Procedures for the Evaluation of
Vice President for Finance and Administration

The performance of the Vice President for Finance and Administration 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 Finance and Administration, 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 Finance and Administration 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 Finance and Administration 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 Finance and Administration 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 Finance and Administration 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 Finance and Administration 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 Budget 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 Finance and Administration 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 Finance and Administration**

The purpose of the staff component of the Evaluation of the Vice President for Finance and Administration 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 Finance and Administration 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 Finance and Administration. The evaluators also will be informed that an email will be sent to them from OIR explaining the anonymity of the online process and a URL for them to complete the evaluation. Only designated evaluators will be given access to the online evaluation. Faculty and staff members who want to complete a “faculty volunteer” or “staff volunteer” evaluation should contact the Senate Office administrator.

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

1. Administrators holding faculty rank (including Vice Presidents, Associate and Assistant Vice Presidents, Associate Provosts, Deans, Associate and Assistant Deans, Chairs and the University Council);

2. All faculty members of the current Senate and the two preceding Senates;

3. All faculty members of the Senate Planning and Development Committee for the current year and preceding two years;

4. All faculty members of the Senate Research Committee for the current year and preceding two years;
The ad hoc Evaluation Committee members.

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

1. Direct Reports (including the Assistant VP for Human Resources; Assistant VP for Auxiliary and Support Services; Assistant VP for Finance/Comptroller; Associate VP for Facilities; and Associate VP for Finance and Administration);

2. Heads of Offices under Direct Reports:
   a. in Human Resources: Employment; Classification; Management and Staff Development; and Faculty/Staff Assistance;
   b. in Auxiliary and Support Services: Administrative & Customer Services; Parking & Transportation; Information Systems/PantherCard; Operations & Administrative Support; Rialto Center; and Safety and Risk Management;
   c. in Finance/Comptroller: Financial Operations; Assistant Comptroller; Business Services; and Revenue & Receivables Services;
   d. in Facilities: Assistant VP and Chief of Police; Emergency Management; Building Services; Assistant VP for Facilities Acquisition and Operations; Design and Construction Services; Facilities Planning; Facilities Maintenance and Operations; and Renovations; and
   e. in Finance and Administration: Benefits; Budget; Financial Systems; Human Resources Information Systems; and Payroll)

3. Office of Legal Affairs: University Attorney and Attorneys on staff;

4. College and Department Administrative and Business officers;

5. Office of the VP for Development: VP for Development; Assistant VP for Finance and Operations; and heads of Budget Management; Comptroller (Foundation); Development Information Services; Gifts & Records; and Properties Accounting;

6. Director of Intercollegiate Athletics;

7. Alternative Dispute Resolution Coordinator and Faculty Ombudsperson;
   (Q. are the above needed and/or are they stated correctly?)

8. Office of the VP for Research: VP for Research; Associate VPs for Research; Research Integrity, and Research Administration; heads of: Sponsored Programs and Grants/Contracts.
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 Finance and Administration 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 Finance and Administration, 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 Finance and Administration 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 Finance and Administration 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 Finance and Administration and the chair of the Ad Hoc Evaluation Committee.

On or before April 5, the Vice President for Finance and Administration 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 Finance and Administration 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 Finance and Administration. The Provost will make a recommendation to the President on reappointment of the Vice President for Finance and Administration.

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 Finance and Administration 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 Finance and Administration 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 Finance and Administration’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.
SECTION A. RATINGS OF VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

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 of the categories 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 (Half-time or more)
2. Evaluator -- Teaching and/or Research Faculty
Category I. Goals and Priorities

1. The Vice President for Finance and Administration has provided leadership in establishing appropriate financial goals and priorities for the University.

2. The Vice President for Finance and Administration has developed appropriate procedures for carrying out the duties of that office.

3. The Vice President for Finance and Administration effectively communicates the financial goals and priorities of the University.

4. The Vice President for Finance and Administration has been effective in achieving the financial goals and priorities of the University.

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

Category II. Administrative and Supervisory Role as Chief Business Office

5. The Vice President for Finance and Administration effectively administers and supervises facilities planning, acquisition, construction, renovation, and maintenance through the Facilities Management Services Division.

6. The Vice President for Finance and Administration effectively administers and supervises the provision of police and security services.

7. The Vice President for Finance and Administration effectively administers and supervises the provision of Human Resources services.

8. The Vice President for Finance and Administration effectively administers and supervises parking operations.

9. The Vice President for Finance and Administration effectively administers and supervises other Auxiliary and Support Services.

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

Category III. Administrative and Supervisory Role as Chief Financial Officer

10. The Vice President for Finance and Administration effectively oversees and supervises the financial budgeting and administrative services of the University.
11. The Vice President for Finance and Administration effectively conducts the day to day financial operations of the University.

12. The Vice President for Finance and Administration effectively administers and supervises the office of Grants and Contracts.

13. The Vice President for Finance and Administration effectively administers and supervises accounting and financial reporting services on behalf of the University.

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

Category IV. Resources

14. The Vice President for Finance and Administration is effective in supporting the procurement and allocation of financial resources for the effective operation of the University.

15. The Vice President for Finance and Administration is effective in supporting the procurement of resources from outside sources.

16. The Vice President for Finance and Administration is effective in coordinating and interfacing with people in the community outside the University in carrying out the duties of the office.

17. The Vice President for Finance and Administration works effectively with the Vice Chancellor for Fiscal Affairs, the Vice Chancellor for Physical Facilities, the State Auditor and others associated with the Board of Regents and offices in state government.

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

Category V. Organizational Matters

18. The Vice President for Finance and Administration operates according to the University Statutes and the Senate Bylaws.

19. The Vice President for Finance and Administration selects effective staff for the various offices administered by the Vice President.

20. The Vice President for Finance and Administration works effectively with the Associate Vice President for Finance and Administration, Assistant VP for Human Resources, Assistant VP for Auxiliary and Support Services, Assistant VP for Finance/Comptroller, Associate VP for Facilities, and heads of the various offices administered by the Vice President.

21. The Vice President for Finance and Administration interacts effectively with appropriate faculty and university committees.

22. The Vice President for Finance and Administration has good working relationships with other Vice Presidents and other principal administrators at the University.

23. The Vice President for Finance and Administration seeks and considers faculty input on relevant financial and business matters.
24. The Vice President for Finance and Administration effectively administers and ensures the timely and accurate completion of the detailed work of the various reporting offices.

25. The Vice President for Finance and Administration keeps the faculty informed on important financial matters relating to the University.

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

Category VI. Personnel Management

26. The Vice President for Finance and Administration encourages an environment that recognizes and rewards individual initiative among staff members.

27. The Vice President for Finance and Administration encourages an environment that facilitates and rewards teamwork and camaraderie among staff members.

28. The Vice President for Finance and Administration maintains appropriate levels of confidentiality regarding personnel matters.

29. The Vice President for Finance and Administration maintains appropriate levels of confidentiality regarding the financial affairs of the University.

30. The Vice President for Finance and Administration promotes a positive stance towards diversity with regards to 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.

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

Category VII. Personal Characteristics

31. The Vice President for Finance and Administration relates well to the administrators, faculty, staff, and students of the University.

32. The Vice President for Finance and Administration is accessible to the University community (e.g., responds to e-mails and phone calls in timely manner.)

33. The Vice President for Finance and Administration is open to suggestions and new opportunities.

34. The Vice President for Finance and Administration respects the rights and dignity of others.

35. The Vice President for Finance and Administration maintains an appropriate personal professional
development program.

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

Category VIII. Overall Evaluation

36. Overall, I rate the performance of the Vice President for Finance and Administration as:

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

37. On at least one occasion over the past 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 comments section for any comments on Category VIII.)
Georgia State University
Faculty Evaluation of the Vice President for Finance and Administration

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. Administrative and supervisory role as chief business officer

CATEGORY III. Administrative and supervisory role as chief financial officer

CATEGORY IV. Resources

CATEGORY V. Organizational Matters

CATEGORY VI. Managerial Characteristics

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 chairman, center director, etc.)?
   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 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 University Statutes and Senate Bylaws.
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 in Category I.)

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

10. Encourages an environment that recognizes and rewards individual initiative.

11. Encourages an environment that facilitates and 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 in Category II.)

**Category III. Personnel Management**

17. Provides 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 the hiring, promoting, and managing of staff.

30. Actively supports and promotes affirmative action policies and diversity programs at the university.

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

Category IV. Personal Characteristics

31. Relates well to employees and students of the University.

32. Is accessible to the University community (e.g., 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 in 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 past 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 in Category V.)

Updated: 3-5-2010   Vice President for Finance and Administration
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