College of Arts and Sciences
Review of Department Chairs
Departmental Input

A. After First Term (3 years)

The following materials will be reviewed by the dean when the chair has expressed the intention of continuing in the role for a subsequent term.

1. Annual surveys completed by the department faculty
2. The chair’s annual reports for the period of serving as chair
3. Previous annual performance evaluations completed by the dean
4. A chair self-evaluation
5. The results of any established departmental practice normally used at the conclusion of a chair’s term.
6. A departmental meeting: The dean will appoint a neutral third party (e.g., another COAS department chair or senior faculty member from outside the department) who will meet with the department faculty at a meeting without the chair present, and who will solicit information about all aspects of the chair’s duties, following OAA 05-3, Authority and Responsibilities of the Department Chair. This person will prepare a brief and confidential written report (one to two pages) of the meeting, and will meet with the dean to discuss the findings. See the section outlining the role of the neutral third party.

Once these materials have been reviewed, the dean and chair will meet to discuss the information that has been gathered. The information will be used to 1) Commend the chair for strengths in his or her performance; 2) Suggest areas for change and improvement; and 3) Assist the chair and the dean in future planning for the chair and the department.

If the chair does not wish to continue for a subsequent term, the dean and the department may find some aspects of this process to be useful to guide the department in providing input to inform the dean during the process of appointing a new chair, especially the departmental meeting with the neutral third party.

B. After Subsequent Terms (3 to 5 years)

At the request of the department, the meeting outlined in 6 above may be bypassed. Otherwise the same procedure will be followed.

C. At the Request of a Majority of the Departmental Voting Faculty

A majority of the department’s voting faculty (as defined in the COAS governance document) may request that the dean conduct a comprehensive review as outlined under A. above. If the
dean declines to conduct a review, a written response to the faculty must occur within 30 days of the request.

**Role of the Neutral Third Party**

The person assigned to visit the department will have a preliminary meeting with the dean and the associate dean to discuss the expectations for their service in this role, and will be provided with a copy of OAA 05-3, *Authority and Responsibilities of the Department Chair*. Following the duties outlined in that document, the person should discuss each area of chair responsibilities with the department faculty, taking detailed notes, and encouraging discussion of strengths and areas where the chair might improve. All full-time faculty who report to the chair, including continuing lecturers, should be invited to attend this meeting, and at least an hour to 75 minutes should be allotted to meet. The neutral third party will also offer the opportunity for members of the department faculty and staff to meet with him or her privately or in small groups if desired. As noted above, the neutral third party will prepare a brief and confidential written report (one to two pages), and will meet with the dean to discuss the findings.

If the chair wishes to continue in the role, while at the same time one or more other members of the faculty also wish to be considered as a possible replacement, the discussion should also follow the duties outlined in OAA 05-3, considering the strengths and weaknesses of each potential candidate, to the extent that relevant information exists to inform the discussion. No candidates for chair should be present at this meeting.

Should the chair not plan to continue in the role, the dean and the department may find a similar meeting to be useful to provide input to the dean as he or she makes the decision about whom to appoint as the next chair. In that instance, OAA 05-3 can also be used to frame the discussion, but the dean may also suggest additional topics or questions for the person to discuss with the department, as may the department faculty at the time of the meeting.