



UNIVERSITY OF SOUTH ALABAMA

April 1, 2021

To: Alec Yasinsac, Lorene Flanders, Alvin Williams, John Kovaleski, John Usher, Heather Hall, Kathy Cooke, Andrzej Wierzbicki, Richard Carter, Mike Jacobs, Susan Gordon-Hickey

From: Andi Kent, Interim Provost and Senior VPAA

Re: 2021 Annual Performance Review

Below is the timeline and process for completing your 2021 annual performance review. Please note that you will not participate in an annual review in the same year you complete a comprehensive review. However, you will complete the administrative assessment for the college (see bullet 2 below).

Note: The narrative and required documentation have been modified so that your narrative will satisfy both your annual performance review and your annual assessment reporting.

April 8-23	Provost conducts the survey of faculty/staff in the college/school/library/department. A copy of the survey is attached for your information.
<b>June 30</b>	<ul style="list-style-type: none"><li>• <b><i>Dean's and Director's 2021 annual performance review narrative submitted to Provost (see description below).</i></b></li></ul>
By July 31	<ul style="list-style-type: none"><li>• Provost meets with deans and directors and completes the 2021 annual performance review.</li></ul>
By August 31	<ul style="list-style-type: none"><li>• Deans and directors update performance indicators, if applicable, for the upcoming academic year.</li></ul>

## **Dean's and Director's 2021 Annual Performance Review – Materials to Submit:**

***Please submit a report for the 2020-2021 academic year***

***The University response to the COVID-19 pandemic may have interrupted administrative reporting for the 2019-2020 academic year. In order to complete reporting for the 2019-2020 academic year, it is recommended that you modify and submit, as appropriate, materials from your summer 2020 performance evaluation. Further, if you did not complete reporting in Nuventive for your performance indicators, you may use this form to do so.***

- 1) Highlight 3-5 accomplishments.
- 2) For each of the five Strategic Plan Priorities (see template below)
  - a. Summarize how your college advanced the priority to include specific activities, examples and accomplishments at the department and college levels. We are no longer collecting departmental reports in the Office of Institutional Effectiveness, please be as comprehensive/descriptive as you can to give a full picture of your college's efforts in this area. Note: departments must still report on student learning outcomes for academic programs.
  - b. List the performance indicator (s), report your results using the most recent data available, indicate whether you met your performance goal, and provide a short summary interpreting your results and how you will use your results for continuous improvement.
  - c. Indicate any changes you will make to your performance indicators for the upcoming academic year.
- 3) Summarize your survey results to include any valuable insights gained from reviewing the results.
- 4) Identification of any areas or plans for improvement in personal performance.
- 5) You are welcome to attach any additional electronic documents (e.g., annual report, letters of recognition, etc.)

## Student Success

### 1) Overall Summary

Summarize how your college advanced the priority. Please include specific activities, examples and accomplishments at both the department and college levels. Please keep your response to no more than three pages.

### 2) Performance Indicators

#### Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

#### Performance Indicator #2

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Add additional tables as needed for additional performance indicators.

## Research and Graduate Education

### 1) Overall Summary

Summarize how your college advanced the priority. Please include specific activities, examples and accomplishments at both the department and college levels. Please keep your response to no more than three pages.

### 2) Performance Indicators

#### Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

#### Performance Indicator #2

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Add additional tables as needed for additional performance indicators.

## Global Engagement

### 1) Overall Summary

Summarize how your college advanced the priority. Please include specific activities, examples and accomplishments at both the department and college levels. Please keep your response to no more than three pages.

### 2) Performance Indicators

#### Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

#### Performance Indicator #2

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Add additional tables as needed for additional performance indicators.

## Excellence in Healthcare

### 1) Overall Summary

Summarize how your college advanced the priority. Please include specific activities, examples and accomplishments at both the department and college levels. Please keep your response to no more than three pages.

### 2) Performance Indicators

#### Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

#### Performance Indicator #2

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Add additional tables as needed for additional performance indicators.

## University-Community Engagement

### 1) Overall Summary

Summarize how your college advanced the priority. Please include specific activities, examples and accomplishments at both the department and college levels. Please keep your response to no more than three pages.

### 2) Performance Indicators

#### Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

#### Performance Indicator #2

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Add additional tables as needed for additional performance indicators.

**Other Areas of Work (e.g., enrollment, development, etc.)**

1) Overall Summary

Summarize how your college advanced in the priority. Please include specific activities, examples and accomplishments at both the department and college levels. Please keep your response to no more than three pages.

2) Performance Indicators

Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Performance Indicator #2

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Add additional tables as needed for additional performance indicators.



## **Recommended Guidelines for Academic Departmental Reporting:**

Departmental reporting is necessary to inform college-level reports and to provide the dean information needed for annual evaluation. The type of information and the manner of information collection is at the discretion of the dean. Below are recommended guidelines for when departmental reports should be submitted and what to include in those reports.

**Timeline:** Departmental reporting should be completed by a time specified by the dean or at least by May 15 of each year, which allows time for departments to include information from faculty evaluation and achievements or activities from the end of the semester.

**Content:** Departments should report on

- The performance indicators established for their department in consultation with the Dean and in alignment with the college-level performance indicators.
- Details of how the department has advanced each strategic plan priority area.
- The results and information reported should be based on the most recent results and information available.

Please provide a narrative that highlights 3-5 accomplishments of your department.

### **Student Access and Success**

1) Detail how your department advanced the priority of Student Access and Success.

2) Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Repeat for each performance indicator under Student Access and Success.

## Research and Graduate Education

1) Detail how your department advanced the priority of Research and Graduate Education.

2) Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Repeat for each performance indicator under Research and Graduate Education.

## Global Engagement

1) Detail how your department advanced the priority of Global Engagement.

2) Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Repeat for each performance indicator under Global Engagement.

## Excellence in Healthcare

1) Detail how your department advanced the priority of Excellence in Healthcare.

2) Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Repeat for each performance indicator under Excellence in Healthcare.

## University Community Engagement

1) Detail how your department advanced the priority of University Community Engagement.

2) Performance Indicator #1

Results	
Did you meet your goal?	
Evaluate your results and indicate how you used or will use your results	
Will you keep, revise, or delete this indicator for the next academic year? (if revising, include the text of the revised indicator in the next cell)	

Repeat for each performance indicator under University Community Engagement.

## Academic Affairs Performance Indicators

1. **Student Success and Access:** Student Success and Access: Increase first year retention rate to 80% for the 2018 first-time, full-time cohort.
2. **Student Success and Access:** Student Success and Access: Increase 6 year graduation rate to 50% by 2024.
3. **Student Success and Access:** Student Success and Access: As appropriate, increase by 5% the number of students engaging in internships.
4. **Student Success and Access:** Student Success and Access: 90% of programs with licensure exams or other exit exams will meet departmental targets with the expectation of a 90% pass rate for the majority of programs.
5. **Student Success and Access:** Student Success and Access: The overall faculty to student ratio should not be greater than 20:1.
6. **Student Success and Access:** Student Success and Access: The percent of instruction delivered by full-time faculty should be 75% or greater across the division and at least 60% for each program.
7. **Enhancement of Research and Graduate Education:** Enhancement of Research and Graduate Education: Increase dollars awarded annually by 5%.
8. **Enhancement of Research and Graduate Education:** Enhancement of Research and Graduate Education: Increase number of grant proposals submitted annually by 5%.
9. **Global Engagement:** Global Engagement: By 2021, increase to 3% the number of undergraduate students annually participating in study abroad.
10. **Global Engagement:** By 2021, increase the number of new non-resident international students enrolled to 960 representing 60 countries with an average of 16 students per country.
11. **Institutional advancement:** Development: 100% of Colleges and Schools will meet annual goals as part of Mitchell-Moulton Scholarship Program.
12. **Enrollment:** Increase undergraduate enrollment by 1% per year.

## College Performance Indicator Reporting FAQ

### **My previous report is blank.**

We have no assessment results reported for your performance indicators since October 2016. If you believe this is in error, please contact Angela Coleman.

### **There are “extra” performance indicators on my template that I no longer use.**

If you stopped reporting on a performance indicator, but did not mark it historical in Nuventive, it is still showing up as current for me. Please feel free to note on the template that the indicator is historical and that you no longer will report on it.

### **What is the time frame for this report?**

This report satisfies the report you would have submitted in October 2020 had we not paused reporting due to the pandemic.

This report covers the current academic year (Fall 2020 to present) and uses the most recent data available. For example, the data you report about retention will be for the 2019 cohort as you will not have data for the current 2020 cohort until later this year.

### **What should I do about my report for that was due in October 2019?**

If you submitted a report for your performance evaluation last summer 2020 and included a narrative about the extent to which you supported the University's Strategic Plan, please feel free to submit that narrative to complete your reporting for 2019.

### **I started my report that was due in October 2019 in Nuventive, but it is incomplete?**

Please complete your report in Nuventive if you are able. If you would rather use the new Word template to complete your report that was due fall 2019, please call Angela Coleman to discuss.

### **I would like to stop reporting on some indicators and begin reporting on new indicators.**

Feel free to add new indicators as you like. It is my recommendation that you have no more than 10-12 indicators. There is a place under each existing indicator for you to note if you would like to delete that indicator.

### **Has the timeline for my performance evaluation changed?**

No, though the survey deployment date has been modified, it should not impact your ability to receive and use the results as intended.

### **What if we did not do an activity, initiative, or assessment because of COVID?**

Please report what happened. It is very important that you report honestly. For example, if you did not make your recruiting goals for international students, please give the current results and state how the pandemic affected your progress in this area and what you plan to do about it going forward (e.g., you no longer plan to pursue this performance indicator or you will monitor this indicator until you are able to pursue success on this indicator at some future and more appropriate time).

### **I am new to this process or I have questions.**

Please call Angela Coleman if you would like to discuss the development of new performance indicators or completion of the report.



## Default Question Block

Thank you for participating in this survey of your Dean's or Director's performance. This annual survey is disseminated to all faculty, staff, and administrators in your unit. Your participation is voluntary, and you may discontinue your participation at any time. Your responses are anonymous. Responses to objective questions will be reported only in aggregate. Responses to open-ended questions will be made available in their full-text. All responses will be seen by the Provost-SVPAA and the Dean or Director being evaluated. Results of the survey are otherwise confidential and will not be made available to the general public. Please direct any questions about the survey to the Office of Institutional Effectiveness at [effectiveness@southalabama.edu](mailto:effectiveness@southalabama.edu).

Dean or Director:

`{e://Field/ExternalDataReference}`

Which of the following best describes your relationship with your Dean or Director?

Faculty

Staff/Administration

### Block 1

Based on your personal experiences over the last year, please rate how effective your Dean or Director is in the following areas.

	Not At All Effective	Somewhat Effective	Effective	Extremely Effective	Not Able to Rate/NA to Me
Communicating vision and strategic direction of the unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fostering excellence in teaching.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fostering excellence in research, scholarship, and/or creative activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seeking input and feedback on decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Securing financial resources to advance the unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not At All Effective	Somewhat Effective	Effective	Extremely Effective	Not Able to Rate/NA to Me
Seeking community input on how best to advance the unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using data to make decisions and drive improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Block 2

Based on your personal experiences over the last year, please rate the extent to which you agree with the following statements about your Dean or Director.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Not Able to Rate/NA to Me
Sets clear expectations for faculty and staff evaluation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates an atmosphere that values diversity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, your Dean or Director has been effective as the leader of your unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Block 3

### General Comments

Please list areas that you consider to be your Dean's or Director's major strengths as an administrator or leader.

Please list areas that you consider to be Dean's or Director's major weaknesses as an administrator or leader.