

3.2.10

Governance and Administration: Administrative staff evaluations

The institution periodically evaluates the effectiveness of its administrators.

Judgment

Compliance Partial Compliance Non-Compliance Not Applicable

Narrative

Tennessee Technological University (TTU) annually evaluates the effectiveness of all administrators based on the evaluation policies as described in Human Resources Policies and Procedures sections 15.1 through 15.3.2 and in the Faculty Handbook.

Evaluation of President

The President of TTU is evaluated annually by the Chancellor of the Tennessee Board of Regents (TBR) System. The evaluation processes are developed by the Chancellor. TBR Policy 1:03:03:00 - Selection and Retention of Presidents [1] outlines the process of selection, employment, and evaluation of the presidents at TBR institutions. Regarding the evaluation of presidents, the TBR policy describes the general aspects that the Chancellor should consider when conducting the presidents' performance evaluations. At the evaluation meeting, the Chancellor and each president discuss the president's accomplishments over the past year and his or her plan going forward.

Evaluation of Administrators

Except for the President, all administrators at TTU are evaluated through the performance appraisal process operated annually by the TTU Department of Human Resources. The process and the evaluation instrument are managed by Human Resources per Human Resources Policies and Procedures [2], Sections 15.1 through 15.3.2.

Evaluation of senior administrators. The President conducts the job performance evaluations of his Cabinet members. The President's Cabinet consists of the following academic officers:

- Provost and Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice President for Planning and Finance
- Vice President for University Advancement
- Director of Athletics
- Chief Information Officer
- University Counsel

Each Cabinet member submits an annual accomplishments report to the President. To conduct the evaluation and complete the Performance Evaluation Form [3], the President meets with each Cabinet member in a one-on-one meeting to discuss his or her performance in the current year and the goals for the next year. The Evaluation Forms are then forwarded to Human Resources for that respective administrator's personnel file. A redacted evaluation example for a Senior Administrator by the President is provided in [4].

The Provost and Vice President for Academic Affairs evaluates the Senior Associate Provost, Associate Provost, all academic deans, and the other administrators who directly report to the Provost following the same performance appraisal process. One-on-one meetings are held to discuss the performance evaluation, and the Provost submits the Performance Evaluation Forms to the President for his review

and then to Human Resources for the respective administrator’s personnel file. The process was last completed in July 2014.

Evaluation of other administrators. Other administrators at TTU are evaluated by their supervisors following the same performance appraisal process. Copies of the Performance Evaluation Form, the Guidelines for a Performance Evaluation Interview [5], and the memo from Human Resources for annual evaluation of administrators [6] are attached as Evidentiary Documents.

Evaluation of Selected Administrators/Chairpersons by Faculty

The process by which faculty evaluate administrators/chairpersons is described in the Faculty Handbook under “Evaluation and Reappointment of Chairpersons” [7] and “Faculty Evaluation of Administrators” [8]. Regular faculty members evaluate their respective department Chairperson, Dean, Associate/Assistant Dean(s), and other selected University administrators, such as the President and the Provost. The evaluation is conducted via an electronic survey process. The evaluation instrument items and criteria were developed through the joint efforts of the TTU Chapter of the American Association of University Professors and the TTU Faculty Senate.

For the evaluation of departmental chairpersons, faculty members have the opportunity to respond via a nine-point Likert scale for 23 items and to provide additional open comments, as well. Similarly, in the evaluation of administrators, faculty members have the opportunity to provide responses via a five-point Likert scale for 15 items and an opportunity to provide open comments. Anonymity of faculty responses in this evaluation process is protected. This evaluation process is conducted annually during the spring semester. Results of the evaluation are distributed to the evaluated administrator and to the supervisor of the evaluated administrator. The President receives a copy of all evaluation results, and the Provost receives a copy of the results of the evaluation of all academic personnel. Copies of the evaluation instruments for the Chairperson Evaluation [9] and the Administrator Evaluation [10] (regarding, for example, the Dean, Associate/Assistant Dean(s), President, and Provost) are attached.

Redacted evaluation examples for chairpersons and selected administrators by the faculty are provided in [11] [12].

Summary of the Evaluation Schedule of TTU Administrators

Table 1 provides a summary of performance evaluations for each type of University administrative position.











Table 1. Evaluations of Administrators.

Position	Frequency	Evaluator(s)
President	Annual	TBR Chancellor and TTU Faculty
Provost and Vice President for Academic Affairs	Annual	President and TTU faculty
Vice Presidents and President’s Cabinet Members	Annual	President
Deans	Annual	Provost and the Faculty in Dean’s Respective College
Other Administrators	Annual	Supervisor
Department Chairs	Annual	Supervisor and the Faculty in Chair’s Respective Department

Conclusion

TTU annually evaluates the effectiveness of all administrators based on the evaluation policies as described in Human Resources Policies and Procedures and in the Faculty Handbook. Examples provided in the evidentiary documentation show that these procedures are regularly and systematically applied. TTU is therefore in compliance with Comprehensive Standard 3.2.10.

Sources

-  [01] Selection and Retention of Presidents
-  [02] Human Resources Policies Procedures
-  [03] Performance Appraisal Form Administrative
-  [04] Redacted Senior Administrator Evaluation by the President
-  [05] Guidelines for a Performance Evaluation Interview
-  [06] Annual Employee Evaluation Memo
-  [07] Evaluation and Reappointment of Chairpersons
-  [08] Faculty Evaluation of Administrators
-  [09] Faculty Evaluation of Departmental Chairpersons
-  [10] Faculty Administrator Evaluation Items and Rating Scale
-  [11] Redacted Department Chair Evaluation
-  [12] Redacted Selected Administrators Evaluation