

**UNIVERSITY OF HOUSTON SYSTEM  
ADMINISTRATIVE MEMORANDUM**

**SECTION: Human Resources**

**NUMBER: 02.A.17**

**AREA: General**

**SUBJECT: Presidential Review**

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**1. PURPOSE**

- 1.1. The purpose of this administrative memorandum is to prescribe the procedures to be used in evaluating the performance of university presidents.
- 1.2. The purpose of periodic formal review of a University of Houston System university president is to promote the improved performance of the president and, ultimately, the development of the university he/she serves.

**2. CLIMATE FOR THE REVIEW**

- 2.1. The review of a president's performance is a personnel matter of the highest importance and will be conducted with appropriate confidentiality and in accordance with the highest professional standards.

**3. FREQUENCY OF REVIEW**

- 3.1. The review of a president's performance will be conducted at least every five years in accordance with these procedures.
- 3.2. Should the president consider an earlier formal review desirable, he/she may request that the chancellor conduct such a review.
- 3.3. Notwithstanding, a review of presidential performance may be conducted at any time as directed by the chancellor or Board of Regents.

**4. REVIEW CONSULTANT**

- 4.1. The chancellor will be assisted in the formal review of a president's performance by a consultant not affiliated with the UH System. Ideally, this individual would be either a former or current president from a comparable, out-of-state institution.
- 4.2. The role of the consultant will be to assist the chancellor in developing and overseeing the implementation of a plan for review of the president's performance.

- 4.3. The person would be identified by the chancellor in consultation with the president, would be formally engaged by and responsible to the chancellor, and would issue his/her final report to the chancellor.

5. PRESIDENTIAL REVIEW ADVISORY COMMITTEE

- 5.1. A Presidential Review Advisory Committee will be appointed by the chancellor. The chancellor will select representatives, nominated by appropriate groups of the university faculty, administration, students, alumni, and community to serve on the committee. The president to be evaluated will discuss the composition of the committee with the chancellor. All reasonable efforts will be made to insure ethnic and gender diversity.
- 5.2. The committee will assist the consultant in planning and implementing the presidential performance review and will facilitate contact with appropriate constituencies. The committee will be responsible to the chancellor or his/her designee.

6. SELF-ASSESSMENT

- 6.1. A written self-assessment submitted to the chancellor by the president will be the initial step in the review process.
- 6.2. In this self-assessment, the president should provide his/her perspective on such issues as: initial understanding of board's and chancellor's expectations, major initiatives and results in response to those expectations, current challenges facing campus and president, assessment of personal strengths, and areas for which specific feedback is desired.
- 6.3. The format of the document will be at the discretion of the president.

7. CRITERIA FOR REVIEW

- 7.1. The following common categories of criteria will be used in the review of all UH System presidents. The specific criteria will vary by university, depending on institutional mission and that university's challenges and opportunities. The categories are:
  - a. General administrative effectiveness
  - b. Educational leadership
  - c. Community/external relations
  - d. System-university relations

- e. University achievements
- f. Personal characteristics

7.2. In concert with the Presidential Review Advisory Committee, the consultant will propose to the president a list of specific evaluation criteria to be approved by the chancellor. Examples of such criteria appear in the appendix.

8. COMMUNICATING THE FINDINGS

- 8.1. The consultant should communicate his/her preliminary findings first to the president. The consultant then will present both an oral and written report to the chancellor. The written report will be regarded as a confidential personnel matter.
- 8.2. The chancellor will meet with the president to discuss his/her findings. The president may present a written response to the chancellor's findings.
- 8.3. The chancellor will report his/her findings to the board, including any recommendations that he/she deems appropriate. The president will be given opportunity to discuss the findings with the Board.

9. REVIEW AND RESPONSIBILITIES

Responsible parties: Senior Vice Chancellor  
Presidents

Review: Odd numbered years before August 31

10. APPROVAL

Approved: Alexander Schilt  
Chancellor

Date: March 9, 1994

**APPENDIX: ILLUSTRATIVE CRITERIA FOR PRESIDENTIAL REVIEW**

1. General administrative effectiveness
  - A. Resource management (human, physical, and fiscal)
  - B. Effective planning and decision making
  - C. Ability to delegate to a management team
  - D. Flexibility in problem solving
  - E. Commitment to affirmative action
  - F. Wise utilization of faculty and staff
  
2. Educational leadership
  - A. Development and renewal of academic plans and programs to meet long-range needs
  - B. Systematic evaluation of educational progress
  - C. Establishment of environment that stimulates teaching, learning, and scholarship
  - D. Service to and from the community
  
3. Community/external relations
  - A. Community understanding and support for the campus
  - B. Good relations with all constituent groups
  - C. Alumni support
  - D. Philanthropic support from individuals, corporations, and foundations
  - E. Local, regional and national reputation
  
4. System-university relations
  - A. Open lines of communication
  - B. Effective accomplishment of work with and through others
  - C. Good faith consideration of others' agendas
  - D. Credibility of management team
  
5. University achievements

(Enumeration of major university achievements during designated time period)
  
6. Personal characteristics of president
  - A. Knowledge of job
  - B. Judgment
  - C. Planning and organizational ability
  - D. Drive

- E. Vision
- F. Human relations and communication skills
- G. Objectivity and fairness
- H. Ability to articulate ideas and concepts
- I. Ability to innovate
- J. Ability to take into account public relations and political implications of action.
- K. Ability to handle many problems simultaneously
- L. Ability to withstand criticism and to direct opposition into productive channels
- M. Ability to get to the key parts of complex problems
- N. Ability to obtain facts before making decisions