



Process for Evaluating Deans for the 2021 Evaluation Period

Overview

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 (2021) and plan goals and expectations for the upcoming year.

The evaluation process will begin in January 2022 and conclude March 31, 2022.

- 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.
- All deans, whether interim, acting, or permanent, will be evaluated annually using the performance evaluation tool.
- In addition to the annual evaluation process, deans who have served as dean for at least three years (excluding those who are serving as interim or acting deans) will undergo a 360 performance evaluation. Because of the demands and priorities in each college, it may be the case that a dean's initial 360 performance evaluation takes place in their fourth or fifth year. After the initial 360 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, including an agreement on specific goals, will be completed by the dean and Provost no later than March 31, 2021.

Annual Evaluation Process:

Step One: Self-Evaluation by dean

- Deans will be provided with the University's performance evaluation tool to complete the employee comments section only.
 - Deans will not assign a numerical rating.
 - The open comment box at the end of the evaluation tool will be completed to discuss dean's self-evaluation of overall performance and feedback about their college/school in general.
- Deans will prepare a list of goals for the upcoming year.
- The Provost's office will schedule a meeting for each dean with the Provost.

Step Two: Provost completes written evaluation

- The Provost will provide comments and ratings for the dean in their major areas of responsibilities. The comments must reflect specific examples of why the dean is meeting or not meeting expectations.

- 
- If a rating of 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 rating of 4 or 5 is given, the Provost will include specific examples and details to support the assigned rating. These rates will not be in the norm, and are reserved for circumstances where a dean's performance is excellent and over and above their assigned duties.
 - Giving a rating of 3 is the norm and means that the dean is meeting the expectations of their position and performing well. Specific feedback will also be provided for a rating of 3.
 - In order to assist with the completion of these assessments, the Office of the Provost will gather upward feedback from stakeholders using a survey instrument. Additional information will also be directly collected from deans by the Office of the Provost through a "Dean Activity Report" document.

Step Three: Meeting between dean and Provost

- Prior to the meeting, a draft copy of the evaluation including the Provost's ratings and evaluation will be sent to the dean to review.
- During the meeting, the performance evaluation tool, existing job description, and goals/expectations for next year will be discussed and finalized.
- The dean and Provost will sign the finalized performance evaluation tool and the position description (if changed) for completion. A copy will be provided to Human Resources via und.annualevaluations@und.edu for record retention.

360 Performance Evaluation

The 360 performance evaluation allows deans to be periodically reviewed by constituents, including faculty, staff, peers (other deans and administration), and internal/external stakeholders. The purpose of the 360 performance evaluation is to identify each dean's leadership qualities and to match these qualities to their major areas of responsibilities and core competencies. As part of the 360 performance evaluation, deans will also conduct a self-study.

360 Performance Evaluation Process:

Step One: Beginning in January, the Provost will send a communication to each dean set to undergo a 360 performance evaluation requesting 10 external constituent names, a current CV, and a 3-5 page personal statement.

- External constituents are those having a professional relationship and/or interactions with the dean outside of the institution, e.g. donors, industry partners, and community members.

- 
- The dean will provide the name, email address and description of their relationship for each external constituent identified.

Step Two: Beginning in February, a message from the Provost, a copy of the dean's self-study and current CV, and a questionnaire will be sent to the constituents.

- The constituent groups include:
 - All direct reports
 - All other deans, vice presidents and vice provost's
 - All benefitted staff in the dean's college/school
 - Any other benefitted staff identified by the dean
 - The external constituents identified by the dean
 - 10 graduate/professional students in the college/school, selected by the dean
 - 10 undergraduate students, by major or second major in the college, selected by the dean
 - All benefitted tenured, tenure-track, and non-tenure-track faculty in the dean's college/school
- Constituents will be asked to enter a rating (from strongly agree to strongly disagree) that best matches their assessment of the dean's performance in the areas of leadership, management, and support for faculty, staff and students. The questionnaire will also allow for comments on the dean's overall strengths, the areas that the dean's performance could use improvement, and other constructive feedback.
- Constituents will be given two weeks to provide responses to the questionnaires.
- The questionnaires are anonymized and no identifiable information will be collected or shared with the dean.

Step Three: A summary evaluation with aggregate and de-identified results is shared with the dean and incorporated in to the dean's annual evaluation.