

## **DEAN REVIEW PROCESS**

Deans are crucial to the academic excellence of the university. They are responsible for the leadership of our schools and units. Deans are typically hired for five-year terms; they are reviewed in the fifth year of their term when both the Provost and the dean agree to another term subject to review. The review focuses on five broad areas: academic excellence; hiring; diversity, inclusion and equity; fundraising and school budget; and leadership/school culture. The following outlines the steps we will take to review deans. We will periodically reexamine this process to determine if changes should be made.

1. Provost announces review.  
During the last year of the dean's term, the provost announces the review to the school and seeks nominations to serve on the review committee from various groups. The dean notifies the provost of any members of the university community that the dean believes would be biased and inappropriate for the review committee.
2. Dean prepares self-study, submits it to provost.  
Dean prepares a self-study that describes academic excellence; hiring; diversity, inclusion and equity; fundraising and school budget, and leadership/school culture, along with challenges and accomplishments over the previous term and vision for next term. If the dean was previously reviewed, then the self-study from that review should be attached, and the dean should comment on it. In an effort to maintain confidentiality in the process, the dean's self-study is not shared with the review committee and the committee report [as outlined in Step 5] is not shared with the dean.
3. Provost forms and announces review committee.  
Provost selects and announces a review committee. The committee will be composed of faculty and staff drawn from inside and outside the school. Nominations will be sought from the Academic Senate and the faculty council, and the school's faculty at large. Faculty from both the TTT and RTPC tracks will be included. The provost announces the review committee to the school's faculty and staff. A typical committee would have 8-10 members. The provost appoints a senior faculty member from outside the school to chair the committee.
4. Review Committee solicits feedback and collects information.  
The review committee is charged with soliciting feedback from faculty, staff, students, the school's Board of Councilors or Board of Leaders, and other community members to understand the general sentiment of the faculty, students, staff, and community on the performance of the dean. This includes whether the school is moving in the right direction and whether the dean is building an atmosphere that is allowing the school to meet and build on its – and the overall university's – aspirations and ambitions.

Confidentiality of information gathered is an essential element of an effective process. The committee is expected to work at arm's length from the Office of the Provost with the intent of preserving independence. The committee may develop its own method of surveying. The survey need not be taken electronically and/or could include opportunities to speak to a member or a panel of members of the committee. The review committee may also reach out to faculty and staff in other ways it considers appropriate, which could include office hours, visits to departments, etc.

5. Review Committee prepares report, submits it to provost.  
The review committee prepares and submits a confidential and anonymized report to the provost

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assessing the dean's performance in building and maintaining positive momentum for the school. The report takes into account survey results, and other information gathered or possessed by the committee members. The review should contain discussion of both strengths and weaknesses of the dean's performance. As with dean searches, the report should not contain a bottom-line recommendation to renew or not to renew, but rather an analysis of the pros and cons. The committee should not vote or seek unanimity where it does not exist; rather, it should express the full views of the committee, and indicate where there is diversity of opinion.

6. Provost meets with Review Committee.  
The provost meets with the review committee to discuss the report.
7. Provost considers other information as necessary.
8. Provost seeks advice from a committee of two senior faculty members who will have status similar to past presidents of the Academic Senate. In seeking advice, the provost shares the dean's self-study, the committee report, and other pertinent information. This input is advisory for the provost.
9. Provost and President decide on reappointment. Provost notifies the dean of the decision on reappointment.
10. Provost reports back to faculty and staff on status of the dean.