

**Contra Costa Community College District
MANAGER/SUPERVISOR FINAL EVALUATION**

Employee Name (Print) _____	Site _____	Date _____
Period Covered by this Evaluation: _____ Supervisor Name/ Title _____		

Rate the employee's performance on each item and factor listed below using the evaluator's observations and, for Comprehensive Evaluations, the results of the surveys. **In the following spaces, make specific comments that support the rating.** If not applicable, so indicate.

PART I: BEHAVIORAL SKILLS SUMMARY (Required)

Not Applicable or Observable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding	
1. Communication Skills						
						Demonstrates ability to inform and persuade others
						Demonstrates effective oral and written communication skills
						Effectively conveys and articulates needs and goals
						Listens to, encourages and welcomes a diversity of opinions
						Effectively conveys important administrative information to employees
						Overall rating of skillset
<p>Indicate areas of strength:</p> <p>Indicate areas which may be strengthened:</p>						

**MANAGER/SUPERVISOR BEHAVIORAL SKILLS SURVEY-FINAL EVALUATION
(Continued)**

Not Applicable or Observable
Unsatisfactory
Needs Improvement
Meets Requirements
Exceeds Requirements
Outstanding

Employee Name (Print)

2. Leadership

						Develops a vision, uses innovation and takes initiative in building that vision
						Models high personal standards of fairness, honesty, and integrity
						Demonstrates sound judgment in responding to situations
						Demonstrates ability to solve problems in assigned area
						Actively participates in District and college goals, policies, and procedures
						Actively participates in ensuring the use of assessment results of student learning outcomes to improve teaching and learning
						Develops abilities of staff by providing training/instruction
						Holds at least two coaching sessions per year with employees
						Overall rating of skillset

Indicate areas of strength:

Indicate areas which may be strengthened:

3. Professional Knowledge and Expertise

						Demonstrates in-depth knowledge or technical expertise in one of the areas or disciplines which s/he supervises
						Demonstrates general knowledge about all of the areas or disciplines which s/he supervises
						Utilizes contacts as a resource from professional and service organizations at the local, state, and national levels
						Actively participates in training and development activities to support lifelong learning
						Overall rating of skillset

Indicate areas of strength:

Indicate areas which may be strengthened:

**MANAGER/SUPERVISOR BEHAVIORAL SKILLS SURVEY-FINAL EVALUATION
(Continued)**

Not Applicable or Observable
Unsatisfactory
Needs Improvement
Meets Requirements
Exceeds Requirements
Outstanding

Employee Name (Print)

4. Team Work					
					Maintains a professional and cooperative attitude
					Demonstrates the use of broad-based collaboration in planning and decision making
					Demonstrates sensitivity to the needs and abilities of others
					Uses tact in conveying discipline or constructive criticism
					Provides firm direction when appropriate
					Resolves conflicts in a constructive way
					Builds consensus/collaboration, trust and confidence within his/her teams
					Demonstrates support for increasing the diversity of staff
					Overall rating of skillset

Indicate areas of strength:

Indicate areas which may be strengthened:

**MANAGER/SUPERVISOR BEHAVIORAL SKILLS SURVEY-FINAL EVALUATION
(Continued)**

Not Applicable or Observable
Unsatisfactory
Needs Improvement
Meets Requirements
Exceeds Requirements
Outstanding

Employee Name (Print)

5. Administrative Skills

						Attends to administrative details
						Schedules meetings appropriately
						Uses meeting time effectively and efficiently
						Effectively structures, prioritizes, delegates, arranges and assign tasks appropriately
						Establishes work direction, clearly sets priorities, defines and assigns tasks appropriately
						Demonstrates tenacity and singleness of purpose when appropriate
						Demonstrates ability to work effectively despite pressures of deadlines, crises, and changing demands
						Identifies, utilizes, and develops human resources and/or institutional strategies to serve needs
						Demonstrates fairness and impartiality
						Designates accountability for assigned staff
						Evaluates performance of assigned staff
						Monitors expenditures to ensure budget compliance
						Overall rating of skillset

Indicate areas of strength:

Indicate areas which may be strengthened:

PART II: PROGRESS TOWARDS AGREED UPON GOALS/OBJECTIVES FOR TWO-YEAR PERIOD (Required)

Summary of progress towards agreed upon goals/objectives for the past two years (attach supporting documentation-Appendix A-2)

Overall Rating of Skill Set					
Not Applicable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding

PART III: FACULTY EVALUATION SUMMARY (ONLY APPLICABLE FOR ACADEMIC MANAGERS) To Be Completed by Faculty Liaison (See separate form)

PART IV: OVERALL RATING FOR EVALUATION REPORT (Required)

Indicate areas of strength:

Indicate areas which may be strengthened:

Overall Rating					
Not Applicable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding

Specific plans to strengthen areas as noted above. Date(s) To Be Started

Employee's Comments

PART V: SUPERVISOR'S RECOMMENDATION (For probationary evaluation only.)

I recommend this employee be: Retained Dismissed

PART VI: SIGNATURES AND REVIEW

Employee Signature	Print Name	Date
Immediate Supervisor Signature	Print Name/Title	Date

Employee Has Attached Response to this Report:

Next higher level of supervision

Signature	Print Name/Title	Date
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President for college manager/supervisor or Chancellor for District Office manager/supervisor

Signature	Print Name/Title	Date
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Reviewed by Chancellor

Signature	Print Name	Date
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**Contra Costa Community College District
SELF EVALUATION**

Employee Name (Print) _____	Site _____	Date _____
Period Covered by this Evaluation: _____ Supervisor Name/ Title _____		
Employee Signature _____		

Rate your performance on each item and factor listed below referencing your Goal/Objective Worksheet. **In the following spaces, make specific comments that support the rating.** If not applicable, so indicate.

PART I: BEHAVIORAL SKILLS SUMMARY (Required)

Not Applicable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding	
1. Communication Skills						
						Demonstrates ability to inform and persuade others
						Demonstrates effective oral and written communication skills
						Effectively conveys and articulates needs and goals
						Listens to, encourages and welcomes a diversity of opinions
						Effectively conveys important administrative information to employees
						Overall rating of skillset
<p>Indicate areas of strength:</p> <p>Indicate areas which may be strengthened:</p>						

**MANAGER/SUPERVISOR SELF EVALUATION
(Continued)**

Not Applicable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding
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Employee Name (Print)

2. Leadership					
					Develops a vision, uses innovation and takes initiative in building that vision
					Models high personal standards of fairness, honesty, and integrity
					Demonstrates sound judgment in responding to situations
					Demonstrates ability to solve problems in assigned area
					Actively participates in District and college goals, policies, and procedures
					Actively participates in ensuring the use of assessment results of student learning outcomes to improve teaching and learning
					Develops abilities of staff by providing training/instruction
					Holds at least two coaching sessions per year with employees
					Overall rating of skillset
Indicate areas of strength:					
Indicate areas which may be strengthened:					
3. Professional Knowledge and Expertise					
					Demonstrates in-depth knowledge or technical expertise in one of the areas or disciplines which s/he supervises
					Demonstrates general knowledge about all of the areas or disciplines which s/he supervises
					Utilizes contacts as a resource from professional and service organizations at the local, state, and national levels
					Actively participates in training and development activities to support lifelong learning
					Overall rating of skillset
Indicate areas of strength:					
Indicate areas which may be strengthened:					

**MANAGER/SUPERVISOR SELF EVALUATION
(Continued)**

Not Applicable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding
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Employee Name (Print)

4. Team Work					
					Maintains a professional and cooperative attitude
					Demonstrates the use of broad-based collaboration in planning and decision making
					Demonstrates sensitivity to the needs and abilities of others
					Uses tact in conveying discipline or constructive criticism
					Provides firm direction when appropriate
					Resolves conflicts in a constructive way
					Builds consensus/collaboration, trust and confidence within his/her teams
					Demonstrates support for increasing the diversity of staff
					Overall rating of skillset
<p>Indicate areas of strength:</p> <p>Indicate areas which may be strengthened:</p>					

**MANAGER/SUPERVISOR SELF EVALUATION
(Continued)**

Not Applicable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding
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Employee Name (Print)

5. Administrative Skills					
					Attends to administrative details
					Schedules meetings appropriately
					Uses meeting time effectively and efficiently
					Effectively structures, prioritizes, delegates, arranges and assign tasks appropriately
					Establishes work direction, clearly sets priorities, defines and assigns tasks appropriately
					Demonstrates tenacity and singleness of purpose when appropriate
					Demonstrates ability to work effectively despite pressures of deadlines, crises, and changing demands
					Identifies, utilizes, and develops human resources and/or institutional strategies to serve needs
					Demonstrates fairness and impartiality
					Designates accountability for assigned staff
					Evaluates performance of assigned staff
					Monitors expenditures to ensure budget compliance
					Overall rating of skillset

Indicate areas of strength:

Indicate areas which may be strengthened:

NOTE:

Remember to complete the Progress Column of the Goal/ Objective Worksheet (Appendix A-2) and include that document when you turn in your Self Evaluation.

**Contra Costa Community College District
MANAGER/SUPERVISOR BEHAVIORAL SKILLS SURVEY
(Online form only)**

The evaluator will forward the following or similar e-mail to those persons who are to complete the survey.

Subject: CCCCDC Manager Behavioral Skills Survey

Click on the link below to complete the evaluation.

Note: If clicking on the link does not work, please copy and paste the entire URL into the address window of your web browser.

You will be prompted to login to the District Intranet site to complete the survey. Be sure to include the domain as part of your username (i.e., CCC\username, DVC\username, LOSMEDANOS\username, 4CD-DOMAIN\username). Your password is the one you would use to login to the network or check your work e-mail. If you have trouble logging in, please contact the District Office help desk at ext 1234.

<https://gryphon.4cd.net/webapps/Evaluations/Managers/default.aspx?id=XXX>

Manager Evaluation Process – Behavioral Skills Survey

Evaluatee: _____

1. Communication Skills		
a) Demonstrates ability to inform and persuade others		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
b) Demonstrates effective oral and written communication skills		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
c) Effectively conveys and articulates needs and goals		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
d) Listens to, encourages and welcomes a diversity of opinions		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
e) Effectively conveys important administrative information to employees		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
f) Overall rating of skillset		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
Comments are required for overall ratings of "Needs Improvement" or "Unsatisfactory" and encouraged for all other ratings.		
Indicate areas of strength:		

Indicate areas which may be strengthened:		
2. Leadership		
a) Develops a vision, uses innovation and takes initiative in building that vision	<input type="radio"/> Not applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
b) Models high personal standards of fairness, honesty, and integrity	<input type="radio"/> Not applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
c) Demonstrates sound judgment in responding to situations	<input type="radio"/> Not applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
d) Demonstrates ability to solve problems in assigned area	<input type="radio"/> Not applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
e) Actively participates in District and college goals, policies, and procedures	<input type="radio"/> Not applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
f) Actively participates in ensuring the use of assessment results of student learning outcomes to improve teaching and learning	<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
g) Develops abilities of staff by providing training/instruction	<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
h) Holds at least two coaching sessions per year with employees	<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
i) Overall rating of skillset	<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
Comments are required for overall ratings of "Needs Improvement" or "Unsatisfactory" and encouraged for all other ratings.		
Indicate areas of strength:		
Indicate areas which may be strengthened:		
3. Profession Knowledge and Expertise		
a) Demonstrates in-depth knowledge or technical expertise in one of the areas or disciplines which s/he supervises	<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
b) Demonstrates general knowledge about all of the areas or disciplines which s/he supervises	<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory
	<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements
		<input type="radio"/> Needs Improvement
		<input type="radio"/> Outstanding
c) Utilizes contacts as a resource from professional and service organizations at the local, state, and national levels	<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory
		<input type="radio"/> Needs Improvement

APPENDIX A-5

<input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
d) Actively participates in training and development activities to support lifelong learning <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
e) Overall rating of skillset <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
Comments are required for overall ratings of "Needs Improvement" or "Unsatisfactory" and encouraged for all other ratings.
Indicate areas of strength:
Indicate areas which may be strengthened:
4. Team Work
a) Maintains a professional and cooperative attitude <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
b) Demonstrates the use of broad-based collaboration in planning and decision making <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
c) Demonstrates sensitivity to the needs and abilities of others <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
d) Uses tact in conveying discipline or constructive criticism <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
e) Provides firm direction when appropriate <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
f) Resolves conflicts in a constructive way <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
g) Builds consensus/collaboration, trust and confidence within his/her teams <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
h) Demonstrates support for increasing the diversity of staff <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
i) Overall rating of skillset <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Requirements <input type="radio"/> Exceeds Requirements <input type="radio"/> Outstanding
Comments are required for overall ratings of "Needs Improvement" or "Unsatisfactory" and encouraged for all other ratings.
Indicate areas of strength:
Indicate areas which may be strengthened:
5. Administrative Skills
a) Attends to administrative details <input type="radio"/> Not Applicable/Observable <input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement

APPENDIX A-5

<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
b) Schedules meetings appropriately		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
c) Uses meeting time effectively and efficiently		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
d) Effectively structures, prioritizes, delegates, arranges and assign tasks appropriately		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
e) Establishes work direction, clearly sets priorities, defines and assigns tasks appropriately		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
f) Demonstrates tenacity and singleness of purpose when appropriate		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
g) Demonstrates ability to work effectively despite pressures of deadlines, crises, and changing demands		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
h) Identifies, utilizes, and develops human resources and/or institutional strategies to serve needs		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
i) Demonstrates fairness and impartiality		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
j) Designates accountability for assigned staff		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
k) Evaluates performance of assigned staff		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
l) Monitors expenditures to ensure budget compliance		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding
m) Overall rating of skillset		
<input type="radio"/> Not Applicable/Observable	<input type="radio"/> Unsatisfactory	<input type="radio"/> Needs Improvement
<input type="radio"/> Meets Requirements	<input type="radio"/> Exceeds Requirements	<input type="radio"/> Outstanding

Comments are **required** for overall ratings of "Needs Improvement" or "Unsatisfactory" and **encouraged** for all other ratings.

Indicate areas of strength:

Indicate areas which may be strengthened:

Before submitting this evaluation, please select your employment type from the menu below...

- Board Member
- Manager/Supervisor
- Faculty
- Classified/Confidential
- Student
- Community Member

Submit evaluation