

University Policy regarding

APPOINTMENT, EVALUATION, AND JOB RESPONSIBILITIES OF DEPARTMENT AND DIVISION CHAIRS BAYLOR UNIVERSITY

The Chair of a department within the University must be responsive to multiple constituencies and is the principal administrator within a department or division (hereafter referred to as a “department”). The Chair is charged with providing visionary leadership to the department in its teaching, scholarship, and service activities. In these capacities, the Chair serves concurrently as a member of the faculty (normally tenured) and as a representative of the administration. The University places responsibility upon the Chair for the proper implementation of University policies and operating procedures. To be effective, the Chair must enjoy the support and confidence of the faculty within the department and of the University administration.

Search/Appointment Procedures

The University recognizes that there are differing operational norms among various departments. Some departments, by their own traditions and normal practices within their disciplines, may seek leadership from within the present faculty, while others may prefer a traditional search including both internal and external candidates as their preference. The procedures for the initial appointment of a Chair must be responsive to the character of the position of a Chair as both a faculty member and an administrator. In the selection of a Chair, due regard must be given to both the principles of faculty governance within a department and the prerogative of the Dean and Provost to assure that the Chair of a department is fully capable of, and committed to, effective leadership and administration of the department in the interests of the University and its mission and those of the Department. It is also important to consider the availability of new or open positions within the Department, and the ways that a decision to appoint a Chair from within or outside of the Department might affect or be affected by such situations. Because of the complexities of these considerations, it is inadvisable to refer to a Chair search by a simple label such as “national search” or “inside search.”

The procedure for a search for a department Chair will be as follows:

The Dean, in consultation with the faculty, will make recommendations to the Provost regarding the norms for a given department and the effect that has upon the search for a new Chair. The character and scope of each search will be determined by the Provost in consultation with the faculty within the department and the Dean.

The mutual interests of the faculty of the Department, the Dean of the School or College in which the Department is located, and the Provost shall be considered in the formation of a search committee. After consultation between the Dean and the Department faculty, the Dean will make recommendations regarding the membership of the search committee. The Department faculty may adopt, suggest amendment to, or return the recommendations for membership on the

search committee to the Dean for further consideration. In the event that the Department faculty suggests amendment, or returns the recommendations, then the Dean and the faculty within a reasonable time period, in good faith, and with mutual accommodation should work toward a mutually satisfactory agreement concerning the size and composition of the search committee. Following this process of consultation, the Dean will appoint the search committee.

Once the search committee has been formed, the search should be conducted under the usual practices for all searches at the University with the intent of identifying and appointing the best possible Chair. After such is accomplished, the search committee will consult with the faculty of the department to determine the faculty's assessments of the strengths and weaknesses of each candidate who participated in the campus interviews, and will provide a thorough report of the perceived strengths and weaknesses of each candidate to the Dean, who will, in turn, convey these along with his or her observations to the Provost. The Dean and the Provost will then reach a decision on the best candidate for the position. If there is a significant difference of opinion between the Dean and/or Provost and a majority of the faculty within the Department, a good faith effort should be made to reconcile differences among all parties. After all conditions have been met and all communications conducted, the Provost will appoint the Chair.

Chair Terms, Evaluation, and Reappointment

Chairs are appointed by the University administration to a three-year term, although the Chair may be removed at any time within that term. Reappointment of a Chair for subsequent terms may occur upon evaluation of the Chair by the faculty of the department and recommendation by the Dean, taking into account the same factors, processes, and consultations that bear upon the initial appointment of a Chair.

Though there are no limitations on the number of terms a Chair may serve, appointment to this or any other leadership position in the University is not limitless. The University recognizes that norms and traditions with regard to length of expected terms vary widely from department to department and School to School; therefore, the same consultative process employed in the appointment process should also be used to establish expectations with regard to length of term in office. These pre-established expectations, however, in no way bind the University, the School, or the Department to any length of term. Decisions to reappoint or remove a Chair from office shall be made through the orderly consultative process previously described and shall be based on systematic evaluation of the Chair's job performance.

Evaluation of the Chair by the department faculty will occur at least once every three years, but may occur more frequently if deemed appropriate by the Dean and/or the faculty. Normally, evaluation will take place near the end of the three-year term and must take place within the fall or spring semester prior to reappointment. The evaluation should provide a quantitative and qualitative assessment of the major responsibilities of the Chair position, as outlined in the following portion of this document.

The Dean will communicate the results of the evaluation individually to the Chair, and will meet with the faculty of the department to discuss the results of the evaluation.

Administrative Responsibilities, Bases for Evaluation

The most important responsibilities of a departmental Chair are to provide leadership and to exercise judgment. Since fulfilling these responsibilities must be contextualized, a precise specification of what leadership and judgment entail cannot be given in advance.

Leadership involves articulating a vision for the department, creatively devising strategies for achieving that vision, and representing the department on academic and public occasions. This must be done in a way that supports and strengthens the broader vision of the university. Leadership also involves creating an environment in which members of the department experience collegiality in their interactions with one another. Finally, leadership involves serving as a role model by continuing to pursue excellence in teaching, research, and service.

Judgment is reflected in wise decisions that take into account such matters as (1) academic freedom, (2) the nature of the department and its role both in the university and in the broader academic community, and (3) the diverse personalities and professional competencies of the faculty of the department. Good judgment is also reflected in creatively responding to the complex issues, problems, and challenges that continually arise in the department. Moreover, the Chair is the primary representative of the department to the various councils of the university, the broader academic community, the religious community, and the general public. Leadership and judgment are essential if this representation is to be strong and persuasive.

This leadership and judgment should be reflected in the way the Chair initiates strategic planning, oversees instruction, manages human, financial, and physical resources, engages in and promotes research, and serves as a representative of and an advocate for the department. Allan Tucker's *Chairing the Academic Department—Leadership Among Peers* published by the American Council on Education provides a detailed and insightful discussion of a departmental Chair's responsibilities. Detailed job responsibilities at Baylor are as follow:

Academic Affairs:

Initiate Strategic Planning

- Develop and maintain departmental mission
- Annually update departmental strategic plan
- Work with appropriate dean and other department chairs in development of school's strategic plan

Oversee Instruction

- Provide overall responsibility for development and maintenance of departmental curriculum, courses, and programs
- Schedule classes and manage class enrollments/class size
- Supervise off-campus programs
- Coordinate library acquisition

Assist Students

- Advise and counsel students

- Work with student government
- Support student recruitment

Promote Research

- Encourage and facilitate faculty research and scholarship
- Encourage faculty members to submit proposals for contracts and grants to government agencies and private foundations
- Represent the department at meetings of learned and professional societies

Administrative Affairs:

Manage Faculty and Staff Resources

- Recruit and retain high-quality faculty and staff members
- In consultation with departmental faculty, assign responsibilities such as teaching, research, and committee work
- Meet annually with faculty and staff to assess goals and activities, provide written evaluation of performance, and make merit recommendations
- Participate in grievance hearings
- Deal with unsatisfactory faculty and staff performance
- Keep faculty and staff informed of department, school, and institutional plans, activities, and expectations
- Maintain morale
- Manage conflict
- Initiate promotion and tenure recommendations for faculty
- Encourage faculty participation in departmental activities

Promote Professional Development

- Serve as an academic role model for department
- Foster the development of each faculty and staff member's special talents and interests
- Foster good teaching in the department
- Stimulate faculty research and publications
- Encourage service to the university and community
- Promote affirmative action in accordance with applicable law
- Encourage faculty members to participate in regional and national professional meetings

Administer Financial Resources

- Annually develop and submit departmental budget that is linked to strategic plan
- Administer the departmental budget
- Assist with department and school development activities

Manage Office and Facilities

- Manage department facilities and equipment, including maintenance, security, and control of inventory
- In consultation with departmental faculty, assign and coordinate use of laboratory, studio, and other departmental spaces

- Maintain essential department records, including student records

Internal Relations:

Maintain Department Governance

- Delegate appropriate departmental administrative responsibilities to individuals and committees
- Conduct department meetings
- Develop and implement long-range departmental programs, plans, and goals
- Determine what services the department should provide to the university, and external constituencies
- Prepare the department for accreditation and/or evaluation
- Encourage faculty and staff members to communicate ideas for improving the department
- Meet regularly with the Graduate Program Director

External Relations:

Maintain External Communications

- Serve as an advocate for the department, communicate department needs to the Baylor administration, and interact with upper-level administrators
- Prepare annual reports
- Coordinate activities with outside groups such as departmental advisory council, alumni, and potential employers
- Participate in seeking external funding as appropriate for the department
- Process departmental correspondence and requests for information
- Initiate and maintain liaison with external agencies and institutions
- Represent the department at various university functions

Resources for Department Chair

Appropriate resources should be provided by the administration in order to recruit and retain effective departmental Chairs. Those resources include:

- An administrative stipend commensurate with the position and responsibilities
- Appropriate reduction in teaching responsibilities so that the Chair's professional goals are not hindered by the time and energy demanded by the position
- Compensation for summer administrative duties
- Clerical and administrative staff appropriate for the size and activity level of the department

Approved: Randall O'Brien, Executive Vice President and Provost

Date: April 10, 2007