PROCEDURES FOR THE EVALUATION OF ACADEMIC DEANS

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.

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. 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 Dean being evaluated 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 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) with the exception of the College of Law and the Andrew Young School of Policy Studies, three department chairs elected by the department chairs of the college.

Before the end of the fall semester, the election of the faculty and staff members to the Ad Hoc Evaluation Committee shall be conducted in general college faculty or staff meetings. The Academic Dean shall appoint a faculty member, who is not a department chair nor an assistant professor or 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 faculty members. Voting will be done by secret ballot. The election of committee members will be by simple majority. 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 fall semester, the election of the department chair members of the ad hoc committee shall be conducted in a meeting of the department chairs of the college. The Academic Dean shall 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 election of committee members shall be by simple majority. The department chair conducting the meeting shall appoint tellers to count votes.

By December 15, 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, the Academic Dean will provide to the Provost a three-page single-spaced narrative (maximum) listing and describing accomplishments of the past evaluation period, 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 department chair conducting the election of department chair members of the Ad Hoc committee shall designate one of the elected department chairs to convene all members of the Ad Hoc committee for the purpose of electing a committee chair. The convener will conduct the election of the Ad Hoc committee chair from among the five elected faculty members of the committee, with all members voting. 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 Academic Dean**

The purpose of the staff component of the Evaluation of the Academic Dean 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 Dean will submit a list of six names of potential outside evaluators to the
Provost, listing their qualifications and relationship to his or her work. 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 Dean. The Executive Committee will choose two names from the Dean'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 Dean being evaluated. The narrative and supporting documents provided by the dean 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 Dean being evaluated and the 3-page summary of accomplishments the Dean has provided. 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 include all faculty members of the current senate and previous two senates and all 0.75 FTE faculty appointed in the college. All exempt staff in the college will receive the evaluation.

**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 Dean being evaluated 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 Provost 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 Dean and those who did not. Letters from outside evaluators will be attached to the report, but not made available to the Dean being reviewed; 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, 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, the meeting for the formal presentation and discussion of the SEA 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 also 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, 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, the Provost 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 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 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, the Provost, and the Academic Dean can either maintain or destroy their copies of the report but each should keep a copy of the final one-page summary report. Reports of the evaluation of the Academic Dean 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 Provost will give a follow-up report to the Executive Committee on the areas of concern raised in the Academic Dean’s evaluation report. The Provost’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 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.
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
3. Evaluator -- Staff (exempt FTE)
SCALE:  
A. Strongly agree  
B. Agree  
C. Neither Agree nor Disagree  
D. Disagree  
E. Strongly Disagree  
F. Don't know

**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 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.]
CATEGORY IV. RESOURCE ALLOCATION

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 V. 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 VI. 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
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 VII. 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 VIII. 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 & STAFF EVALUATION OF THE DEAN

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. 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
   E. Staff

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
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. 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
Category V. Overall Performance 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

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. Organizational Matters

Category II. Leadership

Category III. Personnel Management

Category IV. Personal Characteristics

Category V. Overall Performance Evaluation