

TO: [REDACTED]

FROM: Tenured Faculty

SUBJECT: Department Leadership

DATE: January 26, 1988

Increasingly over the past two years we have become concerned over the functioning of the Department during your tenure as Chairman. Many of us expressed concerns via the Chairman performance evaluation at the end of 1987. Specific issues have been discussed with you individually and during department meetings. On occasion small groups of faculty have discussed their concerns among themselves. However, this past Fall semester the situation reached a point where the tenured faculty met on two occasions to discuss the concerns and the appropriate course of action. On the second occasion in late November a vote of confidence in the Chairman was taken. A unanimous negative vote resulted. On January 16, we met for the third time and a second vote (with the same result) was taken. We then discussed what actions to take. The decision was to present you with the results of the votes and the main points of concern.

Three major areas of dissatisfaction exist among the faculty.

1. Interpersonal relations with individual faculty members. For a Department of Family Studies with its emphasis on relationships, communications between the Chair and faculty are extremely strained. The level of trust is so low as to impede both the flow of information and day-to-day department operations. Of particular concern are situations where verbal statements are made which are inaccurate or which are changed/refuted during subsequent discussions. Effective leadership implies trust and open, forthright sharing of information about department operations and conditions. Though some improvement has been noticed of late, these are not sufficiently in evidence.
2. General management and direction of the department. Faculty members feel that the Chair does not effectively manage the day-to-day operation of the Department. Of particular, but not exclusive, concern are the areas of course scheduling and arranging for part-time faculty needs. On far too many occasions schedule conflicts and omissions have occurred. The Chair must not only attend to such details personally but give faculty access to accurate, up-to-date drafts of the schedule as it is being developed. Faculty are not adequately consulted on the part-time staffing for courses in their areas. Decisions in this area are too often left to be made at

the last minute. The department's non-personnel budget also continues to be an area where the faculty feels attention to detail and sharing of information is lacking.

3. Commitment to departmental tasks and functions. The Chair has a 49 percent DOE commitment to administration. The faculty see the efforts and time spent on administration by the Chair falling short of this commitment. While many of the Chair's activities are worthwhile viewed from the perspective of his role as a faculty member, they are peripheral to the administrative needs of the Department. The Chair needs to realize that his own research and service commitments must be tempered by the need to attend to departmental business.

The current situation must not continue. We are willing to meet as necessary to discuss these concerns. A response is requested by February 10.

cc: [REDACTED]
Tenured Faculty