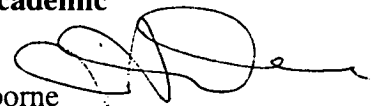


**SIMON FRASER UNIVERSITY**

**Office of the Associate Vice-President, Academic  
Memorandum**

**To:** Senate

**From:** Judith Osborne  
Associate Vice-President, Academic



**Subject:** Procedure for Mid-Term  
Review of Senior Academic  
Administrators

**Date:** October 19, 1999

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Attached is the final draft of a set of procedures for the mid-term review of academic administrators. SFUFA has been extensively consulted during the drafting process.

I would ask that these procedures be reviewed by SCAR.

**Note to Senate**

Following review by SCAR at its meeting of October 19, 1999, this policy is now forwarded to Senate for discussion

## *Procedures for the Mid-Term Review of Senior Academic Administrators*

**Purpose:** To provide a mechanism for facilitating constructive feedback to senior academic administrators regarding the performance of their administrative duties; to provide a channel of accountability to the Board of Governors and to improve the University community's knowledge and understanding of and confidence in administrative actions.

1. These procedures apply to senior academic administrators from the level of Deans up who also hold faculty appointments or their equivalent.
2. Normally, the mid-term review will take place at the beginning of the third year of a five year administrative term.
3. The administrator being reviewed shall prepare a statement for the review that will summarize his/her activities and accomplishments during the first part of his/her appointment and goals and objectives for the remainder of the appointment in relation to his/her job/duties. This document will form part of the review materials and will be made available to those consulted as part of the review.
4. The review will be co-ordinated by a member of the university community designated by the person to whom the administrator reports, i.e. the Board Chair, President, or Vice President, Academic. The person to whom the administrator reports shall submit to the co-ordinator a list of people who should have input into the process.
5. The administrator being reviewed will be entitled to comment on the list of people the co-ordinator intends to consult and to suggest additional names.

6. The review shall consist of two parts:

### Part A:

The following individuals or groups of individuals must be consulted:

- (i) the person to whom the administrator reports;
- (ii) peers (if any);

- (iii) those who report to the administrator;
- (iv) the office staff of the administrator and
- (v) a random selection of at least 20 individuals who have direct knowledge of the administrator's work through the structures of university governance.

#### Part B:

A random sample of an appropriate field of faculty will be asked to complete a brief questionnaire. For senior academic administrators who serve the university as a whole, this sample will comprise at least 25% of faculty. For a faculty dean, it will comprise at least 50 faculty members or, all faculty members in his/her faculty where that number is less than 50. The reliability of the responses will depend on the response rate. The questionnaire will be in the form of Appendix A, as modified by the person to whom the administrator reports to reflect the responsibilities of the administrator being reviewed.

7. The co-ordinator shall collect and collate the responses to both parts of the review and submit the results in an anonymous format to the administrator for comment before forwarding the complete package to the person to whom the administrator reports. The President of the Faculty Association will have an opportunity to review the entire package on a confidential basis. The person to whom the administrator reports will then review and discuss the feedback with the administrator.

8. The administrator will prepare a revised written statement of goals and objectives which responds to the major findings of the review and which will be made public along with the summary of activities and accomplishments produced in step 3.

9. The person to whom the administrator reports shall provide a confidential written assessment of the mid-term review, which may include a written response from the administrator, to the President, in the case of deans and to the Board of Governors through the President, in the case of vice presidents.

10. If the administrator is subsequently considered for re-appointment or for a different senior academic administrative appointment, the extent to which s/he responded effectively to the

review will be taken into account in determining their suitability for the position.

## APPENDIX

Participants in the review process will be asked to assess the administrator's performance relative to the stated expectations of the position and the stated goals and objectives of the administrator.

In Part A of the review the participants will be asked the following open-ended questions:

- (a) what are the strengths and weaknesses thus far of X in his/her role as President/Vice President/Dean and
- (b) what advice would you give him/her regarding the balance of the term of office?

In addition, they will be asked if they have any other comments on the administrator's performance.

In Part B of the review, the participants will be asked these same open-ended questions, plus a number of Likert-scale questions<sup>1</sup> which will cover the following criteria:<sup>2</sup>

- (i) Fostering teaching and research and other aspects of the academic mission of the university;
- (ii) Providing leadership;
- (iii) Representing their constituency inside and outside the University;
- (iv) The efficiency and effectiveness of this person's office;
- (v) Openness and consultation;
- (vi) Responsiveness to faculty concerns;
- (vii) Fostering academic freedom;
- (viii) Commitment to equity and diversity;
- (ix) Interpersonal skills, including conflict resolution;
- (x) Administration of University policies;
- (xi) Ability to make and communicate decisions in a fair and consistent manner.

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<sup>1</sup> One of the response options will be "No Comment".

<sup>2</sup> The questions may also include examples relevant to the position being reviewed.