



LEHMAN
COLLEGE



Department Chair's Handbook

August 2017

Getting Started

How are chairs selected?

Policies for election/appointment of chairs are described in detail in [CUNY Bylaws](#).

Elections for department chair are held every three years. In order to be eligible to run for chair, the individual must have earned tenure, and, in order to participate in the election for chair, an individual must be a full-time, permanent professor, associate professor, assistant professor, instructor or lecturer.

The winner of a chair election is determined by a majority of all those *eligible* to vote. Members of the department who are on leave of absence (with the exception of Travia leave) are eligible to vote but must be present to do so. The College President breaks tie votes. The election of the chair is subject to approval by the College President.

What are the responsibilities associated with the role of chair?

Chairs play a critical role both inside and outside the department. Within their own departments, chairs are responsible for managing the departmental budget, load assignments, class schedules, adjunct hiring and staff. The [Administrative Calendar](#) distributed by the Office of the Provost in mid-summer provides deadlines and information regarding activities of the college wide F P&B and department administrative actions for the upcoming academic year. The calendar can be found on the Office of the Provost web page. The chair encourages continuous improvement through ongoing assessment and curriculum review. Chairs play a major role in recruiting and retaining high quality faculty from diverse backgrounds. It is the chair's responsibility to ensure that each new faculty member is made to feel welcome and has what he or she needs to get off to a good start at Lehman. For all departmental faculty, the chair promotes effective teaching, scholarship, and service.

Chairs need to delegate in order to make the job manageable. They involve faculty in departmental policy decisions as well as routine work. When conflicts arise among the faculty, or between a faculty member and a student, the chair is often called upon to facilitate difficult conversations or to resolve problems. Departmental cultures vary. If a chair inherits a healthy department, the job tends to be less stressful. Unfortunately, some chairs find that they must make significant changes in the way the department operates in order to create a positive, productive working environment. It is quite remarkable to see the impact of a committed leader and the turn-around that is possible in three short years.

Chairs act as ambassadors to the larger campus community. While they must be advocates for their departments, as members of the College Faculty Personnel and Budget Committee, chairs must also see themselves as college leaders who

first consider what is best for the College and then think about how local policies or external mandates impact their departments.

How are departments governed?

Departments operate under policies and procedures outlined in [CUNY Bylaws](#).

Each department has a Personnel & Budget Committee (“P&B”). Faculty representatives are voted onto the departmental P & B for three-year terms. This committee addresses personnel actions such as, but not limited to, appointment, reappointment, promotion, and tenure. Minutes should be kept at each meeting with copies sent to school deans, Office of the Provost and Office of Special Counsel.

It is often the case that departments appoint faculty to serve on standing curriculum committees. In order to make course or program changes, these committees approve proposals and then submit them to the next appropriate governance level. Under CUNY Bylaws, all full-time faculty can act as a “committee of the whole” in lieu of a standing curriculum committee.

The [The Governance Structure of Lehman College](#) requires student participation in departmental governance. While students must recuse themselves from all personnel decisions, they can and should be active members of standing committees and be encouraged to attend department meetings. In addition, each department elects a faculty representative to the Lehman College Senate who serves a three-year term.

Department chairs are encouraged to hold regular department meetings. These meetings provide an ideal setting to discuss matters of importance to all faculty and staff as well as to plan departmental initiatives and/or programs.

Department Operations

Office Coverage

Department offices should be open and staffed during regular business hours. Arrangements should be made to ensure that at least one staff member is available to answer telephones and to handle students who come in to the office seeking assistance. The chair or his/her designee should be available by telephone to respond to questions that require an immediate response.

Budget

The Lehman Online Management Reporting System (LOMRS) is a web-based system that provides a summary and details of budgets and expenditures. It gives chairs real-time access to their encumbrances, expenditures and balances

available in Personnel Services (PS) and Other than Personnel Services (OTPS). Departments are strongly encouraged to review their departmental reports on a monthly basis to track and manage their departmental accounts to ensure accuracy.

The Office of Budget and Planning handles adding and removing LOMRS user access. Chairs may send a request to add or remove users via email (budget.office@lehman.cuny.edu). The Office of Budget and Planning will review and confirm the request. The request is then forwarded to the ITR department. The Office of Budget and Planning provides LOMARS training.

Purchasing

The Purchasing Department is a centralized business unit responsible for procuring all products and services for the Lehman College Community. For current policies, procedures, and forms, go to [administration/otps/accounts-payable](#) page. Chairs should require that office staff review the OTPS web site and participate in any workshops provided by Administration and Finance so that departments have the most up-to-date, accurate information about how to purchase goods and services.

Faculty Travel Requests

All requests for travel approval and expense reimbursement using tax levy funds including, Provost Travel Funding ([Faculty Travel Funding Policies and Procedures](#) and [Provost Travel Fund Application](#)) and Deans PSC funding are processed using [CUNYfirst Travel & Expense Module](#). This module is under the Financial Supply Chain/Employee Self-Service. Securing travel arrangements is the responsibility of the faculty member traveling. Please note that when an employee travels on official CUNY business, only actual, necessary and reasonable business expenses will be reimbursed. An [employee quick reference guide](#) is available to aid faculty in securing travel within the NYS travel regulations. Completing [travel approval](#) and [expense reimbursement](#) reports can be burdensome for faculty. School Deans have been asked to require that one member of the dean's office staff become an "expert" with the travel and expense module. Additional OTPS management information can be found on the [administration/otps/accounts-payable](#) page.

Event Planning

Departments are encouraged to plan and schedule special events (symposia, workshops, alumni reunions, etc.). In order to secure suitable space contact the [Campus Reservations Office](#). To insure your event is properly advertised to the

broader campus community and to minimize the number of one off emails to the community please submit event details and flyer to be included in the Provost weekly eDigest to alison.abreu@lehman.cuny.edu.

Web Site

Every department is responsible for maintaining a webpage that is both up-to-date and informative. The chair should assign the role of web coordinator to a “tech-savvy” member of the department. The web coordinator is responsible for gathering/updating information, ensuring that the site conforms with Lehman and CUNY web content/design policies, and communicating with IT when major changes to the webpage need to be made. Additional web services information can be found on the [web services](#) page.

Compliance Requirements

Record Retention and Disposition Guidelines: Refer to [CUNY’s records retention schedule](#).

Required Training: Completion of IT Security and Workplace Violence training is required of all CUNY employees. Lehman also requires Title IX (Sexual Harassment) training. To ensure compliance, email reminders about the online modules are sent out on a regular basis.

Below are web resources that address compliance issues:

[Lehman College Policies](#)

[Title IX](#)

[Title IX Compliance Guidelines for CUNY Employees Traveling Abroad with Students](#)

Emergency Procedures

While the College has a highly effective communication plan in case of campus closure or other types of interruptions, individual departments also need to develop their own emergency plans. Since the chair may be off campus during regular business hours, it is imperative that office staff has a way of contacting

the chair or his/her designee when unanticipated situations arise. A plan should be in place for communicating with students about last-minute room changes or cancelled classes.

Registrar Deadlines

When instructors ignore requests for attendance reports or grades, chairs are notified. Failure to respond to these requests in a timely fashion can have serious consequences for individual students, classes, or all students at the College. It generally helps if a chair reaches out to these instructors via personalized email or a telephone call. In many cases, a new full or part-time faculty member is having trouble navigating one of Lehman's online systems and needs some assistance in completing the task. Information for Faculty on the academic calendar, grading and CUNYfirst user guides can be found at the [Registrar](#) page.

Personnel

In managing the administrative duties regarding personnel, with the support of college office assistants, the chair is responsible for initiating PA's (personnel action forms) for all personnel actions for all members (full-time or part-time, instructional or non-instructional) of the department. PA's are required for, but not limited to, appointments, reappointments, leave of absence (LOA), return to duty, changes in appointments, terminations and resignations. Some of these processes are electronic and others are multi-part paper forms. User guides for the ePAF (electronic forms) can be found on the [Human Resources](#) site.

Staff

Check with [Human Resources](#) to ensure compliance with policies and procedures for recruiting, supervising and evaluating College Office Assistants and HEO Series employees.

In addition to the resources on Lehman's Human Resources Division site, CUNY's Office of Human Resources Management's Code of Practice documents provide information on the title descriptions and minimum qualifications for appointments. The Code of Practice and other CUNY HR policies can be found on the [CUNY HR Policies and Procedures](#) page.

Adjunct Faculty

The [PSC contract](#) establishes rules related to appointment, reappointment, and non-reappointment of adjunct faculty.

It is critical that department chairs comply with CUNY/Lehman policies and procedures (particularly notification deadlines). If chairs have any questions, they should contact the [Office of Human Resources](#) for assistance.

3-year Adjunct Appointments: The Office of the Provost in conjunction with the Office of Human Resources is providing support to the academic departments with the new PSC contract policy for 3-year adjunct appointments. Please contact Provost.Office or Academic.Personnel for assistance regarding 3-year adjuncts. A link on the Provost Office website for [adjunct matters](#) is currently under construction.

Because adjunct faculty cover so many course sections and provide essential teaching and non-teaching services to our students, chairs must make sure that they do their best to provide: accurate and timely information; suitable space to hold office hours; and access to computers and telephones. While departments generally cannot require that part-time faculty attend meetings or professional development workshops, it is perfectly appropriate to invite them to be full participants in the life of the department and the College.

Full Time Faculty

Faculty Recruitment: [The Search Tool Kit](#) is a Lehman Connect (Intranet) site which has a variety of resources to help a search committee conduct a successful search. The resources include the *Faculty Interview Questions* brochure, *Interviewing Made Easy*, *A Reference Guide for Conducting Legal Pre-Employment Interviews*, *How to Have a Successful Video Interviews* and *The Interview Toolkit*, a booklet with more than 200 competency based interview questions.

New Faculty Orientation: The Office of Academic Personnel has a web page dedicated to [new faculty](#). Prior to arriving on campus, new faculty members are encouraged to visit the site and access online resources designed to make “onboarding” less stressful. Orientation events that take place throughout the year are posted on the site. Chairs might want to encourage their new hires to take advantage of the virtual and face-to-face professional development options provided by the Office of Academic Personnel.

Annual evaluations: In Article 18.3 of the PSC/CUNY Agreement provides: “At least once each year, each employee other than tenured full professors shall have an evaluation conference with the department Chairperson or a member of

the departmental P&B committee to be assigned by the chairperson. The Lehman [annual faculty evaluation form](#) can be found on the Office of Academic Personnel's web page. Tenured full professors may be evaluated. At the conference, the employee's total academic performance and professional progress for that year and cumulatively to date shall be reviewed. Following the conference, the chairperson or the assigned member of the P&B shall prepare a record of the discussion in memorandum form for inclusion in the employee's personal file. Within ten (10) working days after the conference, a copy of the memorandum shall be given to the employee. If the overall evaluation is unsatisfactory, the memorandum shall so state. The employee in such case shall have the right to endorse on the memorandum a request to appear before the department P&B."

Tenure, CCE, and Promotion: General [guidelines and timelines](#) are available for your review on the Provost website. We are currently reviewing the format and content of this site and will notify when it has been updated.

Your Path to Tenure and Promotion, a document prepared specifically for tenure track faculty, College Laboratory Technicians (CLTs) and Lecturers, is being updated and will be posted on the [Office of Academic Affairs](#) web page upon completion.

Workload: Article 15 of the PSC-CUNY Agreement and the PSC CUNY Workload Settlement Agreement governs Faculty workload. Full time, tenure track faculty should expect to teach an average of 21 hours annually, with the possibility of balancing overload or shortfalls across a three-year period. (Note: Substitute professors can be assigned 24 hours). Instructors and lecturers should expect to teach 27 hours (Note: Substitute instructors and lecturers can be assigned 30 hours). Adjunct instructors cannot be assigned more than 9 contact hours per semester with no more than an additional one course assignment of 6 contact hours or less at another CUNY institution.

Guidelines for [Faculty Workload and Reassigned Time](#) & [FAQ](#) are posted on the Academic Personnel. Here is a general "rule of thumb" when attempting to determine whether or not reassigned time load credit is appropriate: 90+ clock hours of administrative or research activity= one 3 credit hour course release.

Curriculum

Class Schedules

The Office of the Registrar sends email notifications prompting schedule submission for the upcoming semester or term. Scheduling information and special request forms can be found at the [Office of the Registrar](#) web page.

Chairs submit schedules electronically and forward them to associate deans. Acceptable changes after the schedule is posted are instructor names and course cancellations (due to low enrollment). Changing the time and day of a course section should only be done in extraordinary circumstances since students are inconvenienced when courses are moved from one day or time to another.

Upon notification from a school dean that a particular class should be canceled, the chair can request that the course be offered as a tutorial. If the request is denied, the chair notifies the Registrar that the course section needs to be canceled. When a course is canceled, the chair should make every effort to contact enrolled students and assist them in scheduling another course.

Curriculum Review

Curriculum review at regular intervals is a Lehman/CUNY expectation. The Office of Academic Programs keeps a calendar of departmental self-studies. Dates are determined by external accreditation requirements (if applicable) or College timelines. Information on these and related topics can be found at [Office of Academic Programs](#).

Curriculum Change

The steps required to modify/add/delete courses or programs are described below:

1. Departments submit proposals and (if required) New York State Education Department (NYSED) documentation to Academic Programs (AP) at least two weeks before the scheduled meetings of the Undergraduate Curriculum Committee ([UCC, meeting schedule](#)) or Graduate Studies Committee ([GSC, meeting schedule](#))
2. The UCC and GSC submit approved proposals to Lehman's College Senate two weeks before scheduled Senate meetings ([Senate Schedule](#))
3. Following Senate approval, AP
 - a. enters approved curricular changes that do not require Board of Trustees (BoT) into the Chancellor's University Report (CUR)
 - i. After publication of the CUR, AP enters the updates that do not need New York State Education Department (NYSED) approval into the undergraduate and graduate bulletins and the Registrar enters the updates into CUNYfirst.
 - ii. Changes that do not need NYSED approval go into effect at the beginning of the semester following the publication in the CUR.
 - b. submits changes requiring NYSED approval to the CUNY Office of Academic Affairs (OAA)

- i. The OAA submits proposed changes to NYSED (NYSED's approval process typically takes at least two to three months).
 - ii. Upon approval by NYSED, AP enters the updates in the undergraduate and graduate bulletins and the Registrar enters the updates into CUNYfirst.
 - iii. Changes go into effect at the beginning of the semester following NYSED approval.
 - c. submits new programs proposals requiring Board of Trustees (BoT) approval to the CUNY Office of Academic Affairs (OAA)
 - i. The OAA submits new programs for review to the Committee on Academic Program, Policy, and Research (CAPPR) prior to approval by the Board of Trustees (BoT). ([CAPPR and BoT meeting schedule](#))
 - ii. Upon approval by the BoT, the OAA submits the proposal for approval by NYSED.
 - iii. Upon approval by NYSED, the department submits curricular change forms to AP for another Lehman approval process (UCC/GSC and Senate)
 - iv. Upon approval by the Senate, AP enters changes into the Chancellor's University Report (CsUR)
 - v. After publication of the CUR, AP enters the updates into the undergraduate and graduate bulletins and the Registrar enters the updates into CUNYfirst.
 - vi. Changes go into effect at the beginning of the semester following NYSED approval.

Glossary:

AP: Lehman College - Academic Programs

BoT: CUNY Board of Trustees

CUR: Chancellor's University Report (see CUNY Portal > Chancellor's Reports > Month > Lehman College > Part A: Academic Matters)

GSC: Lehman College - Graduate Studies Committee

NYSED: New York State Education Department

OAA: CUNY Office of Academic Affairs

UCC: Lehman College - Undergraduate Curriculum Committee

Assessment

Strategic Assessment Plan

Departments may have one or more programs. For each program, there should be overarching objectives, learning opportunities (specific courses, projects, or activities), and ways to assess whether or not the objectives have been met. A [strategic assessment plan template](#) can be found on the Provost web page. Completed template(s) will serve as cover sheets for the department/program report on learning goals submitted to the Assessment Coordinator, Office of Academic Programs.

Assessment of Student Learning

Each program in a department should have well-articulated expected learning outcomes (ELOs), representing the knowledge, skills, abilities, and habits of mind expected of students at the conclusion of a program. The ELOs should be agreed upon by members of the department, reviewed regularly, and posted to the department's web site. Each program should provide students with sufficient opportunity to achieve these outcomes by aligning them with specific courses, projects, or activities. Each year one or more ELOs should be formally assessed and submitted to the Office of Assessment as part of its annual assessment plan. All assessment plans and related information should be submitted electronically using the College's assessment software.

Programs' ELOs should also align with College's seven Institutional Learning Outcomes (ILOs). For more information, refer to the Office of Academic Programs page. <http://www.lehman.cuny.edu/office-academic-programs/general-education.php>

Student Learning Assessment Cycle

Assessment of student learning is an ongoing, multi-year process, consisting of the following components:

- (1) **Assessment Plan:** A plan indicating which of the ELOs will be assessed in a given year. The plan should provide details on how the assessment will be undertaken along with specific targets, a timeline, and responsible personnel. Assessment plans are due near the start of the academic year.
- (2) **Assessment Findings:** Summarize how students performed on each assessed expected learning outcome. Departments should indicate whether expectations were exceeded, met, or not met (supply data summaries and other supporting information, if applicable), and offer recommendations and/or notes based on the assessments. Findings are due at the end of the academic year.
- (3) **Action Plan:** Describes the actions (strategies) that will be implemented to improve planning, teaching and learning as a result of assessment

- findings. Actions may refer to curriculum revisions, faculty development, changes in pedagogy, new student services, resource allocation, or any other activity related to improving student learning and success.
- (4) Status Report: Describes how the strategies employed in the Action Plan have impacted student achievement of the targeted expected learning outcomes.

For additional information regarding the assessment of student learning, contact the Office of Assessment or refer to the following web site - <http://www.lehman.edu/office-academic-programs/assessment/index.php>

Conflict Resolution

Disruptive Classroom Behavior

If a student or students are engaged in any inappropriate behavior, either threatening or non-threatening, call Public Safety (718-960-7777) and then report the incident to the Office of Student Affairs (Shuster Hall, Room 206, 718-960-8241).

Grade Appeals

When a student considers a grade unjust, he/she should first confer with the instructor. Students are required to initiate grade appeals before the end of the eighth week of a semester following the entry of a permanent grade. Second judgments and additional work are not permitted. If a student is not satisfied that the grade assigned is valid, he/she may appeal in writing to the department chair. If the chair is the instructor in question, a senior member of the department Personnel and Budget Committee will be designated to serve as chair of the ad hoc appeals committee.

1. The chair or designee will appoint a review committee of at least two department members who, with the chair, will review the appeal. The committee will examine all materials relevant to the appeal, submitted by both the instructor and the student, and will prepare a written report of its findings, either sustaining the original grade or recommending a change.
2. The chair or designee will notify the student, the instructor, and the Office of Academic Standards and Evaluation of the committee's decision. If the committee recommends a grade change, the chair or designee will forward that recommendation with the decision.
3. The decision of the review committee will be binding on both parties.

Violence Prevention

Lehman College Public Safety is committed to the prevention of campus violence and will respond promptly to any threats and/or acts of violence (718-960-7777).

Faculty/Staff Grievance Process

“Where a person is adversely affected by a decision of the department, or the college, or of any committee thereof, and he/she considers himself/herself aggrieved within the terms and conditions of an existing collective negotiation agreement, he/she may avail himself/herself of the procedures set forth in the agreement” (CUNY Bylaws).