



Office of the Chancellor

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March 28, 2007

Dr. Mark Taggart
Chair of the Faculty
Rawl 140
East Carolina University

Dear Mark:

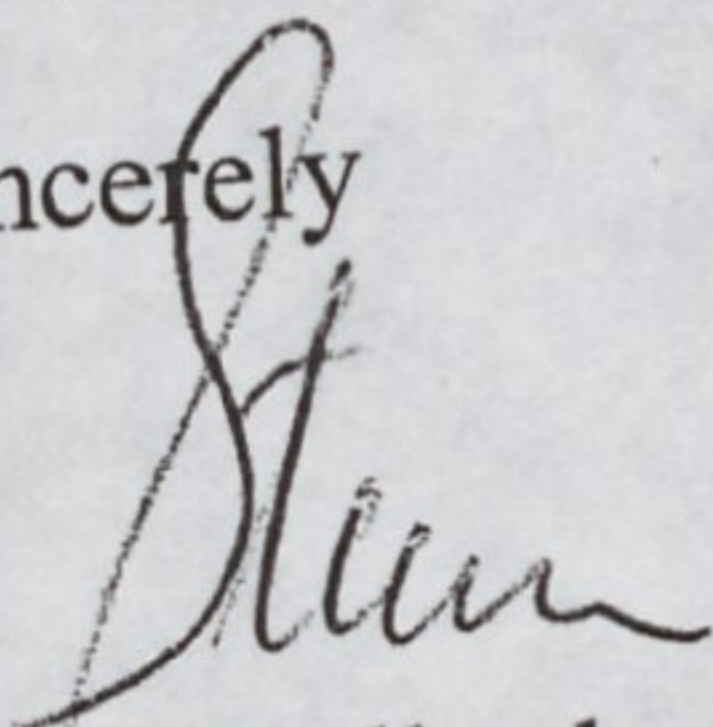
Thanks for our discussion to date on administrator evaluation and for the work the Faculty Governance Committee is doing in attempting to formulate a policy that would combine the policy Chancellor Muse set in place with what is currently in place in Appendix L. Perhaps it is possible to move away from a "two-track" system on this issue. At least, I am interested in seeing if we can do so.

As your work continues, I thought I would suggest the directions that I have in mind as important in the administrator evaluation process so as to allow you a "reference check" to see if we would be heading in the same direction in this policy development. Here are my criteria:

- the value of having multiple inputs from the affected and interested parties is very important
- faculty input in the evaluation of administrators is very important, especially so where contact is common
- the definition of appropriate faculty evaluators, whether weighted by contact or not, is crucial
- necessarily the evaluations must be centered on the assigned position duties and expectations
- anonymous input is problematic because it is difficult to evaluate (see next point)
- anonymous evaluations require very careful and appropriate handling if fairness is to be maintained
- confidence votes tell us very little because there is no common basis for the vote or standard of interpretation
- far more meaningful and therefore valuable are Likert Scale summaries over specific performance categories
- the person to whom the administrator reports is the responsible, controlling, and accountable officer/agent

I look forward to our further discussions and to reviewing the results of your work subsequent to campus discussions.

Sincerely

A handwritten signature in cursive script, appearing to read "Steve Ballard".

Steve Ballard
Chancellor

SB/lm