

# Appendix A

## A.— Selection, Appointment, Evaluation and Reassignment of a Dean

### A.I.— Selection and Appointment

I.a. Primary responsibility and final authority for the selection and retention of deans rests with the Provost, and a dean serves at the pleasure- (at will) of the Provost. Whenever it becomes appropriate to select a dean, the provost appoints a representative search and-screen advisory committee. Normally, the committee is composed of seven to eleven members, and the majority of the committee is selected from the eligible faculty of the college affected, to include one or more department chairs from the college, with other university personnel making up the balance. The term "eligible faculty" means faculty as defined by tenured, tenure-earning, full-time clinical and full-time research faculty status. Usually the provost appoints a staff member from the Office of the Provost to provide liaison and logistical support to the committee. The Provost appoints the chair of the committee.

I.b. The committee conducts a national search unless limited by fiscal restraints/constraints as determined/deemed by the administration, in which case the search may be limited to internal candidates. The committee establishes procedures that provide for participation in the process by the college's department chairs of the appropriate college, the college's eligible faculty of that college, the Provost, the President, faculty and deans outside the college, and other appropriate groups. Findings of the committee are transmitted in writing to the Provost for consideration.

I.c. The Provost, with the concurrence of the President, may appoint a dean selected from nominees favorably recommended for appointment by the committee or may ask the committee to seek additional candidates for the dean position. In the event that no acceptable nominee is available for appointment as determined by the committee and/or the Provost, the search may be extended or begun anew or an interim or acting appointment may be made by the Provost as described in the section below on incapacity and temporary appointments.

I.d. A Dean's appointment is potentially for a period of five years. Appointment as a dean is determined by the provost as to duration, but a dean is subject to annual reviews, a mid-term review and a comprehensive evaluation every fifth year. The appointment may be terminated by the provost and the dean may be reassigned by the Provost in accordance with the procedures set forth below.

### A.II.— Review and Evaluation of a Dean

II.a. The Provost, with the concurrence of the President, may reassign a dean at any time.

II.b. The Provost performs an annual evaluation of each dean during the spring semester. The provost/Provost counsels each dean regarding his or her relative strengths and weaknesses. If the dean's performance is determined to be unsatisfactory, the Provost may reassign the dean prior to the end of the stated period of appointment, with the concurrence of the President.

term.

**II.c.b.** In the fifth semester following each appointment or comprehensive review of a dean, the Provost will conduct an interim evaluation by sending each eligible faculty member a questionnaire (including qualitative questions consistent with those used on the fifth year evaluation form) seeking opinions on the performance of the dean. The replies from faculty will be returned directly and privately to the Office of the Provost and kept in that office in the strictest confidence. After the evaluation questionnaires have been reviewed, the Provost will prepare a written evaluation and discuss the faculty input with the incumbent dean. An underlying principle of the entire evaluation process, however, requires that all analyses be supported by factual documentation, and that the evaluations are based exclusively upon the consideration of professional standards of performance. At that time, the Provost may continue, reassign, or give a warning to counsel the dean as deemed necessary based upon taking into account the results of the fifth semester evaluation. If the decision is to reassign the dean, the Provost will seek the concurrence of the President.

**II.d.** Early in the fall semester of every fifth year of continuing appointment the Provost will initiate a comprehensive review to evaluate the performance of the dean. Evaluation of a general nature--such as leadership qualities, degree and quality of judgment, initiative, and professional competency, degree and quality of judgment and accomplishment of goals--may be supplemented by specific criteria relating to the achievement of college goals and objectives. An underlying principle of the entire evaluation process, however, requires that all analyses be supported by factual documentation, and that the evaluations are based exclusively upon the consideration of professional standards of performance.

**II.e.** The fifth year comprehensive review is conducted by a committee composed of five to seven members selected by the Provost. The majority of the membership of the committee must be tenured faculty, or full-time research or full-time clinical faculty who are not serving as chairs/ administrators. The committee must include one or more department chairs from within the college and a representative faculty member from another college. For the dean of the Honors College and the School of Graduate Studies, a committee will be chosen from relevant campus-wide faculty pools. The Provost appoints the committee chair. The committee will assess the dean's leadership qualities, degree and quality of judgment, initiative, professional competency, accomplishment of goals, and working relationships.

**II.f.** The committee will develop procedures that provide for participation in the evaluation process by the college's department chairs of the appropriate college, and all eligible faculty of that college, faculty and deans outside the college, and other appropriate groups. The Office of the Provost will develop a standard evaluation form, provide advice, and assist the committee in the distribution and collection of evaluations. The evaluation form will be developed in consultation with the Personnel Committee of the Faculty Senate and should contain a summary item for an overall rating of the dean. Completed evaluation forms should be transmitted directly and privately to the Office of the Provost. All evaluations and assessments must be held in the strictest confidence by each member of the committee and by the Office of the Provost. The committee transmits the evaluations it has collected and a written report of its findings and recommendations to the Provost.

**II.g.**

**f.** The Provost, with the concurrence of the President, will make a decision regarding the continuation or reassignment of the dean.

**Comment [BR1]:** This language ("based upon the results of the fifth semester evaluation") implies that there is support in the faculty evaluation for the reassignment. This is certainly a reasonable policy. If the provost desires somewhat greater latitude, however, changing the language to "as deemed necessary, taking into account the results . . ." might allow a little more room for the provost to act, notwithstanding a generally favorable review of the dean by the faculty.

II.h.g. After the review is complete, the Pprovost will discuss both the recommendations and the findings of the review committee and the response of the pProvost to those recommendations and findings with the incumbent dean. A written report may be requested by the dean.

II.i. ~~h.~~ The Pprovost communicates any actions resulting from the review process to the faculty of the college.

### A.III. Reassignment of a Dean

III.a. Reassignment of a dean may occur as a result of the formal five-year evaluation process, as indicated above in A.II.ed--g. f. Because the dean serves at the pleasure ~~(at will)~~ of the Pprovost, the pProvost, with the concurrence of the Ppresident, may reassign the dean at any time prior to and after the formal five-year evaluation process, including after an annual evaluation or an interim evaluation, as provided above in II.b & c. In addition, reassignment of a dean prior to the formal five-year evaluation process may ~~also~~ occur upon consultation between the pProvost ~~and with~~ the dean, ~~and with the concurrence of the Ppresident, after use of -and with~~ an appropriate review committee as ~~provided stated~~ in A.III.b. The decision to reassign a dean following this consultation is made by the Pprovost.

**Comment [BR2]:** Sentence begins with "In addition," so the word "also" is not needed.

b. Reassignment of a dean prior to the formal five-year evaluation process may ~~also~~ be initiated by the Pprovost, with the concurrence of the Ppresident, upon petition of a majority of the eligible faculty of the college, or upon petition of a majority of the chairs of the departments within the college. A review will be undertaken by a committee selected in the manner prescribed in the section on review and evaluation of a dean, and in accordance with the procedures prescribed herein, including the requirements of written findings and recommendations, which will include a recommendation on either continuation or reassignment of the dean. In the event that the Pprovost rejects the recommendation, an explanation will be provided to the review committee and the petitioners as appropriate.

### A.IV. Incapacity and Temporary Appointment of a Dean

In the event of unexpected vacancies caused by a dean's untimely resignation, reassignment, illness, ~~or~~ death, or ~~by~~ other causes, the Pprovost will appoint an individual ~~to serve as dean on an interim or acting basis~~ status. Normally, such an appointment will not exceed one academic year. The Pprovost will consult with the college's department chairs, faculty, the deans, and other appropriate individuals in determining whom to appoint.

### A.V. Review and Evaluation of An Associate or Assistant Dean

The

~~The~~ assistant and associate deans serve at the pleasure of the Ddean ~~and have an appointment that is indefinite in duration.~~ The dDean may continue or reassign an assistant or associate dean with the concurrence of the pProvost. The dDean may review the assistant or associate dean at any time and must conduct a review prior to reappointment or in the fifth year of the appointment.

Early in the fall semester of every fifth year of ~~an continuing~~ appointment of an associate or assistant dean, the Ddean of the college will initiate a comprehensive review to evaluate his or her performance. The Ddean will establish procedures that ~~en~~sure participation in the evaluation process by the department chairs within the college, faculty of the college, and

appropriate individuals outside the college with whom the associate or assistant dean interacts.

- | The [Dean](#), with the concurrence of the [Provost](#), will make a decision on the continuation or reassignment of the assistant or associate dean.
- | The [Dean](#) communicates any actions resulting from the review process to the faculty of the college.