OPERATING PAPER

of the

Department of Health Care Professions

College of Applied Sciences and Arts

Southern Illinois University Carbondale

January 30, 2003

APPROVED

SPRING, 2003
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DEFINITIONS

Agreement -- Refers to the Collective Bargaining Agreement between the Board of Trustees of Southern Illinois University and the SIUC Faculty Association, IEA/NEA.

Association -- The term "Association" refers to the SIUC Faculty Association, a labor organization affiliated with the Illinois Education Association/National Education Association (IEA/NEA).

Board -- The terms "Board" and "Board of Trustees" refers to the Board of Trustees of Southern Illinois University and its members and authorized administrative or management representatives.

University -- The term "University" shall mean Southern Illinois University Carbondale.

College -- The term "College" shall mean the College of Applied Sciences and Arts at Southern Illinois University Carbondale.

Department -- The term "Department" shall mean the Department of Health Care Professions within the College of Applied Sciences and Arts at Southern Illinois University Carbondale.

Faculty (Upper Case) -- The term "Faculty" refers only to full-time tenure and tenure-track Faculty within the Department.

Faculty (Lower Case) -- The term "faculty" refers to all Department/Program faculty including full-time tenure and tenure-track Faculty, Continuing/Term faculty and Adjuncts who may have a vote in the Department/Program.

Polled -- The term "polled" refers to a straight yes or no vote (e.g. as in a vote of confidence).

Review -- The term "review" refers to a re-examination which will culminate in a written report or evaluation.

Department Handbook -- The term "Department Handbook" refers to a manual that is used to provide guidelines that expand and/or further define concepts in the Department Operating Paper but does not have the rule of law held by the Operating Paper. The Department Handbook is approved by the voting Faculty, and may be changed/amended by the process specified in section IV of the Operating Paper.

Program Director -- For the purpose of the Department of Health Care Professions, the title of program director is not an administrative position but is a recognized faculty position with a reduction in teaching load. The title of program director is necessary to meet programmatic accreditation criteria.
I. INTRODUCTION

A. PURPOSE OF THIS DEPARTMENT OPERATING PAPER

The purpose of this Operating Paper is to establish guidelines for the open and cooperative governance of the Department of Health Care Professions (hereinafter called the Department). The Board of Trustees of Southern Illinois University has provided for the creation and implementation of such a document.

This Operating Paper is supplementary to the By-laws and Statutes of the Board of Trustees of Southern Illinois University and policies established by the University and the College of Applied Sciences and Arts. Nothing herein shall be construed to alter or abridge any such policies. If any section, subsection, or clause of the Operating Paper shall be duly determined to be incompatible with a policy of the University, College of Applied Sciences and Arts (ASA), Graduate School, or Collective Bargaining Agreement, that section, subsection or clause shall be superseded by the higher level policy. However, such determination shall not affect the validity of the Operating Paper as a whole or of any section, subsection, sentence, or clause thereof not superseded.

B. OPERATING UNITS, COLLEGE OF APPLIED SCIENCES AND ARTS

The Department is one of the academic and administrative units that constitute the College of Applied Sciences and Arts.

C. ROLE OF THE DEPARTMENT IN THE COLLEGE OF APPLIED SCIENCES AND ARTS

The Department is responsible for providing health care education within Southern Illinois University. The Department prepares health care professionals who will provide direct or indirect diagnostic, preventive, therapeutic, and rehabilitative client/patient care, and/or manage and provide supportive health services. As part of a major university, the Department accepts and fulfills four major responsibilities by providing (1) opportunities to acquire a sound basic education in health care sciences and to foster the development of lifelong habits of scholarship and service; (2) advancement of knowledge through research; (3) continuing education programs aimed at maintaining and improving the competence of those health care professionals engaged in client/patient care or supportive health services; and (4) multiple health care services to the people of Illinois.
II. DEPARTMENT MISSION AND GOALS

A. MISSION

The Department of Health Care Professions offers degree programs that prepare individuals to help meet the health care needs of America, especially those of rural southern and central Illinois. The programs serve students, the University community, the community at large, the military, and other individuals and organizations concerned with the preparation of health care professionals, health care managers, and supportive health care service providers.

B. GOALS OF THE DEPARTMENT

The Department of Health Care Professions is committed to quality preparation of health care personnel who have a concern for the well-being of the people they serve. The Department integrates teaching, research, and service through the efforts of its faculty and students. This integration results in quality programs that have a significant, positive impact on health care delivery.

Each program offered in the Department provides the health care student with an opportunity to develop expertise, scientific knowledge, and professional attitudes that will enable the graduate to contribute to the health of the community. The programs adhere to specific professional guidelines or standards and are designed in collaboration with the appropriate accrediting bodies.

The following are the goals of the Department, met through the achievements of the programs within the Department.

1. To provide quality education for disciplines in the Department of Health Care Professions.

2. To acquaint students with a variety of aspects of the health care industry.

3. To cultivate students' sense of responsibility and leadership in their specialized fields.

4. To foster positive, cooperative relationships within the University community and with the health care industry via graduates, research, and service.

5. To contribute to the body of knowledge in the health care professions via research activities.
III. DEPARTMENT ORGANIZATION AND OPERATIONS

A. STRUCTURE

The Department is an academic unit of the College of Applied Sciences and Arts. The Department provides a broad spectrum of courses which lead to specific degrees in: Dental Hygiene, Dental Technology, Health Care Management, Mortuary Science and Funeral Service, Physical Therapist Assistant, Physician Assistant, Radiologic Sciences, and Respiratory Therapy Technology.

B. OPERATION

The tenured and tenure-track faculty in the Department are the basic advisory body. Department and program policies/procedures will be considered, discussed, and voted upon by the faculty. Administrative/procedural decisions concerning implementation will be handled by the Chair and/or committees or be delegated to Program Directors and/or faculty of individual degree programs within the Department. The individual programs within the Department may adopt programmatic operating papers that are in compliance with the Department and College operating papers which they cannot supercede.

C. FACULTY

The faculty of the Department includes all appointees to the rank of distinguished professor, professor, associate professor, assistant professor, instructor, assistant instructor, and lecturer. Visiting, adjunct, clinical, and researchers also are considered faculty, provided they hold at least a 50% appointment through Academic Affairs, within the Department.

I. Tenure-Track Hiring Procedures and Academic Qualifications

All faculty members will be appointed in accordance with University and Department guidelines. Hiring procedures for Faculty shall be consistent with the Policies of the University and ASA. Minimal academic qualifications for tenure-track faculty shall require a Master's degree, doctorate preferred or appropriate terminal degree, with appropriate certification/licensure /registration and experience. Academic rank above assistant professor may be negotiated at the time of hire if so stated in the advertisement for the position.

Clinical Track Hiring Procedures

7
All clinical faculty members will be appointed in accordance with University and Departmental guidelines. Hiring procedures for clinical faculty shall be consistent with the Policies of the University and ASA. Minimal academic qualifications for clinical faculty shall require a Master's degree (or substantial progress towards same) or appropriate terminal degree, with appropriate licensure/registration and clinical experience.

2. Workload

The Faculty assignments shall be consistent with the Agreement between the Board of Trustees of Southern Illinois University and the SIUC Faculty Association, IEA/NEA. Individual workload assignments will be discussed and reviewed by the Chair and the faculty member. As the Department develops graduate programs, acquiring teaching assistants/graduate assistants for Faculty will be a priority of the department in order to assist the Faculty in completing teaching, research/creative activities, and community outreach services.

3. Departmental Voting Procedures

The following criteria will be used to identify those who are eligible to vote on general matters brought before the Department (see Section IV):

a. All tenured and tenure-track Faculty.

b. All term and continuing faculty with 50% or greater on-campus appointment in the Department and who have been employed by the Department the last two consecutive years.

c. Administrative/Professional staff with 50% or greater appointments in the Department who have been employed by the Department the last two consecutive years.

All votes conducted by the Department will be by secret written ballot (no proxy votes will be permissible) according to the following procedures:

Items requiring a vote, as decided by the faculty, must be so noted on the Agenda for the next faculty meeting. Wording for absentee ballots shall be agreed upon by the Department Review Committee (DRC) and numbered ballots shall be made available by the DRC to all eligible voters. A sealed ballot box shall be available in the Health Care Professions office which may only be opened and ballots counted the following day by the DRC. The results will be reported to the Chair and the faculty in a timely fashion.

Suspension of the notification and/or secret written ballot provisions may be accomplished by the majority vote of 60% of eligible voting faculty.
4. Tenure and Promotion

Starting in the FY 96, all tenure-track Faculty hired then or thereafter must meet the criteria for and be granted promotion and tenure at the end of their probationary period as per the policies and procedures delineated in the University Employees Handbook and the Collective Bargaining Agreement in place at the time of employment. Those not granted tenure and promotion shall no longer be employable per the same guidelines.

Tenured Faculty wishing to be considered for promotion must notify the Chair in writing by January 31st before the dossier is due in September.

In order to be recommended for tenure and promotion, a Faculty member should demonstrate excellence in teaching and evidence of research/creative activity, as well as provide service to the University and larger community. The recommendation for tenure and promotion also carries with it certain connotations, one of which is its reflection of the desire of the Department to retain the person involved as a colleague. The Department attests that the individual has something of substantial value to contribute related to the teaching, research/creative activity, and service areas of the department. It is the responsibility of the tenured Faculty within the Department to evaluate and to vote on any application for tenure.

Tenure and promotion procedures within the Department will be consistent with the University Employees Handbook, ASA guidelines, and the Collective Bargaining Agreement. To the extent that the tenure guidelines and procedures set forth in applicable College and Departmental Operating Papers in effect when the non-tenured Faculty member was last hired on continuing appointment are modified, the same guidelines and procedures shall be considered when and if such Faculty member is considered for tenure, unless otherwise agreed in writing between the Faculty member and the Board. Eligible Faculty members hold academic rank and may be tenured within Health Care Professions in the College of Applied Sciences and Arts. The criteria for achieving tenure and promotion are as follows:

a. Teaching.

Teaching includes direct and indirect activities such as new course development, lecture lab set-up and supervision, advising, clinical internship coverage, and serving on graduate committees. Recognition for excellence may include but is not limited to:

A. Evaluation of teaching by students through Instructor Course Evaluation (ICE) forms before the end of each semester. Faculty preparing for tenure and promotion should have ICE forms for
each class taught. Once tenure has been achieved, Faculty should have course evaluations completed for a majority of their credit hours taught.

B. Systematic evaluation of teaching by the Chair (Refer to Appendix).
C. Classroom evaluation of teaching by peers (Refer to Appendix D).
D. Receipt of honors and awards for excellence in teaching.
E. Letters of support from alumni.

Candidates for tenure and promotion shall strive for the majority of their evaluations to be above average and from appropriate sources to be considered eligible for a positive recommendation. Neither student, administrative, nor peer evaluations alone shall be used as the exclusive indicators of teaching performance. Teaching evaluations include both direct and indirect teaching responsibilities.

b. Research, Publication, and Creative Activities

1) Research includes those activities that serve to advance the profession or the state of the art within the profession or the state of the art within the discipline.

2) Publications include abstracts, books, monographs, chapters in books, peer reviewed journal articles, or their discipline equivalent journal articles, review essays, proceedings, published book reviews, etc. Appropriate publications are those identified by the candidate's peers as being defined by the discipline. Ranking of journals will be determined through a consensus of each program's advisory board and the Chair.

3) Presentations include peer reviewed research papers, poster presentations, pedagogical innovations, seminars, opinion pieces presented to professional groups, etc.

4) Creative activities include any activity outside research and publication that enhance the reputation of the program, College, or University in the field of health care, health care delivery, or education.
c. Service

1) Professional service includes professional appointments, consultantships to outside organizations, service on editorial boards of professional journals, and service to professional organizations.

2) University service includes service to the University, College, Department, and program by chairing and serving on committees, serving in an elected University office, fund raising, and preparation of special reports that have a direct effect on the University, College, Department, or program.

3) Public service includes service to the larger community in a manner which may contribute to the distinction of the individual, the University, and the profession.

4) Clinical/laboratory practice is the direct or indirect delivery of patient care/service. Clinical/laboratory expertise should contribute to the distinction of the profession, the individual, and the University.

For specific criteria for the evaluation of teaching (direct and indirect), research, and service, refer to Appendix A.

5. Merit

The merit process description that follows is to enumerate all activity and criteria that incorporate teaching, research/creative activities, and service for the Department of Health Care Professions. The merit point distribution will be jointly completed by the Chair and each individual Faculty member and shall reflect the Faculty workload. Merit monies will be distributed to individual Faculty as per the Agreement.

1) Teaching is awarded a 75% weighting, Research/Creative activity is awarded a 15% weighting, and Service is awarded a 10%. For first year Faculty, a “rolling three-year department Faculty average” will be used to determine merit points for Research/Creative Activity with teaching weighted at 80%.

2) During annual merit reviews, the Department Chair and each Faculty member will review documentation and tabulate points to be awarded for each category. Ratios are then calculated, and each Faculty member receives merit dollars proportional to accumulated activities under “Teaching, Research/Creative Activity, and Service” when compared to other Faculty within the department.

3) Merit Example
The following hypothetical annual merit computation is for a Department with 9 Faculty and 3 Program Directors for a total of 12 Faculty. Faculty member “Bob” accumulated 3.7595 points in the Teaching category; total points for all Faculty were 44.9078. The ratio, 3.7595/44.9078 was .0837. This figure, multiplied by the .75 weighting, produced a “weighted fraction” of .0628.

Points accumulated for Research/Creative Activity were 4; total points for all Faculty were 39. The ratio, 4/39 was .1026. This figure, multiplied by the .15 weighting, produced a “weighted fraction” of .0154.

Service points and ratio, multiplied by .10 produced a “weighted fraction” of .0071. These three “weighted fractions” total .0853. Thus the merit raise for “Bob” equals .0853 of the total dollars allocated to the Department. “Bob” gets .0853 of $30,000.00 which translates into a $2,559.44 increase.

The total of all “Weighted fractions” will be 1.0.

An example of merit computations is on the following page.
HEALTH CARE PROFESSIONS
ANNUAL EVALUATION

Name: "Faculty Member BOB" Date:

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SUMMARY

STRENGTHS:

AREAS FOR IMPROVEMENT:

GOALS FOR THE FUTURE:
### Merit Computation Example: Total Merit Fund for the Department is $309,000.00

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**Total Merit $30,000.00**

1st & 2nd year Faculty weighted average is 80% for teaching.

*Indirect= Indirect teaching evaluation score (Admeva= Administrative teaching evaluation score); Ind/adm= Average of indirect teaching evaluation & administrative teaching evaluation; Ind*adm= Ind/adm multiplied by a weighted amount (Faculty are 15% & Program Directors are 50%); Direct= Student evaluation score; %Direct= Direct multiplied by a weighted amount (Faculty are 85% & Program Directors are 50%); Total= Sum of Ind*adm and %Direct; WTeach= Individual Teaching Total divided by Department Teaching Total; Research= Individual Research Total divided by Department Research Total; Service= Individual Service Total divided by Department Service Total; WTeach= Individual Teaching Total multiplied by 75%; WResearch= Individual Research Total multiplied by 15%; WService= Individual Service Total multiplied by 10%.
6. Sabbatical Leave

Sabbatical leave provides the tenured Faculty member opportunities for continued professional growth and development. Sabbatical leave plans should include such activities as course development, research, additional study, or preparation in a new or different field, any of which pertain to projects that relate to the educational mission of the University and to the professional development of the individual.

Applications for sabbatical leave must be submitted to and approved by the Chair, Dean, and Provost and ratified by the Board of Trustees.

7. Joint and Cross Appointment of Faculty
The Department shall encourage joint or cross appointments with other units within the SIU system and shall consider these appointments as enrichment to the Department.

8. Clinical faculty

The University, upon the recommendation of the Department, shall appoint clinical faculty. These clinical faculty members shall provide instruction in a variety of on-campus settings, such as labs, practicums, clinics, internships, and mentoring. Clinical faculty may be promoted as per University guidelines.

9. Teaching Assignments

Faculty should make suggestions to the Program Director or Chair about preference in teaching assignments early each fall semester for the following academic year. The Chair, with input from the Program Directors and consultation with the individual faculty member, will make the final decisions for the next academic year's teaching assignments.
D. CHAIR

1. Selection and Appointment of the Chair

The Chair is selected and appointed by the Dean to a three year renewable term and is responsible to the Dean and the Departmental faculty. The Chair is the fiscal and administrative officer of the Department and has the responsibility to provide leadership and vision to foster the mission and goals of the academic unit. The Department Chair provides leadership for a variety of functions, including departmental governance, instruction, faculty affairs, internal/external communications, budget and resources, and professional development.

a. If at any time the position of the Chair becomes vacant, the Dean of the College of Applied Sciences and Arts, after consulting with the Faculty of the Department, shall appoint as Acting Chair (if possible) a tenured Professor or Associate Professor in the Department of Health Care Professions. The Acting Chair will assume all of the duties of the Chair until a new chair is selected and appointed. The process to select a Chair, as described below, will commence as quickly as possible which normally means no later than the first day of the next semester after the position of the Chair becomes vacant. Interviews with the candidates must be held during the Fall or Spring Semesters when classes are in session.

b. When a new Chair is to be selected, whether by an internal or external search, the current Chair or Acting Chair of the Department will provide each member of the Faculty a ballot listing all members of the Faculty who are on assignment for that term. The Faculty will then elect from this list a Balloting Committee consisting of three members. The Balloting Committee will elect its own chair.

c. To aid the Department in deciding whether to conduct an internal or external search, the Dean, through the Balloting Committee will arrange a meeting of the Faculty of the Department with the Dean. This meeting will be conducted by the Dean and its sole purpose will be to discuss whether
an internal or external search for the chair should be undertaken. Following this meeting, the Balloting Committee will poll the Faculty of the Department on the question of an internal versus external search the results of which will be reported to the Dean. The Dean should respect the opinion of the Faculty, and work with the Balloting Committee to secure University approval for either an external and/or internal search.

d. Once the question of internal versus external search has been settled, the Dean, in conjunction with the Balloting Committee, shall prepare a position description and other appropriate documents and shall advertise the position in media appropriate to the scope of the search. It is the duty of the Dean and the Balloting Committee to see that the search is carried out in accordance with University regulations including arranging interviews with individuals such as: civil service staff, AP staff, faculty, students, and university administration.

e. If the search is internal in scope, the selection process will proceed as follows, while insuring that University guidelines are followed.

1) The Balloting Committee will contact each tenured Associate Professor and tenured Professor in the Department as to whether he/she is willing to stand for election.

2) The Balloting Committee will then prepare a primary ballot containing the names of all those members who are willing to be considered. This ballot will be distributed to each member of the Faculty who will then select up to five nominees in order of first, second, etc.

3) The Balloting Committee will count the primary ballot as follows:

3 points for each “first choice,”
2 points for each “second choice,”
1 point for each "third, fourth, or fifth choice."

The Balloting Committee will report the results to the Faculty and the Dean.

4) The Balloting Committee will rank order the total points of the candidates from highest to lowest. They will contact the candidates in order to see who is willing to be further considered. The two candidates with the highest ranking who are willing to be considered will be the final candidates.

5) In the process of finding two final candidates, it could happen that there would be a tie so that more than two would be eligible. In this case, the Balloting Committee will conduct a runoff election until two final candidates emerge from the primary ballot. The voting scheme in these runoff elections will be the point system utilized in the initial primary ballot.

6) Meetings will be held so that faculty, students, staff, the Provost, etc. can interview the final candidate(s). Each candidate will be interviewed separately from the other candidate. All faculty present at said faculty interview will be provided and expected to complete a candidate interview evaluation which will be used to solicit faculty comments and to rank candidate acceptability. The Balloting Committee will then prepare a ballot consisting of the final candidates and distribute it to the Faculty. Voting for only one candidate marks this ballot. The candidate receiving the highest number of votes will then be the choice of the Department Faculty. If there is a tie, one run-off election will be held.

7) The Balloting Committee will provide the Dean the completed evaluation forms and then will meet with the Dean to convey the name of the Department's choice. If the final ballot ended in a second tie, or if the preferred candidate does not accept the offered
position, or if the Dean is not able to support the Department's choice, the Balloting committee will arrange a Departmental meeting with the Dean to discuss the next step in the selection process.

f. If the search is external in scope, the election process will proceed as follows:

1) The Balloting Committee will provide each member of the Faculty a ballot of all members of the Faculty who are on assignment for that term. The Faculty will then elect a Search Committee consisting of five members of the Faculty no two of which can be from the same program. The Search Committee will elect its own chair.

2) After receiving permission from the Dean, Provost, Affirmative Action, etc. to proceed with the search/interview(s), the Search Committee will screen the applicants for the position and present to the Department a list of the names of the top five to seven candidates with appropriate documentation. The Faculty will vote by secret ballot on whether each individual is an acceptable candidate for Chair. The Search Committee will present the names of no more than three candidates who receive maximal support in this ballot (provided in each case that it is a majority) to the Dean with a request to interview each of them. The committee will break any ties in the ballot. After receiving authorization from administration to continue the process, a faculty forum will be held to interview the final candidates. Each candidate will be interviewed separately from the other candidates. All faculty present at said interview will be provided and expected to complete a candidate interview evaluation which will be used to solicit faculty comments and to rank candidate acceptability. The Dean's office will schedule interviews with other University individuals including: Faculty, Civil Service staff, AP staff, students, and University Administration. The final
decision on hiring the Chair is the Dean's although Faculty input will be a major deciding factor in influencing the Dean's decision.

3) After the interviews have occurred, the Search Committee will arrange a meeting of the Faculty with the Dean. The sole agenda for this meeting will be to discuss the merits of the candidates for the position of Chair of the Department.

4) Subsequent to this meeting, the Search Committee will poll the Faculty by Ballot as to the preferred candidate. The ballot will ask whether each individual candidate is acceptable or not. A candidate must receive the support of at least 60% of the Faculty and must receive a positive tenure recommendation from at least 60% of the tenured Faculty who vote in a separate tenure ballot in order to be recommended to the Dean.

5) Providing the conditions of the previous paragraph are met, the candidate who received the most support will be recommended to the Dean as the next Chair of the Department and tenure will likewise be recommended.

6) If the final ballot ends in a tie or if the preferred candidate does not accept the offered position, or if the Dean cannot support the preferred candidate, or if none of the candidates receives the required support of the Department, the Search Committee will arrange a meeting of the Faculty with the Dean to determine the next step in the search process.

2. Review of Chair

The Department Review Committee (DRC) will utilize the “Performance Evaluation of Department Chair” evaluation form which is reviewed annually and modified if necessary by the Evaluation Review Committee (Appendix C).
a. The Dean shall initiate a review once every three years for that individual Chair.

b. If an individual Chair is going to be reviewed in a given academic year, such Chair shall be advised in writing by the Dean.

c. The review shall be conducted by a review committee elected by the faculty or the department or by the faculty acting as a committee of the whole.

d. The criteria and procedures used for the reviews shall be either those already established in the department operating paper, or shall be established by the review committee in consultation with the Dean.

e. The individual Chair being reviewed may be given an opportunity to meet with the review committee prior to the preparation of the written report.

f. The review committee’s written review shall include a recommendation on retention, all documentation collected during the review, as well as the results of any vote taken on whether the Chair should continue as Chair.

g. It is anticipated that the Dean will accept the recommendation of the review committee on retention or non-retention. If the Dean determines that he/she cannot accept the review committee’s recommendation, the Dean shall meet with the department faculty within three weeks to discuss his/her specific reasons and what actions, if any, might be considered/taken as a result of the review. If there is no agreed upon course of action following this meeting and the Dean decides to retain the Chair, the Dean will initiate another review of the Chair in the following year in accordance with the review process set forth in the applicable departmental operating paper.
h. Nothing herein is intended to preclude or prevent the Dean from evaluating or assessing the performance of the Chair at any time.

i. Nothing herein is intended to preclude or prevent the faculty of individual Departments from requesting that the Dean initiate a review of that Chair at any time. If a majority of the faculty in a department petition for a review, such a review shall be initiated.

j. Moreover, nothing herein is intended to interfere with the right of the Board to make decisions concerning the employment status of Chairs.

3. Acting Chair

In the event of a temporary absence from the University, the Dean may designate an Acting Chair after consultation with the Faculty. Should the Chair be away for a semester or more, the Dean's designation of an Acting Chair must be confirmed by consultation with, and a majority (60%) vote of, the tenured and tenure-track Faculty of Health Care Professions.

E. PROGRAM DIRECTOR

1. Programs within Health Care Professions will have a Faculty member elected, and thereby appointed, to the position of Program Director by the program Faculty and the Department Chair. The Chair shall, as a Faculty member, cast a single vote to be counted as any other vote cast by a member of the Faculty (see voting procedure E.2.). This individual should be tenured in the Department if the available Faculty pool and the size of the program permits. Each Program Director represents a degree program and reports to the Chair of Health Care Professions.

2. When a vacancy occurs, the Chair and Department Review Committee (DRC) shall form a search committee. This search committee shall be composed of at least two tenured or tenure-track Faculty from the program (where size of the program permits) and a Program Director from another program. Where program size does not permit two Faculty members to serve, the Chair will appoint a
Faculty member from another program. The Program Director will meet accreditation guidelines, when applicable, and be elected to the position by a majority vote of the respective program Faculty and the Chair. The Chair's vote will not carry any more weight, toward the determination of the majority needed for the election to the position of Program Director, than the vote of any single Faculty member within the department. The results of this vote shall be forwarded to the Dean by the DRC. The individual vote of each program Faculty member and the vote of the Chair will carry equal weight toward the determination of the majority needed for election to the position of Program Director. The results of this vote shall be forwarded to the Dean by the DRC.

3. The duties of the Program Director include assisting in academic programming including responsibilities associated with accreditation as well as University review and assessment procedures. The Program Director’s duties include: assisting in curriculum and course development within the degree, implementing, scheduling, and insuring that the program curriculum is evaluated on a regular basis and that changes are recommended as needed. The Program Director assists the Chair in recruiting activities for program faculty, supervises the application and admission of students, and serves as advisory committee/faculty/student liaison.

4. Since being a Program Director is a major form of service, for which monetary compensation is not received, Program Directors will receive a reduction in their teaching load in order to accomplish their duties. Program Directors shall be evaluated by their faculty on their role as program director every three years from the date of the Program Director's appointment. The DRC will conduct the poll utilizing the "Performance Evaluation of Program Director" evaluation form which is reviewed annually, and modified if necessary, by the Evaluation Form Review Committee (Appendix C). The Chair or the Dean may request that the faculty be polled on the Program Director at any time. The program Faculty may initiate a poll of the Program Director at any time upon the written request to the Chair by the majority of the Faculty. Results of the poll shall be communicated to the faculty of the program, the Chair, the Dean, and the Program Director. In the event of a negative poll, the Chair, the Dean, and the program
faculty shall meet to address identified issues. If the issues are not resolved to the Faculty’s satisfaction, a formal review shall be conducted by the Department Review Committee which could result in the termination of the appointment as Program Director. Like other Faculty members, annual merit evaluations shall be based on teaching, research/creative activities, service, and performance of Program Director’s responsibilities.

5. In the event of a temporary absence from the University, the Chair may designate an Acting Program Director. Should the Program Director be away for a semester or more, the Chair’s designation of an Acting Program Director must be confirmed by the Dean of the College after consultation with, and voting approval by, the tenured and tenure-track Faculty of the respective program.

F. COMMITTEES

1. The tenured, tenure track, and 100% clinical faculty are eligible to and expected to serve on Department Standing Committees and Ad Hoc Committees as well as College Committees. Faculty members are elected to serve on Department and College Committees.

2. Department Committee meetings shall be scheduled by the individual responsible for calling such meetings (or their designee) or at the request of at least 50% of the committee members. A quorum (at least 75% of the committee members) is required for any vote to be taken during such meetings. Committee Chairs shall be responsible for reporting activities at departmental meetings.

3. Standing committees are formed and have the authority to study and to make recommendations to the faculty and Chair regarding ongoing concerns of the Department. Health Care Professions will maintain five standing committees: Budget Committee, Curriculum Committee, Department Review Committee, Recruitment/Outreach Committee, and Operating Paper Committee. Standing committees will be composed of at least five Faculty members that are elected (no more than one from a program) at the fall faculty meeting, except for the Budget Committee which will be composed of Program Directors or their designees. These standing committees will be composed of tenured, tenure-track, or 100% clinical Faculty. These elected committee members will serve staggered terms for a
period of two years. These committees provide input and guidance to the Department and College. If a Faculty member resigns from one of these elected committees, the Chair will appoint a replacement to serve out the term. All standing committees are expected to make reports at scheduled faculty meetings and if needed present written resolutions for faculty consideration. Committees do not make Department decisions or policy. All committee matters of major import must be presented at Department meetings and be voted on by eligible Faculty. Interested faculty are invited to attend or may be called to attend committee meetings and present items for discussion. Ad hoc committees may be established according to guidelines contained in this Operating Paper.

4. Standing Committees of the Department of Health Care Professions

   a. Budget Committee

      The Budget Committee shall review the Department Other Than Salaries (OTS) Budget and make recommendations for the assignment of resources. The Budget Committee shall also review and recommend requests for new faculty lines and reassignment of existing faculty. The Budget Committee shall make recommendations for the assignment of space to the Department Faculty.

   b. Curriculum Committee

      The Curriculum Committee shall review Department majors, courses, and Forms 90 and 90A, and make recommendations concerning changes to the curricula or courses as requested by faculty, advisory committee members, or the Department Chair. Further, the obligations of this committee include making recommendations to the Department Chair regarding master syllabi.

   c. Department Review Committee
The Department Review Committee (DRC) shall annually review the overall academic (e.g. seven year internal review for the Illinois Board of Higher Education, and annual review for recruitment, retention, and time to degree) and administrative (e.g. evaluation of Department Chair and Program Directors) performance of the Department. In addition, the DRC shall be responsible for conducting formal reviews as identified in section D-2 and E and make recommendations to the Chair and the Dean regarding said review. The DRC will disseminate a summary of Department accomplishments and/or shortfalls from anticipated goals with recommendations at the appropriate level to other committees, the Chair, and the Dean. The DRC will also form the search committee(s) identified in section E-2.

d. Evaluation Forms Review Committee

This committee is composed of Faculty representatives elected from each of the programs in the department. They shall be elected prior to the end of the Spring semester to begin serving the following Fall. The committee reviews and updates all department evaluation forms (see Appendices A, B, C and D), with Faculty input for recording faculty productivity and relating productivity to merit increases and promotion and tenure.

e. Operating Paper Committee

The Operating Paper Committee for the Department of Health Care Professions (HCP) is to be chaired by the HCP SIUC Faculty Association Department Representative, or other HCP SIUC Faculty Association representative, or a senior, tenured Faculty member. Amendments may be recommended by the Chair, individual faculty members, and/or any of the various department committees. The HCP Operating Paper Committee will examine all proposals, vote to recommend or not recommend, and will bring forward, at the next normally scheduled monthly HCP Faculty meeting, the proposal for change and the Committee's deliberations/recommendations. Approval of such amendment proposals
will require adherence to the procedures specified in Section IV.B. of this Operating Paper. Any proposal approved by the Faculty will then be included in the HCP Operating Paper and sent to the Dean.

5. Ad Hoc Committees

Because of various needs of the Department throughout the academic year, special ad hoc committees may be formed by the Chair or at the request of at least 25% of the voting faculty. Ad hoc committees, so formed, will be given a specific charge, and, upon completion of that charge and after reporting to the faculty, will dissolve. The tenured, tenure-track, and 100% clinical faculty are eligible and expected to serve on Ad Hoc Department or College Committees. All faculty are expected to serve on their respective program committees. Examples of ad hoc committees that might be formed include a Scholarship Committee, Teacher-of-the-Year Committee, Library Relations, Operating Paper, Balloting, Polling, Tenure and Promotion and Faculty Search Committees.

6. College Standing Committees

Faculty members are selected to serve on the following College Standing Committees: Curriculum, Student Academic Grievance and Dishonesty, Facilities, Scholarship, Honors Day, Faculty Advisory, Research, and Tenure and Promotion.

7. Advisory Committees

Each program will have an advisory committee which includes representatives from the health care industry, students, faculty and others where appropriate. These are minimum requirements. Committees will meet at least once a year to review the programs and make recommendations regarding curriculum and program goals. Members' appointments will be reviewed yearly by the program faculty and recommendations and comments will be submitted by the Program Director to the Chair. The Chair will recommend appointments and the renewal of appointments to the Dean.

G. MEETINGS
1. Department Faculty Meetings

Department faculty meetings will usually be held each month during the fall and spring semesters. The Chair will solicit suggestions for an agenda, and distribute the agenda three days before the faculty meeting. Subsequently minutes of the meetings will be distributed to all faculty within 10 days of the next monthly faculty meeting wherein the minutes from the previous meeting will be approved by a voice vote as the first order of business at the subsequent meeting. No action shall be taken at a meeting on any major Department issue that has not been circulated in print to the Faculty for at least one full calendar week prior to the meeting except with permission of 60% of the Faculty eligible to vote. These meetings will be scheduled and announced by the Department Chair (or designee). Minutes will be kept on file in the Department office and a copy forwarded to the Dean. The Chair may, or upon the request of 25% or more of the Faculty, schedule additional meetings to discuss Department or Faculty matters. The Dean and Associate Deans have an open invitation to attend these regularly scheduled meetings.

2. Program Meetings

The faculty of each program will meet on a regular basis, but not less than once per semester. The Program Director will be responsible for providing a meeting schedule. Actions/recommendations of these meetings shall be forwarded to the Chair and a copy kept by the Program Director for accreditation purposes. The Chair shall have an open invitation to attend all program meetings.

IV. RATIFICATION AND AMENDMENT PROCEDURES

A. Majority Vote

Ratification of this Operating Paper will require a two-thirds affirmative vote of the tenured and tenure-track Faculty (bargaining unit), approval by the Dean, and the Chancellor or Chancellor's designee. Voting will be conducted by secret written ballot.
B. Amendment Recommendations and Approval

Amendments may be recommended by the Chair, individual faculty members, and/or any of the various department committees. Approval will require a two-thirds affirmative vote of the tenured and tenure-track Faculty (bargaining unit) in the Department as well as the approval of the Dean and the Chancellor or Chancellor's designee. The Department Review Committee will conduct the voting by secret written ballot. Copies of the proposed amendment(s) must be circulated for review to the tenured and tenure-track Faculty at least two weeks prior to voting. No proposal to amend the Health Care Professions Department Operating Paper may be submitted to the Faculty for a vote during the summer term. Any changes to the Department Operating Paper must be submitted for approval by the Faculty, the Dean of the College and the Chancellor or Chancellor's designee.