

**CS 3.2.8** The institution has qualified administrative and academic officers with the experience, competence, and capacity to lead the institution.

**X**  **Compliance**  **Partial-Compliance**  **Non-Compliance**

### **Judgment of Compliance**

GCSU is in compliance with this standard, and can provide compelling evidence through the narrative and supporting documents. Georgia College & State University ensures through three key areas of monitoring and evaluation that that leadership personnel at all levels (administrative and academic divisions) possess the appropriate credentials and professional qualifications for their respective office and administrative responsibilities.

### **Rationale and Evidence**

\*The first area is in the development, review, and hiring process conducted for new or vacant administrative positions. Each position has clearly delineated roles, responsibilities and performance expectations that are written, approved and used throughout the search and hiring process for GCSU leadership. All job descriptions illustrating this process are included in the administrative charts provided in the supporting documentation. [Guidelines and procedures for conducting searches at GCSU](#) are published by the Office of Academic Affairs.

Candidate qualifications are thoroughly reviewed and vetted prior to employment at GCSU and, in the case of faculty and administrative appointments, must be approved by the president in accordance with BOR policies. In the case of presidents and academic professionals, BOR and/or approval by the Chancellor of the University System of Georgia is required. (See [Reference for Types of Approval and Notifications of Academic and Related Matters.](#))

\*The second key area of quality assurance is through annual administrative performance evaluations. These evaluations are conducted formally once a year, by each direct report's divisional supervisor. The evaluations are based upon the established position role delineation, specific responsibilities descriptions, and administrative goals mutually agreed upon each year

between the administrative supervisor and administrator (see [GCSU Academic Affairs Handbook, Section 3.07.01](#), included in documentation). Based upon findings from each annual evaluation; new goals and plans for improvement (if needed) are established. Presidents are evaluated by the Chancellor of the University System of Georgia on an on-going basis (see the [BOR Policy Handbook section 2.3](#)). In addition, Presidents are subject to annual 360 degree evaluations.

An updated vita is submitted for review each year during this annual review process and is electronically stored for appropriate password protected access by GCSU administration using EpiWare software at <https://acad.gcsu.edu/epiware/index.php>. (All vitae for administrators relevant to this standard have been downloaded from this site and included in the documentation for this standard; see the charts below, but if online review is desired, use this following information: Login: SACS Password: reviewsacs). The GCSU Leadership and divisional administrative direct reports are noted in the Organizational Charts, which are posted on the GCSU Institutional Research web site, and are also included as documentation below.

\*The third area of quality assurance is in the formal evaluation that occurs every fifth year of employment in an administrative position. This is an expanded evaluation format from the normal annual review process; with more opportunity for evaluative feedback from staff, faculty and other administrative colleagues who are either supervised or work with the administrator who is being formally evaluated (see [GCSU Academic Affairs Handbook, Section 3.07.01](#), included in the documentation below).

## **Supporting Documents**

- 1) [Guidelines and procedures for conducting searches at GCSU](#) (scroll down to see entire file because anchor links at top for the headers may not work well): published by the Office of Academic Affairs
- 2) [Reference for Types of Approval and Notifications of Academic and Related Matters](#); BOR reference chart documenting approval process for administrative positions relevant to this standard.
- 3) GCSU Administrative Division Organizational Charts (documentation subfolder under CS 3.2.8/charts subfolder/organizational charts subfolder) for:
  - a. [President's office](#)
  - b. [Academic Affairs](#); (listing all reporting lines to Provost)
    - i. [College of Arts and Sciences](#) (unit within Academic Affairs);
    - ii. [College of Health Sciences](#) (unit within Academic Affairs);
    - iii. [College of Education](#) (unit within Academic Affairs);
    - iv. [College of Business](#) (unit within Academic Affairs);
    - v. [Library and Instructional Technology Center](#) (unit within Academic Affairs);
    - vi. [Information Technology](#) (unit within Academic Affairs)
    - vii. [Extended University](#) (unit within

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Academic Affairs)

viii. [Interim Associate Vice President of](#)

[Academic Affairs](#) (unit within Academic Affairs)

c. [Student Affairs](#)

d. [Business and Finance](#);

e. [University Advancement](#).

4) GCSU Administrative Personnel, Job Descriptions, Qualifications, and vitae listed by positions (see charts subfolder; qualifications subfolder):

a. [University Administrative Personnel](#) (President and direct reports; VPs and their direct reports)

i. [Extended University administrative](#)

[personnel](#): direct reports to the Associate Vice President for Extended University

ii. [Interim Associate Vice President for](#)

[Academic Affairs](#): Direct reports to the Interim Associate VPAA

iii. [Information technology administrative](#)

[personnel](#): direct reports to the interim CIO

b. [Academic Administrative Personnel](#) (Deans of the Colleges and the Library and of the Instructional Technology Center and their direct reports)

5) Administrative Annual Review Process (see GCSU Academic [Affairs handbook 3.07.01](#) subfolder; annual review subfolder) and sample forms for [deans](#), [associate or assistant deans](#) and [department chairs](#)

- 6) [BOR Policy Handbook section 2.3](#): performance assessment of university presidents
- 7) GCSU Academic Affairs Handbook [section 3.07.02](#) on 5<sup>th</sup> year administrative evaluation process and [evaluation form](#) (see GCSU Academic Affairs handbook subfolder; 5<sup>th</sup> year evaluation subfolder)