

Guidelines for the Review of School Directors College of Health and Human Services

Overview

The dean, who incorporates in his or her review input from all that contribute relevant information, evaluates a school director's performance. Annual reviews are intended to be formative—part of a continuous assessment process that provides feedback about performance as it relates to the achievement of objectives. Comprehensive reviews are summative—conducted for the purpose of making decisions about future leadership of the school. Faculty and professional staff satisfaction with a director's performance is an important element in the review.

Timing of Review

Reviews will be conducted and completed during Winter Quarter. These reviews are annual except for a comprehensive review scheduled for each fifth year of service or when specially called for by an absolute majority of Group I faculty (excluding school director) in the school.

Exemption of New Directors from First-Year Review

New directors will not be formally reviewed until their second year of service. Informal formative discussions between the director and dean will take place throughout the first year.

Annual Reviews

As part of the annual review process, the director will provide the dean, the faculty (Group I and Group II) and full time professional staff of the school with a set of objectives that includes:

1. a list of the previous year's school objectives that have been developed by the director and the faculty and professional staff prior to the review, and
2. other professionally relevant objectives for the director that extend beyond those of the school.

The director will also provide an assessment of progress made toward meeting these objectives and his/her contribution to that progress.

The above materials, along with the Director Review Questionnaire, will be distributed to all Group I and Group II faculty and full time professional staff early in the second week of Winter quarter by the appropriate school committee, usually the school's promotion

and tenure committee. Completed evaluation forms will be due to the committee by the end of day on Friday of the third week of Winter quarter.

The dean will provide the committee with the reports from previous annual reviews (up to three years) of the director at the beginning of the Winter quarter. All comments obtained in writing during a given year's review will be transcribed and shown to the director by the committee. The committee will not edit these comments, but will not take responsibility for accuracy of transcribing handwritten statements. The committee, after its own preliminary discussion, will meet with the director. After this meeting the committee will consult with the dean and provide the transcribed comments. The committee will then prepare its report for the dean. All of these activities will be completed by February 15, or the following Monday, if the 15th should fall on a weekend.

If necessary to evaluate the director's performance, the dean will seek relevant information from individuals outside the school, but within the university.

After due consideration of the report and all additional information, the dean will provide a written review of the director's performance to the committee and the director.

Comprehensive Review

Upon completion of four years of service, the director will meet with the dean to determine whether he or she wishes to seek reappointment. This discussion will occur in the Spring quarter of the fourth year of service. If reappointment is not desired, there will be neither an annual nor comprehensive review in the fifth year. If reappointment is to be considered, a comprehensive review will be conducted in the winter of the fifth year.

The comprehensive review is based on information about the director's progress toward meeting objectives throughout his or her entire term of office and on an assessment of the potential of this individual to respond effectively to anticipated challenges and opportunities in the future. Thus, this review should consider the overall performance and accomplishments of the director.

As part of the comprehensive review process, the director will provide the dean, the faculty (Group I and Group II) and full time professional staff of the school with a set of objectives that includes:

1. a list of the school objectives since the last comprehensive review that have been developed by the director and the faculty and professional staff prior to the review, and
2. other professionally relevant objectives for the director that extend beyond those of the school.

The director will also provide an assessment of progress made toward meeting these objectives and his/her contribution to that progress. In addition, the committee will develop a list of anticipated challenges and opportunities for the school in the future and

Director Review Guideline

ask the director to provide an assessment of his or her qualifications for responding effectively to them. In responding, the director may wish to address additional challenges and opportunities for the school, not specified by the committee but which he or she deems important. The dean will provide the committee with all the written final reports since the last comprehensive review, including the last comprehensive report.

The above materials, along with the Director Review Questionnaire, will be distributed to all Group I and Group II faculty and full time professional staff early in the second week of Winter quarter by the appropriate school committee, usually the school's promotion and tenure committee. The Director Evaluation Form may be revised/adapted for use in the comprehensive review with approval of the dean. Completed evaluation forms will be due to the committee by the end of day on Friday of the third week of Winter quarter.

All comments obtained in writing during the evaluation will be transcribed and shown to the director and dean by the committee. The committee will not edit these comments, but will not take responsibility for accuracy of transcribing handwritten statements. The committee, after its own preliminary discussion, will meet with the director. The committee, following the meeting with the director, will prepare its draft report. The draft report will include preliminary recommendations and a recommendation of reappointment or non-reappointment. The director will be provided an opportunity to comment on the draft report before the final version is submitted to the dean. The final report will include a concise executive summary that the dean will later distribute to the faculty and professional staff of the school. The committee will meet with the dean to discuss its report. All of these activities will be completed by February 15, or the following Monday, if the 15th should fall on the weekend.

If necessary to evaluate the director's performance, the dean will seek relevant information from individuals and groups outside the school, but within the university.

After due consideration of the report and all additional information, the dean will provide a written review of the director's performance to the committee and the director. This review will include a decision regarding reappointment of the director. Should this decision differ from the recommendation of the committee, the dean will meet with them before completing the final version of the review in order to give the committee an opportunity to respond. The dean will also distribute a report to the faculty and professional staff of the school, which will include a summary of the dean's actions to be taken as a result of the review and the committee's summary of their findings and recommendations.

Approved by majority of votes cast, March 31, 2000; remains current academic year 2008-2009.