Evaluation Procedures for Department Heads

Criteria

- Leadership
  - Developing and communicating shared vision
- Communication skills
- Accessibility
- Recruitment, retention, and faculty development
  - New faculty
  - Continuing faculty
- Fiscal responsibilities
  - Managing budgets
  - Resource allocation
  - Generation of new resources
- Planning and organizational effectiveness
  - Delegation of authority
- Human relations
  - Seeking faculty feedback
  - Promoting gender and ethnic diversity
  - Promoting positive working climate throughout department that embraces the diversity of culture inherent in a gender and ethnically diverse faculty, staff, and student body
  - Promoting equal access to education and work activities for persons with disabilities
- Integrity and openness
- Professional competence
  - Including scholarship
- Evaluating contributions (dealing with deficiencies and recognizing achievement)
- Understanding the breadth of the departmental disciplines and missions
- Advocacy
  - On-campus
  - Off-campus
Timing

The faculty, Department Head, or Dean may call for a review at any time. The faculty may call for a review by agreement of a simple majority that it is warranted. A special review should be initiated no later than three months after it has been duly requested.

If no petition for a special review is issued, then review will occur at regular intervals as follows:

- New appointees will be evaluated one year after initial appointment, and one year before the end of their fixed terms thereafter.
- Presently serving Department Heads who have been in their current positions three years or longer will be evaluated as soon as possible and at five-year intervals thereafter.

Evaluation Coordinating Team

The Evaluation Coordinating Team’s purpose is to facilitate getting the job done and to insure that appropriate reporting is accomplished. Each department may conduct the evaluation using any means consistent with university policy. However, we suggest the Evaluation Coordinating Team consist of:

- three departmental senior faculty, elected by the department. Senior faculty includes Associate and Full Professors (P. Hyer, Asst. Provost, pers. comm.);
- one university senior faculty member from outside the department, elected by the departmental faculty;
- one university administrator appointed by the Dean.

Scope of Inputs

The information gathered by the Evaluation Coordinating Team should be focused, with primary emphasis on faculty with rank of Assistant Professor or above. The Evaluation Coordinating Team will make a concerted effort to insure that there is a more than 50 percent response rate.

There is merit in obtaining input from other faculty ranks, adjunct faculty, classified personnel, plus undergraduate and/or graduate students, but mechanisms (meeting, questionnaire, etc.) will be left to the discretion of the Evaluation Coordinating Team. The Evaluation Coordinating Team and/or the Dean may seek information from external constituents if they feel such information is needed.

Mechanisms (Instruments)

Faculty Input: The Evaluation Coordinating Team may develop a new evaluation instrument, or choose to modify an existing one. Data forms for DECAD (Departmental Evaluation of Chairperson Activities for Development), Kansas State University, are attached as an aid to the team for considering the evaluation instrument. The survey instrument might include items addressing human relations aspects of the Department Head’s performance.
Interviews and/or modified forms might be developed for non-tenure track faculty, classified personnel, and students.

Other inputs might include the Department Head’s personal activities and “State of the Department” report. At the time of evaluation, a cumulative and expanded version of the Departmental Annual Report should be prepared to assist faculty and others involved in the evaluation process with obtaining needed information. The “State of the Department” report should include a listing of goals and objectives for the department, and a statement by the Department Head synthesizing his or her views of his or her role, responsibilities, objectives, and accomplishments.

Any external evaluations, if sought, should be considered.

**Mechanisms for Initiating Review**

The schedule of the Department Head reviews is entered on the College calendar.

The Dean will remind each Department Head of the review schedule well in advance.

The office of the Dean will be responsible for initiating the election of the departmental representatives.

Following election of the departmental representatives and selection of the appointee, the Dean will call a meeting of the Evaluation Coordinating Team for the purpose of discussing evaluation procedures and electing a chair from among the departmental faculty representatives.

As a matter of information, each spring the Dean’s office will provide the Faculty Affairs Committee of the CNR Faculty Association, through the President of the Association, with a list of Department Head reviews scheduled for the upcoming academic year.

**Reporting**

The following procedure for reporting results is recommended:

Results are returned to the Evaluation Coordinating Team, which prepares a written summary report, with documentation, for transmittal to the Dean. The intent of the report is to provide a constructive critique, being as specific as possible about strengths and weaknesses.

The Dean meets with the team for an in-depth discussion and interpretation of the results.

The Dean and the Chair of the Evaluating Coordinating Team meet with the Department Head to present evaluation results.

The Dean transmits, via a memo to the entire departmental faculty, a brief statement about the review.

After distribution of the memo, the Dean and Evaluating Coordinating Team meet with the entire departmental faculty. This meeting will give an appropriate overview of the Department Head’s evaluation and could provide an excellent opportunity for discussions on other matters, such as the status and future of the department.