

Appendix B

B. Selection, Appointment, Evaluation and Reassignment of a Department Chair and Program Chair

A. Selection, Appointment, Evaluation and Reassignment of a Department Chair

B.I. Selection and Appointment of a Department Chair

I.a. Primary responsibility and final authority for the selection and retention of department chairs rests with the academic Dean, and a Department chair serves at the pleasure at will of the Dean. A chair is ~~and appointed are normally appointed for a term of four years~~ by the Dean of the college, with review and final approval by the Provost, for a period of time that potentially extends for four years. The appointment is made only after considering the evaluations and advice of the faculty of the department as described below. The appointment of a department chair occurs as the result of either a comprehensive external or internal search.

I.b. In September of the fourth year of a chair's appointment term of office, or at other times when deemed appropriate by the dean, or when the position is vacant, the dean will meet with members of the department as a group to discuss the duties and responsibilities of the position and to determine whether to conduct an external or internal search. Conducting an external search is contingent upon the budget permitting the recruitment of a chair from outside the university.

I.c. The appointment normally encompasses will be an eleven or twelve-months annually appointment. The chair will continue to teach on a regular basis but with a reduced teaching load. The extent of the load reduction and the type of appointment is established for each department by the Dean with the approval of the Provost, and depends upon the size and scope of the department's activities.

I.d. A vacancy for more than one calendar year is filled by the regular selection procedure, with the new chair receiving an appointment potentially extending for and the term of office will normally be four years. A vacancy for one calendar year or less is filled by an interim or acting chair appointed by the Dean. The Dean may make interim or acting appointments when it is necessary, after considering the advice and concerns of the faculty in the department. Alternate methods of discharging the duties of chairing and administering departmental resources may be adopted as a result of agreement among the department, the dDean, and the Provost.

B.II. The External Search Process

II.a. ~~When~~ When an external search is conducted, the Dean will meet with the members of the department as a group to discuss the duties and responsibilities of the position, and the size and composition of a representative search committee. Faculty members make recommendations to the dean in writing relative to appropriate committee membership and other matters discussed. Members of the search committee are appointed by the Dean. Giving due regard to the advice and concerns of the faculty, the dDean also appoints the chair of the search committee.

II.b. The search committee solicits nominations and applications and coordinates the departmental search process. If a member of the committee becomes a candidate, he or she may not continue as a committee member. The search committee, working in cooperation with the **D**ean and with appropriate participation from constituent groups, establishes selection criteria, announces and advertises the position in a manner appropriate to the nature of the search and affirmative action guidelines, and coordinates the review and evaluation of candidates for the position. Throughout the search process, the committee solicits, encourages, and provides for the participation of the faculty and other constituent groups. Faculty must have ample opportunity to review the credentials of qualified candidates. On the basis of faculty evaluations and its own judgment, the search committee will reduce the list of candidates to those best qualified for the position. ~~The~~ committee and the **D**ean will recommend candidates to be interviewed from this reduced list. Preliminary interviews using long distance devices must be approved by the Dean. Campus interviews must be authorized by the **P**rovoost. Events to be arranged during the candidate's campus visit are similar to those arranged for faculty candidates. Interview schedules of candidates should allow for discussions with the **D**ean, the **P**rovoost, the **P**resident, search committee members, individual faculty, students, and others.

II.c. Following these interviews, the search committee obtains the views of the department faculty and appropriate constituent groups. The advice of the faculty is sought by individual written evaluations, or by expression of faculty sentiment at a called faculty meeting, or by such other means as the faculty and the search committee consider appropriate. The advice of the faculty concerning those candidates who have general faculty support is determined by secret ballot at a departmental faculty meeting called by the chair of the search committee. General support of the departmental faculty is normally necessary for further consideration of a candidate. Upon completion of interviews and the selection process, the chair of the search committee submits to the **D**ean a summary of the evaluations on each person interviewed. The dean confers with the **P**rovoost and extends a letter of offer to a candidate that the search committee deems acceptable. In the event that the **D**ean does not select a chair from the names brought forward from the committee, the **D**ean may ask the committee to seek additional candidates. If the **D**ean is unable secure the appointment of a chair from the list of candidates who have general faculty support and the support of the **D**ean, the **D**ean may ~~will~~ appoint an ~~acting or~~ interim chair for one year or begin the search anew.

B.III. The Internal Search Process for a Department Chair

III.a. When an internal search is to be conducted, the **D**ean meets with the department as a group to discuss the duties and responsibilities of the position. Eligible department faculty serve as a search committee of the whole. Those faculty eligible to participate formally in the search process (referred to hereafter as departmental faculty) are tenured faculty, tenure-earning faculty not under termination notice, full-time clinical faculty, and full-time research faculty, excluding administrators above the level of department chair. The Dean reserves the right throughout the process to receive information about how each faculty component, tenure-track/tenured, clinical, and research, feels or votes about the search process and/or candidates. Giving due regard to the advice and concerns of the faculty, the **D**ean appoints the chair of the

search committee. Any tenured or tenure-earning faculty member in the department who is not under termination notice and who holds the rank of professor or associate professor is eligible to serve as committee chair; however, it is preferable that the chair be filled by a tenured faculty member.

III.b. The search committee, working in cooperation with the Deean and with appropriate participation from constituent groups, establishes selection criteria and then solicits nominations. Each nominee presents a position paper supporting his or her candidacy and is interviewed by the faculty of the department and the dean. Interview schedules of candidates should allow for discussions with the Deean, the Provost, the President, individual faculty, students, and others.

III.c. Following these interviews, every reasonable effort should be made to obtain the views of the departmental faculty and appropriate constituent groups. The advice of the faculty is sought by individual written evaluations, or by expression of faculty sentiment at a called faculty meeting. The recommendations of the faculty are determined by secret ballot at a departmental faculty meeting called by the chair of the search committee. General support of the departmental faculty normally is necessary for further consideration of a candidate. Upon completion of interviews and the selection process, the chair of the search committee submits to the Deean a summary of the evaluations on each candidate. If the dean is satisfied with the candidate(s) recommended by the department, he or she makes the appointment with the concurrence of the Provost. ~~† In the event that the Dean does not select a chair from the names brought forward from the committee, the Dean may ask the committee to seek additional candidates. If the Dean is unable to secure the appointment of a chair from the list of candidates who have general faculty support and the support of the Dean, the dean can close the search and open another search at a later date. The Dean may appoint an interim chair for one year.~~
~~† If the dean does not accept the candidate(s) submitted by the department, he or she will convey the reasons in writing to the faculty of the department. If the department and the dean continue to disagree on an acceptable candidate for chair, the provost will resolve the issue.~~

B.IV. Review and Evaluation of a Department Chair

IV.a. The Deean performs an annual evaluation of each chair in the college during the spring semester. The evaluation is in writing ~~and will include an evaluation of the chair's leadership qualities, degree and quality of judgment, initiative, professional competency, degree and quality of judgment, and accomplishment of goals.~~ The dean counsels each chair regarding his or her relative strengths and weaknesses as set forth in the evaluation. The dean forwards the evaluation to the Provost. ~~At that time, the dean may continue, reassign, terminate, or give a warning counsel to the department chair as necessary taking into consideration based upon the results of the annual evaluation. The Dean may reassign the department chair, the dean will with the concurrence of the Provost, seek the concurrence of the provost.~~

IV.b. Provided the chair wishes to be considered for reappointment after completion of four year's of service, for a subsequent term, the Deean conducts a comprehensive review to evaluate the performance of the chair during the spring semester of the third year or the fall semester of the fourth year of the chair's appointment term. This review includes written evaluations by members of the department, students majoring in the department, and the individuals from other areas of the university with whom the chair frequently interacts. An

Comment [BR1]: As noted in my comments in Appx A, this "based upon" language implies that the faculty do not support the incumbent chair, or at least that serious performance issues are raised by the faculty, as a predicate for the dean's reassignment.

Comment [BR2]: An observation about semantics: "Seeking the concurrence of the provost" is slightly different from acting "with the concurrence of the provost" or "an action must have the concurrence of the provost." The latter implies the necessity that the provost concur with the action; the former does not, strictly speaking, require concurrence.

underlying principle of the entire evaluation process, however, requires that all analyses be supported by factual documentation, and that the evaluations be based exclusively upon the consideration of professional standards of performance. These views are an important component of any personnel decision by the eDean growing out of the review.

IV. c. During the comprehensive review, the evaluation and assessments provided by the various constituents will be collected by the eDean and held in strict confidence. The Dean will develop a summary of the evaluations and meet with the department chair to discuss the preliminary results of the evaluation and to determine whether additional information should be sought. After the evaluation process is complete the eDean communicates the results of the review to the departmental chair and to the Provost. Normally, ~~no later than one within two~~ months following the completion of the review the Dean will report to the departmental faculty concerning the general results of the evaluation. Personnel actions growing out of the evaluation must have the concurrence of the Provost.

B.V. Reassignment of a Department Chair

V.a. a.—Because the department chair serves at the pleasure of the Ddean, the a-Ddean may reassign the chair at any time prior to the end of the chair's appointment. Normally this reassignment only occurs after the Ddean has consulted with the departmental faculty.

V.b. A Ddean may, on his or her own initiative or at the request of the majority of the eligible departmental faculty, initiate an n-early review of a chair for possible reassignment. Those faculty eligible to participate formally in the request for an n-early review will be tenured faculty, tenure-earning faculty not under termination notice, full-time clinical faculty, and full-time research faculty, excluding administrators above the level of department chair. In such a case, the chair in question and the departmental faculty will be informed by the Ddean that the chair's performance is being reviewed for possible reassignment. In so far as possible, this review will follow the procedures set forth in the section on the "Review and Evaluation of a Department Chair." After careful review of the results of this early-review and based on the chair's ability to perform the duties of the chairship, a dean may remove a chair with the concurrence of the provost.

V. c. The foregoing provisions and procedures do not in any way change the at-will nature of the chair's appointment, and it may be terminated by the chair or the dean, with the concurrence of the provost, at any time.

VI .Selection, Appointment, and Reassignment of a Program Chair

VI.a. -Primary responsibility and final authority for the selection and retention of a program chair rests with the Dean of the primary unit, with the concurrence of the Provost, and a program chair serves at the pleasure of that Dean.

VI.b.- A program chair is appointed by the Dean of the primary unit with review and final approval by the Provost. The appointment is made after considering the evaluations and advice of the program faculty. The Dean meets with the program faculty as a group to discuss the duties and responsibilities of the position. Candidates are sought from the tenured faculty members in the program. If no suitable tenured candidate exists, a tenure-earning candidate may be appointed. The faculty is given an opportunity to review the curriculum vitae of the candidates and to vote on the choices available. The Dean or his/her designee chairs all formal meetings to consider a program chair.

Upon completion of the search process, the Dean solicits from individual program faculty members a summary of their evaluation and advice on each candidate in the finalist pool. In the event that the Dean does not secure the appointment of a program chair from the list of candidates who have general faculty support, the search process shall continue until a program chair is successfully recruited. Normally, the Dean will select a program chair from those candidates who have general faculty support.

VI.c. A program chair has an appointment that potentially extends for four-years, each year normally encompassing eleven or twelve months. The program chair is subject to an annual review by the Dean which will include an evaluation of the chair's leadership qualities, degree and quality of judgment, initiative, professional competency, degree and quality of judgment, and accomplishment of goals, and a comprehensive review after four years by the Dean, with input from the program faculty. Performance in the position of program chair as determined in

the annual review must be satisfactory to the Dean for the program chair to continue the appointment for another year. A decision to reassign the program chair may be made at this time by the Dean, with the concurrence of the Provost. After the comprehensive review, the Dean may, with the concurrence of the Provost, reappoint the program chair for another potential four-year period or reassign the program chair. Procedures and criteria for the reappointment and reassignment of program chairs will generally follow those established for department chairs.

The foregoing provisions and procedures do not in any way change the at-will nature of the appointment, and it may be terminated by the program chair or Dean, with the concurrence of the Provost, at any time.

VI.d. -The program chair will continue to teach on a regular basis. Additional aspects of the appointment are established for each program by the Provost upon recommendation from the Dean, taking into consideration the size and scope of the program's activities.

VII. Selection, Appointment, and Evaluation of an Academic Director

VIIa.1. When the selection of an academic director, as listed in Section 4.1, becomes necessary, the Provost appoints a search committee to search for, identify and make recommendations on acceptable candidates. After the search and screening procedures are concluded and a report is forwarded to the Provost, the Provost may at that time appoint a director upon recommendation of the committee or ask the committee to seek more candidates for review. If the search committee does not recommend any candidates acceptable to the Provost for the director position, the Provost may close the search and begin the process anew.

VIIb.2. An academic director's appointment is indefinite in duration and normally encompasses twelve months each year. Annual evaluations are conducted by the Provost. After the annual review, the Provost may continue or terminate the appointment or give the director a warning. A comprehensive evaluation of an academic director is conducted every fifth year of an appointment and includes a review of the incumbent's leadership quality, professional competence, working relationships, and accomplishment of goals. The Provost appoints a committee to conduct the comprehensive review. The committee solicits written evaluations by appropriate faculty, staff, students and academic administrators. The evaluation process requires that all analyses be supported by factual documentation and that the evaluations be based exclusively on professional standards of performance. The committee forwards the evaluation report to the Provost, who meets to discuss the committee report with the academic director under review. The Provost may at that time continue or terminate the appointment or counsel the director or give the director a limited time appointment. I

The foregoing provisions and procedures do not in any way change the at-will nature of the appointment, and it may be terminated by the Director or Provost at any time.