



MEMORANDUM

To: College of Arts and Letters Faculty and Staff
John Cahill, IEA

From: Dr. Michael J. Horswell, Dean 

Date: February 6, 2018

Subject: Policy on Evaluation of Associate and Assistant Deans (Supersedes all prior policies and memoranda)

This policy establishes the process for the evaluation of Associate Deans who report to the Dean. The Associate Dean Evaluations outlined herein will commence with the Fall 2017 semester.

In 2005, the Provost's Office, in consultation with the Assessment Committee of the University Faculty Senate, developed a process for a comprehensive evaluation of College Deans. These processes, also known as the "360 evaluation", require input from appropriate faculty, staff, peers, administrators and external constituents, in addition to the immediate supervisor. Following completion of the process, suggestions and recommendations relating to the administrator being reviewed are shared with those providing input. The comprehensive evaluations are conducted on a three-year cycle. Copies of the process and timetable are attached. The academic 360 evaluations are limited-access records.

Evaluation of College Associate/Assistant Deans Process and Semester Timetable

Weeks 2-4 of the term:

The Dean meets with Chairs Forum, including College leadership, Associate Deans, Chair/Directors and reviews the evaluation process and clarifies the Associate/Assistant Dean's duties and responsibilities. The Dean seeks advice about any College-specific issues that are relevant to the evaluation of the Associate/Assistant Dean.

Weeks 3-4 of the term:

The Associate/Assistant Dean presents a self-evaluation to the Dean, in which she or he discusses achievements, challenges, and proposals for future College development. The Dean may suggest a

standard template to be used for the self-evaluation. The Dean transmits this self-evaluation to all those who will be involved in the evaluation process.

Weeks 4-5 of the term:

The Office of Institutional Effectiveness and Analysis will make a secure on-line survey available to faculty eligible to participate in the process. The anonymity of the respondent will be assured by JRM unless the respondent explicitly chooses to be identified. The survey will have a set of standard questions and will include substantial opportunity for additional written comments. When the survey is completed, a summary of the quantitative data and the entirety of the written comments will be made available to the Dean.

A similar process will be used to solicit responses from the Chairs/Directors, other Associate Deans and the College's professional staff. The other Deans, Associate Deans and other relevant College and University officers will also be asked for their input. They will be asked to focus on the Associate Dean's ability to develop the College's strengths, build consensus, and effectively administer its operations.

If there are College-specific issues that are not within the scope of the survey, the Dean should arrange for College input on these matters.

The Dean will meet confidentially with Chairs, College leadership, and Associate Deans, who request such meetings after they have completed the survey. If warranted, the Dean may ask for additional information from or meetings with individuals or groups.

Weeks 6-12 of the term:

The Dean may meet with the Chair/Directors, leadership, and Associate Deans, to discuss the input provided through the surveys and meetings. As appropriate and possible, the Dean may also meet for discussion with others who have provided input.

The Dean meets with the Associate/Assistant Dean to discuss the results of the review, providing the Associate/Assistant Dean with the aggregate data from the faculty survey and peer survey. Open-ended responses will be made available only to the Dean. Thereafter, the Dean delivers an overall written report on the review to the Associate/Assistant Dean.

Week 15 of the term:

The Dean meets with the Chairs Forum, including College leadership, Associate Deans, Chair/Directors to discuss the results of the review.

Subsequent semesters:

In subsequent semesters, the Dean may schedule a meeting with the College to review progress in regard to the goals and recommendations made at the conclusion of this evaluation process.