



MEMORANDUM

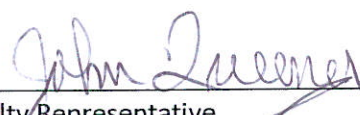
TO: Elizabeth J. Stroble
Senior Vice President, Provost and C.O.O.

FROM: Cynthia Flynn Capers
Interim Dean, College of Education

DATE: February 16, 2009

RE: Chair Review Guidelines

The attached Chair Review Guidelines for the Department of Counseling have been approved by the faculty of the College of Education, Department of Counseling in fall 2008. I have approved the attached guidelines.



Faculty Representative

2-16-09

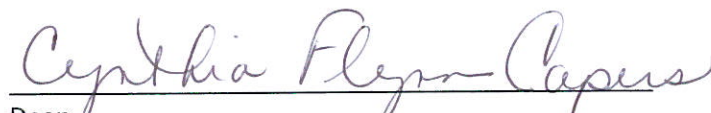
Date



Department Chair

2/16/09

Date



Dean

2/16/09

Date



Senior Vice President, Provost & COO

2/17/09

Date

**The University of Akron
College of Education
Chair Review Guidelines for the Department of Counseling
Final Approval 2/16/09**

Purpose

To state the process and content of the Department of Counseling Chair review to be conducted for a continuing Chair pursuant to Article 7 (Governance), Section 5 of the AAUP/UA contract.

Chair Review Committee

The Chair Review Committee shall consist of four members of the bargaining unit faculty of the Department: two elected by the faculty, one appointed by the Dean, and one appointed by the Provost. The Committee of four will meet to select a Committee Chair who will coordinate all duties of the Committee.

Committee Duties

- 1) The Committee shall request from the Chair written narrative responses to the criteria listed on the Rating Scale for the Review of the Department of Counseling Chairperson. This request will occur at the same time that the Committee distributes the Rating Scale to department faculty for them to rate.
- 2) The Committee shall arrange for the Chair to make his or her vita available to all members of the department.
- 3) The Committee shall distribute a questionnaire to all members of the Department and invite written responses from all members. The Committee will then assemble these responses into one document for review by the bargaining unit faculty. The questionnaire shall be anonymous and identifying responses will be confidential (no names shall be requested) (pursuant to Article 7, section 5, part A.iii). Responding to the questionnaire is voluntary.

While the questions will be the same for all departmental members, the committee will summarize the responses in a way that ensures that each constituency's responses are accurately represented and anonymity is preserved. This may lead to the assembling of responses: 1) full-time bargaining unit faculty; 2) non-bargaining unit faculty; 3) graduate students; and, 4) staff. A smaller number of groups will be used if anonymity would be compromised. This summary of the evaluations (pursuant to Article 7, section 5, part A.iii) will be made available to all bargaining unit faculty who meet to deliberate during the final Chair review meeting(s).

Note: Department auxiliary faculty, staff and graduate students are not part of the bargaining unit. However, they are crucial to the successful operation of the Department and many have daily contact with the Chair. Their opinions are important to the bargaining unit faculty and they will have the opportunity to respond to the questionnaire.

The questionnaire shall include:

1. Leadership within the department
2. Leadership outside of the department
3. Commitment to department, program, and faculty development
4. Resource management
5. Communication and decision-making style
6. Human resource management
7. Diversity
8. Any additional comments

Chair Review Meeting

The Committee shall arrange for all bargaining unit faculty to meet to review the results of the questionnaires and deliberate whether the Chair shall be recommended to the Dean and Provost to serve another term as Chair of the Department. At the end of these deliberations, the bargaining unit faculty will communicate to the Chair Review Committee, in writing, their level of support for the Chair continuing to serve.

The summary document assembling responses by all groups, as well as the Chair's responses to questions, shall be made available to bargaining unit faculty for review before the meeting.

Because of the important role non-bargaining unit faculty play in the success of the Department and because their opinions have traditionally been important, they shall select a representative to participate at the beginning of the review meeting and may request to present issues, concerns, or support for the Chair (representing non-bargaining unit faculty opinions). This representative will receive a copy of the summary report, but will not participate in the deliberations. Non-bargaining unit faculty have the option of meeting anytime before the review meeting to formalize positions for their representative to present at the review meeting; but such a meeting is not required.

Because this is a personnel matter, a graduate student representative will not participate in the chair review meeting deliberations. Graduate students will participate in the questionnaire process. A previously elected "graduate student representative to department meetings" does, however, have the option of surveying graduate students and requesting to present issues, concerns or support for the Chair (representing graduate student opinions) at the beginning of the Chair Review meeting. However, they may not be present during committee deliberations.

Staff also will participate in the questionnaire process. The representative of the support staff does, however, have the option of surveying staff and requesting to present issues, concerns or support for the Chair (representing staff opinions) at the beginning of the Chair Review meeting. However, they may not be present during committee deliberations.

The Chair shall not attend the Chair Review meeting.

The committee summarizes the data from the questionnaires. However, individual questionnaires will be available to bargaining unit faculty to review if they so desire.

Additional meetings may be required depending upon the extent of the deliberations.

At the conclusion of these deliberations, each bargaining unit faculty member can communicate, in writing, her/his level of support for the Chair continuing to serve another term. This information will be submitted to the Chair Review Committee for their consideration in writing the final narrative regarding the department's deliberations.

Bargaining unit faculty who are unable to attend these deliberations can also communicate their level of support, in writing, directly to the Chair Review Committee.

Members of the Chair Review Committee shall communicate to the Department Chair the results of the deliberation and any other information/issues the faculty would like communicated to the Chair.

Pursuant to Article 7, section 5, part A-iv, the Review Committee shall report it's recommendation to the Dean. This recommendation and any accompanying narrative shall first be circulated to bargaining unit faculty to assure that the narrative is representative of the meeting deliberations.

Questionnaires shall be kept on file in the Department as part of the Department's permanent records.

The University of Akron
College of Education
Criteria for Department of Counseling

1. Leadership within the department: This category includes academic, administrative and professional leadership. The chair serves as a professional role model to faculty, students, and staff. He/she portrays a clear commitment to his/her duties in the department. He/she considers equitably the needs of all areas of the department when implementing departmental decisions and policies. He/she emphasizes a proactive and strategic approach to program and faculty development. He/she adheres to and upholds the highest standards of professional ethics in carrying out responsibilities. He/she is able to build consensus within the department for decisions and policies through transparency and fairness.

2. Leadership outside of the department: This category includes academic, administrative, and professional leadership outside of the department. The chair represents departmental needs, interests and viewpoints accurately and effectively to other members of the university and professional communities.

3. Commitment to department, program, and faculty development: The chair strives for and promotes excellence in program building through faculty recruitment, retention and promotion, and in scholarship, teaching, and service. The Chair works collaboratively with faculty and staff to develop focused goals consistent with the missions of the university, the college, department and programs.

4. Resource Management: The chair works collaboratively with faculty and staff to effectively plan for what resources are needed in the department.

5. Communication and decision-making style: The Chair is available to faculty, staff, and students for consultation. The Chair communicates clearly with faculty, staff, and students. The Chair discusses with and explains to faculty, staff, and students departmental policies that he/she implements. The Chair regularly communicates with faculty regarding matters of importance to the department.

6. Human resource management: The Chair treats faculty, staff, and students with respect, dignity, and fairness. He/she works to ensure that this same standard of behavior is reflected as well in the interactions of all members of the department. He/she provides accurate and timely performance feedback to faculty, staff, and students. The Chair is sensitive to and willing to address conflicts or issues of morale within the department.

7. Diversity: The Chair demonstrates a commitment to diversity through the recruitment, retention, and promotion of diverse faculty, staff, and students. The Chair actively promotes a diverse environment by advocating for the necessary resources to create and to maintain a diverse environment.

**The University of Akron
College of Education
Rating Scale for Review of the Department of Counseling Chair**

Criteria Ratings: 1=unsatisfactory 2=Needs improvement 3= Satisfactory 4= Good 5=Exemplary

1. Leadership in the department:

A) Has provided administrative leadership for:

1) All PhD Programs.

1 2 3 4 5

2) All Masters Programs.

1 2 3 4 5

B) Has considered equitably the needs of all programs and areas of the department when completing departmental decisions and policies.

1 2 3 4 5

C) Has employed a proactive & strategic approach to programs and faculty development.

1 2 3 4 5

D) Has upheld the highest standard of professional ethics in carrying out responsibilities.

1 2 3 4 5

E) Has built a consensus within the department for decisions and policies through transparency and fairness.

1 2 3 4 5

2. Leadership outside of the Department:

A) Has represented departmental needs, interests and viewpoints effectively to other members of the community.

1 2 3 4 5

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3. Commitment to department, program, and faculty development: The Chair supports and promotes:

A) Faculty recruitment.

1 2 3 4 5

B) Faculty retention.

1 2 3 4 5

C) Developing focused goals consistent with the vision of the university, the college, department, and programs.

1 2 3 4 5

4. Resource management: The Chair

A) Works collaboratively with faculty and programs to effectively plan for resources needed in the department.

1 2 3 4 5

5. Communication and decision making style: The Chair

A) Is available to faculty, staff, and students for consultation.

1 2 3 4 5

B) Communicates clearly with faculty, staff, and students.

1 2 3 4 5

C) Regularly communicates with faculty regarding matters of importance to the department.

1 2 3 4 5

6. Human resource management: The Chair

A) Treats faculty, staff, and students with respect, dignity, and fairness.

1 2 3 4 5

B) Works to ensure this same standard of behavior is reflected in the interactions of all members of the department.

1 2 3 4 5

C) Provides accurate and timely feedback to faculty, staff, and students.

1 2 3 4 5

D) Is sensitive to and addresses conflicts or issues of morale within the department.

1 2 3 4 5

7. Diversity: The Chair

A) Demonstrates a commitment to diversity through the recruitment, retention, and promotion of diverse faculty, staff, and students.

1 2 3 4 5

B) Actively advocates for the necessary resources to create and maintain a diverse environment.

1 2 3 4 5

Additional Reviewer Comments: