

Associate Deans

Date of Current Version: July 6, 2016

Responsible Office: Provost and Senior Vice President for Academic Affairs

1. PURPOSE

This policy provides the procedures for the appointment, hiring, evaluation, assignment and removal of associate deans.

2. AUTHORITY

The Board of Visitors has the authority to enact personnel policies for all employees of the university. Where this authority has not been exercised by the board, it is delegated to the president. The President has delegated to the Provost and Senior Vice President for Academic Affairs the establishment of policies and procedures in the Division of Academic Affairs.

3. DEFINITIONS

Academic Unit

An academic department or its functional equivalent.

Academic Unit Head

The leader of an academic department or the functional equivalent of that position.

Associate Dean

An administrator who reports directly to the dean of the college.

College

The primary organizational unit within Academic Affairs, which administers academic and administrative functions, as defined by the Provost and approved by the Board of Visitors. A college is typically composed of academic units but offers no degrees as an entity. A college reports to a dean who holds budget and personnel authority for areas within the college. Deans of colleges and their functional equivalents comprise Academic Council, which is advisory to the Provost.

Dean

The leader of a college within Academic Affairs. This position holds ultimate budget responsibility for the college and oversees personnel and programming.

Instructional Faculty

The members of the faculty who have responsibilities that include teaching, research and service as the majority of their duties.

4. APPLICABILITY

This policy relates to all associate deans in the Division of Academic Affairs.

5. POLICY

5.1 Role and Responsibilities of the Associate Dean

The associate dean is a leader who works with the dean of the college to establish strategies; achieve college and university missions; advance the vision for the college, and communicate effectively with the administration and the faculty, as well as seeking and communicating with outside resources for the college.

Specific responsibilities of associate deans will vary based on the needs of the college, but may include serving on university committees as a representative of the college; chairing and serving on college committees; coordinating college events; and providing leadership for college initiatives. Associate deans typically handle academic suspension and probation reviews, support faculty development and oversee college-level curriculum and instruction. Associate deans may stand in for the dean at college events and may have signatory authority.

5.2 Term of appointment

Associate deans serve at the pleasure of the dean. The normal term of appointment for an associate dean will be one year, but the appointment may be for a longer initial term. After the initial term of the appointment, the appointment will normally be renewed annually.

5.3 Salary

The salary for an associate dean shall be negotiated among the associate dean, dean and the Provost. When an associate dean steps down from or is removed from his/her administrative assignment, his/her salary will normally be reduced to 83% of his/her 12 month salary on the effective date of resignation or removal from the administrative assignment, reflecting the reduction of the 12 month appointment to an academic year appointment, unless a different rate is approved by the dean and by the Provost and Senior Vice President for Academic Affairs.

5.4 Faculty Status and Title

The assignment to the position of associate dean is administrative in nature, but associate dean are considered to have the status and be covered by the policies applicable to instructional faculty members. As such, they must devote the equivalent of 50 percent or more of their time and effort to teaching/academic activities and scholarship functions of the university.

5.5 Faculty Rank and Tenure

Associate deans generally hold the rank of associate professor or higher when appointed, although exceptions may be made by the Provost and Senior Vice President for Academic Affairs. An associate dean may be either tenured or untenured in his/her instructional faculty role, but tenure does not apply to the administrative appointment.

5.6 Type of Appointment

Associate deans hold calendar year (12 month) appointments, although exceptions may be made by the Provost and Senior Vice President for Academic Affairs.

5.7 Workload

Generally, the annual teaching and scholarship expectations of an associate dean during the regular academic year will be one-half of the normal load/expectations in their respective academic units, although exceptions may be made by the dean and the Provost and Senior Vice President for Academic Affairs. Associate deans will be permitted to manage their teaching loads and scholarship expectations, subject to approval by their dean, in such a way as to accommodate other job responsibilities.

6. PROCEDURES

6.1 Appointment

The procedures for appointing an associate dean are set out in the Faculty Handbook, Section III.C.4. (Academic Colleges) and III.C.5. (University-wide Programs).

When a vacancy occurs in the position of associate dean, it will be filled on recommendation by the dean to the provost.

6.2 Hiring

Academic unit heads, representative faculty members and the equal opportunity officer must be consulted on whether a search should be conducted. A formal search committee shall be used if the appointment is not limited to internal candidates. If a formal search is used, the search and selection procedures will be similar to those used for deans, but the dean shall appoint the chairperson of the search committee. If no formal search committee is used, the dean shall consult with AUHs and the college personnel committee. See Faculty Handbook, Section IV.A.3.

The dean will make the offer of appointment, subject to approval of the provost, the president and the BOV. All offers are contingent upon references and background verification. An interim or acting associate dean may be appointed by the dean until the position is filled.

6.3 Annual evaluations

Each associate dean's performance will be evaluated annually by his/her dean according to procedures the dean deems appropriate. The evaluation process includes reviewing the progress of goals and objectives set for the preceding performance cycle whereby an assessment is made of the accomplishments and quality of leadership for that time period.

6.3.1. Basis for evaluations

Multiple sources of information are incorporated into the evaluation process, including evaluations by AUH's and faculty and staff from the respective college. The dean meets with the associate dean prior to which the associate dean submits a self-assessment of accomplishment of goals of the previous year and goals and objectives for the upcoming year including any recommendations that may improve the quality of administration. After the meeting, the dean provides the associate dean with a final written evaluation. Reports of those evaluations are on file in and available from the office of the dean.

6.3.2. Timetable

Prior to September 1 of each academic year, associate deans will submit to the dean a list of personal objectives to be accomplished during the next year, and a list of the previous year's accomplishments.

Prior to October 1, faculty members may submit directly to the dean completed Faculty Evaluation of Associate Deans forms. The forms will be submitted either electronically or in sealed envelopes clearly labeled "Associate Dean Evaluation-Confidential." The dean will consider these evaluations in arriving at an overall evaluation of the associate deans.

Prior to October 15, deans will meet with each associate dean to evaluate the previous year's performance, to review objectives, and to develop mutually acceptable final objectives and goals for the future. These objectives and goals and other assigned responsibilities will become one of the bases for subsequent evaluation. After the meeting, the dean will provide the associate dean with a final written evaluation that summarizes the dean's evaluation of the associate dean's previous year's performance and delineates the coming year's objectives and goals.

6.4 Removal

Notwithstanding the negotiated term of the initial appointment or any subsequent terms of appointment, associate deans hold administrative appointments at the pleasure of the dean, and they may be removed from their administrative appointments at any time by the dean, with approval of the Provost and Senior Vice President for Academic Affairs.

Tenured faculty members who are removed from their associate dean administrative assignments under this policy may elect to return to the faculty in the appropriate academic unit, unless they are dismissed, terminated or otherwise separated from employment at the university according to the terms of the Faculty Handbook. An associate dean who does not hold tenure will normally be returned to the appropriate academic unit's instructional faculty for the remainder of the faculty member's existing contract term, unless he/she is dismissed, terminated or otherwise separated from employment at the university. An untenured faculty member has no promise of continued employment past the end of the current contract term. The university may elect to pay out the contract term for an untenured associate dean without returning the former associate dean to the faculty in an academic unit.

In order to remove an associate dean from his/her administrative assignment, the dean must notify the associate dean and the Provost and Senior Vice President for Academic Affairs in writing, then generate a PAR terminating the administrative assignment of the associate dean and send it to the Provost and Vice President for Academic Affairs for approval. The associate dean may appeal the removal by writing to the Provost and Senior Vice President for Academic Affairs within five days of notification of the removal. The Provost and Senior Vice President for Academic Affairs may either approve the removal and send the PAR form to Human Resources to be processed, or reverse the decision of the dean and retain the associate dean in the administrative assignment. The decision of the Provost and Senior Vice President for Academic Affairs is final, and it may not be appealed.

7. RESPONSIBILITIES

Faculty members are responsible for completing the Faculty Evaluation of Associate Dean forms and returning them directly to their dean.

Associate deans are responsible for performing the specific duties and meeting responsibilities assigned to them as part of their agreement with the college as part of their job descriptions. Associate deans must also meet the teaching/academic activity and scholarship expectations of their college.

Deans are responsible for evaluating their associate deans and for making recommendations to the Provost and Senior Vice President for Academic Affairs on their continuation or removal in their administrative assignments.

The Provost and Senior Vice President for Academic Affairs is responsible for determining which associate deans should continue and which should be removed from their administrative assignments.

8. SANCTIONS

Sanctions will be commensurate with the severity and/or frequency of the offense and may include termination of employment.

9. EXCLUSIONS

The Provost and Senior Vice President for Academic Affairs may grant exceptions to this policy in the best interests of the institution.

10. INTERPRETATION

The authority to interpret this policy rests with the Provost and Senior Vice President for Academic Affairs.

Approved:

A. Jerry Benson, Provost and Senior Vice President for Academic Affairs