**Periodic Review of Administrators**

**Survey II**

Select **at least ten** of the following Likert-type items, including **at least one from each category**, by typing **X**s in the left-hand column. Survey respondents will be asked to indicate the degree to which they agree with items (i.e., strongly agree, agree, neutral, disagree, strongly disagree, no opportunity to observe) and to explain their ratings. Items 50 and 51 will also be included in all surveys.

| **Select** | **Item** |
| --- | --- |
|  | LEADERSHIP |
|  | 1. This administrator has a clear vision for the unit. |
|  | 1. This administrator’s vision for the unit is shared by others in the unit. |
|  | 1. This administrator informs members of the unit about future changes likely to affect it. |
|  | 1. This administrator works with members of the unit to develop goals and priorities for the unit. |
|  | 1. This administrator motivates members of the unit to pursue its goals. |
|  | 1. This administrator has helped the unit achieve agreed upon goals. |
|  | 1. This administrator has done everything in his or her power to help the unit improve. |
|  | 1. This administrator keeps members of the unit informed of trends, threats and opportunities and mobilizes the unit to meet these challenges. |
|  | 1. This administrator encourages members of the unit to achieve excellence. |
|  | 1. This administrator helps others in the unit be successful. |
|  | 1. This administrator exhibits confidence. |
|  | 1. This administrator is enthusiastic. |
|  | 1. This administrator is aware of his or her own strengths and limitations. |
|  | 1. This administrator is eager to be of assistance to others in and outside the unit. |
|  | 1. This administrator is fair. |
|  | 1. This administrator exhibits honesty and integrity. |
|  | 1. This administrator sets high standards for his or her own work. |
|  | DECISION-MAKING |
|  | 1. When making decisions the administrator solicits input from members of the unit. |
|  | 1. This administrator makes decisions that are in the unit’s best interest. |
|  | 1. This administrator is effective in solving problems. |
|  | 1. This administrator makes decisions in a timely manner. |
|  | COMMUNICATION |
|  | 1. This administrator keeps members of the unit informed about issues and developments within the unit. |
|  | 1. This administrator is a good listener. |
|  | 1. This administrator openly communicates his or her plans and intentions. |
|  | 1. This administrator fosters an atmosphere of trust and respect within the unit. |
|  | 1. This administrator keeps members of the unit informed about issues and developments in the university. |
|  | 1. This administrator communicates effectively with individual members of the unit. |
|  | 1. This administrator effectively communicates the unit’s ideas, concerns and interests to others in the university who are in a position to act upon them. |
|  | 1. This administrator facilitates collaboration and cooperation among members of the unit. |
|  | 1. This administrator’s written communication is clear, concise and persuasive. |
|  | 1. This administrator’s oral communication is clear, concise and persuasive. |
|  | 1. This administrator develops effective working relationships with individuals in and outside the unit. |
|  | 1. This administrator seeks to maintain good morale in the unit. |
|  | 1. This administrator provides honest, accurate and timely feedback to members of the unit regarding their performance. |
|  | 1. This administrator is open to criticism and feedback. |
|  | ORGANIZATIONAL SKILLS |
|  | 1. This administrator is well-organized. |
|  | 1. This administrator provides clear instructions. |
|  | 1. This administrator completes tasks in a timely manner. |
|  | 1. This administrator is familiar with the fields of endeavor, programs, personnel, facilities, budget and other resources, and other components of the unit. |
|  | 1. This administrator is appropriately familiar with the university’s structure, policies and procedures, programs, personnel, and facilities. |
|  | 1. This administrator organizes and oversees major projects effectively. |
|  | 1. This administrator delegates responsibility effectively. |
|  | HUMAN & FINANCIAL RESOURCES |
|  | 1. This administrator makes wise use of the unit’s financial resources. |
|  | 1. This administrator identifies the strengths of members of the unit and draws upon these abilities wisely. |
|  | 1. This administrator makes good use of the time of members of the unit. |
|  | 1. This administrator equitably distributes resources within the unit. |
|  | 1. This administrator actively supports the professional growth of members of the unit. |
|  | 1. This administrator makes sound hiring decisions. |
|  | 1. This administrator provides appropriate mentoring to members of the unit. |
|  | GENERAL (INCLUDED ON ALL SURVEYS) |
| **X** | 1. OPTIONAL: Comments on aspects of this administrator’s performance not covered above. |
| **X** | 1. How would you best describe your position at ETSU for the purposes of this review? Select one of the following:    1. Faculty    2. Academic department chair    3. Dean    4. Other academic administrator    5. Staff, non-administrative    6. Non-academic administrator    7. Peer of individual being reviewed |