

REDLINE
UNIVERSITY GUIDEBOOK

Title of Policy:	Selection and Annual Evaluation of Administrative Officers of the University
Responsible Division/Office:	Office of the President
Approving Officer:	President
<i>Revision History:</i>	Feb. 1998; Feb. 2009
Resolution Number(s)	YR 1998-33; YR 2009-31
Board Committee:	Internal Affairs
EFFECTIVE DATE:	February 6, 2009
Next Review:	2012 (Changed to 2014 Per Guidebook Policy 0001.00)

Policy: In the selection and annual evaluation of Administrative Officers of the University, the Board of Trustees is committed to the principle of collegiality where, as appropriate, members of the University community -- students, faculty, and staff -- have opportunity to participate in the decision-making processes of the University. The Board of Trustees acknowledges the need for the establishment of processes for the selection and regular evaluation of the administrative officers of the University. The Board also affirms the principle of merit-based rewards that are directly associated with positive evaluation of these officers.

Principles:

- Advertising to fill administrative officer positions of the University will be done in a manner that will create a diverse pool of candidates of racial, ethnic and social backgrounds reflecting a wide diversity of values, ideas, and beliefs.
- An individual selected to serve as administrative officer will be identified from an applicant pool obtained as a result of a national search process. **With the approval of or when deemed necessary by the President, a search firm may be utilized.** (Filling these positions on an interim basis may be done without initiating a formal process.)
- In recognition of the principles of collegiality, advisory committees will be utilized during the process of searching, screening, and interviewing administrative officers.
- Evaluation involves an employee and supervisor in a yearly process of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.

- The evaluation process may involve merit salary considerations as part of the year-end session.

Administrative Officers of the University include the College Deans, Dean of Graduate Studies and Research, the Executive Directors, and the Director of Equal Opportunity and Diversity. As administrative officers, these individuals maintain management responsibilities for a specific segment of the campus. They also serve as an integral part of the University's leadership team that is responsible for the overall direction of the institution. Each serves as primary advisor on the various divisional advisory committees and as members of the Executive and Administrative Advisory Council.

- Each **Dean** has responsibility for one of the six Colleges or the School of Graduate Studies and Research and reports directly to the Provost/Vice President for Academic Affairs.
- An **Executive Director** is responsible for a major administrative unit including the Office of Information and Technology, Intercollegiate Athletics or within the Division of Finance and Administration, Division of University Advancement, Division of Student Affairs, and each report directly to an executive officer or designee appointed by the President.

Procedures for the Selection of Administrative Officers:

The procedures that follow provide an overall structure for administrative officer selection. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.

1. When there is a need to identify a new administrative officer, the Provost/Vice President for Academic Affairs or appropriate executive officer or designee appointed by the President will appoint a Search Advisory Committee.
2. This Committee will include representatives of the affected University Division, and may include other members of the University community and other external members as appropriate.
3. This Committee will review all of the applications received, identify those meeting the pre-established qualifications, complete an initial check of references of the qualified candidates, and recommend a short list of candidates to be interviewed.
4. This Committee will be involved in the process of interviewing all of the candidates visiting the campus.

5. The on-campus interview process may include a broad representation of the affected University Division, other members of the University community, including the Board of Trustees and others identified by the Provost/Vice President for Academic Affairs or executive officer or designee appointed by the President.
6. Upon the conclusion of the interview process, the Search Advisory Committee will submit to the Provost/Vice President for Academic Affairs or executive officer or designee appointed by the President an unranked list of three to five candidates, with an assessment of each, that are recommended to fill the vacant position.
7. The Provost/Vice President for Academic Affairs or executive officer or designee appointed by the President, in consultation with the President, will review the list of recommended candidates to identify the person to be extended an offer.
8. Exceptions to the above selection requirements may be granted in special circumstances where departure offers demonstrable benefits for the University. A request for such an exception must be submitted in writing to the Human Resources and Labor Relations Department and the Office of Equal Opportunity and Diversity for review and recommendation. A request initiated by a hiring department, together with the recommendations of Human Resources and Equal Opportunity, will be submitted to the President, who shall take final action on the request and report the recommendations and action taken to the Internal Affairs Committee of the Board of Trustees at or before its next meeting.

Procedures for the Evaluation of Administrative Officers:

The procedures that follow provide an overall structure for evaluation. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.

1. The evaluation process is conducted on an annual basis.
2. The process will be initiated with one-on-one session(s) between the Dean and the Provost or the Executive Director and the Divisional Vice President.
3. This initial phase of the process is devoted to dialog whereby mutually acceptable annual objectives are identified and finalized in writing; usually at the start of the fiscal/academic year.
4. Throughout the course of the year, one-on-one sessions will be initiated by either party to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
5. At year's end, during a one-on-one session between the Dean and the Provost or the Executive Director and the Vice President, the degree to which these objectives have

been met is determined and preliminary salary adjustment considerations are discussed. The Board of Trustees considers it important to have the evaluation of administrative officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall evaluation will be input from a sample of constituents and subordinates.

6. All Administrative Officers' merit considerations are reviewed by the Executive Officers in a group setting to ensure consistent application from an institutional perspective.
7. When considering salary adjustments for administrative officers, the President shall submit proposed adjustments to the Internal Affairs Committee for its review and comment prior to implementing said adjustment(s).