

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:	Employment – Employees Exempt from the State Personnel Act (EPA)
Applies to:	●Academic Administrators ●Faculty
History:	Last Revised, November 2, 2008 Originally Approved, October 17, 2002 First issued, October 17, 2002
Related Policies:	<i>Employment Background and Reference Checks</i> <i>Policy on Employees Exempt From the State Personnel Act</i> <i>Recruitment and Selection of Senior Academic and Administrative Officers</i> <i>and Other EPA Non-Faculty Employees</i> <i>Senior Academic and Administrative Officers [UNC Policy #300.1.1]</i>
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I. Introduction

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 manner in which 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, a relationship that makes for efficient functioning of the entire college or school.

The 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

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 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 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 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.

B. Formation of a Search Committee

1. The Dean of the school/college shall authorize a meeting of the department during the regular academic terms for the purpose of electing a Search Committee. The current Chair shall 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 tenured and tenure-track faculty members shall assemble for a departmental meeting during which they shall participate in the election of the members of the Search Committee.
2. The Search Committee shall consist of not fewer than five full-time departmental faculty members, at least two of whom shall be tenured and the remainder of whom shall 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 shall select the Search Committee.
3. The Search Committee members shall elect a chair of the Committee from its membership.

C. Functions of the Search Committee

1. 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 a copy shall be placed in the applicant's file.
2. 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 offer comments about the applicants to the Search Committee Chair for consideration in the selection of the candidates to be interviewed.
- 3 Review of the applications 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.

D. Review and Evaluation by the Search Committee

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.
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.
3. This checklist should also be made available to the faculty who should send their evaluations to the Search Committee Chair.
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 shall narrow the field of applicants down to three to five (3-5) candidates. The Committee Chair shall contact the selected candidates and arrange for telephone interviews.
5. Applicants not selected for telephone interviews shall be notified of their status in writing by the Search Committee Chair.
6. A list of questions, which shall be the same ones asked of all candidates, shall be prepared by the committee for use in the telephone interviews. All committee members shall participate in telephone conference interviews of the three to five (3-5) candidates.
7. After the telephone interviews of the candidates have been conducted, all committee members shall 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.

8. After careful deliberations, the committee shall 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.
9. Candidates who are selected for campus interviews shall be contacted, and the date and time for the interviews shall be established in conjunction with the candidate, the Search Committee, the Dean, the Provost, and Chancellor's schedules. Faculty shall be notified of the candidates selected and the schedule for interviews by the Search Committee Chair.
10. The Chair of the Search Committee shall send a letter to candidates not selected for the campus interview to inform them of their status.
11. The arrangements for travel and hotel accommodations for the candidates shall be made by the committee. The itinerary for each candidate shall be developed by the Search Committee and duties assigned to each member of the committee.
12. 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 Provost.
13. A rating sheet for the interview process shall be developed by the Search Committee for the on-campus interviews. After each 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 shall forward to the Dean the names, credentials and a report indicating the strengths and weaknesses of the candidates interviewed (no more than three).

E. Recommendation Process

1. The Dean shall review the evaluations of the Search Committee, the candidates' credentials, and the Dean's interview ratings. The Dean shall then forward a letter that discusses the strengths and weaknesses of each candidate and the credentials and Search Committee's report on each

candidate to the Provost within seven (7) days after receiving the documentation from the Search Committee.

2. The Chair of the Search Committee and the Dean shall confer with the Provost on the ranking of each of the candidates.
3. The Provost shall confer with the Chancellor on the ranking of the candidate. Upon the Chancellor's approval, the Provost shall interact with the Dean to negotiate a contract with the candidate.
4. The Search Committee and the department shall be notified of the final selection as soon as the process 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 shall send a letter to the other finalists informing them of the termination of the search.

F. Appointment of the Department Chair

The Chancellor shall send an official letter of appointment and a contract to the candidate selected for the position of Chair of the department.

G. 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 shall consult with the departmental faculty to solicit nominations for an Interim Chair and then make a recommendation to the Provost 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. Evaluation of Department Chairs

The Department Chair is a senior academic officer who serves at the pleasure of the Chancellor. Each Chair shall be evaluated annually based upon the results of the university's 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 are to 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.

The results of the evaluations shall be discussed annually with the Department Chair in order to identify strengths and weaknesses.

IV. Retention of Department Chairs

If problems or differences in understanding arise within a department, the department faculty should strive to cooperate with the chair to resolve them within the department. If, after diligent efforts by department faculty, the problems are not satisfactorily resolved, 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 need 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.