

## Item L: Peer Reviews of Administrative Work

See *Faculty Manual* §4.XI.4.(1).

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

- All those granted access to the dossier:
  - The initiator
  - The Associate Dean
  - Members of the Tenure and Promotion Committee
  - The Dean of the College
  - The President

### 2. Participants in preparing this item, and the role of each participant

- *Candidate* – Collaborates with supervisor to select up to 5 constituents of the candidate's administrative unit
- *Candidate's administrative supervisor*
  - Collaborates with candidate to determine the number and identity of constituents to serve as reviewers (see suggestions in 4. below for making this decision)
  - Selects reviewer in the category of "another faculty colleague engaged in comparable administrative work"
  - 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 peer reviewers and adds letters to the dossier when received
- *Constituents of the candidate's administrative unit* – Up to 5 individuals asked to prepare review
- *Another faculty administrator* – 1 individual "engaged in comparable administrative work" asked to prepare review

### 3. Guidelines and suggestions:

- Reviews of administrative work should be included in the dossier for any candidate who has had released time for one or more courses for purposes of administrative work at any time during the three academic years prior to the year of the review. This would include service as department chair, as director of an academic center (e.g., CILA or CEL), as Associate Dean, or as director of an administrative unit (e.g., GFR, E&A). The Faculty Manual does not specify how much or how recently the released time should have occurred, but a three-year time frame is consistent with the time frame for student evaluations and is appropriate for ensuring the reliability of reviews.

- 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 received for administrative work in the year of the review and the three academic years prior to the 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 letters (1-3) is perfectly appropriate for candidates with limited released time and a narrower constituency (e.g., candidates who have served as department chairs for only one or two years).
- Although the supervisor is responsible for selecting a faculty reviewer who is engaged in comparable administrative work, the supervisor is encouraged to discuss possible reviewers in this category with the candidate prior to making the decision.
- The initiator should enclose the candidate's CV and the position description with the letter requesting a letter of review for the candidate's dossier.
- The written review must address the three criteria for effective administrative work outlined in the Faculty Manual, Section 4.VII.B.:
  - "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, presentations, etc.).

#### 4. Additional resources:

- [Sample Initiator's letter to peer reviewers of administrative work](#) (Appendix 2)

#### 5. Contact for questions or concerns:

- E&A Director (x3910)
- Assistant Provost (x3004)