

**The Department Chair, together with the Dean, is responsible for maintaining and enhancing the highest standards of scholarly excellence and for setting intellectual and academic priorities.** Within the department, the Chair is the intellectual and administrative leader for the faculty, instructional staff, administrative staff, and undergraduate and graduate students. The Department Chair also plays a critical role in connecting the Department to the Division and the University. The Chair serves as liaison with the Dean of the Social Sciences Division and the Master of the Social Sciences Collegiate Division, and represents the Department to the central administration and the rest of the University. More generally, Chairs are advocates for their departments within the University and, critically, they also represent the perspective of the Division and the University to the members of their departments.

Department Chairs are officers of University, and this role entails legal and professional responsibilities. The commitments that Chairs make to faculty, students, staff, and job candidates (among others) can be interpreted as binding upon the institution and so need to be carefully deliberated and coordinated with the Dean and other administrative bodies. Chairs are responsible for the oversight of the department's finances, the academic programs offered by the department, and the implementation of the procedures of departmental governance. Chairs have access to confidential information, and they must maintain confidentiality in all personnel matters including salaries and annual raises, disciplinary issues, and negotiations in recruitments and retentions.

The following document outlines general duties of Department Chairs throughout the academic year. There are certainly additional responsibilities and resources specific to certain departments, and not all duties outlined here will apply to every department or in all years. This document should serve as a basis for further conversations about roles and responsibilities with the Dean and with the Department.

### **Department governance**

The Department Chair has primary responsibility for managing and facilitating the department's decision-making and governance. Each department has its own formal procedures and informal customs in this regard, and typically the Chair works within these systems, though periodic review and revision of procedures and norms is sometimes needed. The Chair oversees faculty meetings (scheduling, setting the agenda, preservation and distribution of minutes, maintaining order during discussion, et cetera), and follows the department's procedures for staffing the department's standing committees and appointing faculty to administrative roles in the department (e.g., directors of graduate and undergraduate studies). In addition to enacting these procedures, of course, the Chair acts a leader - bringing opportunities, pressing questions, and issues of concern to the faculty, recommending the course of action in response to these, and working to build agreement on the directions the department will pursue. Critical in all of this is the Chair's ability to foster communication, negotiation, and common purpose among the faculty.

### **Faculty hiring, renewal, and promotion**

Among the most important decisions a department makes is the hiring of new faculty colleagues and their renewal and promotion through all stages of a career development. The Department Chair oversees the process for new hiring, renewal, tenure and promotion reviews. For each case, the Chair submits his or her memo to the Dean along with the hiring case and department vote. All faculty hiring, reappointment, and promotion cases are reviewed carefully by the Dean's office and the Provost's office and this vetting takes time - normally, a review can be completed within three weeks; if faster action is necessary, the Department should let the Dean's office know well in advance.

### **New hiring**

Typically the process of hiring new faculty members begins with discussions in faculty meetings to identify the long-term and immediate hiring needs of the department. The Chair brings the department's recommendations to the Dean, in the form of a written hiring request, typically submitted in the spring Quarter. In setting its hiring priorities, the faculty should consider not only the immediate needs of the department, but also the evolving shape of the discipline and the social sciences, and the potential contributions of the proposed recruitment to the Division and the University more generally. The hiring request memo to the Dean should make the case for the request in these terms, and, ultimately, recommendations to hire a particular candidate should also elaborate the longer term and broad-scale

importance of the recruitment.

Authorization for searches in the coming year is typically provided in late spring or early Summer. If a search is approved, the Chair then constitutes a search committee (following departmental practice), ensures that the job announcement is prepared and disseminated appropriately (all positions must be posted in the University's Academic Career Opportunities system and advertised publicly), informs the search committee of departmental and divisional guidelines and deadlines, oversees the decision process in identifying candidates for interview, and assists with arrangements for candidate visits. The Chair meets with each candidate (if possible) and arranges for meetings with the Dean and SSCD Master as appropriate. As with all department decisions, the Chair oversees the process through which the search committee's report and recommendations are discussed and the hiring decision is voted on by the faculty. If the hire also requires a tenure decision, the Chair oversees the required processes (e.g., requesting external letters). For candidates who currently hold an academic appointment at another institution, recommendations for new-hire appointments with an autumn start-date must be submitted to the Dean no later than Friday, April 1st.

In his or her memo to the Dean, the Chair should describe the department's search goals, process, and deliberations on the case; report the faculty vote, and provide his/her own candid evaluation and recommendation concerning the candidate. Along with the memo, the Chair submits the search committee report, letters of reference, the candidate's CV, teaching statement, and research statements, and the completed Applicant Log. If the hiring recommendation is approved by the Dean and the Provost, then the Chair plays an active role in recruiting the candidate and in communicating with the candidate and Dean's office during negotiations.

### **Renewal, promotion and tenure reviews**

The department Chair oversees the process for renewal, tenure and promotion reviews. Recommendations for promotion from tenured Associate Professor to full Professor are reviewed on a rolling basis year-round. The timing of reappointment or promotion recommendations for untenured faculty members are specified by the terms of the faculty member's contract. Action is required when an untenured faculty member enters his/her final year of contract (in nearly all cases, untenured faculty members in SSD have terms that expire on June 30 of the following year), which requires that the department submit its case in time for decanal and provostial review before a December 15th decision announcement.

Typically, renewal and tenure reviews begin in the winter or spring of the prior academic year (i.e. 14-18 months before contract expiration) to allow sufficient time for the department to gather necessary materials, prepare a report, vote, and make its recommendation before submitting the case materials to the Dean's office by October 15. The Chair, following departmental practice, appoints a tenure review committee, the faculty member submits his or her materials to the committee, and, if they are to be part of the review, the department solicits internal and/or external letters (external letters are not required for reappointment; if the department solicits external letters, the Division encourages that the number be kept to a minimum to reserve the limited pool of qualified referees for the candidate's tenure review) and letters from students. The committee's report and recommendation is sent to the faculty in time for consideration and vote no later than the beginning of the Autumn Quarter. The candidate's CV, research and teaching statements, and selection of writings should be submitted to the SSD Dean and SSCD Master by August 15th. By October 15th, the Chair communicates the department's vote, as well as his or her own evaluation of the case in a memo to the Dean, submitted with the committee's report and internal and external letters. For renewal cases (generally, from first-term to second-term untenured assistant professor), the Chair must also include a draft letter that the department will send to the candidate assessing the strengths and weaknesses of the case that came to light in the course of the review, along with recommendations for addressing areas of weakness in anticipation of the tenure review and plans for continued mentorship. This letter is reviewed by the Dean and Provost as part of the case evaluation, and, if the renewal is successful, delivered by the Chair to the faculty member following the December 15 notification.

In the event that a department does not recommend promotion and tenure following its review, if the vote is reported to the Dean prior to November 1, the candidate can be informed, and thus get on the job market promptly.

In some cases, promotion and tenure reviews occur outside of the time frame established in the faculty member's contract either because the review is undertaken ahead of that schedule or because the faculty member has made use of the opportunity for a one-year "stop the clock" tenure review extension (see "Faculty leaves," below, for further information). Departments should have in place procedures for deciding when to take the exceptional step of putting a case forward early, and there should also be procedures in place for the senior faculty to regularly evaluate whether and when Associate Professors should be invited to undergo review for promotion to Professor. Because there is no contractually imposed time pressure to guarantee these reviews, it is important that Chairs attend to this issue, and to provide advice and mentorship if needed, to help Associate Professors stay on a timely track for promotion.

**Recommended reading**

**Guidelines on Faculty Appointment, Reappointment, & Promotion Cases**

**The Shils Report**

**Diverse Searches**

**Mentoring and support for faculty**

Departments should have in place procedures for supporting faculty at the various stages of their careers, and Chairs are critical to this effort. It is strongly recommended that departments have a mentoring system in place for junior faculty, for example, forming mentoring committees or assigning individual senior faculty mentors. Departments may also have procedures in place for providing mentorship on teaching (for example, by having mentors visit classes), or other specific areas of professional development. The Chair oversees mentoring arrangements, monitors their effectiveness, and revises them as needed. In addition, the Chair should be available to his or her faculty, particularly junior faculty. The Chair is in a unique position to help junior faculty to find resources on campus to advance their scholarly and pedagogical work. It is equally important, but in some ways more challenging, for Chairs to support faculty development post-tenure. The Chair can play an instrumental role in helping faculty to formulate and launch ambitious plans. On the other side of faculty experience, Chairs are also in a position to know and to offer assistance when faculty careers are not thriving. Faculty now submit their annual reports electronically (<https://socialsciences.uchicago.edu/annual-reports>), and these reports are immediately made available to the Chair. They provide one (but by no means the only) way for Chairs to remain up to date on the scholarly work, professional contributions, and other accomplishments of faculty members.

Department chairs also form a critical link in the network of University's efforts designed to support faculty members across a wide range of factors that affect the quality of academic life. Chairs are often highly attuned to, and first to learn of, the challenges faculty encounter in their day-to-day work and across a range of matters.

**Recommended reading**

**Report of the Committee on the Quality of Academic Life**

**Report on the status of Academic Women at the University of Chicago**

**Report on the Status of Women in the Social Sciences Division**

**Report of the Committee on Freedom of Expression**

**Faculty retirement policy and incentive plan**

**Faculty leaves**

The Divisional Research Leave policy allows faculty members the opportunity to apply for research leave at regular intervals and to extend leaves using external fellowship funds. Faculty members submit their research leave proposals to the Chair, who evaluates the merits of the proposed use of the leave as well as the likely impact of the faculty member's absence on the department's teaching and governance. The Chair sends the request along with his or her recommendation to the Dean no later than December 15 the year prior to the requested research leave.

Other leave requests (parental, FMLA) are evaluated on a rolling basis throughout the year, and should be discussed with the faculty member as appropriate; the FMLA form with a memo from the Chair must be submitted to Dean's office for approval. In cases where the faculty member becomes a parent by birth or adoption of a child, or in the case of personal or immediate family member illness, untenured faculty members are entitled to a "stop the clock" period, providing a one-year extension before review for renewal or promotion, following the University's standard procedures. The Dean's and Provost's Offices rely upon the Chair to identify when a faculty member is eligible for a "stop the clock" extension, putting forth a written request to the Dean on behalf of the faculty member to activate the one-year extension.

**Recommended reading**

**Social Sciences Faculty Research Leave Program**

**Leaves (Faculty Handbook)**

**Stopping the Clock on Review for Promotion**

**Other Academic Appointments (OAA)**

Many departments engage academic personnel in non-faculty positions to support the department's teaching needs and/or individual faculty member's research projects. Generally, the position and rank follow from the rationale for

appointment. Other Academic Appointments (OAA) include Visiting Professors (invited to meet a specific departmental need or to explore a possible future faculty position here), Visiting Scholars (intensive collaboration of mutual benefit to visitor and host), Research Associates (courtesy appointment, low-intensity collaboration), Postdoctoral Researchers (mentored advanced training), and Lecturers/Senior Lecturers (contribute to an instructional program). The Chair oversees the appointment process, from determining which type of appointment is appropriate in different circumstances to offer-negotiation and recruiting. As with other appointments, the Chair sends his or her recommendation for the appointment or renewal, along with the relevant dossier materials, to the Dean's office, and following his review and approval the case is sent to the Provost's office. Cases are reviewed on a rolling basis year-round. Recommendations must include a memo from the Chair describing the rationale for the appointment along with the candidate's CV; other requirements vary according to appointment type. Departments should consult early with the Dean's office to determine whether a search is required and what materials must be submitted with the appointment recommendation.

### **Recommended reading**

**Academic Visitors (Faculty Handbook)**

**Other Academic Appointees Guidelines**

**Postdoctoral Researcher Policy Manual**

**Special Situation Appointments**

### **Department Staff**

Highly skilled administrative staff are essential to the functioning of the department, and long-serving staff members can be invaluable sources of institutional memory and wisdom. The Chair is the supervisor of the department staff, and therefore is responsible for working with staff to ensure the department's administrative needs are met, and for providing yearly performance evaluations and raise recommendations.

### **Budgets and finance**

The Chair prepares and monitors the department's annual budget for operations, gift, and endowment accounts, and submits an annual budget request to the Dean's office by late winter quarter for the following year. In addition, the Chair communicates to the Dean the department's needs for larger scale resources, including lines for faculty hires, doctoral student support, staff positions and physical infrastructure. The Chair also prepares an annual budget request for teaching assistantships, lectureships, and other undergraduate teaching resources for the Social Sciences Collegiate Division.

The Chair conveys faculty salary recommendations to the Dean in late winter quarter, and the Chair then meets with the Dean and the Social Sciences Collegiate Master to discuss these recommendations. At his or her discretion the Chair can consider a number of factors in making salary recommendations. Scholarly accomplishments, teaching, and intramural and extramural service are central to the recommendation. Many factors over time affect the growth of faculty salaries. The Provost's office provides an annual quintile analysis that is meant to provide information on relative standing of faculty salaries when a number of these factors are taken into account. If the Chair notes a disparity, such that a particular faculty member's salary has fallen behind the level commensurate with his or her accomplishments, there may be opportunities to correct the imbalance in discussion with the Dean and Provost. Faculty salaries and quintile rankings are to be kept absolutely confidential. After the Division has approved final salaries, the Chair sends a letter to each faculty member informing him or her of the salary increase and setting it in context as appropriate, for example by providing comments on scholarly productivity, teaching, and contributions to department.

### **Students and Curriculum**

Faculty in the Social Sciences Division have (at least) four kinds of teaching and mentoring obligations—they teach and advise doctoral students, masters students (in MAPSS, CIR and Computational Social Sciences), College students who are undergraduate concentrators in their discipline, and College students in the common core. Department Chairs are involved in organizing each of these aspects of teaching and advising. They work with the department's Director of Graduate Studies and Director of Undergraduate Studies, as well as the relevant standing committees in the department, to plan course offerings and faculty teaching, periodically review and revise curricula for majors, minors, and graduate programs, and ensure excellence in the department's teaching and mentoring. Chairs oversee the annual review of doctoral student progress and the preparation of annual student review letters, and they assist, when needed, if problems arise in a student's progress or placement. They collect, review and report annual data on doctoral admissions and student progress (years to candidacy, completion, job placements, etc.), as well as information

on the faculty's engagement in teaching and mentoring College students. The Chair oversees doctoral admissions in the department, working closely with the Division's Dean of Students with regard to fellowship offers and admission's procedures. They oversee the assignment of doctoral students to teaching assignments (GAI), and submit an annual budget request to the Social Sciences Collegiate Division for teaching assistantships, lectureships and other support for undergraduate teaching. In addition, the Chair is in contact with the directors of divisional masters programs with regard to admissions plans, coursework, and advising arrangements for MA students concentrating in the department.

### **Recommended reading**

**Social Sciences Dean of Students page**  
**Report of the Committee on Freedom of Expression**  
**UChicagoGrad**

### **Nominations**

Chairs are in a unique position to see opportunities to nominate faculty, staff and students for awards or other opportunities for professional acknowledgement, or to encourage others to do so. Such awards include teaching awards for faculty and doctoral students, dissertation fellowships for doctoral students, and service awards and yearly bonuses for department staff.

Named Professorships and Distinguished Service Professorships are an important way to recognize and honor our most eminent scholars. Twice per year, department Chairs are invited to make recommendations to the Dean for new Named and Distinguished Service Professorships: in late October for professorships that will become effective January 1 and in early April for professorships that will become effective July 1. Named and Distinguished Service Professorships are an honor for the recipient; they do not provide additional compensation or research support. Chairs are encouraged to consult early with the Dean on potential recommendations.

### **Difficult situations**

The Department Chair is often on the front lines when problems arise between and among the faculty, other academic appointees, or students in the department. It is important that Chairs recognize the legal and professional obligations that their roles encompass, including obligations to keep certain kinds of information confidential (for example, salaries) and obligations to report certain kinds of allegations and problems to others within the University (for example, an allegation of sexual misconduct), and, in some cases outside the University (for example, child abuse). When a serious issue involving personal or academic misconduct arises, Chairs must seek advice from the offices of the Dean and the Provost, and may benefit from consulting with University's Office of Legal Counsel as well.

### **Recommended reading**

**Faculty Handbook**  
**University Policy on Harassment, Discrimination and Sexual Misconduct**  
**University Policy on Academic Fraud**  
**Staff and Faculty Assistance Program (SFAP)**  
**Social Sciences Division Disciplinary Procedures**

**Overview of annual tasks:****SUMMER**

- Send faculty salary letters (prepared by current or outgoing chair)
- Update website and student handbook in preparation for the upcoming year
- Prepare orientation for incoming doctoral students (Sept./Oct.)
- Authorization received for new faculty searches; post job on Academic Career Opportunities, place advertisements in disciplinary associations/publications; organize faculty search committee if this has not already been done.
- Submit to the Dean and Master the preliminary departmental case for faculty renewal and tenure (CV, research and teaching statements, selection of writings)

**AUTUMN**

- Submit by October 15, to the Dean and Master the final departmental documents and letters for faculty renewal and tenure cases (Chair's memo; report of internal ad-hoc committee on the candidate; internal letters from faculty colleagues; letters from outside referees; for renewal cases, a draft of a letter that the department will send to the candidate candidly assessing his/her accomplishments, strengths and weaknesses, and plans for continued mentorship)
- New faculty searches continue. Confirm or set up mentoring arrangements for junior faculty
- Faculty research leave requests should be submitted to the Dean's office before December 15
- Applications for graduate admissions become available in December

**WINTER**

- Doctoral admissions decisions finalized, recruitment efforts begin
- Submit Social Sciences Collegiate Division (SSCD) budget for next fiscal year (Dec./Jan.)
- Lecturer reviews/renewals - appoint committee and assemble materials
- Faculty renewal/promotion - appoint committee and assemble materials
- Meet with Dean and College Master for faculty salary recommendations
- Determine courses for the upcoming academic year

**SPRING**

- Staff performance reviews
- Social Sciences Division (SSD) department budget for next fiscal year
- Annual doctoral student progress reviews
- Submit faculty search requests to Dean
- Submit annual Chair's report to Dean (June)

**DIRECTORY**

**David Nirenberg**, Dean, Social Sciences Division (nirenberg@uchicago.edu, 773.795.2572).

**Amanda Woodward**, Deputy Dean of Faculty Affairs (woodward@uchicago.edu, 773.834.1375). Amanda Woodward supports the Dean in various aspects of faculty and academic support, including facilitating the emergence of new research initiatives, programs and centers, supporting diversity initiatives within SSD, supporting review processes, and coordinating development of the multiple graduate programs.

**Renee Basick**, Director of Communications and Events (rlbasick@uchicago.edu, 773.834.7955). Renee Basick works with departments to develop and implement communication plans (ex. website development, media support, developing opportunities to showcase SSD research findings across and beyond the University) and to plan and support significant events (ex. center launches, commemorations of historic milestones).

**Josh Beck**, Associate Dean for Academic Affairs and Capital Planning (jpbeck@uchicago.edu, 773.834.3156). In collaboration with the Dean and Deputy Dean, Josh Beck works with department chairs and faculty to support all stages of faculty development (including new hire recruiting, mentorship planning and career development, retention cases, and reappointment and promotion), opportunities to engage other academics (postdoctoral researchers, academic visitors, and instructional support), and new academic initiatives. Josh also oversees strategic planning for the facilities that support SSD research and teaching.

**Chad Cyrenne**, Managing Director of M.A. Programs in the Social Sciences (c-cyrenne@uchicago.edu, 773.702.5885). Working with the M.A. faculty directors, Chad Cyrenne oversees admissions, student recruitment, administrative and academic policy, departmental coordination and relations, faculty questions or concerns, and academic and career placement for the M.A. program in the Social Sciences (MAPSS) and the M.A. program in Computational Social Science.

**Cate Goebel**, Associate Dean for Research and Strategic Initiatives (cgoebel@uchicago.edu, 773.834.2392). Cate Goebel works with faculty to strengthen their research programs -- from planning and scoping research projects, to matching faculty with collaborators and university resources, to creating funding strategies and crafting competitive proposals. Cate also staffs faculty committees working on the division's research-related strategic initiatives, and partners with the Dean of Students and M.A. programs leadership on the division's graduate programs.

**Patrick Hall**, Dean of Students (bp-hall@uchicago.edu, 773.702.8414). Patrick Hall implements and manages student affairs policies, administers student fellowships and grants, oversees registration and enrollment status, develops graduate admissions configurations and targets, addresses student disputes, and manages disciplinary procedures. Patrick serves as SSD's primary interface with the University's central Dean of Students in the Office of Campus and Student Life, with UChicagoGRAD, and with various university centers. The Dean of Students' work with departments is often channeled through departmental graduate student affairs administrators, Directors of Graduate Study, and Admissions Chairs.

**Christina Klespies**, Director of Human Resources (cklespies@uchicago.edu, 773.702.2390). Christina Klespies oversees the human resources function for SSD and works with departments on staff recruitment, hiring, orientation, performance management (including annual performance evaluations), compensation, payroll, staff development, and succession planning. In addition, Christina advises/counsels supervisors and managers on employee/labor relations and disciplinary matters.

**Patrick McCusker**, Senior Director of Development, Social Sciences Division (mccusker@uchicago.edu, 773.834.1457). Patrick McCusker is head of the Alumni Relations & Development team for SSD, and works with departments on matters ranging from engaging your alumni base to managing philanthropic interests and relationships with donors.

**Adrienne Thomas**, Manager, Local Business Center (athomas1@uchicago.edu, 773.702.8214). Adrienne Thomas directs and oversees administrative services for SSD faculty and students, including financial account administration, procurement, pre- and post-award grant administration, internal business services, reporting, and financial regulatory compliance.

**Lisa Williams**, Associate Dean of Finance and Administration (lwilliam@uchicago.edu, 773.795.2554). Lisa Williams has broad responsibilities for the administration and operation of the financial, human resources, business and computing services functions of SSD. Lisa oversees the management of all financial functions (ex. budget development, financial planning, accounting, reporting, etc.) along with the management of human resources, computing services, auxiliary services, grant management, and other support services.

**Mike Zachar**, Director of Social Science Computing Services (mzachar@uchicago.edu, 773.795.5921). Mike Zachar manages the activities of five computing groups for SSD: desktop support, server support, geographical information systems (GIS), data archive, and administrative support. Mike manages these support activities for SSD in coordination with other units on campus as well as outside vendors.