

Tool Kit for Five Year Review of Administrator

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Example of Self-Assessment Questions

The self-assessment should address the following questions:

1. What are your greatest strengths as a Vice President/Dean/Department Head?
2. What are areas for improvement?
3. What would enable you to be more effective as a Vice President/Dean/Department Head?
4. Assess the overall position of the College/Department/Unit and the role you played in bringing it to this point.
5. What are the main impacts of your leadership on this College/Department/Unit?
6. What impacts have you had on the larger University?
7. Add any additional comments you wish to make relative to your experience as Vice President/Dean/Department Head.

Sample Stakeholder Letter

Dear College of _____ Development Council:

Black Hills State University is developing a broad based process for the evaluation of the performance of its administrators. This year the process is being utilized to evaluate _____ (name).

As an important stakeholder of the College/Department of _____ we request your participation in this process. Please complete the attached questionnaire and send it to the following address: _____. If you prefer, you may e-mail your response to _____.

All responses will be confidential and only compiled summaries will be available to _____ (supervisor of person being reviewed). In addition to the areas on the questionnaire, _____ (supervisor of person being reviewed) has asked specifically for input on _____ (if relevant).

We anticipate that the questionnaire will only take you about 15 minutes to complete.

Thank you for your assistance in this evaluation. We anticipate it will be very beneficial to the College/Department of _____ and _____ (supervisor of person being reviewed). Please feel free to contact me with any questions you may have. My email is _____ and my phone is _____.

Sincerely,

Sample Stakeholder Evaluation Survey (con't)

For
Dean/Department Head _____, College/Unit/Department of _____

Please address the quality and effectiveness of Vice President/Dean/Department Head - _____'s contributions in all of the below areas where you have adequate information to comment.

1. Communication

2. Strategic Planning: Mission/Vision Planning

3. Team Building

4. Leadership Ability

5. Integrity

6. Professional Image for the College (unit) of _____

7. Involvement of Stakeholders

8. Strengths

9. Areas for Improvement

10. Other

IDEA Administrator Survey

Impressions of Administrators

Results from this survey will be used to assist in appraising professional performance and to suggest how performance could be improved. Either purpose will be best served if you reflect on the administrator's overall performance and provide a fair and honest representation of the administrator. Therefore, your responses should identify both strengths and weaknesses.

To encourage your honesty and objectivity, you are asked not to identify yourself. Results of the survey will be summarized for all respondents, but not for individuals. Do realize, however, that your responses to open-ended questions will be provided verbatim to the administrator. Please avoid any comments that might reveal your identity. Adhere to a high level of professionalism and refrain from using inappropriate or threatening comments that could result in legal action that would compel IDEA to break confidentiality.

Please take a moment to read IDEA's Statement of Confidentiality.

Completing this survey takes approximately 20 minutes, so please allow sufficient time to provide thoughtful, fair, and honest responses.

Part I. The Administrative Roles

The list below describes roles that administrators perform. Please rate the administrator on each of the roles by selecting the number that best represents your judgment of how well he/she performed over the past year as an administrator. Select the number which best corresponds to your judgment, using the scale below. Select "Cannot Judge" (CJ) if you have little or no basis for making a rating.

RESPONSE OPTIONS

- 1 = Definite Weakness
- 2 = More a Weakness than a Strength
- 3 = In Between
- 4 = More a Strength than a Weakness
- 5 = Definite Strength
- CJ = Cannot Judge

You've responded to 0 of 10 questions.

Communicating a visionary plan for the future

1 2 3 4 5 CJ

Establishing sound priorities

1 2 3 4 5 CJ

Displaying knowledge/expertise required for this position

1 2 3 4 5 CJ

Making wise decisions, judgments, and recommendations

1 2 3 4 5 CJ

Initiating actions that anticipate problems or resolving them before they become major concerns

1 2 3 4 5 CJ

Being an effective team member

1 2 3 4 5 CJ

Contributing positively to the institution's image

1 2 3 4 5 CJ

Communicating relevant information to appropriate constituencies

1 2 3 4 5 CJ

Seeking opinions of others before establishing policies or procedures that affect them

1 2 3 4 5 CJ

Earning the trust and respect of others

1 2 3 4 5 CJ

Part II. The Administrator's Personal Characteristics

This section includes 15 pairs of adjectives describing the administrator's personal characteristics that have been recognized as important to performance. One adjective is anchored with a "1" and the other with a "7." For each pair, select the number that best describes the administrator along the continuum. If each of the adjectives is equally descriptive, select the middle score (4). Select "Cannot Judge" (CJ) if you have little or no basis for making a decision.

You've responded to 0 of 15 questions.

Progress bar showing 0% completion.

Indecisive	Decisive	<input type="checkbox"/>
1 2 3 4 5 6 7		
Disorganized	Organized	<input type="checkbox"/>
1 2 3 4 5 6 7		
Remote	Approachable	<input type="checkbox"/>
1 2 3 4 5 6 7		
Unfair	Fair	<input type="checkbox"/>
1 2 3 4 5 6 7		
Autocratic	Democratic	<input type="checkbox"/>
1 2 3 4 5 6 7		
Manipulative	Straightforward	<input type="checkbox"/>
1 2 3 4 5 6 7		
Inconsistent	Consistent	<input type="checkbox"/>
1 2 3 4 5 6 7		
Ambiguous	Clear	<input type="checkbox"/>
1 2 3 4 5 6 7		
Self-centered	Institution-oriented	<input type="checkbox"/>
1 2 3 4 5 6 7		
Insensitive	Understanding	<input type="checkbox"/>
1 2 3 4 5 6 7		
Opinionated	Receptive to Ideas	<input type="checkbox"/>
1 2 3 4 5 6 7		
Untrustworthy	Trustworthy	<input type="checkbox"/>
1 2 3 4 5 6 7		
Unimaginative	Innovative	<input type="checkbox"/>
1 2 3 4 5 6 7		
Rigid	Flexible	<input type="checkbox"/>
1 2 3 4 5 6 7		
Impractical	Practical	<input type="checkbox"/>
1 2 3 4 5 6 7		

Part III. Overall Impressions

Please select your response to the following questions.

RESPONSE OPTIONS

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = In Between
- 4 = Agree
- 5 = Strongly Agree
- CJ = Cannot Judge

You've responded to 0 of 2 questions.

Overall, this administrator has provided excellent leadership.

1 2 3 4 5

I have confidence in the administrator's ability to provide future leadership in this position.

1 2 3 4 5

Part IV. Open-ended Comments

Responses to open-ended questions are provided verbatim to the administrator. You should, therefore, avoid comments that could reveal your identity.

You've responded to 0 of 3 questions.

What are this administrator's main strengths?

B *I* U ~~S~~ Format ≡ E ↶ ↷

How might this administrator improve his or her performance?

B *I* U ~~S~~ Format ≡ E ↶ ↷

What are the most important challenges facing this administrator?

B *I* U ~~S~~ Format ≡ E ↶ ↷

Group 1

This is a Likert question group description for Likert question group 1

RESPONSE OPTIONS

- 1 = Very Low
- 2 = Low
- 3 = In Between
- 4 = High
- 5 = Very High

You've responded to 0 of 1 questions.

This is likert question 1

1 2 3 4 5

Group 2

This is a Open question group description for Open question group 2

You've responded to 0 of 1 questions.

This is an open question 1

B *I* U ~~S~~ Format ≡ E ↶ ↷

Submit

Administrator Self-Assessment

Administrator Information Form

Results from this survey will be used to assist in appraising professional performance and to suggest how performance could be improved. Either purpose will be best served if you reflect on your overall performance and provide fair and honest responses. Therefore, your responses should identify both strengths and weaknesses.

Completing this survey takes approximately 20 minutes, so please allow sufficient time to provide thoughtful, fair, and honest responses.

Part I. Your Administrative Roles

The list below describes roles that administrators perform. Please rate yourself on each of the roles by selecting the number that best represents your judgment of how well you performed over the past year as an administrator. Select the number which best corresponds to your evaluation of yourself, using the following scale:

RESPONSE OPTIONS

- 1 = Definite Weakness
- 2 = More a Weakness than a Strength
- 3 = In Between
- 4 = More a Strength than a Weakness
- 5 = Definite Strength

You've responded to 0 of 10 questions.

Communicating a visionary plan for the future

1 2 3 4 5

Establishing sound priorities

1 2 3 4 5

Displaying knowledge/expertise required for this position

1 2 3 4 5

Making wise decisions, judgments, and recommendations

1 2 3 4 5

Initiating actions that anticipate problems or resolving them before they become major concerns

1 2 3 4 5

Being an effective team member

1 2 3 4 5

Contributing positively to the institution's image

1 2 3 4 5

Communicating relevant information to appropriate constituencies

1 2 3 4 5

Seeking opinions of others before establishing policies or procedures that affect them

1 2 3 4 5

Earning the trust and respect of others

1 2 3 4 5

Part II. Your Personal Characteristics

The section includes 15 pairs of adjectives describing personal characteristics that have been recognized as important to performance. One adjective is anchored with a "1" and the other with a "7." For each pair, select the number that best describes you along the continuum. If each of the adjectives describes you equally, select the middle score (4).

You've responded to 0 of 15 questions.

Indecisive **Decisive**

1 2 3 4 5 6 7

Disorganized **Organized**

1 2 3 4 5 6 7

Remote **Approachable**

1 2 3 4 5 6 7

Unfair **Fair**

1 2 3 4 5 6 7

Autocratic **Democratic**

1 2 3 4 5 6 7

Manipulative **Straightforward**

1 2 3 4 5 6 7

Inconsistent **Consistent**

1 2 3 4 5 6 7

Ambiguous **Clear**

1 2 3 4 5 6 7

Self-centered **Institution-centered**

1 2 3 4 5 6 7

Insensitive **Understanding**

1 2 3 4 5 6 7

Opinionated **Receptive to ideas**

1 2 3 4 5 6 7

Untrustworthy **Trustworthy**

1 2 3 4 5 6 7

Unimaginative **Innovative**

1 2 3 4 5 6 7

Rigid **Flexible**

1 2 3 4 5 6 7

Impractical **Practical**

1 2 3 4 5 6 7

Part III. Your Position

Please select only one response for the following questions about your unit when you first assumed this position. The information submitted for this section is used for research purposes only. Your answers will remain confidential and do not affect the results.
You've responded to 0 of 3 questions.

When you first assumed this position, in your opinion, what was the general campus reputation of your unit in terms of importance/influence?

- positive
- neutral
- negative
- Not applicable/new unit
- don't know

When you first assumed this position, in your opinion, what was the general campus reputation of your unit in terms of organizational effectiveness?

- positive
- neutral
- negative
- Not applicable/new unit
- don't know

When you first assumed this position, you were expected to:

- make major changes in the unit's activities and/or the way they were conducted
- primarily maintain established services and procedures
- Other

Part IV. General Information

The information submitted for this section is used for research purposes only. Your answers will remain confidential and do not affect the results.
You've responded to 0 of 6 questions.

Including this year, number of years at this institution

Including this year, number of years in this position at this institution

Number of years in this position at any other institution

Including interim leadership, approximately how many individuals, including yourself, have occupied your position during the past ten years?

Number of people in this unit (omitting students) that report directly or indirectly to you?

Of those, how many people report directly to you?

Submit

Example Letter of Feedback to Administrator

Date

Address

Dear

Beginning in the fall of 2008 and culminating in the summer of 2009 your performance was reviewed as part of the university's five-year performance evaluation of administrators. A part of the evaluation was a review undertaken to provide input into the evaluation. The review, following guidelines, was conducted by a Review Committee comprised of representatives from the unit(s) under your responsibility and chaired by _____ . The review provided for input from faculty, staff, peers and stakeholders. A confidential copy of the report of the Review Committee has been provided to you. I discussed the report and my evaluation with you on _____ .

Key outcomes of the five-year evaluation include:

Suggestions for improvements were limited to:

Summative comment based on outcome of evaluation....I look forward to working with you going forward as you continue to serve Black Hills State University OR Alternate language if outcome is determined to be different.

Thank you for your dedication and leadership.

Sincerely,

Student Surveys
Implementation Edition
ADMINISTRATOR REVIEW – Student Survey
10/20/08
CONFIDENTIAL

Name of Administrator Evaluated: _____

Please Respond by: _____

Please rate the administrator on each characteristic listed in the left column, using the scale in the right column:

Administrative Characteristic		Performance Rating					
		Excellent	Very Good	Good	Fair	Unsatisfactory	Do Not Know
		5	4	3	2	1	DK
1	Leadership Ability: Is an effective and respected leader.						
2	Recruitment: Plays an important role in the recruitment of top-ranked students, both through personal efforts and the formulation of recruitment activities.						
3	Retention: Plays a significant role in retaining students.						
4	Integrity: Demonstrates in working with students.						
5	Promotes Excellence: Makes clear what constitutes excellence in performance, both for individuals and the college.						
6	Willingly Explores New Approaches: Is open to new ideas and is not threatened by suggestion that there might be a better and different way to perform a task.						
7	New Ideas: Stimulates and supports innovation and new ideas.						
8	Communicates Effectively: Fosters open communication, brings forward critical administrative and/or academic issues for discussion, makes appropriate persons aware of the issues facing the college and is a good listener.						
9	Availability: Is available and accessible to students.						
10	Exhibits an Encouraging and Positive Attitude: Is appropriately positive and upbeat about the College.						
11	Fair and Consistent Decision-maker: Acts in the best interests of the students, the College and the University, as indicated by the circumstances.						
12	Overall evaluation of this administrator's effectiveness: Generally a strong and effective administrator taking multiple characteristics into consideration.						

Please answer the following questions:

1. List and comment on major strengths of this administrator:

2. List and comment on areas in need of improvement:

3. General comments:

4. Should this person continue in this role?

YES Explain

NO Explain

Administrator Review – Student Survey

Black Hills State University is seeking to gather information that will contribute to a thorough review of the performance of its administrators at the university. The following survey is designed to gauge the effectiveness of the administration of the Department of XYZ. Please answer the questions as they pertain to your experiences in the department. Your opinions are important for the evaluation and we encourage you to participate in this review.

Please respond by _____.

Administrator to be evaluated: Dr. XYZ, Dept. Head, Department Name

Demographic Information (circle the response(s) that best describes your status):

1. What is/are your major(s)? X Y Z
2. Academic Progression Level Jr. Sr. Graduate

For the following section, consider your overall experience with courses, curriculum, faculty, staff, laboratories, etc. in the Dept. of XYZ, only. Comments apply only to courses, laboratories or faculty who teach courses with the following prefixes: XX, YY, ZZ, AA. Please assess the degree to which you agree or disagree with the statements listed below and clearly mark the circle that corresponds to your response.

Agree Neutral Disagree No basis
to judge

3. Faculty members share common goals for students enrolled in the programs.
4. Faculty members seek to provide educational experiences that enhance student learning.
5. Faculty in the department exhibit competence in the subject(s) they teach.
6. Faculty members provide current and relevant information in the departmental courses.

	Agree	Neutral	Disagree	No basis to judge
3. Faculty members share common goals for students enrolled in the programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Faculty members seek to provide educational experiences that enhance student learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Faculty in the department exhibit competence in the subject(s) they teach.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Faculty members provide current and relevant information in the departmental courses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Continue on the next page.

Agree Neutral Disagree

No basis
to judge

7. Faculty members work with industry or other community, professional, and regional groups on projects that contribute to a better society.

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8. Faculty and Staff are concerned about the students in the department and provide the support they need to succeed.

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9. The majors in this department are competitive with other programs at the university and at other universities because the department understands student needs.

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10. The department has adequate facilities and equipment to provide the education I need to succeed.

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11. Courses I need for my major are offered on a regular, predictable basis.

--	--	--

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12. There are enough course offerings such that I will be able to finish my degree in a timely fashion.

--	--	--

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13. Information regarding departmental events, policies, procedures, etc. is easy to find.

--	--	--

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14. I feel that my education will provide me with the skills and knowledge I need to succeed in my chosen profession.

--	--	--

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15. I would recommend majors in this department to fellow students because the programs provide a high quality education.

--	--	--

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16. General comments may be made in the space below.

Implementation Edition
ADMINISTRATOR REVIEW – Peer Survey*
10/20/08
CONFIDENTIAL

Name of Administrator Evaluated: _____ Please Respond by: _____

From your perspective, how strong is this administrator. Please rate the administrator on each characteristic listed in the left column, using the scale in the right column:

Administrative Characteristic		Performance Rating					
		Excellent	Very Good	Good	Fair	Unsatisfactory	Do Not Know
		5	4	3	2	1	DK
1	University Leadership: Plays an active leadership role in the University, both with respect to representing the unit interests as well as supporting the University's overall agenda.						
2	Mission and Planning: Works to develop and guide the unit through its mission and strategic plan.						
3	Continuing Administrative Visibility: Fosters local and national presence in discussions of issues associated with the administration of the unit(s) for which he/she is responsible.						
4	Integrity: Demonstrates integrity in working relationships.						
5	Promotes Excellence: Promotes excellence in performance, both for individuals and the unit.						
6	Willingly Explores New Approaches: Is open to new ideas and is not threatened by suggestions that there might be a better and different way to perform a task.						
7	Stimulates Innovation and New Ideas: Facilitates innovation and new ideas/programs.						
8	Communicates Effectively: Fosters open communication, brings forward critical administrative and/or academic issues for discussion, makes appropriate persons aware of the issues facing the unit, and is a good listener.						
9	Exhibits an Encouraging and Positive Attitude: Is appropriately positive and upbeat about the unit and its mission; the university and its mission.						
10	Fair and Consistent Decision-Maker: Acts in the best interests of the unit and the University.						
11	Leadership Ability: Is an effective leader.						
12	Overall evaluation of this Administrator's Effectiveness: Generally a strong and effective administrator, taking multiple characteristics into consideration.						

* Based on sample from Utah State University

Please answer the following questions:

1. List and comment on major strengths of this administrator:

2. List and comment on areas in need of improvement:

3. General comments:

4. Should this person continue in this role?

YES Comments:

NO Comments: