



Southeastern Louisiana University

Policy and Procedures for the Evaluation of the University Administrators

Document History

Responsible Administrator: University President

Responsible Office: President's Office

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Purpose of Policy

Evaluation of University Administrators: In order to promote systematic analysis for the improvement of the institution, the following evaluation system for the performance assessment of university administrators has been established at Southeastern Louisiana University. In addition, State law, as well as institutional policy and policies of the University of Louisiana System Board of Supervisors, requires the performance of all employees to be evaluated on at least an annual basis.

Generally, the purpose of evaluation of university administrators is to assess the quality and substance of administrative performance in the context of the University's mission, vision, and strategic goals. Given that the role of a university administrator is complex, diverse, and at times difficult, the evaluation must reflect the role and scope of the administrative duties and expectations while fostering a positive climate for growth in professional competence and leadership.

Procedures for the Evaluation of the President

Evaluation of the President will be performed on an annual basis at the University of Louisiana System level and on an annual basis at the campus level.

Pursuant to Chapter III, Section IV, Part D, of its Rules, the University of Louisiana System Board of Supervisors conducts an annual performance evaluation of institution Presidents. As part of this process, the President provides information regarding "Goals and Accomplishments" and "Challenges and Opportunities" as well as information to address performance metrics specified by the President of the University of Louisiana System.

The information provided to the University of Louisiana System is also shared with the Campus Presidential Evaluation Review Committee to be considered along with the compilation of results generated from responses to the President's Annual Evaluation Form completed by constituents from the University and community.

President's Annual Evaluation Form

During the spring semester, the President's Annual Evaluation Form, which contains job specific and general performance rating scale items and an open-ended question, will be completed by faculty, staff, students, and others as specified below.

Technical support will be provided by the Office of Institutional Research for distribution, collection and analysis of data. Narrative comments will be compiled verbatim by the Office of Institutional Research. Responses on the President's Annual Evaluation Form will be analyzed using descriptive statistics. The compilation of verbatim results as well as descriptive statistics will be sent to the President and the Presidential Evaluation Review Committee.

Persons to Complete the President's Annual Evaluation Form

The following persons will evaluate the President through completion of the Annual Evaluation Form:

1. Vice Presidents
2. Deans of Academic Colleges, Director of the Library

3. Selected Faculty to include the Faculty Senate Executive Committee, University Planning Council Members not included in #2 or #4, and the Faculty Athletics Representative
4. Specified unclassified employees to include the Executive Assistant to the President; Director of Internal Audit; Director of the Budget Office; Controller; Director of Athletics; Director of Auxiliary Services; Director of Facility Planning; Director of Human Resources; Senior Director of Development; Senior Director of Marketing and Communications; Executive Director of Alumni Relations; Chief Enrollment Management Officer; Chief Information Officer; Director of Business and Economic Development
5. Students, to include the SGA officers and Cabinet and ten (10) randomly selected student leaders (other than SGA) from a list of 20 names supplied by the President each year
6. Community representatives to include the President's Community Advisory Committee and all area legislators
7. Representatives from the Alumni Association Board and the Southeastern Foundation Board

Evaluation Review and Report

Following collection and tabulation of the Annual Evaluation Forms, the Campus Presidential Evaluation Review Committee will meet and prepare a summary report using available evaluation data. Additional indirect evaluation data may be available for the committee's review. For example, faculty and staff surveys regarding their perceptions of the University may be available on a periodic basis from the Office of Institutional Research.

The President will meet with the Campus Presidential Evaluation Review Committee to discuss achievement of yearly goals and how they help meet the University's long range strategic goals, and the results of the President's Annual Evaluation Form.

The chair of the Campus Presidential Review Committee is responsible for submitting a copy of the report summarizing all activities to the President.

The Campus Presidential Evaluation Review Committee

The Campus Presidential Evaluation Review Committee is a standing committee appointed each year by the President for the purpose of administering the presidential evaluation procedures described in this policy. The committee consists of the chair of the Department Heads Council, a representative of the Deans Council, a representative of the Vice Presidents who will serve as Chair, the Faculty Senate President, the Student Government Association President, and the chair of the President's Community Advisory Committee. The Office of Institutional Research serves in a technical advisory capacity to this committee.

Procedures for the Evaluation of the Vice Presidents

Evaluation of the Vice Presidents will be performed on an annual basis in a manner similar to the President's evaluation described above.

Performance Goals and Indicators

Each Vice President will outline yearly individual performance goals and specific performance indicators reflective of long-term goals for his or her respective division and in accordance with the University's mission and strategic plan. Each Vice President will meet with the President to review these goals.

Following each academic year, each Vice President will document progress made in accomplishing the goals established for their respective division. Each Vice President will meet with the President to review these accomplishments.

Vice President's Annual Evaluation Form

The Vice President's Annual Evaluation Form contains rating scale items and an open-ended question, which pertain to the general performance and responsibilities of the Vice Presidents. Each Vice President may include up to five additional items for evaluation appropriate to the specific roles and functions of that individual. Technical assistance and preparation will be provided by the Office of Institutional Research.

During the spring semester, the Vice President's Annual Evaluation Form (one for each Vice President) will be completed by faculty, staff, students, and others as specified in the following section of this policy.

Technical support will be provided by the Office of Institutional Research for distribution, collection and analysis of data. Narrative comments will be compiled verbatim by the Office of Institutional Research. Responses on the Vice President's Annual Evaluation Form will be analyzed using descriptive statistics. The compilation of verbatim results as well as descriptive statistics will be sent to each Vice President and the President.

Persons to Complete the Vice Presidents' Annual Evaluation Forms

The following persons will evaluate the Provost through completion of the Annual Evaluation Form:

1. Other Vice Presidents
2. Deans of the Academic Colleges, Director of the Library
3. Staff reporting directly to the Provost based on the most current organizational chart
4. Five (5) randomly selected department heads from a list of 13 names supplied by the Provost each year
5. Ten (10) randomly selected faculty from a list of 30 names supplied by the Provost each year
6. Five (5) randomly selected unclassified employees from within the Division from a list of 10 names supplied by the Provost each year and five (5) randomly selected classified employees from within the Division from a list of 10 names supplied by the Provost each year, excluding those in #2, #3, #4, and #5 above

The following persons will evaluate the Vice President for Administration & Finance through completion of the Annual Evaluation Form:

1. Other Vice Presidents
2. Deans of the Academic Colleges, Director of the Library
3. Staff reporting directly to the Vice President based on the most current organizational chart
4. Ten (10) randomly selected faculty and department heads from a list of 30 names supplied by the Vice President each year
5. Three (3) randomly selected unclassified employees and ten (10) randomly selected classified employees from within the Division, excluding those in #3 above

The following persons will evaluate the Vice President for Student Affairs through completion of the Annual Evaluation Form:

1. Other Vice Presidents
2. Deans of the Academic Colleges, Director of the Library
3. Staff reporting directly to the Vice President based on the most current organizational chart
4. Ten (10) randomly selected faculty and department heads from a list of 30 names supplied by the Vice President each year
5. SGA officers and cabinet members
6. Ten (10) randomly selected student leaders (other than SGA) from a list of 30 names supplied by the Vice President each year
7. Five (5) randomly selected unclassified employees and five (5) randomly selected classified employees from within the Division, excluding those in #3 above

The following persons will evaluate the Vice President for University Advancement through completion of the Annual Evaluation Form:

1. Other Vice Presidents
2. Deans of the Academic Colleges, Director of the Library
3. Staff reporting directly to the Vice President based on the most current organizational chart

4. Five (5) randomly selected faculty from a list of 15 names supplied by the Vice President each year
5. One (1) randomly selected unclassified employee and one (1) randomly selected classified employee from within the Division, excluding those in #4 above
6. Executive Committee, Foundation Board
7. Executive Committee, Alumni Association Board

Evaluation Review and Report

Following collection and tabulation of the Annual Evaluation Forms, each Vice President will meet with the President to discuss achievement of yearly goals and how they help meet the University's long range strategic goals, and the results of the Vice President's Annual Evaluation Form. The President will write a brief summary of the evaluation for each Vice President. The summaries of these evaluations will be maintained by the President's office in the personnel folder of each Vice President.

Procedures for the Evaluation of Academic Deans

The Provost and Vice President for Academic Affairs is responsible for completing a performance evaluation of the academic deans. Each dean will submit a self-evaluation as well as three names in each of three categories: peer, subordinate, and customer. These nine individuals will evaluate and comment upon the dean's performance in such areas as communication, decision-making, planning and organizing, operations/actions, problem solving, and collegial relationships. An anonymous survey will also be sent to all full-time faculty in each college so that they can assess and comment upon the dean's performance in similar areas. Based upon these instruments and his/her own observations, the Provost will evaluate each dean and then meet with them individually to discuss the results. Each dean will receive a copy of the Provost's written evaluation as well as the summaries of the quantitative and qualitative data from the surveys.

Procedures for the Evaluation of Academic Department Heads

Deans are responsible for completing a performance evaluation of the department heads. Each department head will submit a self-evaluation as well as three names in each of three categories: peer, subordinate, and customer. These nine individuals will evaluate and comment upon the department head's performance in such areas as communication, decision-making, planning and organization, operations/actions, problem solving, and collegial relationships. In addition, on or before March 15, the dean shall initiate an annual evaluation (procedure and format to be jointly recommended by the Council or Department Heads and Faculty Senate) of department heads by full-time faculty within each department. Faculty participation shall be voluntary. The annual evaluation shall include a section at the end of the objective criteria to provide each faculty member the opportunity, if he/she so chooses, to make narrative comments.

Based on these instruments and his/her own observations, the dean shall write an annual evaluation of each department head and discuss that evaluation during a year-end conference. This evaluation, with any amendments agreed to by the dean and department head, shall be given to the department head and to the Provost. At the time of the conference, the dean shall also make available to the department head summaries of the quantitative and qualitative data from the surveys.

Procedures for the Evaluation of Other Administrators

All unclassified employees serving in other administrative roles will be evaluated annually by their supervisors. While supervisors may develop evaluation procedures that are unique and appropriate in particular circumstances, evaluations must be in writing and should reflect a thorough evaluation of the performance of the administrator based on his/her job duties and responsibilities in the context of contribution to the mission and strategic priorities of the University and particular division. Supervisors are encouraged to utilize evaluation procedures similar to those for the President and Vice Presidents which take into consideration feedback and observations from stakeholders who regularly interact with the administrator being evaluated.

Appendix A

President's Annual Evaluation Form
Annual Evaluation Form for the Provost
Annual Evaluation Form for the Vice President for Administration & Finance
Annual Evaluation Form for the Vice President for Student Affairs
Annual Evaluation Form for the Vice President for University Advancement

Annual Appraisal of the President's Performance and Effectiveness
Southeastern Louisiana University

1. Please rate the President on the following aspects of Leadership Ability

	Poor	Fair	Good	Excellent	Not Observed
Provides leadership in developing, communicating, and implementing intuitional goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspires others to do their best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delegates authority and responsibilities appropriately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds teamwork among colleagues and subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides sound fiscal management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeps current regarding trends and issues in higher education.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributes to developing and enhancing the academic quality of the university.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please rate the President on the following aspects of Decision Making and Problem Solving.

	Poor	Fair	Good	Excellent	Not Observed
Consults with appropriate individuals before making decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gathers information needed for sound decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considers alternative solutions to problems before making a decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes sound decisions in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please rate the President on the following aspects of Concern for Faculty and Staff.

	Poor	Fair	Good	Excellent	Not Observed
Recognizes and awards accomplishments of outstanding faculty and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a climate of respect and high morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitates employees' professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listens carefully and asks questions when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is accessible to faculty and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responds to issues of concern to faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Please rate the President on the following aspects of Management.

	Poor	Fair	Good	Excellent	Not Observed
Assigns work effectively and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arranges/manages resources as to facilitate the accomplishment of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sets priorities for action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates performance expectations clearly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides feedback to subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively recruits and selects appropriately qualified staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides for meaningful staff orientation and professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluates staff effectively and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please rate the President on the following aspects of Concern for Students.

	Poor	Fair	Good	Excellent	Not Observed
Communicates well with students.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotes an environment which nourishes individual student growth and achievement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assists faculty and staff in developing student leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Puts students first and wants students to succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please rate the President on the following aspects of External Relations.

	Poor	Fair	Good	Excellent	Not Observed
Portrays a progressive and professional image of the university.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relates to and communicates with the external community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is accessible to and involved with the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages partnerships with the community, business, industry, and other educational institutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is politically astute.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exhibits good media presence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Please rate the President on the following aspects of Fiscal Leadership.

	Poor	Fair	Good	Excellent	Not Observed
Works to increase state appropriations for the university.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Works with businesses, corporation, and individuals to create new revenue sources for the university.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Works to increase funds generated by external grants and contracts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supports the development of ideas into fundable opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Overall, rate the performance and effectiveness of the President.

Poor
 Fair
 Good
 Excellent

9. Please comment on any aspect of the President’s performance and effectiveness:

Annual Appraisal of the Provost's Performance and Effectiveness
Southeastern Louisiana University

1. Please rate the Provost on the following aspects of Leadership Ability

	Poor	Fair	Good	Excellent	Not Observed
Provides leadership in developing, communicating, and implementing intuitional goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspires others to do their best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delegates authority and responsibilities appropriately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds teamwork among colleagues and subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides sound fiscal management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeps current regarding trends and issues in higher education.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotes high academic standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leads by example.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please rate the Provost on the following aspects of Decision Making and Problem Solving.

	Poor	Fair	Good	Excellent	Not Observed
Consults with appropriate individuals before making decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gathers information needed for sound decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considers alternative solutions to problems before making a decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes sound decisions in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fosters development of creative solutions to complex problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please rate the Provost on the following aspects of Concern for Faculty and Staff.

	Poor	Fair	Good	Excellent	Not Observed
Recognizes and awards accomplishments of outstanding faculty and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a climate of respect and high morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitates employees' professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listens carefully and asks questions when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is accessible to faculty and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Please rate the Provost on the following aspects of Concern for Students.

	Poor	Fair	Good	Excellent	Not Observed
Promotes an environment which nourishes individual student growth and achievement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please rate the Provost on the following aspects of Management.

	Poor	Fair	Good	Excellent	Not Observed
Assigns work effectively and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arranges/manages resources as to facilitate the accomplishment of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sets priorities for action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates performance expectations clearly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides feedback to subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively recruits and selects appropriately qualified staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides for meaningful staff orientation and professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluates staff effectively and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Follows up on projects to ensure progress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please rate the Provost on the following aspects of External Relations.

	Poor	Fair	Good	Excellent	Not Observed
Portrays a progressive and professional image of the university.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relates to and communicates with the external community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is accessible to and involved with the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interfaces effectively with governance boards and their staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages partnerships with the community, business, industry, and other educational institutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Overall, rate the performance and effectiveness of the Provost.

Poor Fair Good Excellent

8. Please comment on any aspect of the Provost's performance and effectiveness:

Annual Appraisal of the Vice President for Administration & Finance's
Performance and Effectiveness
Southeastern Louisiana University

1. Please rate the Vice President for Administration & Finance on the following aspects of Leadership Ability

	Poor	Fair	Good	Excellent	Not Observed
Provides leadership in developing, communicating, and implementing intuitional goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspires others to do their best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delegates authority and responsibilities appropriately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds teamwork among colleagues and subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides sound fiscal management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeps current regarding trends and issues in higher education.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please rate the Vice President for Administration & Finance on the following aspects of Decision Making and Problem Solving.

	Poor	Fair	Good	Excellent	Not Observed
Consults with appropriate individuals before making decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gathers information needed for sound decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considers alternative solutions to problems before making a decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes sound decisions in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please rate the Vice President for Administration & Finance on the following aspects of Concern for Faculty and Staff.

	Poor	Fair	Good	Excellent	Not Observed
Recognizes and awards accomplishments of outstanding faculty and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a climate of respect and high morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitates employees' professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listens carefully and asks questions when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is accessible to faculty and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Please rate the Vice President for Administration & Finance on the following aspects of Management.

	Poor	Fair	Good	Excellent	Not Observed
Assigns work effectively and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arranges/manages resources as to facilitate the accomplishment of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sets priorities for action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates performance expectations clearly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides feedback to subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively recruits and selects appropriately qualified staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides for meaningful staff orientation and professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluates staff effectively and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please rate the Vice President for Administration & Finance on the following aspects of External Relations.

	Poor	Fair	Good	Excellent	Not Observed
Portrays a progressive and professional image of the university.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relates to and communicates with the external community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is accessible to and involved with the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages partnerships with the community, business, industry, and other educational institutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Overall, rate the performance and effectiveness of the Vice President for Administration & Finance.

Poor Fair Good Excellent

7. Please comment on any aspect of the Vice President for Administration & Finance's performance and effectiveness:

**Annual Appraisal of the Vice President for Student Affairs’
Performance and Effectiveness
Southeastern Louisiana University**

1. Please rate the Vice President for Student Affairs on the following aspects of Leadership Ability

	Poor	Fair	Good	Excellent	Not Observed
Provides leadership in developing, communicating, and implementing intuitional goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspires others to do their best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delegates authority and responsibilities appropriately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds teamwork among colleagues and subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides sound fiscal management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeps current regarding trends and issues in higher education.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please rate the Vice President for Student Affairs on the following aspects of Decision Making and Problem Solving.

	Poor	Fair	Good	Excellent	Not Observed
Consults with appropriate individuals before making decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gathers information needed for sound decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considers alternative solutions to problems before making a decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes sound decisions in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please rate the Vice President for Student Affairs on the following aspects of Concern for Faculty and Staff.

	Poor	Fair	Good	Excellent	Not Observed
Recognizes and awards accomplishments of outstanding faculty and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a climate of respect and high morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitates employees’ professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listens carefully and asks questions when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is accessible to faculty and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Please rate the Vice President for Student Affairs on the following aspects of Concern for Students.

	Poor	Fair	Good	Excellent	Not Observed
Is accessible to students.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates well with students.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Promotes an environment which nourishes individual student growth and achievement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assists faculty and staff in developing student leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Puts students first and wants students to succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please rate the Vice President for Student Affairs on the following aspects of Management.

	Poor	Fair	Good	Excellent	Not Observed
Assigns work effectively and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arranges/manages resources as to facilitate the accomplishment of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sets priorities for action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates performance expectations clearly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides feedback to subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively recruits and selects appropriately qualified staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides for meaningful staff orientation and professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluates staff effectively and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please rate the Vice President for Student Affairs on the following aspects of External Relations.

	Poor	Fair	Good	Excellent	Not Observed
Portrays a progressive and professional image of the university.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relates to and communicates with the external community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is accessible to and involved with the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages partnerships with the community, business, industry, and other educational institutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Overall, rate the performance and effectiveness of the Vice President for Student Affairs.

Poor Fair Good Excellent

8. Please comment on any aspect of the Vice President for Student Affairs' performance and effectiveness:

**Annual Appraisal of the Vice President for University Advancement's
Performance and Effectiveness
Southeastern Louisiana University**

1. Please rate the Vice President for University Advancement on the following aspects of Leadership Ability

	Poor	Fair	Good	Excellent	Not Observed
Provides leadership in developing, communicating, and implementing intutional goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspires others to do their best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delegates authority and responsibilities appropriately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds teamwork among colleagues and subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides sound fiscal management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeps current regarding trends and issues in higher education.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please rate the Vice President for University Advancement on the following aspects of Decision Making and Problem Solving.

	Poor	Fair	Good	Excellent	Not Observed
Consults with appropriate individuals before making decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gathers information needed for sound decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considers alternative solutions to problems before making a decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes sound decisions in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please rate the Vice President for University Advancement on the following aspects of Concern for Faculty and Staff.

	Poor	Fair	Good	Excellent	Not Observed
Recognizes and awards accomplishments of outstanding faculty and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a climate of respect and high morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitates employees' professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listens carefully and asks questions when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is accessible to faculty and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Please rate the Vice President for University Advancement on the following aspects of Management.

	Poor	Fair	Good	Excellent	Not Observed
Assigns work effectively and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arranges/manages resources as to facilitate the accomplishment of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sets priorities for action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates performance expectations clearly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides feedback to subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively recruits and selects appropriately qualified staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides for meaningful staff orientation and professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluates staff effectively and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please rate the Vice President for University Advancement on the following aspects of External Relations.

	Poor	Fair	Good	Excellent	Not Observed
Portrays a progressive and professional image of the university.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relates to and communicates with the external community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is accessible to and involved with the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages partnerships with the community, business, industry, and other educational institutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please rate the Vice President for University Advancement on the following aspects of Job Specific Factors.

	Poor	Fair	Good	Excellent	Not Observed
Does an effective job of communicating with foundation board members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does an effective job of communicating during development staff meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responds in a timely manner to questions addressed by foundation board members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does an effective job of communicating with the academic deans.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates an environment where individuals can discuss sensitive or controversial issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Overall, rate the performance and effectiveness of the Vice President for University Advancement.

Poor Fair Good Excellent

8. Please comment on any aspect of the Vice President for University Advancement's performance and effectiveness:

Appendix B

Performance Planning Document for the President
Performance Planning Document for the Vice Presidents

President's Performance Planning Document

Name: _____

Planning & Assessment Period: _____

Goal Type	Goal	Attainment Indicator
Performance Goals	1.	
	2.	
	3.	
	4.	
Professional Development Goals	1.	
	2.	
	3.	
	4.	

Date of Planning Conference: _____

Signature of President: _____

Signature of Chair, Presidential Review Committee: _____

Comments:

Date of Planning Conference: _____

Signature of President: _____

Signature of Chair, Presidential Review Committee: _____

Comments:

Vice President's Performance Planning Document

Name: _____

Planning & Assessment Period: _____

Goal Type	Goal	Attainment Indicator
Performance Goals	1.	
	2.	
	3.	
	4.	
Professional Development Goals	1.	
	2.	
	3.	
	4.	

Date of Planning Conference: _____

Signature of Vice President: _____

Signature of President: _____

Comments:

Date of Planning Conference: _____

Signature of Vice President: _____

Signature of President: _____

Comments: