

EVALUATION OF ADMINISTRATIVE SERVICE

(Revised 4/23)

The merit review of an administrator should follow the standard procedures for the academic review process. However, it must be acknowledged that administrators have had to surrender time they would otherwise have been able to devote to teaching, scholarship, professional activities, and other service roles, to their administrative duties. Accordingly, efforts should be made to ensure that administrators are not passed over for advancements. When assessing academic reviews for administrators, such as Department Chairs, Directors, Associate Deans, Deans, Associate Vice Chancellors, and Vice Chancellors, reviewing agencies at all levels should take care to set expectations for achievement and apply evaluative criteria in all areas of review with appropriate flexibility to account for administrators' heavier commitments and responsibilities in service to their formal roles. The principle involved is that academic leadership in itself is a significant academic activity.

At the same time, promotions/career reviews (i.e. Promotions in rank, and advancement to Step VI or to Above Scale), are of greater significance than merit increases within rank and cannot be justified on the basis of administrative service alone. The standards for promotion/career reviews may not be lessened. Further, administrative service alone cannot serve as the sole or primary grounds for acceleration or advancement in the academic review process. However, in rare cases it may be appropriate to reward significant service accomplishments in administrative leadership, when they far exceed normal expectations in the role during the merit review cycle (see RB I-36 for eligibility & guidance). In such unique and uncommon instances, the recommendations of other administrative officers, individuals outside of the department, and reviewing agencies will be particularly important. More typically, documented evidence of significant and effective leadership in service to one's administrative position would be acknowledged **at the completion of the full term of service**. Accordingly, the normative term of service should be detailed alongside activities and accomplishments.

After an administrator leaves their position, further advancements in salary or rank should be judged by the regular criteria.