

# Review of Senior Administrative Officers

# *Goals*

Guiding principles for reviewing the process included the following:

- Assess senior administrative officers on how their work connects with the educational mission of the college so that the educational mission is central.
- Connect faculty/staff to the work of administrators, fostering integration and a stronger sense of shared responsibility.
- Create a standardized process that aligns with the leadership expectations of the institution and which helps reduce the possibility of bias.
- Increase transparency by giving faculty/staff direct visibility into how administrators are evaluated.

# *What is Different?*

## **1. A true 360-degree review**

- a. Feedback will come from selected faculty (identified by ATC), the President, direct reports, and other relevant stakeholders as appropriate (e.g., staff, students, Cabinet peers, trustees, or external constituents)
- b. Officers also complete a self-assessment

## **2. More frequent reviews:** Reviews move from every six years to every five years

## **3. Standardization**

- a. A common survey with both standardized and open-ended questions
- b. Focus areas include
  - Vision and strategic thinking
  - Judgment and decision-making
  - Communication
  - Ethics and integrity
  - Mentorship and leadership development
  - Problem solving

## **4. Greater Transparency**

# *How the New Review Process Works*

- 1. Scheduling** – Each officer will be reviewed once every five years
- 2. Preparation** – the Cabinet member provides a current position description and a brief summary of their division's scope
- 3. Selection of respondents**
  - a. ATC identifies 10-20 faculty members
  - b. Other stakeholder groups are included as appropriate
- 4. Survey Administration**
  - a. HR administers an anonymous online survey
  - b. The process runs approximately 4-6 weeks
  - c. Results are compiled quickly after the survey closes
- 5. Results and reflection**
  - a. The report includes:
    - i. Grouped feedback by respondent type
    - ii. Comparison with self-assessment
    - iii. A SWOT analysis (strengths, weaknesses, opportunities, threats)
- 6. Review and follow-up:** The president, ATC Chair, and CHRO meet to review results