
Chapter: Personnel

Modification No. 001

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

I. General

- A. A department chair is appointed for an initial term of four (4) years.
- B. A department chair may be re-appointed for a second term (of four years), with the support of the department, dean and vice president and provost (VPP), or senior vice president for student affairs (SVPSA), where appropriate.
- C. A sitting department chair is eligible to be nominated for a third term (of four years) through an open nomination process.
- D. A third four-year term will be possible only with the support of the department and the approval of the dean and VPP or SVPSA, where appropriate.
- E. A department chair will not serve more than 12 consecutive years.
- F. A department chair will be 12-month employees with management and leadership responsibilities and must be willing to serve year-round for the position.
- G. An academic department chair will report to the Collegewide dean charged with supervision of the corresponding academic programs and/or disciplines. A student affairs department chair will report to the campus dean of student affairs. A Collegewide program chair may report to the Associate Senior Vice President for Academic Affairs (ASVPAA).
- H. A department chair's work schedule will be 40 hours per week, including any teaching or counseling assignments and office hours.
 - 1. The schedule will be determined by the needs of the department, through agreement between the dean and the chair.
 - 2. In general, most chairs will teach two classes per year; however, chairs of smaller departments will teach three classes; and chairs of larger departments will teach one class per year.
 - 3. Teaching assignments above the minimum classes per year must be outside their normal working schedule (evening and weekends).
 - 4. Compensation for teaching assignments above their minimum is paid at the part-time faculty rate.
- I. Faculty members who accept appointment as a Department Chair will have their status as a member of the bargaining unit suspended for the duration of the term(s) served as a Department Chair. Upon conclusion of the term of appointment as Department Chair, the faculty member's suspension from the bargaining unit will end unless the individual is subject to dismissal for cause unrelated to performance.

II. Role of Department Chairs

Department chairs have a number of primary work responsibilities, including but not limited to:

A. Departmental Leadership

1. Serve as the authority on campus for department-level decisions.
2. Advise and guide departmental faculty, staff, and part-time faculty members in professional development and teaching performance.
3. Coordinate the department's operations, including meetings, planning, and budgeting processes.
4. Meet with students and faculty who have concerns about disciplinary or academic matters and mediate those concerns.
5. Represent the department on collegewide committees and industry/professional communities.

B. Department Administration

1. Supervise part-time faculty and department staff.
2. Manage student, peer, and chair performance reviews of full-time and part-time faculty members and confer with appropriate leadership in making recommendations for the faculty member's future objectives.
3. Conduct performance reviews and evaluate part-time faculty and department staff.
4. Prepare schedule of course offerings in collaboration with dean and Collegewide colleagues.
5. Collaborate with the department to recruit, train, and develop full-time and part-time faculty and department staff.
6. Manage the department's budget and other fiscal activities, including contracts and leave requests, as delegated.

C. Instruction and/or Counseling

1. Instructional chairs teach a minimum of one course per year; maximum of three courses per year, with no more than two courses per semester.
2. Counseling chairs teach a minimum of one course per year; maximum of three courses per year, with no more than two courses per semester and/or provide counseling and advising services as appropriate.
3. Collaborate with other department chairs on curricular improvements and course/program assessment.

4. Serve as discipline or program advisor to students.

III. Qualifications of a Department Chair

- A. A minimum of a Master's degree in one of the disciplines appropriate to the department supervised, or technical certifications required of a full-time faculty position.
- B. Three years of full-time teaching or counseling in a two- or four-year college or equivalent educational setting, in at least one of the designated department disciplines.
- C. Three years of demonstrated leadership experience, e.g. as a department chair, coordinator, program supervisor, governance leader, or equivalent experience at the college level, preferably at a community college.
- D. An individual who does not meet the minimum years of experience may be assigned a trainee status as chair with the consent of the VPP and ASVPAA or dean and SVPSA for counseling chairs.

IV. Recruitment Process

- A. A dean or designee conducts a call for nominations from the campus department full-time faculty pool.
- B. If a qualified candidate is not identified, a dean or designee conducts a call for nominations from the collegewide full-time faculty.
- C. If a qualified candidate is not identified from the full-time faculty, a call for nominations will be extended collegewide to include staff and part-time faculty.
- D. A standard search to recruit a qualified external candidate will be used if no internal candidate is identified.
- E. Nominees meet with the dean and present their vision, qualifications, and record of service to the College.
- F. Nominees will be provided an opportunity by a dean to make presentations to the department.
- G. Members of the department, including staff and part-time faculty, will have an opportunity to provide written comments about the nominees' qualifications to the dean.
- H. The dean and vice president and provost or SVPSA will confer on the nominees.
- I. The dean will appoint the department chair with the concurrence of the vice president and provost or SVPSA.

V. Nomination/Appointment Process

- A. The nomination process begins in the chair's home department(s) and any member of the College community may send forward a nomination to the dean.
- B. In the initial round of nominations, only full-time faculty members may be nominated. If there are no nominations from the home department(s), nominations may be solicited from the collegewide full-time faculty.
- C. The nomination process will be extended to qualified staff members and part-time faculty if the initial rounds of nominations do not produce a qualified or willing nominee.
- D. The dean will appoint an interim chair and initiate an external search through the Office of Human Resources and Strategic Talent Management if no nominee is identified from the internal pool.
- E. A nominee from another campus can be considered when a qualified nominee is not identified from the chair's home campus department.

VI. Terms of Chair Appointments

- A. Chair is appointed for an initial term of four years.
- B. If a chair should leave their appointment within a term, a new chair will begin a new four-year appointment.
- C. An interim chair, who is later appointed through a nomination and selection process, will begin a new four-year appointment. The interim term period will not count as a formal term appointment.

VII. Compensation and Benefits

A. Compensation

- 1. A department chair's remuneration will be on a 26-pay schedule.
- 2. The minimum 12-month salary for a department chair will be Grade 35.
- 3. A department chair pay will be calculated by taking their academic year salary as faculty, dividing by 20, and then multiplying that number by 26. If after the calculation their salary does not meet the minimum salary of a department chair, their salary will be brought to the minimum of the grade.
- 4. Once the faculty member is restored to the bargaining unit, all compensation and benefits will be restored to the ten-month faculty salary and benefits and will include all salary adjustments and increases in rank that the member would have attained had the suspension not occurred during the time the faculty member served as a Department Chair.

B. Leave

A department chair observes the College's scheduled holidays and breaks and earns annual leave, sick leave and personal leave in the following manner:

1. Annual Leave

- a. Annual leave is based on years of service to the College and calculated as follows:
 - 1) Less than 3 years of service on July 1 – 120 hours will be applied.
 - 2) 3 years but less than 15 years of service on July 1 – 160 hours will be applied.
 - 3) 15 years or more of service on July 1 – 208 hours will be applied.
- b. Annual leave will be applied at the beginning of each fiscal year on July 1 and must be used by the following June 30.
- c. Annual leave is pro-rated when the department chair term start date is other than July 1.
- d. Unused annual leave does not carry over into the next fiscal year.
- e. Unused annual leave is not paid out to the department chair when they return to their faculty role, retire, resign or separate from the College.

2. Sick Leave

- a. The balance of sick leave from the chair's full-time faculty level is retained and the chair will begin accruing sick leave at the rate of 3.69 hours per pay period while in the department chair role.
- b. The balance of sick leave accrued is retained when the department chair returns to their full-time faculty role; and their full-time faculty sick leave hours will be applied at the beginning of the academic year.
- c. Upon separation from the College, a department chair will be paid from their accrued sick leave according to the AAUP Collective Bargaining Agreement.

3. Personal Leave

- a. The balance of personal leave from the chair's full-time faculty level is retained.
- b. Twenty-four (24) hours are applied at the beginning of the calendar year or when the department chair term begins.

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

- h. If the department chair is unable to complete the planned program for which the extended professional development leave was granted, it is the employee's responsibility to notify promptly the Chief Human Resources Officer (or designee) after which the employee shall either return to his/her department chair duties or be reassigned to an appropriate leave status. Salary allowances and benefits shall then be adjusted accordingly.
- i. A full written report describing activities during the leave and the results of the leave or proof of successful completion of the program shall be submitted to the dean or ASVPAA within 30 days of completion of the leave and shall be considered in the evaluation of the employee.

C. Benefits

A department chair's retirement benefit will be calculated based on the 12-month salary rather than the 10-month salary during their term as chair.

VIII. Orientation and Training

- A. All department chairs will attend required division, dean, discipline, and department meetings.
- B. All department chairs will attend any onboarding and/or training events for supervisors.
- C. All department chairs will complete annually required Collegewide training.
- D. All department chairs will attend required training as designated by unit, division, or department.

IX. Evaluation

- A. Department chairs will be evaluated annually through the same process as administrators.
- B. The department chair evaluation will include evaluative measures specific to department chair duties.
- C. Department chair evaluations may also include evaluative measures that relate to chair teaching duties.
- D. Department chair evaluations may include feedback from members of the department.

X. Reappointment Process

- A. Re-appointment or new selection process should be initiated by the mid-term of the spring semester prior to the end of the four-year term.
- B. The dean or ASVPAA will confer with the current chair about their interest in being re-appointed.

- C. The dean shares the interest of the chair to be re-appointed (or not) with the department faculty, staff, and appropriate unit head/administrator.
 - D. If the chair is not eligible for reappointment, does not want to be re-appointed, or if the dean or ASVPAA (or appropriate unit head/administrator) does not wish to reappoint the chair, then the dean moves to the chair nomination process.
 - 1. If the chair is not re-appointed, notification will be provided by the fall semester prior to the end of the four-year term.
 - 2. The dean will notify the department and solicit nominations by end of January prior to the end of the four-year term.
 - 3. The dean or ASVPAA will follow the selection process that was followed in the initial chair selection.
 - E. If the chair wants to be re-appointed, and the dean/ASVPAA concurs, the dean will ask for input from department faculty and staff via feedback form (which can be used to document that the process was followed consistently).
 - F. The determination to re-appoint or not is based on the dean's or ASVPAA's review of chair evaluations and faculty and staff input.
 - G. The dean or ASVPAA informs chair of decision to reappoint or engage the chair selection process.
 - H. The dean or ASVPAA announces the decision on reappointment (or the decision of the selection process) to the department.
- XI. Interim or Acting Chair Appointment
- A. In the event of a chair leaving their appointment as department chair within a term, due to either exiting the College, returning to their faculty role, taking an extended leave, or assuming a different role within the College, a dean may make an interim or acting chair appointment from qualified full-time faculty within the department.
 - B. An interim or acting chair appointment should last no more than one calendar year.
 - C. If an incumbent chair does not return to their appointment within that calendar year, a nomination and selection process for a new department chair should be completed.

Administrative Approval: June 10, 2020