

2023-24 UNLV Department Chair/Director Manual

Resources for Unit Leaders



Dear Colleagues,

Congratulations!

As new chairs of academic units at UNLV, you are stepping into one of the most vital roles at our university. Your appointment attests to the high regard your peers, your dean, and I have in you as a colleague and the new leader for your department. I know the job you are beginning is a challenging one but I also recognize that effective and engaged department chairs are critical to the success of a department.

We are proud of our talented faculty, determined students, and dedicated staff that helped us achieve our R-1 status and who enrich the lives of thousands of students and our community every day. As chairs, you are uniquely poised to influence our continued upward trajectory in research, student achievement, and community engagement. You are also key to supporting the professional growth of your faculty and helping to grow programs and services that meet the needs of your academic units, our students, and our community.

As we emerge from an unprecedented global pandemic, we are eager to move forward, holding strong to our core values as an access institution that supports diversity, equity, and inclusion.

Your willingness to take on this complex and challenging role speaks to your ability and determination to “make it happen,” as is the custom of all UNLV Rebels.

Thank you for your commitment to UNLV. I look forward to continuing to work with you to make our great university even better.

Warm regards,



Chris Heavey, Ph.D.

Executive Vice President and Provost

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Introduction

Role of Chair

The chair occupies an important role in the modern university. Chairs serve as the **administrative** leaders of their department, with responsibilities for a variety of internal executive functions, including evaluating, supervising and mentoring faculty and staff, and overseeing the day-to-day operations of the unit. They also maintain the integrity of their academic programs, promote student success, and serve as the primary departmental contact to address student concerns. Finally, chairs are **representatives** of their department with the college and university administration, and to external constituencies.

This manual is intended to guide new and veteran chairs as they navigate every aspect of their position. (Note: the term "chair" is used throughout this document to represent department/unit chairs and/or directors.

Policy Resources for Chairs

A variety of processes, procedures, and policies pertinent to department chairs are conducted under the aegis of two foundational documents:

- The [Board of Regents Handbook](#) provides policies for the entire Nevada System of Higher Education (NSHE).
- The [UNLV Bylaws](#) are the governing document of the university.

Your department and school/college should have bylaws that govern your unit, and you should proactively familiarize yourself with them.

A complete list of current UNLV Policies can be found on the [UNLV Policies page](#). Additionally, the Office of Human Resources has organized UNLV's [Workplace policies](#) into one central location for ease of reference. The workplace policies were established to create a safe and productive work environment. The policies are organized into four categories: employment, federal notices, state notices, and disciplinary action.

An Overview of the Institution

The Nevada System of Higher Education

The Nevada System of Higher Education (NSHE) is a governing body that oversees Nevada’s public colleges and universities. The system is comprised of two doctoral degree-granting universities, four community colleges, one state college, and a research institute. NSHE is organized into five key administrative areas: academic and student affairs, government and community affairs, policies and procedures, technology, and workforce development. NSHE operates under the leadership of the Chancellor, who ensures that Nevada’s colleges and universities are implementing the policies, procedures, and guidelines set by the Nevada Board of Regents. The Chancellor also advocates on behalf of the entire system and works closely with governing officials, the state legislature, and public and community leaders. For more information, see the [NSHE webpage](#).

The University of Nevada, Las Vegas

UNLV is a thriving research institution of approximately 31,000 students and more than 4,000 faculty and staff. In 2012, The University of Nevada, Las Vegas (UNLV) achieved designation from the Department of Education as a Title III & Title V Minority Serving Institution (MSI), and in 2015, UNLV achieved designations as an Asian-American and Native-American, Pacific Islander-Serving Institution (AANAPISI), and as a Hispanic Serving Institution (HSI). UNLV offers traditional and professional academic programs to a diverse student body and encourages innovative, interdisciplinary, and inclusive approaches to teaching, learning, and scholarship.

A Top Tier Institution

In 2018, the Carnegie Classification of Institutions of Higher Education designated UNLV as a doctoral institution with “very high research activity” (R1). This designation was reaffirmed in 2021. UNLV joined 145 other top-tier institutions having the R1 designation. While R1 is an important component of our strategic plan, our plan is much broader.

Our Top Tier vision and mission guide our efforts at UNLV, and we have made remarkable progress on our journey. Top Tier 2.0, the next evolution of our strategic plan, is a forward-looking roadmap that our university will continue to refine and follow over the next decade. It builds on our progress and recognizes our opportunities as we continue on our path to becoming a top public research university. Top Tier 2.0 is centered around the following core areas:

- **Student Achievement** focuses on improving undergraduate student learning outcomes, experiences, and co-curricular opportunities; closing the achievement gap, and improving financial aid. Graduate student success aims to carve out and optimize opportunities for graduate students. Workforce development is integral to this core area.

- **Research, Scholarship, and Creative Activity** pursue innovation and excellence in research, especially as we develop multiple interdisciplinary opportunities, and seek opportunities that further enhance scholarship and creative activities.
- A highly functioning Academic Health Center, **UNLV Academic Health**, provides high-value quality care for the community, in addition to yielding cutting-edge research and being a source of economic diversity for our economy.
- **Socio-Economic Development** focuses on the research park, industry engagement, and entrepreneurship and innovation. It includes the humanistic element, which is why it is named socio-economic.
- **Community Partnerships** seeks to leverage our resources for the public good to advance the university and the communities we serve. There will be an increased focus on K-12, civic engagement, and community needs.
- **Social Justice, Equity, and Inclusion** foster an environment that is inclusive, welcoming, and supportive for all through continual cultural change that is promoted and supported across the university.

These cores are all made possible through our foundational core areas of **Infrastructure and Shared Governance** and **Philanthropy and Alumni Engagement**. We will continue to develop our infrastructure and ensure shared governance practices are at the heart of what we do. These foundational core areas are bounded by our Campus Values of Access and Equity, Excellence and Integrity, Compassion and Inclusion, and Collaboration and Stewardship. In addition, we will strategically deepen the culture of philanthropy and alumni connection as this area is a key component of our financial stability.



In 2020, UNLV was selected to receive the Carnegie Community Engagement Classification—a national distinction honoring the University for its exemplary community engagement practices.

To learn more about UNLV’s Top Tier Plan, visit [the Top Tier website](#).

Commitment to Diversity

The University of Nevada, Las Vegas recognizes that a student body that is diverse concerning race, ethnicity, socioeconomic class, sexual orientation, gender identity, and geography, among other dimensions of cultural difference, benefits and enriches the educational experiences of all students, faculty, and staff.

The [Office of Diversity Initiatives](#) partners with academic and administrative units to make equity, diversity, and inclusion on campus and in the community a daily practice of all employees.

Institutional Structure

The university administration is led by the [President](#) and supported by the [President's Cabinet](#) and the [Executive Vice President and Provost](#). As the university's chief academic officer, the Provost oversees the Offices of Academic Affairs, Faculty Affairs, Student Affairs, Decision Support, Information Technology, Academic Resources, and Research, and serves as the direct supervisor for the deans of the colleges and schools.

Academic Units

There are [18 colleges and schools](#) and more than 50 academic departments at UNLV. The number and structure of these units continually evolve to meet the shifting needs of undergraduate and graduate education.

- Academic Success Center
- Lee Business School
- School of Dental Medicine
- College of Education
- Howard R. Hughes College of Engineering
- College of Fine Arts
- Graduate College
- Honors College
- William F. Harrah College of Hospitality
- School of Integrated Health Sciences
- William S. Boyd School of Law
- University Libraries
- College of Liberal Arts
- Kirk Kerkorian School of Medicine
- School of Nursing
- School of Public Health
- College of Sciences
- Greenspun College of Urban Affairs

University Libraries

The University Libraries define the new academic research library – bringing people and information together in innovative ways. Encompassing more than 327,000 total square feet of space in six facilities, the UNLV libraries collections reflect the broad range of UNLV's academic programs, including more than 1.2 million print volumes and more than 1.6 million electronic books.

The [Libraries' website](#) connects users to both print and digital collections, which contain more than 500 library databases, 140,000 online and print journals, and more than 150,000 microforms, videos, CDs, maps, and government documents. UNLV students, faculty, and staff may check out material with their Rebel Card which serves as a library card for material checkout and renewals; and with an ACE Account, users can also access library resources and services online and request materials available from libraries worldwide through [interlibrary loan](#). In addition, there are four specialized branch libraries in architecture, music, education, and health sciences that are part of the University Libraries. 1. Department Administration

The chair is the administrator responsible for the climate, policy compliance, and performance of the department. Reflecting UNLV's norm of shared governance, the chair consults with the unit faculty but retains separate responsibility for a variety of activities that involve administering the department and leading it forward. As part of this critical role, chairs are responsible for maintaining the integrity of the department's mission and vision and ensuring that these align with the school/college and UNLV's mission and vision statements.

Planning

Strategic Planning

Departments should assemble strategic plans covering a particular period that varies across units; many units have a five-year plan. Assembling the strategic plan should be a collaborative process that balances faculty input with school/college and university goals and objectives. It is important to set expectations that consider departmental resources and recent trends. A frank assessment of current conditions, existing resources, and projected needs is a workable starting point.

Program Review

At least once every ten years, academic programs at UNLV must be reviewed. [Program Review](#) is an NSHE mandate facilitated by the [Faculty Senate Program Review Committee](#), with administrative elements under the Office of Academic Programs within the Office of the Senior Vice Provost for Academic Affairs. The Program Review website has a robust array of information about the [process of program review](#).

Accreditation

Some departments and programs have professional accreditation standards which may require yearly reports and on-site visits. The chair/program director is responsible for ensuring that the reports are done promptly, and they also facilitate the on-site visits.

Curriculum and Scheduling

The chair is responsible for managing the department's curriculum, preparing and submitting course schedules, staffing all courses, managing enrollments, and overseeing assessments.

Course Scheduling and Staffing

The chair determines each faculty member's teaching schedule and course assignments. This should be done in accordance with the UNLV [Workload Assignment Policy](#) and take into consideration enrollment demand, curricular needs, and accreditation requirements. Keep in mind the university's retention, progression, and completion (RPC) efforts by ensuring that students can take the courses they need to progress and graduate in a timely manner.

Chairs build schedules at least one year in advance, typically working with the administrative assistants (AA) to obtain faculty requests for courses to be taught. The chair and AA then build a preliminary schedule, taking into consideration any department policies on course assignments and enrollment management issues.

The chair is responsible for hiring Part-time Instructors (PTIs) to meet curricular demands and for assigning graduate students to teach classes as needed (usually in consultation with the graduate coordinator). In hiring PTIs, it is the chair's responsibility to ensure that the PTI is qualified and possesses the appropriate terminal degree to teach the courses they are assigned. If licensure or certification is required, it is the chair's responsibility to ensure such documentation is obtained and retained in the department office prior to any course instruction.

Workload and Course Reassignments

Workloads are determined using NSHE policy guidelines. Workloads for tenured/tenure-track and non-tenure-track faculty start with a basic formula of 80% teaching (12 credits) and 20% service. For tenure-track and tenured faculty, the teaching load is reduced by 3 credits (to 9 credits) because UNLV is a research institution and these faculty are expected to conduct research. Tenure-track and tenured faculty are eligible for additional course reassignments for research, service, or other activities as outlined in the University Workload Policy and/or school/college workload policies. This usually involves a reassignment of an additional 3 credits to arrive at a 6-credit (two course) instructional load. Any requests for a zero-teaching load (i.e. 0 credits teaching) must be forwarded through your dean to the Vice Provost for Faculty Affairs for approval each semester. Deadlines for 0 credit teaching loads are typically in October and April for the subsequent semester. The chair is usually the first person in the process to recommend approving course reassignments and should work with individual faculty members in any workload negotiations.

Faculty-in-residence (FIRs) at UNLV are considered teaching-intensive and, as such, they normally teach 12 credit hours per semester (80%) and engage in some service (20%). Typically, FIRs are not required to perform research as part of their workload. FIRs may also be clinical faculty, which involves a higher service workload.

In addition to reassignments that faculty may receive under the University Workload Policy, faculty members may be eligible for additional course releases through fellowships or grant buyouts. For details of the process, see the [Effort Salary Buyout Policy](#) document.

Managing Enrollment

In order to forecast enrollment demand, chairs should utilize the data in [UNLV Analytics](#) to examine the recent history of enrollments and the projected growth of the number of majors and students taking classes. The chair can also consult the associate dean for academic affairs, the director of the school/college advising center, or the [Office of Decision Support](#) for further assistance.

In managing enrollment, the chair should ensure that sufficient courses are scheduled to meet demand. One should be prepared to add sections where necessary to meet unmet demand or cancel sections with low enrollment. Course schedules should be constructed to avoid creating progression bottlenecks that can keep students from graduating in a timely manner.

Regularly rotating courses that meet major requirements but are not gateway prerequisite courses can help build demand for elective courses.

Chairs may regularly receive requests to waive course prerequisites. The chair is charged with maintaining the academic integrity of their programs, so one should think carefully about waiving prerequisites for a student. If a prerequisite is not needed to master a course, then consider removing it rather than granting many waivers.

Curriculum Planning

Curriculum planning begins with the department's strategic plan for both undergraduate and graduate education.

If faculty want to develop new courses or programs, they should work with the appropriate standing committee, such as the undergraduate or graduate curriculum committee. In many departments, new courses and program changes must be approved by a vote of the faculty. Refer to the bylaws for procedures in place for your specific unit.

Once a new course or program change is approved by the department, it progresses to the college and university curriculum committees. The application process is managed through [Curriculog](#).

New programs are approved by both the university and the Board of Regents. Before beginning the process, speak with the dean and the Office of Academic Programs within the Office of the Senior Vice Provost for Academic Affairs.

Summer Teaching

Before planning summer teaching, check to see if your department has any policies pertaining to faculty preferences for summer courses. When assigning courses, keep in mind equity issues among faculty, including faculty in residence and PTIs.

The summer schedule is built one year in advance. Think carefully about assigning tenure-track faculty to summer classes. Although they may want the additional salary, they may also need the time to conduct research. Speak with them to ensure that they have made sufficient progress on their research before undertaking additional teaching during the summer months. Many units offer internal summer research awards for tenure-track faculty to support their research efforts.

The summer term salary schedule is set by the [Summer Term Office](#) and is based on the faculty member's rank and the number of credits taught.

Online Teaching

The [Office of Online Education](#) works closely with faculty, program heads, and subject matter experts to develop online and hybrid courses. The office maintains a suite of equipment available for use and provides best practice tips, guides, and tools on the website and through school/college-based [educational technologists](#). If interested in developing an online or hybrid course or module, or need assistance with online teaching and learning best practices, please contact online@unlv.edu.

Other Teaching Notes

The chair should ensure that students are given the opportunity to complete [course evaluations](#) for each class they take and that instructors hold regular office hours as stipulated by unit and/or school/college bylaws. Note that student evaluations are now embedded within Canvas, UNLV's current learning management system. In addition, all additional resources students need to provide/purchase for each course must be listed in the course schedule prior to course enrollment. Also, faculty who wish to assign their own authored textbook must follow a process delineated in the [Textbook Selection Policy](#).

Academic Assessment

The chair is responsible for overseeing the unit's undergraduate and/or graduate program assessment and ensuring that assessment reports are submitted on time. In many cases, chairs may delegate responsibility for preparing assessment reports to the department's undergraduate and graduate coordinators or program directors.

The [Office of Academic Assessment](#) works with academic units in implementing the assessment of student learning outcomes, helping analyze assessment data, and providing other services regarding assessment.

Budget

The chair is responsible for managing the department's state, indirect cost, student fee, gift, and self-supporting budgets. Usually, the department's business manager or administrative assistant maintains the department's accounts. Chairs should monitor the budget for all accounts monthly, working closely with the business manager or administrative assistant. The chair can also run budget reports within [Workday](#), NSHE's system-wide HR, payroll, and finance system. The school/college business manager can also answer questions about budgets and the budget process. Some schools/colleges have grant support offices and it is important to coordinate with those administrators in overseeing grant budgets.

Budgeting—Development and Travel Funds

Your department may have a dedicated budget for faculty development and travel. If it does, you, as chair, will have a pivotal role in implementing it. In some schools/colleges, the Dean's Office may provide additional funding to faculty who have exhausted their annual development funds. It is important to remind employees that faculty development and travel funding is not a requirement of the institution. Rather, it is an optional benefit that may be provided if it is fiscally prudent to do so.

Faculty are also eligible to apply for additional travel funds from the University Faculty Travel Program managed by the provost's office and overseen by the [University Faculty Travel Committee](#). The UFTP hosts two application cycles each academic year. Faculty can apply for funding to attend or present at regional, national, or international conferences and workshops or request support for travel as part of a sabbatical or professional leave. To apply for funding, faculty must prepare and submit a competitive proposal describing the impact the professional activity will have on faculty teaching, research, or creative endeavors.

Grants and Sponsored Projects

Depending on your unit, grants will be more or less important to the functioning of your department. The [Office of Sponsored Programs](#) (OSP) serves as the principal point of contact for individuals seeking and/or managing externally funded research, scholarship, and creative activities.

Workday

In addition to budgeting, the chair is responsible for completing a variety of other financial and human resources tasks in [Workday](#). Chairs should become familiar with these tasks, which include approving requests for time off, recruiting and hiring, and approving purchases.

Department Management

Office, Research, & Departmental Space

Office and research space is limited across campus. As per [university policy](#), academic faculty have priority for offices, followed by administrative faculty, classified and technical workers, part-time instructors, graduate assistants, student employees, and, finally, emeritus faculty, if they are involved in official unit activities. Chairs are also responsible for maintaining and recommending the assignment of laboratory space for faculty. Laboratory space may need to be upgraded to accommodate the research needs of faculty. Requests to upgrade laboratory space should begin with your dean and school/college business manager. In many cases, newly hired faculty who were granted start-up packages should use these funds prior to requesting additional support from the dean.

PTIs, graduate assistants, and student employees are generally not provided individual offices. In addition, an emeritus faculty member may request access to an office, but office space is not part of the standard university benefits provided to emeritus faculty. The department chair and dean have the discretion to approve or deny any requests for offices for emeriti faculty. For more details on the current university policies on space utilization, view the official [Space Use Policy](#). To request a room category change, renovation, or new space, please complete the [University Space Committee Request form](#) after getting approval for the project request from the dean.

In the summer, the chair is responsible for approving the department's space survey in [Archibus](#), usually after the administrative assistants gather the information. [Training sessions](#) are available during the summer.

Personnel Files

Per the UNLV Bylaws, the chair is charged with maintaining “an official master personnel file” for each faculty member. Chairs must ensure that all personnel files are “maintained, supervised, and kept in a secure, locked place.” However, as the university has transitioned to electronic faculty information systems (presently, UNLV Folio), some faculty personnel records – such as annual evaluations, mid-tenure reports, and promotion and tenure recommendations – will be securely archived as electronic records.

Compliance

Your department, like all of UNLV, must comply with a range of state, federal, and NSHE system requirements. The [Office of Equal Employment and Title IX](#) investigates concerns related to various classes and ensures compliance with Title IX, EEO/AA laws, and the Americans with Disabilities Act. The office is charged with all investigations into complaints of discrimination and sexual harassment.

Faculty and Staff Leaves

In concert with Human Resources, the chair ensures that faculty and staff are aware of and abide by the provisions of the [Family Medical Leave Act \(FMLA\)](#) and that all employees are aware of the various types of [leave](#) they are entitled to take, including [parental leave](#). Remember that an untenured, Assistant Professor who is approved for FMLA leave will not automatically receive an adjustment to their tenure probation period. All requests to change the tenure clock must go through the process outlined in the [UNLV Flexibility of Pre-Tenure Probationary Period Policy](#).

Faculty are also eligible for Sabbatical and Faculty Development leaves managed by the UNLV Faculty Senate Office, [Faculty Leave Committee](#). In addition, faculty may apply for leave without pay or other types of leave (entrepreneurial leave); staff in the Vice Provost's Office of Faculty Affairs can answer questions about these types of leave requests.

Mentoring

The chair should make sure that the department has a strong mentoring program for faculty, including all PTIs, as well as staff. The chair should assign each newly hired faculty member (tenure-track, Faculty in Residence, and Lecturers) a mentor in the department to guide them through the tenure and/or promotion process and support them throughout their probation period. Note that mentoring opportunities should also be available to tenured Associate Professors (and, in some cases, Full Professors) to ensure their continued academic success, as well as for PTIs to facilitate their success in the classroom.

The chair should build clear and transparent communication models with faculty and staff by holding regularly scheduled department meetings and serving as a conduit of information from the dean and upper administration and the faculty.

The Chair as an Academic Leader

Chairs are expected to maintain their role as department leaders by attending courses and workshops to improve their leadership skills. Internally, the Office of Human Resources offers [Organizational Development Consulting](#) opportunities for both individuals and groups. In addition, chairs should also actively participate as a member of their school/college executive committee. UNLV provides professional development using both internal and external resources. Links to these resources can be found on the [Executive Vice President and Provost's website](#).

2. Faculty Leadership

In their role as leaders of the academic faculty of their unit, chairs have significant administrative responsibilities related to hiring, evaluating, advising, recognizing, and disciplining faculty.

Hiring Faculty

Chairs have important roles in the recruiting and hiring process for academic faculty. Procedures for hiring academic faculty have been established in the [UNLV Bylaws](#), III.15, “Recruitment of Faculty.”

The Hiring Process

When a vacancy occurs due to the resignation, retirement, or death of a faculty member, the department chair – in consultation with the unit faculty – may ask the dean for permission to fill the vacancy. The dean will review those requests as part of the college’s fiscal year recruitment plan. The provost and the Office of Academic Resources collaboratively have final approval over requests to fill current positions, in alignment with the newly established dynamic resource allocation model (DRAM).

After the administration has authorized hiring for new and existing positions, the units begin the recruitment process by electing faculty to search committees, which elect a chair and engage in the recruitment and hiring process according to the bylaws of the unit (with consideration of federal, state, system, and university compliance guidelines and best practices). Under the UNLV Bylaws (III.15.8), the unit faculty may vote to suspend the requirement to elect the search committee and give the chair the discretion to appoint a faculty search committee. At this stage in the process, the faculty may also assist with writing a job ad, and Human Resources will assign a search number to the position. The job ad is forwarded to the college business manager, who works with Human Resources on posting the ad to appropriate venues.

The search committee is given access to the candidate files in Workday. Human Resources has a set of guidelines for search committees, and committees must follow these policies as they screen applications, deliberate, and engage in the interview process. Remember that department chairs should not serve on search committees. For this reason, it is advisable for chairs to make sure that search committees have received appropriate training in policies before reviewing the candidate materials.

Once interviews are complete, the unit votes to determine which candidate(s) it wishes to recommend for appointment, submitting the necessary materials through regular administrative channels. The chair makes a separate hiring recommendation from the faculty. The dean can accept or reject the recommendation of the department faculty and chair. If the dean accepts the recommendation, then the chair will usually be responsible for beginning the informal negotiations for the offer.

Negotiating with Candidates

Upon accepting the recommendation, the dean's office *may* share with the chair a suggested salary range and request you to seek other terms of hire, which include start-up costs and workload considerations. Chairs must also be prepared for requests for spousal/partner accommodations, which are not included in the formal offer letter and which require separate approval from the department, dean, and provost. Please check with your dean before entering into any conversations regarding terms of hire, including salary, as some deans may retain this process as their own.

During negotiations, it is important to remind candidates that nothing is official until it has been incorporated into a formal offer letter approved by the dean, provost, and Academic Resources. Your dean will initiate the process of a formal offer.

Start-Up Costs

Start-up costs are subject to negotiation and might include funds for equipment, laboratory set-up, travel funds for research, and similar expenditures. Summer salary may also be included in these costs. These costs must be budgeted and approved by [Academic Resources](#) as part of the formal offer.

Hiring with Tenure

Per the UNLV Bylaws, it is possible to hire faculty members with tenure at the time of their initial hire. To do this, they must meet UNLV's tenure standards, be recommended by a vote of those who, according to unit bylaws, vote on tenure decisions, receive positive recommendations from the chair; the school/college dean; and the Executive Vice President and Provost. Finally, the President approves and recommends hiring with tenure to the NSHE Board of Regents, who have final approval over faculty appointments with tenure ([NSHE Code](#), Title 2, Chapter 3, Section 3.4.).

Onboarding New Faculty

UNLV has several resources for newly hired faculty. Minimally, you can send them the [Rebels: Onboard](#) page and encourage them to attend [New Faculty Orientation](#). It is strongly encouraged that chairs ensure unit-specific onboarding is also provided.

Recruiting and Retaining Diverse Faculty

As one of the most diverse institutions in the United States, UNLV places a premium on recruiting and retaining a faculty that reflects the diversity of its student population. As a chair, you play an important role in upholding our institution's commitment to inclusion.

Both you and the search committee should follow best practices in preparing the job description and accompanying advertisement, advertise in appropriate venues, and use networks to reach out to a broad range of candidates.

Once hired, faculty from under-represented groups may have distinct mentoring needs. As chair, please ensure that the department and school/college have resources that are tailored to meet their needs. For more comprehensive information, visit the [Office of Diversity Initiatives](#).

Retaining Faculty – Salary Adjustments

For many reasons, faculty may become dissatisfied with their compensation, which may be articulated as concerns about compression or equity. There are avenues for exploring high salaries for existing faculty. For more information on requesting faculty salary increases, visit Human Resources [Salary Ranges and Pay Increases](#) page.

Evaluating Faculty

Chairs play a pivotal role in the evaluation of both academic and administrative faculty.

As part of the evaluation process, chairs should meet annually with all faculty and staff to discuss their job performance and, where applicable, their progress toward tenure and/or promotion. Chairs can use this process to guide faculty to improve their job performance and productivity.

Academic Faculty: Annual Evaluations

All academic faculty evaluations are conducted using [UNLV Folio](#), the university's dedicated faculty reporting and evaluation system. Each calendar year, all academic faculty are evaluated. Under the UNLV Bylaws (II.10.8). Chairs are charged with preparing the annual evaluations of faculty. See the Faculty Affairs [Annual Evaluation for Academic Faculty](#) for information related to timelines, workflow, disagreement process, and NSHE Code and UNLV Bylaw compliance.

Tenure-track academic faculty are evaluated in three areas: teaching, research/creative activity, and service (UNLV Bylaws III.8.2). Before tenure, faculty are evaluated using four rating categories (Excellent, Commendable, Satisfactory, and Unsatisfactory, in descending order). According to NSHE Code and UNLV bylaws, to receive tenure a faculty member must be judged, at the time of tenure, to be excellent in teaching *or* research and at least satisfactory in the other category and in service. It is noted that past practices have required an excellent rating in research to earn tenure. After tenure, the faculty member is rated annually as either “satisfactory” or “unsatisfactory.”

Faculty-in-Residence (FIR) are evaluated based on their assigned workload. The annual evaluation form for this faculty type will ask for primary, secondary, and tertiary duties (e.g., teaching, research). The department chair writes the annual evaluation, which should be framed in terms of the unit's written standards and any individually negotiated role statements. For

tenure-track faculty, the chair must meet with the tenured faculty and incorporate “the sense of the tenured faculty” on the member’s progress toward tenure and promotion.

Administrative Faculty: Annual Evaluations

Administrative Faculty are evaluated annually using the same rating system used for tenure-track academic faculty (Excellent, Commendable, Satisfactory, and Unsatisfactory). The process is managed by the Office of Human Resources via REBELPerform and provides [guidelines as well as a timeline](#) for conducting these evaluations. The administrative faculty member should be evaluated based on the job duties outlined in their position description questionnaire (PDQ). Many departments require the administrative faculty member to complete a written self-evaluation before having the chair write the evaluation. The chair’s evaluation should include goals for the following year.

Disagreements about Evaluations

If a faculty member disagrees with the chair’s evaluation of their performance, they may, within 30 calendar days of being notified of the evaluation, submit a written rejoinder which will be incorporated into the evaluation.

In addition, within 15 calendar days of the notification of their annual evaluation, the faculty member may request in a peer review writing to the dean (or vice president, if appropriate), the formation of a peer review committee to conduct a separate annual evaluation. Details for the subsequent peer review process may be found in UNLV Bylaws III.8.4 and appropriate unit and/or college bylaws.

For academic faculty, see the [Office of Faculty Affairs: Annual Evaluations for Academic Faculty](#) to submit a rejoinder or request a peer review.

For administrative faculty, see [Human Resources: Administrative Faculty](#) to submit a rejoinder or request a peer review.

Classified Staff: Annual Evaluations

Classified employees are evaluated annually as well, usually on the anniversary of their hire date. As with administrative faculty, the classified employee is evaluated based on the work performance standards listed in their PDQ. More information regarding the [evaluation process for classified staff](#) is provided by Human Resources.

Tenure and Promotion

The chair is responsible for the administration of tenure and promotion for tenure-track faculty, and promotion for tenured and non-tenure-track faculty. The chair has a crucial role in mentoring and evaluating faculty before and during the tenure and/or promotion process. This includes mid-

tenure review, which typically happens at the midpoint of the pre-tenure probationary period (sixth semester of employment).

Please see the [Tenure and Promotion guide](#), the appropriate parts of the various bylaws and NSHE Code, and the Office of Faculty Affairs [Tenure and Promotion page](#) for more comprehensive information on the tenure and promotion process.

Faculty Development

UNLV offers a variety of services for Faculty Development focused on teaching and research. Chairs should encourage their faculty to take advantage of the services as part of their role in mentoring.

The [UNLV Faculty Center](#) offers a variety of programs, support, and training for all faculty in the areas of teaching and learning. Presently in a transitional mode, look for more specific information relative to support services being provided through the Teaching Commons in Spring 2024.

UNLV is also an institutional member of a variety of online professional development opportunities including mentoring and career development. These resources can be accessed by logging in to [REBELearn](#).

Faculty Policies

Chairs play a pivotal role in helping faculty deal with regulations, policies, and procedures that govern university life. Some examples include:

Compensated Outside Activities, Conflicts of Interest, and Conflicts of Commitment

All academic and administrative faculty are required to submit Annual Conflict of Interest/Compensated Outside Services Disclosure Forms at the beginning of each calendar year. The chair is responsible for ensuring that information on these forms is accurately reported.

Faculty conducting compensated activities that are not on the pre-approved list (see the link, below), and that involve compensation over \$3,000 annually, must submit an Outside Activity Request form prior to conducting the activity. This form must be completed and forwarded to the chair and dean for approval each time a new activity is undertaken.

A complete overview, including links to training, can be found on the [Conflict of Interest/Compensated Outside Services](#) webpage.

Institutional Review Board

Faculty and students (including undergraduate students) conducting research using human subjects are required to submit a proposal for review and approval from the [Institutional Review Board](#) (IRB). Institutional Review Board details are provided by the Division of Research.

Institutional Biosafety Committee

UNLV's [Institutional Biosafety Committee](#) oversees and ensures compliance with policies related to the use of potentially hazardous biological materials in research on campus. Faculty who use these materials in their research must submit a study proposal through the Cayuse online submission system for review and approval.

Institutional Animal Care and Use

For faculty conducting research with animals, they must comply with the university's policy on laboratory animal care and use, which provides guidelines for the humane use and treatment of animals used in research, teaching, and testing. This is overseen by the [Institutional Animal Care and Use Committee](#) in the Office of Research Integrity.

Faculty Relationships

Several policies govern faculty relationships:

- The [Consensual Relations Policy](#), which sets protocols on prohibited romantic and/or sexual relationships between members of the university community.
- UNLV's policy on [nepotism](#).
- UNLV's policies on the use and abuse of [social media](#).
- Resources, such as the [Employee Assistance Program](#), that can help faculty who need assistance with a range of personnel and/or professional issues.

Awards and Recognition

The chair, along with the dean, plays a critical role in recognizing faculty and staff by nominating faculty for [university awards](#) and [professional](#) and [classified staff](#) for employee awards. The chair should also support faculty and staff in their pursuit of external awards and recognition through professional appointments with national and international societies and organizations. Special recognition can also be given to faculty and staff using [Rebel Applause](#).

Disciplinary Processes

For a variety of reasons, academic and administrative faculty and classified staff may persist in behaviors that negatively impact the quality of instruction and life in your unit. In such situations, your role in the disciplinary process will emerge. Before undertaking steps in this area, you are advised to speak with your dean and the appropriate representative in the Office of

Human Resources (e.g., Employee Relations, Absence Management, Organizational Development). You can also reach out to the Vice Provost for Faculty Affairs.

Discipline of Faculty

Faculty disciplinary matters are spelled out in Title 2, Chapter 6 of the [NSHE Code](#). This chapter lists the behaviors or activities that are prohibited and may result in discipline, and it specifies the process by which hearings and disciplinary actions are conducted. The sanctions increase in severity from a written letter of instruction to a formal letter of reprimand. Additional disciplinary actions could progress to a requirement for financial restitution to harmed parties, a reduction in pay and/or suspension and, finally, termination.

In general, the process employs the principle of “progressive discipline,” which entails that sanctions become more severe only with continued misbehavior. Unless a behavior is so egregious that it warrants immediate written documentation, it is usually best to begin with a conversation. A “Letter of Instruction” formally informs a faculty member of performance issues and suggests avenues for remediation. It is not considered a form of discipline. A “Letter of Reprimand” is typically a stronger statement that is placed in the faculty member’s personnel file. It is considered a formal disciplinary action.

Discipline of Classified Staff

Classified staff employees are subject to [a different type](#) of disciplinary review, which is spelled out on the Human Resources Corrective Action and Progressive Discipline section of the above linked webpage. As with faculty, the principle of progressive discipline prevails.

Grievances

Faculty and professional staff will not agree with every decision made by the administration. If they feel that there has been a “violation, questionable interpretation, or administration of any existing university regulation” by an administrator (including you), they are entitled to file a grievance petition. For more information about the process, please visit the Faculty Senate’s [Grievance Committee](#) webpage.

Ombuds

All parties should be mindful of the services available through the [Ombuds Office](#). The Ombuds has four chief functions: to listen to employee concerns, provide a confidential outlet for employees to discuss their problems; educate employees about their rights and responsibilities, and their options for redress while coaching them on techniques to better resolve conflicts; to provide a venue for mediation, a neutral, informal, and confidential alternative dispute resolution framework; and to advocate for change by sharing areas of systemic concern with campus leadership.

3. Working with Students

The chair plays a major role in the experiences of students enrolled in the department's courses and majoring in their discipline. The chair will work closely with the undergraduate and [graduate coordinators](#) in overseeing the operations of their respective programs.

Assisting Students

Retention, Progression, Completion

UNLV has several initiatives that seek to increase the percentage of students remaining enrolled **and successfully completing** their degree programs. [Rebel Success Hub](#) is a platform that identifies and provides additional resources for students judged to be at risk of academic struggles, including an early warning alert system. For more information, visit the [Retention, Progression, and Completion webpage](#).

Student Advising

Chairs should coordinate with their advising center to ensure that updated information on curriculum and major requirements is presented.

Graduate Faculty Status

Faculty working with graduate-level students must apply for [Graduate Faculty Status](#) (GFS) by completing and submitting the GFS application. The Chair will work with the Graduate Coordinator to ensure compliance with the policies and processes of the Graduate College.

Privacy Rights

Whether handling student information yourself or advising faculty and staff on the proper and improper disclosure of student information, you must have a solid understanding of the Family Educational Rights and Privacy Act (FERPA). Please visit the Registrar's [FERPA Basics](#) page for more information, a description of the UNLV procedure for record inspection requests, and mandatory FERPA training.

Disability Resource Center

Students enrolled in your unit's courses may receive academic accommodation plans under the auspices of the [Disability Resource Center \(DRC\)](#). All students requesting accommodations should be directed to contact the Disability Resource Center and formally begin the process of determining whether they are eligible for an accommodation.

The DRC maintains a list of [resources for faculty](#) that may be helpful to you and your instructors. The department chair must work with faculty members, DRC staff, and students to resolve any issues associated with the implementation of a student's academic accommodation plan.

Accessible Accommodations

Chairs should advise faculty of UNLV's obligations to assist people with disabilities. For assistance with making materials accessible, contact the [Office of Accessibility Resources](#). This includes course syllabi and all material posted on the UNLV website.

Internships

Students in your major may be interested in participating in an internship. Please direct them to the Career Services. Your department may also have its own standards for approving and crediting internships. These should be made as transparent as possible to students, faculty, and employers.

International Travel

There are a variety of travel opportunities for students. [International Programs](#) has a clearinghouse of information for both undergraduate and graduate students. In addition, before undertaking any travel with students, faculty should be aware of the UNLV [policies on taking students abroad](#).

Student Concerns

Student Resources

Not every student will be happy with every faculty (or chair) decision or university policy, and not every university procedure will fit every student's circumstances. The Faculty Senate has a detailed list of [student resources](#), including petitions for course withdrawal, early reinstatement, and [grade disputes](#).

Students also have access to a range of on-campus resources, including [Campus Recreational Services, Counseling Services](#), the [Student Health Center](#), the [Intersection](#), and the [CARE Center](#).

Student Conduct and Misconduct

The [Office of Student Conduct](#) (OSC) administers the Student Conduct Code, which identifies the University expectations for all students on and off campus.

As chair, you have a well-defined role in the process of determining student misconduct. All [Alleged Academic Misconduct Reports](#) require the signature of the chair before submission to the OSC. Please familiarize yourself with all university and unit policies around student conduct so that you can advise and participate in the adjudication of cases of alleged misconduct as thoughtfully as possible.

UNLV Support Team

The [UNLV Support Team](#) (formerly known as Students of Concern) has a variety of resources for students who may be encountering difficulties, including a [protocol](#) for assisting students in distress, a form to [refer students](#) to the UNLV Support Team, and a [guidebook](#) for helping students in distress. In cases of acute crisis, please contact UNLV Police Services at 702-895-3669.

4. Working with Other Campus Partners

It is also the chair's role to serve as liaison to several campus partners. In some cases, this will be done directly in the role of the chair, as when you sit on college groups representing your departments. At other times much of the work is conducted by staff under the supervision of the chair.

Central Administration

Within the central administration, you may be contacted by or have reason to contact members of several offices:

- [Office of the Executive Vice President and Provost](#)
- [Office of Faculty Affairs](#)
- [Office of Academic Resources](#)
- [Office of Undergraduate Education](#)
- [Graduate College](#)
- [Office of Decision Support](#)
- [Office of Information Technology](#)
- [Division of Research](#)
- [Office of Economic Development](#)
- [Office of Diversity](#)
- [Office of Media Relations](#)
- [Educational Outreach](#)
- [Space Management](#)

Athletics

As for any other major university, [athletics](#) is a major part of the UNLV experience. Even if you are not an active sports fan, your department may interface with elements of the athletics program, including [Student-Athlete Academic Services](#).

Development and Fundraising

The chair is responsible for promoting and advocating for the department and its programs to the UNLV and Southern Nevada communities. This will usually include fundraising and other promotional activities. The UNLV [Division of Philanthropy and Alumni Engagement](#) is responsible for maintaining the engagement of the school through the, raising and managing private funds that support the university. Many schools/colleges have dedicated development officers and chairs should work with their development officer and dean in promoting the department and raising funds for their programs.

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[Office of Faculty Affairs](#)

(Cover image courtesy of Winnie David)