

SENATE MINUTES

October 18, 1976

1190

1. Chair announced appointment of faculty members (Wiederanders, Hellwig) to Conflict Resolution Committee concerning Titles of Departmental Administrators.

DOCKET

2. 151 Report of the Ad Hoc Committee to Devise an Evaluation Procedure for the University Administration. Amended and adopted the report; discharged the committee; instructed Faculty Chairperson to implement the procedure in the Spring Semester, 1977.

The University Faculty Senate met at 4:00 p.m., October 18, 1976, in Seerley 134, Chairperson Harrington presiding.

Present: Alford, Bro, Crawford, Crownfield, Duncan, Glenn, Harrington, Hash, Hoff, Jones, Lutz, Strein, Tarr, Wiederanders, Wilson, Rider (Ex-Officio).

Alternate: Abel for Cummings

Absent: Brown, Quirk

1. Chairperson Harrington announced the appointment of Senator Wiederanders and Professor Hellwig (Psychology) to represent the Senate on the conflict resolution committee to arbitrate differences with the administration concerning the proposal of the Senate and the counterproposal of the administration in connection with titles for Departmental Administrators.

Chairperson Harrington ruled that, as this was a special meeting, the remarks of the Vice President, the Calendar, and old and new business would be omitted.

DOCKET

2. 151 Report of the Ad Hoc Committee to Devise an Evaluation Procedure for the University Administration.

The Senate had before it the following report:

UNIVERSITY OF NORTHERN IOWA · Cedar Falls, Iowa 50613

Department of Earth Science

AREA 319 273-2759

Dr. Judy Harrington, Chairperson  
University of Northern Iowa Senate

September 29, 1976

Dear Judy:

The Ad Hoc Committee to Devise an Evaluation Procedure for the University Administration has finished its deliberation and submits the attached instrument and procedure for Senate deliberation and any appropriate action.

I will not attempt to completely detail the committee's work but I will note that we did the following in order to discharge our responsibility:

- a) We met regularly throughout the summer.
- b) We consulted references on the topic to determine what had been done elsewhere.
- c) We communicated with the other two state campuses to determine if anything similar had been done there.
- d) We checked locally to determine whether job descriptions have been written for upper level administrators.
- e) We contacted the President and Academic Vice-President for any input they desired.
- f) We sought faculty input through the faculty welfare organizations and the Faculty Welfare Committee.

I would be happy to elaborate on any of these points if anyone is interested.

We recognize that for any personnel evaluation to be effective in promoting change (if change is needed) or reward (if reward is merited) it must address itself to the following components:

- a) Does the instrument fairly, broadly and objectively assess the tasks of the individual being evaluated?
- b) Does the instrument allow for confidentiality of the evaluator and protect the rights of the person being evaluated?
- c) Does the procedure provide for accountability to the constituency being served as well as to the superiors of the person under evaluation?

We think our instrument and procedure considers all of those points in a fairly comprehensive manner.

To answer the first criterion, one would have to have a complete grasp of the duties of the person under evaluation. As far as can be determined no job descriptions exist locally for the President and the Vice-Presidents jobs. Therefore, our committee devised an instrument that broadly addressed faculty perceptions concerning these jobs. Further we consulted references on the topic and we directly contacted President Kamerick and Vice-President Martin for input.

Dr. Judy Harrington,

To allow for the recognition that different degrees of faculty-administrator contact affect faculty perceptions concerning administrative responsibilities we made some attempt to differentiate degrees of contact. Although the degree of contact is self identified by the evaluator, we hope this will provide for a more objective assessment. The summary of results will be completed in each of the three categories referred to on the form itself.

With regard to the second point above, we hope that the suggested procedure both allows for the confidentiality of the evaluator and limits the release of the information gathered.

We feel the release of the numerical summary of the scaled ratings to academic departments and for filing in the university library is a reasonable way to protect the person evaluated. This procedure has some local precedent as it was the method used during the short-lived student evaluation of faculty of some years back.

With regard to my third point, we here are also following local precedent established by the university directed evaluation of deans and department heads. Not only is the suggested time interval based on that precedent, but the idea of upward accountability is embodied in that procedure as well. Although our suggested procedure does not have administrative sanction, we feel the release of the results "upward" to the Board of Regents is an obvious extension of that principle.

One serious deficiency concerning the present sanctioned evaluation came to light that deserves Senate consideration. This concerns several middle level university administrators. At present there exists no procedure for several individuals whose roles put them in direct charge of university faculty, either on a part or full time basis. These include the Director of Library Services, the Director of the Media Center; the Dean of Extension and Continuing Education, and the like. Therefore, although most of our thinking centered on upper level administration (above the decanal level) our general feeling was that our procedure (or an appropriate modification thereof) ought to be used by those administrative units containing faculty who presently are not permitted to participate in the evaluation of their immediate superior.

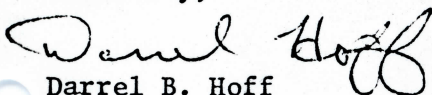
Concerning the actual mechanics of implementation, some details will have to be worked out when it is determined who all will be evaluated and when. It is the committee's feeling that the procedure should be initially invoked following the five year rule and that initially President Kamerick and Vice President Martin be evaluated, plus any lower level administrators referred to above who have occupied their present roles for five years or more.

It seems impractical to try and evaluate all the upper-level administrators at one time and the results of this initial evaluation could serve to guide our future evaluations.

As a small aside, we have determined that the suggested form of the evaluation form is amenable to being used with a computer summary for the scaled ratings.

I wish here to sincerely thank the members of the committee and that following the receipt of this material by the Senate that we be discharged.

Sincerely,



Darrel B. Hoff  
Professor of Earth Science

DBH:mlw

Attachments:  
Administrator Review Instrument  
Suggested Procedures

ADMINISTRATORS REVIEW INSTRUMENT  
Draft (5)

Person Evaluated

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It is assumed that faculty members will have formed opinions about the administrator based upon impressions gathered from faculty meetings, the media and written statements distributed to the faculty. If your impressions are based only on the foregoing, check category 1 below. If your impressions are based on additional contacts not described above, check either 2 or 3 below. (If a separate signed letter is submitted, please indicate in it your degree of contact also.)

Category of contact:

- 1. No direct contact.
- 2. Occasional direct contact but not on a regular basis.
- 3. Regular direct contacts.

I. Scaled Ratings

Please indicate your ratings by circling the appropriate number after each item. A rating of 1 is low, 3 is average and 5 is high. If you feel your information for a certain item is inadequate or that the item does not describe an appropriate function of the administrator under evaluation, circle the X.

- 1. Demonstrates the ability to make fair personnel decisions.....1 2 3 4 5 X
- 2. Demonstrates intellectual qualities.....1 2 3 4 5 X
- 3. Plans systematically and thoughtfully.....1 2 3 4 5 X
- 4. Encourages high academic standards.....1 2 3 4 5 X
- 5. Exercises good judgment in securing administrative staff.....1 2 3 4 5 X
- 6. Effectively manages University affairs which involve financial considerations.1 2 3 4 5 X
- 7. Effectively coordinates academic programs.....1 2 3 4 5 X
- 8. Is receptive to varying viewpoints.....1 2 3 4 5 X
- 9. Encourages and supports innovation and creativity.....1 2 3 4 5 X
- 10. Makes or reaches closure on decisions in a resonable length of time.....1 2 3 4 5 X
- 11. Is sensitive to special departmental or college needs.....1 2 3 4 5 X
- 12. Demonstrates concern for University development.....1 2 3 4 5 X
- 13. Is fair and honest in dealing with faculty.....1 2 3 4 5 X
- 14. Is accessible for personal consultation.....1 2 3 4 5 X

15. Actively solicits viewpoints of faculty members on University matters either directly or through channels.....1 2 3 4 5 X
16. Utilizes faculty input in decision making.....1 2 3 4 5 X
17. Is aware of and commends faculty activities and accomplishments.....1 2 3 4 5 X
18. Moves aggressively to secure funds for the University.....1 2 3 4 5 X
19. Acts fairly in dealing with the distribution of financial resources within the University.....1 2 3 4 5 X
20. Effectively communicates university matters to the faculty and staff of the University.....1 2 3 4 5 X
21. Demonstrates respect for faculty professional rights such as academic freedom.....1 2 3 4 5 X
22. Effectively represents the University to the Board of Regents.....1 2 3 4 5 X
23. Effectively represents the University to the State Legislature.....1 2 3 4 5 X
24. Maintains good relations with the local community and to the state in general.....1 2 3 4 5 X
25. Maintains good relations with alumni.....1 2 3 4 5 X

II. Written Responses

(Responses may be written on the back if more space is needed.)

1. What would you consider to be the major strength(s) of the administrator being evaluated?
2. What would you consider to be the major weakness(es) of the administrator being evaluated?
3. How do you perceive the effectiveness of this administrator's demonstrated educational leadership in relationship to these strengths and weaknesses?
4. How do you feel about the general direction of the University under the current administrator's leadership?
5. What constructive suggestions could you offer for improvement of this administrator's performance?

III. Overall Rating

How do you assess the overall performance of the administrator being evaluated? .....1 2 3 4 5 X

## SUGGESTED PROCEDURES FOR ADMINISTRATION OF EVALUATION INSTRUMENT

1. Evaluation should be conducted at least every five years or at times determined by a majority vote of the University faculty.\*
2. Evaluation will be conducted utilizing an instrument devised by the Ad Hoc Committee or by the constituency directly served by that administrator.
3. All faculty members will have an opportunity to complete the evaluation form.
4. Evaluation forms need not be signed.
5. Faculty members may submit a signed letter in addition to the evaluation form. The confidentiality of these letters will be preserved in transmitting the results to the administrator being evaluated.
6. Completed forms and any letters should be returned to the Chairperson of the Faculty. The tabulation of results and the composition of any accompanying cover letter shall be done by a three person committee consisting of the Chairperson of the Faculty, the Chairperson of the Senate and a third person appointed by the Chairperson of the Faculty.
7. A numerical summary shall be completed in each of the three categories of contact as indicated on the evaluation form. The written responses on the evaluation form will also be summarized taking note of the category of contact as well.
8. Copies of the numerical summaries only, will be placed on reserve in the university library and one copy will be mailed to each academic department.
9. The Faculty Chairperson (with the concurrence of the other two members of the committee referred to in section 6 above) will submit a summary of all the results with appropriate numerical tabulation to the individuals being evaluated either by letter or in person, or by both. The administrator being evaluated shall indicate his or her response to the evaluation results by means of a letter sent to the Chairperson of the Faculty within one month following the receipt of the evaluation summary. Copies of numerical summaries and the accompanying cover letter shall be sent to each member of the Board of Regents by the Chairperson of the Faculty at the same time copies are dispatched to the administrator.
10. The original completed instruments may be examined by the individuals being evaluated, but will be returned to the Faculty Chairperson for filing. These evaluation forms and any accompanying letters will be destroyed three years following evaluation.

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\*"Faculty" referred to in this procedure is as defined by the University Constitution.

Hoff summarized the activities of the committee. Glenn inquired whether the committee had consulted the other Iowa Regents universities; Hoff replied that they had; that no such procedures existed on either campus; that he did not know why not. Glenn inquired if any institutions have such procedures; Hoff replied affirmatively.

Bro moved, Crawford seconded, that the Senate accept the report and discharge the committee.

Abel said evaluations would be more objective if other constituencies besides faculty were involved. The Senate could take a leadership role in this direction and encourage others. She also questioned filing the quantitative results in the library, citing problems with misuse of the student evaluation of faculty when it was filed in the library. Hoff noted this was a method of letting faculty know the results.

Crawford recalled students had suggested last spring that they be involved, but the faculty had neither the right nor responsibility to involve others; they should take the initiative themselves. Crownfield commented that others will know what the faculty is doing; if they take parallel initiatives the faculty could cooperate.

Wiederanders asked whether the job descriptions of administrators were consulted. Hoff responded that they were requested but not provided by the Acting Personnel Director. Vice President Martin noted that a brief description of his position existed.

Wiederanders proposed the questions be grouped by type of function to facilitate development of a profile. There was consensus that this was a good idea, and could be accomplished editorially so long as the content was not altered.

Crownfield moved, Wiederanders seconded, to amend Suggested Procedure #1, to delete everything after "or" and substitute "upon petition signed by 25 percent of the University Faculty." Crownfield said the purpose of the amendment was to permit faculty to begin to raise the question of evaluation in a less exposed setting than a full faculty meeting. After general discussion, the motion carried (but was subsequently superseded).

Wiederanders moved, Hash seconded, to amend the same section by striking "at least" and substituting "by the chairperson of the faculty," and by inserting after "years," the words, "the first evaluation to begin in the spring of 1978." There was discussion of whether all administrators would be evaluated at once, as a team, or staggered, to moderate the burden on the chair and the committee. It was agreed that the faculty chairperson should submit to the Senate a proposal on the matter.

Crownfield and Crawford suggested the faculty had clearly intended an earlier date than 1978. The motion was modified by consent to read "1977."

After further discussion, the motion was withdrawn, and Jones moved, Crawford seconded, to substitute for section 1 the following:

- "1. The evaluation shall be conducted by the chairperson of the faculty. The evaluation shall occur at least every five years, or oftener upon petition to the chairperson of the faculty signed by at least 25 percent of the faculty, or upon majority vote of the faculty at a faculty meeting. The first evaluation will be conducted no later than the Spring of 1977."

The motion carried.

Hash inquired if the report must go to the faculty for action; Crownfield replied that they had referred it to the Senate for action. The Chair asked if Deans were included; Crownfield said they are covered by another procedure. Hoff noted that there are other administrators at or below the level of Dean who should be covered, some of whom are identified in the report.

Wiederanders noted that a three-person committee might be too small for evaluating a number of administrators at once. Jones moved, Hoff seconded to amend Suggested Procedure 6 by striking "three person" and "a third person" and substituting for the latter, "others." Motion carried. It was noted that the motion required deleting "two" in line 1 of Section 9 as well.

Jones moved, Wilson seconded, to amend Suggested Procedure 2 by deleting the section and substituting the following:

- "2. For administrators above the level of dean, the evaluation will utilize an instrument approved by the University Faculty Senate. In the case of other administrators, an instrument approved by the faculty constituency served by each administrator will be utilized."

The motion carried.

McCullum asked whether the faculty had mandated an evaluation. Hoff read the text of the faculty action (Faculty Minutes 1176, April 5, 1976, page 4). McCullum concluded that the faculty had not mandated action, but only development of a procedure, and noted that the report as amended would initiate its implementation. Dean Morin inquired if the report, if passed, would go to the President for approval. Crawford quoted from the Faculty Constitution a provision that makes conduct of each specific evaluation subject to presidential consent. Crownfield noted that this was one of the sections of the Constitution which had led to its disapproval by the Regents. He suggested that if the administration was not bound by the section, neither was the faculty. He suggested further that an action by the Senate which is limited to faculty gathering and dissemination of faculty opinion would not be subject to Presidential veto. Crawford agreed.

Bro inquired how the procedure would be implemented for administrators such as the Director of Libraries; Crownfield suggested that the faculty chairperson should initiate that review, but the faculty directly involved would devise its instrument.



Vice President Martin suggested the form did not well fit non-academic administrators. Hoff agreed, noting the problem of an all-purpose form; Wiederanders felt the academically-oriented questions are indeed the ones by which faculty should evaluate all University administrators. He proposed that the response for "not enough information" be separated from that for "not applicable." Jones moved, Crawford seconded, to provide a separate column for "insufficient information," together with appropriate instructions. The motion carried.

Crownfield noted possible misreading of the rank order of responses. It was agreed that to put "low" and "high" at the top of the response columns was an editorial change not requiring a vote.

Jones moved, Wiederanders seconded; to amend Suggested Procedure 8 to delete the words "will be placed on reserve in the library, and one copy." Motion carried.

The nature of the administrator's response anticipated in Procedure 9 was questioned. Crownfield moved, Jones seconded, to amend Section 9 by inserting between "shall" and "indicate" the words "be invited to." Motion carried.

Wilson wondered if this sort of instrument is suitable at all; he feared a mishmash of individual biases. Bisbey said if 600 faculty agree in spite of the variety of reasons, it's significant. Crawford observed that even if the responses show ignorance of the administrator's function, it shows the importance of education about that function.

Wilson noted that the administration's evaluation of faculty is backed by power, while the faculty's evaluation of administrators is not. He noted that the Regents may define the job of the Vice President for Student Services to include running a food service that doesn't lose money. We may define the job as providing service, but our definition is not relevant because he works for them.

Dean Morin wished the instrument to show more detail on the faculty member's type of contact with the administrator; Hoff did not wish the instrument to become too complex to be workable.

The main motion carried.

The text of the report was not amended, the text of the instrument is subject to editorial modification; the text of the Suggested Procedures, as amended, follows:

#### PROCEDURES FOR ADMINISTRATION OF EVALUATION INSTRUMENT

1. The evaluation shall be conducted by the chairperson of the faculty. The evaluation shall occur at least every five years, or oftener upon petition to the chairperson of the faculty signed by at least 25 percent of the faculty, or upon majority vote of the faculty at a faculty meeting. The first evaluation will be conducted no later than the Spring of 1977.

2. For administrators above the level of dean, the evaluation will utilize an instrument approved by the University Faculty Senate. In the case of other administrators, an instrument approved by the faculty constituency served by each administrator will be utilized.
3. All faculty members will have an opportunity to complete the evaluation form.
4. Evaluation forms need not be signed.
5. Faculty members may submit a signed letter in addition to the evaluation form. The confidentiality of these letters will be preserved in transmitting the results to the administrator being evaluated.
6. Completed forms and any letters should be returned to the Chairperson of the Faculty. The tabulation of results and the composition of any accompanying cover letter shall be done by a committee consisting of the Chairperson of the Faculty, the Chairperson of the Senate and others appointed by the Chairperson of the Faculty.
7. A numerical summary shall be completed in each of the three categories of contact as indicated on the evaluation form. The written responses on the evaluation form will also be summarized taking note of the category of contact as well.
8. Copies of the numerical summaries only will be mailed to each academic department.
9. The Faculty Chairperson (with the concurrence of the other members of the committee referred to in section 6 above) will submit a summary of all the results with appropriate numerical tabulation to the individuals being evaluated either by letter or in person, or by both. The administrator being evaluated shall be invited to indicate his or her response to the evaluations results by means of a letter sent to the Chairperson of the Faculty within one month following the receipt of the evaluation summary. Copies of numerical summaries and the accompanying cover letter shall be sent to each member of the Board of Regents by the Chairperson of the Faculty at the same time copies are dispatched to the administrator.
10. The original completed instruments may be examined by the individuals being evaluated, but will be returned to the Faculty Chairperson for filing. These evaluation forms and any accompanying letters will be destroyed three years following evaluation.

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\* "Faculty" referred to in this procedure is as defined by the University Constitution.

Jones moved, several seconded, that the meeting adjourn. Motion carried. The meeting adjourned at 5:30 p.m.

Respectfully submitted,

David Crownfield, Secretary pro-tem

These Minutes shall stand approved as published unless corrections or protests are filed with the Secretary of the Senate within two weeks of this date, Friday, October 29, 1976.