

Administrative Officer Review Packet

Review Schedule/Process

Steps	Activities	Date
Initiating	1. Dean asks FAC representative to arrange election among the school's faculty to elect two (2) faculty members to serve on 5-person review committee. 2. Dean appoints two (2) additional faculty members to the review committee, in addition to naming the chair of the review committee. 3. The Dean forwards Respondent list to HR LOD. 4. Dean provides review committee names to HR LOD. 4. Leader in review forwards statement of accomplishment to Dean and HR LOD.	February 16 March 8 March 8
Planning	5. HR LOD meets with leader in review and review committee for orientation. 6. The Dean forwards invitation email to the respondents. 7. HR LOD launches the 360 assessment. Respondents have 10 business days to provide feedback.	March 18-19 March 25 Mar 26 – Apr 9
Executing	8. HR LOD shares the administrative review report with the review committee. The committee prepares a summary report. (3 meetings) 9. Committee chair forwards the summary report to the Dean. 10. HR LOD shares survey results with the Dean and the leader in review.	April 19 Apr 25 and May 2 May 2 May 3-4
Closing	11. The Dean meets with the leader to conduct formal review. (Dean's office coordinates)	May TBD

Survey Instrument:

Likert Scale Questions

Leading People & Personal Leadership

1. Acknowledges people for good performance.
2. Nurtures commitment to a common vision and shared values.
3. Coaches others in the development of their skills.
4. Gives clear, motivating, and constructive feedback.
5. Promotes collaboration and teamwork.
6. Cultivates a broad network to exchange ideas and rally support.
7. Wins acceptance for proposed changes and new initiatives from key stakeholders (students, faculty, staff, etc.).
8. Is open to discussion and exchanging ideas.
9. Creates a climate where everyone stretches beyond what they thought they could do.
10. Champions the recruitment and promotion of people from diverse backgrounds (in terms of race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran.)

11. Creates an environment in which people from diverse backgrounds feel comfortable (in terms of race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran.)
12. Treats people fairly and respectfully.
13. Maintains standards of personal integrity.
14. Shows consistency between words and actions.
15. Has the trust of peers, colleagues, faculty, and staff.
16. Accepts responsibility for own mistakes.
17. Adapts behavior in response to feedback and experience.

Leading Results & Innovation

1. Builds strong relationships with key constituents.
2. Conveys a commitment to understanding and doing what is best for faculty, staff, and students.
3. Sets and conveys clear expectations for assignments.
4. Monitors progress of others and redirects efforts when goals are not being met.
5. Eliminates inefficiencies and roadblocks.
6. Assesses progress with effective metrics.
7. Tackles problems directly and without delay.
8. Delivers clear, well-organized presentations.
9. Effectively runs meetings.
10. Makes sound decisions and acts in a timely fashion.
11. Creatively and effectively integrates different ideas and perspectives.
12. Develops workable strategies to achieve and attain college and university goals.
13. Creates an environment that encourages innovation.
14. Effectively manages and communicates information to faculty, staff, and relevant groups.

Rating Scale

Extent to which skills are used:

- Not at all
- To a little extent
- To some extent
- To a great extent
- To a very great extent
- Have not observed

Open-ended Questions

1. What two or three things does this leader do that make him or her most effective?
2. What new skills or behaviors would make this leader even more effective?
3. What other comments do you have to support this leader's development?