



## Leadership Review Task Force Recommendations

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### Task Force Members

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### Charge

The Leadership Review Task Force was charged by the President and the Provost and Executive Vice President for Academic Affairs. The task force was asked to provide recommendations on guidelines for the review of senior executives reporting to the President and Provost, including in the following areas:

- Leadership competencies and behaviors, aligned with the UNC mission, vision, and values;
- Foundations of a survey instrument that could be used across leaders and/or modified based on individual job duties and goals;
- Guidelines for conducting a 360° feedback process that solicits feedback from key groups; and
- Recommended implementation processes, including but not limited to the suggested frequency of review and a proposed plan for managing and sharing results.

## Task Force Recommendations

### Purpose

The Periodic Comprehensive Review shall focus on each leader's long-term contributions toward fostering the mission, vision, values, and strategic plan of the University of Northern Colorado and shall also examine the career growth of the leader, outlining areas of future contribution to the university and higher education.

The Periodic Comprehensive Review shall include consideration of the leader's positional responsibilities, with particular emphasis on leadership and managerial effectiveness<sup>1</sup>, and shall also focus on longer term planning and achievement of goals based on the strategic goals in the leader's area of responsibility.

The Periodic Comprehensive Review process shall include, where applicable, opportunities for students, staff, faculty, and external stakeholders to provide relevant feedback concerning the effectiveness of the leader.

### Scope

- **President's Direct Reports**—Senior executives reporting to the President shall participate in the university's annual review process<sup>2</sup> and in a periodic comprehensive review process. At the time of this report, the following positions are included: Provost and Executive Vice President for Academic Affairs; Vice President for Finance and Administration; Vice President for University Advancement; Vice President for Diversity, Equity, and Inclusion; Vice President for Student Affairs and Enrollment Services; Vice President, General Counsel, and Secretary to the Board of Trustees; and Director of Athletics.
- **Provost's Direct Reports**—Senior executives reporting to the Provost shall participate in the university's annual review process<sup>2</sup> and in a periodic comprehensive review process. At the time of this report, the following positions are included: Vice Provost; Associate Provost and Assistant Vice President for Undergraduate Studies; Assistant Provost for Academic Effectiveness; Associate Vice President of Research and Dean of the Graduate School; Assistant Vice President for Student Academic Success; Executive Director of Extended Campus; and all College Deans.

### Frequency

The Periodic Comprehensive Review should begin once a senior executive has completed their third year in the position eligible for review. For the purposes of this guideline, years of service in a position is defined as the period the senior executive has served in the position, whether in an acting, interim, or permanent appointment.

Once a senior executive has completed their third-year Periodic Comprehensive Review, the process will be completed again at the conclusion of each subsequent three years of service.

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<sup>1</sup> See Appendix 1 for recommended leadership and management competencies.

<sup>2</sup> No annual review will be conducted during the comprehensive review year.

## Procedures

The following guidelines for the Periodic Comprehensive Review process assist the President and Provost in the development and evaluation of senior executives under their supervision. Further, these guidelines focus on the mutual success of the leader and the university; are consistent with the mission, vision, values, and strategic plan of the University of Northern Colorado; and are broad enough to inform evaluation of leadership and management more generally.

The Periodic Comprehensive Review is meant to ensure that the university’s senior executives are provided additional opportunities to participate in reflection and professional development alongside their respective supervisor.

## Oversight

Ownership of the Periodic Comprehensive Review of senior executives resides with the President and Provost; however, given the broad interest in the success of university leaders, the President and Provost shall jointly appoint a standing Periodic Comprehensive Review Steering Committee (“Steering Committee”) to provide oversight of the review process.

The Steering Committee should be convened and staffed by the Chief of Staff, on behalf of the President and Provost, and should include one representative each from Faculty Senate, Professional Administrative Staff Council, Classified Staff Council, and Student Government Association who will be appointed to a one-year renewable term. The Steering Committee should also include an ex officio member from the Office of General Counsel and from the Office of Human Resources.

The responsibilities of the Steering Committee include, but are not limited to:

- Reviewing on a regular basis the Periodic Comprehensive Review process and recommending to the President and Provost adjustments as needed;
- Developing templates for material to be used in the Periodic Comprehensive Review Process (e.g., communications, reports, etc.);
- Soliciting nominations to compose the Leader Review Committee for each senior executive being reviewed;
- Working with the Social Research Lab to administer surveys of senior executives being reviewed; and
- Facilitating the transmission of the final report by the Leader Review Committee to the President or Provost.

## Process

Timing	Action	Responsibility
Spring of third year of service	Notify senior executive of the upcoming Periodic Comprehensive Review.	President/Provost
Spring	Solicit nominations to compose the Leader Review Committee <sup>3</sup> .	Steering Committee

<sup>3</sup> See Appendix 2 for recommended composition by position type.

Summer	Begin drafting a self-assessment of progress toward goals.	Senior Executive
Beginning of September	Convene and charge the Leader Review Committee.	President/Provost
Mid-September	Identify survey recipients in consultation with the Leader Review Committee and the senior executive.	President/Provost
Mid-September	Recommend to the Steering Committee the addition to the survey <sup>4</sup> of any position-specific questions.	Leader Review Committee
End of September	Submit self-assessment to the Leader Review Committee.	Senior Executive
Beginning of October	Authorize administration of the survey by the Social Research Lab.	Steering Committee
Mid-October	Administer survey, collect and analyze results, and prepare a preliminary report of themes.	Social Research Lab
End of October	Receive a preliminary report of themes and determine whether in-person individual or group interviews are needed.	Leader Review Committee
Beginning of November	Recommend in-person interview participants to the President or Provost for approval.	Leader Review Committee
Mid-November	Conduct in-person interviews and compile feedback.	Leader Review Committee
End of fall semester	Prepare a report to be submitted to the President or Provost that is based on a review of the self-assessment report, the report from the Social Research Lab, and the results of in-person interviews, if conducted.	Leader Review Committee
Beginning of January	Review the report and meet with the senior executive to discuss results.	President/Provost
Through March	Review findings and identify goals for further discussion with the President or Provost.	Senior Executive
Beginning of April	Provide a summary communication to be shared broadly as a way of demonstrating that stakeholder feedback was heard and of supporting a culture of trust.	President/Provost

### Additional Professional Development

In the course of its work, the Leadership Review Task Force identified a suite of customizable 360 assessment tools offered through the Center for Creative Leadership. While the center’s offerings were ultimately determined to not meet the needs of UNC’s comprehensive review process, the task force recognizes the value of the tools available.

The task force recommends that the President and Provost consider providing senior executives access to the 360 assessment tools and coaching opportunities available through the Center for Creative Leadership in the years between each Periodic Comprehensive Review. This would enhance the ongoing professional development of the university’s leaders.

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<sup>4</sup> See Appendix 3 for recommendations regarding the survey instrument.

## Appendix 1 – Recommended Leadership and Management Competencies and Behaviors

The Leadership Review Task Force recommends that the Periodic Comprehensive Review Steering Committee work with the Social Research Lab to identify leadership and management competencies and behaviors aligned with the UNC mission, vision, and values that can be assessed using a validated survey instrument.

The task force recommends the following as a starting point:

- Advocacy
- Communication
- Social and Emotional Intelligence
- Adaptability
- Ability to lead, develop, and manage the performance of others
- Ethical behavior
- Mentoring abilities
- Ability to stabilize values
- Ability to build a constituency
- Decision making capabilities
- Ability to accept responsibility for failures
- Collaboration
- Diplomacy
- Honesty
- Accountability
- Leading from the front
- Empathy
- Effectiveness
- Ability to Implement strategic initiatives

## Appendix 2 – Recommended Leader Review Committee Composition

The following should guide appointments to a Leader Review Committee:

- The size of the committee should be manageable and an odd number.
- The committee should include a diversity of roles and perspectives across stakeholder groups.
- The majority membership should be as indicated.

### For the Provost and Executive Vice President for Academic Affairs

Majority membership: Faculty

	Stakeholder Group	Identified by
1.	Faculty member	President
2.	Staff member (vice president)	President
3.	Faculty member	Faculty Senate
4.	Faculty member	Faculty Senate
5.	Faculty member	Faculty Senate
6.	Staff member (from a non-college unit)	PASC/CSC
7.	Staff member (dean)	Deans

### For Vice Presidents/Director of Athletics

Majority membership: Staff

	Stakeholder Group	Identified by
1.	Staff member (from a unit under supervision or with frequent interaction)	President
2.	Staff member (from a unit under supervision or with frequent interaction)	President
3.	Staff member	PASC/CSC
4.	Staff member	PASC/CSC
5.	Faculty member	Faculty Senate
6.	Faculty member	Faculty Senate
7.	Student (undergraduate or graduate, depending on the position being reviewed)	Executive branch of SGA

### For administrative leaders reporting to the Provost

Majority membership: Faculty

	Stakeholder Group	Identified by
1.	Faculty member	Provost
2.	Faculty member	Provost
3.	Faculty member	Faculty Senate
4.	Faculty member	Faculty Senate
5.	Staff member	PASC/CSC

6.	Staff member (dean or administrative leader)	Deans/AVPs
7.	Student	Executive branch of SGA

**For Deans**

Majority membership: Faculty

	Stakeholder Group	Identified by:
1.	Faculty member (from college)	Provost
2.	Faculty member (from college)	Provost
3.	Faculty member (from college)	Faculty Senate
4.	Faculty member (from college)	Faculty Senate
5.	Staff member (from college)	PASC/CSC
6.	Staff member (dean or administrative leader)	Deans/AVPs
7.	Student (from the college)	Executive branch of SGA

## Appendix 3 – Recommended Survey Instrument

The Leadership Review Task Force recommends that the Periodic Comprehensive Review Steering Committee work with the Social Research Lab to develop a survey instrument that could be used to assess leadership and management competencies and behaviors aligned with the UNC mission, vision, and values.

The survey instrument should include a standard set of questions to be used across all Periodic Comprehensive Reviews. In some instances, a limited number of additional questions may be added based on the individual job duties and goals of the senior executive. The instrument should be constructed so that the total time required to complete it does not exceed 15 minutes.

The survey would be administered by the Social Research Lab. Anonymous submissions would not be permitted; however, the Social Research Lab would maintain the confidentiality of survey respondents in compiling and sharing summarized survey data with the Leader Review Committee.

The Leadership Review Task Force notes that there is a one-time cost associated with developing a survey template and a nominal fee associated with each use. The task force recommends that the expense is warranted, given the benefits of utilizing the Social Research Lab.