Procedures for the Evaluation of Vice President for Development

The performance of the Vice President for Development 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 Vice President for Development, 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 Vice President for Development 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 Vice President for Development also will contain a staff component which is a summary of staff responses to the Georgia State University Staff Component Form for the Vice President for Development 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 Vice President for Development 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 Vice President for Development 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 Faculty Affairs 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 Vice President for Development 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 Vice President for Development**
The purpose of the staff component of the Evaluation of the Vice President for Development
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 administrator 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 Vice President for Development 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 accomplishments for the Vice President for Development. 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) Faculty co-chairs of the Faculty/Staff Campaign (past and present);

(3) Faculty Directors of Academic Centers;

(4) The Ad Hoc Evaluation Committee members.

(5) All faculty members of the current senate and previous two senates.

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

(1) Director of Stewardship and Events and all staff members in that office;

(2) Director of Annual Giving and all staff members in that office;

(3) Comptroller of GSU Foundation and all staff members in that office;

(4) All other direct staff subordinates;

(5) Legal Affairs staff;

(6) College/Division Development Officers;

(7) Alternative Dispute Resolution Coordinator and Faculty Ombudsperson;

(8) Director of Affirmative Action;
(9) All members of the current Staff Council and previous 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 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 Vice President for Development 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 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 Vice President for Development, and recommendations 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 Vice President for Development 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 Vice President for Development 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 Vice President for Development and the chair of the Ad Hoc Evaluation Committee.

On or before April 5, the Vice President for Development 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 Vice President for Development and the chair of the Ad Hoc Evaluation Committee.

Subsequently, the Provost will forward the one-page summary report to the President and the Vice President for Development. The Provost will make a recommendation to the President on reappointment of the Vice President for Development.

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 Vice President for Development 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 Vice President for Development 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 Vice President for Development’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 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 Vice President for Development

SECTION A. RATINGS OF THE VICE PRESIDENT

There are six 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 agrees nor disagrees
D. Disagree
E. Strongly disagree
F. Don't know

If an item is not applicable, please omit 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 (half-time or more)
2. Evaluator -- Teaching and/or Research Faculty
Category I. Goals and Priorities

1. The Vice President for Development has fulfilled an effective leadership role for the University.

2. The Vice President for Development has developed adequate and appropriate priorities in carrying out the duties of that office.

3. The Vice President for Development is an articulate and effective communicator of the goals of the University.

4. The Vice President for Development is effective in efforts to attain the goals of the University as described in the University Strategic Plan.

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

Category II. Fundraising and Development Activities

5. The Vice President for Development has provided leadership for the Development and the advancement of the University.

6. The Vice President for Development has provided and fostered an effective fundraising environment.

7. The Vice President for Development has provided leadership in engaging volunteers to develop resources on behalf of the University.

8. The Vice President for Development has been successful in expanding private resources on behalf of the University.

9. The Vice President for Development has provided for the professional development of the development staff.

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

Category III. Organizational Matters

10. The Vice President for Development operates according the Bylaws and the Statutes of the University.

11. The Vice President for Development works effectively under the President’s direction with staff of the University System of Georgia.
12. The Vice President for Development works effectively with the President to present the University in the community.

13. The Vice President for Development appropriately selects and effectively works with the Assistant Vice President for Major and Planned Gifts and University Development Officers.

14. The Vice President for Development makes appropriate use of and acts on the recommendations of Senate and University committees.

15. The Vice President for Development has good working relations with other administrators at the University.

16. The Vice President for Development effectively administers and follows up on detail work.

17. The Vice President for Development keeps the leadership of the University fully informed on all important matters relating to the University.

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

**Category IV. Personnel Management**

18. The Vice President for Development encourages an environment that rewards individual initiative.

19. The Vice President for Development encourages an environment that rewards teamwork and broad camaraderie in the University.

20. The Vice President for Development is willing to explain thoroughly the reasons for decisions.

21. The Vice President for Development uses sound judgment in issues of staff compensation.

22. The Vice President for Development uses sound judgment in issues of appointments, dismissals, and promotions.

23. The Vice President for Development is effective in supporting the recruitment of qualified staff.

24. The Vice President for Development maintains appropriate levels of confidentiality in personnel matters.
25. The Vice President for Development 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.

26. The Vice President for Development actively supports and promotes affirmative action policies and diversity programs.

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

Category V. Personal Characteristics

27. The Vice President for Development relates well to the employees and students of GSU.

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

29. The Vice President for Development is open to suggestions and new opportunities.

30. The Vice President for Development responds constructively to criticism.

31. The Vice President for Development respects the rights and dignity of others.

32. The Vice President for Development maintains a creditable standing in his or her area of professional expertise.

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

Category VI. Overall Evaluation

33. Overall, I rate the performance of the Vice President for Development as:

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

34. On at least one occasion over 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

(Please use the comment section for any comments on Category VI.)
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. FUNDRAISING AND DEVELOPMENT ACTIVITIES

CATEGORY III. ORGANIZATIONAL MATTERS

CATEGORY IV. PERSONNEL MANAGEMENT

CATEGORY V. PERSONAL CHARACTERISTICS

CATEGORY VI. OVERALL EVALUATION
SECTION C. RESPONDENT CHARACTERISTICS

INSTRUCTIONS FOR SECTION C

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 chairman, center director)?
   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  
Vice President for Development  
SECTION A. RATINGS OF THE VICE PRESIDENT FOR DEVELOPMENT

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 securing and distributing resources to staff including merit raises and support for professional development

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

Category II. Leadership
9. Develops and communicates a clear strategic and management direction for the division  
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 division and University strategic plans
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 for 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 division and 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 for Category III.)

Category IV. Personal Characteristics

31. Relates well to employees and students of GSU and the division
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 for 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

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