MONTCLAIR STATE UNIVERSITY

University Senate

Implementation Plan for Performance Feedback for Senior Administrators

May 11th, 2022 - Approved by the University Senate

Implementation Plan for Administrative Performance Feedback Committee
The implementation of Administrative performance feedback process shall be the purview of the University Senate. We recommend the establishment of the Administrative Performance Feedback Committee to schedule, coordinate, and maintain records on behalf of the University Senate.

The senior level managerial performance feedback by peers and subordinates process and procedures will be conducted by the University Senate's Administrative Performance Feedback Committee (APFC). For details, see proposal document: *Establishment of Administrative Performance Feedback Committee.*

Goals and objectives for Administrative Performance Feedback Committee
1. Follow the schedule of implementation (*Appendix A*)
   a. A timetable for surveys has been established and is expected to provide an adequate period for data collection, review, and feedback.
   b. A schedule of when each Administrator is to be evaluated has been established.
2. Clearly defined criteria for questions (*Appendix B*)
   a. The criteria includes outcome standards that relate the actions of the individual to the **mission and goals** of the University as well as process criteria that describe the critical behaviors of effective leaders.
   b. Performance expectations in facilitating institutional goals are operationally defined through an **existing strategic plan**, among other pertinent documents developed through shared governance.
   c. Criteria shall be **intentionally formative, not merely summative,** and designed to improve and develop Administrators, and their institutional effectiveness, not pass judgment on past performance.
   d. Performance goals of individual Administrators may vary from year to year; however, there are certain job-specific functions for each administrative position that should be evaluated each year.
   e. The outcomes of the administrator's actions are important, but also is the process through which those outcomes were achieved. Thus, an assessment of the administrator's management style should be part of the survey.
   f. Criteria must collectively communicate the intent of furthering institutional goals and effectiveness rather than isolating or critiquing the individual performance.
3. Meaningful Feedback
   a. University employees asked to complete surveys for Administrative performance feedback are guaranteed anonymity.

      b. Participation in the Administrator's performance survey will be limited to those employees and students in positions that afford them enough interaction with the Administrator to make meaningful judgments (*Appendix C*).

4. Collection, reporting, and storing of Administrative Performance Feedback
    a. The APFC will conduct and collect survey results.
    b. At the close of each survey, the APFC will compile the results into a feedback report using the template provided (*Appendix D*).
    c. The performance feedback reports shall be shared with the Administrator, and their supervisor.
    d. The President's report results shall be shared with the Board of Trustees.
    e. The APFC will make reports available to employees and students upon written request, and will include any requests made to the University Senate in their regular business reports, i.e., the number of requests for each performance feedback survey, without naming the requestor.
        i. Written request will be via qualtrics form
        ii. Senate body will approve any public sharing or posting of results
    f. Data collection and storage will be maintained in accordance with the University policies and procedures.

5. Response and self assessment
    a. Administrators should be given a timely opportunity to respond, self assess, and contextualize results with their supervisors.
    b. Administrators are encouraged to formally discuss the results with their subordinates, if appropriate.

6. Evaluation of the Administrative performance feedback process
    a. The APFC should periodically review and make recommendations to the process and tools as necessary.
    b. Revisions to the procedures, guidelines, and assessment tools shall be approved by the University Senate.

Appendix A, Schedule of Implementation of Administrative Performance Feedback

The University's managerial review process begins in January with a self assessment, and concludes in June. [Managers – Evaluation And Reappointment – Human Resources - Montclair State University](#) However, this calendar should be confirmed each Spring, so that the following timetable can be adjusted accordingly.

  A. Timetable
    a. March-April
        i. Notification of survey being conducted is sent to Administrators who will be evaluated
        ii. Includes requests for specific names following the guidelines for who will evaluate which Administrators (Appendix A, section ?)
        iii. Ask the Administrators for specific goals and questions to be considered, if appropriate
    b. April-May
        i. Utilizing the question bank, and question revisions submitted by Administrators, finalize questions for the surveys
        ii. Submit question surveys to the Full Senate in April or May meeting for approval (one read and vote)

  c. September-October
    i. Distribute and collect surveys within specific timeframe for response, i.e. 2 weeks
  d. October- November
    i. Analyze and compile data into reports
  e. December- January
    i. Distribute reports
  f. February-March
    i. Responses; action plans, assessment report to the University Senate

Appendix B, Question Bank for Performance Feedback Surveys

  a. Questions to be posed in a 1-5 likert scale, with 1 being negative and 5 being positive, except open ended questions.
  b. Not all questions are intended for every survey. The APFC should determine the optimal selection of questions for each Administrator.
  c. If all questions in the bank are utilized, survey time estimate for participants is 20 minutes.
  d. Identifiers: administrator/manager, staff, instructor, student. This will be used to determine a representative sample and will not be shared in the reports provided to the Administrator.

RED = President specific (there may be some exceptions)
YELLOW = For Administrators other than the President

1. Leadership (pick 5-6)
  a. Inspires others to do their best
  b. Delegates authority and responsibilities effectively
  c. Builds teamwork across the campus community (among colleagues and subordinates)
  d. Keeps current regarding trends and issues in higher education
  e. Has a vision for the betterment of the future of the University
  f. Provides leadership in developing, communicating, and implementing shared vision
  g. Creates a culture in which ideas are generated and engages appropriate partnerships to implement them
  h. Provides insightful, motivating, and constructive feedback
  i. Builds a climate of trust in policy formation and implementation
2. Communication
  a. Demonstrates active listening
  b. Communicates effectively, and in ways that reach their intended audience
  c. Encourages others to gives constructive feedback about their ideas and actions
  d. Listens carefully and asks questions when needed
  e. Responds to concerns in a timely fashion
3. Decision-making and problem solving (pick 5-6)
  a. Takes responsibility for their decisions and the outcomes
  b. Consults with appropriate individuals and groups before making decisions
  c. Gathers information and welcomes opinions from a wide range of sources
  d. Considers alternative solutions to problems before making a decision
  e. Makes decisions in a timely manner

      f.   Reacts quickly and collaboratively to unexpected challenges

      g.   Shares information and collaborates with peers and subordinates while engaging in the process of decision making

      h.   Approaches problems and issues with innovative and vision

4. Concern/commitment to all employees
   a. Creates a climate of respect and high morale
   b. Facilitates and encourages employees' professional development
   c. Responds timely to employees' issues of concern
   d. Makes themselves accessible to all employees

5. Student success
   a. Promotes an environment which nourishes student growth and development
   b. Provides guidance and supports to employees in developing students and their leadership
   c. Supports and engages with students regularly

6. Management (pick 5-6)
   a. Communicates performance expectations clearly
   b. Assigns work effectively and fairly
   c. Supports the recruitment and selection of appropriately qualified employees
   d. Utilizes a wide range of employees to address the short term and long term goals of the university (and/or unit)
   e. Establishes a timetable for team actions and projects
   f. Takes responsibility for the outcomes of team actions and projects
   g. Consultative style
      i. Empowers subordinates to bring their own ideas in order to solve problems
      ii. Welcomes multiple perspectives
      iii. Encourages shared vision and asks for broad input
      iv. Utilizes multiple avenues for employees and students to collaborate with them

7. Fiscal Leadership
   a. Works to increase state appropriations for the University
   b. Supports the development of ideas into fundable opportunities
   c. Works with businesses, corporations, and individuals to create new revenue sources for the university

8. External Relations
   a. Communicates with the external communities
   b. Establishes mutually supportive relationships with external communities

9. Commitment to DEI/ Cultural competency
   a. Proactively seeks to understand the views and opinions of others
   b. Takes visible actions to create an inclusive and safe campus for all employees and students
   c. Fosters a culture of personal responsibility toward diversity, equity, and inclusion.

10. Overall effectiveness
    a. Overall, rate the performance and effectiveness of the President/Administrator.

11. Open ended questions
    a. What is one or more things this administrator should start, stop, or continue doing
    b. Do you have anything else you wish to share

12. Specific questions for Academic Deans only

      a. Presents instructor and staff issues to university administration to effect improvements for the college community

      b. Fosters excellence in teaching methods among instructors

      c. Encourages faculty and staff involvement in community projects and endeavors

      d. Promotes scholarly development and research among faculty members

      e. Models scholarship by publishing and/or presenting papers regularly

Appendix C, Administrators to be evaluated annually, and employees who will provide feedback

1. If a position has an Acting, or interim appointment, this person will have a performance feedback survey generated following the procedures outlined for permanent positions.
2. The APFC should confirm participation and efficacy of participant lists and edit participants, as needed.
3. Participants may solicit additional feedback from their unit peers and employees in order to provide the most salient responses.
4. As a point of information, there are 28 Administrators listed.
      a. Academic Deans review 24 Administrators.

Administrators

A. President
    a. Participants
        i. Provost and Senior Vice President for Academic Affairs
        ii. Vice Presidents
        iii. Associate/Vice Provosts
        iv. Academic Deans
        v. Staff reporting directly to the President based on the most current organizational chart
        vi. Other Employees
            1. University Senate Executive Board
            2. Additional employee leadership groups, if appropriate, e.g. Caucuses
            3. Fifteen (15) randomly selected instructors/librarians from a list of twenty five (25) names provided by the President each year, excluding those who are already participating
            4. Five (5) randomly selected staff from a list of ten (10) names provided by the President each year, excluding those who are already participating
        vii. Students
            1. Student Government Association Executive Board
            2. Ten (10) randomly selected student leaders (other than SGA) from a list of 20 names provided by the President each year.
        viii. Ten (10) random Alumni who are current MSU employees, selected from a list of twenty (20) names provided by the President each year, excluding those who are already participating
        ix. Community partnerships and leaders, if appropriate, and in consultation with the President's office

B. Provost and Senior Vice President for Academic Affairs

a. Participants
        i. Vice Presidents
        ii. Associate/Vice Provosts
        iii. Academic Deans
        iv. Staff reporting directly to the Provost based in the most current organizational chart
        v. Other Employees
            1. University Senate Executive Board
            2. Five (5) randomly selected academic department heads from a list of 10 names provided by the Provost each year, excluding those who are already participating
            3. Ten (10) randomly selected instructors/librarians from a list of twenty (20) names provided by the Provost each year, excluding those who are already participating
            4. Ten (10) randomly selected staff from a list of twenty (20) provided by the Provost each year, excluding those who are already participating
        vi. Students
            1. Student Government Association Executive board
            2. Five (5) randomly selected student leaders (other than SGA) from a list of ten (10) names provided by the Provost each year.
C. Vice Presidents (*Appendix E*)
    a. Vice President for Communications and Marketing
        i. Participants
            1. Other Vice Presidents
            2. Associate/Vice Provosts
            3. Academic Deans, or designee
            4. Staff reporting directly to the Vice President based on the most current organizational chart
            5. Other Employees, if appropriate
            6. Students
                a. Editor in chief of The Montclarion
    b. Vice President for University Facilities
        i. Participants
            1. Other Vice Presidents
            2. Associate/Vice Provosts
            3. Academic Deans, or designee
            4. Staff reporting directly to the Vice President based on the most current organizational chart
            5. Other Employees
                a. University Senate Executive Board
                b. Director of Residential Life, or designee
    c. Vice President for Development
        i. Participants
            1. Other Vice Presidents

2. Associate/Vice Provosts
3. Academic Deans, or designee
4. Staff reporting directly to the Vice President based on the most current organizational chart
5. Other Employees
   a. Ten (10) random Alumni who are current MSU employees, selected from a list of twenty (20) names provided by the Vice President each year, excluding those who are already participating

d. Vice President for Information Technology
   i. Participants
      1. Other Vice Presidents
      2. Associate/Vice Provosts
      3. Academic Deans, or designee
      4. Staff reporting directly to the Vice President based on the most current organizational chart
      5. Other Employees
         a. University Senate Executive Board
         b. University Registrar
         c. Director of Financial Aid
         d. Director of Admissions
         e. Director of Residential Life

e. Vice President for Finance and Treasurer
   i. Participants
      1. Other Vice Presidents
      2. Associate/Vice Provosts
      3. Academic Deans, or designee
      4. Staff reporting directly to the Vice President based on the most current organizational chart
      5. Other Employees
         a. Five (5) randomly selected employees who traveled for University business from a list of fifteen (15) provided by the Vice President each year, excluding those who are already participating

f. Vice President for Enrollment Management
   i. Participants
      1. Other Vice Presidents
      2. Associate/Vice Provosts
      3. Academic Deans, or designee
      4. Staff reporting directly to the Vice President based on the most current organizational chart
      5. Other Employees
         a. Director of Residential Life, or designee
         b. Director of Student Accounts, or designee

g. Vice President for Student Development and Campus Life
  i. Participants
    1. Other Vice Presidents
    2. Associate/Vice Provosts
    3. Academic Deans, or designee
    4. Staff reporting directly to the Vice President based on the most current organizational chart
    5. Other Employees
      a. University Senate Executive Board
      b. Five (5) randomly selected academic department heads from a list of ten (10) names provided by the Vice President each year, excluding those who are already participating
      c. Ten (10) randomly selected instructors/librarians from a list of twenty (20) names provided by the Vice President each year, excluding those who are already participating
      d. Five (5) randomly selected staff members from a list of fifteen (15) names provided by the Vice President each year, excluding those in excluding those who are already participating
    6. Students
      a. Student Government Association Executive board
      b. Five (5) randomly selected student leaders (other than SGA) from a list of ten (10) names provided by the Vice President each year.
h. Vice President for Human Resources
  i. Participants
    1. Other Vice Presidents
    2. Associate/Vice Provosts
    3. Academic Deans, or designee
    4. Staff reporting directly to the Vice President based on the most current organizational chart
    5. Other Employees
      a. University Senate Executive Board
      b. Five (5) randomly selected directors/managerial heads from a list of ten (10) names provided by the Vice President each year.
      c. Five (5) randomly selected academic department heads from a list of ten (10) names provided by the Vice President each year.
D. Associate/Vice Provosts (*Appendix E*)
  a. Participants
    i. Other Associate/Vice Provosts
    ii. Academic Deans
    iii. Staff reporting directly to the Associate/Vice Provosts based on the most current organizational chart
    iv. Other Employees
      1. University Senate Executive board

      2. Five (5) randomly selected academic department heads from a list of ten (10) names provided by the Associate/Vice Provost each year, excluding those who are already participating

      3. Ten (10) randomly selected instructors/librarians from a list of twenty (20) names provided by the Associate/Vice Provost each year, excluding those who are already participating

      4. Five (5) randomly selected staff from a list of fifteen (15) provided by the Associate/Vice Provost each year, excluding those who are already participating

    v. Students, if appropriate to specific position

      1. Student Government Association Executive board

      2. Five (5) randomly selected student leaders (other than SGA) from a list of ten (10) names provided by the Associate/Vice Provost each year.

E. Academic Deans (*Appendix E*)

  a. Participants

    i. Other Academic Deans

    ii. All directors, instructors, and staff housed within the college or school organization with consideration to efficacy

      1. More comprehensive identifiers within the survey form may be warranted, e.g. faculty, specialists, adjuncts

    iii. Students

      1. Five (5) randomly selected students from a list of ten (10) names provided by the Academic Dean

    iv. Community partnerships and leaders, if appropriate, and in coordination with the Academic Dean

F. Dean of Students

  a. Participants

    i. Academic Deans

    ii. Staff reporting directly to the Dean of Students

    iii. Five (5) randomly selected academic department heads from a list of ten (10) names provided by the Dean of Students each year

    iv. Ten (10) randomly selected instructors/librarians from a list of twenty (20) names provided by the Dean of Students each year

    v. Five (5) randomly selected staff from a list of ten (10) names provided by the Dean of Students each year

    vi. Students

      1. Student Government Association Executive board

      2. Ten (10) randomly selected student leaders (other than SGA) from a list of twenty (20) names provided by the Dean of Students each year

G. Director of Undergraduate Admissions

  a. Participants

    i. Academic Deans

    ii. Peers within the Enrollment Management Division

    iii. Staff reporting directly to the Director of Undergraduate Admissions

      iv.   Five (5) randomly selected academic department heads from a list of ten (10) names provided by the Director of Undergraduate Admissions

      v.   Students
1. Student Government Association Executive board
2. Five (5) randomly selected students from a list of ten (10) names provided by the Director of Undergraduate Admissions

H. University Registrar
- a. Participants
  - i. Academic Deans
  - ii. Peers within the Enrollment Management Division
  - iii. Staff reporting directly to the University Registrar
  - iv. Five (5) randomly selected academic department heads from a list of ten (10) names provided by the University Registrar
  - v. Students
    1. Student Government Association Executive board
    2. Ten (10) randomly selected students (other than SGA board members) from a list of twenty (20) names provided by the University Registrar each year

I. Director of Financial Aid
- a. Participants
  - i. Staff reporting directly to the Director of Financial Aid
  - ii. Peers within the Enrollment Management Division
  - iii. Students
    1. Student Government Association Executive board
    2. Ten (10) randomly selected students (other than SGA) from a list of twenty (20) names provided by the Director of Financial Aid each year

J. Executive Director of Residence Life
- a. Participants
  - i. Staff reporting directly to the Director of Residence Life
  - ii. Students
    1. Student Government Association Executive board
    2. Ten (10) randomly selected students (other than SGA) from a list of twenty (20) names provided by the Director of Residence Life

K. Director of Red Hawk Central
- a. Participants
  - i. Staff reporting directly to the Director of Red Hawk Central
  - ii. Peers within the Enrollment Management Division
  - iii. Students
    1. Student Government Association Executive board

L. Other Administrators to be decided by the APFC and approved by the University Senate
- a. Employees and students may submit requests to the APFC for consideration

Appendix D, Template for reporting

Formatting of the report will be guided by the Qualtric program, or other program utilized by the APFC, with open ended answers to be compiled and reported verbatim. The APFC will submit a template for the reports to the University Senate, and give updates to this template if any significant changes are made.

Appendix E, Administrator titles
The APFC should submit any changes to this list to the University Senate for informational purposes.

VICE PRESIDENTS
Vice President for Communications and Marketing
Vice President for University Facilities
Vice President for Development
Vice President for Information Technology
Vice President for Finance and Treasurer
Vice President for Enrollment Management
Vice President for Student Development and Campus Life
Vice President for Human Resources

ASSOCIATE/VICE PROVOSTS
Associate Provost for Academic Personnel, Academic Affairs
Associate Provost for Academic Programs and Assessment, Academic Affairs
Associate Provost for Undergraduate Education
Vice Provost for Research/Dean, The Graduate School
Associate Provost for Hispanic Initiatives and International Programs

DEANS
Dean, College of the Arts
Dean, School of Business
Dean of University College
Dean, College of Humanities and Social Sciences
Dean, College of Education and Human Services
Dean, Library Services
Dean, School of Nursing