

**For UAlbany Senate meeting of March 8, 2010**

## **Evaluation and Review of Administrative Officers**

**Chapter V and Appendix 9 from the SUNY Faculty Senate Handbook, available at <http://www.suny.edu/facultysenate/govhandbk08.cfm>**

### **V Support, Evaluations and Reviews of Administrative Officers and Functions**

Some campuses have established time frames and procedures for the systematic review of administrators. However, on many SUNY campuses, no policy, or no consistent policy, on this review exists. Where policies exist, the evaluation and review processes for administrative officers and management functions vary from campus to campus. Ongoing support to campus presidents is encouraged. (See Appendix 9 – Resolution in Support of Faculty Evaluation of Administrators.) Generally, administrative processes that involve faculty are initiated by the faculty according to a planned cycle and carried out by a committee, which reports outcomes to the faculty and to the person who is under review and to that individual’s supervisor. In some cases, outcomes are also reported to an oversight group, such as a Senate Executive Committee. In rare cases, the outcomes or a summary are provided to the entire faculty.

Evaluations of administrators should include the systematic collection of information from faculty and students on a regular basis. Data about administrators should include competency, leadership ability, soundness of judgment and effectiveness. SUNY governance leaders, at their 1986 conference, identified criteria for local assessment of the effectiveness of the chief administrative officer in areas such as: demonstration of academic responsibility; consultation and interaction with relevant constituencies; adherence to the college's mission statement; budget preparation; teaching climate; quality of relationships with students; and the public image of the college. The review policy on each campus should provide for peer review and the solicitation of comments from appropriate campus constituencies.

A report by the Governance Committee of the University Faculty Senate entitled “Faculty Evaluation of Administrators” was presented at the Winter Plenary 2005 and is available on the UFS website at [www.suny.edu/facultysenate](http://www.suny.edu/facultysenate). A resolution from the Governance Committee, passed by the SUNY Senate at the same plenary can be found in Appendix 9 and is also available at [www.suny.edu/facultySenate/files/FacultyEvaluation.pdf](http://www.suny.edu/facultySenate/files/FacultyEvaluation.pdf). The resolution encourages faculty evaluation of administrators, and recommends including evaluation in the bylaws of the governance body.

The Office of the Chancellor has continued the practice of regular review of campus presidents. The Chancellor’s review is described in “Guidelines for the Evaluation of Campus Presidents-1986” (See Appendix 10). This document describes an annual review process that does not require a faculty role and a periodic full-scale formal evaluation, typically at the three-year point (new presidents) or at five years (continuing presidents), which does solicit faculty involvement. The “Guidelines” do not stipulate campus-wide

faculty input, though in practice this does seem to have occurred at most campuses where the formal review has taken place.

A resolution from the Governance Committee, passed by the SUNY Senate in 1991 (See Appendix 11) may be of assistance to campuses engaged in this process.

## **APPENDIX 9**

University Faculty Senate  
Governance Committee  
140th Plenary Meeting  
ESF  
April 9, 2005

### Resolution in Support of Faculty Evaluation of Administrators

Whereas over the past decade a movement towards greater accountability and transparency has occurred in higher education as elsewhere, and faculty evaluation of administrators is one response to this increased expectation, and

Whereas the opportunity to evaluate college administrators is an important faculty prerogative, which, if pursued carefully, can give faculty a stronger sense of participation in the governance of the college, and

Whereas evaluation of administrators by faculty works best when all parties involved consider it an attempt to improve the health and strength of the institution rather than targeting individuals,

Now therefore be it resolved:

That the University Faculty Senate affirms the prerogative of local governance bodies to engage in evaluation of administrators, in a manner and on a schedule of the body's own choosing, and

That the University Faculty Senate affirms the value, and endorses the practice of faculty evaluation of administrators on those campuses of the State University of New York where it is regularly and systematically practiced, and

That the University Faculty Senate recommends to the governance body of those campuses of the State University of New York that do not now regularly and systematically evaluate administrators that they make provision to exercise their prerogative to do so, and

That the University Faculty Senate recommends to all local governance bodies that their evaluation process and procedures be designed and reviewed in light of the best practices identified in the University Faculty Senate's Governance Committee Report, Faculty Evaluation of Administrators, presented at the Winter 2005 plenary, and

That the University Faculty Senate directs the President of the Senate to send copies of this resolution, together with the referenced report, to all local governance leaders.

140-02-1 passed without dissent