

Texas Christian University  
**HANDBOOK FOR  
DEPARTMENT CHAIRS**



Texas Christian University  
Fort Worth, TX 76129

**TCU**<sup>®</sup>

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# I. INTRODUCTION

It is a common saying in academic circles that department chairs have the most difficult job in a university. This is perhaps in part because department chairs stand at the crucial intersection of students, faculty, and upper-level administrators. In the 2015-2016 academic year, Provost Nowell Donovan and Assistant Provost of Educational Technology and Faculty Development Romy Hughes decided that the University needed to do more to support department chairs on campus. They asked me to join with them in thinking about ways to accomplish this goal. This handbook is one result of those efforts. This document has benefitted from the input and suggestions of many department chairs, program and school directors, associate deans, and deans from across the TCU campus. As such, it represents the collective efforts of a group of dedicated administrators who work for the good of the university.

This handbook outlines the general responsibilities of department chairs in academic units across campus. Rather than a discipline-specific document, it provides a description of the major responsibilities, policies, and deadlines common to most academic departments at TCU, along with links to forms and documentation designed to support chairs in their work. This handbook uses the term "chair" or "department chair" to represent department chairs, program or school directors, and in some cases dean or associate dean. Those seeking more information should consult Handbook for Texas Christian University Faculty and Staff and consult with their dean. Another useful tool for department chairs is the TCU Chairs Resources website, housed on the Koehler Center's website.

Peter Worthing  
Chairs Coordinator, 2019

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*To educate individuals to think and act as ethical leaders  
and responsible citizens in the global community.*

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## II. Major Responsibilities of the **DEPARTMENT CHAIR**

### Department Chair as Leader

Department chairs serve in a critical leadership position. In addition to supervising faculty members, making recommendations on promotion and tenure decisions, managing the budget, overseeing the class schedule and curriculum, supporting faculty teaching and research, directing personnel, and myriad other duties, chairs serve as the department's primary point of contact with prospective students, faculty, and visitors to TCU. They also represent their departments in meetings and conversations with upper administration and other offices on campus. Most importantly, department chairs play an essential role in setting goals for the department and helping faculty members work together for the success of the academic program and its students. Most chairs serve a three-year term in office, though many chairs serve two terms and some even more, depending on the situation. The dean evaluates the performance of all department chairs within his or her college.

### Preparation for Serving as a Department Chair

Prior to taking a position as department chair, prospective chairs should prepare for the job by taking advantage of professional development opportunities both on and off campus. For example, prospective chairs might attend the Koehler Center's training sessions for new chairs, typically held in May or August, and meetings of the "chairs council." The latter group is composed of all department chairs and program directors on campus. The "Chairs Coordinator," appointed by the provost, convenes meetings of the council, arranges training sessions and workshops, and generally supports the work of department chairs at TCU. These activities will introduce prospective chairs to the responsibilities of the job and allow them to build a support network of other chairs as they begin their term as chair. It is also advisable to have the new chair "shadow" the outgoing

chair for one semester prior to taking up the new position and to attend meetings, as appropriate. The office of Human Resources offers a series of "Learning and Organizational Development" training sessions, many of which benefit supervisors and chairs. In particular, these sessions help improve management skills and communication techniques. Many new chairs attend conferences and workshops designed to help them adjust to their role as an academic leader. Examples include the American Council on Education's (ACE) Leadership Academy for Department Chairs, the Council of Independent Colleges' (CIC) Workshops for Department Chairs and Division Chairs, the Council of Colleges of Arts and Sciences' (CCAS) Leadership Development Workshops, or the Academic Chairpersons Conference sponsored by Kansas State University. Some organizations offer discipline-specific workshops, which can be particularly helpful to new chairs. Most deans are willing to provide financial support for travel to these conferences and workshops. Chairs interested in higher-level administrative service might also consider additional programs for academic leaders, such as the Harvard Leadership Development Program the HERS Program: Leadership Training for Women in Higher Education.

### Department Meetings

Chairs are responsible for convening regular meetings of the department faculty to discuss issues of importance. The number of meetings might vary from department to department, with some meeting monthly while others meet weekly. Department meetings are an opportunity to disseminate information, to facilitate discussion of new proposals and departmental initiatives, to vote on important issues, and to ensure that all department members have a role in decision-making. Most chairs are careful to solicit agenda items from colleagues and send out the agenda ahead of time. One member of the department should keep the minutes of the meeting and make

them accessible, perhaps on the department common drive, so that anyone who missed the meeting can consult them. Department meetings sometimes feature discussion of contentious issues, so the department chair must make efforts to maintain civil discourse, mutual respect, and open participation.

### Meeting with the Dean

In most colleges, the dean will hold regular meetings of all department chairs to discuss college business. These meetings serve many of the same purposes as the department meeting, such as dissemination of information and discussion of relevant issues. The chair is a critical liaison between the academic department and the dean's office, serving as a representative, spokesperson, and advocate for the department. The chair serves as the conduit for presenting departmental views to the dean and for conveying the dean's response back the department. The dean will rely on the chair to advise on matters of tenure and promotion, to promote college initiatives and programs, to develop budget requests for the ensuing fiscal year, to lead the department's strategic planning, and to provide guidance on issues of personnel and hiring. At the end of each academic year, chairs typically provide the dean with a department annual report on the teaching, research, and service activities of the department and its individual members. This report should also indicate the unit's progress towards meeting its strategic goals.

### Hiring New Faculty

Presiding over the process of hiring new faculty members is among the most important jobs of the department chair. It involves careful coordination of search activities between the department, Human Resources, and the provost's office. A full description of the process chairs must follow in faculty searches appears on the provost's website (Search Procedures). Chairs must pay close attention to the details of the process and keep copies of all materials associated with the search. Mistakes in the process or failure to provide required documentation may result in a canceled search. Keep in mind that the process may vary slightly, depending on whether the position is for a permanent faculty member (tenure-track or instructor line) or a lecturer on a one-year appointment. In both cases, the process begins with a Search Authorization Form, which requires the signatures of the department chair, the dean, the provost, and the chancellor before advertising the position. After obtaining all signatures on the Search Authorization Form, the department chair must post the job advertisement in a variety of places including national professional organizations such as The Chronicle of Higher Education, H-Net Job Guide, and appropriate discipline-based publications. The department chair must send the job advertisement copy to the provost's office, which will then send





it to Human Resources for posting on the faculty jobs portion of the HR website. In addition, the job advertisement must appear in multiple websites dedicated to underrepresented minority groups and women's organizations. The provost's office provides a list of these websites along with usernames and passwords to access TCU's institutional accounts with these organizations. It is important to include all requirements - degree, years of experience, teaching and/or research emphasis, as well as the appropriate EEO/AA statement - in the job advertisement. Some departments or colleges have specific guidelines for handling issues of diversity within searches, such as AddRan College's "Best Practices for Faculty Searches."

The department chair is also responsible for appointing a search committee, composed of appropriate members of the department. The provost's office recommends including an additional committee member from outside of the hiring department. The search committee typically reviews the materials of all applicants, using the iGreentree Hiring Module. After reviewing the applications, the search committee typically provides the department with a "short list" of candidates for interviews at a professional conference, by phone, or via videoconference. In the process of reviewing the applications, the search committee must list a specific reason why each applicant for the position failed to advance in the search. Before inviting finalists to campus for the final round of interviews, the department chair must ask Human Resources for a "Requisition Summary" and submit it to the dean along with the completed EEO I form, copies of all job advertisements posted, and a statement describing the search committee's screening process. The dean will sign the form and pass these materials on to the provost's office for approval. Once approved, the department may invite 2-3 finalists for campus visits. The chair, with the help of the administrative assistant, typically handles the logistics of the campus visit, such as arranging for travel, meals, and a research and/or

teaching presentation. The chair should review the requirements of the job with each of the finalists, explaining the teaching, research, and service expectations for the position. The chair should also schedule time for the candidates to meet with the dean, Human Resources, and other members of the department.

The final voting process will differ among departments. In some cases, the search committee makes a recommendation to the department, indicating its consensus choice. In others, the search committee does not make a formal recommendation. Regardless, each department should have a specific procedure for choosing a from among the finalists. Once the department completes its selection process and is ready to offer the position to a candidate, the chair must inform the dean of the decision and provide the provost's office with the name and e-mail address of the candidate in order to run a criminal background check (send this information to Cindy Odiorne (c.odiorne@tcu.edu). At this point, the chair may inform the candidate that a formal offer is likely forthcoming, assuming the candidate passes the background check. It is also appropriate to discuss issues such as salary, startup funds, and credit toward tenure for previous academic experience (be sure to consult with the dean on all of these issues). The provost's office will report the results of the background check to the chair, who will then submit a "recommendation to appoint" package to the dean's office for approval and forwarding to the provost. This package includes the position number, the candidate's name and curriculum vita, an evaluation of the candidate, an explanation of how the candidate will fit into the teaching and research efforts of the department or college, and a recommendation of credit toward tenure (if applicable). It also must include the final AA/EEO report, updating the previously submitted "Requisition Summary" to include comments on the other finalists who did not get the job offer. The provost's office issues the formal letter of appointment to the candidate, who signs and returns a copy to provost.



## Mentoring New Faculty

Presiding over the faculty hiring process is a vital part of the chair's job, but so is the mentoring of new colleagues and supporting their work as they adjust to their new position. This is particularly important for those new faculty members making the transition from graduate student to assistant professor or instructor. It is essential that the chair explain clearly to new colleagues the department's specific expectations with regard to teaching, research and creative activity, and service. The provost's office and the Koehler Center hold a new faculty orientation, usually the week before classes begin in August, so chairs should see that all new faculty members attend. Chairs should also make sure that new, permanent faculty members are aware of the resources available to support them in meeting these responsibilities, such as departmental funds for travel, internal grant opportunities, and support from the Koehler Center. Some chairs assign a specific senior colleague to mentor a new faculty member. It is good practice for the chair to "check in" periodically with new faculty during the first few years in order to provide support when needed and to ensure that the faculty member has adequate opportunity to ask questions and seek support.

## Annual Review of Probationary Faculty

Each academic year, the chair is required to write a review of each probationary faculty member, though the exact process may differ from department to department. Early in the fall semester, the chair should ask all probationary faculty members to submit a description of their teaching, research/creative activity, and service activities of the previous year. It is advisable to have the chair or a tenured faculty member from the department conduct a classroom observation with a written report at least once per year during the probationary period. The chair then uses this information, along with input from department colleagues, to draft the annual review, which covers five different areas of primary activity: teaching, research and scholarly achievement, service, student interaction, and professional development and ethics. The review letter should address each of these five areas, indicating satisfactory or unsatisfactory performance, with a supporting narrative. The review is typically due in October, with copies to the dean of the college, the provost, and the faculty member under review. For probationary faculty members in their first year, the review takes place in February and covers only the first semester of employment at TCU. The provost's office maintains a schedule of deadlines for annual reviews and the tenure and promotion process

The annual review is an opportunity to provide constructive feedback to the probationary faculty member. If there are deficiencies or problems, it is essential that the chair clearly identify the issue(s) and propose specific steps to rectify or remedy the situation. The chair should also bring in departmental colleagues as appropriate. The annual review is an essential part of the mentoring process, designed to support the probationary



faculty member in the course of the tenure and promotion process. The review letters also serve as a critical part of the legal documentary record to support decisions on tenure and promotion.

## Evaluating Staff

Most departments have one or more administrative assistants or other staff to support the chair and to manage the work of the department. Chairs are responsible for completing annual appraisals of all staff working under their supervision, due each year in January. Forms for the staff appraisals are available on the Human Resources website. Just as is the case for reviews of probationary faculty, this is an opportunity to identify issues or problems and make changes as appropriate. The Human Resources website offers tips and advice on managing the appraisal process. Chairs must send the completed appraisal form to Human Resources and provide the staff member with a copy. Because the appraisal requires supporting evidence, chairs must be attentive to issues of performance throughout the year.

## Assessment and Program Review

Annual assessment of academic programs is an important part of the ongoing process of improving performance. Department chairs are responsible for managing annual assessment activities to document successes and identify areas in need of improvement. The Office of Institutional Effectiveness provides support for developing and executing assessment plans. Moreover, all undergraduate and graduate academic programs undergo internal and external review every six years, though departments or schools accredited by a profession-specific organization might have a different review process. For most, this is a collaborative process among many or all members of the department, but the department chair or program director coordinates the review. It is an opportunity to evaluate strengths and weaknesses of the program and to identify areas in need of attention or resources. The review process involves creating a written report that describes the history of the program, the current assessment plan, data on student recruitment, retention, and placement, information on faculty and staff, and plans for the period until the next review. The

Office of Assessment will notify departments on the schedule for a program review by April 1, with the review to take place the following academic year. At any time, chairs may begin planning for this process by consulting the review schedule and other information on program review on the Institutional Effectiveness (Assessment) website. Dr. Chris Hightower (c.hightower@tcu.edu) is the main point of contact on issues of assessment.

Another important part of the program review is the creation of an external review committee, consisting of at least two academic professionals from outside of TCU. The provost's office will provide stipends and funds for travel, meals, and hotel for the external reviewers. After their visit to campus, the external review committee will submit a report on the program to the department, the dean, and the provost. The final stage of the process is a meeting between the chair, the dean, and the provost to discuss the external reviewers' report and to create a plan for making any changes, as appropriate. The provost will also meet with the department faculty to ensure the continued enhancement of the department in accordance with the review.

## Student Advising

While different departments have various ways of handling student advising, a chair is often responsible for dispensing advice and guidance to majors and minors. Some chairs delegate this responsibility to a single faculty member (with compensation), while others distribute advisees among all the department's faculty members. Regardless, there are bound to be occasions on which the chair must meet with students to help them make decisions about their classes or degree program, so chairs must be aware of the requirements for majors and minors. Moreover, there are designated advising sessions during the summer months, during which new students or transfer students require initial advising. The Center for Academic Services provides support on advising and working with students with disabilities. Many departments "certify" students for graduation, but chairs are often involved in approving exceptions or substitutions for major and minor requirements.

## Scheduling Classes and Managing Curriculum

Chairs are responsible for overseeing the department's course offerings, scheduling classes, and supervising the curricular development and revision process. It is important to follow university guidelines with regard to scheduling, such as maintaining an even balance between MWF and TR classes and ensuring that no more than fifty percent of the department's classes are scheduled during "prime time" (defined as classes starting between 8:45 am and 12:45 pm). Undergraduate classes that meet once per week must be scheduled at 2:00 pm or later. Some colleges may have additional requirements that pertain to times and location of classes. Chairs should be careful to ensure that the correct number of lower-level, upper-level, and graduate classes are scheduled to allow students to fulfill requirements for the major or graduation in a timely fashion. Chairs in departments with a significant number of prerequisites might find it useful to create a multi-year plan to organize course offerings. It is a good practice to review the department's curriculum periodically in order to address any emerging needs or eliminate unnecessary classes. All curricular changes must proceed through the curriculum committee of the individual college and the University Undergraduate Council or Graduate Council, as appropriate. The chair is responsible for initiating all curricular changes, or for designating another faculty member to do so.

## Managing the Budget

The department chair is responsible for managing the budget and for exercising wise financial stewardship over the department's resources. Chairs should be careful to monitor expenses, so that they do not exceed the operating budget. It is also important to ensure that the department's funds are distributed fairly and equitably, and used appropriately. Department chairs should periodically review monthly budget reports (with the administrative assistant working with the

budget) to remain aware of current expenditures and remaining operating funds. In the early fall, each college initiates a two-step budget planning cycle. Department chairs first meet with their dean in September to discuss "capital equipment" (equipment costing more than \$10,000, such as computers or audio-visual equipment for a lab), "instructional equipment" (equipment for classrooms or directly related to teaching), and "capital/reshoring projects" (renovations, remodeling, or improvements to existing facilities, offices, or classrooms) for the next fiscal year. Soon thereafter, the timing may vary depending on the college, the chair and dean discuss the general operating budget, including requests for additional operating funds (travel, copying, student workers), personnel (faculty or staff), and program (lecture series, conference, symposium). In the spring, after learning the outcome of these requests, the chair will prepare a new budget worksheet, which reflects newly allocated funds for the next fiscal year, which begins on June 1. Some department have "carryover" funds, which they can use to supplement the operating budget. These are unspent funds that have "carried over" from previous fiscal years.

## Hiring and Supervising Adjunct Faculty

Most academic departments employ one or more adjunct faculty members to teach required or supplemental courses. The hiring of adjunct faculty takes place through the Human Resources website, where qualified individuals may apply for adjunct positions. The provost's office places generic adjunct faculty advertisements on the Human Resources website, updated annually. Chairs can review the applicant pool at will and may request to hire an adjunct by forwarding the candidate's vita to the dean along with an explanation of why the department needs this adjunct faculty. If the dean agrees, the chair must provide the candidate's curriculum vita and e-mail address to the provost's office to initiate the on-line background check. Once the background check clears, the provost's office can issue the candidate a TCU ID number and the department administrative assistant will use the online system to recommend the appointment of the adjunct faculty member. See Procedures for Adjunct Faculty Searches for details. Chairs



should also be familiar with the Guidelines for (Re) Appointment of Adjunct or Part-time Faculty. It is a best practice to complete all hiring paperwork in the semester before the adjunct faculty member will start teaching. The Koehler Center offers orientation sessions for adjunct faculty in January and August.

Department chairs are responsible for the overall quality of instruction in their department, and therefore should supervise the work of adjunct faculty. Chairs should make sure that adjunct faculty members are familiar with the Adjunct Faculty Resource Manual, which includes important information for contingent faculty. Chairs should establish a system of classroom/clinic/practicum observations for adjunct faculty, to ensure quality instruction.

### Grade Appeals and Academic Misconduct

There are occasions when a student will come to the department chair to register a complaint about a faculty member or to appeal for a grade change. It is best practice to consult the Faculty Handbook for specific procedures on handling student appeals. The student must make a written grade appeal to the department chair within 15 academic days of the first day of the next long semester. The faculty member in question must respond to the chair in writing as well. It is appropriate to initiate conversations with the student and faculty member, asking each to present his or her view of the issue, but it is important to put everything in writing. It is the chair's responsibility to ascertain the relevant facts and to render a fair decision on the matter. After reaching a decision, the chair must inform the student in writing within 10 days of receiving the appeal. The chair must also make clear that the student has the right to appeal to the dean if not satisfied with the chair's mediation.

In the event of student misconduct, such as plagiarism, the chair must take all such cases seriously. When a faculty member reports an act of plagiarism or other academic misconduct to the chair, it is the chair's responsibility to report the incident to the dean or academic administrator responsible for the unit. This is important in part because the dean or higher-level administrator may know whether this is the first case involving the individual student, or if there are multiple such cases.

### Confidentiality and Privacy

The Family Educational Rights and Privacy Act (FERPA) of 1974 protects the privacy of student education records. Without the permission of the student, the chair cannot reveal or discuss academic records (grades, attendance, enrollment records, etc.) with anyone other than those with a legitimate educational interest (such as school officials). This includes parents, guardians, and relatives, who must get permission from the student to get access to the student's records. If a parent or relative contacts the chair about student records, the chair should explain that FERPA prohibits this without the student's consent. If necessary, refer the parent or relative to the dean's office. For more information on FERPA, consult the Office of the Registrar.

### Distribution of Information

The department chair is responsible for disseminating information to students, faculty, and staff in a timely and efficient manner. This might include information about courses, class schedules, major and minor requirements, changes in programs, assessment plans, events, or important deadlines. Most organizations and units on campus that seek to distribute information will send the message to the department chair, expecting that the chair will pass it on to the faculty, majors, and minors in that department or program, as appropriate. It is the responsibility of the chair to keep the faculty informed.

## Sabbatical and Paid/Unpaid Leave

Each year in the fall, the provost and deans will request applications for sabbatical research leaves. There is a form that faculty members requesting leave (paid or unpaid) must fill out, which requires the chair's signature. The chair should also provide a brief explanation of how the department will cover the classes for the faculty member on leave. Faculty members may also apply for unpaid leave. Typically, faculty members are eligible to apply for a paid sabbatical research leave every seven years, meaning they teach for seven years and take leave during the eighth year. Sabbatical research leaves are limited to tenured faculty, though untenured, tenure-track faculty members may apply for paid leave as a part of a grant or fellowship opportunity, with the approval of their dean. Faculty members applying for paid sabbatical research leave may take one semester leave at full salary or a two-semester leave at half salary. For paid leaves, the individual is obligated to return to work at TCU for one year following the paid leave. The leave requests are due to the provost in November. If the leave involves a tenure-track faculty member requesting leave to accept an outside fellowship, the chair and the faculty member should consult on whether or not the leave year will count as time toward the tenure decision. Some might wish to "stop their tenure clock" for the period of the leave.

## Medical leave (Including Parental Leave)

TCU faculty members are eligible for three months of paid "sick leave," which includes "disability due to pregnancy and childbirth." Both female and male faculty members are eligible for paid leave to provide care for a newborn child. This policy includes not only childbirth, but adoption, acceptance of a foster child, care for a seriously ill spouse, domestic partner, child, or parent, as well as one's own serious illness. The chair and the faculty member on medical leave should consult on whether or not the leave period will count as time toward the tenure decision. As with other forms of paid leave, some might wish to "stop their tenure clock" for the period of the leave.

## Risk Management

Chairs are responsible for ensuring that all department activities conform to TCU policy and procedure regarding risk management. This includes study and research abroad, using university vehicles, field trips away from campus, and student, faculty or staff injury. Consult with the Office of Risk Management for support on all issues related to health, safety, and risk management.

## Contracts

Some departments contract with external vendors or parties for goods and services related to academic programs. Chairs can initiate such a contract using the Cobblestone system. The director of contracts reviews all requests submitted through Cobblestone before sending them to the vice chancellor for finance and administration for approval. Contact the Office of the Director of Contracts for support with contracts or the Cobblestone system. In departments that use external vendors, chairs and administrative assistants should go through Cobblestone training. Chairs may be required to construct a contract template for vendors using invoice-based contracts. In that case, the contract framework and language should be completed by the contracts office.

## Study and Travel Abroad

Chairs should make sure that all faculty, staff, and undergraduate/graduate students traveling abroad for TCU business register with the Global TCU Travel Registry. This helps keep everyone informed about travel warnings and per diem policies. It also provides assistance and facilitates benefits in the event of a health or safety emergency. The Center for International Studies offers specific policies for TCU Sponsored Activities Away from Campus.



## Branding Standards

The Office of Marketing and Communication works to ensure that TCU is represented in a consistent and integrated manner to the outside. This includes branding policies that regulate the use of TCU images, colors, and logos. Before using images, colors, or logos for department materials (including the department website), chairs should consult the Branding Standards document.

## Advancement

Department chairs are increasingly called upon to support advancement and fundraising. Many colleges have their own development officer who takes the lead in these matters, but they rely on department chairs to help them identify fundraising priorities and potential donors from the ranks of the department alumni. Ways to help include maintaining a list of department priorities and needs in order to keep advancement officers up-to-date and compiling lists of graduates who might later donate to the department or otherwise support the department's work. Chairs can also help explain to potential donors the importance of the work that the students and faculty members do and why the donor should consider supporting that work. Chairs should consult with their respective development officer before engaging in any fund-raising-related activities.





## III. Important Policies **AT A GLANCE**

### Alcohol

Generally, the sale or consumption of alcohol is prohibited on campus. However, under certain conditions, alcoholic beverages may be served at campus events, but this needs the approval of the Vice Chancellor for Student Affairs. The University prohibits the use or possession of alcoholic beverages in institutional settings, including those remote to the campus. There may arise occasions when a faculty/staff member may wish to have alcohol served at certain functions off campus, but this needs the approval of the Vice Chancellor for Student Affairs.

### Bomb Threats

If you receive a bomb threat, notify TCU Police Department immediately at ext. 7777 or 817-257-7777. Notify your supervisor once you have police en route to your location.

### Computer Technology Acquisitions

All computer technology acquisitions must be purchased through Information Technology. Additionally, all computer technology assets purchased with University funds are the property of the University and not a specific faculty or staff member's personal property. Information Technology must approve any software, funding, and or maintenance to the new acquisition.

Chairs are responsible for the maintenance of computer labs and should consult with Information Technology (IT) as to the replacement cycle. They should work proactively with IT to ensure that lab software is kept up to date for teaching purposes. Regular faculty computers are replaced on a five-year cycle. Any needs beyond the standard university-issued equipment are the department's responsibility.

### Course Syllabus

Students in each course will be given a syllabus very early in the term, preferably on the first meeting of a course. A file copy of the syllabus should be submitted to the department chair or analogous supervisor. A syllabus should include the goals of the course, objectives and outcomes, a statement of course expectations,

a statement regarding the faculty member's policies on attendance, make-up work, and missed exams, information concerning assignments, information about due dates for assignments, a statement reflecting TCU's policy accommodations under the Americans with Disabilities Act (ADA), and the instructor's contact information as well as office hours. The Koehler Center has syllabus templates that serve a variety of class styles.

### Crime Reporting

The TCU Police Department encourages anyone who is the victim or witness to any crime to report the incident promptly to the police at x7777.

### Conflict Resolution policy for Faculty and Staff

The purpose of this policy is to afford TCU faculty a prompt and fair method for the resolution of work-related problems or disputes and to encourage informal dispute resolution through discussion and mediation. The faculty conflict resolution process should follow the following steps: informal discussion, mediation, peer review panel/provost review, and chancellor review (dismissal disputes only). See the Human Resources website for details.

### Deadly Weapons Policy

Texas Christian University prohibits all guns and dangerous weapons on campus. Faculty, staff, and students may bring unloaded hunting rifles or other weapons directly to the TCU Police Department, where they will be checked and stored in a vault. In addition, a person who under Texas law holds a valid concealed handgun license may store a concealed firearm in a locked, privately owned or leased motor vehicle parked on a street or driveway or in a TCU parking lot or parking garage.

### Discrimination, Harassment, Sexual Misconduct & Retaliation Policy

TCU is committed to providing a positive learning and working environment free from discrimination, harassment, sexual harassment, a hostile environment, sexual misconduct, and retaliation. Complaints or reports should be made as soon as possible after the incident. All complaints and third-party reports

of conduct in violation of this policy should be made to the Equal Opportunity/Affirmative Action Officer/Title IX Coordinator ("Title IX Coordinator") or to a Deputy Title IX Officer identified below. All complaints against a student will be referred to Glory Robinson, Associate Dean of Campus Life. The Title IX Coordinator is Dr. Darron Turner, Associate Vice Chancellor, Student Affairs, TCU Box 297090, Jarvis Hall 228, Fort Worth TX 76129 (817/257-5557, d.turner@tcu.edu).

Please note: Any TCU employee informed of an allegation of sexual misconduct, including stalking, dating violence, domestic violence, sexual harassment, or sexual assault is expected to file a report with the Office of Campus Life or the TCU Police Department.

### **Extended Sick Leave (Staff)**

Absences for illness or disability are charged against accrued sick leave for the first 60 working days of the illness or disability. If a staff member has fewer than 60 working days accrued sick leave, the remainder of the first 60 days of absence will be charged first to accrued vacation and then to leave without pay when all paid leave has been exhausted.

### **Family Educational Rights and Privacy Act (FERPA)**

TCU abides by the Family Educational Rights and Privacy Act of 1974, a federal law that provides that the University will maintain confidentiality of student records. No one outside the institution shall have access to, nor will the institution disclose, any information from students' educational records without the written consent of the student.

### **Family Medical Leave Act of 1993 (FMLA)**

Employees are eligible to take up to 12 weeks for medical and/or family leave within any 12-month period provided they have worked for TCU at least one year and for at least 1,250 hours within the last 12 months. Sick leave and/or vacation

can be used for this purpose so that staff may have the opportunity to balance career and family. This includes childbirth, adoption, acceptance of a foster child, care for a seriously ill spouse, domestic partner, child, or parent, as well as one's own serious illness.

### **Final Evaluation Exercise Policy**

Faculty members are to administer an appropriate final evaluative exercise in all classes. The form of the evaluative exercise may vary according to the course level, objective(s) and instructional methodology. The schedule for final examinations is to be followed; no final examination may be given before the beginning of the final examination period, except in the case of graduating students. In the event that a student is required to take more than two final examinations in a 24-hour period, the student may arrange to take one of the exams at another time.

### **Grievance Procedures**

Administrators, faculty, and students are encouraged in all instances to resolve grievances informally, and as promptly as possible. However, formal procedures may be followed when needed. These assure all parties to dispute "fair play" rights and set certain time limitations. Information about the student grievance procedure policy is available from the office of the Dean of Campus Life.

### **Jury Duty (Staff)**

A maximum of two weeks with pay will be granted to staff on jury duty. Pay will not be reduced by any amount received as jury pay. If additional time off is required, it may, with the appropriate approval, be charged to vacation.

### **Leaves of Absence (staff)**

Arrangements for leave should be made through the appropriate unit head, dean or vice chancellor so that the function of the unit is carried on with minimum interruption. Leaves with pay may be granted for death in the family and jury duty. Leaves without pay may be granted for personal or professional reasons such as military duty, additional education or medical reasons.

## Severe Storm Procedures

Upon detection of severe weather or tornadoes within the city, the city of Fort Worth Emergency Management Agency will sound the All-Hazard siren. At the sound of the All-Hazard warning siren, faculty, staff and students are to proceed immediately to a designated storm shelter in an orderly fashion. In general, the safest area in a building is interior hallways on the lowest floor away from windows and doors. Remain in shelter area until you have determined whether the storm has passed. An all clear signal will be made over the TCU Alert System.

## Students with Disabilities

TCU shall make reasonable accommodations in policies, practices, and procedures, when the accommodations are necessary to afford the opportunity for equal access to educational programs, activities and services to qualified individuals with disabilities, unless the accommodations would fundamentally alter the nature of the programs, activities or services. Accommodations are not retroactive. A student seeking an academic accommodation should contact the Center for Academic Services-Student Disabilities Services Office (DS) as soon as possible in (or before) the academic term for which the student is seeking the accommodation. The DS Office is located in the Center for Academic Services, Sadler Hall Room 1010, phone number 817-257-6567.

## Title IX

TCU is committed to providing a positive learning and working environment free from discrimination. In support of this commitment, TCU prohibits discrimination and harassment on the basis of age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, genetic information, covered veteran status, and any other basis protected by law. For more information go to the Title IX website. There is also an Ethics and Compliance Hotline for reporting incidents of harassment or discrimination (1-877-888-0002).

## Tobacco Use Policy

In order to encourage a culture of health and wellness for all students, faculty, staff and guests of the university, Texas Christian University prohibits the use of all tobacco products and smoking on property owned by the university. People wishing to use tobacco as part of an established religious ceremony, academic or research activity may contact the Vice Chancellor for Student Affairs to request an exemption for those activities.



## IV. Contacts and **DIRECTORY**

### Academic Services

Sadler Hall, Rooms 1010 and 1022  
Ext. 7486 Advising  
Ext. 6567 Disabilities  
<http://www.acs.tcu.edu/>  
Academic\_Services@tcu.edu

### Admissions

Mary Wright Admission Center  
3301 Bellaire Drive North  
Ext. 7490  
<https://admissions.tcu.edu/>  
frogmail@tcu.edu

### Advancement

TCU Box 297044  
Ext. 7800  
<https://advancement.tcu.edu/new/ade@tcu.edu>

### Alcohol and Drug Education Center

Samuelson Hall  
Ext. 7100  
<https://ade.tcu.edu/about-us/services/>  
www.ade@tcu.edu

### Alumni Relations

Ext. 4828  
<https://alumni.tcu.edu/new/alumni@tcu.edu>

### Assessment and Quality Enhancement

Sadler Hall, Suite 2016  
Ext. 7173  
<https://assessment.tcu.edu/>  
z.hogg@tcu.edu

### Campus Store

2950 West Berry Street  
Ext. 5979  
<https://www.bkstr.com/tcustore/home/en/tcu@bkstr.com>

### Campus Life

Sadler Hall, Suite 2006  
Ext. 7926  
<https://campuslife.tcu.edu/>  
campuslife@tcu.edu

### Campus Police

3025 Lubbock Avenue  
Ext. 7777 (emergency)  
Ext. 8400 (non-emergency)  
<https://police.tcu.edu/>

### Campus Recreation

University Campus Recreation  
Ext. 7529  
<https://campusrec.tcu.edu/>  
campusrec@tcu.edu

### Career & Professional Development

Jarvis Hall  
Ext. 2222  
<https://careers.tcu.edu/>  
careers@tcu.edu

### Center for Instructional Services

2820 W. Bowie St.  
Ext. 7121  
<http://www.cis.tcu.edu/>

#### Chancellor

Sadler Hall 4001  
Ext. 7783  
<http://www.chancellor.tcu.edu/>  
[v.boschini@tcu.edu](mailto:v.boschini@tcu.edu)

#### Chief Compliance Officer

Ms. Andrea Nordmann  
Sadler Hall, Room 4001  
Ext. 5520  
<https://hr.tcu.edu/compliance-officers-list/a.nordmann@tcu.edu>

#### Chief Inclusion Officer & Title IX Coordinator

Dr. Darron Turner  
Jarvis Hall 228  
Ext. 5557  
<https://hr.tcu.edu/compliance-officers-list/d.turner@tcu.edu>

#### University Ethics Officer

Ms. Yohna Chambers, Human Resources  
Ext. 6222  
<https://hr.tcu.edu/compliance-officers-list/y.chambers@tcu.edu>

#### Director of Insurance and Risk Management

Mr. Paul Fox  
3015 Merida Avenue, Suite 115  
Ext. 7778  
<https://hr.tcu.edu/compliance-officers-list/p.fox@tcu.edu>

#### Conflict Resolution Facilitator

Ms. Kristen Taylor  
Human Resources  
Ext. 4161  
<https://hr.tcu.edu/compliance-officers-list/Kristen.taylor@tcu.edu> or [resolve@tcu.edu](mailto:resolve@tcu.edu)

#### University Sexual Harassment Officer

Dr. Kathy Cavins-Tull  
Sadler Hall, Room 4017D  
Ext. 7820  
<https://hr.tcu.edu/compliance-officers-list/k.cavins@tcu.edu>

#### University Immigration Officer for Students

Mr. John Singleton  
Jarvis Hall, Room 210  
Ext. 7292  
<https://hr.tcu.edu/compliance-officers-list/j.singleton@tcu.edu>

#### University Immigration Officer for Academic Affairs Compliance Chair for HEA Regulations

Ms. Susan Griffin Woods  
Sadler Hall, Room 3101  
Ext. 4690  
<https://hr.tcu.edu/compliance-officers-list/s.g.campbell@tcu.edu>

#### Information Security Officer

Mr. Aaron Munoz  
Sid W Richardson Bldg, Room 151k  
Ext. 6851  
<https://hr.tcu.edu/compliance-officers-list/a.v.munoz@tcu.edu>

### Research Integrity Officer

Ms. Lorrie Branson  
Saddler Hall, Suite 3101  
Ext. 4266  
<https://hr.tcu.edu/compliance-officers-list/>  
l.branson@tcu.edu

### Crime Reporting

Mr. Steve McGee  
TCU Campus Police  
Ext. 7932  
<https://hr.tcu.edu/compliance-officers-list/s.mcgee@tcu.edu>

### Ethics & Compliance Hotline

1-877-888-0002 (anonymous if desired)  
Computer Help Desk  
2950 W. Bowie  
Ext. 6855  
<https://it.tcu.edu/support/>

### Contracts

Mr. Matthew Wallis  
Ext. 5808  
[https://vcfa.tcu.edu/contracts/](https://vcfa.tcu.edu/contracts/Contract_Questions@tcu.edu)  
Contract\_Questions@tcu.edu

### Counseling Services

Samuelson Hall  
Ext. 7863 (call to request the Counseling Center's  
"Faculty and Staff 911 Folder")  
<https://counseling.tcu.edu/>





### Dining Services

Brown-Lupton University Union  
Ext. 7283  
<https://tcu.sodexomyway.com/>

### Disability Services

Sadler Hall, Rooms 1010 and 1022  
Ext. 7486 Advising  
Ext. 6567 Disabilities  
[http://www.acs.tcu.edu/disability\\_services.asp](http://www.acs.tcu.edu/disability_services.asp)  
Academic\_Services@tcu.edu

### Facility Services

TCU Physical Plant  
Ext. 7957  
<http://www.facsvc.tcu.edu/>

### Financial Services

Office of Finance & Administration  
Sadler Hall 2010, 2011, and 2013  
Ext. 7842 (Cashiers only)  
<https://vcfa.tcu.edu/financial-services/finserv@tcu.edu>

### Frog Prints Copy Center

2865 West Bowie Street  
Ext. 7838 (Departmental Services)  
<https://printcopy.tcu.edu/>  
m.m.portillo@tcu.edu

### Health Center

Brown-Lupton Health Center  
2825 Stadium Drive  
Ext. 7940  
<https://healthcenter.tcu.edu/>  
healthcenter@tcu.edu

### Housing & Residence Life

Pamela and Edward Clark Hall – Garden Level  
Ext. 7865  
<https://rlh.tcu.edu/>  
housing@tcu.edu

### Human Resources

3100 West Berry Street  
Ext. 7790  
<https://hr.tcu.edu/>  
askhr@tcu.edu

### ID Center

Brown-Lupton University ID Center  
Ext. 7856  
<https://idcenter.tcu.edu/>  
idcenter@tcu.edu

### Inclusiveness & Intercultural Services

Jarvis Hall, Second Floor  
Ext. 5557  
<https://diversity.tcu.edu/iis@tcu.edu>

### Information Technology

Ext. 6855  
<https://it.tcu.edu/support/>

### Institutional Research

Office of Institutional Research  
Ext. 7475  
<http://www.ir.tcu.edu/>  
InstitutionalResearch@tcu.edu

### Instructional Services

Ext. 7121  
<http://www.cis.tcu.edu/>

### International Student Services

Jarvis Hall, Suite 208  
Ext. 7292  
<http://www.internationalservices.tcu.edu/>

### Koehler Center for Instruction, Innovation, and Engagement

Sid Richardson, Suite 501  
Ext. 7434  
<https://cte.tcu.edu/>

### Mailing Services

Brown-Lupton University Union – First Floor  
TCU Post Office  
Ext. 7899  
<https://www.tcupostoffice.com/>  
TCUMailboxes@tcu.edu

### Marketing and Communication

Ext. 7810  
<http://www.marketingandcommunication.tcu.edu/news@tcu.edu>

### Mary Coutts Burnett Library

2905 South University Drive

Ext. 7117

<https://library.tcu.edu/>

[reference@tcu.edu](mailto:reference@tcu.edu)

### Master of Liberal Arts Program

3101 Sadler Hall

Ext. 7515

<https://universityprograms.tcu.edu/mla/>

### Office of Website Management

Ext. 5218

<http://www.mkc.tcu.edu/web-management.asp/>

### Physical Plant

3589 Bellaire Drive North

Ext. 7956

<http://www.physicalplant.tcu.edu/>

### Post Office

Brown-Lupton University Union – First Floor

Ext. 7840

<https://www.tcupostoffice.com/>

[TCUMailboxes@tcu.edu](mailto:TCUMailboxes@tcu.edu)

### Provost and VC for Academic Affairs

Sadler Hall, Room 4022

Ext. 7101

<http://www.provost.tcu.edu/>

[r.donovan@tcu.edu](mailto:r.donovan@tcu.edu)

### Registrar

Sadler Hall, Room 1006

Ext. 7237

<http://www.reg.tcu.edu/>

[regwww@tcu.edu](mailto:regwww@tcu.edu)

### Residence Life, Housing

Pamela and Edward Clark Hall – Garden Level

Ext. 7865

<https://rlh.tcu.edu/>

[housing@tcu.edu](mailto:housing@tcu.edu)

### Risk Management

Ext. 7778

### Student Affairs

Ext. 7820

<https://studentaffairs.tcu.edu/>

### Student Development Services

Brown-Lupton University Union, Suite 2003

Ext. 7855

<https://sds.tcu.edu/>

### Study Abroad

Reed Hall 214

Ext. 7473

<https://universityprograms.tcu.edu/studyabroad/>

[studyabroad@tcu.edu](mailto:studyabroad@tcu.edu)

### Trio Programs

Rickel Building, Room 163

Ext. 7946

<https://trio.tcu.edu/>

### Womens Resource Center

Brown-Lupton University Union, Suite 2003

Ext. 7855

[www.sds.tcu.edu](http://www.sds.tcu.edu)

### Writing Center

419 Reed Hall

Ext. 7221

<http://wrt.tcu.edu/>

[writingcenter@tcu.edu](mailto:writingcenter@tcu.edu)

## V. Calendar of **IMPORTANT DATES**

This is a general list of deadlines and due dates that department chairs should keep in mind. The exact deadlines vary, depending on the college or department.

### August

- New and transfer student advising
- New faculty orientation
- Fall semester classes begin
- Chancellor's Assembly
- Post job advertisements (if hiring) and launch search procedures
- Create and distribute a schedule of department meetings for the year

### September

- Spring schedule due
- Capital or instructional equipment requests due
- Hold first department meeting
- Prepare and submit the spring class schedule
- Candidate's materials for tenure and/or promotion due to department chair
- University Convocation
- Identify development priorities

### October

- Prepare summer class schedule
- Identify candidates for graduation
- Tenured members of department review nontenured tenure-track faculty
- Department advisory committee provides written recommendation on tenure cases
- Complete annual review letters for probationary faculty members
- Complete chair's letters for candidates for tenure and/or promotion
- Chair submits letters on tenure and promotion to the dean
- Mid-semester U grades due
- Nominations for emeritus status to the dean
- Operational budget requests, M&O, personnel, staff, programmatic and graduate program requests
- Budget meetings with Dean

### November

- Leave proposals due

### December

- Make sure final evaluative exercise policy is observed
- Make sure all grades, especially for degree candidates, are logged
- Graduation



## January

- Spring semester classes begin
- Faculty annual reports due
- College level advisory committee reports decisions on tenure and promotion
- Professional Development Review reports due (Post-tenure review)
- Staff appraisal forms do to Human Resources
- Fall schedule due
- Nominations for Dean's Teaching and Research/Creative Activity Awards due

## February

- Budget worksheets due
- Review faculty annual reports
- University level advisory committee reports decisions on tenure and promotion
- Annual review for new faculty members in their first year due
- Nominations for Dean's Teaching and Research/Creative Activity Awards due
- Prepare faculty salary recommendations

## March

- Submit faculty salary recommendations

## April

- Department annual report due to the Dean
- Board of Trustees considers tenure and promotion recommendations

## May

- Graduation
- Identify candidates for tenure and/or promotion next academic year
- Secure external reviewers for candidates for tenure and/or promotion
- All reimbursements for current fiscal year must be submitted (May 31)
- Review eSPOTs for all faculty members

## June

- New budget year begins (June 1)
- New and transfer student advising

## July

- Send syllabus template to new faculty

## VI. Forms and Document **LINKS**

[Policy for Evaluation of Degree Credentials from Non-U.S. Institutions](#)

[Procedures and Standards for Distance Learning and Web Enhanced Courses](#)

[Hiring Handbook for Faculty & Staff](#)

[Background Check Procedure for TCU Appointments](#)

[Search Procedures for Full-Time Faculty Positions](#)

[Faculty Search Authorization Form](#)

[Search Procedures for Part-Time Faculty Positions](#)

[Guidelines for \(Re\) Appointment of Adjunct/Part-time Faculty](#)

[Guidelines for \(Re\)Appointment of Non-teaching Adjunct Faculty](#)

[Academic Program Review Guidelines](#)

[Academic Support Program Guidelines](#)

[Checklist for outgoing Faculty/Staff](#)

[Checklist for New Faculty](#)

[Best Practices for Evaluating Teaching Faculty 180 Faculty Activity Reporting System](#)

[Chancellor's Award for Distinguished Achievement as a Creative Teacher and Scholar](#)

[Green Honors Chair Schedule \(3 year\) Graduate Council Operating Procedures](#)

[New to TCU](#)

[TCU Chairs Website](#)

[Undergraduate Council/Procedures & Course Proposal](#)

[Tenure and Promotion Calendar and Procedures](#)

[Tenure and Promotion - Preparation of Recommendations](#)

[Compensation Policy for Summer Teaching](#)

[Compensation Policy for Summer Courses Abroad](#)

[Instructional Equipment Policy Intellectual](#)

[Property Policy and Procedures](#)

[Procedure for Visiting Scholars Request form for Visiting Scholars](#)

[Professor of Professional Practice Policy](#)

[Debate Chamber Guidelines](#)

[Financial Services Reimbursement Form](#)

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