

**Academic Affairs Policy #2  
Academic Unit Heads**

Approved by Academic Council September 3, 2008

Approved by Provost September 3, 2008

**Date of Current Version: September 3, 2008**

**Responsible Office: Provost and Senior Vice President for Academic Affairs**

**1. PURPOSE**

This policy provides the procedures for the hiring, evaluation, assignment, and removal of academic unit heads.

**2. AUTHORITY**

The Board of Visitors has the authority to enact personnel policies for all employees of the university. Where this authority has not been exercised by the board, it is delegated to the president. The President has delegated to the Provost and Senior Vice President for Academic Affairs the establishment of policies and procedures in the Division of Academic Affairs.

**3. DEFINITIONS**

**Academic Unit:**

An academic department or its functional equivalent.

**Academic unit head:**

An academic department head or the functional equivalent of that position.

**Instructional Faculty:**

The members of the faculty who have responsibilities that include teaching, research and service as the majority of their duties.

**4. APPLICABILITY**

This policy relates to all academic unit heads in the Division of Academic Affairs.

**5. POLICY**

**5.1 Role and Responsibilities of Academic Unit Head**

The academic unit head is a leader who must establish strategies; work toward the academic unit, college and university missions; facilitate the vision for the academic unit; encourage faculty members; and communicate effectively with the administration and the faculty, as well as seeking and communicating with outside resources for the academic unit.

The academic unit head is an administrator who must coordinate the activities of the academic unit, assign faculty responsibilities, supervise class schedules, plan for and manage the day to day operations of academic unit, recruit faculty

members; manage support staff; prepare and implement the budget, evaluate the performance of faculty and staff members, and make promotion and tenure recommendations. The academic unit head is normally asked by the dean to file an annual report on the accomplishments and objectives of the academic unit.

The academic unit head is a teacher, a scholar, and a member of the university community and the community of his or her discipline, who must maintain teaching effectiveness, professional visibility and growth through scholarly effort and achievement, and a level of meaningful service in the university, the field, and the community.

### 5.2 Term of appointment

Academic unit heads serve at the pleasure of the dean. The normal term of appointment for an academic unit head will be one year, but the appointment may be for a longer initial term. After the initial term of the appointment, the appointment will normally be renewed annually.

### 5.3 Salary

The salary for an academic unit head shall be negotiated between the academic unit head and the dean. When an academic unit head steps down from or is removed from his or her administrative assignment, his or her salary will normally be reduced to 83% of his or her 12 month salary on the effective date of resignation or removal from the administrative assignment, reflecting the reduction of the 12 month appointment to an academic year appointment, unless a different rate is approved by the dean and by the Provost and Senior Vice President for Academic Affairs.

### 5.4 Faculty Status and Title

The assignment to the position of academic unit head is administrative in nature, but academic unit heads are considered to have the status and be covered by the policies applicable to instructional faculty members, as they generally devote 50 percent or more of their time and effort to teaching and research functions of the university.

### 5.5 Faculty Rank and Tenure

Academic unit heads are generally appointed at the rank of Associate Professor or higher, although exceptions may be made by the Provost and Senior Vice President for Academic Affairs. An academic unit head may be either tenured or untenured in his or her instructional faculty role, but tenure does not apply to the administrative appointment.

### 5.6 Type of Appointment

Academic unit heads are generally given calendar year (12 month) appointments, although exceptions may be made by the Provost and Senior Vice President for Academic Affairs.

### 5.7 Workload

Generally, the annual teaching load of an academic unit head during the regular academic year will be one-half of the normal teaching load in the academic unit, although exceptions may be made by the dean and the Provost and Senior Vice President for Academic Affairs. Academic unit heads will be permitted to manage their teaching loads, subject to approval by their dean, in such a way as to accommodate other job responsibilities. Academic unit heads on less than 12-month appointments may also negotiate teaching responsibilities in the summer with their deans.

## **6. PROCEDURES**

### 6.1 Hiring

The procedures for hiring an academic unit head are set out in the Faculty Handbook, Section III.C.3.

### 6.2 Annual evaluations

Each academic unit head's performance will be evaluated annually by his or her dean according to procedures the dean deems appropriate. The primary purposes of the evaluation will be to identify areas of strengths and weaknesses, to determine whether renewal is appropriate, and to facilitate the academic unit head's professional development.

#### 6.2.1. Bases for evaluations

Some sources of information that will form the basis for evaluation of academic unit heads are:

- The accomplishment by the academic unit head of mutually agreed upon goals and objectives and assigned duties and responsibilities.
- Faculty evaluations of academic unit heads (the sample attached forms should be available in the dean's office).
- The leadership needs of the academic unit.

These are not the only sources of information that may be used by the dean in evaluating the performance of academic unit heads.

#### 6.2.2. Timetable

Prior to September 1 of each academic year, academic unit heads will submit to the dean a list of personal objectives to be accomplished during the next year, and a list of the previous year's accomplishments.

Prior to October 1, faculty members may submit directly to the dean completed Faculty Evaluation of Academic Unit Head forms. The forms will be submitted

either electronically or in sealed envelopes clearly labeled "Academic Unit Head Evaluation-Confidential." The dean will consider these evaluations in arriving at an overall evaluation of the academic unit head.

Prior to October 15, deans will meet with each academic unit head to evaluate the previous year's performance, to review objectives, and to develop mutually acceptable final objectives and goals for the future. These objectives and goals and other assigned responsibilities will become one of the bases for subsequent evaluation. After the meeting, the dean will provide the Academic Unit Head with a final written evaluation that summarizes the dean's evaluation of the academic unit head's previous year's performance and delineates the coming year's objectives and goals.

### 6.3 Removal

Notwithstanding the negotiated term of the initial appointment or any subsequent terms of appointment, academic unit heads hold administrative appointments at the pleasure of the Dean, and may be removed from their administrative appointments at any time by the dean, with approval of the Provost and Senior Vice President for Academic Affairs.

Tenured faculty members who are removed from their academic unit head administrative assignments under this policy may elect to return to the faculty in the appropriate academic unit, unless they are dismissed, terminated, or otherwise separated from employment at the university according to the terms of the Faculty Handbook. An academic unit head who does not hold tenure will normally be returned to the appropriate academic unit's instructional faculty for the remainder of the faculty member's existing contract term, unless he or she is dismissed, terminated, or otherwise separated from employment at the university. An untenured faculty member has no promise of continued employment past the end of the current contract term. The university may elect to pay out the contract term for an untenured academic unit head without returning the former academic unit head to the faculty in an academic unit.

In order to remove an academic unit head from his or her administrative assignment, the dean must notify the academic unit head and the Provost and Senior Vice President for Academic Affairs in writing, generate a PAR terminating the administrative assignment of the academic unit head, and send it to the Provost and Vice President for Academic Affairs for approval. The academic unit head may appeal the removal by writing to the Provost and Senior Vice President for Academic Affairs within five days of notification of the removal. The Provost and Vice President for Academic Affairs may either approve the removal and send the PAR form to Human Resources to be processed, or reverse the decision of the dean and retain the academic unit head in the administrative assignment. The decision of the Provost and Senior Vice President for Academic Affairs is final, and may not be appealed.

## 7. RESPONSIBILITIES

Faculty members are responsible for completing the Faculty Evaluation of Academic Unit Head forms and returning them directly to their dean.

Academic unit heads are responsible for the administration and overall effectiveness of the academic unit, including its academic programs, faculty, classified personnel, and resources. The academic unit head is responsible for creating and maintaining an environment conducive to scholarship and academic accomplishment within the academic unit. The academic unit head is also responsible for submitting an annual report to the dean on accomplishments and objectives.

Deans are responsible for evaluating their academic unit heads, and for making recommendations to the Provost and Senior Vice President for Academic Affairs on their continuation or removal in their administrative assignments.

The Provost and Senior Vice President for Academic Affairs is responsible for determining which academic unit heads should continue, and which should be removed from their administrative assignments.

## 8. SANCTIONS

Sanctions will be commensurate with the severity and/or frequency of the offense and may include termination of employment.

## 9. EXCLUSIONS

The Provost and Senior Vice President for Academic Affairs may grant exceptions to this policy in the best interests of the institution.

## 10. INTERPRETATION

The authority to interpret this policy rests with the Provost and Senior Vice President for Academic Affairs.

Approved:

Douglas T. Brown, Provost and Senior Vice President for Academic Affairs

Date: 9/3/08

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### **Appendix:**

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