

March 17, 2008

**From: Manzar Foroohar
Chair, Faculty Affairs Committee**

To: Cal Poly Academic Senate

Re: Quarterly report: Winter 2008

The bulk of our committee work for the winter quarter was drafting a comprehensive policy for evaluation of college deans. The committee finished its work on the document (please see the attachment) and sent it to the provost for his review.

**Pending committee charge:
Review of CAP 500.**

Committee members:

**Jimmy Doi, CSM
Anita Hernandez, COE
Michael Suess, Academic Personnel
John Dobson, College of Business-Finance
Liz Lee, ASI
Robert Spiller, CAGR
Julia Wu, CENG
Vacant, CAED
Sallie Harlan, Library
Manzar Foroohar, CLA (chair)**

POLICY CONCERNING PERIODIC REVIEW OF COLLEGE DEANS

1. Purpose

Periodic Evaluations and Performance Reviews of college deans are designed to renew the understandings among the various constituencies of a college regarding a dean's leadership, conduct of office, establishment of objectives and attainment of administrative goals. The review process shall represent a cooperative effort by representatives from faculty, students, staff and administration. These evaluations and reviews are regarded as constructive and are designed to maintain a sense of collegiality among all persons directly involved with the review process for the dean.

2. Scheduling

Scheduling of all Periodic Evaluations and Performance Reviews of college deans shall be the responsibility of the Provost/Vice President of Academic Affairs.

A. Periodic Evaluation

A Periodic Evaluation of college deans shall be conducted every year by tenured faculty, probationary tenure-track faculty, lecturers and permanent staff. Special questionnaires for faculty and support staff, prepared by the Review Panel, and approved by the Provost, will be used for the annual Periodic Evaluation of College Deans and the results will be computed and added to the Dean's personnel file. The current evaluation form "Annual Evaluation of Academic Deans" will be used until it is revised by the Review Panel.

B. Performance Review

In addition to the annual Periodic Evaluations, a Performance Review of college deans will be conducted every three years. One third of the college deans should be scheduled for Performance Review each year.

Special requests for early Performance Reviews shall be approved by the Provost/Vice President for Academic Affairs. Circumstances warranting a special request must be compelling. Special requests shall be made in writing to the Provost/Vice President for Academic Affairs and shall state clearly and in detail the specific reason(s) for the request.

3. Review Panel

3.1 General Provisions

The Review Panel shall be representative of constituencies within the college. Normally the Review Panel shall consist of seven (7) members from the college. Small colleges and the library may have fewer than seven members.

The Associate Vice President for Academic Personnel and other appropriate administrative personnel from Academic Affairs may serve as non-voting members and resource persons for the Review Panel.

3.2 Review Panel Selection

3.2.1 Up to five full-time faculty members (tenured, probationary tenure-track or full time lecturers with 12.12 appointments in the same college) shall be elected from the college whose dean is to be reviewed. No more than one faculty member shall be elected from any department. The panel may include no more than one full-time lecturer (with 12.12 appointment), no more than one probationary tenure-track faculty, and no more than one department chair/head.

Elections for these positions shall be conducted by the Academic Senate Office. All full time faculty (tenured, probationary tenure-track and lecturers with 12.12 appointments in the same college) are eligible to vote.

3.2.2 Up to two (2) non-academic staff members who have permanent status within the college whose dean is to be reviewed and who do not directly report to the dean shall be elected by all non-academic staff members who have permanent status.

4. Responsibilities of the Review Panel

4.1 General Provisions

The Review Panel shall consider diverse educational philosophies within the college; interpret the objectives, goals and expectations for leadership and management within the constituencies of the college; assess the strengths as well as the weaknesses of the performance of the dean as the chief administrative officer of the college; and evaluate the overall effectiveness of the operation of the college within the university.

4.2 Areas of Evaluations

To assist the Review Panel in its deliberation, the following items are suggested for consideration. These suggestions should not be taken as limiting, definitive or prescriptive. During the process of review, the Panel may find areas to be reviewed not specifically noted here. The Review Panel shall remain free to expand, select from, add to or condense this list of suggestions as appropriate to the college whose dean is to be reviewed.

4.2.1 Leadership

Does the dean foster confidence, trust and respect in the area of leadership? Considerations here might include such items as providing vision and direction for the college, availability for assistance and consultation, fairness and honesty in dealing with problems, resolution of conflicts, and other items of a general nature related to leadership.

4.2.2 Fiscal Management

Does the dean maintain and openly communicate the fiscal affairs of the college? Considerations here might include items such as preparation and maintenance of the budget, allocation and expenditure of funds,

including college based fees, appropriate purchases and/or repair of equipment, and handling of special money allocation.

4.2.3 Instruction

Does the dean maintain appropriate curriculum standards within the college? Considerations here might include items such as establishment of appropriate educational policies, assistance in curriculum development, quality control of instruction, and other items related to curriculum and instruction.

4.2.4 Faculty Relations

Does the dean maintain appropriate professional relationships with the faculty within the college? Considerations here might include items such as consultative and collegial decision making, performance reviews or periodic evaluations, recruiting and retaining high quality faculty, fairness in workload allocation, overall protection of faculty against excessive workload, fostering diversity, conflict resolution, faculty professional development, and other items related to the faculty of the college.

4.2.5 Student Relationships

Does the dean maintain appropriate professional relationships with students? Considerations here might include items such as resolution of registration problems and practices, acceptable handling of complaints, involvement in outreach programs, encouragement of student evaluation of teaching effectiveness, availability for advisement and consultation, student development beyond the classroom, fostering diversity in the student body, and other items appropriately related to students.

4.2.6 Staff Relationships

Does the dean maintain appropriate professional relationships with the members of the non-academic staff of the college? Considerations here might include items such as recruiting practices, fostering diversity, appropriate work assignments, performance reviews and evaluations, in range progression, disciplinary or removal procedures, and other items related to non-academic staff.

4.2.7 Administrative items

Does the dean handle the administrative affairs of the college in an appropriately professional manner? Consideration here might be items such as relationships with department chairpersons, associate/assistant dean (s), interactions with other deans and administrators, and other items which are related to the administration of the college.

4.2.8 Office Management

Does the dean maintain a current knowledge of relevant policies and procedures, follow them appropriately, and ensure that functions of the office are carried out in an orderly and organized manner? This

includes, but is not limited to, the office organizational structure, allocation of responsibilities and feed back on performance of the support staff and associate/assistant dean (s).

4.2.9 Advancement

Does the dean develop and maintain appropriate professional relationships with alumni and key supporters of the college? Considerations here might include items such as: fund-raising efforts and results, support of departmental efforts in advancement, development of college advancement goals in consultation with college faculty periodic updates on college advancement activities and achievements, and other items appropriately related to the advancement activities of the college.

5. The Review Panel will be charged with the following responsibilities:

5.1 Meet with the Provost to be briefed on the procedures to be used in the review process as outlined in this document, the time frame for conducting the review, and details about the position under review.

5.2 Elect the chair of the Review Panel.

5.3 Review specific material developed by the dean under review and meet with the dean to discuss the review process. The dean should provide the Review Panel with a self-study to include:

(a) A listing and brief narrative of primary areas of administrative responsibility since recruitment or last review.

(b) A listing and brief narrative of the most significant achievements as a dean since appointment or last review.

(c) A listing and brief narrative of major goals for the college during the next three years.

(d) A listing and brief narrative of competencies which the college dean would like to strengthen or develop.

(e) A response to the prior Review Panel recommendations.

(f) A list of names or constituencies that can be surveyed or contacted as the Review Panel deems desirable.

- 5.4 Acquire additional information and comments from those who have direct knowledge of the dean's work, such as administrators/managers, faculty, staff, students and off campus constituencies. In cases where student input is appropriate, the Review Panel shall invite the president of the student council of the college, or the ASI president, to suggest ways of soliciting student input in the reviews.**
- 5.5 Following the collection of information, the Review Panel will analyze the information, including periodic evaluations, and prepare a preliminary report, which shall contain the following:**
- (a) An executive summary.**
 - (b) An analysis of the college dean's self-study (Section 5.3).**
 - (c) An analysis of the annual periodic evaluations.**
 - (d) An analysis of all other information obtained from sources mentioned in Section 5.4.**
 - (e) A comparison of accomplishments to goals.**
 - (f) Recommendations concerning changes the college dean should undertake with respect to all of the areas evaluated in Section 4.2.**
- 5.6 The preliminary report shall be provided to the dean. The dean shall have two weeks to provide a written response to the Review Panel and/or meet with the Review Panel prior to the final report submission to the Provost. The Review Panel shall consider the dean's comments prior to finalizing the report.**
- 5.7 A final report by the Review Panel shall go forward to the Provost and to the dean, with a copy to the President.**
- 5.8 The dean shall have an opportunity to provide the Provost with a written response to the final report within two weeks.**
- 5.9 The dean shall prepare a three-year plan in response to her or his discussions with the Provost regarding the Review Panel's findings and recommendations.**
- 5.10 The Provost shall arrange one or more meetings to discuss the findings and recommendations of the Review Panel. The Provost shall invite faculty, students, staff, administrators and others directly involved in the review. Copies of the report and the dean's plan shall be made available by the Provost.**