

Evaluation of Chairs in Arts & Sciences

The evaluation of Department Chairs and Directors in the College of Arts & Sciences will occur in four phases: a Pre-assessment Phase; a Chair's Self Assessment Phase; a Faculty/Staff Assessment Phase, and a Dean's Assessment Phase. This process will occur in the Fall semester of each academic year for chairs due to be evaluated. These will be described individually.

Pre-Assessment Phase:

The purpose of the pre-assessment phase is to establish a set of criteria and measures upon which the individual chair will be evaluated after each three year appointment. Shortly after a new chair is appointed or after reappointment in a department undergoing significant changes, the chair will develop a statement of goals for their term of service in the department. At the same time, the faculty in that department will also be charged by the Dean with setting goals and stating their expectations of the chair and will provide this to the Dean. At a minimum, this will consist of agreeing upon a department-specific evaluation questionnaire (based upon the attached draft questionnaire) which will indicate the importance of each criterion to be used and contain any department specific criteria to be used at the end of three years. After consideration of the chair's statement and the department's suggested criteria, the Dean in consultation with the (re-)appointed chair will agree upon the criteria to be used and this document will be shared with all faculty in the department.

Self-Assessment Phase:

During the Fall of the evaluation year, the department chair will prepare two documents as part of the self-assessment phase. The first document will consist of a written statement describing: 1) what the department's goals are and how they may have changed from the original pre-assessment statement; 2) what the chair's goals are for the department and how they may have changed from the original pre-assessment statement; 3) how the chair's work since the last comprehensive review (or since the original appointment) has supported the achievement of both sets of stated goals. This statement should be descriptive rather than evaluative. It should also include a statement concerning the challenges which face the department in the next 3-5 years. This statement should include: 1) a statement of the role of the department in Gen Ed requirements; and 2) a statement concerning the role the chair and the department faculty see in the overall undergraduate and graduate education program of the College. The latter statement should include a discussion of enrollment goals and concerns. This statement will be distributed to the department faculty.

The second document (prepared for the use of the Dean but may be distributed to department faculty) will describe: 1) actions taken by the chair to facilitate, enhance or mentor faculty in the achievement of productivity goals since the last review (or appointment); 2) actions the chair has undertaken to recruit, mentor and retain students at all levels; 3) actions undertaken by the chair to promote alumni relations; and 4) the chair's most valuable contributions since the last review (appointment) to the : a) the department, b) college, c) the university, d) the discipline. This statement will also address the most valuable contribution that the job of chair has made to the chair (e.g. what has been learned; how has the chair grown professionally and /or as a leader; what motivates the chair to continue in the job?)

In addition to the preparation of these documents, each chair will submit the names of two persons outside their department who can comment on the chairs achievements and performance. These individuals may be on campus or at other institutions.

Faculty/Staff Assessment Phase:

Using the agreed upon criteria and 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 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, the total number 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 survey to complete and they will return this survey directly to the Dean's office. The Dean will review these results, as appropriate, with the department chair.

The Dean may also meet with individual or all faculty/staff, at the request of either the Dean or the faculty/staff.

Dean's Assessment:

Following the submission of the Self-Assessment documents and the Faculty Assessment Documents, 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 re-appointment, departmental goals, and the professional goals of the chair. A final decision regarding re-appointment 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 includes rating scales on the importance of the various criteria and the performance of the chair. This form is to be used if no pre-assessment was conducted.
2. Faculty pre-assessment form. The pre-assessment should be conducted during the first year of an appointment or reappointment. During this time, departments may choose to add items to the scale.
3. Faculty Feedback Form, which contains the performance scales only.
4. Summary Items, which are open ended questions to be answered along with the performance scales.
5. Administrative/Professional Feedback Form, same as #1, except this form is for administrative, clerical, and professional staff in departments.
6. Administrative/Professional Feedback Form, which contains only the performance scales
7. Administrative/Professional Pre-Assessment Form, containing only the importance scales
8. Administrative/Professional Summary Form

**Faculty Feedback Form
Department Chair Evaluation
College of Arts and Sciences**

Department: _____

Name (Optional): _____

Rank (Optional): _____

Chairperson Evaluation

Instructions: For the following items, indicate 1) how important each responsibility or performance item should be for your chairperson on a 1 (least important) to 5 (most important) scale. Then 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).

Importance (1=least important; 5=most important)	Characteristics or performance	Performance (1=poor; 5=outstanding, NO= no opportunity)
1 2 3 4 5	1. Helps the department create a shared vision of its future.	1 2 3 4 5 NO
1 2 3 4 5	2. Provides leadership to meet the objectives of the department.	1 2 3 4 5 NO
1 2 3 4 5	3. Encourages and facilitates faculty productivity.	1 2 3 4 5 NO
1 2 3 4 5	4. Promotes high academic standards for the department.	1 2 3 4 5 NO
1 2 3 4 5	5. Creates a supportive communication climate.	1 2 3 4 5 NO
1 2 3 4 5	6. Provides leadership in promoting curriculum development.	1 2 3 4 5 NO
1 2 3 4 5	7. Encourages and facilitates effective teaching	1 2 3 4 5 NO
1 2 3 4 5	8. Arranges appropriate faculty workload.	1 2 3 4 5 NO
1 2 3 4 5	9. Encourages and facilitates excellence in research, scholarship, and other professional accomplishment.	1 2 3 4 5 NO
1 2 3 4 5	10. Facilitates obtaining grants and contracts from external sources.	1 2 3 4 5 NO
1 2 3 4 5	11. Encourages and facilitates faculty service within and beyond the University.	1 2 3 4 5 NO
1 2 3 4 5	12. Accepts and utilizes faculty feedback and suggestions.	1 2 3 4 5 NO
1 2 3 4 5	13. Allocates department resources effectively.	1 2 3 4 5 NO
1 2 3 4 5	14. Completes administrative tasks in a timely and efficient manner.	1 2 3 4 5 NO
1 2 3 4 5	15. Develops and maintains positive relationships with alumni.	1 2 3 4 5 NO
1 2 3 4 5	16. Exhibits fairness in dealing with faculty members.	1 2 3 4 5 NO
1 2 3 4 5	17. Facilitates appropriate mentoring of faculty.	1 2 3 4 5 NO
1 2 3 4 5	18. Facilitates recruitment of new faculty.	1 2 3 4 5 NO
1 2 3 4 5	19. Interacts effectively with students to promote the department's interests.	1 2 3 4 5 NO
1 2 3 4 5	20. Manages conflict effectively.	1 2 3 4 5 NO
1 2 3 4 5	21. Provides faculty with useful evaluation and feedback.	1 2 3 4 5 NO
1 2 3 4 5	22. Represents the department's interests effectively.	1 2 3 4 5 NO
1 2 3 4 5	23. Optional: Departments may add additional items.	1 2 3 4 5 NO

**Faculty Pre-Assessment Form
Department Chair Evaluation
College of Arts and Sciences**

Department: _____

Name (Optional): _____

Rank (Optional): _____

Instructions: For the following items, indicate how important each responsibility or performance item should be for your chairperson on a 1 (least important) to 5 (most important) scale

Importance (1=least important; 5=most important)	Characteristics or performance
1 2 3 4 5	1. Helps the department create a shared vision of its future.
1 2 3 4 5	2. Provides leadership to meet the objectives of the department.
1 2 3 4 5	3. Encourages and facilitates faculty productivity.
1 2 3 4 5	4. Promotes high academic standards for the department.
1 2 3 4 5	5. Creates a supportive communication climate.
1 2 3 4 5	6. Provides leadership in promoting curriculum development.
1 2 3 4 5	7. Encourages and facilitates effective teaching
1 2 3 4 5	8. Arranges appropriate faculty workload.
1 2 3 4 5	9. Encourages and facilitates excellence in research, scholarship, and other professional accomplishment.
1 2 3 4 5	10. Facilitates obtaining grants and contracts from external sources.
1 2 3 4 5	11. Encourages and facilitates faculty service within and beyond the University.
1 2 3 4 5	12. Accepts and utilizes faculty feedback and suggestions.
1 2 3 4 5	13. Allocates department resources effectively.
1 2 3 4 5	14. Completes administrative tasks in a timely and efficient manner.
1 2 3 4 5	15. Develops and maintains positive relationships with alumni.
1 2 3 4 5	16. Exhibits fairness in dealing with faculty members.
1 2 3 4 5	17. Facilitates appropriate mentoring of faculty.
1 2 3 4 5	18. Facilitates recruitment of new faculty.
1 2 3 4 5	19. Interacts effectively with students to promote the department's interests.
1 2 3 4 5	20. Manages conflict effectively.
1 2 3 4 5	21. Provides faculty with useful evaluation and feedback.
1 2 3 4 5	22. Represents the department's interests effectively.
1 2 3 4 5	23. Optional: Departments may add additional items.

**Faculty Feedback Form
Department Chair Evaluation
College of Arts and Sciences**

Department: _____

Name (Optional): _____

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= no opportunity)
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. Encourages and facilitates faculty productivity.	1 2 3 4 5 NO
4. Promotes high academic standards for the department.	1 2 3 4 5 NO
5. Creates a supportive communication climate.	1 2 3 4 5 NO
6. Provides leadership in promoting curriculum development.	1 2 3 4 5 NO
7. Encourages and facilitates effective teaching	1 2 3 4 5 NO
8. Arranges appropriate faculty workload.	1 2 3 4 5 NO
9. Encourages and facilitates excellence in research, scholarship, and other professional accomplishment.	1 2 3 4 5 NO
10. Facilitates obtaining grants and contracts from external sources.	1 2 3 4 5 NO
11. Encourages and facilitates faculty service within and beyond the University.	1 2 3 4 5 NO
12. Accepts and utilizes faculty feedback and suggestions.	1 2 3 4 5 NO
13. Allocates department resources effectively.	1 2 3 4 5 NO
14. Completes administrative tasks in a timely and efficient manner.	1 2 3 4 5 NO
15. Develops and maintains positive relationships with alumni.	1 2 3 4 5 NO
16. Exhibits fairness in dealing with faculty members.	1 2 3 4 5 NO
17. Facilitates appropriate mentoring of faculty.	1 2 3 4 5 NO
18. Facilitates recruitment of new faculty.	1 2 3 4 5 NO
19. Interacts effectively with students to promote the department's interests.	1 2 3 4 5 NO
20. Manages conflict effectively.	1 2 3 4 5 NO
21. Provides faculty with useful evaluation and feedback.	1 2 3 4 5 NO
22. Represents the department's interests effectively.	1 2 3 4 5 NO
23. Optional: Departments may add additional items.	1 2 3 4 5 NO

**Administrative/Professional Feedback Form
for Department Chair Evaluation
College of Arts and Sciences**

Department: _____

Name (Optional): _____

Rank (Optional): _____

Chairperson Evaluation

Instructions: For the following items, indicate 1) how important each responsibility or performance item should be for your chairperson on a 1 (least important) to 5 (most important) scale. Then 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).

Importance (1=least important; 5=most important)	Characteristics or performance	Performance (1=poor; 5=outstanding, NO= no opportunity)
1 2 3 4 5	24. Provides leadership to meet the objectives of the department.	1 2 3 4 5 NO
1 2 3 4 5	25. Encourages and facilitates administrative and professional productivity.	1 2 3 4 5 NO
1 2 3 4 5	26. Promotes high standards for the department.	1 2 3 4 5 NO
1 2 3 4 5	27. Creates a supportive communication climate.	1 2 3 4 5 NO
1 2 3 4 5	28. Provides leadership in innovation and change.	1 2 3 4 5 NO
1 2 3 4 5	29. Arranges appropriate assignment of duties	1 2 3 4 5 NO
1 2 3 4 5	30. Accepts, encourages and utilizes feedback and suggestions.	1 2 3 4 5 NO
1 2 3 4 5	31. Allocates department resources effectively.	1 2 3 4 5 NO
1 2 3 4 5	32. Completes administrative tasks in a timely and efficient manner.	1 2 3 4 5 NO
1 2 3 4 5	33. Exhibits fairness in dealing with staff members.	1 2 3 4 5 NO
1 2 3 4 5	34. Interacts effectively with students to promote the department's interests.	1 2 3 4 5 NO
1 2 3 4 5	35. Manages conflict effectively.	1 2 3 4 5 NO
1 2 3 4 5	36. Provides staff with useful evaluation and feedback.	1 2 3 4 5 NO
1 2 3 4 5	14. Effectively manages the performance appraisal process.	1 2 3 4 5 NO
1 2 3 4 5	Optional: Departments may add additional items.	1 2 3 4 5 NO

**Administrative/Professional Feedback Form
for Department Chair Evaluation
College of Arts and Sciences**

Department: _____

Name (Optional): _____

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= no opportunity)
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. 14. Effectively manages the performance appraisal process.	1 2 3 4 5 NO
15. Optional: Departments may add additional items.	1 2 3 4 5 NO

**Administrative/Professional Pre-Assessment Form
for Department Chair Evaluation
College of Arts and Sciences**

Department: _____

Name (Optional): _____

Rank (Optional): _____

Chairperson Evaluation

Instructions: For the following items, indicate how important each responsibility or performance item should be for your chairperson on a 1 (least important) to 5 (most important) scale.

Importance (1=least important; 5=most important)	Characteristics or performance
1 2 3 4 5	1. Provides leadership to meet the objectives of the department.
1 2 3 4 5	2. Encourages and facilitates administrative and professional productivity.
1 2 3 4 5	3. Promotes high standards for the department.
1 2 3 4 5	4. Creates a supportive communication climate.
1 2 3 4 5	5. Provides leadership in innovation and change.
1 2 3 4 5	6. Arranges appropriate assignment of duties
1 2 3 4 5	7. Accepts, encourages and utilizes feedback and suggestions.
1 2 3 4 5	8. Allocates department resources effectively.
1 2 3 4 5	9. Completes administrative tasks in a timely and efficient manner.
1 2 3 4 5	10. Exhibits fairness in dealing with staff members.
1 2 3 4 5	11. Interacts effectively with students to promote the department's interests.
1 2 3 4 5	12. Manages conflict effectively.
1 2 3 4 5	13. Provides staff with useful evaluation and feedback.
1 2 3 4 5	14. 14. Effectively manages the performance appraisal process.
1 2 3 4 5	15. Optional: Departments may add additional items.

