

# Appendix for Standard Administrative Procedure on Faculty Participation in the Selection, Evaluation, and Retention of Deans and Department Heads

## APPENDIX A

### **Faculty Participation Process in the SELECTION of Deans and Department Heads**

The selection process for Deans and Department Heads will include opportunities for faculty to engage with the candidates and provide feedback to the search committee. Below are mandatory questions to be asked when seeking input from faculty on candidate searches for Deans and Department Heads. The search committee may develop additional questions to be included on the survey as needed and desired for each position. Opportunities for faculty to engage with candidates should be carefully planned and announced well in advance. Please note: This appendix addresses the participation of faculty, though feedback should be sought from a wide range of audiences, the voice of the faculty is particularly important in these processes.

Please indicate your level of engagement in the selection process:

1. I attended the seminar and/or was able to interact with this candidate in significant ways during the interview process.  
No Interaction 1      2      3 Significant Interaction
2. I reviewed the application materials (curriculum vita, etc.) for this candidate.  
No 1      2      3 Yes

Please provide feedback on the candidate below:

- ~~1.~~ I believe this candidate would be an excellent ~~Dean/Department Head.~~  
Strongly Disagree — 1 — 2 — 3 — 4 — 5 — Strongly Agree
- ~~2.1.~~ I believe this candidate would be an and effective Dean/Department Head.  
Strongly Disagree    1    2    3    4    5    Strongly Agree
- ~~3.2.~~ In the space below, please describe the STRENGTHS of the candidate for this position.
- ~~4.3.~~ In the space below, please describe the WEAKNESSES of the candidate for this position.

The set of questions to be asked by the search committee ~~for~~about all candidates shall be distributed to the faculty before the first interview. This will provide the faculty with an opportunity to take notes in a timely manner during the interview process. At the conclusion of all interviews, faculty will receive a survey to provide feedback on all candidates, considering ~~all of~~ the strengths of each candidate after the conclusion of all interviews.

Surveys will be distributed by the Office of the Dean of Faculties for Dean candidates and by the Dean's office for Department Head candidates ~~to~~ faculty via email using confidential links unique to each employee. No effort will be made to identify individuals participating in the process. Individual responses will remain confidential. Unique identifiers will only be used to categorize data for disaggregation. ~~Adequate time~~At least one week will be given to complete the ~~survey~~survey with reminders sent as appropriate.

Detailed results for each survey item will be provided to the search committee, disaggregated by category, as appropriate, for their consideration in making a final recommendation to the Provost/Dean.

The search committee ~~should~~shall consider the perspectives of the faculty in the college/department as an important role in the selection of the Dean/Department Head. Summary results will be disaggregated by category (by rank, type of appointment, etc.) as appropriate and the search committee will provide a summary of the results back to faculty for those candidates recommended to the Provost/Dean. The summary shall include numbers from each category who participated in providing feedback, summary numerical data (examples include mean and median) for the mandatory

items, and an overview of strengths for each candidate. The search committee shall provide an opportunity for faculty to meet with members of the search committee to voice perspectives prior to making a recommendation to the Provost/Dean to ensure diverse perspectives are heard.

Alf the Dean/Department Head will have tenure upon arrival, the standard process for tenure and promotion shall be followed.

Typically, a minimum of two finalists shall be identified by the search committee and forwarded to the Provost/Dean with strengths and weaknesses described for each. The Provost/Dean shall meet with the search committee as a whole to discuss the strengths and weaknesses of each finalist before making a final determination for the position.

### **Faculty Participation Process in the EVALUATION and RETENTION of Deans and Department Heads**

Faculty feedback will be provided to Deans and Department Heads at the conclusion of the first year, at midterm, and prior to the end of the term. For example, in a five year appointment, these would happen at the end of the first year, at the midpoint (2.5 years), and prior to the conclusion of the 5 year appointment.

Surveys will be distributed by the Office of the Dean of Faculties for Dean candidates and by the Dean's office for Department Head candidates to faculty via email using confidential links unique to each employee. No effort will be made to identify individuals participating in the process. Individual responses will remain confidential. Unique identifiers will only be used to categorize data for disaggregation. At least one week will be given to complete the survey with reminders sent as appropriate.

#### *End of First Year Process*

Reviews for Deans and Departments Heads will include opportunities for faculty to provide formative feedback. Raw data (comments) will be summarized by the supervisor (Provost/Dean or their designee) and shared with the Dean/Department Head for developmental improvement. The Provost/Dean/Department Head may develop additional questions to be included on the survey as needed and appropriate. ~~The survey will be distributed by the Dean of Faculties for Dean positions and the Dean's office for Department Head positions.~~

#### End of First Year Review Formative Feedback Questions (Mandatory Questions)

1. I believe my Dean/Department Head is an effective leader.

Strongly Disagree 1 2 3 4 5 Strongly Agree

2. I believe my Dean/Department Head is moving us in the right direction—, advancing the mission of the college/department.

Strongly Disagree 1 2 3 4 5 Strongly Agree

2-3. I believe my Dean/Department Head is fostering a healthy climate in the college/department.

Strongly Disagree 1 2 3 4 5 Strongly Agree

3-4. In the space below, please describe the STRENGTHS you have observed.

4-5. In the space below, please describe the areas you believe ~~need~~ are opportunities for IMPROVEMENT.

Please provide feedback related to the resources necessary for this position.

1. I believe my Dean/Department Head has the resources necessary for the position

Strongly Disagree 1 2 3 4 5 Strongly Agree

2. In the space below, please describe the resources that are necessary or lacking for position.

#### *Midterm and Reappointment Review Process*

For mandatory review years (midterm and prior to reappointment), faculty will have the opportunity to provide summative feedback. Summary results will be disaggregated by category (rank, type of appointment, etc.) as appropriate and the Provost/Dean will provide a summary of the results back to faculty. The summary shall include numbers of faculty who participated in providing feedback, summary numerical data (examples include mean and median, fraction who agreed or strongly agreed, etc.) for the mandatory items and an overview of qualitative feedback. The Provost/Dean shall provide an opportunity for faculty to meet to voice perspectives prior to making a reappointment. If a reappointment is granted without support of the faculty, the Provost/Dean will provide an explanation for the reappointment. Feedback on Associate Deans/Associate Department Heads/Directors (if appropriate/applicable) will be included as part of the mandatory reviews, with ~~the opportunity names listed individually,~~ for faculty to provide comments about the leadership team. The Provost/Dean/Department Head may develop additional questions to be included on the survey as needed and appropriate. ~~The survey will be distributed by the Dean of Faculties for Dean positions and the Dean's office for Department Head positions.~~

#### Midterm and Reappointment Feedback Questions (Mandatory Questions)

1. I believe my Dean/Department Head is an effective leader.  
Strongly Disagree 1 2 3 4 5 Strongly Agree
2. I believe my Dean/Department Head is moving us in the right direction, advancing the mission of the college/department.  
Strongly Disagree 1 2 3 4 5 Strongly Agree
3. I believe my Dean/Department Head is fostering a healthy climate in the college/department.  
Strongly Disagree 1 2 3 4 5 Strongly Agree
- ~~3-4.~~ Overall, I feel my Dean/Department Head should continue in the position.  
Strongly Disagree 1 2 3 4 5 Strongly Agree
- ~~4-5.~~ In the space below, please describe the STRENGTHS you have observed.
- ~~5-6.~~ In the space below, please describe the WEAKNESSES you have observed.

Please provide feedback related to the resources necessary for this position.

1. I believe my Dean/Department Head has the resources necessary for the position  
Strongly Disagree 1 2 3 4 5 Strongly Agree
2. In the space below, please describe the resources that are necessary or lacking for position.