**MOTION TO ELIMINATE QUADRENNIAL EVALUATIONS OF DEPARTMENT CHAIRS/SCHOOL DIRECTORS**

**REFERRED BY: GOVERNANCE COMMITTEE**

**RATIONALE**

Quadrennial evaluations of Chairs/Directors were instituted more than five years ago. Chairs have reported that the process is burdensome and duplicates the information provided on their annual reports. Deans have likewise not embraced the quadrennial review process.

A motion was passed by the Faculty Senate on April 11, 2013 to accomplish two things:

1. Institute a set term of four years for department chairs and school directors, and
2. Eliminate the quadrennial evaluation

The Provost declined to take this motion forward to the Board of Visitors. Arguments against a set term (four-year renewable terms) included: lack of support among chairs and directors and the fact that departmental faculty can, at any time, hold a vote of “no confidence” in a chair or direct and request their removal.

The present motion drops item 1 from above (institute a set term) but still eliminates the quadrennial evaluation. The removal of the quadrennial evaluation is in response to feedback from Deans, department chairs, and directors stating that it was burdensome and was not providing information different from what is provided in their annual reports.

**MOTION**

The Faculty Senate recommends the following revisions to the *Teaching and Research Faculty Handbook* (deletions in strikethrough, insertions in red):

Section 1.3.2.1: Term of Service as Department Chair or School Director

~~Department Chairs and School Directors will be appointed for renewable four-year terms.~~ ~~During the spring of the third year, an in-depth formal evaluation shall be conducted by the Dean in consultation with the faculty of the department or school. (See section 1.4.2, evaluation of Chairs and Directors.)~~ ~~Terms of Department Chairs and School Directors may be renewed, with additional in-depth evaluations to take place in the third year of each term.~~

Continuation in the role as Department Chair or School Director shall be based on the Chair/Director’s enjoying the continued trust and confidence of the faculty and Dean as reflected in the evaluations of the Chair or Director by the department faculty and by the Dean. As described in section 1.4.2 of this Handbook, annual evaluations of Department Chairs and School Directors by departmental faculty and by the Dean shall be based on the responsibilities and annual goals, shall identify specific weakness, if any, and recommendations for improvement.

Whenever weaknesses are identified in a final, signed evaluation as serious, either by the department faculty or by the Dean, the chair or director shall develop a plan for improvement and a reasonable time line, to be approved by the Dean in consultation with the department faculty, as deemed appropriate by the Dean. In the event that improvement is not satisfactorily effected within the time line, the Dean, in consultation with the department faculty, may recommend an alternative plan and time line or shall recommend to the Provost removal of the chair or director.

Section 1.4.2: Evaluation of Department Chairs and School Directors

A. Annual Evaluation

The Department/School Personnel Committee shall evaluate the Department Chair or School Director annually in two separate evaluations, one as a faculty member and one as chair or director. Both evaluations shall be conveyed to both the Department Chair or School Director and the College Dean. The College Dean shall review the Personnel Committee’s evaluation of the Department Chair or School Director as a faculty member, and shall separately evaluate him or her as a chair or director, subject to review by the Provost.

Evaluations of Department Chairs or School Directors shall be prepared annually in writing before the end of the spring semester. The primary purpose of the evaluation will be to provide guidance for development and to provide assessment for decisions related to merit pay and continuation in the role. ~~These annual evaluations will be available for consideration by the Dean during the detailed review that will be conducted during the third year of each Chair’s or Director’s four-year term.~~

Section 1.4.2: Evaluation of Department Chairs and School Directors

~~B. Quadrennial Evaluation~~---This section shall be struck in toto.

~~Every four years, in spring of the third year of the Department Chair’s or School Director’s four-year term, in lieu of the annual evaluation as chair or director described in section A, an in-depth formal evaluation as chair or director shall be conducted by the Dean in consultation with the faculty of the department or school. (The policies and procedures affecting the annual evaluation of the Chair or Director as faculty member will not change.)~~

1. ~~Prior to the quadrennial evaluation of the Chair or Director, each Chair or Director shall prepare and distribute to all faculty within the department or school a quadrennial report summarizing his or her accomplishments related to responsibilities as Chair or Director, and with reference to the attainment of goals established for the previous four-year period.~~
2. ~~The criteria for evaluation as Chair or Director shall reflect the duties and responsibilities of the chair or director as listed in section 4.2.3.1 of this Handbook. The Department/School Personnel Committee shall circulate to all faculty of the department a Department Chair/School Director evaluation form based upon these evaluation criteria and shall include an appropriate place for an overall evaluation of the Chair or Director during his/her current four-year term. The forms will be completed and returned to the Department/School Personnel Committee.~~
3. ~~Data and comments from the faculty evaluations shall be summarized by the Department/School Personnel Committee. The Department/School Personnel Committee shall then evaluate the Department Chair/School Director as a faculty member (during the current year) and separately as a chair (over the past four years), in tentative evaluations to be sent to the Department Chair or School Director. In completing the quadrennial evaluation, the Department/School Personnel Committee should take into account the Chair or School Director’s annual evaluations for the previous three years. The letter or memorandum prepared by the Department/School Personnel Committee for this evaluation should be addressed to the Dean and copied to the Chair/Director.~~
4. ~~Each Chair or Director will be given the opportunity to respond to both of the Personnel Committee’s tentative evaluations of the Chair or Director -- as a faculty member and as a Chair or Director -- before the finalized evaluations are forwarded to the Dean. The appeal procedures shall be the same as those described for faculty.~~
5. ~~The Department/School Personnel Committee’s summary and overall evaluations of the Department Chair or Director as a faculty member and as a chair or director shall be forwarded to the College Dean. All data used by the Personnel Committee shall be made available to the College Dean.~~
6. ~~A minority report signed by all concurring faculty may be written if either or both of the Personnel Committee’s evaluations are unacceptable to a minority of the committee members. A minority report is seen as an exception rather than standard procedure and shall include a justification for its creation. The minority report shall be submitted to the Dean as a separate document, and shall be included with the Personnel Committee’s evaluations. A copy shall be sent to the Chair or Director.~~
7. ~~If the Dean disagrees with the Department/School Personnel Committee’s evaluation of the Chair or Director as a faculty member in his review thereof, she or he shall give the Department Chair or School Director and Personnel Committee Chair a written statement of the reason(s) for the disagreement. The Department Personnel Committee may seek clarification from the Dean on any points of perceived disagreement.~~
8. ~~The Dean shall meet with the Chair or Director to discuss his/her accomplishments and goals as Chair or Director. At this time, the Dean and Chair or Director can initiate a preliminary discussion of the goals the Chair or Director anticipates setting for him/herself as Chair or Director and for the department or school for the next four years.~~
9. ~~The Dean shall communicate his or her evaluation of the Department Chair or School Director as a chair or director to the Department Chair or School Director in writing. Included in this evaluation shall be a recommendation to the Provost regarding reappointment of the Chair or Director for another four-year term. The Department Chair or School Director shall have the opportunity to respond in writing to his or her evaluation as chair or director prior to the Dean’s communication of a final evaluation to the Personnel Committee and to the Provost.~~
10. ~~The College Dean shall forward her or his evaluation of the Department Chair or School Director as a chair or director, including the Dean’s recommendation for reappointment of the chair or director for another term, together with the evaluation of that role by the Department/School Personnel Committee, to the Provost, with copies sent to the Department Chair and to the Department Personnel Committee. In a case of a departure by the Dean from the evaluation by the Personnel Committee, the Committee may seek clarification from the Dean on the reason(s) for the departure.~~
11. ~~The College Dean’s evaluation of the Department Chair or School Director as a chair, and all pertinent data including any written responses from the Chair or Director and/or the Personnel Committee, shall be reviewed by the Provost, who shall provide written justification for any disagreement with the Dean’s evaluation. In the event of disagreement by the Department Chair or School Director with the Dean’s evaluation of him or her as chair or director or with the Dean’s recommendation regarding reappointment for another term, the Provost shall render a decision in the matter.~~
12. ~~If the Chair or Director wishes to appeal either his or her annual evaluation as faculty member or his or her quadrennial evaluation as chair or director, or the review(s) thereof by the Dean or the Provost, respectively, the process followed shall be consistent with that for faculty appeals. The final evaluations of the Department Chair or School Director both as a faculty member and as a chair or director, following any possible appeals, become part of the Department Chair’s or School Director’s personnel file, and shall serve as the basis for merit pay increases, for any possible reappointment, tenure, or promotion, and for decisions on retention as Department Chair or School Director.~~
13. ~~Chairs/Directors who are reappointed for subsequent four-year terms must submit for the review and approval of the Dean written copies of the of the goals they have established for themselves as chairs/deans and of their departments/schools during their next term. These goals must be submitted to the Dean by May 15 of the year of the quadrennial review. The degree to which these goals are fulfilled shall be assessed as part of the Chair’s/Director’s next quadrennial evaluation.~~