

**Faculty Evaluation of Administrators
Spring 2014**

Report by AEC of the TWU Faculty Senate
Presented to the October 2014 General Assembly

A) Scope and Rationale of the AEC Report

TWU faculty and administrators share a strong commitment to success in pursuing the University’s mission. The overall goal of the administrator evaluation process (AEP) is continuous institutional improvement. As stated in the Guidelines and Procedures for the TWU AEP by Faculty (‘Guidelines’): ‘Formal evaluation provides an orderly and structured process for gathering objective evidence about performance and answering internal and external demands for accountability. The AEP assesses the quality of administrative performance in the context of the University’s mission, vision, and strategic goals. Accordingly, the evaluation must reflect the role and scope of administrative duties and expectations while fostering a positive climate for growth in professional competence and leadership.’ As a reflection of the AEP goal and ‘Guidelines’ the AEC presents this comprehensive report containing a summary of the process used to generate the evaluative information, statistics, critical findings and recommendations.

B) Plan and Methodology Employed in the Evaluation Process

During spring semester 2014, the AEC initiated and performed administrator evaluations for the Chancellor and President, Provost, new departmental chairs/program directors, and the administrative units listed in Table 1.

Table 1 – Summary of Spring 2014 AEP

Administrators/Administrative Units Evaluated	Time Interval for Survey Administration	Evaluators
Provost	04/09 – 04/24	All faculty
University Advancement (formerly Institutional Development)	04/09 – 04/24	All faculty
New Chairs/Program Directors	04/26 – 05/10	Faculty constituency of corresponding department/program
Finance and Administration	04/09 – 04/24	All faculty
Marketing and Communications	04/09 – 04/24	All faculty
Provost Office/Academic Affairs	04/09 – 04/24	All faculty
Student Life	04/09 – 04/24	All faculty

The AEC committee was composed of Camelia Maier, Chair, and Sandra Cesario, Peggy Landrum, Janine Golden, and Linda Marshall. The step-by-step activities of the committee supported by Jill Stover, the Faculty Senate Administrative Assistant and Christopher Johnson, Office of Technology (OT) representative, during Spring 2014 AEP period are listed below:

- 1) The AEC informed the administrators to be evaluated about the AEP timeline. Documentation on the mission and objectives of the administrative units and/or job description of administrators was requested in order to build the corresponding evaluation questionnaires;
- 2) Lists of faculty evaluators were sent to the corresponding college deans to confirm the eligibility of evaluators. The eligibility of the evaluators is stated in the ‘Guidelines’ as ‘regular full-time and part-time appointment (i.e., those with at least a 50% FTE) faculty who are eligible to vote in Faculty Senate elections’;
- 3) Requests were sent to deans to provide lists of new chairs and program directors (one year in the new position) in their colleges and to specify interim positions;
- 4) Message was sent to new chairs/program directors to provide a list of adjunct faculty and GTAs to be added to the pool of evaluators;

- 5) Message was sent to interim chairs/program directors to determine whether or not they wanted to be evaluated;
- 6) The AEC worked on the evaluation questionnaires based on the documentation received from administrators/administrative units. The questionnaires were sent to administrators for feedback and possible inclusion of additional specific questions;
- 7) Final evaluation questionnaires were approved by the administrators to be evaluated and TWU Faculty Senate;
- 8) Surveys were posted on SurveyMonkey and corresponding evaluators were informed via e-mail (with a weblink) to take the surveys during an established period of time (see Table 1). The evaluators had one-time only access to survey and only direct reports to the individual administrator, in case of departmental chairs or program directors, could complete the survey. To further protect the confidentiality and fairness of the evaluation process, only the OT representative and the Faculty Senate Administrative Assistant had access to the survey responses;
- 9) At the end of the evaluation period for each survey, the OT representative collected survey data and, assisted by the Faculty Senate Administrative Assistant, tabulated and double-checked the results. Descriptive statistics were performed for each questionnaire as described under 'Evaluative Information';
- 10) The aggregated numerical data with statistics and written comments were distributed to the administrators and administrative units evaluated. Only quantitative data with statistics were sent to the corresponding supervisors of the administrators and administrative units evaluated and to the AEC for the purpose of developing this report;
- 11) According to the 'Guidelines,' the quantitative data for the Provost and Administrative Units will be posted on the TWU Faculty Senate webpage.

C) Evaluative Information – Observations and Recommendations

Statistics performed on survey data were numerical and percentage survey response rates (Table 2). Additional graphic representation of each quantitative question of the survey are being prepared.

A total of 2682 surveys were sent to all TWU eligible faculty; 528 faculty representing 19.7% of all eligible TWU faculty evaluators, which includes a small number of adjunct faculty and GTAs, participated in the Spring 2014 AEP process (Table 2). Thirteen new department chairs/program directors were evaluated by the faculty of their corresponding departments. In 4 of the 13 departments, part-time faculty and GTAs were included as evaluators (Table 3). The response rate for evaluation of the Provost was 26.4 %. The Chancellor declined evaluation in the spring of 2014 due to her pending retirement. There was a wide variance in the response rates for department chairs ranging from 0% to 100% (Table 2). Response rates from departmental units (University Advancement, Student Life, Office of the Provost, Marketing and Communication, and Finance) ranged from 14.1% to 23.2%. Further discussion is needed to improve faculty participation in the administrator evaluation process.

Although the AEP does not apply to interim positions, the AEC offered the possibility to both interim chairs/program directors and their faculty constituencies to participate in the process. Also, as established by the 'Guidelines,' the chairs/program directors could, if they choose, enlarge the pool of evaluators to include adjunct faculty and GTAs in their department, since the majority of TWU programs have small faculty. The TWU Faculty Senate and AEC believe that all faculty members should be given the opportunity to participate in the AEP. The overall goal of the AEP is continuous institutional improvement, and feedback from even small faculty constituencies through administrator evaluations can be used for improvement of departmental/program activities.

Table 2 – Spring 2014 AEP Survey Response Rates

Administrator/Administrative Unit	Total Survey Sent to Evaluators	Number of Responses	Response Rate (%)
Chancellor and President	NA	NA	NA
Provost	397	105	26.4%
University Advancement Unit (formerly Institutional Development)	397	56	14.1%
Student Life	397	68	17.1%
Office of the Provost & VP for Academic Affairs	397	92	23.2%
Marketing and Communication Unit	397	60	15.1%
Finance and Administration Unit	397	63	15.9%
Chair 1	51	20	39.2%
Chair 2	3	3	100%
Chair 3	8	3	37.5%
Chair 4	6	3	50%
Chair 5	7	4	57.1%
Chair 6	3	0	0 %
Chair 7	19	5	26.3%
Chair 8	3	1	33.3%
Chair 9	16	3	18.8%
Chair 10	7	3	42.9%
Chair 11	37	18	46.6%
Chair 12	9	2	22.2%
Chair 13	41	19	46.3%
Totals	2682	528	19.7%

Table 3 – Demographics of Evaluators for New Chairs/Program Directors

Administrator	Evaluator Position in the Program				Evaluator Years in the Program		No response[¶]
	Full-time	Part-time	Adjunct	GTA	< 3 yrs	> 3 yrs	
Chair 1	14	1	5	0	6	14	0
Chair 2	2	0	1	0	1	2	0
Chair 3	3	0	0	0	0	2	1
Chair 4	3	0	0	0	0	3	0
Chair 5	2	0	2	0	3	1	0
Chair 6	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Chair 7	4	0	1	0	1	4	0
Chair 8	1	0	0	0	0	1	0
Chair 9	3	0	0	0	0	3	0
Chair 10	3	0	0	0	0	3	0
Chair 11	18	0	0	0	1	16	1
Chair 12	2	0	0	0	0	2	0
Chair 13	19	0	0	0	4	15	0
Totals*	74	1	9	0	16	66	2

*A total of 84 surveys were sent to evaluators of new chairs/program directors

¶Data in this column represents no responses to years in the corresponding programs

N/A indicates no responses at all

Instrument design for collecting the evaluative information was a collaborative process between the AEC and the corresponding administrators and heads of administrative units. Particularized formats of the evaluation instrument were developed to account for aspects of job performance that are specific to a particular position or services rendered by a specific administrative unit. Input on the corresponding evaluation questionnaires was received from the Provost, Institutional Development, Marketing and Communications, and one chair. There were instances of no responses to the AEC messages from one dean, regarding confirmation of eligible evaluators, and two administrative units, regarding providing the documentation on the mission and objectives of the units and feedback on the survey questionnaires. The AEC recommends administrators to provide the necessary documentation for building the evaluation survey questions and answer to the committee's requests in a timely manner to avoid delays in administering the evaluations surveys.

The quantitative survey questions asked the faculty to rate their agreement/disagreement on a scale of 5 to 0, where 5 = **Strongly agree**, 4 = **Somewhat agree**, 3 = **Neutral/Undecided**, 2 = **Somewhat disagree**, 1 = **Strongly disagree**, and 0 = **Don't know** (if they feel they did not have enough information to answer). The highest percentage of 'Don't know' answers was found in the evaluations of administrative units for most of the questions. Small percentages of this rating were found in the evaluation of the Provost for some questions. Very few 'Don't know' ratings were found in the evaluations of chairs. Although there may be different reasons for the high percentage of 'Don't know' ratings, the AEC recommends a) the administrators and administrative units to find ways to better communicate their objectives and activities with faculty, and b) faculty to educate themselves on the structure and functions of the University administration. The Faculty Senate and AEC believe that developing a greater spirit of collegiality among administrators and faculty, more open communication and feedback between administrators and faculty, and greater participation of faculty in the overall administration of the university are keys to success in pursuing the TWU mission and continuous institutional improvement. Due to the overall low response rate, caution should be used in interpretation of results. Feedback from faculty, representing their perception of the administrator and unit activities could and should provide guidance to administrators toward self-improvement and be used for the improvement of departmental/program activities towards achieving its mission.

The AEC thanks Robert Placido and Christopher Johnson of OT for developing the survey system to ensure the anonymity, confidentiality, and security of the evaluation process. Jill Stover was instrumental in providing excellent assistance to the committee through all the AEP steps and we are very grateful to her. Experience obtained with the spring 2014 AEP based on the new 'Guidelines' will provide the basis for the improvement of future AEPs.

Appendices

Evaluation Questionnaire for the Office of the Provost and Vice President for Academic Affairs

Spring 2014

Introduction

In compliance with the requirements of the Southern Association of Colleges and Schools (SACS) and in order to uphold systematic analysis for the continuous improvement of the institution, TWU Faculty Senate, with the approval of the Board of Regents established an evaluation system for the assessment of administrators and has conducted evaluations since 1994.

The overall goal of the evaluation process is to assess the quality and substance of administrative performance in the context of the University's mission and to support continuous institutional improvement.

This evaluation questionnaire is for the Office of the Provost and Academic Affairs administrative unit. Dr. Robert Neely, Provost and VP for Academic Affairs, was evaluated individually. This evaluation should focus on how well the administrative unit advanced the major institutional and academic affairs objectives during the past year (from spring 2013 to present). The Office of the Provost and Vice President for Academic Affairs oversees all matters related to academic programs at TWU. The following is a list of activity areas and top administrators of the Office of the Provost and Vice President for Academic Affairs. To find out more about the departments within the Office of the Provost, click on the following link: <http://www.twu.edu/academic-affairs/>.

Dr. [Jennifer Martin](#), Senior Associate Provost

Dr. [Michael Stankey](#), Associate Provost for Institutional Improvement

Dr. [Barbara Lerner](#), Associate Provost for Undergraduate Studies and Academic Partnerships

Dr. Robert Placido, Associate Provost for Technology and CIO

Dr. Mark Hamner, Assistant Provost for Institutional research and Data Management

Dr. Chandan Prasad, Interim Assistant Provost for Promotion of Research and Sponsored Programs

Dr. Larry LeFlore, Dean of the Graduate School

Evaluation Survey

The evaluation survey has two types of questions: quantitative questions with a rating scale on which performance is to be evaluated and open-ended questions which offer the evaluators the opportunity to add additional comments.

All evaluators are urged to complete responses for both types of questions.

Quantitative Questions

Please rate the performance of the Finance and Administration Unit on the given statements.

Rate your agreement/disagreement on a scale of 5 to 0, where 5 = **Strongly agree**, 4 =

Somewhat agree, 3 = **Neutral/Undecided**, 2 = **Somewhat disagree**, and 1 = **Strongly disagree**.

If you feel you do not have enough information, select 0 = **Don't know** (not enough information to answer).

1. The Office of the Provost and Vice President for Academic Affairs effectively oversees and coordinates the TWU activities in compliance with the Southern Association of Colleges and Schools-Commission on Colleges (SACS) requirements and standards as well as with all federal and state requirements of continuous improvement, assessment, and accountability.
2. The Office of the Provost and Vice President for Academic Affairs works effectively with other academic administrators, faculty and staff on matters of curriculum, instruction, and program development.
3. The Office of the Provost and Vice President for Academic Affairs effectively oversees matters of recruitment and retention of students.
4. The Office of the Provost and Vice President for Academic Affairs excels in overseeing the recruitment, retention, and evaluation of faculty.
5. Institutional Improvement provides excellent leadership, technical support, and information on the institutional effectiveness reporting systems, course evaluations, general education competency assessment, evaluation of faculty qualifications, and faculty development opportunities.
6. The Office of Institutional Research and Data Management is extremely helpful in providing information for reporting, planning, and decision-making activities of the institution.
7. The Office of Undergraduate Studies and Academic Partnerships excels in overseeing academic support services and advising for undergraduate students, as well as partnership with K-12 education.
8. The activities of the Office of Research and Sponsored Programs are excellent in building a culture of productive research and collaboration, and in encouraging and supporting research and creative arts.
9. The Graduate School works closely with departments in the recruitment of graduate students and provides excellent support for the activities of both graduate faculty and students.
10. The Academic Digest is an excellent venue for promoting a better divisional communication by providing the faculty and staff with critical information about important topics facing TWU.
11. The activities of the Office of Teaching and Learning with Technology (TLT) for incorporating technology into courses are excellent.
12. The TWU Academic Institutional Improvement Assessment Plan (AIIAP) provides helpful feedback to departments/programs on their student learning outcomes and assessment measures.
13. The Office of Technology designs, manages and implements technology systems, processes, and services that support the mission of the university according to state regulations.

14. The 'Faculty Resources' (<http://www.twu.edu/academic-affairs/faculty-resources.asp>), 'Forms' (<http://www.twu.edu/academic-affairs/forms.asp>) and the 'Academic Resource Manual' (<http://www.twu.edu/academic-affairs/academic-resource-manual.asp>) links on the Academic Affairs Home page are easily accessible and extremely useful for faculty and staff activities.

Open Response Questions

1. What do you consider the administrative unit's strengths?
2. In which areas does the administrative unit need the most improvement? Please recommend steps that could be taken to improve performance.
3. If you wish to provide comments on the activity of a specific administrator and/or subunit of the Office of the Provost and Vice President for Academic Affairs, please do so in the space provided.

Evaluation Questionnaire for the Finance and Administration Unit

Spring 2014

Introduction

In compliance with the requirements of the Southern Association of Colleges and Schools (SACS) and in order to uphold systematic analysis for the continuous improvement of the institution, TWU Faculty Senate, with the approval of the Board of Regents established an evaluation system for the assessment of administrators and has conducted evaluations since 1994.

The overall goal of the evaluation process is to assess the quality and substance of administrative performance in the context of the University's mission and to support continuous institutional improvement.

This evaluation questionnaire is for the TWU Finance and Administration Unit. The evaluation should focus on how well this administrative unit advanced the major institutional and academic affairs objectives during the past year (from spring 2013 to present). The Finance and Administration Unit is responsible for the overall administration, budgeting, financial operations, and facilities management of the university. The following is a list of activity areas and administrators of the Finance and Administration Unit. To find out more about the departments and offices within Finance and Administration, click on the links provided.

Dr. Brenda Floyd, VP for Finance and Administration

Pam Wilson, Associate VP for Budget and Procurement

- [Budget Office](#) – Robin Bayer, Budget Director
- [Bursar/Cashier's Office](#) – Kathy Woods, Bursar
- [Controller's Office](#) – Kelly McCullar, Associate VP – Finance, Controller, and Treasury
- [Facilities Management](#) – Harold Johnson, Associate VP – FM and Construction
- [Human Resources](#) – Lewis Benavides, Associate VP
- [Payroll](#) – Amanda Noday, Payroll Manager
- [Printing and Mail Services](#) –
- [Public Safety](#) - Elizabeth Z. Pauley, Director
- [Procurement Services](#) – Nancy Cinnater, Supervisor

Evaluation Survey

The evaluation survey has two types of questions: quantitative questions with a rating scale on which performance is to be evaluated and open-ended questions which offer the evaluators the opportunity to add additional comments.

All evaluators are urged to complete responses for both types of questions.

Quantitative Questions

Please rate the performance of the Finance and Administration Unit on the given statements.

Rate your agreement/disagreement on a scale of 5 to 0, where 5 = **Strongly agree**, 4 =

Somewhat agree, 3 = **Neutral/Undecided**, 2 = **Somewhat disagree**, and 1 = **Strongly disagree**.

If you feel you do not have enough information, select 0 = **Don't know** (not enough information to answer).

1. The VP for Finance and Administration effectively manages, supervises, and directs the assessment of the overall administration, budgeting, financial operations, and facilities management of the University.
2. The Finance and Administration manages budgetary and operational matters effectively and impartially allocates resources for all University campuses.
3. The Finance and Administration effectively manages contracts and affiliation agreements with other agencies for complex operations in a manner consistent with University goals.
4. The administrators of Finance and Administration seek and consider faculty opinions before making decision that affect components and faculty.
5. The Budget Office effectively and timely coordinates the preparation of the annual operating budget and maintains the adopted budget throughout the fiscal year.
6. The Budget Office effectively and in a timely manner processes budget transfers and set up new accounts.
7. The Bursar's Office effectively provide TWU students and their families with a complete understanding of their financial responsibility to the University, and facilitate fulfillment of that responsibility through effective payment solutions.
8. The Controller's Office provides excellent stewardship of the University's fiscal resources.
9. Facilities Management provides excellent design and construction activities
10. Facilities Management provides excellent custodial and ground maintenance
11. Facilities Management provides excellent risk management activities
12. Facilities Management responds promptly to faculty requests for repairs.
13. Key Access Control Office works timely in providing services to faculty, staff, and students.
14. The Office of Human Resources offers excellent coordination for compliance with the affirmative action and equal opportunity regulations.
15. The Office of Human Resources provides excellent services to employees to understand their benefits and compensation.
16. The Office of Human Resources provides excellent and timely help regarding recruitment and selection of candidates for faculty and staff positions.

17. The Payroll Office provides and promotes the highest standards of payroll services to meet the needs of the faculty, staff, and students of Texas Woman's University in a pleasant, professional, and efficient manner.
18. Printing and copying services are high quality and performed in timely manner.
19. Mail services are high quality and performed in timely manner.
20. Public Safety responds effectively and timely to faculty concerns about campus safety.
21. Public Safety provides building access and assistance during nights and weekends.
22. Parking administration on all campuses is excellent.
23. Procurement Services commitment to assisting the TWU community in the procurement of goods and services (advertisements, animals, computer and related equipment, office supplies, consulting services, purchasing credit card, food, furniture, proprietary/sole source purchases, etc.) is excellent.
24. Leasing the bookstore was a good idea.
25. Oversight of the leasing and operating vending machines on campuses is excellent.

Open Response Questions

1. What do you consider the administrative unit's strengths?
2. In which areas does the administrative unit need the most improvement? Please recommend steps that could be taken to improve performance.
3. If you wish to provide comments on the activity of a specific administrator and/or department of the Finance and Administration Unit (Budget Office, Bursar/Cashier's Office, Controller's Office, Facility Management, Human Resources, Payroll, Printing and Mail Services, Public Safety, and Procurement Services), please do so in the space provided.

Evaluation Questionnaire for the Student Life Unit

Spring 2014

Introduction

In compliance with the requirements of the Southern Association of Colleges and Schools (SACS) and in order to uphold systematic analysis for the continuous improvement of the institution, TWU Faculty Senate, with the approval of the Board of Regents established an evaluation system for the assessment of administrators and has conducted evaluations since 1994.

The overall goal of the evaluation process is to assess the quality and substance of administrative performance in the context of the University's mission and to support continuous institutional improvement.

This evaluation questionnaire is for the TWU Student Life Unit. The evaluation should focus on how well this administrative unit advanced the major institutional and academic affairs objectives during the past year (from spring 2013 to present). The mission of the Student Life Unit is to support and enhance the students academic experience by providing services and programs that holistically develop the students and assist them in reaching their potential in leadership and community service. The following is a list of activity areas and administrators of the Student Life Unit. To find out more about the departments within Student Life, click on the following link: <http://www.twu.edu/student-life/> or access the Student handbook at <http://www.twu.edu/images/student-life-office/Handbookforweb.df.pdf>.

Dr. Richard Nicholas, Vice President of Student Life
Dr. Monica Mendez-Grant, Associate Vice President of Student Life
Gary Ray, Associate Vice President of Enrollment Services
Dr. Heather Speed, Associate Vice President for Student Services

Admissions – Erma Nieto-Brecht, Director
Athletics – Chalese Connors
Career Services - Deidre Leslie, Director
Commuter & Non-traditional Student Services - Amy O'Keefe, Director
Conference Services – David Sweeten, Director
Counseling Center – Dr. Denise Lucero-Miller, Director
Disability Support Services - Jo Ann Nunnely, Director
Financial Aid – Governor Jackson, Director
Fitness and Recreation - John Cissik, Director
Food Services and ID Systems – Beth Lewis, Director
University Housing – Dr. Joe Berthiaume, Director
Intercultural Services - Becky Rodriguez, Director
International Education - Irene Connelly, Director
Institutional Development – Robin Johnson-Piper
Legal Services - Jerry D. Parr
University Registrar – Bobby Lothringer
Center for Student Development – Lindsey Hatter, Assistant Director
Student Records – Jeannie Ricky
Student Union - Kyle Voyles, Director

Evaluation Survey

The evaluation survey has two types of questions: quantitative questions with a rating scale on which performance is to be evaluated and open-ended questions which offer the evaluators the opportunity to add additional comments.

All evaluators are urged to complete responses for both types of questions.

Quantitative Questions

Please rate the performance of the Finance and Administration Unit on the given statements.

Rate your agreement/disagreement on a scale of 5 to 0, where 5 = **Strongly agree**, 4 = **Somewhat agree**, 3 = **Neutral/Undecided**, 2 = **Somewhat disagree**, and 1 = **Strongly disagree**. If you feel you do not have enough information, select 0 = **Don't know** (not enough information to answer).

1. Career Services offer a comprehensive array of programs, services, workshops, and seminars designed to meet students' employment and career exploration needs.
2. The activities of Commuter and Non-traditional Student Services in assisting students to stay informed and get involved in campus life are very effective in student retention and success.
3. The Counseling Center frequently consults with faculty and staff to address concerns of individual students and groups of students in providing support for student success.
4. The office of Disability Support Services provides equal access to educational opportunities through appropriate accommodations for students.
5. The Office of Intercultural Services supports and responds to the needs of underrepresented populations of students through educational programs and services that promote an understanding and appreciation for cultural diversity and social justice.
6. The Go Centers, college and career information centers primarily located in high schools, create a college-going culture and promotes college awareness and accessibility to high-school students, thus contributing to increase enrollment at TWU.
6. The Office of International Education effectively coordinates admission, processes visas, and performs orientation for international students.
7. Student Health Services offers a variety of services to assist students in maintaining good health by emphasizing primary and preventative healthcare.
8. The Student Handbook and Planner is an excellent guide for students and faculty to student's rights and responsibilities as well as to information regarding organizations, committees, co-curricular activities and services for students.
9. The Behavioral Assessment Team provides a procedure for the referral, evaluation, and appropriate disposition of students displaying disruptive behavior.

10. The Office of Student Life responds appropriately and in a timely manner to non-emergency and non-disruptive student behavior.
11. The offices of Admissions, Financial Aid, Registrar and Student Records coordinate their activities very well in providing faculty and students with information and services and assisting students through the admission and enrollment processes.
14. The Office of Student Life offers diverse athletics and fitness and recreation events/programs for students and faculty.
15. The 'Mary Eleanor Brackenridge' Student Union offers excellent services for students and faculty.

Open Response Questions

1. What do you consider the administrative unit's strengths?
2. In which areas does the administrative unit need the most improvement? Please recommend steps that could be taken to improve performance.
3. If you wish to provide comments on the activity of a specific administrator and/or office of the Student Life Unit, please do so in the space provided.

Evaluation Questionnaire for the Marketing and Communication Unit

Spring 2014

Introduction

In compliance with the requirements of the Southern Association of Colleges and Schools (SACS) and in order to uphold systematic analysis for the continuous improvement of the institution, TWU Faculty Senate, with the approval of the Board of Regents established an evaluation system for the assessment of administrators and has conducted evaluations since 1994.

The overall goal of the evaluation process is to assess the quality and substance of administrative performance in the context of the University's mission and to support continuous institutional improvement.

This evaluation questionnaire is for the TWU Marketing and Communication Unit. The evaluation should focus on how well this administrative unit advanced the major institutional and academic affairs objectives during the past year (from spring 2013 to present). The Marketing and Communication Unit is responsible for marketing, website management, news and information/media relations, and publications. The following is a list of activity areas and administrators inside the Marketing and Communication Unit. To find out more about the departments and offices within this unit, click on the following link:
<https://www.twu.edu/twunews/>.

Carolyn Barnes, Associate VP for Marketing and Communication
Amanda Simpson, Director of Media Relations
Yolanda Franklin, Director of Marketing and Advertising Traffic Manager
Susan Sponslor, Creative Director
Scott Bynum, Manager of Web Marketing

Evaluation Survey

The evaluation survey has two types of questions: quantitative questions with a rating scale on which performance is to be evaluated and open-ended questions which offer the evaluators the opportunity to add additional comments.

All evaluators are urged to complete responses for both types of questions.

Quantitative Questions

Please rate the performance of the Finance and Administration Unit on the given statements. Rate your agreement/disagreement on a scale of 5 to 0, where 5 = **Strongly agree**, 4 = **Somewhat agree**, 3 = **Neutral/Undecided**, 2 = **Somewhat disagree**, and 1 = **Strongly disagree**. If you feel you do not have enough information, select 0 = **Don't know** (not enough information to answer).

1. Through planning, managing, and coordinating marketing, publications, web communication, media relations and advertising activities of the university, the Office of Marketing and Communication assists very effectively with the student recruitment activities.
2. The activities of the Office of Marketing and Communication heighten the image and enhance

the reputation of TWU.

3. The Office of Marketing and Communication effectively researches and identifies key marketing opportunities that reach target audiences for TWU and timely initiates and implements marketing strategies that address those opportunities.
4. The Office of Marketing and Communication excels in coordinating marketing and communications initiatives by departments and other units to ensure consistency of content and design.
5. The news releases, strategic university publications, and other written materials disseminated by the Office of Marketing and Communication are reflective of the diverse activities of the university community.
6. The TWU Update distributed by the Office of Marketing and Communication to faculty and staff is an excellent internal means for disseminating news about the diverse activities of the university community.
7. The conceptualization, organization, and design of the TWU external website follows a marketing perspective consistent with the university's overall marketing objectives.

Open Response Questions

1. What do you consider the administrative unit's strengths?
2. In which areas does the administrative unit need the most improvement? Please recommend steps that could be taken to improve performance.
3. If you wish to provide comments on the activity of a specific administrator in the Office of Marketing and Communication, please do so in the space provided.

Evaluation Questionnaire for the University Advancement Unit (formerly “Institutional Development”)

Spring 2013

Introduction

In compliance with the requirements of the Southern Association of Colleges and Schools (SACS) and in order to uphold systematic analysis for the continuous improvement of the institution, TWU Faculty Senate, with the approval of the Board of Regents established an evaluation system for the assessment of administrators and has conducted evaluations since 1994.

The overall goal of the evaluation process is to assess the quality and substance of administrative performance in the context of the University’s mission and to support continuous institutional improvement.

This evaluation questionnaire is for the TWU University Advancement Unit. The evaluation should focus on how well this administrative unit advanced the major institutional and academic affairs objectives during the past year (from spring 2012 to present). The University Advancement is responsible for overseeing the process of acquisition, implementation and stewardship of all major gifts to TWU, mainly non-government financial support such as charitable donations from individuals and organizations. Ms. Robin Johnson-Piper is the Interim Director of University Advancement. To find out more about the unit’s activities and staff, click on the following link: <http://www.twu.edu/development/>.

Evaluation Survey

The evaluation survey has two types of questions: quantitative questions with a rating scale on which performance is to be evaluated and open-ended questions which offer the evaluators the opportunity to add additional comments.

All evaluators are urged to complete responses for both types of questions.

Quantitative Questions

Please rate the performance of the University Advancement Unit on the given statements.

Rate your agreement/disagreement on a scale of 5 to 0, where 5 = **Strongly agree**, 4 = **Somewhat agree**, 3 = **Neutral/Undecided**, 2 = **Somewhat disagree**, and 1 = **Strongly disagree**. If you feel you do not have enough information, select 0 = **Don't know** (not enough information to answer).

1. The Office of University Advancement effectively works with the Chancellor and President for acquiring and administering major financial gifts to the University.
2. The Office of University Advancement creates and executes effective capital campaigns.
3. The Office of University Advancement develops successful strategies for acquisition of financial support in a manner consistent with the University goals.
4. The Office of University Advancement seeks and considers faculty opinions for fund raising activities.
5. The Office of University Advancement informs the TWU community on the fund-raising activities and the administration of the acquired funds.

6. The website for the Office of University Advancement is attractive to donors and easy to navigate.
8. The Office of University Advancement provides excellent stewardship of the financial gifts to the University.

Open Response Questions

1. What do you consider the administrative unit's strengths?
2. In which areas does the administrative unit need the most improvement? Please recommend steps that could be taken to improve performance.

Evaluation Questionnaire for New Departmental Chairs and Program Directors Spring 2014

Introduction

In compliance with the requirements of the Southern Association of Colleges and Schools (SACS) and in order to uphold systematic analysis for the continuous improvement of the institution, TWU Faculty Senate, with the approval of the Board of Regents established an evaluation system for the assessment of administrators and has conducted evaluations since 1994.

The overall goal of the evaluation process is to assess the quality and substance of administrative performance in the context of the University's mission and to support continuous institutional improvement.

This evaluation questionnaire is for your Chair/Program Director. The evaluation should focus on how well this administrator advanced the major departmental/program objectives during the past year (from spring 2013 to present).

Evaluation Survey

The evaluation survey has two types of questions: quantitative questions with a rating scale on which performance is to be evaluated and open-ended questions which offer the evaluators the opportunity to add additional comments.

All evaluators are urged to complete responses for both types of questions.

Quantitative Questions

Please rate the performance of the Finance and Administration Unit on the given statements. Rate your agreement/disagreement on a scale of 5 to 0, where 5 = **Strongly agree**, 4 = **Somewhat agree**, 3 = **Neutral/Undecided**, 2 = **Somewhat disagree**, and 1 = **Strongly disagree**. If you feel you do not have enough information, select 0 = **Don't know** (not enough information to answer).

1. The administrator understands and follows university policies in attending to essential administrative duties.
2. The administrator demonstrates high personal integrity and professional ethics.
3. The administrator represents faculty interests and promotes a positive image of the academic component within the university, community, and profession.
4. The administrator clearly and timely communicates expectations of the campus administration to the faculty in his/her component.
5. The administrator makes impartial decisions without favoring a certain party within his/her component.
6. The administrator seeks and considers faculty opinions before making decisions that affect the component and faculty.

7. The administrator makes decisions in a timely manner and communicates with faculty members without delay.
8. The administrator follows through on his/her commitments.
9. The administrator supports teaching activities of faculty.
10. The administrator supports scholarly and creative activities of faculty.
11. The administrator supports service activities of faculty.
12. The administrator respects and supports individual faculty goals.
13. The administrator recommends the appointment of appropriate and qualified personnel and manages personnel effectively, efficiently, and fairly.
14. The administrator uses sound procedures for assessing faculty performance.
15. The administrator is an effective leader in developing collegiality and group cohesiveness and enhancing faculty and staff morale.

Open Response Questions

16. What do you consider the chair/program director's most positive attributes? What are the administrator's activity areas of excellence in the past year?
17. In which areas does the chair/program director need the most improvement? Please, recommend steps the administrator could take to improve his/her performance.
18. What changes other than the chair/program director's activity will contribute most to improving effectiveness of the department/program?

Demographic Questions

- 19) My position in the department/program is: full-time faculty, part-time faculty, adjunct faculty, GTA
- 20) I am part of this department for: less than 3 years, more than 3 years

Evaluation Questionnaire for New Deans Fall 2014

Introduction

In compliance with the requirements of the Southern Association of Colleges and Schools (SACS) and in order to uphold systematic analysis for the continuous improvement of the institution, TWU Faculty Senate, with the approval of the Board of Regents established an evaluation system for the assessment of administrators and has conducted evaluations since 1994.

The overall goal of the evaluation process is to assess the quality and substance of administrative performance in the context of the University's mission and to support continuous institutional improvement.

This evaluation questionnaire is for your college dean. The evaluation should focus on how well this administrator advanced the major college objectives during the past two year (from fall 2013 to present).

Evaluation Survey

The evaluation survey has two types of questions: quantitative questions with a rating scale on which performance is to be evaluated and open-ended questions which offer the evaluators the opportunity to add additional comments.

All evaluators are urged to complete responses for both types of questions.

Quantitative Questions

Please rate the performance of the dean on the given statements.

Rate your agreement/disagreement on a scale of 5 to 0, where 5 = **Strongly agree**, 4 = **Somewhat agree**, 3 = **Neutral/Undecided**, 2 = **Somewhat disagree**, and 1 = **Strongly disagree**. If you feel you do not have enough information, select 0 = **Don't know** (not enough information to answer).

19. The administrator understands and follows university policies in attending to essential administrative duties.
20. The administrator demonstrates high personal integrity and professional ethics.
21. The administrator advocates for the need of the college/school and promotes a positive image of the academic component inside and outside the university community.
22. The administrator demonstrates a clear understanding of the college/school's strengths, weaknesses, and opportunities.
23. The administrator articulates a clear vision for the college/school and plans strategic approaches and develop solutions for the continuous improvement of the college/school.
24. The administrator effectively manages the college/school budget and creates open and transparent financial processes.
25. The administrator is accessible to faculty.

26. The administrator makes decisions in a timely manner and works effectively with departmental chairs/program directors to insure timely flow of information.
27. The administrator creates an engaging, collaborative work environment by bringing diverse people and ideas together to accomplish college/school's goals.
28. The administrator encourages faculty participation in governance.
29. The administrator encourages and supports creative approaches to teaching, scholarship and service.
30. The administrator respects and supports individual faculty goals and promotes a favorable environment for faculty development.
31. The administrator uses sound procedures for assessing chair/program director and faculty performance.
32. The administrator recommends the appointment of appropriate and qualified personnel and manages personnel effectively, efficiently, and fairly.
33. The administrator is an effective leader in developing collegiality and group cohesiveness and enhancing faculty and staff morale.

Open Response Questions

34. What are the strengths of this dean? What are the dean's activity areas of excellence in the past year?
35. What are areas in which this dean could improve? Please, recommend steps the dean could take to improve his/her performance.
36. What changes other than the dean's activity will contribute most to improving effectiveness of the college in your opinion?

Demographic Questions

- 19) My position in the college is: departmental chair, full-time faculty, part-time faculty
- 20) I am part of this college for: less than 3 years, more than 3 years

Evaluation Questionnaire for the Provost and Vice President of Academic Affairs Spring 2014

Introduction

In compliance with the requirements of the Southern Association of Colleges and Schools (SACS) and in order to uphold systematic analysis for the continuous improvement of the institution, TWU Faculty Senate, with the approval of the Board of Regents established an evaluation system for the assessment of administrators and has conducted evaluations since 1994.

The overall goal of the evaluation process is assessing the quality and substance of administrative performance in the context of the University's mission and continuous institutional improvement.

This evaluation questionnaire is for Dr. Robert Neely, Provost and Vice President of Academic Affairs. The evaluation should focus on how well the Provost and VP of Academic Affairs advanced the major institutional and academic affairs objectives during the past year (from spring 2013 to present).

Evaluation Survey

The evaluation survey has two types of questions: quantitative questions with a rating scale on which performance is to be evaluated and open-ended questions which offer the evaluators the opportunity to add additional comments.

All evaluators are urged to complete responses for both types of questions.

Quantitative Questions

Please rate Dr. Robert Neely, Provost and VP of Academic Affairs, on the given statements. Rate your agreement/disagreement on a scale of 5 to 0, where 5 = **Strongly agree**, 4 = **Somewhat agree**, 3 = **Neutral/Undecided**, 2 = **Somewhat disagree**, and 1 = **Strongly disagree**. If you feel you do not have enough information, select 0 = **Don't know** (not enough information to answer).

- 1) The Provost actively promotes an academic environment that fosters faculty and student success.
- 2) The Provost possesses the skills and attitudes conducive to engineering positive change in the TWU academic setting in the new, more competitive environment that our institution faces.
- 3) The Provost works effectively with the Chancellor and President on issues that positively affect the welfare of the University in a changing environment.
- 4) The Provost works effectively with other administrators (VPs and Deans) anticipating future needs (i.e. technology, infrastructure, faculty development, or student services) of faculty, students and staff.
- 5) The Provost actively promotes policies that support the mission of the university relative to the institutional strategic planning/implementation of current and future academic programs.

- 6) The Provost makes effective administrative appointments.
- 7) The Provost manages budgetary and operational matters effectively and impartially allocates resources to all campuses.
- 8) The Provost works towards creating a productive and inclusive academic culture that excels in the integrity of and respect for all members.
- 9) The Provost prioritizes the generation of resources to support research, scholarship and teaching activities.
- 10) The Provost works as an effective impartial leader – motivating, directing and empowering others, demonstrating high personal integrity and professional ethics.
- 11) The Provost seeks and considers faculty opinions before making **decisions** that affect components and faculty.
- 12) The Provost ensures that decision processes, university policies and procedures, and available resources are transparent to faculty, staff, and students.
- 13) The Provost makes decisions in a timely manner and communicates with faculty members without delay.
- 14) The Provost supports shared governance at all levels.
- 15) The Provost effectively supports faculty teaching, scholarly, and service activities.

Open Response Questions

- 16) What do you consider the Provost's most positive attributes?
- 17) In which areas does the Provost need the most improvement?
- 18) For each of those areas, please recommend steps the Provost could take to improve his performance.