

**Procedures for the Evaluation of
the University President**

Passed by Senate: October 6, 2016

Typos Corrected on January 20, 2017

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.

If the President’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 President’s appointment begins between January 1 and June 30, notification of the first 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 President 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 President is evaluated.

If the President is hired with an interim/acting qualification and still holds that interim/acting position three years later, the President 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 President’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 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. 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**

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 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 University Library. The elected members may include departmental chairs, but may not include deans or associate deans. The committee also will include the chair of the Senate Executive Committee.

The election of the faculty members to the *Ad Hoc* Evaluation Committee will be conducted before the end of the first semester following notification by the Provost. Nominees must be tenured full professors. The nominee(s) receiving the most votes will serve on the Committee. Elections may be held at a physical meeting or electronically. However, the procedures for electronic elections must be approved at a physical meeting of the general college faculty and electronic voting must be by secret ballot. If the election is held during a physical meeting, nominations will be made from the floor and voting will be done by secret ballot.

The election of the staff member to the *Ad Hoc* Evaluation Committee will be conducted before the end of the first semester following notification by the Provost. The nominee(s) receiving the most votes will serve on the Committee. Elections may be held at a physical meeting or electronically. However, the procedures for electronic elections must be approved at a physical meeting of the Staff Council and electronic voting must be by secret ballot. If the election is held during a physical meeting, nominations will be made from the floor and voting will be done by secret ballot.

The election of the library member to the *Ad Hoc* Evaluation Committee (if necessary) will be conducted before the end of the first semester following notification by the Provost. The nominee(s) receiving the most votes will serve on the Committee. Elections may be held at a physical meeting or electronically. However, the procedures for electronic elections must be approved at a physical meeting of the general library faculty and electronic voting must be by secret ballot. If the election is held during a physical meeting, nominations will be made from the floor and voting will be done by secret ballot. Within seven days of the election, the Chair 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 or August 10, depending on the evaluation cycle, the President 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 to the dossier and submit it to the Senate Office.

On or before January 25 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 Chair of the University Senate Executive 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 President 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 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.

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 President's dossier. 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.

All 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.

Designated faculty evaluators are:

1. Administrators holding faculty rank (including Vice Presidents, Associate and Assistant Vice Presidents, Associate Provosts, Deans, Associate and Assistant Deans, Chairs, Associate 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.

Designated staff evaluators are:

1. (a) All the President's direct reports,
(b) all those who report directly to one of the President's direct reports, and
(c) all those who report directly to one of the individuals in (b).
2. All staff in the Ombudsperson's Office, all staff in the Opportunity Development and Diversity Education Planning Office (ODDEP), all staff in the office of the University Attorney, all staff in the office of Auditing and Advisory Services, and all staff in the Department of Athletics.
3. All staff members in the Office of the President.
4. All staff senators of the current Senate and of the preceding two Senates.
5. All members of the current Staff Council and of the preceding two Staff Councils.

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 volunteered.

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 the 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 respondent 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 President 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 administrator 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, 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 or November 15, depending on the review cycle, the meeting for the formal presentation and discussion of the Summary Evaluation of the Administrator 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 or November 19, depending on the review cycle, 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 or November 20, depending on the review cycle, the President 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 President and the chair of the *Ad Hoc* Evaluation Committee.

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 can either maintain or destroy his or her copies of the reports but each should keep a copy of the final one-page summary report.

Reports of the evaluation of the President 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 President will give a follow-up report to the Executive Committee on the areas of concern raised in his or her evaluation reports. The President'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 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**

SECTION A. RATINGS

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 nor 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)

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

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

**Georgia State University
Faculty Evaluation**

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. Academic Programs

Category II. 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. Non-Tenure Track Faculty
- 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 in a unit that is part of 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**

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: 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 on 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 preparing the report, all comments will be directly quoted.

Category I. Leadership

Category II. Organizational Matters

Category III. Personnel Management

Category IV. Personal Characteristics

Category V. Overall Evaluation