REVIEW OF DEANS
BY THE OFFICE OF ACADEMIC AFFAIRS

The purpose of the review of deans is to evaluate the quality of academic leadership provided by the dean to the college or school. The review focuses solely on the evaluation of the Dean and is not a direct evaluation of the associated academic programs. While it may not be possible to separate the review of the Dean entirely from program review, efforts must be made to insure that the Dean's review is an evaluation of the Dean's performance and not an evaluation of the program.

The review normally will occur in the fifth year of a dean's term, with subsequent reviews on a five year cycle. When appropriate, the review may be rescheduled in order not to conflict with an accreditation review or Board of Trustees' review.

The report of the committee charged with evaluating the Dean's performance will be submitted to the Provost for confidential discussion with the Dean. The Provost will meet with the Dean to provide feedback from the review and to make specific recommendations to the Dean. The Dean and the Provost will agree on a set of mutual goals and objectives resulting from the review. The Provost will send a letter to the faculty summarizing the results of the review.

1. Committee Composition

The Committee will be chaired by the Associate Provost for Academic Affairs, or other Associate Provost designated by the Provost. Additional members will include the following persons.

   a. A dean from another college within WVU.
   b. Three faculty members from the College. No chairs will be included in this group.
   c. One chair or division head from the College.
   d. A member of the staff in the College.
   e. The Provost may appoint additional committee members after consultation with the Committee and the Dean under review.

The Provost will ask a representative group of faculty members to recommend at least two persons for every faculty position on the review committee, and will ask the chairs of the school or college similarly to recommend two or more chairs. The Provost will discuss the list of nominees with the Dean, and, subsequent to that, will make appointments to the committee.

Either the Provost or the Dean may request that the dean of a similar college from outside West Virginia University serve as a consultant to the Committee. That person may review and comment on the dean's self evaluation, advise the Committee about the expectations of deans in the field at other colleges, and in other ways provide a context for the assessment of the evaluation data.

2. Areas of Evaluation

The quality of the Dean's success in the areas listed below will be evaluated as appropriate.
The review should reflect the evaluation of the Dean’s performance by the various constituencies with which the Dean interacts. These constituencies may include: faculty members; staff members; students; administrators within the college; administrators in other units of the University, including the Provost’s Office; alumni; members and leaders of relevant professional organizations; etc. The constituencies should be identified at the start of the evaluation process and methods of soliciting their evaluative comments identified. It may not be appropriate to ask all constituencies for evaluative comments on all of the areas identified below.

The review also should reflect the expectations of a particular deanship and thus the relative importance of each of the areas identified below. Some deans may have significant relationships with constituencies external to the University; others may have more limited relationships. The size of the college may influence the degree to which some deans are directly involved in some of the areas identified below. The expectations associated with a particular college’s deanship should be identified in consultation with the Provost and Dean at the outset of the review process and emphasis attached to the areas of expectation.

A memo summarizing the areas to be evaluated and the manner in which information about those areas will be distributed to the Provost, Dean, and faculty members and staff before the review is initiated.

a. Leadership and Planning
   establishment and effective communication of goals and objectives;
   anticipation of future developments;
   formulation of effective plans to achieve desired results;
   ability to present ideas in a clear and consistent fashion;
   other indicators identified as appropriate by the committee

b. Personnel Management
   assistance in the recruitment of faculty, administrators and staff;
   encouragement of faculty and staff development;
   development of effective subordinates;
   development and motivation of faculty and staff;
   ability to work with faculty and staff in an open and honest manner;
   support of and commitment to affirmative action;
   other indicators identified as appropriate by the committee

c. Program Management
leadership and management in program change, when needed;
enrollment management;
efficient and effective execution of operating and strategic plans with regard to programs;
overall leadership for the programs of the College;
other indicators identified as appropriate by the committee

d. Budget Management

effective management of the resource base of the College through strategic and base budget planning;
tying of budget decisions to the operating and strategic plans;
timely decision making on budget matters;
other indicators identified as appropriate by the committee

e. Enhancement of Quality

maintenance of appropriate academic standards for admission and retention;
use of decision-making processes that promote quality;
encouragement of quality in all academic and non-academic programs in the College;
encouragement and support of high quality teaching, research, and public service
other indicators identified as appropriate by the committee

f. Governance-Internal Relations

establishment or encouragement of mechanisms for appropriate faculty governance in a collegial setting

handling of problems and plans efficiently and in a timely fashion;
effectiveness in making individuals fully aware of their responsibilities and providing guidance with respect to the accomplishment of the specific goals and objectives related to these responsibilities;
establishment or maintenance of effective channels of communication within the College, including communication on policies and procedures;
other indicators identified as appropriate by the committee

g. External Relations
involvement of Dean in University activities level of concern for the welfare of the total University as well as specific individual responsibilities;

involvement in developmental activities, including fund raising;

cooperation with other academic and non-academic units;

development of effective relationships with alumni and visiting committee;

involvement of Dean with State, regional, or national professional organizations, as appropriate;

other indicators identified as appropriate by the committee

h. Overall assessment of the Dean's performance

3. Procedures for the Review

The following describe the procedures that will generally be followed when a dean is reviewed. The Provost for any may modify these procedures given review.

a. The Review Committee is formed:

The committee chair is usually an Associate Provost.

Provost selects WVU dean to serve on committee.

Two staff representatives are nominated for committee membership through a balloting process of the staff in the College or School. The Provost selects one of the two nominated to serve on the committee. or School.

The executive committee or other representative faculty body from the College/School nominates faculty members for Committee, nominating at least twice the number needed. If no appropriate body exists, a balloting process is used to nominate the faculty members. The Provost selects the faculty members who will serve from those nominated.

Department chairs nominate by ballot two or more chairs for the committee. The Provost will select the chair that will serve from those nominated.

Provost appoints Review Committee members.

When appropriate, the Provost, in consultation with the Dean, selects/invites a dean external to WVU to serve as a consultant to the review committee.

The Dean may suggest other individuals or groups to be invited to participate in review (e.g. visiting committee, officers of professional organizations, etc.).
b. The committee establishes the schedule, policies on confidentiality, and any other needed policies for the review process.

c. A memo describing the membership of the review committee, the areas that will be reviewed, the manner in which data will be collected, and the schedule for the review is distributed by the review committee to the Provost, Dean, faculty and staff.

d. The Dean submits a self-evaluation and meets with the committee to discuss the self-evaluation.

e. A standardized questionnaire to solicit the views of faculty, staff, and others as appropriate has been developed for use in all reviews. If appropriate, limited modifications may be made to that questionnaire with approval by the Provost.

The committee reviews the standardized letters and memos used to solicit views and modifies them, as appropriate.

f. Questionnaires are distributed, returned to office of Associate Provost and analyzed, and the data forwarded to the committee.

g. The consultant dean submits a report based on information forwarded to him/her and any on-site consultation that may have occurred.

h. The committee may meet or otherwise consult with the Dean to clarify any issues or questions that have arisen.

i. The committee develops a draft of the report and, after review of that draft by the full committee, a final report is prepared.

j. The final report is submitted to Provost in a meeting with him/her where the report is discussed.

The report includes an analysis of questionnaire results and the consultant dean's report, an analysis of other responses and data received, and committee's recommendations with regard to strengths and areas in which improvement is needed.

k. The Provost discusses report with Dean and provides him/her with a copy of it.

l. The Provost's summary of the findings of the review is forwarded to faculty and staff of college.

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