

June 22, 1972

A PROPOSAL FOR THE ROTATION OF DEANS IN THE EVERGREEN COMMUNITY

INTRODUCTION

The life of an institution, like that of any organism, is dependent upon the interdependent functioning of its many parts. While the specialized functioning of the parts allows the institution to operate in a more efficient manner than if all parts try to perform all functions, it is also important that the parts relate harmoniously and that replacement, regeneration and adaptation of specialization to meet changing circumstances occur without major dysfunction.

One method that may allow for specialization of function while still making possible regeneration and adaptation, i.e., continued learnings and growth by those who make up the institution, is the rotation of roles that various individuals assume within the institutional framework. At Evergreen this is already a part of the academic structure. Faculty move in and out of the administrative role of coordinator -- they spend time first in Coordinated Studies, then in Contracted Studies. At times they function very much in their traditional area of expertise, at other times they assume new competencies and learn new methods of teaching.

The deans have assumed non-traditional roles in administering academic programs. Within the group structure each has dealt programs covering a spectrum of traditional disciplines, and within desk functions each has specialized in administrative tasks. The deans have functioned as a team, and have made many group decisions.

The results of our experience to date indicate success with the new and varied roles various Evergreeners have had to play. Our suggestion is that the role of academic dean be recognized as one into which faculty members of the Evergreen community would rotate at specified times.

A ROTATION SYSTEM FOR EVERGREEN

Our model calls for the current deans to begin rotating out of the dean's role and into full-time teaching roles beginning in the 1973-74 academic year. The three deans will rotate out on the following staggered schedule:

Cadwallader end of 1972-73

Humphrey end of 1973-74

Teske end of 1974-75

This staggered schedule will provide for continuity and smooth out the transition process. Once this rotation schedule is in full operation, one will find the three deans with three, two and one year of experience, respectively (at least one year as associate dean).

Beginning in the 1972-73 year, two associate deans will be selected to serve a one-year term with one of them selected to replace the deanship previously held by Cadwallader. Three associate deans will be selected to serve for the 1973-74 year, (and in succeeding years), with one of them selected to take over for Humphrey. Three associate deans will be selected to take over for Humphrey. Three associate deans will be selected for 1974-75 with one rotating into the Teske slot.

Schedule of Adding Associate Deans

Year	No. of Deans	No. of Assoc. Deans
1972-73	3	2
1973-74	3	3
1974-75	3	3
1975-76	3	3

Each year there will be a larger number of possible candidates for the vacant deanship, i.e., those with one year of experience as associate dean. Thus the community is not locked into having a dean for three years who did not work out to complete satisfaction as an associate dean, and a person who accepts an associate deanship is not obligated to serving three years as dean if he has a change of heart. Also, as the college grows it may become necessary to add a fourth or fifth dean and this rotation process would supply a list of experienced candidates. The maximum combined tenure for an associate dean who then became dean would be four years. No dean or associate dean would become eligible for the same position a second time until he or she has served

a six-year term as a full-time faculty member following the dean or associate dean position. However, an associate dean would be eligible for a deanship after completion of a term as associate dean.

The process of selection of associate deans is a matter of vital importance. In addition to meeting the normal criteria for administrative potential, it is also essential that those selected have the capacity to work well with students, faculty, the Provost, the President, and -- especially -- the current deans, who will oversee the preparation of associate deans for potential deanships. A candidate who is unacceptable to any of these constituencies and colleagues is almost certainly marked for failure. It is important, too, that the selection process make efforts to eliminate the discrimination against women and minorities which has become traditional in the higher levels of administration of many colleges and universities.

This proposal acknowledges that at some future date circumstances might warrant looking outside the regular faculty at Evergreen to fill the post of Associate Dean and/or Dean. It should be understood that this type of recruitment is not viewed as necessary or desirable to carry forward the mission of Evergreen under normal circumstances. However, we don't wish to preclude the possibility that the Vice President and Provost may feel it necessary to come before the faculty and explain why he feels an outside appointment is more appropriate.

For these reasons, we urge the following rigorous screening process be employed. You will note the process is outlined and diagramed on Page 5. During the first week of Spring Quarter the Vice President and Provost will activate the selection process by asking Computer Services to randomly select the Screening of Nominees DTF. This DTF is made up of the current deans, 5 faculty members, 1 staff from business area, 1 staff from executive area, and 1 student. The DTF is charged with the responsibility of electing a chairman who will request and receive nominations and applications from any member of the Evergreen community. The TESC community should be informed that the only eligibility requirement is that the nominee be a member of TESC faculty. For a period of no less than two weeks this Screening of Nominees DTF shall receive nominations. During this period the DTF will direct each candidate to prepare a "public qualifications folder" (hereafter referred to as PQF) from his or her "personal portfolio."

Each PQF must contain the following documents:

- (1) position specifications (qualifications for the dean or associate dean position as seen by the Vice President and the current deans)
- (2) personal vitae (that is current to the period of nomination)
- (3) letters of support (a minimum of two students, two staff and two faculty)
- (4) Personal essay (why he or she wishes to be assoc. dean? What he or she feels can be accomplished?)

In addition, it is recommended that each candidate supply the following information for his or her PQF:

- (5) letters, notes, reports, etc. from any member of the Evergreen community that contains information relevant to this position

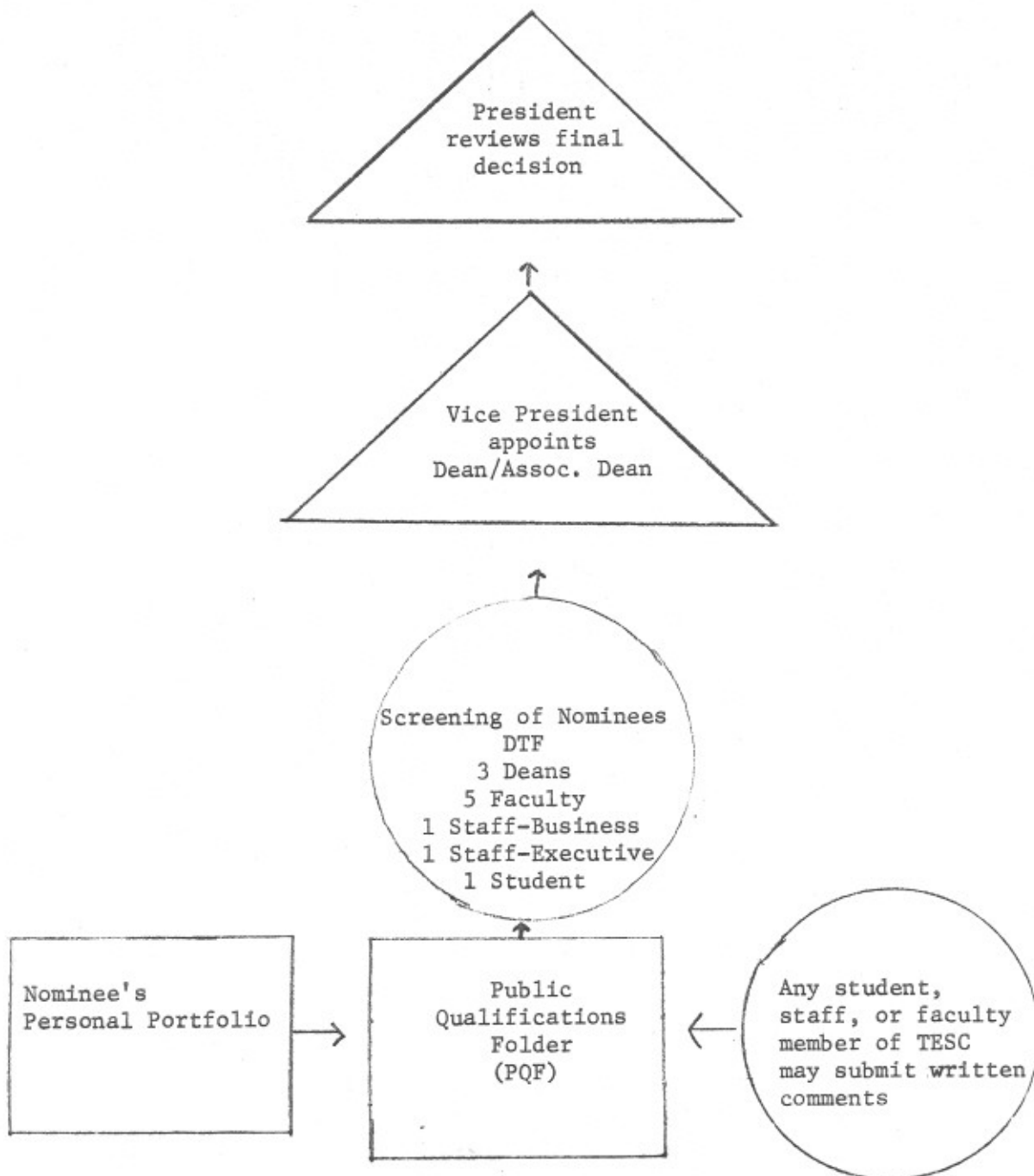
This PQF will be made available by the Screening of Nominees DTF to all interested members of the college community -- students, faculty, and staff -- for a period of no less than one month. During this time anyone who wishes may inspect the PQF and make comments on the candidate(s) to the Screening of Nominees DTF to be included in the candidate's PQF.

During the seventh and eighth week of Spring Quarter the Screening of Nominees DTF will analyze all information in the PQF of each candidate. The DTF may decide to solicit additional information from the candidates or members of the community to undertake its evaluation, which must compare and rate each candidate using common criteria. A copy of the DTF's written report will be placed in the PQF of each candidate. Thus, the fifth type of document in the DTF would be:

- (6) written report of the Screening of Nominees DTF (that evaluates the individual nominee and compares and rates him or her with the other candidates)

Finally, the Screening of Nominees DTF will send forward to the Vice President and Provost, the PQF's of the top candidates (hopefully, three) for each position of associate dean. During the ninth week of Spring Quarter, the Vice President and Provost will make sure that all PQF's sent forward to his office for review contain at least documents (1), (2), (3), (4) and (6) listed above. During this week the Vice President and Provost will make his appointment of dean(s) and/or associate dean(s) and forward his recommendation to the President for review. The selection of a new dean from among the available associate deans, (i.e., the current assoc. deans plus former assoc. deans) should follow the same procedures outlined above.

SELECTION PROCEDURE



First Week: The V.P. and Provost announces the membership of the Screening of Nominees DTF

First thru Second Week: Screening of Nominees DTF invites nominations

Third thru Sixth Week: Screening of Nominees DTF asks TESC community to submit comments on the candidates

Seventh thru Eighth Week: Screening of Nominees DTF evaluates the candidates and sends top candidates to the V.P. and Provost

Ninth Week: The V.P. and Provost reviews the top candidates and appoints the Associate Dean (s) and/or Dean(s)

Tenth Week: The President reviews the appointment(s)

The Vice President and Provost can activate the selection process to fill vacancies that may occur due to unforeseen circumstances. It should be understood that the time schedule for selection under these conditions would need to be compressed.

It is recommended no salary differential exist between regular faculty members and faculty serving as associate deans or deans. When a TESC faculty member becomes a dean or associate dean he or she would be placed on a 12-month contract (one-month leave with pay). His or her salary would be $\frac{3}{9}$ more than the regular 9-month faculty salary ($\frac{2}{9}$ for two additional months of work and $\frac{1}{9}$ for one month's leave with pay). When a dean or associate dean returns to the faculty, he or she will revert to a 9-month contract (with proportional days non-working days) with $\frac{1}{4}$ less than he or she received as dean or associate dean (plus any merit, longevity or cost of living adjustments that might normally have occurred in regular faculty services). The return of the current deans to the faculty would be treated separately in one of two ways: (1) if a salary policy schedule exists the deans would return to the faculty at the salary level commensurate with their experience and the salary schedule in force at the time; (2) in the absence of a salary policy-schedule, the current deans would re-negotiate their re-entry salary as a faculty member.

REMARKS ABOUT THE ROTATION SYSTEM

It should be understood that this particular rotation system will be undertaken for a six year trial period. During the fall of each year an evaluation should be made of this rotation system that took place during the previous year. Finally, in the Fall of 1978, the entire trial period will receive a comprehensive evaluation. The Vice President and Provost will appoint a DTF to undertake this evaluation.

There are many reasons for rotating faculty into and out of administrative roles. Firstly, it is doubtful that one can effectively lead and administer programs he has not been a part of, or does not fully understand. Secondly, individuals often need some kind of institutional framework to encourage them to try new roles, avoid absolescence and hardening of the arteries.

Other benefits of such a system include the development of a pool of administrative talent, a sharing of some of the less pleasant tasks and an increase in understanding of total college problems.

The rotation of deans can break down "them and us" attitudes. Responsibility becomes shared, traditional lines become blurred, opportunities within the institution are expanded. Individuals who would like a change find it possible, indeed sometimes required, that they do so.

During our first year of operation, it has become unmistakably clear that the total demands placed upon the current deans have not permitted them to commit the amount of time to academic matters they, the faculty, and the students want and need. The only way for this situation to improve in our second year of operation is for a reduction in the average workload of the three deans. Our rotation of deans plan provides a solution to the problem.

How Rotation of Deans Affects Some Important Evergreen Ratios

<u>Years</u>	<u>Faculty</u>	<u>Deans & Assoc. Deans</u>	<u>Students</u>	<u>Faculty/Student</u>	<u>Deans-Assoc./Faculty</u>
1971-72	55	3	1129	1/20.5	1/18.3
1972-73	96.3	3	1850	1/19.2	1/32.1
1972-73*	94.3	5	1850	1/19.9	1/18.1
1973-74	136.3	3	2650	1/19.5	1/45.4
1973-74*	133.3	6	2650	1/19.9	1/22.1

Notes: a. It is assumed that 750 students will be added for 1973-74 along with 40 new faculty.

*b. The years with an asterisk assume this plan is in force.

If the rotation of deans policy is not adopted for next year, we can see from the above table what some implications will be for Evergreen. In 1972-73 the dean-to-faculty ratio will climb to 1 for every 32.1 faculty, as compared with 1 to 18.3 for the opening year. Everything staying the same, by 1973-74 this ratio would reach 1 to 45.4. If the rotation of deans plan is adopted, the above table indicates that we will slow down almost by 50% the ever-widening gap between dean and faculty. It is also important to note in the table that all this can be accomplished with almost no cost to the faculty-student ratio, as it stays nearly at 1 to 19.5 even after the implementation of the plan.

Let us now look at some budgetary aspects of this plan. We can place this plan in operation for 1972-73 by allocating two current faculty to the associate deanships. The monetary increase in 1972-73 would be about \$10,000 (nominees were currently earning \$15,000 which is above the average faculty salary figure from the table which follows). For all future years, we will fill the additional associate dean positions from the "normal" faculty recruitment allocations as indicated in the above table for 1973-74. Thus we will not have to budget for academic administrators as a separate and more costly category.

<u>Salary Data as Faculty and Dean</u>		
<u>Year</u>	<u>Average Faculty Salary</u>	<u>Average Dean Salary</u>
1971-72	\$13,000	\$23,000

Some implications:

1. If we select future deans and associate deans from the current faculty, we will conserve scarce budgetary resources on outlays for yearly salaries along the lines suggested in the preceding table.
2. If we select future deans and associate deans from outside of Evergreen, we will most likely incur the following additional expenses:
 - a. Man hours of special faculty-administrative search committees.
 - b. Man hours of Evergreen people who interview prospective candidates in the field and on campus.
 - c. Monies for travel and per diem for all candidates.