

## SELECTION AND APPOINTMENT OF DEANS

### 1. Rationale

Deans play critical leadership roles in the Colleges. They are charged with the important responsibility to drive change and innovation and to ensure the continuous improvement and efficient delivery of Teaching, Research and Services. As drivers of the vision and strategic goals of the College, a Dean should be someone with proven leadership qualities and be able to work in close partnership with the President, other members of the College management Committee, and the wider community. Thus a Dean should be competent, knowledgeable and dynamic - someone who exudes confidence and emotional maturity, demonstrates breadth of knowledge of the profession, inspires others through their enthusiasm and commitment, and a very good communicator. In an age of rapid change in higher education, the Dean should be someone who has a clear vision and purpose for the College and is a team builder. Therefore, it is imperative for RUB Colleges to recruit the best of the best as Deans. Moreover, a Dean is a potential future College President. Hence it is vital to appoint the right person for the job. By ensuring a pipeline of academic leaders, Colleges will have a clear path for successive leadership.

### 2. Minimum Eligibility Criteria

- i) **Qualification:** Master's degree
- ii) **Position Level:** 4 and above
- iii) **Must be a regular staff of the College.**
- iv) **Skills and Abilities:**

A dean candidate should be someone with proven academic/professional competence, very good communication skills, high interpersonal skills, effective team building competence, ability to plan, strategize, execute and show results, ability to write quality proposals/policies/reports, and the ability to work effectively in teams.

### 3. Experience

#### 3.1 Dean of Academic Affairs

A Dean of Academic Affairs must have sufficient experience of having written modules, having developed and managed programme(s), having reviewed others' academic writings, having facilitated PD programme(s) for other faculty members and relevant stakeholders, having set up remediation/interventions at the programme level to support student learning, and experience of having taken major initiatives to support or improve teaching, learning and assessments.

### **3.2 Dean of Research and Industrial Linkages**

A Dean of Research and Industrial Linkages must have sufficient experience of having carried out relevant research, having taught research modules, having supervised research projects at the undergraduate or postgraduate level, having written research grant proposals, having engaged in external collaborations, and experience of having taken major initiatives to enhance research and external relations.

### **3.3 Dean of Student Affairs:**

A Dean of Student Affairs must have sufficient experience of having engaged in the management of student support services/student wellbeing (such as managing clubs, mess/hostel management, student orientations, provided support services to international students/staff, and provided advisory services). Experience of having led/engaged students in community and voluntary services and of having supervised co-curricular and extra-curricular activities. S/he should have engaged in activities related to promotion of culture and environmental friendly practices, including experience of having taken major initiatives to develop/improve student support services.

## **4. Leadership**

Should have served as a Programme Leader or Head of the Department (HoD) or in any other leadership positions or roles as judged appropriate by the Dean Search Committee.

## **5. Applying for a Dean Position (Letter of Interest, CV and Professional Portfolio)**

All dean applicants are required to submit a *Letter of Interest*, *Curriculum Vitae* and a *Professional Portfolio* that document clearly evidences of experiences, skills and abilities reflected under clauses 4, 5 and 6 above. (**Template for Professional Portfolio: Annexure 1**)

## **6. Terms of Appointment**

- 6.1 Deans shall be appointed for a term of 3 years, renewable by another two years based on performance, feedback from staff, and the President's overall assessment of his/her leadership ability and impact on the College.
- 6.2 A Dean shall be eligible to reapply for the same position or another Dean's position.
- 6.3 Teaching load shall be allocated depending on the situation of the College.
- 6.4 An allowance shall be paid as determined from time to time.
- 6.5 If a Dean is continuously out of station for more than 6 months, the position shall be advertised.

- 6.6 Non-performing Deans shall be asked to discontinue. The President will report to the College Management Committee regarding the consistent non-performance a Dean and based on sufficient evidence and propose for discontinuing the latter's term.
- 6.7 Deans shall not be allowed to apply for another Dean's position before completion of their term in the current position.
- 6.8 Selection for a new Dean will take place a month before a serving Dean's initial term or extended term expires.

**Note:** An officiating allowance shall be paid to a staff officiating the Dean continuously for more than 3 months and up to 6 months, beyond which the allowance will not be permissible, in accordance with existing Government regulations.

## 7. **Broad Guidelines for Screening, Selecting and Appointing a Dean**

The process of searching for potential Dean candidates, selecting, recommending the right candidates, and appointment of Dean by the President shall follow a 7-step approach.

### 7.1. **Appointment of Dean Search Committee**

A Dean Search Committee comprising of the President and three other members will be set up for the task. The 3 other members will comprise of 2 academics currently teaching in the College and an external member nominated and appointed by the President. An HR representative at the College will act as the Secretary to the Committee but shall not be a member of the Committee. The Dean Search Committee is charged with the responsibility to verify the applicants' *Letter of Interest*, *Curriculum Vitae*, assess their *Professional Portfolio* and recommend suitable candidates to the President for the *Presentation and Viva Voce*. The Dean Search Committee shall also assess the *Presentation and Viva Voce* and make recommendations to the President for the latter's final choice of Dean.

Vacancy for Dean position(s) and deadlines for submission of applications (CV and Professional Portfolio) will be announced on all relevant sites at the College level. The Application for Dean position shall consist of: a) *Letter of Interest*; b) CV presented according to a format generally used by an academic; and c) *Professional Portfolio* presented according to the ***Template for Professional Portfolio (Annexure 1)***.

### 7.2. **Verification of Application (Letter of Interest, CV and Professional Portfolio)**

Assessment of applicants' *Letter of Interest* and CVs is the first crucial phase of identifying the right dean candidates. CVs will be verified to determine suitability in terms of an applicant's qualifications, proven leadership abilities, professional and academic history, skills and competencies, potential contributions based on past track record, communication skills including the ability to produce high quality professional writing, and any experience relevant to the specific Dean position.

The applicant's service record will also be studied in relation to disciplinary issues and attitudinal problems that could interfere with the person's ability to provide leadership and work in teams.

### **7.3. Assessment of Professional Portfolio**

The Professional Portfolio shall be assessed to determine previous experience, academic and professional competencies, proven leadership capabilities, initiatives taken and to determine the skills and abilities required for Dean position. The Professional Portfolio will be assessed against the criteria stated in the ***Framework for Assessment of Professional Portfolio (Annexure 2)***. The Framework has a set of 8 criteria (4 criteria applicable to all Dean positions and 4 criteria applicable to the specific Dean position). The Portfolio shall be assessed for a total score of 50 points. Each College, depending on its unique situation and priorities, may determine the suitable score for each of the eight criteria set out in the ***Framework for Assessment of Professional Portfolio (Annexure 2)***. Candidates will be ranked in order of their scores for purpose of shortlisting only. The scores will be irrelevant for the qualitative assessment of the candidate's Presentation and Viva Voce.

### **7.4. Shortlisting**

Up to and not more than 5 candidates shall be shortlisted in order of the candidates' individual total scores based on the review of CV and assessment of the Professional Portfolio. Shortlisted candidates will be recommended for the *Presentation and Viva Voce* which will again be assessed qualitatively by the Dean Search Committee.

### **7.5. Presentation of Development Agenda and Viva Voce**

Shortlisted candidates shall make a 20 minute presentation on a topic determined by the 4-member Dean Search Committee, to be sent to the dean candidate at least a week prior to the presentation. The topic shall focus on the Dean's candidate's development agenda for the College. The presentation will be followed by a 20 minute Viva Voce aimed to draw the candidate into a follow-up professional conversation about key themes from her/his presentation.

The presentation and the Viva Voce will assess the candidate's development vision and the ability to set up goals, plans and strategies for improving the College, communications skills, ability to present thoughts with clarity and coherence, breadth of knowledge, analysis and interpretation skills, potential for success in initiating special projects for the College. The presentation and Viva Voce will be assessed qualitatively and based on the professional judgment of the Dean Search Committee and using the ***Framework for Qualitative Assessment of Presentation and Viva Voce (Annexure 3)***.

The Framework has a set of eight criteria against which the candidate's ability will be assessed. Members of the Dean Search Committee may do a descriptive-qualitative assessment using their professional judgments about the candidate with regard to each criterion and write their comments in the 'Remarks' column of the Framework (**Annexure 3**) and make a collective judgment of each candidate at the end of the presentations and the Viva Voce. No scores shall be given to the candidates at this stage of the selection process. The candidate or list of candidates to be recommended to the President for final selection will be based on the Dean Search Committee's collective judgment of each candidate's ability to take up the leadership position applied for.

#### **7.6. Selection and Appointment by the President**

Based on a thorough qualitative assessment of the candidates in their presentation and Viva Voce, the Dean Search Committee will recommend the most promising candidate or a reasonable list of candidates to the President for consideration and final selection. The President, upon careful consideration of each proposed candidate's credentials, capability, experience, and the potential to provide effective leadership, will select the candidate (in case of only candidate being proposed) or one of the candidates from the list recommended by the Dean Search Committee.

#### **7.7. Appointment**

The President shall consult the Registrar and the Vice Chancellor regarding the final selection and seek their verbal consent and support. The President shall then report the final selection of Dean to the College Management Committee for information and endorsement, upon which an Appointment Letter will be given to the new Dean.

### **8. Accountability**

1. Recruitment of Deans will be carried out by the Colleges as per the procedure set herein;
  2. The Colleges will take full responsibility and accountability for appointment of Deans.
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## **Annexure 1: Template for Professional Portfolio**

A *Professional Portfolio*, in both electronic/hard-copy format should be submitted as part of the application process.

The portfolio should be a collection of information, documents, and specific examples that showcase the candidate's work, skills, abilities, experiences and accomplishments. It should be well organised and should present a snapshot of the candidate's professional growth. It could include pieces from professional work, education and training, volunteer experience and personal interests based on the general skills and abilities expected of all Dean positions and the specific experiences listed under the relevant Dean's position being applied for. The *Professional Portfolio* should include the following:

1. A Statement of Interest in the position you are applying for (300 words).
2. A summary of why you are interested in the position, and the kind of skills, abilities and experiences you have to take up the position along with samples of evidences that support your assertion that you have these skills, abilities and experiences (200 words).
3. A description of your professional background: This section should provide an overview of your cumulative knowledge, a timeline of your career path, your education, and any certifications you have (300 words).
4. Description of your experience of *visioning, planning, strategizing, implementing, and evaluating activities* with visible impact at the programme or College level (300 words).
5. Description of your experience of having developed quality proposals/policies/reports/other forms of professional writing with visible impact on the College (200 words).
6. Description of your experience of having worked in teams and having demonstrated effective team building skills (200 words).
7. Description of your experience of having served as Programme Leader/Head of the Department/in any other leadership positions or roles (150 words).

### **9 If you are applying for the position of Dean of Academic Affairs:**

- 9.1. Evidence of having written modules, having developed and managed programme(s), and reviewed or vetted others' professional writings (200 words).
- 9.2. Evidence of having facilitated relevant professional development programme(s) or other professional services for faculty members or relevant stakeholders (200 words).

- 9.3. Evidence of having collaborated with relevant stakeholders and established meaningful partnerships/collaborations and visible impact of these initiatives in the College (200 words).
- 9.4. Evidence of major initiatives taken at the programme or College level that have supported and made a visible impact on Teaching, Learning and Assessment in the College (200 words).

**9 If applying for the position of Dean of Research and Industrial Linkage**

- 9.1. Evidence of having written research grant proposals, carried out relevant research, managed research projects.
- 9.2. Evidence of publications in research or other academic journals, professional contributions to the research community as reviewer, editor, member of editorial committees.
- 9.3. Evidence of having taught research modules and supervised research projects at undergraduate or post graduate level.
- 9.4. Evidence of having taken major initiatives to enhance research and external relations in the College.

**9 If applying for the position of Dean of Student Affairs:**

- 9.1. Evidence of having taken major initiatives to develop/improve student support services.
- 9.2. Evidence of having engaged or supervised students in community and voluntary services, co-curricular and extra-curricular activities.
- 9.3. Evidence of having provided or managed services related to student wellbeing.
- 9.4. Evidence of having engaged in activities related to promotion of culture and environment-friendly practices.

**Annexure 2: Framework for Assessment of Professional Portfolio**

	<b>Criteria</b>	<b>Maximum Score (50%)</b>	<b>Member Score</b>
Across all Deans' positions	Evidence of having set up plans, strategies and activities that have made a visible impact on teaching, research and service in the College.		
	Evidence of having developed quality write-ups (e.g. concept papers, proposals/policies/reports/other forms of professional writing with visible impact on the College.		
	Evidence of having worked in teams and having contributed to team effort or demonstrated effective team building skills.		
	Evidence of having served as Programme Leader/Head of Department/in any other leadership position or role.		
Dean of Academic Affairs	Evidence of having written modules, having developed and managed programme(s), and reviewed or vetted others' professional writings.		
	Evidence of having facilitated relevant professional development programme(s) or other professional services for faculty members or relevant stakeholders.		
	Evidence of having collaborated with relevant stakeholders and established meaningful partnerships/collaborations and visible impact of these initiatives in the College.		
	Evidence of major initiatives taken at the programme or College level that have supported and made a visible impact on Teaching, Learning and Assessment in the College.		
Dean of Research and	Evidence of having written research grant proposals, carried out relevant research, managed research projects.		

Industrial Linkages	Evidence of publications in research or other academic journals, professional contributions to the research community as reviewer, editor, member of research related committees/boards, editorial committees.		
	Evidence of having taught research modules, supervised research projects at undergraduate or post graduate level, worked on research projects as a team member or team leader.		
	Evidence of having taken useful initiatives to enhance research and external relations in the College.		
Dean of Student Affairs	Evidence of having taken major initiatives to develop/improve student support services.		
	Evidence of having engaged or supervised students in community and voluntary services, co-curricular and extra-curricular activities.		
	Evidence of having provided or managed services related to student wellbeing.		
	Evidence of having engaged in activities related to promotion of culture and environment-friendly practices.		
<b>Total</b>		<b>50</b>	

**Annexure 3: Framework for Qualitative Assessment of Presentation and Viva Voce**

	<b>Criteria</b>	<b>Panel Member's Remarks about the Candidate in Relation to Each Criterion 1 to 8</b>
1	Communication Skills (Fluency, structural accuracy, articulation, use of illustrations and relevant examples, and range of vocabulary related to the profession).	
2	Ability to organize and present thoughts with clarity, coherence, accuracy, and attention to details.	
3	Critical understanding of the position of Dean and her/his ability to analyze and interpret current issues and challenges regarding teaching/research/service in the College with clarity, insight, analysis, and evidence. Here the discussion will also focus on the candidate's ability to initiate positive change in these areas.	
4	Ability to set up goals, plans, strategies and creative solutions for improving critical areas of development in the College that will show visible impact and positive change.	
5	Ability to develop high quality proposals/policies/reports/other forms of professional writing with visible impact on the College. Here, the discussion will also focus on the candidate's past track record of having done so.	
6	Ability to initiate or lead professional development programmes for staff, staff or relevant stakeholders in teaching/research/service. Here, the discussion will also focus on the candidate's past track record of having done so and its impact on the College.	

7	<p>Ability to create new or sustain existing networks with local and international partners for collaborative projects and initiatives in teaching/research/service/other areas of college development. Here, the discussion will also focus on the candidate's past track record of having done so and its impact on the College.</p>	
8	<p>Ability to build teams and foster an atmosphere of collegiality and collaboration for important projects and initiatives. Here, the discussion will also focus on the candidate's general attitudinal dispositions, interpersonal skills, emotional intelligence and past track record in relation to these.</p>	
<p>Panel Member's overall assessment of the candidate's ability and readiness to take up the given Dean's position and provide effective leadership.</p>		

