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:
	v is developing a broad based process for the evaluation of the rators. This year the process is being utilized to evaluate
participation in this proces	r of the College/Department of we request your Please complete the attached questionnaire and send it to the following If you prefer, you may e-mail your response to
questionnaire,	lential and only compiled summaries will be available to supervisor of person being reviewed). In addition to the areas on the(supervisor of person being reviewed) has asked(if relevant).
We anticipate that the ques	ionnaire will only take you about 15 minutes to complete.
College/Department of	ce in this evaluation. We anticipate it will be very beneficial to the and
	(supervisor of person being reviewed). Please feel free to contact may have. My email is and
Sincerely,	

Sample Stakeholder Evaluation Survey (con't)

	For
Dean/Department Head	, College/Unit/Department of
	iveness of Vice President/Dean/Department Head - of the below areas where you have adequate information to
1. Communication	
2. Strategic Planning: Mission/Visio	on Planning
3. Team Building	
4. Leadership Ability	
5. Integrity	
6. Professional Image for the Colleg	e (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 <u>not</u> 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.

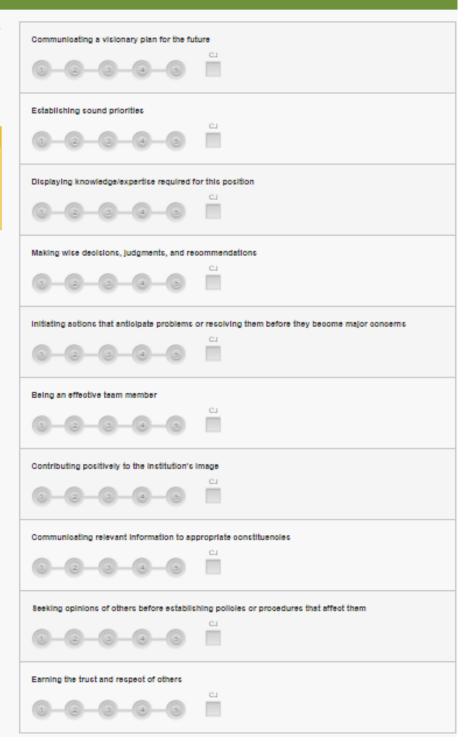
Part I. The Administrative Roles

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

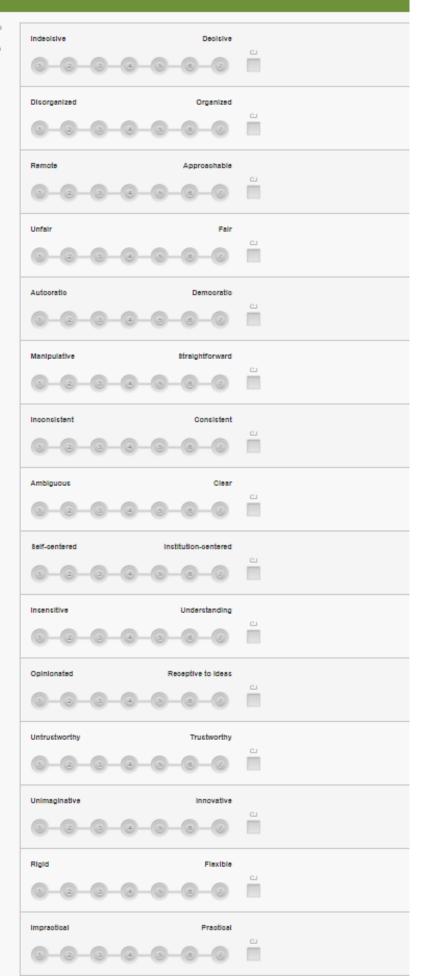
You've responded to 0 of 10 questions.



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.



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.

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



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 / U S Formats ▼ III E 5 ↔

How might this administrator improve his or her performance?



What are the most important challenges facing this administrator?



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



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



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.

Earning the trust and respect of others

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

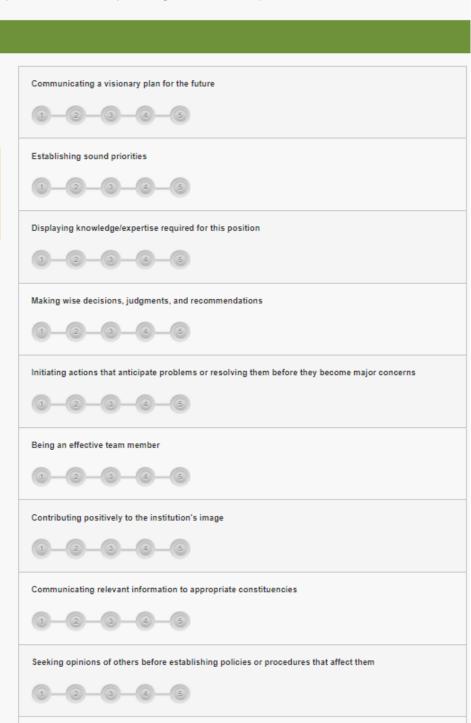
Part I. Your Administrative Roles

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

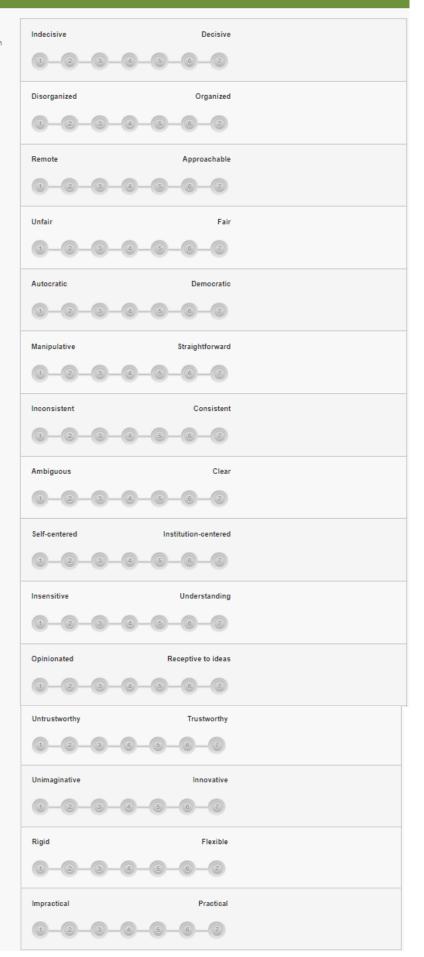
- 1 = Definite Weakness
- 2 = More a Weakness than a Strength
- 3 = In Between
- 4 = More a Strength than a Weakness
- 5 = Definite Strength

You've responded to 0 of 10 questions.



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.



Part III. Your Position	
Please select only one response for the following questions about your unit when your 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?

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 evaluationI 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 CONFIDENCIAL

CONFIDENTIAL

Iame of Administrator Evaluated:	
lease Respond by:	
lease rate the administrator on each characteristic listed in the left column, using the scale in the right colu	ımn:

		Performance Rating								
	Administrative Characteristic	G Excellent	Very Good	poog 3	Fair	Unsatisfactory	Do Not Know			
		3	4	3	<u> </u>	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	commen	at on major strengths of this administrator:
2.	List and	commer	nt on areas in need of improvement:
3.	<u>General</u>	commen	<u>ts</u> :
4.	Should 1	this perso	on continue in this role?
		YES	
		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							
Admin	istrator to be evaluated: <u>Dr. XYZ, Dept.</u>	Head, l	Departn	nent Name				
Demog	graphic Information (circle the response(s) that b	est desc	eribes your s	tatus):			
1.	What is/are your major(s)?	X	Y	Z				
2.	Academic Progression Level	Jr.	Sr.	Graduate				
Dept. o	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							
				C		C	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.							
				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.				
8.	Faculty and Staff are concerned about the students in the department and provide the support they need to succeed.				
9.	The majors in this department are competitive with other programs at the university and at other universities because the department understands student needs.				
10.	The department has adequate facilities and equipment to provide the education I need to succeed.				
11.	Courses I need for my major are offered on a regular, predictable basis.				
12.	There are enough course offerings such that I will be able to finish my degree in a timely fashion.				
13.	Information regarding departmental events, policies, procedures, etc. is easy to find.				
14.	I feel that my education will provide me with the skills and knowledge I need to succeed in my chosen profession.				
15.	I would recommend majors in this department to fellow students because the programs provide a high quality education.				
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:

				Performance Rating								
	Administrative Characteristic	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

Ple	ase a	nsw	er the fo	llowing questions:
1.	List	and_	comme	nt on major strengths of this administrator:
2.	. <u>Lis</u>	st an	<u>d comm</u>	nent on areas in need of improvement:
3.	. <u>Ge</u>	nera	al comm	<u>ents</u> :
4.	. <u>Sh</u>	oulc	this pe	rson continue in this role?
			YES	Comments:
	[NO	Comments: