

## Appendix to PS 22-13 (Review of Academic Administrators)

### Review Committee Process and Guidelines

- **Convening (Section 8.1)**
  - **Late October:** The Associate Vice President of Faculty Affairs convenes the first meeting of the Review Committee.
  - **Early November:** The Review Committee decides on frequency and format of meetings to work on and discuss progress. Meeting at least once every two weeks is suggested.
- **Information Requested from Candidate (Section 8.4)**
  - **November:** The Review Committee prepares a Self-Study Request Letter (see Template A).
  - **Late November:** The letter is emailed to the administrator being reviewed.
  - **Last Week of January:** The recommended due date for the administrator to submit their completed self-study.
- **Past Summaries and Recommendations (Section 8.5)**
  - **Late November:** The Associate Vice President of Faculty Affairs provides the Review Committee with the *Review Report* and *Final Action Memo* from the previous review(s).
- **Publicly available empirical data (Section 8.6)**
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- **Solicitation of Letters (Section 8.7)**
  - **Mid-November:** The Review Committee prepares an email soliciting letters from across the campus community (see Template B). If there is more than one administrator being reviewed, a single solicitation letter with each administrator's information can be used;
  - The Review Committee then shares the draft letter with the Chair of the Academic Senate (as they will be the person officially "signing" the letter);
  - The Review Committee then communicates with the Provost's Office to obtain approval of the draft letter and determine the recipients of the solicitation letter (e.g. All employees, Only Academic Affairs Staff & Administrators, etc.);
  - The Review Committee works with the Academic Senate Office to have the solicitation letter sent out to the desired recipients from the AS senate email.
    - Suggested steps: Email [net-bulk@csulb.edu](mailto:net-bulk@csulb.edu) and say: 'The Office of the Provost has approved the attached email message for release today to all students, faculty and staff (including auxiliaries).' Please format under "CSULB-Academic Senate" and return for final approval. The subject line should read *Request for letters: administrative review of Administrator Name*. Please also copy *Name (AS Chair)* for email approval."
  - **Late November:** The solicitation letter is sent out by the Academic Senate Office.

- **Mid-December (immediately before Winter Break):** Deadline for submission of letters (as noted in the solicitation email).
- **Questionnaire Re: Administrator's Performance (Section 8.8)**
  - **Late January – Early February:** The Review Committee drafts administrator performance survey to be distributed to entire campus community (see Template C). Versions of previous surveys should be available with the Academic Senate Office / Provost's Office???
  - **Mid-Late February:** The Review Committee distribute the performance survey via Qualtrics to the campus community with the assistance of the staff support member assigned to the Review Committee. A two-week window for replies is sufficient (see Template D for participation solicitation email);
  - **Late February – Early March:** Deadline for the campus members to complete the performance survey.
- **Individuals to Interview (Section 8.9)**
  - **Early February:** After reviewing administrator's self-study, Review Committee determines the list of individuals from which to request interviews. The following groups and individuals should be considered:
    - Individuals who directly report to the administrator;
    - Directors and heads of any centers, organizations, or programs on (or off) campus that work directly with the administrator;
    - Academic Senate Executive Committee;
    - Deans and/or Associate Deans; and
    - Staff members that work closely with the administrator.
  - Prior to requesting any interviews (see Template E for example of an interview request), the Review Committee should consider the best modality for the interviews. Some interviews can take place during normally scheduled meetings (e.g. Academic Senate Executive Committee; Associate Deans; Advising Leads). For other interviews, the Review Committee should provide individuals with the option to participate in an individual interview or a group interview with individuals in similar positions (e.g. direct reports, center directors, etc.). Interviews can typically be done in 30 minutes or less (e.g. a 20-minute block in a normally scheduled meeting; a 30-minute group interview on Zoom; or a 15-minute individual interview).
  - **February:** The Review Committee prepares a list of questions to be used in any individual or group interviews (see Template F);
  - **Late February – March:** The Review Committee conducts interviews.
- **Preparing Committee's Final Report (Section 9.0)**
  - **March – April:** The Review Committee analyzes the collected data and prepares the final report. The final report is typically sent to both the Provost and the Associate Vice President of Faculty Affairs.



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## CALIFORNIA STATE UNIVERSITY, LONG BEACH

To: Administrator Name, Title

Date

Re: Five-Year Review of the Administrator Title

In accordance with CSULB Policy Statement 22-13, *Policies and Procedures for the Selection, Appointment, and Review of Academic Administrators*, a University Wide Administrator Review Committee was established by the Chair of Academic Senate and convened by the Associate Vice President of Faculty Affairs. The Review Committee first convened on Date, and consists of Names of Review Committee Members.

As part of the process, the Review Committee is requesting that you provide a self-study of your accomplishments. In accordance with Section 8.4 of PS 22-13, you shall:

- *Submit information and documentation to the committee on the activities, progress, accomplishments, and problems of the areas of responsibility... since the last review.... As part of the submitted documentation and in line with the criteria articulated in section 8.1, candidates for review shall include documentation of the work they have done in support of diversity, equity, and inclusion on campus and off campus as well as in support of racial justice and the elimination of anti-Blackness more broadly.*

The Review Committee requests that you address the bullet point above by structuring your information and documentation to address the key points as outlined in the Administrator Title position description. Please describe your work in the following areas:

1. LIST of Administrator's Duties and Responsibilities per the position description, along with any new or modified responsibilities since their hiring. Examples below reflect the duties of the AVP for Undergraduate Studies;
2. Serving on the Provost's Senior Staff and advising the Provost on important trends and initiatives in undergraduate education at CSULB and within the state and nation;
3. Developing, revising, and implementing undergraduate policies, with particular regard to your collaborations with the Academic Senate;
4. Supervising the Undergraduate Center for Academic Advising and sub-units, The Learning Center, Bickerstaff Athletic Center, Pre-Baccalaureate Services, and e-Advising;
5. Serving as the liaison to the General Education Governing Council;
6. Supervising the directors, coordinators, and program staff for General Education, GWAR, the University Honors Program, and Writing Across the Curriculum;
7. Supervising the Supportive Pathways for First-Year Students Program and working with the Departments of English and Mathematics and Statistics, and any other departments as needed;

8. Investigating and resolving undergraduate student academic problems and appeals;
9. Serving as the Provost's executive support for Highly Valued Degree Initiative planning and management;
10. Supervising intersegmental work with the Long Beach College Promise; and
11. Any other additional duties assigned by the Provost.

Please be as concise as possible and use appendices as necessary.

The Review Committee requests that you submit your self-study and any supporting documentation by **Due Date [final week of January]**. Per Policy 22-13, the information you provide will be used to develop interview questions for your peers and direct reports, as well as one or more survey instruments. The details of the full policy are available online at the following link:

<https://www.csulb.edu/academic-senate/policies-and-procedures-for-the-selection-appointment-and-review-of-academic>

Thank you for helping ensure the appropriate implementation of the review process. Please feel free to contact the committee if you have any questions.

Regards,

**Name of Review Committee Chair**  
Review Committee, Chair  
[Email@csulb.edu](mailto:Email@csulb.edu)

Dear Faculty, Staff, Students, and Administrators,

### campus academic administrators in the Office of the Provost are under review this academic year.

According to the [University Policy Statement 22-13 \(Policies & Procedures for the Selection, Appointment, and Review of Academic Administrators\)](#), review committees will collect information via questionnaires and/or surveys about the administrators undergoing review. I am writing to invite all members of the campus community to contribute to these reviews by submitting signed letters of evaluation for the following administrators:

- Name of Administrator (with embedded link to their CSULB webpage), Title of Administrator
- Name & Title of Second Administrator Being Reviewed (if more than one)

To submit information about either **Administrator #1** or **Administrator #2**, please write a letter and be sure to sign it. Letters are not anonymous and will be shared with the review committees and the administrators under review as part of the total report. **Please also note that separate letters are required for each administrator. We cannot accept single letters that discuss the performance of both administrators.**

You may either email the letter to Ann Kinsey ([ann.kinsey@csulb.edu](mailto:ann.kinsey@csulb.edu)) with the name of the reviewee in the subject line, or place it in a sealed envelope marked CONFIDENTIAL and send it to the Academic Senate, Ann Kinsey, AS-123. The Academic Senate Office will forward the emailed or sealed letters to the chair(s) of the respective committees.

Letters must be submitted by **5:00 pm on Friday, December ##, Year (Note: Should be right before the Winter Break)** to ensure that the review committees have ample time to utilize the information in their reviews.

Thank you for your help with this process!

Best,

Name of Academic Senate Chair

Chair, Academic Senate

California State University, Long Beach

[Email@csulb.edu](mailto:Email@csulb.edu)

## Periodic Review of Academic Administrators

**Administrator Name**

**Administrator Position Title**

*Please assist us in evaluating the performance of **Administrator Name, Title**, by completing this questionnaire.*

*Your responses are completely confidential.*

*Thank you for your participation.*

**Please submit your feedback by Friday, MONTH DAY, YEAR.**

Indicate your position at the University.

Indicate which college you are in, if applicable.

Indicate how many years you have been employed at CSULB.

How frequently do you interact with **Administrator Title & Name**?

## Are you any of the following?

- ☐ College Advisor
- ☐ Faculty Advisor
- ☐ Staff for the Undergraduate Center for Academic Advising (UCUA)
- ☐ Staff for The Learning Center
- ☐ Staff for University Writing Center
- ☐ Staff for General Education
- ☐ Staff for University Honors
- ☐ Staff for Writing Across the Curriculum
- ☐ None of the Above

## Understanding of the Administrator Title position

How familiar are you with the various responsibilities and duties of the Administrator Title at CSULB?

1 = Not at all familiar; 2 = Slightly familiar; 3 = Somewhat familiar; 4 = Moderately familiar; 5 = Extremely familiar

## Evaluation of Administrator Name's Performance as Administrator Title

Indicate the extent of your agreement with each of the following using a scale of 1-5, where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree. Please selected "NI" if you are unable to assess the item or have no information. Select only one response per item.

[illegible]

4. Stays up to date  
about developments  
in higher education





curriculum.

5. Demonstrates willingness to explore new and innovative approaches to challenges.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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6. Constructively manages and resolves conflict.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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7. Effectively responds to student needs.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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8. Develops effective strategies to facilitate student success.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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9. Works effectively with colleges, schools, and/or departments to implement undergraduate policies.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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10. Works effectively with colleges, schools, and/or departments to facilitate the revision of undergraduate programs and curricula.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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11. Provides effective overall leadership to undergraduate programs.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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12. Consults with multiple stakeholders and considers a variety of perspectives when making decisions.

13. Builds positive relationships with staff, faculty, and direct reports.

14. Works effectively with Academic Senate and its associated councils/committees (e.g. GEGC).

15-19. Provides effective oversight of:

- University Center for Undergraduate Advising (UCUA)
- The Learning Center (TLC)
- University Honors Program (UHP)
- University Writing Center (UWC)
- Center for Community Engagement (CCE)

Provide comments that will assist the Review Committee in assessing Administrator Title & Name's performance.

What recommendations do you have for Administrator Title & Name to assist him/her/them in providing the best possible service to the CSULB community?



Dear Colleagues,

Academic Senate Policy 22-13, *Policies and Procedures for the Selection, Appointment, and Review of Academic Administrators*, requires the review of **Administrator Name, Administrator Title**.

The Review Committee is circulating a questionnaire to members of the campus community in order to obtain information about **Administrator Title & Name's** performance over the past five years (since **her/his/their** previous review in **YEAR**). If you have worked or interacted with **Administrator Title & Name** during this period of review, we encourage you to take a few minutes to fill out this short anonymous questionnaire by clicking on the following link: Periodic Review of **Administrator Title & Name**.

The deadline for questionnaire submissions is **MONTH DAY**.

Thank you for your assistance and feedback!

**Review Committee Chair's Name**

Chair, Review Committee for **Administrator Title & Name**

Dear NAME,

Academic Senate Policy 22-13, *Policies and Procedures for the Selection, Appointment, and Review of Academic Administrators*, requires the review of Administrator Name, Title.

In accordance with this policy, the review committee is reaching out to members of the campus community who work closely with Administrator Title & Name to inquire about their willingness to participate in either a small group or individual interview to share feedback about Administrator Title & Name's performance over the past five years (since her/his/their previous review in YEAR). Given your position as POSITION TITLE, the review committee felt that you would be able to provide valuable feedback. A list of the interview questions is attached to this email.

Participation in an interview is voluntary, and any information provided would be confidential. The review committee also understands that individuals may have already provided feedback through letters or participation in the campus-wide survey, and as such, feel they have no more information to contribute to Administrator Title & Name's review.

If you are interested in participating in an interview, the review committee is providing the following options:

1. A small group interview to be held via Zoom on Date & Time;
2. A small group interview to be held via Zoom on Date & Time; or
3. An individual interview that would be held with several members of the review committee at a date, time, and modality that best fits your schedule.

If you are interested in participating, or if you have any questions, please respond directly to this email.

Thank you in advance for your consideration,

Review Committee Chair Name

Chair, Review Committee for Administrator Title & Name

## Periodic Review of Academic Administrators – YEAR

### Administrator Name, Administrator Title

*Please assist us in evaluating Administrator Name's performance over the past five years by providing responses to the following questions. Your responses are completely confidential and can be provided during a semi-structured interview or submitted via email to [ReviewCommitteeChairEmail@csulb.edu](mailto:ReviewCommitteeChairEmail@csulb.edu). Thank you for your participation.*

1. Briefly describe your formal interactions/connections with Administrator Title & Name with respect to your program.
2. Please describe Administrator Title & Name's leadership, vision, and contribution to the mission and objectives of your program, or undergraduate studies in general.
3. Please comment on Administrator Title & Name's management and communication style (i.e. clarity in communicating objectives, providing feedback, etc.).
4. How has Administrator Title & Name helped your office or program overcome challenges, if any?
5. What are the greatest strengths that Administrator Title & Name has displayed in her/his/their current position at CSULB?
6. What are areas where Administrator Title & Name could improve or continue to develop?
7. Is there anything else you would like to share with us about your experiences with Administrator Title & Name?