

Senior Officer Development at CMU

CMU is committed to fostering the success of its senior leaders and enhancing their effectiveness. Constructive performance feedback is a means to support this commitment. Appropriate supervisors are accountable for ensuring that the processes below are conducted; senior leaders are expected to actively participate in these processes.

Leadership Standards: In January 2017 CMU began implementing Leadership Standards to become effective July 1, 2017. These standards describe the core set of behaviors, based on the university's values, that all supervisors/leaders are expected to demonstrate and emulate. The Leadership Standards have been added to the job description of every position to which supervisor responsibilities are assigned; in addition, the Standards are also now included in all supervisory job postings, interview questions, reference check questions, and annual performance review documents. All current supervisors have participated in an introductory training on the Leadership Standards during the months of February, March, and April 2017, with ongoing training planned.

Annual Reviews: Performance reviews for staff employees must be performed at least once per year, and may occur more often. Performance reviews are carried out in order to evaluate the past year's performance and to review progress toward and achievement of goals. The review also includes discussion of the employee's demonstration of university values/diversity and leadership standards, strengths, and areas to improve. The Provost typically meets with the Chairs within the respective college in order to solicit input into the annual performance review for each Dean.

Staff Satisfaction Survey: The University conducts a Staff Satisfaction Survey every two years in partnership with Dr. Terry Beehr and his graduate students from CMU's Psychology Department. A set of 15 items to assess leadership was introduced in 2013 and repeated in 2015. These items have been updated for the 2017 survey to reflect the Leadership Standards and additional items have been added for a total of 22 leadership items. The feedback from the survey helps shape leadership development and other initiatives for all employees with supervisor responsibilities; the results from 2013 were part of the foundation leading to the creation of the Leadership Standards.

A summary of the Staff Satisfaction Survey results is published on the HR webpage and communicated to the university community: https://www.cmich.edu/fas/hr/HRProfessionalDevelopmentPrograms/Pages/Surveys_and_Reports.aspx

New:

6th Year Periodic Comprehensive Reviews: Academic Senior Officers will participate in 6th year periodic comprehensive reviews: https://www.cmich.edu/office_president/general_counsel/Documents/p04036.pdf. Academic administrators occupy positions impacting faculty personnel decisions (e.g. appointment, reappointment, promotion and tenure, etc.) as well as other matters governing faculty status and academic programs that fall within the responsibility of the faculty. This review process is the responsibility of the appropriate administrator to whom the academic dean/senior officer reports.

360-Degree Leadership Standards Feedback: Senior Officers will participate in a 360-Degree Feedback assessment based on CMU's Leadership Standards, developed in partnership with Dr. Terry Beehr and input from representatives of the Shared Governance & Communications Committee, HR, and Academic Effectiveness. The goal of the process is to provide individuals with feedback on their leadership behaviors from the perspectives of others. The intent is to promote self-awareness, a crucial element in leader development. Research shows that the more self-aware individuals are about their actions and the effect of their actions and behavior on others, the more leadership potential they have, and their performance improves. The process for these reviews is outlined in the attached document.

360-Degree Leadership Standards Feedback for Senior Officers

Purpose:

The 360-Degree Leadership Standards Feedback process uses a standardized survey tool to assess senior officer demonstration of CMU’s Leadership Standards. The process provides feedback from individuals who have observed and interacted on a regular basis with the senior leader. The feedback identifies areas where the leader demonstrates strengths as well as areas that would benefit from further development. Development goals and action steps will be informed by this feedback; the individual will be accountable for those goals through the annual performance review process.

Frequency and Timing:

Each Senior Officer will participate in the 360-degree feedback process once every three years. Senior Officer positions are divided among three cohorts; one cohort will undergo the process each year.

Methodology:

Feedback will be requested from a number of sources:

- Faculty and staff within the reporting line
- Peers and associates (selected by the senior leader being reviewed in consultation with their supervisor) with whom the senior leader being reviewed generally interacts on a regular basis in conducting the unit’s business
- The senior leader’s supervisor
- The senior leader being reviewed completes a self-assessment

An email containing a link to the 360-degree feedback survey will be distributed to the feedback sources, inviting their participation in an electronic survey. A report summarizing the feedback will be provided to the senior leader in order to discuss with their supervisor areas of strength and areas for further development suggested by the feedback – the senior leader is expected to use this feedback to inform development goals. Development best practice encourages leaders to also discuss this with their teams in order to gain further insights for development goals.

HR will offer training to the senior leader (and the supervisor) on how to read the report, understand the feedback, and have meaningful conversations about the results in order to shape future development goals.

In order for the process to be manageable, and so as not to discourage thoughtful responses, Senior Officer *positions* have been placed into cohorts; one cohort will go through the process in a given year. That same cohort will then repeat the process on a three-year cycle:

Cohort 1	Cohort 2	Cohort 3
EVP/Provost	VP Info Tech	Sr Vice Provost
Dean CBA	VP Research & Dean/Grad Studies	Vice Provost/Acad Effectiveness
Dean CMED	Sr Assoc Dean Research CMED	Vice Provost/Acad Development
Dean CCFA	Sr Assoc Dean Academic Affairs CMED	AVP/Director Athletics
Dean EHS	Sr Assoc Dean Faculty & Admin CMED	AVP Advancement
Dean CHP	Sr Assoc Dean Clinical Affairs/CMED	AVP Financial Svcs & Reporting
Dean HSBS	Sr Assoc Dean/EHS	AVP Facilities Management
Dean Libraries	Assoc Dean Libraries	AVP Human Resources
<i>Dean CSE</i>	Assoc Dean/CSE	AVP Student Affairs
AVP University Communications	<i>Assoc Dean/CSE (Acting)</i>	AVP University Recreation
VP Finance & Admin Svcs	<i>Assoc Dean/CHP</i>	General Manager Public Broadcast
VP Enrollment & Student Services	<i>Assoc Dean/CBA</i>	VP/Chief Diversity Officer
VP Govt & External Relations	<i>Assoc Dean/CHSBS</i>	
VP Advancement	<i>Assoc Dean/CCFA</i>	
VP General Counsel		
*Titles in italics denote positions filled on a temporary/interim basis. The 360 process will gather feedback based on the role the leader is fulfilling at that time.		

Feedback and evaluative processes for the President are established and conducted by the Board of Trustees. In accordance with the *Presidential Assessment Policy* set forth in the Board Policy Manual: *prior to each academic year and on or before the September Board meeting, the President will provide the Board, for its approval, written goals and plans based on the key objectives approved by the Board. On or Before the September Board meeting of the following year, the President will provide the Board with a written self-assessment based on the previously stated goals and plans. Every three years, the Board will perform a formal assessment of the President's performance.* The Board may choose to use this 360-degree feedback tool in conjunction with the President's 3-year assessment.