



wadecollege

POLICIES AND PROCEDURES FOR THE
EVALUATION OF COLLEGE ADMINISTRATION

POLICY

The following policies and procedures have been adopted by the Wade College Board of Trustees; they govern the assessment and evaluation of Wade College administration.

PHILOSOPHY AND PURPOSE

The purpose of the Wade College Policies and Procedures for the Evaluation of College Administration is to provide a method for assessing the quality and substance of administrative performance in the context of the college's mission, vision, and strategic goals. The role of any college administrator is exceedingly complex, diverse, and difficult. Accordingly, the evaluation must reflect the role and scope of administrative duties and expectations while fostering a positive climate for growth in professional competence and leadership.

Formal evaluation makes clear that administrators are accountable for their decisions. While administrative decisions are, in part, governed by legal restrictions, ethical obligations, and sociopolitical realities, the actions of administrators are integral to the success of the institution and the persons affected by the institution--students, faculty, staff, governing boards, and supporters.

Formal evaluation provides an orderly and structured process for gathering objective evidence about performance. The evaluation should be based on well-defined criteria that include process and outcome data. Systematic methodology clearly specifies who will evaluate, when it will be done, and how it will be done. In addition, the evaluation framework specifies how evaluation results will be disseminated and used. Such systematic evidence should reduce dependence on arbitrary opinion-gathering.

While formal evaluation might seem to dilute individual authority and charisma, within an institution that values shared governance, effective leadership is not based on individual strength. Leadership based on proven results, and formal evaluation, when appropriately conducted, increases understanding and appreciation for the administrator's tasks and credibility for the outcomes.

CRITERIA FOR EVALUATION

The policies found in the Wade College Policy Handbook and the instruments which are attached to this document are the criteria against which the performance of individual administrative personnel are measured. The instruments require two independent evaluations of the performance of individual administrative personnel: self and supervisory. A level or average of "Expected performance; meets expectations" on each criterion is considered satisfactory on each of the evaluation instruments. Evaluations that have ratings of "needs improvement" or below are discussed with the supervisor to ensure that guidelines are put in place to address those concerns.

FREQUENCY, ELEMENTS, AND GUIDELINES

The major elements of the administrative evaluation shall include (1) Supervisory Evaluation of Administration (which includes at a minimum direct evaluation and a review or appraisal session between the individual administrative personnel and the evaluator) and (2) Administrative Personnel Self-Evaluation.

Supervisory Evaluation

The Supervisory Evaluation of Administration will be conducted by each administrator's direct supervisor per the Wade College Organizational Chart.

Following the first year of employment, each administrator will have a minimum of one evaluation/improvement visit during December of each calendar year.

The criteria for evaluation encompass an appropriate scope. The criteria include outcome standards that relate the actions of the individual to the mission and goals of the college as well as process criteria that describe the critical behaviors of effective leaders. The major outcome criteria include certain job-specific functions as set forth in the administrator's job description in the Wade College Policy Handbook. Not only are the outcomes of the administrator's actions important, but also the process through which those outcomes were achieved. Thus, an assessment of the administrator's management style should be part of the evaluation.

A copy of each administrator's Supervisory Evaluation Report will be placed into his/her personnel file.

Administrative Personnel Self-Evaluation

Following the first year of employment, in December of each calendar year, each administrator will submit an Administrative Personnel Self-Evaluation to his or her direct supervisor per the Wade College Organizational Chart.

Appraisal Sessions

Appraisal sessions are an inherent part of the peer evaluation process. Each administrator will receive a complete evaluation report and be allowed to discuss the results with his or her direct supervisor per the Wade College Organizational Chart.

Important issues are the improvement of administrative processes, the improvement of college administration, and the improvement of the overall environment at Wade College.

An appraisal session shall be conducted by end of December of each calendar year following one year of full-time employment as an administrator and as appropriate for part-time administrators. It is recommended that the following materials be available and be reviewed in preparation for the appraisal session:

1. Supervisory Evaluation Report
2. Administrative Personnel Self-Evaluation

All evaluation materials, along with conclusions, commendations, and/or recommendations, shall be forwarded to the President for review and approval. If the administrator disagrees with his or her performance evaluation, the administrator may submit a written statement to the President which must outline the reasons for the disagreement. The President is responsible for working to resolve the issue.

Disposition of Evaluation Materials

The following instruments will be filed in each administrator's personnel file:

1. Supervisory Evaluation Report
2. Administrative Personnel Self-Evaluation

Failure to Comply with the Evaluation Process

If an administrator fails to comply with the evaluation process, he/she is subject to disciplinary action. Disciplinary action may include, but is not limited to, dismissal.