

SECTION 3, COMPREHENSIVE STANDARD 3.2.10

The institution evaluates the effectiveness of its administrators, including the chief executive officer, on a periodic basis.

JUDGMENT OF COMPLIANCE

Compliant

Partially Compliant

Noncompliant

RATIONALE FOR JUDGMENT OF COMPLIANCE

NGCSU evaluates its administrators on a regular basis. Board of Regents policies regarding evaluation of faculty and administrators include Section 803.07 [[1](#)], which states:

Senior administrators shall be evaluated by the administrator's supervisor, using a performance management instrument which emphasizes leadership qualities, management style, planning and organizing capacities, effective communication skills, accountability for diversity efforts and results, and success at meeting goals and objectives. All senior administrators shall be evaluated by their subordinates (one level down) at least once every five years. Evaluation results will be the basis for the senior administrator's development plan."

Presidents have been evaluated by the Chancellor directly based on mission-related variables and benchmarking data from comparator groups. Variables have included number of degrees awarded, percent of degrees awarded, number of staff, percent of full-time faculty, total research expenditures, total public service expenditures, retention rates, etc. The President's Cabinet offers input to the president on the accomplishment of mission-related variables as well as to how the university compares to benchmarking norms for the comparator institutions selected to be part of the university's comparator group.

The University System of Georgia recently (July 2006) proposed a new policy relative to the performance assessment of presidents. The new process [[2](#)], will incorporate a tool that solicits core competency feedback from internal and external individual's such as the president's cabinet, faculty senate leaders, staff council leaders, community leaders, other USG presidents,

students, etc. The core competencies to be assessed are: leadership, decision making, communication, management, integrity, fiscal ability, relationships, professional development (others and self), and results orientation/production.

The *NGCSU Policy and Procedure Manual* describes policies and procedures for the evaluation of administrators. Policy 872 states:

In an effort to provide comprehensive feedback to senior administrators regarding their performance and effectiveness, North Georgia College & State University provides for subordinate evaluation of senior administrators. This program is in addition to the Performance Planning Evaluation Program and is applicable to all regular employees of North Georgia College & State University who are at the level of Director and above, except the President. Evaluations of senior administrators will be completed anonymously by their subordinates who report directly to them. These evaluations will be accomplished once every three years by position title, on a staggered annual schedule which is established by the Director of Human Resources. Evaluation forms will be sent to the subordinates by the Director of Human Resources in October to be completed and returned to the Director of Human Resources by November 30. (Evaluations of the Director of Human Resources will be returned directly to the President.) Summarized results of the evaluations will be reported in December to the managers of the senior administrators by the Director of Human Resources. Managers of the senior administrators will share the evaluation results with the senior administrators at the time of their performance evaluations and use them as input when designing the senior administrators' development plans." [3, p. 47].

For example, the Vice President for Academic Affairs was evaluated by those reporting directly to her during the 2005-2006 academic year. She met with the President to review the results and accomplishment of her goals. All persons who directly report to the president develop goals for each year which relate to the mission of the university and its overriding strategic goals. The president evaluates in part based on accomplishment of the goals set by each senior level administrator and discusses these during the administrator's evaluation conference.

The *Board of Regents Policy Manual*, Section 204 speaks to the reporting of the president to the Chancellor and states: "He/she shall make an annual report to the Board, through the Chancellor, of the work and condition of the institution under his/her leadership" [4].

Document Reference:

Number	DB Num	Document Title	Resource
1		Board of Regents Policy Manual, Section 800: Personnel, Section 803.07: Evaluation of Faculty	http://www.usg.edu/regents/policymanual/800.phtml#803
2		Board of Regents, Presidential Assessment	http://www.ngcsu.edu/sacs/Reference_Room/documents/usg_docs/Pres_Assess.pdf
3		NGCSU Policy and Procedures Manual, Policy 872.0, Subordinate Evaluation of Senior Administrators	http://www.ngcsu.edu/sacs/Reference_Room/documents/NGCSU_documents/NGCSU_Policies_Procedures/HR_PP_Part2.pdf p. 47 in PDF.
4		Board of Regents Policy Manual, Section 200: Institutional Governance, Section 204: Authority and Responsibilities	http://www.usg.edu/regents/policymanual/200.phtml#204