

Policy Title:	College of Arts and Sciences Policy on the Evaluation of Department Chairs and School/Institute Directors
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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 chairs and directors an 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.

It is important that the evaluation process be as collegial as possible. The process encourages faculty, staff, and the chairs or director (hereafter referred to as chair) to provide everyone a voice and to work cooperatively for the common good.

It is in this context that chairs are evaluated by the faculty and staff 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, a formal evaluation by faculty and staff 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 faculty and staff the opportunity to provide 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 and full-time staff 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 includes both numerical ratings and narrative comments.
6. Faculty and staff members use a unique login name and password to access the confidential online evaluation form. The data will be aggregated by faculty and staff, and maintained in a manner that assures complete anonymity. For units with fewer than four staff members, all data will be combined into a single report. The committee chair will receive the compiled data and comments collected through the evaluation forms.
7. The evaluation committee will prepare a summary report using the compiled numerical data and narrative comments. The committee will evaluate the results and provide the dean with a written report that gives proper weight to the whole range of faculty and staff 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 faculty, staff, or with the department chair except in the presence of the dean at a meeting assembled for that purpose.
9. The dean and one or more associate deans will meet with the evaluation committee prior to the meeting of the dean, associate deans, 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 deans 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 associate deans, 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. Leadership

- 1. Invites broad participation in department level planning and decision making.
- 2. Encourages teamwork, collaboration, and collegiality
- 3. Actively solicits suggestions and ideas.
- 4. Fully considers new ideas.
- 5. Has clear goals for the department.
- 6. Pursues goals that are consistent with the goals of the department's faculty.
- 7. Is effective in efforts to attain goals.
- 8. Welcomes challenges to traditional ways of doing things.
- 9. Discusses changes that impact faculty or staff prior to implementation.
- 10. Communicates regularly with department staff and represents their perspectives to the faculty.
- 11. Is effective in the recruitment of full-time faculty who contribute to the fulfillment of the department's mission.
- 12. Promotes a diverse and inclusive academic and workplace environment that is respectful of all faculty, staff, and students.
- 13. Makes informed decisions consistent with priorities of the department.
- 14. Reconsiders decisions when appropriate.
- 15. Discusses and explains reasons for decisions.

B. Management

- 1. Keeps the faculty fully informed on all important matters related to the department.
- 2. Provides information from the college and university administration to the faculty and staff.
- 3. Provides information from the faculty and staff to the college administration.
- 4. Is fair and honest in the evaluation of faculty.
- 5. Is fair and honest in the evaluation of staff.
- 6. Maintains an effective committee system.
- 7. Is responsive to students, staff, and faculty requests in a timely fashion.
- 8. Effectively implements the university's affirmative action program.

9. Promotes the professional development and mentorship of faculty
10. Is supportive of department staff, including their continuing education and professional development.
11. Equitably administers the financial resources of the department.
12. Fairly assigns workloads.
13. Is effective in the recruitment of visiting lecturers, visiting instructors, and part-time instructors.
14. Is effective in the recruitment and management of departmental staff.
15. Effectively implements institutional mandates such as Title IX reporting, Institutional Review Board Protocols, chemical and radiation/laser safety, animal protocols, and others as required.

C. Interpersonal Skills

1. Interacts with faculty, staff, and students in a professional manner.
2. Is open and responsive to suggestions.
3. Responds appropriately to criticism.
4. Respects the rights and dignity of others.
5. Maintains confidentiality about personal matters of faculty and staff.
6. 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(s).

E. Overall Evaluation:

I rate the performance of the chair

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