FAYETTEVILLE STATE UNIVERSITY

SELECTION AND EVALUATION OF ACADEMIC DEPARTMENT CHAIRS

Authority: Issued by the Chancellor. Changes or exceptions to administrative policies issued by the Chancellor may only be made by the Chancellor.

Category: University-wide

Applies to: ● Academic Administrators ● Faculty

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I. Basic Premise

In university governance and administration, the Department Chair serves as the chief representative of the department, the leader of the department in its internal affairs, and as the liaison between the departmental faculty and the university administration. The duties of the Department Chair are instructional and administrative. The Chair must interact with faculty, staff, students, and other administrators. The way the Chair conducts relations with people other than the faculty in the department is also a key element in the successful operation of the department. The Department Chair is part of the Dean’s administrative team, which makes for efficient functioning of the entire college or school.

The selection chair recommendation process should include all full-time tenured and tenure-track faculty and should be in line with administrative procedures wherein actions recommendations proceed from the faculty to the Search Committee, to the Dean, to the Provost and Vice Chancellor for Academic Affairs (“Provost”), and to the Chancellor.

II. Selection of Department Chair

A. Determining Qualifications

1. Formation of a Search Committee

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a.1—After consulting with the departmental faculty, the Dean shall determine the appropriate qualifications for and rank of the position of Chair of the department. The Dean shall also consult with the departmental faculty before determining whether the search will be internal or external. Any candidate for Chair must either be a current tenured faculty member at the university (internal candidates only) or have credentials commensurate with a tenure-track appointment from outside the university that would allow for the recommendation of tenure upon employment (external candidates only).

Following consultation with the departmental faculty, the Dean will prepare the advertisement for establishing the position and submit the advertisement to the Office of Human Resources. Applications shall be directed to the Chair of the Search Committee. If the search is internal, then the advertisement will be posted local within the university. If the search is external, the advertisement should be published in media such as the Chronicle of Higher Education and/or appropriate discipline related journals.

4. B. Formation of a Search Committee

1. The Dean of the school/college will authorize a meeting of the department during the regular academic terms for the purpose of electing a Search Committee. The current Chair will be excluded if he/she wishes to be considered for the position. No faculty member interested in the position may serve on the Search Committee. All full-time faculty members shall be assembled for the departmental meeting during which they shall participate in the election of the members of the Search Committee.

b.2. The Search Committee will consist of not fewer than five full-time departmental faculty members, at least two of whom will be tenured and the remainder of whom will be on the tenure track. In addition, the committee may select one tenured faculty from outside the department. In the event that the criteria for forming the Search Committee are not met, the Dean in consultation with the full-time tenured and tenure-track departmental faculty, will select the Search Committee.

c.3. The Search Committee members will elect a chair of the Committee from its membership.

d.4. In consultation with the Dean and the Search (Selection) Committee, the Provost and Vice Chancellor for Academic Affairs will determine whether the search will be internal or external.

2. BC. Functions of the Search Committee
a. 1. The Provost will shall meet with the departmental faculty and Dean to seek input on the qualifications and rank for the new Chair. One qualification is that the Chair be a tenured faculty selected from faculty already at the university or have credentials commensurate with a tenure-track appointment from outside the university that would allow for the recommendation of tenure upon employment. Following this meeting, the Provost will shall prepare the advertisement for establishing the position and submit the advertisement to the Office of Human Resources. Applications shall be directed to the Chair of the Search Committee. If the search is internal, then the advertisement shall be posted local within the university. If the search is external, the advertisement should be published in media such as the Chronicle of Higher Education and/or appropriate discipline journals.

b. 2. Notification of receipt of applications shall be sent by the Chair of the Search Committee to each applicant with a copy to the Dean and the Provost and Vice Chancellor for Academic Affairs and a copy shall be placed in the applicant’s file.

c. 3. The Chair of the Search Committee shall make a copy of each application and make the applications available for review by the entire department. Members of the department may give any offer comments regarding about the applicants to the Search Committee Chair for consideration in the selection of the candidates to be interviewed.

d. 4. Review of the applications should shall begin after the deadline set in the advertisement, or when a sufficient number of applications have been received to begin the process. Members of the Search Committee must participate in all phases of the review and evaluation process.

2. CD. Review and Evaluation by the Search Committee

a. 1. The Chair of the Search Committee shall send out the notices of when the committee will meet. A projected schedule for the review process should be completed by the committee at the first meeting.

b. 2. The members of the Search Committee shall prepare a ratings checklist for evaluation of the applicant’s credentials to ensure equity in the treatment of applications.

c. 3. This checklist should also be made available to the faculty who should send their evaluations to the Search Committee Chair.

d. 4. Using the evaluations completed by the faculty and the credentials-rating checklist completed by the Search Committee, along with the other
observations, the Search Committee will narrow the field of applicants down to three to five (3-5) candidates. The Committee Chair will contact the selected candidates and arrange for telephone interviews.

e. Applicants not selected for telephone interviews should be notified of their status in writing by the Search Committee Chair.

f. A list of questions, which will be the same ones asked of all candidates, will be prepared by the committee for use in the telephone interviews. All committee members will participate in telephone conference interviews of the three to five (3-5) candidates.

g. After the telephone interviews of the candidates have been conducted, all committee members will participate in telephone conferences with at least two of the references listed by each candidate. In addition, the Committee shall seek references not listed by the candidate and consult with at least two (2) of them.

h. After careful deliberations, the committee will use the credentials, ratings checklists, telephone interviews, and telephone reference conferences to narrow the number of candidates to no more than three (3) for campus interviews.

i. Candidates who are selected for campus interviews will be contacted, and the date and time for the interviews will be established in conjunction with the candidate, the Search Committee, the Dean, the Provost and Vice Chancellor for Academic Affairs, and Chancellor’s schedules. Faculty will be notified of the candidates selected and the schedule for interviews by the Search Committee Chair.

j. The Chair of the Search Committee will send a letter to candidates not selected for the campus interview to inform them of their status.

k. The arrangements for travel and hotel accommodations for the candidates will be made by the committee. The itinerary for each candidate will be developed by the Search Committee and duties assigned to each member of the committee.

l. Campus interviews should include a presentation by the candidate to the departmental faculty, a luncheon or reception for informal chats with faculty and students, and interviews with the Search Committee, the Dean, the Vice Chancellor, and Chancellor if possible.

m. A rating sheet for the interview process should be developed by the Search Committee for the on-campus interviews. After the interview,
any comments from the faculty should be given to the Search Committee Chair. After careful consideration of the interview ratings, the credentials rating checklist, telephone interviews, reference checks, and faculty comments, a final assessment of the candidates should be made by the Search Committee.

14. The Chair of the Search Committee will shall forward to the Dean the names, credentials and a report indicating the strengths and weaknesses of the candidates interviewed (no more than three).

4. **Recommendation Process**
   a. The Dean will shall review the evaluations of the Search Committee, the candidates’ credentials, and the Dean’s interview ratings. The Dean will shall then forward a letter recommending one of that discusses the strengths and weaknesses of each candidate ranking the candidates for the position of Department Chair and the credentials and Search Committee’s report on each candidate to the Provost and Vice Chancellor for Academic Affairs within seven (7) days after receiving the documentation from the Search Committee. The Dean will also forward the credentials and Search Committee’s report on each candidate to the Provost.
   
   b. The Chair of the Search Committee and the Dean will shall confer with the Provost and Vice Chancellor for Academic Affairs on the candidate recommended ranking of each of the candidates.
   
   c. The Provost and Vice Chancellor for Academic Affairs will shall confer with the Chancellor on the ranking of the candidate recommended for the position. Upon the Chancellor’s approval, the Provost and Vice Chancellor for Academic Affairs shall interact with the Dean to negotiate a contract with the candidate.
   
   d. The Search Committee and the department will shall be notified of the final selection as soon as the process can be is concluded. The Chancellor or Provost may elect to bring the final candidate back to the campus before a final offer of appointment is made. Once the final candidate has been approved and all paperwork completed, the Search Committee Chair will shall send a letter to the other finalists informing them of the termination of the search.

5. **Appointment of the Department Chair**
   The Chancellor will shall send an official letter of appointment and a contract to the candidate selected for the position of Chair of the department. If the candidate is from outside of external to the university, the tenure-approval process shall begin on the official employment start date.
6. **FG. Appointment of an Interim Chair**

If the chosen candidate refuses the offer, and there is not a suitable second choice, or if no candidate is selected, the Dean will consult with the departmental faculty to solicit nominations for an Interim Chair, and then make a recommendation to the Provost and Vice Chancellor for Academic Affairs for a faculty member to serve as Interim Chair. The recommendation shall be forwarded to the Chancellor for approval. A search for a permanent chair shall begin the fall following the appointment of an interim chair.

III. **Retention Evaluation of Department Chairs**

The Department Chair is appointed to serve for a four-year term, renewable for only one additional four-year period. If a person serves No individual occupying the position of department chair shall serve for more than eight consecutive years, he or she will be ineligible for reappointment for at least four years. Each Chair will be evaluated annually based upon the results of the university’s Comprehensive Evaluation, Administrative Evaluation, and input from the Faculty Senate/Departmental Faculty/academic chairs’ Evaluation instruments and student input.

Each chair shall be evaluated by the departmental faculty. With the administration and the tabulation of the evaluation being conducted by two (2) departmental faculty members. One of the departmental faculty members shall be selected by the Dean and the other by the departmental faculty. The faculty members shall summarize the results from the departmental faculty evaluation and share the results with the Dean, the Chair and the departmental faculty only. The departmental faculty may use an evaluation form provided by the faculty senate. The departmental faculty’s evaluation must be completed no later than April 15th of each year.

While the results of the evaluation instruments will be discussed annually with the Department Chair to identify strengths and weaknesses, there will be two major evaluation milestones beginning in the second spring after the appointment of the department chair, and continuing every two years thereafter. The performance of the department chair shall be evaluated by the Dean. The results of the evaluations shall be discussed annually with the Department Chair in order to identify strengths and weaknesses. The first evaluation milestone will be at the end of the second year of the first four-year term to determine the effectiveness of the Chair since appointment and how well he/she has addressed any weakness previously identified. If there are serious leadership and/or performance issues which cannot be resolved through the development of an improvement plan, then the Dean may recommend that an Interim Chair be appointed and a search be started during the next academic year. The second evaluation milestone will be the most comprehensive as it will determine whether the chair will be reappointed to another four-year term, or not be reappointed. Based upon
the results of the evaluations for four years, the Dean will make a recommendation for continuation or non-reappointment to the Provost and Vice Chancellor.

IV. Retention of Department Chairs

Departmental faculty may recommend the discontinuation of a department chair’s appointment. When such a recommendation is made, the Dean shall investigate the faculty’s concerns and provide a written report on his or her findings to the Provost, and the Chair. The Dean shall discuss his or her findings with the departmental faculty. Such findings may include, but not be limited to, a determination that changes in the operation and administration of the department should be made or a recommendation that the department Chair’s appointment be discontinued. Any recommendation to discontinue a Chair’s appointment must be approved by the Provost with a final decision being made by the Chancellor.