
**Washington
Community and Technical Colleges'
President's Evaluations**

May 2010

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SELF-EVALUATION
President's Name 2009-2010

A.

LEADERSHIP ELEMENTS

1 = Poor; 3 = Average; 5 = Outstanding

OVERALL LEADERSHIP – Does the President have a clear vision of the future for Bellevue College and does she communicate it effectively?

President's Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

1. STRATEGIC POSITIONING – Does the CEO effectively position BC in the community and with students and educational partners with which it interacts?

President's Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

2. FISCAL MANAGEMENT – Is the President ensuring that Bellevue College is meeting its financial and budgetary goals for the year? Is the Board regularly informed about significant financial matters? Are there sufficient financial controls and audit procedures in effect?

President's Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

- 3. **REGULATORY AGENCY RELATIONSHIPS** – Has the CEO maintained effective relationships with the SBCTC, Washington State Legislature, Federal Government and other regulatory agencies at the local and national level. Are BC’s operations and processes managed in compliance with these agencies’ expectations?

President’s Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

- 4. **ORGANIZATION** – Is there an effective, responsive professional staff in place? Does the President creatively use the human and financial resources of Bellevue College to carry out the mission and goals of the organization?

President’s Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

- 5. **PLANNING** – Are there clear, easily understood plans in effect for BC? Are they regularly updated to address new issues and changes in the external environment? Are they regularly reviewed with the Board?

President’s Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

- 6. **PHILANTHROPIC RELATIONS** – Does the President provide effective leadership and counsel concerning donor development and other philanthropic endeavors of Bellevue College? Is there an effective plan in place to expand the number and scope of new donors and contributions to Bellevue College?

President’s Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

7. **INNOVATION** – Does the CEO encourage and support innovation including new services and the creative application of new technology to BC operations?

President's Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

8. **PROFESSIONAL COLLABORATION** – Does the President play a leadership role in building collaborative relationships and alliances with professional partners and funding sources at the local, regional and national level?

President's Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

9. **TEAM BUILDING** – Is there a career development environment in place for the BC staff? Does the CEO encourage personal and professional growth for her direct reports and other key BC employees? Is there appropriate succession planning in place for the CEO and other key leadership positions?

President's Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

10. **CONDUCT, ETHICS AND INTEGRITY** – Does the President demonstrate personal and professional integrity and accountability in all of her dealings? Does she set a model and tone of high integrity for the Bellevue College Board, staff, and the community?

President's Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

11. **BOARD RELATIONS** – Is the CEO keeping the Board focused on the right issues throughout the year? Does the Board feel well informed about the overall direction and initiatives of BC? Are there a minimum number of -surprises during the year? Is the CEO properly utilizing the Board and its members?

President's Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

12. **DIVERSITY AND INCLUSION** – Is the President providing effective and appropriate leadership to advance the Diversity Initiatives and to develop a culture of inclusion and respect within the college?

President's Rating 1 2 3 4 5

Board Rating 1 2 3 4 5

Your comments:

B.

FULFILLMENT OF POSITION RESPONSIBILITIES

3 = above average	2 = satisfactory	1 = unsatisfactory
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GENERAL POSITION ACCOUNTABILITIES (50%)

1. Community Relations

Media -- maintains effective media relationships to make the public aware of the college's programs, and activities.

Community activities -- is active in community activities and organizations to gain visibility for the college, interpret the college's needs to the community and understand community needs for the college.

Educational institutions -- maintains effective communications with the local public school systems and other higher education institutions to promote coordination and cooperation.

President's Rating 3 2 1

Board Rating 3 2 1

✓ Add bullet points here

2. Legislative Relations

Information -- provides leadership in informing local legislators of issues of importance to the college.

Liaison -- maintains ongoing communication with local legislators about issues concerning the college.

Participation -- participates in legislative activities to support and promote issues of importance to the college and the community college system.

Dissemination -- keeps the internal college community informed about legislative issues.

Participation -- involves college staff, faculty and students in legislative affairs where appropriate.

President's Rating 3 2 1

Board Rating 3 2 1

✓ Add bullet points here

3. Educational Planning

Needs assessment -- oversees community needs assessment activities.

Evaluation -- oversees formal evaluation and assessment of educational program quality.

Program planning -- oversees educational planning activities to project future educational programs of the college.

Curriculum --oversees development of innovative curriculums to meet changing community needs.

President’s Rating	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Board Rating	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1

✓ Add bullet points here

4. Budget Control

Fiscal accountability --instills awareness for fiscal responsibility and accountability among staff.

Budget development -- conducts a thorough and sound process of annual budget development.

Budget presentation -- oversees the budget presentation to the board to ensure it is delivered in an organized and understandable manner.

Fiscal priorities -- recognizes the approved budget as the board of trustees’ expression of fiscal priorities and coordinates deviations from the budget prior to their implementation.

Needs awareness -- is informed on the needs of the college community.

Auxiliary funding -- pursues external and supplemental funding and resources to support special college projects and to augment the regular fund allocations.

President’s Rating	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Board Rating	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1

✓ Add bullet points here

5. Personnel and Labor Relations:

Negotiations -- supports and pursues good faith negotiations with employee groups and associations.

Fair hearing -- assures all employees a fair hearing if disciplinary action is initiated against them.

Human resources development -- develops and promotes professional development activities and promotional opportunities for faculty, staff, and administrators.

Diversity -- supports and promotes diversity in hiring and promotion of staff, and in the student body.

Equal employment opportunity --oversees employment selection and promotional practices that are fair and equitable.

Employee selection -- oversees the recruitment and selection of highly qualified and capable employees through thorough selection processes.

Participation -- provides opportunities for all constituents of the college community to be represented in college governance.

President’s Rating 3 2 1

Board Rating 3 2 1

✓ Add bullet points here

6. Management Activities

Planning -- oversees an effective college planning process.

Organization -- establishes and maintains an effective organizational structure.

Analytical ability and judgment -- sizes up problems effectively, gathers and evaluates relevant facts, and reaches sound conclusions.

Communication – expresses ideas well both verbally and in writing.

Establishing priorities – sets rational priorities so that decisions are implemented in a timely fashion.

Consultation -- consults with appropriate constituencies as a part of the decision-making process.

Decision-making – usually makes the right decision in new or uncertain situations.

Management -- manages institutional affairs effectively.

Administrative capacity -- provides direction, has the confidence of colleagues, delegates tasks and responsibilities effectively.

President’s Rating 3 2 1

Board Rating 3 2 1

✓ Add bullet points here

7. Board Relations

Information -- provides adequate background information for the Board in

advance of meetings that permits the Board to make informed decisions as required. Helps the Board to understand its responsibilities. Keeps the Board informed on matters of importance to the college that originate outside the college, such as affirmative action, legislation, etc.

Implements policy -- carries out the policies of the Board in a timely manner.

Requests assistance -- seeks guidance from the Board on important matters when necessary.

President's Rating 3 2 1

Board Rating 3 2 1

✓ Add bullet points here

8. Constituencies Relations

Faculty -- maintains effective relationships with the faculty in carrying out college programs.

Classified employees -- maintains effective relationships with classified employees and encourages their involvement in College activities.

Students -- is accessible to students and concerned about their welfare.

Community -- is sensitive to community needs and interprets the college effectively.

SBCTC -- establishes effective working relationships with state staff; represents the college effectively.

WACTC -- contributes to the operation of the community college system by participating in the activities of the Washington Association of Community/Technical Colleges, Board of Presidents.

Legislators -- maintains contact with legislators to promote interests of the college and the citizens of the district.

State government -- maintains effective contact with other agencies of government (Governor's Office, Office of Financial Management, Higher Education Coordinating Board, and Washington Personnel Resources Board) to promote college interests.

President's Rating 3 2 1

Board Rating 3 2 1

✓ Add bullet points here

9. Professional Growth

Participation -- keeps abreast of new and innovative practices.

Improvement -- is open to suggestions and willing to attempt new and innovative

practices.

President's Rating 3 2 1

Board Rating 3 2 1

✓ Add bullet points here

10. Strategic Planning

Strategic Direction -- continually examines the direction of the college and makes adjustments as appropriate and necessary to ensure adequate access and high quality college programs.

Diversity -- supports and promotes diversity in hiring and promotion of staff.

President's Rating 3 2 1

Board Rating 3 2 1

✓ Add bullet points here

C.

PRESIDENT'S PERSONAL GOALS FOR 2009-10

1. List goals here

D.

2009-10 ACHIEVEMENT EVALUATION

Based on the self-evaluation of her work for 2009-10 which President NAME provided, would you please offer your comments on her leadership, achievements, and the overall performance of Bellevue College?

F.

AREAS FOR IMPROVEMENT OR FOCUS DURING 2009-10

In addition, President NAME has proposed goals and areas of emphasis for the 2009-10 year. Would you please offer your comments on:

- (a) How she might modify or improve on these proposed actions?

- (b) Any other areas that, in your opinion, should receive her priority attention in the coming year?

OTHER COMMENTS

1. What one piece of advice would you give to President NAME concerning her leadership of Bellevue College?

2. (a) What can the BC Board of Trustees do to help President NAME in her job in the coming year?

-
-
- (b) What can President NAME do to help the Board?

Any other comments you would like to add concerning the overall direction of Bellevue College?

BOARD OVERALL APPRAISAL:

RATING 3 2 1

F.

SALARY AND COMPENSATION

This item will be discussed during Executive Session of the Board of Trustees meeting.

Annual Amount Determined: \$_____

This evaluation has been reviewed and discussed between the President and Board of Trustees.

Name _____

Date _____

President

Name _____

Date _____

Representative, Board of Trustees

Presidential Performance Review

Options For Community and Technical College Evaluations

Use of this Material

The purpose of performance reviews is to **communicate** about performance.

At the beginning: This form contains a list of presidential functions. Space is provided in each section for the board to add any specific objectives assigned to the president for the coming year. Once any objectives are added, the form contains the criteria against which the president will be evaluated at the end of the review period.

At review time: When the review period ends, the board jointly discusses performance for each function and objective with the president. Once the discussion has been held, the rating scale is completed to reflect the consensus of the board. The chair signs the form on behalf of the board for the permanent record.

NOTE: Colleges should tailor their approach to reflect specific local needs and priorities.

Scale 5 = superior	4 = above average	3 = average	2 = below average	1 = unacceptable
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1. Community Relations

Performance

Media – maintains effective relationships with the media in order to make the public aware of the college, its programs, and activities.	5	4	3	2	1
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Marketing - maintains an effective planned marketing program for the college to make the public aware of the college, its programs, and activities.	5	4	3	2	1
--	---	---	---	---	---

Community activities - is active in community activities and organizations to gain visibility for the college and interpret the college's needs to the community and become aware of an sensitive to community needs.	5	4	3	2	1
--	---	---	---	---	---

Educational institutions - maintains effective dialogue and communications with the local public school systems and other higher education institutions to promote coordination and cooperation.	5	4	3	2	1
---	---	---	---	---	---

Specific community relations objectives for coming year:

2. Legislative Relations

Information - assists the board and provides leadership in informing and educating local legislators of issues of importance to the college.	5	4	3	2	1
---	---	---	---	---	---

Liaison - maintains ongoing communication with local legislators on new and emerging issues concerning the college.	5	4	3	2	1
--	---	---	---	---	---

Participation - participates in community and technical college system legislative activities to support and promote issues of importance to the college and the community college system.	5	4	3	2	1
---	---	---	---	---	---

Dissemination - keeps the internal college community (trustees, faculty, staff, students) informed of legislative issues.	5	4	3	2	1
--	---	---	---	---	---

Participation - involves college staff, faculty, and students in legislative affairs where appropriate.	5	4	3	2	1
--	---	---	---	---	---

Specific legislative relations objectives for coming year:

3. Educational Planning

Needs assessment - provides leadership in formally and informally assessing the community to determine educational needs.	5	4	3	2	1
Evaluation - conducts formal evaluation and assessment to determine educational program quality and needs.	5	4	3	2	1
Program planning - conducts formal educational planning activities to project and plan for future educational programs of the college.	5	4	3	2	1
Curriculum - provides leadership in the development of innovative curriculums to meet changing community needs.	5	4	3	2	1

Specific educational planning activities for coming year:

4. Budget Control

Fiscal accountability - assumes the lead, as chief executive officer, in instilling an awareness for fiscal responsibility and accountability among members of the staff.	5	4	3	2	1
Budget development - conducts a thorough and sound process of annual budget development for presentation to the board.	5	4	3	2	1
Budget presentation - presents the budget in an organized and understandable manner, which includes options and alternatives for board consideration.	5	4	3	2	1
Fiscal priorities - recognizes the approved budget as the board of trustees' expression of fiscal priorities and coordinates deviations from the budget prior to their implementation.	5	4	3	2	1
Needs awareness -is completely informed on the needs of the college program, plant, facilities, equipment, and supplies.	5	4	3	2	1
Auxiliary funding - pursues external and supplemental funding and resources to support special college projects and to augment the regular fund allocations.	5	4	3	2	1

Specific budget control objectives for coming year:

5. Personnel and Labor Relations

Negotiations - supports and pursues good faith negotiations with employee groups and association.	5	4	3	2	1
Fair hearing - assures all employees a fair hearing if disciplinary action is initiated against them.	5	4	3	2	1
Human resource development -develops and promotes professional development activities and promotional opportunities for faculty, staff, and administrators.	5	4	3	2	1
Diversity -supports and promotes diversity in hiring and promotion of staff, services to students, and all college activities.	5	4	3	2	1
Equal employment opportunity - employs a personnel department that conducts fair and equitable employment selection and promotional practices.	5	4	3	2	1

Employee selection - recruits and selects highly-qualified and capable employees through thorough selection processes.	5	4	3	2	1
Participation - provides opportunities for all members of the college community to be represented in college governance.	5	4	3	2	1
Specific personnel and labor relations objectives for coming year:					

6. Management Activities

Planning and organizing – able to plan ahead, anticipate problems and use resources effectively.	5	4	3	2	1
Analytical ability and judgment – able to size up a problem, gather and evaluate facts, and reach sound conclusions.	5	4	3	2	1
Communication - able to express ideas both verbally and in writing.	5	4	3	2	1
Establishing priorities - sets rational priorities so that the implementation of decisions takes place in a timely fashion.	5	4	3	2	1
Consultation - consults willingly with appropriate constituencies as a part of the decision-making process.	5	4	3	2	1
Decision-making - usually makes the right decision in new or uncertain situations.	5	4	3	2	1
Management - manages institutional affairs calmly and effectively.					
Administrative capacity - provides directions, has the confidence of colleagues, delegates tasks and responsibilities.	5	4	3	2	1
Specific management activities objectives for coming year:					

7. Board Relations

Information - provides adequate background information for the Board in advance of meetings.	5	4	3	2	1
Information - provides enough information for the board to make intelligent decisions.	5	4	3	2	1
Implements Policy – carries out the policies of the board in a timely manner.	5	4	3	2	1
Requests assistance – seeks guidance from the board on important matters when necessary.	5	4	3	2	1
Assists board - helps the board understand its legal responsibilities.	5	4	3	2	1
Informs board - keeps the board informed on matters of importance to the college which originate outside the institutions; i.e., affirmative action, legislation, etc.	5	4	3	2	1
Specific board relations objectives for coming year:					

8. Constituencies Relations

Faculty - maintains effective relationships with the faculty in carrying out college programs.	5	4	3	2	1
Students - accessible to students and concerned about their welfare.	5	4	3	2	1
Community - sensitive to community needs; interprets the college effectively to the community.	5	4	3	2	1
SBCTC - establishes effective working relationships with the state staff; represents the college effectively to the State Board for Community and Technical Colleges.	5	4	3	2	1
WACTC - contributes to the operation of the community college system by participating in the activities of the Washington Association of Community and Technical Colleges, Board of Presidents.	5	4	3	2	1
Legislators - maintains contact with legislators, promoting the interests of the college and the citizens of the district.	5	4	3	2	1
State government - maintains contact with other agencies of government (Governor's Office, Office of Financial Management, Higher Education Coordinating Board, Washington Personnel Resources Board) promoting the interests of the college, college personnel, and the citizens of the district. .	5	4	3	2	1

Specific constituent relations objectives for coming year:

9. Professional Growth

Participation - in professional organizations to keep abreast of new and innovative practices and programs.	5	4	3	2	1
Improvement - participates in seminars, workshops, and classes to renew, refresh, and extend technical and professional expertise.	5	4	3	2	1
Improvement - is open to suggestions for improvement and willing to take risks in attempting new and innovative practices and programs.	5	4	3	2	1

Specific professional growth activities for coming year

10. Strategic Planning

Philosophy of college - supports the continuing examination of the philosophy and purposes of the college.	5	4	3	2	1
Diversity - supports and promotes diversity in hiring and promotion of staff, services to students, and all college activities.	5	4	3	2	1

Specific strategic planning objectives for coming year:

Discussed with the president and approved by the board of trustees of _____

Board Chair

Date

President

Date

Presidential Performance Review Tool Options for Community and Technical College Evaluations

The purpose of this performance review is to communicate about performance.

At the beginning: This form contains a list of presidential functions. Space is provided in each section for the board to add any specific objectives assigned to the president for the coming year. Once any objectives are added, the form contains the criteria against which the president will be evaluated at the end of the review period.

At review time: When the review period ends, the board jointly discusses performance for each function and objective with the president. Once the discussion has been held, the rating scale is completed to reflect the consensus of the board. The chair signs the form on behalf of the board for the permanent record.

NOTE: Colleges should tailor their approach to reflect specific local needs and priorities.

Indicate your source for determining the performance rating:		TOPICS	Performance Rating		
			Exceeds	Meets	Does not meet
Monitoring Report	Executive Limitations	Focus Groups	3	2	1
		1. Community Relations Media- maintains effective relationships with the media in order to make the public aware of the college, its programs, and activities. Marketing- maintains an effective planned marketing program for the college to make the public aware of the college, its programs, and activities. Community activities- is active in community activities and organizations to gain visibility for the college and become aware of and sensitive to community needs.			

Indicate your source for determining the performance rating:			TOPICS			Performance Rating		
Monitoring Report	Executive Limitations	Focus Groups				Exceeds 3	Meets 2	Does not meet 1
			Educational institutions - maintains effective dialogue and communications with the local public school systems and other higher education institutions to promote coordination and cooperation.					
			Business & Industry - maintains effective dialogue and communications with local businesses, economic development councils, and chambers of commerce to promote effective program development and growth within the college.					
			Specific community relations objectives for coming year:					
			Legislative Relations					
			Information - assists the board and provides leadership in informing and educating local, state and federal legislators of issues of importance to the college.					
			Liaison - maintains ongoing communication with local, state and federal legislators on new and emerging issues concerning the college.					
			Participation - participates in community and technical college system legislative activities to support and promote issues of importance to the college and the community college system.					
			Dissemination - keeps the internal college community (trustees, faculty, staff, students) informed of local, state and federal legislative issues.					

Indicate your source for determining the performance rating:			TOPICS	Performance Rating		
Monitoring Report	Executive Limitations	Focus Groups		Exceeds	Meets	Does not meet
				3	2	1
			<p>Participation- involves college staff, faculty, and students in local, state and federal legislative affairs where appropriate.</p> <p>Specific legislative relations objectives for coming year:</p>			
			<p>Educational Planning</p> <p>Needs assessment- provides leadership in formally and informally assessing the community to determine educational needs.</p> <p>Evaluation- conducts formal evaluation and assessment to determine educational program quality and needs.</p> <p>Program planning- conducts formal educational planning activities to project and plan for future educational programs of the college.</p> <p>Curriculum- provides leadership in the development of innovative curriculums to meet changing community needs.</p> <p>Accreditation- provides leadership to insure Accreditation status is maintained and staff prepare appropriately for visits.</p>			

Indicate your source for determining the performance rating:			TOPICS	Performance Rating		
Monitoring Report	Executive Limitations	Focus Groups		Exceeds 3	Meets 2	Does not meet 1
			Specific educational planning activities for coming year:			
			Budget Control			
			Fiscal Accountability- assumes the lead, as chief executive officer, in instilling awareness for fiscal responsibility among members of the staff.			
			Budget Development- conducts a thorough and sound process of annual budget development for presentation to the board.			
			Budget presentation- presents the budget in an organized and understandable manner, which includes options and alternatives for board consideration.			
			Fiscal priorities- recognizes the approved budget as the board of trustees' expression of fiscal priorities and coordinates deviations from the budget prior to their implementation.			
			Needs awareness- is completely informed on the needs of the college program, plant, facilities, equipment, and supplies.			
			Auxiliary funding- pursues external and supplemental funding and resources to support special college projects and to augment the regular fund allocations.			
			Specific budget control objectives for coming year:			

Indicate your source for determining the performance rating:		TOPICS	Performance Rating		
Monitoring Report	Executive Limitations		Focus Groups	Exceeds	Meets
			3	2	1
		<p>5. Personnel & Labor Relations</p> <p>Negotiations- supports and pursues good faith negotiations with employee groups and associations.</p> <p>Fair hearing- assures all employees a fair hearing if disciplinary action is initiated against them.</p> <p>Human resource development- develops and promotes professional development activities and promotional opportunities for faculty, staff, administrators and the board.</p> <p>Diversity- supports and promotes diversity in hiring and promotion of staff, services to students, and all college activities.</p> <p>Equal employment opportunity- employs a personnel department that conducts fair and equitable employment selection and promotional practices.</p> <p>Employee selection- recruits and selects highly qualified and capable employees through thorough selection processes.</p> <p>Specific personnel and labor relations objectives for coming year:</p>			
		<p>6. Management Activities</p> <p>Planning and organizing- able to plan ahead, anticipate problems and use resources effectively.</p>			

Indicate your source for determining the performance rating:			TOPICS			Performance Rating		
Monitoring Report	Executive Limitations	Focus Groups				Exceeds 3	Meets 2	Does not meet 1
			Analytical ability and judgment- able to size up a problem, gather and evaluate facts, and reach sound conclusions.					
			Communication- able to express ideas both verbally and in writing.					
			Establishing priorities- sets rational priorities so that the implementation of decisions takes place in a timely fashion.					
			Consultation- consults willingly with appropriate constituencies as a part of the decision-making process.					
			Decision making- capable of sound decision making.					
			Management- manages institutional affairs calmly and effectively.					
			Administrative capacity- provides directions, has the confidence of colleagues, delegates tasks and responsibilities.					
			Specific management activities objectives for coming year:					
			Board Relations					
			Information- provides adequate background information for the board in advance of meetings.					
			Implements policy- carries out the policies of the board in a timely manner.					

Indicate your source for determining the performance rating:			TOPICS	Performance Rating		
Monitoring Report	Executive Limitations	Focus Groups		Exceeds	Meets	Does not meet
			Requests assistance- seeks guidance from the board on important matters when necessary.	3	2	1
			Assists board- helps the board understand its legal responsibilities.			
			Informs board- keeps the board informed on mater of importance to the college which originate outside the institutions; i.e. affirmative action, legislation, etc.			
			Chairperson- maintains effective communication and exchange of information with the Board Chairperson.			
			Specific board relations objectives for coming year:			
			Constituencies Relations			
			Faculty- maintains effective relationships with the faculty in carrying out college programs.			
			Students- accessible to students and concerned about their welfare.			
			Community- sensitive to community needs; interprets the college effectively to the community.			
			SBCTC- establishes effective working relationships with the state staff; represents the college effectively to the State Board for Community and Technical Colleges.			

Indicate your source for determining the performance rating:			TOPICS	Performance Rating		
Monitoring Report	Executive Limitations	Focus Groups		Exceeds 3	Meets 2	Does not meet 1
			WACTC- contributes to the operation of the community college system by participating in the activities of the Washington Association of Community and Technical Colleges, Board of Presidents.			
			Local, State, and Federal Legislators- maintains contact with legislators, promoting the interest of the college and the citizens of the district.			
			State government- maintains contact with other agencies of government (Governor's Office, Office of Financial Management, Higher Education Coordinating Board, Washington Personnel Resources Board) promoting the interest of the college.			
			Foundation- nurtures the Foundation by facilitating open discussion of fund raising ideas and college needs. Serves on Foundation Board.			
			Legislators- contributes to the exchange of information and maintain effective communication			
			Professional Growth			
			Participation- in professional organizations to keep abreast of new and innovative practices and programs.			
			Improvement- participates in seminars, workshops, and classes to renew, refresh, and extend technical and professional expertise.			
			Improvement- is open to suggestions for improvement and willing to take risks in attempting new and innovative practices and programs.			

Indicate your source for determining the performance rating:		TOPICS	Performance Rating		
Monitoring Report	Executive Limitations		Focus Groups	Exceeds	Meets
			3	2	1
		Specific professional growth activities for coming year:			
		Strategic Planning Philosophy of college- supports the continuing examination of the philosophy and purposes of the college.			
		Diversity- supports and promotes diversity in hiring and promotion of staff, services to students, and all college activities.			
		Academics- Guides development and implementation of the Academic Master Plan.			
		Facilities- Guides development and implementation of the Physical Plant Master Plan.			



Presidential Performance Review _____ Academic Year

Community Relations

Media - maintains effective relationships with the media in order to make the public aware of the college, its programs, and activities.

Marketing - maintains an effective planned marketing program for the college to make the public aware of the college, its programs, and activities.

Community activities - is active in community activities and organizations to gain visibility for the college and interpret the college's needs to the community and become aware of and be sensitive to community needs.

Educational Institutions - maintains effective dialogue and communications with the local public school systems and other higher education institutions to promote coordination and cooperation.

Communication – effectively communicates the vision, mission, values and goals of the college to all constituencies.

Examples of Achievements
Area of Improvement

**Board Comments in the _____ Performance Review and
President's Comments/Action**

Board Comments

President's Comments/Action

Board Comments for the _____ Performance Review:

Legislative Relations

Information - assists the board and provides leadership in informing and educating legislators of issues of importance to the college.

Liaison - maintains ongoing communication with legislators on new and emerging issues concerning the college with the State Board for Community and Technical Colleges, the Higher Education Coordinating Board and the University Washington and the branch campus in Bothell.

Participation - participates in community and technical college system legislative activities to support and promote issues of importance to the college and the community college system.

Dissemination - keeps the internal college community (trustees, faculty, staff, students) informed of legislative issues.

Participation - involves college staff, faculty, students, community and board members in legislative affairs when and where appropriate.

Examples of Achievements
Board Comments in the _____ Performance Review and President's Comments/Action
Board Comments
President's Comments/Action

Board Comments for the _____ Performance Review:

Educational Planning

Needs assessment - provides leadership in formally and informally assessing the community to determine educational needs.

Evaluation - facilitates formal evaluation and assessment to determine educational program quality and needs.

Program planning - facilitates formal educational planning activities to project and plan for future educational programs of the college.

Curriculum - provides leadership in the development of innovative curriculums to meet changing community needs.

Examples of Achievements
Area of Improvement
Board Comments in the _____ Performance Review and President's Comments/Action
Board Comments:
President's Comments/Action

Board Comments for the _____ Performance Review:

Budget Control

Fiscal accountability - assumes the lead, as chief executive officer, in instilling awareness for fiscal responsibility and accountability among members of the staff.

Budget development - conducts a thorough and sound process of annual budget development for presentation to the board.

Budget presentation - presents the budget in an organized and understandable manner, which includes options and alternatives for board consideration.

Fiscal priorities - recognizes the approved budget as the board of trustees' expression of fiscal priorities and coordinates deviations from the budget prior to their implementation.

Needs awareness - is completely informed on the needs of the college program, plant facilities, equipment, and supplies.

Auxiliary funding - pursues external and supplemental funding and resources to support special college projects and to augment the regular fund allocations, including Foundation development.

Funding – is involved in community college budget decisions in Olympia and is a strong advocate for the college.

Examples of Achievements
Area of Improvement
Board Comments in the _____ Performance Review and President’s Comments/Action
Board Comments
President’s Comments/Action

Board Comments:

Personnel and Labor Relations

Negotiations - supports and pursues good faith negotiations with employee groups and associations.

Fair hearing - assures all employees a fair hearing if disciplinary action is initiated against them and pursuant to State policies and procedures.

Human resource development – facilitates the development of employees and promotes personal and professional development activities and promotional opportunities for faculty, staff, and administrators.

Diversity - supports and promotes diversity in hiring and promotion of staff, services to students, and all college activities.

Equal employment opportunity - employs a personnel department that conducts fair and equitable employment selection and promotional practices.

Employee selection - recruits and selects highly-qualified and capable employees through thorough, fair, equitable and consistent selection processes.

Participation - provides opportunities for all members of the college community to be represented in college governance.

Examples of Achievements
Area of Improvement
Board Comments in the _____ Performance Review and President’s Comments/Action
Board Comments
President’s Comments/Action

Board Comments for the _____ Performance Review:

Management Activities

Planning and organizing - able to plan ahead, anticipate problems and use resources effectively.

Analytical ability and judgment - able to size up a problem, gather and evaluate facts, and reach sound conclusions.

Communication - able to express ideas clearly and concisely both verbally and in writing.

Establishing priorities - sets priorities so that the implementation of decisions takes place in a timely fashion.

Consultation - consults willingly with appropriate constituencies as a part of the decision-making process.

Decision making - makes sound decisions in new or uncertain situations using past experience and outcome prediction in a timely manner.

Management - manages institutional affairs effectively and within budget limitations.

Administrative capacity - provides directions, has the confidence of colleagues, delegates tasks and responsibilities.

Institutional achievement – meets and achieves the vision, mission, values and goals of the institution.

Examples of Achievements
Board Comments in the _____ Performance Review and President’s Comments/Action
Board Comments
President’s Comments/Action

Board Comments for the _____ Performance Review:

Board Relations

Information - provides needed background information for the board in advance of meetings.

Information - provides enough information for the board to make decisions.

Implements policy - carries out the policies of the board in a timely manner.

Requests assistance - seeks guidance from the board on important matters when necessary.

Assists board - supports the board in understanding its legal responsibilities as related to policies, procedures and practices.

Informs board - keeps the board informed on matters of importance to the college, which originate outside the institution.

Examples of Achievements
Area Continual Development
Board Comments in the _____ Performance Review and President's Comments/Action
Board Comments
President's Comments/Action

Board Comments for the _____ Performance Review:

Constituencies Relations

Faculty
Students
Community
SBCTC
Legislators
State Government
College Leadership

Examples of Achievements
Board Comments in the _____ Performance Review and President's Comments/Action
Board Comments
President's Comments/Action

Board Comments for the _____ Performance Review:

Professional Growth

Innovation –

(1) participates in professional organizations to learn and therefore leverage this newly acquired knowledge in the attainment of the college's vision and mission.

(2) shares newly acquired knowledge with all employees and encourages them to participate in their own professional growth with the same aim in mind.

Improvement – participates in seminars, workshops, and classes to renew, refresh and extend technical and professional expertise.

Improvement – encourages suggestions for improvement and is willing to attempt new and innovative practices and programs.

Examples of Achievements
Area of Improvement
Board Comments in the _____ Performance Review and President's Comments/Action
Board Comments
President's Comments/Action

Board Comments for the _____ Performance Review:

Strategic Planning

Philosophy of college - supports the continuous examination of the college's vision, mission, values and goals.

Diversity – facilitates the design and development of a hiring plan that supports and promotes diversity.

Planning – facilitates the design, organization and development of an institutional strategic plan which is reviewed on a yearly basis. The strategic plan is designed to achieve the college's vision, mission and goals and is therefore reviewed and updated yearly.

Examples of Achievements
Board Comments in the _____ Performance Review and President's Comments/Action
Board Comments
President's Comments/Action

Board Comments for the _____ Performance Review:

Overall Performance

Board Comments:

Board Chair	President
Date	Date

**Clark College
President Evaluation 2009-10**

Name: _____

Date: _____

Rate the effectiveness of meeting the established goals and performing the responsibilities as outlined in the President's job description using the scale provided below:

5 – Commendable
4 – Exceeds expectations
3 – Meets expectations
2 – Needs improvement
1 – Does not meet expectations
N/A – Unable to comment

GOALS

Mission Imperative: Focus on Learning

1. Finalize and begin implementation of Instructional Plan

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

2. Provide leadership for expansion of service learning.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

Mission Imperative: Access to Education

3. Implement Enrollment Management Plan.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

Mission Imperative: Respect for Differences

4. Create a diversity plan that addresses retention, recruitment and diversity education awareness among faculty, staff and students..

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

5. Provide leadership for planning of celebration of college's 75th anniversary.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

Mission Imperative: Workforce Development

6. Evaluate and provide leadership for a continued organizational structure and culture that result in strategic partnerships.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

Mission Imperative: Broad Based Partnerships

7. Develop strategic partnerships that will provide the resources needed for increasing education and training opportunities.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

8. Strengthen relationship with Foundation to facilitate fundraising and align the Foundation budget process with the College budget process.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

9. Provide leadership for development, staffing and management of alternate off-site locations.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

10. Provide leadership for a college-wide initiative focusing on health and wellness.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

11. Expand awareness of role of Clark College programs and services in the greater community.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

Mission Imperative: Management Excellence

12. Create a climate that supports a culture for shared governance.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

13. Implement employee performance plans and evaluations in all units on a timely basis.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

14. Review and assess the organizational structure of the college.

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

POSITION RESPONSIBILITIES

15. Works effectively with the College's Board of Trustees (Responsibility: 1,3,6,7,8,9,12)

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

16. Fiscal Management (Responsibility 5)

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

17. Lead the College, through effective communication and collaboration, in the administration of college operations and programs. (Responsibility: 1,2,4,5,9,10,12,13)

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

18. Represents the College at the local, state and federal levels, leading the College's advocacy efforts in education, political, and community and economic development arenas.

(Responsibility 10,11).

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

19. Maintain a knowledge base essential for the effective performance of the president's leadership role. (Responsibility 14)

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

20. Provide leadership in focusing the College's resources to meet the learning needs of the students and the community. (Responsibility 2)

N/A	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, including noteworthy areas and areas for improvement:

10/18/07

President Evaluation Instrument

Excerpt from Columbia Basin Board Policies, revised October 2000.

POLICY TYPE: BOARD-STAFF LINKAGE BSL-4

POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

Monitoring executive performance is synonymous with monitoring organizational performance against board policies on *Ends* and *Executive Limitations*.

1. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - A. Internal report: Disclosure of compliance information to the board from the chief executive.
 - B. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board, not those of the external party unless the board has previously indicated that party's opinion to be the standard.
 - C. Direct board inspection: Discovery of compliance information by a board member or the board as a whole. This is a board inspection of documents, activities or circumstances directed by the board which allows a "prudent person" test of policy compliance.
3. Upon the choice of the board any policy can be monitored by any method at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the board according to frequency and method.
 - A. Annual Internal reports for policies on EL-2 Treatment of Community Members and Students, EL-3 Treatment of Employees, EL-4 Compensation, EL-6 Financial Planning, EL-8 Communication and Support to the Board (also Direct), EL-9 Emergency Executive Succession.
 - B. Annual External reports for policies on EL-1 General Executive Restraint, EL-5 Asset Protection, and EL-7 Financial Condition and Activity.
 - C. Quarterly internal reports on Actual Budget.
 - D. Annual Internal reports for Ends policies on E-2 Access, E-3 Academic, E-4 Occupational Programs / Workforce Development, E-5 Cultural Enrichment, E-6 Physical and Emotional Well-being.

4. Each June the board will conduct a formal evaluation of the CEO. This evaluation will focus on the monitoring data on ends and executive limitations policies provided during the intervening year. However, the board's evaluation may also include pre-determined criteria based on the board's expectations of the CEO's performance so long as such criteria have been specified one year in advance of the evaluation.

Presidential Performance Evaluation (Board Composite Report)

Name of President: _____ Board Chair: _____

Evaluation Period: _____
 How Used: _____
 Board of Trustees collectively rate President's performance based on staff input, President's self-evaluation and Board observation of President's performance. Review of completed evaluation conducted during executive session of Board meeting in June.

Frequency of Evaluation: _____
 Disposition of Forms: _____
 The President is given a copy as well as copies being retained by Trustees.

A. Checklist Rating

Directions: Circle the response that best reflects your judgment on each of the following items. A comment is required for any needs improvement or unsatisfactory rating.

	Excellent (Substantially Exceeds Expectations)					Comments:
	5	4	3	2	1	
<p>Board-President Relationship: Provides the Board with adequate information and makes sound recommendations, properly performs duties of the Board on its behalf, and implements Board policies. Maintains proper balance with respect to bringing policy matters to the Board and retaining administrative matters without Board involvement.</p>						
<p>Community Relations: Is aware of community needs, promotes community involvement, and deals with community people and organizations positively and effectively. Fosters a high level of credibility in the community.</p>						

Presidential Performance Evaluation (Board Composite Report)

<p>College Relations: Maintains cordial and effective working relationships with local and state legislative leaders, local school districts, and counterparts from other colleges and universities. Works well with the College Foundation and other direct support organizations of the College. Skilled in meeting social obligations of the presidency, demonstrated ability to represent the College in public forums, and communicates well with the media.</p>	5	4	3	2	1	0	
<p>Classified/Admin/Faculty Relationships: Works effectively with staff to maintain and/or improve employee relations, keeps faculty and staff informed, and actively listens and responds to College matters and concerns. Has the confidence and respect of faculty and staff.</p>							
<p>Educational Program: Identifies, understands, and implements the academic mission of the College. Engenders confidence as an educational leader, is up-to-date in curriculum and instructional trends and development, and effectively promotes general, transfer, and vocational skills education. Is responsive and innovative with respect to changes in the community and the delivery of educational services.</p>							

Comments:

Presidential Performance Evaluation (Board Composite Report)

	Excellent (Substantially Exceeds Expectations)					Comments:
	5	4	3	2	1	
<p>Leadership Skills: Identifies and analyzes problems and issues confronting the College, makes sound decisions, and promotes atmosphere which encourages growth. Demonstrates a leadership style that inspires others.</p>						
<p>Fiscal Management: Anticipates future needs for personnel, resources, and facilities; maintains necessary budget controls; operates the College in a fiscally prudent manner; and adheres to institutional fiscal policies.</p>						
<p>Job Knowledge and Performance: Understands and performs job duties within executive limitations policies and executes mission and goals of the College. Has clear knowledge and understanding of a comprehensive community college and communicates the same to others.</p>						
<p>Institutional Commitment: Goals are consistent with the College mission and strategic plan and acts in the best interest of the college. Demonstrates vision with respect to the future of the College.</p>						
<p>Professional Development: Includes own development needs in annual plan, knowledgeable about current trends for college presidents, participates in</p>						

Presidential Performance Evaluation (Board Composite Report)

professional associations and activities, and engages in independent or formal study and/or research.	5	4	3	2	1	0	Excellent (Substantially Exceeds Expectations) Good (Above Minimum Expectations) Acceptable (Meets Expectations) Needs Improvement (Below Expectations) Unsatisfactory N/A (Insufficient information, no basis for judgment)		
	Comments:								

B. Overall Summary of President's Performance and Comments:

President's Acknowledgment:

- I am in agreement with the evaluation.
- I am in agreement with the evaluation with the exceptions noted.
- I disagree with the evaluation as noted below.

President's Comments:

President's Signature: _____ Date: ____/____/____

Board Chair's Signature: _____ Date: ____/____/____

In accordance with Article VII of the President's personnel contract, the Board will _____ will not _____ extend the President's appointment for an additional year.

Via U.S. Mail/Campus Mail

Date

Employee Name
Employee Department
[Name] College

Re: Annual Presidential Performance Evaluation

Dear _____,

Greetings! The Board of Trustees of [Name] College is in the process of completing the annual presidential performance evaluation for [President's Name]. The evaluation is conducted on an annual basis pursuant to Board Policy [policy reference information].

The Board is gathering input from staff identified to represent or belong to a unit of employees (i.e., faculty, classified, exempt, etc.) who might best speak to one or more criteria evaluated by the Board. Please find enclosed a form listing the applicable criteria for your input. Your input will remain confidential and will be considered as part of the overall evaluation. Please complete and return the form to me in the self-addressed stamped envelope by _____, ____, Year.

Thanks so much. If you have any questions, you can contact me through the Board's support person, [Name], at extension [###].

Regards,

[Name]
Chair, [Name] Board of Trustees

Enclosures

Criteria for Evaluation

Board-President Relationship – Provides the Board with adequate information and makes sound recommendations, properly performs duties of the Board on its behalf, and implements Board policies. Maintains proper balance with respect to bringing policy matters to the Board and retaining administrative matters without Board involvement.

Community Relations – Is aware of community needs, promotes community involvement, and deals with community people and organizations positively and effectively. Fosters a high level of credibility in the community.

College Relations – Maintains cordial and effective working relationships with local and state legislative leaders, local school districts, and counterparts from other colleges and universities. Works well with the College Foundation and other direct support organizations of the College. Skilled in meeting social obligations of the presidency, demonstrated ability to represent the College in public forums and communicates well with the media.

Classified/Administrative/Faculty Relationships – Works effectively with staff to maintain and/or improve employee relations, keeps faculty and staff informed, communicates with diplomacy, and actively listens and responds to College matters and concerns. Has the confidence and respect of faculty and staff.

Educational Programs – Identifies, understands, and implements the academic mission of the College. Is responsive and innovative with respect to changes in the community with regard to the delivery of educational services. Engenders confidence as an educational leader, is up-to-date in curriculum and instructional trends and development, and effectively promotes general, transfer, and vocational skills education.

Leadership Skills – Identifies and analyzes problems and issues confronting the College, makes sound decisions, demonstrates initiative, and promotes atmosphere which encourages growth. Demonstrates a leadership style that inspires others.

Fiscal Management – Anticipates future needs for personnel, resources, and facilities; maintains necessary budget controls; operates the College in a fiscally prudent manner; and adheres to institutional fiscal policies.

Job Knowledge and Performance – Understands and performs job duties within executive limitations policies and executes mission and goals of the College. Has clear knowledge and understanding of a comprehensive community college and communicates the same to others.

Institutional Commitment – Goals are consistent with the College mission and strategic plan and acts in the best interest of the college. Demonstrates vision with respect to the future of the institution.

Professional Development - Includes own development needs in annual plan, knowledgeable about current trends for college presidents, participates in professional associations and activities thereof, and engages in independent or formal study and/or research.

Presidential Performance Evaluation (Goal Setting Form)

Name of President: _____
 Planning Period _____

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

Presidential Performance Evaluation (Goal Setting Form)

	3.	
	4.	

Date of Planning Conference: _____

President's Signature: _____

Board Chair's Signature: _____

Comments:

President's Signature: _____ Date: ____ / ____ / ____

Chair, Board of Trustees _____ Date: ____ / ____ / ____

Presidential Performance Evaluation (Self-Assessment Form)

Name of President: _____
 Evaluation Period: _____

A. Checklist Rating

Directions: Circle the response that best reflects your judgment of your performance and any comments you would like the Board to consider.

	Excellent (Substantially Exceeds Expectations)	Good (Above Minimum Expectations)	Acceptable (Meets Expectations)	Needs Improvement (Below Expectations)	Unsatisfactory	N/A (Insufficient information, no basis for judgment)	Comments:
Board-President Relationship: Provides the Board with adequate information and makes sound recommendations, properly performs duties of the Board on its behalf, and implements Board policies. Maintains proper balance with respect to bringing policy matters to the Board and retaining administrative matters without Board involvement.	x						
Community Relations: Is aware of community needs, promotes community involvement, and deals with community people and organizations positively and effectively. Fosters a high level of credibility in the community.	x						
College Relations: Maintains cordial and effective working relationships with local and state legislative leaders, local school districts, and counterparts from other colleges and universities. Works well with the College Foundation and other	x						

Presidential Performance Evaluation (Self-Assessment Form)

	Excellent (Substantially Exceeds Expectations)	Good (Above Minimum Expectations)	Acceptable (Meets Expectations)	Needs Improvement (Below Expectations)	Unsatisfactory	N/A (Insufficient information, no basis for judgment)	Comments:
direct support organizations of the College. Skilled in meeting social obligations of the presidency, demonstrated ability to represent the College in public forums, and communicates well with the media.	X	X	X	X	X	X	
Classified/Admin/Faculty Relationships: Works effectively with staff to maintain and/or improve employee relations, keeps faculty and staff informed, and actively listens and responds to College matters and concerns. Has the confidence and respect of faculty and staff.	X	X	X	X	X	X	
Educational Program: Identifies, understands, and implements the academic mission of the College. Engenders confidence as an educational leader, is up-to-date in curriculum and instructional trends and development, and effectively promotes general, transfer, and vocational skills education. Is responsive and innovative with respect to changes in the community and the delivery of educational services.	X	X	X	X	X	X	
Leadership Skills: Identifies and analyzes problems and issues confronting the College, makes sound decisions, and promotes atmosphere which encourages growth. Demonstrates a leadership style that inspires others.	X	X	X	X	X	X	

Presidential Performance Evaluation (Self-Assessment Form)

	Excellent (Substantially Exceeds Expectations)								
	Good (Above Minimum Expectations)	Acceptable (Meets Expectations)	Needs Improvement (Below Expectations)	Unsatisfactory	N/A (Insufficient information, no basis for judgment)				
<p>Fiscal Management: Anticipates future needs for personnel, resources, and facilities; maintains necessary budget controls; operates the College in a fiscally prudent manner; and adheres to institutional fiscal policies.</p>	x	x	x	x	x				
<p>Job Knowledge and Performance: Understands and performs job duties within executive limitations policies and executes mission and goals of the College. Has clear knowledge and understanding of a comprehensive community college and communicates the same to others.</p>	x	x	x	x	x				
<p>Institutional Commitment: Goals are consistent with the College mission and strategic plan and acts in the best interest of the college. Demonstrates vision with respect to the future of the College.</p>	x	x	x	x	x				
<p>Professional Development: Includes own development needs in annual plan, knowledgeable about current trends for college presidents, participates in professional associations and activities, and engages in independent or formal study and/or research.</p>	x	x	x	x	x				

Comments:

B. Overall summary and other input regarding your performance:

**Presidential Performance Evaluation
(Self-Assessment Form)**

C. Comments:

President's Signature: _____ Date: ____ / ____ / ____

Presidential Performance Evaluation (Staff Input Form)

Name of President: _____
 Evaluation Period: _____

As part of the annual performance evaluation of the President, your assessment of his contributions and overall performance to CBC is requested. Your input will be considered as part of the overall evaluation, though your identity will be kept confidential.

A. Checklist Rating

Directions: Please provide your input for the following and circle the response that best reflects your judgment on each of the following items. A comment is required for any needs improvement or unsatisfactory rating.

	Excellent (Substantially Exceeds Expectations)	Good (Above Minimum Expectations)	Acceptable (Meets Expectations)	Needs Improvement (Below Expectations)	Unsatisfactory	N/A (Insufficient information, no basis for judgment)	Comments:
Board-President Relationship: Provides the Board with adequate information and makes sound recommendations, properly performs duties of the Board on its behalf, and implements Board policies. Maintains proper balance with respect to bringing policy matters to the Board and retaining administrative matters without Board involvement.	x	x	x	x	x		
Community Relations: Is aware of community needs, promotes community involvement, and deals with community people and organizations positively and effectively. Fosters a high level of credibility in the community.	x	x	x	x			
College Relations: Maintains cordial and effective working relationships with local	x	x	x	x			

Presidential Performance Evaluation (Staff Input Form)

	Excellent (Substantially Exceeds Expectations)						Comments:
	Good (Above Minimum Expectations)	Acceptable (Meets Expectations)	Needs Improvement (Below Expectations)	Unsatisfactory	N/A (Insufficient information, no basis for judgment)	N/A (Insufficient information, no basis for judgment)	
and state legislative leaders, local school districts, and counterparts from other colleges and universities. Works well with the College Foundation and other direct support organizations of the College. Skilled in meeting social obligations of the presidency; demonstrated ability to represent the College in public forums, and communicates well with the media.	X	X	X	X	X	X	
Classified/Admin/Faculty Relationships: Works effectively with staff to maintain and/or improve employee relations, keeps faculty and staff informed, and actively listens and responds to College matters and concerns. Has the confidence and respect of faculty and staff.	X	X	X	X	X	X	
Educational Program: Identifies, understands, and implements the academic mission of the College. Engenders confidence as an educational leader, is up-to-date in curriculum and instructional trends and development, and effectively promotes general, transfer, and vocational skills education. Is responsive and innovative with respect to changes in the community and the delivery of educational services.	X	X	X	X	X	X	
Leadership Skills: Identifies and analyzes problems and issues confronting the	X	X	X	X	X	X	

Presidential Performance Evaluation (Staff Input Form)

	Excellent (Substantially Exceeds Expectations)					Good (Above Minimum Expectations)					Acceptable (Meets Expectations)					Needs Improvement (Below Expectations)					Unsatisfactory					N/A (Insufficient information, no basis for judgment)					
	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
College, makes sound decisions, and promotes atmosphere which encourages growth. Demonstrates a leadership style that inspires others.																															
Fiscal Management: Anticipates future needs for personnel, resources, and facilities; maintains necessary budget controls; operates the College in a fiscally prudent manner; and adheres to institutional fiscal policies.	X					X					X					X					X					X					
Job Knowledge and Performance: Understands and performs job duties within executive limitations policies and executes mission and goals of the College. Has clear knowledge and understanding of a comprehensive community college and communicates the same to others.	X					X					X					X					X					X					
Institutional Commitment: Goals are consistent with the College mission and strategic plan and acts in the best interest of the college. Demonstrates vision with respect to the future of the College.	X					X					X					X					X					X					
Professional Development: Includes own development needs in annual plan, knowledgeable about current trends for college presidents, participates in professional associations and activities, and engages in independent or formal	X					X					X					X					X					X					

Presidential Performance Evaluation (Staff Input Form)

	Excellent (Substantially Exceeds Expectations)	Good (Above Minimum Expectations)	Acceptable (Meets Expectations)	Needs Improvement (Below Expectations)	Unsatisfactory	N/A (Insufficient information, no basis for judgment)
study and/or research.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Comments:						

Employee's Signature: _____ Date: ____/____/____

Green River Community College Presidential Performance Review

Use of this Material

The purpose of performance reviews is to **communicate** about performance.

At the beginning: This form contains a list of presidential functions. Space is provided in each section for the board to add any specific objectives assigned to the president for the coming year. Once any objectives are added, the form contains the criteria against which the president will be evaluated at the end of the review period.

At review time: When the review period ends, the board jointly discusses performance for each function and objective with the president. Once the discussion has been held, the rating scale is completed to reflect the consensus of the board. The chair signs the form on behalf of the board for the permanent record.

Scale 5 = superior 4 = above average 3 = average 2 = below average 1 = unacceptable

1. Community Relations

Media -- maintains effective relationships with the media in order to make the public aware of the college, its programs, and activities.

Performance	President's Notes
5 4 3 2 1	

Marketing -- maintains an effective planned marketing program for the college to make the public aware of the college, its programs, and activities.

5 4 3 2 1

Community Activities -- is active in community activities and organizations to gain visibility for the college and interpret the college's needs to the community and become aware of and sensitive to community needs.

5 4 3 2 1

Educational Institutions -- maintains effective dialogue and communications with the local public school systems and other higher education institutions to promote coordination and cooperation.

5 4 3 2 1

2. Legislative Relations	Performance	President's Notes
Information -- assists the board and provides leadership in informing and educating local legislators of issues of importance to the college.	5 4 3 2 1	
Liaison -- maintains ongoing communication with local legislators on new and emerging issues concerning the college.	5 4 3 2 1	
Participation -- participates in community and technical college system legislative activities to support and promote issues of importance to the college and the community college system.	5 4 3 2 1	
Dissemination -- keeps the internal college community (trustees, faculty, staff, students) informed of legislative issues.	5 4 3 2 1	
Participation -- involves college staff, faculty, and students in legislative affairs where appropriate.	5 4 3 2 1	
3. Educational Planning	Performance	President's Notes
Needs Assessment -- provides leadership in formally and informally assessing the community to determine educational needs.	5 4 3 2 1	
Evaluation -- conducts formal evaluation and assessment to determine educational program quality and needs.	5 4 3 2 1	
Program Planning -- conducts formal educational planning activities to project and plan for future educational programs of the college.	5 4 3 2 1	
Curriculum -- provides leadership in the development of innovative curriculums to meet changing community needs.	5 4 3 2 1	

4. Budget Control

Performance

Fiscal Accountability -- assumes the lead, as chief executive officer, in instilling an awareness for fiscal responsibility and accountability among members of the staff.

5 4 3 2 1

Budget Development -- conducts a thorough and sound process of annual budget development for presentation to the board.

5 4 3 2 1

Budget Presentation -- presents the budget in an organized and understandable manner.

5 4 3 2 1

Fiscal Priorities -- recognizes the approved budget as the board of trustees' expression of fiscal priorities and coordinates deviations from the budget prior to their implementation.

5 4 3 2 1

Needs Awareness -- is completely informed on the needs of the college program, plant, facilities, equipment, and supplies.

5 4 3 2 1

Auxiliary Funding -- pursues external and supplemental funding and resources to support special college projects and to augment the regular fund allocations.

5. Personnel and Labor Relations

Performance

Negotiations -- supports and pursues good faith negotiations with employee groups and association.

5 4 3 2 1

Fair Hearing -- assures all employees a fair hearing if disciplinary action is initiated against them.

5 4 3 2 1

Human Resource Development -- develops and promotes professional development activities and promotional opportunities for faculty, staff and administrators.

5 4 3 2 1

Diversity -- supports and promotes diversity in hiring and promotion of staff, services to students, and all college activities.

5 4 3 2 1

Equal Employment Opportunity -- employs a personnel department that conducts fair and equitable employment selection and promotional practices.

5 4 3 2 1

Employee Selection -- recruits and selects highly-qualified and capable employees through thorough selection processes.

5 4 3 2 1

Participation -- provides opportunities for all members of the college community to be represented in college governance.

6. Management Activities	Performance	President's Notes
Planning and Organizing -- able to plan ahead, anticipate problems and use resources effectively.	5 4 3 2 1	
Analytical Ability and Judgment -- able to size up a problem, gather and evaluate facts, and reach sound conclusions.	5 4 3 2 1	
Communication -- able to express ideas both verbally and in writing.	5 4 3 2 1	
Establishing Priorities -- sets rational priorities so that the implementation of decisions takes place in a timely fashion.	5 4 3 2 1	
Consultation -- consults willingly with appropriate constituencies as a part of the decision-making process.	5 4 3 2 1	
Decision Making -- usually makes the right decision in new or uncertain situations.	5 4 3 2 1	
Management -- manages institutional affairs calmly and effectively.	5 4 3 2 1	
Administrative Capacity -- provides directions, has the confidence of colleagues, delegates tasks and responsibilities.	5 4 3 2 1	
7. Board Relations	Performance	President's Notes
Information -- provides adequate background information for the board in advance of meetings.	5 4 3 2 1	
Information -- provides enough information for the board to make intelligent decisions.	5 4 3 2 1	
Implements Policy -- carries out the policies of the board in a timely manner.	5 4 3 2 1	
Requests Assistance -- seeks guidance from the board on important matters when necessary.	5 4 3 2 1	
Assists Board -- helps the board understand its legal responsibilities.	5 4 3 2 1	
Informs Board -- keeps the board informed on matters of importance to the college.	5 4 3 2 1	

8. Constituencies Relations	Performance	President's Notes
Faculty -- maintains effective relationships with the faculty in carrying out college programs.	5 4 3 2 1	
Students -- accessible to students and concerned about their welfare.	5 4 3 2 1	
Community -- sensitive to community needs; interprets the college effectively to the community.	5 4 3 2 1	
SBCTC -- establishes effective working relationships with the state staff; represents the college effectively to the State Board for Community and Technical Colleges.	5 4 3 2 1	
WACTC -- contributes to the operation of the community college system by participating in the activities of the Washington Association of Community and Technical Colleges, Board of Presidents.	5 4 3 2 1	
Legislators -- maintains contact with legislators, promoting the interests of the college and the citizens of the district.	5 4 3 2 1	
State Government -- maintains contact with other agencies of government (Governor's Office, Office of Financial Management, Higher Education Coordinating Board, Washington Personnel Resources Board) promoting the interests of the college, college personnel, and the citizens of the district.	5 4 3 2 1	
Foundation -- actively involved/offers direction to Foundation, interprets college to foundation board, listens to board members.	5 4 3 2 1	
9. College Activities	Performance	President's Notes
Students -- supports and encourages student leadership development.	5 4 3 2 1	
Activities -- encourages college activities	5 4 3 2 1	
Staff/Personnel -- supports staff/personnel functions, activities, ceremonies, etc.	5 4 3 2 1	

10. Professional Growth	Performance	President's Notes
Participation -- in professional organizations to keep abreast of new and innovative practices and programs.	5 4 3 2 1	
Improvement -- participates in seminars, workshops, and classes to renew, refresh, and extend technical and professional expertise.	5 4 3 2 1	
Improvement -- is open to suggestions for improvement and willing to take risks in attempting new and innovative practices and programs.	5 4 3 2 1	

11. Strategic Planning	Performance	President's Notes
Philosophy of College -- supports the continuing examination of the philosophy and purposes of the college.	5 4 3 2 1	

Discussed with the President and approved by the Board of Trustees of Green River Community College

Board Chair _____ Date _____

President _____ Date _____

(h:\Meval98)

Peninsula College
EVALUATION OF THE PRESIDENT
2009-2010

Scale
1 = unacceptable 2 = below average 3 = average 4 = above average 5 = superior

- | | 1 | 2 | 3 | 4 | 5 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| I. Relationship with the Board of Trustees: | | | | | |
| a) keeps Board informed on issues and needs of the College | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) maintains harmonious working relationship with Board | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) open and candid with Board | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

comments: _____

- | | 1 | 2 | 3 | 4 | 5 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| II. Develops/Maintains community Relationships with: | | | | | |
| a) news media | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) general public | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) district legislators | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d) other area colleges and public schools | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e) State Board for Community and Technical Colleges | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f) community leaders | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| g) faculty and staff | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

comments: _____

- | | 1 | 2 | 3 | 4 | 5 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| III. Internal Relationship: | | | | | |
| a) encourages professional development of personnel | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) supports promotion of qualified staff | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) recognizes importance of teaching and learning role of College | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d) delegates authority as appropriate | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e) treats all personnel fairly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f) is accessible to any personnel in a reasonable manner and time | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| g) recruits and selects best available personnel | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| h) supports the right of all persons/groups to be heard in any issue | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| i) committed to the needs of ethnic minorities, women, senior citizens, recent immigrants, handicapped and the disadvantaged | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

comments: _____

- | | 1 | 2 | 3 | 4 | 5 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| IV. Academic and Educational Leadership: | | | | | |
| a) supports innovative curriculum to meet changing needs news media | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) develops long range plans and educational goals of the College | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) implements philosophy of the College | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d) inspires others to highest professional & educational standards | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e) is proactive in the development of change rather than just reacting to that imposed on the College | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

comments: _____

V. Administration, Management and Budgeting:	1	2	3	4	5
a) is informed of needs of College regarding facilities, equipment and supplies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) exhibits fiscal responsibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) exhibits sound decision making abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) actively seeks outside funding through the encouragement of contracts, grants and other sources of external support					
e) commitment and action relating to promotion of quality at the College	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

comments: _____

VI. Communication Skills:	1	2	3	4	5
a) uses language effectively in dealing with staff, the Board and the public			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) encourages accurate and timely information and communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) is a good listener	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) is spokesperson for the College in community and state	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

comments: _____

VII. Relationship with Business and Industry:	1	2	3	4	5
a) knowledge of community businesses and industries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) involved in economic development activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) devotes time and energy to develop good business and industrial relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

comments: _____

VI Extracurricular Activities of the College:	1	2	3	4	5
a) supports and encourages student leadership development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) encourages College activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) supports staff/personnel functions, activities, ceremonies, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

comments: _____

GENERAL COMMENTS:

**Renton Technical College
 Presidential Goals and Objectives 2009
 [NAME], President**

Presidential Evaluation

The President shall be evaluated annually by the Board of Trustees. The evaluation shall include, but not limited to (Please circle your choice and comment below it):

1. **Board-President Relationships:** N/A Not Met Met Exceeded

2. **Community Relations:** N/A Not Met Met Exceeded

3. **Classified, Administrative, and Faculty Relationships:** N/A Not Met Met Exceeded

4. **Educational Programs:** N/A Not Met Met Exceeded

5. **Business and Financial Matters:** N/A Not Met Met Exceeded

6. **Professional and Leadership Achievement:** N/A Not Met Met Exceeded

7. **Work with the instructional and student services staff and administrators to ensure that the FTE enrollment gets back on the growth path:**
 N/A Not Met Met Exceeded

8. **Continue to develop the grants and contracts potential for the college to ensure that overall revenues will increase as state funding continues to decrease:**
 N/A Not Met Met Exceeded

9. **Continue to implement the Affirmative Action Plan for the College and encourage the interviewing and hiring members of unrepresentative groups to secure a staffing profile that better matches the demographic profile of the college's service community:**
 N/A Not Met Met Exceeded

10. **Monitor the impact of revenues losses from the state against the revenues gained from increased tuition:**
 N/A Not Met Met Exceeded

11. **Work to improve general public recognition of the college and increase the percent of high school graduates coming to RTC directly from high school within three years of their high school graduation.**

N/A Not Met Met Exceeded

12. **Expand the marketing effort to include promotion of the transfer capability of our graduates:**

N/A Not Met Met Exceeded

The College continues to diligently work in this area on behalf of our graduates.

Conclusion:

Board Chair

President

Dated:

SEATTLE COMMUNITY COLLEGE DISTRICT
Colleague Evaluation Form
for
PRESIDENT

Please return this form in hard copy in an envelope marked confidential to Harrietta Hanson (Chancellor's Office, 1DO100) no later than May 29, 2009.

Dear Employee:

You have an opportunity to aid in the evaluation process of your President, _____.
Please take a few minutes to fill out the enclosed Colleague Evaluation form. Your evaluation should be based on personal observations, direct interactions, or personal knowledge of the individual's performance. An identifying signature is not required, and confidentiality will be protected at all times. When you have completed this form return it in hard copy marked confidential, by May 29, to Harrietta Hanson, (Chancellor's Office, 1DO100). Thank you for taking part in this evaluation process.

1. Management Skills

Includes decision making skills, organizing skills, planning skills, supervisory skills.

Outstanding Exceeds Expectations Meets Expectations Needs Improvement Unsatisfactory

Comments: _____

2. Personal Characteristics

Includes skills in working independently, leadership skills, creativity/initiative, fairness.

Outstanding Exceeds Expectations Meets Expectations Needs Improvement Unsatisfactory

Comments: _____

3. Job Knowledge

Includes budgeting, technical skills, knowledge of the institution, public relations, presentation skills, written communication skills.

- Outstanding Exceeds Expectations Meets Expectations Needs Improvement Unsatisfactory

Comments: _____

4. Working Relationships

Includes oral communication skills, cooperation, skill in working harmoniously with others, consideration of diverse viewpoint.

- Outstanding Exceeds Expectations Meets Expectations Needs Improvement Unsatisfactory

Comments: _____

5. Other Related Comments: _____

Please return in an envelope marked confidential to Harrietta Hanson, (Chancellor's Office, 1DO100) no later than May 29, 2009.

**CAMPUS PRESIDENT PERFORMANCE REVIEW
2008 – 2009**

President

College

DIRECTIONS:
 Circle the response that best reflects the consensus of the board with regard to each of the following items:
 3 = Exceeds Expectations
 2 = Meets the Expectations
 1 = Improvement Area to Be Addressed

RELATIONSHIP WITH THE DISTRICT CHANCELLOR

- | | | | |
|--|---|---|---|
| 1. Keeps Chancellor informed of the needs, issues, and operations of the college. | 3 | 2 | 1 |
| 2. Provides accurate information and recommendation to enable district office and board to make decisions. | 3 | 2 | 1 |
| 3. Performance during board and cabinet meetings reflects preparation. | 3 | 2 | 1 |
| 4. Interprets and executes the intent of board policy. | 3 | 2 | 1 |
| 5. Supports board policy and actions to staff and public. | 3 | 2 | 1 |
| 6. Promptly responds to concerns of Chancellor in an appropriate manner. | 3 | 2 | 1 |
| 7. Seeks and accepts constructive criticism of work performance. | 3 | 2 | 1 |
| 8. Advises the Chancellor on need for new and/or revised policies and procedures. | 3 | 2 | 1 |

COMMENTS REGARDING RELATIONSHIP WITH DISTRICT OFFICE AND CHANCELLOR:

RELATIONSHIP WITH THE COMMUNITY

- | | | | |
|--|---|---|---|
| 9. Gains respect and support of the community on the conduct of the college. | 3 | 2 | 1 |
| 10. Maintains effective relationships with the communications dept., ensuring that the public is aware of the college, programs and activities. | 3 | 2 | 1 |
| 11. Achieves and maintains status as a community leader in education. | 3 | 2 | 1 |
| 12. Maintains effective dialogue and communications with the local public school systems and other higher education institutions. | 3 | 2 | 1 |
| 13. Seeks community and business input to assess education needs and program options to insure the needs of the community are met. | 3 | 2 | 1 |
| 14. Assists the chancellor and provides institutional leadership in forming and educating community leaders, legislators and our congressional delegates on issues of importance to the college and CCS. | 3 | 2 | 1 |

COMMENTS REGARDING RELATIONSHIP WITH THE COMMUNITY:

STAFF AND PERSONNEL RELATIONSHIPS

- | | | | |
|---|---|---|---|
| 15. Promotes practices and procedures in employment and labor relations issues that are fair and consistent. | 3 | 2 | 1 |
| 16. Maintains positive relations with employee groups and associations. | 3 | 2 | 1 |
| 17. Delegates responsibilities and authority to subordinates and holds them accountable. | 3 | 2 | 1 |
| 18. Promotes professional growth of staff and encourages staff development activities. | 3 | 2 | 1 |
| 19. Recruits and selects highly qualified and capable employees through open, fair and thorough selection processes. | 3 | 2 | 1 |
| 20. Promotes strong working relationships between administrators, faculty and staff through the development of college-wide committees and councils to promote the understanding of the mission of the college and district as a whole. | 3 | 2 | 1 |

COMMENTS REGARDING STAFF AND PERSONNEL RELATIONSHIP:

ORGANIZATIONAL LEADERSHIP

21. Promotes and supports emphasis on operations as a district versus individual colleges.	3	2	1
22. Participates in professional organizations to ensure awareness of new, innovative practices and programs.	3	2	1
23. Supports the continuing examination of the mission, philosophy, and plans of CCS and the college.	3	2	1
24. Promotes and supports effective efforts to promote multi-cultural competence within the district including programs. Actively promotes and supports efforts to expand diversity within the student body, faculty and staff.	3	2	1
25. Actively involved with and offers direction to the foundation, interprets college to foundation...	3	2	1

COMMENTS REGARDING EDUCATIONAL LEADERSHIP:

BUSINESS AND FINANCE

- | | | | |
|--|---|---|---|
| 26. Assumes the lead in instilling awareness for fiscal responsibility and accountability among members of the staff. | 3 | 2 | 1 |
| 27. Assures a thorough, open and sound process of annual budget development for presentation to the Chancellor and board. | 3 | 2 | 1 |
| 28. Recognizes the approved budget as the board of trustee's expression of fiscal priorities and coordinates with the Chancellor deviations from the budget prior to their implementation. | 3 | 2 | 1 |
| 29. Keeps informed and coordinates with the district office about the needs of the college in terms of their programs, plant, facilities, equipment, and supplies. | 3 | 2 | 1 |

COMMENTS REGARDING BUSINESS AND FINANCE:

PERSONAL QUALITIES

- | | | | |
|--|---|---|---|
| 30. Recognizes problems, gathers and evaluates facts, and reaches sound conclusions. | 3 | 2 | 1 |
| 31. Maintains high standards of ethics, honesty, and integrity in all personal and professional matters. | 3 | 2 | 1 |
| 32. Maintains positive working relationships with the district office, state board staff, state officials, county and city officials, private and public agencies. | 3 | 2 | 1 |
| 33. Promotes own professional growth and development. | 3 | 2 | 1 |
| 34. Communicates appropriately and effectively in dealing with Chancellor, the board, staff members and the public. | 3 | 2 | 1 |
| 35. Devotes adequate time and energy to effectively complete job. | 3 | 2 | 1 |

COMMENTS REGARDING PERSONAL QUALITIES:

OVERALL PERFORMANCE

- | | | | |
|--|---|---|---|
| 36. Overall evaluation of the college president. | 3 | 2 | 1 |
| 37. Accomplished specific goals set by the president and chancellor. | 3 | 2 | 1 |

REGARDING OVERALL PERFORMANCE COMMENTS:

38. Recommended goal areas for next year.

Completed by: _____

President: _____

Date _____

SOUTH PUGET SOUND
COMMUNITY COLLEGE



Presidential Performance Review

The purpose of performance reviews is to communicate about performance. This form contains a list of presidential functions and performance goals. The board of trustees jointly discusses performance for each function and objective with the president. Once the discussion has been held, the rating scale is completed to reflect the consensus of the board. The chair signs the form on behalf of the board for the permanent record.

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
--------------	-------------------------------	-----------------------------	----------------------------

1. COMMUNITY RELATIONS

Performance

Media – maintains effective relationships with the media in order to make the public aware of the college, its programs, and activities.	3	2	1
---	---	---	---

Marketing – maintains an effective planned marketing program for the college to make the public aware of the college, its programs, and activities.	3	2	1
--	---	---	---

Community activities – is active in community activities and organizations to gain visibility for the college and interpret the college's needs to the community and become aware of, and sensitive to, community needs.	3	2	1
---	---	---	---

Educational institutions – maintains effective dialogue and communications with the local public school systems and other higher education institutions to promote coordination and cooperation.	3	2	1
---	---	---	---

Specific community relations achievements, recommendations or comments

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
--------------	-------------------------------	-----------------------------	----------------------------

2. LEGISLATIVE RELATIONS

Information – assists the board and provides leadership in informing and educating local legislators of issues of importance to the college.	3	2	1
---	---	---	---

Liaison – maintains ongoing communication with local legislators on new and emerging issues concerning the college.	3	2	1
--	---	---	---

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
-------	------------------------	----------------------	---------------------

Participation – participates in community and technical college system legislative activities to support and promote issues of importance to the college and the community college system. 3 2 1

Dissemination – keeps the internal college community (trustees, faculty, Staff, students) informed of legislative issues. 3 2 1

Participation – involves college staff, faculty, and students in legislative affairs where appropriate. 3 2 1

Specific legislative relations achievements, recommendations or comments

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
-------	------------------------	----------------------	---------------------

3. EDUCATIONAL PLANNING

Needs assessment – provides leadership in formally and informally assessing the community to determine educational needs. 3 2 1

Evaluation – conducts formal evaluation and assessment to determine educational program quality and needs. 3 2 1

Program planning – conducts formal educational planning activities to project and plan for future educational programs of the college. 3 2 1

Curriculum – provides leadership in the development for innovative curriculums to meet changing community needs. 3 2 1

Specific educational planning achievements, recommendations or comments

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
-------	------------------------	----------------------	---------------------

4. **BUDGET CONTROL**

Fiscal accountability – assumes the lead, as chief executive officer, in instilling an awareness for fiscal responsibility and accountability among members of the staff.	3	2	1
Budget development – conducts a thorough and sound process of annual budget development for presentation to the board.	3	2	1
Budget presentation – presents the budget in an organized and understandable manner which includes options and alternatives for board consideration.	3	2	1
Fiscal priorities – recognizes the approved budget as the board of trustees’ expression of fiscal priorities and coordinates deviations from the budget prior to their implementation.	3	2	1
Needs awareness – is completely informed on the needs of the College program, plant, facilities, equipment, and supplies.	3	2	1
Auxiliary funding – pursues external and supplemental funding and resources to support special college projects and to augment the regular fund allocations.	3	2	1

Specific budget control achievements, recommendations or comments

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
-------	------------------------	----------------------	---------------------

5. **PERSONNEL AND LABOR RELATIONS**

Negotiations – supports and pursues good faith negotiations with employee groups and association.	3	2	1
Fair hearing – assures all employees a fair hearing if disciplinary action is initiated against them.	3	2	1
Human resource development – develops and promotes professional development activities and promotional opportunities for faculty, staff and administrators.	3	2	1
Equal employment opportunity – employs a personnel department that conducts fair and equitable employment selection and promotional practices.	3	2	1
Employee selection – recruits and selects highly-qualified and capable employees through thorough selection processes.	3	2	1

Participation – provides opportunities for all members of the college community to be represented in college governance. 3 2 1

Specific personnel and labor achievements, recommendations or comments

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
-------	------------------------	----------------------	---------------------

6. MANAGEMENT ACTIVITIES

Planning and Organizing – able to plan ahead, anticipate problems and use resources effectively. 3 2 1

Analytical ability and judgment – able to size up a problem, gather and evaluate facts, and reach sound conclusions. 3 2 1

Communication – able to express ideas both verbally and in writing. 3 2 1

Establishing priorities – sets rational priorities so that the implementation of decisions takes place in a timely fashion. 3 2 1

Consultation – consults willingly with appropriate constituencies as a part of the decision-making process. 3 2 1

Decision-making – usually makes the right decision in new or uncertain situations. 3 2 1

Management – manages institutional affairs calmly and effectively college community to be represented in college governance. 3 2 1

Administrative capacity – provides directions, has the confidence of colleagues delegates tasks and responsibilities. 3 2 1

Specific management activities achievements, recommendations or comments

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
-------	------------------------	----------------------	---------------------

7. **BOARD RELATIONS**

Information – provides adequate background information for the Board in advance of meetings.	3	2	1
Information – provides enough information for the board to make intelligent decisions.	3	2	1
Implements policy – carries out the policies of the board in a timely manner.	3	2	1
Requests assistance – seeks guidance from the board on important matters when necessary.	3	2	1
Assists board – helps the board understand its legal responsibilities.	3	2	1
Informs board – keeps the board informed on matters of importance to the college which originate outside the institutions; i.e., affirmative action, legislation, etc.	3	2	1

Specific board relations achievements, recommendations or comments

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
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8. **CONSTITUENCIES RELATIONS**

Faculty – maintains effective relationships with the faculty in carrying out college programs.	3	2	1
Students – accessible to students and concerned about their welfare.	3	2	1
Community – sensitive to community needs; interprets the college effectively to the community.	3	2	1
SBCTC – establishes effective working relationships with the state staff; represents the college effectively to the State Board for Community and Technical Colleges.	3	2	1
WACTC – contributes to the operation of the community college system by participating in the activities of the Washington Association of Community and Technical Colleges, Board of Presidents.	3	2	1
Legislators – maintains contact with legislators, promoting the interests of the college and the citizens of the district.	3	2	1
State government – maintains contact with other agencies of government	3	2	1

(Governor's Office, Office of Financial Management, Higher Education Coordinating Board, Washington Personnel Resources Board) promoting the interests of the college, college personnel, and the citizens of the district.

Specific constituencies relations achievements, recommendations or comments

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
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9. PROFESSIONAL GROWTH

Participation – in professional organizations to keep abreast of new and innovative practices and programs. 3 2 1

Improvement – participates in seminars, workshops, and classes to renew, refresh, and extend technical and professional expertise. 3 2 1

Improvement – is open to suggestions for improvement and willing to take risks in attempting new and innovative practices and programs. 3 2 1

Specific professional growth achievements, recommendations or comments

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
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10. STRATEGIC PLANNING

Mission and goals – supports the continuing examination of the mission and goals of the college. 3 2 1

Community needs – periodically assesses the educational needs of the community. 3 2 1

Planning – develops an institutional strategic plan to respond to community needs and guide the activities of the college faculty and staff. 3 2 1

Assessment – assesses college programs and services and reports such assessment to the board of trustees. 3 2 1

Modification – makes appropriate adjustment of college programs, services, policies and practices based on sound assessment. 3 2 1

Specific strategic planning achievements, recommendations or comments

Scale	3 Exceeds Expectations	2 Meets Expectations	1 Needs Improvement
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11. DIVERSITY AND EQUITY

Action plan – develops and pursues specific action plans to achieve and maintain college diversity and equity. 3 2 1

Staff – supports and promotes the recruitment and retention of a diverse faculty and staff. 3 2 1

Students – supports the recruitment, retention and the success of a diverse student body. 3 2 1

Campus Environment – perpetuates a diverse, enriching, safe and supportive working and learning environment. 3 2 1

Specific diversity and equity achievements, recommendations or comments

Board Chair

Date

President

Date

POLICY

TITLE:	Performance Appraisal of President
NUMBER:	310 (Replaces 2042)
APPROVED BY BOARD OF TRUSTEES:	11/19/09

The Board will conduct a yearly appraisal of the College President's performance using criteria upon which there is a mutual agreement and to include:

1. Organizational accomplishment consistent with the College's strategic direction.
2. Organizational operation within the boundaries of prudence and ethics established in Board policies.
3. Performance of duties identified in the President's contract of employment.
4. Other
5. Goals mutually agreed upon by the President and Board.

[DATE]

DRAFT

Dear Campus Community,

You are invited to participate in the [NAME] College Board of Trustee's formal assessment of [PRESIDENT'S NAME] performance as college president. I, a former trustee, have been asked by Board Chair, [NAME], on behalf of the Board, to facilitate this process.

The purpose of this assessment is to aid the Board in their discussion with the president about her performance. The Board also wishes to identify what works well in the College and what needs improvement.

This electronic survey will record your responses confidentially, and provide a tally. All responses in this Presidential Assessment form will be kept confidential. If you wish to identify yourself, you may do so, but it is strictly voluntary. A section is provided at the end of the survey for this purpose. You may also choose to respond by printing this form and returning it in the mail to the address below, if you so desire. All the results will be read by the five members of the Board of Trustees and myself. The results of the on-line survey as well as any printed forms will be in my sole possession throughout this process and subsequently filed in the Assistant Attorney General's [CITY NAME] office for three years and then destroyed.

While your judgment and comments are welcome and valued, no personal responses will be given. The Board will make a public statement about the outcome of this presidential assessment at the June board meeting.

Please mail the Presidential Assessment Form to by [DUE DATE] to:
[NAME, ADDRESS, ETC.]

Thank you,

Please select your response to the following assessment category by clicking in the circle under the rating guide using the scale of 5 = Outstanding; 4 = Very Good; 3 = Good; 2 = Fair, needs improvement; 1 = Poor, unsatisfactory; x = Not applicable/Not known.

You may also add general or specific comments.

5- Outstanding 4-Very Good 3-Good 2-Fair 1-Poor N/A

LEADERSHIP

Please select your response to the assessment category by clicking in the circle under the rating guide using the scale of 5 = Outstanding; 4 = Very Good; 3 = Good; 2 = Fair, needs improvement; 1 = Poor, unsatisfactory; x = Not applicable/Not known.

You may also add general or specific comments.

5- Outstanding 4-Very Good 3-Good 2-Fair 1-Poor N/A

**FACULTY, STAFF,
ADMINISTRATION,
STUDENT
RELATIONSHIPS**

5 = Outstanding 4- Very Good 3- Good 2- Fair 1- Poor N/A

Comments

Please select your response to the following assessment category by clicking in the circle under the rating guide using the scale of 5 = Outstanding; 4 = Very Good; 3 = Good; 2 = Fair, needs improvement; 1 = Poor, unsatisfactory; x = Not applicable/Not known.

You may also add general or specific comments.

5- Outstanding 4-Very Good 3-Good 2-Fair 1-Poor N/A

FISCAL

Please select your response to the following assessment category by clicking in the circle under the rating guide using the scale of 5 = Outstanding; 4 = Very Good; 3 = Good; 2 = Fair, needs improvement; 1 = Poor, unsatisfactory; x = Not applicable/Not known.

You may also add general or specific comments.

5- Outstanding 4-Very Good 3-Good 2-Fair 1-Poor N/A

COMMUNITY AND PUBLIC RELATIONS

Please select your response to the following assessment category by clicking in the circle under the rating guide using the scale of 5 = Outstanding; 4 = Very Good; 3 = Good; 2 = Fair, needs improvement; 1 = Poor, unsatisfactory; x = Not applicable/Not known.

You may also add general or specific comments.

5-Outstanding 4-Very Good 3-Good 2-Fair 1-Poor N/A

GOVERNMENT RELATIONSHIPS-- STATE BOARD/LEGISLATURE

Please select your response to the following assessment category by clicking in the circle under GOVERNMENT RELATIONSHIPS-- STATE BOARD/LEGISLATURE

Please select your response to the following assessment category by clicking in the circle under the rating guide using the scale of 5 = Outstanding; 4 = Very Good; 3 = Good; 2 = Fair, needs improvement; 1 = Poor, unsatisfactory; x = Not applicable/Not known.

You may also add general or specific comments.

	5- Outstanding	4- Very Good	3- Good	2- Fair	1- Poor	N/A
PERSONAL GROWTH/QUALITIES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		4- Very Good	3- Good	2- Fair	1- Poor	N/A

Comments

Please select your response to the following assessment category by clicking in the circle under the rating guide using the scale of 5 = Outstanding; 4 = Very Good; 3 = Good; 2 = Fair, needs improvement; 1 = Poor, unsatisfactory; x = Not applicable/Not known.

You may also add general or specific comments.

PERSONAL GROWTH/QUALITIES	<input type="checkbox"/>	5 = Outstanding;	<input type="checkbox"/>	4- Very Good	<input type="checkbox"/>	3- Good	<input type="checkbox"/>	2- Fair	<input type="checkbox"/>	1- Poor	<input type="checkbox"/>	N/A
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Please select your response to the following assessment category by clicking in the circle under the rating guide using the scale of 5 = Outstanding; 4 = Very Good; 3 = Good; 2 = Fair, needs improvement; 1 = Poor, unsatisfactory; x = Not applicable/Not known.

You may also add general or specific comments.

OVERALL PERFORMANCE	<input type="checkbox"/>	5- Outstanding	<input type="checkbox"/>	4- Very Good	<input type="checkbox"/>	3- Good	<input type="checkbox"/>	2- Fair	<input type="checkbox"/>	1- Poor	<input type="checkbox"/>	N/A
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Please add any additional comments here.

This survey is anonymous; however, if you choose, you are welcome to submit your personal data below.

Please fill any of the boxes below, as you wish.

Name:	<input type="text"/>
Company:	<input type="text"/>
Address:	<input type="text"/>
Address 2:	<input type="text"/>
City/Town:	<input type="text"/>
State:	<input type="text" value="-- select state --"/>
ZIP/Postal Code:	<input type="text"/>
Country:	<input type="text"/>
Email Address:	<input type="text"/>
Phone Number:	<input type="text"/>

Presidential Performance Review

Use of this Material

The purpose of performance reviews is to **communicate** about performance.

At the beginning: This form contains a list of presidential functions. Space is provided in each section for the board to add any specific objectives assigned to the president for the coming year. Once any objectives are added, the form contains the criteria against which the president will be evaluated at the end of the review period.

At review time: When the review period ends, the board discusses the president's performance. Once the discussion has been held, the rating scale is completed to reflect the consensus of the board. The chair signs the form on behalf of the board for the permanent record. Following the board discussion, the results are shared with the president and comments and/or concerns are discussed.

Scale 1 = superior 2 = better than average 3 = average 4 = needs improvement 5 = needs immediate attention 6 = unable to observe

1. Community Relations	Performance
Media --maintains effective relationships with the media in order to make the public aware of the college, its programs, and activities.	1 2 3 4 5 6
Marketing --maintains an effective planned marketing program for the college to make the public aware of the college, its programs, and activities.	1 2 3 4 5 6
Community activities --is active in community activities and organizations to gain visibility for the college and interpret the college's needs to the community and become aware of and sensitive to community needs.	1 2 3 4 5 6
Educational institutions --maintains effective dialogue and communications with the local public school systems and other higher education institutions to promote coordination and cooperation.	1 2 3 4 5 6
Specific community relations objectives for coming year	
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2. Legislative Relations	
Information --assists the board and provides leadership in informing and educating local legislators of issues of importance to the college.	1 2 3 4 5 6
Liaison --maintains ongoing communication with local legislators on new and emerging issues concerning the college.	1 2 3 4 5 6
Participation --participates in community and technical college system legislative activities to support and promote issues of importance to the college and the community college system.	1 2 3 4 5 6
Dissemination --keeps the internal college community (trustees, faculty, staff, students) informed of legislative issues.	1 2 3 4 5 6
Participation --involves college staff, faculty, and students in legislative affairs where appropriate.	1 2 3 4 5 6

Special legislative relations objectives for coming year

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3. Educational Planning

Needs assessment--provides leadership in formally and informally assessing the community to determine educational needs. 1 2 3 4 5 6

Evaluation--conducts formal evaluation and assessment to determine educational program quality and needs. 1 2 3 4 5 6

Program planning--conducts formal educational planning activities to project and plan for future educational programs of the college. 1 2 3 4 5 6

Curriculum--provides leadership in the development of innovative curriculums to meet changing community needs. 1 2 3 4 5 6

Specific educational planning activities for coming year

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4. Budget Control

Fiscal accountability--assumes the lead, as chief executive officer, in instilling awareness for fiscal responsibility and accountability among members of the staff. 1 2 3 4 5 6

Budget development--conducts a thorough and sound process of annual budget development for presentation to the board. 1 2 3 4 5 6

Budget presentation--presents the budget in an organized and understandable manner which includes options and alternatives for board consideration. 1 2 3 4 5 6

Fiscal priorities--recognizes the approved budget as the board of trustees' expression of fiscal priorities and coordinates deviations from the budget prior to their implementation. 1 2 3 4 5 6

Needs awareness--is completely informed on the needs of the college program, plant, facilities, equipment, and supplies. 1 2 3 4 5 6

Auxiliary funding--pursues external and supplemental funding and resources to support special college projects and to augment the regular fund allocations. 1 2 3 4 5 6

Specific budget control objectives for coming year

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5. Personnel and Labor Relations

Negotiations--supports and pursues good faith negotiations with employee groups and association. 1 2 3 4 5 6

Fair hearing--assures all employees a fair hearing if disciplinary action is initiated against them. 1 2 3 4 5 6

Human resource development--develops and promotes professional development activities and promotional opportunities for faculty, staff, and administrators. 1 2 3 4 5 6

Diversity--supports and promotes diversity in hiring and promotion of staff, services to students, and all college activities. 1 2 3 4 5 6

Equal employment opportunity--employs a personnel department that conducts fair and equitable employment selection and promotional practices. 1 2 3 4 5 6

Employee selection--recruits and selects highly-qualified and capable employees through thorough selection processes. 1 2 3 4 5 6

Participation--provides opportunities for all members of the college community to be represented in college governance. 1 2 3 4 5 6

Specific personnel and labor relations objectives for coming year

6. Management Activities

Planning and organizing--able to plan ahead, anticipate problems and use resources effectively. 1 2 3 4 5 6

Analytical ability and judgment--able to size up a problem, gather and evaluate facts, and reach sound conclusions. 1 2 3 4 5 6

Communication--able to express ideas both verbally and in writing. 1 2 3 4 5 6

Establishing priorities--sets rational priorities so that the implementation of decisions takes place in a timely fashion. 1 2 3 4 5 6

Consultation--consults willingly with appropriate constituencies as a part of the decision-making process. 1 2 3 4 5 6

Decision-making--usually makes the right decision in new or uncertain situations. 1 2 3 4 5 6

Management--manages institutional affairs calmly and effectively. 1 2 3 4 5 6

Administrative capacity--provides directions, has the confidence of colleagues, delegates tasks and responsibilities. 1 2 3 4 5 6

Specific management activities objectives for coming year

7. Constituency Relations

Faculty--maintains effective relationships with the faculty in carrying out college programs. 1 2 3 4 5 6

Students--accessible to students and concerned about their welfare. 1 2 3 4 5 6

Community--sensitive to community needs; interprets the college effectively to the community. 1 2 3 4 5 6

SBCTC--establishes effective working relationships with the state staff; represents the college effectively to the State Board for Community and Technical Colleges. 1 2 3 4 5 6

WACTC--contributes to the operation of the community college system by participating in the activities of the Washington Association of Community and Technical Colleges, Board of Presidents. 1 2 3 4 5 6

Legislators--maintains contact with legislators, promoting the interests of the college and the citizens of the district. 1 2 3 4 5 6

State government--maintains contact with other agencies of government (Governor's Office, Office of Financial Management, Higher Education Coordinating Board, Washington Personnel Resources Board) promoting the interests of the college, college personnel, and the citizens of the district. 1 2 3 4 5 6

Specific constituent relations objectives for coming year

8. Professional Growth

Participation--in professional organizations to keep abreast of new and innovative practices and programs. 1 2 3 4 5 6

Improvement--participates in seminars, workshops, and classes to renew, refresh, and extend technical and professional expertise. 1 2 3 4 5 6

Improvement--is open to suggestions for improvement and willing to take risks in attempting new and innovative practices and programs. 1 2 3 4 5 6

Specific professional growth activities for coming year

9. Strategic Planning

Philosophy of college--supports the continuing examination of the philosophy and purposes of the college. 1 2 3 4 5 6

Diversity--supports and promotes diversity in hiring and promotion of staff, services to students, and all college activities. 1 2 3 4 5 6

Specific strategic planning objectives for coming year

10 Board Relations

Information--provides adequate background information for the board in advance of meetings. 1 2 3 4 5 6

Information--provides enough information for the board to make intelligent decisions. 1 2 3 4 5 6

Implements policy--carries out the policies of the board in a timely manner. 1 2 3 4 5 6

Requests assistance--seeks guidance from the board on important matters when necessary. 1 2 3 4 5 6

Assists board--helps the board understand its legal responsibilities. 1 2 3 4 5 6

Informs board--keeps the board informed on matters of importance to the college which originate outside the institutions; i.e., affirmative action, legislation, etc. 1 2 3 4 5 6

Specific board relations objectives for coming year

Discussed with the president:

Board Chair

Date

President

Date

