

6.	<u>Initiative</u> Extent to which cabinet member seeks out new assignments and voluntarily assumes additional duties when necessary.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
7.	<u>Innovation</u> Extent to which cabinet member is creative and exercises original thinking to introduce new ideas or courses of action.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
8.	<u>Productivity/Quantity of Work</u> Extent to which cabinet member demonstrates results regarding the amount of work accomplished.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
9.	<u>Information Security/Confidentiality</u> Extent to which cabinet member uses proper judgement in determining what information should or should not be disclosed to others.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
10.	<u>Time Management</u> Extent to which cabinet member is able to execute work and follow through to completion while meeting deadlines and schedules.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
11.	<u>Quality</u> Extent to which cabinet member accomplishes work accurately, thoroughly and with results that can be depended upon.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

CONDUCT/BEHAVIOR

1.	<u>Customer Service</u> Extent to which cabinet member is courteous and attentive to the needs of students, faculty, and staff.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
2.	<u>Attendance</u> Extent to which cabinet member is appropriately present at work.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
3.	<u>Appearance and Grooming</u> Extent to which cabinet member has good personal habits, clothing, and grooming considering the nature of the job.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
4.	<u>Enthusiasm</u> Extent to which cabinet member demonstrates energy and animation in the job.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
5.	<u>Dedication</u> Extent to which cabinet member is devoted to accomplishing the job.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

COMMUNICATION SKILLS							
1.	<u>Listening</u> Extent to which cabinet member understands and comprehends advice and receives information.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
2.	<u>Writing</u> Extent to which cabinet member effectively and clearly expresses ideas on paper.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
3.	<u>Speaking</u> Extent to which cabinet member effectively and clearly expresses ideas orally.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
4.	<u>Effective Coordination</u> Extent to which cabinet member includes all appropriate university employees/managers on correspondence in a timely and accurate fashion.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
5.	<u>Interaction with Others</u> Extent to which cabinet member communicates with other staff in the division or department in an effective and courteous manner.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
6.	<u>Responsiveness</u> Extent to which cabinet member responds to requests and needs of others in a timely and useful manner.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
LEADERSHIP							
1.	<u>Managing Subordinates</u> Extent to which cabinet member maintains a positive work atmosphere through resolution of subordinates' interpersonal conflicts.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
2.	<u>Objectivity</u> Extent to which cabinet member demonstrates fairness and avoids bias towards with President's Cabinet members.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
3.	<u>Motivates Subordinates</u> Extent to which cabinet member has the support of and motivates his/her subordinates.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
4.	<u>Supportive</u> Extent to which cabinet member provides positive feedback to subordinates for accomplishments.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
5.	<u>Directing Subordinates</u> Extent to which cabinet member provides staff with resources and assistance needed to attain objectives.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

6.	Development of Subordinates Extent to which cabinet member develops skills of and provides training for subordinates.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
PROFESSIONAL QUALITIES							
1.	Exhibits Loyalty Extent to which cabinet member adheres to and supports University policies.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
2.	Integrity Extent to which cabinet member demonstrates honesty and sincerity in performing his/her job.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
3.	Responsibility Extent to which cabinet member accepts personal responsibility and accountability.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
4.	Ethics Extent to which cabinet member demonstrates acceptable ethical standards.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

IV. President's Comments on strengths, weaknesses, and suggestions for improvement.

V. Cabinet Member's Comments (Additional sheets may be attached.)

VI. Follow-up appraisal to assess improvement **q** is required or **q** is not required. (If follow-up appraisal

will be conducted, provide scheduled date.) _____

VII. OVERALL PERFORMANCE RATING (check one)

5 – Outstanding 4 – Exceeds Expectations 3 – Satisfactory 2 - Marginal 1 – Unsatisfactory

VIII. Date this performance appraisal was discussed with the cabinet member. _____

President's Signature

Date

Cabinet Member's Signature

Date

*Cabinet Member's signature does not indicate agreement with this appraisal. It only acknowledges that the Cabinet Member was given the opportunity to discuss the appraisal with the President.

Copies: Original – Office of Human Resources
Copy – Cabinet Member
Copy – President