Provost's Administrator Review Guidelines

1. Administrators at the level of Dean and Department Head or Chair will undergo a mandatory review every three to five years as detailed in these guidelines. This review is intended to provide the supervising administrator with an objective and constructive assessment of the unit leader's strengths and weaknesses leading to improved performance. All administrators who wish to be considered for reappointment must have a completed review process before they can be considered. No administrator, regardless of the length of term of his/her appointment, can be reappointed without a formal review. The administrator's direct supervisor is responsible for scheduling the review and beginning the process by calling for the formation of the review committee.

2. The review committee will be formed in the following manner. For departmental reviews, between three to six representative faculty (targeting roughly twenty percent representation) will be elected by vote of both tenured and non-tenured full-time faculty in the unit. In departments/units with five or more non-tenured full-time faculty, one from this rank will be elected by vote of the non-tenured faculty. For Dean reviews, each department will elect a faculty representative. If units exist in lieu of departments then three non-administrator faculty members will be elected by faculty vote. For both departmental and college/school level reviews, administrative professionals and staff from the unit will each elect a representative to the committee. If only one from each rank is a member of the unit, then they will serve on the committee. SGA and Graduate Student Association will each choose a representative as appropriate. University Senate leadership will choose a member from outside the unit to serve on the committee. Department heads/chairs will choose one from among their rank to serve on the committee for Dean reviews. The Provost will appoint all committee chairs from outside the units. A representative of the Provost's Office will attend the committee's first meeting to issue the committee's charge, review the process, and discuss confidentiality.

3. The administrator being reviewed prepares a brief self-evaluation assessment (approximately two pages) to include pre-established goals, his/her accomplishments toward achieving them, and proposed plans and future goals for the unit.

4. The review committee will seek input from faculty, staff, and students along with peer administrators and outside constituents such as alumni and funding agencies, if appropriate. This input will be solicited primarily through approved surveys managed by the Office of Institutional Research and Assessment, and the committee may also choose to solicit letters and conduct interviews and focus groups as part of this review. The Provost's Office will determine the survey process used to evaluate the deans, including questions on the dean's survey that address the assistant/associate deans.

5. Based on information gathered during the process, the review committee will produce a final report, following the review format approved by the Provost's Office, documenting the administrator's strengths and areas needing development, as well as, recommendations for improvement. The initial draft of this report will be collaboratively written by at least two committee members with the final report endorsed by the entire committee with any dissenting views included in the final report.

6. The final report, including any supporting documentation, will be sent to the administrator's direct supervisor for evaluation and discussion with the reviewed administrator. The final report and the numerical results of surveys will be shared with the administrator being reviewed and the Provost. Individual comments from the completed surveys will remain confidential and not be shared. The administrator may write a response letter to his/her direct supervisor within five weekdays of receipt of the report but should not contact the committee. The supervisor and the review committee chair will meet with the faculty, staff and A&P personnel, without the administrator present, for debriefing of the review process and the recommendations for improvement. The supervisor will draft a summary letter to the administrator outlining steps that will be taken to address weaknesses and recommendations presented in review committee's final report. The administrator will be allowed five working days from receipt of the supervisor's summary letter to write an optional letter of response that will be included with the summary letter. Summary letters to deans and any letters of response will be copied to the President and the Provost, letters to heads and chairs and any letters of response will be copied to the Provost.

7. In addition to the three to five year review cycle detailed above, annual surveys of faculty, staff, and administrative professional concerning departmental and college/school administrative leadership will become a mandatory component in preparation for the annual review process. This survey will replace the current Administrator Evaluation survey of deans, heads, and chairs conducted by the Senate Administrator Evaluation Committee.

The procedure and survey outlined below are intended to be used for the evaluation of deans and department chairs/heads:

- The survey* will be conducted annually by the Office of Institutional Research and Assessment (OIRA).
- The survey will be conducted during the month of February of each year to allow for its utilization for annual review of administrators by their direct supervisors. It will not be conducted during the year the administrator is being evaluated within the 3-5 year cycle.
- Full time employees working under the administrator or in direct interaction with him/her will be invited by email to answer the survey questionnaire. The email will have a personalized link to the site that will contain an on-line version of the questionnaire along with a deadline for completion.
- The survey will include a section for comments and responders will be warned not to include personal information or identifying events to maintain anonymity.
- Data, including comments, will be provided to the Chair of the Administrator Evaluation Committee, the Chair of the University Senate and the Provost. In case of the surveys for department chairs/head, the Provost will disseminate the information to the deans.

*Survey adopted with permission from University of Arkansas, Agriculture Experiment Station (as Revised 2004) and modified

ADMINISTRATOR EVALUATION QUESTIONNAIRE

Name of Administrator Evaluated: _____ **Year:** _____

On the following scale, rate this administrator's performance **(E=E**xcellent, **VG=V**ery **G**ood, **S=S**atisfactory, **P=P**oor, **VP=V**ery **P**oor). Use **CJ** (**C**annot **J**udge**)** if you do not have enough information to rate this item.

Mark here if you did not have direct interactions with this administrator ……..…… O

	General Administration	**E**	**VG**	**S**	**P**	**VP**	**CJ**
1	Administrative actions are guided by professional values.	O	O	O	O	O	☐
2	Knowledgeable of policies, procedures and regulations.	O	O	O	O	O	☐
3	Advocates for unit effectively.	O	O	O	O	O	☐
4	Makes logical and effective decisions.	O	O	O	O	O	☐
5	Addresses issues promptly and effectively.	O	O	O	O	O	☐
6	Implements appropriate strategies to achieve objectives.	O	O	O	O	O	☐
7	Seeks advice from constituents.	O	O	O	O	O	☐
8	Considers divergent opinions.	O	O	O	O	O	☐
9	Provides effective leadership.	O	O	O	O	O	☐
10	Improves image and recognition of unit.	O	O	O	O	O	☐
	Personnel Management						
11	Recruits qualified personnel effectively.	O	O	O	O	O	☐
12	Conducts objective and fair evaluation of performance.	O	O	O	O	O	☐
13	Promotes professional development.	O	O	O	O	O	☐
14	Demonstrates respect for others.	O	O	O	O	O	☐
15	Mentors personnel to attain promotions effectively.	O	O	O	O	O	☐
16	Manages personnel promotions and recognition fairly.	O	O	O	O	O	☐
17	Informs personnel of plans and activities in a timely manner.	O	O	O	O	O	☐
18	Effectively resolves conflicts.	O	O	O	O	O	☐
19	Encourages professional productivity.	O	O	O	O	O	☐
20	Deals effectively with unsatisfactory performance.	O	O	O	O	O	☐
	Budget and Resource Management						
21	Administers budget effectively.	O	O	O	O	O	☐
22	Obtains sufficient budgetary support.	O	O	O	O	O	☐
23	Fairly allocates funding to support programs.	O	O	O	O	O	☐
24	Pursues external funding for the unit.	O	O	O	O	O	☐
25	Uses resources to improve unit.	O	O	O	O	O	☐
	Academic Program Management						
26	Assures program achieves educational goals.	O	O	O	O	O	☐
27	Implements student recruitment and retention effectively.	O	O	O	O	O	☐
28	Facilitates student advising effectively.	O	O	O	O	O	☐
29	Promotes teaching excellence.	O	O	O	O	O	☐
30	Facilitates extracurricular activities to enhance student development.	O	O	O	O	O	☐

Comments (specific strengths, weaknesses and suggestions for improvement).
Do not include personal information or events that may reduce the level of your anonymity

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