

GUIDELINES FOR THE SELECTION AND APPOINTMENT OF DEPARTMENT CHAIRS

Roles and Responsibilities

The Department Chair is a key position in the administration and support of Cummings School. Department Chairs act as a bridge between individual faculty and staff members and Cummings School as a whole. Chairs are expected to provide leadership and guidance to faculty and staff in their departments; to ensure that research, teaching, and service within the responsibility of the department, or its members, are appropriately carried out; to guide the professional development of faculty and staff within the department; and to be champions and role models for their departments. The Department Chair is expected to lead by example to create and foster an environment in which the faculty and staff of the department will excel in their duties and find it a pleasure to work. The Department Chair will work collaboratively with other department chairs and the decanal group to foster the vision, mission, and goals of Cummings School.

Towards meeting these objectives, the Department Chair will:

- Champion the department within the School, the University, the community, Massachusetts, and nationally, while helping to advance the strategic priorities of Cummings School
- Provide advice to, work with, and facilitate communication from senior leadership to department members
- Promote the interests and careers of the faculty members of the department
 - Career planning and professional development, including supporting best practices in teaching and developing of appropriate scholarly activity profiles.
 - Guidance and recommendations regarding promotion
 - Supporting and protecting interests of faculty members in teaching, clinical, research and administrative service activities
 - Provide regular and appropriate feedback in accordance with the practices and policies of Cummings School
- Provide leadership, direction and support for departmental staff members and students
- Manage the department budget and affairs as required, working within the context of the total budget of Cummings School. This includes working with the dean and the executive associate dean in the creation, management and oversight of the budget.
- Recruit faculty that will serve the needs of the department and Cummings, following the relevant, guidelines, policies and goals of Cummings School and the University
- Recruit and provide oversight of staff working in the department, in a manner consistent with the relevant guidelines, policies and goals of Cummings School and the University
- Serve as part of the senior leadership of Cummings School, providing input and advice relevant to their department faculty and the areas they represent, and supporting the department's interests.
- Work with the relevant associate dean to ensure that courses are appropriately supported and delivered at high level by faculty members, in accordance with any relevant policies, procedures and guidelines of Cummings School and Tufts University, in accordance with best practices in

teaching.

- Work with the relevant associate deans and the dean to assign and monitor teaching activities for the department members in the DVM, graduate and any other academic programs, and promote best practices in teaching
- Work with the dean, relevant associate dean, graduate or resident/intern program directors, and/or clinic/hospital director to support and promote best practices graduate and advanced clinical training programs
- Work with the relevant associate dean to mentor, support, and develop research by department faculty and support the strategic research priorities of Cummings School

Appointment and Re-Appointment of Department Chairs

Department chairs are appointed by the Dean of the School, following the advice and input of the faculty and staff members of the department. When a new department chair is to be selected and appointed, the first step is a decision on whether the search shall be an external search or an internal search. An internal search will be restricted to faculty members within Cummings School, but not necessarily within the department. The dean shall determine if a search will be internal or external following consultation with the department and other senior leadership. It is recognized that financial considerations may restrict a search to internal candidates even if it is considered desirable for other reasons to hold an external search.

In the case of external appointments, the standard search procedures of Cummings School shall be employed, with the Dean or designee acting as Chair of the Committee and the addition of the members to the standard search committee as outlined below to provide input specifically on the department chair aspect of the appointment. When a department chair is appointed from within Cummings School, the procedures described below shall be followed.

The initial term appointment as department chair will normally be for a five-year term, with an annual renewal of the appointment until the five-year term is complete. Annual reviews that consider faculty input shall also be carried out by the dean, with a full review at 2 years and prior to renewal for a second term (see below for the full review). The second appointment shall also be for a five-year term, with annual reviews and a full review at the end of the second term. In the event a department chair is extended beyond ten years, the appointment will be for a renewable one-year term.

Normally, department chairs will hold a continuous-term appointment at the level of associate or full professor. If a department chair candidate does not hold a continuous-term appointment and they are selected, they must be recommended for such an appointment by the Appointment and Promotion Committee and have the appointment appropriately ratified prior to being formally offered and accepting the position.

Search Committee and Procedures

A search committee advisory to the dean shall be established for each chair appointment. For an internal search, the advisory search committee (ASC) shall normally be struck no sooner than 6 months and no later than 4 months prior to the completion of the current chair's term. In the case of an external appointment, the standard search procedure of Cummings School shall be followed, supplemented by the procedures below. For external searches, all appropriate advertising processes must be followed. In the case of an internal search, at least one month notice of a search for a new chair shall be given.

All materials presented to the ASC and all discussions of the ASC are confidential and shall be treated as such by all committee members. Curriculum vitae and letters of intent of candidates selected for a public interview shall be made available to Cummings School members. At the discretion of the ASC and the dean, an initial non-public interview phase may be conducted.

The members of the ASC will normally consist of:

- a. The dean or their designee, who acts as chair. If the dean designates someone else as chair, it shall normally be another member of senior leadership (e.g. associate dean or chair of another department) or a senior professor from another department.
 - b. Two - three faculty (>50% FTE) representatives of the department shall be elected by the faculty members of the department, depending on department size. This shall be achieved by a written or email ballot vote completed by all members, on which the full department complement is listed (excluding the current chair). If a member is unable or unwilling to participate, the next highest polling member shall be asked to serve. No fewer than two of the departmental members shall hold continuous-term appointments.
 - c. One – 2 additional faculty representatives shall be selected from the department by the dean to ensure adequate cross-departmental representation, considering discipline and ranks.
 - d. One continuous-term track faculty member from another department shall be appointed to the ASC by the dean. The dean may seek advice in making this appointment and may use this position to meet and facilitate point "g" below.
 - e. In the event of an external search, additional members may be added as required.
 - f. The dean shall appoint one full-time staff member to sit on the ASC. Staff appointees shall provide input on suitability for the department chair, but not for the academic appointment in the event of an external search. The dean may seek input from department members in selecting staff representatives.
 - g. More than one gender shall be represented on the ASC and diversity in all its forms shall be sought in establishing committee membership.
2. Candidates for the vacant post may not be members of the ASC.
 3. In situations where the foregoing procedures cannot be applied, senior leadership (deans/chairs) will determine the composition of the committee.
 4. The advisory search committee shall ensure that:

- a. members of the department and others are invited to suggest candidates to the committee. Only one member is required to nominate an individual. Nominees may be from within the department or from another department if the search is internal or from outside in the case of an external search. Nominators are asked to submit names without CVs and without asking the nominee if she or he is willing to become a candidate.
 - b. In the case of an external search, university and school policies on searches shall be adhered to, including any conditions around advertising and recruitment practices.
 - c. The Chair shall ask nominated candidates if they wish to be considered for the position.
 - d. All interested nominees shall submit a CV and a statement of interest to the Committee.
5. The search committee shall in confidence review the applicants and shall create a short-list of no more than 3 candidates.
6. The candidates shall be invited to present a vision for the department (or a similar topic) and members of the department shall have an opportunity to ask questions of the candidates. The nature of the forum shall be recommended by the advisory committee.
7. In the case of an external search, a scientific or clinical presentation shall also be required to meet the requirements for evaluation for appointment as a faculty member.
8. The search committee shall hold closed interviews with the candidates and may arrange individual meetings with faculty members or units as it deems appropriate.
9. All members of the department are invited to express their views in writing to the chair of the committee before a recommendation is made. Written comments must be signed (or sent from a Tufts e-mail account).
10. The chair shall ensure that the committee meets regularly.
11. The dean's office shall identify a recorder and administrative assistant for the Committee.
12. The ASC shall make a recommendation of a candidate being acceptable or not by consensus or based on a simple majority vote of the eligible committee members. The committee may make a ranking of the acceptable nominees based on a consensus, but this is not required. The recommendations and ranking are to remain confidential.
13. The dean shall normally first offer the Chair position to the top ranked candidate, but the Committee is advisory and the Dean may choose to offer the position to one of the other acceptable candidates if there is sufficient justification such as ensuring a range of expertise or experience on senior leadership.
 - a. Negotiations regarding term, financial support, etc is discussed with the candidate by the dean
 - b. The Dean makes a recommendation for appointment to the Provost, based on their recommendation and the recommendation of the Advisory Committee
14. In the event that the committee is not successful in identifying acceptable candidates, the dean may immediately re-launch a search process or may appointment an interim chair from amongst Cummings School full-time continuous-term track faculty, based on the needs of the department. In extenuating circumstances, the dean may directly appoint a regular chair position.
15. The Advisory Search Committee is dissolved on completion of the process.

Review and Re-appointment

1. No sooner than 12 months and no later than 6 months prior to the completion of the current multi-year term, the dean may ask the department chair if they would like to seek re-appointment.
2. The dean is not obligated to pursue the re-appointment of a department chair and may instead strike an advisory search committee to seek a new chair. In the event the dean does not intend to re-appoint the chair, they shall inform the incumbent no sooner than 12 months and no later than 6 months prior to the completion of the current term.
3. If the department chair is willing to be re-appointed, the dean shall convene a full (faculty and staff) department meeting and the chair shall present a vision for the next five years of the department. Members of the department shall then have the opportunity to ask questions (maximum of one hour)
4. Department faculty and staff shall be invited to provide feedback to the dean.
5. Following the department meeting, all eligible voting department faculty members (as defined by the Faculty Bylaws) shall vote on re-appointment of the Chair by confidential written ballot. This vote shall normally occur within 3 days of the presentation and normally no later than four months before the end of the term. The votes shall be tallied by secret ballot (written or email ballot, managed by the dean's office).
6. The dean shall consider the opinion of the department in deciding whether or not to re-appoint the current Chair based on the result of the department vote, written feedback staff input, and their knowledge of the incumbent.

Interim review

1. An interim review is completed at the end of the second year of the first five-year term.
2. This interim review shall be conducted by the dean's office. Feedback requested from all members of the department, the other department chairs, and the decanal group. Feedback may be anonymous, if desired.
3. The details of the interim review shall remain confidential, although the dean will normally share the broad results of the review with the chair by way of constructive feedback and career advice.
4. If the dean feels that the interim review indicates that the chair is not being successful in the position, they may elect to so notify the chair and shall initiate the chair search process described above.
5. In the event of a positive review, the chair shall normally complete the full term as described above.
6. Continued appointment will be based on an annual review and renewal by the dean. The annual renewal will normally occur no later than April and the dean shall inform the incumbent at that time if they do not intend to renew the appointment.

Approvals:

Approved by Executive Faculty Board November 14, 2019, following review by Faculty Council and the Faculty.