



Office of  
The President

## SUL ROSS STATE UNIVERSITY

A Member of the Texas State University System  
ALPINE, TEXAS 79832

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January 3, 2008

Ms. Kimberly Brennan  
Texan News Service  
Department of Communication Studies  
Box T-0230  
Stephenville, TX 76402

Dear Ms. Brennan:

This is in response to your public information request to receive a copy of the most recent performance review for the Provost at Sul Ross State University. Your request was received on December 20, 2007. Sul Ross State University closed for business from December 24 until January 2, 2008. Enclosed is the copy of the performance review that you requested.

Sincerely,

Marilyn McGhee  
Assistant to the President

**SUL ROSS STATE UNIVERSITY**

**SUPERVISORS PERFORMANCE PLANNING AND APPRAISAL**  
(Optional for Non-Supervisory Staff)

Circle One:    **New Employee Review**                      Annual Review                      Follow up Review

Date January 18, 2007                      Employee's Name Dave Cockrum

Department Academic and Student Affairs                      Job Title P Provost

**PART I - STAFF REVIEW** (Complete this section for all employees)

**TEAM WORK:** Works effectively with other employees. Helps others when needed. (Other Examples: Shares credit and opportunities when appropriate. Displays an appropriate balance between personal effort and team effort. Seeks solutions acceptable to all. Maintains objectivity in conflict situations.)

|            |             |              |              |                |
|------------|-------------|--------------|--------------|----------------|
| INDIVIDUAL |             |              |              | X              |
|            | <b>SELD</b> | <b>SOMET</b> | <b>FREQU</b> | <b>CONSIST</b> |
| APPRAISER  |             |              |              | X              |

**ANALYSIS:** Understands team work and works effectively throughout the campus to insure that we continue to serve students. Helps keep everyone on the same page in meeting goals and improving the University.

**ACCOUNTABILITY:** Displays professionalism in work. Accepts responsibility for all areas of the job. Meets changing conditions and situations in work responsibilities. Complies with policies, procedures, and rules. (Other Examples: Does not make excuses for errors. Does not blame others for mistakes.)

|            |             |              |              |                |
|------------|-------------|--------------|--------------|----------------|
| INDIVIDUAL |             |              |              | X              |
|            | <b>SELD</b> | <b>SOMET</b> | <b>FREQU</b> | <b>CONSIST</b> |
| APPRAISER  |             |              |              | X              |

**ANALYSIS:** Very professional in all aspects of his work. Fully understands the academic community and the student life community and insures that they are responsible for all areas of their assignments.

**MOTIVATION:** Displays drive and energy in accomplishing tasks. Displays enthusiasm for the job and the University. (Other Examples: Handles several responsibilities concurrently and comfortably. Displays a positive attitude in completing work assignments and interacting with others.)

|            |             |              |              |                |
|------------|-------------|--------------|--------------|----------------|
| INDIVIDUAL |             |              |              | X              |
|            | <b>SELD</b> | <b>SOMET</b> | <b>FREQU</b> | <b>CONSIST</b> |
| APPRAISER  |             |              |              | X              |

**ANALYSIS:** Exhibits passionate enthusiasm for his work and that of those who report to him. Highly motivated to help students and understands our role and mission in higher education.

**JOB KNOWLEDGE:** Possesses sufficient skill and knowledge to perform all parts of the job effectively, efficiently, and safely. Relates current problems to historical ones. (Other Examples: Makes active efforts to stay up-to-date. Provides technical assistance to others.)

|            |             |              |              |                |
|------------|-------------|--------------|--------------|----------------|
| INDIVIDUAL |             |              |              | X              |
|            | <b>SELD</b> | <b>SOMET</b> | <b>FREQU</b> | <b>CONSIST</b> |
| APPRAISER  |             |              |              | X              |

**ANALYSIS:** Has a good grasp of all phases of academic and student life issues. Has a great grasp of the historical perspective of the University and uses that knowledge to improve present performance.

**WORK QUALITY:** Uses time effectively and with a minimum of error. Brings quality concerns to the attention of the appropriate individuals. Sees to it that tasks are done well. (Other Examples: Does work thoroughly in a reasonable amount of time.)

INDIVIDUAL

X

SELDOME

SOMETIMES

FREQUENTLY

CONSISTENTLY

APPRAISER

X

**ANALYSIS:** Does a good job of juggling responsibilities and maintaining balance in his work efforts. Minimal errors and focused concern for quality in all areas of responsibility.

**SAFETY:** Practices safe work habits, attends and participates in safety training sessions. Accepts responsibility for personal safety and safety of others. (Cannot use safety record here.) (Other Examples: Calls attention to unsafe work, areas, or conditions.)

INDIVIDUAL

X

SELDOME

SOMETIMES

FREQUENTLY

CONSISTENTLY

APPRAISER

X

**ANALYSIS:**

**PART II - SUPERVISORY REVIEW (Complete for supervisors only.)**

**LEADERSHIP ABILITY:** Earns respect and instills confidence within the department and campus wide. Able to motivate employees to complete the tasks with high degree of efficiency. Sensitive to morale and satisfaction of subordinates. Conveys the department's role in the University's mission to subordinates. Delegates appropriately.

INDIVIDUAL

X

SELDOME

SOMETIMES

FREQUENTLY

CONSISTENTLY

APPRAISER

X

**ANALYSIS:** Has the respect of the entire campus community and the local community as well. Is very good at motivating those who report to him. Very conscience of morale and related issues across the campus.

**APPRAISAL AND DEVELOPMENT OF EMPLOYEES:** Able to select, train, and develop effective employees. Exhibits fairness and impartiality with employees. Objectively appraises work performance. Confronts and resolves personnel issues constructively.

INDIVIDUAL

X

SELDOME

SOMETIMES

FREQUENTLY

CONSISTENTLY

APPRAISER

X

**ANALYSIS:** Has a great ability to select and develop employees. Is fair and impartial with all areas of his responsibility. Has improved in handling personnel issues and in completing evaluations. Improving on motivating supervisors to complete their evaluations.

**PLANNING AND ORGANIZATION:** Meets established deadlines. Sets appropriate goals, establishes priorities, and makes effective use of available resources to complete projects. Develops both short and long term plans. Prepares and administers budget effectively.

INDIVIDUAL

X

SELDOME

SOMETIMES

FREQUENTLY

CONSISTENTLY

APPRAISER

X

**ANALYSIS:** Goal setting skills are excellent and meets deadlines. Very good with planning and budget issues.



**PART VI - FUTURE RESPONSIBILITIES, GOALS AND OBJECTIVES (Complete this section for administrative, professional, or supervisory employees. Optional for staff.)**

|  |
|--|
| <b>Responsibility:</b> Serve as Accreditation Liaison to the Southern Association of Colleges and Schools.                       |
| <b>Objective/Goal:</b> Ensure successful completion of Compliance Certification for SACS reaffirmation.                          |
| <b>Responsibility:</b> Complete Academic Department Reviews  |
| <b>Objective/Goal:</b> Initiate and complete departmental reviews for three departments during the coming year.                  |
| <b>Responsibility:</b> Develop University Catalog.   |
| <b>Objective/Goal:</b> Complete 2008 - 2010 Catalog; work to convert catalog file from current typesetting program to Word file. |
| <b>Responsibility:</b> Provides leadership in all areas of student life.   |
| <b>Objective/Goal:</b> Improve the work study job selection process to have more students working in on-campus work study jobs.  |

**PART VII - APPRAISER'S SUMMARY (Complete this section for all employees.)**

Outstanding performance of a difficult and complex assignment to oversee both academic and student affairs. Assisted in many areas related to overall needs at Sul Ross and served as a sounding board for still other issues from my office. Exceptional performance in all areas and provided support for many decisions both those with which he agreed and those with which he disagreed.

**PART VIII - OVERALL PERFORMANCE APPRAISAL (Complete this section for all employees.)**

|          |      |      |          |                      |
|----------|------|------|----------|----------------------|
| MARGINAL | FAIR | GOOD | SUPERIOR | <b>DISTINGUISHED</b> |
|----------|------|------|----------|----------------------|

**PART IX - EMPLOYEE'S COMMENTS (Optional for all employees.)**

Employee's Signature: *W. L. Ad* Date: 2/28/97

President's Signature: *Elvic Mung* Date: 2/28/97

Please attach a copy of the job description and note any changes or additions. *See change noted on attached position description*