

April 16, 2009

**MEMORANDUM**

**TO:** President Lee Todd  
Provost Kumble Subbaswamy  
Executive Vice Presidents  
Deans  
Vice Presidents  
Associate/Vice Provosts

**FROM:** Connie A. Ray *CAR*

**RE:** Review Schedule of Chief Administrative Officers at the University of Kentucky

The primary goals of the review of chief administrative officers (CAOs) are to enhance leadership effectiveness and provide accountability in ensuring fidelity to the university's vision, mission, and values. The planning, budgeting, and assessment process of the University of Kentucky (described in AR II-1.0-6 and GR IX) also sets forth the expectation that the review of chief administrative officers promotes a climate of cooperation among faculty and staff and their respective administrative officers; maximizes effectiveness of the unit's execution of its responsibilities; and provides feedback for performance assessment and continuous improvement.

This memo and the attached Schedule of Review of Chief Administrative Officers serve to notify you of upcoming CAO review activities. Please note the following:

The performance of chief administrative officers shall be reviewed comprehensively at regular intervals. The primary purpose of the formative review is developmental, which means it is a one-time occurrence designed to provide constructive feedback in the early years of appointment. The primary purpose of the summative review is to provide input for establishing future performance goals and expectations and for making compensation and employment decisions.

A formative review shall be conducted for the Provost, executive vice presidents, deans, vice presidents, and associate/vice provosts. An evaluation survey will be conducted to provide the officer with constructive feedback on performance and to aid in improving leadership and administrative skills.

A summative review shall be conducted for the Provost, executive vice presidents, and the deans. The summative review will include an evaluation survey as well as an objective report developed by an ad hoc committee formed with representatives from affected constituencies.

To support the CAO review process, the Office of I.R.P.E. maintains an inventory of evaluation survey items related to performance criteria that includes a set of items common to all CAOs and additional items specific to CAO positions. The CAO and the CAO's supervisor may also agree upon additional, more specialized criteria and items targeting a unit's particular functions or a CAO's unique duties.

Deans should note that policies and procedures for conducting reviews of department chairs and school/center directors, as appropriate for the individual colleges, shall be established jointly by the dean and the college faculty. To establish and implement department level CAO reviews, please consider the following regulations: GR VII on definitions of educational units and chief administrative officers; GR VIII on terms of chairs and directors; GR IX; and AR II-1.0-6, section III.

If you have questions or need further assistance, please contact Connie Vaughn at [csvaug1@email.uky.edu](mailto:csvaug1@email.uky.edu) or 257-7915.

Attachment: Schedule of Review of Chief Administrative Officers