

## **GUIDING PRINCIPLES FOR THE PRESIDENTIAL EVALUATION PROCESS**

The Board of Trustees will conduct an evaluation of the College President each year.

The evaluation is a comprehensive, multi-part process that reviews the College President's progress on strategic initiatives and goals, College leadership, and community relations. The evaluation will consist of the following:

### **1. Survey Feedback from College and Community Stakeholders**

- a) A questionnaire is distributed to all Trustees and a representative sample of external and internal stakeholders, selected by the President in consultation and with the approval of the Personnel Committee, as detailed more fully below. The questionnaire is designed to solicit feedback on the President's performance and progress toward achieving identified goals. The questionnaire is delineated by section so that questions are directed and tailored to the appropriate audience.
- b) Questionnaires will be on a format approved by the Board of Trustees, with the questions, definitions, and ranking for questions and responses approved by the Board prior to dissemination to external and internal stakeholders.
- c) Confidentiality is paramount. Therefore, the results of the evaluation will not be tabulated by College employees or on the College computer system.
- d) Evaluation of President's goals (as previously agreed upon by the Board and President). This section is completed by the Board members.
- e) The narrative section on Areas of Strength and Areas of Further Development.

### **2. President's Self-Evaluation**

- a) The President will complete a self-evaluation report of his/her performance and progress toward goals during the period under evaluation and provide this to the Board, including but not limited to:
  - Progress against goals stated in the institution's current strategic plan, supported with data on initiatives considered critical to the success of the institution
  - An assessment of strengths and areas of opportunity in his/her development as an institutional leader
  - A consideration of his/her impact on College culture, including but not limited to collaboration and shared governance.
  - A review of his/her relationships with SUNY and the community at large, including key partners in legislative, educational, nonprofit, business communities, etc.

### 3. Institutional Report

- a) The President will also report on the status of the College, including strengths, challenges, and areas of opportunity. This report will include data on progress in achieving institutional goals, measurable institutional objectives, and key performance indicators, and may also include data on other measures of organizational effectiveness.

### 4. Interviews

- a) At the option of the Board, interviews may be conducted to solicit additional stakeholder feedback.

### 5. Review and Discussion of Evaluation Results

- a) In the Board discussion of the evaluation results, the Chair should lead and hold the discussion with the President.

#### PURPOSE:

As the Board of Trustees determines the policies that govern the College, the evaluation process reviews the President's performance in implementing the policies set by the Board.

#### TIMETABLE:

- August: The President meets with the Personnel Committee of the Board of Trustees to discuss the proposed goals for the academic year. At the August meeting of the Board of Trustees, the President proposes goals for the academic year. If accepted, these goals become the basis for the evaluation.
- January: The President makes a mid-year report to the full Board on progress made on goals.
- March/April: The President consults with the Personnel Committee of the Board to create a representative list of at least 25 individuals, in addition to Cabinet members, selected to provide an assessment on the performance of the President. The individuals belong to three categories: internal stakeholders (at least 6, in addition to Cabinet members); external stakeholders (at least 9); students/alumni (at least 10). Upon agreement with the list, each individual completes their particular section of the questionnaire plus the sections titled "All Audiences". Also, the Chair sends the same questionnaire to all members of the Board (see attached sample).

<b>Internal Stakeholders (minimum of 6, not including Cabinet members)</b>	<b>External Stakeholders (minimum of 9)</b>	<b>Students/Alumni (minimum of 10)</b>
Faculty Association	County Executive or representative	Foundation Board Alumni Rep.
Guild	State University of New York Chancellor or representative	Rep. of Alumni(s) of the Year

AME, rotate each year (white, blue, security)	Chair of the Education Committee (County Legislature)	Rep of Phi Theta Kappa/ Honor Students
Chair of Ammerman Governance	State Assembly / State Senate Education Committee representative(s)	Rep. of Student Governance (rotated)
Chair of East Campus Governance	Rep. of the business community	Rep. from each campus
Chair of Grant Campus Governance	Rep. of LIRACHE	Rep. from one of the College's accredited professional programs
Cabinet Members	Rep. from a civic group	Rep. from one of the College's certificate programs
	Rep. of the faith community	Rep. from the College's workforce development / career & technical education / manufacturing program(s)
	Rep. of the minority community	Rep. from the College's programs that serve economically disadvantaged students or non-traditional students

- April/May: The Personnel Committee Chair receives all questionnaires and prepares a composite of the results. The Committee Chair then compiles aggregated numerical values and narrative comments for the Committee. The Committee analyzes the results of the surveys and prepares recommendations for the Board. At the May Board meeting, in executive session, the Personnel Committee presents its recommendations to the entire Board of Trustees. The President is present at this meeting and may respond to the recommendations.
- June: The Board meets in executive session to review and, as appropriate, set the terms for the extension of the President's contract, annual salary, and other terms and conditions subject to annual adjustment.

Board of Trustees  
April 14, 2005

Amended  
May 15, 2008

Amended  
May 19, 2016

Amended  
June 17, 2021

# ANNUAL APPRAISAL OF THE PRESIDENT'S PERFORMANCE & EFFECTIVENESS

## Suffolk County Community College – Board of Trustees Form

### INSTRUCTIONS:

- Please rate the President on the following aspects of performance and effectiveness.
- Use a #2 pencil only
- Fill in the bubbles completely
- Erase completely to change answers
- Do not make any stray marks

**1 = POOR, 2 = FAIR, 3 = GOOD, 4 = EXCELLENT, N = NOT OBSERVED**

### LEADERSHIP ABILITY

1. Provides leadership in developing, communicating, and implementing plans and policies.	①②③④N
2. Inspires others to do their best.	①②③④N
3. Delegates authority and responsibilities appropriately.	①②③④N
4. Builds teamwork among colleagues and subordinates.	①②③④N
5. Provides sound fiscal management.	①②③④N
6. Keeps current regarding trends and issues in higher education.	①②③④N
7. Contributes to developing and enhancing the academic quality of the College.	①②③④N

### DECISION MAKING AND PROBLEM SOLVING

8. Consults with appropriate individuals before making decisions.	①②③④N
9. Gathers information needed for sound decision making.	①②③④N
10. Considers alternative solutions to problems before making a decision.	①②③④N
11. Makes sound decisions in a timely manner.	①②③④N

### CONCERN FOR FACULTY AND STAFF

12. Recognizes and awards accomplishments of outstanding faculty and staff.	①②③④N
13. Creates a climate of respect and high morale.	①②③④N
14. Facilitates employees' professional development.	①②③④N
15. Listens carefully and asks questions when needed.	①②③④N
16. Is accessible to faculty and staff.	①②③④N
17. Responds to issues of concern to faculty.	①②③④N

### CONCERN FOR STUDENTS

18. Communicates well with students.	①②③④N
19. Promotes an environment which nourishes individual student growth and achievement.	①②③④N
20. Assists faculty and staff in developing student leaders.	①②③④N
21. Puts students first and wants students to succeed.	①②③④N
22. Supports initiatives to promote retention and persistence.	①②③④N

**Approved by the Board of Trustees  
May 19, 2016**

**MANAGEMENT**

23. Arranges/manages resources to facilitate the accomplishment of tasks.	①②③④N
24. Sets priorities for action.	①②③④N
25. Communicates performance expectations clearly.	①②③④N
26. Effectively recruits and selects appropriately qualified staff.	①②③④N
27. Provides for meaningful staff orientation and professional development.	①②③④N
28. Evaluates staff effectively and fairly.	①②③④N
29. Provides necessary information to the College Board of Trustees.	①②③④N

**EDUCATIONAL LEADERSHIP**

30. Encourages development of initiatives to address needs of the local community, the county, and its citizens.	①②③④N
31. Serves as a "voice" for educational needs and best practices.	①②③④N
32. Works to have the College in compliance with external accreditors and the larger state university system.	①②③④N
33. Encourages diversity in the College community by recruiting diverse faculty and staff members.	①②③④N
34. Encourages diversity in the College community by working to remove obstacles to enrollment and persistence for under-represented student groups.	①②③④N

**EXTERNAL RELATIONS**

35. Portrays a progressive and professional image of the College.	①②③④N
36. Relates to and communicates with the external community.	①②③④N
37. Is accessible to and involved with the community.	①②③④N
38. Encourages partnerships with community, business, industry, and other educational institutions (i.e. – K-12; neighbor colleges).	①②③④N

**FISCAL LEADERSHIP**

39. Works to increase governmental appropriations for the College.	①②③④N
40. Works with businesses, corporations, and individuals to create new revenue sources.	①②③④N
41. Works to increase funds generated by external grants and contracts.	①②③④N
42. Supports the development of ideas into fundable opportunities.	①②③④N

**CAPITAL PROJECT LEADERSHIP**

43. Secures funding to construct and maintain up-to-date facilities.	①②③④N
44. Is future-oriented in planning capital projects.	①②③④N
45. Works to provide a safe, clean, comfortable, and appealing learning environment.	①②③④N

**OVERALL PERFORMANCE AND EFFECTIVENESS**

46. Overall, rate the performance and effectiveness of the President.	①②③④N
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**PLEASE COMMENT ON ANY ASPECT OF THE PRESIDENT'S PERFORMANCE AND EFFECTIVENESS:**

**ANNUAL APPRAISAL OF THE PRESIDENT'S PERFORMANCE AND EFFECTIVENESS**  
**Suffolk County Community College**  
**External Respondents**

**INSTRUCTIONS:**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Please rate the President on the following aspects of performance and effectiveness.</li> <li>• Use a #2 pencil only</li> <li>• Fill in the bubbles completely</li> </ul> | <ul style="list-style-type: none"> <li>• Erase completely to change answers</li> <li>• Do not make any stray marks</li> </ul> |
|--|---|

**1 = POOR, 2 = FAIR, 3 = GOOD, 4 = EXCELLENT, N = NOT OBSERVED**

**EXTERNAL RELATIONS**

1. Portrays a progressive and professional image of the College.	① ② ③ ④ N
2. Relates to and communicates with the external community.	① ② ③ ④ N
3. Is accessible to and involved with the community.	① ② ③ ④ N
4. Encourages partnerships with community, business, industry, and other educational institutions (i.e. – K-12, neighbor colleges).	① ② ③ ④ N

**EDUCATIONAL LEADERSHIP**

5. Encourages development of initiatives to address needs of the local community, the county, and its citizens.	① ② ③ ④ N
6. Serves as a “voice” for educational needs and best practices.	① ② ③ ④ N
7. Works to have the College in compliance with external accreditors and the larger state university system.	① ② ③ ④ N
8. Encourages diversity in the College community by recruiting diverse faculty and staff members.	① ② ③ ④ N
9. Encourages diversity in the College community by working to remove obstacles to enrollment and persistence for under-represented student groups.	① ② ③ ④ N

**FISCAL LEADERSHIP**

10. Works to increase governmental appropriations for the College.	① ② ③ ④ N
11. Works with businesses, corporations, and individuals to create new revenue sources.	① ② ③ ④ N
12. Works to increase funds generated by external grants and contracts.	① ② ③ ④ N
13. Supports the development of ideas into fundable opportunities.	① ② ③ ④ N

**CAPITAL PROJECT LEADERSHIP**

14. Secures funding to construct and maintain up-to-date facilities.	① ② ③ ④ N
15. Is future-oriented in planning capital projects.	① ② ③ ④ N
16. Works to provide facilities that serve the needs of the county and its citizens.	① ② ③ ④ N

**OVERALL PERFORMANCE AND EFFECTIVENESS**

17. Overall, rate the performance and effectiveness of the President.	① ② ③ ④ N
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**ANNUAL APPRAISAL OF THE PRESIDENT'S PERFORMANCE AND EFFECTIVENESS**  
**Suffolk County Community College**  
**Internal Respondents**

**INSTRUCTIONS:**

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4. Builds teamwork among colleagues and subordinates.	① ② ③ ④ N
5. Provides sound fiscal management.	① ② ③ ④ N
6. Keeps current regarding trends and issues in higher education.	① ② ③ ④ N
7. Contributes to developing and enhancing the academic quality of the College.	① ② ③ ④ N

**DECISION MAKING AND PROBLEM SOLVING**

8. Consults with appropriate individuals before making decisions.	① ② ③ ④ N
9. Gathers information needed for sound decision making.	① ② ③ ④ N
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28. Evaluates staff effectively and fairly.	① ② ③ ④ N
29. Provides necessary information to the College Board of Trustees.	① ② ③ ④ N
30. Works to have the College in compliance with external accreditors and the larger state university system.	① ② ③ ④ N
31. Encourages diversity through hiring and in removing obstacles to enrollment and persistence among under-represented student groups.	① ② ③ ④ N

**EXTERNAL RELATIONS**

32. Portrays a progressive and professional image of the College.	① ② ③ ④ N
33. Relates to and communicates with the external community.	① ② ③ ④ N
34. Is accessible to and involved with the community.	① ② ③ ④ N
35. Encourages partnerships with community, business, industry, and other educational institutions (i.e. – K-12; neighbor colleges).	① ② ③ ④ N

**FISCAL LEADERSHIP**

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**CAPITAL PROJECT LEADERSHIP**

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42. Works to provide a safe, clean, comfortable, and appealing learning environment.	① ② ③ ④ N

**OVERALL PERFORMANCE AND EFFECTIVENESS**

43. Overall, rate the performance and effectiveness of the President	① ② ③ ④ N
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**PLEASE COMMENT ON ANY ASPECT OF THE PRESIDENT'S PERFORMANCE AND EFFECTIVENESS:**