Procedures for the Evaluation of the Dean of Libraries

The performance of the Dean of Libraries 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 Dean of Libraries, 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.

All respondents will reply to a common evaluation instrument. The evaluation committee will separately summarize responses by employee category. The faculty portion of the evaluation of the Dean of Libraries 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 Dean of Libraries also will also solicit the views of Library staff who are full time employees. 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 of Libraries 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 Dean of Libraries 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 faculty member from the University Library, and one staff member elected by Staff Council. These eight (8) elected members may include departmental chairs, but may not include deans. The committee also will include the chair of the Senate Library 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 Dean of Libraries 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.

**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 Dean of Libraries 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 Dean of Libraries. 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) Library faculty holding rank as defined in the Statutes Art. V, Sec. 1 and contract with .75 EFT or above;

(2) Deans, Associate Deans, and Assistant Deans;

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

(4) Associate Provost for IS&T

(5) Department Chairs and the library liaison faculty representatives;

(6) All faculty members of the current Senate and of the proceeding two Senates.

(7) The ad hoc evaluation committee members.

Staff members receiving the evaluation will consist of all direct reports and subordinates per the organizational chart.

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 of Libraries 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 Dean of Libraries, 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 Dean of Libraries 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 Dean of Libraries 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 Dean of Libraries and the chair of the *Ad Hoc* Evaluation Committee.

On or before April 5, the Dean of Libraries 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 Dean of Libraries and the chair of the *Ad Hoc* Evaluation Committee.

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

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 Dean of Libraries 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 Dean of Libraries 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 Dean of 
Libraries’ 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 appointed in the University 
Libraries 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
Evaluation of the Dean of Libraries
SECTION A. RATINGS OF THE DEAN OF LIBRARIES

INSTRUCTIONS
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 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

Self Identification: Respondent Category

Please identify yourself as follows:
1.  My respondent category is:
   1.  Evaluator -- Administrator (half-time or more)
   2.  Evaluator -- Library Faculty
   3.  Evaluator -- Library Staff
   4.  Evaluator -- Non-Library Teaching &/or Research Faculty

2.  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

If you are a faculty member, please reply to the following:

3.  What is your rank?
   A.  Professor or Regents’ Professor
   B.  Associate Professor
   C.  Assistant Professor
   D.  Instructor or Lecturer

4.  Are your responsibilities primarily administrative? (e.g., associate/assistant dean, department chair, center director)?
   A.  Yes
   B.  No

5.  What is your tenure status?
   A.  Tenured
   B.  Not tenured, but on tenure track
   C.  Not on tenure track
Category I. Goals and Priorities

1. The Dean of libraries has communicated a vision for the future of the University Library and built consensus for that vision.

2. The Dean of Libraries has provided leadership in establishing appropriate goals for the future of the library.

3. The Dean of Libraries possesses up-to-date knowledge on current trends in the library profession & higher education and incorporates this knowledge into the planning process.

4. The Dean of Libraries has established appropriate priorities in addressing the goals of the library.

5. The Dean of Libraries effectively communicates the goals of the library.

6. The Dean of Libraries is effective in efforts to attain the goals of the library.

7. The Dean of Libraries establishes appropriate evaluation measures to determine effectiveness in the attainment of the goals of the library.

8. The Dean of Libraries adheres to the University objective of increasing faculty diversity.

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

Category II. Major Programs of the Library

9. The Dean of Libraries formulates appropriate library policy.

10. The Dean of Libraries appropriately communicates library policy.

11. The Dean of Libraries provides appropriate leadership to advance the library’s service to the University (e.g., represents the library in University governance).

12. The Dean of Libraries has been successful in coordinating the integration of new information technologies necessary for the success of the University Library (e.g. scholarly communication initiatives.)

13. The Dean of Libraries’ participation in collaborative/consortial activities in order to strengthen inter-institutional relationships has been effective.

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

Category III. Development & Allocation of Resources

14. The Dean of Libraries has been successful in procuring institutional resources for the University Library.
15. The Dean of Libraries has been successful in procuring resources from outside sources (e.g., fundraising, grants).

16. The allocation of resources by the Dean of Libraries reflects the goals and priorities of the library.

17. The Dean of Libraries appropriately involves library faculty and staff in the development of the library budget.

18. The decisions of the Dean of Libraries regarding resource allocation are consistent with the effective functioning and development of the library.

19. The Dean of Libraries has been responsive to academic departmental and unit action plan commitments.

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

Category IV. Organizational Matters

20. The Dean of Libraries operates according to the bylaws of the library and the University Statutes and Senate Bylaws.

21. The Dean of Libraries maintains appropriate administrative organization.

22. The Dean of Libraries makes judicious use of committees.

23. The Dean of Libraries appoints effective department heads.

24. The Dean of Libraries resolves interdepartmental conflicts fairly and effectively.

25. The Dean of Libraries delegates appropriately.

26. The Dean of Libraries solicits input from others before making decisions

27. The Dean of Libraries conducts effective conferences and meetings.

28. The Dean of Libraries keeps the faculty and staff fully informed in a timely manner on all important matters relating to the library.

29. The Dean of Libraries is appropriately attentive to the physical environment and the security of the library.

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

Category V. Personnel Management

30. The Dean of Libraries encourages individual initiative.

31. The Dean of Libraries encourages teamwork and cooperation in the library.
32. The Dean of Libraries explains thoroughly the reasons for decisions.

33. The Dean of Libraries uses sound judgment in reviewing departmental recommendations for faculty and staff.

34. The Dean of Libraries uses sound judgment in making personnel decisions.

35. The Dean of Libraries is effective in the recruitment of qualified faculty.

36. Provides leadership in securing appropriate compensation consistent with peer institutions.

37. The Dean of Libraries promotes the retention of qualified personnel.

38. The Dean of Libraries recognizes contributions of the faculty.

39. The Dean of Libraries lets people know what is expected of them.

40. The Dean of Libraries holds personnel accountable for their responsibilities.

41. The Dean of Libraries encourages and promotes career and professional development among faculty and staff.

42. The Dean of Libraries encourages and promotes scholarly development of library faculty.

43. The Dean of Libraries 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.

44. The Dean of Libraries actively seeks to recruit and retain ethnic minority faculty.

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

Category VI: Personal Characteristics

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

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

47. The Dean of Libraries is available, approachable, and open to suggestions.

48. The Dean of Libraries is flexible and willing to change processes and procedures as necessary.

49. The Dean of Libraries responds constructively to criticism.

50. The Dean of Libraries respects the rights and dignity of others.
51. The Dean of Libraries maintains a personal professional development program.

52. The Dean of Libraries provides innovative leadership.

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

Category VII. Overall Evaluation

53. Overall, I rate the performance of the Dean of Libraries as:

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

54. 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 comment section for any comments on Category VIII.)
Georgia State University
Evaluation of the Dean of Libraries

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 LIBRARY

CATEGORY III. DEVELOPMENT AND ALLOCATION OF RESOURCES

CATEGORY IV. ORGANIZATIONAL MATTERS

CATEGORY V. PERSONNEL MANAGEMENT

CATEGORY VI. PERSONAL CHARACTERISTICS

CATEGORY VII. OVERALL EVALUATION