

FACULTY AND STAFF EVALUATION OF ADMINISTRATORS
Governing Document and Procedures
Fall 2014

Overview

Every Fall, as part of the campuswide Annual Review Process, a Faculty and Staff Evaluation of Administrators (FSEA) shall be conducted by full-time faculty and staff at Kennesaw State University in order to evaluate the managerial effectiveness of academic administrators. These evaluations will supplement and inform the existing review procedures for chairs, deans, and the Provost. The exact dates for each cycle will be developed, announced and posted on the Academic Affairs webpage by the Provost or his/her designee, in cooperation with the Faculty and Staff Evaluation of Administrators Committee (FSEAC) Chair. The evaluation and review process shall embrace shared governance principles as articulated by AAUP. "The most effective systems of administrator evaluation are those that occur periodically as part of a collaborative endeavor involving the faculty, the administration, other campus constituencies with a stake in the outcome, and the individual under review. The system should be not only periodic (as affecting the individual) but also regular, that is, part of the institutional structure, rather than being triggered on an ad hoc basis that requires the reinvention of the wheel for each separate review." (<http://www.aaup.org/AAUP/comm/rep/FacultyEvaluationof+Admins.htm>).

The Provost/Vice President for Academic Affairs or his/her designee, in cooperation with the FSEAC Chair, is responsible for initiating and managing the FSEA within the units under Academic Affairs each year.¹ All permanent, full-time faculty and staff reporting to the administrator will receive the FSEA instrument and be encouraged to participate. All permanent full-time faculty and staff will have the opportunity to contribute to the evaluation of the Provost. All permanent full-time-college faculty and staff will have the opportunity to contribute to the evaluation of the college's dean. All full-time permanent departmental/school faculty and staff will have the opportunity to contribute to the evaluation of the department chair or school director.² Only those Administrators who have been in their positions for at least one academic year must participate in this evaluation. Those who have been in their positions less than one year and desire feedback may elect to participate.

Only contractors approved by the FSEAC will be eligible to administer the FSEA instrument.³ Evaluation participants will only be known to the contractor handling the evaluation. Data from the FSEA will be compiled by question with quantitative questions compiled using frequencies of each response, and qualitative questions compiled by randomly sorting responses and then reporting all responses verbatim. At the conclusion of each FSEA, the quantitative and qualitative data shall be deposited in the KSU archives. In consultation with the relevant review

¹ The Process Review Committee (PRC) discussed decreasing the frequency of the FSEA, but determined that routinizing the process, as well as attaining regular documented feedback of administrative performance, was the most effective way to ensure faculty and staff participation and impact on the review process.

² PRC discussed proposal to include part-timers on 4/7/14. PRC determined that an adequate list could not be coordinated, and that part-timers do not generally have enough relevant experience with reviewees to be included as reviewers.

³ PRC agreed on 4/7/14 that the Burruss Institute should be allowed to bid for five year contract that will begin in Fall 2015. However, further exploration of faculty worries should take place before any bid is accepted, and PRC/FSEAC should decide whether costs savings are worth using KSU affiliated body.

committee, the relevant supervisor may redact any comments/data that could identify individuals not under review or any unsubstantiated actionable claims .⁴

The FSEA is intended to supplement the existing academic administrative review procedures with a faculty/staff evaluation component; they are not designed to replace existing procedures. The FSEA is intended to enhance transparency, increase faculty and staff confidence in the integrity of the academic administrative review process, and create a more robust academic administrative review process that takes into account faculty and staff perspectives and knowledge regarding (among other things) program delivery, curriculum development, policy development and implementation, and university leadership. Therefore, the procedures outlined in this document shall be followed by all academic units across campus.

Three principles shall guide all reviews:

1. The review process shall be fully transparent.
2. The results of the review process that are related to faculty and staff evaluation of administrators shall be made available for review to the faculty and staff.
3. The review shall include a structure to assure open communication/dialog among the participants about the process and the results.

FSEA Questions

The FSEAC Chair, in consultation with the FSEAC and the contractor, shall be responsible for organizing and updating the evaluation instrument. FSEA questions will include, but not be limited to, those found in Appendix 1. Colleges, departments and other units are encouraged to include additional evaluation questions as deemed appropriate. Department Faculty Councils (DFC) may consult with their respective chairs, as well as faculty and staff, to prepare additional questions for the evaluation, and College Faculty Councils (CFC) may consult with their respective deans, faculty and staff. The administrator being evaluated may also suggest additional questions for the evaluation. Likewise, the FSEC may follow the same process with the Provost and others for whom they serve as the FSEA Review Committee (see below). The FSEAC Chair shall solicit requests from these stakeholders at the beginning of each academic year, if feasible. The supervisor of the administrator being evaluated will make the final determination of the questions if the administrator and his/her advisory committee (DFC/CFC/FSEC) cannot agree.

The FSEA applies only to Department Chairs/School Directors, degree granting College Deans, and the Provost. Other academic administrators, such as graduate directors and assistant/associate Chairs/Deans are not evaluated separately in the FSEA. There will be specific questions within each evaluation that ask faculty and staff to comment generally on the performance of these individuals, as part of their supervisor's managerial performance. However, individual academic units are encouraged to develop, if the DFC/CFC/FSEC deems

⁴ PRC discussed how to include qualitative metrics in the KSU archives on 4/7/14. PRC agreed that there should be opportunities to exclude information that would identify individuals not relevant to the specific reviewee. The relevant review committee and supervisor should identify such information to be redacted with each supervisor making final determination.

appropriate, separate evaluation metrics and processes for those administrators.⁵ In addition, the President is encouraged to expand the FSEA model to other KSU units outside of Academic Affairs, such as the Library faculty and staff.⁶

⁵ PRC discussed including other administrators on 4/7/14 and agreed that they should be incorporated into the review instrument, but not be evaluated separately. However, DFCs and CFCs are encouraged to lobby their own units to conduct evaluations separate from the FSEA if desired.

⁶ PRC discussed including library faculty in the FSEA, but given that they are outside of Academic Affairs, concluded that their inclusion in the FSEA was not appropriate or feasible.