

EFFECTIVE DATE: August 25, 2003

INTERNAL MANAGEMENT MEMORANDUM: 6C1-6.30-1-14 (Revised)

SUBJECT: UF/IFAS; Administrator Evaluation Form

A. **Introduction**

The Vice of Agriculture and Natural Resources or other designated administrator will conduct an annual evaluation of unit administrators and will solicit faculty input as part of a comprehensive triennial evaluation. The triennial survey instrument provides a method for soliciting faculty input concerning Department Chair, Center Director, and other administrators' leadership performance as it relates to their administrative duties. This is only one source of information used in the evaluation process. The Vice President or designated administrator will make the final determination of the job performance of the respective positions. Other sources of input used in the evaluation process include discussions with the Deans and individuals who work with the unit on a frequent basis. The process is also designed to provide feedback to both the administrator and faculty on overall performance. (The evaluation form is at the end of this document.)

B. **The Process for Faculty Unit Administrators (Department Chairs/Center Directors)**

1.) Annual Goals, Objectives and Annual Accomplishments.

An annual evaluation of unit leaders will occur based on an assessment of the administrator's progress towards meeting his or her professional and unit goals. The unit administrator will prepare annually a statement of his or her unit and personal goals and

objectives (Plan of Work) for the upcoming year, as well as a statement of his/her accomplishments for the past year. The plan of work and accomplishments will be reviewed and discussed with the unit's faculty annually between January and June. After distributing and discussing the document with his/her faculty, it will be forwarded to the Vice President for review and feedback. The Vice President will share the material from the unit leaders with the Deans. The unit administrator also should express any concerns he or she has regarding the unit to the Vice President. The unit administrator will receive from the Vice President written input regarding the document which he or she should discuss at a meeting with the faculty.

2.) Triennial Evaluation.

In addition to the normal annual evaluation process, each unit administrator will receive a comprehensive evaluation at the end of each three-year period. The evaluations, where possible, will be staggered so that only one-third of the unit administrators will be evaluated each year. All evaluations will be conducted during the period of January to June. As a part of this extensive evaluation, the Vice President will solicit input from the faculty. All faculty input shall be based upon the performance of the unit administrator in relation to his or her job description and the UF/IFAS and unit mission and goals. The process for soliciting faculty input to the triennial evaluation involves six steps:

- a. The Vice President of Agriculture and Natural Resources will initiate the review by sending the survey form, description of duties and responsibilities, and a document prepared by the unit administrator describing his

or her achievements during the previous three years to all tenure and tenure-accruing faculty in the unit. In the case of Department Chairs, this includes tenure and tenure-accruing faculty located in the department at Gainesville as well as those located at Research and Education Centers (RECs). Faculty at RECs will evaluate their Director as well as the Chair of the department where he or she holds tenure.

b. The faculty are requested to complete the form by checking the appropriate block which corresponds to the performance level for each evaluation criterion. Also, the faculty are encouraged to provide specific explanatory comments in the space provided and/or to attach additional pages if necessary. If there are any questions concerning how to complete the form or regarding the evaluation process, individuals should contact the Vice President's Office for clarification.

c. The completed form is forwarded to the Vice President's Office in an envelope provided marked **CONFIDENTIAL**. The confidentiality of those evaluated and participating in the evaluation process will be maintained. The individual forms and comments will not be shared with the evaluatee as allowed by Florida Statutes and Florida Board of Education's rule. Individuals wishing to discuss matters of a specific nature, but not wishing to use the survey document, may request an appointment with the Vice President. This should only be done if there are issues which cannot be handled by the survey document.

d. The evaluations will be consolidated and then summarized for use by the

Vice President in the comprehensive triennial evaluation process. The unit's faculty will meet with the Vice President to discuss the unit's progress toward meeting its mission and goals and the unit administrator's leadership. At that time, the Vice President will provide a verbal summary of the results of the evaluation instrument to the unit's faculty. The actual input cannot be provided to the faculty, because as with the faculty evaluation, the results are confidential, not subject to the public records law, and are under the jurisdiction of the person being evaluated.

e. After all other forms of input into the evaluation process have been received and reviewed, the Vice President will prepare, in consultation with the deans, a preliminary appraisal of the unit administrator's performance, and will schedule a conference with the unit administrator to discuss the preliminary appraisal. This meeting will be for the purpose of discussing leadership strengths, exemplary aspects of program direction and accomplishments, any areas of concern, and if appropriate, areas of unsatisfactory performance. Following the meeting the Vice President will provide a written summary of the discussion to the unit administrator.

f. Within one month, or as soon thereafter as possible, after the Vice President has provided the written summary to the unit administrator, the unit administrator is encouraged to meet with the faculty to discuss the results of the evaluation in an open and constructive manner. It is essential that the unit administrator and the faculty jointly develop a plan for addressing significant

areas of departmental programs which require their combined efforts for improvement.

C. **The Process for Vice President, Deans, Assistant/Associate Vice Presidents, and Assistant/Associate Deans**

The triennial evaluation process for the Vice President, Deans, Associate Vice President, and Assistant/Associate Deans follows the same philosophy and approach as that for Department Chairs and Center Directors. The same evaluation instrument also is utilized. The evaluation will be conducted every third year during the period from January to June. In preparation for the evaluation, the Vice President or other administrators in this category will prepare a job summary and statement of personal goals for the upcoming three year period, and a statement of accomplishments for the immediate past three year period. This information, along with a statement of mission, will be provided to those from whom evaluative input is solicited.

1.) Vice President

For the Vice President's evaluation, input will be solicited from the Deans,

Associate/Assistant Deans, Chairs, Center Directors, and 20% of all IFAS tenure and tenure-accruing faculty (randomly selected). The completed forms will be returned to the President of the University or a designated representative.

2.) Deans

For the Dean's evaluation, input will be solicited from the Associate/Assistant Deans, Chairs, Center Directors and all IFAS faculty with a

20% or greater appointment in the specific Dean's functional area (teaching, research or extension). The completed forms will be returned to the Vice President. The Vice president will provide a verbal summary of the results of each Dean's evaluation with the IFAS Faculty Advisory Committee and with the Chairs and Center Directors as a group. After these meetings, the Vice President will meet with the Dean to discuss input received and overall performance and leadership of the Dean. Following this meeting, the Vice President will provide a written summary to the Dean.

3.) Assistant/Associate Vice Presidents and Assistant/Associate Deans

For these evaluations, input will be solicited from the Chairs, Center Directors and other IFAS faculty and/or staff as determined by the supervisor/evaluator. This would typically include input from significant groups and other key administrators such as other Assistant/Associates, clientele, etc. with whom the individual works. The completed forms are returned to the respective supervisor of the given position. The supervisor will meet with the individual being evaluated to discuss input received and overall performance and leadership of the individual. Following this meeting, the supervisor will provide a written summary to the individual.

D. **The Process for IFAS Support Unit Directors**

The triennial evaluation process for support unit Directors such as the Directors of IFAS Communication Services, Information Technologies, Office of Conferences and Institutes, Personnel Affairs, etc. follows the same philosophy and approach as that for

other IFAS administrators. The same evaluation instrument is utilized. The evaluation will be conducted every third year during the period from January to June. In preparation for the evaluation, the administrator to be evaluated will prepare a summary of job duties, a statement of personal goals for the upcoming three-year period, a statement of accomplishments for the immediate past three-year period. This information, along with a statement of mission, will be provided to those from whom evaluative input is solicited.

For these evaluations, input will be solicited from the Chairs, Center Directors and other IFAS faculty and/or staff as determined by the supervisor/evaluator. The completed forms are returned to the respective supervisor of the given position. The supervisor will meet with the individual being evaluated to discuss input received and overall performance and leadership of the individual. Following this meeting, the supervisor will provide a written summary to the individual.

Triennial Evaluation Form for UF/IFAS Administrators

Name of Administrator Being Reviewed

Evaluation Period

Please rate the above-named administrator on each characteristic listed below by the following scale. Leave an item blank if you are not familiar with the individual's work in that area.

(1) Unacceptable (2) Needs Improvement (3) Standard (4) Commendable (5) Exemplary

____ Communication skills

____ Leadership

____ Fairness/Ethical approach to work

____ Interaction with faculty and/or staff

____ Management of personnel and programs

____ Promotion of excellence in area(s) of responsibility

____ Identification of unit priorities

____ Efforts to address identified priorities

____ Collegiality

____ Appropriate attention given to Equal Opportunity and Civil Rights matters

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Overall Evaluation: Rate the overall effectiveness of this administrator. (Circle your rating)

(1) Unacceptable (2) Needs Improvement (3) Standard (4) Commendable (5) Exemplary

Remarks: Please use the back of this page to include any remarks such as strengths, weaknesses, and suggestions for the future. A tabulation of the overall evaluation and a typed version (to preserve anonymity) of remarks will be given to the administrator being evaluated.

Name of submitter (optional): _____