Recommendation of the University Committee that the Ad Hoc Committee on Evaluation of Administration at UWM be thanked for its work and the effort be terminated.

Background

1. In 1978, the UWM Faculty Senate established a Task Force on Evaluation of Administration (Fac. Doc. 1224).

2. In 1980, the Task Force recommended that a faculty evaluation of administration be instituted at UWM; that a faculty committee be established to oversee the evaluation; that all top administrators be evaluated; and that one of four proposed written questionnaires be used in the evaluation.

3. On May 4, 1981, the Faculty Senate approved a revised charter for the Faculty Committee on Evaluation of Administration and established, for a period of three years ending November 16, 1985, an Ad Hoc Committee on Evaluation of Administration (Fac. Doc. 1268 amending 1224).

4. On April 21, 1983 the Faculty Senate approved the procedures for evaluation of administration (Fac. Doc. 1350).

5. On May 4, 1983, the Ad Hoc Committee on Evaluation conducted the first evaluation. Estimated 20% of faculty submitted valid evaluations. However, the confidentiality clause, requiring that results of evaluation be released only to those evaluated and their supervisors, made it impossible for the Ad Hoc Committee on Evaluation to have access to these results, and eliminated any possibility of evaluating the effectiveness of the procedure and/or the value of the results.

6. In 1983/84 a second evaluation was to be conducted involving administrators. A request for criteria for evaluation produced mixed results. While a majority of administrators submitted criteria, a significant number did not. According to the Ad Hoc Committee on Evaluation memo dated October 22, 1984, the College of Letters and Science and the School of Architecture did not participate in the Ad Hoc Committee on Evaluation, while the School of Nursing supplied results of an in-house evaluation.

7. In October, 1984, the Ad Hoc Committee on Evaluation of Administration recommended to the University Committee that each administrator to be evaluated be instructed to conduct an in-house evaluation and supply the results to the respective supervisors.
Rationale

The University Committee reviewed the above efforts and concluded that the proposed procedure for evaluation of administration at UWM, though thoughtfully prepared and applied, did not produce the expected results. The reasons for this may include: a poorly structured instrument for evaluation; limited faculty response (only 20% of total faculty submitted valid evaluations); lack of full cooperation in defining criteria for evaluation on the part of a substantial number of administrators; and lack of opportunity to evaluate the results obtained due to the confidentiality constraint placed on the evaluation results.

The University Committee considered a variety of approaches to this matter such as: hiring outside evaluators (a costly proposition); eliminating the confidentiality constraint (which may have legal implications); or developing a better-structured instrument of evaluation and assuming its maximum use by faculty (the latter might be impossible to enforce). In the final analysis, and in view of the minimal results representing an eight-year-long effort consuming valuable time of faculty, faculty committees, Faculty Senate, and UWM Administrators, the University Committee decided to recommend that the Ad Hoc Committee on the Evaluation of Administration be thanked for its work and the effort be terminated.

The University Committee
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Frank Cassell (Chair)
Oliver Myers
Erika Sander
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Jack Waldheim
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