



The
UNIVERSITY
of **VERMONT**

Policy V. 2.0.1.1

Responsible Official: President

Effective Date: June 23rd, 2006

Review and Evaluation of Senior Administrators

Policy Statement

Senior University administrators will be subject to performance review annually and to a periodic comprehensive review at intervals of no longer than five years. The comprehensive review will address all significant aspects of the individual's responsibilities, soliciting input from appropriate constituencies as determined in relation to those responsibilities.

Reason for the Policy

This Policy requires supervisors to conduct annual performance reviews to recognize accomplishment, identify areas for improvement, and determine compensation. Comprehensive reviews are intended to assist supervisors in assessing the effectiveness of senior administrators in meeting defined institutional needs, including strategic goals and administrative expectations. It is also intended to provide constructive observations and guidance for improvement, including professional growth and development.

Strategic Direction

The Policy is designed to facilitate achievement of strategic goals and to meet institutional fiduciary responsibilities.

Applicability of the Policy

This Policy applies to senior administrators, defined for purposes of the Policy as the Provost, the Vice Presidents, and other such other institutional officers as the President may designate. Senior administrative officers generally have responsibility for planning, organizing, directing, and evaluating the programs, activities, and operations of a major segment of the University, or throughout the University in their specifically assigned areas of responsibility. This Policy does not apply to deans, who are annually as well as periodically evaluated under

a policy and procedures especially applicable to deans.

Policy Elaboration

In view of the diverse responsibilities of senior administrators and the nature of their units and areas of operation, the scope and content of the comprehensive review process for which this Policy provides will necessarily vary in relation to the administrator being reviewed. Appendix to this Policy is intended to provide general guidance to supervisors regarding the design and implementation of such reviews.

Definitions

Senior University administrators -See "Applicability"

Procedures

None

Forms

None

Contacts

Questions related to the daily operational interpretation of this policy should be directed to:

Chief of Staff
(802)-656-8937

The President is the official responsible for the interpretation and administration of this policy.

Effective Date

Approved by the President June 23, 2006

Appendix

GUIDELINES FOR THE DESIGN AND CONDUCT OF COMPREHENSIVE REVIEWS As stated in the Policy Elaboration, in view of the diverse responsibilities of senior administrators, and the nature of their units and areas of operation, the scope and content of the comprehensive review process for which the Policy provides will necessarily vary in relation to the administrator being reviewed. This Appendix provides general guidance to supervisors regarding the design and implementation of such reviews. In general, evaluation shall occur in a manner flexible enough to be responsive to the mission of the administrators unit without undermining reasonable consistency of process across units.

Annual Performance Reviews

1. Supervisors will conduct annual performance reviews of all senior administrators under their direct supervision. The reviews will be conducted reasonably in advance of the conclusion of a fiscal year in progress.
2. The primary objectives of the annual performance review are to recognize accomplishment, identify any areas for improvement, set goals for the upcoming year, and determine compensation. Supervisors should actively engage administrators in the formulation of unit and individual performance goals consistent with strategic goals and institutional mission.
3. Supervisors will conduct individual meetings with senior administrators regarding their performance reviews. The supervisor may request, and/or the administrator may submit, a summary self-assessment.
4. Performance reviews will be reduced to writing and maintained confidentially in appropriate personnel records. An administrator may respond in writing to a performance review, and a copy of the response will be maintained proximately to the evaluation.
5. In addition to review of performance over the year in progress, the supervisor, in consultation with the administrator, will set written goals for the upcoming fiscal year. If, following consultation with the administrator, the supervisor modifies these goals or assigned responsibilities during the year, the modification will be reduced to writing and a copy provided by the supervisor to the administrator.
6. Senior administrators are otherwise subject to personnel actions, including appointment, reappointment, non-reappointment, suspension, and termination, in accordance with applicable University Bylaws and policies.

Comprehensive Performance Reviews

1. Supervisors will initiate comprehensive reviews no more often than at three, and at no less than five-year intervals. The senior administrator will be advised in writing by his or her supervisor of the initiation of a review. The supervisor will identify to the administrator, prior to initiation of the review, the processes to be followed and the constituencies and individuals whom he or she intends to consult.
2. The primary objectives of the comprehensive review are to assist supervisors in assessing the administrator's effectiveness in meeting defined institutional needs, including strategic goals and administrative expectations, and providing constructive observations and guidance for improvement, including professional growth and development. Areas of focus will typically include administrative leadership and management; effectiveness in achieving or facilitating achievement of institutional goals and priorities; responsiveness to the needs of colleagues and relevant constituencies; and the quality of external relationships pertinent to the position. In the case of academic administrators, focus will include the administrator's contributions to shaping the intellectual life of the campus through decisions affecting faculty, the promotion of academic values and standards, and the adaptation of the campus to changing circumstances and needs.
3. In general, the review process should be designed in light of the primary objectives of the review and the specific responsibilities of the senior administrator, as well as the nature of his or her unit and areas of operation.
 1. The process should solicit meaningful input from appropriate governance groups and constituencies, those to be determined in relation to the administrator's specific responsibilities, nature of the unit, and areas of operation.
 4. Input will be solicited through use of evaluation surveys, which may be completed anonymously at the

option of the respondent. The survey will include a preliminary description of the assigned responsibilities of the administrator, unit(s) under his or her supervision, and areas of operation. The survey will use a combination of specific criteria on which the administrator will be quantitatively ranked and opportunity for narrative comment. It will identify the status of each respondent in a general, non-personally identifiable form, including the nature and extent of direct contact between the respondent and the administrator. In his or her reasonable discretion, the supervisor may also (a) conduct interviews of external or internal persons whose experience with the administrator is substantial and directly relevant to the objectives of the review; and/or (b) appoint a review team to assist him/her. With the approval of the President, or in his or her own discretion in the case of the President, a supervisor may retain a qualified external consultant to assess aspects of the administrator's operations or performance. The supervisor may request, and/or the administrator may submit, a written self-evaluation.

5. All input solicited will be maintained confidentially and competently summarized in writing. The senior administrator will receive a written summary of survey results, accompanied by the supervisor's written overall assessment based on the results and his or her own evaluation of performance over the evaluation period. The meeting will address the results of the comprehensive review process and provide constructive observations and guidance for any identified areas for improvement, including professional growth and development.
6. A record of the comprehensive review will be maintained confidentially in appropriate personnel records. An administrator may respond in writing to a review, and a copy of the response will be maintained proximately to the evaluation.
7. Senior administrators are otherwise subject to personnel actions, including appointment, reappointment, non-reappointment, suspension, and termination, in accordance with applicable University Bylaws, handbooks, and policies.