

Administrator Evaluation Office of the Provost

The Office of Academic Affairs and Research has had in place for some time a process for the review of deans. In addition to reviewing the performance of deans, it is important that the performance of other administrators reporting to the Office of the Provost be periodically reviewed. Given that such administrators have different roles and constituencies than do deans, the procedures used to evaluate them should be tailored to their role and function, while reflecting the general principles followed in the review of deans.

The review of Provost's Office administrators should focus on the evaluation of the administrator and not of the programs for which the administrator is responsible. The Provost will review the performance of each administrator reporting directly to the Provost annually. In the fifth year of an administrator's term, a major review of his/her performance will be conducted with subsequent major reviews on a five year cycle. When appropriate, the major review may be rescheduled in order not to conflict with other major activities underway in the unit. Each of the administrators evaluated will conduct similar evaluations of those administrators who report to them.

Annual Evaluation

The Provost will annually evaluate the performance of each administrator reporting directly to the Provost. To facilitate such an evaluation, each administrator will prepare a written summary of from three to five pages describing the administrator's major accomplishments during the year. The summary will include a description of the administrator's significant planned activities for the next year. The summary will be the basis for discussion with the Provost of the administrator's past performance and future activities. A written summary of that discussion and any written responses by the administrator to it will be made a part of the administrator's personnel file. It is expected that each administrator will conduct a similar review of those persons reporting to the administrator.

Five Year Review

The major review completed in an administrator's fifth year of service will be conducted with the assistance of a review committee which will develop a report of their findings for the Provost. The report of the committee charged with review of the administrator's performance will be submitted to the Provost for confidential discussion with the administrator. The Provost will meet with the administrator to provide feedback from the review and to make specific recommendations to the administrator. The administrator and the Provost will agree on a set of mutual goals and objectives resulting from the review. As appropriate, the Provost will distribute information

summarizing the results of the review and the goals and objectives identified to those most directly affected.

The Provost or Provost's designee in consultation with the administrator who is to be reviewed shall establish a schedule for the performance evaluation activities. It is expected that the evaluation review will normally be completed within a four month period.

The Provost or designee, the chair of the committee evaluating the administrator, and the administrator will meet prior to the start of the evaluation to review the areas that will be evaluated. In most circumstances, those areas will be identified by the position announcement or description for the position occupied by the administrator. The areas of responsibility identified on the announcement/description will be modified, as appropriate, to reflect altered responsibilities associated with the position.

General areas of administrative leadership may also be reviewed. Those areas may parallel the review of deans and include such items as: leadership and planning; personnel management; program management; budget management; enhancement of quality; governance-internal relations; external relations, social justice. It is recognized that not all of these areas will be applicable to every administrator and that some areas may receive greater emphasis than others. For some administrators, additional areas may be appropriate items for evaluation.

Following the identification of the areas to be evaluated, the administrator shall prepare and forward to the review committee chair an assessment statement consisting of the administrator's assessment of his/her performance in relation to each of the areas to be reviewed. The assessment statement shall be no longer than ten pages. Appendices providing additional information may be provided. This statement is to be submitted at least three weeks prior to the initiation of the collection of information about the administrator's performance and should be submitted as soon as possible after the areas to be evaluated have been identified.

The review will be conducted by a committee of three to five persons, one of whom shall be designated as chair. Committee members should be selected to reflect the various constituencies with whom the administrator works. Recommendations of possible committee members should be solicited from those constituencies and considered when appointing the committee.

To obtain an accurate and objective impression of the performance of the administrator, the review committee will provide an opportunity for the views of persons working with the administrator to be solicited. Those persons may include other administrators, faculty members, classified and unclassified staff members, and students. Evaluative information obtained from these persons, either in verbal or written form, if included in the report must be attributable. Verbal information will be summarized and made a part of the record. This requirement does not preclude the use of survey procedures for

constituent input if such information is attributable. Confidentiality of the responses by the review committee shall be assured.

The review committee will be responsible for developing and forwarding to the Provost a report of their findings. Information received during the review shall also be made available to the Provost but will not be shared directly with the administrator being evaluated.

Administrators to be Evaluated

Provost and Vice President for Academic Affairs and Research
Associate Provost for Academic Affairs
Associate for Extension and Economic Development
Associate Provost for Research
Associate Provost for Student Affairs
Assistant Vice President for Computer and Information Resources
Assistant Vice President for Curriculum and Instruction
Assistant Vice President for Faculty Development
Assistant Provost for International Programs
Special Assistant to the President and Provost
Special Assistant to the Provost for Applied Research
Special Assistant to the Provost for Research
Director, Institutional Analysis and Planning

Office of the Provost
December, 1993