




Academic Affairs
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MEMORANDUM

TO: Deans, Assistant and Associate Provosts

FROM: Bret Danilowicz, Provost and Vice President
Academic Affairs 

DATE: December 19, 2018

SUBJECT: **Appointment and Evaluation of Academic Administrators - Revised**

Purpose:

To establish the process for the appointment and evaluation of academic administrators (Deans, Assistant and Associate Provosts) who report to the Provost.

Appointment:

When a decision is made to appoint an academic administrator as defined above, the Provost or his/her designee shall announce such action to the appropriate academic campus community in person or via e-mail or hard copy. The Provost or designee will solicit nominations from appropriate groups to serve on the Search Committee. The Provost will appoint the members of the Search Committee and the Chairperson of the Search Committee.

The Provost will charge the Search Committee and review applicable procedures, as promulgated by Human Resources, Equity, Inclusion & Compliance, and the Office of the Provost. Upon completion of the search and interview process, the Search Committee will advise the Provost of its findings and recommendations. The Provost may accept or reject the recommendations and has sole authority to make the hiring decision and enter into negotiations with the candidate.

The procedure for the appointment of an academic administrator who is expected to be "acting" or "interim" is covered by Provost's Memorandum, *Policy on Temporary Academic Administrator Appointments*.

Annual Evaluation:

Annual performance appraisal of academic administrators is conducted personally by the Provost. Academic administrators submit a self-evaluation to the Provost which addresses goals/objectives agreed to the previous year. The report addresses not only progress toward those goals/objectives, but also ad hoc activities brought about by new opportunities/initiatives or other unanticipated circumstances. The academic administrator also proposes revised goals/objectives for the coming year.

After a review of the self-evaluation, the Provost or designee may solicit information from others who may be affected by the decisions and actions of the administrator including peers, students, staff and other members of the University committee.

Input will be solicited via an online survey which will include a set of standardized questions and an opportunity for additional written comments. An overall report will be generated including a summary of the quantitative data and written comments. For confidentiality purposes, written feedback will not be directly shared with the administrator under review. The timetable of the process and sample survey is appended below.

The Provost or designee may conduct a discussion with each academic administrator to address not only accomplishments, but also factors which may have limited progress toward some goals/objectives for the coming year (including required modifications). The Provost then provides the academic administrator with a written assessment of activities for the previous year as well as goals/objectives for the coming year. The annual academic evaluations are limited-access records.

Comprehensive Evaluation of College Deans (“360 Evaluation”):

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. In 2007, a similar process was developed for the Director of University Libraries, now the Dean of University Libraries. As of 2018, the Dean of Undergraduate Studies and the Dean of the Graduate College are to be included in these processes, as well. These processes, also known as the “360 evaluation”, require input from faculty, staff, appropriate peers 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.

cc: John Kelly, President

Annual Evaluation of College Deans

Process and Timetable

January

The Provost meets with the Dean to review the process and the online surveys to be used as part of the evaluation.

February:

The Office of Institutional Effectiveness and Analysis (IEA) will make a secure online survey available to faculty and staff eligible to participate in the process. The anonymity of the respondent will be assured by IEA 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 Provost.

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

March-April:

The Dean presents a self-evaluation to the Provost, in which he or she discusses achievements, challenges, and proposals for future College development. The Provost may suggest a standard template to be used for the self-evaluation.

May:

The Provost may meet with the faculty to discuss the input provided through the surveys. As appropriate and possible, the Provost may also meet for discussion with others who have provided input.

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

Florida Atlantic University

CONFIDENTIAL APPRAISAL OF DEANS

Instructions: Your administrator is expected to demonstrate proficiency in leadership, administration, and communication. Please rate each of the following competencies of performance during this appraisal period. Insert one of the six appraisal indicators for each statement.

5 = Strongly Agree; **4** = Agree; **3** = Neutral; **2** = Disagree; **1** = Strongly Disagree; **0** = No Information

1. _____ The dean has my trust and respect.
2. _____ The dean is fair.
3. _____ The dean is effective in pursuing excellence in the teaching mission of the unit.
4. _____ The dean is effective in pursuing excellence in the service mission of the unit.
5. _____ The dean is effective in promoting the quantity and quality of faculty scholarship.
6. _____ The dean is effective in promoting the extension, outreach, and engagement missions of the college.
7. _____ The dean has a clear, articulated vision for the college and effectively works to achieve that vision.
8. _____ The dean is an effective communicator.
9. _____ The dean is an effective fundraiser for the college.
10. _____ Indicate the category that best describes your position: 1 = faculty; 2 = college/unit administrator; 3 = college/unit staff; 4 = external constituent

Comments:

360 Evaluation of College Deans

Process and Semester Timetable

Week 1 of the term:

The Provost meets with the Dean to review the process, the online surveys to be used, and to discuss the College and University officers and community members who will be consulted as part of the evaluation.

Weeks 2-4 of the term:

The Provost meets with the College, including the Associate Deans, Chairs/Directors, tenured and tenure-earning faculty with a majority assignment inside the College, faculty on multiple year appointments, full-time instructors and lecturers, and those appointed at any rank with the College as Scholar/Scientist/Engineer/Research Professor. The Provost reviews the evaluation process and clarifies the Dean's duties and responsibilities. The Provost seeks advice about any College-specific issues that are relevant to the evaluation of the Dean.

Weeks 3-4 of the term:

The Dean presents a self-evaluation to the Provost, in which he or she discusses achievements, challenges, and proposals for future College development. The Provost may suggest a standard template to be used for the self-evaluation. The Provost 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 (IEA) will make a secure online survey available to faculty eligible to participate in the process. The anonymity of the respondent will be assured by IEA 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 Provost.

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

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

The Provost will meet confidentially with faculty, administrators, or staff who request such meetings after they have completed the survey. If warranted, the Provost may ask for additional information from or meetings with individuals or groups.

Weeks 6-12 of the term:

The Provost may meet with the faculty to discuss the input provided through the surveys and meetings. As appropriate and possible, the Provost may also meet for discussion with others who have provided input.

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

Week 15 of the term:

The Provost meets with the College to discuss the results of the review.

Subsequent semesters:

In subsequent semesters, the Provost 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.