

 جامعة الإمارات العربية المتحدة United Arab Emirates University 	<b>Academic Personnel Policies Manual</b>	Policy Number	AP-06
		Effective Date	12-Aug-2018
	<b>Subject</b> Performance Review of Academic Administrators	Most Recent Review Date	15-Apr-2018
		Due Date for Next Review	01-Sep-2021
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## 6. Performance Review of Academic Administrators

### Overview

This policy details the performance evaluation of academic administrators at the College level.

### Scope

Applies to all academic administrators at the College level in the UAEU. Academic administrators include Deans, Vice Deans, Assistant Deans, and Department Chairs.

### Objective

The purpose of evaluating academic administrators is to provide them with constructive feedback on their performance and achievements, in order to enhance their effectiveness and to determine their attainment of stated goals and objectives.

### Policy

1. The performance of academic administrators will be periodically reviewed with the involvement of faculty, instructor, staff, students and other stakeholders.
2. All academic administrators will be formally evaluated at the start of their second year after the initial administrative appointment, and at least every two years thereafter.
3. Academic administrators are evaluated on four basic criteria: leadership, management, promotion of academic excellence, and interpersonal skills, including interacting with internal and external constituents. In addition, efforts to improve student enrollment and develop the College's research and reputation will be assessed.
4. The evaluation process includes the following:
  - a) Establishment of performance goals for the appointment period;
  - b) Preparation of a self-assessment report;
  - c) Committee review and preparation and submission of an evaluation report. The committee will draw on evaluations by students, faculty, instructors, staff, alumni and others, gathered through surveys, interviews, or reports. The committee for evaluation of the Dean is formed by the Provost, and the other committees for the evaluation of Vice Deans, Assistant Deans, and Department Chairs are formed by the Dean,
  - d) For Deans, the self-assessment, committee evaluation reports, and other relevant documents are reviewed by the Provost.
  - e) The Dean reviews the self-assessment, committee evaluation reports, and other relevant documents for Vice Deans, Assistant Deans, and Department Chairs.
5. Any administrative support required to facilitate the evaluation of an academic administrator will be the responsibility of the Provost's or the Dean's Office as applies.

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## Procedures of Policy No. (6) - Performance Review of Academic Administrators

The performance of all academic administrators at College level will be evaluated based on the following criteria:

### A. Leadership

Effectively leading strategic planning, articulating vision for the future, serving as a role model for faculty, instructors, and students, contributing to the leadership of the University, promoting the mission of the College both within and outside the University, responding to the needs of constituencies within and outside the University, and participating in University development and promotional activities. The leadership effectiveness should be reflected in student enrollment trends, faculty and instructor stability and satisfaction, research output, and College reputation and image.

### B. Management

Creating a positive environment for students, faculty, instructor, and staff, overseeing and guiding recruitment, retention, professional development, and promotion of qualified faculty and staff, effectively mentoring faculty, instructors, managing budgets responsibly and efficiently, availing himself/herself to faculty, instructor, staff and students, dealing with faculty and instructor concerns and problems, implementing University policies, exercising good judgment in College-related decisions, and holding regular and productive meetings.

### C. Promotion of Academic Excellence

Effectively managing the College educational and research programs, ensuring implementation of outcomes assessment and program review, fostering the best interest of the students, supporting a high quality learning environment, providing leadership for innovation in research, teaching and learning, ensuring appropriate high quality programs, and establishing or discontinuing academic programs as deemed appropriate to the best interest of the University and UAE society.

### D. Interpersonal Skills

Working with others effectively, promoting open communication, exhibiting fairness and ethical behavior in all relations and communications, demonstrating effective conflict resolution skills, and accepting differences in opinion.

## 1. Performance Evaluation Procedures for Deans

- a) The Provost evaluates Deans. In the beginning of each academic year, before the end of August, deans who are scheduled for evaluation will be informed by the Provost about the evaluation plan and timeline, and process.
- b) Current Deans submit their work plans during the first week of September, for review and approval by the Provost before the end of September.
- c) Within two months of their initial appointment, new Deans prepare and submit to the Provost their work plan elaborating on proposed activities and goals to be achieved in two years.

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- d) Deans should prepare a self-assessment report to elaborate on how the performance criteria have been met and any constraints or challenges faced. The report should discuss student enrollment, research productivity, College reputation, quality of academic programs, and any other related activity that may have promoted the College. The self-assessment report should not exceed ten pages.
- e) A list of names (maximum of five) of external constituents who may be contacted should also be included within the Dean's self-assessment report. The report should be forwarded to the Provost no later than end of January of the second year.
- f) For each Dean, the Provost will form an evaluation committee no later than February 1<sup>st</sup>. Each committee will be composed of three members from senior faculty, academic administrators, and possibly staff, all of whom have no direct reporting relationship to the Dean, and should be chaired by an academic Dean or full professor from outside the College. In addition, the committee will include a faculty member from the Dean's College who does not directly report to him.
- g) The Provost will meet with the committee to discuss the university's expectations, the role of academic Deans, and the procedure for review.
- h) The Provost Office will establish a confidential email account to receive feedback from different constituents (faculty, staff, and students). The email account is created to give everyone the opportunity to express his or her opinion. This account will be closed once the evaluation is completed. Only authorized staff will have access to that account.
- i) A College-wide email broadcast will be sent from the Provost to the College constituents summarizing the process of Dean's evaluation and providing the confidential email address.
- j) Only emails received from corporate or organizational accounts will be considered. No Hotmail, Yahoo, Gmail or other public accounts will be taken into consideration.
- k) In addition to the designated email account, and approved University surveys, the committee may request information through interviews. The Provost Office will administer the surveys to academic administrators, faculty, and staff serving under the academic Dean's leadership.
- l) Input from pertinent constituents, both external and internal including students, faculty and staff, may be sought through confidential emails, interviews, surveys, or other sources.
- m) The committee will keep all sources of received input confidential. No anonymous material other than the official surveys will be considered as part of the review.
- n) All relevant feedback emails, surveys, and reports are considered confidential and will be kept at the Provost Office. Committee members are authorized to review hard copies of these documents and take notes. The administrative staff within the Provost's Office will arrange meetings with committee members, to review the received feedback.
- o) The results of the surveys will be tabulated and the committee will prepare aggregate summaries. A summary of the most frequently written comments will be included. All data including individual responses will be anonymous.

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- p) The committee will prepare a report with analysis based on the information gathered, including the academic Dean's self-assessment and all other documents. The committee may request, through the Provost, that the academic Dean provides documents pertaining to any of the performance criteria. The committee's report will evaluate the academic Dean's strengths and areas of possible improvements. The report will be discussed in a closed session among all the committee members only. The final report will be agreed upon and signed by all committee members.
- q) To highlight the main aspects of the report, including strengths and possible areas of improvements, the committee will then meet with the Provost no later than mid-April,.
- r) The Provost will meet with the Dean, no later than first week of May, to discuss the committee's report, to provide constructive feedback from different constituents, and to improve leaderships in the Colleges.
- s) After meeting with the Provost, the academic Dean may choose to make a written response to the evaluation report. The response should be provided to the Provost no later than mid-May.
- t) After mid-May, the academic Dean will establish new performance goals, which will be discussed and finalized with the Provost to become the basis for the next evaluation cycle. Following the establishment of the goals, the evaluation is concluded.

## 2. Performance Evaluation Procedures for Vice Deans, Assistant Deans, and Department Chairs

- a) Vice Deans, Assistant Deans, and Department Chairs are evaluated by the Dean. In the beginning of each academic year and before the end of August, academic administrators who are scheduled for evaluation will be informed by the Dean about the evaluation plan, timeline, and process.
- b) Current Vice Deans, Assistant Deans, and Department Chairs submit their work plans during the first week of September, for review and approval by the Dean before the end of September.
- c) Within two months of the initial appointment, Vice Deans, Assistant Deans, and Department Chairs submit to the Dean their work plans with elaboration on proposed activities and goals to be achieved in two years.
- d) The academic administrator should prepare a self-assessment report to elaborate on how the performance criteria have been met and any restraints or challenges faced. As applies, the report should discuss student enrollment during the review period, improvement in research productivity, College reputation, quality of academic programs, or any other related activity that may have promoted the College. The self-assessment report should not exceed five pages.
- e) For Vice Dean, Assistant Deans, and Department Chairs, the inclusion of a list of external constituents (maximum five) is optional. Their reports should be forwarded to the Dean no later than end of January of the second year.

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- f) The Dean will constitute evaluation committees to evaluate Vice Deans, Assistant Deans, and Department Chairs no later than February 1, from senior faculty, academic administrators, and possibly staff, all of whom have no direct reporting relationship to academic administrator under review. Each committee will be composed of three members, and should be chaired by a full professor not reporting to the administrator under review.
- g) The Dean will meet with the committee to explain the university's expectations, the role of concerned academic administrators, and the procedure for review.
- h) The Dean's Office will establish a confidential email account to receive feedback from different constituents. The email account is created to give everyone the opportunity to express his or her opinion. This account will be closed once the evaluation is completed. Only authorized staff will have access to that account.
- i) An email will be sent from the Dean to the concerned College constituents (Faculty, instructor, Staff, and students) summarizing the evaluation process and providing the confidential email address.
- j) Only emails received from the organizational account will be considered. No Hotmail, Yahoo, Gmail or other public accounts will be taken into consideration.
- k) In addition to the designated email account and approved University surveys, the committee may request information through interviews. The Dean's Office will administer the surveys to faculty, and staff serving under the academic administrator being evaluated.
- l) Input from pertinent constituents, both external and internal including students, faculty and staff, may be sought through confidential emails, interviews, surveys, or other sources.
- m) The committee will keep all sources of received input confidential. No anonymous material other than the official surveys will be considered as part of the review.
- n) All relevant feedback emails, surveys, and reports are considered confidential and will be kept at the Dean's Office. Committee members are authorized to review hard copies of these documents and take notes. The Dean's Office will arrange meetings with committee members to review the received feedback.
- o) The results of the surveys will be tabulated and the committee will prepare aggregate summaries. A summary of most frequently written comments will be included. All data and individual responses will be anonymous.
- p) The committee will prepare its report and analysis based on the information gathered, including the academic administrators reports and all other evidences. The committee may request, through the Dean, that the academic administrators provide documents pertaining to any of the performance criteria. The report will evaluate the academic administrator's strengths and areas of possible improvements. The report will be discussed in a closed session among all the committee members only. The final report will be agreed upon and signed by all committee members.

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- q) No later than mid-April, the committee will then meet with the Dean to highlight the main findings of the report, including strengths and possible areas of improvements.
- r) The Dean will meet with each academic administrator, no later than first week of May, to discuss the committee's report. The purpose of the meeting is to provide constructive feedback from different constituents so the academic administrators can effectively serve the College.
- s) After meeting with the Dean, an academic administrator may choose to make a written response regarding the evaluation report. The response should be provided to the Dean no later than mid-May.
- t) After mid-May, the academic administrator will establish new performance goals, which will be discussed and finalized with the Dean to become the basis for the next evaluation cycle. Following the establishment of these goals, the evaluation process is concluded.