

**CRITERIA TO GUIDE CHANCELLOR REVIEW COMMITTEES**

The following criteria to guide the gathering of data about a chancellor's performance are organized under four somewhat overlapping heads. The listing is not definitive and is not intended to be limiting. On the other hand, there may be cases where it is not possible to gather data relevant to all criteria given time available or where some criteria may be deemed inappropriate for the review at hand.

**Leadership Ability**

- creativity and originality of intellectual, academic and administrative ideas
- clarity with which institutional goals and academic standards are formulated and articulated
- resourcefulness in gaining support and acceptance of innovative plans to develop the campus to levels of still higher academic excellence
- ability to motivate faculty, students, staff and the community and to inspire confidence, trust and respect

**Decision-making Ability**

- originality and creativeness of own ideas
- openness and receptivity to new ideas from diverse constituencies
- ability to search campus and its environment for innovative opportunities to initiate necessary improvements
- skill by which essential data are gathered and evaluated to make relevant, high-quality decisions
- ability to mobilize and allocate resources in conformance with academic and administrative plans
- effectiveness in designing and scheduling short-term and long-term plans

**Administrative and Managerial Skills**

- ability to translate goals and plans into operational programs which produce desired outcomes
- ability to recruit, select and retain effective administrators
- ability to supervise effectively and to inspire managerial staff
- ability to evaluate performance of administrators and constructively develop their potential and provide for their training
- fairness and justice in administration
- openness of communication; ability to seek and receive a wide variety of information to understand the campus and its environment
- diagnostic ability in problem-solving; ability to analyze important, unexpected problems and take appropriate corrective action
- flexibility and adaptability in changing environments while pursuing fundamental institutional goals

**Representational Ability**

- national and international recognition as academic leader and ability to stand as symbolic head of the campus
- knowledge of campus in all its components
- sensitivity to and awareness of campus and community attitudes and needs
- ability in developing network of internal and external contacts to serve as information nerve center for the campus
- ability to represent the campus effectively in major negotiations
- ability to generate support among external constituencies