

American University of Beirut

Office of the Provost

Manual for Department Chairs  
Roles and Responsibilities

*Version 6.0 (September, 2016)*

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## I. Introduction

The department chair<sup>1</sup> plays a pivotal role in university operations. The chair has overall responsibility for the day-to-day operations of the department as well as the strategic planning activities related to the instructional program(s) and the distribution of departmental resources. In each faculty<sup>2</sup>, chairs cooperate with the dean and with one another to establish the faculty strategic direction and to coordinate efforts for the continuous improvement of departments and programs. To support the achievement of these objectives, chairs guide faculty members in the development of unit-level strategic plans that are aligned with the faculty's mission and integral to its planning. They also work with faculty members to strengthen the linkage between departmental planning, budgeting and assessment, particularly the assessment of student learning. As they represent and communicate departmental concerns to the dean, chairs should always be conscious of the department's role in the faculty and of the necessity of advancing the interests and improvement of the faculty as a whole.

The chair's primary responsibilities is to promote and support the department's academic programs and the scholarly achievements of its faculty members. To do this effectively, the chair consults frequently with faculty members, particularly before endorsing candidates for appointment to the department, completing performance reviews for junior faculty members and recommending the reappointment, promotion and tenure (when implemented) of eligible faculty members. Faculty members' input is also vital when modifying or developing curricula and programs and preparing annual capital and operating budget proposals. The chair monitors relations between the department's students, faculty members and staff, and plays a special role in advising students and mentoring junior faculty members. S/he oversees the implementation and use of annual course and program assessments, periodic program reviews and self-study processes (when the latter are required by professional accreditation bodies or by the university). The chair also encourages and supports faculty members in the achievement of their academic and research agendas.

The department chair will report directly to the dean and will have overall supervisory responsibility for faculty members, students and staff.

This manual is intended to serve as a practical guide for departmental chairs and to facilitate the implementation of chair's responsibilities.

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<sup>1</sup>For the purposes of this manual, the term 'chair' includes the 'convener' of a track and the 'director' of an academic unit.

<sup>2</sup>The term 'faculty' refers to faculty/school.

## II. Chair Responsibilities

### A. Leadership

A department chair is a faculty member who serves as the academic leader and administrative head of the department. The chair should strive to be an effective leader with a strong commitment to shared governance and to such key values as academic freedom, integrity and transparency, and collegiality and mutual respect. Chairs work with full-time faculty members and deans to develop vision and mission statements and formal strategic plans for their departments that support and are aligned with the broader goals of the faculty and the university (check [Academic Assessment Website](#)). It is recommended that chairs prepare strategic goals and assessment reports for their departments, which looks at the department's performance over the preceding academic year, identifies key issues needing attention, indicates how the department will address these issues and sets criteria to assess the subsequent results.

Chairs also need to build strong relations with other campus departments/units and communicate regularly with faculty members, staff and students, as well as various external constituents. They should strive to enhance the department's image and reputation inside and outside campus. To achieve these objectives, chairs should work in coordination with their faculties to:

- Publicize the department's programs and the accomplishments of faculty members.
- Attend special events hosted by the department and the faculty. In some cases, chairs may attend gatherings of local or international professional societies.
- Meet with all scholars visiting the department.  
Maintain contact and schedule meetings with the department's [external advisory board](#) (if applicable).

### B. Governance

#### i. University and Faculty Governance

Understanding the organizational structure of the university helps chairs to understand the role of the department within it. Just as important, chairs are responsible for sharing new or revised academic and administrative policies with faculty members and staff in their academic units and for ensuring the proper implementation of such policies.

Chairs are encouraged to:

- Review the [Faculty Manual](#), Chapter One, which contains an overview of AUB's governance structure. Refer to the [Bylaws of the Faculties](#), particularly Article IV, which provides very specific information on academic units (departments, tracks) and the duties of chairs.

- Visit the [University Senate website](#) to read the minutes of Senate meetings.
- Visit the [Provost Office](#) website to learn more about academic initiatives and academic policies.
- Visit the [Academic Assessment Unit](#) website to learn about the General Education program at AUB.

Chairs are normally members of their faculty's Administrative Committee and Curriculum Committee (in some faculties), both of which are chaired by the dean. These committees ensure consistency across the faculty in carrying out the policies and procedures specific to it.

ii. Departmental Governance

Chairs are responsible for shared governance that could be achieved by encouraging faculty members to participate in department planning; and must lead faculty members in determining what services they should provide to the university, and the community. Chairs are required to hold departmental meetings at least once a month. Depending on need and department size, additional meetings may be held as needed. (For more on meetings, see Article IV, Section 3 of the [Bylaws of the Faculties](#).) A copy of the minutes of all meetings should be sent to the Office of the Dean.

The chair should foster departmental collegiality by maintaining open communication at departmental meetings, circulating meeting agendas in advance, and setting agenda items that invite direct, frank and respectful discussions related to department policies, decision-making processes and collective vision. Faculty members should be encouraged to submit items for the agenda.

C. Annual reports

Chairs are expected to generate reports, including the below annual reports and data requests:

- Merit Report, which accompanies the performance reviews of individual faculty members and assesses the performance of the department as a whole.
- Departmental Activity Report, which contains information on the activities of the department, its faculty members and students over the preceding academic year. This report should be shared with faculty members (full- and part-time) before being sent to the dean.
- Summary Report of the academic and research achievements of faculty members submitted annually to the dean.

D. Curriculum and Program Development

Among the important duties of a departmental chair is periodic review, assessment, and

implementation of curricula and programs., The department's full-time faculty members, under the leadership of the chair are collectively responsible for the quality and growth of its academic programs though input from part -time faculty members is to be encouraged and considered.

i. Scheduling Courses, Exams and the ICE

- Create and implement a course rotation schedule that reduces the number of low-enrolment classes while ensuring that students graduate on time.
- Ask faculty members to provide the titles of course books, with expected enrolment figures at least three months prior to the start of the semester. Ensure that online orders are placed for the books in a timely fashion.
- Consult with faculty members before the start of each semester to:
  - Coordinate the scheduling of classes for major and non-major students.
  - Determine faculty teaching loads (refer to workload section below) and graduate assistant loads (for course and lab instruction support).
  - Submit graduate assistant appointment forms (if applicable) to the Dean's Office during the first week of each semester.
  - Approve changes in class schedule requested by faculty members as well as changes in class capacity and/or credit load requested by students. They should submit class scheduling information and recommendations for teaching loads to the dean on time.

Toward the end of each semester, the chair should:

- Coordinate any changes in final examination schedules requested by faculty members and the Registrar's Office.
- Oversee the proctoring process and assignments.
- Schedule and supervise, if applicable, administration of the Instructor Course Evaluation (ICE) and submit the completed forms promptly to Office of Institutional Research and Assessment (OIRA). Remember that ICE results are confidential and must be kept in a secure location until they are sent to OIRA.

To meet the needs of graduate students, chairs are also expected to:

- Ensure the proper administration of the comprehensive exam for graduate students (if applicable).
- Ensure that thesis/dissertation defense committees are properly assigned.

ii. Course Listings

Each February, the Registrar's Office asks chairs, through the appropriate Dean's Office, to review and revise departmental information and course listings for the coming year's undergraduate and graduate catalogues. Therefore, the chair has to

update course listings online each semester in November and March, staffing and program requirements and ensure approval by the faculty's Academic and Curriculum Committee (or Graduate Studies Committee) before they can be submitted to the Dean's Office. Note that chairs should add approved new courses and delete those which will not be offered in the foreseeable future. They should ensure that updated staffing and course information appears in the catalogue and on the departmental website.

iii. Curricula and Program Periodic Review Assessment and Development

Chairs are responsible for leading faculty members in the annual assessment of undergraduate course and program learning outcomes. Before effective assessment can take place, all current and new courses must have up-to-date course syllabi with clear learning outcomes correlated to program learning outcomes.

Departments requiring assistance in the establishment of syllabi, learning outcomes, or assessment tools can find support material on the website of the [Center for Teaching and Learning](#)

The department's academic and statistical records are essential when measuring progress and improving student learning. Chairs are requested to keep the following records:

- Course files with course syllabi (and other elements required by the appropriate accrediting body).
- Minutes of all approved departmental regular and special meetings; minutes of retreats, if applicable.
- Faculty ICE scores.
- Records that are deemed relevant to program development (such as inventory, invoices and receipts of new equipment and computers, plans for new facilities, among others).

Chairs are responsible for overseeing departmental self-studies for professional accreditation (if applicable) in coordination with the Dean's Office. The Dean's Office will notify the chair when such an assessment is required, provide guidelines on how to proceed and coordinate efforts across departments. Please note that programs which are periodically evaluated by accrediting bodies must maintain a record of the raw data (i.e., the academic and statistical records listed above) used in the assessment of course and program learning outcomes and follow a regular assessment schedule. Chairs also oversee periodic graduate and undergraduate program reviews.

E. Financial Management

Chairs are responsible for managing the operating and capital budgets of their departments unless other arrangements are made in coordination with the dean. Chairs alone have signing authority and can incur financial obligations on behalf of the department.

i. Budget Administration (current year)

Line items in the operating budget may vary according to department, but generally include minor equipment purchases; office, instructional and lab supplies; desk copies of textbooks; catering expenses; student employment; and various other services.

The capital budget covers major equipment purchases, renovations and other significant expenditures over a two-year period. Some departments, particularly those in the Humanities, may not receive capital budgets if they do not require costly equipment. The capital budget is generally divided into three categories that reflect the source of funding:

- *Items to be purchased on the AUB capital budget:* Equipment falling under this heading may be ordered or purchased immediately upon receipt of the budget. The department's administrative assistant or designated staff in the lab or Dean's Office (depending on the faculty) can place the orders in accordance with university purchasing guidelines using i-Procurement, an Oracle application. Call CNS to install the software if necessary.
- *Items to be purchased on the ASHA budget during the next academic year:* ASHA is a funding program for American schools and hospitals administered by USAID. In any given year, two ASHA budgets may actually be in effect in the same department – the one mentioned here, which confirms that chairs will be able to order specific equipment during the following academic year, and the pending budget from the previous year, which may now be spent on the items specified in it. Consult the previous year's budget for details on these purchases. Note that ASHA funds must be spent on US-made equipment.
- *Items to be purchased on the AUB cost sharing budget associated with ASHA expenditures:* The university shares the cost of all ASHA expenditures; hence, this category should be read in conjunction with the preceding one. Items from the previous year's cost-sharing budget may now be spent as specified as well.

When administering their department's budget, chairs should remember that:

- Expenditures under each line item must be kept within the total amount allocated. To monitor expenditures on a regular basis, the chair may request a monthly statement of the department's account in coordination with the faculty's financial officer.
- Faculty members must be kept informed about the unit's expenses and allocations.

To meet unforeseen requirements or to cover emergencies, chairs can bring requests for budgetary supplements to the dean at any time; however, approval will be contingent upon the availability of funds and the urgency of the circumstances. The [Office of Financial Planning](#) provides information and assistance in relation to all budgetary issues and lists the [policies and procedures on financial planning and budgeting](#).



ii. Budget Preparation (following year)

In early Fall, the dean asks all chairs to begin preparing preliminary operating and capital budget requests for the following academic year. The chair should solicit feedback from full-time faculty members on the lists of major (for the capital budget) and minor (for the operating budget) equipment<sup>3</sup> needed during the following year and convene a departmental meeting to prioritize the equipment lists in relation to teaching and research and consistent with the mission and strategic goals of the department. The department budget is then discussed with the dean and any changes in the departmental budget plan are communicated to the faculty members of the department in a transparent fashion.

F. Faculty Matters

Chairs demonstrate their leadership skills by encouraging and facilitating faculty member's excellence in teaching, research and service activities. They are responsible for setting up effective mentoring programs for their junior faculty members in coordination with the dean. They play critical role in the recruitment, appointment, orientation, assignment of workload, annual evaluation, reappointment, mentoring, promotion and tenure (when implemented), and professional development of faculty members, as well as approving faculty members leaves. Chairs are also expected to enhance the sense of collegiality and mutual support among faculty members.

i. Teaching

To enhance the educational mission of their departments, chairs should:

- Ensure that all faculty members understand their teaching responsibilities as described in [the Faculty Manual](#), Chapter Two. Note that faculty members cannot miss a class without notifying the chair and are expected to make up all missed classes. Each faculty member must also keep regular office hours, which should be posted on the door to his or her office.
- Review the [Student Code of Conduct](#) on an annual basis in order to stay updated on changes in policy concerning academic integrity, disputed grades and other related issues. Communicate such changes to faculty members accordingly.
- Provide all possible support to teaching faculty members and academic advisers of undergraduate and graduate students.
- Monitor the quality of instruction of faculty members using a combination of assessment tools such as: i) ICE scores, ii) peer evaluation, and iii) self-evaluation.

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<sup>3</sup> Add 40% of the total cost to cover taxes, freight, customs fees and so on. If freight has already been factored into the supplier's quotation, add only 25%.

ii. Research

Chairs can make important contributions in research-related areas by ensuring the following:

- Clarify the university's research expectations in the relevant discipline to all new faculty members, especially those in junior ranks.
- Foster an environment of research excellence in the department by discussing, debating and sharing research activities or initiatives among faculty members. .
- Familiarize faculty members with services provided by the [Office of Grants and Contracts](#). Learn more about AUB's research centers and the potential for interdisciplinary research.
- Remind faculty members of university policies concerning research ethics, [Conflict of Interest](#), [Intellectual Property](#), [Principles of Ethical Conduct](#), [Code of Business Ethics](#), [Fraud, Arbitration of authorship dispute](#) and Academic Freedom and Responsibilities and Academic Integrity sections in the [Faculty Manual](#).
- Ensure that the use of grants and other resources are aligned with the strategic plans of the university, faculty and department.
- Approve all faculty research proposals that are administered by the university or which implicate it in any way (such as TEMPUS grants that commit AUB to new programs).
- Identify and support faculty members' research requirements, including space, equipment, clerical staff and other material and human resources.
- Monitor the acquisition by university libraries of new books ordered by faculty. Update professional journal subscriptions periodically.
- Invite visiting scholars to the department to present lectures and seminars on new research, theories, or techniques. Ask the dean about AUB's visiting scholar program and find out how to apply.

iii. Recruitment

The role of Chairs in the hiring and appointment process is of paramount importance. Chairs oversee the recruitment process of faculty members in their departments. The primary focus of recruitment is to attract highly qualified candidates who are expected to strengthen the department's commitment to academic excellence as it follows its strategic plan. Faculty may be recruited to fill existing lines or new lines approved by the dean.

After consulting with faculty, the recruitment process begins with the chair submitting a [Faculty New or Replacement Recruitment Plan](#) to the dean in December/January if its activation or creation of a new line or in February if it is replacement of an existing position. The recruitment plan summarizes the department's strategic rationale for the recruitment request, which will require approvals from the dean and the provost and clearance from the Office of Financial Planning and Budget. The chair will be informed if there is a budget for the new position by the end of May subject to approval by the BOT.

Once this has been approved, a draft advertisement for the position should be prepared by the chair in consultation with faculty members. If it is a new line, it will only come into effect after the next academic year.

The links below provide detailed information about the policies, process and mechanisms related to recruitment process.

- [Statement of policy with regard to academic appointment and tenure.](#)
- [Guidelines for Searches and New Appointments.](#)
- [Template for Appointment file.](#)
- [Benefits.](#) Chairs should direct potential hires to the Human Resources Benefits section.

iv. Workload

Department chairs are responsible for allocating equitable and effective workload assignments to faculty members taking into account their educational needs and pedagogical approaches. Assignment of the teaching load of faculty members should also take into consideration the balance between research, teaching and service for each faculty member. Annually, Chairs assign and evaluate faculty workload at the department level following the [Faculty Workload Policy](#). Chairs should also discuss the department load with the Dean annually to ensure that faculty workload assignments across the departments are generally well balanced. Chairs should limit the number of new course preparations required of assistant professors in order to enhance their promotion or tenure (when implemented) prospects. The chair may consult with his or her dean regarding the right balance of course and minimize service obligations for junior faculty members.

v. Reappointment

Chair should notify faculty members due for extension of contracts and evaluate their contribution in the research, teaching and service areas over the past contract

duration. Evaluation of candidates for reappointment is restricted to voting faculty members of ranks higher than that of the faculty member whose contract is being considered. In the case of full-professors, all other voting full professors shall participate in the evaluation and recommendations. In all cases, recommendations to the dean shall give the numerical results of voting arrived in a meeting of the voting faculty of the unit. Please note that at all stages of this process, chairs should continue to remind departmental faculty that confidentiality is essential at all levels.

Please refer to [reappointment schedule](#) and follow the [reappointment file template](#) for file submission.

vi. Promotion and tenure (when implemented)

The faculty promotion and tenure (when implemented) process is an important mechanism to recognize, reward and reinforce faculty excellence – one of the University’s strategic goals. Chairs should familiarize themselves with the contents of the [Guidelines for Faculty Promotions](#) and the [University’s promotion policy](#). Please note that at all stages of this process, chairs should continue to remind departmental faculty that confidentiality is essential at all levels.

Please refer to [promotion procedures and guidelines](#) and [promotion schedule](#) and [promotion file template](#) for submission.

vii. Mentoring

Chairs are encouraged to work towards the development of a mentoring program in their departments whereby all junior faculty members receive at least a minimal amount of effective guidance.

All newly recruited faculty members should be encouraged to attend the New Faculty Orientation Program, which takes place a few days before the start of each semester. They may also consult the [program’s website](#) for further information and the [HR website](#) for policies and forms.

The specific responsibilities of chairs at present are as follows:

- Identify and assign mentors to all new faculty members as required by the [Bylaws of the Faculties](#). The mentors for assistant professors should be experienced faculty members of higher rank who are interested in the growth and progress of their mentee. Send a list of the names of all designated mentors to the offices of both the dean and the provost before the start of New Faculty Orientation.
- Provide each new faculty member with an individualized counseling session on the academic process (see Appendix V) no later than one month after s/he joins

the university. Prepare the mentors to perform the same task every six months thereafter. Refer to the [Guidelines for Academic Mentoring](#) at AUB

- Ensure that mentors fulfill their commitments.
- Avoid burdening junior faculty with excessive service obligations, including committee load.

viii. Performance Review

The chair is responsible for evaluating the performance of each faculty member in her/his department each year. Performance reviews are used to provide faculty with feedback on their research, teaching and service activities; to assist deans in the distribution of salary increases; and to help chairs assess the effectiveness of the mentoring programs that they oversee.

Each faculty member submits to the chair, with a copy to the dean a one-page narrative statement, highlighting his or her achievements during the evaluation period; an updated curriculum vitae; and the comprehensive academic activity report based on her/his accomplishments in research, teaching and service to AUB and the profession during the previous year (January 1 to December 31).

Chairs should consult with the dean regarding the exact procedure to follow since there may be some variations due to the size of the faculty. Generally speaking, the review process requires the chair to do the following:

- Review the reports for completeness and consistency, and consult with faculty mentors regarding the progress made by junior faculty.
- Prepare a written evaluation of each faculty member that compares his or her performance to departmental averages and norms.
- Provide each faculty member with a copy of his or her performance review.
- Schedule a face-to-face meeting with each junior faculty member to discuss the review. The chair may ask a senior faculty member from the department or a closely related discipline to attend the meeting and take minutes.
- Meet with senior faculty members at their request to discuss their own reviews.
- Send the merit report and the activity reports of all faculty members to the dean.
- Meet with the dean to discuss merit increases justified by the report. The dean sends the chair's recommendations regarding departmental faculty to the Provost's Office along with his own recommendations.

Part-time faculty members are also subject to review based on their assigned teaching duties. At the end of each semester or academic year, the chair meets with part-time faculty to discuss their course files, teaching performance and ICE scores. The performance of part-time faculty members is subsequently reported to the dean.

ix. Approval of Leaves

Chairs should be aware of the university regulations on the various forms of faculty members leave of absence (see [Faculty Manual](#), Chapter Three, Sections 1 and 2) and ensure that the teaching load and service commitments (faculty committees) of an absent faculty member have been reassigned. This is particularly important for longer leaves, such as the paid periodic research leave (Section 1.8), which may be for one semester or, in exceptional circumstances, for the entire academic year. Such leaves are restricted to full, associate and assistant professors.

For the chair's role in applications for paid periodic research leave, please refer to the following [link](#).

The [Faculty Manual](#) also provides detailed information regarding requests for professional leave without pay and various forms of personal leave.

- Faculty requests for leave without pay should be handled in accordance with guidelines in the [Faculty Manual](#). Faculty representing the university on official business or working on approved projects (for example, through the [Office of Regional External Programs](#)) are eligible for leave with pay.
- A female faculty member of professorial rank will be granted paid maternity leave during the semester of her choice so long as it falls within one year of the baby's arrival. She may also elect to stop the promotion clock during her maternity leave. For more details on the frequency of such leaves and other points, see the [Faculty Manual](#) or contact Human Resources.
- For other forms of leave, including compassionate leave, see [Faculty Manual](#), Chapter Three, Section 1.

Chairs who require assistance with other forms of leave are encouraged to contact the Human Resources department. Some faculties have a dedicated human resources officer in the Dean's Office.

G. Student Matters

This section should be read in conjunction with those on Educational Offerings and Faculty Teaching (see above).

- Get familiar with the AUB undergraduate and graduate catalogues and the University Calendar, all of which are posted on the website of the [Registrar's Office](#). Require departmental faculty to do the same.
- Recommend admissions for graduate students, undergraduates transferring into the department from another university and change-of-major students.
- Assign office and/or lab space as required to graduate assistants and PhD students in coordination with faculty members.
- Oversee their department's advising program:

- Appoint academic advisers to undergraduate and graduate students majoring in the department. Strive to achieve an equitable distribution of advisees among junior and senior faculty if the size and practice of the department permits. Remember that students will need to be reassigned if their advisers go on leave or depart for any other reason. Inform students and the Registrar's Office of any such reassignment.
- Organize the structure and processes of the academic advising system within their respective department;
- Ensure that advisers are aware of expectations;
- Ensure that all recent program changes are posted online prior to registration;
- Ensure that program requirements (including GE requirements) and course descriptions and syllabi are up-to-date and available on-line on their websites;
- Provide students within their respective departments with information about the advising process, including but not limited to: the names of advisers, changes in academic schedules, course equivalencies, and changes in programs of study;
- Respond to relevant advising and registration issues, including but not limited to: the performance of academic advising, curriculum changes and information management (updates to forms, e-petitions, degree requirements, undergraduate and graduate catalogues);
- Coordinate on advising issues with advisers, and the coordinators of Advising Units, as well as with relevant faculty, student officers, administrative officers, and staff within the university and its various faculties;
- Serve as reference for advisers within their respective department.
- Advisers review the [Study Abroad Guidelines](#) for undergraduate and graduate students. Students wishing to engage in independent study abroad for degree credit require the approval of the chair and the faculty's Academic and Curriculum Committee (or equivalent), as well as their proposed sponsor in the receiving institution and any funding agency involved. Recommend action, based on the advisor's recommendation, on all student petitions for exceptions to AUB and faculty academic policies. Online petitions signed by the chair are forwarded to the Faculty Academic and Curriculum Committee (or equivalent), which meets at least once a month.
- Monitor the progress of undergraduate students on academic probation with help of the student officer of the faculty, the students' advisers and the department's administrative staff.
- Meet each semester with the presidents/representatives of relevant student societies (professional or university societies), whenever applicable, to coordinate student-organized events and activities, and to allocate budgets for these activities if possible.
- Learn about university units that support students in attaining their academic goals, such as the [Writing Center](#) and [Library Information Services](#), as well as the [Office of Student Affairs](#), which offers counseling and job placement services. Several AUB faculties operate their own career centers as well. Chairs have particular duties related to the granting of degrees. Degrees are awarded three times a year: October, February

and June. Before each graduation date, the Registrar's Office mails a package to the dean or chair that includes an alphabetical listing of candidates. While the Registrar's Office verifies that the student has satisfied general university requirements, the chair must certify completion of the major. After checking, in conjunction with the graduating students' advisor, that all requirements have been met, chairs in most faculties convene a departmental meeting to vote to grant the degrees. When that happens, the chair sends the recommendation to the dean of the faculty. In all cases, the deans obtain faculty approvals as necessary.

Chairs are encouraged to develop exit surveys in coordination with [Office of Institutional Research and Assessment](#) to solicit student feedback before they depart from AUB.

#### H. Staff Matters

Chairs should supervise and evaluate the nonacademic staff of the department as they rely heavily on their performance. Below are the main responsibilities:

- Interview and hire, when relevant, new staff in coordination with Human Resources or the human resources specialist in the faculty. The Staff Manual is a useful resource to be familiar with the general policies on recruitment, work schedules, holidays, vacations, leaves of absence, benefits, training, and terminations.
- Ensure that staff members understand their duties.
- Review staff job descriptions regularly to keep them accurate and up-to-date.
- Supervise clerical and technical staff in the conduct of their duties.
- Monitor staff morale and make sure that staff members feel respected and appreciated for their efforts.
- Manage conflict among staff members.
- Ensure that the support staff service the instructional and administrative needs of the department.
- Prepare written annual performance reviews for all non-academic staff. Provide staff with copies of their own reviews and meet personally with them to discuss their performance and offer suggestions for improvement if necessary. Find out if the Human Resources department offers training that may help staff to develop their skills.

#### I. Administrative Duties:

A [Tentative Planning](#) template of typical administrative tasks during the academic year is prepared to assist the chair. As heads of departments, chairs are expected to:

- Plan and oversee periodic retreats so that faculty members can focus on key issues, such as strategic planning, accreditation efforts, PhD program development, undergraduate curriculum development, or student learning outcomes assessment.
- Appoint a faculty member who can serve as acting chair during the chair's absence.
- Generate and implement clear guidelines for the use of departmental facilities,



- including lab space and office allocations of departmental staff and graduate assistants.
- Assign and manage the physical space of the department, including laboratories and other work areas.
  - Work with the Dean's Office to determine if requests for new or additional space needs, repairs and renovations can be accommodated.
  - Handle faculty, staff, and students' complaints. Please check the university policies on [Discrimination and Harassment](#).
  - Nominate students/faculty/staff for relevant awards as needed.

Chairs are requested to keep the following records:

- Minutes of all approved departmental regular and special meetings; minutes of retreats, if applicable.
- Faculty and staff annual performance reviews.
- Inventory of departmental equipment, their date of acquisition and maintenance schedule.
- Invoices and receipts for received equipment.
- Documents related to departmental strategic plans.
- Documents related to departmental facilities, including plans for new facilities and renovation projects.
- Inventory of computers available for the use of department faculty, staff and graduate students.

### III. Chair Evaluation

Like other faculty members and staff at the university, chairs are subject to annual performance reviews for merit consideration. Reviews are conducted by the dean, who initiates the process by asking the chair to provide the same materials that s/he requested from other members of the department. The dean reviews the chair's activity report in line with the adapted scoring system developed by departmental faculty. The dean then prepares for the provost a written review that assesses all chairs in the faculty.

Chairs are also subject to formal evaluation upon consideration of a new three-year term. The dean consults with departmental faculty members and with the Faculty's Advisory Committee and makes a recommendation to the president and provost for the chair's re-appointment or replacement (Refer to [chair recruitment, compensation and evaluation policy](#)).