

Evaluation of Academic Deans

Deans are appointed by the Provost subject to approval of the President and confirmation by the Board of Trustees. Terms are typically for five years. The Provost shall conduct summative performance evaluations of each dean at intervals of no longer than five years. However, the Provost may request a summative review at any time. The purpose of these evaluations is to evaluate the overall effectiveness of the dean and make constructive recommendations regarding the dean's performance. A dean whose appointment is being considered for renewal shall be evaluated no later than the beginning of the final academic year of his or her term. The Provost will decide whether or not the dean's appointment will be renewed upon the completion of the evaluation, which should be no later than the end of the first semester of the final academic year of the dean's appointment.

Procedures

1. The Provost will notify the academic dean of the pending evaluation and timeline. Notification of the evaluation process should also be transmitted to the faculty and staff of the pertinent College.
2. The Provost will select the review committee members, appoint the chair of the committee, deliver the formal charge to the committee and establish a timeline for the evaluation. The chair of the committee should be an experienced academic dean who is not being evaluated concurrently. Committee memberships should consist of 6-8 members and include representation within the College (faculty, students, staff, directors, etc.). The committee membership should reflect the diversity goals of the University. In some situations, the Provost may include committee members from outside the college or outside the university.
3. The Committee should have access to all relevant documents (i.e. college strategic plan, recent academic program reviews, accreditation reports, benchmark data on faculty productivity, surveys) as determined by the Provost. Where appropriate, the committee may solicit additional information from the Provost's Office as well as other units, agencies or individuals outside the college or university. The committee shall solicit input from faculty, staff, and students within the college as well as with other members of the senior leadership who interact frequently with the dean (e.g. vice presidents and fellow deans). The committee will ensure the confidentiality of discussions and information considered.
4. The committee will prepare a draft report describing their findings. The committee chair will review the penultimate draft with the Provost prior to formal submission of a final report.

5. The Provost will discuss the committee's findings and recommendations with the dean and notify the dean of his/her appointment status following the evaluation.

General Criteria for the Evaluation

In addition to any factors unique to the particular college, the following areas are suggested as a guide for considering the administrative effectiveness of a dean.

Leadership

- Demonstrate a strong commitment to and effectiveness in advancing excellent educational (both undergraduate and graduate) and research, scholarship, and/or creative arts programs.
- Develop goals and strategic plans in collaboration with faculty and other academic leaders. Ensure effective communication and implementation.
- Appoint and provide effective mentoring of high quality for faculty, deputy, associate and assistant deans, department chairs and other staff.
- Enhance the quality of faculty, staff and programs in the college by establishing excellent hiring plans, and rigorous reviews.
- Model professional behavior and respectful treatment of others, especially when addressing differences in opinion or managing a challenging change process
- Develop and implement procedures for the smooth operation of the college.
- Develop effective external partnerships that advance the mission of the college.
- Ensure a positive morale and inspire pride and top performance of faculty, staff and students.

University Citizenship

- Contribute to the university's mission and strategic goals and enhance the excellence of the university. In particular, how has the dean advanced the diversity of goals of the institution? How has the dean enhanced interdisciplinary research and education in areas of strategic importance to the university, the region, and the nation?
- Work effectively with other deans, administrators, faculty, students and staff.
- Comply with University, governmental, and professional policies and procedures.
- Effectively represent the university to external constituencies.

Communications

- Communicate efficaciously information and decisions to faculty, staff and students.

- Communicate efficaciously the goals of the college and university mission to internal and external constituencies.
- Foster effective shared governance.

Budget and Use of Resources

- Make budget decisions consistent with college goals.
- Generate and use resources effectively.
- Maintain fiscal responsibility. Develop strategies for greater efficiency and for generating revenue.
- Work with other colleges and units of the university to design budget-sharing strategies.
- Encourage entrepreneurship throughout the college.

Development

- Work with the Development Office and the College Director of Development in establishing fundraising goals and assuring goals are accomplished.