Evaluation of President Schatzberg
Questionnaire

On the line at the bottom of your answer sheet labeled Survey Name, write one of the following abbreviations to indicate your status at the College:

NU = Non-unit Administrator  F  = Teaching Faculty/MCC
P  = Professional Staff/MCC    S  = Support Staff/AFSCME
PTF = Part-time Faculty        PTS = Part-time Staff
STU = Student                 T  = Trustee

Use this Key to respond to each statement:

A = strongly agree  B = agree  C = neutral/average  D = disagree  E = strongly disagree
No Answer = don't know/insufficient information to answer

I. Vision, Mission and Strategies
The president must develop a shared vision for the future of the College, build understanding of its mission, and develop goals and strategies to advance the mission.

1. The president has developed a clear vision for the College.
2. The president appears to understand her own leadership role.
3. The president translates the College’s mission into realistic goals and objectives.
4. With input from faculty and staff, the president has created an effective process for long-range or strategic planning for the College.
5. The president communicates clearly what must change and what must remain the same in order to accomplish the College’s mission and realize its vision.
II. Accomplishment of Management Objectives

The president must establish operational procedures and lead staff in the implementation of the College’s mission and objectives.

6. The president selects and cultivates qualified senior staff.

7. The president models effective behaviors and skills.

8. The president cultivates a positive environment in which people are motivated to do their best.

9. The president ensures that there are appropriate systems in place to facilitate the day-to-day operations of the College in the areas of Administration and Finance.

10. The president ensures that there are appropriate systems in place to facilitate the day-to-day operations of the College in the areas of Academic and Student Affairs.

11. The president ensures that there are appropriate systems in place to facilitate the day-to-day operations of the College in the areas of Public Information and Publicity.

12. The president ensures that there are appropriate systems in place to facilitate the day-to-day operations of the College in the areas of Fundraising and Resource development.
III. Program Management

The president must lead staff in managing and administering the programs and services of the College.

13. The president demonstrates substantive knowledge regarding the organization’s programs and services.

14. The president works to develop appropriate policies to insure the efficiency and effectiveness of programs.

15. The president ensures that staff manage these programs effectively.

16. The president sets high standards of quality for the organization’s programs.

17. The president recommends new programs and the modification or discontinuance of current programs as appropriate.
IV. Effectiveness in Fundraising and Resource Development

The president must effectively manage the fundraising and resource development needs of the College.

18. The president demonstrates a clear understanding of the financial resources needed to realize the College's mission.

19. The president implements fundraising that meets the goals of the College.

20. The president is innovative in the creation of partnerships with businesses and other institutions that contribute to the College's resources.

21. The president is effective in working with staff, donors and board members to secure funds and personal commitments from those who have an interest in the College.

22. The president works effectively with state legislators and other state officials in advocating for the College's state appropriation and state funds from other sources.
V. Fiscal Management
The president ensures that the College's financial resources are effectively and wisely managed.

23. The president demonstrates that she is knowledgeable regarding financial planning, budgeting, management of the College's funds.

24. The president makes financial decisions in keeping with the institutional goals.

25. The president presents financial reports and an annual budget in a timely manner.

26. The president ensures that the budget processes are open and fair.

VI. Operations Management
The president ensures that day-to-day management of the College is efficient and effective.

27. The president ensures that the College maintains fair and equitable management of the collective bargaining agreements.

28. The president ensures that the College has appropriate space management plans.

29. The president ensures that the College has plans for appropriate use of technology.

30. The president ensures compliance with all legal, regulatory and contractual requirements.
VII. President/Board Partnership

The president ensures that she and the Board work together effectively as a team.

31. The president and the board appear to clearly understand the differences between their respective roles.

32. The president is treated as a respected professional by members of the board.

33. The president has been delegated the authority necessary to manage the College effectively.

34. The president raises issues and questions and provides adequate information to inform the board discussions.

VIII. Board/Staff Relationship

The president promotes communications between staff and board that effectively help advance the mission of the College.

35. The president has established appropriate systems for dialogue and communication between the board and staff.

36. The working relationship among the president, faculty and staff, and board are collegial.
IX. External Liaison and Public Image
The president must develop and sustain relationships with external constituents and key organizations.

37. The president maintains a positive professional reputation in the local community.
38. The president cultivates effective relationships with community and business leaders.
39. The president cultivates effective relationships with constituents.
40. The president cultivates effective relationships with public officials.
41. The president cultivates effective relationships with relevant professional organizations.
42. The president cultivates effective relationships with potential funders.
43. The president is an articulate and knowledgeable spokesperson.
X. Perceptions of the College

Understanding specific areas of the College’s strengths and weaknesses will help the president and board guide future organizational development.

How would you rate the reputation of the College in the following areas:

44. The College has an excellent reputation in the areas of administration and operations.

45. The College has an excellent reputation in the area of financial management.

46. The College has an excellent reputation in the areas of marketing and public relations.

47. The College has an excellent reputation in the area of fundraising.

48. The College has an excellent reputation in the area of student services.

49. The College has an excellent reputation in the area of overall quality of teaching.

50. The College has an excellent reputation in the area of responsiveness to the needs of the region's employers.

51. The College has an excellent reputation in the area of responsiveness to academic needs of the community.

52. The College has an excellent reputation in the areas of overall quality of the institution.
XI. Open Ended Questions
Please continue on the back of this sheet if you need additional space

1. What are the president's major strengths?

2. What are the president’s limitations? In what areas should she strive to improve?

3. Are you aware of any difficult issues the president has addressed? What is your assessment of how well the president addressed these issues?

4. Are you aware of any legal or ethical questions regarding the operation of the institution that the president handled or should handle? If so, please explain.

5. Do you have any other comments to assist the President in improving her performance?