

**Procedures for the Evaluation of  
Academic Deans**

Passed by the Senate March 12, 2015

The performance of the Academic Dean 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 Academic Dean, 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.

If the Dean's appointment begins between July 1 and December 31, notification of the first review will be given in January of the third year following the date of the appointment and the review will take place during the following 12 months (the calendar year review cycle). If the Dean's appointment begins between January 1 and June 30, notification of the review will be given in August of the third year following the date of the appointment and the review will take place during the following nine months (the academic year review cycle). The second and subsequent reviews will be given on the academic year review cycle.

If the Dean is officially on leave for more than 90 days in any 12-month period, that period will not be counted as a year for purposes of determining when the Dean is evaluated.

If the Dean is hired with an interim/acting qualification and still holds that interim/acting position three years later, the Dean will be evaluated on the cycle as indicated in the table below. When an interim/acting qualification is removed, the official effective date of the removal of the interim/acting qualification will count as the Dean's date of appointment.

**Timeline Table**

All reviews will be conducted according to this table, depending on the date of appointment.

Evaluation Cycle	Academic Year Review Cycle	Calendar Year Review Cycle
Date of appointment	Jan. 1-June 30	July 1-Dec. 31
Notification of candidates	August 10	January 15
Elections to evaluation committee	By end fall	By end spring
Submission of narrative	January 10	August 10
First meeting of evaluation committee	January 25	August 25
Notification of faculty and staff	February 1	September 15
Designated evaluators contacted	February 1	September 15
Written report due	March 27	November 10
Discussion of report	April 1	November 15

Comments on report	April 5	November 19
Executive Committee review	April 6	November 20
Document destruction	1st day July	1st day February
Follow-up report	Subsequent April 1	Subsequent November 1

The evaluation of the Academic Dean tabulates faculty and staff responses to the Georgia State University Evaluation Form, including responses given 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 Academic Dean also contains a staff component, the data for which can be extracted from the instrument. This evaluation does not preclude evaluations by other constituencies, as approved by the Executive Committee. The Dean being evaluated is not eligible to complete an evaluation on him/herself.

***Ad Hoc* Evaluation Committee**

At the end of each semester, the Faculty Affairs Committee of the University Senate will confirm which administrators are to be evaluated during the following academic or calendar year. At the beginning of the appropriate cycle, the Provost will notify the Academic Dean 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 (a) five faculty other than department chairs, elected by the faculty of the College, (b) one staff member elected by the College staff, and (c) department chairs elected by the department chairs of the college as follows:

Andrew Young School of Policy Studies	1
Byrdine F. Lewis School of Nursing & Health Professions	1
College of Arts and Sciences	1 from Fine Arts 1 from Humanities 1 from Natural and Computational Sciences 1 from Social and Behavioral Sciences
College of Education	2
College of Law	0
School of Public Health	0
J. Mack Robinson College of Business	2

Before the end of the first semester following notification, the election of the faculty and staff members to the *Ad Hoc* Evaluation Committee will be conducted in general college faculty or staff meetings. The Academic Dean will appoint a tenured faculty member, who is neither a department chair, nor an assistant professor, nor an associate dean, to conduct this election. Nominations will be made from the floor. Nominees from the staff must be exempt FTE and faculty must be tenured full professors. Voting will be done by secret ballot. The candidates receiving the most votes will serve on the Committee. Members of a major elected committee of

the college, such as the College Faculty Affairs Committee or the College Executive Committee will serve as tellers to count the votes.

Before the end of the first semester following notification, the election of the staff member to the *Ad Hoc* Evaluation Committee will be conducted in a general meeting of the college staff. Nominations will be made from the floor. Voting will be done by secret ballot. The candidate receiving the most votes will serve on the Committee. Members of an elected committee of staff will serve as tellers to count the votes.

Before the end of the first semester following notification, the election of the department chair members of the *Ad Hoc* Evaluation Committee will be conducted in a meeting of the department chairs of the college. The Academic Dean will appoint a department chair to conduct the election. Nominations will be made from the floor, and the voting will be done by secret ballot. The candidate receiving the most votes will serve on the Committee. The department chair conducting the meeting will appoint tellers to count votes.

Within seven days of the election, the chair of the college executive committee will send the names of the elected faculty and staff members to the Provost.

On or before January 10 or August 10, depending on the evaluation cycle, the Academic Dean will provide to the Provost a dossier that includes: (i) a three-page single-spaced narrative (maximum) listing and describing accomplishments of the years since the last evaluation, and (ii) a current CV. In addition to covering work at Georgia State University, the narrative and CV should cover service to the administrator's professional community. The Provost will add (iii) a current job description of the position being evaluated to the dossier and submit it to the Senate Office.

On or before January 15 or August 25, depending on the evaluation cycle, 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. The Provost and/or Chair of the Executive Committee will remind all members that the deliberations of the *Ad Hoc* Evaluation Committee are confidential. The only information the Dean should receive about the deliberations are those explicitly set out in this policy.

On or before February 1 or September 15, depending on the evaluation cycle, 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 first semester following notification, 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 Academic Dean**

The purpose of the staff component of the Evaluation of the Academic Dean is to seek feedback 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.

### **Distribution of Evaluation Forms**

Each designated evaluator will receive notification, via email, that the evaluation process is beginning. Attached to this email will be the dossier of the Dean being evaluated. 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.

Designated faculty evaluators are all faculty members of the current senate and all 0.75 FTE faculty appointed in the college.

Designated staff evaluators are all full-time staff in the college.

All University faculty and staff will receive notification, via email, that the evaluation process is beginning and that, if they want to complete a “faculty volunteer” or “staff volunteer” evaluation, they should contact the Senate Office administrator. Volunteers will receive the same dossier as the designated evaluators. The responses of faculty and staff volunteers will be collected in the same manner as those of designated evaluators and will be similarly anonymous.

### **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 February 1 or September 15, depending on the review cycle, OIR will send out the initial survey invitations (one for faculty, one for staff) to all designated evaluators. The invitation will contain a link and random code that will give each individual evaluator access to the appropriate online questionnaire. After a successful submission of the completed questionnaire, the link will become inactive. From the date of University distribution, designated evaluators will have two

weeks (14 calendar days) to complete the surveys. Faculty or Staff volunteers may request access to the appropriate online survey from the Senate Office before or during the 14 day period, but all surveys must be completed by the appointed due date. No one may reveal that someone has asked to be a volunteer.

In an effort to increase response rates, during the two-week period OIR will send out two survey reminder emails to those designated evaluators who have not completed their survey.

### **Reporting**

After the surveys are closed, OIR will begin the reporting phase. The report of the quantitative data will include frequency counts, percentages, and, if applicable, means and standard deviations. Qualitative data will be downloaded directly from OIR's survey system into a PDF document without any changes to wording, punctuation, or grammar. Quantitative and qualitative data from each survey will be cross tabulated with data indicating whether the individual is faculty or staff, is a designated or volunteer responder, and has had a working relationship with the person being reviewed. Further, comments will be grouped by each topic area of each survey and then grouped by each participant in order to make evident all responses submitted by a single individual. Because both surveys are anonymous, respondents will be assigned numbers only for organizational purposes (e.g., respondent 1, respondent 2). These numbers cannot be linked to individual identities.

OIR will retain all data files. Six months after the completion of the analysis of the survey, all data files will be deleted.

OIR reports will be completed and sent two weeks after the close of the surveys. Reports of all survey findings will be sent in PDF format to the Senate Office Administrator. Reports will consist of the following:

- Overall Faculty Survey Report
- Designated Faculty Survey Report by Working Relationship
- Volunteer Faculty Survey Report by Working Relationship
- Designated Faculty Qualitative Comments by Topic Area and by Individual Respondent
- Volunteer Faculty Qualitative Comments by Topic Area and by Individual Respondent
- Overall Staff Survey Report
- Designated Staff Survey Report by Working Relationship
- Volunteer Staff Survey Report by Working Relationship
- Designated Staff Qualitative Comments by Topic Area and by Individual Respondent
- Volunteer Staff Qualitative Comments by Topic Area and by Individual Respondent

### **Summary Report**

Upon conclusion of the review, on or before March 27 or November 10, depending on the review cycle, the Chair of the *Ad Hoc* Evaluation Committee will provide the Provost with a confidential written report (Summary Evaluation of the Administrator 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 Dean and those who did not. The Summary Evaluation of the Administrator 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, an assessment of the unit's progress under the Dean's leadership, an evaluation of the Dean's performance as a "leader" and as an "administrator," proposed performance goals for the Academic Dean, and recommendations for improvement (if any) to the Provost. 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 Academic Dean and the Senate Office Administrator.

On or before April 1 or November 15, depending on the review cycle, a meeting for the formal presentation and discussion of the Summary Evaluation of the Administrator Report will be conducted by the Provost and will include the Academic Dean and the *Ad Hoc* Evaluation Committee chair. At that time, the Provost will present a draft one-page single-spaced summary report to the Academic Dean and the chair of the *Ad Hoc* Evaluation Committee.

On or before April 5 or November 19, depending on the review cycle, the Academic Dean 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 or November 20, depending on the review cycle, the Provost will provide an opportunity in a secure area for the Executive Committee of the University Senate to read the Summary Evaluation of the Administrator 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 Summary Evaluation of the Administrator Report and the draft one-page single-spaced summary report, and any comments on the one-page summary report submitted by the Academic Dean and the chair of the *Ad Hoc* Evaluation Committee.

Subsequently, the Provost will forward the one-page summary report to the President and the Academic Dean. The Provost will make a recommendation to the President.

On the first working day in July or February, depending on the review cycle, and after the discussion of the reports with the Executive Committee of the Senate, the responses, written comments, and copies of the Summary Evaluation of the Administrator Report used by the *Ad Hoc* Evaluation Committee will be destroyed. One copy of the Summary Evaluation of the Administrator 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, the Provost, and the Academic Dean can either maintain or destroy their copies of the Summary Evaluation of the Administrator Report but each should keep a copy of the final one-page summary report.

Reports of the evaluation of the Academic Dean will 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 or November 1, depending on the review cycle, of the year following the designated evaluation year, the Provost will give a follow-up report to the Executive Committee on the areas of concern raised in the Academic Dean's evaluation reports. The Provost's follow-

up report should include specific actions taken for each area of concern and performance goal identified in the evaluation reports.

**Distribution of Results**

The one-page summary report will be sent to all faculty and staff of the college 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 Academic Dean**

**SECTION A. RATINGS**

There are eight 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

**Self Identification: Respondent Category**

**Please identify yourself as follows:**

- My respondent category is:
1. Evaluator -- Administrator (half-time or more)
  2. Evaluator -- Teaching and/or Research Faculty



## **CATEGORY I. GOALS AND PRIORITIES**

1. The Dean has provided leadership in establishing goals for the College.
2. I believe that the goals of the College are appropriate.
3. I agree with the priorities of the Dean in addressing the goals of the College.
4. The Dean is an articulate and effective communicator of the goals of the College.
5. The Dean is effective in efforts to attain the goals of the College.
6. The Dean actively seeks to recruit and retain ethnic minority tenure track faculty, consistent with the University's staff and faculty diversity objectives.

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

## **CATEGORY II. MAJOR PROGRAMS OF THE COLLEGE**

7. The Dean has appropriately attended to the instructional program of the College.
8. The Dean has appropriately attended to the research program of the College.
9. The Dean has appropriately attended to the service program of the College, both within Georgia State University and the community.
10. The Dean has appropriately attended to the professional development of the faculty of the College.
11. The Dean provides appropriate leadership to advance or facilitate the functions of the College.

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

## **CATEGORY III. DEVELOPMENT AND ALLOCATION OF RESOURCES**

12. The Dean has been successful in procuring resources from within Georgia State University.
13. The Dean has been successful in procuring resources from outside sources.

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

14. The allocation of resources by the Dean to the departments and programs reflects reasonable goals and priorities for the College.

15. The Dean appropriately involves faculty and department chairs in the development of the budget of the College.

16. The decisions of the Dean regarding resource allocations within the College are consistent with the developmental needs of the departments and programs.

17. Within budgetary constraints, the Dean has been responsive to departmental and unit action plan commitments.

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

#### **CATEGORY IV. ORGANIZATIONAL MATTERS**

18. The Dean operates according to the Bylaws of the College and the Statutes and Bylaws of the University.

19. The Dean has effective associate and/or assistant deans.

20. The Dean has effective department chairs.

21. Under the Dean, the faculty committee system is effective.

22. The Dean's office responds promptly to the administrative needs of the faculty.

23. The Dean keeps the faculty and staff of the College fully informed on all important matters relating to the College.

24. The Dean seeks faculty and staff input before making major decisions.

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

#### **CATEGORY V. PERSONNEL MANAGEMENT**

25. The Dean encourages individual initiative.

26. The Dean encourages teamwork and broad camaraderie in the College.

27. The Dean is willing to explain thoroughly the reasons for decisions.

28. The Dean uses sound judgment in reviewing departmental recommendations for faculty and staff merit raises.

29. The Dean uses sound judgment in making decisions about reappointments, dismissals, promotions, and tenure of faculty.

30. The Dean is effective in the recruitment of qualified full-time faculty when positions are open.

31. The Dean recognizes contributions of the staff, faculty and department chairs.

32. The Dean 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.

33. The Dean actively supports and promotes affirmative action policies and diversity programs at the University.

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

### **CATEGORY VI. PERSONAL CHARACTERISTICS**

34. The Dean relates well to the employees and students of GSU.

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

36. The Dean is open to suggestions.

37. The Dean responds constructively to criticism.

38. The Dean respects the rights and dignity of others.

39. The Dean maintains an active professional development program.

(Please use the comments section for any comments on Category VII.)

### **CATEGORY VII. OVERALL EVALUATION**

40. Overall I rate the performance of the Academic Dean as:

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

(Please use the comments section for any comments on Category VIII.)

41. On at least one occasion during the evaluation period I have had a working relationship with the individual being evaluated (e.g., working together on a project or committee).

**A.** Yes **B.** No

**Georgia State University**  
**Faculty Evaluation of the Academic Dean**

**SECTION B. WRITTEN COMMENTS**

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. MAJOR PROGRAMS OF THE COLLEGE

CATEGORY III. DEVELOPMENT OF RESOURCES

CATEGORY IV. RESOURCE ALLOCATION

CATEGORY V. ORGANIZATIONAL MATTERS

CATEGORY VI. PERSONNEL MANAGEMENT

CATEGORY VII. PERSONAL CHARACTERISTICS

CATEGORY VIII. 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

2. Are your responsibilities primarily administrative (e.g., associate/assistant dean, department chair, center director, business manager, academic officer, others)

- 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 Evaluation of the Academic Dean**

**SECTION A. RATINGS**

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. ORGANIZATIONAL MATTERS**

1. Operates according to the *Bylaws* and the *Statutes* of the University.
2. Communicates priorities and administrative procedures effectively.
3. Keeps staff fully informed on all important matters relating to the University.
4. Works effectively with staff in identifying short-term and long-term goals, in setting priorities and in focusing resources.
5. Maintains appropriate administrative organization, sharing governance with staff when appropriate.
6. Is available to administrative staff.
7. Facilitates open communication among staff in the University.
8. Is effective in distributing resources to staff including merit raises and support for professional development.

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

**CATEGORY II. LEADERSHIP**

9. Develops and communicates a clear strategic and management direction.
10. Encourages an environment that rewards individual initiative.
11. Encourages an environment that rewards teamwork and collaboration in the University.

12. Creates a climate of respect and high morale.
13. Provides sound fiscal management in line with the strategic plan.
14. Portrays a progressive and positive image of the University.
15. Consults with appropriate individuals before making decisions.
16. Provides leadership in securing appropriate compensation for staff consistent with aspirational institutions.

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

### **CATEGORY III. PERSONNEL MANAGEMENT**

17. Promotes fair staff workloads.
18. Is willing to explain thoroughly the reasons for decisions.
19. Uses sound judgment in issues of reappointments, dismissals, and promotions.
20. Provides support for the successful recruitment and retention of staff.
21. Recognizes contributions of staff.
22. Lets people know what is expected of them.
23. Supports staff in providing service to the greater University community.
24. Holds staff accountable for their responsibilities.
25. Responds to issues of concern from staff.
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. Relates well to employees and students of GSU.

32. Is accessible to the GSU community (responds to emails and phone calls in a timely manner).

33. Is available, approachable and open to suggestions.

34. Respects the rights and dignity of others.

35. 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**

36. Overall I rate the performance as: A. Excellent B. Good C. Fair D. Poor E. Unable to Rate

37. On at least one occasion over the evaluation period, I have had a working relationship with the individual being evaluated (e.g., direct report, project or committee work, etc.).

A. Yes B. No

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



## **SECTION B. WRITTEN COMMENTS**

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. Organizational Matters

Category II. Leadership

Category III. Personnel Management

Category IV. Personal Characteristics

Category V. Overall Evaluation