President’s Evaluation Presentation

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DIRECTOR
Assignment

- Request to provide alternatives for the President’s Evaluation
  - Replace paper method
  - Utilize Qualtrics (online survey)
- Focused on content, but also determined how to formulate questions to gain the best possible data and feedback for the President
- Will use chosen format to build the BOT self-evaluation
Benefits of Using Qualtrics

- Can be completed anywhere via computer or handheld devices
- Responses are automatically collected in a cloud-based, secure system
- Distribution of the survey can be done by adding email contact, allowing for reminders to be sent, while still remaining anonymous
- Access can be limited, as desired
Options

**OPTION 1**

- Use general questions, with details to be provided externally
- Provide statement and use following scale:
  - Strongly Agree
  - Agree
  - Disagree
  - Strongly Disagree
- Add question of overall effectiveness
- Full survey not provided

**OPTION 2**

- Use targeted questions, rather than general ones
- Provide question and use following scale:
  - Superior
  - Above Average
  - Average
  - Below Average
  - Poor
- Full survey provided
Option 1

http://famu.co1.qualtrics.com/jfe/form/SV_d7si3EbJWzxFf4V
Option 1

- Used the original format of the past evaluation
- Each Evaluation Factor contains 4-9 questions
- Scale
  - Strongly Agree
  - Agree
  - Disagree
  - Strongly Disagree
- Exceeds/Met/Not Met

- 11 Evaluation Factors
  - Annual Goals & Priorities
  - Strategic Leadership
  - Educational Leadership
  - Organizational Management
  - Financial Management
  - Work Plan
  - Fundraising
  - External Relations
  - Internal Relations
  - Board & Governing Relations
  - Personal Characteristics & Values
Example:

Please rate your agreement with each statement:

The president was successful at **attaining** and **communicating** the annual goals (Goals 1-4):

<table>
<thead>
<tr>
<th>Attaining Goals</th>
<th>Communicating Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>Agree</td>
<td>Agree</td>
</tr>
<tr>
<td>Disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

**Goal 1:**
Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least 71 points for 2019-20 and moving to 80 points for 2020-21

○ ○ ○ ○ ○ ○ ○ ○ ○ ○
Follow-up Questions

Please provide feedback regarding the President's performance on **attaining** annual goals. Please provide specific feedback on all areas as marked *Disagree* or *Strongly Disagree*.

Please provide feedback regarding the President’s performance on **communicating** annual goals. Please provide specific feedback on all areas as marked *Disagree* or *Strongly Disagree*. 
Follow-up Questions

Please provide an overall rating for Annual Priorities and Goals.

- [ ] Exceeds
- [ ] Met
- [x] Not Met

You rated the President's performance for **Annual Priorities and Goals** as *Not Met*. Please provide feedback on what the President might do to improve in this area.
Example: General Statements

### Strategic Leadership

The President was effective at the following:

<table>
<thead>
<tr>
<th><strong>Strongly Agree</strong></th>
<th><strong>Agree</strong></th>
<th><strong>Disagree</strong></th>
<th><strong>Strongly Disagree</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrating an understanding of the culture and telling its story</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discern and communicate the meaning of external trends and the institution’s strategic plan.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Renew the mission and articulate a compelling mission.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shape a product strategy process and enlist participation in it by others.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieve competitive advantage and respond to the driving forces of change and competition.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lead the creation of a long-range strategic plan that engages all stakeholders.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Option 2

http://famu.co1.qualtrics.com/jfe/form/SV_1QRCwrNHz8DcoBL
Option 2

- Option 2 was created using the following:
  - Past Survey
  - Past position description
  - Surveys from other universities

- Format mirrors a more traditional performance evaluation

- Questions/statements from each of the above were reused/reworded and sorted according to job function

- If used, recommend Committee/Board refine questions
Option 2

- Redesigned format with 7 Evaluation Factors
  - Some Evaluation Factors have sub-factors
  - Each Factor/Sub-factor has 3-5 targeted questions

- Scale
  - Superior
  - Above Average
  - Average
  - Below Average
  - Poor

- Exceeds/Met/Not Met Not Used or Needed

- Annual Priorities and Goals
  - 9 Annual Objectives for 2019-2020

- Leadership
  - Strategic
  - Educational

- Management
  - Organizational
  - Financial

- Fundraising

- Communication

- Relations
  - Internal
  - External

- Board and Governance

- Personal Values
### Annual Priorities and Goals

Please rate how effective the President was in **attaining** and **communicating** annual goals (Goals 1-4):

<table>
<thead>
<tr>
<th>Attaining Goals</th>
<th>Communicating Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior</td>
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</tr>
<tr>
<td>Average</td>
<td>Average</td>
</tr>
<tr>
<td>Below Average</td>
<td>Below Average</td>
</tr>
<tr>
<td>Poor</td>
<td>Poor</td>
</tr>
</tbody>
</table>

#### Goal 1:
Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least 71 points for 2019-20 and moving to 80 points for 2020-21

- Attaining: 〇 〇 〇 〇 〇 〇
- Communicating: 〇 〇 〇 〇 〇 〇 〇

#### Goal 2:
Increase the University's four-year graduation rate from 22.5% to 30%

- Attaining: 〇 〇 〇 〇 〇 〇 〇
- Communicating: 〇 〇 〇 〇 〇 〇 〇
Follow-up Questions

Please provide feedback regarding the President's performance on **attaining** annual goals. Please provide specific feedback on all areas as marked *Below Average* or *Poor*.

Please provide feedback regarding the President's performance on **communicating** annual goals. Please provide specific feedback on all areas as marked *Below Average* or *Poor*. 
Example: Specific Components

Leadership

Leadership contains two sub-factors:

- Strategic Leadership
- Educational Leadership

How effective is the President in Strategic Leadership:

<p>| Discerns the meaning of trends and determines best how FAMU can thrive within them |</p>
<table>
<thead>
<tr>
<th>Superior</th>
<th>Above Average</th>
<th>Average</th>
<th>Below Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td>○</td>
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<td>○</td>
</tr>
</tbody>
</table>

<p>| Drives productive strategy processes to achieve a competitive advantage |</p>
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</tbody>
</table>

<p>| Leads stakeholders in strategic initiatives that drive the forces of change |</p>
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<td>○</td>
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</tbody>
</table>
Example: Specific Components

Management

Management contains two sub-factors:

- Organizational Management
- Financial Management

How effective is the President in **Organizational Management**:

<table>
<thead>
<tr>
<th></th>
<th>Superior</th>
<th>Above Average</th>
<th>Average</th>
<th>Below Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holds others to the highest standard of professional and ethical responsibility</td>
<td>〇</td>
<td>〇</td>
<td>〇</td>
<td>〇</td>
<td>〇</td>
</tr>
<tr>
<td>Is an inspirational communicator who wins hearts and minds of audiences through painting a compelling future vision for the university</td>
<td>〇</td>
<td>〇</td>
<td>〇</td>
<td>〇</td>
<td>〇</td>
</tr>
</tbody>
</table>
Critique

OPTION 1

➢ Results not easily quantifiable
  ➢ Requires an additional question on overall effectiveness (Met/Not Met)
  ➢ However, that question allows for an additional follow-up question

➢ Focus is on respondent’s perception rather than directly focusing on the President’s performance

OPTION 2

➢ Results are easily quantifiable by:
  ➢ Priorities & Goals (Attainment vs. Communication)
  ➢ Question
  ➢ Evaluation Factor or Sub-factor
  ➢ Overall Score
  ➢ Can be weighted, based on level of importance

➢ Met/Not Met question not required
  ➢ Can be determined from ratings

➢ Mirrors dashboard methodology

➢ Generates data for meaningful feedback
Thank you!

QUESTIONS?