



DATE: July 29, 2016

TO: Rex Ramsier, Ph. D.
Interim Senior Vice President and Provost

FROM: Donald P. Visco, Jr., Ph. D. *DPV*
Interim Dean

RE: Chair Review Guidelines

The attached chair review guidelines have been approved by the faculty in the Department of Biomedical Engineering on June 17, 2016.

I have approved all attached guidelines and criteria.

If you concur, we ask that you also approve the guidelines and criteria.

Yang Y

Faculty Representative

7/29/16

Date

B. Jan

Department Chair

8/8/2016

Date

DPV

Interim Dean

8/8/16

Date

Mr. Z

Interim Senior Vice President and Provost

8-15-16

Date

Office of the Dean
College of Engineering
Akron OH 44325-3901
330 972-7816 · 330 972-5162 Fax

The University of Akron
Department of Biomedical Engineering
Guidelines for Faculty Review of the Department Chair

PURPOSE

In accordance with Article 10, Section 5 of the UA/AAUP CBA (Effective July 1, 2015 through June 30, 2018), Biomedical Engineering (BME) Department guidelines are hereby presented for the four-year faculty review of the performance of a Department Chair who wishes to be considered for an additional term as Department Chair.

PROCEDURE

1. The review will be conducted during the final year of the Department Chair's term of appointment should the Department Chair be considered for an additional term. During the final year, the BME Department will form a Chair Evaluation Committee (CEC).

The CEC will conduct a review that is consistent with the BME Department's mission and in accordance with the procedures and criteria established herein. These criteria and procedures must have the approval of the bargaining unit faculty, the Dean of the College of Engineering, and the Provost.

2. The composition and the selection of the bargaining unit faculty shall meet all the guidelines for the election/appointment in accordance with Article 10, Section 5 of the AAUP/UA CBA. The CEC will meet and select a chair. The CEC Chair will call meetings and write the recommendations.
3. The Department Chair's performance will be evaluated in the Department Chair review meeting(s), questionnaire scoring and written responses. These results will determine if the Department Chair's performance is satisfactory and has the support of the bargaining unit faculty to continue in the position.
4. The following **timetable** is suggested except for the dates that are *mandatory by Article 10, Section 5 of the UA/AAUP CBA.

Fall Semester

Week 1 – CEC shall be formed, CEC Chair shall be selected, and the (or prior) guidelines shall be selected. The CEC shall develop with the approval of the bargaining unit faculty a set of questions for the Department Chair to be addressed in the open letter.

Week 2 – CEC requests the open letter from the Department Chair.

Week 4 – Department Chair shall submit the open letter, vita, and the supporting materials to the CEC Chair. The CEC Chair shall make this material available to the rest of the CEC.

Week 5 – Questionnaire shall be developed by the CEC and distributed to the following groups:

- A. Tenure Track Faculty (bargaining unit members).
- B. Non-Tenure Track Faculty (bargaining unit members).
- C. Auxiliary Faculty (non-bargaining unit members).
- D. Staff.

Written responses will also be requested (see Committee Duties, Section 4).

Week 7* – CEC shall meet and start the process of summarizing the questionnaire and the written responses. This information shall be made available to the BME faculty.

Week 9 – Department Chair review meeting(s) shall be held to begin deliberations and start the draft of the report.

Week 11 – Review of the report by the bargaining unit faculty.

Week 13 – CEC shall meet with the Department Chair. Department Chairs will be given a chance to write a response to all evaluation materials.

Week 15 – The Department Chair's response shall be appended to the report.

Spring Semester

Week 4* – The final report shall be forwarded to the Dean of the College of Engineering

5. Annually, the Department Chair shall prepare a document containing the goals for the BME Department, and distribute these goals and orally communicate them to the BME faculty. These goals should be made in consultation with the bargaining unit faculty and with the consensus of the Dean of Engineering. They should align with strategic plans for the BME Department and the College of Engineering. These goals should be quantitatively measureable. At the end of the academic year, the Dean shall evaluate the progress toward these goals, and the Department Chair shall append the annual document/meeting to reflect this progress. In particular, these goals must address Department, Faculty, Staff, and Student Development.

COMMITTEE DUTIES

1. The CEC shall request from the Department Chair an open-ended letter, with a concisely written response to a set of questions developed by the CEC and approved by the bargaining unit faculty. These questions may include but are not limited to the following:
 - A. Assessment of the annual goals over the course of the review period.
 - B. A self-assessment of the Department Chair's success in fulfilling the role of Chair and completing the most important tasks as Chair (including management of the BME Department).
 - C. A self-assessment of the Department Chair's success in advising, promoting and supporting faculty of all ranks and staff to meet the mission of the BME Department regarding research, teaching and service.
 - D. A self-assessment of the Department Chair's success in encouraging efforts to increase the national visibility of the BME Department.
 - E. An assessment of key BME Departmental accomplishments and what role the Department Chair played in them.
 - F. Quantitative measures of research productivity, teaching excellence and service to the BME Department, College of Engineering, University, and BME profession.
2. The CEC shall collect the Department Chair's vita and any supporting materials that help answer the set of questions developed by the CEC and approved by the bargaining

unit faculty. These materials shall be made available to the groups as previously defined (see Week 5 of the timetable in the Procedure section).

4. The CEC shall develop and distribute an evaluation pursuant to Article 10, Section 5, Part A.3 of UA/AAUP CBA that includes a quantitative questionnaire and written response request to all faculty and staff of the BME Department. An example of a questionnaire is attached. Responding to the questionnaire shall be voluntary. The questionnaire and written responses shall be kept anonymous.
5. The CEC shall then summarize each questionnaire item and the written responses. If appropriate, and anonymity can be preserved, the committee can elect to subdivide the responses into groups as previously defined (see Week 5 of the timetable in the Procedure section).

The faculty review shall begin by the end of week 7 (see timetable) of the Fall semester. The results of the questionnaire and the summaries of the written responses will be made available to the bargaining unit faculty before the meeting to deliberate the performance of the Department Chair.

6. The CEC's report shall include recommendation(s) resulting from the deliberations and a summary of the evaluations (questionnaire and written responses).

CHAIR REVIEW MEETING

1. The CEC Chair shall arrange for all bargaining unit faculty to meet to review and deliberate the results of the gathered questionnaires and individual members' evaluations before writing the review report. Additional meetings may be required depending upon the extent of the deliberations. Bargaining unit faculty who are unable to attend these meetings including faculty on sabbatical can communicate their evaluations in writing directly to the CEC Chair.
2. The Department Chair shall not attend the Department Chair review meetings unless invited by the CEC for providing information and/or clarification.
3. The CEC shall write a draft of the review report based on the data collected and the deliberations of the bargaining unit faculty. The recommendation prepared by the CEC shall be made available to bargaining unit faculty for review.
4. The members of the CEC shall communicate and discuss the report with the Department Chair. The Department Chair will be given a chance to respond to the report.
5. The CEC will append the Department Chair's response and forward the recommendations to the Dean of College of Engineering by the end of week 4 of the following Spring semester. □

Evaluation Survey of the Chair Department of Biomedical Engineering

Please respond to the survey without identifying yourself. Feel free to add additional pages to provide further qualitative and summary evaluation of the BME Department Chair as you see fit.

PART I. Rate the performance of the BME Department Chair over his/her current term on each of the responsibilities below by selecting the choice that best represents your judgment.

X = cannot judge 1 = Poor 2 = Fair 3 = Good 4 = Very Good 5 = Outstanding

Administrative:

- _____ Has an excellent understanding of Chairing an academic department and university policies
- _____ Effectively and transparently utilizes Department resources to build program infrastructure
- _____ Judiciously allocates department resources for instructional, research, outreach and/or service initiatives
- _____ Makes administrative decisions in a fair and open manner
- _____ Manages departmental budgeting and spending effectively
- _____ Manages staff effectively
- _____ Effectively communicates departmental needs and advocates for resources to upper administration
- _____ Effectively communicates departmental needs among the faculty, keeping everyone informed
- _____ Oversees mentoring of faculty with regards to procedures (e.g., CBA, expectations, teaching and research)
- _____ Conducts pertinent and efficient meetings
- _____ Shares administration issues with faculty in a timely manner
- _____ Communicates clearly, tactfully, accurately and professionally
- _____ Improves the BME graduate program (PhD enrollment, student quality, funding) using innovative methods
- _____ Appropriately directs fundraising efforts at improving BME program quality

Leadership:

- _____ Has a clear vision and faculty-driven strategic plan for BME and has communicated them with faculty
- _____ Implements college and university missions with the BME department
- _____ Promotes collaborative decision-making and transparency
- _____ Manages and resolves department conflicts between and among faculty, staff and students
- _____ Leads in establishing and executing tangible department goals for strong performance and growth
- _____ Stays current with national trends in the BME field and utilizes this knowledge in improving academics
- _____ Practices fairness in recruiting, hiring and retaining strong faculty in accordance with university policy and procedure

- _____ Promotes the department within the campus community (e.g., communicates departmental accomplishments to the Dean and Provost, nominates faculty/staff/students for campus awards, collaborate with other campus units, cultivates good relationships with other administrators)
- _____ Reaches out to off-campus communities (e.g., CAST, Akron Public Schools, other area universities) to foster departmental growth and student success
- _____ Attends and promotes department functions (e.g., colloquia, graduate student defenses)
- _____ Recognizes and rewards faculty and staff in accordance with their professional contributions
- _____ Promotes collegiality and cooperation among department faculty members
- _____ Treats faculty, staff and students in an ethical and professional manner
- _____ Encourages interaction with faculty, staff and students outside of official department meetings
- _____ Proactively addresses university issues and meets with faculty to inform them of such issues
- _____ Understands the role of the advisory board and effectively utilizes them in improving the department

Teaching:

- _____ Leads the faculty in establishing a comprehensive and coherent set of course offerings and ensures courses follow appropriate outlines (e.g., understanding and implementing ABET requirements)
- _____ Fosters teaching excellence in the department (e.g., encourages course updating and development/innovation in pedagogy/appropriate use of technology, guides faculty in addressing student feedback)
- _____ Shares teaching workload with the faculty
- _____ Practices flexibility and understanding in addressing junior faculty workload concerns

Research:

- _____ Maintains and supports a strong and balanced academic research program in BME
- _____ Facilitates faculty in obtaining grants (e.g., identifies viable sources, engages in viable outreach with funding agencies, oversees department-wide proposals, establishes campus contacts to obtain matching funds, identifies sources for seed money)
- _____ Facilitates viable intra- and inter-departmental collaborations
- _____ Effectively mentors/advises junior faculty through the grant writing process

Summary:

- _____ Overall rating of the Chair

PART II. Please attach a written evaluation of the Department Chair. The evaluation may include but is not limited to the following:

1. What are the Department Chair's main strengths in administration, leadership, teaching, and research?

2. What are the Department Chair's main weaknesses in administration, leadership, teaching, and research?
3. What changes could the Department Chair make (e.g., in policies, procedures, priorities, style) to best improve his/her performance?