

Chairs / Deans / Directors
Resource Guide
2026-2027



THORPE CENTER

FACULTY-FOCUSED. STUDENT-INSPIRED.

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2026-2027 CDDs Meeting Calendar

[Subscribe to the Faculty Google Calendar](#)

All meetings are on Mondays, 3-4:30 PM in SFH 201 & 202

FALL 2026

August 2026 Orientation SFH 201 (Thorpe)

Friday, August 14, 9-1 pm (lunch provided)

Topic: Orientation for new chairs, deans, and directors

August 31 (Provost Office)

Info session: External Review of the Shared Curriculum (Carmela & John); new FDC deadlines (Carmela)

Workshop Topic: Difficult conversations (John Miles)

September 28 (Provost Office)

Info session: Working with Advancement (Advancement and John) and Faculty hiring process (Sharla and John)

Workshop topic: AI summer work group: Libby Haywood and Mark Liffiton

October 26 (Provost Office)

Info session: MISO survey results Library (SDK and Rick)

Workshop topic: Mentoring faculty, writing effective letters (PAT and John)

November 30 (Provost Office)

Info session: Building the Course Schedule (Leslie and Talley)

Workshop topic: Schedule

SPRING 2027 (very tentative as 8/12/2026)

January 25 (Provost Office)

Info session:

Workshop topic: Understanding and managing your budget (John and BO)

February 22 (Provost Office)

Info session:

Workshop topic: Curriculum Development and Assessment of student learning (Carmela and Aaron)

March 29 (Provost Office)

Info session:

Workshop topic: supervising faculty, staff, and student workers (John and HR)

May 2027 Workshop (Thorpe)

Thursday, May 6, 9-1 pm (lunch provided)

Topic TBA

Responsibilities

Faculty Handbook-Appendix A. Division of Academic Affairs

Deans, School Directors, Department Chairs and Interdisciplinary Program Directors function as links between the Provost and the faculty over whom they have authority. They are the official voice for their academic units in matters of personnel and curricula and are responsible for calling and presiding over meetings of respective faculties. When they deem it appropriate, they provide for the involvement of students in deliberations and decisions affecting their areas.

They have specific responsibilities for:

Making recommendations to the Provost regarding all aspects of faculty status such as salary, rank, tenure, and leaves. In order to fulfill this responsibility, they are required to participate in the evaluation of the teaching and in the counseling of the faculty members in their units. They participate with the Provost and the President in the selection of faculty. They have responsibility to counsel and assist faculty members under their direction with regard to professional development, teaching effectiveness, and other matters relating to achievement of standards associated with advancement and tenure. They are required to maintain files of student evaluations for each departmental faculty member for the three most recent academic years.

Advising and assisting faculty in their academic units with regard to their professional growth at all stages of their careers, in consultation with the Dean of Curricular and Faculty Development and the Faculty Development Committee.

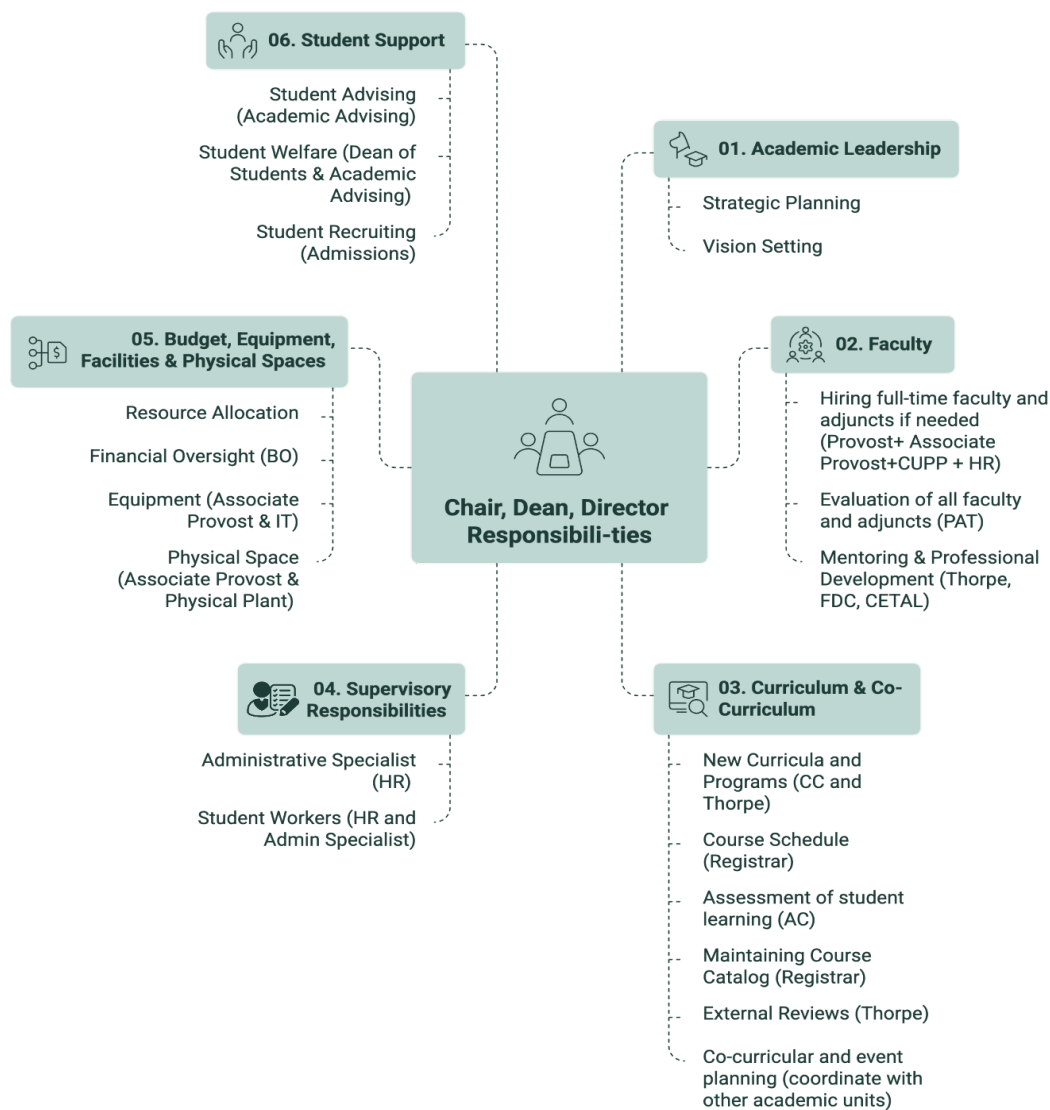
Presenting proposed changes in the curriculum of their areas to the Curriculum Council along with rationale for such changes. They represent their departments and schools in recommending to the Provost specific details for each term's course offerings and staffing in their respective areas. They are also responsible for providing the editor of the *University Catalog* with all necessary information on departmental curricula and degree requirements for majors. They should maintain a complete file of syllabi for all course offerings in their respective areas.

Managing course offerings and faculty teaching assignments for the academic unit to meet the needs of students in fulfilling programs and degree requirements in the Shared Curriculum, major and minor programs, and interdisciplinary programs.

Representing their respective areas in submitting planning documents and annual budget recommendations to the Provost and operating within their allotted budgets each year. Special needs affecting the Provost's budget for administrative travel, forums and honoraria, must be communicated during the budget-making process each year.

Communicating to the Provost, Associate Provost, or University Librarian, the needs of their area for acquisition, rental, or assignment of space or learning resources. Acquisition, maintenance and repair of University facilities and equipment are communicated to the Associate Provost. See Chapter V.F for policy statement on permanent equipment

Responsibilities



01. Academic Leadership

Deans, School Directors, Department Chairs and Interdisciplinary Program Directors function as links between the Provost and the faculty over whom they have authority. They are the official voice for their academic units in matters of personnel and curricula and are responsible for calling and presiding over meetings of respective faculties. When they deem it appropriate, they provide for the involvement of students in deliberations and decisions affecting their areas.

Concerning academic leadership, Chairs, Deans, and Directors lead their units in vision setting and strategic planning. Their primary responsibility is to turn broad institutional goals into actionable, unit-level directions while fostering consensus among the faculty. (See Appendix E for a to-do checklist for the first unit meeting).

Vision Setting

- Define Unit Identity & Mission: Articulate the distinct academic identity, core values, and strengths of the department/school/program in alignment with the broader IWU mission statement.
- Scan Internal & External Horizons: Monitor trends in higher education, disciplinary shifts, labor market demands, and accreditation requirements, if any, to anticipate future unit needs.
- Facilitate Shared Vision: Engage faculty, staff, and students in collaborative discussions (e.g., retreats, workshops) to build collective ownership over the department/school/program's multi-year vision rather than imposing a top-down mandate.

Strategic Planning

- Develop the Strategic Plan: Draft a 3-to-5-year strategic plan for their unit featuring clear priorities, key performance indicators (KPIs), and milestones.
- Curricular Innovation & Planning: Direct strategic updates to existing degree programs and guide the development of new, high-demand academic offerings or interdisciplinary partnerships.
- Research & Impact Strategy: Set strategic targets for departmental research output, grant acquisition, community outreach, and regional or international impact. Work with Advancement to seek grants (contact Monica Coleman, our Grants' Officer), and communicate regularly with the Advancement team about faculty and student achievements in your unit.
- Enrollment & Retention Targets: Establish realistic targets for student recruitment, retention, diversity, and completion rates in coordination with admissions and student success team (academic advising, Provost's office).

02. Faculty

Management: involves hiring, evaluation, and professional development of faculty

Primary contact for all faculty personnel issues and evaluation: the Provost

Faculty committees involved: CUPP for requesting new faculty lines; PAT for evaluation and promotion of all faculty.

Human Resources contact for hiring faculty: Sharla Brown-Ajayi

[Faculty Search Guidelines](#)

Hiring new faculty

- Hiring an Adjunct
Contact: Rebecca Roesner, Associate Provost
- Requests for VAPs (visiting assistant professor) go to CUPP. The Provost's office sends a solicitation every year, with proposals due in early January.
- Requests for tenure-track and teaching-track faculty are sent to the Provost and CUPP, with proposals due after spring break.
- Information on new faculty lines and staff searches: [link](#)

Mentoring faculty

Mentoring faculty in teaching, scholarship, and service at all stages in their careers is one of the main responsibilities of academic chairs, deans, and directors. For probationary faculty (before tenure/promotion is granted for tenure-track or within the first 6 years of contract for teaching-track faculty) Chairs and directors play a crucial role in managing faculty searches, facilitating peer reviews, and contributing to reappointment, tenure, and promotion decisions.

- Promotion and Tenure Committee (PAT)
 - Section III: Faculty Appointments, Rank, Hiring, and Advancement of the Faculty Handbook explains the responsibilities of the CDD in terms of supporting all probationary faculty as they move towards tenure (tenure-track faculty) or renewal of contract (teaching-track faculty).
 - See also PAT supplemental guidelines
- All new faculty are paired with a mentor in their first year on contract. Check with the Dean of Curricular and Faculty Development for mentoring programs and

resources.

- The Promotion and Tenure Committee (PAT) leads a yearly information session at the end of the academic year for all probationary faculty and their supervisors. See the 2025-2026 [Making the Case](#) slides may be helpful to CDDs as they mentor faculty towards promotion, especially timelines and writing letters of support.
- Sabbaticals and Leave programs are reviewed by the Faculty Development Committee (FDC). You should inform probationary faculty about pre-tenure leave. In particular, they need to know the timeline for when they can declare intent to apply through the Dean of Curricular and Faculty Development, send proposals to FDC, and take their leave. See Appendices B & C for a seven-year calendar.
- Any concern about faculty in your unit should be discussed directly with the Provost.
- Collecting course syllabi annually. This should be done at the beginning of each semester and sent to the university archivist to be housed in [Digital Commons](#).

Student Evaluations (smart evals)

Annually, after reviewing the evaluations, each full-time faculty member should prepare a summary and file the completed forms with their supervisor.

Student evaluation forms for both adjunct and full-time faculty must be kept on file in the Department or School office for a period of three years, and must be made available upon request of the Promotion and Tenure Committee (PAT).

Chairs/Deans/ Directors can view adjunct faculty evaluations on Banner after grades have been recorded. In Banner, click “Faculty Services” and then click “Course Evaluations” to view.

03. Curriculum & Co-curriculum

New Courses and Programs

Course Scheduling: Manages the academic timetable for courses

Primary contact: the Registrar and Associate Provost

- The Community Hour is 2:25 – 3:45 p.m. on Wednesdays. No classes are scheduled at these times. Avoid scheduling departmental meetings during these times.
- Registration questions: Who's who in the Registrar's office
- For scheduling classes, your main contact will be the Associate Registrar who will assist with classroom assignments, course schedule, study abroad credit, and re-enrollment in the University. Please refer to this PDF for information that will assist you in planning your course schedule. Also, see Appendix D, Guidelines for Course Schedules 2026-2027
- New time blocks starting Fall 2026: Weekly Schedule Time Blocks

Co-curricular Activities: Organizes events and campus activities

Primary contact: Various Units

- Sodexo - catering for events
- R25 - reserve rooms for events
- Trip Direct - reserve a vehicle for field trips
- Titan Print - Print posters to advertise events
- Conference Services - coordinate events on campus
- Alumni Engagement - Homecoming events, and other events involving alumni

Curriculum Development: creating and assessing academic programs

Primary contact: Dean of Curricular and Faculty Development, the Thorpe Center
Relevant faculty committees: Assessment Committee (AC); Curriculum Council (CC), Council for Excellence in Teaching and Learning (CETAL), Faculty Development Committee (FDC), and the Writing Program.

Overseeing program assessment and maintaining high academic standards. Chairs, Directors, and Deans will work alongside the Curriculum Council to implement new courses, revise existing ones, and handle policies like transfer credits within the major.

- Information about Curriculum Council action requests, procedures, deadlines, and the CC Handbook is available at <https://www.iwu.edu/thorpe-center/cc.html>.
- Inform your faculty that grants are available through FDC for developing curriculum: CD and ID grants.
- The Writing Program Director is a great resource for all things Gateway.

Assessment of Student Learning

Annual Student Learning Assessment to be completed each year by May 31st.

Contact: The current chair of the Assessment Committee at assessment@iwu.edu.

Maintaining the University Catalog

In early June, the Registrar's office will contact the Chair/Dean/Director's with university catalog revision requests. This email will include current catalog copy, and the current Chair/Dean/Director will have about a week to make changes. If you have made curriculum changes through the Curriculum Council (CC) this is an important time to edit the catalog.

External Reviews

Primary contact: Dean of Curricular and Faculty Development, Thorpe Center

External reviews for academic programs provide the opportunity for each academic unit (department, school, or program) to reflect on their work and explain how it relates to the goals of the academic unit and the university mission. Each academic unit will undergo an external review approximately every 10 years. The Dean of Curricular and Faculty Development will contact chairs, deans, or directors the year prior the external review is due.

Please note that this is a 2-year process from beginning to end: in year one, the department conducts a self-study, and in year two, the external reviewers visit campus and write the report; the academic unit digests the report and proposes an action plan, if warranted.

See the [External Review Guidelines](#) posted on the Thorpe Center website.

04. Supervisory Responsibilities: Manages administrative and student staff

Primary contact: [Human Resources](#) and [Financial Aid Office](#)

[Student Employment](#) (contains current job openings)

[Student Employment Frequently-Asked-Questions](#) (from the Financial Aid Office)

Supervising staff positions

Some Chairs/Deans/Directors supervise staff employees. This includes the following:

- Approving time cards through the Employee Dashboard in Banner. Most staff submit time cards biweekly.
- Approving requests for time off. Generally, no special form is needed for this. Once approved, the staff member will account for this on their time card.
- Training and orienting new staff members. There is currently no standard training for staff positions. It is crucial to work with experienced people holding similar positions across IWU to help train new employees.

See the IWU Human Resources website for [current employee benefits](#) and [university policies](#).

Administrative staff job searches

Staff searches are not like faculty searches. Some require you to begin resume review quickly, and you might need only one interview before a hire.

- Proposing a new staff position starts with filling out a Position Description Questionnaire (PDQ) and/or a Staff Requisition Form.
- The Provost and the President have to approve new Academic Affairs staff requests first. Once the position is approved, Kristi Hammons in HR will guide the process, provide a draft of the ad, create the Google folder, schedule interviews, and communicate with candidates. Some staff positions don't require a search advocate on the hiring committee, but it's still nice to have one.

Note: HR determines the salary/wage range for staff positions. For hourly staff, there is very little wiggle room for wage negotiation because each position level has a set hourly wage. For salaried staff, there is some negotiation possible within the advertised salary range. HR handles the negotiations, but will reach out to the supervisor for approval of alternate requests, such as a hybrid starting schedule while the employee moves.

Student Workers

To begin the process of hiring student workers, contact IWU's Student Employment

Coordinator (currently Stephanie Iskra - siskra@iwu.edu)

05. Budget, Equipment, Facilities & Physical Spaces

Budget Management: Handles financial planning and allocation

Primary contact: the Provost Office and the Business Office

Specific questions about allocations for your annual departmental budget should be directed to the Provost.

Business Office: contact Accounts Payable in the Business Office (currently Joel Gebhardt – jgebhard@iwu.edu) with any questions relating to purchasing.

Business Office [Policies & Forms](#)

Facilities Management: Oversees equipment, facilities and physical spaces

Primary contact: Associate Provost, Physical Plant, IT

- Request new equipment (technology, software, or specific tools) through IT. See the [Guidelines for Departmental Computer Purchases](#) posted in the IT webpage.
 - Make a request for any minor repair or facility renovation to Physical Plant [this form](#) (internal use only).
 - Consult with the Associate Provost for any major repairs, remodeling, or furniture purchase you wish to do for your unit's physical space.
-

06. Student Support

Student Services: Focuses on student recruitment, advising, and conduct

Primary contact: Advising and Accessibility Services & Dean of Students

Acting as the chief academic advisors and problem-solvers for students within the major. Chairs/Deans/Directors handle student grievances and help promote undergraduate research and senior capstone projects. Recruiting and representing the department at regional and national levels and participating in institutional governance alongside the Provost's Office and faculty committees.

- Working on a division's website, PR and communications: [link](#)
- Design help with creating promotional materials: [link](#)
- Admissions and Recruitment: [link](#)
Contact: Dean of Admissions
- Undergraduate Research Advisory Committee (URAC):
John Wesley Powell Conference - every Spring in April
Contact: URAC Chair
[Link to Student research at IWU](#)
- [Hart Career Center](#): aids in helping students find internships and jobs
Contact: Associate Director for Career Engagement
- Advising questions:
[Office of Advising](#)
[Link to forms for advising](#)
[Student Course Plans for Majors](#)
Primary advising contacts:
Chandra Shipley, Assistant Dean for Student Success
Shari Rich, Director of Academic Advising
Jasmine Howe, Director of Student Accessibility Services
- [Transfer credits](#) from other institutions within the major
Contact: Registrar's office
NOTE: Chairs are expected to advise all transfer students which occurs in early August

- Student of concern: Student of Concern Form
 - Urgent, but non-emergency issues should be referred directly to the Dean of Students Office. For the Dean of Students Office: iwu.edu/student-affairs (309) 556-3111, kcarneyh@iwu.edu, Holmes Hall 103
 - Student counseling: [link](#)
 - Accommodations and Accessibility Services: [link](#)
-

07. Resources & Quick Reference Tools

Key Resources for Chairs, Deans and Directors

List of Chairs, Deans and Directors and Academic Affairs Offices

For faculty-related questions:

[Faculty Handbook](#) (Provost Office)

[Resources for New Faculty](#) (Provost Office)

[PAT Supplemental Guidelines](#) (Provost Office)

For Curriculum and Faculty Development:

[Course Catalog](#)

[Faculty Development Handbook](#) (Thorpe)

[Curriculum Council Handbook](#) (Thorpe)

[Office of Institutional Effectiveness](#) (for assessment documents, IWU fact book, accreditation, peer and comparable institutions)

For scheduling courses:

[Guidelines for Scheduling Courses](#) (Registrar's Office)

[Academic Calendar](#) (Registrar's Office)

For student-related issues:

[Student Handbook](#) (Dean of Students; Division of Student Affairs)

[Academic Advising Resources](#) (Academic Advising Office)

[Employee Benefits](#) (Human Resources)

[Campus Connect](#) (Staff Council; links to need-to-know information including campus offices, phones, room reservations, academic calendar, Physical Plant, etc)

Key Academic Affairs Offices and Personnel

[The Provost's Office](#), John Miles, Provost and Dean of the Faculty

[The Associate Provost's Office](#), Becky Roesner, Associate Provost

[The Thorpe Center](#), Carmela Ferradáns, Dean of Curricular and Faculty Development

[Academic Advising & Student Success](#), Chandra Shipley, Assistant Dean of Student Success

[The Registrar's Office](#), Leslie Betz

Faculty Committees

Full list of elective and appointive committees (Provost page)

CC: Curriculum Council

The Dean of Curricular & Faculty Development and Curriculum Council are responsible for the publication of the Curriculum Council's Handbook. The Handbook describes procedures for submitting course proposals, new majors, minors, and concentrations, as well as procedures for General Education course approval and course development information.

CETAL: (Council for Excellence in Teaching and Learning)

Support and foster the pedagogical development of IWU Faculty. CETAL advises the Dean of Curricular & Faculty Development on matters related to teaching and learning and is key in coordinating pedagogical initiatives with other bodies, such as Curriculum Council (CC), the Faculty Development Committee (FDC), the Writing Program, the Assessment Committee, and the Council on University Programs and Policies (CUPP).

CUPP: Council for University Programs and Policies

Key Responsibilities of CUPP

- Resource & Budget Planning: Acts as the primary faculty council consulting with the Provost and administration regarding university budgets, program evaluations, and academic resource distribution.
- Institutional Governance: Represents the faculty perspective on overarching university issues and represents faculty at meetings of the IWU Board of Trustees.
- Policy Oversight: Plays a key consultative role in the program review process alongside the Curriculum Council.

FDC: The Faculty Development Committee

deals with matters concerning faculty development and professional growth of faculty. The committee also advises and makes recommendations concerning faculty leaves, University grants, and support for faculty research and other professional activities.

PAT: Promotion and Tenure Committee

Committee responsible for reviewing professors and making recommendations regarding faculty promotions (e.g., moving from Assistant to Associate Professor) and the awarding of tenure. The committee reviews teaching, scholarship, and service to maintain the institution's academic standards.

08. Appendices

Appendix A: Guidelines for Course Schedules 2026-2027 (from the Registrar)

The timeline for building the course schedule, advising, and registration for the 2026-2027 academic year is as follows:

January 26	2026-2027 academic year course schedules due to the Registrar's Office
February 6	Departmental commitment to the Dean of Curricular & Faculty Development of faculty resources to teach Gateway Colloquia for 2026-2027
February 20	Trial copies of the course schedule will be sent to chairs, deans, and directors
February 20	Course Fee Request Forms due to the Thorpe Center for fall 2026 courses (find the request form on the Thorpe Center website)
February 27	Revisions to course schedules due to the Registrar's Office
March 9	Prerequisites, caps, and reserves reports sent to chairs, deans, and directors for fall 2026
March 20	Revisions to prerequisites, caps, and reserves due to the Registrar's Office for fall 2026
March 23	Final course schedule available on Banner self-service
March 25 - April 3	Advising period for fall 2026
April 6-15	Registration for fall 2026 for continuing students
April 24	Deadline for submission to the Dean of Curricular & Faculty Development of final Gateway Colloquium course descriptions for 2026-2027
June 4 – August 6	Registration for fall 2026 for new students
September 14	Trial copies of the course schedule will be sent to chairs, deans, and directors for spring and summer 2027
September 18	Course Fee Request Forms due to the Thorpe Center for spring and summer 2027 courses (find the request form on the Thorpe Center website)
September 25	Revisions to spring and summer 2027 course schedules due to the Registrar's Office
October 12	Prerequisites, caps, and reserves reports sent to chairs, deans, and directors for spring and summer 2027
October 23	Revisions to prerequisites, caps, and reserves due to the Registrar's Office for spring and summer 2027
October 26	Final course schedule available on Banner self-service with revisions for spring and summer 2027
October 28 – November 6	Advising period for spring and summer 2027
November 9 - 19	Registration for spring and summer 2027 for continuing students
January 4, 2027	Registration for spring and summer 2027 for new students

Please submit your proposed schedule electronically using the spreadsheet provided by the Registrar's Office that accompanies this letter. If you have specific room requests please indicate the room and we

will try to accommodate you. A previous room assignment does not guarantee future assignment to that specific room.

Please check the mode of instruction carefully. We have discovered several instances of courses being taught in a mode different from what was reported, and this makes it very difficult to ensure we are reporting any online or hybrid instruction correctly for the auditors. Please note that all online teaching at IWU needs to go through Thorpe's formal approval process. For the approval process and guidelines, visit this site <https://www.iwu.edu/thorpe-center/instructional-design-technologies/online-teaching.html>.

If needed, course enrollments for the current academic year are available from our office or on Banner self-service to use as you plan for next year. You might find this information helpful, especially if your department will have faculty on leave in the upcoming academic year.

Other documents and resources that have been posted for your reference include:

- Use Banner Self-Service to search past course schedules at any time. The “Advanced Search” function allows you to filter by shared curriculum attribute, course days/times, and several other fields.
- The Guidelines for Setting Course Enrollment Limits, available on the Registrar’s website at <https://www.iwu.edu/registrar/faculty-information.html>.
- Information pertaining to Curriculum Council action requests, procedures, deadlines, and the CC Handbook are available at <https://www.iwu.edu/thorpe-center/cc.html>.

Course Scheduling Policies

Along with the call for the 2026-2027 course schedules, I would like to remind you of several policies related to scheduling. These policies were designed for the good of our students. Exceptions to them will not be granted without clear and compelling rationale.

1) Careful adjustment of the balance between lower and upper division courses. First-year students and sophomores comprise 55% to 60% of our student body and ideally a proportionate number of the class selections offered should be lower division courses.

2) Classes should meet according to the following schedules.

Fall 2026 and Spring 2027 Course Meeting Times (Note new adjusted time slots in **bold**.) Here’s the link to the time block slides for reference:

Time Block Implementation Slides

MWF	TH	MF, MW, WF	M	R
8:00-8:50 a.m.	8:00-9:15 a.m.	10-11:15 a.m.*	6:15-8:55 p.m.	6:15-8:55 p.m.
9:00-9:50 a.m.	9:25-10:40 a.m.			
10:00-10:50 a.m.*	10:50 a.m.-12:05 p.m.	MF		
11:00-12:15 p.m.	12:15-1:30 p.m.	1:25 – 2:40 p.m.		
12:25-1:15 p.m.	1:40-2:55 p.m.			
1:25-2:15 p.m.	6:15-7:30 p.m.			
	7:45-9:00 p.m.			

***These time slots are designated for GW courses in the fall semester.**

Summer 2027 Course Meeting Times

May Session (4 weeks):

Monday – Friday; 9:00 am - 12:00 p.m. or 1:00 - 4:00 p.m.

June Session (4-week) and July Session (4-week) meeting times:

Monday - Thursday; 9:00 am - 12:00 p.m., 1:00 - 4:00 p.m., or 6:00 - 9:00 pm.

May & June Session (7-week) meeting times:

MW	TR	MTWR
9:00-11:30 a.m.	9:00-11:30 a.m.	9:00-10:15 a.m.
1:00-3:30 p.m.	1:00-3:30 p.m.	10:30-11:45 a.m.
		1:00-2:15 p.m.

- A summer course may be Hybrid (H), In-Person (P), Synchronous Online (S), or Asynchronous Online (A).
- Synchronous online courses should be scheduled into a time block. Asynchronous online courses may be listed as arranged.

Any classes scheduled (Fall, Spring or Summer) outside of these times must be approved by the Provost. Any proposed exceptions should interfere minimally with standing time slots.

3) Gateway (GW) courses for the fall semester must be scheduled in the following time periods:

MWF	10:00 a.m. – 10:50 a.m.
MW, MF, WF	10:00 a.m. – 11:15 a.m.

Please note that most or all classroom lecture spaces will be needed to accommodate GW courses and it is unlikely that upper-division lecture courses will be able to be accommodated during these time slots. We have already preliminarily scheduled all Gateway sections into classroom spaces and do not have any available classroom spaces available at these times.

4) Faculty requests for peak times continues to exceed the availability of classroom space. We will continue as much as possible to accommodate faculty requests for specific spaces, however, accommodation of all requests cannot be guaranteed. Previous room assignment does not guarantee future assignment to that specific room.

5) **The Community Hour is 2:25 – 3:45 p.m. on Wednesdays.** Classes which infringe upon this time should be avoided. Classes which infringe on the hours after 3:00 p.m. Monday-Friday should also be avoided. Please try to utilize the 8:00 MWF and 8:00 TR class times.

6) Evening hours are times for athletics, performing arts, and student activities, so please avoid scheduling a single section of a required class in one of these time slots. Evening time slots are best suited to courses that require large blocks of time (e.g., senior seminars, film courses), elective courses, or courses that have one or more daytime sections.

- 7) If you have a single section meeting time, such as a lab, please begin your class meeting only at the start of a prescribed time slot and be aware of ways the ending time may conflict with the schedule needs of your students.
- 8) Due to the extremely high classroom utilization, priority for assigning classrooms must go first to the traditional 50 minute MWF and 75 minute TR slots. We will accommodate other requests to the best of our ability.
- 9) Class meeting times may not differ from the original time listed in the program of classes unless an official time change is made with the Registrar's Office and is in agreement with regularly scheduled times.
- 10) Departments should make a concerted effort to balance MWF and TR course offerings.
-

Appendix B: To-do Checklist for First Meeting

Pre-Meeting Setup & Preparation

- [] **Schedule meetings for the academic year:** at least once a month (avoid the Common Hour on Wednesdays 2:30-4:00 pm)
- [] **Define Meeting Outcomes:** Clarify the main goals (e.g., set annual priorities, form a strategic planning committee, establish team norms).
- [] **Gather Baseline Data:** Assemble relevant metrics to share with faculty (enrollment trends, retention rates, budget overviews, research outputs from the previous year).
- [] **Review Institutional Goals:** Pull key priorities from the university's strategic plan to ensure alignment.
- [] **Draft and Distribute Agenda (3–5 days prior):** Send out the agenda along with brief pre-reading materials (e.g., previous year's success highlights, draft goals).
- [] **Logistics & Technology:** Confirm room reservation, hybrid/AV setup, and assign a meeting recorder/note-taker.
- [] **Course syllabi:** Reminder to collect course syllabi for the semester.

Meeting Agenda & Facilitation Checklist

1. Welcome, Shared Mission & Culture Building

- [] **Welcome & Introductions:** Introduce new faculty, staff, and leadership roles.
- [] **Frame Department Identity:** Briefly frame the department's core mission and its role within the college/university.
- [] **Set Meeting Norms:** Establish expectations for transparent, constructive, and inclusive dialogue throughout the year.

2. Scanning the Horizon (internal and external)

- [] **State of the Department Briefing:** Highlight major achievements, challenges, and key data points from the past year.
- [] **Share External Context:** Present high-level trends affecting the department (e.g., college-level budget outlook, enrollment shifts, disciplinary changes, upcoming accreditation).
- [] **State of the Curricular Program(s):** Is a curricular revision warranted for your majors, minors and/or certificates, if any? Are you up for an external review? Do you

have the resources necessary to deliver your program(s) as they are presently articulated?

3. Setting the Year's Strategic Priorities

[] **Introduce Big-Picture Objectives:** Outline 3–4 overarching themes for the year (e.g., curriculum refresh, improving student retention, expanding research funding).

[] **Engage in dialogue:** Facilitate open discussions around key strategic questions:

*Where do we want our academic offerings to be in 3 years?
What barrier is currently hindering student or faculty success?*

[] **Capture Faculty Ideas:** Record key input and suggestions on a visible board or shared digital document.

4. Operational Alignment & Resource Realities

[] **Budget Context:** Provide a transparent snapshot of available department funds for the year, and a plan for allocating these funds.

5. Wrap-Up, Action Items & Next Steps

[] **Summarize Decisions & Key Themes:** Reiterate primary agreements reached during the meeting.

[] **Define Immediate Next Steps:** Assign clear responsibilities and deadlines for upcoming task force deliverables or committee drafts.

[] **Confirm Meeting Rhythm:** Confirm dates for future department meetings and strategic working sessions.

Post-Meeting Follow-Through

[] **Distribute Meeting Summary:** Send out concise notes and clear action items within 48 hours.

[] **Follow Up with Committee Chairs of area Heads (if any):** Schedule brief check-ins with leaders of key committee/ areas (e.g., Curriculum, Strategic Planning) to align on charges.

[] **Synthesize Input:** Integrate faculty feedback from the meeting into a working draft of the department's strategic roadmap.

[] **Brief College Leadership:** Share key meeting outcomes and strategic priorities with the Provost to ensure alignment.

Appendix C: Evaluation of Chairs, Deans and Directors

Selection, Term and Evaluation of Chairs and Program Directors

2026 Faculty Handbook-Appendix G

1. Selection & Appointment Process

1.1 Standard Process (Internal Review & Election)

- Internal Candidate Review: The process begins with an internal review of potential candidates by members of the academic unit.
- Secret Ballot Election: If there are multiple candidates, an election is conducted by the Provost's Office via secret ballot.
 - Eligible Voters: All tenured, tenure-track, and teaching-track faculty members.
- Faculty Approval Required: Regardless of the selection method, a majority vote of the unit's tenured and tenure-track faculty is required to approve the appointment.
- Provost Respect for Faculty Wishes: Except in extraordinary circumstances (which must be detailed to the department in writing), the Provost will respect the outcome of the faculty's wishes.

1.2 Alternate Process (Interviews in Extraordinary Circumstances)

If an election fails to produce a leader, or if extraordinary circumstances arise as deemed by the Provost:

- Confidential Interviews: The Provost conducts individual, confidential interviews with each member of the unit regarding departmental goals and leadership selection.
- External Advisory Option: Department members can choose to have the Provost conduct interviews alone, or they may select 1–2 impartial faculty members from outside the department to assist/advise the Provost.
- Final Authority: The ultimate selection decision rests with the Provost, working in close consultation with the unit.

2. Term Length

- Standard Term: Three (3) years.
- Reelection: Terms are renewable without prejudice to reelection.

3. Evaluation Framework (Review Process)

Reviews are two-directional—combining a top-down assessment by the Provost and a bottom-up evaluation by full-time departmental faculty.

Timing & Procedure for Bottom-Up Review

- Timing: Conducted before the second semester of the third year of each 3-year term.
- Instrument: A brief, anonymous, Provost- and faculty-approved questionnaire.
- Flow of Feedback:
 1. Completed forms are returned to the Provost's Office.
 2. The Provost provides a summary to the chair's supervisor.
 3. The supervisor discusses key insights with unit faculty.
 4. The Provost meets with the chair/director as part of their top-down review.
 5. The Provost informs the department faculty of the review criteria, procedures, and whether reappointment occurred.

4. Evaluative Criteria & Key Performance Areas

The review assesses leadership, communication, fairness, and professional responsibility across four primary operational domains:

Evaluation of School Deans

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Evaluation of School Deans

A review of a Dean is to be conducted from the top-down by the Provost, and from the bottom-up by the full-time faculty in the School. The review will assess an individual's capacity for leadership, communication, fairness, and professional responsibility in the following areas (with emphasis and content varying depending on the specifics of the school): chairing meetings; meeting deadlines; reviewing and developing curriculum (for the majors, minors, academic certificates, if any, and the Shared Curriculum, and experiential learned opportunities such as internships and short-term study abroad); assessing student learning in their specific majors; coordinating self-studies and external reviews when scheduled by departments in the School; scheduling courses and assigning faculty to teach them; conducting faculty and staff searches (tenure-track, teaching-track, visiting, and adjunct); promoting and modeling faculty professional development; conducting personnel evaluations; involving unit faculty in decision-making; fostering a culture of excellence; promoting good relations among unit faculty; recruiting students; working with majors, minors and student groups; representing the School to outside bodies; working with admissions, advancement, marketing and communication, and the administration.

The Provost will provide each Dean with a framework for setting goals in the following areas (and any more the dean requests be added):

- Mentoring new faculty
- Mentoring faculty through PAT processes
- Curricular innovation/development
- Faculty recruitment and retention
- Student recruitment and retention
- Collaboration with advancement, enrollment, and marketing
- Communication with all areas of the campus

Annually, the Provost will request a reflection on these goals and areas for improvement to be addressed in the next academic year. The Provost will write a response to this reflection and meet with the dean to discuss this response. The dean will have an opportunity to address any concerns in writing.

The bottom-up review of the Dean will be undertaken every two years during the term the individual serves. The review will consist of a brief, anonymous questionnaire that has been approved by the Provost. The forms will be provided to the Provost's office, and the Provost will provide a summary of the contents. The Provost will discuss any insights learned from the reviews with the members of the department, school, or program. The Provost will discuss the results with the Dean as part of the top-down review and will provide the faculty in the School with the principles, procedures and criteria of the review, including a statement of whether a reappointment has occurred.

Appendix D: Relevant Sections of the Faculty Handbook

[The Faculty Handbook](#) is published every year by the Provost's Office and CUPP. Sections II and III are key sections for Chairs, Deans, and Directors (in bold) referenced throughout this Resource Guide. Please read carefully and direct any questions you may have to the Chair of CUPP and/or the Provost.

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