1. Purpose

Periodic reviews of department chairs/school directors are designed to evaluate the performance and accomplishments of the department chair/school director. More specifically, the review acts to renew the understandings among the various constituencies whose work is related to the department/school with respect to the chair's/director’s leadership, conduct of office, establishment of objectives and attainment of departmental goals. The review process shall represent a cooperative effort by representatives from departmental faculty students and staff, from administration and others who may be related to the department/school. Periodic reviews are regarded as constructive, and must be fair and objective.

(Note: Interim or acting department chairs/school directors serving less than two years are exempt.)

2. Scheduling

Periodic Reviews: Scheduling of all periodic reviews of the department chair or school director shall be the responsibility of the College dean. Reviews shall be initiated and completed during the winter term of the third academic year of service.

3. Review Committee

3.1 The size of the committee will be agreed upon by the College dean and members of the department or school faculty whose chair or director is to be reviewed. A minimum of three faculty members will be on the committee (two members from within the department and one member from outside the department). It should be noted that the department or school in consultation with the college dean, may add additional faculty members to the committee but in doing so must be in equal
numbers for within and outside the department insuring an odd number of committee members. Once the size of the committee is settled, nominations will be taken for those wishing to serve on the committee. All faculty members serving on the review committee shall be appointed to serve by the Faculty Senate Executive Committee and must be full time tenured or tenure track faculty.

3.2 One student, undergraduate or graduate, who takes courses offered within the department or school whose chair or director is to be reviewed will serve on the committee. This student member will be selected from a list of at least two students recommend by faculty in the department. The final selection shall be made by appropriate College dean.

3.3 One non-academic staff member who has permanent status within the College containing the department or school whose Chair or Director is to be reviewed will serve on the committee. The staff member will be selected by the appropriate College dean.

3.4 The College dean will conduct the first meeting of the committee. At that meeting, the committee will elect a Chair from those faculty serving on the committee. It should be noted that neither the staff nor student representative on the committee may serve as the committee's chair.

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

4.1 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.

4.2 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

Does the chair/director foster confidence, trust and respect in terms of leadership? Considerations here might include such items as availability for assistance and consultation, fairness and honesty in dealing with problems, resolution of conflicts, and other items of a general nature related to leadership.

5.2 Fiscal Management

Does the chair/director maintain the fiscal affairs of the department/school in an appropriate manner and keep the faculty informed of the same? Considerations here might include items such as preparation and maintenance of the budget, allocation of funds based on department faculty consultation, appropriate purchases and/or repair of equipment, handling of special money allocations, planning new facilities, developing safety rules and regulations, and other items related to the business of the department/school.

5.3 Instruction

Does the chair/director maintain appropriate curriculum standards within the department/school? Does the chair/director produce a schedule of courses and classes which is balanced and responsive to student needs and was appropriate consultation employed in this process? Consideration in this area might include items such as leadership in developing new and enhanced academic programs and in reviewing the department's/school's curricular offerings, including the department's/school's contribution to the general education program, quality of instruction, and other items related to curriculum and instruction.

5.4 Faculty Relationships

Does the chair/director maintain appropriate professional relationships with the faculty within the department/school? Considerations here might include items such as consultative and collegial decision making, performance reviews or periodic evaluations, recruiting practices, concern regarding the issue of diversity, handling of problems and complaints, committee work, assistance in faculty development such as grants and assigned time, and other items related to the faculty of the department/school.
5.5 Student Relationships

Does the chair/director maintain appropriate professional relationships with the students? Considerations here might include items such as coordinating student advisement, resolving registration problems, handling student complaints, developing effective programs for outreach and recruitment, being available for advisement and consultation, and other items appropriately related to students.

5.6 Staff Relationships

Does the chair/director maintain appropriate professional relationships with the members of the non-academic staff of the department/school? Considerations here might include items such as recruitment, supervision, evaluation of job performance, taking appropriate disciplinary action when needed, concern regarding the issue of diversity, and other items related to non-academic staff.

5.7 Administrative Items

Does the chair/director handle the administrative affairs of the department/school in an appropriately professional manner? Consideration here might be items such as representing the department effectively with other department chairs/school directors, with the college dean, with other college deans, with central administrators, and university wide; following appropriate procedures for selecting to be SOTEd; and other items which are related to the administration of the department/school.

5.8 Community Relations

Does the chair/director exercise leadership in establishing liaisons with appropriate community groups, community college colleagues, department/school alumni, and other off-campus entities?

5.9 Office Management

Does the chair/director maintain a current knowledge of relevant policies and procedures, follow them appropriately, and carry out day-to-day functions of the office in an orderly and organized manner. This includes, but is not limited to, the office organizational structure, and allocation of responsibilities to the support staff.
5.10 Other items listed in the Chair Appointment Letter, not included in the previous nine areas listed.

6. Department/School Review Committee Procedures

6.1 The first meeting of the commit shall be called by the college dean. At this meeting the committee shall select its chair.

6.2 The review committee shall proceed as follows:

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

   6.2.2 Announce to constituents a schedule for personal interviews and open forums. Also announce that signed written statements are also acceptable.

   6.2.3 Consider previous periodic review recommendations for improvement, if any.

   6.2.4 Interview the department chair/school director and offer an opportunity to discuss with the review committee any major issues which may have arisen or any specific concerns identified during the review process.

7. The Review Committee’s Report, Its 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, include specific recommendations for improvements.

7.2 The review committee shall then meet with the college dean to present and discuss both the report and the summary.

7.3 Following this meeting and discussion, the review committee shall provide a final copy of the report to the department chair/school director being reviewed and to the college dean.

7.4. The department chair/school director may submit a response for inclusion with the committee report.

7.5 Upon acceptance of the report, the review committee’s work shall be completed. However, they may be called upon for clarification of portions of the report that may not be clear.

8. Action by the College Dean

8.1 The college dean shall request that the department chair/school director prepare and submit to the Dean a draft chair three-year plan based on the review committee’s findings and recommendations and the chair’s/director’s views on the direction and needs of the department/school.

8.2 The college dean shall, within a reasonable period of time, meet with the department chair/school director being reviewed to discuss the review committee’s findings and recommendations and the chair’s/director’s draft three year plan.

8.3 The college dean shall then meet with the members of the department/school whose chair has been reviewed. The purpose of this meeting is to discuss the findings and recommendations of the review committee and the chair’s/director’s draft three year plan.
8.4 The Dean may then ask the Chair/Director to revise the draft three year plan. After such revision, the chair’s plan shall be considered complete.

8.5 Thereafter, a copy of the executive summary of the review committee’s report and the chair’s/director’s plan shall be made available to the members of the department/school. A copy of the full chair/director review report shall be made available to the members of the department/school in the office of the college dean.

8.6 The dean shall complete the review of the performance of the department chair/school director and prepare a separate statement and recommendation regarding the chair’s/director’s re-appointment or non-reappointment.

8.7 The dean shall send a copy of the statement and recommendation to the department chair/school director, who may submit a response for inclusion with the material that is to be sent to the Vice President for Academic Affairs. The Chair/Director shall have 10 calendar days in which to respond.

8.8 The dean shall then submit all materials to the Vice President for Academic Affairs. These shall include the department report, the plan, any response(s) from the department chair/school director, and the dean’s statement and recommendation.

9. Early Reviews

A College Dean or a member of the Chair’s/Director’s department or school faculty, may call for an early review of a department chair or school director at any time during the tenure of the chair or director. The early review process should be initiated only after informal efforts to resolve the issues have been attempted, as early review should be rare in their occurrence.

If a College dean requests an early review of a department chair or school director, the dean will notify the chair or director who will then have ten calendar days to respond. Then dean will then begin the process of forming a committee to conduct the review.

a. Any faculty member in the department or school in question, whose member total 5 or less, may write a letter to the Dean of the College requesting an early review of the chair or director. The letter must include the reasons or rationale for holding the review at this time and the signature of the faculty making the request. (Note: the number of members of a department or school is equal to the number of tenured faculty plus the number of tenure-track faculty plus the number of FERP faculty in the department or school)
b. In departments or schools whose total faculty is ten or more members, over 10\% of the faculty members may write a letter to the dean requesting an early review of the chair or director. The letter must include the reasons or rationale for holding the review at this time and the signatures of the faculty making the request (Note: If the resulting number is a decimal it will be rounded up to the next faculty member, i.e. 1.6=2 faculty members need to sign).

c. In either case a department or school faculty may only sign one letter in any academic calendar year.

d. Within thirty (30) days of receiving the letter, the dean, after having conferred with the chair or director to obtain the chair's or director's version of the facts, will respond in writing to the faculty member or members as to whether or not the process will move forward.

e. If the request for review is not granted, the faculty member may appeal the decision by requesting to the Faculty Senate that a vote be taken by the tenured and tenure-track faculty of the appropriate department or school.

f. The Chair of the Faculty Senate will contact the University Elections Officer to conduct the election. Note: If the University Elections Officer resides in the college in question, the Chair of the Faculty Senate in consultation with the Senate's Executive Committee shall appoint an Elections Officer to conduct the election. The election officer will have 45 days to complete the election.

g. If over 60\% of the tenured and tenured track faculty of the department or school vote in favor of holding an early review the review will proceed. It should be noted that an eligible faculty member who does not vote will be counted as a no vote for the early review.

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

10.1 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 the department chair/school director for another three-year term.

10.2 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.
10.3 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.

11. General Provisions of the Review

11.1 At the conclusion of the early review process, the Department Chair or School Director and the College Dean will negotiate the timing of a subsequent review. The review will be scheduled no earlier than 18 months and no later than 3 years from the completion of the early review.

11.2 If a department chair/school director chooses not to serve again, notice must be given in writing no later than the end of the first quarter of the third year of service. In such cases, a review in the Winter Term of the third year of service shall not occur.

11.3 Proceedings of the department chair/school director review committee shall remain confidential.

11.4 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.

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

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

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, or not enough information.