



Policy Owner:	Provost			 <p>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY عضو في مؤسسة قطر Member of Qatar Foundation</p>
Responsible Unit:	Provost Office			
Policy Name:	Comprehensive Evaluation of College Deans			
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COMPREHENSIVE EVALUATION OF COLLEGE DEANS POLICY

Ver.	Approval Date	Effective Date	Type of Change	Approved by
00	12/02/2023	12/02/2023	Initial Release	President

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1. Purpose

The purpose of this policy to establish the framework, guiding principles and standards for a fair and comprehensive 360° evaluation of the College Dean’s performance. The comprehensive review and evaluation of the Dean’s performance is to be conducted prior to the Dean reappointment or at any time deemed necessary and/or appropriate by the Provost or the President.

The Dean’s comprehensive evaluation is to complement the Dean’s annual appraisal and is designed to provide a summative assessment and evaluation of the Dean’s leadership, performance, and accomplishments over a longer time period, to identify areas of improvement and to help the Provost and the President determine whether it is in the University’s best interest to continue with or to replace the Dean.

2. Scope

This policy applies to all College Deans.


3. Terms, Abbreviations, and Definitions,

Term/Abbreviation	Definition
Dean	The Dean is the college’s chief administrative and operating officer responsible for managing and directing the academic, research, administrative, operational, and financial affairs of the college. Deans report directly to the Provost and are subject at all times to the supervisory authority of the Provost and the President.
Dean Comprehensive Review and Evaluation Committee	A Committee appointed by the Provost and charged with conducting a comprehensive review and evaluation of the Dean’s performance.

4. Policy

4.1. General Policy Statements

- 4.1.1. The Provost or the President may initiate a comprehensive review and evaluation of a Dean’s performance at any time as deemed necessary and/or appropriate.
- 4.1.2. A comprehensive review and evaluation of a Dean’s performance must be conducted prior to the reappointment of the Dean for another term unless such requirement is waived as determined by the Provost and approved by the President.
- 4.1.3. If a Dean does not wish to seek reappointment, there is no need to conduct a comprehensive review and evaluation of the Dean’s performance.
- 4.1.4. The Dean’s comprehensive evaluation is to complement the Dean’s regular appraisal process that should be conducted as per the appraisal cycle and timeline.
- 4.1.5. The comprehensive review and evaluation of the Dean’s performance for a Dean whose appointment is being considered for renewal shall generally be initiated during the academic year that precedes the final academic year of the Dean’s term. However, the review and evaluation may be rescheduled not to conflict with major activities underway at the College such as an accreditation review.
- 4.1.6. Current Deans who did not have a comprehensive review and evaluation of their performance and who completed a minimum of three years in post should be subject to a comprehensive review and evaluation of their performance within two years following the approval of this policy unless the need for a comprehensive review and evaluation is waived by the President.
- 4.1.7. The comprehensive review and evaluation of the Dean’s performance will require the establishment of a Dean Comprehensive Review and Evaluation Committee to be appointed by the Provost and charged with conducting a thorough and comprehensive review and evaluation of the Dean’s performance.


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4.2. The Dean Comprehensive Review and Evaluation Committee

- 4.2.1. The Dean Comprehensive Review and Evaluation Committee shall be appointed by the Provost to include the following persons:
- A Dean from another College who is not being reviewed concurrently,
 - A member of the College senior administration who reports directly to the Dean such as an Associate Dean, a Department Chair, or a Division Chair,
 - A minimum of two full time faculty members from within the College, and
 - A staff member from within the College.
- 4.2.2. Additional Committee members may be appointed at the discretion of the Provost.
- 4.2.3. The Provost shall appoint the chair of the Dean Comprehensive Review and Evaluation Committee to be a member from outside the College.
- 4.2.4. In selecting members of the Committee, the Provost must seek to ensure that each academic discipline, department, or division existing within the College is represented.
- 4.2.5. If a Committee member chooses to withdraw from the committee, the Provost may, at his/her discretion, appoint a new member as a replacement.

4.3. Dean's Evaluation Criteria and Process Requirements


- 4.3.1. The evaluation of the Dean's performance shall follow the review and evaluation process defined in the procedure document attached to this policy and should be based on a set of evaluation criteria to include general evaluation criteria defined in the Dean General Evaluation Criteria document also attached to this policy.
- 4.3.2. The Dean General Evaluation Criteria must be aligned with the Dean's roles and responsibilities as defined in the Dean's job description and are to include criteria related to College level governance and administration; leadership and planning; budget and resource management; people and personnel management; student experience; performance, effectiveness, and continuous improvement; and partnerships and relations with internal and external stakeholders.
- 4.3.3. In addition to the general evaluation criteria, evaluation of the Dean's performance may require the use of college specific evaluation criteria that may vary depending on the College.
- 4.3.4. The Dean General Evaluation Criteria and the College specific evaluation criteria are to be developed by the Provost office in collaboration with the office of Institutional Effectiveness, endorsed by the Provost, and approved by the President prior to their application.
- 4.3.5. The Provost shall communicate the college specific evaluation criteria to the Dean as soon as possible, usually in the first year of the Dean's appointment, to allow the Dean to work towards achieving these additional expectations.
- 4.3.6. Following initiation of the Dean's review and evaluation process, the Dean must submit a self-assessment and evaluation report to the Provost to be communicated to the Dean Comprehensive Review and Evaluation Committee to inform the committee review and evaluation of the Dean's performance. The Dean self-evaluation report should include the following:
- Details of the main activities, initiatives, and accomplishments since the Dean last comprehensive review and evaluation or date of appointment,
 - Description of the Dean's leadership role,
 - Description of main challenges faced by the Dean,
 - Goals and objectives for the next five years,
 - Rationale for seeking reappointment, if applicable,
 - Other useful data and information that may inform the review.

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- 4.3.7. The Dean Comprehensive Review and Evaluation Committee, using appropriate means such as questionnaires, surveys, feedback forms, or interviews, must solicit input from stakeholders including but not limited to faculty, staff, students, College administrators reporting directly to the Dean, selected members of university administrators, members of the senior leadership team, and selected fellow Deans and Research Institute Executive Directors.
- 4.3.8. The committee may also seek input from additional sources identified by the President or the Provost and where appropriate and following the Provost's approval, from alumni, community leaders, members of the College advisory board, and/or other external stakeholders.
- 4.3.9. College faculty and staff may directly contact the Provost or the Chair of the Dean Comprehensive Review and Evaluation Committee to provide relevant comments and feedback at any time during the review and evaluation process.
- 4.3.10. The Dean Comprehensive Review and Evaluation Committee should have access to all relevant documents including the Dean self-assessment and evaluation report, the College strategic plan, College performance data and reports such as data on faculty workload, faculty research and scholarly activities including innovation and entrepreneurship, student success data, partnerships and collaboration data, and community services data and reports.
- 4.3.11. The Chair of the Dean Comprehensive Review and Evaluation Committee should submit to the Provost a written report analyzing the Dean's performance and including the committee recommendation regarding the continuation of the Dean in his/her role. The report should include the following:
- Executive summary of key findings and the committee recommendations,
 - Summary of the review and evaluation process outlining the committee activities,
 - Analysis of the Dean's performance and accomplishments,
 - Highlights of the Dean's strengths and weaknesses,
 - Description of main challenges faced by the Dean,
 - Recommendations for improvement that may be offered to the Dean, and
 - Recommendation for continuation of the Dean in his/her role.
- 4.3.12. The Provost shall send a copy of the Committee report to the Dean prior to a meeting with the Dean to discuss the report and to communicate any recommendations or required actions. The Dean may submit to the Provost a response to the committee report addressing any factual errors as well as additional information to be considered by the Provost before communicating his/her recommendation to the President.
- 4.3.13. The Provost shall share the committee report with the President and discuss with the President the committee's recommendation and his/her own recommendation.

4.4. Confidentiality and Conflict of Interest

- 4.4.1. The Dean comprehensive review and evaluation process is a strictly confidential process and all personal information, materials, and data collected or created by the committee as well as consultations conducted by the committee and the committee deliberations and recommendations are to be kept strictly confidential to be disclosed only as necessary for the committee to make its required recommendations.
- 4.4.2. Any breach of confidentiality shall be subject to punitive sanctions as stipulated in HBKU policies and procedures.
- 4.4.3. The Committee chair may recommend to the Provost the removal of members from the Committee who fail to comply with the confidentiality requirement. The Provost may, at any time, remove a committee member who failed the confidentiality requirement.

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- 4.4.4. Committee members must declare to the Provost any real or perceived conflict of interest other than a supervisory relationship of the Dean over the individual.
- 4.4.5. The committee should ensure that parties who may be quoted or cited in the report are not identified or identifiable by context.

5. Associated Procedures, Guidelines, and Supporting Documents (Optional)

Dean Comprehensive Review and Evaluation Procedure.
Dean General Evaluation Criteria.

6. References and Related Policies

College Dean Appointment Policy

7. Source, Responsible Office, Authority

This policy and accompanying procedures were developed by the Office of Institutional Effectiveness in collaboration with the Provost office, reviewed by the HR Department and other relevant stakeholders, endorsed by the Provost, and approved by the University President.