THE UNIVERSITY OF AKRON

Summit College

Department of Engineering and Science Technology

Criteria and Procedures for:

Department Chair Review

Approved by Department Faculty on December 5, 2007

Reviewed and approved by faculty

_____   12/5/2007
Susan Ramlo, Chair Review Guidelines Committee Chair   Date

Reviewed and approved _____   12/5/07
Stanley Silverman, Dean of Summit College   Date

Reviewed and approved

_____   12/14/07
Dr. Elizabeth Stroble, Senior Vice President and Provost   Date

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A.   Opening Statement

In consultation with the bargaining unit faculty and with the concurrence of the dean, the department chair will establish annual goals. The dean shall annually assess the performance of the chair measured against these goals and the dean shall report the results of that assessment to the chair.

The collective bargaining agreement in Article 10, Section 5-A - _Faculty Participation in the Review of Department Chairs_ requires each department's bargaining unit faculty to adopt a formal performance review process for chairs whose term has expired and who wish to be considered for an additional term. Below are the Department of Engineering and Science Technology guidelines and procedures for chair review that have been developed in conjunction with the Akron AAUP contract and the University Rules. These guidelines are designed to support the mission, vision, and strategic objectives of the department.

B.   Chair term of office

A chair's term is discretionary with the dean but shall not exceed four (4) years.

C.   Chair review timeline

1. By the **last instructional day of the academic semester prior** to the final semester of the department chair's current term of office, the dean of the college shall inform the department's bargaining unit faculty that they shall be required to prepare for chair review.

2. By Friday of the **3rd** week of the semester in which the chair's term shall expire, the department's bargaining unit faculty, acting as a committee of the whole, shall seek nominations and conduct an election, from among the bargaining unit faculty of the department, for two (2) bargaining faculty to serve on the Department Chair Review Committee.

3. The dean and provost shall each appoint one (1) department bargaining unit faculty person each to the review committee no later than Friday of week 4. Thus, the committee shall consist of four (4) members.

4. The review committee shall select its own chair and own transcriber. Minutes of all deliberations shall be approved by said committee and filed with the department's administrative assistant or secretary.

5. By Friday of the **5th** week, the department review committee shall inform the dean's office that they are ready to commence with the review and to arrange for the bargaining unit faculty to participate in the on-line *IDEA Department Chair Evaluation.*

6. By Friday of the **5th** week, the review committee will inform all department bargaining unit faculty that the on-line *IDEA Department Chair Evaluation* form is ready to be completed by Friday of the **7th** week. They will also notify the bargaining unit faculty that confidentiality of the process will be preserved.

7. The review committee will request that department bargaining unit faculty as well as full-time department staff complete the form found in Appendix C which includes a Likert-scale rating of the chair's performance and an opportunity to submit written qualitative and summary evaluations. These forms are due to the review committee chair by the end of the **8th** week. Part-time time faculty and students will not be asked to submit comments on the department chair. The committee shall transcribe into a single narrative that ensures the anonymity of these written qualitative and summary evaluations by removing all personal identifiers prior. This transcriber shall forward this narrative to the chair of the Chair Review Committee by Friday of week **9**.

8. Upon receipt (approximately 10 business days) of the *IDEA Department Chair Evaluation* report, by the dean's office, the report shall be forwarded to the chair of the committee who will distribute to the review committee.

9. All members of the Department Chair Review Committee are expected to review all materials collected related to the chair review process, as described in these guidelines.

10. The Department Chair Review Committee will deliberate on all issues related to the chair's evaluation as they complete the form found in Appendix B.

11. The Department Chair Review Committee will confer with all departmental bargaining unit faculty prior to submitting materials to the dean.

12. The review committee's written report and recommendation and all other documentation, including transcribed written comments and results of the IDEA evaluation, and the completed **Summative Evaluation of the Department Chair** form (see Appendix B, are due as one package to the dean and department chair by Friday of the **12th** week.

13. The dean shall conduct an independent review of the department chair, and the results will be communicated to the department chair and the Review Committee Chair by the timeline stipulated in the college's Chair Review Guidelines.

14. Should the department chair determine not to continue as department chair, the dean shall communicate this decision to the bargaining unit, otherwise, the dean shall communicate to the bargaining unit the dean's decision.

D.   Chair activities and/or accomplishments to be assessed

1. The attached Chair Activity Summary (CAS) will be used for each evaluation cycle. The CAS is the chair's communication tool regarding performance and accomplishments in each of the chair performance categories. The CAS form can be found within Appendix A of this document and will be used to communicate the accomplishments of the department chair as part of the evaluation process.

2. The CAS will be placed within a "personal folder" which will be made available to faculty as part of the review process. The chair will include supporting evidence in this folder.

3. Faculty shall evaluate the chair's performance based upon the categories of supervision and leadership as related to the duties associated with the position of department chair. These categories are listed within the Summary of Faculty Committee's Evaluation of the Department Chair form included in Appendix A. These include, but are not necessarily limited to (excluding items related to budget):
   - Effectively supervise department faculty
   - Effectively supervise part-time faculty
   - Effectively supervise non-teaching departmental staff
   - Effectively develop a department strong in teaching, scholarship and service
   - Effectively develop a department that is committed to the mission of the college and university
   - Make recommendations on reappointment, promotion, tenure and merit review, for faculty members pursuant to procedures outlined in the collective bargaining agreement and in a timely manner.
   - Encourage quality instruction from all faculty in the department per Summit College's commitment to teaching quality.
   - Act as the department's representative and communicate on behalf of the department within the college and, in consultation with the dean, within the university.
   - Articulate and implement university, college, and departmental policy and goals.
   - Consult with the departmental faculty as appropriate, in shaping the department's policies and goals and meet regularly with them to share college and university information.
   - Provide leadership in coordinating efforts of faculty as it relates to program accreditation.
   - Effectively allocates department's administrative staff, technicians, and room space among the departments' areas.
   - Lead and facilitate effective strategic planning and completion of strategic planning objectives
   - Facilitate curriculum and program development
   - Foster good working relations among department faculty, staff, and other colleagues
   - Effectively deal with conflict
   - Support and encourage diversity within the department
   - Promote collaboration among faculty
   - Advocate for department faculty and programs

4. Faculty shall consider the chair's annual goals set in consultation with the dean and the department's bargaining unit faculty, per Article 10 section 5, as part of the evaluation process. Each year's goals and their results shall be included within the CAS.

APPENDIX A

Department of Engineering & Science Technology

SUMMIT COLLEGE
THE UNIVERSITY OF AKRON

_____
Chair name

CHAIR ACTIVITIES SUMMARY

Evaluation Period: _____

A. **Chair position objectives:** Please comment on how you have provided the following objectives during the evaluation period given above.

- Effectively supervise department faculty
- Effectively supervise part-time faculty
- Effectively supervise non-teaching departmental staff
- Effectively develop a department strong in teaching, scholarship and service
- Effectively develop a department that is committed to the mission of the college and university
- Make recommendations on reappointment, promotion, tenure and merit review, for faculty members pursuant to procedures outlined in the collective bargaining agreement and in a timely manner.
- Encourage quality instruction from all faculty in the department per Summit College's commitment to teaching quality.
- Act as the department's representative and communicate on behalf of the department within the college and, in consultation with the dean, within the university.
- Articulate and implement university, college, and departmental policy and goals.
- Consult with the departmental faculty as appropriate, in shaping the department's policies and goals and meet regularly with them to share college and university information.
- Provide leadership in coordinating efforts of faculty as it relates to program accreditation.
- Effectively allocates department's administrative staff, technicians, and room space among the departments' areas.
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- Foster good working relations among department faculty, staff, and other colleagues
- Effectively deal with conflict
- Support and encourage diversity within the department
- Promote collaboration among faculty
- Advocate for department faculty and programs

B. **Goals**: _Please list all of the annual goals set with consultation with the dean and the department faculty, per Article 10, section 5 of the Bargaining Unit Contract. Along with the statement of each goal, include a description of the progress, percentage complete, and any other pertinent information related to each of these goals._

<div style="text-align: right">_____</div>

Chair Signature   Date

Copies: Dean's Office

Chair file available for department bargaining unit faculty review

Chair

APPENDIX B

THE UNIVERSITY OF AKRON
SUMMIT COLLEGE
Department of Engineering and Science Technology
Department Chair Performance Evaluation

Summative Evaluation of the Department Chair – To be completed by the Chair Review Committee

Department Chair Name: _____

FUNCTIONAL AREAS OF RESPONSIBILITY
List below the essential functions of the position:

- Effectively supervise department faculty
- Effectively supervise part-time faculty
- Effectively supervise non-teaching departmental staff
- Effectively develop a department strong in teaching, scholarship and service
- Effectively develop a department that is committed to the mission of the college and university
- Make recommendations on reappointment, promotion, tenure and merit review, for faculty members pursuant to procedures outlined in the collective bargaining agreement and in a timely manner.
- Encourage quality instruction from all faculty in the department per Summit College's commitment to teaching quality.
- Act as the department's representative and communicate on behalf of the department within the college and, in consultation with the dean, within the university.
- Articulate and implement university, college, and departmental policy and goals.
- Consult with the departmental faculty as appropriate, in shaping the department's policies and goals and meet regularly with them to share college and university information.
- Provide leadership in coordinating efforts of faculty as it relates to program accreditation.
- Effectively allocates department's administrative staff, technicians, and room space among the departments' areas.
- Lead and facilitate effective strategic planning and completion of strategic planning objectives
- Facilitate curriculum and program development
- Foster good working relations among department faculty, staff, and other colleagues
- Effectively deal with conflict
- Support and encourage diversity within the department
- Promote collaboration among faculty
- Advocate for department faculty and programs

Rating Standards:

Unacceptable - Work performance is inadequate and inferior to the standards of performance required for the position. Performance at this level cannot be allowed to continue.

Improvement Needed - Work performance does not consistently meet the standards of performance for the position. Serious effort is needed to improve performance.

Meets Expectations - Work performance consistently meets the standards of performance for the position.

Exceeds Expectations -Work performance is consistently above the standard of performance for the position.

Outstanding - Work performance is consistently superior to standards required for the job.

Not Applicable – Chair not required to perform this duty during this evaluation period.

The Faculty Chair Evaluation Committee is to base their completion of this form on all data collected as part of the Department Chair Review Process described in the department and college Chair Review Guidelines.

For all of the following, indicate the Rating Assigned, from the list above, to the item:

Quality of Work (Manner in which the chair completes job assignments)

Accuracy or Precision_____

Reliability_____

Responsiveness to Requests _____

Follow-Through/Follow-Up_____

Judgment/Decision Making_____

Comments:

Interpersonal Skills (Effectiveness of the chair's interactions with others and as a team participant)

With Faculty_____

With Staff_____

Students, and/or Community_____

Department and Program Participation_____

Department and Program Contributions_____

Commitment to Department and Program Success_____

Comments:

Communication Skills

Tact and Diplomacy_____

Approach to Work (Characteristics the chair demonstrates while performing job)
_____

Actively Seeks Ways to Streamline Processes_____

Open to New Ideas and Approaches_____

Challenges Status Quo Processes in Appropriate Ways_____

Planning and Organization_____

Flexible/Adaptable_____

Comments:

Supervisory/Leadership Skills

Support of Diversity Efforts/Programs_____

Effectively Aligns Responsibility, Accountability, Authority_____

Faces Performance Problems Squarely_____

Instills Pride in Performance_____

Effectively allocates department's administrative staff, technicians, and room space among

the departments' areas._____

Sets High Standards for Self, As Well as Others_____

Supports Useful Debate and Disagreement_____

Welcomes Constructive Criticism_____

Comments:

Overall Performance Rating

Select one of the following with √.

Unacceptable_____

Improvement Needed_____

Meets Expectations_____

Exceeds Expectations _____

Outstanding_____

Final recommendation of the Faculty Chair Review Committee:

Retain department chair for another complete term of office____

Do not retain department chair____

Comments (Additional comments may be attached)

Appendix C

Full time faculty and staff evaluation & comment form

Rating

Using the 7-point scale below, to what extent would you support the current Chair continuing to serve in this capacity for the next term appointed by the Dean of Summit College?

1	2	3	4	5	6	7
Do not support at all			Moderately support			Strongly support

Please provide your anonymous, written, qualitative and summary evaluation of the chair in this space or as an attachment:

_____

_____

_____

_____

_____

_____

_____