Department Chairs: Recruitment, Compensation, and Evaluation  
Effective October 1, 2010

A) Recruitment/Appointment

The chair/convener/director of an academic department/track/program plays a pivotal role in faculty and University operations. In each faculty, chairs cooperate with the dean and with one another to establish the faculty’s strategic direction and to coordinate efforts for the continuous improvement of departments and programs. Chairs guide departmental faculty in the development of unit-level strategic plans that are aligned with the faculty’s mission and integral to its planning. They also work with faculty members to strengthen the linkage between departmental planning, budgeting and assessment.

Chairs (or their equivalents) are appointed when the term appointment of the previous chair ends; when a new department, track, or program is created; or when two or more departments are merged. In some cases, a new chair may be selected to replace a predecessor who has stepped down before completing the regular three-year term.

Chairs are normally appointed from among internal candidates and shall normally be of the rank associate professor or professor. An external search may be conducted in the following cases: 1) when the department is small and contains few faculty members of appropriate rank; 2) when no one in the department is willing to serve as chair; 3) when departments will be reinforced in line with the department’s/faculty’s strategic plan; 4) when a new department is created, representing a strategic departure for the faculty; and 5) when newly-merged departments require restructuring. External searches are conducted according to AUB’s established procedures for the recruitment of faculty members.

The chair of a department is appointed by the president, based on the recommendations of the dean and provost. The dean makes his recommendation after reviewing the candidate’s credentials and consulting individually with departmental faculty, the Faculty Advisory Committee and, when an external search is conducted, the search committee. The appointment of chairs in all faculties or schools except FM is normally for a period of three years, subject to renewal for a second term. Normally, chairs who serve two successive terms shall not be reappointed for another term, except after the lapse of one term following the end of the previous appointment as chair.

Recruitment of chairs of FM academic departments follows a process by which the search of the chair is announced and the dean appoints members of the search committee and the search committee chair in consultation with the associate dean for faculty affairs. For basic science departments at FM, the search committee recommends to the dean two to three short listed candidates. The dean selects and recommends, in consultation with the Advisory Committee, the appointment of chair to the provost. The provost recommends the appointment to the president for approval. For clinical departments at AUBMC, same process is followed except that the dean consults with the hospital administration in addition to the Advisory Committee and approves the appointment of chair with a copy sent to the provost and president. The dean negotiates and offers the recruitment package to the selected chairs. The term of appointment is normally made for a period of five years. Performance review of chairs is conducted periodically.
B) Compensation

The chair’s compensation is a combination of the following:

- A course release equivalent to 50% of the regular faculty teaching load in the department/track/program spread over the academic year.
- An administrative allowance/supplement distributed over 12 months. The supplement amount is a function of the size of the department and its summer course offerings, and is calculated as follows:
  - $6,000 per year for chairs of departments with 10 or less full-time faculty members.
  - $7,500 per year for chairs of departments with more than 10 and 15 or less faculty members.
  - $9,000 per year for chairs of departments with more than 15 faculty members.
  - An additional $1500 per year for chairs of departments which have regular intensive summer offerings as part of their degree program/s and more than 50% of departmental faculty involved in summer teaching.

Special consideration will be given to departments with a high number of part-time faculty members. In such cases, the dean may determine the appropriate administrative allowance scale based on the total number of faculty FTEs in the department.

- The chair is a member of the academic staff and, as such, may receive summer remuneration from research projects/grants or for teaching in accordance with AUB policies for full-time faculty. Chairs are normally limited to teaching a maximum of three credits in the summer.

The chair’s duties extend over 12 months of the year. Chairs may appoint acting chairs to cover for them when they are absent. If the chair is on leave during the summer for one month or more, the administrative allowance for that period will be disbursed to the acting chair.

When the administrative role of the chair ends, he/she is no longer eligible to receive the chair’s course release and administrative allowance.

C) Evaluation

Chairs are subject to annual performance reviews for merit consideration. The review is conducted by the dean, who initiates the process by asking the chair to submit a one-page narrative statement highlighting his or her achievements during the evaluation period, a comprehensive activity report for the same interval, and an updated curriculum vitae. As with other faculty members, the evaluation period runs from 1 February to 31 January of the following year. The information that the chair gives in the activity report follows the same general guidelines provided for departmental faculty (see the Chairs’ Manual for details). The dean sends the chair her/his annual performance review with a copy to the provost.

Chairs appointed for three years undergo formal evaluation in the second or final year of their appointment. Reviews conducted in the second year are formative in nature and are intended to provide chairs with constructive feedback for the achievement of departmental goals. Reviews conducted in the third year may also be formative when both the dean and chair favor
reappointment for a second term. In all cases, deans must ensure that chairs are informed in advance of the specific criteria for their formal evaluation.

The criteria for the dean’s review will generally center on the chair’s success in meeting the responsibilities described in the Chairs’ Manual, in particular, those pertaining to:

1. Leadership and departmental governance;
2. Administrative tasks (management and budgeting);
3. Curricula and program assessment, review, and development;
4. Mentoring junior faculty;
5. Professional development of faculty and staff;
6. Support for faculty research and innovation.

Chairs in the final year of their appointment will be asked to submit a self-appraisal to the dean that includes a section on the achievement of the chair’s personal and professional goals.

The dean also assesses the department’s progress in meeting its strategic and action plans, as they align with those of the faculty and the University.

At the conclusion of the process, the dean sends a written report on the evaluation to the provost along with his/her recommendation for re-appointment for a second term if applicable.

The above policies represent the minimum baseline requirements for the recruitment, compensation, and evaluation of chairs. Individual faculties may have additional requirements for the recruitment and evaluation of chairs or their equivalents.