

### 3.2.9. The institution publishes policies regarding appointment, employment, and evaluation of all personnel.

#### **Redbook as Policy Related to Comprehensive Standard 3.2.9**

The University of Louisville (UofL) defines and publishes policies regarding appointment, employment, and evaluation of all personnel. *The Redbook*, which is the basic governance document of the university, is organized into seven chapters: Organization and Operation of the Board of Trustees and the Board of Overseers; Organization and Operation of the University Administration; Organization and Governance of the Academic Programs; Faculty Personnel Policies; Staff Organization and Personnel Policies; Student Governance and Student Affairs Administration; and Revision of *The Redbook* (<http://louisville.edu/provost/redbook>).

*The Redbook* Chapter 2 establishes the process for the appointment and evaluation of university administrators [1]. Section 2.2 covers the executive vice president and university provost and vice presidents; Section 2.3 covers other administrators, and Section 3.2 covers the deans of academic units.

#### **Redbook Definition of Staff, Faculty, Administrators**

*The Redbook* provides the following definitions for staff, faculty, and administrators:

- **Staff.** *The Redbook* 5.1: The staff of the University of Louisville shall consist of all employees of the University who do not hold faculty appointments, are not full-time students enrolled in the University, are not graduate assistants at the University, or are not administrators as defined in Section 2.3.1 [of *The Redbook*].
- **Faculty.** *The Redbook* 3.3.1: All persons with full-time faculty appointments who are appointed for at least one year and a part of whose work for the current year is in a particular academic unit shall be members of its faculty except in the case of those units which define faculty membership differently in their bylaws.

- **Administrators.** *The Redbook* 2.3.1:

**A. Administrators**

The term administrator as used in this document shall refer to the Executive Vice President and University Provost, the Vice Presidents, the Deans, and those persons who are designated by the President as having unit- or university-wide administrative functions of substantial significance to the University. All such administrators shall be appointed by the Board of Trustees on the recommendation of the President and shall serve at the pleasure of the Board.

**B. Faculty with Administrative Functions**

Those persons with faculty rank, other than deans, who are responsible for the administration of academic units and subunits such as academic departments and divisions shall be classified in this document along with assistant and associate deans as faculty with administrative functions. They are appointed by the Board on the recommendation of the President and serve in their administrative roles at the pleasure of the Board.

**C. Staff Officers with Administrative Functions**

Those responsible for the administration of any University services who do not have faculty appointments and who do not report directly to the President or a vice president as described above shall be classified as staff officers with administrative functions. They shall be appointed by the President subject to the personnel policies set forth in the section on staff personnel.

On the annual federal IPEDS Human Resources Component submission for fall 2016, UofL reported 101 administrators out of 4,635 staff. The 101 administrators include those who serve solely as Administrators as defined in *The Redbook* under 2.3.1 Part (A) and employees with a dual appointment as both an administrator and faculty but whose administrative responsibilities are greater than 50 percent of their full-time equivalent. The employees in the latter category are defined as Faculty with Administrative Functions under *The Redbook* 2.3.1 Part (B).

## **Employment of Administrators**

Faculty, administrator, and staff appointments are made after searches are carried out in accordance with state and federal laws, the principles of equal employment opportunity and affirmative action, and university policies and procedures.

With the exception of interim appointments, new administrator positions are filled following open, competitive searches that involve peer administrators, faculty, staff, students, and community members as appropriate. Based upon the position, the university may hire an outside search firm to identify and solicit applications from qualified candidates.

*The Redbook 2.2.2* states the following: “The Executive Vice President and University Provost or any vice president to whom academic units report shall be authorized and the individual shall be appointed only after consultation with and recommendations from a committee designated by the Faculty Senate. Any vice president to whom the Human Resources Department reports shall be authorized and the individual shall be appointed only after consultation with and recommendations from a committee designated by the Staff Senate. Any vice president to whom the responsibility for the operation of student affairs is assigned shall be authorized and the individual shall be appointed only after consultation with and recommendations from a committee designated by the Student Senate.”

*The Redbook 2.2.2* also states: “Vice presidents not covered by the above classification in this section shall be appointed by the Board on the recommendation of the President after informal consultation with appropriate individuals and groups.”

The university’s employment procedures for Board of Trustees-appointed senior leadership administrators are as follows:

Searches for deans of academic units are conducted by the Office of the Executive Vice President and Provost and staffed by the Office of Faculty Affairs. Dean searches for health-related disciplines are conducted by the Executive Vice President for Health Affairs. Other administrator searches are conducted by the unit doing the hiring.

The Office of the President conducts searches for positions that report directly to the president, often with the assistance of an outside search firm. Most recently, the external firm Academic Search (<http://www.academic-search.com>) was used for the Senior Vice President for Finance and Administration/Chief Operating Officer and the Vice President for Strategy and General Counsel. Academic Search oversaw the advertisement of the positions, background checks, and references and arranged interviews of qualified candidates with the university search committee.

Upon the identification of a preferred candidate for an open administrator position and his or her acceptance of an offer, a recommendation is made to the university's Board of Trustees (BOT) for approval via a recommendation agenda that contains a list of new administrator hires [2]. All offers are made contingent upon approval of the BOT.

Salary and other compensation such as performance-based incentive pay for deans and other administrators are negotiated and determined by the administrative head of the hiring unit and presented to the candidate in a formal offer of employment letter. Human Resources is not involved in the determination of salaries or compensation for faculty, deans, or administrators, unless explicitly requested to do so. The College and University Professional Association for Human Resources (CUPA-HR) conducts several annual HR surveys to collect salary information on university employees, including administrators. UofL, like many institutions, uses CUPA-HR data to help benchmark salaries. The university also uses outside consultants to benchmark salaries for senior-level administrators, including the president.

Once the preferred candidate is offered and has accepted an employment on mutually agreed-upon terms provided in the employment letter and has been approved by the BOT, a P-103 form (which documents the employment status of a faculty member or administrator) is submitted to payroll. Information on the new administrator is entered into the university's system for managing student, financial, and human resources data in order for Human Resources to assign an employee ID (EMPLID) to the new administrator and to process payroll and benefits. This step is completed by the hiring unit. Examples of employment letters and P-103 forms for three levels of administrator hires are provided [3] [4] [5].

### **Evaluation of Administrators**

Evaluation of staff is overseen by Human Resources. Evaluation of faculty is overseen by the academic unit as prescribed in *The Redbook* and Unit Personnel Policies. Evaluation of administrators is overseen by the president, university provost, or other senior leadership as prescribed in *The Redbook*.

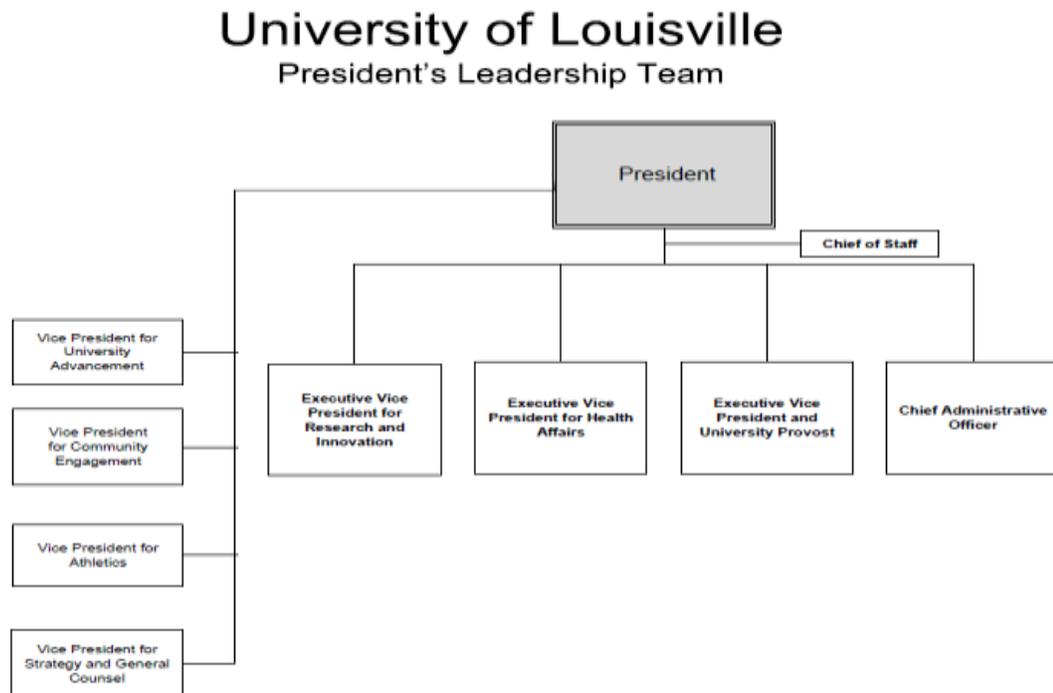
Administrators and academic deans are reviewed regularly according to the procedures documented in *The Redbook* to assess their effectiveness in their current roles and their capacity to continue to lead the institution toward accomplishing its mission. As outlined in *The Redbook* 2.2.4 Review of Service, at the end of each five years of service the performance of the Executive Vice President and University Provost and vice presidents are to be reviewed by the President and the Board of Trustees using procedures established in consultation with the Faculty, Student, and Staff Senates.

The university's 2020 strategic plan (<http://louisville.edu/president/vision2020.pdf>) serves as the basis for the annual evaluation of senior leadership by linking strategic priorities to annual goals. In the annual evaluation process, each member of the university's senior leadership establishes annual goals in consultation with the university President, with the primary objective of advancing the university's strategic plan. Senior leadership submit annual self-assessments of their goals and are asked to describe

their accomplishments and identify weaknesses and opportunities for moving forward. A one-on-one meeting with the President is scheduled. As a follow-up to the individual meetings, the President summarizes his assessment in writing and establishes the parameters to set annual goals for the upcoming academic/fiscal year. All goals for the upcoming academic/fiscal year are finalized with the Board of Trustees (BOT) at the September annual organizational meeting. A similar evaluation process for other administrators is completed by the Provost and by the other members of senior leadership.

A flowchart of the assessment cycle [6] for the President and his senior leadership team (see Figure 1) is provided, along with a roster summarizing the 2014-15 evaluation process [7]. This roster also includes the evaluation details for the academic deans.

**Figure 1. President’s Leadership Team.**



### **Compensation for Administrators**

Human Resources (HR) has never determined nor established compensation rates for administrators or faculty, unlike employees categorized as “Staff” under *The Redbook* Chapter 5. Compensation for administrators is negotiated on a case-by-case basis using appropriate benchmarks. Because of the desired flexibility in our system with respect to the hiring of administrators, salaries and additional benefits (beyond the basic fringe benefits handled through HR) are not always consistent from person to person. Rather, the compensation is negotiated based upon the market, the benefits that the candidate(s) had at their previous institutions, the desire to hire the most qualified individuals, and the budget of the hiring department. The role of Human Resources in the process relates to the processing of employment forms and payroll actions, setting up payroll, and establishing fringe benefits for all university employees. Once hired, senior leadership administrators are awarded merit compensation based upon their performance as evaluated by the president and as set forth in the terms of their employment agreement(s).

The personnel files for Administrators are maintained in the Office of Faculty Affairs under the purview of the Vice Provost for Faculty Affairs. These records are accessible to the Human Resources Department upon request. Any changes in compensation, rank, or leave-status of an Administrator is approved by the direct supervisor, forwarded by report to the Board of Trustees, and updated on the P-103 form or Job Description Change (JDC) form, which is then sent to payroll.

### **Human Resources’ Role in Making Employees Aware of Personnel Policies**

New faculty and staff orientations are held regularly to introduce all new employees to policies and procedures relative to their employment and fringe benefits provided to university employees [8]. These policies and procedures are also included on the Human Resources website, together with other information that pertains to all employees [9]. All employees, including Faculty and Administrators, are required to attend Human Resources Orientation at the beginning of their employment.

### **Finding 2.3 of the Kentucky State Auditor's examination**

UofL submitted a Corrective Action Plan [10] to the Kentucky State Auditor on February 13, 2017, which outlines university actions in response to the audit findings. In relation to Finding 2.3, the university's Associate Vice President for Human Resources is leading an initiative to review and update as needed all HR policies and procedures for administrators and staff and will work with the appropriate parties to align with *The Redbook*.

### **Summary**

This report describes the process for the employment, evaluation, and compensation of administrators. The Human Resources policies are inclusive of administrators as an employment category. The university is following its personnel policies and procedures as provided in the UofL governance document, *The Redbook*.

### **Supporting Documentation**

[1] *The Redbook* Chapter 2, Organization and Operation of the University Administration

[2] UofL Board of Trustees Minutes 1/21/17, Administrator Approvals

[3] Todd Mooradian, Dean of College of Business

[3a] Employment Letter

[3b] P-103

[4] Shannon Rickett, Interim Assistant Vice President for Government Relations

[4a] Employment Letter

[4b] P-103

[5] Harlan Sands, Senior Vice President for Finance and Administration

[5a] Employment Letter

[5b] P-103

[6] Administrative Review Cycle, Office of the President

[7] Administrator Evaluation Census (census date July 1, 2016)

[8] Human Resources-New Employee Orientation

[9] Human Resources Policies

[10] UofL Corrective Action Plan Submitted to Kentucky State Auditor on 2-13-17