



State University of New York

*Memos to all
D x Personnel - Pres.
Eval*

Memorandum to Presidents

Date: December 15, 1975

Vol. 75 No. 22

From: Office of the Chancellor

Subject: Revision to Procedures for Evaluation of Presidents

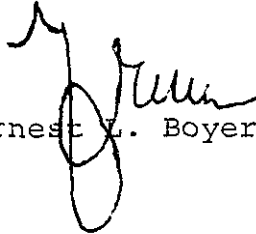
I'm pleased to inform you that the Trustees have approved a revised set of guidelines for evaluations of campus Presidents.

The revisions are mostly editorial in nature, and no major policy changes are included. Both the Council of Presidents and the Faculty Senate had made recommendations. These were considered by the Trustees in approving this revision.

Aside from editorial changes made to clarify the intent, the following procedural changes were included: the ad hoc evaluation committee will include the elected chairman of the professional staff assembly where such separate assembly exists; and, the ad hoc committee is required to submit separate constituency reports.

A copy of the revised guidelines and a timetable for the review process are enclosed.

We'll shortly begin, under the new guidelines, the evaluations of the Presidents whose cycle for review falls in 1977. Beginning in January 1976, evaluations will commence at Buffalo College, Canton, Fredonia, Maritime, Morrisville, and New Paltz. They will be coordinated for my office by Murray Block, and any questions concerning the new procedures may be sent directly to him.


Ernest L. Boyer

Attachment

This memorandum addressed to:

- Presidents, State-operated campuses
- Presidents, Community Colleges
- Deans, Statutory Colleges

Copies for information only sent to:

- President Rose
- Mr. Barlow

STATE UNIVERSITY OF NEW YORK

GUIDELINES FOR THE REVIEW PROCESS FOR THE
CHANCELLOR AND PRESIDENTS

November 26, 1975

The Trustees of State University of New York have acted to strengthen the role of the President by the designation of appointment periods coupled with continuing status in academic rank and provision for study leaves. These offer each President a more flexible approach to his duties, while emphasizing his accountability in his leadership role.

Responsibility for the evaluation of the President's performance is clearly vested in the Trustees (Article IX, *Policies of the Board of Trustees*, 1973) and must be carried out by the Chancellor, as the Board's chief administrative officer. The Trustees intend that the following guidelines for a presidential review process will provide the Chancellor and Trustees with an effective mechanism for a comprehensive and fair evaluation; that they will involve constituent groups, as necessary; and, most importantly, that they will be of assistance to the President in defining and strengthening his leadership role. While proposing that these guidelines normally will be applied, the Trustees explicitly reserve the right to modify them in particular instances.

A. Principles

The presidential review process is distinct from the initial search process for a President. In the latter, the various constituents of the campus join to search for, and the College Council recommends to the Trustees, the best possible candidate for the position. The search is extensive, and the screening process may be both lengthy and complex. The Chancellor, through his representative, offers guidance and assistance. The major work of the screening process remains a campus undertaking and is coordinated by the College Council.

The presidential review process differs from the preceding in that the broad search element is not a factor, for the President being evaluated is known to all concerned. He has already served under the direction of the Board of Trustees and the Chancellor as the chief administrative officer of the campus. The review is a Trustee function and process initiated by the Chancellor in behalf of the Trustees. Since the President also has interacted during the period of service with various constituent groups on campus, it is both appropriate and desirable that, in conducting the review, the Chancellor and Trustees consult with the College Council and, at appropriate times and by means determined by the Trustees, with representative spokesmen of the faculty, the administrative staff, and the students. Care should be taken to insure input to the process by alumni, non-teaching professionals, classified employees, and local community groups.

In Article IX of the *Policies of the Board of Trustees*, 1973, the Trustees have defined the responsibilities of the chief administrative officer of the campus. These provide the criteria against which the President's effectiveness will be reviewed.

The principle of confidentiality will be observed throughout the review process. This will apply to written documents and to discussions among all those who participate.

With these principles to guide the review, the following process is established.

B. Procedural Steps

1. In January of the fourth year of the President's period of service, the Chancellor will request the President to indicate if he wishes to be considered for reappointment.

2. If the President's response is affirmative, the Chancellor will ask the President to prepare, and submit by February 15, a statement of his stewardship as chief administrative officer. At the same time, the Chancellor will designate a member of his staff to serve as liaison with the President and the campus during the review. The Chairman of the Board of Trustees will appoint one or more members of the Board to work with the Chancellor in the review process. If the President's response is not affirmative, the Chancellor and the President will discuss alternatives, including assuming or resuming full-time faculty status.

3. Upon receipt of the President's statement of stewardship, the Chancellor will invite the chairman of the College Council, the elected chairman of the college faculty senate or assembly, the elected chairman of the professional employees assembly (where such separate assembly exists), the elected chairman of the college student body, and a member of the administrative staff of the college, selected by the President, to constitute themselves as an *ad hoc* evaluation committee to prepare a written appraisal of the presidential performance. Each committee member will be acting as a representative of a particular constituency and each shall submit a separate report from his or her constituency. The President's statement of stewardship will be made available to the *ad hoc* evaluation committee for its review. The reports of the evaluation committee will similarly be made available to the President for his reaction. The *ad hoc* evaluation committee may choose and the President may request an interview with the committee as a part of its deliberations.

4. The College Council will assemble and review the reports made by the *ad hoc* committee and will transmit them to the Chancellor with any appropriate comments. Such comments will be made available to the President for his reaction.

5. The Chancellor will then review the several appraisals and will arrange to discuss them with the President.

6. The Chancellor will then recommend appropriate action to the Board of Trustees.

7. The Board of Trustees will invite the President to meet with the Board at its September meeting. At its October meeting, the Board will act on a formal resolution approving a new period of reappointment.

8. Each President reappointed under this process will submit a report within one year on progress made in relation to items discussed during the September interview with the Board of Trustees.

C. The Role of the *ad hoc* Evaluation Committee

The *ad hoc* evaluation committee will perform a consultative role in the presidential review process. It will be assisted by the Chancellor's representative, named specifically by the Chancellor for this purpose. The Chancellor's representative will serve as convenor of the committee.

Since campuses vary in size and scope and even in complexity of constituent groups, the committee and the Chancellor's representative will propose a procedure to be followed at that campus to ensure appropriate input of constituent evaluative judgments in the review process, and include provision for chairing meetings of the committee. This procedure will be reviewed by the Chancellor and must be accepted by him before being put into operation.

The procedure will not allow for the creation of a committee of constituents beyond the *ad hoc* committee, nor will it imply or accept as valid need for a voting mechanism. It

should, however, ensure that the viewpoints of various constituents, coordinated by the committee, are reviewed by the College Council, brought to the Chancellor and through him to the Trustees. All parties to the process will observe the proprieties appropriate to a dignified and professional administrative procedure.

D. The Nature of the Evaluations

Through the *ad hoc* evaluation committee, the campus constituents should provide the Chancellor with evaluations that are substantive and illustrative. Based on the previously identified criteria (p. 3), the responses should cover, among other aspects, evaluations of the President's performance in respect to:

1. Academic leadership and management;
2. Administrative leadership and management;
3. The institutional tone set by the President;
4. Internal relationships;
5. External relationships; and
6. Sensitivity to the needs of campus and to the concerns of faculty, students, and staff.

In addition, the responses should address particular points which the President may have raised in his statement of stewardship.

E. Time Frame for the Evaluations

Expiration dates of reappointment periods will be brought to the nearest July 1. When an appointment is due to end on July 1 of a particular year, the review process will begin in January of the preceding year with the Chancellor's inquiry as to the President's desire about standing for reappointment. The entire process normally will be expected to culminate in action of the October meeting of the Trustees.

F. Guidelines for the Review of the Chancellor

A parallel procedure will be followed by the Board of Trustees in reviewing and considering the Chancellor for reappointment. The review will be conducted by the Chairman of the Board, assisted by such other members of the Board as the Chairman may designate.

Following receipt of the Chancellor's statement of stewardship, the Chairman will invite a representative of the Council of Presidents, the President of the University Faculty Senate, the President of the Faculty Council of Community Colleges, the President of the University Student Assembly, the President of the Association of Council Members and College Trustees, the President of the Association of Boards and Councils of the Two-Year Colleges, the President of the Confederation of Alumni Associations, and a member of the central administrative staff designated by the Chancellor, to constitute themselves as an *ad hoc* evaluation committee to prepare

a written appraisal of the Chancellor's performance. This evaluation committee will be convened by the Secretary of the University.

Other procedural steps, including the criteria for, and the timing of, the review will be developed by the Trustees in general conformity with those of the presidential review process.

Revised 11/26/75

STATE UNIVERSITY OF NEW YORK

TIMETABLE FOR THE PRESIDENTIAL REVIEW PROCESS

The following timetable is to accompany the Guidelines for the Review Process for the Chancellor and Presidents, dated November 26, 1975, and the section references given in parentheses below are to be found in that set of guidelines. This timetable goes into effect in January of the fourth year of the President's period of service.

1. January (first week)

Chancellor requests the President to indicate if he wishes to be considered for reaffirmation (Sect. B1, page 3).

2. January (third week)

President responds in writing to the above request.

3. February 15

a) If response to above is affirmative, the President submits a statement of stewardship to the Chancellor (Sect. B2, page 3).

b) If response is not affirmative, Chancellor and President discuss alternatives (Sect. B2, page 3).

c) Chancellor designates staff liaison to ad hoc committee (Sect. B2, page 3).

4. March 1

a) Chancellor writes to Chairman of College Council, elected chairman of college faculty senate or assembly, elected chairman of the professional employees assembly (where such separate assembly exists), elected chairman of college student body, and the member of the administration selected by the President to present the charge to the ad hoc committee (Sect. B3, page 4).

5. March

a) Chancellor's representative convenes the ad hoc committee early in the month (Sect. C, page 5).

b) Before end of the month, the ad hoc committee recommends its procedures to the Chancellor (Sect. C, page 5).

6. April (first week)

Acceptance by the Chancellor of ad hoc committee's procedure (Sect. C, page 5).

7. May (last week)

Ad hoc committee completes review and reports to the College Council.

8. June

College Council assembles and reviews reports.

9. July 1

College Council submits reports to Chancellor (Sect. B4, page 4).

10. July - August

Chancellor discusses appraisal with President (Sect. B5, page 4).

11. September (Board Meeting)

a) Chancellor recommends action to the Board of Trustees (Sect. B6, page 4).

b) Trustees invite President to its September meeting (Sect. B7, page 5).

12. October (Board Meeting)

Trustees take action on Chancellor's recommendation. (Sect. B7, page 5).

Revised 11/26/75