

UIC FACULTY AFFAIRS POLICIES, PROCEDURES, AND GUIDELINES

SECTION: FPPG 700 – Reviews/Development

NUMBER: 703

SUBJECT: Regular and Transparent Review of Unit Executive Officers

APPROVED BY: UIC Senate

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OBJECTIVE: To provide colleges and schools with information to guide the process for five-year reviews of unit executive officers (henceforth referred to as the “UEO”) at the University of Illinois at Chicago.

POLICY: Consistent with the *University of Illinois Statutes*, Article III., Sections 4d.5. and 5b., and Article IV. Sections 2a and 3a., regular evaluation of unit executive officers is required “at least once every five years.” Further, Article II., Section 3b., provides for the role of “college or other academic unit” faculty and bylaws in the governance process. Colleges and other academic units should ensure that any additional requirements included in their bylaws are consistent with this policy.

APPLICABILITY: Unit executive officers defined as a department head, chair, or as a director of a school/program containing faculty that reports to a Dean. Five year reviews of unit executive officers should not be conducted if a UEO is not seeking a renewed term.

PROCEDURE: These procedures were approved by the Senate Subcommittee on Faculty Affairs and may be subject to periodic review and updating.

Initiation of Review Process

The review process should begin with a discussion between the UEO and the Dean. The purpose of this discussion is for both parties to ask and answer questions and to share their perspectives about the review. During this conversation, the Dean is expected to brief the UEO about what to expect during the process and to provide a timeline for the review. This meeting shall occur before the UEOEC (see next section) is formed.

Unit Executive Officer Evaluation Committee (UEOEC)

In some cases unit bylaws specify the composition of the UEOEC and its review criteria. It is expected that this specification will be consistent with that described in the College bylaws. If unit bylaws are not available, then the College bylaws should specify the composition of the UEOEC and all departments should be expected to abide. With the recommendations for membership and criteria brought forth by faculty, the Dean will then constitute and charge each UEOEC in compliance with college and unit bylaws. If the composition of the UEOEC is left unspecified by college and unit bylaws, the Dean

shall determine membership. In any case, each UEOEC should be chaired by a unit executive officer outside of the unit of the candidate under review and appointed by the Dean. In terms of committee membership composition, every effort should be made to ensure general representation from diverse elements of the unit.

It is recommended that the UEOEC hold an initial meeting with the UEO (additional meetings may be scheduled, if appropriate). During this meeting, the UEO should be encouraged to present and reflect upon his or her written self-evaluation (described later in this document). An early and open discussion with the UEO should provide a general framework for guiding the remainder of the review process. The chair of the UEOEC may also meet individually with the UEO at the beginning of the evaluation to gain perspective on the review and to identify specific areas in which evaluation information would be most useful for the UEO.

Participants in the Review Process

The UEOEC is responsible for outlining the unit (e.g., departmental or school) review process and for identifying other participants in the review process who are not represented as members of the UEOEC. At a minimum, the UEOEC shall solicit input from every unit faculty member with an appointment of 50% or greater full-time equivalent (FTE). Additional participants may include, but are not limited to: other faculty, staff, and students from the UEO's unit, unit-executive-officer-colleagues, other staff and administrators from within the college, and external colleagues who may interact with the department on a regular basis. In all cases, individuals selected must be well informed about the activities of the unit and the UEO. Similarly, the UEOEC, consistent with any specifications within the unit or College bylaws, shall develop optimal approaches to engage these participants in the review process. The UEO under review may request that the UEOEC seek input from particular individuals or groups.

Self-Evaluation

The Dean shall obtain a written self-evaluation from the UEO as an important element in the process. This statement should represent the UEO's perspective on his or her accomplishments and goals, as well as opportunities and challenges for the coming five-year period. The statement should be framed around strategic goals that have been developed for the unit and should focus on which goals have been met and what challenges remain in reaching the stated goals.

Types of Information to be Used in the Review Process

The UEOEC shall be responsible for determining the methods and approaches to information gathering from the various groups of participants in the review process. These approaches may include, but are not limited to: written or electronic surveys, open town-hall-style meetings, focus group meetings with specific subgroups, and/or interviews with key participants.

Suggestions for unit-specific objective review criteria may include, but are not limited to:

- (a) Academic Progression of the Unit, under the leadership of the Unit Executive Officer, as measured by the record of appropriate promotion, recruitment, and retention of unit faculty.
- (b) Excellence of the Unit, under the leadership of the Unit Executive Officer, as measured by the quality of teaching (including student-related data, research, and service/clinical service (as appropriate) by Unit faculty.

- (c) Transparency of the Unit Executive Officer's decision-making process and responsiveness to input from Unit faculty (including advisory committees).
- (d) Effective fiscal stewardship by the Unit Executive Officer.
- (e) Clear evidence of support for faculty career development, as assessed by evaluations of all unit faculty.

Report Summarizing the Review

The UEOEC shall report its findings to the Dean through a written summary. Two versions of the written report are generally required: (a) a confidential Full Evaluation Report to the Dean, and (b) a Brief Evaluation Report, designed for the Dean to share with the UEO at the conclusion of the evaluation. Both reports should be signed by all members of the Review Committee and should be generally consistent in content. The Chair of the UEOEC should confer with the Dean or the Dean's designee as the written reports are developed. Suggested elements for the reports are as follows:

Full Evaluation Report (to Dean):

1. Overview-summarizes key findings of the review.
2. Review Process-outlines the methods and activities of the committee (e.g., survey, open meetings of the faculty, individual meetings with key individuals, etc.).
3. Interpretation of Data and Key Findings-summarizes themes that emerged in the evaluation data and process.
4. Opportunities and Challenges-highlights key issues and opportunities for the unit over the next five-year period.
5. Summary-overall assessment and impression of the UEOEC.
6. Appendices-actual survey instrument and results, open-ended comments, other materials.

Brief Evaluation Report (to Dean and to be shared with UEO):

1. Overview-outlines the major activities of the review.
2. Interpretation of Data and Key Findings-briefly highlights the major themes that emerged in the evaluation data.
3. Opportunities and Challenges-highlights key issues and opportunities for the unit over the next five-year period.
4. Summary-summarizes key points of review.

Communication with the UEO

Following submission of the evaluation report(s), the Dean will meet with the UEO to discuss the review. The UEOEC Chair should not meet with the UEO to convey evaluation results.

Communication with the Unit

Following the Dean's communication with the UEO, the Dean will communicate with the faculty and staff of the unit within six weeks of completion of the entire process to summarize key points of the review, to inform them that the process has concluded, and to convey whether the UEO has agreed to continue leadership responsibilities for that unit.

General Timelines for the Five-Year Review Process

The provisions of this policy are effective immediately, beginning for all eligible Unit Executive Officers in May of the year in which this policy is approved. To provide for

continuity and succession planning (where appropriate), the review process should be initiated in the spring of the fourth year of the UEO's five-year term. The following guidelines are suggested:

May of Year 4: The Dean meets with the UEO to discuss the review. Within two weeks of that meeting, the Dean forms and charges the UEOEC.

May – August of Year 4: The UEOEC initiates the gathering and synthesizing of information for the review.

September - November of Year 5: The UEOEC continues gathering and synthesizing information, finalizes the review, and prepares the written reports.

December of Year 5: The UEOEC conveys the written reports to the Dean.

December - January of Year 5: Within two weeks after the submission of the reports, the Dean meets with the UEO and communicates findings from the review.

January of Year 5: The Dean completes the process and communicates with the unit within six weeks of completion of the entire process.

REFERENCES:

Approved by UIC Senate Subcommittee on Faculty Affairs on March 16, 2015
University of Illinois Statutes
Approved by the UIC Senate on April 23, 2015