Appendix C

The performance of all Foothill-De Anza Community College District administrators shall be evaluated pursuant to the *Cycle of Evaluation* established in Chapter 6 of the AMA Handbook. Evaluations shall be thorough, fair, and objective. The purpose of the evaluation shall be designed to improve the overall operation of the organization, to assist the administrator in the growth and development of professional abilities, as well as to identify key accomplishments, areas of strengths, and opportunities for improvement.

The evaluation process promotes and supports appropriate management and leadership skills, and assures that administrators have goals which are in line with the overarching goals of the Foothill-De Anza Community College District.

The administrator evaluation process is an on-going communications process. The process provides an overall evaluation of an administrator's work performance and the opportunity for the supervisor and administrator to discuss the administrator's work performance in terms of the Foothill-De Anza Community College District goals and objectives.

Administrators are evaluated in three categories: Position Responsibilities, Unit Specific Goals, and Leadership Skills.

Instructions for Completing the Evaluation

1. Responses should focus on specific behaviors, actions, and outcomes rather than personal characteristics.

2. Provide concrete examples wherever possible to support your feedback.

3. Submit your completed evaluation form to the designated office by the stated deadline.

Appendix C.1. - Examples of Leadership Categories

- Visionary and Strategic Leadership

    o Clear Vision: Developing and communicating a clear vision that aligns with the institution's mission and goals, guiding decision-making and setting a roadmap for the future.

    o Strategic Planning: Creating long-term strategies to address institutional challenges and opportunities, focusing on sustainability, growth, and innovation.

- Operational and Organizational Effectiveness

    o Resource Management: Ensuring the efficient allocation and utilization of financial, human, and physical resources to meet the needs of students and the community.

    o Process Improvement: Continuously improving operations and systems, from academic programs to administrative functions, to increase efficiency and effectiveness.

- Student Success and Engagement

    o Student-Centered Focus: Prioritizing initiatives that support student learning, engagement, retention, and success, while addressing barriers to completion.

    o Support Services: Developing and enhancing services that help students thrive academically, personally, and professionally, such as advising, tutoring, and career services.

- Inclusive and Collaborative Leadership

    o Diversity and Equity: Promoting an inclusive, equitable environment that supports diverse student populations and creates a culture of belonging for all.

    o Collaboration: Building strong relationships across the institution between faculty, staff, administrators, and external stakeholders to foster a collaborative culture focused on shared goals.

- Communication and Relationship Building

    o Effective Communication: Ensuring transparent, consistent, and open communication with all stakeholders, including students, faculty, staff, and the broader community.

    o Relationship Management: Cultivating positive relationships within the campus and with external organizations, partners, and stakeholders to advance the college's mission and increase its impact.

Appendix C.2. – Evaluation Tool

I.   **Position Responsibilities**

List 3 - 5 accomplishments and/or reflections pertaining to the responsibilities identified in your job description.

Accomplishments and/or Reflections
Example - ___X___ Accomplishments   _____ Reflections
Ex 1: Weekly communiqués were sent out to the division with reminders, news from governance committees and celebrations of faculty/staff accomplishments. **Ex 2:** Created Division Canvas shell to onboard new faculty. The shell holds division policies and where to find campus resources for students.

Supervisor Comments
Example - ___X___ Accomplishments   _____ Reflections
Ex 1: Communiques were clear and informative. Solicit feedback regarding frequency of the communiques. **Ex 2:** Well done. Share with your colleagues.

II.   **Unit Specific Goals**

Identify 2-4 specific **goals and/or initiatives** within the administrator's areas of responsibility. These should be objectives, projects, or efforts aligned with the college's or district's mission, strategic priorities, and the administrator's role.

Unit Specific Goals from Previous Evaluation

Goals
Example - Accomplishments and Reflections
Goal: Increase knowledge of online pedagogy to better evaluate online courses is my goal from the previous evaluation. **Accomplishment:** Participated in @One class on equitable grading practices for online classes and District's RSI Training. **Reflection:** I'm in the process of taking a couple more classes on online pedagogy through @One

Supervisor Comments
Example – Accomplishments and Reflections
Accomplishment: Expand/define "increase" how will this be measured? What should I look for at regular check ins? How can I support you? **Reflection:** What was the goal? What was the outcome?

III.   **Upcoming Unit Specific Goals**

Administrators are expected to lead their areas effectively, including identifying, prioritizing, and ensuring the successful completion of goals and/or initiatives within their areas of responsibility. Please indicate 2-4 specific **goals and/or initiatives** within the administrator's areas of responsibility for the next evaluation period.

Goals/Initiatives
Ex: Evaluate all faculty who have not been evaluated at least once in the past 9 quarters

Supervisor's Comments
Ex: What's your timeline? What support do you need? Think about creating a system your colleagues can use.

IV. Leadership Expectations

Foothill-De Anza Community College District expects that its administrators will be highly competent leaders, providing leadership both to their areas and to the District/College community in general, and furthering the mission and values of the district.

Reflecting on your leadership skills, identify 2-3 categories and describe professional development opportunities to develop these skills. Refer to Appendix C.1 for examples of leadership categories.

Leadership Category
Ex: Communication and Relationship Building: I will develop communication strategies to have difficult conversations with faculty and staff.
Opportunity for Professional Development
Ex: Communication and Relationship Building: I will attend ACCCA Conference session on "How to have Difficult Conversations."
Supervisor's Comments
Ex: Communication and Relationship Building: Include a method to determine efficacy of the training.

V. **Overall Supervisor Comments**

    a. What are the administrator's greatest strengths, and how do these strengths contribute to the college's and/or district's success?

    b. Do you have any additional feedback or suggestions for the administrator, including Unit Specific Goals and Leadership Expectations?

Appendix C3 – Sample Optional and Anonymous Feedback Form: Administrator Evaluation Survey Format and Criteria

The following is a sample of the anonymous feedback survey that will be distributed by Human Resources. This example is provided for reference only. It is not the actual form to be completed.

Leadership and Supervisory Skills

Demonstrates integrity, professionalism, and accessibility. Inspires confidence, respect, enthusiasm, and cooperation. Fosters a productive and inclusive work environment by building morale and providing appropriate guidance, delegation, and evaluation. Listens actively, considers diverse perspectives, and promotes staff development and professional growth within a multicultural setting. The overall rating reflects performance across all of these leadership and supervisory behaviors collectively, not each statement individually.

- o Above Satisfactory
- o Satisfactory
- o Needs improvement
- o Unsatisfactory
- o Not Applicable or Not Observed

Comments:

Collegial Behavior

Consistently demonstrates professional respect, support, and cooperation with colleagues. Contributes to a positive and inclusive work environment through effective teamwork, communication, mutual respect, and constructive engagement. The overall rating reflects performance across these collaborative and interpersonal behaviors.

- o Above Satisfactory
- o Satisfactory
- o Needs improvement
- o Unsatisfactory
- o Not Applicable or Not Observed

Comments:

Planning, Organization, and Decision Making
Effectively develops and implements achievable goals and objectives aligned with institutional priorities. Demonstrates sound judgment and flexibility in analyzing situations and data to make appropriate decisions. Sets logical and efficient courses of action and maximizes the use of available resources. Relates decisions and activities to the broader mission of the institution. The overall rating reflects performance across all of these operational responsibilities collectively, not each statement individually.
- o Above Satisfactory
- o Satisfactory
- o Needs improvement
- o Unsatisfactory
- o Not Applicable or Not Observed

Comments:

Application of Knowledge and Experience
Applies institutional policies and procedures effectively in day-to-day operations. Demonstrates sound problem-solving skills and operational judgment. Continuously seeks to improve performance through professional development and by addressing areas of limited experience or knowledge. The overall rating reflects performance across these operational competencies collectively, not each statement individually.
- o Above Satisfactory
- o Satisfactory
- o Needs improvement
- o Unsatisfactory
- o Not Applicable or Not Observed

Comments:

Administrative Performance Appraisal Signature Page

This Performance Appraisal was conducted in accordance with Chapter 6 of the Administrators Handbook.

The Appraisal was conducted by _____

 Signature of Administrator conducting the evaluation:

| _____ | _____ | _____ |
| Name | Title | Date |

<div style="background-color:#f2dada">THIS AREA TO BE COMPLETED BY THE ADMINISTRATOR BEING EVALUATED</div>

I have read the attached appraisal and have had the opportunity to discuss it with my supervisor.

_____ I agree with the evaluation

_____ I do not agree with the evaluation

_____ I have read the evaluation and have no comment.

Comments:

I understand that this evaluation will be placed in my Personnel File and that I have the opportunity to provide a written response within 10 days that will also be placed in my Personnel File.

Signature of Administrator being evaluated:

| _____ | _____ | _____ |
| Name | Title | Date |