

PROCEDURES FOR SELECTING FACULTY MEMBERS FOR DECANAL SEARCH AND REVIEW COMMITTEES

[Incorporating the Protocol for Review of Non-Medical Center Deans: September 2005 by Provost Phelps and Faculty Senate Executive Committee; Revised May 2008 by Provost Kuncel and the Faculty Senate Executive Committee; Revised June 2017 and August 2017 by Provost Clark and the Faculty Senate Executive Committee. *Note that the current policy applies to Medical Center Deans as well as Non-Medical Center Deans.*]

This policy applies to Deans who lead Units of the University in which faculty hold primary appointments, currently the Eastman School of Music, the Warner School of Education, the Simon School of Business, the School of Medicine and Dentistry, the School of Nursing, Arts and Sciences and the Hajim School of Engineering. By extension, this policy also applies to the Dean of the Faculty of Arts, Sciences and Engineering.

The selection of faculty members for search and review committees should be the result of a productive collaboration between the university faculty and administrators.

Selection of faculty members for decanal searches

To provide a slate of possible faculty members to serve on a decanal search committee, the faculty council of the relevant school, if such a body exists, will identify nominations for faculty representatives to the search committee; the number shall be determined in collaboration with the Provost or other search leader. In the case of Medical Center Deans, the Provost may delegate some or all of her or his roles in the search to the CEO of the Medical Center. If the school does not have a recognized faculty council, the elected faculty senators of that school will be asked to organize the selection of a slate of possible search committee members, with the support of the Senate Executive Committee if desired. At least fifty percent of the faculty representation on such committees shall consist of faculty members from this slate of nominees.

Selection of faculty members for decanal reviews

If the school has an elected representative faculty body, that body will solicit nominations for a Faculty Review Committee to comprise at least four members, ideally representing the types and ranks of the faculty (e.g., tenure-track, non-tenure track, tenured, untenured), as recognized in the school's bylaws. If no elected faculty body exists in the school, the Faculty Senate Executive Committee will work with the school's senators to organize the nomination of at least four representative review committee faculty members. The provost or other administrator in charge of the decanal review may add additional faculty members, such that more than fifty percent of faculty representation on the review committee will be nominated by the school. The provost or other administrator, in consultation with the Steering Committee of the elected representative faculty body, or Faculty Senate when no such body exists, may request the removal of nominees for the purpose of assuring the smooth functioning of the review process; additional nominees may be solicited in order to maintain a representative balance of school-nominated faculty members on the committee.

Procedures for reviews of deans

Decanal reviews consist of two parallel processes, which should be coordinated, one by the president and provost and one by the faculty of the dean's school. In the case of Medical Center Deans, the President and Provost may delegate this coordination role to the CEO of the Medical

Center. The final decision rests with the president. The faculty review provides a valuable source of information to inform the president's decision.

The President's and Provost's Decanal Review

1. The provost and/or president will request from the dean under review a report summarizing her/his accomplishments over the past four years and establishing goals for the next five years. Some parts of this report as well as prior reports will be available for use by the Faculty Review Committee (see below).
2. The provost and the dean under review will compile data about the school such as student body size and quality, faculty hiring and retention patterns, financial performance, reputation and development, and compare these with data from peer schools and other units at the University of Rochester, and with similar data, as available, from the beginning of the dean's current term.
3. The provost and/or president will invite faculty members in the school to submit confidential written (email or paper) input.
4. The provost and/or president will interview department chairs and other faculty members, senior administrators within the school, and members of advisory committees or councils (when appropriate) to assure that all relevant views have been heard. Based on their review and the faculty review, the president and provost will write a report that serves as a basis for a recommendation to the Board of Trustees for its approval. The president and/or provost will summarize the results of the review for a report to the dean, preserving the anonymity of all respondents. They will also prepare a report to the faculty members of the school and the Senate Executive Committee that summarizes the review process, including the charge to the review committee, the amount and nature of the data gathered, and the final decision.

The Faculty Decanal Review

1. The faculty review process will be triggered by president and/or provost announcing the beginning of the review to the school's faculty and the Senate Executive Committee. This announcement should describe the review process and the role of the Faculty Review Committee.
2. The Faculty Review Committee is charged to gather information for a review rather than to make a recommendation about the reappointment. Once elected, the Faculty Review Committee should meet with the President and/or the Provost to be charged and to ask questions about the process. The Faculty Review Committee should be provided with information necessary to evaluate the dean's performance, such as sections of the dean's report (mentioned above) and previous reports, strategic planning documents, and data about the school's achievements during the dean's tenure. The committee will conduct a confidential review that focuses on faculty opinion of the performance of the dean. It may also solicit input from other constituencies (students and staff).
3. The Faculty Review Committee should conduct interviews with a widely representative set of faculty members. In some instances, only a sample will be necessary to have confidence that an effective representation of faculty opinion has been made. If sampling is used, the provost and the Faculty Review Committee should meet after the preliminary

set of interviews to decide if a more in-depth survey of faculty is necessary.

4. The Faculty Review Committee will prepare a confidential report outlining its findings that will be shared with the provost and the president. It will also prepare a report to the faculty members of the school and the Senate Executive Committee that summarizes the review process, including the charge to the review committee, and the data gathered as input to the review.