

POLICY CONCERNING PERIODIC REVIEW OF DEPARTMENT CHAIRS/SCHOOL DIRECTORS FAM 651.4

1. Purpose

The purpose of this FAM is to develop a policy for the review of department chairs/school directors. Chairs/directors are appointed to three year terms. Periodic reviews of department chairs/school directors are designed to evaluate their performance and accomplishments and to provide constructive feedback to a department chair/school director who is seeking reappointment.

2. Scheduling

2.1 Periodic Reviews: The College dean is responsible for scheduling of the periodic reviews of the department chair/school directors. Such reviews normally occur in the third year, but the College dean may conduct an earlier review at his/her discretion.

2.2 The chair/director shall notify the College dean, in writing, by October 15 of the third year of service if she/he wishes to be considered for a further three year term.

2.3 Reviews shall be completed by April 1.

3. Review Committee

3.1 At the discretion of the College dean, the review committee for a department chair/program director shall consist of five to seven members, with the proviso that a majority of the committee shall be faculty.

3.2 The department shall elect two members to serve on the review committee from among the tenured and tenure track faculty. The dean shall solicit nominations from all departmental faculty. The names of all nominees who have agreed to serve, (including self-nominations), will be forwarded to the College Elections Officer by the dean. The College Elections Officer will then distribute ballots and oversee the election.

3.3 At the discretion of the College dean, s/he shall appoint one to three additional tenured faculty external to the department to serve on the review

committee. An external faculty member will serve as the chair of the review committee

- 3.4 One student, undergraduate or graduate, who is majoring within the department or school, will be appointed to serve on the committee. This student member will be selected from a list of at least two students recommended by faculty in the department/school to the College dean. The final selection of a student representative shall be made by appropriate College dean.
- 3.5 One non-academic staff member who has permanent status within the College containing the department or school will serve on the committee. The staff member will be selected by the appropriate College dean.
- 3.6 The College dean shall charge the committee at its first meeting.
- 3.7 The deliberations of the committee shall remain confidential.

4. Charge to the Department Chair/School Director Review Committee

4.1 The chair will prepare a self-study describing her/his areas of responsibility and accomplishments in the period under review and identifying any issues that are expected to arise during the next term. S/he shall be invited to furnish a list of people from within the university and the general community, as appropriate, from whom comments could be solicited.

4.2 The review committee shall consider the performance of the department chair in the context of the activities of the position. These shall include but may not be necessarily limited to the responsibilities of the position as stated in Responsibilities of Department Chairs/School Directors policy.

4.3 As part of the review process, the review committee shall evaluate that individual's overall effectiveness within the college and the University as a whole, and assess the strengths and the weaknesses of the performance of the department chair/school director.

5. Areas of Evaluation

To assist the review committee in its deliberations, the following items are suggested for consideration. These items shall not be considered as definitive or limiting.

5.1 Leadership

5.2 Fiscal Management

5.3 Instruction

5.4 Faculty Relationships

5.5 Student Relationships.

5.6 Staff Relationships

5.7 Administrative Items

5.8 Community Relations

5.9 Office Management

5.10 Any other items listed in the Chair Appointment Letter, not included in the areas listed above.

6. Department/School Review Committee Procedures

6.1 The first meeting of the committee shall be called by the college dean to charge the review committee.

6.2 The review committee shall:

6.2.1 Interview the department chair/school director and offer an opportunity to discuss with the review committee any substantive issues affecting the department and its effective operation

6.2.2 Request a list of people outside the department whom the chair wishes to be included in the review. The committee may expand this list at its discretion

6.2.3 Prepare and distribute a survey instrument to constituencies, as appropriate. Such an instrument should include questions that relate to the department chair's primary areas of responsibilities. (See Attachment A for a Sample Instrument).

6.2.4 Announce to constituents a schedule for personal interviews and open forums and invite written statements from faculty staff and students.

6.2.5 Consider any previous periodic review's recommendations for improvement, if applicable

7. The Review Committee's Report: Use and Distribution

7.1 After thorough consultation and deliberation, the review committee shall prepare a written report which shall contain the following:

7.1.1 An executive summary of the report.

7.1.2 An analysis of the survey results.

7.1.3 An analysis of all other information obtained from open forums, interviews, and written statements.

7.1.4 An assessment of strengths and weaknesses and an overall evaluation of the department chair's/school director's effectiveness with respect to the college and the University as a whole.

7.1.5 An assessment of how well the department chair/school director followed previous recommendations for improvements.

7.1.6 A recommendation for reappointment or non-reappointment for a three year term. If the recommendation is for reappointment, the review committee shall include specific recommendations for improvements.

7.2 The review committee shall then submit its report to the college dean, with a copy to the department chair. This completes the review committee's work

8. Action by the College Dean

8.1 The College dean shall, within a reasonable period of time, meet with the department chair/school director to discuss the review committee's findings and recommendations.

8.2 The College dean shall provide a copy of the executive summary of the review committee's report to the members of the department/school, following that meeting.

8.3 The dean shall prepare and transmit to the chair/director her/his written recommendation for re-appointment or non-reappointment to the position.

8.4, The Chair/Director shall have 10 calendar days in which to respond. Any response will be included with the materials to be sent to the Provost/Vice President for Academic Affairs.

8.5 The dean shall then submit all materials to the Provost/Vice President for Academic Affairs. These shall include the review committee's report, the dean's recommendation and any response from the department chair/school director.

9. Action by the Vice President for Academic Affairs/Provost

9.1 Upon receipt of the materials from the dean, the Vice President for Academic Affairs/Provost shall review the performance of the department chair/school director and shall make the decision to reappoint or not to reappoint him/her to a further three-year term.

9.2 Notification of this decision shall be in writing to the department chair/school director, the dean, and the faculty and staff of the department/school.

9.3 If the decision is for non-reappointment, the Vice President for Academic Affairs/Provost shall notify the college dean to put into operation the Policy for Recruitment and Appointment of a Department Chair/School Director.

10. General Provisions of the Review

10.1 The department chair/school director review committee report, along with any response, shall become a part of the department chair's/school director's PAF.

10.2 A department chair/school director may not participate in his/her own review except to submit the response and meet with the review committee .

At the conclusion of the review committee's work, all remaining items used in the review process shall be destroyed.

FSD 87-27.R5

Approved by the Faculty Senate

Karen Kolehmainen, Chair

Date: 6/6/17

Reviewed by the Academic Affairs Council

Shari McMahan, Provost and
Vice President for Academic Affairs

Date: 8/27/17

Approved by the President

Tomás Morales

Date: 9/13/17

Attachment A

SAMPLE SURVEY INSTRUMENT

Does the department chair/school director.....

1. *adequately represent the department/school on established college, division, and university councils or committees?*
2. *maintain active involvement with disciplinary-based professional associations at state, regional, and national levels?*
3. *promote discipline-based contacts with appropriate off-campus groups such as high school teachers, community organizations, professional organizations, etc.?*
4. *exercise leadership in encouraging development activities and maintaining strong ties to the department's/school's alumni?*
5. *exercise leadership in the development and implementation of a strategic plan?*
6. *exercise leadership in developing and monitoring an effective departmental/school assessment plan?*
7. *produce an annual schedule of courses and classes which is balanced and responsive to student needs?*
8. *exercise leadership in carrying out the responsibilities of recruiting, evaluating and counseling faculty, both tenure track and temporary?*
9. *exercise leadership in recruiting, evaluating, and supervising non-academic staff personnel?*
10. *encourages and support faculty professional development?*
11. *develop, in consultation with the faculty, an annual schedule of workload assignments faculty which reflect the programmatic offering of the department/school, a balanced distribution of courses, the needs of the students, the professional development of the faculty, the nature of the department's/school's activities, and the mission of the department, school, and the university?*
12. *promote and support faculty grant applications and sponsored research?*

13. *exercise leadership in arranging and assisting in the development of distance learning courses and programs, whenever necessary?*
14. *exercise leadership in carrying out the responsibilities of preparing budgets, planning new facilities, ordering equipment and supplies, maintaining the security of the equipment assigned to the department, and developing safety rules and regulations?*
15. *exercise leadership in developing new and enhanced academic programs and in reviewing the department's/school's curricular offerings?*
16. *exercise leadership in carrying out the responsibilities of coordinating student advising, recruiting of new students, fostering the development of department/school student clubs, and responding to student complaints and problems in an appropriate manner?*

Additional questions may be added to address issues specific to the department/school whose chair/director is being reviewed.

Responses to these queries may consist of marking one of the following categories: **strongly agree, agree, uncertain, disagree, strongly disagree, or not enough information.**