



California State University Chico
College of Communication
and Education

CME Department Chairs' Handbook

2022

The mission of the College of Communication and Education is to prepare our students to be effective, educated, engaged, and ethical leaders in their relationships, communities, and professions.

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California State University Chico
**College of Communication
and Education**

CME STAFF RESPONSIBILITIES

The CME Dean's Office.

Tehama Hall, Room 203

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Contact: 530-898-4015 (front office)

The Dean, Associate Dean, and Dean's Office Staff are always willing and available to support you should you need assistance of any kind. Please feel free to call on us with questions, concerns, challenges and opportunities. We look forward to working with and for you.

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DEPARTMENT CHAIRS' HANDBOOK

COLLEGE OF COMMUNICATION & EDUCATION

WELCOME

Welcome to the CSU Chico, College of Communication and Education (CME) as a new or continuing department chair. You have been selected and elected by your department and recommended by the dean to serve at the pleasure of the President in this very important role. The department chair is critical to the well-being of the students, staff, faculty and programs in each of our departments and the smooth-running operation of the College.

This CME Department Chairs' Handbook (DCH) has been created as a companion piece to the CME Constitution and Handbook. It is designed to interact with the [CME Department Chairs Calendar](#) (DCC) that outlines the specific tasks that are required month-by-month of chairs. The DCH serves to operationalize various policies and practices described in [FPPP 17.0 Chair responsibilities, selection and support](#) and introduces chairs to department chair responsibilities generally, as they pertain to the University. More specifically, the DCH illustrates how each area of chair responsibility is operationalized in our College. Because individual departments may vary in their practices, it is important that you consult the historical and current practices of your department first and always.

CME OVERVIEW

As an elected representative of your department, you will find many opportunities to collaborate and connect with other departments throughout the College. You may want to consult our CME department webpage in order to familiarize yourself with our diverse and synergistic [programs and departments in CME](#). Established in 1992, the College has a rich history of excellence and includes seven units: one school, five departments, and a program. Degree options include the Bachelor of Arts, the Bachelor of Science, the Master of Arts and Teaching Credentials. While each unit varies in its particular academic foci, career preparation, and degree option, all are united by the interdependence of communication and education as the two critical processes that make the College of Communication and Education an exemplary learning community that nurtures, embraces, and values students' potential. Your fellow CME department chairs will become your allies, collaborators and confidants.

THE ROLE

The role of department chair is multi-faceted. You will find yourself both an advocate for faculty and a representative of the dean and administration. In essence, you remain a faculty member who has additional assigned responsibility to provide academic and administrative leadership to your academic department. As such, you are still classified as faculty (Unit 3) and not MPP (management). However, in addition to providing leadership, you will also facilitate the management of your department. At times you will find yourself conveying the department's perspective to the Dean, and the Dean's perspective to the department. As chair, you will set the tone of the department and help

faculty and staff to understand their individual and collective roles while feeling a sense of shared purpose. Always, your primary role will be to be responsible for the department's relationship with and service to students.

DIFFERENCES BETWEEN CHAIR AND FACULTY ASSIGNMENTS

The differences between your assignment as a faculty member and that of a department chair consist of four areas described below, as per [CBA 31.27](#). The changes are related to workload, salary, and associated reporting requirements. Because you are serving in two different classifications, the paperwork and processes can appear obfuscated and somewhat confusing. The intent of this section is to de-mystify some of those practices.

Salary

In terms of time base, the role of department chair primarily differs from that of a faculty member in that your appointment as chair is for 12 months (12/12) whereas your faculty appointment is for 10 months paid over 12 months (10/12). This additional time base and role has several implications for your salary, workload, and reporting duties. Your collective salary will be represented in two payments each month. One check will reflect the time base and salary of your faculty appointment. The second check will reflect the time base of your chair appointment.

During the first month of the first year of your appointment as Department Chair/School Director, you will receive a fractional month's salary for the (twelve-month) appointment covering the first day of the academic year through the end of the August pay period in addition to your full (academic-year) salary for the month of August. At the close of your term as Department Chair/School Director, you will receive (twelve-month) salary for the August pay period covering the first day of the August pay period to the first day of the academic year. In addition to your Department Chair/School Director (twelve-month) salary, you will receive (academic-year) salary based on your fractional academic appointment for the August pay period (checks issued on the last day of the August pay period). You will receive your first full month academic-year salary paycheck on the last day of the September pay period. Dates may change depending on the final determination of the academic calendar.

In summary, your income for the first month (August) will be somewhat greater than usual and your final August income will be somewhat less than usual. In other words, the additional salary at the beginning of your appointment will offset the reduction at the end of your appointment. Plan accordingly in order to avoid any unanticipated reduction in your salary. To maintain a reasonably steady flow of income, it is of critical importance that if you are ending your term as chair and moving from a twelve-month base to an academic-year base do so at the beginning of an academic year.

Stipend

During your term as Department Chair/School Director, you will also receive the Department Chair/School Director Stipend. This stipend is folded into the pay for

your chair appointment and is based on the number of full-time equivalent faculty in your Department/School ([see provision 31.27](#) of the Collective Bargaining Agreement). According to the CBA, employees serving as department chair shall receive a minimum stipend of eighty dollars (\$80.00) per month of service as chairperson.

Chairpersons of departments of eighteen (18) or more full-time equivalent faculty (FTEF) shall receive an additional minimum amount of forty dollars (\$40.00) per month of service as chairperson. CME chairs as 12-month chairs also get payment on their chair salary at the 12-month rate rather than the AY rate, which translates to a 4.5% administrator stipend monthly.

Vacation

Department Chairs also accrue vacation credit, unlike faculty. Vacation is one of the few perks for a department chair, but it is also necessary for maintaining a healthy work-life balance. You will accrue a proration of 16 hours of vacation per month for your fractional twelve-month appointment. [Article 34 of the CBA](#) explains there is a limit on vacation credits for chairs (CBA 34.6) and that chairs are required to take at least 40 hours of vacation per year. In other words, take note that if you do not use vacation hours, you will lose them (CBA 34.7).

Any lump sum settlement for unused vacation will be charged to your Department/School's budget. Please inform the dean about any anticipated vacation that you intend to take so that the College office can be informed and therefore help to support the smooth operation of your office in your absence. Again, be sure to use all vacation credit before the end of your term.

Absences

As chairs, you will also be required to report your absences for your chair role directly into the absence management system awaiting your dean's approval, as supervisor, as all staff do. You will receive a monthly reminder from payroll to enter your reported absences. Absence entry can be accessed through the State Employee tab on the Portal or through the link that you will receive monthly. There will be a line for "Dept. Chair 12 Mo." If no absences have been taken, you will still need to select the "no leave taken" option from the drop-down menu. If you have had a reason to be absent (i.e., sick, vacation, personal holiday), you will select the appropriate menu item, identify which days you were absent, and then hit the "Calculate Duration" button. The system will then automatically calculate the fractional vacation use, based upon your chair appointment workload. For your faculty role you will still complete the absence reports by paper as you have done.

THE CALENDAR

The [CME Department Chair and ASC Calendar](#) (DCC) is designed to alert new and continuing chairs to the calendar year tasks required of a department chair. The calendar is organized chronologically by month. Since department chairs in CME serve as 12-month chairs, the calendar includes tasks during the summer months of June, July, and August in addition to the academic year.

The intent of this calendar is to prepare you for upcoming tasks. Like the handbook itself, the calendar is designed to provide duties and dates that work hand-in-hand with your department level documents and guides. The DCH and the DCC are also designed to work in tandem. When you need to know specific dates or detailed tasks due each month, always consult the DCC. Because individual departments may vary in their practices, it is important that you consult the historical and current practices of your department along with this calendar.

GUIDING DOCUMENTS

The sooner you familiarize yourself with University documents that guide Chico State's policies and practices the better prepared you will be to make informed decisions. There are three levels of documents that all chairs should read and review regularly.

[First are your department guidelines](#). These documents might include a constitution, Retention, Tenure and Promotion (RTP) document, and/or a department level handbook of general faculty personnel practices and policies. Department/Unit Standards are reviewed periodically by the department/unit. All changes must be approved by the Provost, before being utilized for RTP purposes. The Department Standards Circulation Form must be utilized to track Department/Unit Standards revisions using the [Department Standards Approval Sheet \(PDF\)](#). Once approved, Department/Unit Standard documents are posted on [OAPL's](#) webpage.

The second level of documents is the College level. You will find the CME [Constitution](#) and [Handbook](#) located on the CME Website, as well as this document, the [Department Chairs Handbook](#) (DCH) and the accompanying [Department Chair and ASC Calendar](#) (DCC). There are also many other handy documents at your fingertips on the CME one-stop-shop website when you click on [Faculty and Staff Resources](#).

At the University Level, the two overarching documents that must each be consulted are the [Collective Bargaining Agreement](#) (CBA) for [Unit 3 \(faculty\)](#) and [Unit 11 \(Academic Student Employees\)](#) and the [Faculty Personnel Policies and Procedures \(FPPP\)](#) document. Collectively, these two documents provide guidance about all matters related to policies and procedures that define processes for the effective and fair hiring, development, evaluation, retention and promotion of a high-quality faculty. The FPPP is intended to be used in conjunction with the faculty collective bargaining agreement (CBA), which you should consult regularly. Personnel decisions may be affected by federal and state laws, CSU System regulations, and other University policies. Changes to these documents often occur at the start of each Academic Year so be sure to keep yourself informed by the most recent versions at the [Office of Academic Personnel](#) website.

THE RESPONSIBILITIES

[FPPP](#) outlines four categories of duties and responsibilities for department chairs at Chico State in the section titled [Chair responsibilities, selection, and support](#) (FPPP 17.0). Under the authority of their Dean, the department chair leads, administers, and represents the department. The duties and responsibilities of the department chair include but are not limited to the following four categories: Academic Programs, Students,

Faculty, and Administrative. Each of these categories will be described in detail as it applies to the College of Communication and Education. This handbook is designed to work hand-in-hand with your department level documents and guides. Because individual departments may vary in their practices, it is important that you consult the historical and current practices of your department along with the FPPP 17.0, the DCH and the DCC. Responsibilities.

1. ACADEMIC PROGRAMS

One primary duty of the department chair is to assume leadership in the development and direction of quality academic programs including assessment and program review. This responsibility includes working with the department faculty in academic program planning and review, and curriculum development, revision, and assessment (see the Data, Reporting and Assessment section below for more information on the Annual Assessment Report). One excellent source of information about curriculum processes and procedures in the CME website, [Faculty and Staff Resources: Curriculum](#). There you will discover information about curriculum processes and procedures, the academic department manual, and frequently used curriculum forms. Ultimately, it is the responsibility of the department chair, with the support of the department's ASC to prepare the class schedule, in consultation with the department faculty or appropriate department committee (FPPP 17.1.1.a.1-3).

In order to guide curricular and programmatic efforts successfully, the University has developed the [Academic Department Manual](#) through the Office of Curriculum Services. This Academic Department Manual is meant to be a supplement to The University Catalog. [The University Catalog](#) is intended to be a comprehensive guide, including all academic requirements, policies and procedures that directly affect students, their faculty, and advisors. Catalog changes are due in October (see DCC for specific catalog change dates).

2. STUDENTS

With regard to students, it is the department chair's responsibility to promote department activities such as programs, competitions, awards, professional organizations, clubs, and to recruit potential majors/minors. The department chair is also tasked with overseeing advising, providing information, signing documents and petitions, and facilitating resolution of administrative difficulties students may encounter (FPPP [17.1.1.b.1-4](#)). In addition, students complete instructor and course feedback in the form Student Feedback on Teaching and Learning (SFOT) for courses taught in your department each semester. It is the department chair's responsibility to review that data.

- **Registration**

Registration occurs through the Portal system (see DCC for specific dates). During the third and fourth week of classes, students must follow the class [add or drop process](#) that requires the instructor's signature.

Census date is the fourth Friday of the semester, after which the signature of the Director/Chair and College Dean is required. A 'serious and compelling' reason must be filled in on the form. It is the student's responsibility to deliver the form to the department office so that the ASC can route it for signatures through Adobe Sign.

[Student Records and Registration](#), since fees are often involved. Occasionally, students request to enroll in a course via Open University. Various forms that are used in conjunction with student needs are available on the College of Communication and Education Online Community or at [Student Records and Registration](#).

Once the form is filled out and signed by the student, they will then drop the form off to the Department ASC. The ASC will route the form through Adobe sign to get the instructor, director/chair and dean signatures. They will also CC the ASC of the College office and the registrar's office. Please note that because of the late drop/add there might be fees involved for the student.

Occasionally, students request to enroll in a course via Open University <https://rce.csuchico.edu/openu/>. Various forms that are used in conjunction with student needs are available on the College of Communication and Education Online Community or at [Student Records and Registration](#).

- **Campus and College Recruitment and Orientation Events**

Consult the DCC for some of the fixed dates to recruit new and transfer students, such as Summer Orientation (June, July). "[Summer O](#)" is typically the responsibility of the 12-month department chair, and one of the reasons that CME has appointed 12-month chairs instead of 10-month chairs. However, if the chair is not available for a particular session, alternative arrangements can be made. Other recruitment events happen throughout the year, such as Preview Day and Choose Chico. Chairs are expected to represent their departments at these events. (See DCC for specific dates).

- **Opportunities**

There are many [scholarships](#) available for students in CME. The College also has a number of [student clubs](#). As chair, it will be important to familiarize yourself with these opportunities, if you have not done so already. Most scholarship committee work occurs in the spring, but you will need to have your committee representatives selected by September (see DCC for more on scholarships).

- **Student Success Team**

In addition to your major advisors, Our [CME Student Success Team](#) The CME Student Success Team provides holistic support to students across the college from matriculation through graduation. The College Advising & Retention Specialist (CARS) leads the team and collaborates frequently with chairs on recruitment, advising, and retention; the College Advisor is a general advisor, supporting the work of major advisors in the departments and programs; and the College Advising Interns are upper-class undergraduate students who serve as knowledgeable and welcoming peers in the CME Student Success Center in THMA 111. The team works together to ensure our students receive support for their well-being, learning, and sense of belonging throughout their Chico State experience. Please consider collaborating with the Student Success Team on any and all of your department's recruitment and retention plans.

- **Complaints**

Department chairs receive student comments and suggestions about courses, instructors, and programs and attempt resolution of complaints, differences, or grievances between students and faculty (FPPP [17.1.1b 1-4](#)). In the event of a grade dispute, refer to the [University Grading Policy](#) (EM-10-01). Students who believe that an appropriate grade has not been assigned should first seek to resolve the matter informally with the instructor of record (Article IX, Assignment of grades and grade appeals). If the matter cannot be resolved informally, the student may pursue the complaint through the Student Grievance Procedures ([EM 05-010](#)).

See the [University Catalog](#) for information on the grading system at CSU, Chico. Faculty members are asked to maintain a complete record (i.e., grade book or equivalent) of the scores and marks used to determine student grades for at least five years. The [Student Conduct, Rights, and Responsibilities](#) website is an excellent source of academic integrity resources for students and faculty.

3. FACULTY

Department chairs play a critical role in the selection, development, and support of faculty in their departments. It will be through your leadership that the difficult and important work of ensuring that faculty personnel processes for hiring, evaluation, retention, tenure, or promotion, as well as other personnel matters are attended to, that teaching assignments both meet the needs of the department and provide opportunities for faculty to grow and thrive, and that equitable and just practices are securely reinforced.

- **Conducting Meetings**

You will find yourself responsible for encouraging collegial and full participation of all members of the department in recognition that governance of departments is a joint and cooperative endeavor (FPPP [17.1.1.c 2-3](#)). This means providing regular opportunities for faculty to gather in the form of department meetings. The number, length, and content of these meetings will be determined by your department's wants and needs. Most departments hold at least one meeting per month in addition to meetings of various sub-committees. See your department's guidelines for more details.

- **Personnel Processes**

You will be required to ensure that faculty personnel processes for hiring, evaluation, retention, tenure, or promotion, as well as other personnel matters, comply with CBA, FPPP, university, college, and departmental policies (FPPP 17.1.1.c 2). As chair, you will be required to either serve as a member of your department's personnel committee or participate in a separate level of chair's review. This decision is typically based on the size of your department and the number of tenured faculty available to serve on the personnel committee. You may find yourself conducting teaching observations either as a member of the committee or if you conduct a separate level of review. October is the month when Performance Reviews of Probationary Faculty (1-2 year) and Periodic Evaluations of both Temporary and Tenured faculty reviews are due. [See the RTP calendar](#) and DCC for specific Periodic and Performance Review deadlines and dates. Evaluation report templates can be found [here](#).

- **Scheduling**

Building a comprehensive schedule that reflects students' programmatic needs and allows them to make unimpeded progress toward their degree is critical for student success. An important resource for this task is [Academic Publications & Scheduling Services](#).

Schedules are built a year in advance. With the support of your ASC, you will be responsible for scheduling and monitoring all fall, winter, spring, and summer course schedules and associated tasks such as room requests (see [DCC](#)).

Monitoring your enrollments and waitlists carefully prior to the start of the semester will allow you to make scheduling decisions based on the data. A schedule left unmonitored prior to the start of the semester can lead to several unintended consequences, such as creating bottlenecks for students, in the case of too few sections offered, or needing to pay a lecturer unnecessarily, in a case where a low-enrollment section has not been canceled in a timely fashion.

According to [CBA, Article 12.5](#), If a class is canceled prior to the third class meeting, the temporary employee shall be paid for the portion of the academic term worked prior to the cancellation. And more importantly, if a class is canceled after the third class meeting, the temporary employee shall either be paid for the remaining portion of the class assignment or provided an alternate work assignment.

Former Chairs' Suggestions:

- *Using a simple [Scheduling Planning Tool](#) can be helpful. You can build your own like the example attached or purchase a commercial software package. The example provided can be modified for ant department.*
- *Start early monitoring your department's course enrollments. If there are long waitlists and bottleneck courses, it is more effective to add additional sections earlier than later in order to accommodate student schedules. Even with a robust waitlist, a course offered too close to the start of the semester may not fill, due to students.*
- *Classes must be canceled prior to the third class meeting or you will still need to pay the instructor of record for the entire semester.*
- *Consider combining two low- enrolled sections into one section, particularly if they are both asynchronous online offerings.*

- **Teaching and Service Assignments**

Your duties as chair also include responsibilities associated with teaching and service assignments for your department's lecturer, tenure-track, and tenured faculty. As chair you will prepare the class schedule in consultation with the department faculty or appropriate department committee.

You will also determine the appointment or reappointment of lecturers based upon department personnel committee recommendations, in accordance with the Collective Bargaining Agreement.

In collaboration with the faculty and appropriate departmental committees, it is your duty to ensure faculty teaching assignments are in accordance with CBA, FPPP, college, and department policies (FPPP [17.1.1.c.3](#)).

Proper consultation with each faculty member is required before teaching assignments are finalized ([CBA 20.2.b](#)). Offers for teaching work available must be made in assignment order, according to the [CBA \(12.29\)](#). The sooner you familiarize yourself with the order of who is offered available work first and in what order the better.

Chairs cannot/should not offer accommodations based on a faculty member's stated disability. Faculty members should be directed to the [Accessibility Resource Center](#) (ARC) for direction on reasonable accommodations. ARC then consults with the faculty member and department chair, providing guidance ([see description, p.15](#)).

July is the month when you will need to confirm part-time schedules (temporary faculty) and give workload to AAS for contracts. Timeliness is critical for this task because we want to be able to pay all faculty on time at the start of the Academic year. August is the month when you will need to send faculty their confirmed and final schedule outlining WTU/AWTU.

Department Chairs are responsible for providing each new faculty unit employee with written notification of the department's evaluation criteria and procedures in effect at the time of his/her initial appointment. The document shall be provided no later than fourteen (14) days after the start of the semester ([CBA 12.2](#)). New faculty sign off that this task has been performed (see DCC, July, August for other related tasks). Your department's document also must be sent to all faculty within 14 days of the first day of classes ([CBA 12.2](#) and [15.3](#)).

After two consecutive semesters of employment, lecturers receive a one (1) year appointment with a time-base equal to or greater than the time-base in the previous year (CBA 12.3). After six years of successful service, lecturers are eligible for a three-year contract. This entitlement moves them up in the order of work assignment preferences.

Veteran Chairs' Suggestions:

- *Memorize CBA Article 12.29, Preference for Available Temporary Work. This article that lists Order of Work Assignment is a life-saver regarding which faculty are entitled to new and additional work!*
- *Be mindful of your lecturers' time bases. A lecturer's time base can never be reduced, unless there is no work available or they refuse an offer.*
- *Extending a lecturer's time base to a full-time, 1.0 position comes with costs and benefits. Of course, you will want to retain and reward outstanding lecturers, but keep in mind that if there is not enough*

work available to fill their workload, you will still be obligated to pay them for full-time employment.

- *Be sure that you know temporary faculty entitlements when you extend offers.*
 - *Make sure that you consult with faculty in a written email or memo before finalizing their offers for work assignment.*
 - *Don't hesitate to contact the Dean's Office or OAPL if you have any questions about offering faculty teaching assignments.*
- **Leadership**

As the academic leader of your unit, your role includes providing leadership at the department level in the implementation of the department, college, and university's strategic priorities in accordance with the mission and vision of the university. Your leadership style will be reflective of the beliefs and values that drive your behaviors as you discover ways to engage, motivate, guide, manage and inspire your department to optimize student success. There is a good deal of literature available on leadership styles. Your CME chair peers are also an excellent resource. As a leader, you will be expected to encourage career success and promote and support the professional development of the faculty in your department (FPPP [17.1.1.c.4](#)).

4. ADMINISTRATIVE RESPONSIBILITIES

This section addresses just a few of the additional types of administrative responsibilities you will face on an annual basis as department chair. For a more detailed list of specific tasks, please also refer to the DCC.

- **Communicator and Facilitator**

Another part of the role of a department chair is to convey pertinent information to, from and within the department, to present issues which have potential impact on the department, to invite and respond to comments and suggestions of faculty and staff, and to represent the department within the college, university, community, and profession (FPPP [17.1.1.d 1-2](#)).

Much of the information that you learn about and are required to share and discuss with faculty will come from meetings that you are expected to attend as department chairs (see The Meetings section below and associated calendar dates).

- **Manager**

You will also work with the college dean on the responsible management of resources, including the enrollment targets, allocation of faculty positions, and all budget matters; to organize and supervise department expenditures and allocation of resources; to monitor departmental compliance with university goals, regulations, and deadlines (FPPP [17.1.1.d 1-3](#)). [Data sources for this information](#) can be found in the section below titled Data and Reporting.

As the designated signatory, you will also be the individual authorized with and responsible for approving all requests related to budget and travel, with the support of your ASC who prepares and sends forth the necessary paperwork for next steps in the approval process.

- **Staff Evaluator**

Staff are the backbone of Chico State and the College of Communication and Education. Regular and ongoing communication with staff is essential for maintaining

You will be required to participate as appropriate in the recruitment, supervision, and evaluation of department staff. As the staff supervisor, you will evaluate your staff as permanent employees annually (FPPP [17.1.1.d.4](#)). Newly hired staff are considered temporary employees and will need a 3, 6, and 11-month performance evaluation. Existing staff receive an annual performance evaluation, determined by their date of hire.

Systematic performance evaluation is one of the only tools we have to recognize and reward the good work of department staff who perform essential duties of the institution. As the supervisor of your ASC and other staff, please keep in mind that evaluations provide important feedback about performance and should be viewed as an opportunity to set mutually agreed upon goals for the individual that support and contribute to a successful and smooth-running department. The ongoing communication is essential when working with staff.

As evaluator, you should review the employee's position description and previous goals prior to completing the performance evaluation. This is a best practice and comports with language in the collective bargaining agreements. The position description sets the expectations for duties and responsibilities, prioritizes tasks, and should be reviewed annually. The [position description](#) and previous evaluation goals are the basis of the performance evaluation.

CME's ASC will email department chairs/supervisors a reminder 2 weeks before the evaluations are due. In that email you will receive a blank evaluation form, the employee's position description, and their previous performance evaluation (with the exception of a 3-month evaluation). The ASC will include instructions on filling out the form, that includes sending the draft to the dean for approval prior to providing a copy to the employee,

emailing a copy to the employee prior to discussion, meeting with the employee, and sending the completed copy back to the CME ASC to be routed through Adobe Sign for signatures. A section for employee comments is also included in the form. Reminders will be sent in the event that evaluation deadlines are missed. More information and all associated forms can be found on the Human Resources website under [Performance Management](#).

[The Human Services Resource Center](#) is a useful site for information on all things related to staff supervision and evaluation. Under [Manager and Department Resources](#) link you will find information under the Classification & Compensation heading that includes In Range Progression (IRP) & Classification reviews, classification standards, and position descriptions.

Veteran Chairs' Suggestions:

- *Set periodic check-in meetings to share information about and work through upcoming events, tasks, and processes for efficient performance and optimal collaboration and teamwork!*
- *Get to know your staff! Consider taking a strengths survey you're your staff to learn about work styles, preferences, and strengths.*
- *Invite your staff to participate in drafting their annual goals.*
- *Revisit and revise Position Descriptions with each staff member at least annually during their performance evaluation.*
- *Know when staff deadlines are approaching (see DCC and ASC Handbook)*
- *Use performance evaluations, when appropriate, as the basis for additional rewards, recognition and elevated status through stipends for additional work, In-Range Progressions (IRPs), and Reclassifications. See the Human Resources Services Center under [Manager and Department Resources](#) for more information*
- *Encourage and support professional learning and other activities that support wellness, personal and professional development. Listings are available at [Chico State Staff Development](#).*
- *Take advantage of [National Administrator Professionals' Day](#), the Wednesday of the last week in April, to recognize and thank your ASC and other staff for all they do.*

- **Additional Responsibilities**

As is the case with most assignments, the above categories may not be exclusive. There may be additional chair responsibilities specific to department needs ([FPPP 17.1.1e](#)), such as Alumni relations and responding to faculty inquiries and complaints. Many of the required tasks are also listed in the DCC, such as reviewing the workload report, AWTU requests, and various reminders to faculty (see DCC).

CHAIR SELECTION, SUPPORT AND RECALL

For chair selection and election processes see [FPPP 17.2.1](#). This section includes information about Voter Eligibility, Nomination and Criteria for Position, Election, Appointment, and Interim Chair. [FPPP 17.3.1](#) addresses support in the form of workloads and stipends. FPPP, Appendix IV offers examples of [Support Programs for department chairs, directors, and program coordinators](#).

THE MEETINGS

In addition to conducting regular department meetings, all CME department chairs must attend CME Dean and Chairs meetings (DAC) and Chico State Council of Chairs meetings (CSCC). These are the meetings where pertinent information for all departments and faculty is shared and where collective decisions are made.

- **DAC** is the leadership team of the college (see DCC). This group meets bi-monthly to review procedures, explore new initiatives, and engage in strategic planning. The DAC group includes the College AAS and ASC, the Advancement Director, and the student Success Advisor in addition to the Dean and Department Chairs. The College assists chairs in managing their budgets and provides budget training to Department ASC's. The Dean meets with DAC and with Chairs individually as needed to review FTES targets and budget allocations. The AAS supports all Department ASC's and conducts regular meetings with this administrative support group to review and update processes and procedures (see DCC).
- **The Chair's Council** meeting occurs monthly. Members include: Department chairs, directors and unit program coordinators. The purpose of these meetings, as per the Chair's Council Constitution is the following:
 - a. To facilitate and improve the work of Chairs, providing professional development opportunities including assisting Chairs in the performance of their duties and the on-boarding of new Chairs.
 - b. Give voice to the concerns of Chairs.
 - c. To collaborate with administration and other campus entities on issues of interest and relevance to Chairs.
 - d. To provide recommendations to the Provost, Deans, Academic Senate, and other campus entities on matters of interest and relevance to Chairs.
 - e. To support and promote the welfare of Chairs.

Veteran Chairs' Suggestions:

- *Take advantage of leadership professional learning opportunities. Many organizations offer workshops and trainings, including the CSU, Harvard, Sarah Lawrence, and American Council on Education (ACE).*
- *Know who your Chairs' Council representative is and bring items of interest and concern to that individual for discussion at Council meetings.*
- *Maximize all the CME resources and support to assist you with any and all needs! The CME website is a gem! Visit it regularly as a one-stop-shop for many of your Chair needs.*

DATA, REPORTING, AND ASSESSMENT

DATA SOURCES

- **Reports for Chairs and Deans**

There are many occasions as department chair when you will find yourself needing to use data to make all kinds of decisions, from whether or not to mount an additional section of a course, to learning the cost of a class schedule. Probably one of the most useful and comprehensive data sources you will come to rely on is the *Reports for Chairs and Deans* data page: <https://www.csuchico.edu/data/reports-of-interest/chairs-and-deans.shtml>

This source includes a subset of the most useful reports from the system of hundreds of reports that are accessible through campus reporting systems. Included in this collection are all reports most often used by chairs such as Course Schedule, Open Waitlist, FTES Comparison Chart, Graduation Rates, Faculty AWTU and more. Do note: most of these reports are from the old systems, CRA or Insight, but are still mostly functional and I think are what chairs are currently using.

- **Chico State Factbook**

Another often used data source, particularly useful when preparing hiring requests, is the Chico State Factbook with publicly facing data and dashboards at: <https://www.csuchico.edu/ir/fact-book/> The Fact Book includes reports on enrollments, applications, graduation rates, retention rates and more.

- **Cognos**

Chico State is transitioning to a new reporting system called Cognos. <https://bi.csuchico.edu/ibmcognos/bi/>

Although the system is still being developed, many reports are already available. Once you log into Cognos, click “Team Content” on the left, then “Academic Departments”, then “Department Chairs” to see the reports available to you.

In theory, most if not all of the reports that used to exist in Insight or CRA should eventually exist in some fashion in Cognos, but it’s not done yet. Current reports are available/in development in the Chairs folder in Cognos include reports such as Class Schedule and Course Budget and Costs, Instructional Costs, DFW rates and Grade Distribution Dashboard.

- **Student Success Dashboard**

<https://csusuccess.dashboards.calstate.edu/public/dashboard-index>

The CSU has developed the Student Success Dashboard (from the Chancellor’s Office). This dashboard includes many reports that inform the GI2025 initiatives, such as equity gap dashboards, student success dashboards, and more.

ANNUAL ASSESSMENT REPORTS

Assessment is a process to ensure that CSU, Chico continues to create and maintain high-quality learning environments. [The AAC \(the Academic Assessment Council\) website](#) has resources and templates to help you and your department develop meaningful student learning outcomes, and maintain, sustain, use, and report your efforts to assess student learning. This site is designed to support, inform and advance assessment activity on Campus.

All programs and majors are required to complete an annual assessment report that is required as part of our WASC accreditation. For most, but not all, of our departments, it is the department chair who completes this task. Your department’s assessment report is due in September (see DCC). The data and forms such as the Annual Program Assessment Report Template and guidelines needed for this report are located here: <https://www.csuchico.edu/assessment/report-templates.shtml>

You will also find it useful to review and continually update your WASC Program Portfolio Archive found here: <https://www.csuchico.edu/wasc/academic-program-portfolios.shtml>

At this site you will find Academic Program Portfolios listed by College. When you click on the list your programs and department will be listed in alphabetical order. Each report page includes a curriculum matrix, assessment plan, assessment summary update, and program highlights. This is a great source of information for all your curricular and assessment decisions.

IMPORTANT SUPPORT CONTACTS

It is a useful practice for a department chair to have important University resources at the ready, in case a situation arises that requires collaboration or consultation with other entities on campus. When a student is in crisis or a faculty has concerns about safety, having these valuable resources at your fingertips will bring peace of mind. The following resources are in alphabetical order for ease of location.

The Accessibility Resource Center

<https://www.csuchico.edu/arc/index.shtml>

Contact: 530-898-5959 Student Services Center, Room 170

arcdept@csuchico.edu

The Accessibility Resource Center works with staff, faculty, students, administrators, and community members to ensure that all aspects of campus life— learning, working, and living— are universally accessible. They promote and facilitate awareness and access through accommodations, training, and partnerships. Services include testing, requests for service, and ARC Go! the new accessibility and case management software! ARC Go! Is designed to improve the delivery of accommodations to students with disabilities; will improve the interaction between students, instructors, and ARC; and will provide more information and easier access for instructors and students.

Campus Assessment Response and Education Team ([CARE](#))

<https://www.csuchico.edu/care/>

Contact: 530-898-6131

The California State University Chico Campus Assessment Response and Education (CARE) Team is dedicated to promoting the safety and wellness of the Chico State campus community by addressing situations where students are displaying behaviors that are disruptive, threatening, or concerning in nature and potentially impede their own or other's ability to function successfully or safely. There is a "[Make a Report](#)" link off the main page.

The CME Dean's Office

<https://www.csuchico.edu/cme>

Contact: 530-898-4015 (front office) Tehama Hall, Room 203

The Dean, Associate Dean, and Dean's Office Staff are always willing and available to support you should you need assistance of any kind. Please feel free to call on us with questions, concerns, challenges and opportunities. We look forward to working with and for you.

The Office of Academic Personnel

<https://www.csuchico.edu/oapl/>

Contact: 530-898-5029 Kendall Hall, Room 104
academicpersonnel@csuchico.edu

The Office of Academic Personnel interprets and applies the Collective Bargaining Agreements for Unit 3 Faculty and Unit 11 Academic Student Employees, and handles grievances filed pursuant to those agreements. They coordinate and manage recruitment, development and advancement for faculty. They actively participate in training sessions and new faculty orientation programs. The office provides support and resources to faculty as they pursue their missions of research, teaching, and career advancement while maintaining a positive work-life balance. The website includes the current Faculty/Staff Calendar, Retention, Tenure, and Promotion information, the current FPPP and many related forms and documents.

The Title IX Office

<https://www.csuchico.edu/title-ix/>

Contact: 530-898-4949 Kendall Hall, Room 220
titleix@csuchico.edu

The Title IX office will provide virtual assistance relating to Title IX related concerns, complaints and requests for interim accommodations as needed. Please contact our office by email at titleix@csuchico.edu or by calling (530) 898-4949 for assistance.

The Office of Diversity and Inclusion

<https://www.csuchico.edu/diversity/>

Contact: 530-898-4764 Kendall Hall, Room 109
diversityoffice@csuchico.edu

This website includes information diversity and inclusion at Chico State. There are events listed such as the Conversations on Diversity and other scheduled inclusive events, information about programs such as the Safe Zone Ally Program, and resources such a diversity training information, diversity resource guides, resources for teachers, and information about how to report hate crimes.

Human Resources Service Center

<https://www.csuchico.edu/hr/>

Contact: 530-898-6771 Kendall Hall, Room 220
humanresources@csuchico.edu

The Human Resources Website includes information about employee resources, manager and department resources, Benefits & Payroll, and various training and professional learning links. The site is particularly useful for staff evaluation processes and various types of in-class

progressions and reclassification requests. This is a rich and deep site that includes a wealth of resources such as Leaves and worker's compensation benefits, the absence management self-service system, and new employee resources, just to name a few.

Student Conduct, Rights, and Responsibilities

<https://www.csuchico.edu/scrr/>

Contact: 530-898-6897 Student Services Center, Room 190

scrr@csuchico.edu

The office Student Conduct, Rights, and Responsibilities adjudicates reports regarding student behavior and complaints of unfair treatment of students in a timely, consistent, and fair manner. You will find information about the student grievance process, disciplinary probation, and grade appeals. There is a handy list of campus policies on this site and the notice of complaint form that students complete if they are involved in a dispute.

The WellCat Counseling Center

<https://www.csuchico.edu/counseling/>

Contact: 530-898-6345 Student Services Center, Room 430

The WellCat Counseling Center provides individual and group counseling via Zoom and phone for Chico State students. Self-help resources and racial trauma, resiliency and ally resources can also be found on this site. Counseling brochures are also downloadable in pdf form. If a student or a faculty member is in crisis, they can immediately access a counselor via phone by calling the Counseling Center at (530) 898-6345 and follow the menu prompts to speak with a counselor. Protocol will communicate with counselors regarding any calls and need for follow-up care.

University Police Department

<https://www.csuchico.edu/up/>

Contact: 530-898-5555 Parking Structure II, Room 101

The University Police Department website includes resources in the areas of parking services, health and safety, physical security, and campus regulations. You should Call 911 in any emergency, including but not limited to: if you feel unsafe or threatened, if you witness a crime, if you see a fire, if you see or hear of a weapon on campus, or if you have a medical emergency such as someone who is unconscious, gasping for air or not breathing, experiencing an allergic reaction, having chest pain, having uncontrollable bleeding, or any other symptoms that require immediate medical attention. There is also an [anonymous tip line](#) here.

ADDITIONAL RESOURCES

Here are some additional sites that will serve as important resources for your work as department chair. You may want to bookmark these sites. They can be hard to find.

- [Standard Scheduling Conventions](#)
- [Classroom Configuration](#)
- [Final Exam Matrix](#)
- [Plan Change Form](#) (which only can be used in Chrome, at least for Macs)
- [Faculty Workload](#) on APSS (Includes AWTU codes and the course classification listing)
- [Employment Services](#)
- [Box](#)
- [Student Learning Outcomes](#)
- [IT Support](#)
- [Extensis Portfolio](#) (Chico State's photo archive –request access from Jason Halley)
- [IT Procurement Review](#)
- [CSU Records Retention and Disposition](#) (policy)
- [CARE Team](#)
- [Chico State 360](#)

FINAL WORDS OF ADVICE FROM CHAIRS

- There will be many, many new terms, acronyms, key people, and unfamiliar university departments and units. If you're not familiar, don't be shy, ask questions and for clarifications. People at Chico State are helpful and are happy to answer.
- If you're not already hyper-organized, use calendars and reminders for almost everything.
- Delegate work to colleagues where appropriate and let them know how much their input means to the department. You're not passing the buck, you're giving them a voice about things that matter.
- Encourage students to use office hours for advising and class-related issues (if you teach). Email is often extremely inefficient, and you need time for things other than typing.
- Be sure to set boundaries in whatever way makes sense to you! Many people will make demands on your time. You will be more effective if you take time for your own needs and wants as well as those of your colleagues.
- Remember to try not to take anything personally.
- Practice self-care!