

GUIDELINES FOR REAPPOINTMENT OF EMBEDDED CENTER DIRECTORS
Rensselaer Polytechnic Institute

Policy Intent: The purpose of this policy is to provide the timely process to be followed by the Dean of the school prior to the reappointment of Center Directors.

These guidelines require that Center Directors be appointed for a period of three years. They should be evaluated on an annual basis during the annual performance review. In addition, a formal evaluation process should be conducted six months prior to the end of the three-year appointment as follows:

1. Six months prior to the end of the term appointment of a Center Director, the Dean should send a formal notification to the Center Director that his/her current term will expire on a specified date and that he/she is eligible for reappointment to a three-year term. The letter should state the steps to be taken by the Dean in making a reappointment determination. (Attachment 1)

Should the Center Director not wish to be considered for reappointment the Dean will notify the Provost and initiate a search for a new Director.

2. If the Center Director wishes to be considered for reappointment, he/she will notify the Dean with a formal letter indicating their desire to seek reappointment. The Dean will then ask the Center Director for their assessment of the Center's performance against objective measures of the Center's, the School's and Institute's strategic plans.

Upon receipt of the signed letter from the Center Director that he/she wishes to be considered for reappointment, the Dean will notify the faculty and staff in writing, that the Center Director is eligible for reappointment, and invite them to convey to the Dean, in writing, their assessment of the performance of the Center Director, as well as their views concerning a three-year reappointment. The Dean should also inform the faculty and staff that he/she is also available for private discussions with them to discuss the performance of the Center Director. **(Attachment 2)**

3. External evaluation of the center and/or center director may be solicited by the Dean. The methodology and extent of this external review will be determined by the Dean in consultation with the Provost.
4. If necessary and desired, the Dean may meet with the faculty and staff of the Center to solicit further input and or discussion.
5. The Dean will meet with the Provost to discuss the input received and a proposed course of action regarding the reappointment.
6. The Dean will meet privately with the Center Director to discuss the input received from the faculty and staff, the Provost, the external review where applicable and the Dean's own personal review, and review the objective measures of the Center performance (e.g. quality and volume of research, publications, support of students/professional research staff, research trends, support of institutional priorities, etc.).

7. Should the decision be to reappoint the Center Director, the Dean should formally request approval through the Provost and then notify the Director approximately three months prior to the end of the term of the reappointment. **(Attachment 3)**
8. The Dean will inform the faculty and staff in the Center, in writing, of the reappointment of the ultimate decision and course of action regarding the Center Director position. **(Attachment 4)**

Prepared for the Dean's Council 6/6/03

Attachment 1

Dear XXXXX:

Your current term as Center Director of XXXXXXXX will expire on XXXX , however, as indicated in your initial appointment letter, you are eligible for reappointment to an additional three-year term.

Please apprise as to whether you wish to be considered for reappointment by signing this letter below and returning it to me. If you wish to be considered for reappointment, I will solicit input from the faculty and staff of the department and other appropriate Institute officials to assist me in making the decision regarding reappointment. If you do not wish to be considered for reappointment for another term, I will initiate a search for a new Director.

I would appreciate receiving your reply no later than XXXXXXXX. If you would like to discuss this issue with me, please let me know and we can set up a time to meet. Regardless of your decision, I want to convey to you my appreciation for all of your efforts over the past XXX years and for the leadership you have provided.

Sincerely,

XXXXXXXXXXXXX
Dean, School of XXXXXXXXXXXXXXXX

I wish to be considered for reappointment as Center Director.

Signed: _____ Date: _____

I do not wish to be considered for reappointment as Center Director.

Signed: _____ Date: _____

MEMORANDUM

TO: Faculty and Staff of the XXXXXXXXXX Center

FROM: XXXXXXXXXX
Dean, School of XXXXXXXXXXXXXXXX

DATE: XXXXXXXXXX

SUBJECT: Center Director Reappointment

The current term of Professor XXXXXXXXXX's appointment as XXXXXX Center Director will expire on XXXXXXXXXX. As per the *Guidelines for Reappointment of Embedded Centers*, we are undertaking a review for reappointment to an additional three-year term as Center Director.

I invite each of you to write to me conveying your assessment of Professor XXXXXXXXXX's performance as Center Director and your views concerning reappointment for an additional three-year term beginning XXXXXXXXXX. If you will label your envelope "Personal and Confidential", it will be delivered to me unopened. I will keep your communication in the strictest of confidence.

You may also wish to make constructive suggestions about the direction and focus of the Center under XXXXXXXXXX leadership. Such suggestions can be helpful, and as a result, I will communicate these suggestions to XXXXXXXXXXXXXXXX in a collective manner, without identifying sources.

If you would like to meet with me for a private discussion about the performance of Professor XXXXXXXXXXXXXXXX, I would be happy to meet with you and request that you contact my office to schedule a meeting.

In order for me to make a timely reappointment recommendation, I would be most grateful to receive your response by XXXXXXXXXX.

cc: XXXXXXXXXX (Center Director)

Attachment 3

Dear XXXXXXXXXXX

Your current term as Center Director of XXXXXXXX, expires on XXXXXXXX. You have indicated to me that you wish to be considered for reappointment.

Accordingly, I have consulted with the faculty and staff of the Center and other appropriate Institute officials in order to make a determination about your reappointment. I am pleased to report that the weight of the comments that I have received is in favor of your reappointment. Therefore, I wish to inform you that I am reappointing you as Center Director of the XXXXXXXX for a three-year term beginning XXXXXXXX through XXXXXXXX. Please be reminded that all administrators in the School of XXXXXXXXXXXX serve at the pleasure of the Dean.

In the near future, I will communicate to you in a constructive manner the collective substance of the comments that I have received about your reappointment. I look forward to working with you during your continuing service as a Center Director and participation in the leadership of the School.

Please confirm your acceptance of this reappointment by signing on the line below and returning this letter to me.

I accept the reappointment described above.

Accepted: _____ Date: _____

Cc: Provost

MEMORANDUM

TO: Faculty and Staff of the XXXXXXXXXXXX Center

FROM: XXXXXXXXXXXXXXXX
Dean, School of XXXXXXXXXXXXXXXX

DATE: XXXXXXXXXXXXXXXX

SUBJECT: Center Director Reappointment

I am pleased to inform you that Professor XXXXXXXXXXXX has agreed to a reappointment as Director of the XXXXXXXXXXXX Center. Professor XXXXXXXX's reappointment will be for a three-year term through XXXXXXXXXXXX.

Professor XXXXXXXX's reappointment as Center Director follows my review of your comments and input, and discussions with appropriate Institute officials in order to make a determination about the reappointment. The weight of the written comments that I have received was in favor of the reappointment. Thank you for your participation in this process. Please note that I have met with Professor XXXXXXXX and communicated to him/her the comments I received along with my own personal evaluation.

Over the next several months, the School of XXXXXXXXXXXX will be focusing on its Performance Plan that will sharpen our vision and goals, and delineate specific action plans for achieving the higher goals and aspirations defined in the Rensselaer Plan. I look forward to the significant involvement of faculty and staff in this process, and trust that Professor XXXXXXXXXXXX will receive your support and cooperation as HE/SHE leads your department's participation in this important activity.

cc: Provost