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for Academic Affairs**

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**Evaluation Process for Deans – 2020**

The annual evaluation process is a key component of every UND employee's development and engagement. This evaluation process is designed to provide a fair assessment of each dean's job performance, based on both demonstrated outcomes and overall performance of job duties. It provides a formal opportunity to connect with Deans regarding performance over the course of the previous calendar year (2020) and plan goals and expectations for the upcoming year.

The evaluation process will begin in January 2021 and conclude March 31, 2021.

- According to North Dakota State Board Policy Section 604.3, all benefited university employees shall have an annual written and verbal performance development review that includes evaluation of performance based upon mutually agreed upon development plans or goals.  
[https://ndusbpos.sharepoint.com/:w:/s/NDUSPoliciesandProcedures/Ec\\_OXmVGGKJPnTOMKzfl-BkBGVvMwnuPWjhOJftqNBIEYA?rttime=TgHCF9yZ10g](https://ndusbpos.sharepoint.com/:w:/s/NDUSPoliciesandProcedures/Ec_OXmVGGKJPnTOMKzfl-BkBGVvMwnuPWjhOJftqNBIEYA?rttime=TgHCF9yZ10g)
- All Deans, whether interim, acting, or permanent, will be evaluated annually using the performance evaluation tool available on the UND Human Resources webpage: <https://campus.und.edu/human-resources/a-z-forms.html>
- In addition to the annual evaluation process, Deans who have served as Dean for at least three years (excluding interim deans or service as interim dean) will undergo a 360 Degree Performance Evaluation. Because of the uncertainty and turnover of those serving as Dean, the 360 Degree Performance Evaluation will not occur every year, and it may be the case that a Dean's initial 360 Evaluation takes place in their fourth or fifth year. After the initial 360 Degree Performance Evaluation, Deans will go through the 360 process every three years.

**Annual Evaluations:**

- Annual evaluations are done each year of employment and should encompass the entire previous year.
- Evaluations will be completed by the Provost no later than March 31, 2021.

**Process:**

**Step One:** Direct Report Formative Assessment (January 18-January 29, 2021)

- Deans will provide the VPAA office a list of direct reports to complete a formative assessment of the Dean's leadership and skills.
- Dean's direct reports will be provided a link to a qualtrics survey and given two weeks to complete the survey.
- Survey results will be summarized and provided to the Dean and the Provost for consideration and discussion.

Step Two: Self Evaluation by Dean (due February 8, 2021)

- Deans will be provided with a performance evaluation tool to complete the employee comment section only in each of their major areas of responsibilities as described in their position description.
  - Deans will not assign themselves a 1-5 rating.
  - Deans will also complete the open comment box at the end to describe their perception of overall performance and provide feedback about the College/School in general.
- Deans should consider and respond to the formative assessment from their direct reports in their self-evaluation.
- Deans will prepare a list of goals for the upcoming year.
- VPAA office will schedule a 60 minute meeting.

Step three: Provost Evaluation of Dean (due March 1, 2021)

- Prior to the scheduled meeting, the Dean's completed performance evaluation tool will be sent to the Provost.
- The Provost will provide comments and assign a 1-5 rating for the Dean in their major areas of responsibilities as described in the position description. The comments must reflect specific examples of why the Dean is meeting or not meeting expectations.
  - If a 1 or 2 is assigned, the Provost will include a detailed goal to develop the skills gap and address the concern. If necessary, a performance improvement plan (PIP) will be developed.
  - If a 4 or 5 is given, the Provost will include specific examples and details as to why. These ratings will not be in the norm, and are reserved for circumstance where the Dean's performance is excellent and over and above their assigned duties.
  - Giving a rating of 3 is the norm. A rating of 3 means that the Dean is meeting the expectations of their position and performing well. Specific feedback may also be provided for a rating of 3.
- If necessary, the Provost will identify additional goals/exceptions to the Dean's self-prepared list for the next year.

Step Four: Meeting between Dean and Provost (March 8-30, 2021)

- Prior to the meeting, a draft copy of the evaluation including the Provost's ratings and comments will be sent to the Dean to review.
- During the meeting, the direct report assessment survey summary, the performance evaluation tool, draft job description, and goals/expectations for next year will be discussed and finalized.
- Both the Dean and the Provost will sign the performance evaluation tool and the position description for completion. A copy will be provided to Human Resources.

## **Executive 360 Degree Performance Evaluation:**

The 360 Degree Performance Evaluation allows deans to receive feedback on leadership activities and achievement of goals from constituents, including faculty, staff, peers (other deans), and internal/external stakeholders. Typically the 360 evaluation occurs in the third year of a dean's contract for consideration of renewing the contract. As part of the 360 degree review, Deans will also conduct a self-study.

### **Process:**

Step One: In January, the Provost will send a communication to each Dean undergoing the 360 Degree Performance Evaluation requesting up to 10 external constituent names, a 3-5 page self-study and copy of their most recent CV.

- External constituents are those having a professional relationship and/or interactions with the Dean outside of the institution, e.g. donors, industry partners, community members.
- The Dean will provide a name, email address and description of their relationship with each external constituent.

Step Two: In February, A message from the Provost and the 360 Development Tool will be sent out. A copy of the Dean's self-study and current vitae will be posted with the questionnaire.

- The 360 Development Tool will be sent to the following:
  - All direct reports
  - Deans, VPs and Vice Provosts
  - All benefitted staff in the Dean's College/School
  - Any other benefitted staff outside the college the dean wishes to include
  - The external constituents identified by the Dean
  - 10 graduate/professional students in the college, selected by the dean
  - 10 undergraduate students, by major or second major in the college, selected by the dean
  - All benefitted tenured and non-tenured faculty in the Dean's College/School
- Constituents are asked to enter a rating (from strongly disagree to strongly agree) that best matches their assessment of the Dean's performance in the areas of Leadership, Management, and Support for Faculty. The Evaluation Tool also allows for comments on the Dean's overall strengths, the areas that the Dean's performance could use improvement, and constructive feedback.
- Constituents will be given two weeks to provide responses. Responses will be returned to the VPAA office via Taylor Hanson Wald.

Step Three: A summary evaluation with aggregate and de-identified results is shared with the Dean. Results from the 360 evaluation will be considered and incorporated into the Dean's annual evaluation.