

UNIVERSITY OF CENTRAL FLORIDA
REVIEW OF ACADEMIC ADMINISTRATORSFunction of the Review

The process herein described presents a proposed procedure for reviewing the effectiveness of the administrator and his or her office in meeting the academic leadership and management objectives of the administrative unit, to report to the President the results of such a review, and to make any recommendations on action to be taken to improve the effectiveness of the administrator and unit under study. It is the obligation of the President to weigh the results of any such review carefully in his ongoing evaluation of the administrator and academic unit. The review is designed as a collegial process with the goal of effecting a periodic renewal of understanding among the administrator's several constituencies about the desirable goals and the real possibilities of his or her conduct of office. The review provides the occasion for presentation and consideration of the range of diverse educational philosophies, interpretations of goals and expectations for leadership and management within the unit; at the same time, it necessitates a hard look at the real conditions within which the administrator and his or her office must operate. The report shall focus on the issues that must be dealt with by the administrator and the faculty and the accomplishments to date.

The essential ingredients of such a review process are: a review panel that is both representative and acceptable to the parties to the review (faculty, administration, students, and the administrator under review); a committee review process that ensures the full participation of all these parties; a timely feedback process that respects the sensitive personal nature of the review process while providing specific recommendations; and a follow-up report on the implementation of recommendations for specific changes.

Initiation

The periodic review process shall normally occur every five years unless it is initiated earlier by special request. A special request to advance the review may be initiated by the administrator to be reviewed, the faculty or the administration when circumstances warrant it. Circumstances warranting such a request are expected to be unusual but compelling from the point of view of the constituency requesting the review. The scheduling of reviews is the responsibility of the Vice President for Academic Affairs or the President, as appropriate.

Composition of the Review Panels and Designation of the Panel Members

Vice President for Academic Affairs

Faculty: Seven. Each fall term the faculty of each college will elect three nominees to serve as potential members of review panels. Seven of the nominees will be chosen by the President of the University in consultation and agreement with the Vice President for Academic Affairs and the elected members of the Senate Steering Committee. The seven faculty members will comprise as broad a representation as seems appropriate.

Students: Two (usually one undergraduate and one graduate). Seven nominees will be chosen by means of procedures to be developed by the Student Senate. Two of these nominees will be selected to serve as review panel members by the President of the University in consultation and agreement with the Vice President for Academic Affairs and the elected members of the Senate Steering Committee.

Administrators: Two. One member of the UCF Dean's Council and one Vice President for Academic Affairs from another university will be selected to serve as review panel members. Both members will be selected by the President of the University in consultation and agreement with the Vice President for Academic Affairs and the elected members of the Senate Steering Committee.

Academic Deans (includes Dean of Graduate Studies and Research)

Faculty: Five members (four internal members and one external member*):

Internal members. The department chairpersons of the college will arrange for an election of ten nominees by the faculty. Four of the ten nominees will be selected by the Vice President for Academic Affairs in agreement with the dean being reviewed and the appropriate faculty committee within the college as determined by that unit. Those elected as nominees to the review panel and selected as members of the panel shall be faculty perceived by the constituencies of the college as objective, representative of the diverse educational philosophies within the college, and discreet.

External member. The Senate Steering Committee will determine procedures by means of which a pool of fourteen faculty members can be established annually in the early fall to be on call to serve as external members of review panels. The external member of the panel will be selected from the pool by the Vice President for Academic Affairs in agreement with the dean being reviewed and the appropriate faculty committee within the college.

*Panel for Dean of Graduate Studies and Research will be selected entirely through External Member procedures.

Students: Two (for the college deans, normally there will be one undergraduate and one graduate, for the graduate dean, both will be graduate students).

College Deans. The college's student organization will nominate four students (usually two undergraduate and two graduate). Two of the student nominees will be selected by the Vice President for Academic Affairs in consultation and agreement with the dean being reviewed and the appropriate faculty committee within the college.

Graduate Dean. The Graduate Council will select and forward to the Vice President for Academic Affairs the name of one graduate student from each college which has been selected from the nominees provided by the appropriate student organization within each college. Two students will be picked from this panel by the Vice President for Academic Affairs in consultation and agreement with the dean and Graduate Council.

Administrators: Two. One dean from the UCF Dean's Council and one dean with similar responsibilities from another university will serve on the review panel. The member of the Dean's Council will be selected by the Vice President for Academic Affairs in consultation and agreement with the dean being reviewed and the appropriate faculty committee within the college.* The external administrator is to be selected by the Vice President for Academic Affairs in agreement with the dean being reviewed and the appropriate faculty committee within the college.*

*Graduate Council, in the case of the graduate dean.

Associate/Assistant Vice Presidents, Deans, Directors (Academic), Department Chairpersons

Although there will be no review, per se of these administrative categories, individuals holding such positions will be included in the review of the vice presidents and deans as a significant segment of their administrative team.

Procedures and Responsibilities

The review panel shall work primarily from the published job description of the administrator being reviewed, a self-study by that individual, and an "ideal" description of the role of the administrator to be solicited by the review panel, in combination with the data that define his or her performance in office and the constraints within which the possibilities for performance are defined. Both written statements developing the substance of an argument in some detail and interviews in which ideas can be examined in interchange shall be employed in the review process. Groups (departments, committees, etc.) as well as individuals shall be invited to participate in presenting their views.

It shall be the review panel's responsibility to ensure that all members of the administrative unit's faculty, student body and staff are given the opportunity to communicate with the panel. This process will ensure that the views to which weight is given are representative of those of a significant proportion of any constituency or constituencies, provide the administrator being reviewed with the opportunity to discuss major issues and concerns identified during the review process, and ensure the confidential nature of communications.

Feedback Process

The review panel shall prepare a written report to be submitted to the Vice President for Academic Affairs (or President as appropriate). The report shall contain a description of the review process, data collected, findings, and specific recommendations for future action by the administrator under review and his or her office, the faculty and the University.

The complete report shall be made available to the administrator under review immediately after it is reviewed by the Vice President for Academic Affairs (or President). The faculty and/or administrative heads of the appropriate unit shall receive a timely summary of the report prepared and issued by the review panel after approval by the Vice President for Academic Affairs (or President). This summary shall contain the major findings of the review panel and the panel's specific recommendations for action.

It is the responsibility of the administrator, and the person to whom he or she reports, in consultation with the appropriate faculty committee of the organizational unit to recommend a plan of action to respond to the recommendations of the panel.

Post-Review Follow-Up

The administrator who has been reviewed will comment specifically on the progress being made toward fulfilling the plan of action in his or her annual report, which will be made available to the appropriate administrative head and/or faculty of the specific unit. The Vice President for Academic Affairs (or President) shall discuss the report with the review panel. A further report may then be issued by the Vice President for Academic Affairs (or President).

Legal Restrictions

All aspects of the review process must be consistent with requirements of state and federal law and with University policy. The University Legal Counsel will provide specific guidelines.

Review of the Review Procedure

Each review panel is charged with recommending any desirable changes in the procedure to the Academic Affairs Advisory Staff.

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