

Board of Visitors

November 21-22, 1975

Resolution CN-1

Enclosure _____

Page 1 of 6

APPROVAL OF
POLICIES AND PROCEDURES FOR EVALUATION
OF ADMINISTRATIVE PERSONNEL

Christopher Newport College

In order to provide for the systematic evaluation of the effectiveness of the administrative staff at Christopher Newport College, the attached "Policies and Procedures for Evaluation of Administrative Personnel" have been developed. They are similar to, and patterned after, a comparable document which serves The College of William and Mary. Regular and systematic evaluation of administrative personnel will identify the strengths and weaknesses of individual administrators, thus providing data for decision making and enhancing self-improvement.

BE IT RESOLVED, That the Board of Visitors of The College of William and Mary and Christopher Newport College approves for Christopher Newport College "Policies and Procedures for Evaluation of Administrative Personnel."

POLICIES AND PROCEDURES FOR EVALUATION
OF ADMINISTRATIVE PERSONNEL

Christopher Newport College

I. Definition of Personnel Affected

- A. Faculty-equivalent personnel. These policies and procedures apply to those persons employed at Christopher Newport College in positions recognized by the Governor in "Consolidated Salary Authorization for Teaching and Research Staffs in Institutions of Higher Education" (paragraph 2) as "essentially for academic administration and supervision" but who are comparable in professional qualifications to the teaching and research staff, and who "are assigned academic faculty ranks of professor, associate professor, assistant professor, or instructor."

At Christopher Newport College the following administrative officers are presently included within the above definition:

Business Manager
Dean of Academic Affairs
Associate Dean of Academic Affairs
Assistant Dean of Academic Affairs
Dean of Student Affairs
Director of the Counseling Center
Director of Placement and Career Planning
Director of Financial Aid
Director of Development
Director of Institutional and Computer Services
Dean of Admissions
Assistant Dean of Admissions
Registrar
Assistant Registrar
Professional Librarians
Professional Counselors

- B. Other Personnel Affected. At the President's discretion, these policies and procedures shall apply as well to other persons, who are not appointed within the State definition of "faculty-equivalent personnel," but whose duties are at least in part administrative, and who are not otherwise covered, as classified employees, by the policies and procedures of the Virginia Personnel Act.

November 21-22, 1975

Enclosure _____

Page 3 of 6II. General Policies Regarding Administrative Appointments

- A. Administrators Accountable to the President. The President is charged by the Board of Visitors with the administration of the College. All administrators defined above exercise their authority through his delegation, and are in turn accountable to him. It is thus within the President's authority to appoint, to reassign administrative duties, or to terminate an administrative appointment at any time, subject only to the requirement of appropriate due process as described below.
- B. Academic Tenure not Relevant. A status of understood permanent academic tenure, either in a particular administrative assignment or generally as a member of the administration, is not consistent with IIA above, and cannot be achieved by a College administrator. Nothing in this paragraph, however, may be construed as affecting an individual's status of, or eligibility for academic tenure in a department or school of instruction, as determined under the policies and procedures contained in the document Standards and Procedures for Retention, Promotion, Tenure, and Merit Increases in Salary.
- C. Formal and Periodic Evaluations. All administrators defined in IA above, and all other such administrators as may from time to time be added to these lists by appointment as "faculty-equivalent" personnel; and all individuals as may be so designated by the President under the conditions of IB above, shall be subject to formal and periodic evaluations of their administrative performance, according to the detailed procedures outlined below.

III. Procedures of Evaluation

- A. Periods of Review. A review of administrative performance is required every year during the fall semester. To supplement this annual review, and to bring into the procedures a wider group of persons than is normally involved in an annual review, more extensive evaluations will be made at the end of an administrator's second year in an office, and every three years thereafter.

The first evaluation above is applicable to each person in a particular administrative office, irrespective of the individual's total length of service in the administration of the College.

- B. The Administrative Supervisors. The immediate supervisor of the administrator to be evaluated has the responsibility of conducting the evaluation at the appropriate time each year according to the following procedures. On the basis of first hand experience and written and/or verbal reports solicited from other administrators with whom the individual being evaluated works, and from the

constituency which the individual especially serves*, the administrative supervisor prepares a written summary of his evaluation, addressing himself specifically to the primary responsibilities of the person being evaluated. These responsibilities should be as described in the job description of the evaluatee. The person being evaluated may also assemble appropriate documentation which reflects the work conducted by his office, and submit it to the immediate supervisor as a part of the evaluation.

→ (The Administrative Supervisor reviews the written evaluation with the evaluatee prior to passing on the written summary of his evaluation to his (or her) administrative supervisor for his (or her) comments. The next level supervisor reviews and comments on the evaluation, and this process is repeated as necessary until all appropriate documents reach the President. The evaluatee has the option of attaching to his (or her) summary statement a rebuttal in the case of any disagreement with the contents of the initial summary statement. The President, taking into account the initial summary statement, all additional comments on it, and the documentation if desirable, has the responsibility for making the decision on continuance, reassignment, or termination of the individual under evaluation. After the President has reached his decision, the immediate supervisor of the evaluatee will discuss with him (her) the final decision of the President.

- C. Criteria. The indispensable criterion of administrative performance is effectiveness in office. Questions of academic and professional qualification, efficiency, initiative, cooperativeness, civic or professional activity, diligence, and others may, if the immediate supervisor wishes, be separately detailed and judged. The essential question, however, remains: Is the individual effective in the position as defined, and does he or she have the respect of both peers and constituents for the job being done? More specific criteria and procedures for individual evaluations may be formulated by an immediate supervisor.
- D. Schedules. Except in the first year of implementation, the process of evaluation must be initiated by the individual's administrative supervisor during the fall semester of the individual's second year in a particular administrative office, and each third year thereafter. At the discretion of the President, an evaluation may be instituted prior to the second year of service. Summary statements must be completed by the administrative supervisor no later than February 1,

*The exact number and type of representation of peer administrators and constituencies served necessarily varies from one office to another. In the case of evaluation of offices especially charged with academic administration, each member of the faculty will have an opportunity to participate if he/she wishes to do so; less so when the administrative office touches faculty concerns more indirectly. Representative faculty opinion must be solicited in the case of individuals in positions essentially for academic administration or supervision and who are assigned academic faculty ranks. Similarly, representative student opinion is essential in the evaluations of student personnel officers. In some instances, it may be appropriate to solicit the views of an outside authority in an area of special competence.

and all necessary comments on the report must be completed, and the summary evaluation with complete documentation submitted to the President, no later than February 15. The individual will be informed of the substance of the evaluation, and of the President's decision, by the President or his designate no later than March 15. These schedules assume contract termination dates related to either the fiscal or academic year (i.e., between June 30 and August 31). In cases of contracts with other termination dates, the process of evaluation must be appropriately adjusted by the administrative supervisor of the person to be evaluated, so that the President's decision can be made and conveyed to the individual in accordance with section IV-D below.

IV. Contracts, Termination, and Notice

- A. Annual Contracts. Contracts for the following fiscal or academic year are normally issued by April 1, and in no case later than May 1.
- B. Termination of Contract by the Individual. An administrator is expected to fulfill his or her contractual term of appointment except in unusual circumstances, where resignation may be accepted before completion of term. In any case, intention to resign should be given in writing at least 90 days before the effective date of resignation.
- C. Termination of Contract by the College. Administrators whose contracts are not to be renewed by the College will be so informed in writing by the President or his designate and, if he so requests, the administrator will be advised of the reasons which contributed to that decision. If he so further requests, the reasons given in explanation of the nonrenewal will be confirmed in writing.
- D. Notice. Written notice that an administrator's contract is not to be renewed will be given in advance of the effective expiration of his or her contract, as follows:
 - 1. In the first year of service, at least three months before the expiration of an appointment.
 - 2. In the second year of service, at least six months before the expiration of an appointment.
 - 3. At least twelve months before the expiration of an appointment after two or more years of service.

V. Reconsideration and Grievance Procedures

- A. Reconsideration of Termination Notice. If an administrator alleges in writing that the decision not to renew a contract was based on inadequate consideration or significant procedural irregularities, a special, ad hoc grievance committee will consist of a person chosen by the aggrieved, one chosen by the person or persons against whom the grievance is directed, and a third person chosen by the first two persons selected. If the Committee concludes that the decision was based on inadequate considerations or procedural failure, it will request, through the President,

a reconsideration by all involved in the decision. The Committee will not substitute its judgment on the merits of the case for those of the administrators who were responsible for the evaluation.

- B. Civil Rights. If an administrator alleges in writing that his or her termination of appointment was based upon considerations violative of civil rights, the allegation will be heard by the President and by whomever he chooses as consultants. The individual may have counsel present at all such hearings.
- C. Grievances. Whenever possible, grievances should be heard and redressed informally and at the lowest appropriate level of the administration. If, however, the cause for grievance remains unsettled, the individual may address higher administrative authority on the matter, taking reasonable care only that all intermediate authorities are informed of the grievance, and that the issue be kept as confidential as possible while redress is being sought.

VI. Adoption and Implementation

- A. The Board of Visitors. These policies and procedures become effective upon approval of the Board of Visitors of the College of William and Mary and Christopher Newport College. They may be amended upon approval of the Board. Amendments will be effective at the beginning of the subsequent fiscal year.
- B. Implementation. In the first academic year in which these policies and procedures become effective, all administrative officers will be evaluated. Thereafter, the schedule for evaluation as set forth in III A above will be followed.