

## **VII – 5.02 UMCES Policy on the Review of Laboratory Directors**

Endorsed by the Faculty Senate: April 2010

Approved by the President of UMCES: May 2010

### **I. Purpose of the Review**

The academic and administrative performance of the Directors of the UMCES Laboratories shall be subject periodically to comprehensive review by a Director Review Committee in order to: (1) evaluate how well the Laboratory Director is fulfilling his or her responsibilities; (2) specifically identify strengths and weaknesses in performance; and (3) provide constructive recommendations for improving his or her success in directing Laboratory operations. Reviews of Laboratory Directors shall be completed at five-year intervals.

### **II. The Review Committee**

The President of UMCES shall have primary responsibility for appointing a Director Review Committee (henceforth, referred as the DRC), delivering the formal charge to the DRC, and establishing a timeline for the review of each Laboratory Director. The DRC should be commenced no later than February 15<sup>th</sup> of the year following the five-year period under review. Each DRC should normally consist of 5-6 members including: 1) two faculty senators from the Laboratory of the Director being reviewed; 2) one or two additional faculty members from that Laboratory; 3) one Laboratory staff member; and 4) the chair of the UMCES Faculty Senate (or the vice chair of the UMCES Faculty Senate, in the event that the chair is from the same Laboratory as the Director under review). The President should also consult appropriately with the UMCES Faculty Senate in appointing members to the DRC. The DRC shall submit its report to the President within three months of their appointment.

### **III. Information Provided to the Committee**

The DRC shall conduct an initial meeting with the Laboratory Director to receive the following: 1) a summary of his or her accomplishments during the five-year review period; 2) an assessment of the state of the laboratory; 3) a vision for the future of the laboratory. Other faculty members, staff and graduate students of the Laboratory are invited to attend this meeting.

The DRC should solicit information, either orally or in writing, from members of the Laboratory (faculty, staff, graduate students, etc.) and from other internal and external constituencies as appropriate. While the DRC's membership is not confidential, the DRC is bound to ensure the integrity of any confidential oral and written information provided to it as part of the review process.

#### IV. Charge to the DRC

The DRC is charged with preparing a report to the President providing a review the performance of the Laboratory Director. The committee should: 1) identify any administrative problems faced by the laboratory during the five-year review period and the effort by the Laboratory Director to address them; 2) evaluate the current status of the Laboratory relative to the situation that existed at the beginning of the five-year review period; and 3) assess the future prospects of the Laboratory.

#### V. Guidelines for the Review

The following areas are suggested as functions for reviewing the performance and effectiveness of a Laboratory Director:

##### 1. Academic Leadership

- Taking a leadership role in faculty recruitment, tenure, promotion, and retention
- Facilitating intra-laboratory and inter-laboratory collaborations resulting in successful interdisciplinary proposals and research
- Fostering academic freedom and collegiality within the Laboratory
- Mentoring faculty at all levels to enhance their individual and collective scientific success
- Promoting the Laboratory and its faculty to professional organizations and funding agencies
- Maintaining their own active research program

##### 2. Administrative Leadership

- Demonstrating a strong commitment to advancing the excellence of the Laboratory in the areas of discovery, integration, application, and education
- Developing goals and strategic plans, consistent with those of UMCES, and ensuring their implementation
- Making decisions to accomplish important goals
- Developing and implementing procedures for the smooth operation of the Laboratory
- Contributing to achieving the collective goals and complying with the policies and procedures of UMCES and University System of Maryland

##### 3. Human Resource Management

- Working effectively with faculty, students, and staff within the Laboratory
- Serving as a positive role model for the Laboratory
- Supporting the professional development of all members of the Laboratory
- Making critical personnel decisions

#### 4. Communications

- Effectively communicating information and decisions to members of the Laboratory
- Communicating the goals of the Laboratory to both internal and external constituencies
- Fostering effective shared governance
- Enhancing public outreach and environmental education

#### 5. Budgeting and Use of Resources

- Making budget decisions consistent with the goals and responsibilities of UMCES and the Laboratory
- Making effective use of resources
- Maintaining fiscal responsibility and developing strategies for promoting greater efficiency

#### 6. Public Relations and Fund Raising

- Promoting the Laboratory locally, regionally and nationally
- Developing strategies that implements development activities to support Laboratory functions.

### VI. The DRC Final Report

The DRC shall submit its confidential Final Report to the President normally within three months of its appointment, but no later than May 15th. The President shall provide a copy of the Final Report to the Laboratory Director under review, and shall give him/her an opportunity to respond, in writing, to the report. Should the Laboratory Director choose to respond, that response must be completed within two weeks following receipt of the DRC's Final Report and will be attached to the DRC's Final Report as a permanent appendix.

The President shall prepare an Evaluative Report, giving consideration to the DRC's Final Report and the Director's response. The President's Evaluative Report shall indicate present strengths and weakness and specific recommendations pertaining to the Laboratory Director.

The President shall then convene a meeting with the Director under review to discuss the DRC's Final Report and the President's Evaluative Report. A copy of the DRC Final Report and the President's Evaluative Report will be kept on file in the President's Office.

### VII. Review Procedures

The President shall provide the Faculty Senate with a copy of the Evaluative Report and discuss the outcome of the review process and any substantive changes that were recommended or implemented as a result of the review.