dean of the Faculty.

Payment to any individual for services rendered to the College must be made either through the college payroll system or with a Personal Services or Performance contract, accompanied by the proper tax withholding forms. A completed and signed IRS Form W-9 must accompany reimbursement requests for lodging payments made to an individual, landlord, or any unincorporated entity. Questions about payment for services to individuals may be referred to the division assistants or to staff in the Office of the Provost and Dean of the Faculty.

Department chairs also must ensure compliance with the college policy that states that any equipment, software, or other durable resources (including computers, furniture, digital cameras, MP3 players, lab/studio tools, etc.) purchased with college and/or grant research funds are the property of Whitman College and remain so when the faculty member leaves the college.

Student Concerns

Advising

Pre-major advising is overseen by the Associate Dean for Academic Affairs and coordinated by the Director of Academic Resources, who assigns pre-major advisees to faculty advisors and who also conducts advising information sessions and workshops. In addition to being a vital way of supporting Whitman students early in their career, advising pre-major students is a valuable way for faculty members to learn about the College curriculum, and department chairs should encourage, and ensure opportunities for, their colleagues to participate. All full-time faculty are expected to take pre-major advisees as regularly as possible.

Book Orders

Department chairs should urge the faculty in their departments to adhere to the Bookstore's textbook adoption schedule as they allow Whitman Bookstore staff to offer students the best possible value on books by locating used texts and obtaining the lowest market price for textbooks and instructional materials. It also allows the Bookstore to obtain "print on demand" books for faculty and to make adjustments for out of print materials. It also enables us to be in compliance with the Higher Education Opportunity Act of 2008 which, among other goals, seeks to provide to students more transparent and timely information about education costs.

Textbook Adoption Schedule:

April 15: Adoptions of previously used textbooks for Fall Semester
June 1: Adoptions of new textbooks for Fall Semester
November 1: Adoptions of all textbooks for Spring Semester

Student Complaints

There will be occasions when students come to the department chair to register a complaint about a faculty member in the department. Complaints may range from a grade on an assignment to dissatisfaction with the instructor's teaching methods. Depending on the particulars or severity of a complaint, it may be appropriate to encourage the student to talk with the instructor directly, providing the student with strategies to raise his or her concern in a positive and constructive manner. The chair might invite the student for a return conversation if s/he feels that the concerns were not adequately addressed in the conversation with the faculty member. Upon such a follow-up meeting with a student, the chair might then speak privately to the faculty member about ways to address the concern or meet with both the faculty and the student to help mediate and work toward a solution. The Student Handbook details student rights and responsibilities. It is particularly important to review College procedures relating to allegations of sexual misconduct or gender-based discrimination because College employees have the obligation to report such allegations that come to their attention. The grievance policy may be found on the Human Resources website.

Please also note that there is a mechanism for students to register complaints that they have been unable to resolve by talking to faculty or staff with immediate oversight over a particular area. This Record of Unresolved Informal Student Complaint serves to ensure both that there is a resolution for the student and that the Provost office is able to be aware of any patterns of concern on campus.

Excused Absences

The Associate Dean for Academic Affairs grants excused absences only for groups of students participating in class field trips or other events with a significant academic component. Please note that excused absences cannot be granted for individual students attending conferences or students participating in non-varsity athletics. Individual excused absences can be granted by the Dean of Students under certain circumstances such as illness, injury, or other circumstances outside of the student's control. See Chapter 5 in the Faculty Code for specifics, including regulations for absences for musical and theatre groups as well as athletics.

FERPA

The Family Educational Rights and Privacy Policy Act (FERPA) grants students the right to examine their records (grades, enrollment records, personal information), challenge the veracity of those records, and to consent to the disclosure of those records to other individuals. Without express permission of the student, his or her records cannot be released to anyone other than those with a legitimate educational interest. This includes requests from individuals such as parents and employers.

The College takes the privacy of student information seriously and all faculty and staff are encouraged to contact the Dean of Students' Office with any FERPA-related questions. Additional information about FERPA can be found on the U. S. Department of Education website: (http://www2.ed.gov/policy/gen/guid/fpco/ferpa/index.html).

Student Travel

There are funds available to support student travel to conferences to present a paper or for thesis-research related travel. Specific information on eligibility, amounts, and application is available on the Provost and Dean of the Faculty web site in the Faculty Development and Support section.

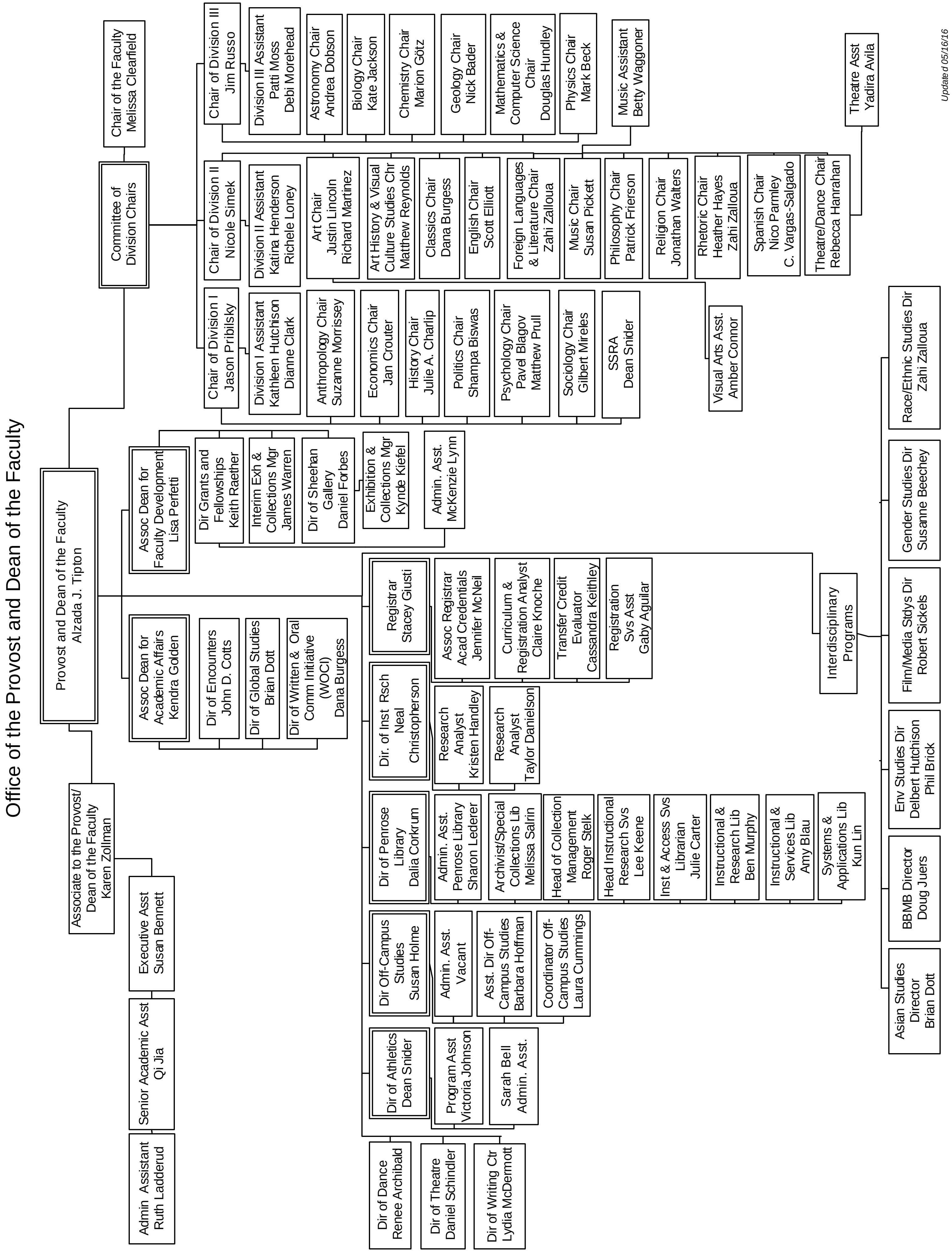
Transfer of Course Credits

Department chairs will often be called upon to determine whether courses from other schools are equivalent to Whitman courses for the purpose of transferring academic credit. It is important that department chairs remind the faculty in their departments that students must obtain pre-approval of any transfer work planned during the summer, or on leaves of absence.

Fellowships and Grants

The Office of Fellowships and Grants assists students and alumni in securing national fellowships, scholarships, and grants. Department chairs and the faculty in their departments are encouraged to recommend students to the Fellowships and Grants Office, support those students by writing letters of recommendation, and serve on the Office's Fellowship and Scholarships Committees. This is one of the most important ways faculty can help students to see how their liberal arts education will prepare them for meaningful experiences beyond their four years at Whitman.

Appendix A: Organizational Chart for the Provost and Dean of the Faculty Office



Appendix B: Department Chairs Checklist for Assisting New Faculty

Below are some suggestions for helping new faculty transition in their first year.

- ☐ Shortly after hire, send sample syllabi or other resources to help colleague understand Whitman and department norms.
- ☐ Provide contacts to help with housing (Ruth Ladderud also assists with housing).
- ☐ Work with division chair to secure office space and ensure computer set-up or other resources.
- ☐ Before classes, meet with the colleague to discuss room needs, other questions about departmental norms.
- ☐ When scheduling department meetings, avoid conflicts with lunches for new faculty and CTL programs. Encourage participation at these events.
- ☐ Week one or two, meet with colleague to check in and discuss potential class visits. For tenure-track faculty, go over discipline-specific guidelines.
- ☐ Week six or so, ask whether there are any questions about courses.
- ☐ End of semester, ask colleague whether s/he has questions about Activity Report or student evaluations (note that New Faculty Orientation lunches cover these topics).
- ☐ January, discuss teaching evaluations with non-tenure-track faculty to offer practical advice for improvement. Contact Lisa Perfetti with concerns, recommendations for rehire.
- ☐ May, meet to debrief how the year went. Remind tenure-track faculty of sabbatical application date (summer) and ask about scholarly agenda (what were they able to accomplish in this first busy stressful year? What do they hope to accomplish before contract renewal? By tenure?).

Appendix C: Department Chair Planning Guide

The following table includes only items relevant to nearly all chairs. External reviews, tenure-track searches, or other departmental activities can be added as relevant.

Month	Items to be considering	Contact Person
Late August / September	Confirm departmental representation at First-year Registration Begin discussing staffing needs for the following year (NTTF requests due in late October); speak with non-tenure-track faculty about likely courses available Begin developing budget request due in October	 Kendra Golden Division Chair; Susan Bennett
October	Communicate with majors about requirements for graduation, including Honors (applications due to department by October 10) Observe new colleagues and discuss observations Submit non-tenure-track staffing requests to Associate Dean for Academic Affairs	 Kendra Golden
November	Discuss new courses or other changes to the catalog (due January) Begin process of putting together department two-year curricular plan for the CPST (due January 27)	Division Chair Claire Knoche
December	Notify all colleagues of status of non-tenure-track faculty staffing request Plan spring department meetings	
January	Review course evaluations and activity reports for non-tenure-track faculty. Communicate with Associate Dean for Faculty Development to confirm renewing faculty for approved visiting positions for the following year. Submit position description for new visiting positions	Lisa Perfetti Lisa Perfetti; Susan Bennett
February / March	Observe courses of colleagues undergoing Personnel Review following year (due August for contract renewal and September for tenure/promotion) Review approved budget with department colleagues	Karen Zollman

	Begin staff performance appraisals (due to Provost April 3)	Susan Bennett; Human Resources
April	Discuss plans for visiting educators to department for next year (if applicable) Deadline for submitting names of students to receive Honors for the major is April 21 Major Study Certificate forms for all seniors in your department due to the Registrar (May 10)	Qi Jia Jennifer McNeil
May / June	If in last year, meet with new chair to pass on materials, offer advice Transition of new faculty (see checklist in Appendix B) Set department meetings for the fall semester and solicit items to be considered over the course of the year. Review department budget statements. Purchases for this fiscal year should be made by early June. Confirm departmental representatives at new student registration and departmental information sessions Review department website to ensure accuracy (new faculty, course changes, etc.)	 Lisa Perfetti; Karen Zollman Division Assistant; Susan Bennett Kristen Healy