

March 27, 2003

To: Judith Chafel, Policy Council Chair

From: Jonathan Plucker, IUB Faculty Affairs Committee Chair

Re: Revision of "Review Procedures for School of Education Academic Administrators"
(96.09)

The Faculty Affairs Committee recently completed its review of the policy for reviewing administrator performance. In addition to reviewing the existing policy, FAC solicited comments from the chairs of the four administrator review committees that were active during the 2002-2003 academic year. One FAC member was active on a department chair review committee and shared insights from his experiences.

In general, current procedures appear to work well, although the existing policy does not match current practice completely. Minor changes were made to the policy to help policy and practice align. FAC also received suggestions for minor improvements which are also reflected in our proposed revision. Specific changes are described below and marked in the attached document:

Under "Procedures," Item 1: The committee noted that many of the titles listed in subitems A through I had changed since the policy was adopted in 1996. Three subitems (D, E, H) also list positions that are traditionally filled by professional staff: Assistant Dean, Assistant Dean for Education Student Services, and Director of ETS. Review of these positions does not appear to be consistent with the purpose of the document. Finally, including Area Chairs in this process feels excessive. Indeed, several people noted that it is difficult to talk colleagues into assuming these responsibilities, yet they are repaid by an additional layer of scrutiny. FAC proposes the following changes to this section to address these issues:

1. Simplifying the categories to avoid having the titles become obsolete as the administrative organization changes and evolves.
2. Removing the requirement for review of administrative positions filled by professional staff.
3. Removing the requirement for review of area chairs.

Under "Procedures," Item 3, Subitem B: The policy does not currently call for an external member of the administrative review committees. This external member would assure accountability during the review process. FAC proposes the following change to address this issue:

1. Add "At least one member of the committee should be from outside the unit of the administrator under review."

Under "Procedures," Item 5: One department chair review committee felt that the four questions listed in this section were far too limiting. When considering their concern, FAC wondered if the

committee had perhaps interpreted the questions as the sole, mandatory questions for administrator review. Also, several current department chairs expressed concern that Question A, dealing with whether the administrator has set valid goals, simply didn't apply to their understanding of their responsibilities. FAC proposes the following changes to address these issues:

1. Remove Question A, which generally doesn't apply to the administrators from whom review is required. If setting of goals is pertinent, it is difficult to imagine a situation in which a review committee would not consider this question.
2. Modify Question B to be more inclusive. The proposed wording more closely matches current administrators conceptions of their responsibilities than the wording in the current policy.

FAC hopes that these relatively minor revisions can be considered at the final meeting of Policy Council this semester. Please contact me if I can provide additional information.

***** Policy in full text begins on page 3 *****

Review Procedures for School of Education Academic Administrators
Indiana University

Rationale

1. Review provides a formal, systematic way for the faculty to have input into assessment of administrators, the vast majority of whose activities bear directly on the faculty.
2. Review provides a structured mechanism for feedback and advice for the improvement of School of Education administration and for the maintenance of superior administrative performance.
3. Review provides a psychological boost through the knowledge that an administrator's efforts and the program that is the focus of those efforts will be reviewed at regular intervals and that favorable performance will be endorsed by the constituencies to which the administrator has responsibilities.
4. Review encourages both the administration generally and the individual administrator to set appropriate goals and to assess one's success in reaching those goals.
5. Review extends beyond the review of the individual administrator, because
 - A. In general, it stimulates internal review of the areas for which the administrator is responsible, a process that may be most beneficial to the School of Education as a whole, and
 - B. It allows those most directly affected (i.e., the faculty, students, and staff) to study the administrator's responsibilities and his or her performance in meeting those responsibilities.

Procedures

1. Administrative officers holding positions bearing directly on the teaching/research mission of Indiana University School of Education shall have their performance and that of their offices evaluated regularly by a process referred to as a Review. Review shall apply to the following academic officers/offices reporting to the Dean of the School of Education.
 - A. Associate Deans (review of IUPUI associate deans to follow IUPUI policy)
 - B. Department Chairs
2. The review shall be conducted at the end of the third year in office and at recurring intervals of four years thereafter.
3. Early in the spring semester of each academic year, The Dean of the School of Education

shall provide the Policy Council with a list of all administrative officers subject to Review the following year. He or she shall have responsibility for selecting the membership of the Review Committees, according to the following provisions:

- A. The majority of the members of their Review Committees shall have direct knowledge of the responsibilities of the administrator to be reviewed.
 - B. The Policy Council's Agenda Committee shall submit a list of prospective Review Committee members to the Dean. At least one member of the committee should be from outside the unit of the administrator under review.
 - C. The list shall contain approximately one-third more names than requested by the Dean, so as to provide him or her some choice in appointments to the committee.
 - D. In addition to receiving nominations for the Review Committee for the Agenda Committee, the Dean shall solicit nominations from appropriate representative student groups as well as nominations drawn from other appropriate constituencies.
 - E. Before being made final, the composition of the Review Committee shall be submitted by the Dean to the Agenda Committee for discussion.
 - F. The Dean shall appoint the chair.
4. The Dean shall make his or her requests for the creation of Review Committees simultaneously with the announcement of the officials to be reviewed in order to allow at least one semester for completion of the Review process.
 5. The Dean and the Secretary of the Policy Council shall convene the Review Committee. The Dean shall provide the Review Committee with a description of the duties and responsibilities of the administrator under Review, as well as arranging for reasonable and adequate staff and financial support for the activities of the Review Committee. The Review Committee shall have latitude in establishing its own procedures, provided that it responds with data to the following questions *as a minimum*:
 - A. To what extent does the administrator facilitate the achievement of school, department, program, and individual faculty goals?
 - B. How effectively does the administrator represent and promote the unit to persons within and outside the unit?
 - C. How effectively does the administrator relate to the faculty, students, and staff?
 6. Prior to submitting its findings to the Dean, the Review Committee shall:
 - A. Provide the reviewed official with a copy of the report, and
 - B. Meet (not less than three days later) with the official being reviewed to discuss its findings with him or her and to solicit reactions.
 7. Copies of the reports of the Reviews shall be conveyed to the Agenda Committee of the Policy Council.