Task Force Two
Administrator Review
Response

Academic Human Resource Policies (Section IV) currently describes the annual evaluation of Chairpersons and Directors. An assessment is to occur annually, with all aspects of performance evaluated. A copy of the evaluation instrument (criteria) used must be filed with the Office of the Provost prior to each annual cycle of evaluations, and the Dean of each college must inform the Office of the Provost that the annual performance evaluation for each unit administrator has been completed.

Guidelines for the required five-year review of academic Deans is detailed in Academic Governance By-Laws (2.1.4). Chairpersons, Directors and Deans are also subject to regular review at intervals not to exceed five years. The College Advisory Council of each College has shared responsibility with the Provost to determine the procedures for the review of Deans.

The concerns expressed regarding administrator review by Task Force 2 suggest that rigorous attention needs to be given carefully operationalizing the process and procedures that exist. Therefore, the Office of the Provost commits to enhancing the current process of Chair, Director and Dean review, and preparation of those responsible for conducting reviews by instituting the following:

Enhancing the Review Process for Unit Chairpersons and Directors

- The Office of the Provost will work with Deans and CAC to determine the timeline for the review of each Chairperson within the college, and these will be publicly posted on the web.
- The Office of the Provost will require each Dean provide to the Office of the Provost by November 1 of each year a copy of the evaluation instrument (criteria) currently used in annual evaluations of Chairpersons and Directors, with the assurance that the criteria has also been provided to each college or unit administrator to be evaluated.
- The Office of the Provost will require each Dean provide to the Office of the Provost by July 1 of each year written assurance in that an annual performance evaluation for each unit administrator has been completed.
Enhancing the Review Process for Deans and Directors

- The Office of the Provost will post on the web the schedule for the five-year review for each Dean and Director, including the date by which the preparation of the review should commence so that the review can proceed within the five-year timeline
- Within 30 days of the conclusion of a review, the Office of the Provost will provide written feedback on the review to the College Faculty Advisory Committee

Enhancing Training for Reviewers

- The Associate Provost for Academic Human Resources (Office of Faculty and Organizational Development) will provide at least one event annually that provides information to faculty and administrators on approaches to administrator performance review
- The Associate Provost for Academic Human Resources will initiate an enhanced program of professional development support specifically tailored to the needs of department Chairpersons
- Information on the shared responsibility for administrator reviews is an explicit part of the orientation program for new administrators and new faculty.
Annual Evaluation of Chairpersons/Directors

IV. ACADEMIC HUMAN RESOURCES POLICIES (Cont.)

ANNUAL EVALUATION OF CHAIRPERSONS/DIRECTORS

This policy was issued by the Office of the Provost on September 21, 1981.

Annual performance evaluations to assess unit administrator performance have been formally instituted in each college and separately reporting unit. Annual performance evaluations generally occur near the end of the academic year, may be combined with the annual assessment of unit administrators for merit salary adjustments, and the results of each individual evaluation should be shared with the unit administrator evaluated. All aspects of performance, including equal opportunity/affirmative action, should be evaluated for each unit administrator. No specific procedure is required for these annual performance evaluations, as approaches may vary in the colleges/separately reporting units. A copy of the evaluation instrument (criteria) currently used by each dean (director) in annual evaluations must be filed with the
Office of the Provost prior to each annual cycle of evaluations. Annually, each dean or separately reporting director will be asked to inform the Office of the Provost that an annual performance evaluation for each unit administrator has been completed. Deans and separately reporting directors will retain documentation on file in their offices concerning the process and outcomes of these annual performance evaluations.

Next: Extension, Medical Care and Other Faculty/Academic Staff Service Activities

Previous: Salary, Appointment, and Faculty Status of Faculty Members Who Assume Administrative Responsibilities

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Section 2 - Academic Governance in Schools, Colleges, and other Academic Units

2.1. UNIT ACADEMIC ADMINISTRATORS

2.1.1. Academic units are those departments, schools, colleges, and other administrative units whose primary function is education, research, or creative endeavor.

2.1.2. An academic administrator is a faculty member who has authority and responsibility delegated by the President and the Board of Trustees for the administration of a unit.

2.1.2.1. A department chairperson or school director serves as the chief representative of his or her department or school within the University. He or she is responsible for educational, research, and service programs, budgetary matters, physical facilities, and personnel matters in his or her jurisdiction, taking into account the advisory procedures of the unit. The chairperson or director has a special obligation to build a department or school strong in scholarship, teaching capacity, and public service.

2.1.2.2. Deans and directors of other academic units separately reporting to the Provost are responsible for educational, research, and service programs of the respective college or separately reporting unit. This
responsibility includes budgetary matters, physical facilities, and personnel matters in his or her jurisdiction taking into account the advisory procedures of the college or separately reporting unit.

2.1.3. Faculty and students shall advise or consult in the appointment of unit academic administrators.

2.1.3.1. The voting faculty of each department or school shall have shared responsibility with its dean to determine procedures for the selection of chairpersons and directors to be nominated to the Provost.

2.1.3.2. The voting faculty of each college shall have shared responsibility with the Provost to determine procedures for the selection of deans to be nominated by the Provost.

2.1.3.3. The selection of assistant and associate administrators to be nominated to the Provost shall be the responsibility of the academic administrator to whom they directly report (2.1.5.2.).

2.1.4. Chairpersons, directors, and deans shall be subject to regular review at intervals not to exceed five years.

2.1.4.1. The College Advisory Council of each college shall have shared responsibility with the Provost to determine procedures for the review of deans.

2.1.4.2. At intervals of not to exceed five years the dean shall review the reappointment of a chairperson or school director.

2.1.4.3. A department or school faculty shall have shared responsibility with their dean on procedures for review of a chairperson or school director.
2.1.4.4. There is no limit on the number of times an individual may be continued in the position of dean, chairperson, or school director. The same principle applies to deans and directors of separately reporting units.

2.1.4.5. At any time during the term of office, the appointment of a dean, chairperson, or director, as dean, chairperson, or director may be terminated either by resignation or by action of the Board of Trustees upon recommendation of the President and the Provost.

2.1.5. Academic administrators shall participate in academic governance as part of their administrative responsibility.

2.1.5.1. They shall inform faculty and students of administration policies through the academic governance system as well as other channels they deem appropriate.

2.1.5.2. They shall receive the views of faculty and students through the academic governance system, as well as other channels they deem appropriate, in determining policies and in advising other administrators of the University.

2.1.5.3. They shall comply with these Bylaws and the bylaws of their academic unit.

2.1.5.4. They shall assist and encourage the efficient and effective operation of academic governance.

2.2. UNIT ACADEMIC GOVERNANCE

2.2.1. The voting faculty of each academic unit shall have shared responsibility with the administrator to adopt and publish bylaws, provided they are in