

AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

WARTBURG COLLEGE

100 WARTBURG BLVD.
WAVERLY, IA 50677-0903
(319) 352-2482

<http://home.mchsi.com/~wartburgaaup/>

President:
WARREN T. ZEMKE

Vice President:
JOSEF M. BREUTZMANN

Secretary:
BRIAN C. JONES

Treasurer:
M. PAULA SURVILLA

26 February 2008

Mr. Fred Hagemann, Chair
Wartburg College Board of Regents
1406 Cedar River Drive
Waverly, IA 50677

Dear Mr. Hagemann:

Since its founding in 1915, the American Association of University Professors has sought to serve the common good by formulating and recommending to the higher education community policies and procedures designed to promote academic excellence. Core AAUP-recommended standards have been almost universally adopted by American colleges and universities and have made no small contribution toward making our system of higher education the best in the world.

The primary function of local chapters of the Association is to advance the adoption and implementation of AAUP standards on their own campuses. I am pleased to report that, in no small part because of the chapter's efforts, most key policies and procedures in the *Wartburg College Faculty Handbook* are completely in accord with those recommended by the AAUP.

But not all policies are faculty policies. Some pertain primarily to the administration or to the governing board. One such policy involves the evaluation of administrators. Though such evaluations are primarily the responsibility of the governing board and the president, the faculty, according to the principles of shared governance, has a legitimate interest in how such reviews are conducted.

As a result, the AAUP has formulated standards for involving faculty in the evaluation of administrators. It is for the purpose of recommending these standards that I am writing this letter on behalf of the chapter. The chapter is particularly hopeful that the Board of Regents will take them into account when it conducts its next regular evaluation of the president.

In 2006 an AAUP committee issued a report entitled *Faculty Evaluation of Administrators* (enclosed). Based on the AAUP's 1981 statement on *Faculty Participation in the Selection, Evaluation, and Retention of Administrators*, the report elaborates on the principles first expounded in the earlier document and provides practical guidance for implementing them. Among the foundational principles are the following (quoted from the 2006 report):

- Evaluation should be periodic, regular, and collaborative, and based on principles shared by all parties involved in the procedure.
- The degree of faculty participation should be appropriate to the nature of the administrative office whose holder is under review.
- The review should provide both for the orderly transmission of faculty concerns and for the fair and equitable treatment of the administrator equivalent to what we expect in the case of faculty members.


- The process should be so designed that members of the faculty have reason to believe that their participation in the review has been meaningfully weighed in the outcome.
- The review should, as far as possible, be constructive and provide the supervising administrator or [appointing] body with adequate grounds for reaching an informed decision when continuance of the person being reviewed is at stake.
- The consequences flowing from such a report should be understood by all parties and should allow for further exchange and feedback as the review may require for ensuring administrative effectiveness and responsiveness to the faculty voice.

Faculty Evaluation of Administrators also contains these practical recommendations:

- The review should be entrusted to "a body . . . perceived as credible and fair (neither rubber-stamping a preconceived outcome nor acting vindictively in its pursuit of an unpopular administrator) and able to protect confidentiality as much as is required during the process while being as open and honest as possible." The chapter recommends for this task the faculty's duly-elected Faculty Council committee.
- The evaluation should ensure "a wide spectrum of faculty participation" by giving all faculty the opportunity to fill out a questionnaire developed either by the coordinating body or by an outside consultant.
- Some sort of report of the evaluation should be issued. As the authors of *Faculty Evaluation of Administrators* point out, "when the faculty is not provided with a report following a review, there is likely to be pervasive suspicion that its role in the process has not been important. This does not mean that all faculty members necessarily have the right to the 'raw' report in its entirety, only that a trusted representative body of the faculty most directly engaged in its preparation have the opportunity to know the results."

To our knowledge, the last review of the president in which faculty participated occurred six years ago. As far as we are aware, no discussions regarding faculty evaluation of the president have taken place with the faculty or any duly-elected faculty body since that review took place, despite assurances received following our October 18, 2005, letter to you on the same topic. In light of the college's recent achievements—e.g., the completion of Commission and Campaign Wartburg and the ten-year reaccreditation by the North Central Association—the time seems especially appropriate for conducting a review of the college's president. Moreover, it is my conviction that faculty inclusion in the evaluation would improve faculty morale considerably.

Sincerely,


Warren T. Zemke, President
Wartburg AAUP

Enclosures (2)

cc: Executive Committee, Board of Regents
President Jack R. Ohle
Wartburg AAUP