

Procedures for the Evaluation of the University President

The performance of the President will be reviewed in his or her third year in the first evaluation cycle. Subsequent reviews will be on a five year cycle, unless, at the conclusion of a review, the Executive Committee of the Senate votes to implement the next review cycle in fewer than five years. The purpose of such comprehensive reviews is to evaluate the progress of the President, to provide the opportunity for constructive input from faculty and other constituencies, to review the individual's professional contributions and performance as a "leader" and as an "administrator," and to provide feedback to improve his or her performance.

The faculty portion of the evaluation of the President is a summary of faculty responses to the Georgia State University Evaluation Form by those faculty members listed in this document as designated evaluators and holding rank as defined in the *Statutes* Art. V, Sec. 1 and contract with .75 EFT or above. The evaluation of the President also will contain a staff component which is a summary of staff responses to the Georgia State University Staff Component Form for the President by staff members listed in this document as designated evaluators. Additionally, feedback from outside evaluators identified through the procedures described in this document will provide a supplementary perspective to the internal appraisals. This evaluation does not preclude evaluations by other constituencies, as approved by the Executive Committee. The President is not eligible to complete an evaluation on him/herself.

***Ad Hoc* Evaluation Committee**

On or before August 10 in the designated evaluation year, the Provost will notify the President and the Chair of the Faculty Affairs Committee that an evaluation will be conducted by an elected *Ad Hoc* Evaluation Committee. The committee will consist of one faculty member elected from each college, one staff member elected by Staff Council, as well as one member from the Counseling Center or the University Library (membership from these two units on the presidential and vice presidential *Ad Hoc* Evaluation Committees will rotate in the alphabetical order listed, starting first with the Counseling Center). These eight (8) elected members may include departmental chairs, but may not include deans. The committee also will include the chair of the Senate Executive Committee.

Before the end of the fall semester, the election of the faculty members to the *Ad Hoc* Evaluation Committee shall be conducted in general college faculty meetings. Nominations will be made from the floor. Nominees must be tenured faculty members. Voting will be done by secret ballot. The election of committee members will be by simple majority. Members of an elected committee of the college such as the Faculty Affairs or Executive Committee will serve as tellers to count the votes. By December 15, the election of the staff member to the *Ad Hoc* Evaluation Committee shall be conducted in a general meeting of Staff Council. By December 15, the President of Staff Council and the deans will send the names of the elected faculty and staff members to the Provost.

On or before January 10, the President will provide to the Provost a three-page single-spaced narrative (maximum) listing and describing accomplishments of the past three years or the years since the last evaluation, and documents to support these accomplishments. This narrative, supporting documents, and a current job description of the position being evaluated should be

submitted to the Senate Office by the Provost.

On or before January 15, the Chair of the University Senate Executive Committee will call the first meeting to elect the chair for the *Ad Hoc* Evaluation Committee. The chair for the *Ad Hoc* Evaluation Committee will be elected by all the committee members from among the faculty members of the committee who are not department chairs. The elected chair of the *Ad Hoc* Evaluation Committee will inform the Provost of the results of this election. Prior to this first meeting, the Senate Office administrator will provide the Ad Hoc Evaluation Committee with a copy of the procedures, the evaluation instrument, and the list of designated evaluators via email. The Provost and/or the Chair of the Executive Committee will attend this first meeting to brief members on their charge and the expectations for the data analysis and subsequent report, and to answer questions.

On or before February 1, the Provost will notify each University faculty and staff member announcing the *Ad Hoc* Evaluation Committee members and chair. The letter will describe the designated evaluators and explain that other faculty and staff members who wish to participate in the evaluation can contact the Senate Office administrator. Respondents who are not listed as designated evaluators will be considered faculty or staff volunteers. Such volunteer responses and written comments of volunteers will be analyzed separately for the final report. A record will be kept of the number of faculty and staff volunteer requests, but not of the names.

Before the end of the fall semester, the Senate Office administrator will send the Office of Institutional Research (OIR) a copy of the evaluation instrument and a listing of all designated evaluators and their email addresses.

Staff Component of the Evaluation of the President

The purpose of the staff component of the Evaluation of the President is to seek feedback in this nonacademic area from designated staff members in order to assist the *Ad Hoc* Evaluation Committee in making recommendations for improving the performance of the administrator. The certification, distribution, collection, and analysis of the staff questionnaire will be conducted separately from the faculty questionnaire. The written comments from the staff respondents also will be recorded separately from the faculty comments. The staff responses will be reviewed and summarized by the *Ad Hoc* Evaluation Committee, which includes the previously mentioned elected faculty members.

Outside Evaluators

By January 10th, the President will submit a list of six names of potential outside evaluators to the Provost, listing their qualifications and relationship to the administrator. The Provost will forward this list to the Executive Committee along with the names of four additional potential outside evaluators with a description of their qualifications and relationship to the administrator. The Executive Committee will choose two names from the administrator's list and two names suggested by the Provost. The final list of four names approved by the Executive Committee will not be shared with the administrator. The narrative and supporting documents provided by the President will be sent to the four outside evaluators selected by the Executive Committee. The outside evaluators will be asked to review this material and to submit their evaluations on or before February 28.

The letters give a supplementary perspective to the Senate appraisals, but the latter provide the specific context and conditions under which the administrator performed. The evaluation committee should consider that such letters may be, at times, both more and less reliable than internal appraisals of an administrator's work: more reliable because the reviewer may be a more objective judge, but less reliable because the reviewer may lack an understanding of the specific context. Therefore, the evaluation committee shall attempt to interpret and contextualize the letters from the outside evaluators in the SEA report.

Distribution of Evaluation Forms

Each designated evaluator will receive notification, via email, that the evaluation process is beginning. Attached to this email will be a current job description of the position being evaluated and the 3-page summary of the President's accomplishments. The evaluators also will be informed that an email will be sent to them from OIR explaining the anonymity of the online process and a URL for them to complete the evaluation. Only designated evaluators will be given access to the online evaluation. Faculty and staff members who want to complete a "faculty volunteer" or "staff volunteer" evaluation should contact the Senate Office administrator.

Faculty members receiving the evaluation will consist of, but not be limited to, the following categories:

1. Administrators holding faculty rank (including Vice Presidents, Associate and Assistant Vice Presidents, Associate Provosts, Deans, Associate and Assistant Deans, Chairs, and the University Council);
2. All faculty members of the current Senate and of the preceding two Senates;
3. The *ad hoc* evaluation committee members.

Staff members receiving the evaluation will consist of the following categories, including all direct reports and subordinates per the organizational chart:

1. Administrators not holding faculty rank to ensure inclusion of the following roles: Senior VP for Finance & Administration, VP for Research, VP for Development, VP for University Relations, VP for Student Affairs, VP for External Affairs, University Auditor; University Attorney, Intercollegiate Athletics Director, Associate VP for Finance; Assistant VP for Human Resources; Assistant VP for Planning and Facilities Management Services; Assistant VP for External Relations; Assistant VP for Development;
2. Alternative Dispute Resolution Coordinator and Faculty Ombudsperson; Director of Affirmative Action.
3. President of Staff Council;

4. All other direct staff and their subordinates as listed: University Attorney, Intercollegiate Athletics, Auditing and Advisory Services

5. A complete list: http://www.gsu.edu/administrative_organization.html

Guidelines for Questionnaire Forms

A similar but separate procedure will be followed for both the faculty evaluation and the staff evaluation unless otherwise indicated.

ALL PARTS OF THE EVALUATION WILL BE ANONYMOUS.

On or before February 1, OIR will contact all designated evaluators and provide them with the URL for completing the questionnaire. From the date of University distribution, faculty and staff members will have two weeks (14 calendar days) to complete the evaluation. Faculty volunteers may request a “faculty volunteer” evaluation instrument from the Senate Office before or during the 14 day period, but all questionnaires must be completed by the appointed due date. A parallel process will be used for staff members who wish to complete a “staff volunteer” evaluation instrument. The following efforts will be made to achieve the highest response level possible. Up to three rounds of emails will be sent to evaluators within this two-week period requesting the return of the evaluation instruments.

The questionnaires and the written comments will be assembled, processed, and analyzed in the following manner:

Within one week of the survey closure, OIR will export the data file generated in E-Listen to SPSS for analysis. Analysis of quantitative data will include frequency counts, percentages and, if applicable, means and standard deviations. Tables and graphs will be exported from SPSS into a PDF document for electronic dissemination. Qualitative responses will be downloaded from E-Listen directly into a Word document without any changes to wording, punctuation, or grammar. Data will be partitioned into a faculty and staff data set. Each of these data sets will be partitioned further to show those respondents who have indicated a working relationship with the President during the previous evaluation period and those who have not so indicated. In order to make evident which responses are those of a single evaluator, comments from all sections of the survey submitted by an individual respondent will be presented in unison. Because the survey is anonymous, respondents will be assigned numbers only for organization purposes (e.g., respondent 1, respondent 2). These numbers cannot be linked to individual identities. A PDF file will be created for the electronic dissemination of survey comments.

All electronic and hard-copy reports will be given to the Senate Office administrator.

OIR will retain all raw data files. Six months after completion of the survey analysis, E-Listen files and SPSS files will be eliminated.

Summary Report

Upon conclusion of the review, on or before March 27, the Chair of the *Ad Hoc* Evaluation Committee will provide the President with a confidential written report (Summary Evaluation of the Administrator [SEA] report) of no more than eight single-spaced pages in length. Faculty and staff content of the report should be presented separately as should content on those having reported a working relationship with the administrator and those who did not. Letters from outside evaluators will be attached to the report, but not made available to the administrator; the SEA will attempt to contextualize this content. Using the response items and a comprehensive summary of the written comments, including direct quotations, the report should provide the overall findings, proposed performance goals for the President, and recommendations. The analysis, comments, and demographic data of faculty and staff volunteers will be presented and summarized separately.

On the same day, the Chair of the *Ad Hoc* Evaluation Committee will give a copy of the report and the organized written comments to the President, Senate Executive Committee, and the Senate Office Administrator.

On or before April 1, the meeting for the formal presentation and discussion of the SEA report will be convened by the chair of the Senate Executive Committee and will include the President and the *Ad Hoc* Evaluation Committee chair. At that time, the chair of the Senate Executive Committee also will present a draft one-page single-spaced summary report to the President and the chair of the *Ad Hoc* Evaluation Committee.

On or before April 5, the President and the chair of the *Ad Hoc* Evaluation Committee may submit comments on the one-page summary report to the Executive Committee.

On or before April 6, the President will provide an opportunity in a secure area for the Executive Committee of the University Senate to read the SEA report, data, and the draft one-page summary report. The full Executive Committee will finalize the one-page single-spaced summary report upon the conclusion of reading the SEA report and the draft one-page single-spaced summary report, and any comments on the one-page summary report submitted by the President and the chair of the *Ad Hoc* Evaluation Committee.

On the first working day in July and after the discussion of the reports with the Executive Committee of the Senate, the responses, written comments, and copies of the SEA report used by the *Ad Hoc* Evaluation Committee will be destroyed. One copy of the SEA report will be maintained in the Senate Office for the remainder of the term of the administrator, after which it will be destroyed. The President can either maintain or destroy his or her copies of the report but each should keep a copy of the final one-page summary report. Reports of the evaluation of the President shall be disseminated only as described below. The reports will not be disseminated in the public domain (Internet, news, media, etc.).

On or before April 1 of the year following the designated evaluation year, the President will give a follow-up report to the Executive Committee on the areas of concern raised in his or her evaluation report. The President's follow-up report should include specific actions taken for

each area of concern and performance goal identified in the evaluation report.

Distribution of Results

The one-page summary report will be sent to all faculty and staff of the University at the conclusion of the evaluation process. The one-page summary also will be sent to the University Senate as an information item at the first full non-organizational meeting of the University Senate upon conclusion of the evaluation process.

GEORGIA STATE UNIVERSITY FACULTY EVALUATION OF THE PRESIDENT

SECTION A. RATINGS OF PRESIDENT

There are seven categories in this section. If you have been employed in the University fewer than the number of years under which this evaluation falls, please consider the performance of the administrator since your hire date. Please respond to each category according to the scale below:

- A. Strongly agree
- B. Agree
- C. Neither Agree no Disagree
- D. Disagree
- E. Strongly Disagree
- F. Don't know

If an item is not applicable, please ignore the item (i.e., do not respond to that item).

Self Identification: Respondent Category

Please identify yourself as follows:

- My respondent category is:
1. Evaluator -- Administrator (Full time)
 2. Evaluator -- Faculty (0.75 FTE or more)

Scale: **A.** Strongly Agree **B.** Agree **C.** Neither Agree or Disagree **D.** Disagree **E.** Strongly Disagree **F.** Don't know

Category I. Goals and Priorities

1. The President has provided effective leadership in establishing strategic goals and priorities for the University.
2. The President is an effective leader in efforts to attain the goals of the University.
3. The President is an articulate and effective communicator of the goals of the University.
4. The President maintains effective civic engagement and involvement with the outside community.

(Please use the comments section for any comments on Category I)

Category II. Academic Programs

5. The President promotes an effective teaching environment at the University.
6. The President promotes an effective research environment at the University.
7. The President promotes an environment that encourages service to the University and to the community.
8. The President appropriately responds to new opportunities that might advance the University.
9. The President encourages and rewards professional development initiatives for faculty.

(Please use the comments section for any comments on Category II)

Category III. Development and Allocation of Resources

10. The President is effective in procuring state resources for the University.
11. The President is effective in procuring private resources for the University.
12. The President works effectively with University alumni and the Alumni Association.
13. The President works effectively with the Office of the Chancellor and the Board of Regents.
14. The President works effectively with the Georgia Legislature and other state officials.
15. The President appropriately involves the Senate Budget Committee, the Fiscal Advisory Committee to the President, and the Deans in developing the budget of the University.

16. The allocation of resources by the President to the colleges, departments, and programs reflects the strategic goals and priorities of the University.

(Please use the comments section for any comments on Category III)

Category IV. Organizational Matters

17. The President operates according to the *Bylaws* and *Statutes* of the University.
18. The President appropriately selects capable administrators (Provost, Vice Presidents, and Deans) and maintains good working relationships with them.
19. The President seeks input and acts on the recommendations of Senate committees.
20. The President effectively administers and follows up on appropriate issues and concerns.
21. The President keeps the faculty of the University informed in a timely manner on important matters relating to the University.
22. The President promotes and fosters cooperation with other universities, national and international.

(Please use the comments section for any comments on Category IV)

Category V. Personnel Management

23. The President encourages an environment that rewards individual initiative.
24. The President encourages an environment that rewards teamwork and broad camaraderie in the University.
25. The President is willing to explain thoroughly the reasons for decisions.
26. The President-provides effective leadership in securing compensation for faculty consistent with our aspirational institutions
27. The President uses sound judgment on issues of reappointments, dismissals, promotions, and tenure of faculty and justifies his or her actions.
28. The President is effective in supporting the recruitment of qualified faculty.
29. The President maintains appropriate levels of confidentiality regarding personnel matters.
30. The President recognizes contributions of all faculty members of the University community.

31. The President promotes a positive stance towards diversity in light of race, gender, age, religion, color, national origin, sexual orientation, veteran status, or disability in his or her hiring, promoting, and managing of faculty and staff.

32. The President actively seeks to recruit and retain ethnic minority tenure-track faculty-

(Please use the comments section for any comments on Category V)

Category VI. Personal Characteristics

33. The President is collegial to the faculty.

34. The President is accessible to the GSU community (e.g., responds to e-mails, phone calls in timely manner.)

35. The President is open to suggestions and new opportunities from faculty and staff

36. The President responds constructively to criticism.

37. The President respects the rights and dignity of others.

38. The President maintains an accomplished professional development program.

(Please use the comments section for any comments on Category VI)

Category VII. Overall Evaluation

39. Overall I rate the performance of the President as:

A. Excellent B. Good C. Fair D. Poor E. Unable to rate

40. On at least one occasion over the past evaluation period I have had a working relationship with the President (e.g., working together on a project or committee).

A. Yes B. No

GEORGIA STATE UNIVERSITY
EVALUATION OF THE UNIVERSITY PRESIDENT

SECTION B. WRITTEN COMMENTS

INSTRUCTIONS

Written comments provide important and specific information that cannot be obtained by the questionnaire responses. You are strongly encouraged to offer both positive and negative comments. For the committee report, all comments will be directly quoted.

CATEGORY I. GOALS AND PRIORITIES

CATEGORY II. ACADEMIC PROGRAMS

CATEGORY III. DEVELOPMENT AND ALLOCATION OF RESOURCES

CATEGORY IV. ORGANIZATIONAL MATTERS

CATEGORY V. PERSONNEL MANAGEMENT

CATEGORY VI. PERSONAL CHARACTERISTICS

CATEGORY VII. OVERALL EVALUATION

SECTION C. RESPONDENT CHARACTERISTICS

1. What is your rank?
 - A. Professor or Regents' Professor
 - B. Associate Professor
 - C. Assistant Professor
 - D. Instructor or Lecturer
 - E. Administrator

2. Are your responsibilities primarily administrative (e.g., associate/assistant dean, department chairman, center director, VP, Assoc. VP, Asst. VP)?
 - A. Yes
 - B. No

3. What is your tenure status?
 - A. Tenured
 - B. Not tenured, but on tenure track
 - C. Not on tenure track

4. How long have you been employed at Georgia State University?
 - A. Less than one year
 - B. One to less than three years
 - C. Three to less than six years
 - D. Six to less than fifteen years
 - E. Fifteen or more years

GEORGIA STATE UNIVERSITY
Staff Component Form of the Faculty Evaluation
of the University President

SECTION A. RATINGS OF THE UNIVERSITY PRESIDENT

INSTRUCTIONS

There are five categories in this section. If you have been employed in the University fewer than the number of years under which this evaluation falls, please consider the performance of the administrator since your hire date. Please respond to each category according to the scale below:

- A. Strongly Agree
- B. Agree
- C. Neither Agree nor Disagree
- D. Disagree
- E. Strongly Disagree
- F. Don't know

Category I: *Leadership*

1. Develops and communicates a clear strategic and management direction for the University
2. Encourages an environment that rewards individual initiative
3. Encourages an environment that rewards teamwork and collaboration in the University.
4. Creates a climate of mutual respect and high morale.
5. Provides sound fiscal management in line with the strategic plan.
6. Portrays a progressive and positive image of the University.
7. Consults with appropriate individuals before making decisions.
8. Provides leadership in securing appropriate compensation for staff consistent with aspirational institutions.

(Please use the comments section for any comments on Category I)

Category II: *Organizational Matters*

9. Operates according to the *Bylaws* and *Statutes* of the University.
10. Consults with and effectively works with Staff Council.

11. Communicates priorities and administrative procedures effectively.
12. Keeps staff fully informed on all important matters relating to the University.
13. Works effectively with staff in identifying short-term and long-term goals, setting priorities, focusing resources, and sharing governance when appropriate.
14. Maintains an administrative organization appropriate to University goals and priorities.
15. Is accessible to administrative staff.
16. Facilitates open communication among staff in the University.

(Please use the comments section for any comments on Category II)

Category III: *Personnel Management*

17. The President has good working relations with administrators at the University.
18. Promotes fair staff workloads.
19. Is willing to explain thoroughly the reasons for decisions.
20. Uses sound judgment in issues of reappointments, dismissals, and promotions.
21. Provides support for the successful recruitment and retention of staff.
22. Recognizes contributions of staff.
23. Lets people know what is expected of them.
24. Supports staff in providing service to the greater University community.
25. Holds staff accountable for their responsibilities.
26. Encourages and promotes career and professional development among staff.
27. Evaluates staff effectively and fairly, according to established measures and standards for staff performance.
28. Maintains appropriate levels of confidentiality in personnel matters.
29. Promotes a positive stance towards diversity in light of race, gender, age, religion, color, national origin, sexual orientation, veteran status, or disability in his or her hiring, promoting, and managing of faculty and staff.
30. Actively supports and promotes affirmative action policies and diversity programs at the University.

(Please use the comments section for any comments on Category III)

Category IV: *Personal Characteristics*

31. Holds him or herself accountable for his or her responsibilities.
32. Is collegial to employees and cordial to students.
33. Is accessible to the GSU community (responds to emails and phone calls in a timely manner).
34. Is approachable and open to suggestions and concerns of staff.
35. Respects the rights and dignity of others.
36. Provides innovative leadership and promotes an environment which nourishes individual staff growth.

(Please use the comments section for any comments on Category IV)

Category V: *Overall Evaluation*

37. Overall I rate the performance as:

A. Excellent B. Good C. Fair D. Poor E. Unable to Rate
38. On at least one occasion over the evaluation period, I have had a working relationship with the President (e.g., direct report, project or committee work, etc.).

A. Yes B. No

(Please use the comments section for any comments.)