

Chapter 7

Chair Issues

Evaluation of Chairs

*In the past, the following form has been one source of information used for the evaluation of department chairs. There are, of course, other means of soliciting peer assessments. The form is presented as an **option**. The Dean's Office distributes this form to faculty members and full-time academic staff during the Fall semester of a department chair's second year of service.*

Faculty Evaluation of the Chairperson

The Dean of the College of Letters and Science would like to request your confidential assessment of the administrative performance of your chairperson during his or her first year as chair.

Instructions: Using the scale described below, please respond to the statements provided. Written comments can be made on the reverse side. They will be made available to the chair on a different sheet of paper after being retyped in the Dean's Office.

Each area listed below should be rated on a scale of 0 to 4 as follows:

- 4..... Far exceeds expectations
 - 3..... Exceeds performance expectations
 - 2..... Meets performance expectations
 - 1..... Meets most performance expectations
 - 0..... Fails to meet most performance expectations
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It is assumed that the rating of "2" is normative and that on average it will be the rating achieved by persons fulfilling their professional responsibilities.

Administrative

- _____ Smoothly performs the basic administrative functions of the department, i.e., course scheduling, budget, etc.
- _____ Functions as a responsible member of the department team, implementing departmental decisions in a timely manner.

Leadership

- _____ Takes the initiative in encouraging new curricula and teaching methods in the department.
- _____ Makes tough decisions and accepts the responsibility and accountability for them. Has the support of faculty and student constituencies of a college or the staff of a unit.
- _____ Leads the department to effective consensus if appropriate without suppressing legitimate debate dissent.
- _____ Promotes departmental morale and cohesion.
- _____ Provides effective liaison between the department and the administration or other sectors of the university and the public.

Communication

- _____ Communicates to faculty, students and staff in an open and distortion free manner.
- _____ Communicates in a clear, frequent and complete enough manner so that he or she is trusted by constituencies.
- _____ Deals with issues rather than personalities when commenting to constituent groups.

Fairness

- _____ Treats all faculty and staff with equal consideration, judiciousness and respect.

Decision Making

- _____ Anticipates the need for decisions.
- _____ Fully participates in discussions leading to Department decisions, and then fully implements such decisions in an evenhanded manner with fair explanations of the reasons for the actions.
- _____ Promptly reviews and adjudicates complaints by students and faculty.

Overall Rating

- _____ What overall rating would you assign the Chairperson?

Name _____

Dean's Evaluation of Chairperson

The following lists general criteria used to evaluate the administrative activities of department chairs and lists expectations in a number of areas. It should be noted that chairs are also expected to continue the teaching, scholarship and service activities inherent in their appointments as members of the faculty.

Administration

- Anticipates, identifies and deals with personnel, fiscal, organizational, and programmatic issues faced by the department.
- Meets requests for data and reports on a timely and complete basis.
- Effectively manages budget and staffing resources.
- Is responsive to the needs and concerns of colleagues.
- Is responsive to the needs and concerns of students and the public.
- Functions as a responsible member of the College administrative team.

Leadership

- Demonstrates the ability to lead effective programmatic planning for the department.
- Is able to motivate colleagues to define and seek common goals and objectives.
- Makes tough decisions and accepts the responsibility and accountability for them. Has the support of faculty and student constituencies of the department.
- Encourages appropriate faculty, student and/or staff participation in decision-making.
- Resolves problems at the departmental level.
- Responds objectively to criticism and ideas of colleagues.
- Helps promote departmental morale and cohesion.
- Presents support for college programs within the context of university-wide goals and objectives.
- Is an effective advocate for faculty and departmental needs.
- Provides leadership for extramural funding for faculty and departmental objectives,

Decision Making

- Anticipates need for decisions.
- Makes difficult or unpopular decisions without evasiveness.
- Demonstrates good judgment and resourcefulness in making decisions.
- Accepts the responsibility for the consequences of decisions.
- Reflects his or her concern for academic excellence in personnel recommendations.
- Promptly reviews and adjudicates complaints by students and faculty.

Budget Categories

In the broadest possible terms, the budget assigned to the department divides itself into two categories:

- 102** (Often referred to as the "102 Funds"). Technically, this is GPR (General Purpose Revenue) money, tax dollars, and constitutes your operating budget. Information regarding your account is available online through WISDM. Questions regarding accessing WISDM should be directed to Administrative Services.
- 102 Dollars may not be carried from one fiscal year (July 1 – June 30) to the next. Any balances remaining in a department's account at the end of the fiscal year will be removed from the department's account and lost to the College.
 - Each department is responsible for monitoring its account activity and for operating within the budgeted allowance.
- 128** Again the information regarding this account is available through WISDM. These monies come from sources other than tax revenue and are supplementary to your operating budget. They provide departments with a margin of flexibility and can be allocated by more liberal rules than tax funds. This is not to say there are **no** rules. If you think you are operating in a gray area, check with the Dean's Office or Administrative Services first. You can end up with a bill that will not be reimbursed.
- 128 funds have a very real advantage: they can be carried from one fiscal year to the next (this is called rolling), which allows a department to save ahead for a larger purchase or to maintain a balance to meet contingencies. **If you intend to roll money from one year to the next, you must submit a memorandum to the Dean's Office in May, indicating the approximate amount of money that will be rolled and its intended use.**
 - 128 is a source for discretionary expenditures. Most departments take matching money for faculty travel from this account (you can also elect, if you wish, to support non-participating attendance from this account. The Dean's Office will **not** match these expenditures). You may also use these funds for subscriptions, small software purchases and the like.

Work-study expenditures also deserve a brief comment, since this is a complicated area for most chairs. Work Study allocations allow departments to hire student employees without the expense of utilizing Student Assistance funds. Unlike Student Assistance funds, Work-Study money cannot be transferred to other lines of your operating budget. What is not used is lost. Departments that use Work Study funds are required to provide a small amount of matching money, usually from their GPR budget.

Departments that know they will not fully use their annual Work Study allocation should let the Dean's Office know as soon as possible so that this money can be redistributed to departments seeking additional allocations.

Departments are expected to manage and live within their budgets. As you near the end of the fiscal year, you may find that you have excess funds in the non-personnel lines of your 102 account (please note that you can **not** transfer money out of the personnel lines to other categories). Departments often use these funds to pre-buy supplies for the next academic year. This is good budget management and is encouraged. However, you should carefully track the expenditures in each of these funds; if there is a delay in obtaining the supplies, the department can find itself both losing the money it thought was surplus and having a bill against its new year's budget.

Annual Report

Annual department reports provide an opportunity for chairs to reflect on the department's major accomplishments and for the Dean's Office to construct an overview of the year. Department chairs, program directors and coordinators are asked to submit an Annual Report for their departments or programs in the form of a memorandum. The length of the report is optional; the level of detail will depend on the complexity of the information. Basically, the memo should :

- List and assess what is perceived to be the department's major accomplishments during the past year.
- Raise issues, if any, that need to be taken into consideration as we plan for a new academic year.
- Briefly explain the objectives for the year ahead.

The deadline for the annual report is the **first day of July**.

Teaching Load

Also see UWO 8C, Handbook

Graduate Thesis Supervision

*The following policy on graduate thesis and field project supervision was distributed to department chairs by the Dean on January 31, 1995. Since the question is frequently raised, it must be emphasized that the policy allows release time only **after** the supervisory activity has been completed.*

The College will permit one three-credit release per faculty member after that person has supervised six theses/field projects of students who have graduated. After the first three-credit release has been earned, faculty may elect to earn one, two, or three-credit releases with two, four or six theses/field projects supervised. When the requisite number of thesis/project supervision activities has been completed, the department must indicate the name of the student, the semester he or she registered for thesis credit, the name of the faculty member, and the student's date of graduation and submit this information to the Dean's Office. This Office will assign a release, based on the department's recommendation, and negotiate funding for a replacement. Departments may decide on alternative methods for giving credit which may include serving as second and third readers. Alternative methods will be fine as long as six completed theses generate three credits of faculty release time. Any alternative methods that departments might wish to use must be approved by the Dean. Faculty members who have supervised theses since Fall Semester, 1992 will receive credit according to the list on file in the Dean's Office.

Released Time for Advising

Administrative Released Time Guidelines for Advising and Coordination

Coordinators of programs or educational support functions that have a smaller scope than academic departments are eligible to receive released time with Dean's Office and Department Chair approval.

Academic advising of students is a normal expectation of all L&S faculty members. Released time for advising may be granted with the approval of the Dean and Department Chair only after application of a formula that divides the number of majors within a department by the number of faculty and the result exceeds a ration of 20 students per faculty. Actual released time will be negotiated between the Dean and the Department Chair or Program Director.

Approved by COLS Faculty Committee, 27 May, 1987