

COLLEGE OF CREATIVE ARTS
REVIEW OF DIRECTORS
(Revised 11/10/16)

INFORMAL REVIEW

An **informal review** of each Director of a School within the College of Creative Arts will be completed annually to assess the Director's performance and provide feedback.

To obtain an accurate and objective impression of the performance of a Director, a *Director's Performance Survey* will be used to provide an opportunity for the views of individuals working in the Director's home School. Confidentiality of all responses shall be assured.

In a discussion between the Dean and the Director, the Dean will share the results of the *Director's Performance Survey* with the Director. The substantive portion of the informal review is intended to recognize the complexities of the Director's responsibilities and provide opportunities for establishing goals and objectives that will reward and improve the Director's leadership of the School.

FORMAL REVIEW

The **formal review** of a Director of a School within the College of Creative Arts, usually completed in the Director's fourth year of service, will be conducted with the assistance of a review committee, which will develop a report of their findings for the Dean of the College. At the discretion of the Dean, Directors may be formally reviewed at any time.

1. The Dean or Dean's designee, in consultation with the Director who is to be reviewed shall establish a schedule for the performance evaluation activities. It is expected that the evaluation review will normally be completed within a four-month period.
2. The Dean or the Dean's designee will appoint a *Director Review Committee*. The committee membership will be composed of a least two senior tenured faculty member, one non-tenured faculty member or one staff member from the Director's home School, and one senior faculty member or Director from another School within the College. Other members may be added at the discretion of the Dean. The Associate Dean will serve as an ex-officio chair of the *Director Review Committee*.
3. The Dean and the Director will meet prior to the start of the evaluation to review the areas that will be evaluated. In most circumstances, those areas will be identified by the position announcement or description for the position occupied by the Director. The areas of responsibility identified within the announcement/description may be modified, as appropriate, to reflect altered responsibilities associated with the position.
4. General areas of the Director's leadership may also be reviewed. Those areas may include such items as leadership and planning; personnel management; program management; budget management; enhancement of quality; governance-internal relations; external relations and diversity, equity and inclusion. It is recognized that not all of these areas will be applicable to every Director's or that some areas may receive greater emphasis than others. For some Directors, additional areas may be appropriate items for evaluation.

5. Following the identification of the areas to be evaluated, the Director shall prepare and forward to the chair of the *Director Review Committee* (Associate Dean) a *Director's Self-Assessment Statement*. This statement should be a substantive, self-evaluation of the Director's performance in relation to each of the areas to be reviewed. The assessment statement shall be no longer than five pages. Appendices providing additional information may be included as needed.

6. To obtain an accurate and objective impression of the performance of the Director, the review committee will provide an opportunity for the views of individuals working in the Director's home School through a *Director's Performance Survey*. Participation in the survey may also be extended to other administrators, faculty members, classified and unclassified staff members, and students. Confidentiality of all responses shall be assured. The *Director's Performance Survey* will be solicited by electronic means and will include areas for optional comment. The surveys should be solicited and completed at least one week prior to the initiation of the review by the committee.

7. The *Director Review Committee* will meet and review both the *Director's Self-Assessment Statement* and the information collected from the *Director's Performance Survey*. The committee will be responsible for developing and forwarding a report of their findings to the Dean.

8. The Dean will discuss the committee's report of the Director's performance with the *Director Review Committee*. The Dean will also be responsible for sharing the report with the Director.

9. The Director will meet with the Dean for feedback from the review and for specific recommendations. Pending a favorable review, the Director and the Dean will agree on a set of mutual goals and objectives for future performance.