To join the meeting, please click [here](https://southernct-edu.zoom.us/j/83888278575?pwd=MUhrUWdiOEVKWFdHTmNjQk9ZMGFzZz09) to be connected via Zoom.
Alternatively, copy and paste this link:
https://southernct-edu.zoom.us/j/83888278575?pwd=MUhrUWdiOEVKWFdHTmNjQk9ZMGFzZz09
AGENDA
April 13, 2022
12:10 p.m.

To join the meeting, please click here to be connected via Zoom. Alternatively, copy and paste this link:
https://southernct-edu.zoom.us/j/83888278575?pwd=MUhrUWdiOEVdHTmNjQk9ZMGFzZz09

I. Announcements Relevant to the Faculty Senate

II. Approval of Minutes of Previous Meeting held on March 30, 2022

III. Faculty Senate President’s Report

IV. Reports of Faculty Senate Standing Committee
   a. Academic Policy
   b. Elections
   c. Finance
   d. Personnel Policy
   e. Rules
   f. Student Policy
   g. Technology

V. Reports of Faculty Senate Special Committees
   a. UCF
   b. Graduate Council

VI. Unfinished Business
   a. Resolution Regarding the Awarding of Latin Honors

VII. New Business
   a. Resolution Regarding Revisions on The Incomplete Course Grade Policy and Incomplete Grade Contract
   b. Revisions to the Department Chairperson’s Document
   c. Department Proposal: Healthcare Systems and Innovation

VIII. Guest(s)
   a. Matthew Ceppi, American Association of State Colleges and Universities (1:15 p.m.)

Spring 2022
Full Faculty Senate Meetings:
1/26, 2/9, 2/23, 3/9, 3/30, 4/13, 4/27, 5/4
Standing Committee Meetings:
1/19, 2/2, 2/16, 3/2, 3/23, 4/6, 4/20
UNAPPROVED MINUTES OF MARCH 30, 2022

https://inside.southernct.edu/faculty-senate/meetings

The 12th Meeting of the Faculty Senate AY 2021-2022 was held on March 30, 2022, at 12:10 p.m. via Zoom.

<table>
<thead>
<tr>
<th>Attendance</th>
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<tbody>
<tr>
<td>Dave Allen Accounting 10/11</td>
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<tr>
<td>Matthew Quimet Counseling 12/12</td>
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<td>Sandip Dutta Finance 7/11</td>
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<td>Shibiao “Bill” Ding Marketing 12/12</td>
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<tr>
<td>Rex Gilliland Philosophy 12/12</td>
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<td>Angela Lopez-Velasquez Special Education 9/12</td>
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<td>William Farley Anthropology 9/12</td>
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<td>Natalie Starling Counseling &amp; School Psychology 12/12</td>
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<td>Lawrence Brancizio Health &amp; Movement Sciences 12/12</td>
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<tr>
<td>Joe Fields Mathematics 12/12</td>
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<td>Christine Broadbridge Physics 12/12</td>
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<td>Douglas Macur Theatre 9/12</td>
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<td>Melanie Uribe Art 12/12</td>
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<td>Helen Marx Curriculum &amp; Learning 11/12</td>
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<td>Robert Gregory Health &amp; Movement Sciences 12/12</td>
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<td>Klay Kruczek Mathematics 12/12</td>
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<td>Jonathan O’Hara* Political Science 8/12</td>
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<td>Luke Eilderts World Languages &amp; Literatures 12/12</td>
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<td>Kevin Siedlecki* Athletics 6/12</td>
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<td>Maria Diamantis Curriculum &amp; Learning 12/12</td>
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<td>Troy Paddock History 12/12</td>
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<tr>
<td>Jonathan Irving Music 4/12</td>
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<td>Christopher Budnick* Psychology 3/5</td>
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<tr>
<td>Sean Grace* Biology 9/12</td>
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<td>Dushmantha Jayawickreme Earth Science 12/12</td>
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<td>Carmen Coury History 12/12</td>
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<td>Andrea Adimando Nursing 8/11</td>
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<td>Kate Marsland* Psychology 11/12</td>
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<td>Deborah Weiss Faculty Senate President 12/12</td>
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<td>Mina Park Business Information Systems 12/12</td>
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<td>Jia Yu Economics 12/12</td>
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<td>Yan Liu Information &amp; Library Science 12/12</td>
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<td>Kelly Martinez Nursing 5/12</td>
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<td>William Faracles Public Health 12/12</td>
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<td>Jeff Webb Chemistry 12/12</td>
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<td>Peter Madonia Educational Leadership 9/12</td>
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<td>Cindy Simoneau Journalism 12/12</td>
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<td>Obiageli Okwuka Part-time Faculty 12/12</td>
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<td>Michael Dodge Recreation, Tourism &amp; Sport Management 12/12</td>
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<td>Meredith Sinclair Undergraduate Curriculum Forum 12/12</td>
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<td>Barbara Cook Communication Disorders 12/12</td>
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<td>Mike Shea English 12/12</td>
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<td>Patrick Crowley Library Services 9/12</td>
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<td>Michele DeLucia Part-time Faculty 9/9</td>
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<td>Sebastian Perumbilly Social Work 12/12</td>
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<td>Cynthia O’Sullivan Graduate Council 10/12</td>
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<td>Wes O’Brien Communication, Media &amp; Screen Studies 11/12</td>
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<td>Paul Petrie English 12/12</td>
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<td>Jacqueline Toce Library Services 11/12</td>
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<td>Michael Sormrude Part-time Faculty 7/9</td>
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<td>Stephen Monroe Tomczak Social Work 11/12</td>
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<td>Kyle Mashia-Thaxton Student Government Association 12/12</td>
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<td>Alaa Sheta Computer Science 12/12</td>
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<tr>
<td>Matthew Miller* Environment, Geography &amp; Marine Studies 11/12</td>
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<tr>
<td>Carol Stewart* Management, International Business &amp; Public Utilities 10/12</td>
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<tr>
<td>Virginia Metaxas Part-time Faculty 8/12</td>
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<td>Gregory Adams Sociology 10/12</td>
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<td>Dr. Joe Bertolino SCSU President 8/12</td>
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<td>Guests:</td>
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<td>R. Amenta</td>
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<td>T. Bennett</td>
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<td>T. Broilliard</td>
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<td>S. Carter-David</td>
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<td>A. Girard</td>
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<td>C. Hlavac</td>
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<td>B. Johnson</td>
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<td>B. Kalk</td>
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<td>K. Swanston</td>
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<td>T. Tyree</td>
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<tr>
<td>D. Woolfolk</td>
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<td>An asterisk denotes an absence. Overall attendance recorded below each member.</td>
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</tbody>
</table>
Faculty Senate President D. Weiss called the 12th meeting of the Faculty Senate to order at 12:10 p.m.

I. Announcements
   B. K. Kruczek: Nominations for All-University committees closes at noon on Friday April 1.
   C. D. Weiss: Holocaust Remembrance Day: A Zoom discussion with Holocaust survivor and scholar Rabbi Philip Lazowski. April 4 from 1-2 p.m.
   D. K. Mashia-Thaxton: SGA has concerns about the number of faculty who do not submit midterm grades via Banner.
   E. P. Crowley: Celebrating Dr. Stephen Collins: Archives, Awards, and Activism. April 1, ASB 315 from 2-3:30.
   F. P. Crowley: Experiencing Immigration – Neil Proto Law & Social Justice Keynote Event. ENG C112 5-6 p.m.
   G. D. Weiss: Holocaust Exhibition in Buley Library Lobby until April 29. Co-sponsored by the Judaic Studies Program and the Philosophy Department.

II. Minutes of the previous meeting held on March 30, 2022, were accepted as distributed. https://inside.southernct.edu/faculty-senate/meetings

III. Faculty Senate President’s Report
https://inside.southernct.edu/faculty-senate/meetings

IV. Reports of Faculty Senate Standing Committees
   A. Reports of the Standing Committees were received.
   B. Student Policy (M. Diamantis): Technology in Banner now allows more specific dates/timelines for incomplete contracts. A resolution is forthcoming.

V. Reports of the Special Committees
   A. Reports of the UCF and the Grad Council were received.

VI. New Business
   A. New Department Proposal: Women’s and Gender Studies (T. Lin and H. Lockwood).
      i. M. Diamantis moved to support the creation of the Department of Women’s and Gender Studies. Seconded.
      ii. Vote tally.
         1. Yes ........................................ 35
         2. No .......................................... 1
         a. Motion to support the creation of the Department of Women’s and Gender Studies approved.
   B. On behalf of the Faculty Senate Executive Committee, D. Weiss moved to approve the Resolution Regarding COVID Policy.
      i. M. Shea moved to amend the resolution by inserting “Whereas, CSCU faculty are committed to improving both learning and learning conditions for all students” after the first two “Whereas” statements. Seconded.
      ii. Vote tally
         1. Yes ........................................ 34
2. No ........................................ 7
   a. The motion to amend the resolution passed.
   iii. D. Weiss asked if there was any objection to tabling the motion to welcome our Guests. No objection was heard.

VII. Guests
   A. Presentation on the Office of the Ombuds by A. Kerr and S. Larocco.
      i. A confidential service to help members of the university community resolve disputes. At this time, this service is unavailable to undergraduate students. Annual report is publicly available.
      ii. For more information: https://inside.southernct.edu/ombuds.

VIII. New Business (cont’d)
   A. The body takes from the table the amended Resolution Regarding COVID Policy.
      i. J. Webb moved to amend the resolution by inserting “staff” into the following “Whereas” statement: “Whereas, Past CSCU Covid policy decisions have inappropriately prioritized political and economic considerations over the health and well-being of faculty, staff, students, and their families”. Seconded.
         1. With No objection, the motion to amend the resolution was approved by unanimous consent.
      ii. K. Kruczek moved to amend the resolution by adding the following language: “Resolved, That the SCSU Faculty Senate respectfully calls upon Presidents Cheng and Bertolino to include elected faculty leaders (at minimum the presidents of the CSU Faculty Senates, CSU AAUP chapters, and CSU-AAUP), student leaders (at a minimum the presidents of the CSU SGAs), and staff representation in meaningful consultation during discussions, planning, and decision-making (i.e., before policies have been decided upon and announced) regarding all future changes to campus COVID policies. Seconded.
         1. W. Faraclas moved to amend the amendment by striking “(at a minimum the presidents of the CSU SGAs” from the amendment.
            a. Vote tally
               i. Yes .................... 18
               ii. No .................... 17
               iii. Motion to amend the amendment approved.
         2. With no further debate, the body moved to a vote on the amended amendment.
            a. Vote tally
               i. Yes .................... 16
               ii. No .................... 20
            1. Motion to amend the resolution failed.
      iii. J. Fields moved to amend the resolution by adding a second resolved as follows: “Resolved, That appropriate consultation with other groups affected by such measures, including student and staff leadership, should be undertaken”. Seconded.
          1. P. Crawley moved to amend the amendment by inserting “elected” after “including” and before “student”.
          2. With no objection the amendment to the amendment was approved.
      iv. C. Simoneau moved to call the previous question. Seconded.
1. With no objections, the motion to call the previous question was approved.

v. Vote tally
1. Yes ........................................... 34
2. No ............................................ 1
   a. The motion to approve the resolution as amended was approved.

IX. Adjournment
   A. M. Diamantis moved to adjourn. Seconded.
   B. Meeting adjourned at 2:00 p.m.

_______________________________________
L. Eilderts
Secretary
SOUTHERN CONNECTICUT STATE UNIVERSITY FACULTY SENATE
Resolution Regarding COVID Policy

Whereas, Southern Connecticut State University (SCSU) exists for the primary purpose of furthering academic excellence;

Whereas, The SCSU Faculty Senate is the official representative body of the Academic Faculty;

Whereas, CSCU faculty are committed to improving both learning and learning conditions for all students;

Whereas, According to the majority of public health experts, another Covid surge is virtually certain to occur during the fall 2022 semester and is likely extend into spring 2023;

Whereas, As a rule, faculty and some staff members are the employees who have the most and closest contact with students within confined spaces;

Whereas, The primary concern during an ongoing pandemic should be to reduce transmission of infection to the greatest extent possible;

Whereas, Masking protocols and testing in particular, are easy, effective, and inexpensive to maintain;

Whereas, Past CSCU Covid policy decisions have inappropriately prioritized political and economic considerations over the health and well-being of faculty, staff, students, and their families;

Whereas, CSCU and SCSU administration has repeatedly set Covid policy without adequate and meaningful consultation with elected faculty leaders despite persistent requests from those leaders; and

Whereas, SCSU administration has twice made Covid policy commitments to faculty which have later been reversed and/or overridden by CSCU administration without prior consultation with elected faculty leaders; now, therefore, be it

Resolved, That the SCSU Faculty Senate respectfully calls upon Presidents Cheng and Bertolino to include elected faculty leaders (at minimum the presidents of the CSU Faculty Senates, CSU AAUP chapters, and CSU-AAUP), in meaningful consultation during discussions, planning, and decision-making (i.e., before policies have been decided upon and announced) regarding all future changes to campus COVID policies; and be it further

Resolved, That appropriate consultation with other groups affected by such measures, including elected student and staff leadership, should be undertaken.
Proposal for Department Status: Women’s and Gender Studies

Please see the following documents (available to all Southern affiliated members; if you have trouble accessing the documents, please email the Faculty Senate Secretary):

- Women’s and Gender Studies Self Study
- External Review: Women’s and Gender Studies
- Email Exchange re: Self Study

Letter of Support from Dean Bruce Kalk located below.
March 25, 2022

Professor Deb Weiss
Faculty Senate President
Southern Connecticut State University

Dear Professor Weiss:

This letter is to extend my enthusiastic support for turning the Women's & Gender Studies program into a stand-alone academic department. I have discussed this with Provost Prezant and he shares my enthusiasm. There are several reasons for my excitement about the prospect of establishing a Department of Women's & Gender Studies at Southern.

- The program recently conducted its self-study and the external reviewers strongly recommended that it seek departmental status
- There are no Departments of Women's & Gender Studies anywhere in the CSCU System
- Our program is highly-ranked on at least two national surveys of Women's & Gender Studies programs
- The graduate program in WGS is growing in large measure because of its dual MSW/ M.A. in WGS program. This is an especially important dual-degree program for graduate students pursuing careers serving in agencies, foundations, and NGOs dedicated to women's issues and LGBTQ+ issues; it is also one of the only dual-degree programs of its kind in the United States
- Departmental status will provide the program the opportunity to recruit, retain, and advance the careers of faculty independently of other academic departments.

In conclusion, I thank you and the entire Faculty Senate for its advice on this matter.

Sincerely yours,

Bruce Kalk, PhD
Dean, College of Arts & Sciences
STANDING COMMITTEES

Academic Policy Committee (APC)

MINUTES—APC—04/06/2022
Present: Allen, Crowley, DeLucia, Gilliland, Jayawickreme, Petrie (chair), Uribe

• P&T reform:
  o Dept guidelines subcommittee: no report
  o DEC/Dept chair letters subcommittee: reported results of meeting with P&T Committee chair. Subcommittee will draft DEC/Dept chair template/instructions for APC consideration next meeting. Petrie will contact AAUP re: privacy and legality concerns associated with tracking down exemplary letters.
  o Candidate personal statements subcommittee: Petrie will confer with P&T Committee chair.
  o File evidence guidelines subcommittee: APC completed run-through of draft additions to P&T Guidelines document. Subcommittee will finalize. After PPC’s revisions of P&T Guidelines doc are approved by Senate, subcommittee will begin work of merging Guidelines with proposed additions.
Elections Committee (EC)

No report
Finance Committee (FC)

No report
Teams Meeting

**PPC Members:** Adams, Gregory; Toce, Jacqueline; Lopez-Velasquez, Angela; Marx, Helen (absent); Tomczak, Stephen; Shea, Michael; Martinez, Kelly; Sormrude, Michael; Metaxas, Virginia; Starling, Natalie (chair/absent)

**CONTINUING BUSINESS:**

1. P&T Guidebooks
   a. The committee discussed and incorporated information shared with and by representatives from AAUP and the P & T committee from the last committee meeting
   b. The committee continue this progress to make revisions to the other P & T Guidebooks (Library, Counseling, etc.) at the next meeting
2. P&T/Renewal Procedures documents
   a. The committee will review progress and plan a Resolution as a future agenda item
3. Updating Professional Assessment Procedures Document – to match updates to the other documents (moved to next meeting agenda)
4. Academic advising re P&T (moved to next meeting agenda)
Rules Committee (RC)

No report
Student Policy Committee (SPC)

Student Policy Committee Meeting Minutes
Wednesday, April 6, 2022

In attendance:
Maria Diamantis, William Farley, Wes O’Brien, Barbara Cook, Christine Broadbridge, Mike Dodge, Matt Ouimet, Kyle Thaxton (SGA student representative), Alicia Carroll (guest)

A. Incomplete Policy Discussions

a. Students and faculty are often unclear about the language ‘not later than 30 days into the next fall/spring semester’ and how that should translate to a deadline.
b. Students would benefit by completing outstanding work before adding more coursework to their plate when the next term starts, it encourages timely completion while the course content is still not too far in the distant past, and they may also need to complete the course if it is a prerequisite, else they may be dropped, or if it may impact their financial aid SAP standing/aid awarded.
c. Setting a shorter default date would still allow faculty discretion to enter a longer deadline as described above.
d. A course incomplete that is a prerequisite for a course the student plans to take in the next semester. Students are given a warning that they have not met pre-rec to take the next class, however, they may lose their spot in the course. The same is true for students who receive a temporary override if they do not complete the work in time. If the default date was prior to the add/drop period, this may reduce impact to these students.
e. Is it possible that the 30 days was determined when we did not have the ability to share assignments via technology, thus a student would need to wait to be able to deliver their assignment in person to faculty?
f. Is it possible that the longer students are given to complete the work, the increased likelihood of not completing the remaining work?
g. The committee discussed and approved the resolution on the revisions to the Incomplete Policy and Incomplete Contract, as copied below.

B. SGA request regarding course syllabi:

The Faculty Senate Executive Committee will strongly encourage faculty to present syllabi in advance of the semester. This strong recommendation would include the rationale provided by SGA which included opportunity for students to learn more about the content/topic of a course and expectations. This would increase the student’s ability to drop a course within the drop/add period to reduce impact on finances and increase capability of adding a different course.

C. Strict attendance policies in course syllabi:

The SGA held meetings with deans and chairs regarding the strict attendance policies for some departments and classes. The request from SGA is that Faculty Senate engage in a discussion regarding these policies and their link to final grades. The SGA is concerned that these policies may be outdated, and at times appear illogical and/or unfair. There is concern that a student’s grade may be based on attendance rather than on knowledge gained relative to the course content. One example given was a syllabus that indicated that 4 unexcused absences would result in failing the class.
D. **Attendance Policy:** - Note: unrelated to the SGA request to study strict attendance policies.

The overarching attendance policy was revised 8 years ago to meet the U.S. Department of Education requirements. Since that time, data has emerged that might indicate revising the policy to reduce impacts to students, yet stay aligned to the requirements. The “Policy on reporting Non-Attendance or Non-Participation” is raised as the primary concern. It is not expressly clear how this part of the policy translates into practice/procedure and that it may not be equitable for all students as it regards:

- Final Grades Status (N Grade versus Not on Transcript)
- Enrollment Status versus Billing Status (Removed from Roster versus Dropped from Roster)
- Reinstatement Approval (Late Approval by Dean and/or Appeal) result in students having an indicator on their transcript as never attending and paying for the not attended course.

Meeting adjourned at 1:58 pm.
RESOLUTION REGARDING REVISIONS ON THE INCOMPLETE COURSE GRADE POLICY AND INCOMPLETE GRADE CONTRACT

Whereas, Southern Connecticut State University exists for the primary purpose of furthering academic excellence;

Whereas, The SCSU Faculty Senate is the official representative body of the Academic Faculty;

Whereas, Revising the Incomplete Grade policy (last revision during Spring 2021) would provide students with increased transparency;

Whereas, Current Banner Web upgrades now provide the technical support to make the additional revisions; now, therefore, be it

Resolved, That the following changes be incorporated into the existing Incomplete Policy for the Spring 2022 semester:

• The Instructor, in consultation with the student on the due date, shall specify the deadline for the submission of missing coursework from the student, on the Incomplete Grade Contract.

• The Instructor shall enter the “default” Incomplete Final Grade, on the Incomplete Grade Contract and on Banner Web.

• The Instructor shall enter the Incomplete Extension deadline on Banner Web, if the deadline is earlier than the 30-day default deadline.
Incomplete Grade Contract

Note: Students and faculty should keep a copy for reference.

A temporaryIncomplete (I) grade is recorded when an instructor grants a student's request for an extension prior to the end of the semester. Instructors should not give an "I" unless the incomplete has been requested by the Student and a contract has been completed. An Incomplete may impact satisfactory academic progress for financial aid and future registration if the incomplete course is a prerequisite. The contract will specify the remaining coursework to be completed by the student and the final grade the student will earn if the remaining work is not completed. The instructor will make all course materials available to the student for the duration of the incomplete period.

STEP 1: STUDENT INFORMATION (to be completed by Student)

Student Name: ___________________ Student ID #: __________ Email: ___________________ @southernct.edu

<table>
<thead>
<tr>
<th>Semester &amp; Year</th>
<th>Subject</th>
<th>Course #</th>
<th>CRN#</th>
<th>Section</th>
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</thead>
</table>

STEP 2: COURSE DETAILS (to be completed by the Instructor)

A. Remaining Coursework:

B. Student Submission Deadline:
   Note: When setting a submission deadline, instructors should consider the time needed to review coursework and submit a final grade. All incomplete grades must be changed by the instructor no later than 30 days after the next fall/spring semester begins.

C. Incomplete Final Grade:
   Note: The default Incomplete Final Grade is the grade earned if no remaining coursework is completed.

STEP 3: SIGNATURES (to be completed by the Student and Instructor)

Student Signature: ___________________ Date: __________

Note: Create a digital ID with your SCSU email by clicking the signature block above or submit the form from your SCSU email.

Instructor Signature: ___________________ Date: __________

STEP 4: GRADE SUBMISSION PROCEDURES (to be completed by the Instructor)

When submitting end of semester grades, the instructor shall:
1. Instructors must submit a copy of this signed contract to the Department Chairperson for the course as a reference copy.
2. Enter a grade of "I" on the Banner Web final grade roster.
3. Enter the default Incomplete Final Grade in Banner Web (listed above).
4. Enter the Incomplete Extension Deadline in Banner Web (not the Student Submission deadline).
   a. The Incomplete Extension Deadline is 30 days into the next fall or spring semester by default.
   b. This Incomplete Extension Deadline is the date the system will change the grade to the Incomplete Final Grade if no action is taken by the Instructor prior to this date.
   c. Instructors can set an earlier Incomplete Extension Deadline at their discretion.

Note: Incomplete grades should be resolved as soon as possible following student coursework submission. Unearned credit due to incomplete grades can impact course registration and financial aid eligibility.

To resolve the incomplete grade:
1. If the student submits any or all remaining work, the instructor must submit a final grade in Banner Web>Faculty Services>Grade Change prior to the Extension Deadline.
2. If the student did not submit any work, the instructor has no action to take. The Incomplete Final Grade will post to the student transcript on or after the Extension Deadline.
3. If the instructor grants the student more time, the instructor must submit an "I+" grade with a new Extension Deadline in Banner Web>Faculty Services>Grade Change.
The meeting convened at 1:00 via Zoom.

We were joined by Susan Tiso as a guest.

We continued discussions about implementing an informal experiment (in the current semester) to see if the “make it an assignment” approach will impact response rates on the Student Opinion Surveys. Susan Tiso told us that it would be relatively easy to automatically generate emails to Faculty members reporting on their class’s response rates at a few times during the survey period.

The committee is seeking volunteers who would be willing to assign a small amount of extra credit to their classes if the response rate exceeds some threshold. The amount of the extra credit and the threshold would be entirely up to the faculty member’s discretion. If you are interested in volunteering, please contact me (fieldsj1@southernct.edu).

Susan Tiso had a question about whether surveying should be suspended for sections with very low enrollments. The question arises out of concern about student’s expectations of anonymity in completing surveys – when there are only 2 or 3 respondents the instructor may be able to distinguish who is who. The committee felt that surveys should not be suspended in this scenario, as interfering with the student’s ability to express their opinions about a course would be inappropriate. It was suggested that for smaller sections a statement warning about the potential loss of anonymity should be included.

Jonathan Irving volunteered to create a draft syllabus statement (addressing the necessity of completing the course evaluations at the end of the semester) that faculty could use as boilerplate language in their fall semester syllabi.

We ended the meeting with a brief discussion on the topic of calendar synchronization. I had a meeting with Trever Brolliar and Bo Zamfir on this topic last Thursday. Trever is looking into whether Navigate can synchronize with faculty Outlook calendars. It was noted that a sociological change needs to occur in which committee chairs at all levels feel a responsibility to schedule meetings in Outlook so that the majority of a faculty member’s “busy” times will be marked in their calendars automatically.

Respectfully,

J. E. Fields
Undergraduate Curriculum Forum (UCF)

Report to the Faulty Senate
Undergraduate Curriculum Forum
March 31, 2022 Meeting Actions

Actions

Motion from LEPC: Minor revisions to the LEP Charter
LEPC brought forward minor revisions to the LEP Charter that clarify the LEP revision process. Motion was made to table until the April 14 meeting and carried without objection.

Motion from Steering to Revise the UCF Constitution, Bylaws, and Flow of Proposals
The UCF Steering Committee brought forward minor revisions to these documents at the March 10 meeting. All three documents were approved by UCF. The UCF Constitution is being brought forward for Senate approval.

Motion from LEPC to Revise the LEP as follows:

Foundations:
1) Include the Quantitative Reasoning Prerequisite Math 100 or 100/P (waived with placement).
2) Include the Written Communication Prerequisite ENG 110 or 119 (waived with placement).
3) Remove the Critical Thinking category and course requirement.
   a. Current Critical Thinking courses can request (via an expedited review process by the LEP Director and LEPC) to move to an Explorations Category for a period of three years, after which an RCP must be submitted.
4) Change the Multilingual Communication Competency requirement to a World Language course at the 101-level.
   a. Current 200-level courses in this category will be moved to Explorations - Cultural Expressions category

Explorations:
5) Maintain the total number of courses required for a total of 25 credits.
   a. During the 22-23 AY the key elements of Explorations categories will be amended and an implementation process for re-approval of existing courses will be developed.
   b. The Explorations categories and requirements will be as follows:
      ii. Two courses (7 credits) one from NW I Life and Environment and one from NW II Physical Realm category. At least one of these must have a lab.
      iii. One course (3 credits) from the Creative Drive category.
      iv. One course (3 credits) from either American Experience or Time and Place category.
      v. One course (3 credits) from either Mind & Body or Social Conflict & Consensus category.
      vi. One course (3 credits) from either Global Experience or Cultural Expressions category.
      vii. Two courses (6 credits) from Explorations Elective – any course from any Explorations category.

Tiers:
6) Remove the capstone Tier 3 requirement from the LEP.
a. Current T3 Capstone courses can request (via an expedited review process by the LEP Director and LEPC) to move to an Explorations Category for a period of three years, after which an RCP must be submitted.

7) Remove Tier 1 and 2 language; sections retain the current Foundations and Explorations titles.

The meeting ran to time so discussion on the motion will resume on April 14.

The following revised programs were approved:

*Revised Minor Proposals*

1. Economics Minor

*Revised Program Proposals*

1. none

The following new and revised courses were approved:

*New Course Proposals*

1. MKT 344 – Tourism Destination Marketing

*Revised Course Proposals*

None

The following W Courses were approved:

1. JST 305 – Antisemitism

The following special topics courses were logged:

1. SOC 398 – Living in the Shadows: Undocumented Migration (1st time offered; fall 2022)
2. ITA 498 – Italy on Screen: Cinema and Society (2nd time offered; fall 2022)
3. ACC 398 – Introduction to Data Analytics for Accounting (1st time offered; fall 2022)
4. THR 298 – Color Theory (1st time offered; summer 2022)
5. T2AE 298 (PHI 298/WGS 298) – Race, Ethnicity, and Citizenship – LEP T2AE (1st time offered; fall 2022)

Other Notes

- Departments are asked to discuss the revised TAP Framework30 SLOs in advance of a vote on approval at UCF on April 28.
  - Proposed revisions can be viewed here (link is also in UCF’s Confluence)
  - Info session on Wednesday, April 6 from 12-1 via Teams. Or contact Heidi Lockwood, lockwoodh1@southernct.edu, to arrange a time to chat. Another info session will be held on Friday, April 22 from 12-1.
- All faculty are invited to attend information sessions (via Teams) on the LEP revision proposal:
  - Monday, April 4: 3pm-4pm
  - Tuesday, April 12: 12:15-1:15pm
  - Friday, April 22: 11am-12pm
- The UCF will hold two special meetings if needed to finish debate on the LEP revision proposal:
- Thursday, May 5 (9:35-10:50) via Teams – special meeting if required
- Thursday, May 12 (8:00-10:00) via Teams – special meeting if required; note time change to fit w/ exam schedule

- Faculty are invited to self-nominate for service on UCF workgroups as outlined in the recent campus wide announcement.

Respectfully submitted,
Meredith Sinclair, UCF Chair
March 31, 2022
Graduate Council

Grad Council Report: Cynthia O’Sullivan, Graduate Council Chairperson
April 11, 2022

Last Grad Council meeting is April 25th from 1-3:00pm. All are welcome. We will send an email with the link on Monday to all faculty. At this meeting, we will share annual reports, presented by our sub-committee chairs, and President Joe and Bob Prezant are planning to attend.

Reminder that commencement volunteers are needed. Please see following from Jonathan Wharton:

Graduate Commencement will take place on Thursday, May 19th at SCSU’s John Lyman Center for the Performing Arts. We would appreciate your participation in the graduations especially for hooding and volunteering.

Commencement Volunteer Form

Faculty Participation Form

Commencement Times

- **Afternoon Ceremony—2:00 p.m.** School of Arts and Sciences and the School of Health & Human Services (faculty arrival by 1:15 p.m.)

- **Evening Ceremony—7:00 p.m.** School of Business and the School of Education, including Library Science (faculty arrival by 6:15 p.m.)

Any questions or concerns, please feel free to reach out to Jonathan Wharton (whartonj1@southernct.edu)
SOUTHERN CONNECTICUT STATE UNIVERSITY FACULTY SENATE
Resolution Regarding the Awarding of Latin Honors

Whereas, Southern Connecticut State University (SCSU) exists for the primary purpose of furthering academic excellence;

Whereas, The SCSU Faculty Senate is the official representative body of the academic faculty;

Whereas, SCSU wishes to incorporate more equity into the recognition of the academic accomplishments of transfer and non-transfer students; and

Whereas, The SCSU Faculty Senate and the University are committed to transparency and clarity regarding academic policies; now, therefore, be it

Resolved, That the requirements for receiving Latin Honors be changed in the following way.

ORIGINAL:
Undergraduate students who have performed with distinction in scholarship, leadership, and service to the University are accorded special recognition at the Honors Convocation at the end of the spring semester. Seniors who have achieved collegiate honors are announced: those maintaining a 3.5-3.69 GPA are graduated cum laude; 3.7-3.89, magna cum laude; 3.9-4.0, summa cum laude. The GPA is computed from the student's entire collegiate record. Transfer students who have taken at least 60 credit hours or any student that has earned as many credits as might be required for any post-baccalaureate degree programs at SCSU and have attained a 3.5 GPA or higher in these courses will be eligible for academic honors. Students who successfully defended their honors theses are also recognized at the Honors Convocation, and graduate "with departmental honors."

PROPOSED CHANGE:
Undergraduate students who have performed with distinction in scholarship, leadership, and service to the University are accorded special recognition at the Honors Convocation at the end of the spring semester. Seniors who have achieved collegiate honors are announced: those maintaining a 3.5-3.69 GPA are graduated cum laude; 3.7-3.89, magna cum laude; 3.9-4.0, summa cum laude. The GPA is computed from the student's entire collegiate record at Southern. Only earned grades at Southern will be tabulated when determining academic honors. Transfer students who have taken at least 60 credit hours or any student that has earned as many credits as might be required for any post-baccalaureate degree programs at SCSU and have attained a 3.5 GPA or higher in these courses will be eligible for academic honors. Students who successfully defended their honors theses are also recognized at the Honors Convocation, and graduate "with departmental honors."

Note: Other Local School Requirements (in credits)
WCSU: 30, ECSU: 45, CCSU: 60, UConn: 54, Montclair State: 51, William Paterson: 64, SUNY: 45 – 60
Resolution Regarding Revisions on The Incomplete Course Grade Policy and Incomplete Grade Contract

Whereas, Southern Connecticut State University exists for the primary purpose of furthering academic excellence;

Whereas, The SCSU Faculty Senate is the official representative body of the Academic Faculty;

Whereas, Revising the Incomplete Grade policy (last revision during Spring 2021) would provide students with increased transparency; and

Whereas, Current Banner Web upgrades now provide the technical support to make the additional revisions; now, therefore, be it

Resolved, That the following changes be incorporated into the existing Incomplete Policy for the Spring 2022 semester:

- The Instructor, in consultation with the student, shall specify the deadline for the submission of missing coursework from the student, on the Incomplete Grade Contract.
- The Instructor shall enter the “default” Incomplete Final Grade, on the Incomplete Grade Contract and on Banner Web.
- The Instructor shall enter the Incomplete Extension deadline on Banner Web, if the deadline is earlier than the 30-day default deadline.
Incomplete Grade Contract

Note: Students and faculty should keep a copy for reference.

A temporary incomplete (I) grade is recorded when an instructor grants a student’s request for an extension prior to the end of the semester. Instructors should not give an "I" unless the Incomplete has been requested by the Student and a contract has been completed. An Incomplete may impact satisfactory academic progress for financial aid and future registration if the incomplete course is a prerequisite. The contract will specify the remaining coursework to be completed by the student and the final grade the student will earn if the remaining work is not completed. The instructor will make all course materials available to the student for the duration of the incomplete period.

STEP 1: STUDENT INFORMATION (to be completed by Student)

Student Name: ___________________________ Student ID #: ___________ Email: ___________________________@southernct.edu

<table>
<thead>
<tr>
<th>Semester &amp; Year</th>
<th>Subject</th>
<th>Course #</th>
<th>CRN#</th>
<th>Section</th>
</tr>
</thead>
</table>

STEP 2: COURSE DETAILS (to be completed by the Instructor)

A. Remaining Coursework:


B. Student Submission Deadline:

Note: When setting a submission deadline, instructors should consider the time needed to review coursework and submit a final grade. All incomplete grades must be changed by the instructor no later than 30 days after the next fall/spring semester begins, unless the instructor extends the incomplete by submitting a grade of "I+".

C. Incomplete Final Grade: _________________

Note: The Incomplete Final Grade is the grade earned if no remaining coursework is completed.

STEP 3: SIGNATURES (to be completed by the Student and Instructor)

Student Signature: ____________________________ Date: _____________

Note: Create a digital ID with your SCSU email by clicking the signature block above or submit the form from your SCSU email.

Instructor Signature: ____________________________ Date: ____________

STEP 4: GRADE SUBMISSION PROCEDURES (to be completed by the Instructor)

When submitting end of semester grades, the instructor must:

1. Provide a copy of the signed contract to the student and department chairperson for the course.
2. Enter a grade of "I" on the Banner Web final grade roster.
3. Once the grade roster is submitted in Banner Web, the instructor will be prompted to enter two additional fields:
   a. Incomplete Final Grade
   b. Incomplete Extension Deadline
      1. The instructor must submit a Grade Change prior to this deadline (the Final Grade or "I+").
      2. If a Grade Change is not received, the student will receive the Incomplete Final Grade automatically.
      3. The default deadline is 30 days into the next fall or spring semester. Instructors can set an earlier deadline.

Note: Incomplete grades should be resolved as soon as possible following student coursework submission. Unearned credit due to incomplete grades can impact course registration and financial aid eligibility.

To resolve the incomplete grade:

1. If the student submits any or all remaining work, the instructor must submit a final grade change in Banner Web>Faculty Service>Grade Change prior to the Incomplete Extension Deadline.
2. If the student does not submit any work, the Incomplete Final Grade will post to the student’s transcript on or after the Extension Deadline. The instructor has no action to take.
3. If the instructor grants the student more time, an "I+" with a new Incomplete Extension Deadline must be submitted by the instructor in Banner Web>Faculty Services>Grade Change.

Revised 4/13/2022
Incomplete Grade Contract
Note: Students and faculty should keep a copy for reference.

A temporary incomplete (I) grade is recorded when an instructor grants a student’s request for an extension prior to the end of the semester. Instructors should not give an "I" unless the Incomplete has been requested by the Student and a contract has been completed. An Incomplete may impact satisfactory academic progress for financial aid and future registration if the incomplete course is a prerequisite. The contract will specify the remaining coursework to be completed by the student and the final grade the student will earn if the remaining work is not completed. The instructor will make all course materials available to the student for the duration of the incomplete period.

STEP 1: STUDENT INFORMATION (to be completed by Student)
Student Name: ___________________________ Student ID #: __________ Email: ________________________@southernct.edu

<table>
<thead>
<tr>
<th>Semester &amp; Year</th>
<th>Subject</th>
<th>Course #</th>
<th>CRN#</th>
<th>Section</th>
</tr>
</thead>
</table>

STEP 2: COURSE DETAILS (to be completed by the Instructor)
A. Remaining Coursework:

B. Student Submission Deadline:
Note: When setting a submission deadline, instructors should consider the time needed to review coursework and submit a final grade. All incomplete grades must be changed by the instructor no later than 30 days after the next fall/spring semester begins, unless the instructor extends the incomplete by submitting a grade of "I+".

C. Incomplete Final Grade: ______________________
Note: The Incomplete Final Grade is the grade earned if no remaining coursework is completed.

STEP 3: SIGNATURES (to be completed by the Student and Instructor)
Student Signature: ___________________________ Date: __________________
Instructor Signature: ___________________________ Date: __________________

Note: Create a digital ID with your SCSU email by clicking the signature block above or submit the form from your SCSU email.

STEP 4: GRADE SUBMISSION PROCEDURES (to be completed by the Instructor)
When submitting end of semester grades, the instructor must:
1. Provide a copy of the signed contract to the student and department chairperson for the course.
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3. Once the grade roster is submitted in Banner Web, the instructor will be prompted to enter two additional fields:
   a. Incomplete Final Grade
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      1. The instructor must submit a Grade Change prior to this deadline (the Final Grade or "I+").
      2. If a Grade Change is not received, the student will receive the Incomplete Final Grade automatically.
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Note: Incomplete grades should be resolved as soon as possible following student coursework submission. Unearned credit due to incomplete grades can impact course registration and financial aid eligibility.

To resolve the incomplete grade:
1. If the student submits any or all remaining work, the instructor must submit a final grade change in Banner Web>Faculty Service>Grade Change prior to the Incomplete Extension Deadline.
2. If the student does not submit any work, the Incomplete Final Grade will post to the student’s transcript on or after the Extension Deadline. The instructor has no action to take.
3. If the instructor grants the student more time, an "I+" with a new Incomplete Extension Deadline must be submitted by the instructor in Banner Web>Faculty Services>Grade Change.

Revised 4/13/2022
Rules Committee Summary of Proposed Changes to the Chairperson Document

(These proposed changes were based on issues and advice brought to the attention of the Senate by Faculty Members, E-Board, Deans, AAUP advice, etc.)

The following is a general summary of the substantive changes being proposed by the Rules Committee: (grammatical changes not included)

1.) The Title of the document changed to reflect the nature of the document. (The document covers the election procedures of the chairperson not really other aspects of the position.)
2.) Wherever possible references were changed to they or them.
3.) Wherever possible references to full-time faculty were changed to Tenure/Tenure-Track faculty.
4.) Under term of office of department chairperson 2. “If a vacancy occurs during a term of office, a newly elected Department Chairperson shall serve the remainder of the academic year in which the vacancy occurs”. Previously this clause also had “plus a term of the next three academic years”. The committee strongly felt this was too long for a presumably quickly elected member. (Since this clause refers to an unplanned vacancy the committee felt departments needed more time to elect anyone a typical term of office.)
5.) additionally the document now refers to the AAUP contract section which does apply to this situation:

The contract states the following in Article 5.24

5.24 Department Chairpersons, Academic Division Directors, Area Directors and Interdisciplinary Program Directors shall be selected in accordance with university procedures. These members shall serve until completion of their terms as specified by university policy.

Upon such resignation, university procedures for the selection of Chairpersons, Academic Division Directors, Area Directors and Interdisciplinary Program Directors shall be used to determine a replacement. Such procedures shall be expedited with final selection taking place within thirty (30) days from the date of the vacancy. During the interim the President may appoint a member in an acting capacity to fill the vacancy.

6.) Furthermore, we propose to add “note: If chairperson vacancy occurs with less than 30 days left in the spring semester or over the summer, the appointed member will serve until an election can occur.”

7.) Cleaned up some duplicate references to DPC members resigning if they become a candidate.

8.) Under the “Recommendation of the Department Section C”. Based on several issues brought forth to the committee about this section, we propose it read as “The Department Personnel Committee will communicate the names, and the number of 1st, 2nd, and 3rd preference of the members that have accepted their nomination in the preferential poll to department members and the Dean within seven (7) calendar days.”

9.) Under Department Recommendation Presented to the Appropriate Dean: We recommend to change the language to: “The Department Personnel Committee shall inform the appropriate Dean or the Division Director in writing of the one (1) to two (2) names recommended by the department for the position of Department Chairperson and ordered according to the department’s preference.” This statement has caused some confusion with several departments feeling that had to submit 3
names (the language previously said 3) to the dean.

10.) Under L: Impasse Procedures 1.: We propose to move the language: No member of the involved department may serve on the Impasse committee.

The large majority of the rest of the proposed changes are minor changes such as: grammar, correcting timelines, etc.

Respectfully submitted,

Dr. Jeffrey A. Webb
Chairperson Rules subcommittee SCSU Faculty Senate.
I. Statement of Policy Concerning the Qualifications of the Department Chairperson

A Department Chairperson is in the unique position of functioning simultaneously as a scholar, teacher, administrator, and should have the best talents of each. To the extent that the Department Chairperson’s function is limited in any one of these areas, the overall effectiveness of the department will be limited. For the purposes of this document, whenever departments are a part of a Division, the Division Director is the normal channel of authority between the Dean and the Department Chairperson.

As a scholar, the Department Chairperson will set high standards of academic and professional excellence for the members of the department, stimulating and recognizing achievements in this direction.

As a teacher, the Department Chairperson will be devoted to the academic and professional growth of students, promoting in the members of the department the highest ideals of concern, commitment, and respect for students and their educational experiences.

As an administrator, the Department Chairperson must not only facilitate the educational interaction of student and faculty in the department, but also must conduct the department as an integral part of a larger academic community, representing the department to the administration and the administration to the department. The ability of Department Chairperson to mediate departmental with University interests will, to a large degree, determine the success of both groups.

The Department Chairpersonship cannot be regarded as a reward for either seniority or personal popularity, nor should it be regarded as a personal possession of the office holder. It is a position of trust and responsibility that is held only as long as these qualities are fulfilled. Its inherent complexities and the opportunities it offers for service

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1 The Faculty Senate of Southern Connecticut State University in agreement with the University President establishes these procedures to govern the Department Chairperson selection process. These procedures are intended to be consistent with the current Collective Bargaining Agreement between the Connecticut State University Staff Association, the University President and the Board of Regents for the State University.
and any member who does not qualify in accordance with #4 below, or may elect their own Department Personnel Committee.

2. The size of the Department Personnel Committee shall be determined by the department and specified in the department By-Laws.

3. Department Personnel Committee members shall have a term of office of 3 years. A plan of rotation shall be instituted with approximately one-third of the committee members having remaining terms of 1, 2, and 3 years, respectively.

4. Department Personnel Committee members must have minimum rank of instructor or the equivalent, be tenured or on tenure-track, and have had a minimum of two completed consecutive academic semesters of full-time service in the department before being able to serve on the Department Personnel Committee. Full-time service includes special appointments.

5. Any person whose name is forwarded to the Dean as a candidate for the Department Chairpersonship, who is a member of the Department Personnel Committee, shall immediately resign from the Committee. Departments with an elected Department Personnel Committee may fill the position according to II. D. 1.

6. Present Department Chairpersons and tenure/tenure-track department members with the rank of instructor or above who have not had a minimum of two consecutive academic semesters of full-time service in the department are eligible to vote for, but are ineligible for election to, the Department Personnel Committee.

7. The Department Personnel Committee shall elect the committee’s chairperson from among its own members.

8. Vacancies during a term of office on the Department Personnel Committee shall be filled immediately according to II. D. 1. with the person elected serving out the unexpired term.

9. Department Personnel Committee members can be recalled by a vote of a majority of the tenure/tenure-track members of the department on a secret written ballot. Upon recall, step 8 above shall be initiated.

10. Department Personnel Committees are responsible for the implementation of the selection process, as specified in this document. Department Personnel Committees should refer questions about the document to the Executive Committee of the Faculty Senate and the University President or designee.

5 This time limit will, however, be held in abeyance during the summer until the academic year commences with the fall semester.
to the academic community require nothing less than outstanding qualities of leadership and the best talents that may be found in the department or recruited from outside of the University. Nothing less than continuing support and confidence must be shown by the members of the department and all segments of the academic community. The necessity for this continuing support must be reflected in the evaluation, appointment, and termination procedures regarding this position.

II. The Selection of the Department Chairperson

A. In this Document, selection refers to a process which includes input of the faculty of the department, the appropriate Dean, Provost, and the University President. Each has an important role and responsibility. Each party may carry out its part of the total process in a different manner. The shared power in this Document also implies that there is shared responsibility for results.

B. Departments of the University

The faculty for each designated academic department shall function under the leadership of a Department Chairperson. Departments shall be established by the University Administration with the advice of the University Faculty Senate, according to criteria of commonality of interest and academic purpose, without any numerical limits on size.

C. Department Membership

All tenured and tenure-track members of the department, including those on authorized leave\(^2\), shall be eligible to participate in the selection of the Department Chairperson. Tenured and tenure-track faculty that join a department after the preferential vote has taken place are not eligible to participate in the selection of the Department Chairperson.

D. The Department Personnel Committee

1. Each department with 10 or more full-time\(^3\) members shall elect, by secret written ballot, a Departmental Personnel Committee to act on behalf of the department members in coordinating, as described in this document, the processes of appointing, reappointing, and recalling a Department Chairperson.

Those departments with fewer than 10 full-time members may act as their own committee-of-the-whole, with the exclusion of the Department Chairperson

\( ^2\) A department member on leave is eligible to participate in all stages of the Department Chairperson selection. His/her name shall appear on the preferential ballot. At the same time as a notice of a relevant meeting or a ballot on any issue or person involved in the process is sent to each department member, the same notice or ballot shall be emailed or mailed to the home address of the department member on leave.

\( ^3\) Any mention of Full-time members in this document includes special appointments.

\( ^4\) This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
The Executive Committee of the Faculty Senate and the University President or designee shall serve as a body to hear questions from individuals, departments, or deans regarding the Department Chairperson selection process. The Executive Committee of the Faculty Senate and the University President or designee shall determine whether "Section IV on Interpretation and Implementation" is applicable to the questions. The Executive Committee of the Faculty Senate and the University President or designee are the only parties authorized to decide questions of interpretation. If Section IV is not applicable, then the department itself shall resolve the questions.

E. Term of Office of Department Chairperson

1. The term of office of a Department Chairperson selected according to this document shall be three years. The term shall begin with the start of the academic year following the selection process.

2. If a vacancy occurs during a term of office, a newly elected Department Chairperson shall serve for the remainder of the academic year in which the vacancy occurs. When a vacancy occurs, selection procedures in step 6, and following shall be expedited with final election taking place within thirty calendar days from the date of the vacancy, as per the AAUP contract (Article 5.24). If necessary, during this time period while a new Department Chairperson is being elected, the University President in consultation with the Provost and appropriate Dean shall appoint a member in an acting capacity to fill the vacancy. (Note: If chairperson vacancy occurs with less than 30 days left in the spring semester or over the summer the appointed member will serve until an election can occur.)

3. A temporary vacancy is any vacancy of one year or less. In accordance with Article 12 of the Collective Bargaining Agreement, a temporary vacancy may occur for the following reasons: sick leave, maternity leave, child-rearing leave, sabbatical leave, educational or professional leave, unpaid leave, military leave, and jury leave.

   a. After consultation with the Department Chairperson, if possible, and the appropriate Dean, the department will determine if a temporary vacancy exists or will exist and the approximate length of the temporary vacancy.

   b. The department will elect one of its members by a simple majority to fill the temporary vacancy. The mechanics of the election procedures are left to a majority vote of each department. The procedure may or may not include a preferential poll.

   c. When a department cannot elect one of its members because of a lack of a majority, then the University President in consultation with the Provost and appropriate Dean will appoint a department member to fill the temporary vacancy for the period of time the temporary vacancy exists.

   5 This time limit will, however, be held in abeyance during the summer until the academic year commences with the fall semester.
F. Notification of Vacancy of the Department Chairperson

During the fall semester of the last year of a Department Chairperson’s term of office, the University President shall notify the Department Personnel Committee of an impending vacancy in the Department Chairpersonship. If a vacancy arises during a term of office, the University President shall notify the Department Personnel Committee as soon as possible. This notification shall constitute the administrative signal for the start of the selection process as outlined in steps E and G.

G. Recommendation of the Department

1. (a) Upon receiving notice from the University President of an impending or actual vacancy in the Department Chairpersonship, the Department Personnel Committee shall provide an opportunity for discussion of the Department Chairpersonship with the department and with the appropriate Dean before the preferential poll is distributed. Upon the request of the department, the Dean shall meet with the whole department prior to the preferential poll. If issues arise other than those involving interpretation of The Department Chairpersonship Election Procedures document or implementation of the selection process, they shall be resolved by the department prior to the voting process, and the department shall be bound by those decisions. Following resolution of issues, the Department Personnel Committee shall conduct a preferential poll of all tenured tenure-track members of the department (including those with less than two semesters in the department) by secret written ballot on or before February 1st. The committee shall distribute a ballot on which is printed the following: (1) the names, in alphabetical order, of all tenured and tenure-track members of the department; and (2) the statement “speech outside the department.” The fact that a department member’s name appears on the ballot should not be interpreted as a declaration of candidacy. Each voting department member shall then mark up to three (3) choices, in order of preference.

(b) The Department Personnel Committee shall then ask each department member who received at least one vote in the preferential poll to either accept or decline the nomination. If a member of the Department Personnel Committee emerges as one of the preferred choices of the department, they must either resign from the committee or decline candidacy for the Chairpersonship.

(c) The Department Personnel Committee will communicate the names, and number of 1st, 2nd, and 3rd preference of the members that have accepted their nominations to the preferential poll to department members and the Dean within seven (7) calendar days.

(d) If, following step 1 (a) the preferred choices are all persons within the department, the Department Personnel Committee shall proceed directly

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5 This time limit will, however, be held in abeyance during the summer until the academic year commences with the fall semester.
with step 2.

(c) If, following step 1(a), "search outside the department" was one of the three preferred choices or at least half of the ballots, the Department Personnel Committee shall consult with the appropriate Dean to determine both whether the overall vote merits consideration of a search outside the department and whether budgetary considerations will permit a search outside of the department, either within or outside of the University. If the Dean, in consultation with the Provost, approves a search within the University, the Dean shall place a call for self-nominations from the University tenured and tenure-track faculty within fourteen (14) calendar days of meeting with the Department Personnel Committee. Interested candidates shall discuss with their Department Chairperson and the appropriate Dean whether their credit load assignment will permit this course of action. Credit load assignment permitting, interested candidates shall forward their acceptance of candidacy for Department Chairperson to the appropriate Department Personnel Committee and the appropriate Dean within fourteen (14) calendar days of receiving the self-nomination notice. No faculty member may accept candidacy for Department Chairperson in more than one department in the same year. If the Dean in consultation with the Provost and University President approves a search for a Department Chairperson outside of the University as a possibility by March 15th, then "outside of the University search" shall be listed as a choice in the ballot(s) in step G.3.

2. Any individual(s) nominated as a result of the preferential poll must indicate in writing to the Department Personnel Committee acceptance of candidacy for the Department Chairperson within fourteen (14) calendar days of receiving the results of the preferential poll.

3. The Department Personnel Committee shall conduct a second vote by secret written ballot, even when there is only one candidate for Department Chairperson, on or before March 15th. The ballot shall include the names of those members who have indicated acceptance of candidacy for department chair (and "search outside the department" if appropriate). Each tenured or tenure-track member of the department is allowed one vote for a top choice for Department Chairperson. If a majority vote is not received on this ballot, a run-off vote will be conducted between the top two vote recipients within fourteen (14) calendar days from the previous vote. The results of the second and run-off (if required) vote will be presented to the department and to the appropriate Dean in writing within seven (7) calendar days from each vote.

4. The Department Personnel Committee shall keep the department members informed about the progress of the selection process.

II Department Recommendation(s) Presented to the Appropriate Dean

The Department Personnel Committee shall inform the appropriate Dean or the Division Director in writing of the one (1) or two (2) names recommended by

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5 This time limit will, however, be held in abeyance during the summer until the academic year commences with the fall semester.
This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
I. Recommendations of the Appropriate Dean

1. The appropriate Dean may elect to seek further sources of evaluation and recommendations, e.g., individual department members, students, administration members, and others outside of the department or University. Where Divisions exist, the Division Director shall submit to the appropriate Dean recommendations for the Department Chairperson.

2. The appropriate Dean shall meet upon request with the Department Personnel Committee within twenty-one (21) days of the receipt of the recommendation(s) made by the department to discuss approval or disapproval of these potential Department Chairpersons.4

3. Approval by the Appropriate Dean of a Departmental Recommendation and Confirmation Vote

1. If the appropriate Dean, in consultation with the Provost, approves the top choice recommended by the department, the name of this person shall be submitted to the department for a confirming majority vote of approval on a secret written ballot by the tenured and tenure-track members of the department.

2. (a) In the event there is a majority vote of approval by the department for the name submitted, this name shall then be presented to the University President for appointment to the Department Chairpersonship.

(b) In the event the name submitted to the department does not receive a majority vote of approval, the Personnel Committee shall ask the appropriate Dean to reconsider other names on the list of those originally recommended, or if there were none, they shall begin the selection process once again at step 6. The Dean shall consult with the Provost before making a decision. Departmental voting procedures shall then follow approval by the appropriate Dean in consultation with the Provost of any other individual. If an impasse exists between the Dean and the department, see step 1 below.

(c) If a department is evenly divided and further voting for the Department Chairperson appears counter-productive, by the end of the CSCU semester, the Provost, in consultation with the appropriate Dean and department shall select a candidate from those names submitted to the Dean in step H, which shall then be presented to the University President for appointment to the Department Chairpersonship.

4 In departments that are part of Divisions, the Division Director shall meet jointly with the Dean and the Department Personnel Committee.

5 This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
(d) In the event the top candidate whose name was submitted to the Dean becomes unavailable, the process shall restart at Step G. 1.

K. Disapproval by the Appropriate Dean of Departmental Recommendation(s)

1. After consulting with the Provost, if the Dean's choice differs from the top choice of the department, then the Dean must indicate, in writing, to the department the reasons for not agreeing with the department's preference. The Dean may also make his/her own recommendation(s) for department chairpersonship.

2. If the Dean disapproves the departmental recommendation and/or substitute's his/her own recommendation the process shall restart at Step G. 1. The department's choice may be the same as the original choice, or may differ. Steps H, I, and J shall then follow; or, if the Dean again disapproves the departmental recommendation, an impasse shall be declared, and step I. shall follow.

L. Impasse Procedures

In the event an impasse arises between the recommendation of the department and those of the appropriate Dean and further discussion between them appears counter-productive, the following steps shall be taken:

1. A three-person committee shall arbitrate the impasse. This committee shall be composed of one person elected by secret written ballot by the department, one person other than the Dean appointed by the University President, and one other person selected by the first two members. No member of the involved department may serve on the impasse committee.

a. The selection of the person elected by the department shall be done by a simple majority vote. The mechanics of the election procedures are left to a majority vote of the tenure/tenure-track members of the department. The procedure may or may not include a preferential poll. If a department is evenly divided and further voting for the department representative on the impasse committee appears counter-productive, the Provost shall select a department representative from the top choices determined by the department.

2. Any recommendation of the Impasse Committee shall require a two-thirds majority.

3. The recommendation of this committee on the Department Chairpersonship shall be binding on both the department and the Dean.

M. Approval by the University President

If the University President approves the candidate selected by the above procedures, that candidate becomes the Department Chairperson of the department.

5. This time limit will, however, be held in abeyance during the summer until the academic year commences with the fall semester.
N. Disapproval by the University President

If the University President disapproves the candidate selected by the above procedures, the Department Personnel Committee, the appropriate Dean, and all members of the Impasse Committee (when applicable) shall be notified of the decision and the reason for disapproval within thirty (30) calendar days of receiving the recommendation. The selection process shall start again at step G.

O. Outside the University Search

If the majority of the tenured and tenure-track department members recommend that an outside of the University search be done for the Department Chairperson and if the Dean and University President approve this recommendation, then the Department Personnel Committee shall act as a search committee and undertake this search immediately. Searches for chairpersons outside the University shall follow established University procedures for hiring new faculty members.

If necessary, the University President in consultation with the Provost and appropriate Dean will appoint a department member to fill the temporary vacancy for the period of time the temporary vacancy exists. Please refer to section II.E.3. which explains the process to fill a temporary vacancy.

III. Recall of the Department Chairperson

A. Department Chairpersons may be subject to recall if they do not meet the expectations of the position as described in the Collective Bargaining Agreement and at the beginning of this document. Department Chairpersons shall be subject to recall not sooner than six months after taking office. Due process shall be accorded all department members throughout the recall process. The Department Personnel Committee shall keep the department members informed throughout the process.

B. Initiation of Recall Procedures by the Department

1. (a) Following concerns expressed by some department members, the Department Personnel Committee shall determine whether there is substantial disapproval of the Chairperson among the tenured and tenure-track members in the department. If the Department Personnel Committee determines that there is substantial disapproval, it shall discuss with the Department Chairperson the nature of this disapproval. Anonymity of department members' opinions shall be maintained.

3 This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
(b) If the Department Personnel Committee accepts the Department Chairperson's response, the process is discontinued and the department members are to be expeditiously notified.

(c) If the Department Personnel Committee does not accept the Department Chairperson's response, it must, within two (2) weeks after completion of the process in step "a", provide the Department Chairperson and all members of the department a written statement, signed by the members of the Department Personnel Committee, of the complaints against the Department Chairperson. In response to this statement, the Department Chairperson shall have the right to call a department meeting and/or circulate to all department members a written rebuttal.

The written response and/or the meeting shall transpire within two (2) weeks of receipt of the written complaint.

(d) The Department Personnel Committee shall call for a departmental vote of confidence for the Department Chairperson by secret written ballot. The vote shall take place within two (2) weeks of the completion of the process in step c.

2. In the event that a 2/3 majority of the tenured and tenure-track department members (excluding the Department Chairperson) vote no confidence in their Department Chairperson, the Department Personnel Committee shall present a petition for recall to the appropriate Dean.

3. The Dean may then elect to seek further sources of evaluation and recommendations, e.g., individual department members, students, administration members, and others outside of the department or University. Where Divisions exist, the Division Directors shall submit an evaluation and recommendation to the appropriate Dean.

4. (a) If the Dean concurs that the expressed dissatisfaction with the Department Chairperson necessitates a recall, the Dean and the Department Personnel Committee shall discuss and agree upon a recommended date of termination of office, and forward a recommendation for termination to the University President.

(b) If the University President approves the recall, the Department Chairperson, Department Personnel Committee and appropriate Dean shall be notified immediately in writing of this decision and the effective date of termination of office.

(c) The procedures for selecting a new Department Chairperson are set forth in section 11 above.

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3 This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.

5 This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
(d) If the University President disapproves the recall, the Department Chairperson, Department Personnel Committee, and appropriate Dean shall be notified of this decision and the reasons for the disapproval.

5. (a) In the event the Department Personnel Committee and the Dean cannot agree on the necessity for recall and/or the date of termination of office and further discussion between them appears counterproductive, impasse procedures as set forth in section II.3 shall go into effect.

(b) If, after impasse procedures, the decision is for recall of the Department Chairperson and the University President approves the recall, the Department Chairperson, Impasse Committee, Department Personnel Committee and the Dean shall be notified immediately in writing of this decision and the effective date of termination of office.

(c) The procedures for selecting a new Department Chairperson are set forth in section II of this Article.

(d) If the University President disapproves a recall decision resulting from the impasse procedures, the Department Chairperson, Department Personnel Committee, appropriate Dean and all members of the Impasse Committee shall be notified of this decision and the reasons for the disapproval, thus ending the recall process.

C. Initiation of Recall Procedures by the Appropriate Dean

1. If the performance of a Department Chairperson meets with the disapproval of the Dean, who is considering recall of the Department Chairperson, the Dean shall discuss with the Department Chairperson the nature of the disapproval. In the event the Department Chairperson does not answer this disapproval to the satisfaction of the Dean, the Dean must provide to the Department Chairperson and the Department Personnel Committee, in writing, his/her reasons for the disapproval. If the Dean intends to recommend recall of the Department Chairperson, the Dean shall first discuss the reasons for this recommendation, its reasons, and their recommendation for a date of termination of office with the Department Personnel Committee.

2. The Department Personnel Committee and/or the Dean shall present the recommendations of the Dean and the reasons to all full-time members of the department and call for a vote of confidence by secret written ballot for the Department Chairperson (with the exception of the Department Chairperson and faculty on special appointment). Prior to the vote of confidence, the Department Chairperson shall have the right to call a department meeting to present his/her position. The Department Chairperson must notify the Department Personnel Committee, in writing, of his/her intention to hold such a meeting. The meeting shall occur within two (2) weeks of receipt of the notification of the recommendation.

* This time limit will, however, be held in abeyance during the summer until the academic year commences with the fall semester.
3. (a) If a 2/3 majority of the tenured and tenure-track members of the department (with the exception of the Department Chairperson) vote for recall of the Department Chairperson, the request for recall shall be presented by the Department Personnel Committee to the Dean, and by the Dean to the University President.

(b) If the University President approves the recall, the Department Chairperson, Department Personnel Committee, and Dean shall be notified in writing of this decision, and the effective date of termination of office.

(c) The procedures for selecting a new Department Chairperson are discussed in section II above.

(d) If the University President disapproves the recall, the Department Chair, Department Personnel Committee, and Dean shall be notified of this decision, and the reason for the disapproval.

4. (a) In the event that a 2/3 majority of tenured and tenure-track members of the department do not vote for recall of their Department Chairperson, and further discussion between the Department Personnel Committee and the Dean appears counterproductive, impasse procedures as specified in section II.L shall go into effect.

(b) The University President may accept the recommendations of the Impasse Committee. If, however, the University President, contrary to the advice of the Impasse Committee, deems it advisable to remove a Department Chairperson from office, they may do so and request the department to initiate step II.G. and subsequent sections of this policy.

IV. Interpretation and Implementation

This section may not be invoked with respect to the interpretation and/or implementation of any item of the Collective Bargaining Agreement. If an issue develops whether initiated by the Faculty Senate, a faculty member, or any member of the administration, concerning the interpretation or implementation of this document, a binding decision on such an issue shall be made:

A. by agreement between a majority of the Executive Committee of the Faculty Senate, and the University President or designee, or, failing to obtain agreement on an issue by this method:

B. by a committee consisting of one member selected by the Faculty Senate Executive Committee by secret ballot, one selected by the University President or designee, and one selected by the first two committee members, who by 2/3 vote

**Note:** This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
shall decide such an issue. All members of this committee shall be tenured or
tenured-track members and may be from any department.

V. Amendment Procedure

This document may be amended by a 2/3 vote of the Faculty Senate with the concurrence of the University President.

VI. Grievance Procedure

Any faculty member who feels that the prescribed procedures and criteria rules have in some way been violated with respect to this Document may initiate grievance procedures as specified in the Collective Bargaining Agreement.

Faculty Senate Approved: May 2, 2018
I. Statement of Policy Concerning the Qualifications of the Department Chairperson

A Department Chairperson is in the unique position of functioning simultaneously as a scholar, teacher, administrator, and should have the best talents of each. To the extent that the Department Chairperson's function is limited in any one of these areas, the overall effectiveness of the department will be limited. For the purposes of this document, whenever departments are a part of a Division, the Division Director is the normal channel of authority between the Dean and the Department Chairperson.

As a scholar, the Department Chairperson will set high standards of academic and professional excellence for the members of the department, stimulating and recognizing achievements in this direction.

As a teacher, the Department Chairperson will be devoted to the academic and professional growth of students, promoting in the members of the department the highest ideals of concern, commitment, and respect for students and their educational experiences.

As an administrator, the Department Chairperson must not only facilitate the educational interaction of student and faculty in the department, but also must conduct the department as an integral part of a larger academic community, representing the department to the administration and the administration to the department. The ability of Department Chairperson to mediate departmental with University interests will, to a large degree, determine the success of both groups.

The Department Chairpersonship cannot be regarded as a reward for either seniority or personal popularity, nor should it be regarded as a personal possession of the office-holder. It is a position of trust and responsibility that is held only as long as these qualities are fulfilled. Its inherent complexities and the opportunities it offers for service

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1 The Faculty Senate of Southern Connecticut State University in agreement with the University President establishes these procedures to govern the Department Chairperson selection process at Southern Connecticut State University. These procedures are intended to be consistent with the current Collective Bargaining Agreement between the Connecticut State University American Association of University Professors and the Board of Regents for The Connecticut State University.
to the academic community require nothing less than outstanding qualities of leadership and the best talents that may be found in the department or recruited from outside of the University. Nothing less than continuing support and confidence must be shown by the members of the department and all segments of the academic community. The necessity for this continuing support must be reflected in the evaluation, appointment, and termination procedures regarding this position.

II. The Selection of the Department Chairperson

A. In this Document, selection refers to a process which includes input of the faculty of the department, the appropriate Dean, Provost, and the University President. Each has an important role and responsibility. Each party may carry out its part of the total process in a different manner. The shared power in this Document also implies that there is shared responsibility for results.

B. Departments of the University

The faculty for each designated academic department shall function under the leadership of a Department Chairperson. Departments shall be established by the University Administration with the advice of the University Faculty Senate, according to criteria of commonality of interest and academic purpose, without any numerical limits on size.

C. Department Membership

All tenured and tenure-track members of the department, including those on authorized leave\(^2\), shall be eligible to participate in the selection of the Department Chairperson. Tenured and tenure-track faculty that join a department after the preferential vote has taken place are not eligible to participate in the selection of the Department Chairperson.

D. The Department Personnel Committee

1. Each department with 10 or more full-time\(^3\) members shall elect, by secret written ballot, a Departmental Personnel Committee to act on behalf of the department members in coordinating, as described in this document, the processes of appointing, reappointing, and recalling a Department Chairperson.

Those departments with fewer than 10 full-time members may act as their own committee-of-the-whole, with the exclusion of the Department Chairperson

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\(^2\) A department member on leave is eligible to participate in all stages of the Department Chairperson selection. His/her name shall appear on the preferential ballot. At the same time as a notice of a relevant meeting or a ballot on any issue or person involved in the process is sent to each department member, the same notice or ballot shall be emailed or mailed to the home address of the department member on leave.

\(^3\) Any mention of Full-time members in this document includes special appointments.

\(^5\) This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
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\(^5\) This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
The Executive Committee of the Faculty Senate and the University President or designee shall serve as a body to hear questions from individuals, departments, or deans regarding the Department Chairperson selection process. The Executive Committee of the Faculty Senate and the University President or designee shall determine whether “Section IV on Interpretation and Implementation” is applicable to the questions. The Executive Committee of the Faculty Senate and the University President or designee are the only parties authorized to decide questions of interpretation. If Section IV is not applicable, then the department itself shall resolve the questions.

E. Term of Office of Department Chairperson

1. The term of office of a Department Chairperson selected according to this document shall be three years. The term shall begin with the start of the academic year following the selection process.

2. If a vacancy occurs during a term of office, a newly elected Department Chairperson shall serve for the remainder of the academic year in which the vacancy occurs. When a vacancy occurs, selection procedures in step G and following shall be expedited with final election taking place within thirty calendar days from the date of the vacancy (as per the AAUP contract (Article 5.24). If necessary, during this time period while a new Department Chairperson is being elected, the University President in consultation with the Provost and appropriate Dean shall appoint a member in an acting capacity to fill the vacancy. (note: If chairperson vacancy occurs with less than 30 days left in the spring semester or over the summer the appointed member will serve until an election can occur.).

3. A temporary vacancy is any vacancy of one year or less. In accordance with Article 12 of the Collective Bargaining Agreement, a temporary vacancy may occur for the following reasons: sick leave, maternity leave, child-rearing leave, sabbatical leave, educational or professional leave, unpaid leave, military leave, and jury leave.

   a. After consultation with the Department Chairperson, if possible, and the appropriate Dean, the department will determine if a temporary vacancy exists or will exist and the approximate length of the temporary vacancy.

   b. The department will elect one of its members by a simple majority to fill the temporary vacancy. The mechanics of the election procedures are left to a majority vote of each department. The procedure may or may not include a preferential poll.

   c. When a department cannot elect one of its members because of a lack of a majority, then the University President in consultation with the Provost and appropriate Dean will appoint a department member to fill the temporary vacancy for the period of time the temporary vacancy exists.

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5 This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
F. Notification of Vacancy of the Department Chairperson

During the fall semester of the last year of a Department Chairperson’s term of office, the University President shall notify the Department Personnel Committee of an impending vacancy in the Department Chairpersonship. If a vacancy arises during a term of office, the University President shall notify the Department Personnel Committee as soon as possible. This notification shall constitute the administrative signal for the start of the selection process as outlined in steps E and G.

G. Recommendation of the Department

1. (a) Upon receiving notice from the University President of an impending or actual vacancy in the Department Chairpersonship, the Department Personnel Committee shall provide an opportunity for discussion of the Department Chairpersonship with the department and with the appropriate Dean before the preferential poll is distributed. Upon the request of the department, the Dean shall meet with the whole department prior to the preferential poll. If issues arise other than those involving interpretation of The Department Chairpersonship Election Procedures document or implementation of the selection process, they shall be resolved by the department prior to the voting process, and the department shall be bound by those decisions. Following resolution of issues, the Department Personnel Committee shall conduct a preferential poll of all tenured/tenure-track members of the department (including those with less than two semesters in the department) by secret written ballot on or before February 1st. The committee shall distribute a ballot on which is printed the following: (1) the names, in alphabetical order, of all tenured and tenure-track members of the department; and (2) the statement “Search outside the department”. The fact that a department member’s name appears on the ballot should not be interpreted as a declaration of candidacy. Each voting department member shall then mark up to three (3) choices, in order of preference.

(b) The Department Personnel Committee shall then ask each department member who received at least one vote in the preferential poll to either accept or decline the nomination. If a member of the Department Personnel Committee emerges as one of the preferred choices of the department, they must either resign from the committee or decline candidacy for the Chairpersonship.

(c) The Department Personnel Committee will communicate the names, and number of 1st, 2nd, and 3rd preference of the members that have accepted their nominations in the preferential poll to department members and the Dean within seven (7) calendar days.

(d) If, following step 1 (a) the preferred choices are all persons within the department, the Department Personnel Committee shall proceed directly

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with step 2.

(c) If, following step 1 (a), "Search outside the department" was one of the three preferred choices on at least half of the ballots, the Department Personnel Committee shall consult with the appropriate Dean to determine both whether the overall vote merits consideration of a search outside the department and whether budgetary considerations will permit a search outside of the department, either within or outside of the University. If the Dean, in consultation with the Provost, approves a search within the University, the Dean shall place a call for self-nominations from the University tenured and tenure-track faculty within fourteen (14) calendar days of meeting with the Department Personnel Committee. Interested candidates shall discuss with their Department Chairperson and the appropriate Dean whether their credit load assignment will permit this course of action. Credit load assignment permitting, interested candidates shall forward their acceptance of candidacy for Department Chairperson to the appropriate Department Personnel Committee and the appropriate Dean within fourteen (14) calendar days of receiving the self-nomination notice. No faculty member may accept candidacy for Department Chairperson in more than one department in the same year. If the Dean in consultation with the Provost and University President approves a search for a Department Chairperson outside of the University as a possibility by March 15th then "outside of the University search" shall be listed as a choice in the ballot(s) in step G. 3.

2. Any individual(s) nominated as a result of the preferential poll must indicate in writing to the Department Personnel Committee acceptance of candidacy for the Department Chairperson within fourteen (14) calendar days of receiving the results of the preferential poll.

3. The Department Personnel Committee shall conduct a second vote by secret written ballot, even when there is only one candidate for Department Chairperson, on or before March 15th. The ballot shall include the names of those members who have indicated acceptance of candidacy for department chair (and "Search outside the department" if appropriate). Each tenured or tenure-track member of the department is allowed one vote for a top choice for Department Chairperson. If a majority vote is not received on this ballot, a run-off vote will be conducted between the top two vote recipients within fourteen (14) calendar days from the previous vote. The results of the second and run-off (if required) votes will be presented to the department and to the appropriate Dean in writing within seven (7) calendar days from each vote.

4. The Department Personnel Committee shall keep the department members informed about the progress of the selection process.

H. Department Recommendation(s) Presented to the Appropriate Dean

The Department Personnel Committee shall inform the appropriate Dean or the Division Director in writing of the one (1) to two (2) names recommended by

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the department for the position of Department Chairperson and ordered according to the department’s preference.

5 This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester. 7
I. Recommendations of the Appropriate Dean

1. The appropriate Dean may elect to seek further sources of evaluation and recommendations, e.g., individual department members, students, administration members, and others outside of the department or University. Where Divisions exist, the Division Director shall submit to the appropriate Dean recommendations for the Department Chairperson.

2. The appropriate Dean shall meet upon request with the Department Personnel Committee within twenty-one (21) days of the receipt of the recommendation(s) made by the department to discuss approval or disapproval of these potential Department Chairpersons.4

J. Approval by the Appropriate Dean of a Departmental Recommendation and Confirmation Vote

1. If the appropriate Dean, in consultation with the Provost, approves the top choice recommended by the department, the name of this person shall be submitted to the department for a confirming majority vote of approval on a secret written ballot by the tenured and tenure-track members of the department.

2. (a) In the event there is a majority vote of approval by the department for the name submitted, this name shall then be presented to the University President for appointment to the Department Chairpersonship.

(b) In the event the name submitted to the department does not receive a majority vote of approval, the Personnel Committee shall ask the appropriate Dean to reconsider other names on the list of those originally recommended, or if there were none, they shall begin the selection process once again at step G. The Dean shall consult with the Provost before making a decision. Departmental voting procedures shall then follow approval by the appropriate Dean in consultation with the Provost of any other individual. If an impasse exists between the Dean and the department, see step L below.

(c) If a department is evenly divided and further voting for the Department Chairperson appears counter-productive, by the end of the CSCU semester, the Provost, in consultation with the appropriate Dean and department shall select a candidate from those names submitted to the Dean in step H, which shall then be presented to the University President for appointment to the Department Chairpersonship.

4 In departments that are part of Divisions, the Division Director shall meet jointly with the Dean and the Department Personnel Committee.

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(d) In the event the top candidate whose name was submitted to the Dean becomes unavailable, the process shall restart at Step G. 1.

K. Disapproval by the Appropriate Dean of Departmental Recommendation(s)

1. After consulting with the Provost, if the Dean's choice differs from the top choice of the department, then the Dean must indicate, in writing, to the department the reasons for not agreeing with the department's preference. The Dean may also make his/her own recommendation(s) for department chairpersonship.

2. If the Dean disapproves the departmental recommendation and/or substitute's his/her own recommendation the process shall restart at Step G. 1. The department's choice may be the same as the original choice, or may differ. Steps H, I, and J, shall then follow; or, if the Dean again disapproves the departmental recommendation, an impasse shall be declared, and step L shall follow.

L. Impasse Procedures

In the event an impasse arises between the recommendation of the department and those of the appropriate Dean and further discussion between them appears counter-productive, the following steps shall be taken:

1. A three-person committee shall arbitrate the impasse. This committee shall be composed of one person elected by secret written ballot by the department, one person other than the Dean appointed by the University President, and one other person selected by the first two members. No member of the involved department may serve on the impasse committee.

   a. The selection of the person elected by the department shall be done by a simple majority vote. The mechanics of the election procedures are left to a majority vote of the tenure/tenure-track members of the department. The procedure may or may not include a preferential poll. If a department is evenly divided and further voting for the department representative on the impasse committee appears counter-productive, the Provost shall select a department representative from the top choices determined by the department.

2. Any recommendation of the Impasse Committee shall require a two-thirds majority.

3. The recommendation of this committee on the Department Chairpersonship shall be binding on both the department and the Dean.

M. Approval by the University President

If the University President approves the candidate selected by the above procedures, that candidate becomes the Department Chairperson of the department.

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N. Disapproval by the University President

If the University President disapproves the candidate selected by the above procedures, the Department Personnel Committee, the appropriate Dean, and all members of the Impasse Committee (when applicable) shall be notified of the decision and the reason for disapproval within thirty (30) calendar days of receiving the recommendation. The selection process shall start again at step G.

O. Outside the University Search

If the majority of the tenured and tenure-track department members recommend that an outside of the University search be done for the Department Chairperson and if the Dean and University President approve this recommendation, then the Department Personnel Committee shall act as a search committee and undertake this search immediately. Searches for chairpersons outside the University shall follow established University procedures for hiring new faculty members.

If necessary, the University President in consultation with the Provost and appropriate Dean will appoint a department member to fill the temporary vacancy for the period of time the temporary vacancy exists. Please refer to section II.E.3. which explains the process to fill a temporary vacancy.

III. Recall of the Department Chairperson

A. Department Chairpersons may be subject to recall if they do not meet the expectations of the position as described in the Collective Bargaining Agreement and at the beginning of this document. Department Chairpersons shall be subject to recall not sooner than six months after taking office. Due process shall be accorded all department members throughout the recall process. The Department Personnel Committee shall keep the department members informed throughout the process.

B. Initiation of Recall Procedures by the Department

1. (a) Following concerns expressed by some department members, the Department Personnel Committee shall determine whether there is substantial disapproval of the Chairperson among the tenured and tenure-track members in the department. If the Department Personnel Committee determines that there is substantial disapproval, it shall discuss with the Department Chairperson the nature of this disapproval. Anonymity of department members' opinions shall be maintained.

5 This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
(b) If the Department Personnel Committee accepts the Department Chairperson's response, the process is discontinued and the department members are to be expeditiously notified.

(c) If the Department Personnel Committee does not accept the Department Chairperson's response, it must, within two (2) weeks\(^5\) after completion of the process in step "a", provide the Department Chairperson and all members of the department a written statement, signed by the members of the Department Personnel Committee, of the complaints against the Department Chairperson. In response to this statement, the Department Chairperson shall have the right to call a department meeting and/or circulate to all department members a written rebuttal.

The written response and/or the meeting shall transpire within two (2) weeks\(^5\) of receipt of the written complaint.

(d) The Department Personnel Committee shall call for a departmental vote of confidence for the Department Chairperson by secret written ballot. The vote shall take place within two (2) weeks\(^5\) of the completion of the process in step c.

2. In the event that a 2/3 majority of the tenured and tenure-track department members (excluding the Department Chairperson) vote no confidence in their Department Chairperson, the Department Personnel Committee shall present a petition for recall to the appropriate Dean.

3. The Dean may then elect to seek further sources of evaluation and recommendations, e.g., individual department members, students, administration members, and others outside of the department or University. Where Divisions exist, the Division Directors shall submit an evaluation and recommendation to the appropriate Dean.

4. (a) If the Dean concurs that the expressed dissatisfaction with the Department Chairperson necessitates a recall, the Dean and the Department Personnel Committee shall discuss and agree upon a recommended date of termination of office,\(^5\) and forward a recommendation for termination to the University President.

(b) If the University President approves the recall, the Department Chairperson, Department Personnel Committee and appropriate Dean shall be notified immediately in writing of this decision and the effective date of termination of office.

(c) The procedures for selecting a new Department Chairperson are set forth in section II above.

\(^5\) This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
(d) If the University President disapproves the recall the Department Chairperson, Department Personnel Committee and appropriate Dean shall be notified of this decision and the reasons for the disapproval.

5. (a) In the event the Department Personnel Committee and the Dean cannot agree on the necessity for recall and/or the date of termination of office and further discussion between them appears counterproductive, impasse procedures as set forth in section II.L shall go into effect.

(b) If, after impasse procedures, the decision is for recall of the Department Chairperson and the University President approves the recall the Department Chairperson, Impasse Committee, Department Personnel Committee and the Dean shall be notified immediately in writing of this decision and the effective date of termination of office.

(c) The procedures for selecting a new Department Chairperson are set forth in section II above.

(d) If the University President disapproves a recall decision resulting from the impasse procedures the Department Chairperson, Department Personnel Committee, appropriate Dean and all members of the Impasse Committee shall be notified of this decision and the reasons for the disapproval, thus ending the recall process.

C. Initiation of Recall Procedures by the Appropriate Dean

1. If the performance of a Department Chairperson meets with the disapproval of the Dean, who is considering recall of the Department Chairperson, the Dean shall discuss with the Department Chairperson the nature of the disapproval. In the event the Department Chairperson does not answer this disapproval to the satisfaction of the Dean, the Dean must provide to the Department Chairperson and the Department Personnel Committee, in writing, his/her reasons for the disapproval. If the Dean intends to recommend recall of the Department Chairperson, the Dean shall first discuss the reasons for this recommendation, its reasons, and their recommendation for a date of termination of office with the Department Personnel Committee.5

2. The Department Personnel Committee and/or the Dean shall present the recommendations of the Dean and the reasons to all full-time members of the department and call for a vote of confidence by secret written ballot for the Department Chairperson (with the exception of the Department Chairperson and faculty on special appointment). Prior to the vote of confidence, the Department Chairperson shall have the right to call a department meeting to present his/her position. The Department Chairperson must notify the Department Personnel Committee, in writing, of his/her intention to hold such a meeting. The meeting shall occur within two (2) weeks5 of receipt of the notification of the recommendation.

This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
3. (a) If a 2/3 majority of the tenured and tenure-track members of the department 
(with the exception of the Department Chairperson) vote for recall of the 
Department Chairperson, the request for recall shall be presented by the 
Department Personnel Committee to the Dean, and by the Dean to the 
University President.

(b) If the University President approves the recall the Department Chairperson, 
Department Personnel Committee and Dean immediately shall be notified, 
in writing, of this decision, and the effective date of termination of office.

(c) The procedures for selecting a new Department Chairperson are discussed 
in section II above.

(d) If the University President disapproves the recall the Department Chair, 
Department Personnel Committee and Dean shall be notified of this 
decision and the reasons for the disapproval.

4. (a) In the event that a 2/3 majority of tenured and tenure-track members of the 
department do not vote for recall of their Department Chairperson, and 
further discussion between the Department Personnel Committee and the 
Dean appears counterproductive, impasse procedures as specified in 
section II.L. shall go into effect.

(b) The University President may accept the recommendations of the Impasse 
Committee. If, however, the University President, contrary to the advice of 
the Impasse Committee, deems it advisable to remove a Department 
Chairperson from office, they may do so and request the department to 
initiate step II.G. and subsequent sections of this policy.

IV. Interpretation and Implementation

This section may not be invoked with respect to the interpretation and/or implementation 
of any item of the Collective Bargaining Agreement. If an issue develops whether initiated 
by the Faculty Senate, a faculty member, or any member of the administration, concerning 
the interpretation or implementation of this document, a binding decision on such an issue 
shall be made:

A. by agreement between a majority of the Executive Committee of the Faculty Senate, 
and the University President or designee, or, failing to obtain agreement on an issue 
by this method:

B. by a committee consisting of one member selected by the Faculty Senate Executive 
Committee by secret ballot, one selected by the University President or designee, and 
one selected by the first two committee members, who by 2/3 vote

5 This time limit will, however, be held in abeyance during the summer until the academic year commences 
with the Fall semester.
shall decide such an issue. All members of this committee shall be tenured or tenured-track members and may be from any department.

V. Amendment Procedure

This document may be amended by a 2/3 vote of the Faculty Senate with the concurrence of the University President.

VI. Grievance Procedure

Any faculty member who feels that the prescribed procedures and criteria rules have in some way been violated with respect to this Document may initiate grievance procedures as specified in the Collective Bargaining Agreement.

Faculty Senate Approved: May 2, 2018

5 This time limit will, however, be held in abeyance during the summer until the academic year commences with the Fall semester.
Proposal: Department of Healthcare Systems and Innovation

Summary
The BS in Healthcare Studies (HLS) is a new and rapidly-growing program in the College of Health and Human Services (CHHS). HLS is not attached to a department, but has a small, core group of faculty with full-time effort in HLS who are housed in Health & Movement Sciences (HMS). HLS was originally developed as an interdisciplinary program in 2019. The curriculum has since evolved to the point where the current interdisciplinary model is no longer appropriate for the program. The core HLS faculty group is proposing the creation of a new Department of Healthcare Systems and Innovation, which would be the home department for the BS in Healthcare Studies and new curricular developments aligned with professional opportunities in healthcare.

Overview and background
The BS in Healthcare Studies (HLS) was launched in 2019 and was designed to serve two purposes: one, as a home program for students pursuing admission to the BS in Nursing program, and two, as a degree program for students interested in pursuing careers in healthcare professions. The program provides a broad base of knowledge about healthcare in the US, with coursework in healthcare careers, systems and policy, health informatics, patient-centered care, cultural humility and interpersonal skills in health professions, patient populations, and other related topics. The program was intentionally designed with a broad scope in order to serve students with a variety of interests and goals in the healthcare domain, and to prepare students both for graduate programs and direct entry into the workforce.

The HLS program is an appropriate choice of major for students who:
- Have an associate degree in a skilled healthcare field, and want to receive a BS degree to advance in their position or to become eligible for Masters programs
- Plan to apply to a post-baccalaureate accelerated Nursing program (ACE)
- Plan to work in clinical trials research
- Plan to apply to an MHA program or an MBA program with a healthcare administration focus
- Plan to apply to a certificate or other training program in a specialized field (for example: Yale Ultrasound school)
- Would like to work in a hospital setting but don't yet have a specific field of interest
- Are currently at SCSU, but want to receive AS degree in a skilled healthcare profession (examples: Diagnostic imaging, Physical Therapy Assistant, Surgical Tech, among others). While at SCSU, students can complete the BS degree requirements and many of the AS degree requirements and program prerequisites, and therefore accelerate completion of both the AS degree and the BS in HLS.

At present, HLS is not housed in a department. Curricular decisions are voted on by a steering committee that consists of the program director (Larry Brancazio), Director of the Center for Pre-Professional Programs (Angela Ruggiero), and representatives from each of the six departments in the College of Health & Human Services with undergraduate programs (although only the faculty members on the committee vote on curricular issues). The program
director handles duties that are typically required of a department chair, such as scheduling, adjunct instructor hiring and review, overseeing advising assignments, and addressing student requests and concerns. The program has an operating expense budget and has received other sources of support from CHHS in the form of reassigned credits and non-teaching load (NTL) stipends for administrative functions and undergraduate advising, and a graduate assistant.

Two full-time faculty members, Drs. Larry Brancazio and Tarah Loy-Ashe, both members of Health & Movement Sciences (HMS), commit their full load credit to the HLS program. A tenure-track search is being completed, which will add a third member of HMS who will also have a full-time commitment to HLS.

**Development of the HLS program**

To date, HLS has been governed as an interdisciplinary program, owing to the fact that the original program requirements included only four HLS courses and nine courses from varied departments (Biology, Health & Movement Sciences [including Respiratory Care courses], Management, Public Health, Psychology, and Recreation, Tourism, & Sports Management).

1) Shift to HLS-designated courses

However, the program has undergone considerable modification over the past three years. One major change was the conversion of RSP (Respiratory Care) courses to HLS courses. RSP is a small program with a highly specific population of students, namely respiratory care professionals who are returning to earn a Bachelor’s degree. The demand for seats from HLS students in RSP 330, 415, and 440 has overwhelmed the RSP program: they have gone from a rotating schedule of individual sections of these courses to needing three or more sections of each course each semester. This resulted in an instructor staffing challenge; RSP’s accreditation requires that the RSP courses be taught by instructors with critical care experience, and it became too difficult for the RSP program director to find enough qualified instructors. Therefore, there are now HLS 330, HLS 415, and HLS 440 courses modeled on their RSP counterparts.

The creation of a concentration for clinical trials researchers (described in the next paragraph) involved the development of four specialized HLS courses. Additional courses have been created to strengthen the curriculum, including an LEP Tier 3 course in Cultural Humility for Healthcare Professionals (HLS 380), and a writing-intensive course in Perspectives in LGBTQ+ Healthcare Practices (HLS 370W). Other HLS program requirements were adjusted because they didn’t align with the career goals of many HLS majors (for example, BIO 201 is not needed for students aiming for careers in healthcare administration), and the major requirements have been modified to allow greater flexibility in course selection. With these changes, there are **15 HLS courses** listed in the Fall 2022 catalog, and an HLS major will be able to **fulfill up to 30 credits of major requirements with HLS courses**.

The HLS program now includes a General concentration, three specialized concentrations, and two additional concentrations designed for students working towards admission to Nursing or
Health Science. The concentrations are described in the following paragraphs, and the Appendix includes a list of the catalog course requirements for each concentration.

2) Creation of Healthcare & Clinical Research concentration
The HLS major now includes an option for a concentration in Healthcare and Clinical Research (HACR), which prepares students for careers in clinical trials. This concentration includes five specialty HLS courses, and students in the HACR concentration may take up to 36 credits of major requirements with HLS courses.

3) Separating HLS for pre-nursing and HLS for degree completion
As noted earlier, one of the initial goals in creating HLS was to provide a “home” major for the hundreds of students who enter SCSU each year with an interest in nursing. A stated goal was to increase retention and graduation of students who did not transition into the nursing major by providing them with another degree option with healthcare career options, and particularly one that requires the university standard of 2.0 GPA for graduation. In contrast, most health-degree programs in the College of Health and Human Services have higher minimum GPAs (many 2.70 or higher). HLS therefore functions as a primary completion option for students with health-related interests and who have GPAs below the requirements of other programs, but it also functions as an additional option of choice for any student interested in healthcare careers.

One area of concern has been the major exploration process for pre-nursing students who aren’t accepted into Nursing. Although HLS was not intended to preclude these students’ explorations of other degree options, there could be a tendency for them to consider HLS as the default option. To address this concern, measures have been put in place to ensure that the selection of the healthcare studies major is thoughtful and intentional.

To this end, changes have been implemented to make “Nursing Pathway HLS” and “degree-completion HLS” more transparently independent. First, there are separate advising streams for the two: The Center for Pre-Professional Programs (headed by Angela Ruggiero) manages advising for the nursing pathway students, and the HLS faculty team (headed by the HLS Program Director) manages advising for the degree-completion HLS majors.

Second, the distinction between the two is now formalized with the creation of a new HLS concentration called “STEM Foundations for Nursing” (HLS:SFFN). This concentration, which goes into effect in Fall 2022, lists the set of Nursing prerequisites as cognate requirements. Students who plan to apply for the Nursing program will begin in HLS:SFFN; however, those who don’t meet the Nursing requirements will not be able to stay in the concentration, and therefore will need to select a different major or a different concentration within HLS. This creates a critical choice point for students and is expected to promote their exploration of different majors.
4) Creation of interdisciplinary concentrations in HLS: Therapeutic Recreation in Aging (TRIA) and Speech-Language Pathology Assistant (SLPA)

The HLS program now includes two interdisciplinary concentrations, created in collaboration with Recreation, Tourism & Sports Management (RTSM) and Communication Disorders (CMD), respectively. The Therapeutic Recreation in Aging (TRIA) concentration combines the HLS core major with a set of REC courses; and the Speech-Language Pathology Assistant (SLPA) concentration combines the HLS core with CMD courses. Both programs were designed to prepare students for direct entry to a professional field. Graduates of the SLPA concentration will meet the American Speech and Hearing Association's (ASHA) guidelines for professional Speech-Language Pathology Assistants. Likewise, graduates of the TRIA concentration will meet the Connecticut state requirements to become a Therapeutic Recreation Director in a skilled nursing facility.

5) Creation of a pre-Health Science concentration: Health Science Foundations (HSFN)

Health Science (HSC) is a degree program designed for students pursuing post-graduate training in Occupational Therapy, Physical Therapy, and other highly competitive fields. HSC and HLS share several requirements, although they have different foci and target different pools of students. Like Nursing, HSC has stringent requirements for admission, and students typically apply in their third semester or later. At the request of the directors of the HSC program, the HLS team created a pre-Health Science concentration in HLS that parallels the STEM Foundations for Nursing concentration, called "Health Science Foundations" (HLS:HSFN). Starting in 2022, students who aim to apply for acceptance in HSC will start in the HLS:HSFN concentration.

The following diagram presents an overview of the current design of the HLS program:
6) HLS@HCC
The Healthcare Studies program will be the first SCSU degree program to be offered at the Housatonic Community College campus. Students who receive an AS degree at Housatonic will be able to complete the BS in HLS without leaving the Housatonic campus, through a combination of on-ground SCSU courses offered at the Housatonic campus and online SCSU courses. This program is specifically targeting students who are completing associate degrees in Surgical Technology and Medical Assisting; for these students, the BS degree will complement their training and provide opportunities to advance to supervisory and management positions in their future careers.

Student demand
Over the past three years, the program has exploded in popularity. At the start of the spring 2022 semester, HLS had 560 majors, making it the largest undergraduate major at SCSU. This number is, in fact, a bit misleading; it includes students pursuing acceptance to the Nursing program, who are advised in the Center for Pre-Professional Programs and are not taking HLS courses. However, at the start of the spring 2022 semester, there were approximately 315 “true” HLS majors who are pursuing HLS to completion, which makes HLS the third-largest undergraduate major on campus. The only departments that oversee a larger number of undergraduate majors are Psychology, Nursing, and Health & Movement & Sciences (which houses multiple undergraduate majors).

It is anticipated that between 80 and 90 students will graduate with a degree in HLS in the 2021-22 academic year, making it the 3rd or 4th largest major for undergraduate degree recipients.
Regardless of whether these numbers continue to increase in coming years or whether they plateau or drop, HLS is certain to continue as one of the largest undergraduate majors on campus.

Need for a new direction
Although it is currently governed by an interdisciplinary steering committee, HLS bears little similarity to other existing interdisciplinary undergraduate degree programs at SCSU. For comparison, the Interdisciplinary Studies (IDS) major is completed almost entirely with courses from other programs, with only two required IDS-specific courses. Data Science (DSC), which is alternately managed by Math and Computer Sciences, requires 3 DSC courses, with the rest of the requirements roughly split between MAT and CSC courses. In contrast, the General concentration of HLS includes up to 30 credits of HLS courses, and the Healthcare & Clinical Research concentration includes up to 36 credits of HLS courses.

Additionally, in the fall HLS will have an established core of 3 tenure-track faculty who have full-time workload assignments in HLS, again setting it apart from other interdisciplinary programs. Because the CSU-AAUP Collective Bargaining Agreement requires every faculty member to have a home department, these faculty have moved or been hired into the Department of Health and Movement Sciences (HMS). In the years ahead, additional tenure-track faculty will need to be hired for HLS, regardless of whether it is an interdisciplinary program or its own department. Although the Health and Movement Sciences department has been extremely supportive with searches and welcoming faculty members, the collective faculty needs of the HLS program do not consistently align with those of HMS, nor those of any other department at SCSU.

The HLS-focused faculty are responsible for more students than many, if not most, individual departments: There are over 300 HLS majors who receive individual advising from full-time and part-time faculty, and there are currently 18 adjunct-taught sections of HLS courses (along with 7 taught by full-time faculty). In other words, the administrative demands of managing the program and serving its students are those of a mid-sized department.
The HLS-assigned faculty team have worked hard not only to build the HLS program and serve the needs of its students, but also to create a sense of identity for the program and its students. At this point, they desire self-governance, both in curricular oversight and development and in faculty tenure and promotion review. Given the size of the program and the growth of its core faculty, governance by a steering committee composed of representatives of different departments – all of whom have substantial responsibilities in their home departments and programs – is no longer the best model for the HLS program.

PROPOSAL

• We propose the creation of a new department in the College of Health and Human Services, to be called the Department of Healthcare Systems and Innovation (HSI).

• The founding faculty of the department will be Larry Brancazio, Tarah Loy-Ashe, and the new tenure-track hire.

• The mission of the Department of Healthcare Systems and Innovation (HSI) will be:
  - Provide a strong educational foundation for students planning for a career in a healthcare profession, including (but not limited to) roles in patient support, healthcare administration and management, clinician support, clinical trials research, healthcare data informatics, and direct patient care
  - Develop curriculum that will prepare students for healthcare-related graduate or post-baccalaureate programs
  - Develop innovative curricular opportunities, both at the undergraduate and graduate levels, to prepare students for direct entry into healthcare employment, particularly in areas of projected growth
  - Provide robust advising and mentoring for HLS majors
  - Work with other departments to promote interprofessional coursework and training opportunities for students across the College of Health and Human Services

• The name “Healthcare Systems and Innovation” was chosen to represent this mission:
  - “Healthcare” highlights the principal program of the department, Healthcare Studies, and defines the scope of the department’s academic focus.
  - “Healthcare Systems” references both (a) the study of the complex system of healthcare policies and delivery in the United States, and (b) the future place of employment for many Healthcare Studies graduates (e.g. Yale New-Haven Health, Hartford HealthCare).
  - “Innovation” reflects the goals of (a) developing original and unique curriculum that addresses current and future trends in healthcare, and of (b) training future innovative healthcare leaders.

• The new HSI department will meet all requirements outlined in the CBA and Faculty Senate documents:
  - The founding members of the department will create and approve initial departmental by-laws, which will be reviewed annually.
- The chairperson will be selected following the procedures in the Faculty Senate Department Chairperson Document, starting with a preferential poll of the founding faculty.
- The department will create a Department Evaluation Committee (DEC), which will rely on the hardship DEC pool at first.
- The department will elect representatives to Faculty Senate and UCF. Larry Brancazio is currently the Senate representative for Health & Movement Sciences (HMS,) and Tarah Loy is currently the UCF rep for HMS.
- The department will either create a Departmental Curriculum Committee (DCC) or function as a committee-of-the-whole.

**Curricular responsibilities:**
- The new HSI department (either as a committee-of-the-whole or via a DCC) will review course and program proposals, to be voted on by the full HSS faculty for submission to UCF

- The new HSI department’s DCC/faculty will be responsible for reviewing and voting on:
  - new course proposals and course revisions for HLS-designated courses
  - revisions to the BS in Healthcare Studies, concentration in General
  - revisions to the BS in Healthcare Studies, concentration in Health & Clinical Research
  - new program proposals built on HLS courses (concentrations, minors)

- The new HSI department’s DCC/faculty will be responsible for maintaining and updating the following, in order to preserve alignment with the HLS: General, Nursing, and Health Science curricula:
  - revisions to the BS in Healthcare Studies, concentrations in STEM Foundations for Nursing
  - revisions to the BS in Healthcare Studies, concentrations in Health Science Foundations

**Interdisciplinary responsibilities:**
The current steering committee will be restructured into two interdisciplinary curriculum committees for the two interdisciplinary concentrations (SLPA and TRIA):

- Speech-Language Pathology Assistant (SLPA) concentration: An interdisciplinary curriculum committee, consisting of two members of the new HSI department (selected by HSI faculty) and two members of CMD (selected by CMD faculty), will review and vote on changes to the HLS:SLPA concentration, with a majority vote required for approval. Changes proposed by this curriculum committee will be sent to both HSI and CMD for departmental votes.

- Therapeutic Recreation in Aging (TRIA) concentration: An interdisciplinary curriculum committee, consisting of two members of new HSI department (selected by HSI faculty) and two members of RTSM (selected by RTSM faculty), will review and vote on changes to the HLS:TRIA concentration, with a majority vote required for approval. Changes proposed by this curriculum committee will be sent to both HSI and RTSM for departmental votes.
RESOURCES

- The new HSI department will be composed of current and newly hired SCSU faculty. There is contiguous office space available for these faculty members in the new Health & Human Services building.
- The HLS program currently manages an independent operating expenses budget, and HSI would function with an equivalent OE budget as a department.
- The HLS program has requested 50%-time clerical support for the HLS program; HSI would make the same request as a small department.
- The HLS group plans to request an additional tenure-track line in within the next two years for the HLS program, and would make the same request as the HSI department.
Appendix: Program Catalog listings

Healthcare Studies, B.S. - General

MAJOR REQUIREMENTS (45 Credits)

**Healthcare Studies Core (36 Credits)**
- HLS 200 or HSC 200 - Healthcare Professions and Medical Terminology
- HLS 210 - Principles of Patient Centered Healthcare
- HLS 240 – Statistics for Health and Clinical Sciences or MAT 107 – Elementary Statistics (T1QR)* [Students who take HLS 240 instead of MAT 107 must take a different T1QR course]
- HLS 330 - Case Studies in Healthcare Ethics or PHI 325 Bio-Medical Ethics
- HLS 400 - Health Informatics
- HLS 415 - Healthcare Systems, Policy, and Billing
- HLS 440 - Research Methods for Evidence-Based Healthcare
- MGT 300 - Management and Organization or PCH 362 - Public Health Management
- PCH 265 - Illness and Disease
- PSY 219 - Lifespan Development
- PSY 366 - Health Psychology
- REC 307 - Disabilities in Society

**General Concentration (9 Credits)**
- HLS 490 - Career Skills for the Health Professional

*Select two electives from:*
- Any HLS course at the 200, 300, or 400 level
- BIO 201 - Human Anatomy and Physiology II
- ECO 320 - Health Economics
- HSC 450 - Medical Documentation
- JRN 332 - Public Relations Techniques for Health and Medicine
- MGT 385 - Human Resources Management
- PCH 202 - Introduction to Public Health
- REC 231 - Foundations of Therapeutic Recreation
- SPA 201 - Medical Spanish
- SWK 200 - Introduction to Social Work

**COGNATE REQUIREMENTS (6 Credits)**
- PSY 100 - Introduction to Psychology (T2MB)*

*Select one (T2LE)*:
- BIO 100 - General Zoology
- BIO 200 - Human Anatomy and Physiology
Healthcare Studies, B.S. – Healthcare and Clinical Research

MAJOR REQUIREMENTS (51 Credits)
Healthcare Studies Core (33 Credits)
HLS 200  or HSC 200 - Healthcare Professions and Medical Terminology
HLS 210 - Principles of Patient Centered Healthcare
HLS 330 - Case Studies in Healthcare Ethics or PHI 325 Bio-Medical Ethics
HLS 400 - Health Informatics
HLS 415 - Healthcare Systems, Policy, and Billing
HLS 440 - Research Methods for Evidence-Based Healthcare
MGT 300 - Management and Organization or PCH 362 - Public Health Management
PCH 265 - Illness and Disease
PSY 219 - Lifespan Development
PSY 366 - Health Psychology
REC 307 - Disabilities in Society

Concentration in Healthcare and Clinical Research (18 Credits)
HLS 240 - Statistics for Health and Clinical Sciences
HLS 317 - Community Engagement in Health Research
HLS 427 - Research Data Management
HLS 437 - Clinical Trial Administration and Good Clinical Practice
HLS 497- Internship in Healthcare Studies

Select one from:
Any HLS course at the 200, 300, or 400 level
BIO 201 Human Anatomy and Physiology II
ECO 320 Health Economics
HSC 450 Medical Documentation
JRN 332 Public Relations Techniques for Health & Medicine
MGT 385 Human Resources Management
PCH 202 Introduction to Public Health
REC 231 Foundations of Therapeutic Recreation
SPA 201 Medical Spanish
SWK 200 Introduction to Social Work

COGNATE REQUIREMENTS (6 Credits)
Select one (T2LE)*:
   BIO 100 - General Zoology
   BIO 200 - Human Anatomy and Physiology
   PSY 100 - Introduction to Psychology (T2MB)*
Healthcare Studies, B.S. - Therapeutic Recreation In Aging

MAJOR REQUIREMENTS (51 Credits)
Healthcare Studies Core (33 Credits)
HLS 200 or HSC 200 - Healthcare Professions and Medical Terminology
HLS 210 - Principles of Patient Centered Healthcare
HLS 330 - Case Studies in Healthcare Ethics or PHI 325 Bio-Medical Ethics
HLS 400 - Health Informatics
HLS 415 - Healthcare Systems, Policy, and Billing
HLS 440 - Research Methods for Evidence-Based Healthcare
MGT 300 - Management and Organization or PCH 362 - Public Health Management
PCH 265 - Illness and Disease
PSY 219 - Lifespan Development
PSY 366 - Health Psychology
REC 307 - Disabilities in Society

Concentration in Therapeutic Recreation in Aging (18 Credits)
PCH 348 - Death, Dying and Bereavement
REC 210 - Activity Development and Leadership
REC 231 - Foundations of Therapeutic Recreation
REC 300 - Practicum
REC 303 - Leisure and Aging
REC 391 - Interventions and Facilitation Techniques in Therapeutic Recreation

COGNATE REQUIREMENTS (7 Credits)
Select one:
  BIO 200 - Human Anatomy and Physiology (T2LE)*
  HMS 280 Survey of Anatomy and Physiology
  PSY 100 - Introduction to Psychology (T2MB)*
Healthcare Studies, B.S. – Speech Language Pathology Assistant

MAJOR REQUIREMENTS (58 REQUIREMENTS)
Healthcare Studies Core (36 Credits)
HLS 200 or HSC 200 - Healthcare Professions and Medical Terminology
HLS 210 - Principles of Patient Centered Healthcare
HLS 240 – Statistics for Health and Clinical Sciences or MAT 107 – Elementary Statistics (T1QR)*
HLS 330 - Case Studies in Healthcare Ethics or PHI 325 Bio-Medical Ethics
HLS 400 - Health Informatics
HLS 415 - Healthcare Systems, Policy, and Billing
HLS 440 - Research Methods for Evidence-Based Healthcare
MGT 300 - Management and Organization or PCH 362 - Public Health Management
PCH 265 - Illness and Disease
PSY 219 - Lifespan Development
PSY 366 - Health Psychology
REC 307 - Disabilities in Society

Concentration Requirements (22 Credits):
CMD 200 - Introduction to Developmental Communication Disorders
CMD 203 - Phonetics and Phonological Systems
CMD 317 - Anatomy and Physiology of the Speech Mechanism
CMD 319 - Language Development: Ages Birth to Five
CMD 419 - Language Acquisition: School Age: Adolescence
CMD 462 - Clinical Practicum for the Speech Language Pathology Assistant
CMD 463 - Speech Language Pathology Assistant Practicum

COGNATE REQUIREMENTS (6 Credits)
PSY 100 - Introduction to Psychology (T2MB)*
Select one (T2LE)*:
   BIO 100 - General Zoology
   BIO 200 - Human Anatomy and Physiology
Healthcare Studies, B.S. – STEM Foundations for Nursing

**MAJOR REQUIREMENTS (36 Credits)**

- HLS 200 or HSC 200 - Healthcare Professions and Medical Terminology
- HLS 210 - Principles of Patient Centered Healthcare
- HLS 330 - Case Studies in Healthcare Ethics or PHI 325 Bio-Ethics of the Life Sciences
- HLS 400 - Health Informatics
- HLS 415 or RSP 415 - Healthcare Systems, Policy, and Billing
- HLS 440 - Research Methods for Evidence-Based Healthcare
- HLS 490 - Career Skills for the Healthcare Professional
- MGT 300 - Management and Organization or PCH 362 - Public Health Management
- PCH 265 - Illness and Disease
- PSY 366 - Health Psychology
- REC 307 - Disabilities in Society

**Choose one of the following:**

- Any HLS courses at the 200, 300 or 400 level
- ECO 320 - Health Economics
- HSC 450 - Medical Documentation
- JRN 331 - Public Relations Techniques for Health & Medicine
- MGT 385 - Human Resources Management
- PCH 202 - Introduction to Public Health
- REC 231 - Foundations of Therapeutic Recreation
- SPA 201 - Medical Spanish
- SWK 200 - Social Welfare and Social Services in America

Other courses may be substituted with approval of program director

**Nursing Prerequisites and Cognates (38 credits)**

- 'C+' or better required in all Cognate Requirements
- BIO 200 – Human Anatomy & Physiology I
- BIO 201 – Human Anatomy & Physiology II
- BIO 120 - Microbiology
- CHE 120 – General Chemistry I (T2PR)*
- CHE 125 – Principles and Applications of General, Organic, and Biochemistry (T2LE)*
- Written Communication Course (T1WC)*
- MAT 107 – Elementary Statistics (T1QR)*
- PHY 103 - Physics and Technology for Health Professionals (T1TF)*
- PSY 100 – Introduction to Psychology (T2MB)*
- PSY 219 – Lifespan Development

Select one:

- MAT 108 – Mathematics for the Natural Sciences
- MAT 112 – Algebra for Business and the Sciences
- MAT 120 – College Algebra; MAT 122 – Precalculus; MAT 124 - Finite Mathematics
- MAT 139 – Short Course in Calculus; MAT 150 – Calculus I; MAT 151 – Calculus II
Healthcare Studies, B.S. – Health Science Foundations

MAJOR REQUIREMENTS (36 Credits)
HLS 210 - Principles of Patient Centered Healthcare
HLS 330 - Case Studies in Healthcare Ethics or PHI 325 Bio-Ethics of the Life Sciences
HLS 400 - Health Informatics
HLS 415 - Healthcare Systems, Policy, and Billing
HLS 440 - Research Methods for Evidence-Based Healthcare
HLS 490 - Career Skills for the Healthcare Professional
MGT 300 - Management and Organization or PCH 362 - Public Health Management
PCH 265 - Illness and Disease
PSY 219 - Lifespan Development
PSY 366 - Health Psychology
REC 307 - Disabilities in Society

Healthcare electives: choose one of the following:
Any HLS course at the 200, 300 or 400 level
ECO 320 Health Economics
HSC 450 - Medical Documentation
JRN 331 - Public Relations Techniques for Health & Medicine
MGT 385 - Human Resources Management
PCH 202 - Introduction to Public Health
REC 231 - Foundations of Therapeutic Recreation
SPA 201 Medical Spanish
SWK 200 - Social Welfare and Social Services in America
Other courses may be substituted with approval of program director

COGNATES (29 credits)
Health Science Prerequisites
BIO 200 - Human Anatomy and Physiology I [T2LE]*
CHE 120 - General Chemistry [T2PR]*
HSC 200 - Healthcare Professions and Medical Terminology ('C' or better)
MAT 107 - Elementary Statistics [T1QR]*
PSY 100 - Introduction to Psychology [T2MB]*

Cognates
BIO 102 - Biology I
BIO 201 - Human Anatomy and Physiology II
CHE 121 - General Chemistry II