

Serial Number #13-14--26

TO: President David Dooley  
FROM: David Byrd, Chairperson of the Faculty Senate

1. The attached BILL titled, University Manual Changes: Administrator Evaluation, Sections 5.76.10 – 5.76.12 and 10.90.9 – 10.90.17, is forwarded for your consideration.
2. This BILL was adopted by vote of the Faculty Senate on April 17, 2014.
3. After considering this bill, will you please indicate your approval or disapproval. Return the original, completing the appropriate endorsement below.
4. In accordance with Section 10, paragraph 4 of the Senate's By-Laws, this bill will become effective May 8, 2014 three weeks after Senate approval, unless: (1) specific dates for implementation are written into the bill; (2) you return it disapproved; or (3) the University Faculty petitions for a referendum.



David Byrd  
Chairperson of the Faculty Senate

April 17, 2014

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ENDORSEMENT

TO: Chairperson of the Faculty Senate

FROM: President of the University

- a. Approved .
- b. Approved subject to Notice to the Board of Education \_\_\_\_.
- c. Approved subject to final approval by Board of Education \_\_\_\_.
- d. Disapproved \_\_\_\_.



Signature of the President

4.18.14  
(date)

## UNIVERSITY OF RHODE ISLAND FACULTY SENATE

### REPORT OF THE EXECUTIVE COMMITTEE April 17, 2014

#### Proposal for a Revised Administrator Evaluation Process

#### BACKGROUND

During the 2011-12 academic year, the Faculty Senate discussed the administrator evaluation process as outlined in sections 5.76.10-12 and 10.90.10-15 of the UNIVERSITY MANUAL. After discussions between the Faculty Senate Executive Committee, Senator Nassersharif, the Administrator Evaluation Coordinator, and Provost DeHayes, a two-year pilot process was proposed. On October 18, 2012, by a vote of the Faculty Senate, the Administrator Evaluation Process was suspended for two academic years, 2012-13 and 2013-14, and legislation was passed outlining a pilot process that utilized an electronic survey instrument ([Bill #12-13—5](#)).

**The pilot time period has ended and the FSEC recommends the following changes to the UNIVERSITY MANUAL:**

**Blue is ~~strikeout of existing language~~; red is new language**

**5.76.10** Administrator Evaluation Committees shall be established within each administrative unit to conduct administrator evaluations as described in sections 10.90.10 - 10.90.15~~7~~.

**5.76.11** Each administrator evaluation committee shall normally consist of 5 members ~~except for the President's, which shall have 4 members~~. Three members shall be selected from a slate of nominees or volunteers generated from the administrator's constituent group (defined in section 5.76.12) by the Faculty Senate Executive Committee. The administrator shall choose ~~an~~ **additional one** member of the committee. In addition, the President or Provost as appropriate shall choose ~~an additional one~~ **one** member of the committee. ~~The additional~~ **All** members of the committee shall usually come from the constituent group. ~~#07-08--4~~

**5.76.12** The constituent groups shall be defined as, but not limited to, the following: a) for academic deans with college faculties: all continuing ~~members of the appropriate~~ college faculty; b) for the Vice Provost for Urban Programs: all continuing faculty who are currently teaching, or who have taught at the Alan Shawn Feinstein College of Continuing Education (ASFCCE) in the preceding ~~three-five~~ years and academic department chairpersons who participate in programs at ASFCCE; c) for the Dean of University College ~~and for Special Academic Success Programs~~: all continuing faculty who are currently teaching URI 101 or who have served as advisors to University College during the ~~three five~~ years immediately preceding the evaluation and all academic department chairpersons; d) for the Dean of the Graduate School: all continuing ~~members of the~~ graduate faculty; e) for the President, Provost and Vice President for Academic Affairs, Vice President for Research and Economic Development, and ~~the all~~ Vice Provosts: all continuing ~~members of the general~~ faculty. #07-08--4

**10.90.9** The Administrator Evaluation Coordinator (see Section 4.4, By-Laws of the Faculty Senate), or AE Coordinator, shall contact the Provost or the President, as appropriate, each March to plan for administrator evaluations for the following academic year. Administrator evaluations are carried out as described in sections 10.90.10 - 10.90.17. After identifying the administrators to be reviewed for the following academic year, the AE Coordinator schedules a meeting with the administrators to be reviewed. The initial meeting shall include the administrator's supervisor. The purpose of the initial meeting is to provide an orientation to the review process. The AE Coordinator will act as a facilitator for the process.

**10.90.10** Faculty Evaluation of Administrators. The purpose of Administrator Evaluation is to conduct a thorough performance review of administrators, using a well-defined procedure as outlined in the University Manual. The performance review includes input obtained through use of an electronic survey completed by the administrator's constituency group. The electronic survey results are summarized, documented, and shared with the administrator and the administrator's supervisor. The review results provide administrators with critical feedback from their constituency to help them improve and excel in their positions and/or identify problem areas that must be addressed. The review results provide important information to the administrator's supervisor within the timeframe for a decision on the reappointment of the administrator and establishment of goals and objectives for the new contract period.~~help administrators do their jobs as well as possible in accordance with long-range plans and goals, by giving them, regularly and through established procedures, information about how their faculty perceive their current effectiveness and what things their faculty deem it most important that they do. In conducting this procedure the faculty acknowledges that this is only one element of an overall evaluation of administrators.~~ #07-08--4

**10.90.11** The President, the Provost and Vice President for Academic Affairs, the Vice President for Research and Economic Development, all Vice Provosts, and all academic deans including the Dean of the University College ~~for and Special Academic Success Programs~~, the Graduate School, the Graduate School of Oceanography, and of the Library are subject to faculty evaluation. The evaluation ~~will follow the President's or the Provost's review cycle beginning at the end of the second year of the administrator's first term~~ shall be scheduled during the academic year immediately preceding the consideration of reappointment of each administrator. ~~After the first evaluation, the administrator will be subject to faculty evaluation on a regular basis not to exceed five-year cycles~~ Administrators must be reviewed through this process prior to their reappointment. #07-08--4

**10.90.12 Review Letters Electronic Survey**. The administrator evaluation process is based in part on peer reviews, which are a fundamental practice in academia. Therefore, objective and balanced evaluations are necessary for an effective procedure review process. Each member of an administrator's constituent group shall be invited to participate through an electronic survey which will include an open-ended comment section allowing for submission of written comments ~~submit a one or two page evaluation letter to~~. The Administrator Evaluation Coordinator (see section 4.4 of the By-Laws of the Faculty Senate) shall be responsible for overseeing and coordinating the entire evaluation process for all administrators. The AE Coordinator shall request and receive a copy of the administrator's job description, curriculum vita, and statement of accomplishments since her/his initial appointment or last review date. The documents provided by the administrators under review shall be distributed by the AE Coordinator to their constituencies. ~~For academic deans this letter should reflect the individual faculty member's judgment and evaluation of the administrator's performance in the following major areas of responsibility: 1) foster the education and learning of students of the college or unit and the University; 2) enhance the climate for research and scholarly activities by the faculty of the unit; 3) create and improve the outreach efforts and opportunities of the faculty and staff of the college or unit; 4) manage and balance the budgetary and fiduciary functions of the college or unit; 5) advocate for the college or unit within the administration of the University and the State in an effective manner; 6) and attract external funds in support of learning, scholarly activities and service/outreach. For other administrators, this letter should reflect the individual faculty member's judgment and evaluation of the administrator's performance in his/her major areas of responsibility. Writing an administrator evaluation letter~~ The survey responses shall be handled confidentially by the AE Coordinator. Participation in the review of administrators including the electronic survey is an optional activity. #07-08--4

**10.90.13** Administrator Evaluation Committees (see 5.76.10) shall be established within each administrative unit to prepare survey questions, collaborate with the AE Coordinator and the Faculty Senate Office to conduct the electronic survey, review survey results and faculty comments, and review faculty letters and determine how the letters-survey results and any additional data conclusions are to be summarized and presented. The work of these committees shall be completed within one semester before March 30 or by the reappointment decision deadline, whichever is earlier. See sections 5.76.10 - 5.76.12 for descriptions of Administrator Evaluation Committees. #07-08--4; #09-10--1

**10.90.14** The Administrator Evaluation Committee shall provide its written report to summary of the evaluation shall be disseminated to the administrator under review and meet with her/him to review the major findings, conclusions, and recommendations. ~~involved and his or her immediate supervisor by the evaluation committee for each administrator. The results of the President's evaluation go only to the President. The Administrator Evaluation Committee (AEC) performing each evaluation other than that of the President shall meet with the administrator involved, and may meet with the immediate supervisor to discuss the evaluation. The AEC performing the President's evaluation shall meet with the President to discuss the evaluation.~~ The administrator has the option ~~to~~ of ~~providing~~ a written response to the Administrator Evaluation Committee within 5 days of meeting with the Administrator Evaluation Committee. The Administrator Evaluation Committee shall subsequently provide its written report and any written response from the administrator to the administrator's supervisor. Allowing the supervisor a review time not to exceed 14 days, the Administrator Evaluation Committee shall meet with the supervisor and verbally review its major findings, conclusions, and recommendations. All members of the constituent unit shall be notified in writing by the Administrator Evaluation Committee AEC as to when that this meeting has taken took place. When the review is complete, a copy of the written report shall be provided to the AE Coordinator who will seal, mark confidential, and file the report in the Faculty Senate Office. #07-08--4

**10.90.15** Verbal Reporting to Constituency. The supervisor of the administrator being reviewed, in accordance with the organizational chart for the institution, shall deliver to the constituency for each administrator a verbal report on the evaluation results. If the constituency is not affiliated with a single administrative unit but represents a university-wide constituency (all continuing faculty), or a group that crosses units (graduate faculty, faculty affiliated with University College, or faculty affiliated with ASFCCE), the verbal report will be presented at a meeting of the Faculty Senate immediately following the receipt of the written report of the Administrator Evaluation Committee.

10.90.16 Evaluation of the President. The evaluation of the President is similar to that of all other administrators. However, the President's supervisor is the Rhode Island Board of Education. The president's evaluation report shall be provided only to the President.

**10.90.175** The respective administrator evaluation committees shall ensure the confidentiality of the process for the faculty participating in the process as well as for the administrator being evaluated. #07-08--4

## UNIVERSITY OF RHODE ISLAND FACULTY SENATE

### Proposed University Manual changes:

**5.76.10** Administrator Evaluation Committees shall be established within each administrative unit to conduct administrator evaluations as described in sections 10.90.10 - 10.90.17.

**5.76.11** Each administrator evaluation committee shall normally consist of 5 members. Three members shall be selected from a slate of nominees or volunteers generated from the administrator's constituent group (defined in section 5.76.12) by the Faculty Senate Executive Committee. The administrator shall choose one member of the committee. In addition, the President or Provost as appropriate shall choose one member of the committee. All members of the committee shall usually come from the constituent group. #07-08--4

**5.76.12** The constituent groups shall be defined as, but not limited to, the following: a) for academic deans with college faculties: all continuing college faculty; b) for the Vice Provost for Urban Programs: all continuing faculty who are currently teaching, or who have taught at the Alan Shawn Feinstein College of Continuing Education (ASFCCE) in the preceding five years and academic department chairpersons who participate in programs at ASFCCE; c) for the Dean of University College for Academic Success: all continuing faculty who are currently teaching URI 101 or who have served as advisors to University College during the five years immediately preceding the evaluation and all academic department chairpersons; d) for the Dean of the Graduate School: all continuing graduate faculty; e) for the President, Provost and Vice President for Academic Affairs, Vice President for Research and Economic Development, and all Vice Provosts: all continuing faculty. #07-08--4

**10.90.9** The Administrator Evaluation Coordinator (see Section 4.4, By-Laws of the Faculty Senate), or AE Coordinator, shall contact the Provost or the President, as appropriate, each March to plan for administrator evaluations for the following academic year. Administrator evaluations are carried out as described in sections 10.90.10 - 10.90.17. After identifying the administrators to be reviewed for the following academic year, the AE Coordinator schedules a meeting with the administrators to be reviewed. The initial meeting shall include the administrator's supervisor. The purpose of the initial meeting is to provide an orientation to the review process. The AE Coordinator will act as a facilitator for the process.

**10.90.10** Faculty Evaluation of Administrators. The purpose of Administrator

Evaluation is to conduct a thorough performance review of administrators, using a well-defined procedure as outlined in the University Manual. The performance review includes input obtained through use of an electronic survey completed by the administrator's constituency group. The electronic survey results are summarized, documented, and shared with the administrator and the administrator's supervisor. The review results provide administrators with critical feedback from their constituency to help them improve and excel in their positions and/or identify problem areas that must be addressed. The review results provide important information to the administrator's supervisor within the timeframe for a decision on the reappointment of the administrator and establishment of goals and objectives for the new contract period. #07-08--4

**10.90.11** The President, the Provost and Vice President for Academic Affairs, the Vice President for Research and Economic Development, all Vice Provosts, and all academic deans including the Dean of the University College for Academic Success, the Graduate School, the Graduate School of Oceanography, and of the Library are subject to faculty evaluation. The evaluation shall be scheduled during the academic year immediately preceding the consideration of reappointment of each administrator. Administrators must be reviewed through this process prior to their reappointment. #07-08--4

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**10.90.13** Administrator Evaluation Committees (see 5.76.10) shall be established within each administrative unit to prepare survey questions, collaborate with the AE Coordinator and the Faculty Senate Office to conduct the electronic survey, review survey results and faculty comments, and determine how the survey results and any conclusions are to be summarized and presented. The work of these committees shall be completed before March 30 or by the reappointment decision deadline, whichever is earlier. See sections 5.76.10 - 5.76.12 for descriptions of Administrator Evaluation Committees. #07-08--4; #09-10--1

**10.90.14** The Administrator Evaluation Committee shall provide its written report to the administrator under review and meet with her/him to review the major findings, conclusions, and recommendations. The administrator has the option of



providing a written response to the Administrator Evaluation Committee within 5 days of meeting with the Administrator Evaluation Committee. The Administrator Evaluation Committee shall subsequently provide its written report and any written response from the administrator to the administrator's supervisor. Allowing the supervisor a review time not to exceed 14 days, the Administrator Evaluation Committee shall meet with the supervisor and verbally review its major findings, conclusions, and recommendations. All members of the constituent unit shall be notified by the Administrator Evaluation Committee that this meeting has taken place. When the review is complete, a copy of the written report shall be provided to the AE Coordinator who will seal, mark confidential, and file the report in the Faculty Senate Office. #07-08--4

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**10.90.16** Evaluation of the President. The evaluation of the President is similar to that of all other administrators. However, the President's supervisor is the Rhode Island Board of Education. The president's evaluation report shall be provided only to the President.

**10.90.17** The respective administrator evaluation committees shall ensure the confidentiality of the process for the faculty participating in the process as well as for the administrator being evaluated. #07-08--4