**FACULTY AND STAFF EVALUATION OF ADMINSTRATORS**

**Governing Document and Procedures**

**Fall 2018**

**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 selected 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 FSEA Coordinator. All data shall be distributed to appropriate individuals by December 15. The evaluation and review process shall embrace shared governance principles as articulated by the 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." (<https://www.aaup.org/report/faculty-evaluation-administrators>).

The Provost/Vice President for Academic Affairs or his/her designee, in cooperation with the FSEA Coordinator, is responsible for initiating and managing the FSEA within the units designated within this governing document. 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.[[1]](#footnote-1) Administrators shall be reviewed in the fall of their second year of appointment, and every three years thereafter. This timeline includes time served as an interim.[[2]](#footnote-2)

Only contractors approved by the Provost and the FSEA Coordinator will be eligible to administer the FSEA instrument. 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.

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.[[3]](#footnote-3) 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. It is also designed to both enhance the development of leadership skills and to increase accountability. The following administrators are subject to this review:

1. The provost
2. The dean of:
   1. Bagwell College of Education
   2. Coles College of Business
   3. College of Architecture and Construction Management
   4. College of Computing and Software Engineering
   5. College of Humanities and Social Sciences
   6. College of Science and Mathematics
   7. College of the Arts
   8. Southern Polytechnic College of Engineering & Engineering Technology
   9. University College
   10. WellStar College of Health and Human Services
   11. Library System
3. All academic chairs and directors
4. Other units as negotiated by the Provost and the FSEA Coordinator

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. However, individual academic units are encouraged to develop, if the DFC/CFC/FSEC deems appropriate, separate evaluation metrics and processes for those administrators.

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 FSEA Coordinator, in consultation with the FSEA Committee and the contractor, shall be responsible for organizing and updating the evaluation instrument. There shall be separate evaluation instruments for chairs/directors, deans, and the provost.

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| **Title** | **Acronym** | **Definition and/or role in FSEA** |
| Faculty and Staff Evaluation of Administrators | FSEA | Evaluation system through which full-time faculty and staff provide quantitative and qualitative evaluations of academic administrators at KSU |
| Faculty and Staff Evaluation of Administrators Committee | FSEAC | Campuswide committee charged with reviewing and implementing FSEA. The FSEAC will consist of the Provost, the FSEA Coordinator (who chairs the FSEAC), the members of the FSEC, one representative appointed by the Staff Senate, two representatives from the Dean’s Council, two representatives from the Chairs and Directors Assembly, one member selected by the Faculty Senate (but not necessarily a Senator) who is well informed about the review process and can provide “institutional memory” regarding the evolution of the review process (five-year term), and the Associate Vice President for Academic Affairs. |
| FSEA Coordinator |  | Coordinator of FSEA appointed by FSEC to five-year term. FSEA Coordinator works with Academic Affairs to implement annual FSEA throughout Kennesaw State University, and chairs the FSEAC |
| Faculty Senate Executive Committee | FSEC | Executive Committee of the KSU Faculty Senate. This body sits on the FSEAC, selects the FSEA Coordinator, and three members sit on the PERC. |
| Department Faculty Council | DFC | Group of faculty selected by each department according to department bylaws, from which three faculty members of DERC are selected. DFC Chair should oversee election of faculty and staff members of DERC by October 15. |
| Department Evaluation Review Committee | DERC | Composed of three ***tenured*** faculty members elected by and from the DFC, and one staff member selected from and by the staff in the Department.\* |
| DERC Chair |  | Chair of DFC, or, if ineligible to serve, another member of DERC elected by its members. |
| College Faculty Council | CFC | Group of faculty selected by each college according to college bylaws. |
| College Evaluation Review Committee | CERC | Composed of three ***tenured*** faculty elected from and by the CFC, and one staff representative elected from and by the staff in the Office of the Dean of that college. CFC Chair should oversee election of faculty and staff members of CERC by October 15.\* |
| CERC Chair |  | Chair of CFC, or, if ineligible to serve, another member of CERC, elected by its members. |
| Provost Review Committee | PERC | Composed of three ***tenured*** faculty elected from and by the FSEC, and one staff member from the Office of the Provost, elected by and from the Provost’s office staff.\* |
| PERC Chair |  | Chair of the PERC selected by its members. |
| Reviewee |  | Academic administrator (Chair, Dean, Provost) who is reviewed in a separate review instrument, each with their own relevant review committee (DERC, CERC, or PERC). |
| Supervisor |  | The relevant supervisor for a specific administrative review. In all cases will be a Dean (for Chairs and School Directors) the Provost (for all Deans) and the President (for the Provost). |
| Faculty |  | Permanent, full-time faculty as determined by departments and Academic Affairs. |
| Staff |  | Permanent, full-time staff members as determined by departments and Academic Affairs. |
| American Association of University Professors | AAUP | Faculty organization that locally at KSU and nationally advocates on behalf of shared governance. AAUP principles guide the KSU Faculty and Staff Evaluation of Administrators. |
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**Table 1. Participants in the KSU Faculty and Staff Evaluation of AdministratorsKennesaw State University:n of Administratorsion of faculty and staff members of PERC by OCtober stions at the beginning of each**

**Review Committee Composition**

The composition of the specific review committees can be found in the table below:

**Table 2. Reporting Relationships and Review Committees**

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| **Reviewee/Administrator** | **Supervisor** | **Evaluation Review Committee** |
| Chairs and School Directors | Dean | Department Evaluation Review Committee (DERC)-Three tenured faculty elected from and by the members of the DFC, and one staff member elected by the Department Staff. |
| Deans (Degree Granting Colleges) | Provost | College Evaluation Review Committee (CERC)-Three tenured faculty elected from and by the members of the CFC, and one staff member elected by the staff in the Office of the Dean. |
| Provost | President | Provost Evaluation Review Committee (PERC)-Three tenured faculty elected from and by the members of the FSEC, and one staff representative from the Office of the Provost, elected by and from the Provost’s staff. |

\*If there are not three tenured faculty members on the DFC/CFC/FSEC to serve on the Review Committee, additional review committee members will be selected by the DFC/CFC/FSEC from the department/college/Faculty Senate, respectively. If a department does not have three tenured faculty members, the administrator’s supervisor will, in cooperation with the FSEA Coordinator, appoint enough additional tenured faculty members from other department(s) in the college to fill the department's Review Committee. If a Department or Office of the Dean has fewer than three full-time, permanent staff members, staff representation is optional as determined by vote of the staff in that Department/Office of the Dean. The Chairs of the DFC/CFC/FSEC shall, unless ineligible, also serve as the Chair of the Review Committee. *DFC/CFC/FSEC Chairs are responsible for coordinating election/selection of faculty members and staff members of relevant Review Committee and reporting their names and emails to FSEA Coordinator by October 15 of relevant review year.*

Review Committees for the Library System and any other units that may lack either traditional shared governance units or sufficient tenured faculty are encouraged to codify election processes for their Review Committees, or create appropriate review committees in cooperation with the FSEA Coordinator.

**Faculty and Staff Evaluation of Administrators Committee (FSEAC) Composition**

The FSEAC shall serve as an advisory body to the Provost/Vice-President for Academic Affairs in the regular implementation of the FSEA. Additionally, the FSEAC shall solicit input from stakeholders and review the entire FSEA procedures no less than once every five years.

The FSEAC will consist of the Provost, the FSEA Coordinator (appointed by the FSEC – see below), the members of the FSEC, one representative appointed by the Staff Senate, two representatives from the Dean’s Council, two representatives from the Chairs and Directors Assembly, one member selected by the Faculty Senate (but not necessarily a Senator) who is well informed about the evaluation process and can provide “institutional memory” regarding the evolution of the review process (five year term), and the Associate Vice President for Academic Affairs.

The FSEA Coordinator shall be a tenured faculty member selected by the FSEC. That individual may be a member of the FSEC, but need not be. The FSEA Coordinator will be responsible for notifying FSEAC members of their responsibilities and for managing meetings and FSEA reviews. In addition to these tasks the Coordinator will partner with the assigned administrator in Academic Affairs to facilitate the overall FSEA. In particular, the Coordinator will work with DERC/CERC/PERCs to ensure that committee members have been identified and reported to college election officers as well as Academic Affairs. In concert with the assigned administrator, the FSEA Coordinator will also see to it that current FSEA procedures are made available to the review committees and will answer questions from them regarding such procedures and processes. All inquiries from campus constituencies should initially be directed to the FSEA Coordinator. The FSEA Coordinator shall work with Academic Affairs to ensure appropriate contractors are chosen and to communicate with survey contractors about distribution of evaluation data. They will develop an FSEA timeline for posting on the Academic Affairs website each Fall by October 15. They will generally serve as the liaison for all faculty and staff on campus about the FSEA. The FSEA Coordinator will also educate all participants in the process about their roles, such as:

1. Creating/maintaining tutorials for faculty and staff reviewers regarding the survey instrument and its use. Such tutorials will emphasize the need for constructive, rather than destructive, comments that will aid review committees and supervisors in the goals of leadership development and accountability.
2. Holding workshops for chairs and members of Review Committees on best practices for interpreting data and advocating for faculty and staff voices in meetings with supervisors.
3. Meeting with Chairs and Directors Assembly and Deans Council to provide context and direction for the process, and to discuss best practices for meetings with Review Committees.

This governing document and the processes within it shall be reviewed by the FSEAC no less than every five years. Any proposed changes to this document shall be approved by the FSEAC and vetted by the Faculty Senate and Staff Senate before submission to the Provost/VPAA for implementation.

1. The final list of eligible reviewers shall be coordinated by the FSEA Coordinator, the Senior Associate Vice-President for Academic Affairs, and shall be reviewed by the reviewee and supervisor, with final authority resting with the Senior Associate Vice-President for Academic Affairs. The Provost may, in cooperation with the FSEA Coordinator, decide to expand the list of eligible reviewers for particular administrators. These may include faculty or staff outside of the department or college who are directly impacted by the administrator being evaluated. This would be particularly relevant if the Provost develops a wider “360 review” process in addition to the FSEA, or determines that “other units” in addition to those below should participate in the FSEA. [↑](#footnote-ref-1)
2. The administrators eligible for review in Fall 2018 will be those for whom 2018-19 is their second full year, and additional administrators as determined by Academic Affairs and the FSEA Coordinator, allowing for a staggered review schedule through the three-year cycle. [↑](#footnote-ref-2)
3. The FSEAC may, if so charged by the Faculty Senate and the Provost, facilitate a “360 degree” review process that may include other reviewers, such as administrator peers, other affected faculty, external stakeholders, and/or other individuals so charged by the Provost. [↑](#footnote-ref-3)