

# Augusta University

## Policy Library

### Evaluation of Academic Administrators Policy

**Policy Manager: Office of the Provost**

#### **POLICY STATEMENT**

A predictable and ongoing evaluation of academic administrators is essential to improve administrative performance and assure accountability for the achievement of institutional goals. Per BOR Policy 8.3.5.3 academic administrative officers shall be evaluated by the administrator’s supervisor using a performance management instrument. Therefore, the purpose of Augusta University’s Evaluation of Academic Administrators Policy is to further support the career development of institutional leaders as well as ensure continued strong performances of competencies and demonstrate transparency at all levels of organizational structure. Furthermore, the evaluation assists administrators in identifying opportunities for professional development that will enable them to reach their full potential for contributing to the success of their unit, the institution, and our mission. However, the evaluation is carried out at less frequent intervals than the annual evaluation. It is intended to provide a long term and broad perspective containing both retrospective and prospective views that can be used by the subject of the evaluation to produce a leadership development plan that guides the administrator as their career continues to develop.

#### **AFFECTED STAKEHOLDERS**

*Indicate all entities and persons within the Enterprise that are affected by this policy:*

- Alumni     Faculty     Graduate Students     Health Professional Students  
 Staff     Undergraduate Students     Vendors/Contractors     Visitors  
 Other: Academic Administrators

#### **DEFINITIONS**

*Academic Administrator* – For the purposes of this policy, an academic administrator (e.g., with at least 5 faculty as direct reports) shall include deans, department chairs/directors, institute/Center Directors, and at the discretion of the college/school/Library other administrators who participate in direct faculty supervision or evaluation which may include anyone with the following position titles: Directors, Vice Deans, Associate Deans, and Assistant Deans.

*Academic Administrators Review Packet* – The complete evaluative documents will include the annual review document and the 360-degree assessment feedback.

*Dean* – The highest authority within an academic division of study. An academic dean heads each college. In addition to the academic deans, there is also a Dean of Students within the Division of Student Affairs.

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**Executive Sponsor: EVP, Academic Affairs & Provost**  
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*Department Chair* – The faculty member in charge of an academic department of the university.

*Faculty* - All persons who hold Professorial Rank (Professor, Associate Professor, and Assistant Professor) or a Special Faculty Appointment (Visiting Professor, Adjunct Professor, Instructor, Assistant Professor (Library), Assistant Professor (Military), Lecturer, Senior Lecturer, Assistant Research Professor, or Artist-in-Residence).

*Provost* – Reporting to the President, the Provost is the chief academic officer who oversees all academic affairs activities, including research and faculty. The deans of each college report to the Provost.

*Unit* – A college, school, academic department, center, institute, or the library.

*360-degree Assessment Evaluation:* This is an evaluation system or process in which an individual receives confidential, anonymous feedback from those individuals who actively work with them. These individuals typically include peers, direct reports and stakeholders who are impacted by the individual's job performance. The recommendation is that all faculty who report to the academic administrator should be involved in the evaluation. Due to the variability among colleges, units will develop a policy with shared governance at the college level that specifies either the quantity or how the number of participants are chosen with a rationale for selecting individual participants for the 360-degree assessment. Units may use their discretion in selecting a number of participants, which is not too small in order to maintain anonymity. The unit policies will be reviewed and approved by the Office of Faculty Affairs.

The individual receiving the feedback also completes a self-rating survey that includes the same survey questions as the participants. The difference between the self-assessment and the feedback from the other participants is then compared to identify possible areas of needed concentration. The most important benefit from a 360-degree evaluation is that leaders gain a better understanding of how others perceive their strengths and weaknesses. The 360-degree assessment feedback system automatically tabulates and presents the results in a format that helps the individual create a development plan to improve leadership skills. The data collected from the 360-degree assessment review coupled with the annual evaluations are utilized to holistically evaluate the administrator's performance.

## **PROCESS & PROCEDURES**

**Timing:** This evaluation shall take place during the spring of the administrator's 4<sup>th</sup> year of service within any given administrative title and will be repeated at least every 5 years thereafter. Units may request permission from the Provost to conduct an early, off-cycle assessment, to avoid the possibility of an academic administrator having to complete a tenure/promotion application during the same time they are tasked with completing the administrator evaluation. Based on the outcomes of the review process, the direct supervisor of the academic administrator being reviewed may also request a follow-up review earlier than the next 5-year review cycle; however, off-cycle reviews requested by supervisors will not

change the date of the next scheduled 5-year review. Academic administrators do not need to complete an annual evaluation in the year they are completing the comprehensive review.

The Office of Faculty Affairs will inform all academic administrators during the spring semester of the year prior to their review of their responsibility to participate in this review.

**Note:** Within the first 5 years of this policy’s implementation, the Office of Faculty Affairs may choose to initiate some administrative reviews early, on a one-time basis, to create a staggered review process.

**Scope of Review:** Per BOR Policy 8.3.5.3, the evaluation of academic administrators will be limited to the following six areas:

- I. Leadership effectiveness
- II. Management style appropriate to the unit
- III. Planning and organizational capacities
- IV. Effective communication skills
- V. Accountability for diversity, equity, and inclusion efforts, and
- VI. Success at meeting unit goals and objectives

**The Review Process:** The review process is initiated when the Office of Faculty Affairs communicates to the unit administrator and their direct supervisor that a review is required. At that time, the administrators’ normal annual review will become a part of the Academic Administrators Review Packet and should be completed in the usual manner following the procedures outlined in [Performance Appraisals for Classified Employees policy](#). The evaluation shall be conducted by the supervisor. Units and/or colleges will develop policies that describe who will evaluate the administrator. If a unit chooses to use a committee to evaluate an administrator, guidelines should be in place regarding the committee’s composition.

In addition to the completion of the administrators’ annual evaluation, the administrator will participate in a 360-degree assessment. The standardized survey tool will be developed by the Office of Faculty Affairs and IE to capture the required 6 areas as stated per BOR policy. Appendix 1 contains a table which may be used as an example of the types of individuals who may participate in the 360-degree assessment. The table is not all inclusive and units may use their discretion in deciding which participants to include for the assessment. Although, the number of participants may be inclusive of as many individuals as needed to assess the administrator’s ability, units should select a number that is sufficient enough in scope and breadth to maintain anonymity. The participants should include peers and those who are organizationally situated at least one level below the administrator. At the discretion of the supervisor, the 360-degree assessment may also include participants who are a level above the administrator and are not their direct supervisor.

Spouses, business partners, and individuals with a conflict of interest are excluded from participating in the 360-degree feedback process.

The Office of Faculty Affairs (OFA) working in cooperation with the academic administrator's direct supervisor and the Office of Institutional Effectiveness will coordinate the process of selecting participants for the 360-degree assessment process and its administration.

**Variation by Unit:** Units electing to evaluate academic administrators beyond the level of Dean, Department Chair/Director and Institute/Center Director must develop a college/school/library level policy that is fully consistent with the provisions of this policy and which clearly identifies who will be included in the review process. This policy must be forwarded to the Office of Faculty Affairs for review and acceptance before it can be put into operation.

**Development Plan:** Per BOR Policy 8.3.5.3 All academic administrative officers shall be evaluated by their subordinates (one level down) at least once every five years. Evaluation results will be the basis for the academic administrative officer's development plan. Upon completion of the annual reviews and the 360-degree evaluation, the academic administrator being reviewed will work with their direct supervisor to create a development plan that addresses the strengths and weaknesses identified through the process. Progress on the development plan will become a part of the annual review process.

**Disclosure of Review Results:** Measures will be taken to ensure and to protect the confidentiality of the survey respondents. Therefore, the overall results of the 360-degree assessment, the administrator's annual review evaluation and the development plan will be shared only with the academic administrator, the Office of Faculty Affairs, the Provost, and the administrator's direct supervisor. The individual administrator may at their discretion choose to share any or all these outcomes as he or she sees fit but never should be compelled to do so.

**Post-Tenure Review (PTR):** The evaluation of tenured academic administrators, as outlined in this policy, takes the place of a post-tenure review so long as the individual holds an administrative title at a level equal to, or greater than, 0.5 FTE. As a result, administrators who fit this category will submit an Academic Administrators Packet for review.

**Academic Administrators (Exception):** Individual administrators not subject to the academic administrators review under this policy and have only staff, or less than 5 faculty as direct reports are to be evaluated by AU's annual evaluation process. Therefore, the submission of an Academic Administrators Packet is optional, unless the supervisor feels one is warranted.

## REFERENCES & SUPPORTING DOCUMENTS

Performance Appraisals for Classified Employees:

<https://www.augusta.edu/services/legal/policyinfo/policy/performance-appraisals-classified-employees-policy.pdf>

**RELATED POLICIES**

- 1) University System of Georgia Board of Regents Policy Manual 8.3.5.3 Academic Administrator Review: <https://www.usg.edu/policymanual/section8/C245/>
- 2) University System of Georgia Board of Regents Policy Manual 8.3.5.4 Post-Tenure Review: <https://www.usg.edu/policymanual/section8/C245/>
- 3) University System of Georgia Board of Regents Academic & Student Affairs Handbook 4.7 Post-Tenure Review: [https://www.usg.edu/academic\\_affairs\\_handbook/section4/C690](https://www.usg.edu/academic_affairs_handbook/section4/C690)

**APPROVED BY:**

Executive Vice President for Academic Affairs and Provost, Augusta University

Date: 3/29/2023

President, Augusta University

Date:3/29/2023

Appendix 1.

Examples of Participants for a 360-degree Assessment

<i>Administrative Titles</i>	<i>360-degree Evaluation Participants</i>
Deans	<i>3 Deans, 1 representative from the Office of Advancement, All department/unit chairs/directors within the college/school/library, 15 faculty members from the unit's senate or shared governance body, staff members, students, and alumni.</i>
Department Chairs/Directors	<i>3 department/unit chairs/directors from within the college, one Associate or Assistant Dean from the college, and up to 15 faculty members from various academic ranks and lengths of service and staff members.</i>
Institute/Center Directors	<i>3 Institute/Center Directors, 6-10 faculty members associated with the institute or center, and/or up to 3 students and or staff members</i>
*Vice Deans	<i>3 Vice/Assistant Deans from outside the college, 3 department/unit chairs/directors from within the college/school/library, 5-10 faculty members from the unit's senate or shared governance body and staff members.</i>
*Associate Deans	<i>3 Assistant/Associate Deans from outside the college, 3 department/unit chairs/directors from within the college/school/library, 5-10 faculty members from the unit's senate or shared governance body and staff members.</i>

*\*These administrators may be included at the discretion of their academic unit.*