Table of Contents

COLLEGE OF ARTS AND SCIENCES

DEPARTMENT HEAD'S/DIRECTOR'S HANDBOOK

Other Useful Resources

The website of the University System of Georgia is <http://www.usg.edu/>. The Board of Regents Policy Manual may be found at <http://www.usg.edu/pubs/index.html>. The *Academic Affairs Handbook*, at <http://www.usg.edu/admin/accaff/handbook/>, is particularly useful. Department heads normally serve on the University System Academic Advisory Committee for their discipline, found at <http://www.usg.edu/admin/comm/>. The website of Valdosta State University is at <http://www.valdosta.edu/>. The website of the VSU Faculty Senate is <http://www.valdosta.edu/vsu/facsen/>, where there are links to the *Faculty Handbook*. The website of the College of Arts and Sciences is at <http://www.valdosta.edu/vsu/dept/cas/>. The VPAA's Office is constructing a website for administrative forms; the address for this site is <http://chiron.valdosta.edu/academic/select_forms.html>. Departments also have policies and procedures manuals, which nicely complement this handbook.

PROGRAM

Scheduling Courses/Building a Schedule

One of the most demanding tasks for department heads and directors is scheduling classes, which consists of several important steps.

2

Planning

To begin the planning process, one must consult with the Office of the Registrar for due dates for the fall, spring, and summer schedules. In general, schedules for the spring are due by mid-August, and schedules for summer and fall are due in early December. These dates are subject to change, but department heads and directors should allow time to begin the planning and the sharing of schedules with faculty members before submission to the Office of the Registrar.

Sources of data for course planning

Before planning a schedule, department heads and directors should consult departmental materials for offering classes and for the number of sections that the schedule will require. Perhaps the most important preliminary guide is the previous year's schedule. It should give a reasonable indication of what demands were. However, one must analyze those demands in light of how enrollment patterns may have shifted during the year. Department heads and directors also should consult with the Dean about appropriate numbers of course sections.

Developing a two-year rotation for upper division courses, including both service and major courses

A department should have a two-year rotation for all 3000-4000 level courses. This rotation should assure that all required courses for majors are available within that span in the appropriate number of sections. When this rotation is in place, one then decides when the classes should be offered (it is wise to rotate these courses among morning, afternoon, and evening), and which faculty will be teaching those courses.

 3

Scheduling core curriculum courses/anticipating needs

The trickier part of the schedule may be deciding on the number of core curriculum sections needed. Once again, enrollment information is important as well as enrollment figures from the previous semester (particularly for a sequential course).

Scheduling graduate courses

When applicable, departments also should construct graduate rotations as well. In this rotation, department heads and directors may want to schedule courses that vary from their upper-division courses. In that way, all faculty can be utilized to their fullest extent without repetition in a schedule. Another reason to avoid repetition is that some senior undergraduates may be allowed to take certain graduate courses.

Distance Learning (distance learning rotation)

Department heads and directors also should check the distance-learning rotation, provided by Continuing Education, to see if a department is scheduled to offer any sections via distance learning. If so, it will need to make appropriate arrangements for the correct time and the right room.

WebCT courses

Some faculty also may offer courses or parts of courses through other technologies, such as WebCT. Department heads and directors should be aware of any special needs associated with these classes.

4

Scheduling courses with other departments/programs

A department also may schedule courses in conjunction with other departments and programs. Some of these programs are listed below. Department heads and directors may establish rotations with some of these programs; in other cases, they may contact one another to see if faculty would be available to teach. In these cases, department heads and directors must evaluate departmental needs to see if faculty can be spared. Of course, faculty often enjoy these special courses, which may be nice perks.

Honors (Honors Course Rotation)

Perspectives

African-American Studies

Women's Studies

Office of International Programs

College of Education

College of Business

College of Nursing

Evening Program

*King's Bay Naval Base

*Moody Air Force Base

*Scheduled by the Dean of Faculty at King's Bay Center

5

Faculty preferences

Again, department heads should consult with other programs while preparing their schedules. When department heads and directors have completed their schedules, they also should send information to all affected programs, as reminders of how these schedules may affect their students.

Once department heads and directors determine what classes must be taught, they must establish which faculty should teach these courses and at what time. Many find faculty-preference sheets helpful. These sheets may indicate what courses faculty have taught or would like to teach as well as their preferred times. Of course, one cannot guarantee that departments can meet all faculty preferences; however, scheduling an 8 a.m. class for faculty who do not function well at that hour may be problematic. Also, some faculty may have other reasons that make it difficult for them to teach classes at certain times.   Department heads and directors should be sensitive to these problems, even if they are not always able to solve them. In addition, department heads also should maintain lists of part-time faculty and should check their availability for the coming semester.

Assigning classrooms/switching classrooms

As they build a schedule, department heads and directors must assign rooms for all classes. They should maintain lists of classrooms normally assigned to their departments and the number of seats in each classroom. As they prepare schedules, they often sort by faculty member, by class sections, and by classroom. In this way, they avoid double booking a classroom or a faculty member. In assigning classrooms,

 6

department heads and directors need to be aware of the size of classes as well as any special needs of classes. Classrooms may provide different environments:

Electronic Classrooms—all students have computers

Smart Classrooms—the instructor has video and computer

Laboratories

If department heads and directors need more classroom space, they should contact the VPAA's office and also report any changes of classrooms to the Dean.

Forms for the Office of the Registrar

The Registrar provides a form for the semester's schedule. This form includes the following designations: Course Abbreviation, Course Number, Course Section, Off-Campus Sites, Number of Seats, Credit Hours, Days, Cl Lb, Beginning Time, Ending Time, Building, Room, and Instructor. Before sending completed forms to the Office of the Registrar, department heads and directors must share their schedules with the Dean, who may request further revision.

Ordering books

After submitting the schedule, department heads should remind faculty of the due dates for ordering books, dates which are posted on the bookstore's homepage. If departments order standard texts for larger classes, especially in the core, then departmental secretaries usually place these orders. As soon as possible, department heads or directors should inform the bookstore of any changes of sections.

7

Course descriptions

When students print schedules from BANNER, they see only a course name. Thus, having faculty write descriptions of their courses—particularly of their upper-division offerings, graduate courses, and PERS/Areas B courses—is quite helpful. Some departments provide hard copies of these descriptions in their offices; many also incorporate them into their homepages. Department heads and directors should solicit these descriptions well before advising week.

Monitoring

Once schedules are on BANNER and available in printed formats, students and advisers may use them to plan for registration. Advisement and registration usually begin about two weeks after midterm.

Monitoring class enrollment

One of a department head's and a director's most important tasks during this time is to monitor student enrollment in all relevant classes, usually by accessing BANNER web and performing a class search. Early registration figures can be misleading, but department heads and directors need to monitor enrollment to decide when and if any adjustments need to be made.

Canceling and adding classes

Department heads and directors may need to modify their schedules after submitting them. They should get the permission of the Dean and the VPAA before modifying class days or meeting times, adding courses (except for directed studies,

 8

theses, and internships), or canceling classes with students already enrolled in them. According to enrollment needs, they may need to cancel classes. Currently, classes must meet the following minimums: 20 for a core-curriculum class, 15 for an upper-division course, and 10 for a graduate course. While VSU allows some flexibility, department heads and directors may expect to cancel severely under- enrolled classes, after consultation with the Dean. Before completion of the paperwork involved, department heads or directors should explain these decisions to affected faculty and also assign these faculty to other classes. After informing the faculty of canceled classes, the head or director should e-mail the Registrar, VPAA, the Dean, and the VSU Bookstore, informing all of changes. If students are already enrolled in these classes, department heads or directors must obtain a list of those students from the Registrar and inform them of changes.

On the other hand, enrollment figures may mandate that one needs to add classes, often with part-time instructors or with full-time faculty moved from canceled classes. To add classes, department heads and directors must consult with the Dean; they then should make arrangements with affected faculty. They also must find available space, through consultation with the VPAA's office. Their next step is to e-mail appropriate data to the Registrar, VPAA, the Dean, and the VSU Bookstore--including the course, section, room number, instructor, and number of students for the classes.

When department heads and directors must change locations of classes, they also should inform the Registrar, the VPAA, and the Dean. On the first day of class,

9

departments should post notes in the affected rooms; they cannot assume that students already have received notices of room changes.

Moving students into and out of classes

Once registration has begun, classes will begin to fill. Invariably, some students will need classes which have been closed. If courses reach their caps, departments may want to maintain waiting lists for these or new course sections. Different departments have different ways of maintaining these lists, which are quite helpful. After registration closes, some students may be dropped for nonpayment of fees, opening a slot for other students. Department heads or directors may then contact the Registrar to place students on waiting lists into these classes.

Overriding students into classes

Department heads, with faculty approvals, may add students to closed classes through BANNER's override function, available only to the department head. Some departments have override forms which contain the necessary information for department heads to perform overrides: the class number and section, the CRN number, the student's name and social security number, and the instructor's signature.

 10

The Start of Classes

Once classes have actually begun, students enter and exit classes in different ways. Usually, for the first few days of classes, online registration is available; students themselves may drop and add classes.

Drop/add forms

When late registration begins, students may no longer register online. If students wish to drop or add classes, they must complete drop/add forms, which they obtain from the Registrar. These forms require that instructors and department heads sign for any drop or add. Different departments have different policies about these forms; new department heads need to familiarize themselves with these policies.

Late registration appeals

Once the drop/add period has ended, students may not add a class unless they complete both an add form and a petition for late registration. On this form, they must give a reason why they are registering beyond the deadlines. There forms must be signed by department heads or appropriate directors, the Dean, and the VPAA.

Withdrawal forms

If students wish to withdraw from classes, they may do so without penalty until midterm; however, they must obtain a withdrawal form from the Registrar. These forms are dated for financial aid purposes. The instructor must sign the form. Before midterm, the instructor must assign a *W*; after midterm, the instructor may assign a *W* or a *WF*,

11

depending on a student's average. Withdrawals after midterm must be for nonacademic reasons.

The first week of class

As you can see from the paperwork involved, the first week of class can be quite hectic. Departmental offices often are overrun with students trying to get into classes, get out of classes, etc. Department heads and directors need to plan for these days with faculty, departmental secretaries, and student assistants. Department heads and directors need not be involved in every transaction but will be very busy nonetheless. They should plan for several days of troubleshooting.

Proofrolls

Within the first week or so of classes, the Registrar issues proofrolls for all classes. Within the week, all faculty must sign these rolls. They should add any students not on their rolls and delete students who have not attended. These rolls are crucial for determination of financial aid; they must be returned by the requested date. Departmental secretaries should copy them before taking them to the Office of the Registrar.

 12

In-progress and final grades

Faculty assigns both in-progress (midterm) and final grades through BANNER. Faculty—including part-time faculty--may access their grade sheets and enter their grades. In-progress grades must be entered for all 1000 and 2000-level courses.

Authorization forms for field trips

If courses require field trips, department heads should have appropriate faculty complete authorization forms, signed by faculty and department heads, who submit them to the Dean for his or her signature. Students on these trips must sign the “Field Trip Authorization and Waiver of Liability,” available at <http://chiron.valdosta.edu/academic/forms/field trip authorization.html>.

Students

Department heads and directors often are first stops for both new students and returning students.

Adding new majors/graduate students (“Change of Major/Minor Form”)

Department heads often see many of the students who wish to declare a major. Forms for this declaration are available from the Registrar, and departments should keep some on hand. These forms must be completed by students and signed by departments from which students transfer (or LAS, if the student has yet to declare a major) and by the receiving department. Students should take completed change-of-major forms to receiving departments; afterward, they must deliver a copy to the Office of the Registrar.

 13

Advising students

Advising students is one of the most important tasks of all academic departments and programs, and generally all tenured and tenure-track faculty serve as advisers. In Arts and Sciences, faculty may advise LAS (undecided) students, majors, and graduate students.

Assigning advisers to advisees

When students declare majors, department heads should assign them academic advisers. Sometimes the head may assign advisers because of students' particular tracks or concentrations or to equalize advisement duties among all faculty members. Departments and programs should track all advisees and advisers, maintaining current, accurate records.

Advising process

VSU has designated advising weeks during each semester; however, advising often occurs daily. When an adviser receives a student's folder, that folder should contain all the relevant information on that student, including transfer credits and courses already taken. Departments and programs should use advisement forms, which need to be updated continually by advisers and students. At least two semesters prior to graduation, advisers and students need to submit an "Application to Graduate," which should be attached to a copy of the completed departmental advising form. In that way, the Office of the Registrar can cross-check the adviser's calculations.

 14

Course substitutions and waivers

As part of the advising process, advisers may need to substitute one course for another required course (especially with transfer students) or to waive a course. Both actions require the appropriate paperwork, which must be signed by both the advisers and department heads. If the course substitution is in another field, department heads should call other appropriate department heads for advice.

Other course possibilities outside the department: GLOBE, eCore, Telecourses, USG Independent Study

When advising students, sometimes advisers discover that they cannot meet the on-campus schedule of courses. Alternatives include on-line courses, telecourses, and eCore (all through GLOBE) and correspondence and on-line work through USG Independent Study. Department heads and directors should have reference information on these alternative delivery systems.

Recruitment and retention of students

In addition to good advising, successful departments and programs find other ways to attract and retain students, such as the creation and encouragement of student clubs, student-faculty socials, etc.

Home pages/ brochures

With students who are increasingly familiar with the World Wide Web, home pages have become an important recruiting and communication tool. Many department heads and directors refer students to departmental home pages for basic information, such

 15

as descriptions of upcoming classes, descriptions of various tracks and programs, two-year rotations, etc. To attract students, this source may prove to be as useful as a brochure. If prospective students call for information, department heads and directors usually refer them to this page.

Orientation/visitation sessions

Departments have many other opportunities to interact with new and prospective students. Visitation Days are held on various Saturdays throughout the academic year. At these sessions, prospective students and their families come to VSU. On these Saturday mornings, a representative from the department should set up a display and answer questions.

Orientation sessions run throughout the summer and at special times during the year. These sessions, for both new and transfer students, are for advising. On the day before the session, the department should receive data on these students, which should be incorporated into folders for advising sessions. Once again, a faculty member needs to be present at each session.

 16

Undergraduate Research Symposium

Each spring semester, the College of Arts and Sciences sponsors the Undergraduate Research Symposium. All departments should encourage the participation of its majors and minors, including submission of proposals and attendance at students' presentations.   Students submitting proposals for either papers or poster sessions should work closely with sponsoring faculty.

Program Review and Assessment

Program review begins with a thorough analysis of a department's or program's mission statement. All programmatic requirements should reflect this statement. If they do not, then faculty should review both the mission statement as well as the requirements.

Learning the departmental assessment plan

Each department must have a departmental assessment plan as well as an assessment committee. This committee should be charged with devising and administering the assessment instruments called for by departmental plans. This committee should collect data.

Converting assessment data into program change

Assessment committees send data to other appropriate departmental committees for analysis and interpretation.   After this analysis, committees should recommend appropriate changes. Both the data and the changes based on data are vital parts of a department's annual report and are necessary for SACS' documentation.

 17

Proposing/deleting courses and tracks

After their analyses of assessment data, departments may decide to make some curricular changes. To propose or delete courses or tracks, departmental committees should make recommendations to departments for their formal approvals. After departments approve these changes, department heads complete appropriate forms, which must be signed by both proposing faculty members and department heads. This form should then be submitted to the Dean's office for consideration by the Arts and Sciences Executive Committee. After the Executive Committee accepts these changes, the Dean sends them to the Academic Committee. The Graduate Executive Committee, however, must first approve proposals for graduate courses. From the Academic Committee all course proposals move to the agenda of the Faculty Senate. These proposals then become policy on the effective date requested on them. Department heads and directors should save all paperwork on course proposals; it proves helpful when they both submit and proofread catalogue revisions.

Maintaining Equipment and Facilities

Departments often field complaints from faculty and students about conditions in classrooms and laboratories. Problems with housekeeping, heating and cooling, etc. should be reported to Plant Operations. Problems with computers should be reported to Microcomputer Support.

All departments should maintain updated inventories of all VSU equipment, including that located in faculty offices and in the possession of individual faculty. Departmental technology committees also should maintain current wish lists for new equipment, software, etc.

 18

PERSONNEL MANAGEMENT

Recruitment of faculty

Department heads play central roles in the hiring of new faculty members. Normally, they must respond to the requests of the Dean for information about both faculty replacements and new positions. The Dean usually requests this information early in the fall semester, one year prior to the actual start-up date for the new faculty member. When the Dean receives permission from the Academic Vice President to begin the search, the department heads then structure the hiring process. Department heads may chair screening committees themselves or appoint committee chairs. If department heads choose the latter option, the appointed committee should work with the department head to choose members of the screening committee, or department heads may perform that function alone. The committee's membership should reflect the department's diversity.

Department heads must ensure that position announcements and descriptions are routed through the Office of Vice President and that they reach key audiences. The Office of Vice President will ensure that the University System Clearinghouse is informed of the opening. The Clearinghouse then sends the position announcement to persons who have registered with it and who have the basic credentials based on the described position. The department may only review the credentials of candidates who officially apply between the date of the position announcement and the final date by which letters of application must be sent.

Department heads and committees must make decisions about the candidates they desire to interview, and the Office of Equal Opportunity Programs/Multicultural Affairs reviews the candidate pool before the final candidates are scheduled for interviews. Once

19

that process is complete, the department head will submit the list of candidates for interview to the Dean. After the department head receives permission to interview candidates, the committee chair may call the candidates to schedule interviews. Formats of all schedules for interviews should be identical. Following the interviews, the department will submit the name of its preferred candidate to the Dean. When all parties agree on the person and the proposed salary, the department head will call the candidate to make an informal offer. Any disagreement with the offered salary must be referred to the Dean and Academic Vice President for resolution. Following agreement on the terms of the position, the Academic Vice President will write a letter containing the formal offer to the successful candidate.

Hiring of full-time temporary faculty should follow this same process. These applicants should know that their positions are temporary and will terminate at the end of a given academic year.

Hiring of part-time faculty members normally falls primarily upon the shoulders of department heads. They should consult with other faculty members about possibilities for the position. Possible candidates should complete the full employment packet, including procurement of transcripts. All part-time faculty members should receive the *Part-Time Faculty Handbook* and should maintain regular contact with the department head during the semester.

Hiring of staff is normally the responsibility of department heads, but it is important that the candidates meet at least several other members of the department. Department heads will receive a list of eligible persons from the Office of Human Resources and should interview several who look like good possibilities for the department. Following interviews, department heads request permission to hire a candidate. They also play the

 20

key role in hiring graduate assistants and student assistants. Departmental secretaries likely will share responsibilities for hiring work-study students.

Development of faculty

Department heads may request reassigned time for faculty members in any semester. The faculty member should complete the Reassigned Time Request Form, and the department head will sign and submit this form to the Dean. Near the end of the relevant semester, the faculty member must submit the Reassigned Time Interim Form to the department head who submits it to the Dean, explaining how the faculty member has used the time. Finally, the faculty member must complete the Reassigned Time Final Report one year after the completion of the semester during which he or she received the reassigned time.

Department heads must also review all requests from faculty members for Faculty Development Grants or Faculty Research Grants to ensure that Travel Authorization Forms are included with any requests for travel funds. All of these packets then go on to the Dean.

In addition, department heads will review and send all requests for Leave with Pay and Leave Without Pay to the Dean. Heads also may select departmental candidates for the Regents' Distinguished Faculty. An announcement of this prestigious award will appear in early fall.

Evaluation of faculty

Department heads or directors ensure that student evaluations are completed for all departmental courses. The College of Arts and Sciences has a formal and structurally

 21

standard evaluation instrument, but each department develops its own questions. After the end of a semester, department heads or directors send to the Computer Center all bubble sheets for all courses. When the reports return to the department, the department heads must share results with faculty. Honors courses and Perspectives courses have their own evaluation forms. A department may have students complete these forms in addition to or as replacements for departmental forms. Off-campus courses should be evaluated with the same instrument utilized within a department. The one exception is King's Bay: the administration of the programs at King's Bay requires a common but different instrument for all undergraduate courses.

Department heads write annual evaluations of all full-time faculty members within their departments, evaluations which must note appropriate steps toward promotion and tenure. Where appropriate, they also must note any recommendations from both pre-tenure reviews and post-tenure reviews. Faculty members submit self-evaluations on which part of their evaluations are based. Department heads have faculty members read and sign these annual evaluations and afterward send them to the Dean. Department heads also propose merit pay for each tenure-track faculty member, merit pay which should correlate well with the annual evaluation. These proposed figures must receive the agreement of the Dean, Vice President, and President before department heads inform faculty members.

Department heads will review all applications for Graduate Faculty Membership, including applications for renewals. They then write evaluative letters and send all supporting documents to the Dean of the College of Arts and Sciences. The Dean of the Graduate School awards such memberships, with the approval of the Graduate Executive

22

Committee. Department heads requesting temporary appointments to the Graduate Faculty should contact the Dean of the Graduate School.

Department heads also structure the processes for pre-tenure, tenure and promotion, and post-tenure reviews. Departmental personnel committees evaluate and offer advice on each such review. Department heads review each application as well as the recommendations and letters written by the departmental committee. They then write a separate letter and recommendation and forward all material, including all recommendations, to the Dean of the College of Arts and Sciences—after they inform the faculty member of the department's and department head's decisions and brief him or her on the process of appeal, if necessary. The College of Arts and Sciences' *Promotion and Tenure Policies and Procedures* addresses all procedures for both promotion and tenure. The VSU Faculty Senate has established the parameters and criteria for pre-tenure and post-tenure reviews. However, the College of Arts and Sciences adopted more specific criteria for the post-tenure reviews in its guidelines, "Post-tenure Review: College of Arts and Sciences." VSU's "Post-tenure Review Implementation/Priority Plan" complements these guidelines. Both are available to all faculty, department heads, and directors, who may obtain them through the Dean's office.

Department heads should maintain a personnel file on all faculty and staff. This file should include all annual evaluations written since the employee arrived at VSU. It also should include results of all other personnel actions, including pre-tenure reviews, post-tenure reviews, tenure applications, promotion applications, and applications for graduate-faculty status. (Many department heads file hard copies of reports of the chair of promotion and tenure committees as well as of their own recommendations; they retain full applications on disks.) Also in the file should be reports of any mediation services

23

conducted by department heads or directors, involving both conflicts between students and faculty and those between or among professional colleagues. In addition, department heads should file original applications for employment to answer possible questions of receipt of degrees, immigration status, social security numbers, etc. Finally, many department heads and directors maintain files of commitment-to-memory memos, summarizing informal conversations and mediations.

Cover sheets for promotion and tenure

When completing cover sheets for faculty recommended for promotion and tenure, department heads should note that “number of years at institution” and “years in present rank and title at the institution” include the current year. For example, if faculty were hired in 1997 and apply for promotion in Fall 2001, they are in their fifth year at VSU. Also, note that the appropriate response to items which call for recommendations of either the promotion or tenure review committees is “recommended.” The department heads should complete only the “departmental level” item as well as the summary at the end of the page, the latter within the space provided. They should provide both hard copies and electronic copies of cover sheets to the Dean.

One way to insert a checked box on the Promotion Cover Sheet is to delete the box character on the form, and with the cursor in the desired location, click on “Insert,” select “Symbol,” select “Wingdings,” and click on the symbol for the checked box, which may be on the end row, next to last. Then one should click on “Insert” and “Close.” The symbol should now be in place on the original page. For legibility, department heads may need to select the symbol and increase the font size to around 28.

 24

A note on curriculum vitae for promotion and tenure

A candidate for promotion and tenure submits a current curriculum vitae with his or her application. Department heads should ensure that this document reflects a candidate's full employment history at VSU, including all previous promotions. For example, if a faculty member were hired at the rank of assistant professor in 1997 and were promoted to the rank of associate professor in 2001, the employment history should list these dates in the following style:

Assistant Professor, Department of XYZ, Valdosta State University, 1997-2001

Associate Professor, Department XYZ, Valdosta State University, 2001-Present

Conflict management

Such mediation of faculty and staff concerns is another responsibility of department heads and directors, likely with very little warning. Therefore, they should have strategies for managing these conflicts. Many try to avoid making decisions or offering advice on the spot. Time for reflection is important, and tempers may cool a bit. One useful guideline may be the requirement that agitated faculty or staff members write down their concerns. In cases that involve faculty evaluations or merit pay, faculty are likely to follow this procedure without prompting. After attempting to mediate, department heads or directors must inform the faculty or staff members of their right to take the matter up the chain of command through the Dean. Problems involving a cross-listed course should include consultation either with the two relevant department heads or with the relevant head and director.

Mediation of student concerns and grade appeals will also emerge with little or no warning. Normally, heads will need to mediate between a student and a faculty member.

 25

Again, one should have a strategy in place before the event. Faculty should be aware of what that strategy is. For some heads or directors, requiring each party to write his or her arguments may be helpful. The judgment of the head or director will determine whether it makes sense to have the two meet in the presence of the head or director or whether it is better to have each one meet individually with the head or director. At all times students should be aware that faculty have final authority over grades and that administrators only can offer mediation. Students also should know that they may ask the Dean to assist in mediation, if necessary. In fact, students are likely to start at a higher administrative level only to be referred to a department head or director.

Beyond faculty salaries, departmental budgetary resources are relatively limited and rarely cause conflict. As stated previously, department heads or directors normally will hire student assistants; however, faculty members may need the services of such an assistant. Heads and directors should allocate judiciously student-assistant time and graduate-assistant time. While work-study assistants primarily may assist a secretary with an office's operations, many department heads and directors use student assistants and graduate assistants for special departmental or faculty projects.

Departmental budgets clearly delineate available funds for travel. Some heads and directors prefer to allocate these funds equally to all faculty members. Others prefer to establish criteria for distribution of the funds.

Departmental budgets combine resources for copying and supplies. Most faculty offices also have printers, with a corresponding need for expensive laser toners. To avoid future conflict, heads or directors should establish very general guidelines for use of these resources, perhaps asking faculty to reconsider lengthy syllabi or examinations for very large classes. Departments should have clear guidelines about class handouts, which

 26

quickly may devour departmental budgets and thus cause conflict. Most new equipment will be new technology, and departments should establish clear policies for its distribution to avoid potential conflict.

Departmental committees

Department heads and directors establish departmental committees, both standing and ad hoc, the chairs of which may be elected or appointed. All departments must establish Promotion, Tenure, and Faculty Evaluation Committees as well as Assessment Committees. The latter should collect data continually, based on departments' assessment plans, and annually recommend changes based on data.

Assignment of offices

Office assignments usually change from year to year. As faculty and staff leave and others are hired, department heads and directors must reassign offices. They should establish consistent procedures of these reassignments. Most, of course, base these decisions on faculty seniority and are ever mindful of such considerations as office size and availability of windows.

Technology

New technology may be another sensitive issue for both department heads and directors. The Office of Information Technology occasionally upgrades both hardware and software, but occasionally department heads and directors may distribute new equipment, software, etc. to individual faculty. Some distribute new technology on the basis of seniority; others consider which faculty may use it most efficiently.

27

Summer Terms

Assignment of summer courses may be difficult because summer budgets usually are limited. Also, when faculty announce definite retirement plans, many departments try to accommodate them with summer teaching, which often increases their retirement base. Department heads and directors should refer to their departmental policies and procedures manuals for departmental policies on assignments of summer teaching (most recently established in 1995). They should follow these guidelines closely and ask annually if their departments would like to revisit them. VSU does not guarantee summer teaching. Usually, department heads and directors may expect to teach two courses each summer.

Management of Heads and Directors

In spring semester, the Dean annually reviews department heads and directors, who submit summaries of their year's activities as well as self-evaluations to the Dean. The Dean then discusses these written reviews with each head or director, who should keep in mind that his or her review includes material relevant to both administrative duties and faculty responsibilities. Also, the Dean annually assigns merit pay to both heads and directors and schedules conferences with each to discuss this recommendation—a recommendation which should reflect the Dean's written annual evaluation. Teaching loads of department heads and directors will be determined after consultation between the Dean and the head or director.

As necessary, heads and directors present materials for pre-tenure, tenure, promotion, and post-tenure reviews. In these cases, the departmental Promotion and Tenure

 28

Committees will report directly to the Dean, and the Dean will report the results to the department head. Because the departmental committee and Dean judge the performance of the head as a faculty member, in these reviews they focus on teaching, research, and service. Department heads and directors also submit applications for Graduate Faculty Membership as well as for renewals. These applications go directly to the Dean of the College of Arts and Sciences, although the Dean of the Graduate School awards such memberships after their approval by the Graduate Executive Committee.

The College of Arts and Sciences formally reviews department heads and directors every five years. These reviews focus exclusively on the administrative records. All faculty members in a department will have an opportunity to review the head in writing as well as through interviews conducted by review committees. The chair of a review committee will be a head or director from another department.

Additional assignments

Department heads and directors also serve on the Executive Committee of the College of Arts and Sciences, which meets twice a month. The Dean often appoints subcommittees and taskforces from this committee, and both heads and directors should expect on occasion to be members of such subcommittees and taskforces. Once each semester, the heads and directors attend a meeting of the Deans, Directors, and Department Heads (DDH). In most cases, the Academic Vice President and President set the agenda for this group. The Department Heads Council meets occasionally and is chaired by the Academic Vice President, who usually sets the agenda.

BUDGET

Many of the financial forms needed by departments can be found at the website

 29

<http://services.valdosta.edu/financial/forms/>.The website http://services.valdosta.edu/financial/budgets/budgetinfo.html> explains the budgeting process. For example, it states:

> The budget is the beginning and the end of the accounting process. It should prompt planning and enable evaluation. There are two distinct segments to the accounting process, one being the budget or intended expenditures and the second being the actual expenditures. The budget is a communication tool for making plans or needs known and evaluating progress toward stated goals. The purpose of fund accounting is to identify the sources of funds and assure specific, and sometimes restricted, uses for funds.

The total original Educational and General budget in fiscal 2000 was $104 million. Of this amount, approximately 18% came from student tuition and fees, 44% from direct state appropriations and 38% from sponsored or financial-aid sources. The largest sources of sponsored monies are federal and state loan and grant programs.

The university's fiscal year begins July 1st and ends June 30th. Department heads should receive the proposed departmental budget before July 1. They also may receive separate budgets for funded activities, such as grants and contracts. They should immediately review the budget received. The three columns show the original budget of the previous fiscal year, and the proposed budget of the upcoming fiscal year. Shortly after the end of each month, the department

 30

receives the “Expenditures (Appropriations) Report” and the more detailed “Appropriations Ledger History Report.” Department should maintain their own spreadsheet of expenditures and encumbrances as checks on the monthly reports. Discrepancies should be reported promptly for timely resolutions. A sample departmental spreadsheet is available from the Dean’s office.

Budget amendments

Reallocations of available funds from one budget line to another are through the budget amendment process. The forms and deadlines are available at <http://services.valdosta.edu/financial/budgets/budgetinfo.html>. If a department will not be able to expend all its funds, the department head should work with the Dean before the end of February, so that those funds can be amended to other departments.
The budget is divided into two sections, Personal Services and Non-Personal Services.

Personal services

Personal Services includes faculty and staff positions, summer salaries, and student assistants. Budget lines are numbered. To reflect personnel changes in a particular budget line, that line will be split with letters, for example 6-A, 6-B, 6-C, showing the previous occupant of the position, the vacancy, and the new occupant of the position. Each budget line shows the name of the occupant, the type of contract (Fiscal is 1.00 EFT; Academic is 0.75 EFT), rank, degree, tenure status (T for tenured, N for not-tenured, but on tenure-track, X for non-tenure-track). Department heads should maintain a history of faculty positions by comparing the current budget to previous budgets.

 31

Summer salaries

Summer salaries are part of the section of the budget labeled Personnel Services. As department heads develop the summer teaching schedule (usually late in the fall), they need to be aware of the funds available to the department and work closely with the Dean on the summer budget. (See section on Summer Teaching Policies.) Faculty are paid 10% of their academic-year salary for each three-credit hour summer course. Courses taught by department heads and directors do not count against a department's or program's summer budget because these administrators are on twelve-month contracts.

Salaries for part-time faculty

Salaries for part-time faculty are established by the Vice President for Academic Affairs. Current rates per three-hour courses are $1,200 for part-time faculty with a Master's degree, $1,350 for part-time faculty with Specialist's degrees, and $1,500 for part-time faculty with a Doctoral degree. All faculty must possess at least a Master's degree and have at least eighteen semester hours in their field or a closely related field.

Extra compensation

Faculty may be paid extra compensation for work above and beyond their normal responsibilities, such as teaching overloads or responsibilities under external grants. Extra compensation requires the approval of the department head, dean, and Vice President for Academic Affairs. The form may be found at <http://services.valdosta.edu/busforms/compensate.htm>.

 32

Outside consulting activities

The *Faculty Handbook* quotes the Regents' policy on Outside Consulting Activities. When such activities occur during hours when the faculty or staff member has University responsibilities, prior written approval shall be obtained from the administrative supervisor. This written approval should be forwarded to the Office of the Academic Vice President for inclusion in the permanent file. Faculty should be aware that special written approval is needed when consulting activities are compensated by another state agency whether or not the consulting activities occur during hours of University responsibility. The procedure is given in the *Faculty Handbook*. The form may be found at <http://services.valdosta.edu/busforms/agreement.htm>.

Student assistants

Student assistants also are paid from Personal Services. Department heads need to calculate the number of hours that can be supported (available funds divided by the hourly rate, currently $5.15/hour) and schedule student assistants accordingly. See the website <http://services.valdosta.edu/financial/budgets/sps.htm> for procedures for student assistants.

The remaining parts of the Personal section of the budget, dealing mostly with fringe benefits, are the responsibility of the Office of Business and Finance.

The Non-Personal Services part of the budget include sections 6-Travel, 7-Operating Supplies, and 8-Equipment.

 33

Travel

The budget divides travel into 64010 Travel and 64020 Mileage. The total amount of these two lines should equal the number of full-time faculty in the department (including full-time temporary faculty) times the travel allocation per faculty member, currently $300. If there is less than the expected amount in the travel budget, the department head should discuss the shortfall with the Dean. (See section on Travel Procedures.)

“Requests for Authority to Travel” should be submitted at least ten days before the proposed travel. It is particularly important for faculty members to specify how classes will be covered. “Requests for Authority to Travel” are available at <http://services.valdosta.edu/financial/forms/>; however, at this time the Travel Office accepts only two-part forms.

Pre-paid registration

Faculty members can have their registrations for professional meetings pre-paid. The form is available at <http://services.valdosta.edu/financial/forms/>. Registration fees are paid from budget line -72735, rather than from Travel.

Hotel/motel exemption form

State employees traveling on official business in Georgia are exempt from the Georgia Hotel/Motel tax (but not other taxes). The Hotel/Motel Tax Exemption form <http://services.valdosta.edu/financial/forms/motel.gif> should be printed out beforehand, signed, and furnished to the hotel/motel at the time of check-in.

 34

Travel expense statement

A “Travel Expense Statement” should be filed shortly after the completion of travel in any case and within the announced deadline for travel near the end of the fiscal year. Travel expense forms may be found at <http://services.valdosta.edu/financial/forms/>: “Travel Expense Statement” <http://services.valdosta.edu/busforms/travel_expense.htm> for page 1 and Automobile Mileage Record <http://services.valdosta.edu/busforms/autoexpense.htm> for page 2. A mileage chart for the state of Georgia is available at <http://services.valdosta.edu/financial/forms/mileage.jpg>.

Per diem form

Reimbursement for travel of candidates and consultants requires filing both a “Travel Expense Statement” and a “Request for Payment of Consultant/Independent Contractor” (Per Diem form). The latter may be found at <http://services.valdosta.edu/financial/forms/>.

Operating supplies

Operating Supplies are funds for the operation of the department and are divided into several categories. Department heads are responsible for seeing that expenditures do not exceed the available funds. Available funds should be expended for the purposes intended. Department heads need to project expenditures so that the funds are expended by the end of the fiscal year (June 30).

 35

Purchasing procedures

Departments and other accounts may be issued a VISA Purchasing Card. Departmental secretaries and other authorized users may charge expenditures on the Purchasing Card. See <http://services.valdosta.edu/financial/budgets/accpayable.html> for a description of the Purchasing Card policy. Users must save receipts and records of transactions to verify monthly statements. A sample completed form is available from the Dean's office.

Items whose cost is in excess of the limits on a Purchasing Card (currently $1,000 per item or $2,500 per transaction) must be requisitioned through a "Purchase Request" before purchase or a "Check Request." See <http://services.valdosta.edu/financial/budgets/check_request.htm> for the appropriate procedures. The "Purchase Request" is multi-part and not currently available on-line. Purchasers should specify the item as exactly as possible and provide names of potential vendors. If possible, department heads and directors should attach descriptions from catalogs and/or price quotations from vendors. Toward the end of each fiscal year, the Division of Business and Finance announces a series of deadlines for purchases of different kinds and amounts. Department heads and directors must adhere to these deadlines! Unexpended funds revert to the state of Georgia at the end of the fiscal year.

Departmental library allocations

VSU bases departmental library budgets on a formula that is partially enrollment driven. In fall semester, the Director of the Odum Library notifies departments of funds available for acquisitions. Any additions or deletions of periodicals are effective the following July 1, the beginning of the next fiscal year. All library funds must be

 36

expended by the announced deadline, usually toward the end of February. Library contingency funds are available for new programs and for special projects. Applications for these funds are due in fall semester.

VSU Foundation accounts

Departments may have one or more accounts with the VSU Foundation. Foundation accounts may be viewed at <http://www.valdosta.edu/vsu/dept/adv/financial/qbpage1.html>. Accounts may be discretionary accounts (for any legal expenditure), scholarship accounts (for departmental or other scholarships), or designated accounts (for spending in accord with the wishes of the donors). Reimbursements for expenditures are made by memo request (with receipts) to the VSU Foundation. Departmental scholars for the following academic year are chosen by an appropriate departmental committee and furnished to the Dean in the spring.

Grants and contracts

The website of the Office of Grants and Contracts, <http://www.valdosta.edu/grants/>, provides information about procedures for grants and contracts. Faculty members should confer with their department heads early in the grant-preparation process. Before a grant is submitted to an external agency, a “Proposal Sign-Off Sheet” (“goldenrod form”), not available on-line, must be submitted with the grant for approval by all levels of administration. On the back of the form is space for

 37

institutional commitments. Here the Principle Investigator and Department Head must spell out in detail all commitments (matching funds, load reassignments, space, etc.) that the institution would be called upon to furnish if the grant is funded. Five (5) working days are needed by the Office of Grants and Contracts for full review and sign off. For more information on grants and contracts, see the *Principle Investigator's Handbook*, available at <http://www.valdosta.edu/grants/pbook.html>.

01/17/01