

Review Process of Deans

1. Overview

Deans are responsible for ensuring the quality, value and suitability of the academic programs of their school, for maintaining the quality of teaching, research and service conducted by the School faculty and the skill and effectiveness of the School administration. They work with department chairs, who compose the Dean's Council in each School, to manage School-level faculty hiring and promotions processes, curricular reviews and initiatives, research programs, and extension, outreach and development activities; (AUC Faculty Handbook, 2015-16, amended 2019)

The Provost is responsible for annually reviewing the administrative performance of the Dean of Libraries and Learning Technologies, Dean of Graduate Studies, and Deans of the schools in the academic area with the goal of ensuring that school/unit¹ strategies are aligned to University priorities and carried out effectively. This annual review process will allow the Provost to provide feedback to help the Dean improve her/his performance.

The performance of Deans is also subject to a comprehensive review at intervals of not more than five years from the date of initial appointment of the Dean or the date of the last review. The review will assess the individual professional contributions of the Dean, will assess the strengths and areas of opportunity of her/his performance as a leader and as an administrator, and will provide the opportunity for faculty and other constituencies to give constructive input. It will also provide data to the Provost to make a decision about whether to continue the Dean's appointment after completing the review.

Comprehensive reviews are overseen by the Office of the Associate Provost for Assessment and Accreditation during the penultimate year of each dean's five-year term. If warranted, the Provost has the option to call for a comprehensive review prior to a given 5-year review. A comprehensive review of a Dean may also be initiated upon the request of two-thirds of the full-time faculty of the school served by the Dean (when applicable) and the approval of the Provost. The review process does not apply to Deans who have announced their intention to retire or resign from their administrative position at the completion of the review year.

This document provides information to guide the process for five-year reviews of Deans at AUC.

2. Annual Review Process

The Provost conducts an annual assessment for each Dean. The annual assessment is performed as part of the annual performance management cycle that starts with goal-

¹ The term "unit" refers to the Academy of Liberal Arts, AUC Libraries, and Office of the Dean of Graduate Studies.

setting at the beginning of the academic year, followed by progress monitoring, and ending with a formal evaluation.

In addition to this annual assessment, each Dean is responsible for developing the strategic plan for his/her school/unit once every three years. This plan includes the goals and objectives of the school/unit which are aligned with the strategic pillars of the university, resources needed, a work plan with clear measurable targets, and the most important results. The Dean is responsible for reviewing the school/unit's strategic plan and filing an assessment report every year. Strategic plans and reports are to be submitted on Compliance Assist (Planning & Assessment Software) and updated periodically.

3. Comprehensive Review Process

The Office of the Associate Provost for Assessment and Accreditation is responsible for maintaining the comprehensive review schedule for Deans. The Provost is responsible for initiating the review, normally in the fall semester, by notifying the Dean and appointing an ad-hoc review committee and delivering the formal charge to the committee. The Dean Review Committee is chaired by a senior faculty member from outside the school/unit of the Dean under review and is appointed by the Provost. The committee includes at least three tenured faculty members (from the school of the Dean under review when applicable). The Provost charges the Dean Review Committee and attends the first committee meeting. During this meeting the Provost explains the charge, and discusses the review process, the expected timeline and deliverables. The Provost emphasizes the confidential nature of the process. Committee members shall adhere to the strictest levels of confidentiality.

The Dean Review Committee will be asked to gather perspectives on the Dean's performance across criteria provided by the Provost. The review criteria are extracted from the roles and responsibilities of the Dean indicated in her/his job description. These criteria may include (as relevant) but are not limited to:

- Vision and leadership
- General management of the school
- Resource development
- Representation of the school to the rest of the University
- Representation of the school to external constituencies
- Promotion of academic excellence in the School through innovative teaching and quality research
- Fostering a culture of service excellence, integrity, trust and collaboration in the school

A written self-evaluation from the Dean reflecting on her/his accomplishments and goals, as well as opportunities and challenges is an important element in the review process. Input from the faculty members of the school or other faculty constituents as applicable is a critical element of the review process. A survey developed by the Office of the Associate Provost for Assessment and Accreditation, approved by the Provost and coordinated by the Office of Strategy Management and Institutional Effectiveness (SMIE) will be administered to full-time faculty members of the school or other faculty constituents as applicable. The survey will include a series of closed-end questions

asking respondents to evaluate the Dean on various specific leadership criteria, as well as opportunities for respondents to provide open-end written comments. This survey can be customized to best suit the needs of each school/unit. The Committee should consult with key stakeholders who have worked closely with the Dean and who can provide constructive feedback in this review.

The Dean Review Committee reports its findings to the Provost through a full-evaluation report that describes the review process, summarizes the activities of the committee, the key findings of the review, the opportunities and challenges of the school, the overall assessment of the committee in addition to a summary outlining the key findings of the committee to be shared with the Dean.² Upon receipt of the committee's report, the Provost will meet with the Dean to discuss the review. The Provost will share the summary outlining the key findings of the committee with the Dean who has the right to respond within ten working days following the meeting with the Provost if s/he wishes to do so. The Provost shall then consider all available documentation to make his/her final decision on renewing the Dean's term. The results of Deans' reviews will not be released except as required by the governing laws of the University.

² A template for the report of the review committee is provided below:

1. Overview – A summary outlining the key findings of the review committee.
2. Summary of review process – An outline of the activities of the committee (e.g., meetings, dates, and key actions) and sources of data in the review.
3. Summary of data and key findings – Highlights of key accomplishments and strengths of the Dean, key challenges and opportunities for the Dean over the next five-year period.
4. Conclusion – Overall assessment of the committee.
5. Appendices.