Committee [ad hoc] on Review of Executive Administrators
DRAFT Report and Recommendation to the University of Oregon Senate
March 13, 2013

1. Committee Charge

The UO Senate adopted two motions that were referred for further work to an ad hoc Committee on Review of Executive Administrators:

- Faculty Input into Hiring Executive Administrators [No. US12/13-03]; and

Those motions are attached to this Report.

The committee was charged with the responsibility of recommending policies that answer the call of the two motions.

2. Committee Membership and Methods

Committee members were Doug Blandy, Bill Harbaugh, Rob Kyr, Julie Newton, and Margie Paris.

The committee met periodically throughout January, February, and early March. It gathered information about current UO hiring and administrator review processes. It also investigated processes employed by similar higher education institutions. President Michael Gottfredson supplied the committee with a draft review policy, dated December 11, 2012, entitled “Review Procedures for Academic Deans, Vice Provosts, and Vice Presidents with Academic Appointments,” with an attached list of the personnel to be covered by such a policy. Also among the information the committee considered was a Memorandum from President Gottfredson to his Executive Leadership Team, dated January 18, 2013. The Memorandum establishes the President’s expectation that each UO employee, including senior administrators, will be reviewed annual by the appropriate supervisor. Attached to the Memorandum are a form entitled “Performance Review for Senior Administrators” and an organizational chart of the President’s Office. Both of these documents, with attachments, are appended to this Report.

3. Committee Report

The committee supports the adoption of formal policies that ensure meaningful faculty input into the hiring of administrators and into periodic reviews of such administrators. It notes that President Gottfredson also is supportive of faculty input into these processes.
With respect to the hiring of administrators, important general principles that should be embodied in the policy are as follows:

- Faculty and other constituencies should participate meaningfully in the hiring of administrators holding academic appointments, as well as those whose responsibilities extend to academic matters as commonly understood in higher education [a list of pertinent administrators is included in the policy recommended in Part 4(a), below];
- UO statutory faculty, as defined in the UO Constitution, should comprise the majority of hiring committees;
- Other constituent groups (officers of administration, students, classified staff, and career non-tenure-track research faculty) should be represented insofar as their participation is appropriate to the position being hired, as should deans, other members of the University community, and external constituencies;
- The University President, the Senate President, and the President’s Faculty Advisory Council [FAC] should collaborate to select hiring committee members, with the Senate President and the FAC each providing the University President with a list of names from which a specified number of members will be chosen;
- There should be a diversity of backgrounds and ranks on hiring committees;
- Hiring committee members should be clearly identified on a website, along with their contact information;
- The hiring process should be as open as practicable, and, whenever possible, finalists should make public presentations; and
- Whenever possible, the hiring committee should solicit input on the candidates from appropriate constituencies.

With respect to the review of administrators, important general principles that should be embodied in the policy are as follows:

- Administrators holding academic appointments, as well as those whose responsibilities extend to academic matters as commonly understood in higher education [a list of pertinent administrators is included in the policy recommended in Part 4(b), below], should undergo university-wide reviews every five years, in addition to the annual reviews conducted by their supervisors;
- Supervisors are encouraged to solicit frequent feedback about administrators, and in any event they should solicit broad feedback during annual reviews, after consulting with the Senate President about the level of interest in submitting feedback;
- Faculty and other constituencies should participate meaningfully in university-wide reviews of administrators, and these reviews should be conducted by review committees;
• UO statutory faculty, as defined in the UO Constitution, should comprise the majority of review committees;
• Other constituent groups (officers of administration, students, classified staff, and career non-tenure-track research faculty) should be represented insofar as their participation is appropriate to the position being reviewed, as should deans, other members of the University community, and external constituencies;
• The University President, the Senate President, and the President’s Faculty Advisory Council [FAC] should collaborate to select review committee members, with the Senate President and the FAC each providing the University President with a list of names, from which a specified number of members will be chosen;
• There should be a diversity of backgrounds and ranks on review committees;
• Review committee members should be clearly identified on a website, along with their contact information;
• Review committees should solicit broad input – including confidential input – from appropriate constituencies; and
• Review processes will conform to Oregon laws concerning the confidentiality of personnel matters, but administrators undergoing university-wide reviews should be encouraged to share the contents of their reviews with appropriate constituencies.

4. Committee Recommendation

The committee recommends the adoption of the following policies:

(a) Policy on Hiring of Executive Administrators

   I. Introduction

   Each administrator covered by this policy will be hired through a process of meaningful participation by faculty and other constituents as appropriate to the position.

   II. Covered Administrators

   Administrators covered by this policy are as follows:
   • Senior Vice President and Provost
   • Vice President for Equity and Inclusion
   • Vice President for Research and Innovation
   • Senior Vice Provost for Academic Affairs
   • Vice Provost for Academic Affairs
   • Vice Provost for International Affairs
III. Process

A. Hiring Committee

Upon learning of a position vacancy or the creation of a new position at the level of Vice President or Provost, the University President, the Senate President, and the President’s Faculty Advisory Council [FAC] will collaborate to determine whether to hire a search firm and to select hiring committee members, with the Senate President and the FAC each providing the University President with a list of names from which a specified number of members will be chosen. For positions reporting to the Provost or the Senior Vice Provost for Academic Affairs, the Provost and the Senate President will collaborate to select hiring committee members, with the Senate President providing the Provost with a list of names from which a specified number of members will be chosen.

UO statutory faculty, as defined in the UO Constitution, will comprise the majority of hiring committees.

Other constituent groups (officers of administration, students, classified staff, and career non-tenure-track research faculty) will be represented insofar as their participation is appropriate to the position being hired, as should deans, other members of the University community, and external constituencies.
There will be a diversity of backgrounds and ranks on hiring committees.

Hiring committee members will be clearly identified on a website, along with their contact information.

**B. Administrator’s Position Description and Application Call**

The University President or Provost will provide a position description and draft of the application call to the hiring committee for review before the position opening is posted. The hiring committee will solicit feedback from appropriate constituents and make recommendations for revision in the materials as needed. The hiring committee will recommend a search structure and timeline appropriate to the position. Searches may be posted with deadlines or remain open until filled.

Typically, the process will require applicants to submit a current vita, references, and letter of application, including suitability for the position, personal objectives, summary of accomplishments, management style, vision for the unit, and ideas for accomplishing the vision.

The hiring committee will review applications in a timely manner, narrowing the pool to a selection of semi-finalists for vetting before determining a small number of finalists for interviews.

Typically, finalists will make public presentations and meet with constituent groups.

**C. Confidentiality**

Although the hiring process will be as open as practicable, applicant information will remain confidential. References will be contacted when permission is obtained from candidates. When finalists are announced, candidates’ letters of application, CVs, references, and other materials as appropriate will be made available on a public web site. If possible, candidates’ public presentations will be video recorded and posted for viewing on the website.

**D. Hiring Committee’s Solicitation of Input**

The hiring committee will solicit input broadly from the university community. Where appropriate, the hiring committee also will solicit input from external constituencies.
The hiring committee will use effective means to collect input, including, where appropriate, letters soliciting opinions, group meetings with finalists, and one-on-one interviews.

E. Report of the Hiring Committee

The hiring committee will recommend final candidates to the university President or Provost, as appropriate, with a summary report of each candidate's strengths and weaknesses, as well as of constituents' and references' opinions.

Oregon law governs the confidentiality of the report.

IV. Processes for Interim Searches

For an interim search, the goal is to quickly identify a short list of candidates and make an appointment informed by input from the university community to the extent practicable. The University President or Provost will consult with the Hiring Committee, the Senate President, and the President's Faculty Advisory Council to identify candidates, taking into consideration the principles detailed above and inviting campus input before making the appointment in a timely manner.

(b) Policy on Review of Executive Administrators

I. Introduction

Each administrator covered by this policy will have a comprehensive performance review at the outset of the fifth year of service and at five year intervals thereafter. The President will undertake reviews of the Senior Vice President and Provost. The Senior Vice President and Provost will undertake reviews of all other administrators.

II. Covered Administrators

Administrators covered by this policy are as follows:

- Senior Vice President and Provost
- Vice President for Equity and Inclusion
- Vice President for Research and Innovation
- Senior Vice Provost for Academic Affairs
- Vice Provost for Academic Affairs
- Vice Provost for International Affairs
- Vice Provost for Graduate Studies
- Vice Provost for Undergraduate Studies
- Deans:
Note that some members of the Committee on Review of Executive Administrators would include the following additional administrators:

- General Counsel
- Vice President for Student Affairs
- Director of Intercollegiate Athletics
- Faculty Athletics Representative

III. Process

A. Review Committee

Upon learning from a covered administrator that service beyond the fifth year is desired, at the beginning of the fifth year of service a review committee will be appointed by the President or the Senior Vice President and Provost to conduct the review.

The review committee will include statutory faculty, who will hold the majority of membership positions. Depending on the administrator’s portfolio, the review committee also will include other constituent groups (officers of administration, students, classified staff, and career non-tenure-track research faculty), deans, other members of the University community, and external constituencies. No fewer than six members of the statutory faculty will be appointed to the review committee, at least three of whom will come from a unit not reporting to the administrator under review. The Senate President will nominate six members of the statutory faculty for consideration, and the chair(s) of the President’s Faculty Advisory Committee [FAC] will nominate two. At least fifty percent of the review committee’s statutory faculty members will be selected from those lists. The Senate President and FAC chair(s) also may be asked to nominate members of other constituent groups.

The review committee will embody a diversity of backgrounds and ranks.
Review committee members will be clearly identified on a website, along with their contact information.

B. Administrator’s Personal Statement and Job Description

The administrator under review will submit a current vita and a personal statement. The personal statement should include objectives, initiatives, accomplishments, challenges, and ideas for the next term.

The review committee will have access to the administrator’s job description.

C. Administrator’s Letter of Waiver / Non-Waiver

The administrator under review decides whether to retain the right of access to the review file or to waive access. The administrator’s letter of waiver or of non-waiver will be obtained before the review committee begins to solicit input.

D. Review Committee’s Solicitation of Input

The review committee will solicit input broadly from the university community. Where appropriate, the review committee also will solicit input from external constituencies. In addition, the administrator under review may submit his or her own list of people who will be consulted for input.

The review committee will use effective means to collect input, including, where appropriate, electronic surveys, letters soliciting opinions, focus groups, and one-on-one interviews. Survey responses, letters, and other input will be provided directly to the review committee.

The administrator’s decision to waive or retain access to the review file will be explained to those from whom input is sought. If the administrator waives access, the review committee will seek candid and confidential input by explaining that only a summary of input, without identifying features, will be provided to the administrator under review. If the administrator does not waive access, the review committee must explain that individual input will be available to the administrator.

E. Campus Presentation

Reviews of the Senior Vice President and Provost and of deans of academic units will involve a public presentation by the administrator under review. Public presentations may also be appropriate during
reviews of other administrators. In the presentation, the administrator will address goals, achievements, and aspirations.

F. Report of the Review Committee

The review committee will submit its report to the President or the Senior Vice President and Provost, as appropriate. Oregon law governs the confidentiality of the report. An administrator under review – particularly if that person is the Senior Vice President and Provost or an academic dean – will be encouraged by his or her supervisor to share the contents of the review report with appropriate constituencies.