

Process for the Provost Review of Deans (October 20, 2021)

The provost (working with members of the provost office team), evaluates the performance of each dean in a variety of ways and at a number of junctures. This document provides an overview of the provost's dean assessment process, and how it informs reappointment decisions.

1. Key Qualities

Deans are expected to demonstrate a number of qualities, listed below. This list is explicitly discussed with new deans during their on-boarding, is included in annual reviews and is the framework for the surveys conducted during mid-term reviews.

a. Academic leadership and vision:

In addition to longer-term vision for the school/college, deans are responsible for delivery of a high-quality academic experience for students, and stimulation of innovative, high-impact research, scholarship, or creative work by faculty.

b. Good management, including:

- i. accessibility and visibility to members of their school/college
- ii. demonstrated track record of follow through and "getting things done"

c. Successful resource development, and efficient usage of resources

d. Commitment to diversity, equity and inclusion

e. Responsiveness to university priorities and challenges

f. Collaboration, including within the school/college, and with units across U-M

g. Creating a culture of ethics, integrity, and compliance

2. Annual Reviews

Every year, the provost conducts an individualized evaluation of each dean's performance, meeting with them to review areas of excellence as well as areas for focus and improvement. In preparation, deans are asked to assess their own progress towards accomplishing goals that were set at the beginning of the year, to set goals for the year ahead, to address challenges related to the key qualities of a dean and to comment on trends in key data metrics. As part of this annual process, the provost also reviews the available results of the Faculty Senate Administration Evaluation Committee's [surveys](#). (NOTE: SACUA has indicated that the information available may change in the future).

3. Regular Meetings

The provost generally meets with each dean once a month during the academic year, with additional meetings scheduled as needed. While these are primarily focused on current developments, challenges, opportunities and/or matters arising, they also provide an opportunity for engagement related to success and progress in key areas. These discussions are informed by the prior annual review, mid-term review (if it has occurred), current goals and other relevant information.

Members of the provost office team also meet regularly with each dean as matters arise related to academic affairs, budget and other topics.

4. Mid-term Reviews

- a. Overview: This is a 360 review that solicits input from the range of key constituents relevant for successful performance as a dean. This feedback is collected through an electronic survey or email responses to designated group emails. After reviewing the full set of results, the provost meets with the dean to discuss the results, highlighting both identified strengths and focus areas. It is worth noting that all mid-term reviews generate a range of perspectives, including some negative feedback, and the results must be considered in context. For instance, some difficult decisions (such as prudent financial ones) may have been unpopular.
- b. Timing: Feedback for each dean is solicited in the third year of the first five-year term so as to enable the mid-term review results to provide valuable feedback to a dean, with time in their first term to make performance adjustments accordingly.
- c. Process:
 - i. Prior to the start of a dean's mid-term review, the provost is in close communication with the president and the Regents.
 - ii. The provost or special counsel to the provost informs the dean of the upcoming mid-term review.
 - iii. The provost solicits evaluation feedback from the school or college's faculty, staff, and student leaders, as well as from the Academic Program Group, Executive Officers, selected alumni, and deans or persons in equivalent positions at peer schools. The provost's office requests the dean to provide names of alumni and peer individuals at other universities. Faculty, staff, and student leaders have the option of responding anonymously.
 - iv. The full results of the feedback are shared with the provost.
 - v. The provost discusses the outcome of the mid-term review with the president.
 - vi. The provost meets with the dean to discuss feedback from the review so that they may act on it early in their deanship or directorship. After this meeting, only the feedback summary is retained. If significant areas of concern emerge through the evaluative process, the provost works closely with the dean to develop a plan to address the concern.
 - vii. During the remainder of the dean's term, the provost monitors progress on improvement regarding any concerns.

5. Dean Reappointment

- a. No later than the beginning of a dean's fifth year, the provost weighs all of the available information regarding their performance in order to make a decision about whether they have successfully demonstrated strong performance across the key assessment areas, and therefore merit reappointment. Criteria for reappointment are demonstration of excellence in many key areas, and if concerns have been raised, progress in addressing them. The most recent annual review is particularly relevant in this regard.
- b. The provost will contact ECRT, Academic Human Resources, and the Office of the General Counsel to ascertain if any complaints have been received about the dean and if so, the outcome. (Complaints are addressed promptly upon receipt; the reappointment inquiry is to ensure the current provost is aware of all responsive information).

- c. Beginning with the next round of reappointments (for FY2023), the provost will seek input from the school/college executive committee or similar body; the provost will also reach out to the school/college leadership team for input.
- d. Before making a decision on whether to recommend reappointment, the provost discusses the decision with the president.
- e. If the decision is made to recommend reappointment, the provost confirms that the dean is interested in a second term and if so, negotiates terms of the potential reappointment.
- f. Dean reappointments must be approved by the Board of Regents.