

WESTERN MICHIGAN UNIVERSITY

POLICY STATEMENT

Academic Chairs and Directors:
Position Description, Qualifications,
Length of Service, Evaluation, and Compensation

Office of the Provost and Vice President
for Academic Affairs
Western Michigan University

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Western Michigan University

Provost and Vice President for Academic Affairs

Academic Chairs and Directors: Position Description Qualifications, Length of Service, Evaluation, and Compensation

1. Chairing an Academic Department or School at WMU

(Throughout this document, the word department refers to either a department or a school, and the word chair refers to either a chair or a director. This document applies only to chairs and directors who are Executive Officials or Senior Administrative Officers of Western Michigan University and are not members of any collective bargaining unit. It is understood that the duties and responsibilities described must be interpreted in terms of the working rules and governance policies of each department. Duties and responsibilities can vary for different units and for the same units at different times.)

Congruent with the University's mission and college goals, the department chair provides leadership, direction, and continuity for long-term planning and operational execution in educational, research, and administrative activities for academic programs and on behalf of the University's students, staff, and faculty.

The chair of an academic unit is the executive officer of that unit and reports to and advises the dean of his/her college regarding the unit. The chair provides leadership and direction in the planning, development, and delivery of academic programs and in the maintenance of excellence in teaching, scholarly productivity or creative endeavor, and service. The chair directs and coordinates the academic, operational, personnel, budgetary, and student-oriented activities of his/her academic unit.

The chair also serves as a role model, counselor, and source of knowledge for faculty, students, and staff; participates in college governance and on Western Michigan University committees as required; represents the department, college, and/or university externally, including national and international conferences and meetings; and teaches courses and conducts individual scholarly activities as appropriate.

The chair must effectively manage and coordinate diverse services with other campus programs and affiliates and work effectively with a variety of people throughout the organization and external to the University. The position requires a participatory leadership/management style, effective interpersonal skills, a commitment to timely and dedicated service, outstanding oral and written communication skills, knowledge of the WMU-AAUP collective bargaining agreement, and the ability to manage budgets and to allocate resources---human, fiscal, and physical.

2. Desirable Leadership Qualities

The chair has the responsibility for providing academic leadership to foster the highest possible level of excellence in the teaching, research, and service activities within the department. He/she is expected to articulate the goals of the department; advocate for the department, both internally and externally; articulate the department's actions or requests in pursuit of these aims; and maintain a professional climate that is hospitable to academic excellence, fosters collegiality and good morale, and supports a student-centered culture. The chair works for the best

interests of students, mentoring and counseling individual faculty and students as needed and ensuring that department programs and processes are responsive to their legitimate needs.

The chair is required to participate with faculty members in shared governance in areas of goal setting and assessment; faculty recruitment, hiring, mentoring, and tenure evaluation; curriculum and program development; and in student recruitment, retention, and career development. The chair has the responsibility to inform the department about institutional policy decisions and actions of the dean and other administrators that may affect the department. Academic leadership requires the highest level of integrity and ethical behavior.

As leaders, chairs play an important role in faculty development. The chair, in accord with university and departmental policy, is responsible for securing, supporting, evaluating, and maintaining a faculty and staff capable of delivering a high quality curriculum(a) and related services. The two primary areas of faculty development for which the chair is responsible are:

- A. Assuring that the department has an adequate and stable number of high-quality faculty by overseeing the recruitment, selection, and hiring process.
- B. Assigning, facilitating, and evaluating the work of the faculty. This responsibility requires that the chair:
 - Assign faculty workload, allowing for an appropriate and differentiated mix of teaching, research or creative work, scholarship, and service;
 - Mentor, promote, and support the work of the faculty in instruction, research, external funding where appropriate, and service;
 - Reward excellence and remediate unsatisfactory performance;
 - Initiate and supervise the faculty promotion and tenure process.

Given their leadership role, chairs serve as model scholars, teachers, and departmental citizens for their colleagues. Therefore, those selected as chair will ordinarily have attained the rank of full professor. As such, and within the constraints and obligations of the position, it is essential that chairs be professionally engaged in their professional societies and organizations. Furthermore, it is desirable that chairs continue to be professionally active as individual scholars/researchers/creative artists in their disciplines.

Chairs also play a significant leadership role in shaping and overseeing their units' academic programs. As such, chairs must facilitate curricular design ensuring alignment with current professional trends and, where appropriate, accreditation guidelines; work with faculty to establish learning objectives and outcomes; oversee assessment and ongoing curricular revisions based on assessment outcomes; and direct the recruitment, retention, advising, and timely graduation of students.

3. Administration within a Collegiate Structure

It is recognized that departments operate within colleges that have cultures and policies that guide unit conduct. The development of the administrative structure of a department occurs in consultation with the appropriate dean. Many different departmental administrative structures exist, with the chair playing differing roles in each. For example, in some, the chair may have broad authority for independent action; in others, many functions are delegated to standing or ad hoc committees, which may be appointed or elected. In the case where department policies delegate responsibility to committees, the chair retains the responsibility for ensuring that committees carry out their functions in an equitable, efficient, and timely manner. Thus, the duties and responsibilities described below are to be interpreted in terms of the working rules and governance policies of different departments.

The chair is responsible for at least the following activities as well as others as determined by variations in individual units.

- A. Administering the department within the provisions of the WMU-AAUP Agreement, individual department governance policies, and University policies and procedures. This is particularly true in assigning teaching and other duties within the department consistent with the concept that the appropriate mix of teaching, research or creative work, scholarship, and service that may differ from person-to-person, and from time-to-time in the career of an individual faculty colleague.
- B. Establishing and overseeing an effective governance structure within the department including the creation and use of appropriate committees, processes, and procedures.
- C. Overseeing faculty personnel matters and making recommendations to the dean on hiring, tenure, promotion, academic merit, reassigned time, sabbatical leaves, and other leaves of absence.
- D. Providing effective management and direction to part-time faculty, graduate students, support staff, and student workers.
- E. Maintaining academic standards through
 - 1) the recruitment, mentoring, professional development, and retention of faculty;
 - 2) the recruitment, advising, learning, development, retention, and timely graduation of high-quality students;
 - 3) ongoing activities related to the development and assessment of academic programs and curriculum; and
 - 4) programming for changing technology to maintain the quality and relevant curricula in education and research.
- F. Responding to student concerns and working with students, faculty, staff, and other University offices to resolve concerns, conflicts, and disputes.
- G. Administering the financial affairs of the department in accordance with allocations and with University rules and procedures and in order to meet department goals and objectives.
- H. Overseeing custody and authorized use of University property charged to the department and the assignment of department space and facilities to authorized activities in accordance with University policy and regulations.
- I. Maintaining faculty and staff personnel files.
- J. Establishing effective external relations and programs with constituencies such as alumni, advisory committees, industry, and so forth.
- K. Communicating with students and faculty in ways that promote and facilitate learning, instructional, and research processes.

In the performance of the duties listed above, the chair is expected to seek the advice of department faculty colleagues in a systematic way, to provide for the conduct of department affairs in an orderly manner through department meetings and the appointment of appropriate committees, and to keep department members informed of his or her actions in a timely manner. The chair is also expected to seek student advice and be responsive to matters of concern to students.

4. Search Process for Department Chairs and School Directors

- A. The dean, in consultation with the department, will determine the structure of the search committee. Search committees will usually consist of five to seven members if possible depending upon department size. A majority of the search committee members will be bargaining unit faculty from the department conducting the search.
- B. The dean, in consultation with the search committee, the department, the provost's office, the Department of Human Resources, and the Office of Institutional Equity, will prepare job descriptions and advertising copy and determine the level of confidentiality with which to treat applications and how to deal with potential conflicts of interest during the search process. The provost's office will determine the scope (internal or external) of the search.
- C. The search committee will review files of all applicants. The final pool of candidates (the "short list") must be approved by the provost's office before any invitations for a campus visit are offered.
- D. It will be the responsibility of the search committee to solicit faculty participation and input consistent with the department's policy statement.
- E. The chair of the search committee will consult regularly with the dean and advise and consult the department on search progress.
- F. The search committee will recommend qualified candidates to the dean. The dean will consult with the search committee about the exact form of recommendation expected (recommended or ranked, list of strengths/weaknesses, etc.).
- G. In addition, individual faculty members shall have the right to make timely recommendations to the dean in accordance with their department's policy statement.
- H. The dean will be responsible for making the final recommendation to the provost.

5. Length of Service

Chairs shall be appointed to an initial four-year term with the possibility of subsequent three-year reappointments.

6. Evaluation

Chairs will be evaluated by their deans, with input from faculty and staff, during the second appointment year, at the end of their initial four-year appointment, and near the end of any

subsequent three-year reappointments. These evaluations will occur in the fall semester of the academic year.

Additional evaluations may be required by individual department governance policies and are to be conducted in accordance with the AAUP contract. To avoid unnecessary duplication, it is recommended that the dean, at the time of appointment/reappointment, coordinate the timeline for all chair evaluations that may be conducted.

A generic evaluation instrument and process is attached to this policy (Attachment A) for use in evaluating chairs and directors. Additional criteria outlined in a letter of appointment, or that are unique to individual units, may be added to the generic evaluation instrument. Decisions regarding additional criteria will be made through mutual consultation and agreement between the chair, the dean, and/or the faculty/staff depending on the purpose of the evaluation.

7. Compensation

In an effort to set WMU chair compensation at an incentive level, a change in the current (before July 1, 2005) compensation package for chairs will be implemented over a two-year period. The objective is for WMU chairs' annual compensation to rise to 133% of chairs' faculty base salary. (See Attachment B for background.)

This compensation formula applies only to chairs and directors who are Executive Officials or Senior Administrative Officers of Western Michigan University and not members of any collective bargaining unit:

- A. At the beginning of the 2005-2006 academic year, the adjustment to chairs' academic year faculty base salary will be increased to 26.4%, while the chair stipend will be decreased by 50%.
- B. At the beginning of the 2006-2007 academic year, the adjustment to chairs' academic year faculty base salary will be increased to 33%, while the chair stipend will be eliminated.

When fully implemented, this change will compensate chairs annually at 11% more than a faculty member who is compensated at 122% of base salary when teaching two courses during Summer I or Summer II. This will provide some monetary incentive for faculty members who wish to become department chairs.

ATTACHMENT A: Evaluation of Chairs/Directors

This process will occur in the fall semester of the academic year when a chair is due to be evaluated. All chairs and directors, like faculty, will complete an annual administrative PAR by October 15 of each academic year.

Evaluation Process

- Shortly after a new chair is appointed or after reappointment, the chair will develop a statement of goals for his/her term of service in the department. Chair-developed goals will be shared with the unit's faculty and then presented to the dean.
- The chair and dean (with input from faculty and staff when appropriate) will agree upon the statement of goals for his/her term of service in the department.
- At a minimum, the chair, faculty, and dean (and staff when appropriate) will agree upon a department-specific evaluation questionnaire (based upon the attached sample questionnaires and taking into consideration the mutually agreed upon goals).
- During the fall of the evaluation year, the department chair will prepare a cover letter of about 350 words stating the chair's goals for the department and how the chair's work since the last comprehensive review (or since the original appointment) has supported the achievement of stated goals. This statement should be descriptive rather than evaluative. The cover letter will be attached to the annual PARs completed since the last comprehensive review or since the original appointment. The cover letter and PARs will be presented to the dean.
- Using the mutually agreed upon questionnaire, the faculty will be polled to obtain their evaluation of the chair. The documents will be submitted to the dean's office directly or, if department policy allows, an individual in the department may be designated to compile the documents and forward them to the dean. The results of the questionnaire will be compiled and the following information will be provided to the dean and chair: 1) a score sheet indicating the range, mean, and frequency distribution of all responses, including the total number of individuals responding to each item; and 2) typed (anonymous) comments from each faculty member submitting an open question response (comments will be kept together but will not be linked in any way to an individual or scored sheet). The original questionnaires and comment sheets will be filed in the dean's office. The designee will prepare a summary of these two reports and provide them to all faculty in the department.
- Administrative/professional staff will also be given a chair evaluation survey, if appropriate, to complete and to return directly to the dean's office. The dean will review these results with the department chair. Adherence to the above stated procedures to protect confidentiality will be the same for staff as for faculty.

- Following submission of chair goals and PARs and the faculty and staff questionnaires, the dean will prepare a written evaluation of the chair. In a meeting, the dean and the chair will discuss the results of each evaluation and consider issues of continuing appointment in the case of a mid-cycle review or re-appointment if a term will be ending. A final decision regarding continuation or reappointment and a brief summary of the dean's evaluation will be forwarded to the chair and then the department faculty.

Attached to this policy are the following forms:

1. Faculty feedback form, which contains the generic performance scales only. Additional items should be added to this form based on what was mutually agreed upon as the department-specific evaluation questionnaire (based upon the attached sample questionnaires).
2. Administrative/professional feedback form, which contains the generic performance scales only. Additional items should be added based on what was mutually agreed upon as the department-specific evaluation questionnaire.
3. Open-ended question form to be completed by faculty and/or administrative/professional staff along with the performance scales.

Faculty Feedback Form
Department Chair Evaluation

Department: _____

Name (Optional): _____

College: _____

Rank (Optional): _____

Chairperson Evaluation

Instructions: For the following items, please rate the performance of your chairperson on a 1 (poor) to 5 (outstanding) scale. If you are unable to rate an area of performance because you have not had the opportunity to observe relevant performance, please circle NO (not observed).

Characteristics or performance	Performance (1=poor, 5=outstanding, NO=not observed)
1. Helps the department create a shared vision of its future.	1 2 3 4 5 NO
2. Provides leadership to meet the objectives of the department.	1 2 3 4 5 NO
3. Promotes high academic standards for the department.	1 2 3 4 5 NO
4. Creates a supportive communication climate.	1 2 3 4 5 NO
5. Represents the department's interests effectively.	1 2 3 4 5 NO
6. Encourages and facilitates faculty service within and beyond the University.	1 2 3 4 5 NO
7. Interacts effectively with students to promote the department's interests.	1 2 3 4 5 NO
8. Provides leadership by maintaining academic standards through ongoing activities related to the <u>development</u> of academic programs and curriculum.	1 2 3 4 5 NO
9. Provides leadership by maintaining academic standards through ongoing activities related to the use of assessment findings for program and curriculum revision.	1 2 3 4 5 NO
10. Encourages and facilitates effective teaching.	1 2 3 4 5 NO
11. Encourages and facilitates excellence in research, scholarship, and other professional accomplishments.	1 2 3 4 5 NO
12. Facilitates recruitment and retention of graduate students where applicable.	1 2 3 4 5 NO
13. Encourages and facilitates faculty productivity.	1 2 3 4 5 NO
14. Arranges appropriate faculty workload.	1 2 3 4 5 NO

15. Facilitates obtaining grants and contracts from external sources.	1	2	3	4	5	NO
16. Allocates department operating funds effectively.	1	2	3	4	5	NO
17. Completes administrative tasks in a timely and efficient manner.	1	2	3	4	5	NO
18. Exhibits fairness in dealing with faculty members.	1	2	3	4	5	NO
19. Accepts and utilizes faculty feedback and suggestions.	1	2	3	4	5	NO
20. Facilitates appropriate mentoring of faculty.	1	2	3	4	5	NO
21. Facilitates recruitment and retention of new faculty.	1	2	3	4	5	NO
22. Provides faculty with useful evaluation and feedback.	1	2	3	4	5	NO
23. Manages conflict effectively.	1	2	3	4	5	NO
24. Exhibits fairness in dealing with students.	1	2	3	4	5	NO
25. Facilitates appropriate mentoring of students.	1	2	3	4	5	NO
26. Develops and maintains positive relationships with alumni.	1	2	3	4	5	NO
27. Optional: Dean and departments may add additional items.	1	2	3	4	5	NO

Administrative/Professional Staff Feedback Form
 Department Chair Evaluation

Department: _____

Name (Optional): _____

College: _____

Position (Optional): _____

Chairperson Evaluation

Instructions: For the following items, please rate the performance of your chairperson on a 1 (poor) to 5 (outstanding) scale. If you are unable to rate an area of performance because you have not had the opportunity to observe relevant performance, please circle NO (not observed).

Characteristics or performance	Performance (1=poor, 5=outstanding, NO=not observed)
1. Provides leadership to meet the objectives of the department.	1 2 3 4 5 NO
2. Encourages and facilitates administrative and professional productivity.	1 2 3 4 5 NO
3. Promotes high standards for the department.	1 2 3 4 5 NO
4. Creates a supportive communication climate.	1 2 3 4 5 NO
5. Provides leadership in innovation and change.	1 2 3 4 5 NO
6. Arranges appropriate assignment of duties.	1 2 3 4 5 NO
7. Accepts, encourages, and utilizes feedback and suggestions.	1 2 3 4 5 NO
8. Allocates department resources effectively.	1 2 3 4 5 NO
9. Completes administrative tasks in a timely and efficient manner.	1 2 3 4 5 NO
10. Exhibits fairness in dealing with staff members.	1 2 3 4 5 NO
11. Interacts effectively with students to promote the department's interests.	1 2 3 4 5 NO
12. Manages conflict effectively.	1 2 3 4 5 NO
13. Provides staff with useful evaluation and feedback.	1 2 3 4 5 NO
14. Effectively manages the performance appraisal process.	1 2 3 4 5 NO
15. Chair is accessible to staff.	1 2 3 4 5 NO
16. Chair is accessible to students.	1 2 3 4 5 NO
17. Chair is accessible to faculty.	1 2 3 4 5 NO

Open-ended Items
Faculty and/or Administrative/Professional Feedback Form
Department Chair Evaluation

1. In recent years, the department has been
 - a. getting better
 - b. remaining stable
 - c. getting weaker

2. In your view, what are the greatest strengths of the chairperson?

3. In your view, what are the greatest weaknesses of the chairperson?

4. Overall, how would you rate the chairperson's performance?
 - a. Excellent
 - b. Good
 - c. Adequate
 - d. Weak
 - e. Very Poor

5. Which of the following actions would better serve the department's future?
 - a. Continuing the current chair for another term
 - b. Making a change in departmental leadership

ATTACHMENT B: Compensation

In the early 1990s, the compensation package was changed to include the chair's faculty base pay plus 15% of base plus a stipend ranging from \$2,000 to \$6,000 based on the size and complexity of the department. There have since been two adjustments to the percentage by which the chair's faculty base is augmented. At the present time, that percentage is 19.8% of base. When coupled with the chair stipend, the average chair compensation approximates 25% of base. This, in effect, shows the average chair's compensation over and above that which can be earned by a faculty member who teaches two courses in Summer I or Summer II. In addition, the chair works two more months per year for his or her annual compensation package.

There have been two comparative studies of chair compensation among peer institutions within the past five years at Western Michigan University.

The first study (table 1), in 2001, involved a comparison of chair compensation with that of ten other Mid-American Conference Schools. That study indicated that the average MAC school chair compensation (including stipend) was 128.14% of the chair's faculty base salary. The average WMU chair compensation was 125.8% of base salary. Thus the average Chair at WMU earned only 3.8% more than a faculty member who taught two courses in either Summer I or Summer II for all the administrative responsibilities and working two extra months. Following that study, the Executive Board of OCHAD (The Organization for Chairs and Directors) recommended to the WMU Administration that the University strive to set the level of chair compensation at an average of 133% of chair base salary. While the Administration agreed in principle with the recommendation, the adjustment sought was not fully implemented.

The second study (table 2) of comparative chair compensation was carried out in March and April, 2005. That study compared WMU chair compensation with 12 peer schools. While WMU's relative ranking improved to 5th among the thirteen schools, only two of the 2001 schools from the first study were included in the sample. While WMU ranked 5th at 125% of faculty bases, all four schools ranked above WMU had chair compensation bases at 133% of chair base salary. Eight of the schools had a simple formula of base plus an adjustment to base (the percentage ranged from 110% to 133% of base). Only a few included a stipend.

TABLE 1
MAC Chair Compensation (As of January 31, 2001)

Assumption: Total annual compensation based on a base salary of \$75,000.00.

Rank	Institution	Compensation	Percent of Base
1.	Northern Illinois	103,600	138.13% of base
2.	Akron	100,667	134.22%
3.	Eastern Michigan	99,750	133.00%
4.	Ball State	97,500	130.00%
5.	Marshall	97,000	129.33%
6.	Toledo	95,667	127.56%
7.	Central Michigan	95,100	126.80%
8.	Western Michigan	94,350	125.80%
9.	Kent State	93,667	124.89%
10.	Ohio University	90,500	120.67%
11.	Bowling Green	89,333	119.11%
	Average	96,103	128.14%

TABLE 2
Comparative Compensation Levels – Peer Schools to Western Michigan University

Assumption: Each School has a base salary for Chairs at \$80,000.

1.	Miami (Fla)	80,000 * 1.33	\$106,667
2.	Florida International	80,000 * 1.33	\$106,667
3.	Kent State	80,000 * 1.33	\$106,667
4.	Ball State	80,000 * 1.33	\$106,667
5.	WMU	80,000 * 1.198 + 4,000	\$99,980
6.	Texas Arlington	80,000 * 1.22	\$97,600
7.	Old Dominion	80,000 * 1.20	\$96,000
8.	Maryland at Baltimore	80,000 * 1.20	\$96,000
9.	Southern Mississippi	80,000 + 12,000	\$92,000
10.	Wisconsin (Milwaukee)	80,000 * 1.11	\$88,800
11.	North Texas	80,000 + 8,800	\$88,800
12.	SUNY Albany	80,000 + 3,000	\$83,000
13.	SUNY (Binghamton)	80,000	\$80,000

Average... \$ 96,065...(Base + 20.1%)...WMU (Base + 25%)*

*The 25% is an average of the approximate adjustment to chair base salary (19.8%) plus the chair stipend which varies from \$2,000 to \$6,000 depending on department size.