

Merit Salary Increases for Department Chairs (CBA 16.6)

According to Article 16.6.3, “those chairs who are judged at the conclusion of their Post-TR review to be excellent in chairpersonship will receive a three percent (3.0%) increase in their base salary.” CBA Article 12.5 on the evaluation of department chairs states: “The appropriate dean shall periodically evaluate the chair and meet with the chair to discuss the results of the evaluation. Department faculty shall provide input into the evaluation through the process described in the college evaluation plans.”

The Dean will conduct an evaluation of a department chair in the year prior to the chair’s PTR review. In the College of Business, Chair evaluations will take place twice within 5 years, with the first evaluation to take place following 2 years of service. The evaluation will include an anonymous faculty and staff survey. The Dean’s letter will consider faculty and staff input to evaluate the chair in each of the items listed below. Chairs will be evaluated based on the 11¹ items below that been organized into the following categories: Department operations, Recruitment, development and support of faculty and staff; Service and outreach; and Leadership and planning . Recognizing that these items are not equivalent in weight, the Dean will make an overall evaluation of excellence using the items as guidelines. In the College of Business, in order to be deemed meritorious, the chair cannot be deficient in any of the 4 categories, and must be considered “excellent” in 3 out of 4. The Dean’s letter will be included in the chair’s PTR file.

For purposes of chair evaluation, excellence in each of the 11 items will mean:

1. Department Operations

Budget Management

- Department maximizes resources with efficient scheduling of classes and judicious spending
- Resources are allocated fairly and according to agree upon principles
- Budget paperwork is done accurately and on time

Management and efficiency of department office, facilities, and day-to-day business

- Department office is well organized and responsive to faculty and student needs
- Chair meets deadlines on class schedules, personnel matters, assessment & strategic planning reports, etc.
- Confidentiality regarding student and faculty issues is strictly maintained

Procedural Oversight: development of clear, accessible, and codified procedures and policies

- Department has clear and transparent policies and procedures for basic operations including class scheduling
- These policies and procedures are used as a basis for decision making
- Chair ensures that department faculty fulfill requirements such as completing workload plans, activity reports, maintaining office hours, etc.

¹ Although different language is used, this list incorporates the chair responsibilities listed in 12.4 of the CBA.

Handling of matters related to students

- Chair is knowledgeable about policies and procedures relating to students, and about where to refer students for specific issues
- Chair ensures that faculty advising of students is sufficient and encourages academic success, retention and timely progress to graduation

2. Recruits and develop faculty and staff resources and creates respectful productive work environment.

Accessibility, collegiality and communication

- Chair is responsive to student, faculty and staff needs, both in person and on email
- Chair seeks input from faculty on new ideas
- Chair promotes good morale. S/he maintains morale by reducing, resolving or preventing conflict.
- Chair works to foster a respectful, professional and supportive work environment and takes a genuine interest in faculty, staff and student work.
- Chair informs department of college and university level initiatives, and relates important news discussed at Executive Council and ADCO.

Fairness and even-handedness

- Faculty and staff perceive chair as fair
- Chair makes decisions based on agreed upon policies and procedures
- Chair clearly lets faculty and staff know what is expected of them
- Chair effectively and fairly evaluates faculty & staff performance

Faculty recruitment and development

- Chair successfully recruits quality faculty, both tenure track and adjunct
- Chair provides timely and useful feedback to faculty to ensure they meet performance standards
- Chair supports good teaching
- Chair supports scholarly activity
- Chair supports department, college and university service
- Chair encourages professional development of faculty and staff

3. Service and Outreach

Development and maintenance of interactions with CWU departments and individuals external to his/her department

- Chair represents the department, college and university well in public settings
- Chair collaborates with other units/organization on and off campus to pursue strategic goals and raise the visibility of the department, college and university
- Chair pursues external outreach for the purposes of student development, internships, research opportunities and/or fund raising

- Chair promotes department, college, university and professional service to faculty

4. Leadership and planning

Strategic Planning

- Working with department faculty and the Dean, the Chair develops plans that are responsive to the current and future trends affecting the college, and include strategies to achieve key College and University goals (e.g., student recruitment and retention, quality curriculum and instruction, accreditation)
- Chair successfully implements plans to demonstrate annual progress in achieving 5-year goals and College RCM goals
- Chair reports data (both qualitative and quantitative) annually on performance outcomes for strategic objectives
- Chair is responsive to emerging budget challenges

Curriculum Planning & accreditation

- Chair will provide leadership in the planning, delivery, assessment and development of current, quality academic curriculum
- Chair contributes to maintaining the College's AACSB accreditation

Leadership

- Chair is a strong and effective advocate for the department.
- Chair makes informed decisions and implements them, even when they are difficult
- Chair is committed to continuous improvement, as evident by active and continuous follow up with regard to strategic planning outcomes and accreditation requirements

[Responsibility: Dean, College of Business; Approved by: Marilyn A. Levine, Provost/VP for Academic & Student Life; June 2014]