UNIVERSITY OF DELAWARE

Policy Guide for Department Chairs and Academic Program Directors

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Policy Guide for Department Chairs and Academic Program Directors

Definition of Chair and Academic Program Director (See Note #1)

A member of personnel class 210 who functions as the chief representative and administrator of a department or an academic program and who reports to an academic dean or to an appropriate administrative officer is designated a chair or academic program director. Appointments as chair or academic program director are separate from the academic appointment an individual holds; alteration in an administrative contract does not affect the academic contract held by that person. The "Handbook for Faculty" (Section II.I.4) describes the position in additional detail.

***Note #1**: The term "chair" is used throughout these documents to mean "chair" and/or "academic program director".*

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Terms of Appointment of Chairs and Academic Program Directors

Departmental chairs and academic program directors are appointed to five-year terms to provide for program continuity and development. Chairs and academic program directors serve at the pleasure of the
president, provost and dean.

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Duties of Chairs and Academic Program Directors

These duties are intended to represent the typical obligations of every chair. Although some of the duties listed below may be assigned to other faculty members or to faculty committees, the chair is still the responsible agent.

Faculty and Personnel Development

Chairs are responsible for the recruitment, development, retention, and advancement of department faculty excellent in the three major areas of teaching, research/creative/scholarly activity, and service.
Chairs are responsible for the proper administration of faculty workloads as based on individual abilities of faculty members and department, college, and University needs. Periodic appraisal and planning of workloads and faculty development are required at least annually and must involve personal interviews with all faculty members in the department. (See Note #2)
Chairs are responsible for the administration of the approved procedures of peer review in the department as well as the policies and procedures of promotion and tenure reviews. Furthermore, chairs are responsible for seeing that these policies and procedures are publicized properly within the department and, whenever necessary, updated to conform with changes in college or University policy.
Chairs provide advice and guidance to members of their department in all areas of their development as faculty. As far as possible, senior members of the department assist the chair in this important task.
Proper administration of these responsibilities eventuates in recommendations to the dean for new appointments, reappointments, salary changes, promotions, tenure, sabbatical and other leaves of absence, nonrenewals, and terminations.

Program Development and Departmental Planning

Chairs are responsible for the planning and initiation of changes in the curricula (including Continuing Education and Summer/Winter curricula) of their department.
Chairs oversee research programs carried out under departmental auspices or involving department resources, and are responsible for encouraging an appropriate and balanced program of research among the department faculty that involves both graduate and undergraduate students, as well as postdoctoral students, wherever possible.
Chairs oversee service/outreach/extension programs carried out under departmental auspices or involving departmental resources, and are responsible for encouraging an appropriate and balanced program of service/outreach/extension activities among departmental faculty.
Chairs prepare budget requests, allocate funds, and supervise departmental expenditures.
Chairs work with the Director of University Libraries to enrich the collection, giving due

attention to planned research and future growth of the department.
Chairs work with the department, the dean, and appropriate administrative offices in planning physical facilities for the department.

Chairs work with the department, the dean, and appropriate administrative offices in planning enrichment programs, such as lecture series and colloquia, for majors and other interested students, faculty, and members of the community.

Periodic Statement of Departmental Goals

To provide a continuing basis for development and evaluation of a department, each chair (by means of consultation with the appropriate committees within the department, or the department meeting as a committee of the whole) prepares, at least every five years, a statement concerning problems, long-range plans, and objectives. This statement of goals includes consideration of the adequacy of physical facilities, sufficiency of monetary support, and appropriateness of departmental organization and communication. The statement, sponsored by the department and agreed on by the dean, is submitted to the provost and the president for use as a planning document.

Organization and Communication

The chair holds regular department meetings as seem most appropriate within the organization of the department, and as agreed on by the chair and the faculty.
The chair appoints and oversees the responsibilities of any subordinate department administrator(s), such as assistant chair, chairs of standing committees, and administrative assistants.
The chair communicates with the department for the dean, the provost, the president and other administrative offices.
The chair communicates with the dean, the provost, the president and other administrative offices for the department.
The chair represents the department before committees, councils, and other bodies.
The chair orients new faculty members to departmental policies and procedures.
The chair is responsible for implementing affirmative action policies and providing equal employment and educational opportunity at the departmental level.
The chair recommends the appointment of and oversees the work of non-academic departmental staff.
The chair supervises the use and assignment of allocated departmental space (excluding general classrooms), facilities, equipment, and supplies, and maintains an inventory of the latter two.
The chair contributes to the formulation and execution of college and University policies and regulations.
The chair is responsible for revision of copy for the catalogs and other bulletins.

Administration of Student Development

The chair coordinates and makes recommendations concerning the advising of majors and the

admission and advising of graduate students in the department or in special programs under department control and supervision.
The chair provides recommendations for student aid at both the undergraduate and graduate level.
The chair encourages student participation and involvement in departmental affairs.
The chair ensures that a balanced and appropriate offering of courses at all levels is made each term and works closely with faculty and with other administrators toward appropriate enrollments.

Personal Responsibilities

The chair makes exemplary efforts in teaching, professional development, and service. Normally, each chair has teaching duties each term and is expected to pursue research and scholarly interests in the discipline.

Note #2*: In April 1991, the Faculty Senate recommended "that the President of the Faculty Senate receive a one-course load reduction each semester and the President-elect receive a one-course per year reduction as long as these reductions do not result in the elimination of all classroom teaching duties for the individuals in question."*

Whether such reductions are appropriate in the context of a department's teaching needs for a given year should be discussed at the time the faculty member and chair undertake conversations about the faculty member's workload for the upcoming year. The final decision rests with the chair who may find consultation with the dean valuable when making such a judgment.

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Compensation of Chairs and Academic Program Directors

Compensation

As compensation for expected summer presence and activity (typically 50% effort for two summer months), chairs and academic program directors on nine-month contracts receive an amount equal to one-ninth of their base salary incremented during the period of service. Upon satisfactory completion of the first term of service as chair or academic program

director, the one-ninth shall be added to the base salary.
Under normal circumstances a second term as chair or academic program director does not result in the permanent addition of a second ninth to the base salary, but one-ninth of the base salary is continued during the period of service.

Administrative Supplement for Departmental Chairs

Departmental chairs on nine-month contracts receive an administrative supplement of $5,000 and those on eleven-month contracts an administrative supplement of $5,500 during the period of service as chair.
In addition to merit percent increases calculated on the base salary, the same percentage is applied annually to the chairs administrative supplement to determine a new base salary.
The administrative supplement is pro-rated during any period of sabbatical leave or leave of absence from the position of chair and ceases upon return of the chair to the faculty.

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Policy Guide for Department Chairs and Academic Program Directors

Review And Evaluation Of Departmental Chairs And Academic Program Directors

The performance of each chair is reviewed annually and evaluated in depth periodically. Chairs are evaluated in the context of their efforts to realize the specific goals agreed to by the department, the chair, and the dean. They are evaluated in terms of their meeting the responsibilities and duties
summarized above, and they are evaluated specifically in consideration of the criteria of evaluation outlined below in this document.

Annual Review of Chair

A regular annual review session with the department chair is scheduled by the dean. The annual review does not reach the degree of formality or the depth of analysis and study envisioned for the periodic evaluation, and there are no requirements for extensive involvement of faculty, students, alumni, or persons external to the University for this review. If deemed helpful, however, the parties to the review may wish to expand the review to include some of these sources.
The annual review provides a critique of the past year, the current status of the department, and the development of plans and the identification of needs for the future.
The review provides the chair with useful insights and constructive criticism regarding the chair's performance, and an improved perspective on the department's development and mission in the college. Additionally, it should provide the dean with information and insights to represent the needs of the department most effectively to the provost. During the review, the dean may suggest to the chair new goals, priorities, policies, and procedures to help strengthen the department or improve its administration.

Periodic Evaluation of Chair

More intensive evaluations of chairs are scheduled at periods consistent with the five-year term of office. The time of evaluation is toward the end of the penultimate year of the term of office. An evaluation of the work of any department chair at other than the regular period may be initiated by the chair of the department, by the dean, by the provost, or by the president; in addition, such a
review may be requested by a simple majority of the members of the department by petition to the dean.

Procedures for Periodic Evaluation

When the occasion of the periodic evaluation arises, the dean appoints an ad hoc evaluation committee. Members of this committee are chosen after consultation with the department chair and other appropriate faculty in the unit and consist of faculty from the department, faculty from related departments, and students majoring or doing graduate work in the department. The dean appoints the chair of the committee.

At its initial meeting, the ad hoc Periodic Evaluation Committee shall determine its specific mode of operation in light of these general guidelines and in conformity with the department's usual method of conducting such business (compare, for example, its review procedures for

promotion and tenure decisions - see note #3). While the operation of each committee may therefore vary somewhat, certain activities are incorporated in the operation of all committees.

A study of the periodic statement of department goals made by each department is undertaken.
In-depth interviews with the chair, department faculty members, associate or assistant chair, and students are conducted. Where appropriate, the committee may solicit information from agencies or individuals outside the department, college, or campus.
At the conclusion of the evaluation committee's review and just prior to the completion of its final report, a meeting involving the evaluation committee, the chair being evaluated, and the dean is held. The purpose of this meeting is to discuss questions, perceptions, etc., with the goal of rectifying errors of fact or clarifying misperceptions of important issues before written statements are formally distributed.
The committee then submits a written report to the dean including specific recommendations and the evidence to support them. It makes available to the department chair a copy of the recommendations and a summary of the evidence it has presented to support them. The committee takes all necessary precautions to protect the confidentiality of the sources of information and accepts no information whose source it cannot establish and verify.
The chair has seven days after receiving the copy of the recommendations and a summary of the evidence to comment in writing to the dean. It remains the responsibility of the committee to assure appropriate confidentiality of all statements it has received from everyone interviewed or otherwise polled in its review procedures.
While the ad hoc committee is conducting its evaluation, the dean makes an independent evaluation of the chair based on previous annual reviews, consultations with other administrators and department chairs, and similar appropriate sources of information.
Both reports are forwarded to the provost and the president for their consideration and discussion.
After conferring with the provost and the president, the dean discusses the recommendations and the final report of the Periodic Evaluation Committee and the dean's evaluation with the department chair being evaluated. In the event of a decision of nonreappointment of a chair, a meeting is held to discuss the reasons for nonreappointment. The meeting usually includes the president, the provost, the dean, and the affected chair. This meeting can be waived by the affected chair. The final decision on reappointment comes from the president or, as customarily delegated, the provost.

General Criteria for Periodic Review and Evaluation Committees

In addition to any factors unique to the particular department, the evaluation and interpretation of the assessments supplied to the committee are to be made in light of consideration of the following categories and questions.

Leadership

1. What are the goals identified by the department, and to what extent have these goals been defined, planned for, or achieved by the chair's activities?
2. What plans have been formulated in the department for attaining these goals? Does the chair generate good departmental support for the goals?

3. How adequately has the chair guided the development of individual faculty members or otherwise provided for their guidance?
4. Is there evidence of the chair's concern for internal evaluations of change and of the ongoing programs of the department?
5. How are priorities for the allocation of resources determined? Is the chair instrumental in helping the department establish priorities and in fairly administering them?

Success with Departmental Affairs
1. Is the chair successful in maximizing program effectiveness in terms of resources available?
2. Is the chair effective in to improving the quality of teaching in the department?
3. Does the chair create and maintain an appropriate intellectual environment for the development of scholarship in the department?
4. Does the chair encourage and support efforts in research and publication (or their professional equivalent) by members of the department?
5. What evidence is there of improvement of quality of faculty, staff, and programs during the period being reviewed? What is the state of faculty morale?

Decision Making
1. Do faculty and students have adequate opportunity for participation in the development of academic policy, or academic programs, and in other appropriate activities within the department?
2. Within the context of (1) above, are the chair's decisions generally seen as fair and proper ones? Is full responsibility taken for decisions whenever appropriate?

Personal Qualities
1. Overall, how effectively does the chair communicate with others in the department?
2. What success (as departmental representative) has the chair had with administrative offices?
3. What is the quality of the chair's teaching?
4. What is the quality of the chair's scholarship?

***Note #3**: The specific assessment documents to be used are selected by the departments and*

colleges involved. They are distributed to the faculty in the department of the chair being evaluated; they are returned to the dean, and their confidentiality at the level of the dean is maintained.

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Evaluation Of Faculty

Purpose

Annual evaluations provide administrators, faculty, professionals, and staff an opportunity to meet with their immediate supervisors for a personal review of activities and accomplishments and a
planning session for future objectives and goals. Leadership at the unit level can have a most direct and significant effect.

Peer evaluations, which come less frequently, attempt to put wider resources into the review processes, resources that are represented by one's colleagues and their collective experience and wisdom. Since promotion and tenure recommendations are
heavily dependent on peer evaluations, it is essential that candidates have early indications from their colleagues regarding their progress in the areas of teaching, research/creative/scholarly activity, and service. The chair's role in these latter activities is to facilitate and coordinate the processes and to provide leadership wherever appropriate.

Categories of Faculty Activity

The three major areas of faculty activity are teaching, research/creative/scholarly activity, and service. Defining precisely the three major areas is often difficult and sometimes impossible; in any case, all activities of a faculty member must be considered as an integrated whole. Faculty

activity in each of the areas may vary from year to year, or even semester to semester, according to the interests
and abilities of the faculty member, and according to the needs of the department, college, or the University as agreed to by the chair and dean.

Departmental chairs should refer to the approved departmental promotion and tenure policies for specific definitions of ctivities classified under teaching, research/creative/scholarly activity, and service.

Annual Evaluation of Faculty

The intent of the annual evaluation procedure is to:

provide the faculty member and the chair with an opportunity for personal review.
provide an accurate means of planning and evaluation of a faculty member's professional growth and development.
provide each faculty member and the University with timely and documented information concerning the faculty member's achievements and goals.

In addition to the above, these appraisals form the basis for merit pay increase. Annual appraisals are not intended to take the place of either departmental or committee evaluations for promotion or tenure or of the periodic peer review of faculty.

Each year, the department chair (see Note #4) meets with every faculty member in the

including permanent part-time faculty, to discuss the faculty member's development during that year and plans for the coming year. The period covered in this meeting is the twelve-month period of time since the last appraisal.

Prior to their annual meeting, the chair and the faculty member complete a draft of the *Faculty Appraisal and Planning Form*. During the discussion, the faculty member is shown a copy of the mid-ratings (median) for the entire department as established by the chairs preliminary evaluation of the departments faculty. In some cases the rating of an individual faculty member may be changed as a result of this discussion. After all faculty have met with the chair, final mid-ratings (median) for the entire department are calculated and recorded on each faculty member's form. If the faculty member takes exception to any of the chair's ratings, the faculty member's rating for that item is also recorded on the form. After the interview has been completed, the chair and the faculty member sign the final copy. The faculty member's signature does not indicate agreement or disagreement with the
appraisal, but simply that it was discussed in detail with the chair.

The data required at the top of the form are self-explanatory. Full-time is checked if the person is full-time with the University and if all University responsibilities are being evaluated in the appraisal and planning form even though the individual may not be 100 percent funded by the

department. Part- time personnel, or personnel whose appraisal and planning form covers only part of their
University responsibilities, are designated by indicating the proportion that is devoted to the department and is being appraised. For faculty with joint appointments, their appraisal and plans are combined on one form, after the evaluating chair has consulted with the second chair. Otherwise, two separate forms, based on separate evaluations and requiring separate interviews must be prepared.

For each of the three areas, teaching, research/creative/scholarly activity, and service, the percent of the faculty member's effort assigned to that area is indicated. The manner in which these assignments are determined will vary considerably. In some units it will be a matter of contract, in some it will be by formal or informal agreement between the faculty member and the chair, and in some it will
simply be departmental practice applied to all members of the unit. These percentages are very important because readers, in interpreting these appraisals, weigh each area according to the percent of effort assigned to that area for the individual faculty member.

For each area or item, the chair writes a narrative appraisal of the faculty member's relevant activities and then rates the person's performance on that activity. The criteria to be used as the bases for these judgments are the criteria for performance of faculty members at each rank as codified under the promotion criteria accepted by the department, college, and University promotion and tenure
committees, and by the provost's office, and should take account of the individual faculty member's particular responsibilities.

A 9-point scale for the ratings anchored at the end points with the terms unsatisfactory and outstanding is utilized. N/A (Not Applicable) should be used only in those cases where there is no requirement for that individual to engage in that particular activity. In other cases, N/R (Not Rated) may be used. For example, a new Ph.D. might be given N/R in research/creative/scholarly activity
because that individuals research program is too new to be evaluated meaningfully, but should not be given N/A because assistant professors, even new ones, are expected to engage in research/creative /scholarly activity.

It is recognized that no chair or any single individual can duplicate the judgment of several committees, nor can performance during a single year determine one's promotion, nor can these procedures match the extensive and intensive evaluation that takes place when a person comes up for promotion. Faculty appraisal and planning sessions provide an opportunity: 1) for faculty members to inform their chairs more completely and accurately about their activities; 2) for chairs to give the

faculty their best judgments on how well the faculty have fulfilled their responsibilities during the year prior to appraisal; and 3) provide an opportunity for the faculty member and chair to discuss the faculty member's plans for the coming year. The intent is to determine mutually acceptable goals that develop the faculty member's strength or correct any weaknesses.

Faculty members may add other materials to support their ratings on their activities, especially where they believe that a different appraisal should have been given. Chairs also may add materials they consider appropriate. Along with a copy of the *Faculty Appraisal and Planning Form*, copies of additional materials should be provided to the faculty member, the chair/department, the dean, and the provost.

Peer Evaluation of Faculty Members

Principles

Faculty members at all ranks should be subject to periodic reviews at reasonable intervals of time.
Reviews of individual faculty members normally will originate with the department. Such reviews should involve a substantial number of faculty members but not the chair.
Faculty members under review have the right to supply such evidence that they feel may be necessary to a fair evaluation of their merits. This does not preclude departments or others properly involved in the review process from soliciting and using other evidence, but in every such instance the faculty member should be informed of the source of that evidence.
Appropriate administrative officers may make independent evaluations within the review process.
Upon completion of the review, the faculty member should be apprised of the results.
Faculty members are entitled to the rights of appeal. Reviews of individual faculty are not a substitute for competency hearings of tenured faculty. They may serve, however, as a basis for instituting such hearings. In the event of a competency hearing, due process is observed, with the burden of proof residing with those instituting the hearing.

Procedures

Schedules for evaluation

1. Instructors and assistant professors are reviewed at least every two years but normally no more often than once a year. Not later than the fall of the sixth year of service, assistant professors are reviewed for promotion.
2. Tenured associate professors are reviewed at least once within every three- to five-year period of service, but normally not more often than every two years. Non-tenured associate professors are reviewed in the year prior to their eligibility for tenure.
3. Full professors are reviewed at least once every five-to seven-year period of service, but normally not more often than every two years.

Departmental Responsibilities

1. The department chair organizes and coordinates reviews of faculty.
2. Reviews of instructors and assistant professors are conducted with the participation of

associate and full professors in the department. In no case should faculty members be reviewed without the participation of at least two members of their department, one of whom, if possible, must be a rank at least one step higher than the person under review.
3. Associate professors are reviewed by professors in the department. In those departments where fewer than two professors are available to conduct such a review, the chair of the department may request professors from other related departments to serve on the review body.
4. Full professors are reviewed by a committee of at least three of their peers. In small departments, professors from other related departments may be asked to serve at the request of the chair.
5. These provisions specify minimum requirements. A department may choose to constitute the whole department, or any other designated authority, to serve as a review body. A department may choose to include in the review body faculty members at the same rank or lower rank of the person being evaluated so long as such persons do not constitute a majority of the body.

Submission and Evaluation of Documents and other Evidence

1. The faculty member under review assembles a dossier of materials that the faculty member regards as appropriate and convincing evidence of the individuals abilities in the three major areas of evaluation. The faculty member is notified of the date that the dossier is required by the chair in sufficient time before the review date, which is also be specified.
2. The review body and/or the chair of the department may request additional evidence from: a) the faculty member under review; b) other sources within the University, such as experts in related fields, committee chairs, and colleagues; c) similar sources outside the University. In all instances under (b) and (c), the faculty member is informed that such evidence is being requested. If any evidence is requested in confidence, the faculty member must be told the source of such confidential information. The faculty member may then communicate to the review committee in writing his or her position as to the qualifications of that source.
3. The review body makes an evaluation of all evidence and the candidate's abilities in each of the three major areas. A report summarizing the reasons for or against a favorable judgment is then forwarded to the dean of the college along with the chair's independent evaluation. A copy of the report of the review body, of the chair, and of any other administrator is delivered to the faculty member under review upon request.

Administrative Review of Evaluations

Appropriate administrative officers, such as chairs, deans, provost, and president may review the dossier of each faculty member reviewed whenever a recommendation for sabbatical, promotion, and/or tenure is made by the department, or whenever there is a significant and substantial change in the status or conditions of employment of any

faculty member. Further evidence may be solicited in accordance with the same procedures stipulated above.

Reporting Results of Reviews

Each faculty member is entitled to a personal interview with the chair of the department and, upon request, a written report of the review. Wherever possible, the interview and report should carry specific indications where evidence has been satisfactory or, when it has not been, specific recommendations for improvement before the next review.

Appeals

A faculty member may appeal the decision of the review body by requesting another review within a semester of the first review. A new committee may be requested. This request may be rejected by the department, but is subject to appeal to the appropriate college and University committees.

***Note #4**: In academic units that are not departmentalized, the word "chair" should be replaced by "dean" or "director," whichever is appropriate, throughout these documents. Similarly the word "department" should read "college" or "division."*

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Contracts Processing

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Contingency Contracts
Contract Renewals for Non-Tenure Track Faculty

Personnel Records Office (PRO)

The Personnel Records Office, located on 87 East Main Street, is the office through which all faculty, professional, and graduate employee contracts are processed. This office can offer assistance in the processing of new appointment forms and records.

Preliminary Approvals of Contracts

The hiring of new faculty and professional employees is handled by the employing department. The Budget Office, the Personnel Office, and the Office of the Provost may all be involved in the new hire procedure.

The F/P Position Request/Notice of Appointment Form consolidates all the information and approvals necessary to create a budgeted position and to appoint all new faculty and professional employees. The F/P Form is divided into two parts. The top half is to be used to:

1. Create a new position in the budget;

2. "Unfreeze" a vacant line in a period of a position freeze; or

3. Advise the Budget Office of the intent to fill a vacant line in a period of no position freeze.

The top half of the F/P should be completed by the department and signed by the Chairperson before sending the form to the Dean for signature.

After signing, the dean/vice president sends the F/P form to:

a. Budget Office for appropriate account code and line number;

b. Budget Office will contact the President or Provost (depending on source of funding) for approval of new position.

When the Budget Office sends the F/P back to the requesting department, this completed top portion of the F/P indicates approval to recruit.

Department receives assistance in placing advertising from the Employment Office, which uses an advertising agency.

a. All positions are placed on the Hotline.

b. Other advertising is at discretion of department.

c. Advertising is charged to requesting department.

d. Employment Office sends department "Interviewing Guidelines" to assist in planning interview.

Department accepts applications and sends each applicant:

a. Top portion of blue card completed by department (Name of department, Position applied for, and Date mailed) **before** sending to each candidate.

NOTE: It is essential that department keep applicants informed of progress of search, particularly at completion of search.

Search Committee reviews applications and conducts interviews.

When department is ready to select finalist, it:
a. Completes Personnel Development Sign-Off form* (PD);

b. Obtains signatures from search chair, department head, and dean or vice president (personnel development signature is not needed);

c. President's approval is also required for defined senior professional positions.

Department is authorized to make offer to finalist.

In order to make salary offer, department must have **ADEQUATE MONEY IN THE LINE**. (New professional positions are budgeted with 25 percent above the minimum in the line.) If additional monies exist, the following guidelines apply:
a. If candidate is external, offer may not be greater than 50 percent above minimum for position without written approval from Vice President for Employee Relations via appropriate Dean or Vice President.

b. If candidate is internal, the offer may not be greater than the minimum for position **OR** 10 percent above candidate's current salary (whichever is greater) without written

approval from Human Resources via appropriate Dean or Vice President.

c. If position is a lateral move for the internal candidate, no salary increase may be offered without written approval from Human Resources via appropriate Dean or Vice President.

NOTE: Exceptions for defined senior professional positions are approved by the President.

If candidate **ACCEPTS** offer, department:
a. Completes bottom portion of F/P "Notice of Appointment;"

b. Obtains signatures from chair/director and dean/vice president;

c. Sends letter of regret to **ALL** unsuccessful candidates.

Department sends the following completed forms to Personnel Records Office at least two weeks before start date in order to place the **NEW HIRE** on payroll:
a. F/P* Faculty/Professional Position Request

b. PD* Personnel Development Sign-Off

c. Resume/Vita

d. Biographic Data Form*

e. W-4* Employee Withholding Exempt Certificate

f. I-9* INS Employment Eligibility

g. Personal Data Form*

h. U.S. Tax Authorization*

If appointment is a **TRANSFER** or **PROMOTION**, department sends the following forms to APO two weeks before effective date:
a. F/P* Faculty/Professional Position Request
(Department need not complete Notice of Appointment - bottom section)

b. PD* Personnel Development Sign-Off

c. PAF ? Department obtains employee's PAF from previous department and makes all necessary changes in red ink

***** Forms are available from Central Stores.

Replacement Professional Position

Department completes Position Request (top portion of F/P*) and sends it to:
a. Chair/director and dean/vice president for signatures;

b. Classification and Compensation for verification of salary range.

Department begins recruitment.

Waiver of Posting for Internal Promotion in Professional Positions

In an effort to foster career development among professionals, the following procedures should be followed when a department wishes to promote a professional employee within the unit:

Department sends to Personnel Records Office:
a. Employee's PAF with changes made in red ink and with signatures of:
1. Chair/director

2. Dean/vice president

b. Copy of approval memo. FP and PD are not required.

Forms Used in Contract Processing

Faculty-Professional Initial Appointment (F/P Contract)
This form is to be used for initial appointment of faculty and professional members. Upon completion, the form is sent with all copies to the Personnel Records Office. Form #UDC 9070170

Graduate Appointment Contract (G Contract)
Use this form for initial appointment of graduate students. This form is to be sent with all copies to the Personnel Records Office. Form #UDC 9070150

Biographic Data Form (BDF)
This form is prepared by the department, and the white copy is submitted to Personnel Records Office. The yellow copy is forwarded to the Information Services.

Personal Data Form (PDF)
This form is completed by the department and sent to Personnel Records Office.

U.S. Tax Authorization Form
This form is completed by the employee and sent to Personnel Records Office.

W-4 Form
This form is filled out and signed by the employee to claim exemptions for tax purposes. No employee can be paid without this form on file.

I-9
This form is required by the Immigration and Naturalization Service and is necessary for all employees hired after November 16, 1986. This form must be on file before a paycheck can be issued.

Letters of Recommendation
Three of the letters of recommendation submitted in support of an individual's candidacy for the position must accompany the contract for initial appointments of faculty and professionals.

Summer Appointments -- Continuing Education and

Summer Session Teaching

Contract Form
The "S" contract is used for Continuing Education, Winter Session, and Summer Session overload and research appointments. Separate contracts should be used for Continuing Education and Summer Session courses. A faculty member teaching both a regular Summer Session course and a Continuing Education course should receive two separate contracts.

Off-campus faculty are sometimes employed to teach in these sessions. For initial hires of these off-campus people, attach the Biographic Data Form, the Personal Data Form, the U.S. Tax Authorization Form, the I-9 Form, and the W-4 Form.

Budget and Salary Information
Payments for Newark Campus overload courses comprised primarily of matriculated students are to be charged to the department's unrestricted account:

1-1-01-XXXX-00-213 (on-campus faculty working for their home departments)

1-1-01-XXXX-00-214 (on-campus faculty working for other departments)

1-1-01-XXXX-00-215 (off-campus faculty)

(XXXX represents the four-digit budget unit)

Payments for Continuing Education courses at off-campus locations are to be charged to:

2-1-01-7410-00-214 (on-campus faculty)

2-1-01-7410-00-215 (off-campus faculty)

Off-campus faculty should not have a job classification on the "S" Contract. Professionals who do not hold academic rank should not have a job classification on the "S" Contract.

Compensation for regular University employees is not to exceed the dollar value of three four credit courses for the period 9/1 to 5/31. This includes Winter Session. Contracts should be processed at least two weeks prior to the effective date to assure payment in a timely manner.

Routing

Department ? Completes contract and forwards to appropriate Dean/Vice President (attach BDF, PDF, U.S. Tax Authorization, I-9, and W-4 Forms for new hires).

Dean/Vice President ? Reviews contract, indicates approval, and forwards it to the Appointment Processing Office, 87 East Main Street.

Personnel Records Office ? Completes central processing, updates Payroll, Personnel, and Budget systems.

Processing of Professional Employee Reappointments

The Budget Turnaround Form will, in most cases, be the official document used to implement

salary changes and renewals of contracts. This form will generate Personnel Action Forms (PAF's) that will be distributed to Deans/Vice Presidents, Departments, and employees. The PAF will serve as the University's official notice to each employee of extension of contract and salary adjustment. The existing PAF will become the historical copy for the Department to keep. Once salary levels for the next fiscal year have been indicated on the Budget Turnaround form, the work is complete.

All fiscal transactions are completed by the PAF. Approved demographic changes (e.g., titles, second appointments) will be done by APO.

Contracts for Visiting Faculty and Professional Staff from Foreign Countries

In preparing contracts for faculty and professional staff from foreign countries who are being employed for a full year, the following statement, if authorized by the Provost, should appear in the block marked "Comments":

Upon arrival on campus, cash equal to first months's salary due will be available on request to the Payroll Office.

If it is a contract for teaching in Summer or Winter Session, the statement should read:

Upon arrival on campus, cash equal to one-half salary for the session (first Summer Session / Second Summer Session / Winter Session) will be available on request to the Payroll Office.

This statement will give Payroll the authority to issue these funds and will eliminate the necessity of department chairpersons preparing memoranda in making such requests.

In addition, if travel expense is part of the contract, indicate the amount to be paid so that a check can be available to the employee upon arrival on campus.

Contingency Contracts

The following guidelines should be adhered to in preparing contingency contracts:

A contingency contract at the assistant professor level should be written only with the explicit understanding that all requirements for the doctoral degree will be fulfilled at the time the appointment to the faculty begins. At the discretion of the department, a contract of this type may be written for either a one-, two-, or three-year period as assistant professor.

The salary differential in a contingency contract should not be less than $1,000.

In those cases where a contingency contract is justified, the following statement must be included under the "Comments" section:

Without Ph.D. by 9/1/YY: Lecturer (at $1,000 less) 9/1/YY - 8/31/YY, and notice of nonreappointment not required. Ph.D. prior to 1/28/YY: Assistant Professor as of 2/1/YY and $500 increase as of 3/1/YY; 2/1/YY - 8/31/YY.

If the contingency is fulfilled by January 27 of the initial contract year, the rank will be

changed to Assistant Professor and a $500 increase will be added to the salary, effective March 1.

Should the requirements be completed during the initial contract year but after January 27 and a renewal appointment be proposed, it may be at the Assistant Professor rank and for a two-year period.

Promotions and increments, if any, in subsequent years will be in accordance with regular University policy. Only the initial contract may be written as a contingency contract, and all contingency provisions lapse at the end of the first year. A request for a second appointment as lecturer will require strong recommendations by the Dean and will receive the closest scrutiny.

Contract Renewals for Non-Tenure Track Faculty

See the University of Delaware Faculty Handbook, Section III, Personnel Policies for Faculty, Section A.1-2. Non-Tenure Track Faculty.

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Credit by Examination

Overview

The University of Delaware provides to all currently matriculated students or registered Continuing Education non-degree students opportunities to obtain college credit by examination. The intent of the University's credit by examination policy is to provide students who have acquired competence through special learning situations, such as professional experience or independent study, with the opportunity to demonstrate their competence. Credit by examination cannot be used when a student has previously enrolled in the University of Delaware course. It is not intended to allow students to take an examination on the chance that they might pass it and thus earn credits toward graduation. A student may register only once for a particular examination under this program. Questions regarding specific courses that allow credit by examination should be directed to the appropriate department chairperson, dean, or director.

Procedure

The procedure for credit by examination is as follows:

1. The student completes the Student Section of the Credit by Examination form and takes it to the academic department where the credit is to be earned. At this time, the appropriate course title, alpha code and number, and the amount of credit hours should be completed on the form, along with the chairperson's signature indicating authorization to take the examination in question.
2. The student then takes the form to the Student Services Building and pays a fee per credit hour. Payment, which is not refundable, must be made in the semester in which the examination is authorized. No student is allowed to sit for an examination without submitting to the department the form indicating (through the Cashier's stamp) that the fee has been paid.
3. After the examination is taken, the Faculty Examiner enters the grade and the source of the evaluation on the form, which is then sent to the Registrar's Office for the appropriate course number, credit hours, and grade to be posted for the student.
4. The Registrar's Office enters credit by examination data in the student's record within 5-7 business days after receiving the grade.

Availability

Not all courses are eligible for credit by examination. Credit by examination for undergraduate or graduate courses can vary by academic department. Unless listed otherwise, credit by examination is not available for any seminar, experimental or independent study courses. A student interested in earning credit by examination for a specific course should contact the appropriate academic department.

College-Level Examination Program (CLEP)

The University awards credit for selected CLEP Examinations. Please visit the Test Credit page for specific course equivalencies, credits awarded, minimum scores needed, and official documentation required.

Credit By Examination Form

The **Credit by Examination form** is available here.

Please direct general questions to the Registrar's Office at Registrar@udel.edu or call (302) 831-2131, Monday through Friday from 8 a.m. to 5 p.m.





Credit by Exam - Course Info & Class Registration - Registrar's Office
https://www1.udel.edu/registrar/course-info-registration/credit-by-exa...

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Policy Guide for Department Chairs and Academic Program Directors

Class Size

Class size is set by the Chair of the Department in consultation with the faculty of the department. Every effort must be made to insure an appropriate class size is maintained for all courses offered by a department. Absolute minimum size for undergraduate courses is ten students; for graduate courses (500-level and above) six students. According to University Faculty Senate policy (February 1975), "in those few cases where the number of either undergraduate students or graduate students does not permit adequate offerings, a graduate 600-numbered course may be combined with a separately
numbered 400-level undergraduate course in the same section. The graduate component must then be offered **with a graduate standard of expectation and grading**" (emphasis added).

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