

3.2.10 The institution evaluates the effectiveness of its administrators on a periodic basis.
(Administrative staff evaluations)

Compliance Status: Compliance

The College of Coastal Georgia has a well-designed system that is fully deployed for evaluating the effectiveness of its administrators.

Evaluation of the President

[Section 2.3](#) of the *USG Board of Regents Policy Manual* outlines the Board's intent regarding the evaluation of institution Presidents. Specifically, this section provides that

It is the intent of the Board of Regents that evaluation of the Presidents shall be an ongoing process, which consists of open communication between the Chancellor or the president's supervisor and the president on both individual and institutional goals and objectives, as well as on the methods and processes used to achieve them. Evaluations will be factored into the annual appointment renewal for each President.

In accordance with the *Board of Regent's Policy Manual*, each President is evaluated by the Chancellor on an annual basis. This process will provide the Chancellor and the Board with an assessment of how effectively the President is guiding the institution in such areas as academic, financial, and student affairs; personnel management; and community relations. This formal evaluation also addresses administrative and academic leadership and management; institutional and Board goals and priorities; and internal and external relationships.

Evaluation of Senior Administration

As stipulated in [Section 8.3.5.3](#) of the *Board of Regents Policy Manual*,

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.

The President evaluates [direct reports](#) – Vice President for Academic Affairs, Vice President for Advancement (vacant), Vice President for Business Affairs, Vice President for Student Affairs, Director of Athletics, Director of Institutional Effectiveness, and Chief Information Officer – biennially, unless, at the conclusion of a review a decision is made to implement the next review over a shorter time frame. The Assistant Vice President for Organizational Development and Legal Affairs position is filled by Mr. Bryan Lemons who is currently detailed to the College from the Federal Law Enforcement Training Center (FLETC) under an executive exchange program. Mr. Lemons is jointly evaluated by his FLETC supervisor and the President.

The goal of this evaluation process is to provide the opportunity for constructive input based on a review of the individual's professional contributions and performance as a leader and as an administrator, and to provide feedback to improve his or her overall performance.

The planning and evaluation process is an ongoing activity during the academic year and involves interactions in two primary settings:

- The President monitors progress toward goals and objectives through bi-weekly, one-on-one meetings with direct reports.
- The President's Cabinet, in which the direct reports to the President meet monthly, discusses planning for new and existing space, recruiting and supporting students, faculty, and staff, and improving Cabinet communications with the campus community among other things. These meetings have agendas that include USG news, progress on the institutional priorities and strategic planning issues – [sample agenda](#). In a time of rapid institutional transformation, such as that currently experienced by the College, this structure ensures that attention is directed towards both pressing and long term needs of the institution.

Evaluation Tool

Senior administrators and other administrative staff are evaluated using the [Performance Evaluation Form](#) as the principal assessment tool. Performance is evaluated on several indicators, including: (a) knowledge of work, (b) planning and organization, (c) customer relations, (d) dependability, (e) self-Initiative, (f) communication, (g) teamwork, (h) quality of work, (i) safety, (j) leadership, (k) developing subordinates, (l) decision-making, and (m) problem-solving. The performance evaluation forms contain an evaluation rubric to standardize and operationally define performance levels on a six category scale comprised of the following categories: (a) Outstanding, (b) Exceeds Expectations, (c) Meets Expectations, (d) Needs Improvement, (e) Does Not Meet, and (f) Not Applicable. Any rating of "Outstanding," "Needs Improvement" or "Does Not Meet" requires comments and explanation by the supervisor. Overall ratings are also recorded with optional supervisor comments throughout the form, optional notes for developmental plans, and optional employee comments. Both the evaluator and the evaluated administrator sign the written evaluation. A [sample evaluation](#) of a senior administrator is provided.

More detailed evaluation information for senior administrators and administrative staff is provided in the [Staff and Administrator Performance Evaluations](#) campus policy.

School Deans

The *2010-2011 College of Coastal Georgia Full-Time Faculty Handbook*, outlines general [performance evaluation procedures](#) for School Deans who are evaluated using the same procedures and instrument as senior administrators, except that formal performance evaluations are conducted annually and not biennially. A [sample evaluation](#) of a School Dean is provided.

Supporting Documentation

[USG Board of Regents Policy Manual, Section 2.3](#)

[USG Board of Regents Policy Manual, Section 8.3.5.3](#)

[College of Coastal Georgia organizational chart](#)

[College of Coastal Georgia President's Cabinet sample agenda](#)

[College of Coastal Georgia Performance Evaluation Form](#)

[College of Coastal Georgia senior administrator sample evaluation](#)

[College of Coastal Georgia Staff and Administrator Performance Evaluations Policy](#)

[2010-2011 College of Coastal Georgia Full-Time Faculty Handbook](#)

[College of Coastal Georgia School Dean sample evaluation](#)