

College of the Arts

Evaluation of School Directors

Approved by the College of the Arts Faculty: September 30, 2019

Evaluation Process Goals

The College of the Arts evaluates personnel in the spirit of achieving excellence in the college. By providing constructive comments and analyses, evaluations give faculty members and staff the opportunity to assess their effectiveness and improve their performance in areas where the need for improvement is indicated. This process strengthens and gives direction not only to the individuals and their offices but to the academic unit and the college as well.

It is in this context that directors are evaluated by the faculty and staff of the school and by the Office of the Dean. While the dean's evaluation of directors is ongoing, the faculty and staff evaluation occurs every three years. The triennial evaluation provides directors with the opportunity to outline accomplishments during the past three years and articulate their vision for the next three years.¹ This evaluation also gives the faculty and staff the opportunity to provide important feedback and to highlight issues of concern or interest to both the director and the Office of the Dean. The results of the evaluation will be an important consideration in the reappointment of the director.

It is important that the evaluation process be as collegial as possible. A model for cooperative effort, the process encourages faculty members, staff, and the director to work together for the common good.

In order to carry out the evaluation in an equitable and professional manner, uniform procedures are followed and a uniform instrument is used by all schools in the college.

Timeline for Evaluation of Directors

Election of evaluation committee	By end of fall semester
Submission of director narrative	January 15
Dissemination of director narrative	By January 31
Faculty and staff complete <i>Director Evaluation Form</i>	February
Committee report due	By end of March
Mandated meetings	By end of April

¹ A triennial evaluation will not take place if a director has notified the Office of the Dean that they will step down at the end of a three-year term.

Procedures for the Evaluation of Directors

1. At the direction of the dean, the executive committee of the school shall conduct a secret ballot election by all regular full-time faculty, as defined in the college bylaws, of an evaluation committee consisting of three or four members. The dean will appoint a chair from among those elected, as well as a staff member to serve on the committee.
2. As a professional courtesy, the director should be kept fully aware of the occurrence of the evaluation and the procedures employed. Copies of all formal communication from the committee to the collective department faculty will be provided to the director at the same time that it is issued to the faculty.
3. Each regular full-time faculty member and full-time staff member shall be given the opportunity to participate in the evaluation. Limited-term and part-time faculty with three or more years of consecutive service can also participate, but part-time staff do not participate in the evaluation process.
4. The director shall provide the faculty and staff with a three-page statement that highlights the school's accomplishments under the director's leadership over the past three years. This statement should also include the director's assessment of important issues, challenges, and opportunities that are envisioned for the next three years.
5. All participants shall complete the College of the Arts online *Director Evaluation Form* administered by the Office of Institutional Research and consisting of two parts. Part I is composed of specific questions which are answered by numerical response. Part II allows the faculty and staff the opportunity to provide written comments regarding any of the specific questions.
6. Faculty and staff members use a unique login name and password to access the confidential online evaluation form. The data will be maintained in a manner that assures complete anonymity. The committee chair will receive the compiled data and comments collected through the evaluation form.
7. The evaluation committee will prepare (a) a summary report using the compiled data from Part I of the evaluation form and (b) a comprehensive summary of the general comments made in Part II of the evaluation. The committee will evaluate the results and provide the dean with the compiled data and comments collected through the evaluation form and a written report that gives proper weight to the whole range of faculty responses. Committee members are expected to sign the written report or to file a statement of dissent. The dean, in turn, provides a copy of the report and the complete survey data and comments to the director.
8. The data and comments collected through the online form will be maintained securely. At no time during the process will the committee members, including the committee chair, violate the confidentiality of the data or the report by discussing them with other faculty or with the school director except in the presence of the dean at a meeting assembled for that purpose.
9. The dean and associate dean will meet with the evaluation committee prior to the meeting of the dean, the associate dean, the school director, and the chair of the evaluation committee.

The purpose of this meeting is to discuss the written report submitted by the evaluation committee.

10. The dean and associate dean will meet with the school director and the chair of the evaluation committee to discuss the report. Following this meeting, the chair of the evaluation committee, in consultation with the Office of the Dean, will issue to the regular full-time faculty a memo with a concise summary of the survey data.
11. The Office of the Dean will securely archive the triennial review materials (director's statement, online *Director Evaluation Form* results, evaluation committee report, and evaluation committee chair's memo to regular full-time faculty).
12. The members of the committee and the Office of Institutional Research will make every reasonable effort to destroy all of their records, including all data collected through the evaluation form, unless they have been specifically instructed otherwise by the dean.
13. Departures from these procedures and from the *Director Evaluation Form* require prior approval by the dean.

College of the Arts Director Evaluation Form

Part I

Using the following key, please evaluate the director by writing in the blank the number that corresponds to your perception of the director's performance on each factor. Do not write any comments on Part I of the evaluation form. The evaluation committee will be unable to consider any of the contents if non-numerical responses are included hereon.

- 5. Strongly agree
- 4. Agree
- 3. Neutral
- 2. Disagree
- 1. Strongly disagree
- Unable to evaluate

A. General Leadership:

- 1. Works to advance the Georgia State University strategic plan.
- 2. Works to advance the College of the Arts strategic plan.
- 3. Has clear and appropriate goals for the school.
- 4. Pursues goals that are consistent with the goals of the school's faculty and staff.
- 5. Is effective in efforts to attain goals.
- 6. Responds to new opportunities that advance or facilitate the school's goals and objectives.
- 7. Keeps the faculty and staff fully informed on all important matters relating to the school.
- 8. Regularly transmits information from the college and university administration to the faculty and staff.
- 9. Regularly transmits information from the faculty and staff to the college administration.
- 10. Encourages teamwork and collegiality in the school.
- 11. Maintains an effective committee system.

12. Is effective in the recruitment of regular full-time faculty who contribute to the fulfillment of the school's mission.
13. Effectively implements the university's affirmative action program.
14. Actively seeks to recruit and retain diverse faculty.
15. As an administrator, actively supports and advances the school in the areas of
 - a. teaching/curriculum
 - b. research/creative activity and professional development
 - c. service (school, college, university, community, professional, etc.)
16. Represents the school effectively within the university and the larger community.

B. Decision-Making:

1. Makes sound decisions.
2. Does not succumb to pressure to change sound decisions.
3. Makes decisions consistent with the priorities of the Georgia State University strategic plan.
4. Makes decisions consistent with the priorities of the College of the Arts strategic plan.
5. Makes decisions consistent with the priorities of the school.
6. Discusses and explains the reasons for decisions.
7. Equitably administers the financial resources of the school.
8. Consistently adheres to the college workload policy.
9. Is fair and honest in the evaluation of faculty and staff.
10. Consults with faculty and staff on important matters of the school.
11. Is effective
 - a. in the recruitment of visiting lecturers, visiting instructors, and part-time instructors.
 - b. in the recruitment and management of departmental staff.

- c. in assigning appropriate mentors to junior faculty.
- d. in providing regular faculty with timely and appropriate feedback regarding their progress toward promotion and/or tenure.

C. Interpersonal Skills:

- 1. Interacts with faculty and staff in a professional manner.
- 2. Is a person with whom it is easy to work.
- 3. Is open and responsive to suggestions.
- 4. Responds appropriately to criticism.
- 5. Respects the rights and dignity of others.
- 6. Maintains confidentiality about personal matters of faculty members and staff.
- 7. Works productively with other administrators in the institution.

D. Academic Qualifications [TO BE ASKED ONLY OF FACULTY]:

- 1. Is a productive faculty member who has gained the respect of others in the discipline.
- 2. Maintains an active agenda of personal research/creative activity and professional development.
- 3. Has a sound knowledge of the school's academic disciplines.

E. Overall Evaluation:

I rate the performance of the chair

- 5. Excellent
- 4. Very good
- 3. Good
- 2. Fair

1. Poor

-- Unable to evaluate