

11. The institution evaluates the effectiveness of its administrators, including the chief executive officer, on a periodic basis.

- Compliance
- Partial Compliance
- Non-compliance

Narrative:

As noted in Comprehensive Standard 9 in this section, the discussion of evaluation of administrators will be limited to the President, the senior vice president and vice presidents, and the immediate subordinates of this second level of leadership.

As noted in Comprehensive Standard 2 in this section, the VCU Board of Visitors has developed an evaluation plan for the University's President. The senior vice president and six vice presidents are, in turn, evaluated annually by the President. The President's Office solicits input from various individuals across the two campuses and includes this feedback in the evaluation process. Each evaluation of the senior vice president and vice presidents may include a one-on-one discussion as well as written comments that become part of the official record of these individuals.

As specified in the [Faculty Handbook](#), "An annual written evaluation of all faculty, department chairpersons, and deans is conducted on a university-wide basis, as specified in the document on [Annual Assessment of Faculty Performance](#). Deans are evaluated by the Provost and Vice President for Academic Affairs or the Vice President for Health Sciences. These evaluations include written faculty evaluations submitted by faculty within the respective school/college. Evaluation of deans occurs annually.

Administrators who report directly to the Senior Vice President and Vice Presidents are also evaluated annually. In some instances where individuals hold teaching and research faculty appointments, they would typically be evaluated using the previously mentioned *Annual Assessment of Faculty Performance*. In other instances, persons holding administrative and professional faculty appointments would be evaluated using a procedure developed within those persons' divisions. For example, in University Advancement, each administrative or professional faculty member is reviewed annually by the Vice President in a one-on-one meeting. The faculty member is reviewed on his/her goals and objectives, which are developed for each fiscal year, his/her contributions to the division and university, the amount of money raised, customer service, and the like.

For evaluation of administrative and professional faculty reporting directly to the Senior Vice President for Finance and Administration, that division uses a

standard process and format developed by the University's Human Resources Division. The *Annual Performance Development Process for Department Heads* contains four major parts. At the end of the evaluation period, each faculty member prepares a self-evaluation, which is then reviewed and discussed with the Senior Vice President during a one-on-one meeting.

Similar processes are followed in the other vice presidents' offices.