TO: Chairs/Directors and Committee A  
College of Arts and Sciences  

FROM: Paul B. Bell, Jr.  
Dean  

DATE: January 6, 2012  

SUBJ: Annual Evaluation of Chairs/Directors for CY2011  

The non-chair members of Committee A are responsible for evaluating the performance of the chair/director of their academic unit and submitting the appropriate materials to the Dean’s Office by March 2, 2012. These include:  

1) The Summary Report of Annual Faculty Evaluation, evaluating the chair/director in the areas of teaching, research, and service, including service as chair. The percentage of effort the chair devotes to each category should also be noted, with at least 50% under the service category typically devoted to duties as chair/director.  

2) A separate narrative evaluation of the effectiveness of the chair/director as an administrator and leader. Prior to preparing the evaluation, Committee A should solicit formal input from the entire faculty and staff of the unit and then summarize their comments as part of the narrative evaluation. The original documentation gathered from the faculty and staff should not be shared directly with the chair/director, but it should be attached to the evaluation materials submitted to the Dean’s Office. In addition, faculty and staff may send letters regarding the chair/director’s performance directly to the Dean’s Office, where they will be reviewed and held in confidence. Although the department may select any mechanism to conduct the evaluation of the chair/director, Committee A’s narrative evaluation should address at least the following items:  

1. Overall leadership of the unit.  
2. Goals as chair and success in or progress toward attaining these goals.  
3. Changes—positive and negative—in the academic programs, including undergraduate and graduate, of the unit.  
4. Success in improving external funding—including grants, contracts and private giving—and relationships with external constituencies, including alumni and professionals.  
5. Fiscal management of the unit’s resources.  
6. Personnel management, including implementation of the University’s Affirmative Action plan as it relates to the unit.
7. Management of the day-to-day activities of the unit.
8. Effectiveness in achieving and maintaining ethnic, gender, and cultural diversity among faculty, staff, and students of the unit.
9. Effectiveness in creating a supportive climate for all members of the department and in providing appropriate training and channels of communications regarding issues of discrimination and harassment.
10. Effectiveness in creating and maintaining transparency regarding access to departmental information, participation in departmental governance, and input into departmental decision making.
11. Involvement of students and the Student Advisory Committee in departmental activities and governance.

Both the annual evaluation form and the narrative evaluation must be given to and discussed with the chair/director before the final versions are forwarded to the Dean’s Office.

Note: If the chair is being reviewed for reappointment following their term ending on 6/30/2013, Committee A will receive separate instructions for the review.

**Chair/Director Self Evaluation**
In anticipation of the annual meeting with the Dean to discuss their performance as chair or director, each chair/director should send the following information to the Dean’s Office by March 2, 2012:

1. A list of the goals worked on during the past year.
2. A brief summary of the progress made toward accomplishing those goals.
3. A list of goals to work on for the coming year.

For the purposes of this exercise, goals may include both administrative and departmental goals, as well as the chair/director’s personal professional goals. This need not be a lengthy document; simply provide sufficient information so the Dean can understand your goals and evaluate your progress toward accomplishing them. The meeting with the Dean will be scheduled in April or May, after the meeting with the chair/director and Committee A to discuss the faculty evaluations in the unit.

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