



FIVE-YEAR SENIOR LEADERSHIP DEVELOPMENT ASSESSMENT PROCESS SENIOR MANAGEMENT GROUP (SMG) MEMBERS

ADMINISTRATIVE GUIDELINES

Background

Pursuant to [Regents Policy 7702 – Performance Management Review Process](#), a five-year senior leadership development assessment of all Senior Management Group (SMG) members will be conducted once every five years. At the discretion of the Chancellor, reviews may be conducted earlier. SMG members include the Provost/Executive Vice Chancellor, Vice Chancellors, University Librarian, University Extension Dean, and Campus Counsel.

This process is intended to provide broader feedback than is usual with an annual performance evaluation, including assessment of administrative effectiveness, identification of accomplishments and challenges, and evaluation of progress toward campus and unit goals, as well as a managerial coaching and development exercise. Throughout the review process, the utmost confidentiality shall be maintained.

For the University Librarian and University Extension Dean, the Provost/Executive Vice Chancellor will inform the SMG member, appoint the confidential review committee, and conduct the five-year senior leadership development assessment, in consultation with the Chancellor.

Composition of Confidential Review Committees

For each five-year review being conducted, a confidential review committee will be appointed to review the performance and accomplishments of the SMG member under consideration and to report its findings to the Chancellor. The confidential review committee will be composed of at least three and not more than five members of the campus community who have a clear understanding of the role of the SMG member and knowledge of the unit for which he or she is responsible. No committee member shall have a direct or line reporting relationship to the administrator under review. Committee members will be appointed by the Chancellor, who will designate one committee member as chair. The SMG member being evaluated will have the opportunity to provide a list of individuals who would not be appropriate to serve on the confidential review committee.

Charge to Review Committees

1. To review and evaluate the performance of the SMG member during the previous five-year period, based on the defined criteria for evaluation.
2. To solicit and review input from a spectrum of persons knowledgeable about the quality and effectiveness of the SMG member's performance (including faculty, staff, and, if appropriate, selected students), and to assess and summarize the information in a balanced, thoughtful, and fair manner, while maintaining strict confidentiality.
3. To provide the Chancellor with a confidential written report of the findings and conclusions of the committee.
4. To conduct all activities of the review committee in a timely and confidential manner.

Criteria for Evaluation

While specific responsibilities vary widely, SMG members share a number of general responsibilities regardless of the functional areas overseen. Based on these general responsibilities, the following evaluation criteria will be considered for all SMG members:

1. Contributions toward the overall goals and vision for the University of California Riverside.
2. Establishment of clearly defined goals and vision for the unit, in support of the broader campus and university mission, and communication of those goals to both members of the unit and the campus community at large.
3. Provide leadership to program heads and/or department chairs to achieve the goals of the unit.
4. Recruitment, retention, and development of diverse and high-quality staff, administrators, and faculty (as appropriate).
5. Stimulation and facilitation of innovative approaches for the achievement of unit goals and objectives, and the development of creative solutions to challenges.
6. Efficient management of unit operations, including budget administration, personnel reviews, and other administrative responsibilities.
7. Maintenance of effective communications with the unit, campus community, Office of the President, and external constituencies as appropriate.
8. Promotion of diversity, inclusiveness, and civility.
9. Service as a collegial, collaborative, and contributing member of the campus senior leadership team.
10. Leadership in the long-range planning and development for the unit.
11. Support of UCR's Principles of Community and a positive campus climate.
12. Representation of the campus with Office of the President and related senior UCOP officers.
13. Representation of the unit and UCR at community, state, and national levels.
14. Build productive partnerships on behalf of the campus.

Procedures

1. The review shall be conducted under the general direction of the Chancellor, who will attend the first meeting of the confidential review committee to discuss the charge and process, as well as expectations for conducting a serious, meaningful, and confidential review.
2. The committee will work under the direction of its chair.
3. All committee members will sign a statement of confidentiality ([Appendix A](#)).
4. All communications to and from the committee will be handled through the Chancellor's designate. He or she will be responsible for coordination and oversight of the process and for maintaining strict confidentiality throughout. The Chancellor's designate will provide assistance in arranging meetings, providing space to review confidential letters, gathering additional information as necessary, and assisting with the report, if requested.
5. Prior to the onset of each review, the SMG member will be asked to provide a self-assessment statement on achievements and challenges during the period under consideration ([Appendix B](#)), and a list of potential references, both internal and external, who should be solicited for comment. This statement will be made available to the confidential review committee. Further information from the administrator may be solicited through the Chancellor's designate, should the committee deem it necessary.
6. At the beginning of each review, confidential letters will be solicited from internal and external

references. Names will be drawn from lists generated by the SMG member, members of the review committee, and the Chancellor. See [Appendix C](#) for a sample solicitation letter. Each letter must contain a Statement Concerning Confidentiality of Letters of Evaluation ([Appendix D](#)), as approved by the Office of General Counsel. The letters of evaluation will be considered in development of the committee's report to the Chancellor.

7. The review process shall be conducted in a timely manner, normally within 12 weeks from the time letters are solicited.
8. The report of the committee, along with letters of evaluation, will be submitted to the Chancellor. The review committee may ask to meet with the Chancellor at any point in the process.
9. The confidential report informs a discussion between the Chancellor and the SMG member under review. At their request, the SMG member may be provided with a redacted copy of the letters of evaluation.

Consultation Process

The confidential review committee will ensure broad consultation. Constituencies may include members of relevant Academic Senate Committees, faculty, deans, vice provosts, chairs, staff, and students of UC Riverside; appropriate administrators within the UC system; and other pertinent groups, both internal and external.

Reviewers should be asked the capacity in which they interacted with the SMG member, the extent and frequency of that interaction, and the length of time they have interacted. Reviewers shall also be asked to respond specifically to the criteria for evaluation, using illustrative examples whenever possible. In all cases, solicitation letters must permit a reasonable time for response. If desired, the confidential review committee may provide suggested questions ([Appendix E](#)) to reviewers. The Chancellor's designate will record the number of letters solicited and responses received. Unsolicited letters will be recorded, categorized, and provided to the review committee along with solicited letters. Anonymous letters will not be considered.