Review of Administrators in IANR
July 2018, Updated February 2020

It is the policy of IANR to regularly review and evaluate individuals with administrative appointments. Review and evaluation are important elements to administrator success and to the success of the unit.

Review should include an evaluation of performance informed by documentation of achievement using agreed upon metrics and in light of the administrator's position description. It should also include input from multiple sources who are familiar with the administrator's work, achievements, and impact.

A comprehensive evaluation of the administrator's performance must be completed prior to contract renewal. Reviews of deans and associate vice chancellors should be completed 6 months prior to the end of the contract date. Reviews of department heads, directors, and others with administrative appointments can be determined, by mutual consent, in light of other reviews happening within the unit (e.g., APR, accreditation) so that multiple reviews are not happening simultaneously to the detriment of the unit or the functioning of the administrator.

Given that most administrator contracts are for a period of 5 years, the following is a guide for when these reviews and evaluations should be completed. The timeframe should be adjusted accordingly for contract periods that differ from the 5-year standard.

The systematic review of administrators includes:
- The annual evaluation that includes feedback from members of the faculty and staff
- An evaluation in preparation for renewal of the contact.

The timing and process of these elements are designed to maximize the developmental trajectory of the administrator.
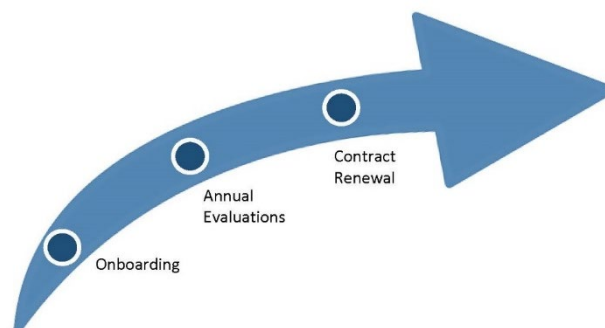
As elements in support of professional development, evaluations should be seen in light of a constellation of other elements designed to facilitate the development of leadership skill and acumen. Although not all of these apply to every leadership position in the Institute, these other elements include:
- New leader onboarding
- Leadership coaching through Leadership Resources
- Formal and informal mentorship by leaders both within and outside of IANR

- Opportunities to mentor other unit leaders
- Monthly and quarterly meetings with IANR senior leadership team members
- Department Executive Officer (DEO) workshops and activities provided by UNL
- Participation in professional development training such as LEAD21, Food Systems Leadership Institute (FSLI), North Central Administrators Boot Camp, among others.
- Regular attendance at monthly IANR Leadership Council and IANR Department Heads' meetings
- Attendance and participation at the annual IANR Leadership Advance
- Other leadership trainings and opportunities

Used in concert with these other elements, evaluation should facilitate professional development and enhance administrator performance.

With the exception of associate deans, each person with an administrative position in IANR is appointed by the IANR vice chancellor (VC). While the VC designates others as liaisons to regularly meet with, coach, and conduct evaluations of those with administrative appointments, the VC is ultimately responsible for the professional development, evaluation, and reappointment of these administrators.

Annual Evaluation

Everyone with an administrative appointment must be evaluated annually. This evaluation normally occurs early in the calendar year (see schedule in Table A) and consists of an evaluation of the previous calendar year's performance. The evaluation consists of:
- a self-appraisal,
- results of a survey completed by the members of the unit's faculty and staff (for department heads, school directors, engagement zone coordinators, program leaders, and others as appropriate or as requested)
- a meeting with the person conducting the evaluation, and
- a written summary of the evaluator's appraisal of the administrator's performance.

Table A: Schedule of Annual Reviews

Person to be reviewed	Timing	Person conducting the review	Clarifications (if any)
IANR vice chancellor and NU vice president		chancellor and NU president	
associate/assistant vice chancellors	April	IANR vice chancellor	
deans	April	IANR vice chancellor	
center directors	March	deans of ARD and/or extension	
associate deans	March	dean	
heads/chairs and school directors	January	senior associate vice chancellor	
directors of REECs	January	dean of extension	
engagement zone coordinators	January	dean of extension	
program leaders	January	dean of extension or senior associate vice chancellor	

Prior to the review, the individual responsible for conducting the evaluation provides a written request to the administrator specifying the nature of the self-appraisal and any other information being requested to conduct the annual evaluation. For administrators who supervise faculty members, the individual responsible for conducting the evaluation solicits feedback about the administrator's performance through a survey to be completed by the administrator's unit faculty and staff. The person conducting the evaluation schedules an annual evaluation meeting with the administrator. In this meeting, the administrator and evaluator discuss the administrator's previous calendar year performance, goals for the future, professional development, and any other relevant issues. The person conducting the evaluation will follow up with a letter to the administrator summarizing their evaluation. This letter is documentation of the annual review and becomes part of the administrator's personnel file.

Evaluation in Preparation for Contract Renewal
This evaluation must be completed at least 6-months prior to the end of the contract period for deans and associate vice chancellors. There is greater flexibility in the timing of this evaluation for department heads, school directors, engagement zone coordinators, program leaders, research extension and education center directors, center directors, associate deans, and others who have administrative appointments. The person responsible for conducting the evaluation should consult with the administrator being evaluated to coordinate the evaluation so that it does not conflict with other reviews occurring within the unit (e.g., APR, accreditation).

This is both a summative and formative evaluation of the administrator's performance. It is summative in that it is an evaluation of the administrator's cumulative performance and accomplishments since the contract period began, and is used to inform the decision about contract renewal. It is formative in that the evaluation will provide the administrator with feedback on past performance that can influence future performance and continued functioning within the role (if a decision is made to renew the administrative appointment).

Recognizing flexibility in the timing of this review for those who are not deans and associate vice chancellors, the following timeline serves as a standard for conducting the reviews in preparation for contract renewal[1]. The following is in reference to the 5th-year review of deans and illustrates the principles that should be followed when conducting reviews for those with other administrative appointments. Reviews of heads and directors may look most similar to this review process, while reviews of those with other administrative appointments may differ substantially. This process assumes satisfactory performance to-date, and that the hiring authority has an interest in the person continuing in the administrative role.

A checklist of those activities described below is found in Appendix C. A checklist of activities to be completed in the evaluation of unit leaders is found in Appendix D.

12 months prior to the end of the contract period. The vice chancellor (VC) meets with the dean to ascertain their interest in continuing in the position. If the dean expresses interest in continuing for an additional term, the VC informs the associate vice chancellor for faculty and academic leader success

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[1] In the case of associate deans, if a committee is used, the dean will appoint a convener from among the committee members.

(AVC FALS) that the review process should be initiated. AVC FALS meets with the dean to discuss the nature and timeframe of the review. The dean is asked to prepare materials, including a self-appraisal that will facilitate the review. This request for materials will be made in writing. Materials should include:

a. The dean's self-appraisal
b. The college or division strategic plan
c. The college or division by-laws, policy, or other guidance documents
d. Documentation of the dean's management of the fiscal, physical, and personnel resources of the college or division
e. Documentation of dean's attention to diversity and inclusiveness
f. Documentation of the dean's attention to the culture/climate of the unit
g. Documentation of the dean's attention to accomplishing strategic goals
h. Other materials deemed appropriate by the dean, and/or requested by the vice chancellor.
i. A list of individuals/groups outside the college/division who the dean feels could comment on his/her performance and contributions.

The dean should be given sufficient time to prepare these materials. The guideline is that the self-appraisal and other materials facilitating this review be due 9 months prior to the end of the contract period (approximately three months from the date of this meeting).

The VC sends an email to the faculty and staff associated with the dean's unit to let them know that the Dean is being reviewed in anticipation of contract renewal.

11 months prior to the end of the contract period. The AVC FALS proposes a timeline and members of an oversight committee for the review to the VC. The template for the timeline is found in Appendix C of this document. The AVC FALS identifies individuals to serve on a committee to provide oversight of the review process and to summarize feedback[2]. This committee should consist of the AVC FALS, another dean, and at least three members of the faculty with an appointment in the unit that the dean oversees. (In the case of a department head/school director, rather than a dean, another department head/school director serves on this committee. In the case of an REEC director, another REEC director serves on this committee, etc.). Given the small number of individuals serving on the oversight committee, there is no expectation that all aspects diversity within a unit be represented. However, the committee membership should reflect the diversity within the unit, with particular attention to underrepresented groups or individuals. Areas of diversity to consider might be gender, race/ethnicity, faculty rank, apportionment of responsibilities, etc.

With VC approval of the timeline and potential committee members, the AVC FALS meets with the dean to provide information about the review process and the timeline, to answer any questions, and to discuss membership of the oversight committee. While the AVC FALS will come to that meeting with recommendations for oversight committee membership, the dean will have opportunity to comment on those recommendations and to propose additional individuals to be considered. If additional names are suggested by the dean, the AVC FALS seeks approval by the VC.

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[2] A committee will be used for the contract renewal review of associate/assistant vice chancellors, and department, REEC, and center leaders. In the case of associate deans, the dean will determine if a committee will be used, and if so, who will serve on the committee.

AVC FALS sends an email to the IANR financial director (Bryan Areman) and IANR operations director (Lauren Madsen) with a copy to the assistant vice chancellor for finance and personnel (Jeff Bassford) requesting that documentation of the dean's management of fiscal, physical, and personnel resources be provided to the dean and the AVC FALS.

AVC FALS sends an email to the director of IANR analytics (Jennifer Muller) requesting that documentation of diversity among faculty, staff, and students associated with the unit, and the culture and climate of the unit be provided to the dean and the AVC FALS.

10 months prior to the end of the contract period. The AVC FALS forms the oversight committee from the approved list of potential members. The AVC FALS[3] convenes an organizational meeting of this committee in which he issues the charge to oversee the collection and summary of evaluation data, and informs them about the process and how it will unfold. He underscores the importance of confidentiality, fairness, and objectivity in examining materials and data. If it makes sense to review data provided by the IANR financial director, IANR operations director, and director of IANR analytics prior to receiving the dean's self-appraisal, then those reports are reviewed during this meeting. The AVC FALS may choose to invite the IANR financial director, IANR operations director, and the director of IANR analytics to the meeting to present data and answer questions. The committee may also begin developing the written survey and other mechanisms for collecting feedback.

9 months prior to the end of the contract period. The AVC FALS sends an email to faculty and staff members in the unit letting them know that the review is occurring, the names of the members of the committee, and a summary of the process that will be used in conducting the review.

The AVC FALS convenes a meeting of the oversight committee to review the dean's self–appraisal and other materials, and to develop the written survey and other mechanisms for collecting feedback on the dean's cumulative performance and accomplishments. A survey template exists that includes standard/core questions related to the Core Expectations of unit administrators. The committee may add questions to this template, but the standard/core questions must be included. The survey template can be found in Appendix E. The committee will review the list of individuals provided by the dean (item i above), and suggest others who also might be able to contribute information contributing to a comprehensive evaluation of performance. Interviews with the dean and the dean's leadership team are best practices[4]. Other mechanisms may also include interviews with faculty within the unit[5], and others who could contribute information contributing to a comprehensive evaluation of performance. If interviews are conducted, the committee will work with the dean to develop a list of faculty, staff, and others who will be invited to participate in the interviews. The committee will develop an interview guide for each interview that consists of a small number (3-6) well-crafted questions. The AVC FALS will facilitate interviews. Normally, group interviews are sufficient, although there may be occasions where individual interviews are desired. Note that it is a best practice to provide the Dean an opportunity to

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[3] In the case of associate deans, if a committee is used, the Dean will appoint a convener from among the committee members.

[4] Interviews are not needed for contract renewal reviews of department, REEC, and center administrators, nor for associate deans.

[5] A group interview with faculty, or a subset of faculty that is representative of the whole, and separate group interview with staff, or a subset of staff, is usually sufficient. Individual interviews may also be conducted as needed. Regardless of what is done, the committee should operate in light of principles of fairness, transparency, and intentionality.

examine the survey and list of interview questions in advance of deployment and to ask if there is specific additional information that they would like to have collected.

8 months prior to the end of the contract period. Written surveys are deployed that request feedback on the dean's performance and accomplishments. Surveys will be sent to all faculty and staff within the unit and those outside the unit identified by the dean, oversight committee, and the vice chancellor. Included in the survey will be questions related to the core expectations of all academic leaders in IANR as well as other questions related to unique aspects of the dean's job responsibilities.

The IANR VC administrative associate, Anna Lowe creates the Qualtrics survey and the director of IANR analytics, Jennifer Muller[6] extracts and summarizes the data. Everyone with an appointment in the unit, plus those identified by the dean and committee, are sent an email containing the link to the survey by AVC FALS asking them to complete the survey. Surveys should be deployed for a minimum of three weeks to ensure sufficient opportunity to respond. Weekly reminders will be sent through Qualtrics.

Interviews are conducted with the dean, the dean's leadership team, and others (if necessary) according to the plan identified by the oversight committee.
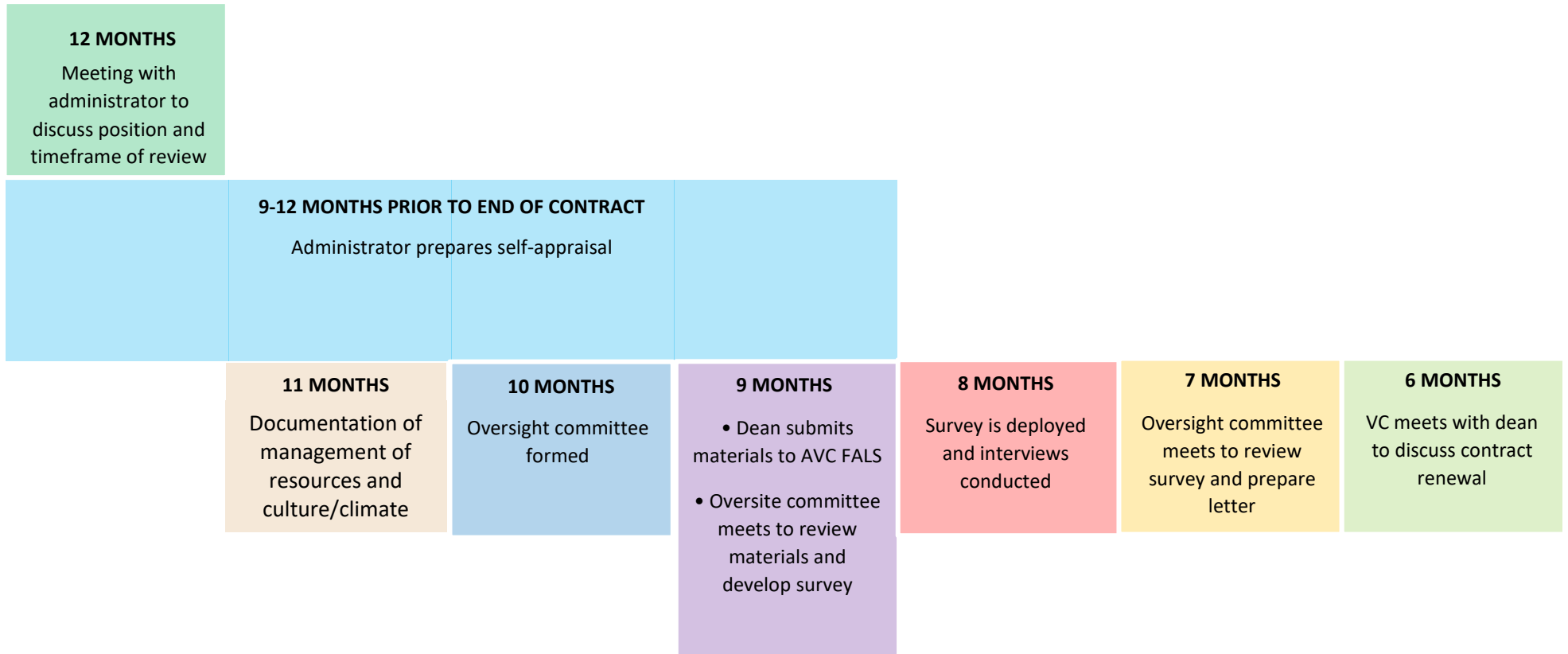
7 months prior to the end of the contract period. The oversight committee meets to review the survey results and the results of interviews and other mechanisms for receiving feedback. The director of IANR analytics prepares data for evaluation by the oversight committee. Qualitative data should be minimally redacted to protect the confidentiality of the respondent. The committee provides a written summary and interpretation of the survey results and materials that is submitted in letter-format to the vice chancellor. The letter should also contain a recommendation to the VC about reappointment. The AVC FALS meets with the dean to review the draft report and raw data. The AVC FALS provides a hard copy of the data and other materials deemed appropriate to the dean for review in advance of the scheduled meeting.

6 months prior to the end of the contract period. The VC meets with the dean to discuss contract renewal. AVC FALS works with the AVC for finance and personnel in drafting a reappointment letter for the VC and Dean to sign. VC informs the AVC FALS when the reappointment letter has been signed. VC informs faculty and staff of the contract renewal. Once the reappointment letter is signed, AVC FALS works with the media specialist (Natalie Jones) in IANR Media to develop a reappointment announcement.

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[6] The director of IANR analytics, Jen Muller, will deploy and manage the survey for those who have a direct report in the vice chancellor's office. In the case of an associate dean or REEC director or another administrator that reports directly to a dean, the survey will be deployed and managed by someone from the dean's office. The dean's office will be responsible for organizing and summarizing the data.

Summary of Timeline for Evaluation in Preparation for Contract Renewal

12 MONTHS

Meeting with administrator to discuss position and timeframe of review

9-12 MONTHS PRIOR TO END OF CONTRACT

Administrator prepares self-appraisal

11 MONTHS

Documentation of management of resources and culture/climate

10 MONTHS

Oversight committee formed

9 MONTHS

• Dean submits materials to AVC FALS

• Oversite committee meets to review materials and develop survey

8 MONTHS

Survey is deployed and interviews conducted

7 MONTHS

Oversight committee meets to review survey and prepare letter

6 MONTHS

VC meets with dean to discuss contract renewal

APPENDIX C: IANR Dean Reappointment Checklist

Guiding principles:
- *Fairness*: leaders will be evaluated in light of their position description, known expectations for performance, and documentation of accomplishments.
- *Equity*: leaders will be held to similar standards of performance as those with similar job responsibilities, and will be evaluated similar to those with similar job responsibilities.
- *Transparency*: leaders will know the processes that will be used to evaluate them, how information about their performance is being collected, what information is informing the evaluation, and the criteria against which they are being evaluated.
- *Intentionality*: The evaluation processes will be systematic and intentional.
- *Timeliness*: Evaluations will be conducted in a timely manner.

Date completed	Timing	Description of what is needed	Person responsible
	12 months prior to end of contract	Vice chancellor (VC) meets with the dean to ascertain interest in continuing in the position.	vice chancellor
	12 months prior to end of contract	VC informs associate vice chancellor for faculty and academic leader success (AVC FALS) that the review process should be initiated.	VC
	12 months prior to end of contract	VC sends an email to faculty and staff in the unit letting them know that the dean is being reviewed in anticipation of a contract renewal	VC
	12 months prior to the end of the contract	AVC FALS meets with the dean for discussion about the nature and timeframe for the review, and the request for materials and suggestions for oversight committee membership.	AVC FALS
	11 months prior to end of contract	AVC FALS requests that documentation of the Dean's management of fiscal, physical, and personnel resources be provided to the dean and AVC FALS by the IANR business office	Request from AVC FALS to IANR financial director, operations director, and AVC for finance & personnel
	11 months prior to end of contract	AVC FALS requests that documentation of diversity among faculty, staff and students, and the culture and climate of the unit be provided to the Dean and AVC FALS by director of IANR analytics	Request from AVC FALS to director of IANR analytics
	11 months prior to end of contract	AVC FALS proposes a timeline for the review and oversight committee membership to the VC	AVC FALS
	10 months prior to the end of contract	AVC FALS forms an oversight committee consisting of the AVC FALS, another IANR dean, and at least three members of the faculty.	AVC FALS
	9 months prior to the end of contract	dean submits materials to AVC FALS that includes: a. The dean's self-appraisal of his/her cumulative accomplishments since contract initiation.	dean submits materials to AVC FALS

		b. The unit's strategic plan. c. The unit's by-laws. d. Documentation of the dean's management of fiscal, physical, personnel and other resources. e. Documentation of the dean's attention to diversity and inclusiveness. f. Other materials deemed appropriate by the dean, and/or requested by VC. g. A list of individuals/groups outside the unit who the dean feels could comment on his/her performance and contributions.	
	9 months prior to end of contract	AVC FALS convenes an organizational meeting of the oversight committee. The oversight committee meets to review the dean's self-appraisal and other materials, and to determine the plan for collecting feedback on the dean's cumulative accomplishments.	AVC FALS
	9 months prior to the end of the contract	AVC FALS sends an email to faculty and staff in the unit letting them know that the review is occurring and the timeline.	AVC FALS
	9 months prior to end of contract	The survey and interview questions are shared with the dean so he/she has an opportunity to examine it. The dean can request that additional questions be asked of respondents. Other mechanisms for collecting feedback on the dean's performance (if any) that have been proposed by the committee are also shared with the dean.	AVC FALS
	8 months prior to end of contract	Survey is created on Qualtrics, deployed and is available for at least three weeks. Other mechanisms (e.g., interviews) for eliciting feedback (if any) are also used at this time. Director of IANR analytics extracts, organizes and summarizes the survey data.	director of IANR analytics, and IANR VC administrative coordinator
	7 months prior to end of contract	Oversight committee meets to review survey results and other feedback received. The committee provides a written summary of the feedback and their own assessment to VC. The letter to the VC should include a recommendation from the committee about reappointment.	AVC FALS & oversight committee
	7 months prior to end of contract	AVC FALS schedules a meeting with the dean to review the draft report and the raw data. He provides hard copies of data and other materials deemed appropriate to the dean for review at least one week prior to their scheduled meeting.	AVC FALS
	6 months prior to end of contract	VC and AVC FALS meet with the dean to discuss contract renewal.	VC and AVC FALS

	6 months prior to end of contract	AVC FALS works with AVC for finance and personnel to draft a reappointment letter for VC and dean to sign.	AVC FALS and AVC for finance and personnel
	6 months prior to end of contract	VC informs AVC FALS when letter has been fully executed.	VC
	6 months prior to end of contract	Faculty and staff are informed of the decision about contract renewal.	VC
	6 months prior to end of contract	AVC works with media specialist in IANR Media to develop a reappointment announcement.	AVC FALS & media specialist

APPENDIX D: IANR Academic Unit Leader Reappointment Checklist

Guiding principles:

- *Fairness*: leaders will be evaluated in light of their position description, known expectations for performance, and documentation of accomplishments.
- *Equity*: leaders will be held to similar standards of performance as those with similar job responsibilities, and will be evaluated similar to those with similar job responsibilities.
- *Transparency*: leaders will know the processes that will be used to evaluate them, how information about their performance is being collected, what information is informing the evaluation, and the criteria against which they are being evaluated.
- *Intentionality*: The evaluation processes will be systematic and intentional.
- *Timeliness*: Evaluations will be conducted in a timely manner.

Date completed	Timing	Description of what is needed	Person responsible
	12 months prior to end of contract	Vice chancellor (VC) meets with the unit leader to ascertain interest in continuing in the position[8]	vice chancellor
	12 months prior to end of contract	VC informs associate vice chancellor for faculty and academic leader success (AVC FALS) that the review process should be initiated.	VC
	12 months prior to end of contract	VC sends an email to faculty and staff in unit letting them know that the unit leader is being reviewed in anticipation of a contract renewal.	VC
	11 months prior to end of contract	AVC FALS[9] meets with the unit leader for discussion about the nature and timeframe for the review, and the request for materials and suggestions for oversight committee membership.	AVC FALS
	11 months prior to end of contract	AVC FALS requests that documentation of the unit leader's management of fiscal, physical, and personnel resources be provided to the unit leader and AVC FALS by the IANR business office	Request from AVC FALS to IANR financial director, operations director, and AVC for finance & personnel
	11 months prior to end of contract	AVC FALS requests that documentation of diversity among faculty, staff and students, and the culture and climate of the unit be provided to the unit leader and AVC FALS by director of IANR analytics	Request from AVC FALS to director of IANR analytics
	10 months prior to the end of contract	AVC FALS forms an oversight committee consisting of the AVC FALS, another IANR unit leader, and least three members of the faculty (recommended).	AVC FALS

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[8] For department chairs in CEHS, this meeting includes the CEHS dean.
[9] For department chairs in CEHS, the CEHS dean oversees the process of administrator review. The dean may request the assistance of the AVC FALS in conducting the review.

	9 months prior to the end of contract	Unit leader submits materials to AVC FALS that includes: a. The unit leader's self-appraisal of his/her cumulative accomplishments since contract initiation. b. The unit's strategic plan. c. The unit's by-laws. d. Documentation of the unit leader's management of fiscal, physical, personnel and other resources. e. Documentation of the unit leader's attention to diversity and inclusiveness. f. Other materials deemed appropriate by the unit leader, and/or requested by VC. g. A list of individuals/groups outside the unit who the unit leader feels could comment on his/her performance and contributions.	dean submits materials to AVC FALS
	9 months prior to end of contract	AVC FALS convenes an organizational meeting of the oversight committee. The oversight committee meets to review the dean's self-appraisal and other materials, and to determine the plan for collecting feedback on the dean's cumulative accomplishments.	AVC FALS
	9 months prior to the end of the contract	AVC FALS sends an email to faculty and staff in the unit letting them know that the review is occurring and the timeline.	AVC FALS
	8 months prior to end of contract	The survey and interview questions are shared with the unit leader so he/she have an opportunity to examine it. The unit leader can request that additional questions be asked of respondents. Other mechanisms for collecting feedback on the unit leader's performance (if any) that have been proposed by the committee are also shared with the unit leader.	AVC FALS
	8 months prior to end of contract	Survey is created on Qualtrics, deployed and is available for at least three weeks. Other mechanisms (e.g., interviews) for eliciting feedback (if any) are also used at this time. Director of IANR analytics extracts, organizes and summarizes the survey data.	director of IANR analytics and IANR VC administrative coordinator
	7 months prior to end of contract	Oversight committee meets to review survey results and other feedback received. The committee provides a written summary of the feedback and their own assessment to VC. The letter should include a recommendation from the committee about reappointment.	AVC FALS & oversight committee
	7 months prior to end of contract	AVC FALS schedules a meeting with the unit leader to review the draft report and the raw data. He provides hard copies of data and other	AVC FALS

		materials deemed appropriate to the unit leader for review at least one week prior to their scheduled meeting.	
	6 months prior to end of contract	VC and AVC FALS meet with the unit leader to discuss contract renewals	VC and AVC FALS
	6 months prior to end of contract	AVC FALS works with AVC for finance and personnel to draft a reappointment letter for VC and unit leader to sign.	AVC FALS and AVC for finance and personnel
	6 months prior to end of contract	VC informs AVC FALS when letter has been fully executed.	VC
	6 months prior to end of contract	Faculty and staff are informed of the decision about contract renewal.	VC
	6 months prior to end of contract	AVC FALS works with media specialist in IANR Media to develop a reappointment announcement.	AVC FALS & media specialist

Appendix E: Reappointment Survey Template – Internal Participants

The Institute of Agriculture and Natural resources (IANR) at the University of Nebraska-Lincoln (UNL) requires that those with administrative appointments undergo a periodic comprehensive review is to receive feedback that will enhance the administrator's performance and shape their professional development.

"Insert name" has an administrative appointment as "insert title" of "insert unit" and is subject to review. We request your assistance with this review by completing the following survey about your interactions with him and his performance in fulfilling the responsibilities of his position.

Please note that responses will be reported in aggregate. It is unlikely that a response will be able to be linked to a particular respondent unless you provide identifying information through your written comments. While we do ask for information about you this is only to help us understand who (in aggregate) is providing information. Any information that is shared with "insert name" will be de-identified to maintain anonymity of your responses.

A list of "insert name" job responsibilities can be found at "insert link to position description".

"Insert name" has provided a written self-appraisal that can be access at "insert link to self-appraisal document".

Thank you, in advance, for your willingness to participate in this assessment.

Insert page break

Each question uses the rating scale indicated below:
- Often goes above and beyond what is expected
- Meets expectations and occasionally goes above and beyond what is expected
- Meets expectations
- Does not meet expectations
- I do not have sufficient information to judge

Questions:

Culture and Climate
1. Encourages collaboration and team effort
2. Recognizes and values the contributions of individuals
3. Fosters relationships outside the department that achieve unit goals
4. Effectively promotes the department to others outside the department
5. Facilities shared governance within the unit
6. Open-ended question: provide comments on Culture and Climate

Resource Management
1. Exhibits fiscal transparency
2. Manages FINANCIAL resources responsibly to maximize the effectiveness of those resources
3. Manages PHYSICAL resources responsibly to maximize the effectiveness of those resources
4. Is fair in distributing resources

5. Ensures those in the department are well positioned make the best use of their talents
6. Open-ended question: provide comments on Resource Management

Inclusive Excellence
1. Ensures opportunities are available to all
2. Works to achieve outcomes that are inclusive of all constituencies
3. Makes effort to engage diverse audiences, especially those that are traditionally underrepresented
4. Open-ended question: provide comments on Inclusive Excellence

Strategic Vision
1. Anticipates and recognizes unit needs
2. Effectively articulates vision; people know where the unit is going
3. Creates strategies that contribute to the achievement of goals
4. Works with those in the unit to achieve goals
5. Gives proper attention to all mission areas of the unit
6. Gives proper attention to both individual needs and the needs of the unit as a whole
7. Open-ended question: provide comments on Strategic Vision

Mentoring and Communication
1. Effectively mentors faculty and staff
2. Is timely in sharing pertinent information (including feedback on performance)
3. Respects and maintains appropriate channels of communication
4. Protects confidential information
5. Handles difficult situations effectively
6. Listens and accepts feedback (it is evident that feedback makes a difference)
7. Open-ended question: provide comments on Mentoring and Communication

Open-ended Questions:
- Please identify any recent key accomplishments of "insert name" that you are aware of:
- What do you see as "insert name" noteworthy strengths that he brings to his position as the "insert title" of "insert unit":
- What do you see as areas of continued growth or development for "insert name"
- We are interested in any recommendations you may have for "insert name" that would improve his abilities to fulfill the responsibilities of his job as "insert title" of "insert department"

Multiple-Choice Questions:
- How many years have you known "insert name" professionally?
  - Options: Less than a year; 1-2 years; 3-5 years; 6-10 years; 10-15 years; 15-20 years
- How often do you have direct contact with "insert name"? (e.g., face-to-face interactions, video conferences, phone calls)
  - Options: on a daily basis; weekly, but not daily; 1-3 times per month; 1-3 times per year; less than 1 time per year; do not have contact

Reappointment Survey Template – External Participants

The Institute of Agriculture and Natural resources (IANR) at the University of Nebraska-Lincoln (UNL) requires that those with administrative appointments undergo a periodic comprehensive review is to receive feedback that will enhance the administrator's performance and shape their professional development.

"Insert name" has an administrative appointment as "insert title" of "insert unit" and is subject to review. We request your assistance with this review by completing the following survey about your interactions with him and his performance in fulfilling the responsibilities of his position.

Please note that responses will be reported in aggregate. It is unlikely that a response will be able to be linked to a particular respondent unless you provide identifying information through your written comments. While we do ask for information about you this is only to help us understand who (in aggregate) is providing information. Any information that is shared with "insert name" will be de-identified to maintain anonymity of your responses.

A list of "insert name" job responsibilities can be found at "insert link to position description".

"Insert name" has provided a written self-appraisal that can be access at "insert link to self-appraisal document".

Thank you, in advance, for your willingness to participate in this assessment.

Insert page break

Each question uses the rating scale indicated below:
- Often goes above and beyond what is expected
- Meets expectations and occasionally goes above and beyond what is expected
- Meets expectations
- Does not meet expectations
- I do not have sufficient information to judge

Questions:

Culture and Climate
1. Encourages collaboration and team effort
2. Recognizes and values the contributions of individuals
3. Fosters relationships outside the department that achieve unit goals
4. Effectively promotes the department to others outside the department
5. Open-ended question: provide comments on Culture and Climate

Inclusive Excellence
1. Ensures opportunities are available to all
2. Works to achieve outcomes that are inclusive of all constituencies
3. Makes effort to engage diverse audiences, especially those that are traditionally underrepresented
4. Open-ended question: provide comments on Inclusive Excellence

Strategic Vision
1. Anticipates and recognizes unit needs
2. Effectively articulates vision; people know where the unit is going
3. Creates strategies that contribute to the achievement of goals
4. Works with those in the unit to achieve goals
5. Gives proper attention to all mission areas of the unit
6. Gives proper attention to both individual needs and the needs of the unit as a whole
7. Open-ended question: provide comments on Strategic Vision

Mentoring and Communication
1. Effectively mentors faculty and staff
2. Is timely in sharing pertinent information (including feedback on performance)
3. Respects and maintains appropriate channels of communication
4. Protects confidential information
5. Handles difficult situations effectively
6. Listens and accepts feedback (it is evident that feedback makes a difference)
7. Open-ended question: provide comments on Mentoring and Communication

Open-ended Questions:
- Please identify any recent key accomplishments of "insert name" that you are aware of:
- What do you see as "insert name" noteworthy strengths that he brings to his position as the "insert title" of "insert unit":
- What do you see as areas of continued growth or development for "insert name"
- We are interested in any recommendations you may have for "insert name" that would improve his abilities to fulfill the responsibilities of his job as "insert title" of "insert department"

Multiple-Choice Questions:
- How many years have you known "insert name" professionally?
  - Options: Less than a year; 1-2 years; 3-5 years; 6-10 years; 10-15 years; 15-20 years
- How often do you have direct contact with "insert name"? (e.g., face-to-face interactions, video conferences, phone calls)
  - Options: on a daily basis; weekly, but not daily; 1-3 times per month; 1-3 times per year; less than 1 time per year; do not have contact