

Proposed Changes to the Faculty Handbook

May 2012

1) Replace the paragraph that begins "The DEANS are...." from section 2.200 of the Faculty Handbook with the following:

The deans are faculty members charged with academic administration (see section 2.300).

2) Insert into section 2.200 just before section 2.210 the following:

Governance Groups

To promote faculty discussions in groups smaller than that of the whole faculty yet larger than that of teaching teams and planning units, each member of the faculty will be assigned on an annual basis to one of several governance groups. The groups will always be interdisciplinary and composed of a cross section of the faculty (full-time and part-time faculty; graduate, undergraduate, and library faculty; regular and temporary faculty, etc.).

From year to year, the membership of the governance groups will be reorganized with the goal of avoiding the creation of permanent and potentially self-perpetuating units within the faculty.

Governance group membership will be assigned by the academic deans and communicated to the faculty via the Agenda Committee.

3) Replace section 2.300 with the following:

2.300 Academic Deans

The deans are faculty members charged with academic administration. Their administrative tasks change over time but include coordination of curriculum; facilitation of hiring, development, and evaluation of faculty; and allocation of budgets, space, and equipment. A full job description for each dean position is available at and maintained by the provost's office.

To foster continuity in principles and policies, deans should regard their several "desk assignments" as involving not only current decisions and supervision but also the maintenance of the history of that "desk" at Evergreen—how policies have developed and changed, and why—so that a new dean can take over that desk with a minimum of wasted energy and disruption.

While retaining responsibility for the development and implementation of major policies, curricular decisions, faculty assignments, and faculty evaluation, the deans should delegate to planning units, coordinated studies teams within those groups, and individual faculty members the carrying out of specific projects, whenever possible using groups of faculty members and students already working together, rather than proliferating new groupings and diffusing energy.

The deans report to the provost.

The deans are evaluated annually on the basis of their job description.

2.301 Academic Deans: Terms and Compensation

Each academic dean shall serve an initial term of four years and shall, with the approval of the provost, have the option to serve a second term of up to four years.

Terms for academic deans typically begin and end during summer quarter.

Each academic dean's salary shall be calculated as an annualized faculty salary (i.e. 4/3 times a dean's position on the salary scale) plus a percentage based on one's years of experience as a dean. That percentage is 6% in the first year and increases 1% per year to 10% in the fifth year and remains at 10% thereafter.

Faculty members serving as academic deans shall accrue sabbatical at the rate of one quarter of sabbatical per eight quarters of service (i.e. one quarter of sabbatical for two years of service). The FTE of the sabbatical accrued shall be equal to the FTE of the position served (i.e. individuals serving as full-time deans shall accrue full-time sabbatical). However, faculty members serving as academic deans are not eligible to take sabbatical leave during their term(s) of service as deans.

2.302 Academic Deans: Selection Process:

We must develop, encourage, and nurture administrative talent within our own ranks, particularly by agreeing that serving as dean is an important faculty responsibility. Candidates for academic dean will be solicited from within the regular, continuing faculty in the fall of the year preceding their term, and a decision on those candidates will be made at least six months prior to the beginning of the term. If a search for a dean fails, the provost may either appoint an interim academic dean for a year and re-run the search in the following year or begin another search immediately with the option to allow external candidates to apply.

The provost will charge a DTF to oversee the process of screening applicants for the position of academic dean. This process will typically include formal interviews by the DTF, the deans' area, and the provost as well as public forums for the faculty and staff.

The provost may appoint an interim academic dean to an open position if there is not enough time to complete a typical search. The term of the interim appointment may be set by the provost but shall not exceed two years without a formal, public review process.

2.303 Administrative Oversight of Faculty Members

Each faculty member will be assigned a dean as the primary point of contact concerning administrative affairs. In general, each faculty member in teaching teams will be assigned the same dean. At the same time, the same dean will not generally be assigned to the same faculty member two years in a row. These assignments will be listed online and made known to the faculty.

For reference, the following is the text of the current Faculty Handbook in the sections affected by this proposal. The paragraph struck from section 2.200 is the same as the first paragraph of section 2.300

2.300 Deans' Work, Deans' Desk Assignments, and Deans' Groups

The deans are faculty members charged with academic administration. The deans are 'orchestrators' of the curriculum, the hiring, evaluation, and retention process, and the allocation of budgets, space and equipment. They work with the planning unit coordinators and planning units to articulate the curriculum. The structure of the deanery currently consists of two four-year deans and three three-year deans. A principal reason for the three-year positions is to give Evergreen faculty members experience which would qualify them as candidates for four-year positions. We must develop, encourage, and nurture administrative talent within our own ranks, particularly by agreeing that serving as dean is an important faculty responsibility. Candidates for three-year and four-year dean will be solicited from within the faculty in the fall of the year preceding their term, and a decision on those candidates will be made in December. If a search for a four-year dean generates an inadequate pool or fails, another

search will begin in January, to which external candidates may apply. Candidates for three year dean will continue to be selected from among the faculty.

The Deans' Work:

1. For effective coordination and clear understanding, each deans' team should draw up and publicize a covenant, along the lines of the covenants required of a program faculty, indicating individual responsibilities, shared responsibilities, methods of decision-making and consultation, and methods of resolving differences.
2. To foster continuity in principles and policies, deans should regard their several "desk assignments" as involving not only current decisions and supervision but also the maintenance of the history of that "desk" at Evergreen--how policies have developed and changed, and why--so that a new dean can take over that desk with a minimum of wasted energy and disruption.
3. Although one dean should bear the ultimate responsibility for the development of the curriculum, each dean should bear specific responsibility for several curricular areas and make recommendations to the team as a whole and the curriculum dean in particular relating to the strength of these areas.
4. While retaining responsibility for the development and implementation of major policies, curricular decisions, faculty assignments and faculty evaluation, the deans should delegate to planning units, coordinated studies teams within those groups and individual faculty members the carrying out of specific projects--whenever possible--using groups of faculty members and students already working together, rather than proliferating new groupings and diffusing energy.
5. In the evaluations of the performance of individual deans--by themselves, their teammates, the faculty members sharing evaluations with them, and the provost--all concerned should pay attention to how well each dean has lived up to the team's covenant, has carried out desk assignments and maintained the continuity of work in those areas, has helped new deans to develop administrative skill, and has helped faculty members to develop as teachers as well as to improve their abilities to take administrative initiative.

Deans' (or Governance) Groups:

1. The administration of faculty affairs is organized into five interdisciplinary deans' groups, each administered by one of the academic deans. The groups will always be interdisciplinary. Each academic year, each group will be constituted of coordinated studies programs, and group and individual contract faculty and library faculty. Programs will be assigned to each of the groups to ensure disciplinary variety.
2. Each dean will be responsible for the general administration of his or her assigned group and will be expected to delegate the authority and responsibility needed by the coordinators and teams of the group to fulfill their program responsibilities. Each dean will conduct evaluations of the faculty in his or her group according to the policies and procedures of Section 4.300 in the Faculty Handbook.
3. Each year the membership of each dean's group is listed at the beginning of the academic calendar for that year.
4. Recognizing the administrative usefulness and the psychological value of encouraging a sense of identification and team spirit with the deans' groups, but wishing to avoid the creation of permanent and potentially self-perpetuating units within the faculty:
 - a. At the end of each academic year, the groups will be reorganized in such a way that no coordinated studies program, if repeated, will be under the direction of the same dean for two consecutive years.
 - b. New coordinated studies programs will, insofar as possible, be staffed in such a way as to encourage mixing of the faculty among the various deans' groups.
 - c. A coordinated studies program, if repeated, will have a new coordinator and at least some new staff appointed for the second year.
 - d. Faculty members in both coordinated and contracted studies, insofar as is practical, will not serve for more than two years with the same dean.
5. Exceptions to these will be treated as special cases for which special arguments will be required of the deans and provost.

For further reference, here is an attempt to show the proposed changes to section 2.300 via "track changes."

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