

TEMPLE UNIVERSITY
BOARD OF TRUSTEES
POLICIES AND PROCEDURES MANUAL

Title: Performance and Evaluation Review of Academic Deans
Policy Number: 02.76.12
Issuing Authority: Office of the President
Responsible Officer: President

Date Created: November 15, 2013
Date Scheduled for Review: November 2015
Reviewing Office: President

Scope of Policy & Rationale:

Purpose

The University is committed to fostering the success of its academic deans and enhancing their effectiveness in a constructive way. Serving at the pleasure of the president and reporting to the provost and/or president, deans have multiple roles within the university. They are leaders of their faculty; managers of their schools; collaborators with their fellow deans, the provost, the president, and other major internal and external stakeholders; contributors to important discussions of the university's common affairs and goals; and advocates in the highest councils of the university for the students, departments, and programs under their authority. Performance and effectiveness review is a means of supporting this commitment and generally will be considered by the president in a dean's reappointment.

The following are applicable to performance and effectiveness review of an academic dean. The process accomplishes the following: 1) supports both developmental and evaluative outcomes, and 2) supports the broad goals of leadership excellence and managerial accountability and responsibility.

Definition and Responsibility

- I. For the purpose of this policy, an academic dean is one who carries the title of dean, having responsibility and accountability for an academic unit containing faculty members and operating degree granting programs and reporting to the provost and/or president.
- II. The president (or provost as the president's designee) will have the responsibility for conducting the review of deans.

Policy Statement

I. Scope of Review and Evaluation

1. Review of a dean will be normally conducted every fifth year, although the president (or provost as the president's designee) may initiate a review at any time as deemed necessary and/or appropriate. In addition, a review may be appropriate when organizational change is made.

II. Consultative Review Committee

1. A consultative review committee will be established to conduct the performance and effectiveness review of a dean.
2. The president (or provost as the president's designee) will appoint committee members for the review. The committee members may be selected with input from the faculty senate and board of visitors of the individual college or school. As determined by the president (or provost as the president's designee), committee participation will be composed of individuals from the college/school/university's faculty and staff, deans, the college/school's students, board of visitors/advisory boards, and alumni.
3. The president (or provost as the president's designee) will consider the complexity of the college/school's structure and academic programs in determining the size of the committee. The review committee will consist of a majority of full-time faculty members and administrators.
4. The president (or provost as the president's designee) will appoint a current or former dean, including those from other universities, as the chair of the review committee.

III. Evaluation and Review Process

1. The president (or provost as the president's designee) shall notify the academic dean of the pending evaluation and its timeline as well as notify the faculty and staff of the pertinent college/school of the pending review.
2. The president (or provost as the president's designee) will convene the initial meeting of the committee and present the committee with its charge, to include the focus and extent of the review, personnel to be interviewed, documents to be reviewed, review process, and expected timeline.
3. The review will include an oral interview with the dean and interviews with stakeholders, including senior administrators, faculty, staff, students, board of visitors' members, and alumni.

4. The committee will not use anonymous surveys in soliciting feedback regarding a dean's performance or consider evaluations submitted anonymously.
5. The strictest confidentiality regarding the committee's work, discussions, recommendations, and final report shall be maintained by all members of the committee during and after the review process. Committee members will sign a confidentiality agreement.

IV. Review Focus

1. The committee normally will be charged to focus on, but not be limited to, the following:
 - a. the college/school's major accomplishments under the dean's current term of office. Documents for consideration include the most recent strategic plan, accreditation reports, periodic program reviews, external review reports, and similar materials;
 - b. the major challenges and opportunities, both internal and external, that the college/school will face during the dean's next term of office; and general recommendations as to how the dean might best engage these challenges and opportunities; and
 - c. opportunities to advance the overall mission of the university.
2. In addressing the charges, the committee should consider all of the major operational and academic aspects of the college/school.
3. The committee's work is not intended to replicate an external academic review of the college/school and its programs. Rather, the intent is solely to advise the president (or provost as the president's designee) and dean regarding the dean's past performance and the key challenges and opportunities the college/school will face going forward.

V. Report Out

1. The committee's report (oral and written) should be disseminated to the president (or provost as the president's designee), who will provide the written report to the dean.

Notes

1. **Dates of official enactment and amendments:**

Adopted by the President on October 30, 2013. Effective on November 15, 2013.

2. **History:**
None

Initial Policy Effective Date:
November 15, 2013

3. **Cross References/Appendix:**
Policy 02.76.11 Dean Searches