

INDIANA UNIVERSITY BLOOMINGTON

Review Procedures for Administrators

(By Action of the Bloomington Faculty Council: March 23, 1999; Last Amended March 20, 2001)

Rationale

1. Review provides a formal, systematic way for the faculty to have input into assessment of administrators, the vast majority of whose activities bear directly on the faculty.
2. Review provides a structured mechanism for feedback and advice for the improvement of campus administration and for the maintenance of superior administrative performance.
3. Review provides a psychological boost through the knowledge that an administrator's efforts and the program that is the focus of those efforts will be reviewed at regular intervals and that favorable performance will be endorsed by the constituencies to which the administrator has responsibilities.
4. Review encourages both the administration generally and the individual administrator to set appropriate goals for the unit in question and to assess one's success in reaching those goals.
5. Review extends beyond the review of the individual administrator because:
 - A. In general, it stimulates internal review of the unit(s) for which the administrator is responsible, a process that may be most beneficial to the Bloomington Campus, and
 - B. It allows those most directly affected (i.e., the faculty, students, and staff) to study the administrator's responsibilities and his or her performance in meeting those responsibilities.

Procedures

1. The following administrators who report to the Chancellor, Bloomington, shall have their performance and that of their offices evaluated on a regular basis:
 - A. Vice Chancellor for Academic Affairs and Dean of Faculties
 - B. Vice Chancellor for Academic Support and Diversity
 - C. Vice Chancellor for Budgetary Affairs and Planning
 - D. Vice Chancellor for Enrollment Services
 - E. Vice Chancellor for Student Affairs and Dean of Students
 - F. Affirmative Action Officer
 - G. Dean, University Division
 - H. Dean, Women's Affairs
 - I. Dean, College of Arts and Sciences
 - J. Dean, School of Education
 - K. Dean, School of Health, Physical Education and Recreation

- L. Dean, School of Informatics
- M. Dean, School of Journalism
- N. Dean, School of Law
- O. Dean, School of Library and Information Science
- P. Dean, School of Music
- Q. Dean, University Libraries

2. For each of these administrators, there shall be a comprehensive review (hereafter referred to as Review) conducted early in the fifth year in office and at recurring intervals of four years (see sections 3-7 below). In addition, each dean (listed 1.I through 1.Q above) shall be evaluated by a periodic survey distributed to the faculty of the administrator's unit (see sections 8-11 below). The Chancellor will provide reasonable and adequate staff and financial support for these review activities.

3. In the spring semester of each academic year, the Chancellor, Bloomington, shall provide the Council with a list of all administrative officers subject to Review the following year. He or she shall have responsibility for selecting the membership of the Review Committees according to the following provisions:

A. Because the duties of campus-wide administrators bear directly on the teaching, research, and service missions of all units on the campus, a majority of members of their Review Committees shall be from the faculty at large.

B. In the case of deans of the College of Arts and Sciences and of the professional schools reporting to the Chancellor, Bloomington, the majority of the members of their Review Committees shall be faculty from the unit whose administrator is being reviewed.

C. Where there are units subordinate to the administrator being reviewed, the number of faculty recommended from among the units subordinate to the administrator shall be in rough proportion to the number of faculty in each of the subordinate units.

D. The Bloomington Faculty Council's Nomination Committee shall submit a list of prospective Review Committee faculty members to the Chancellor. As part of this process, the Nomination Committee shall seek names from the Advisory Committee, Policy Committee, or similar faculty-elected committee (whichever is appropriate) of the unit being reviewed, and from other relevant groups, to be considered for inclusion in the list provided by the Nomination Committee.

E. The Nomination Committee's list shall contain approximately one-third more names than the number of faculty anticipated by the Chancellor to be on the Review Committee, so as to provide him or her with some choice in appointments to the committee. All faculty appointments to the Review Committee shall be made through the Nomination Committee.

F. In addition to receiving nominations for the Review Committee from the Council, the Chancellor shall solicit nominations from appropriate representative student groups, as well as from other appropriate non-faculty constituencies.

G. The administrator under review shall not provide any nominations for the Review Committee.

H. Before being made final, the composition of the Review Committee shall be reviewed by the administrator, who may object to any nominee for cause. The Chancellor shall give appropriate weight to these objections in formulating the Review Committee. The proposed committee then shall be reviewed by the Nomination Committee and submitted by the Chancellor to the Agenda Committee for discussion.

I. The Chancellor shall select a chair from the membership of the Review Committee or consult with the Nomination Committee about alternatives.

4. The Chancellor shall make his or her requests for the creation of Review Committees simultaneously with the announcement of the officials to be reviewed in order to allow at least one semester for completion of the Review process.

5. The Chancellor and the President Pro Tempore of the Bloomington Faculty Council shall convene the Review Committee. The Chancellor shall provide the Review Committee with a description of the duties and responsibilities of the administrator under Review. The Review Committee shall have latitude in establishing its own procedures, provided that it responds with data to the following questions as a minimum:

A. Has the administrator worked with appropriate constituencies to set goals and objectives for the unit?

B. To what extent does the administrator facilitate the achievement of these goals?

C. How effectively does the administrator represent and promote the unit to persons outside the unit?

D. How well has the administrator dealt with outside pressures in maintaining the integrity of the unit?

E. How is the unit perceived across the campus and by the state and the nation?

F. How effectively has the administrator implemented the University's Affirmative Action Plan?

G. How effectively has the administrator worked with and implemented policies adopted by relevant faculty governance bodies?

6. Once a draft of the Committee's report is available, the Review Committee shall:

A. Provide the reviewed official with a copy of the draft report and

B. Meet (not less than three days later) with the official being reviewed to discuss the draft report.

The Review Committee then shall meet with the Chancellor to submit and discuss its final report.

7. Copies of the reports of the Reviews of the remaining administrators, deans listed 1.I-1.Q above, shall be conveyed to the Agenda Committee of the Bloomington Faculty

Council, and to the dean's Elected Policy Committee. Reports may be made public at the discretion of the administrator reviewed.

8. The Chancellor, in consultation with the chair of the administrator's review committee, the president of the Bloomington Faculty Council, and, if applicable, the chair of the administrator's Elected Policy Committee, shall prepare a summary of the findings of the Review report, which shall be made public.

9. Periodic surveys shall also be conducted for the deans listed 1.I through 1.Q above. These deans have direct responsibility for faculty and have Elected Policy Committees. See:

<http://www.indiana.edu/~bfc/docs/policies/statement.html>

10. A survey shall be conducted at the beginning of a dean's third year during the initial five-year term of appointment. Thereafter, a survey shall be conducted as part of each comprehensive Review.

11. The Chancellor shall appoint an independent Agent (such as the IU Center for Survey Research) to conduct the survey.

12. The survey shall be in three parts:

A set of approximately 10 questions, the same for all deans, drafted by the Nomination Committee in consultation with the survey Agent and approved by the Bloomington Faculty Council. These questions will address such issues as the dean's leadership, administrative skills, encouragement of faculty, and program development.

A set of approximately 5 unit-specific questions prepared by the dean's Elected Policy Committee.

A place for written comments.

The final drafting of all questions shall be done in consultation with the survey Agent to ensure fairness and appropriateness of the questions.

13. The survey Agent shall send a copy of the survey to each faculty member of the dean's unit and collect all faculty responses within a specified period of time. The Agent shall make a tabulation of the responses to the questions and a compilation of the written comments, without reference to the originator.

14. A copy of the written comments shall be conveyed to the dean and to the Chancellor and shall be treated as confidential. The tabulated results of the remainder of the survey shall be conveyed to the Chancellor, to the dean, and to the dean's Elected Policy Committee. The results also shall be made available to Review Committees. The tabulated results shall be treated as confidential unless confidentiality is waived by the dean.

15. The tabulated results of the survey shall be reflected in the summary Review report prepared by the Chancellor, as stipulated in Section 8 above. In the case of initial surveys of a dean not associated with Reviews, the Chancellor shall prepare a summary report of

the tabulated survey results, in conformity with the procedures of consultation stipulated in Section 8 above.

16. As a general principle, the Elected Policy Committees of the deans 1.I. through 1.Q. shall establish Review procedures for departmental chairpersons and other officers of their unit who exercise significant discretionary authority. Procedures need not be uniform but should be appropriate to the officers or offices being reviewed.