

OFFICE OF THE PROVOST
EVALUATION GUIDELINES
ACADEMIC ADMINISTRATORS

(Name)

(Unit)

- _____ A. Administrative Skills
- _____ B. Program and Resources Management
- _____ C. Initiative and Leadership
- _____ D. Personnel Management
- _____ E. Effectiveness with People
- _____ F. Professional Achievement
- _____ G. Diversity, Pluralism, Equal Opportunity, Non-Discrimination and Affirmative Action
- _____ H. Academic Governance
- _____ I. Institutional Commitment
- _____ J. Relationship to Students
- _____ K. External Relations (as relevant)

Rating Categories:

- 1 - Strong
- 2 - Effective
- 3 - Improvement Needed
- U - Insufficient Basis for Rating
- N/A - Not applicable to Position

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A. Administrative Skills:

- _____ 1. Administrative actions are guided by academic values and goals.
- _____ 2. Specific decisions reflect overall goals and plans.
- _____ 3. Knowledgeable regarding policies, procedures and regulations.
- _____ 4. Objective assessment of units.
- _____ 5. Effective liaison between unit and others.
- _____ 6. Evaluates problems and issues objectively.
- _____ 7. Seeks and considers divergent views.
- _____ 8. Makes logical, sound decisions under stress.
- _____ 9. Communicates clearly and appropriately.
- _____ 10. Accepts responsibility, delegates and organizes unit to facilitate conduct of programs.

B. Program and Resources Management:

- _____ 1. Establishes goals and objectives which are realistic and appropriate.
- _____ 2. Anticipates future developments in area of responsibility.
- _____ 3. Formulates effective plans to achieve objectives.
- _____ 4. Allocative decisions congruent with objectives and plans.
- _____ 5. Effective use of contingency and temporary funds.
- _____ 6. Promotes and assures quality of programs.
- _____ 7. Effective in evaluation, development, revision and/or termination of programs (assesses need for and quality of programs).
- _____ 8. Changes strategies as appropriate to achieve academic goals.

C. Initiative and Leadership:

- _____ 1. Self-starting.
- _____ 2. Acts promptly but not in haste.
- _____ 3. Strives to attain goals.
- _____ 4. Strives for high quality.
- _____ 5. Participates in activities which promote effectiveness.
- _____ 6. Seeks advice and consultation on goals, programs, plans and procedures.
- _____ 7. Advances the academic excellence of unit(s) administered.
- _____ 8. Builds a work environment that encourages free expression and solid teamwork.
- _____ 9. Encourages objectivity.

Evaluation Guidelines, cont.

D. Personnel Management:

- _____ 1. Recruits competent personnel.
- _____ 2. Objective evaluation of performance and effectiveness.
- _____ 3. Assesses qualifications, abilities and achievements of personnel systematically.
- _____ 4. Facilitates development of personnel.

E. Effectiveness with People:

- _____ 1. Listens to and understands the views of others.
- _____ 2. Builds and sustains morale.
- _____ 3. Constructive relationships with others, including colleagues, superiors.
- _____ 4. Demonstrates respect for others.
- _____ 5. Assists and stimulates others in their professional roles.

F. Professional Achievement:

- _____ 1. Participates in teaching and/or research or other creative work and/or public service.
- _____ 2. Memberships and leadership positions in professional organizations.
- _____ 3. Knowledgeable in discipline and of developments in discipline.

G. Diversity, Pluralism, Equal Opportunity, Non-Discrimination and Affirmative Action:

- _____ 1. Diligent in working toward achievement of the objectives of diversity and pluralism and the principles of equal opportunity, non-discrimination and affirmative action.
- _____ 2. Innovative in efforts to achieve objectives.
- _____ 3. Good faith effort to implement affirmative action policies of the University.
- _____ 4. Demonstrates results in implementation of the objectives of diversity and pluralism and the principles of equal opportunity, non-discrimination and affirmative action.

H. Academic Governance:

- _____ 1. Participates effectively on a good faith basis in academic governance.
- _____ 2. Facilitates activities of governance groups.
- _____ 3. Appropriately responsive to recommendations generated by governance groups.
- _____ 4. Sustains academic values in the context of the governance and administrative structures of the University.
- _____ 5. Provides reasons when recommendations of governance groups are not accepted or modified.

Evaluation Guidelines, cont.

I. Institutional Commitment:

- _____ 1. Concern for effectiveness and quality of the total University.
- _____ 2. Dedication manifest in creative involvement in University activities.
- _____ 3. Represents the University effectively and enhances the reputation of the University.
- _____ 4. Implements institutional policies and decisions.
- _____ 5. Contributes to the quality and effectiveness of the University.

J. Relationship to Students:

- _____ 1. Supports the educational objectives of the institution.
- _____ 2. Supports academic efforts of students effectively.
- _____ 3. Achieves balance between education and other institutional objectives so that educational programs are fostered.
- _____ 4. Relates effectively with students.

K. External Relations (as relevant):

- _____ 1. Constructive relationships with alumni.
- _____ 2. Constructive relationships with constituent groups other than alumni.
- _____ 3. Constructive relationships with foundations.
- _____ 4. Constructive relationships with government.
- _____ 5. Commitment to dissemination of ideas and knowledge and public service based on knowledge.