

Dean/Director, Selection of, Duration of Term and Review



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Entities Affected by this Policy

Any University Dean/Director excluding the College of Medicine

Issuing Office

Office of the Provost

Contents

I. Introduction	2
II. Procedures to be Followed in the Selection of a Dean/Director	2
III. Duration	2
IV. Reviews	3
A. Annual Review of sDeans/Director	3
B. Five-Year Review of Deans/Directors	3
1. Overview	3
2. Process	3
3. Critical Questions & Report	4

I. Introduction

The successful conduct of the offices of Dean/Director is vital to the achievement of the purposes of the University and the professional growth of its faculty. Through the following procedures, faculty and other members of the University community help determine the selection of the Dean/Director and participate in the review of his/her conduct of the office.

The review of performance described herein will not preclude any administrative review as described elsewhere in the body of academic policy.

II. Procedures to be Followed in the Selection of a Dean/Director

When a vacancy occurs, or is anticipated, in the Deanship or Directorship of an academic unit, the Provost will appoint an acting/interim Dean or acting/interim Director, or otherwise assign the academic unit's interim executive functions, until a permanent Dean or Director is selected.

The Provost will appoint a search committee reflecting the academic unit's composition. Additionally, the Provost may appoint other Deans or Directors, graduate and undergraduate students, alumni of the college or school, or other members of the Drexel community, as appropriate. No candidate for the vacant position may serve on the committee.

The Provost will call the first meeting of the search committee. The Provost will charge the committee and introduce the person selected to Chair it. The Provost will then retire from the committee.

In the course of its deliberations, and before reporting to the Provost, the committee will hold at least one meeting of the academic unit's faculty to discuss the candidates being considered. The committee may also make available finalists for the position to the faculty with the concurrence of the Provost.

The committee will recommend at least three candidates to the Provost, unranked. If none of these candidates is acceptable to the Provost, in consultation with the President, the Provost will appoint a new committee. The procedure will be repeated until an acceptable candidate is selected.

III. Duration

The Dean/Director serves a five-year term, which is renewable depending on the outcome of a formal review, at the pleasure of the Provost.

IV. Reviews

A. Annual Review of Deans/Director

The Provost shall conduct an annual review of each Dean/Director to cover the progress of the college or school. As part of the review, the Provost may meet with a representative group of senior faculty in the college or school, including a reasonable number of its full professors, in order that the Provost shall have a good understanding of affairs within the college or school including quality of teaching and research, professional activities, service to the University, and morale.

B. Five-Year Review of Deans/Directors

1. Overview

At the start of every fifth year of his/her appointment, a dean/director shall undergo a comprehensive five-year performance review. This review shall inform, but not determine, a final outcome as to whether a dean/director shall continue in office. In unusual circumstances and when deemed necessary by the Provost, the substance of the five-year review may be conducted prior to the dean or director's fifth year of service if the Provost, by his/her prerogative or in response to faculty petition, directs that a review be done.

2. Process

The Office of the Provost shall formally notify the dean/director of the review at least thirty (30) days before it is scheduled to begin. Normally, such reviews will begin in the Fall term. However, the Provost shall have discretion and authority to initiate a five-year review at any time of the year in a dean/director's fifth year. A Five-Year Review Committee (hereafter, "the Committee"), as described below, shall be expected to use its reasonable efforts to complete its review within one-hundred twenty (120) days of the date of its first meeting. Upon the expectation that the review will extend beyond one-hundred twenty (120) days due to compelling reasons, an extension may be granted to the Committee by the Provost. Simultaneous with notification to the Dean/Director of the upcoming review, the Provost (or his or her designee) shall oversee the formation of the Committee. Membership on the Committee shall be as follows:

- two (2) deans/directors selected by the Dean/Director under review from a list of three deans/directors prepared by the Provost;
- four (4) tenured faculty members, preferably at the rank of Full Professor, from the dean/director's unit appointed by the Provost;
- two (2) tenured faculty members, preferably at the rank of Full Professor, appointed by Faculty Senate;
- two (2) tenured faculty members from outside the Dean/Director's academic unit, preferably at the rank of Full Professor, appointed by the Provost;
- one (1) undergraduate student appointed by the Provost, and one (1) graduate student appointed by the Provost in consultation with the unit's faculty;

- one (1) representative from the unit's alumni association, such as a past President of the association, appointed by the Provost;
- one (1) representative from the unit's external advisory board, appointed by the Provost.

From this membership, the Provost shall appoint a Chair. The Provost shall call the first meeting of the Committee to order. He/she will charge the Committee and emphasize the confidential nature of the entire process. He/she will then withdraw from the Committee, but will be available for consultation during its deliberations. The Committee shall establish and follow its own formal procedures for conducting the review; such procedures shall have been reviewed and approved in writing by the Provost. General orderliness of record is important regarding dates of and members in attendance at meetings, evidence considered, votes taken, manner of voting and outcome. All information associated with the review (thus, materials submitted by the Dean/Director or others for review, or generated by the Committee or others in the review process) and deliberations must be kept in strict confidence by all persons involved in the review to the greatest extent reasonably possible. Once the review process has begun, deans/directors are not permitted to have access to any of the materials (documents, letters, etc.) that they have themselves submitted for review or that others may have submitted on their behalf. Any exceptions to the requirement of confidentiality can only be authorized by the Provost.

3. Critical Questions & Report

The Committee ought, at a minimum, return a report to the Provost that includes detailed and supported answers to the following questions:

- Has the unit engaged in a comprehensive process of self-evaluation and strategic planning?
- Has the Dean/Director set clear goals and objectives for the unit? Are these appropriate to the unit and in alignment with the strategic goals of the University? Are the goals communicated effectively by the Dean/Director and their achievement appropriately encouraged?
- To what extent does the Dean/Director facilitate the achievement of these goals?
- How effectively does the Dean/Director represent the unit to persons outside the unit?
- How effective has the Dean/Director been in collaborating with others, both within and outside of the University, as appropriate?
- How effective is the Dean/Director as a manager of the unit's operations?
- How successful has the Dean/Director been in managing the unit in the face of pressures?
- How effective has the Dean/Director been in fundraising and in securing other forms of support for the unit?
- How is the unit perceived by members of the Academy at all levels?
- What is the unit's trajectory in fulfilling the strategic goals of the University?
- How effectively has the Dean/Director implemented the University's vision for its future and its policies?

The Chair will present a final written report to the Provost. The report will include a description of the Committee's mode of operation and the criteria used in making its evaluation. The heart of the report is a fair and full representation of responses to the critical questions listed above from faculty, students, academic leaders, alumni, and others surveyed or interviewed.

The Provost will discuss the findings of the report with the Dean/Director and may provide the Dean/Director with a copy of the report, or a summary thereof, in which any confidential information regarding sources of information is removed. The Dean/Director will have seven (7) working days after his/her discussion with the Provost in which to submit to the Provost any written comments. The Committee's report, together with the Dean/Director's comments, will be forwarded by the Provost to the President and discussed with him/her prior to determining an outcome regarding reappointment of the Dean/Director. Since the Dean/Director serves at the pleasure of the Provost, the final decision on the continuation of the appointment will be made by the Provost.