



Indiana University
Purdue University
Fort Wayne

Guidelines for Periodic Review of Deans and Directors

Senate Document SD 92-13 recommends that the IPFW Administration develop, publish, and implement a policy and procedure for the periodic review of academic administrators. The purpose of all such reviews is to provide formative feedback to the individual being reviewed. Senate Document SD 97-26 provides for all academic administrators above the level of chair to be evaluated annually by the Upward Feedback process. The present document outlines the procedures to be followed for a comprehensive periodic review of deans and directors of academic units, consistent with the intent of SD 92-13.

Principles

1. The purpose of the review is to provide formative feedback from multiple perspectives.
2. The Office of Academic Affairs will conduct a comprehensive review of each dean and academic unit director, normally at five-year intervals.
3. As stipulated in SD 92-13:
 - the Vice Chancellor for Academic Affairs will appoint an advisory committee to review each dean or director;
 - a majority of the committee membership will be Voting Faculty as defined by the Constitution of the Faculty;
 - appointments to the advisory committees will be based on consultation with the appropriate elected faculty-governance bodies or, in the case of units that lack such elected bodies, with all Voting Faculty in the unit.
4. The advisory committee will have six members, as follows:
 - a dean/director from another school/college /division, appointed by the VCAA,
 - one department or program chair from within the school/college/division, appointed by the VCAA,
 - a faculty member from the school/college/division appointed by the VCAA to chair the committee,
 - two faculty members and one staff member representing departments/programs in the school/college/division, appointed by the VCAA from a slate of two names per position submitted by the unit.
5. All faculty and staff in the school, college or division will be invited to participate in the review process.
6. Appropriate additional stakeholders, identified in consultation with the dean or director, will be invited to participate in the review process.
7. The faculty, staff, and other stakeholders will be surveyed using a standard evaluation questionnaire, provided by the OAA, consisting of a set of items that apply to all dean/directors plus a limited number of individualized questions as appropriate. Individuals who prefer to respond verbally should submit a request to the advisory committee chair. The committee will honor such requests, to the extent feasible.
8. The advisory committee members will also conduct interviews with individuals identified by the committee in consultation with the dean or director.
9. Persons internal to the school / college (faculty, staff, chairs/directors), internal to the university but external to the school / college (other deans and university administrators), and external to the university (community members, persons from other universities) shall be surveyed or interviewed in order to provide a broad and comprehensive perspective to the review.
10. OAA will provide clerical support for distribution of survey letters and instruments. Review committees will be expected to schedule and complete interviews and prepare their own meeting minutes.

11. The Associate Vice Chancellor for Faculty Affairs will provide guidance to the review committee and act as a liaison to the VCAA.
12. Summaries of survey data, oral responses made to the committee, and interview comments will be compiled by the Office of Institutional Research, with any identification removed, and made available for use by the advisory committee and the VCAA. When the compilations are complete, the original documents will be shredded. Raw data will not be available to the review committee.
13. To evaluate the performance of the dean or director, the advisory committee will consider:
 - compiled survey responses from stakeholders as defined above,
 - summarized interview comments, (not direct quotes)
 - a self-evaluation prepared by the dean or director from an outline provided by OAA.
 - annual reports of the school/division's accomplishments submitted by the dean/director for the past three years,
 - other documentation agreed upon by the VCAA and the dean/director, if any.
14. The committee will prepare a report and recommendations based on the documentation as described in # 10 above. The report and recommendations must be formulated in a manner that protects the anonymity of the respondents. Therefore, the advisory committee must present summarized comments (not direct quotes). The committee should summarize recurring themes, outline strengths and major accomplishments during the period under review, and suggest areas for continued growth as appropriate.
15. The dean or director will receive a copy of the advisory committee's report and recommendations to the VCAA, and an evaluation from the VCAA.

Procedure.

The schedule that follows assumes that the evaluation will be done during the spring semester. The schedule should be modified as appropriate if the evaluation is conducted during the fall semester. Other modifications may be necessitated by individual circumstances.

Early November (or as early as possible)

1. The VCAA or designee meets with the dean/director to review the principles stated above and to consult with him/her concerning preparation of his/her self-evaluation;
 - individualized aspects of the review (additional stakeholders to be surveyed, survey questions specific to the dean/director being reviewed, other documentation to be submitted, if any);
 - how the slate of nominees for the advisory committee membership will be identified; and
 - the time frame for completing the process.
2. The VCAA appoints a faculty member to serve as chair of the advisory committee, a dean or director from another school/division as an external member, and one department or program chair from within the school/college. The VCAA notifies the dean/director of these appointments, and requests nominations for the advisory committee from the appropriate group(s).

Mid-November.

3. The slate of nominees is forwarded to the VCAA. The VCAA appoints the remaining committee members from the slate.
4. The VCAA and AVCAA in charge of the review meet with the advisory committee to explain the committee's charge and to review the process.
5. The advisory committee confers with the dean/director to identify individuals external to the school /college to be interviewed or surveyed.
6. The advisory committee meets to plan the interview process and to develop additional individualized questions, if any, for the survey and/or for external stakeholders.

Mid-December.

7. The committee chair forwards to the VCAA any suggestions for individualized questions. The VCAA modifies the survey as needed and, if appropriate, prepares a separate survey to be sent to outside stakeholders.

January.

8. The evaluation instrument(s), along with the dean's position description and an explanatory cover letter signed by the advisory committee chair, are sent to the school/division faculty and staff and to other stakeholders identified in step one above.
9. The committee members schedule and conduct interviews with the individuals identified in step 5 above.

Mid-February.

10. The dean/director submits a self-evaluation to the advisory committee chair, along with other documentation (if any) agreed upon in step one above.
11. Responses to evaluation surveys are due to Institutional Research.

March 1.

12. Interviews are completed and comments are summarized. Compiled responses to the survey are sent by IR to the advisory committee chair and VCAA. The chair distributes materials to committee members and schedules meetings to review them.

Mid-April.

13. The advisory committee submits a report to the VCAA, based on the interview data, compiled survey responses, the self-evaluation, and other documentation as agreed. The report should:
 - summarize important and recurring themes from the various sources, and attach the relevant documents to the report,
 - outline the major strengths and accomplishments of the dean/director,
 - outline any areas for improvement identified during the process,
 - recommend steps to be taken for continued growth and improvement.

Mid-May.

14. The VCAA provides her/his evaluation to the dean/director, along with the advisory committee's report and recommendations.

Susan B. Hannah

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