# CHAIR
# &
# PROGRAM DIRECTOR
# HANDBOOK



Updated 8/2018

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## Preface

The Chair/Program Director (hereafter referred to as Chair) is the liaison between departmental Faculty and the Academic Affairs Leadership Team (AALT) led by the Provost and Vice President for Academic Affairs (hereafter referred to as Provost). Each Chair will meet, in an exemplary manner, the teaching, scholarship, professional development, and service responsibilities of a Faculty member, while taking on the additional administrative tasks described below. The Chair will encourage and contribute to an environment of collegiality and respect among all Faculty.

Chairs represent their Departments/Programs (hereafter referred to as Departments) and advocate for the Department's Faculty and curriculum. Chairs set the tone of a Department and serve as role models for Faculty and staff in their respective Departments.

The manual is organized into six sections, plus appendices. **Section I** provides an introduction inclusive of academic governance and a link to the Faculty Constitution. **Section II** defines the role and responsibilities of the Chair and deals with contractual relationships between Faculty members and the University, including the rights and responsibilities of Faculty, terms of appointment and continuing employment, tenure and promotion procedures, and separation from the University. **Section III** provides information and resources supporting instruction. **Section IV** outlines policies for advising and working with students. **Section V** provides information and guidelines for budget and university operations. **Section VI** defines administrative/campus offices available to assist the Chairs. This Manual is published by the Provost's Office, with input from the Academic Affairs Leadership Team (AALT) and faculty. The Manual will be reviewed and updated annually and is available online https://inside.heidelberg.edu/academics/faculty.

# I. INTRODUCTION

Heidelberg University is proud of its history of providing a quality education in the tradition of the liberal arts. That same philosophy is maintained in professional program offerings. Today, academic excellence and a profound student experience stand at the core of the University.

At Heidelberg, values are central to the collaborative learning process and the University nurtures a strong sense of community. Intellect is sharpened. Different cultures are explored. A sense of moral and ethical responsibility to one's community and the broader world is developed. Students are highly engaged in their own education and embrace the concept of lifelong learning.

Integration of all of these qualities, imperative for professional and personal success in an evolving and complex world, help Heidelberg's graduates to define their lives of purpose with distinction.

## Academic Governance

Academic governance of the University is a shared responsibility between the Provost of the University and the faculty. The Provost provides academic leadership to the institution. The faculty organizes itself according to the Faculty Constitution.

# II. Faculty and Staff

## Definition of the Chair

A Chair is a leader charged with looking at the big picture: looking at the department as a whole and at the department's relationship to the university. The Chair provides academic and administrative leadership to their academic department and functions as a mentor and visionary for the department. The chair is charged with stewarding the day-to-day operations of the department as it follows and supports the strategic plan and vision of the university's senior leadership.

## Appointment of the Chair

The position of Chair may be rotating, allowing different faculty the opportunity to serve as Chair. The department recommends a faculty member to the Dean, who, in consultation with the Provost, appoints the Chair.  The method of chair selection (e.g., rotating, etc.) is influenced by department need as determined by the department, Dean, and/or Provost.

## Responsibilities of the Chair (see also Faculty Manual Section 1.3.3.1.3)

The Chair guides the department by

1. organizing and conducting departmental Faculty meetings (see below)
2. providing ongoing communication, including concerns, ideas, and issues, between the University administration and departmental Faculty
3. facilitating annual evaluations of Faculty and staff in the department (see Merit Pay procedure in appendices)
4. leading department curricular planning and assessment
5. reviewing catalog copy pertaining to the department and courses
6. planning the course schedule for the next academic year
7. providing oversight of budget allocation
8. assisting the Dean in the overall academic planning process (e.g., budget development and administration, enrollment forecasting, curriculum development, hiring of adjunct instructional staff)
9. leading or designating leadership for department Faculty and staff search committees
10. providing mediation when disputes arise involving department members
11. reporting to the Dean, or appropriate administrators, whenever a problem cannot be expeditiously resolved at the departmental level
12. ensuring that the students in the department are properly advised
13. completing an annual report for the department when requested by the Dean or Provost
14. conducting annual meetings with department faculty to discuss student questionnaires

15. responsible for completing any reports required for accreditation and working to maintain standards in order to retain accreditation

## Department and School Meetings

The Chair is responsible for conducting department meetings in a regular and ongoing fashion. Although there is no set procedure for these meetings at Heidelberg, department meetings should be held as needed, with recommendation to meet monthly in order to ensure communication among department members. Chairs may call additional meetings, if necessary. For all meetings, an agenda should be circulated at least one day prior to the meeting. Department meetings may include significant part-time and adjunct instructional staff in addition to full-time Faculty members.

The Chair will be available for questions from Faculty throughout the academic year. Though outside Faculty contractual time frame, on occasion, summer duties may include hiring of full-time Faculty or adjunct instructional staff in the department when needed, attendance at admissions events, or response to student concerns (as well as Faculty). If the Chair is not available, they should designate another department member to cover those responsibilities. Communication may occur electronically or in person based on individual schedules.

The Chair should ensure that department meetings do not conflict with monthly School meetings that are convened by the Dean.

## Position Requests

Departments do not hold Faculty lines when they are vacated through retirement, resignation, or other forms of attrition. All unfilled or vacant lines are managed by the Provost's office. Chairs work with their Dean to make personnel requests and complete the necessary paperwork for the replacement or creation of new lines in the department. (See Faculty Manual Section 2.4 on Search, Appointment, Orientation).

When justifying the need for any position, the Chair should not simply state that it is a replacement line. Rather, the Chair should consider the need for the line based on data and other information related to the most recent program review such as developing fields, undergraduate and graduate teaching, connections with interdisciplinary programs, clusters of strength throughout the academic division, enrollment trends/goals, student/faculty ratio, accreditation requirements, potential retiring faculty, and other relevant factors that might be useful in supporting the request.

Chairs will provide written justification and support to the Dean along with the completed Request for Position Recruitment Form (located on Server Six/Human Resources/Forms). Upon approval, the Request for Position Recruitment Form with written rationale will be submitted to the Provost. The completed form goes to the Faculty Personnel Committee for consideration.

Graduate Assistants are also subject to this process.

## Hiring

Official job offers will be made by the Provost or President after receiving written recommendations from the search committee, and meeting with the chair of the search committee and the Dean. Other details about the search process can be found online at inside.heidelberg.edu at the Human Resources site.

## Adjunct Instructional Staff Hiring and Support

Chairs recruit qualified adjunct instructors to meet departmental needs that cannot be covered by full-time or significant part-time faculty; however, chairs should make efforts to maintain a high percentage of first-year courses taught by full-time Faculty. When hiring adjuncts, Chairs will work with their Dean to interview candidates, check candidates' references, and make an offer to the selected candidate pending a background check. To initiate the background check, chairs inform Human Resources of the adjunct instructor's name and contact information; Human Resources will then contact the candidate for sign-off to do the background check and will follow-up with the Chair and Dean to verify the results. Once the candidate is officially hired, the Chair is responsible for working with Human Resources and the Director of the Center for Teaching Excellence to ensure the new adjunct completes all necessary paperwork and receives all necessary guidelines to provide instruction, such as book order instructions, course cancellation policies, grade and appraisal entries, etc. Chairs will also consult with their Dean to secure (generally shared) office space as well as computer and phone access for the adjunct instructor.

## Faculty Overload and Adjunct Instructional Faculty Request

The Chair recommends appointment of Faculty overloads and adjunct instructional Faculty to the Dean.   Prior to registration, Chairs complete the Adjunct and Overload Request Forms available online, and submit to the Dean for the following academic year. This form provides justification for overload and adjunct instructional assignments, notes travel costs over 30 miles from the university, and facilitates long-term planning of courses based on frequency of offerings, requirements for majors, course recurrence, sabbatical replacement, and any special funding possibilities.  Prior to each semester, Chairs must complete a separate *Letter of Appointment Request Form* and submit it to Dean and AVPAA so that instructors will receive letters of appointment for their courses.

## Faculty Leaves

### Sabbatical

After consultation with the Chair, Dean and/or other appropriate administrative officer, any full-time faculty member may apply to the Faculty Personnel Committee for a sabbatical leave after a minimum of six years of full-time service, or after completing six years of service since the individual's last sabbatical. The sabbatical application guidelines include how classes will be covered. Additional information for sabbatical leave is in Section 2.10.1 Sabbatical Leave in the Faculty Manual.

### Leaves of Absence

After consultation with the Chair and Dean, any faculty member may apply to the Faculty Personnel Committee for a Leave of Absence without pay. FPC will announce each spring the deadline for submitting proposals for Leaves of Absence. Additional information on Faculty Leaves of Absence is in Section 2.10.2 of the Faculty Manual.

### Medical Leaves

The Faculty member must meet with the Chair and Dean in order to discuss Medical Leave options. This meeting should occur as far as possible prior to the onset of the leave. It is the responsibility of the Chair to maintain the academic programs' integrity by reassigning the Faculty member's duties and seeking remuneration for such work through supplemental contracts or, when necessary, by hiring (although not necessarily at the same academic rank) a short-term instructor. Chairs will consult with department Faculty members and their Deans in making these decisions. Additional information on Medical Leaves is in Section 2.11.1 of the Faculty Manual. Information on Parental Leave is found in the FMLA section of the Employee Benefits Handbook. There is information in that section that specifically addresses faculty.

## Faculty Mentoring and Evaluation

### Faculty Mentoring

The Chair serves as a role model for department Faculty and ensures a collegial environment where information sharing is encouraged and feedback is provided in a timely manner. The Faculty Development Committee provides new Faculty with a mentor outside the department to answer questions and to serve as a campus resource outside the department. Chairs should also track the involvement of each faculty member to elected and appointed committees. It is important to work with new faculty members, who are eager to get involved on campus, so they do not become overextended.

### Professional Development Requests

Prior to registering for professional conferences and meetings, a completed Professional Development/Conference Grant Application (found on Server 6/Forms/Academic Affairs) must be signed by the Chair and the appropriate Dean so that funds can be approved and encumbered. Completed forms are then sent to the Provost's office for processing.

### Annual Evaluations

Evaluation of instructional staff is a multi-part process, and includes an evaluation by the Chair. All full time and significant part time instructors complete a Faculty Self Evaluation Form based upon the Criteria for Personnel Action as approved by the General Faculty, and submitted it to the Chair. The Chair responds in writing. The instructor may answer that response in writing. The Chair and instructor meet to discuss and sign the evaluation, which is forwarded to the Dean and the Provost of the University. Additional information on Faculty evaluations is in Section 2.6.2 of the Faculty Manual.

**Student Course Questionnaires**

Student course questionnaires are administered each semester in all courses taught by non-tenured faculty and adjunct instructors. Questionnaires in courses of tenured faculty are administered at least one semester every two years. Individual professors and departments are encouraged to administer additional evaluation instruments for the improvement of course and teaching effectiveness. Chairs should remind adjuncts and all faculty of the importance of these documents. These questionnaires are for formative purposes only and only the instructor receives them, although the instructor should reflect on their questionnaires as part of their annual self-evaluation (See Section 2.6.2.1 of the Faculty Manual).

**Promotion and Tenure**

Pursuant to Section 2.2.9.4 of the Faculty Manual, the Chair will supply a Letter of Evaluation for promotion and/or tenure addressing teaching, scholarship and service, and including a detailed summary of input from tenured departmental Faculty. The Faculty member requests the Letter of Evaluation from the Chair, and the Evaluation is forwarded directly to FPC by the Chair.

A Letter of Evaluation for a Promotion Portfolio is different than a Chair's annual evaluation of a Faculty member. As part of developing the Letter of Evaluation, the Chair shall consult with the full-time tenured Faculty of the department.

## Guideline for Department Reviews

Chairs will take the lead role in completing all annual and decennial academic program reviews for internal or external (accreditation) evaluation purposes. The process is facilitated by the Office of Academic Planning, Assessment, and Institutional Effectiveness.

Each of Heidelberg's academic programs (majors/minors) undergoes a yearly review, implements systematic and regular assessment of each of its learning outcomes, and participates in an in-depth decennial review. Individual assessment plans and learning outcomes for each degree program.

# III. Resources to Support Instruction

## Course Scheduling

In compliance with the Faculty Manual, the Chair arranges the departmental teaching schedule after consultation with members of the department and coordination with related departments.

The Chair works with the Registrar's office and Dean regarding the department schedule within the guidelines contained in the Schedule Utilization Policy and Blocks (which is found on Server 6/ Registrar Info/ Schedule Guidelines) document. The Registrar will follow the Timelines for Academic Planning (found on Server 6/ Registrar Info/ Schedule Guidelines) regarding the draft, release, and approval of curricular scheduling changes for each semester (see also the Flow Chart). The Registrar gives access to the Chairs to amend the draft schedule of classes for the following academic year. Modifications and additions will be made by the Chair and approved by the Dean. Final class schedules must be approved by the Deans and/or Associate VPAA. If proposed courses cannot be staffed by full-time faculty members, the Chair may request the hiring of a supplemental instructor, either an adjunct or a full-time faculty member who is willing to teach an overload.

The Registrar publishes a Chair Guide with information on accessing Banner for course overrides or petitions and to view student registration pins.

Chairs ensure that teaching obligations and courses are in compliance with University policies relative to course cancellations. Classes of absent members of the department should be covered, preferably by another instructor or by prior arrangement for substitute work.

Permanent change in regular rotation of courses should involve consultation with other departments to avoid conflicts to student schedules. These changes must be submitted using the catalog change form, approved by Undergraduate Curriculum Committee (UCC) and announced to the General Faculty.

## Required Signatures for General Education Courses, Changes in Catalog

The following must be signed by the **Chair, Dean, Provost**, and then forwarded to UCC (ucc@heidelberg.edu) for approval or announcement at a faculty meeting:

a. New course proposals (sample submission forms and the proposal forms are on Inside.Heidelberg, Undergraduate Curriculum Committee/ UCC Forms);
b. Changes in number of credit hours of a course;
c. Changes in major or minor requirements;
d. Additions or deletions of course from schedule must complete the Schedule Changes Form to make a schedule change once the schedule becomes official by the Provost
e. UCC paperwork:
    i. Significant changes in course descriptions;
    ii. Changes in course titles;
    iii. Changes in General Education status of a course;
    iv. Change in prerequisites (Notify Provost);
    v. Change in major/minor description statements
f. Grade changes (Provost approval required)
g. Graduate courses requesting changes in class caps/maximum enrollment
h. Assessment of low enrollment course

The following must be signed by the **Chair, Dean and AVPAA,** and then forwarded to the Registrar:

a. Independent Arrangements
b. Over-hour Approval
c. Late Drops
d. Last 30-hour approval
e. Course Conflict forms

The following must be approved and signed by the **Dean** and then forwarded to the Registrar:

a. General Education Petitions
b. Change in undergraduate class caps/maximum enrollment
c. Late Adds (with approval of instructor)
d. Change of class meeting time
e. Change of instructor
f. Change of classroom assignments

### Library Services

The Director of Library Services works with the department faculty and the Chair regarding library holdings, acquisitions, periodicals, and other material to support the department's curriculum. The library also provides library instruction upon request for all departments and programs.

## IV. Students

### Declaration of Major

The Declaration of Major form is used by first-year undergraduate students who want to declare their major, minor, or concentration. The declaration of a major for professional programs may involve an application process and specific timelines when the major can be declared.  Students changing or declaring a major must meet with the Chair or delegated department Faculty member who will assign a department advisor. The signed form must be completed before returning the form to the Office of the Registrar, University Hall 115.

### Departmental Change of Major/Minor/Advisor

Students who want to add, drop, or change their major, minor, concentration, or advisor, must complete the Departmental Change of Major/Minor form. Students must obtain the Chair's signature before returning the completed form to the Office of the Registrar, University Hall 115.

Advising responsibilities should be distributed equally within a department. First-year Faculty do not advise students.

### Approval of Transfer Courses

Undergraduate courses in which students earned a C or better will transfer for credit to Heidelberg, with some exceptions. Chairs should review a transfer course syllabus to make the determination whether that course is equivalent to a department course. It is the transfer student's responsibility to provide a syllabus to the Registrar's office who then forwards it to the Chair for evaluation. Some courses may transfer in as elective credit, not fulfilling a specific requirement, while other courses, based on the Chair's evaluation may fulfill a major requirement. While Heidelberg does not limit the number of credit hours students can transfer at the undergraduate level, only 60 hours from two-year institutions may be applied toward a Heidelberg degree.  Additionally, no less than 30 hours must be earned in residence. Review Graduate Catalogs for course transfer policies.

The Transfer Evaluation System (TES) is a tool that can be used by students or Faculty to estimate how transfer courses may be applied at Heidelberg.

## Degree Audit Petitions

Chairs may provide a degree seeking student with an alternative course to substitute for a curriculum requirement. This action is typically taken when a course is no longer offered or for a course that is not offered in the current sequence. It is the Chair's discretion to determine the substitution, and the substituted course must be of comparable academic level. Chairs should work with DegreeWorks and the Registrar to verify that a proposed substitution will not create unintended challenges for the student. Another type of petition is used when a grade waiver is permissible within the department. All curricular adjustments are entered via DegreeWorks entering a petition.

## Grade or other Grievances

Students who believe a final course grade has been assigned in an erroneous, capricious, or discriminatory manner may appeal the grade. The grade appeal process must be started within the first regular semester following assignment of the final course grade. The complete policy appears in the Student Planner Handbook available from the Dean of Student Affairs office. Once a grievance or grade change by a faculty member has been approved, the Dean should notify the Office of the Registrar to begin the grade change process.

## Internships

The Internship Learning Contract is available online. Students must work with the Faculty member supervising the internship to develop appropriate outcomes. This form must be signed by the student, Faculty supervisor, site supervisor, and Chair. The Chair should be aware of the total number of internships an individual faculty member supervises and avoid overloading any one faculty member with this responsibility. The completed form is returned to the Director of Career Development & Placement in the Owen Center for Academic and Career Support for approval and then forwarded to the Registrar. Specific guidelines for internships are outlined in the Undergraduate Internship Program Handbook.

## Independent Studies

Chairs must approve any individual work that a student proposes to do with a Faculty member as an Independent Study. An independent study covers a topic of interest to the student and may involve research, and/or extensive work outside of a classroom. Attention should be paid to the amount of work to be done and meeting time to warrant the credit hours earned. The Chair should avoid overloading any one faculty member with this responsibility. Independent Course of Study (Topics) Contract must be signed by the student and instructor. Then, the form along with a current syllabi must be forwarded to and signed by the Chair and Dean. Completed forms will be returned to the Office of the Registrar. Independent Study instruction is at the discretion of the instructor with the approval of the Chair and the Dean. There is no monetary compensation for Independent Study instruction.

### Independent Arrangements

Chairs must approve the Independent Arrangement of any course to be offered by a Faculty member in addition to the class schedule. The amount of work expected and the meeting time with the professor should justify the credit hours earned. The Chair should avoid overloading any one faculty member with this responsibility. Independent Course Arrangement Contract are limited to students with fewer than 45 hours remaining until graduation. They are discouraged except in extreme cases that the student is unable to take the course through no fault of the student, e.g. the course is not scheduled at a time the student can take it, and there are no course substitutions available to the student. Forms must be forwarded to and signed by the Chair and Dean. Completed forms will be returned to the Office of the Registrar. Independent Arrangement instruction is at the discretion of the instructor with the approval of the Chair and the Dean. A separate Letter of Appointment will be issued outlining a compensation schedule.

## V. Budget and Operations

Departments are allocated a budget that is reassessed and renewed each fiscal year (no later than June 30). The Deans and Chairs are responsible for the ethical use of the funds that are provided to the department. Budgets can be viewed on OASIS under the Finance tab. The Chair (or representative) must have access to the Finance module to view the budget. All expenses should be approved by the Chair or Dean before purchases/orders are made. Training is provided by Barb Gabel in the Business Office.

### Purchases and Expense Requests

Requests to purchase supplies, equipment, and services should be directed to Chairs. Purchases of supplies, equipment, and/or services exceeding $300 should also be forwarded for approval by the Dean. Requisitions must be authorized by the Business Officer. No faculty member may sign a contract, including grants, with any outside vendor committing the University or its resources without the written approval of the Provost and the Vice President for Administration and Business Affairs or their representatives.

Any proposed purchase over $50 requires a purchase order before the purchase can be made, even if the purchase is to be made on the School's credit card. Verbal authorization to ship goods or to approve the rendering of services without issuing a purchase order number is prohibited. Requisitions are submitted through OASIS under the Finance tab. After the Business Office processes the requisition, a purchase order is delivered via email. Upon receipt of an invoice, the purchase order is attached to the invoice along with the account numbers and the signature of the Chair and/or Dean and then sent to the Business Office. The Business Office will send a check out on Friday if the invoice/purchase order is submitted by noon on Monday.

## Budgetary Notes:

1) During the close out of the fiscal budgeting period, all purchases must be received by June 30th and all packing slips must be included in the invoice request in order to be included in the current year's budget.
2) Each School has been issued a credit card (need to talk a little about the procedure)
3) Each School has been issued a Wal-Mart credit card. Chairs should work with their Administrative Assistants.

Administrative Assistants manage all credit cards within their respective Schools in accordance with the following procedure:

In order to manage purchases efficiently, the Heidelberg University Business Office has distributed credit cards to a number of administrative assistants. These cards are for use by staff and faculty who have been pre-approved by the Dean and/or Provost for:

- conferences
- travel
- hotels
- subscriptions/membership fees
- Classroom and/or instructional materials.

The Manager of the card (i.e. the administrative assistants) will have a sign-out system that includes:

- Name of person taking the card
- Date of sign-out
- Reason for use
- Date of return

The card user must turn in all receipts at the time of returning the card. If a PO number is available, it needs to be written on the receipt when turning in. Otherwise, provide the PO number upon processing. The manager of the card shall be the administrative assistant to the department or school name on the card. If multiple administrative assistants are involved with one card, each assistant may hold a photocopy of the card in a secure, locked location. The photocopy is not to be used by anyone except that administrative assistant.

## Reimbursements and Invoice Payment

Reimbursement of expenses and payment of invoices should be completed as follows:

A) Invoices may be submitted to the Business Office, after the issuance of a purchase order, by assigning the purchase order number on the front of the Invoice and affixing appropriate signatures.
B) Check Request Forms are not required for all invoices; they should be submitted in particular

instances, e.g., personal expense reimbursements, speakers, etc. (verify with the Business Office)-link to the form The Check Request Form requires the-purchase order number if the reimbursement is over $50. All receipts must be attached to the Check Request Form along with the account numbers and the appropriate signatures.

### Travel Expense Guidelines

Travel requests beyond departmental funds are made to the Provost's Office.

### Grants & Other Funding

Departments with external funding from grants, endowments, or other types of funding will work with the Business Office to gain access to the funds.

### Student Workers

When a department hires a student, a complete job description must be filed in the Business Office, along with other required employment paperwork prior to beginning work. Students who qualify for Federal Work Study (FWS) will be listed in the Work Study folder on Server 6. FWS students working during the fall and spring semesters must complete an Orange Hire Card found in the Business Office. The Orange Card must be returned to the Financial Aid Office in University Hall.

## VI. Administrative Liaison with Departments

Chairs and departments benefit from working with administrative/campus offices within the University to assist with various tasks.

### Admissions/Enrollment Management

The following represent some the ways the Chair has contact with the office~~s~~ of admission:

- Share how the academic department is being promoted to prospective students by admission counselors – online, in printed materials, and in person;
- answer questions related to campus tours and what student tour guides are showing and/or saying about the department;
- respond to requests from the office of admission about which Faculty members are representing the department at prospective student campus visit days and scholarship programs;
- organize and engage student/staff/Faculty in recruitment efforts such as Scholars, Preview and other recruitment days;
- monitor the amount of prospective student interest in the department at various levels of the admission funnel -- inquiries, applications, admitted and enrolled students; and
- request periodic lists of prospective students interested in the department with contact information.

Contact the office of admissions directly via phone (extension 2330) or e-mail (admissions@heidelberg.edu); contact financial aid via phone (extension 2316) or email (financial-aid@heidelberg.edu). Chairs are welcome to contact individual staff members in these departments using the online Directory.

## Human Resources

The Office of Human Resources can assist with issues of the workplace beyond Academic Affairs. Some of the services include information about:

- Harassment and Sexual Misconduct

Harassment is physical conduct, verbal conduct or other expressive behavior, including written or pictorial expression, that explicitly demeans the gender, race, sexual orientation, religion, color, creed, disability, national origin, veteran status, ancestry or age of a person or persons and 1) interferes with education, employment or other College-authorized activity or 2) creates an intimidating, hostile or demeaning environment for education, College-related work, or other College-authorized activity. Additional information on definitions of harassment and disciplinary action is found in Section 3.12.1 in the Faculty Manual.

- Complaints / concerns covered by Title IX or other Discrimination Policy

The Affirmative Action Plan, The Title IX Institutional Self Evaluation, The Transition Plan and Self Evaluation under Section 504 are on file in the Personnel Office. Refer to Human Resources for additional information.

- Accommodations for work

In the event of a return to work situation from either a work-related or non-work related injury or illness, an employee may need or request an accommodation in their workplace or other work duties. HR must be involved in any discussion regarding a return to work situation in which an accommodation is explicitly or implicitly requested.

- Work related illnesses injuries, safety, or occupational health matters

Any work-related illness or injury, safety or occupational hazard or risk should be reported immediately to HR.

- Benefits and Retirement

All University benefits are administered by the HR office; as such, questions or concerns regarding benefits may be referred to HR as needed.

- The Staff Handbook

This Handbook includes a variety of policies and processes that are applicable to all Heidelberg employees.

## Marketing & Communication Services

Marketing and Communication Services (MCS) provides a framework for delivering consistent, accessible and timely information that enhances and improves the University's brand image. Their goal is to strengthen relationships with students (both prospective and current) and their families, Faculty and staff, alumni, community and donors. In short, the goal is to show and tell the Heidelberg story. Some of the things that MCS does include~~:~~

- Marketing: Develop strategies to help the University strengthen enrollment, enhance the brand and advance the University's strategic goals.
- Publications: Manage print and electronic publications through conception, design, proof, print and distribution phases.
- Web Services: Develop and maintain web applications to ensure quality experiences for various user groups. Create, edit and organize website content and visual components.
- Media Relations: Disseminate information in a coordinated and consistent fashion to build positive awareness of Heidelberg at the community, state and national levels. Develop PR plans and press releases.
- Social Media: Capture university activity and promote engagement with current students, alumni, prospective students, Faculty and staff through social media outlets.
- Photography: Maintain and expand a collection of photographs of people, facilities and events.
- Institutional Identity: Maintain a set of guidelines (graphic standards, web guidelines, social media policies and editorial style guide) to assist university departments with creating quality and consistent publications and communication materials.
- Editorial Services: Writing and editing assistance and general editorial guidance for select written and electronic publications; leadership role in communications for the Office of the President.

### Alumni Relations/University Advancement & Marketing

Our Alumni and Advancement Offices are interested in what our current students and graduates are doing! It is helpful when Chairs report the accomplishments of our Faculty, students, and alumni. That enables them to pass along good news at Alumni events, print it in institutional publications, or share it with potential donors.

# APPENDICES

A. Academic Calendar

In addition to the undergraduate academic calendar, separate calendars are available online for MAC, MAE, MBA, and MME Programs, and for the Summer schedule.

B. Exam Schedules

Final exam schedules are available at Inside Heidelberg for the current academic year.

C. External Resources for Observation and Evaluation of Faculty Teaching

What New Chairs Should Know

The Dreaded Peer Teaching Evaluation

Effective Use of Student Evaluations

Faculty Perspectives on Peer Evaluation