

## REVISION OF THE PROPOSAL FOR THE ROTATION OF DEANS

### Introduction

This is a recommendation for certain revisions in, and clarifications of, the policy on rotation of deans dated June 22, 1972. These changes are being proposed now because of a revised plan for growth of the College which has appeared since publication of the original proposal and because of minor difficulties encountered with the proposed mechanism for selecting new deans. Furthermore, experiences with the rotation system have led to recommendations for its revision.

### The Concept of Associate Dean

We recommend that the academic deans continue to rotate, but we suggest several changes from the original plan:

- 1) There shall be no associate deans; there shall be four deans, all with equal status.
- 2) Each dean shall serve a term of three years.

There are several reasons for this policy:

- 1) The College will be growing much more slowly than was planned in 1972. We neither need the number of deans originally recommended nor can we afford to take that many out of the faculty pool as associate deans.
- 2) Neither of the associate deans selected so far (Lynn Patterson and Oscar Soule) has, in fact, functioned as a junior member of the deans' team. They have taken a full load of duties and desks. We think this is appropriate, because we see no reason why anyone with the qualifications for dean or associate dean would require a long training period. It appears to be a job that one learns to do rather quickly, if at all, simply by doing it.
- 3) There is enough work in the deans' area for at least four people. However, suppose we leave the deans' offices as they are now, with three full deans and one associate. If the associate dean takes his/her option of not rotating into a deanship the next year, the rotation system breaks down: either one dean must serve an extra year or the vacancy must be filled by someone with no immediate decanal experience.
- 4) We believe the present tenure of four years is too long; three is about right. The prospect of having to serve four years in a deanship

undoubtedly scares off valuable people who are simply not willing to commit themselves to so long a term. Furthermore, a dean probably loses his/her effectiveness after two or three years through an unavoidable series of errors in judgement and personal or political conflicts.

(In practice, some deans may serve tenures of 11 or 13 quarters under our proposed system, to ease certain problems of the transition from one dean to the next. See Rotation and Selection Procedure, below.)

#### Breadth of Experience in the Deans' Team

So far the deans' team has maintained a good disciplinary balance; we believe it is important that this continue. There are many qualities one can look for in each new dean to keep a proper balance of talent and experience; we speak to this point more specifically under selection procedures (below). But it is particularly important that the team always consists of at least one person who can give counsel in each of four areas: arts, humanities, natural sciences, and social sciences. (If the number of deans increases when the College has grown larger, some other specific area might be identified for a fifth area of counsel.)

We recommend, therefore, that each new dean be selected so that coverage of these four fields is maintained. However, let us note some things that we are pointedly not saying. First, we are not saying that the deans will be identified as Dean of Arts, Dean of Humanities, and so on; we expect them to continue sharing desks as they now do and to merely be able to give counsel in each area as the need arises. Second, we are not saying that one dean shall be an artist, another a natural scientist, and so on. Particularly because of the highly interdisciplinary nature of Evergreen teaching and because of each faculty member's breadth of training and interest, we assume that many people would be able to give competent advice in at least two of the four areas.

#### Eligibility for the Deanship

To clarify an ambiguity in the original policy statement, we recommend that the deanship shall be open to anyone who:

- 1) Bears the title Member of the Faculty;
- 2) Will have been a member of the faculty for at least one year at the time his/her tenure as dean begins;
- 3) Has spent at least one academic year (three quarters) teaching in either the coordinated studies or group contract mode;
- 4) Holds no other administrative position, including Dean or Associate Dean of the Library.

Furthermore, no one who has been an academic dean shall be eligible for reappointment until he/she has had a six-year term as a full-time faculty member following the deanship.

### Rotation and Selection Procedure

If the four deans are to rotate on three-year terms, then each one must take office during a different quarter, in rotation. A new dean should take office every nine months. However, we are recommending a slight modification of this schedule, as shown in Figure 1, so that most terms begin or end some time in the summer. Some fall, spring, and summer quarters are shown on this schedule as times of overlap between two deans. At these times, either:

1) The incoming and outgoing deans will both serve, so there are temporarily five deans; or

2) One or the other will serve a quarter more or a quarter less.

The first alternative has the advantage of making the transition a little easier for the incoming dean. We believe that arrangements for each transition can be worked out satisfactorily by the people involved.

This apparently complex arrangement is recommended to minimize disruptions of both teaching activities and deans' functions. Many of the deans' tasks are tied to an academic year rhythm. For example, budget, faculty recruitment, workload analysis, and relations with the Council on Higher Education all require continuity through an academic year. Curricular planning is tied to the fall and winter quarters and graduation is tied to the winter and spring quarters. The deans' office would be weakened by trying to rotate people in and out of such desks in the middle of a year.

A dean-elect must also know far enough in advance to arrange a teaching schedule, so that no one need be taken from a coordinated study or continuing group contract inopportunistly. This schedule minimizes such problems. However, if we maintain our present schedule, teaching assignments will generally be quite firm by the end of each winter quarter for the following academic year. We therefore recommend that each Screening of Nominees DTF do most of its work during winter quarter, so deans-elect can be announced by the end of that quarter.

The next appointment is necessarily a special case, since this report is being made at the end of winter quarter, 1974. A DTF must be appointed for spring quarter, 1974, to find a successor to Youtz (finishing Humphrey's term) for fall, 1974. Thereafter we recommend the following schedule:

#### SELECTION PROCEDURE

winter, 1975  
winter, 1976  
winter, 1977  
winter, 1978  
winter, 1979

#### DEAN TO TAKE OFFICE

summer, 1975, and spring, 1976  
fall, 1976  
summer/fall, 1977  
summer, 1978, and spring, 1979  
fall, 1979

This cycle will continue, with every third DTF required to screen candidates for the next two positions. The selection cycle has been indicated on Figure 1 by curved arrows.

For the next DTF (to be appointed for spring, 1974), the schedule recommended in the original policy statement should apply. For all future DTFs, we recommend the following schedule, which should provide enough time for all phases of the procedure.

December 1 (or first workday of December)

Vice President and Provost appoints DTF to screen nominees, announces opening of position(s), and invites applications and nominations.

By this time, the Vice President and Provost should already have obtained from the incumbent deans' team a statement about specific talents and areas of competence that must be sought in a replacement for one of them. These might include writing talent, financial ability, and knowledge of specific Evergreen problems. In announcing the opening of the position, the Vice-President and Provost should make this information public and should also make clear which of the four disciplinary areas the new dean must be most competent in.

First two weeks of December

Screening of Nominees DTF receives nominations, notifies people who have been nominated, and directs each one to prepare a "public qualifications folder" (PQF).

On the basis of past experience, we recommend that all persons who decline the nomination for dean should be asked to give their reasons in writing to the DTF.

We recommend that PQFs continue to be made up as originally proposed.

End of third week of December (at the latest)

PQFs shall be complete and ready for public scrutiny.

Until end of the second week of winter quarter

PQFs are available to all interested members of the College community.

Weeks 3 through 6 of winter quarter

Screening of Nominees DTF interviews and evaluates the candidates and sends names of top candidates to the Vice President and Provost.

Week 7 of winter quarter

Vice President and Provost reviews the top candidates and appoints dean(s).

Week 8 of winter quarter

President reviews the appointment(s).



We have a few recommendations about the operation of the Screening of Nominees DTF, based on the experiences of past DTFs:

1) The chairperson of the last DTF should meet with the new group and brief them on the old group's experiences.

2) Notes should be kept of substantive points developed during discussion of the candidates; these notes will subsequently serve as the basis for a statement on each candidate for his/her consideration which indicates the strengths and weaknesses that were weighed by the DTF.

3) Instead of hierarchical ranking, the DTF should advance the top three candidates for each position with the statement outlined in point 2 in each portfolio.

4) The DTF should establish some rules for attendance at its meetings. For example, it might decide that anyone who cannot attend two meetings in a row should disqualify himself and be replaced.

We recommend that all other procedures, as proposed by the original DTF on rotation of deans and summarized in the diagram on p. 5 of their report, should remain unchanged.