

December 2, 2019

Dear Dr. Patterson, Dr. Bernard, and Self-Study Steering Committee and Working Group Members:

I am writing to provide comments on the Howard University Middle States Commission on Higher Education Self-Study 2020. The full self-study draft is dated September 24, 2019 and can be accessed here:

<https://ira.howard.edu/accreditation/institutional-accreditation-middle-states/middle-states-reaffirmation-2020>

Please permit me to alert you to some factual inaccuracies that remain even after the implementation of several rounds of review. See Section VII: Governance, Leadership, and Administration; **Assessment of Leadership (Governance, Leadership, and Administration, VII.2.f., VII.4.f). Evaluation of Deans and Provost**, (pages 93-94), wherein it is stated that:

**As further evidence of shared governance, the evaluation of deans is carried out by the faculty of their academic units, in writing, at least once every two (2) years. The evaluation is developed and coordinated by collaboration between the Office of the Provost and Chief Academic Officer and the Executive Committee of the school/college. Evaluation rubrics are distributed to faculty within each school/college to provide them the opportunity to give feedback on their decanal leadership....The Executive Committee will tabulate the results of the evaluation and submit a summary report and all completed evaluation rubrics to the Provost...The Provost will communicate the results of the evaluation to the full-time faculty...**

The above excerpt states that the faculty of each school/college participates in a written evaluation of deans of their school/college at least once every two years.

This is not true.

No such written evaluation of decanal leadership by School of Business faculty, to the best of my knowledge, has *ever* occurred in the 40 years that I have been on the faculty, including the two decades that I served as a senior administrator (associate and assistant dean) and in faculty leadership positions.

Accordingly, I am making a formal request that the Steering Committee, in its reports on the maintenance of accreditation with Middle States, delete or modify the language in Section VII, at least as it applies to the School of Business.

While I cannot speak with certainty regarding the existence of written decanal evaluation processes in other schools and colleges, I have obtained feedback from colleagues who are faculty members in the College of Arts and Sciences, the College of Engineering and Architecture, the College of Nursing and Allied Health, the School of Communication, and the School of Education. None have reported any knowledge of a written evaluation of their dean by the faculty, at least once every two years, with the involvement of the Executive Committee of their school or college, as indicated in Section VII of the self-study draft.

In order to ensure maximum transparency and accuracy, I have copied deans and faculty representatives of the schools and colleges on this communication. Hopefully, they can collaborate to implement the decanal evaluation process.

This is a serious matter. In compiling a report that is as urgently important as the one at hand, we must take great care to ensure that we have performed the necessary due diligence to verify the accuracy of statements. The University simply cannot describe and cite regular, written decanal evaluations “as further evidence of shared governance” or to demonstrate “regular assessment in all units” when, in fact, such a process is not in place.

Thank you for your service to the University and, more specifically, for the work that you are doing in the reaffirmation of accreditation process with Middle States. I have no doubt that your efforts will lead to a successful outcome and I hope that this feedback will improve the final report.

I look forward to your response on these matters and a status report on the progress that you are making to resolve the issues that I have raised.

Sincerely,

*Samuel S. Paschall*

.....

**Samuel S. Paschall, J.D.**

Faculty Senate Representative

School of Business

CC: Office of the Provost  
Deans of the Schools and Colleges