EVALUATION AND REAPPOINTMENT OF DEPARTMENT CHAIR/SCHOOL DIRECTOR

Effective Date: September 6, 2019
Amended: September 20, 2019
Authority: Dean

PURPOSE
In order to best serve the administration of the college, it is imperative that there is a systematic review of the college’s department chairs/school directors.

POLICY STATEMENT
The University of Central Florida Faculty Senate requires that each department chair/school director be reviewed during the final year of his/her term. The dean can institute an interim review at his or her own initiative or as a consequence of a request by the department/school faculty. The purpose of this review is to provide feedback concerning the strengths and weaknesses of the chair/director and information concerning the leadership in the achievement of past and future department/school goals. The essential ingredients of this review process are a review panel that solicits information from department/school faculty and staff and other relevant parties, a schedule that encourages full participation by department/school faculty, the transmission of collected information to the dean, and a timely feedback process.

SERVICE AND PHILOSOPHY OF THE ROLE
All departments/schools must have a full-time chair/director. A department/school’s regular (non-interim) chair/director typically serves a term of three to five years. The appointment is renewable annually. Normally, a chair/director will not serve more than 10 consecutive years. Except under special circumstances, no one with another administrative appointment should serve concurrently as a department chair/school director, and no chair/director should serve concurrently in any other administrative position.

The role of the chair/director in the College of Community Innovation and Education is first and foremost based on the concept of collegiality. As a member of the academic community, a chair/director is a leader among peers. As such, the chair/director serves the faculty at the discretion of the dean and functions as a representative and an advocate for the faculty to the college, university and profession at large. The position of chair/director carries with it the responsibility for maintaining professionalism, treating all faculty with the respect due to a colleague, and dealing with them in a fair and equitable manner.

PHILOSOPHY OF THE REVIEW PROCESS
The dean is ultimately responsible for judging the performance of the chair/director and determining whether the chair/director shall continue to serve in this position. The purpose of the review panel is to serve as a conduit of information from the faculty and staff, the chair/director, and others to the dean. Hence, the main role of the review panel is information gathering. This information should relate to two basic areas: namely, the past performance of the chair/director and the ability of the chair/director to lead the department/school into the future. The primary source of information for the review is the
faculty and staff of the department/school, who will consider the progress of the department/school during the tenure of the chair/director, the goals of the department/school, and the likelihood that the chair/director can continue to lead the department/school to achieve these goals. This information will include the general wishes of the department/school faculty and staff concerning the continued service of the chair/director. In consultation with the faculty and staff and chair/director, the review panel may elect to seek information from sources outside the department/school to the extent that such information is relevant to the review.

Annually, each chair/director will be reviewed by the CCIE dean and be provided a written performance evaluation. At the beginning of the final year of a chair/director’s appointment, the dean will ask him/her if a reappointment is desired. If so desired, the process for a review will begin. This review may also begin at any another time, as determined by the dean, as an interim review.

**ANNUAL EVALUATION PROCEDURES**
By end of June, each department chair/school director will provide a statement of accomplishments for the previous year, and goals and objectives for the upcoming year, to the dean. This document, other collected information and documents, and the annual faculty evaluation of chair/director survey, which is conducted by the end of the spring semester, will be used by the dean to develop the chair/director’s annual evaluation by the end of July.

**END OF TERM REVIEW PROCEDURES**
Initiation of the Review
A. Chair/director reviews shall typically occur in the final year of the chair/director’s term, unless initiated earlier by special request. The scheduling of all reviews is the responsibility of the CCIE dean.
B. Normally, the review process should be completed within one semester. The dean or the dean’s designee will convene the first meeting of the review panel in September and the review panel’s report shall be submitted to the dean in December.

The Review Panel
A. The panel shall consist of four tenured and one non-tenure earning faculty members in the CCIE:
   i. none a current chair/director;
   ii. none from the department/school of the chair/director under review; and
   iii. none a faculty member currently serving as a full-time administrator.
B. The panel shall also include one staff member that serves in a college-level position, excluding Office of the Dean staff.
C. The assistant dean for administration will distribute a list of eligible review panel members to the chair/director and the department/school faculty and staff.
D. From the list of eligible review panel members, the department/school faculty and staff will submit five acceptable faculty names and two staff names, and the chair/director will submit five acceptable faculty names and two staff names to the dean
E. From the list of acceptable faculty and staff names, the dean will select four tenured faculty members, one non-tenure earning faculty member, and one staff member, with at least one faculty member from the department/school faculty and staff recommendations and one faculty member from the chair/director recommendation.
F. The dean will designate one of the selected review panel members to chair the panel.
Review Process Guidelines

The guidelines provided in this document are suggestive rather than prescriptive. This allows the review panel the latitude to conduct itself in a manner commensurate with its primary objective of collecting information on the performance of the chair/director and documenting the findings.

A. Information Gathering
   
i. In preparation for the review, the chair/director will ensure that the previous department/school annual reports and relevant information from the UCF Fact Book are available to the department/school faculty and staff and the review panel.
   
   ii. The review panel will explore all relevant avenues of information collection, for example, written input from the department/school faculty and staff, interviews with individual faculty, interviews with staff, interviews with the chair/director, possibly written or verbal input from non-departmental/school sources, and other official data to address issues including the chair/director's performance in areas such as leadership capability, professional development of faculty, and administrative skills. Every effort will be made to ensure that department/school faculty and staff have ample opportunity to participate fully in the information gathering process. As the process continues, the review panel may solicit the dean to provide opportunities for individual faculty members to meet with the dean in order to communicate directly with the dean.
   
   iii. The review panel may consider conducting an anonymous survey of department/school faculty and staff. Open-ended questions could include, but are not limited to, responses to the following descriptions of chair/director performance:

   a. Creates and successfully implements the department/school strategic goals;
   b. Is receptive to suggestions and criticism regarding department/school issues;
   c. Is a strong and effective advocate for the department/school in the community and within the university;
   d. Administers the department/school budget and other resources impartially;
   e. Keeps faculty and staff informed about decisions, policies, and events which will affect them;
   f. Involves faculty in department/school policy making;
   g. Helps faculty in the development and implementation of identified solutions;
   h. Promotes a work environment conducive to cooperation, mutual trust, and high morale;
   i. Is just and equitable in his/her role in such personnel matters as the annual evaluation, promotion, and tenure;
   j. Is regularly available for questions and conferences;
   k. Promotes cultural diversity among faculty, staff, and students;
   l. Maintains positive relationships with the local professional communities;
   m. Upholds ethical standards.
   
   iv. After all other information is gathered from the department/school faculty and staff, as well as other constituencies, a vote among the department/school faculty concerning the renewal or non-renewal of the chair/director is conducted. This vote will be taken by secret written ballot using the renewal ballot contained in this document (Appendix A). All tenured and tenure-earning faculty within the department/school of the chair/director under review, and such other faculty in the department/school as indicated in the department/school’s bylaws, shall be eligible to vote. These ballots shall be forwarded by individual faculty directly to the dean.
B. Documentation

i. The review panel will accumulate the collected information for dissemination to the dean. In addition, the review panel shall prepare a written report to be submitted to the dean. The written report will briefly describe the data collection process, the information collected, the strengths and areas of potential improvement of the chair/director, and general findings regarding the department/school faculty’s wishes in regard to the chair/director. Appropriate appendices will contain the original written input and descriptions of interviews under anonymity. Faculty votes concerning retention of the chair/director will be forwarded directly to the dean and will not be included in this report.

ii. Prior to submitting the final written report to the dean, the review panel shall provide a draft copy of the report to the chair/director under review. The chair/director will then be given five business days within which to read the report and provide a written response, if desired. Any such written responses will be appended to the final report, which will be submitted to the dean by the review panel.

iii. The review panel also will prepare a summary of the final report. This summary should be appropriate for release to the faculty, as well as to the public in accordance with State of Florida statutes concerning evaluation materials. The summary report will not contain the numerical results of the faculty vote on renewal or non-renewal of the chair/director. The summary report will be distributed to the faculty of the department/school of the chair/director under review and a copy will be placed in the Appendix of the final report.

iv. A cover letter from the dean will accompany the summary report sent to the faculty, informing them that they have five business days to submit written comments concerning the report, if they desire. Any such comments received from faculty will also be appended to the final report.

v. In making the decision regarding the chair/director’s reappointment, the dean will consider input from a variety of sources, including: (1) the review panel final report; (2) members of the community; and (3) others from outside the department/school (i.e., other chairs/directors from the college and, when appropriate, administrators and staff from other colleges at UCF).

vi. The dean will arrange a personal meeting with the chair/director to notify him/her of the results of the feedback and the decision to reappoint. As the chair/director roles are administrative (which are non-unit positions), these decisions are not subject to the collective bargaining agreement and cannot be grieved.

vii. If the dean decides that the chair/director under review should not be reappointed, an interim chair/director will be appointed and/or a search for a new chair/director will begin. Except under special circumstances, no one with another administrative appointment should serve concurrently as a (non-interim) department chair/school director, and no (non-interim) department chair/school director should serve concurrently in any other administrative position.

Approved by:
Pamela S. Carroll
Dean, College of Community Innovation and Education
9/6/19; 9/20/19
APPENDIX A

DEPARTMENT CHAIR/SCHOOL DIRECTOR RENEWAL BALLOT

In accordance with Faculty Senate Resolution 2015-2106-3, this form will serve as the College of Community Innovation and Education’s secret ballot* concerning the renewal of the chair/director. Please mark the ballot below and return as instructed to the Office of the Dean, Room ED 308H, College of Community Innovation and Education.

Which of the following best expresses your wishes concerning the continuation of service by your current department chair/school director? Place an “X” on the line that expresses your vote in this regard.

__________ RENEW APPOINTMENT

__________ DO NOT RENEW APPOINTMENT

*Secret ballot instructions:
- Place ballot in the plain envelope and seal
- Place plain envelope in the second envelope (with eligible voter’s name printed on it) and seal
- Deliver sealed envelope to CCIE Dean’s Office, ED 308H by deadline
- Submitted ballots will be checked in to verify eligibility to vote
- Plain envelope will be removed from the printed envelope
- Only the sealed plain envelope will be forwarded to the dean