

**SOUTHERN CONNECTICUT STATE
UNIVERSITY FACULTY SENATE
THE CHAIRPERSON SELECTION
PROCEDURES DOCUMENT¹**

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 officeholder. 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 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

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.

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 leave², 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-time³ 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 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.

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.

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 a 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.

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 selected 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 selection 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 selected, 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 the selection process 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.

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 Selection 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 which consists of 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 communicate to the Department's full-time faculty a complete report of the names and number of votes for all votes cast in the preferential poll. 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 in writing within fourteen (14) calendar days. If a member of the Department Personnel Committee accepts nomination, they must recuse from service in the Chairperson selection process.
- (c) The Department Personnel Committee shall report to the dean and the Department's full time Faculty Members the names and the voting tallies of all members who have accepted nomination 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 with step 2.

- (e) 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. 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) ballots will be presented to the department and to the appropriate Dean in writing within seven (7) calendar days from each vote.
3. 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 the department for the position of Department Chairperson, ordered according to the department’s preference.

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.

(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 their own recommendation(s) for department chairpersonship.

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

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.

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.

(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) weeks⁵ 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) weeks⁶ 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) weeks⁷ 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,⁸ 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.

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- (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, their 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.⁹
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 no 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 no confidence, the Department Chairperson shall have the right to call a department meeting to present their 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) weeks¹⁰ of receipt of the notification of the recommendation.

⁹ 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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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 tenured-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 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.