Date: October 10, 2009
From: UH Hilo Faculty Congress
To: Tenured and Tenure-track Faculty
Re: Administrative Evaluation

Among the duties of the Faculty Congress is to evaluate our Chancellor and Vice-Chancellors. We are inviting you to participate in the evaluation of these administrators.

For each administrator there is a set of questions based on their published duties and responsibilities. In addition to these questions there is a global question. Using the enclosed scantron form, please rate each administrator’s performance in a scale of 1 to 5. Please include comments on a separate sheet of paper. Place the scantron form and comment sheet in the smaller envelope and then place the smaller envelope in the larger return envelope. Print and sign your name, indicate your department/division, and return to Barbara Leonard, Faculty Congress Secretary, by October 19, 2009. All replies will be confidential. Use this scale in rating the performance of the administrators:

• (a) = very poor/strongly disagree;
• (b) = poor/disagree;
• (c) = average/neither disagree or agree;
• (d) = good/agree; and
• (e) = very good/strongly agree) in each of the items.

If you have no opinion or basis for answering, please do not answer the question.

Chancellor:
Dr. Rose Tseng

1. Long Range Planning (30%)
   (Includes: Plans, directs, implements and coordinates the of academic and non academic long range plans and programs to improve the quality of education and services provided at the University of Hawai‘i at Hilo. Makes policy recommendations to the President designed to advance the educational and public service goals of the University and Colleges. Ensures the effective and efficient administrative operations and programs/curriculum development within and among the University.)

2. Supervision of Subordinates (15%)
   (Includes: Provides general supervision to subordinate executives, academic administrators’ and staff by establishing goals and objectives and insuring that operations and activities are executed in conformity with governing policies, procedures and guidelines.)

3. Advisor to President (15%)
   (Includes: Serves as advisor to the President of the University of Hawai‘i on University policy matters as they relate to the University of Hawai‘i at Hilo. Provides evaluation and recommendation on proposed changes in University policies and goals.)

4. Coordination of Academic Programs (15%)
   (Includes: As appropriate, confers with senior University Executives relative to coordination of University and College academic and related matters, e.g., undergraduate liberal arts education, graduate programs, extension and public services, etc., and University administrative operations, e.g., financial, physical facilities and maintenance, etc.)
5. **Testimony (10%)**
   (Includes: Prepares and presents both oral and written testimony of University matters to the Board of Regents, Legislature, Federal and State Agencies, and community groups.)

6. **System wide (10%)**
   (Includes: As assigned by the President, responsible for University of Hawai‘i system wide administration of various academic and non-academic programs.)

7. **Boards and Commissions (5%)**
   (Includes: Serves on regional and national boards and commissions relating to postsecondary education as the University of Hawai‘i’s representative.)

8. **Global Question**
   In general, how would you rate Dr. Tseng overall? Consider the following factors: Provides innovative leadership in developing, designing, facilitating and implementing campus plans, initiatives, policies and procedures to ensure excellence across the campus. Ensures that all personnel perform at the highest level of achievement to support and enhance the education of students, contribute to the community, and support the institution and the overall strategic missions and goals of the University of Hawaii at Hilo.

**Vice Chancellor for Academic Affairs (VCAA):**
Dr. Phil Castille

9. **Academic Administration (25%)**
   (Includes: Provides leadership in all academic matters. Initiates, participates in and supervises academic planning. Oversees academic program reviews and curriculum development. Maintains liaison with other UHH campuses and external groups and agencies on academic programs (e.g., Congress, State Legislature, Department of Education, State Board of Nursing). Serves as academic liaison officer with WASC.)

10. **Personnel administration and development (15%)**
    (Includes: Supervises of personnel reporting to this position. Evaluates and approve as delegated their recommendations for new/reallocated faculty, professional and support staff in the University's academic and academically related programs. Oversees faculty and professional staff development.)

11. **Personnel evaluation (15%)**
    (Includes: Evaluate administrators reporting to this position. Reviews and recommends action on applications for faculty and staff promotion and tenure. Reviews and recommends merit, market and equity salary adjustments for academic administrators, faculty and staff.)

12. **Fiscal administration (20%)**
    (Includes: Supervises the budget preparation of the academic and academic-related programs for submission to the Budget and Allocation Committee. Allocates and reallocates funds and resources (personnel, space, etc.) as appropriate to/from academic and academic-related cost centers.)

13. **General administration (15%)**
    (Includes: Prepares of reports, correspondence, etc. Coordinates of academic and academically related programs with administrative affairs, and university relations. Attends meetings. Supervises of academic and academically related Deans and Directors oversight of grant applications. Supervises of academically oriented centers and projects.)

14. **External relations (10%)**
(Includes: Consults with groups relevant to the University. Serves on advisory boards, assisting in University fund-raising efforts.)

15. Global Question
In general, how would you rate Dr. Castille overall? Consider the following factors: Provides innovative leadership in developing, designing, facilitating and implementing campus plans, initiatives, policies and procedures in the area of Academic Affairs to ensure excellence across the campus. Provides direction, support and open communication to ensure the achievement of short- and long-term goals and initiatives, and establishes the overall framework in the area of Academic Affairs so that colleges/schools/programs may accomplish its goals and objectives at the highest standards of excellence and innovation. Ensures that all personnel perform at the highest level of achievement to support and enhance the education of students, contribute to the community, and support the institution and the overall strategic missions and goals of the area of Academic Affairs.

Vice Chancellor for Administrative Affairs (VAdmin):
Dr. Debra Fitzsimons.

16. Policy Formulation and Executive Leadership (40%)
(Includes: Provides leadership and direction to UHH through policy formulation, development and implementation to ensure accountability and responsibility for efficient and effective compliance with state, federal, and university rules, laws, regulations, policies and procedures. Develops management systems and control processes to promote policy and procedural compliance and efficiency within UHH. Develops, directs and implements responsive, proactive, sound and accountable fiscal, budget, human resources, federal, and extramural programs, including grant administration and reporting. Represents UHH in collective bargaining negotiations and administration, including labor relations, grievance management, benefit administration, contract interpretations, workers’ compensation, etc. Analyzes and preparing long- and short-range facilities planning and development programs. Facilitates, supports and enhances opportunities for UHH to engage in new and innovative entrepreneurship initiatives by assisting faculty, staff and administrators in the management and development of such projects.

17. Assessment and Evaluation (30%)
(Includes: Advises the Chancellor on legislative issues and proposals based on anticipated trends, issues and concerns which include analyzing, preparing, and defending the UHH budgets and requests. Serves as the administrative advisor to the Chancellor in determining appropriate allocations to UHH programs based on the evaluation of program needs, requests and requirements. Conducts periodic audits and reviews of fiscal and financial records to ensure that proper accounting and internal procedures have been developed and followed, including the preparation of contracts, specifications and procurement procedures. Administers human resources functions for faculty and staff including appointments, terminations and changes to appointments, which include ensuring that laws, policies and procedures are followed. Provides innovative and creative leadership in the area of planning, development and trend identification in the area of hardware and software support systems, including telecommunications, academic technological access, etc. Supervises, directs, and evaluates subordinate staff to ensure that administrative affairs program goals and strategic missions have been achieved to effectively operate the administrative programs of UHH.)

18. Operational Management (30%)
(Includes: Supervises the planning and implementation of the UHH Long Range Development Plan, overseeing the planning and construction of all CIP and Repairs and Maintenance.)

19. Global Question
In general, how would you rate Dr. Fitzsimons overall? Consider the following factors: Provides innovative leadership in developing, designing, facilitating and implementing
campus plans, initiatives, policies and procedures in the area of Administrative Affairs to
ensure excellence across the campus. Provides direction, support and open communication
to ensure the achievement of short- and long-term goals and initiatives, and establishes the
overall framework in the area of Administrative Affairs so that units may accomplish its goals
and objectives at the highest standards of excellence and innovation. Ensures that all
personnel perform at the highest level of achievement to support and enhance the education
of students, contribute to the community, and support the institution and the overall strategic
missions and goals of the area of Administrative Affairs.

Vice Chancellor for Student Affairs (VCSA):
Dr. Luoluo Hong

20. Administration and Development (40%)
(Includes: Develops long- and short-range plans for the Student Affairs Program at the
University of Hawai‘i at Hilo, which meets the University's missions and strategic plans and
which also responds to the needs and requirements of its student constituencies. Plans,
develops and implements innovative and proactive programs, services, and procedures
which respond to the changing needs and requirements of the University's student
community and which enhance the University's viability for student recruitment and retention
purposes. Develops partnerships with private and public entities. Takes a leadership role in
obtaining grants. Develops programs to meet special needs for students. Formulates policies
and procedures. Promotes and obtains scholarships. Develops and coordinates out of state
and international student exchanges and enrollments. Supervises, directs and evaluates the
student affairs programs, faculty and staff: admissions, records and registration, financial
aids, academic advising, counseling and testing, international students, health services,
housing and student activities, placement and career services, and federal programs.
Develops strategic projections of program and staffing requirements including the budgeting
of all expenditures and the development, identification and projection of long- and short-range
requirements for budget preparation purposes. Oversees the hiring and evaluation of the
professional and non professional staff. Develops and fosters communication with students,
parents, faculty, community agencies, legislature, and the general public through participation
in community organizations, student organizations and other entities which address student
concerns, as well as encourages the overall growth of the University.)

21. Assessment and Development (30%)
(Includes: Conducts periodic evaluations of programs, services, procedures and policies to
ensure that the Student Affairs program is effective, innovative, proactive, anticipatory and
responsive to student and community requirements. Utilizes analytical results and data to
design, develop and implement innovative and effective student recruitment and retention
programs, services and procedures. Analyzes staff and program responsibilities and
reorganizes, reassigns or realigns to best meet UHH and University of Hawai‘i strategic
goals, missions and priorities, in accordance with University of Hawai‘i rules, regulations,
procedures and collective bargaining agreements. Evaluates faculty for contract renewal,
promotion and tenure and staff for periodic performance evaluations.)

22. Student Conduct Code (15%)
(Includes: Reviews, investigates, and analyzes allegations of violation of the Student Conduct
Code at the Pre Disciplinary Hearing stage which includes initiating charges, referring cases
to the Student Conduct Committee, and presenting the case, as appropriate, at Disciplinary
Hearing.)

23. Coordination (15%)
(Includes: Serves as the Chief spokesperson for the Chancellor on matters related to student
life, services and programs with students, the community, system offices, state and federal
agencies, and other campuses. Serves as the University ombudsperson for students.)
24. Global Question

In general, how would you rate Dr. Hong overall? Consider the following factors: Provides innovative leadership in developing, designing, facilitating and implementing campus plans, initiatives, policies and procedures in the area of Student Affairs to ensure excellence across the campus. Provides direction, support and open communication to ensure the achievement of short- and long-term goals and initiatives, and establishes the overall framework in the area of Student Affairs so that units may accomplish its goals and objectives at the highest standards of excellence and innovation. Ensures that all personnel perform at the highest level of achievement to support and enhance the education of students, contribute to the community, and support the institution and the overall strategic missions and goals of the area of Student Affairs.

Interim Vice Chancellor for Research:
Dr. Michael P. Crosby

25. Research Administration (45%)
(Includes: Oversees most organized research units including, but not limited to the following: College of Agriculture, Forestry and Natural Resource Management, College of Arts and Sciences, and College of Pharmacy. Initiates and develops long-range planning studies for research at the University of Hawai‘i at Hilo. Administers a policy of continuing qualitative evaluation of each of the major efforts relative to the development and maintenance of an international standard of excellence. Coordinates the activities of the research units and programs through the respective academic deans and directors. Serves as the University of Hawai‘i at Hilo source of expertise on the subject of research programs and activities. Manages strategic initiatives, research program development, research information systems, and business operations relative to the position and interacts with the Office of Research Services; oversees research and technology transfer; research commercialization and industrial support. Interacts with the Office of Research Services to provide appropriate procedures to foster research and training activities at the University of Hawai‘i at Hilo. Provides for oversight of the appointment, compensation, and service conditions of post-doctoral fellows.)

26. Fiscal Management (40%)
(Includes: Finds means by which the research environment can be improved and made more conducive to research and educating faculty concerning research funding opportunities and proposal preparation. Identifies opportunities for Federal funding of research and helping researchers obtain the Federal financial support they need. Manages the Research and Training Revolving Funds; the fiscal management of campus-wide research initiatives headed by the VCR; the management of internal resource allocations relative to the position; and the interaction with the Research Corporation of the University of Hawai‘i in fiscal matters. Provides advice, assistance, financial support, and administrative guidance for new research centers and institutions during the formative or start-up phases.)

27. External Relations (10%)
(Includes: Selects/appoints University of Hawai‘i at Hilo representatives to various external and internal boards and committees associated with University research programs. Serves as the Chancellor's representative for research with a variety of individuals, groups and agencies, both inside and outside the University of Hawai‘i at Hilo, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the University of Hawai‘i at Hilo's research programs and capabilities. Serves as the Chancellor's representative and advisor on interactions with the Research Corporation of the University of Hawai‘i.)

28. Support (5%)
(Includes: Support the Chancellor in other matters as directed.)
29. Global Question

In general, how would you rate Dr. Crosby overall? Consider the following factors: Provides innovative leadership in developing, designing, facilitating and implementing campus plans, initiatives, policies and procedures in the area of Research to ensure excellence across the campus. Provides direction, support and open communication to ensure the achievement of short- and long-term goals and initiatives, and establishes the overall framework in the area of Research so that colleges/schools/programs may accomplish its goals and objectives at the highest standards of excellence and innovation. Ensures that all personnel perform at the highest level of achievement to support and enhance the education of students, contribute to the community, and support the institution and the overall strategic missions and goals of Research at the University of Hawaii at Hilo.