

X. REVIEW OF SENIOR ADMINISTRATIVE OFFICERS

President: The Board of Trustees will manage periodic reviews of the President. The schedule and manner of such reviews will be determined by the Board.

Members of the President's Cabinet: The President, ATC, and the Chief Human Resources Officer will manage a 360-degree review of each member of the President's Cabinet to supplement and support the President's annual performance review of Cabinet members. Each officer will be reviewed once every five years, according to a schedule set by the President in consultation with ATC.

The goals of the senior administrative review are to provide confidential feedback—both to the individual and to the President as supervisor—that is direct, timely, actionable, and unbiased, recognizing strengths as well as areas for leadership development, and to ensure alignment with the educational mission of the college.

Following the process detailed below, the reviews will focus primarily on constituent feedback regarding leadership skills and secondarily on the performance of the officer's division. The process will incorporate input from selected faculty members, as identified by ATC, as well as other key constituents.

Detailed Procedures

1. The President and ATC will establish the schedule for leadership assessment of Cabinet members.
2. The Cabinet member, in collaboration with the President, will provide a current position description and a brief summary of the functions within their scope of responsibility. The assessment will focus primarily on the individual's leadership and secondarily on the performance of their division.
3. The leadership assessment process will be initiated by the President at the beginning of the spring semester, and not later than February 1, to align results with the annual performance review cycle.
4. ATC will review the position description and division summary and determine which faculty members will be invited to complete the leadership assessment. The Cabinet member may suggest faculty with whom they have worked directly. The President and Cabinet member will have the opportunity to review the list of faculty respondents. For meaningful assessment, the total number of faculty respondents will typically range from 10 to 20.
5. As determined by the President and the Cabinet member, the assessment survey will also be distributed to other constituents, including the President (as supervisor), direct reports, and other relevant stakeholders (e.g., members of the

Board of Trustees, Skidmore staff, Cabinet peers, appropriate student group representatives, and external constituents). This process will constitute a 360-degree assessment and will include a self-assessment. Survey questions will include both standardized and open-ended items. Any changes to the survey questions will be agreed upon by ATC, the President, and the Chief Human Resources Officer.

6. The Chief Human Resources Officer (or designee) will administer the assessment as an online standardized survey to all selected participants. Participants will complete the survey anonymously. Following the survey deadline, a comprehensive report will be generated within one day, presenting the anonymous feedback organized by respondent group (e.g., faculty, direct reports, supervisor, peers, self). The full process will take approximately 4-6 weeks.
7. The President and Cabinet member will receive the report, which includes comparisons with the individual's self-assessment, analysis by respondent group, and a strengths, weaknesses, opportunities, and threats (SWOT) analysis. The report is intended to support self-reflection and to identify actionable next steps, for ongoing improvement.
8. The President, ATC Chair, and Chief Human Resources Officer will meet to confidentially review the assessment results, with particular attention to faculty feedback.
9. The ATC Chair will report to ATC that the leadership assessment process has been completed.

Confidentiality

Evaluations received as a part of the review of Cabinet members and the final report will be kept in strict confidence, and the rights of both the officer being reviewed and those providing comments will be protected.

Changes in Procedure

Changes in these procedures must be agreed upon by ATC and the President.