

2-11 FACULTY EVALUATION OF ADMINISTRATORS

2A-1 Guiding Principles for Faculty Evaluation of Administrators.

The faculty and administrators share responsibility for the effective operation of the University in fulfilling its mission. Faculty members regularly interact and cooperate with administrators and are affected by their policies and decisions. Though the primary responsibility for preparing evaluations of administrators rests with their superiors, some of whom may seek input from selected faculty members, the faculty also needs a direct role in evaluation. Evaluations conducted by the faculty itself can provide valuable information to three groups of people: the administrators being evaluated, the administrators conducting evaluations, and representatives of the faculty, especially the Chair of the Faculty and the Executive Committee.

The principles underlying evaluation of administrators are similar to those for faculty evaluation. Evaluations should be fair, consistent, and aimed both at improving the performance of individual administrators and the offices under their supervision and at serving the mission of the University.

The Faculty Senate conducts faculty evaluations of administrators. The criteria and procedures described below, along with the attached evaluation forms, are designed to elicit faculty input and to address issues with which the faculty is familiar and concerned. All full time faculty receive each evaluation form, with the understanding that each faculty member will undertake evaluation in a responsible and professional manner, responding only to questions about which he or she has personal knowledge.

Periodic review of this section is the responsibility of the Governance Committee of the Faculty Senate. Faculty Senate committees that conduct evaluations may modify or simplify the attached evaluation forms and may recommend changes in procedures or forms to the Governance Committee.

2A-2 Criteria for Faculty Evaluation of Administrators

The criteria by which faculty evaluate administrators reflect each administrator's responsibilities and his or her impact on the faculty, students, and the institution. The evaluation forms for each administrator (Figures 2A.1-8) make specific criteria explicit through the questions to which faculty members respond. Computer scorable evaluation forms allow faculty to rate each administrator in particular areas and overall (Excellent, Good, Adequate, Needs Improvement, Unsatisfactory) and invite written comments.

2A-3 Policies and Procedures for Faculty Evaluation of Administrators

Faculty evaluation of administrators and offices is conducted on a two-year cycle by the Faculty Senate (department chairs are handled separately; see 4A. Section 11, and Figure 4A.7). Faculty evaluations of the Chancellor are conducted every two years. Faculty evaluations of the Vice Chancellors and of the officers under them are conducted in a two-year cycle to coincide with the Chancellor's schedule for evaluating Vice Chancellors. Evaluations of Academic Support Services (Library, Computer Center, Media Center, Writing Center) are conducted by the Academic Support Services Subcommittee and not included in this process.

Procedures for conducting evaluations and reporting information are explained on the appropriate evaluation forms for each administrator (Figures 2A.1-8)

2A-4 Schedule of Faculty Evaluations of Administrators by the Faculty Senate

Spring of odd-numbered years (beginning in 1997 for Chancellor and his Office; others begin in 1999)

- The Chancellor (Figure 2A.1), by the Executive Committee

- Office of the Chancellor: Officers and Staff (Figure 2A.2), by the Executive Committee

- The Provost and Vice Chancellor for Academic Affairs (Figure 2A.3) by Academic Affairs Committee

- Office for Academic Affairs: Officers and Staff (Figure 2A.4), by Academic Affairs Committee

- Vice Chancellor & Officers for Business Affairs (Figure 2A.5), by Faculty & Institutional Affairs Committee

Spring of even-numbered years (beginning in 1998)

- The Dean of Graduate Studies (Figure 2A.6), by the Academic Affairs Committee

- Vice Chancellor and Officers for Student Affairs (Figure 2A.7), by Student Affairs and Campus Life Committee

- Vice Chancellor and Officers for Advancement (Figure 2A.8), by the Faculty and Institutional Affairs Committee

Figure 2A.1 Chancellor Evaluation Form for Faculty

[NOTE: delete procedures and print as a computer scorable "bubble sheet" of numbered items]

Procedures: Every two years (in spring of odd-numbered years), this form is used by faculty to evaluate the Chancellor. Forms are distributed and collected by the *Executive Committee of the Faculty Senate*, which prepares an evaluation report: a tabulation of data from this form and a typed transcript of comments. The Chair of the Faculty Senate presents the evaluation report to the Chancellor, the Chair of the Board of Trustees, the Chair of the Board of Governors, and the President of the University of North Carolina. When the process is complete, the Chair of the Faculty Senate makes a brief report to the Faculty Senate. The forms and comments are held in strict confidence by the Executive Committee, retained by the Chair of the Senate for one semester, and then destroyed.

Instructions: Evaluate the Chancellor's performance in each category by marking, in pencil, the appropriate circle: Strongly Agree, Agree, No Opinion, Disagree, Strongly Disagree. If you cannot evaluate an item, leave it blank. Comments for each section may be written on this form or on extra pages.

AREA I. INTERACTION WITH FACULTY

SA A N D SD

1. communicates information to faculty effectively, orally and in writing
2. asks for and accepts input from faculty in decisions and policies
3. cooperates with and respects faculty governance
4. implements effectively policies and recommendations on faculty evaluation and pay
5. has regular contact with faculty members and is available to the faculty
6. encourages and supports teaching excellence
7. encourages and supports faculty scholarship, professional activity, and grant activity
8. encourages and recognizes faculty service to the institution, their professions, and the community
9. overall rating of interaction with faculty

Comments: strengths and suggestions for improvement in this area (continue on reverse or attached pages)

AREA II. INTERACTION WITH STUDENTS

10. communicates information to students effectively, orally and in writing
11. encourages and supports the Student Government Association
12. makes effective presentations for student groups and functions
13. asks for and accepts input from students in decisions and policies
14. has regular contact with students and is available to students
15. encourages and recognizes student achievements and activities
16. handles student input about faculty responsibly, discreetly, and in accordance with procedures
17. overall rating of interaction with students

Comments: strengths and suggestions for improvement in this area (continue on reverse or attached pages)

AREA III. INTERACTION WITH THE COMMUNITY

18. gives effective presentations for the public
19. is an effective leader of outreach activities
20. promotes fundraising
21. interacts with community leaders effectively
22. overall rating of interaction with the community

Comments: strengths & suggestions for improvement in this area (continue on reverse or attached pages)

AREA IV. MANAGEMENT OF ADMINISTRATIVE UNITS

23. promotes effective performance by administrative units
24. makes sound personnel decisions and assigns responsibilities well
25. overall rating of management of administrative units

Comments: strengths & suggestions for improvement in this area (continue on reverse or attached pages)

Area V. Leadership of the University

26. conceives and articulates a vision for the university and its future
27. exhibits imagination and openness to constructive change
28. identifies important issues and needs and gives them high priority
29. allocates time, energy, and resources to high priority issues and needs
30. develops, communicates, and implements long-range plans
31. seeks and accepts input from others in developing long-range plans
32. develops, communicates, and implements short-range plans effectively
33. communicates General Administration policies to faculty and staff
34. seeks and accepts input from others for implementing General Administration policies
35. implements General Administration policies effectively
36. maintains the financial soundness of the institution.

Comments: strengths & suggestions for improvement in this area (continue on reverse or attached pages)

OVERALL EVALUATION

37. I believe that this Chancellor is highly effective in performing the responsibilities of the Chancellor
38. I have confidence that the University will grow and improve under this Chancellor's leadership

Figure 2A.2 Office of the Chancellor: Collective Evaluation Form for Faculty

[to prepare form: delete procedures, fill in officers' names, and print as computer scorable bubble sheet]

Procedures: Every two years (in spring of odd-numbered years), this form is used by faculty to evaluate the officers reporting to the Chancellor (except Vice Chancellors). Forms are distributed by the *Executive Committee of the Faculty Senate*, which prepares an evaluation report: a tabulation of data from this form and a typed transcript of comments. The Chair of the Faculty Senate presents appropriate sections of the report to each person evaluated and an overall report to the Chancellor and the Chair of the Board of Trustees. When the process is complete, the Chair of the Faculty Senate makes a brief report to the Faculty Senate. The forms and comments are held in confidence by the Executive Committee, retained by the Senate Chair for one semester, and then destroyed.

Instructions: Evaluate each officer's performance in each category by marking, in pencil, the appropriate circle (strongly agree, agree, neutral, disagree, strongly disagree) If you cannot evaluate an item, leave it blank. Comments for each section may be written on this form or on extra pages.

SA A N D SD

Director of Planning and Institutional Research

The Director of Planning and Institutional Research integrates and leads University planning, including development of goals and objectives, and coordinates University research and assessment.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of the UNCP Regional Center for Economic and Professional Development

The Director of the Regional Center provides a range of services to enhance leadership and management skills and assist small business and economic development within the region.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Legal Assistant to the Chancellor

The Legal Assistant keeps the institution informed about our commitment to Affirmative Action, Equal Opportunity Employment, and Title IX (gender equity).

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Athletics

The Director of Athletics administers intercollegiate athletic activities, handles the athletic budget, maintains athletic facilities, and directs coaches. The director works with the Chair of the Department of Health, Physical Education, and Recreation and helps the Director of Development with fundraising.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Comments: special strengths and suggestions for improvement for any of the officers rated above

Figure 2A.3 Provost and Academic Vice Chancellor Evaluation Form for Faculty

[to prepare form: delete procedures, fill in officer's name, and print as computer scorable bubble sheet]

Procedures: Every 2 years (spring of odd-numbered years), this form is used by faculty to evaluate the Vice Chancellor. Forms are distributed and collected by the *Executive Committee of the Faculty Senate*, which prepares an evaluation report: a tabulation of data from this form and a typed transcript of comments. The Chair of the Faculty Senate presents the evaluation report to the Chancellor, the Chair of the Board of Trustees, the Chair of the Board of Governors, and the President of the University of North Carolina. When the process is complete, the Chair of the Faculty Senate makes a brief report to the Faculty Senate. The forms and comments are held in strict confidence by the Executive Committee, retained by the Chair of the Senate for one semester, and then destroyed.

Instructions: Evaluate the administrator's performance in each category by marking, in pencil, the appropriate circle: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree. If you cannot evaluate an item, leave it blank. Comments for each section may be written on this form or on extra pages.

AREA I. INTERACTION WITH FACULTY

SA A N D SD

1. communicates information to faculty effectively, orally and in writing
2. asks for and accepts input from faculty in decisions and policies
3. cooperates with and respects faculty governance
4. allocates annual merit pay fairly to recognize and reward faculty achievements
5. expects every faculty member to fulfill his or her responsibilities well
6. encourages and supports teaching excellence
7. encourages and provides resources for faculty scholarship, professional activity, and grant activity
8. encourages and recognizes faculty service to the institution, their professions, and the community
9. has regular contact with faculty members and is available to the faculty
10. encourages and supports recruitment of excellent faculty
11. makes tenure and promotion decisions that help improve the quality of the faculty
12. is effective overall in interaction with faculty

Comments: strengths and suggestions for improvement in this area (on reverse or attached pages)

AREA II. INTERACTION WITH STUDENTS

13. asks for and accepts input from students in decisions and policies
14. encourages and recognizes student achievements and activities
15. handles student input about faculty responsibly, discreetly, and in accordance with procedures
16. is effective overall in interaction with students

Comments: strengths and suggestions for improvement in this area (on reverse or attached pages)

AREA III. MANAGEMENT OF ACADEMIC RESOURCES

17. allocates office space, classrooms, and equipment fairly
18. manages academic budgets well (faculty grants, research funding, travel, printing, equipment)
19. handles student input about faculty members responsibly, discreetly, and fairly
20. communicates effectively with faculty in this area
21. is effective overall in management of academic resources

Comments: strengths and suggestions for improvement in this area (on reverse or attached pages)

AREA IV. MANAGEMENT OF DEPARTMENTS AND ACADEMIC OFFICES AND SERVICES

22. promotes effective performance by academic offices and services
23. makes sound personnel decisions and assigns responsibilities well
24. communicates effectively with department chairs and program directors
25. asks for and accepts input from chairs and program directors in decisions and policies
26. is effective overall in management of academic offices and services

Comments: strengths and suggestions for improvement in this area (on reverse or attached pages)

AREA V. EDUCATIONAL LEADERSHIP

27. effectively implements and communicates UNC system policies
 28. develops and implements effective admissions policies and academic standards
 29. manages course schedules effectively
 30. provides effective leadership for curriculum and program development
 31. inspires commitment and creativity in faculty and administrators
 32. is effective overall in educational leadership and performing responsibilities of the office
- Comments: strengths and suggestions for improvement in this area (on reverse or attached pages)*

Figure 2A.4 Officers for Academic Affairs: Evaluation Form for Faculty

[to prepare form: delete procedures, fill in officers' names, and print as computer scorable bubble sheet]

Procedures: Every two years (in spring of odd-numbered years), this form is used by faculty to evaluate the Office of Academic Affairs and officers reporting to the Vice Chancellor. Forms are distributed by the *Academic Affairs Committee of the Faculty Senate*, which prepares an evaluation report: a tabulation of data from this form and a typed transcript of comments. The Chair of the Senate presents appropriate sections of the report to each person evaluated and an overall report to the Chancellor and the Chair of the Board of Trustees. When the process is complete, the Chair of the Faculty Senate makes a brief report to the Faculty Senate. The forms and comments are held in confidence, retained by the Senate Chair for one semester, and then destroyed.

Instructions: Evaluate each officer's performance in each category by marking, in pencil, the appropriate circle (strongly agree, agree, neutral, disagree, strongly disagree) If you cannot evaluate an item, leave it blank. Comments for each section may be written on this form or on extra pages.

NOTE: The Provost and Vice Chancellor of Academic Affairs is evaluated using an individual form, (Figure 2.A.3) , as is the Dean of Graduate Studies (Figure 2.A.6).

SA A N D SD

Associate Vice Chancellor for Academic Affairs

The Associate Vice Chancellor for Academic Affairs provides assistance to the Provost and Vice Chancellor and leadership in four areas, represented below by questions 1-4.

1. the administrator performs effectively in planning and developing academic programs
2. the administrator performs effectively in coordinating General Education
3. the administrator performs effectively in recruiting, developing, and evaluating faculty
4. the administrator effectively oversees course loads, schedules, and instructional activities
5. the administrator communicates and cooperates well with faculty
6. the administrator communicates and cooperates well with students
7. the offices and programs under this administrator's leadership are functioning well

Assistant Vice Chancellor for Academic Affairs

The Assistant Vice Chancellor provides leadership and liaison for academic services-- registrar, library, computing, media center, admissions, continuing education and summer session, college opportunity program, institutional research, Native American resources center, and student support and health careers programs.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Continuing Education and Summer Session

The Director maintains a program of continuing education off-campus, evening/weekend college, educational opportunities for the area, and a summer session program for the University.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Library Services

The Director of Library Services supervises library staff and maintains well-balanced collections and services to the University population and programs.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of College Opportunity Program

The Director manages the College Opportunity Program in the areas of curriculum, instruction, assessment, recruitment of faculty and academic support.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Registrar

The Registrar directs the procurement, reporting, and maintenance of appropriate student records.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Admissions

The Director manages the Admissions staff, advertisement, and interaction with potential student populations.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Associate Director of Admissions

The Associate Director reviews applications, recruits students, and promotes minority presence.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director for Office of University Computing and Information Services

The Director of University Computing and Information Services directs University computing, the NC-REN facility, network systems, and the reporting of institutional data. The Director provides programming support, faculty and staff training for software and computer usage, and maintains campus-wide data network and access to LINC NET, NCIH, and INTERNET. The Director works with other offices to maintain automated processing procedures for admissions, registration, financial records, personnel, etc.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Student Support Programs

The Director of Student Support Programs plans, develops, implements, manages, and supervises the Upward Bound/Special Services and North Carolina Health Manpower Development Programs.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Media Center

The Director of Media Center manages, develops plans, and coordinates the media services to academic departments, the library, the testing center, other University units, and the community.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director/Curator of the Native American Resource Center

The Director administers the Center's acquisitions, day-to-day operations, and interactions.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Dean, School of Education

The Dean of the School of Education oversees coordination, development, and evaluation of teacher education programs; chairs the Teacher Education Committee, and cooperates with other departments.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of University-School Programs

The Director coordinates and monitors University work with and service to area schools, including student teaching, school social work internship and graduate internships, and early field experiences in the various education curricula.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Instructional Technology and Licensure officer (for Teacher Education)

The Director directs the Teacher Education Computer Laboratory and develops and provides instructional programs and activities for teacher education faculty and students in the area of instructional technology, and serves as the licensure officer for the University.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of the Teaching Fellows Program

The Director plans, implements, and monitors all aspects of the Teaching Fellows Program.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Coordinator of Freshmen Seminar and Academic Advisement

The Coordinator promotes retention of students at the University by planning, developing, and providing Freshman Seminar, Advisement programs, Summer Orientation, workshops, and an Advisement Manual.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of the Teaching and Learning Center

The Director plans, implements, and monitors functions of the Teaching and Learning Center, including faculty development workshops, funds, and resources on teaching-related topics.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well.

Comments: special strengths and suggestions for improvement for any of the officers rated above

Figure 2A.5 Vice Chancellor & Officers for Business Affairs: Evaluation Form for Faculty

[to prepare form: delete procedures, fill in officers' names, and print as computer scorable bubble sheet]

Procedures: Every two years (in spring of odd-numbered years), this form is used by faculty to evaluate the Vice Chancellor for Business Affairs and officers reporting to the Vice Chancellor. Forms are distributed by the *Faculty and Institutional Affairs Committee of the Faculty Senate*, which prepares an evaluation report: a tabulation of data from this form and a typed transcript of comments. The Chair of the Faculty Senate presents appropriate sections of the report to each person evaluated and an overall report to the Chancellor and the Chair of the Board of Trustees. When the process is complete, the Senate Chair makes a brief report to the Senate. The forms and comments are held in confidence, retained by the Senate Chair for one semester, and then destroyed.

Instructions: Evaluate each officer's performance in each category by marking, in pencil, the appropriate circle (strongly agree, agree, neutral, disagree, strongly disagree) If you cannot evaluate an item, leave it blank. Comments for each section may be written on this form or on extra pages.

SA A N D SD

Vice Chancellor of Business Affairs

The Vice Chancellor is responsible for planning, supervision, leadership, and assistance to departments in these areas: finances, business operations, and physical plant and facilities.

1. the Vice Chancellor helps departments receive appropriate financial and practical support
2. the Vice Chancellor seeks faculty input on policies and decisions that affect faculty
3. the Vice Chancellor communicates to the faculty information about policies and decisions
4. the offices and programs under this administrator's leadership are functioning well

Director of Business Services

The Director oversees purchasing, printing, mail, central stores, vending, inventory, receiving, and One Card.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the offices and programs under this administrator's leadership are functioning well

Student Supply Store/Bookstore Manager

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Physical Plant

The Director manages services for: buildings, maintenance, grounds, security, vehicles, recycling.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the offices and programs under this administrator's leadership are functioning well

Director of Food Services

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Printing Department Manager

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the offices and programs under this administrator's leadership are functioning well

Human Resources (Personnel) Director

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the offices and programs under this administrator's leadership are functioning well

Director of Campus Police

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Comments: special strengths and suggestions for improvement for any of the officers rated above

Figure 2A.6 Dean of Graduate Studies: Evaluation Form for the Faculty

[to prepare form: delete procedures, fill in officer's name, and print as computer scorable bubble sheet]

Procedures: Every two years (spring of even-numbered years) this form is used by graduate faculty, department chairs, and other interested faculty (who may request a copy after the evaluation is announced on e-mail) for evaluating the Dean of Graduate Studies. Forms are distributed and collected by the *Academic Affairs Committee* of The Faculty Senate, which prepares a report of responses: a tabulation of data from this form and a typed transcript of comments. This report is presented to the Chancellor, the Vice Chancellor for Academic Affairs, and the Dean of Graduate Studies. When the process is complete, the Chair of the Academic Affairs Committee makes a brief report to the Faculty Senate. The forms and comments are held in confidence and destroyed after one semester.

Instructions: Evaluate the Dean of Graduate Studies' performance in each of the following areas by marking, in pencil, the appropriate circle: Excellent, Good, Adequate, Needs Improvement, Unsatisfactory. If you cannot evaluate an item, leave it blank. Comments for each section may be written on this form or on extra pages.

AREA I. INTERACTION WITH FACULTY

SA A N D SD

1. encourages and gives recognition to teaching excellence
2. communicates information to the graduate faculty and to the Faculty Senate
3. implements policies and recommendations on faculty evaluation
4. encourages faculty development
5. has contact with and is available to faculty

Comments: strengths & suggestions for improvement in this area (on reverse or attached pages)

AREA II. INTERACTION WITH STUDENTS

6. communicates program information to students
7. incorporates input from students in decision/policy making
8. has contact with and is available to students
9. assists in the recruitment of students
10. gives recognition to student excellence

Comments: strengths & suggestions for improvement in this area (on reverse or attached pages)

AREA III. INTERACTION WITH THE COMMUNITY

11. demonstrates leadership in outreach activities
12. makes effective presentations to the public
13. interacts effectively with public schools, community colleges, and other universities

Comments: strengths & suggestions for improvement in this area (on reverse or attached pages)

AREA IV. MANAGEMENT OF PROGRAM UNITS

14. promotes effective performance by graduate programs
15. makes sound decisions concerning personnel and assigning responsibilities
16. cooperates with graduate programs when making plans
17. effectively administers evaluations of graduate program areas
18. maintains sound records detailing finances, academics, and policy for graduate program areas

Comments: strength & suggestions for improvement in this area (continue on reverse or attached pages)

AREA V. LEADERSHIP

19. seeks and takes account of input from the Graduate Council
20. demonstrates vision and fairness to all programs in setting program goals
21. communicates program goals to graduate programs
22. prepares effectively for accreditation visits and interacts effectively with accrediting bodies
23. provides accurate, up-to-date information for University publications
24. seeks input from graduate programs for implementing General Administration policies
25. communicates General Administration policies to graduate programs and the Faculty Senate
26. promotes academic soundness for Graduate Studies at the University
27. overall, is highly effective as Dean of Graduate Studies

Comments: strengths & suggestions for improvement in this area (on reverse or attached pages)

Figure 2A.7 Vice Chancellor & Officers for Student Affairs: Evaluation Form for Faculty

[to prepare form: delete procedures, fill in officers' names, and print as computer scorable bubble sheet]

Procedures: Every two years (in spring of even-numbered years), this form is used by faculty to evaluate the Vice Chancellor for Student Affairs and officers reporting to the Vice Chancellor. Forms are distributed by the *Student Affairs and Campus Life Committee of the Faculty Senate*, which prepares an evaluation report: a tabulation of data from this form and a typed transcript of comments. The Chair of the Senate presents appropriate sections of the report to each person evaluated and an overall report to the Chancellor and the Chair of the Board of Trustees. When the process is complete, the Faculty Senate Chair makes a brief report to the Senate. The comments are held in confidence, retained by the Senate Chair for one semester, and then destroyed.

Instructions: Evaluate each officer's performance in each category by marking, in pencil, the appropriate circle (strongly agree, agree, neutral, disagree, strongly disagree) If you cannot evaluate an item, leave it blank. Comments for each section may be written on this form or on extra pages.

SA A N D SD

Vice Chancellor for Student Affairs

The Vice Chancellor for Student Affairs coordinates the development and operation of programs, services, policies, and activities affiliated with campus life. The Vice Chancellor is also an advocate for students.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Assistant Vice Chancellor for Student Affairs

The Assistant Vice Chancellor manages Student Activities, University Center, & Career Services.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Dean of Students

The Dean supervises residence halls and student judicial matters.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Student Activities

The Director coordinates campus programs and activities and oversees student publications.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of the University Center

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of the Counseling and Testing Center

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Career Services

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Financial Aid

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Executive Director of Givens Performing Arts Center

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of Student Health Services

1. the offices and programs under this administrator's leadership are functioning well

Comments: special strengths and suggestions for improvement for any of the officers rated above

Figure 2A.8 Vice Chancellor & Officers for Development and University Relations: Evaluation Form for Faculty

[to prepare form: delete procedures, fill in officers' names, and print as computer scorable bubble sheet]

Procedures: Every two years (in spring of even-numbered years), this form is used by faculty to evaluate the Vice Chancellor for Development and University Relations and officers reporting to the Vice Chancellor. Forms are distributed by the *Faculty and Institutional Affairs Committee of the Faculty Senate*, which prepares an evaluation report: a tabulation of data from this form and a typed transcript of comments. The Chair of the Faculty Senate presents appropriate sections of the report to each person evaluated and an overall report to the Chancellor and the Chair of the Board of Trustees. When the process is complete, the Chair of the Faculty Senate makes a brief report to the Faculty Senate. The forms and comments are held in confidence by the Executive Committee, retained by the Senate Chair for one semester, and then destroyed.

Instructions: Evaluate each officer's performance in each category by marking, in pencil, the appropriate circle (strongly agree, agree, neutral, disagree, strongly disagree) If you cannot evaluate an item, leave it blank. Comments for each section may be written on this form or on extra pages.

SA A N D SD

Vice Chancellor for Development and University Relations

The Vice Chancellor is responsible for the areas listed below in questions 1-5

1. the Vice Chancellor effectively plans implements resource development for the University
2. the Vice Chancellor effectively manages the UNCP Foundation and Endowment
3. the Vice Chancellor effectively coordinates efforts with the Alumni Office & Annual Fund
4. the Vice Chancellor effectively coordinates efforts with the University Relations Office
5. the Vice Chancellor communicates and cooperates well with faculty
6. the offices and programs under this administrator's leadership are functioning well

Director of the Office of Alumni Relations and Annual Fund

The Director plans, coordinates, and implements programs for alumni involvement.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of the Office of Development

The Director develops and manages the resource development program and cooperates with departments and offices in obtaining financial support for their programs.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of the Office of University Relations

The Director is responsible for internal and external communication, promotion, and media coverage.

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Director of the Office of Telecommunications and WNCP-TV

1. the administrator performs his or her responsibilities effectively
2. the administrator communicates and cooperates well with faculty
3. the administrator communicates and cooperates well with students
4. the offices and programs under this administrator's leadership are functioning well

Comments: special strengths and suggestions for improvement for any of the officers rated above