

**COLLEGE OF BUSINESS ADMINISTRATION  
CHAIRS/DIRECTORS SELECTION AND EVALUATION POLICY AND  
PROCEDURES**

**Chair/Director Service Eligibility**

Each department/school will have a full-time department chair (director). The chair is typically appointed for a five year term but serves at the pleasure of the dean. Except under special circumstances on a short term basis, no one with another administrative appointment of .5 FTE or greater, should serve concurrently as a permanent full time department chair. Except under special circumstances on a short term basis, no full time department chair should serve concurrently in any other administrative position.

**Interim Appointments**

The dean may appoint an individual to serve as interim chair. It is expected that interim appointments last no longer than a year.

**Regular Appointments**

For appointment of a new (non-interim) department chair, the dean will convene a search consisting of at least three full time faculty in the department or unit. The dean may also appoint a faculty member/department chair from outside the department. All faculty in the department, and other relevant stakeholders, will have the opportunity to provide feedback concerning the strengths and weaknesses of candidates to the search committee. The search committee will present their recommendations, including a report of feedback from faculty and relevant stakeholders, to the dean. If applicable, the tenured faculty of the department will vote on the award of tenure to the selected candidate following established University procedures. The final appointment of the candidate is subject to approval by the provost and the president.

**Chair/Director Annual Review**

Department chairs will be evaluated annually by the dean following university procedure and policies for evaluation of non-unit faculty administrators. The dean's evaluation will take into consideration chair and department accomplishments during the review period and feedback from the department's full time faculty. Faculty surveys and other sources of faculty feedback requested by the dean will be due before the end of the spring semester.

**Chair/Director Reappointment**

If the chair wishes to stand for reappointment, a full review for reappointment following the CBA's 5 year review procedure (attached) will take place during the final year of the term. The dean can institute an interim review at his or her own initiative or as a consequence of a request by the department's full time faculty.

**COLLEGE OF BUSINESS ADMINISTRATION  
PROCEDURE FOR FIVE-YEAR REVIEW OF  
DEPARTMENT CHAIRS/DIRECTOR**

**I. OVERVIEW**

- A. This document describes the process for the five-year review of Chairs/Directors, evaluation considerations, and review follow-up.
- B. To determine if a Chair/Director should be re-appointed for a new term, a review will be initiated during the first semester of the beginning of the Chair's/Director's fifth year of service.
- C. An interim review may be initiated at any time by the Dean or by a majority request of the tenured and tenured earning faculty in the Department/School.
- D. All aspects of the review must be consistent with requirements of State and federal law and with University policy. The University legal counsel may be asked to provide specific guidelines.

**II. PROCESS FOR FIVE YEAR REVIEW**

- A. The Dean will first ascertain from the Chair/Director whether he or she is interested in reappointment. Before responding, the Chair/Director may poll tenured and tenure-earning faculty of the Department/School concerning reappointment. This poll should be viewed as unofficial and, if taken, shall not become a part of the five year review documentation.
- B. Should the Chair/Director desire reappointment, the Dean will hold an initial meeting with all tenured and tenure-earning members of that Department/School to review both the Chair/Director review process and the criteria for evaluating Chair/Director performance. A set of criteria appears in Attachment I.
- C. The Dean will request a written, secret ballot from each voting member of the Department/School.
- D. The Dean will form a Chair/Director Evaluation Panel. The panel will consist of five members as follows:
  - 1. Three tenured or tenure-earning faculty members will be elected by the faculty of the Department/School concerned.

2. One former or current Chair/Director in the College who has served with the Dean or Chair/Director under review, will be appointed by the Dean. This panel member may be from the Department/School concerned or another Department or School.
  3. One faculty member from a Department/School other than the Department of the Chair/Director being evaluated will be appointed by the Dean.
- E. The first meeting of the Panel will be convened by the Dean or Dean's designee, at which time the Panel members will elect a Panel Chair and plan their review activities.
  - F. The Panel will meet with the Chair/Director under review to obtain the Chair's/Director's views of Departmental issues, including Departmental goals, program emphases, and activities the Chair/Director has deemed important in the Department.
  - G. The Panel will meet with all voting faculty in the Department/School to obtain the faculty's views of Departmental issues and the Chair's/Director's activities. Voting faculty will include all full-time non-visiting faculty and such other full-time, regular faculty in the Department as the tenured and tenure-earning faculty shall determine eligible to vote for reappointment of the Department Chair/Director.
  - H. Within thirty scheduled class days of its first meeting, the Panel will submit a draft report to the Chair/Director under review. This report will contain a description of the review process, data collected, and findings, results of the faculty secret ballot, and a recommendation for reappointment or non-reappointment of the Chair/Director under review.
  - I. Within seven scheduled class days of receiving the draft report, the Chair/Director under review may either (1) respond to the Panel in writing with comments on or corrections to the draft report, or (2) meet with the Panel to discuss the draft report.
  - J. Within seven scheduled class days of receiving the Chair's/Director's feedback on the draft report, the Panel will submit a final report as well as a summary of the final report, to the Dean.

### **III. EVALUATION CONSIDERATIONS**

- A. The Panel's responsibility is to ensure that all members of the Department/School faculty and other constituencies deemed appropriate by the Panel have the opportunity to communicate with the Panel. Any mechanism used to gather input from other constituencies must be approved by the Dean. The Panel will also ensure that the views to which weight is given are representative of any constituency, will provide the Chair/Director being reviewed the opportunity to discuss any issues identified during the review process, and will ensure the confidential nature of communications.
- B. All meetings of the Panel, with the exception of those specified above, will be in closed session. Panel members will respect the confidentiality of evaluative materials and discussion with regard to public dissemination of these documents.
- C. The Panel will work with the criteria for evaluating the Chair's/Director's position and other appropriate data which may be obtained from the Chair/Director and the Dean. A questionnaire may be used for obtaining input from the Department/School faculty. Any summary presentation of questionnaire results should include frequencies of responses on each item, means, and other appropriate statistics as the Panel deems appropriate.

### **IV. REVIEW FOLLOW-UP**

- A. The Panel is charged with recommending any desirable changes in the review process and/or procedures to the Dean.
- B. In his or her annual report to the Dean following the review, the Chair/Director shall report specifically on how the findings of the Panel are being addressed.

## ATTACHMENT I

### CRITERIA FOR CHAIRPERSON/DIRECTOR EVALUATION College of Business Administration

Activities to be considered in evaluating Department Chairs or School Directors can be classified under the following major responsibilities:

- Department affairs
- Academic affairs
- Faculty affairs
- Student affairs
- External communication
- Budgetary affairs
- Office management
- Personal professional performance
- Cultural diversity

Within these major areas of responsibility, the committee should consider, but not be limited to, these more specific activities:

#### **Department Affairs**

- Supervise the recruitment and selection of faculty, staff and student assistants;
- Promote good teaching in the Department;
- Provide a flow of information to the Department to inform them of Department, college and university plans, activities and expectations;
- Encourage the faculty to communicate ideas for improving the Department;
- Maintain morale in the Department;
- Reduce, resolve, and/or prevent conflict among faculty members;
- Conduct productive Department meetings;
- Make effective use of committees;
- Develop and implement long-range Department programs, plans and goals, consistent with college and university goals;
- Delegate appropriate Department administrative responsibilities to individual faculty members;
- Promote high quality research, both scholarly and applied.

#### **Academic Affairs**

- Guide the updating of Department curricula, courses and programs at the undergraduate and graduate levels;
- Encourage an appropriate balance among specializations within the Department.

### **Faculty Affairs**

- Assign faculty responsibilities such as teach, research, committee work, etc.
- Foster the development of each faculty member's special talents and interests;
- Evaluate faculty performance for tenure, raises and promotion;
- Recognize and reward faculty in accordance with their contributions to the Department, college and university;
- Encourage faculty to submit proposals for appropriate contracts and grants;
- Encourage faculty to actively participate in professional meetings;
- Act in an impartial manner.

### **Student Affairs**

- Support effective advising of students on academic and Department matters;
- Where appropriate, recruit and select qualified graduate students;
- Encourage faculty to participate in placement of Department graduates;
- Encourage faculty involvement in student organizations.

### **External Communication**

- Communicate Department needs to the Dean;
- Promote the Department's image and reputation in the university;
- Coordinate Department activities with outside groups;
- Represent the Department, college and university actively within the community and professional organizations.

### **Budgetary Affairs**

- Effectively administer the Department budget.

### **Office Management**

- Recruit and supervise the Department clerical and technical staff;
- Maintain essential Department records.

### **Personal Professional Performance**

- Provide leadership in professional development by continued research;

- Participate in activities of professional organizations.

### **Cultural Diversity**

- Promote cultural diversity in the hiring of faculty, staff and student assistants;
- Promote cultural diversity in the recruiting of undergraduate and graduate students.