

## **Tenure and Promotion Handbook**

### ***Faculty Manual §4.VII.E.10: Reviews of Administrative Work***

*[The dossier shall contain] reviews of the candidate's administrative work, if applicable. If a candidate is being evaluated under Section 4.VI.B.3, reviews of the candidate's administrative work in relation to the criteria listed therein shall be prepared by: (1) the candidate's supervisor, (2) no more than three constituents of the candidate's administrative unit selected by the candidate and supervisor in consultation with one another, and (3) one other faculty colleague with comparable administrative experience, selected by the candidate.*

#### **1. Individuals who have access to this item:**

- The initiator
- The candidate's Associate Dean
- The Dean of the College
- Members of the Tenure and Promotion Committee
- The President
- Members of the Board of Regents

#### **2. Participants in preparing these items:**

- *Candidate* – Collaborates with supervisor to select up to three constituents of the candidate's administrative unit and a faculty colleague with comparable administrative experience
- *Candidate's administrative supervisor*
  - Collaborates with candidate to determine the number and identity of constituents to serve as reviewers (see suggestions below for making this decision)
  - Provides initiator with (1) the names of all reviewers of administrative work and (2) candidate's administrative position description
  - Serves as a reviewer
- *Initiator* – Solicits letters from all reviewers and adds reviews to the dossier when received
- *Constituents of the candidate's administrative unit* – Prepare reviews
- *Another faculty administrator* – Prepares review

#### **3. Guidelines and suggestions:**

- Reviews of administrative work should be included in the dossier for any candidate who has held an administrative position at any time during the time period under review. Such positions include department chair, program director, Associate Dean, director of an academic center (e.g., CILA, or director of an office (e.g., GFCR, IE&A) (*Faculty Manual 4.VI.B.3.c*).
- The number and identity of reviewers who are constituents of the candidate's administrative work should be commensurate with (1) the amount of released time, if

any, received for the administrative work in the period of time under review; (2) the scope and nature of the candidate's administrative responsibilities; and (3) the breadth of the constituency of the academic or administrative unit led by the candidate. A smaller number of reviews is appropriate for candidates with limited released time and a narrower constituency (e.g., candidates who have served as department chairs or program directors for only one or two years).

- The initiator should enclose the candidate's CV and the position description with the letter requesting a statement of review for the candidate's dossier, and should refer reviewers to the criteria for effective administrative work in the *Faculty Manual* (see below).
- The written review must address the three criteria for effective administrative work outlined in the *Faculty Manual*, Section 4.VI.B.3.c:
  - "Leadership skills, as demonstrated in the ability to create and sustain the unit's mission in relation to that of the college, promote innovative uses of college resources, and encourage professional/faculty development."
  - "Interpersonal skills, as demonstrated in the cultivation of effective working relationships to carry out the work of the administrative unit."
  - "Managerial skills, as demonstrated in organizing, delegating, and prioritizing work, exercising good judgment, and implementing college policies and procedures."
- The written review should also:
  - Reference the position description in the content of the review, focusing on the specific responsibilities or results that the reviewer has directly observed;
  - Provide concrete examples and illustrations to support the evaluation;
  - Include a variety of evidence, drawn not only from direct experience with the candidate in his or her administrative work, but also from observations of materials the candidate has produced in the context of that work (e.g., website content, reports, presentations, etc.).