



THE TEXAS A&M UNIVERSITY SYSTEM

Michael D. McKinney, M.D.
Chancellor

June 29, 2007

Dr. Nancy Dickey
President, Health Science Center
Vice Chancellor for Health Affairs
John B. Connally Building
301 Tarrow, 7th Floor
College Station, Texas 77840-7896

Dear Dr. Dickey:

Now that the Legislative Session is behind us and I am more than halfway through my first year as Chancellor, I am seeking your input on my annual evaluation of your performance. I see this process as a collaborative opportunity to review past achievements, evaluate the challenges that you face, set new goals and objectives, and develop new ideas on how we can continue progress toward excellence in education, research and service for the state of Texas.

Review for accuracy the attached "Presidential Evaluation Measures" form for your institution. Fill in any shaded areas for which we did not have data available. In addition, please answer the following questions:

1. What are your major accomplishments for the past year? (Attach supporting data as deemed appropriate.)
2. What goals and projects were not addressed, are incomplete, or have suboptimal results?
3. What barriers do you regularly encounter that prevent you from achieving your institutional goals?
4. As a manager, how would you rate yourself in the way you have nurtured and developed your administration and staff? Please include examples and identify any strengths or weaknesses.

Please send your responses to Janet Smalley at janetsmalley@tamu.edu by Friday, July 20th. After I have reviewed them, we will schedule a face to face meeting to discuss. It is my intent that in the future, the compacts that are being developed in the Strategic Planning process will be used for evaluations.

Sincerely,

Michael D. McKinney, M.D.

slp
Attachment

W. D.

- + Good legislative relations
- + Tolant of S;W / Works well & leadership
- + Good entering classes (AGPA / AMCAT)
- + Good learning / teach in school (Plan for UME I, II)
- + Good relationship & ongoing medicine
- + Baylor Deant made to feel a part of HSC!
- + Supportive of Kingwell's School (Monies of credit)
- + Emphasis on Research, Aggressive security (Most high security and S;W recruits!)
- + School of Health expands # + New hiring of faculty
- + P.M.S. class size

- * Acquired land from City of Byron
- * Aggressive construction schedule
- * Work & TAMU-CC + THECB on New Nursing Program
- * Emphasized AND Performed in diversity of students
- * + PHUB performance
- * Agre - He is not afraid of taking risk and is Not reckless.

- Tendency to distance HSC from TAMU Academic Program
- Seems to grow in episodic (or metabolic) fashion (2007, 11)
- (Some of this from Regi, S;W leadership)
- Clinical faculty have minimal (or none) loyalty to TAMU-CC
- (Agree with others but no Δ detected)
- Some distrust by Nurses / Allied health faculty
- ? to good relations & med.
- & Biographic faculty for Clinics - consistent
- & V&MS funded research.

Smalley, Janet

From: Ames, Carol E. [Ames@tamhsc.edu]
Sent: Friday, July 20, 2007 2:36 PM
To: Smalley, Janet
Cc: Ames, Carol
Subject: Performance Evaluation
Attachments: Presidential Evaluation Measures061907 (2).xlsx; Performance Evaluation 2007.doc; Attachments.PDF

Janet,

Attached is Dr. Dickey's performance evaluation (and accompanying attachments) along with the corrected Excel Informational Accountability Measures spreadsheet. Please let me know if you need anything else.

Thanks, Carol



Carol Ames
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From: Ames, Carol E.
Sent: Friday, July 20, 2007 1:54 PM
To: Dickey, Nancy W.
Subject: Performance Evaluation

How does this look?



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7/23/2007



Performance Evaluation: Nancy W. Dickey, MD, July 2007

The Texas A&M Health Science Center has completed a tremendously exciting year with a very successful legislative session. Growth continues to be the goal across many programs and striving for excellence is the common denominator for every college as well as administration.

Major Accomplishments:

1. Provided successful legislative support for the HSC during special sessions as well as the 2007 regular session.
 - a. Irma Lerma Rangel College of Pharmacy was opened and the first class successfully completed their first year of training.
 - i. Funding provided by the legislature (agreed to during the Interim but funded during the 2007 session) was negotiated with the System and HSC "guaranteeing" funding such that operations could be initiated. The advantage of moving the college administratively and programmatically from the general academic institution to the HRI allowed for significant enhancement of funding as well as much earlier time of financial independence. Negotiation of the agreement between the System, the HSC, TAMU-K, and significant legislators was key to early agreement to funding.
 - ii. Exceptional efforts by the HSC Central Administration led to provisional accreditation and approval by the THECB so that a class could be admitted for class initiation in the fall of 2006.
 - iii. Collaboration by the College of Medicine and the School of Rural Public Health allowed adequate faculty to be shared so that classes could be started even as faculty were being recruited.
 - b. Expansion of the College of Medicine. The legislative delegation representing the College of Medicine had been briefed repeatedly about the proposal to increase the size of the College of Medicine through a mechanism that would create two four year campuses – one in Temple and one in College Station.
 - i. Creation of the Board of Regents/S&W Board of Trustees Oversight Committee (2005) led to an agreed upon legislative agenda and a commitment for both organizations

3. **Strength:** I am serious about collaboration – it is more than just words. I believe that one of the roles of state funded institutions should be squeezing as much education and service out of each dollar as possible. If institutions can share use of a facility and save cost of a new building we should. If we can partner in program development in a way the best uses resources, we should do so. I believe when we agree to work with communities or institutions, we should be good to our word – integrity in state institutions is imperative.
4. **Strength:** Risk taking. Being the CEO of a very young small organization, it is important to our competitive situation that I be willing to evaluate opportunities and move forward when possible. A very conservative approach during this time of our history would likely delay or deny opportunities for growth and impact. Such willingness to take risks includes being an innovator. I think we should be a leader in innovative educational programs and curricula, we should question why we do things in a particular manner and look for new ideas.
5. **Strength & Weakness:** I tend to be a very hands-on leader in that I like to not only know what is happening across the health science center but I also like to weigh in on or actually lead projects and programs. I have to take care that I don't dilute the positive effect of delegation at the same time that my personal attention at times helps motivate performance.
6. **Weakness:** "Cutting to the chase" in terms of determining personnel matters is a challenge. I tend to try to give individuals feedback, opportunity to improve performance, and at times, alternative mechanisms to achieve an end. This often causes more than optimal time to pass prior to implementation of personnel actions.
7. **Weakness:** Over commitment of my time is a lifetime concern. This cheats me of having time to think and study. However, it is also driven by the many opportunities to create new programs, spread the awareness of the HSC programs, and expand the possible development base.