



Evaluation of Academic Administrators

RES 232412

FAC

RESOLVED: That the Academic Senate recommend revisions to the University Handbook language regarding the initiation of the review process for Administrators and the timeline for review. (Deletions in ~~strike through~~, additions in **bold underline**.)

RATIONALE: Each administrator must undergo review at three-year intervals, and it is critical to schedule this review process in a timely manner. The proposed changes help clarify who initiates these reviews, when the review committee is formed, and when the review process begins and ends.

311.1 General Guidelines (old)

Each academic administrator shall be evaluated according to these procedures at three year intervals. The first review should be initiated early in fall semester after their initial hire. The President or the President's designee prepares the schedule of the evaluations.

The President may, if he or she believes it is appropriate, call for an evaluation of an individual before a scheduled evaluation.

The supervisor, after consulting with the administrator being evaluated, is responsible for developing the categories to be used for evaluating a director, dean, or academic vice president.

(Revised 12-01-16)

311.1 General Guidelines (new w/revisions)

Each academic administrator shall be evaluated according to these procedures at three-year intervals. The President will initiate the review process for the Provost, and the Provost's office will initiate the review process for all academic administrators. In August of each academic year, the Provost's office will send to the Executive Committee of the Senate a schedule of which administrators will undergo review in the current academic year and the next academic year. The President **or Provost** may, if they believe it is appropriate, call for an evaluation of an individual before a scheduled evaluation.

The Academic Administrator Review Committee (AARC) is formed in the Spring of the administrator's second year, and the review process begins in the Fall of the third year. The supervisor for each administrator undergoing is responsible for providing the criteria for evaluation to the administrator and to the AARC.

311.2 Academic Administrators (revised)

The following positions shall be subject to this policy:

- Provost and Vice President for Academic Affairs (P&VPAA)
- AVP Academic Programs/~~Dean of Undergraduate and Graduate Studies~~ **Affairs/Dean of Academic Programs**
- **AVP Enrollment Management**
- AVP Faculty Affairs
- AVP Grants, Research, and Sponsored Programs (GRaSP)
- **AVP Institutional Research, Planning, and Assessment (IRPA)**
- Dean, School of Arts and Humanities
- Dean, School of Business and Public Administration
- Dean, School of Natural Sciences, Mathematics & Engineering
- Dean, School of Social Sciences and Education
- Dean, University Library
- Dean, Division of Extended Education and Global Outreach (EEGO) (*revised 07-10-17*)
- Dean, California State University, Bakersfield Antelope Valley (*Revised Name Change 6-28-18*)
(*Section Revised 12-01-16, XX-XX-23*)

311.3 Review Committee Membership

For review of the P&VPAA, AVP ~~Academic Programs/Dean of Undergraduate Studies~~ **Academic Affairs/Dean of Academic Programs, AVP Enrollment Management, AVP Faculty Affairs**, AVP GRaSP, **AVP IRPA**, and Dean of EEGO, the review committee shall be as follows:

- A. The faculty of each school shall elect one tenured faculty;
- B. The President or the President's designee **Provost** shall select a member of the ~~Academic Affairs~~ **Provost** Council; and (*Revised 12-01-16*)
- C. The President or the President's designee **Provost** shall choose a sixth member of the committee.

For review of the Dean of Arts and Humanities, Dean of Business and Public Administration, Dean of Natural Sciences, Mathematics & Engineering, Dean of Social Sciences and Education, Dean of University Library, and Dean of the CSU Bakersfield Antelope Valley, (*Revised Name Change 06-28-18*) the review committee shall consist of five members. (*Revised 12-01-16*)

- A. The faculty of the school dean being reviewed, or the librarians in the case of the Dean of University Library, shall elect three (3) tenured faculty members or librarians. In the case of the Antelope Valley Campus Dean, an election shall be held to select three (3) representatives from the faculty, staff, and librarians who are at the Dean of the Antelope Valley Campus. (*Revised 12-01-16*)
- B. The P&VPAA shall select a school dean; and
- C. The P&VPAA shall choose the fifth member of the committee.

Any prospective committee member with an active grievance (or other legal proceeding) against the specific Administrator under review at the time of review is not eligible for election or selection and cannot serve on the review committee.

The administrator under review may request that the supervisor of the review dissolve the review committee if one of its members is ineligible due to an active grievance (or other legal proceeding) against them, and the Senate will initiate a new election. *(Added June 28, 2018)*

311.4 Review Procedures

The procedures for review committees of academic officers are as follows:

A. The President and P&VPAA shall maintain a schedule showing the year in which the regular review of each administrative officer is due, and shall complete the committee selection and initiate the review process prior to the end of the academic year preceding the actual academic year the review takes place. A schedule for an evaluation should then be constructed with ~~March 1~~ **April 1** as the target date for completion of the process. *(Revised 12-01-16)*

B. At the time of initial appointment and immediately following each review, the supervisor will review with the administrator being evaluated the areas (i.e., academic leadership, program development, management, diversity initiatives, etc.) in which his or her performance will be assessed. In all cases, the areas to be evaluated will include:

- 1) The individual's effectiveness in commanding respect as an academic administrator and, if appropriate, as a scholar;
- 2) The individual's effectiveness in creating an educational environment conducive to excellence in teaching, scholarship, and mutual respect;
- 3) The individual's effectiveness in fulfilling their assigned role in achieving the mission and goals of CSUB.

In setting up the review process, the supervisor will solicit advice from the administrator under review as to any additional areas that should be included in the evaluation and what constituencies should be sampled. In all cases, the appropriate faculty, librarians and staff shall be given the opportunity to participate in the evaluation. The supervisor will provide the review committee information regarding the additional areas where the administrator's performance is to be assessed and recommend constituencies to be sampled. The areas of assessment should not be changed once the supervisor has reviewed them with the administrator being evaluated unless the administrator and supervisor agree. Throughout the review process, all parties shall bear in mind that the purpose of the administrator review is developmental as well as evaluative, in keeping with the essential mission of the University.

C. The review committee shall request from the administrator under review a concise self-study. The self-study will focus on areas to be evaluated, major accomplishments, problems and issues related to the responsibilities of the position (e.g. job description), future goals and plans, and personal professional development and accomplishments. This self-study shall be completed and submitted to the review committee and the supervisor.

D. The review committee shall survey various performance appraisal systems to determine the appropriate guidelines and instruments for the evaluation process. The evaluation shall cover a three-year period; therefore, the guidelines and process should be constructed to reflect this time frame. The committee, in consultation with the supervisor and the person being reviewed, shall develop the specific format for the appraisal. (Revised 12-01-16)

E. In the case of evaluation of School Associate Deans, during the third year, all School Associate Deans, including those in their final year of service as School Associate Dean and those who are retiring, shall be reviewed by the School faculty. The Dean shall meet with the faculty to discuss how they wish to proceed with the review. In preparation for the review, School Associate Deans, may, at their own initiative, submit to the School faculty and the Dean a brief self-evaluation of their performance for the period under review. In addition, the appropriate Dean shall offer the opportunity to all faculty of the School to give individual, confidential advice, orally, or in writing. This review shall assess the School Associate Dean's effectiveness based on the criteria established at the time of appointment. The review must occur during the fall semester of the third year. The written review of the School Associate Dean should be submitted to the School Dean by April first (1st) of that year. The Dean and the School Associate Dean shall then meet to discuss the report by April 15th.

(Added 06-06-17)

F. The P&VPAA, in consultation with the review committee and administrator to be evaluated, shall determine the individuals and/or groups to be consulted. In all cases, the faculty concerned shall be given the opportunity to participate in the evaluation. Individuals participating in the evaluation of administrators shall enclose their written comments in a sealed envelope, signed across the seal. The enclosed comments will then be coded to ensure the person's confidentiality in the review process. Examination of the documents by the administrator under review may occur in the event of a protested personnel action. Comments will be collected and the confidential coding maintained in the office of the P&VPAA.

G. The review committee shall consolidate all evaluations and forward the final report, which will include the administrator's self-study, to the appropriate supervisor and the administrator being evaluated. In most cases, this shall be the P&VPAA who will review the evaluation, self-study, and any written response, discuss these with the administrator under review, and forward the package with appropriate comments/recommendations to the President with a copy to the administrator under review **by April 15th**. In cases where there is a supervisory level between the administrator under review and the P&VPAA, the evaluation shall pass through that level for comments and go forward to the P&VPAA. The supervisor's written comments and recommendations should include components related to future goals and plans in addition to the expected review and comments on the evaluation.

In the case of the P&VPAA, the same process as outlined above will be followed except that the review committee's report shall be forwarded directly to the President. In all cases the final review level will be the President. The President or the administrator under review may elect to have a meeting about the

report. In this case, the President, P&VPAA, and the administrator under review will meet before releasing a comprehensive, explanatory report to the campus **by May 1st**.

In the event the administrator under review does not agree with any aspect of the evaluation, a written commentary may be submitted and it shall accompany the report. The administrator under review shall have ten working days after receiving a copy of the final evaluation to prepare his/her reaction and commentary. The administrator under review shall have complete access to all evaluation materials, with confidentiality of all reviewers being preserved. In the event of a protested personnel action, the coded comments may be assessed as required by current state law. In this event, persons who had submitted written comments will be notified of the action. Such individuals are protected from any form of reprisal, not only by the expectation of high ethical behavior from all University personnel, but by Executive Order No. 929 and California Government Code Section 8547.12.

H. Provisions governing campus personnel files such as confidentiality, disclosure, and rebuttal shall apply to the evaluation process. The consolidated report and all data collected for this report will become a part of the personnel file and will reside in the office of the P&VPAA.

Distribution List:

- President
- Provost and VP for Academic Affairs
- VP Student Affairs
- AVP Academic Affairs and Dean of Academic Programs
- AVP Enrollment Management
- AVP Faculty Affairs
- AVP GRaSP
- AVP IRPA
- School Deans
- Dean of Libraries
- Dean of Antelope Valley
- Dean of EEGO
- Department Chairs
- General Faculty

Approved by the Academic Senate: December 7, 2023

Sent to the President: December 15, 2023

President Approved: December 20, 2023