

Evaluation of Department Chairs and School/Institute Directors College of Arts and Sciences

Evaluation Process Goals

The College of Arts and Sciences evaluates personnel in the spirit of achieving excellence in the college. By providing constructive comments and analyses, evaluations give faculty members the opportunity to assess their effectiveness and improve their performance in areas where the need for improvement is indicated. This process strengthens and gives direction not only to the individuals and their offices but to the academic unit and the college as well.

It is important that the evaluation process be as collegial as possible. A model for cooperative effort, the process encourages faculty members and the chairs or director (hereafter referred to as chair) to work together for the common good.

It is in this context that chairs and directors are evaluated by the faculty of the department, school, or institute (hereafter referred to as department) and by the Dean's Office. While the dean's evaluation of chairs is ongoing, the faculty evaluation occurs every three years. The triennial evaluation provides chairs with the opportunity to outline accomplishments during the past three years and articulate their vision for the next three years. This evaluation also gives the faculty the opportunity to provide important feedback and to highlight issues of concern or interest to both the chair and the Dean's Office. The results of the evaluation will be an important consideration in the reappointment of the chair.

In order to carry out the evaluation in an equitable and professional manner, uniform procedures are followed and a uniform instrument is used by all departments in the college.

Procedures for the Evaluation of Chairs and Directors

1. At the direction of the dean, the executive committee of the department shall conduct a secret ballot election by regular full-time faculty, as defined in the college bylaws, of an evaluation committee consisting of three to five members. The dean will appoint a chair from among those elected.
2. As a professional courtesy, the chair should be kept fully aware of the occurrence of the evaluation and the procedures employed. Copies of all formal communication from the committee to the collective department faculty will be provided to the chair at the same time that it is issued to the faculty.
3. Each regular full-time faculty member shall be accorded the opportunity to participate in the evaluation. Visiting faculty do not participate in the evaluation process.
4. The chair shall provide the faculty with a three-page statement that highlights the department's accomplishments under the chair's leadership over the past three years. This statement should also include the chair's assessment of important issues, challenges, and opportunities that are envisioned for the next three years.

5. All participants shall complete the College of Arts and Sciences online *Chair/Director Evaluation Form*, which consists of two parts. Part I is composed of specific questions which are answered by numerical response. Part II allows the faculty the opportunity to provide written comments regarding any of the specific questions.
6. Faculty members use a unique login name and password to access the confidential online evaluation form. The data will be maintained in a manner that assures complete anonymity. The committee chair will receive the compiled data and comments collected through the evaluation form.
7. The evaluation committee will prepare (a) a summary report using the compiled data from Part I of the evaluation form and (b) a comprehensive summary of the general comments made in Part II of the evaluation. The committee will evaluate the results and provide the dean with a written report that gives proper weight to the whole range of faculty responses. Committee members are expected to sign the written report or to file a statement of dissent. The dean, in turn, provides a copy of the report and the complete survey data and comments to the chair.
8. The data and comments collected through the online form will be maintained securely until the dean has acknowledged acceptance of the report. At no time during the process will the committee members, including the committee chair, violate the confidentiality of the data or the report by discussing them with other faculty or with the department chair except in the presence of the dean at a meeting assembled for that purpose.
9. The dean and associate dean will meet with the evaluation committee prior to the meeting of the dean, associate dean, department chair, and the chair of the evaluation committee. The purpose of this meeting is to discuss the written report submitted by the evaluation committee.
10. The dean and associate dean will meet with the department chair and the chair of the evaluation committee to discuss the report. Following this meeting, the chair of the evaluation committee, in consultation with the appropriate area associate dean, will issue to the regular full-time faculty a memo with the conclusions of the committee and a concise summary of the survey data.
11. The members of the committee and the Office of Institutional Research will immediately destroy all of their records, including all data collected through the evaluation form, unless they have been specifically instructed otherwise by the dean. If for any reason the records and data are not destroyed, the evaluation committee and the Office of Institutional Research should retain custody of them until they can be destroyed.
12. Departures from these procedures and from the Evaluation Form, other than additions described in #5 above, require prior approval by the dean.

Chair/Director Evaluation Form

College of Arts and Sciences

Part I

Using the following key, please evaluate the chair or director by writing in the blank the number that corresponds to your perception of the chair's/director's performance on each factor. Do not write any comments on Part I of the evaluation form. The evaluation committee will be unable to consider any of the contents if non-numerical responses are included hereon.

- 5. Strongly agree
- 4. Agree
- 3. Neutral
- 2. Disagree
- 1. Strongly disagree
- Unable to evaluate

A. General Leadership:

- 1. Has clear goals for the department.
- 2. Pursues goals that are consistent with the goals of the department's faculty.
- 3. Is effective in efforts to attain goals.
- 4. Responds to new opportunities that advance or facilitate the department's goals and objectives.
- 5. Keeps the faculty fully informed on all important matters relating to the department.
- 6. Regularly transmits information from the college and university administration to the faculty.
- 7. Regularly transmits information from the faculty to the college administration.
- 8. Encourages teamwork and collegiality in the department.
- 9. Maintains an effective committee system.
- 10. Is effective in the recruitment of full-time faculty who contribute to the fulfillment of the department's mission.

11. Effectively implements the university's affirmative action program.
12. The chair actively seeks to recruit and retain ethnic minority tenure-track faculty.
13. As an administrator, actively supports and advances the department in the areas of
 - a. instruction/curriculum
 - b. research/professional development
 - c. university and community service

B. Decision-Making:

1. Makes sound decisions.
2. Does not succumb to pressure to change sound decisions.
3. Makes decisions consistent with the priorities of the department.
4. Discusses and explains the reasons for decisions.
5. Equitably administers the financial resources of the department.
6. Fairly assigns workloads.
7. Is fair and honest in the evaluation of faculty.
8. Consults with faculty on important matters of the department.
9. Is effective
 - a. in the recruitment of visiting lecturers, visiting instructors, and part-time instructors.
 - b. in the recruitment and management of departmental staff.

C. Interpersonal Skills:

1. Interacts with faculty in a professional manner.
2. Is a person with whom it is easy to work.
3. Is open and responsive to suggestions.
4. Responds appropriately to criticism.

5. Respects the rights and dignity of others.
6. Maintains confidentiality about personal matters of faculty members.
7. Works productively with other administrators in the institution.

D. Academic Qualifications:

1. Is a productive scholar who has gained the respect of others in the discipline.
2. Maintains an active agenda of personal professional development.
3. Has a sound knowledge of the department's academic discipline.

E. Overall Evaluation:

I rate the performance of the chair

5. Excellent
4. Very good
3. Good
2. Fair
1. Poor
- Unable to evaluate