

TEMPLE UNIVERSITY

POLICIES AND PROCEDURES MANUAL

Title: Performance and Evaluation Review of Academic Deans
Policy Number: 02.76.12
Issuing Authority: Office of the President
Responsible Officer: Provost

Date Created: November 15, 2013
Date Revised: September 1, 2023
Date Scheduled for Review: September 1, 2028

Reviewing Office: Provost

Definition and Responsibility

- I. This policy applies to academic deans. An academic dean carries the title of dean and has responsibility and accountability for an academic unit typically containing faculty members, operating degree granting programs and reporting to the provost and/or president.
- II. The provost will have the responsibility for conducting the review of academic deans (herein “deans”). A review of deans will typically involve other administrators and faculty members. Those involved in the review and report should maintain strict confidentiality in line with personnel reviews.

Purpose of the Review

- I. The university is committed to fostering the success of its deans and enhancing their effectiveness in a constructive way. Serving at the pleasure of the president and reporting to the provost and/or president, deans have multiple roles within the university. They are leaders of their faculty; managers of their schools; collaborators with their fellow deans, the provost, the president, and other major internal and external stakeholders; contributors to important discussions of the university's common affairs and goals; and advocates in the highest councils of the university for the students, departments, and programs under their authority. Performance and effectiveness review is a means of supporting this commitment and generally will be considered by the provost and president in a dean's reappointment.
- II. The review process provides both developmental initiatives and evaluative outcomes and supports the broad goals of leadership excellence and managerial accountability and responsibility.

Frequency and Timing of Review

- I. A review of a dean will typically be conducted every fifth year, although the provost may initiate a review at any time as deemed necessary and/or appropriate. In addition, a review may be appropriate when organizational change is made. At the provost's discretion, a mid-contract review may be conducted.
- II. The provost shall notify the dean of the pending evaluation and its expected timeline and notify the faculty and staff of the pertinent school/college of the review.

Focus of the Review

The review will focus on, but not necessarily be limited to, the following:

- a. The dean's effectiveness in shaping and promoting the school/college's missions in research, clinical care (if applicable), the education and mentoring of students, and service activities while furthering the university's overall mission and values.
- b. The dean's role in creating and modeling a productive professional culture that invites participation of all stakeholders around a shared mission and the dean's leadership in communicating that mission.
- c. The dean's support of the professional development of the faculty and staff.
- d. The dean's leadership in ensuring the careful and effective use of resources to pursue and achieve the goals of the school/college.
- e. An evaluation of the school/college's major accomplishments under the dean's current term of office, considered within the context of the major challenges and opportunities that the school/college has faced and will face in the coming term of office. This should include recommendations as to how the dean might best engage and meet these challenges and opportunities.

This review is not intended to replicate an external academic review of the school/college and its programs. Rather, the intent is to evaluate the dean's past performance and the key challenges and opportunities the school/college faces going forward.

The Review and Evaluation Process

This section is intended to provide general guidance for the processes and materials that will inform the review. The provost will follow the procedures as set out in the most current version of the document "*Procedures for Review of Academic Deans*" or successor document available from the Office of the Provost, as it may be updated from time to time by the provost.

The dean will submit to the provost a report that provides an overview of the current term of

appointment as specified in “*Procedures for Review of Academic Deans.*” The dean will also provide copies of any annual reports submitted by the school/college in the immediate term under review (if applicable) and any other reports and survey data, including strategic plans, accreditation reports, periodic program reviews, university wide reports, that the dean deems important for the review process.

The review will seek input on the dean’s leadership practices and achievements from a range of individuals in the school/college with knowledge of the school/college’s operations, achievements, and challenges. Input from those outside the school/college with regular interaction with the school/college may also be included.

The materials collected will be reviewed by the provost with assistance from other university offices, including, but not limited to, representatives of the Office of the Provost and the Department of Human Resources and will result in a written report issued by the Office of the Provost.

Reporting Out

The provost will provide the dean with a report for follow-up discussion. The provost and/or the dean will communicate with the faculty and the leadership of the school/college about the review, with a focus on the future goals and objectives developed for the unit going forward.

Notes

1. Dates of official enactment and amendments:

Initial Policy adopted by the President on October 30, 2013.

Amended by the President on September 1, 2023. Effective on September 1, 2023

2. History:

Initial Policy Effective Date:

November 15, 2013

Revision September 1, 2023

3. Cross References/Appendix:

Policy 02.76.11 Dean Searches