Instructions:
Describe how effectively you feel your Director performed each function with the following scale:

1=Hardly Ever (not at all descriptive) 2=Less than Half the Time, 3=About Half the Time, 4=More than Half the Time, 5=Almost Always (very descriptive), CJ=Cannot Judge

The Area Director:

1. Guides the development of sound procedures for assessing agent performance .......................................................... □ □ □ □ □

2. Recognizes and rewards agents in accordance with their contributions to local program(s) .......................................................... □ □ □ □ □

3. Guides development of sound organizational plan to accomplish local program(s) .......................................................... □ □ □ □ □

4. Arranges effective and equitable allocation of agent responsibilities such as committee assignments, teaching loads, etc. .......................... □ □ □ □ □

5. Takes lead in recruitment of promising agents .......................................................... □ □ □ □ □

6. Fosters good educational programming in the county/district/area ........ □ □ □ □ □

7. Stimulates research and scholarly activity in the county/district/area .......................................................... □ □ □ □ □

8. Guides program development .......................................................... □ □ □ □ □

9. Maintains county/district/area morale by providing an environment which helps to reduce, resolve, or prevent conflict .................. □ □ □ □ □

10. Fosters development of each agent's special talents or interests .......... □ □ □ □ □

11. Understands and communicates expectations of the campus administration to the agents .......................................................... □ □ □ □ □

12. Effectively communicates needs (personnel, space, monetary) to the Board .......................................................... □ □ □ □ □

13. Facilitates obtaining grants and contracts from extramural sources ........ □ □ □ □ □

14. Improves K-State Research and Extension's image and reputation in the campus communities .......................................................... □ □ □ □ □

15. Encourages an appropriate balance among K-State Research and Extension Core Mission Areas .......................................................... □ □ □ □ □

Indicate how frequently each of the following 30 statements is descriptive of your Area Director by selecting the rating corresponding to your judgment.

1=Hardly Ever (not at all descriptive) 2=Less than Half the Time, 3=About Half the Time, 4=More than Half the Time, 5=Almost Always (very descriptive), CJ=Cannot Judge
The Area Director:

16. Makes own attitudes clear to the agent ........................................
17. Tries out new ideas with the agents ...........................................
18. Works toward a plan and goals for the system ............................
19. Maintains definite standards of performance ..............................
20. Makes sure his part in the local unit is understood by all members ... 
21. Lets Extension Agents know what is expected of them ..............
22. Provides an environment that encourages agents to work up to their capacity .................................................................
23. Establishes an environment that encourages board members and program development committee members to work as a team .................
24. Does little things that make it pleasant to be a part of this K-State Research and Extension Area ..............................
25. Is easy to understand ............................................................
26. Uses good judgment with confidential information .....................
27. Looks out for the welfare of individual agents ............................
28. Is willing to explain actions and decisions .................................
29. Consults agents before acting, if appropriate ............................
30. Is willing to accept new ideas ...................................................
31. Treats all agents with equal consideration ................................
32. Is willing to make changes ....................................................
33. Makes agents feel at ease when talking to them ..........................
34. Listens to agent suggestions ..................................................
35. Gets agent input on important matters before going ahead ..........
36. Acts on decisions in a timely manner ......................................
37. Is more of an initiator than a reactor ......................................
38. Makes it clear that agent's suggestions for improving the county/district/area are welcome ...........................................
39. In expectations of agents, makes allowance for their personal or situational problems ......................................................
40. Lets agents know when they've done a good job ....................... 
41. Effectively works with local unit staff/boards regarding local units office staff responsibilities ...........................................
42. Area accomplishments are vital to him ....................................
43. Acts as though high agent morale is vital to him .......................
The next nine questions ask about you or the department in general. Please select the option that best describes your opinion about the statement.

1=Definitely False 2=More False than True 3=In Between 4=More True than False 5=Definitely True
CJ=Cannot Judge

44. I enjoy my work in this Extension Area .................................
45. I have a positive relationship with the Area Director .................
46. I agree with the priorities and emphases which have guided recent developments in the Area .................................
47. The Area has been getting stronger in recent years ..................

During the past 12 months, the Area Director’s effectiveness has been seriously impaired by:

48. Problems arising from program changes in K-State Research and Extension ..........................................................
49. Inadequate facilities for the area ...........................................
50. Bureaucratic requirements and regulations .............................
51. Inadequate financial resources to support county/district/area programs .................................................................
52. A relatively low priority given to this Extension Area by the Area Director’s immediate superior ....................................

53. The Area Director has my confidence to effectively manage the given responsibilities within K-State Research and Extension for the next five years.

☐ Strongly Agree  ☐ Agree  ☐ Disagree  ☐ Strongly Disagree  ☐ Cannot Judge

54. What is your current position title?

☐ Extension Agent  ☐ Faculty  ☐ Classified Staff  ☐ County Office Professional

Your responses to the following will be combined with other comments and typed verbatim on a separate sheet before being distributed to the appropriate Extension Administrators, Supervisory Committee, and Area Director.

55. Which matters need priority attention in the area during the next year or two?

________________________________________________________________________

________________________________________________________________________

56. Identify any area policies or procedures which you feel need immediate improvement.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
57. What is the most important observation you can make about the Area Extension Director's administrative effectiveness?


58. What is the most important observation you can make about the Area Extension Director's administrative style?


Other Comments:


Thank you for your responses. Please return the survey in the enclosed confidential envelope.