

**STATE OF SOUTH CAROLINA  
FRANCIS MARION UNIVERSITY  
POSITION DESCRIPTION/EMPLOYEE PERFORMANCE EVALUATION FORM FOR  
UNCLASSIFIED EMPLOYEES**  
*(To be used for Administrative Staff, Executive Compensation Employees, Academic  
Administrative Staff, Professional Librarians, and Coaches)*

Name	Performance Review from:	Performance Review to:
Mr. Darryl Bridges	July 1, 2015	June 30, 2016

University Title	Class Code/Slot/Position No.	Date Assigned to Current Position	State Employment Date
Vice President for Development/ Executive Director of FMU Foundation	UC08/0002/001536	July 1, 2013	September 1, 1997

**PLANNING STAGE ACKNOWLEDGMENT**  
(Sign this section as your Planning Stage)

**Rater/Supervisor:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Dr. Fred Carter

**Reviewing Officer:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
N/A

My Planning Stage and Combined Position description have been reviewed with me.

**Employee:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Mr. Darryl Bridges

**Section 1**  
**Briefly describe your management functions as they related to your agency’s overall mission. What is the primary purpose of your position?**

Plans, directs, and administers a comprehensive University development program and coordinates all fundraising activities. Directs the capital campaign efforts for the University and the FMU Foundation. Effectively manages Development/Foundation programs, administration, financial affairs, and budget. Oversees entrepreneurial activities related to Development.

**Section 2**  
**Briefly describe the major end results toward which the efforts and activities of your position are directed.**

To increase private support of the University through planning, research, organization, implementation of resources, fundraising activities, and related business opportunities.

**Section 3**  
**Essential and Marginal Job Functions of Position Description**  
**Performance Level = P (1,2,3,4); Weighted Level = W (Your weighted points will be 95 for**  
**Essential Functions and 5 for Marginal Functions)**

#	Essential Job Functions and Success Criteria	P	W
1	<p><b>Essential Job Function:</b> Plans and directs fundraising programs for the benefit of the University.</p> <p><b>Success Criteria:</b> Establishes policies, procedures and goals for fundraising activities to include the Capital Campaign, annual fund, capital development, and special programs. Provides leadership and supervision to staff to accomplish fundraising goals and objectives.</p>		40 (U)
2	<p><b>Essential Job Function:</b> Oversees research, prospect identification, proposal design and solicitation strategies.</p> <p><b>Success Criteria:</b> Develops and maintains prospective and current donor lists. Identifies and maintains contact with prospects to develop their interest and participation in Francis Marion University. Plans events and activities to cultivate and solicit prospects. Coordinates staff actions to research and write foundation proposals. Reviews and edits proposals developed by others.</p>		10 (U)
3	<p><b>Essential Job Function:</b> Implements planned giving program.</p> <p><b>Success Criteria:</b> Maintains working knowledge of federal and state laws as they apply to charitable trusts and other planned gifts (bequests, insurance, etc.). Prepares tailored planned gift strategies for appropriate prospects.</p>		10 (U)
4	<p><b>Essential Job Function:</b> Manages the fiscal operation of the FMU Foundation and related entrepreneurial functions.</p> <p><b>Success Criteria</b> Prepares annual operating budget and financial reports to donors and Board members. Insures that all gifts are properly recorded and acknowledged. Responsible for operation of The Cottage. Works with accountants and investment managers and other professionals to assure that business operation(s) are in compliance with state and federal laws and that the corpus of the Foundation is maintained. Advises the administration concerning options for new revenue-producing business opportunities related to the Foundation and the University.</p>		15 (F)
5	<p><b>Essential Job Function:</b> Maintains positive University/Community relations with the Pee Dee area, State and Region.</p> <p><b>Success Criteria:</b> Helps place the University in the best possible light within the region and the constituencies served. Seeks opportunities to promote the University and Foundation with other organizations and agencies to increase good will and philanthropic intent.</p>		10 (U)

#	Essential Job Functions and Success Criteria	P	W
6	<p><b>Essential Job Function:</b> Completes the Position Description/Employee Performance Evaluation for employees supervised and handles other personnel matters appropriately and effectively.</p> <p><b>Success Criteria</b> Assures that the Position Description/Employee Performance Evaluation is submitted in an accurate and timely fashion for each employee being supervised; assures that employees are kept abreast of appropriate policies and procedures; and assures that the policies and procedures are followed.</p>		5 (U)
<b>TOTAL WEIGHTED POINTS FOR ESSENTIAL FUNCTIONS</b>			<b>75 (U) 15 (F)</b>

#	Marginal Function	P	W
1	<p><b>Marginal Job Function:</b> Assists the President with special projects as they occur. Performs related duties.</p> <p><b>Success Criteria:</b> Uses time effectively and efficiently in accomplishing those tasks that are not required on a regular basis. Displays interest and enthusiasm in performing other related duties. Motivates by creating an organizational environment or climate where employees can perform. Meets agency affirmative action goals in such areas as hiring, promoting, or placement; level of personal and organization commitment to equal opportunity; progress toward achieving a fully integrated and representative work force; and contribution toward minority programs and other social/economic equal opportunity goals.</p>		10(U)
<b>TOTAL WEIGHTED POINTS FOR MARGINAL FUNCTION</b>			<b>10 (U)</b>

#### Section 4

#### What are the primary sources of requests for your services?

Foundation Officers  
University's central administration  
Deans  
Department Chairs  
Faculty  
Donors

#### Section 5

#### Describe the authority you exercise in fiscal matters, personnel matters, and all other matters relating to your area of accountability.

**Fiscal:** Manages the Development Office budget, Community Affairs, Alumni Budgets and other related university funds. Manages the Foundation's operating budget, investment portfolio, and endowed funds. Responsible for providing oversight to Foundation fiscal operations, including securing and supervising ongoing accounting services and annual fiscal audits.

**Personnel:** Exercises authority to recruit, hire, counsel, and terminate personnel in accordance with State and University guidelines. Encourages and provides opportunities for professional growth and development. Supervises staff in Development, Alumni Affairs, and Community Affairs.

**Other:** Establishes policies and procedures required to meet institutional goals and determines the appropriate use of resources to accomplish stated missions and tasks. Maintains authority to delegate and regulate the activities of staff and volunteers. The Vice President serves as a University representative to governmental agencies, community leaders, corporate executives, members of the University community, donors, and other public constituencies.

### Section 6

**List statistical data that provides indications of the magnitude of the activities for which you are accountable.**

The Vice President is accountable for supervising 4 full-time employees, 2 part-time employees, and providing oversight for other functional areas and staff within the university. The Vice President provides supervision and direction for an investment portfolio in excess of \$20 million and provides leadership in raising between \$1.8 million and \$5 million per year. Provides oversight for the operation of Alumni Affairs, including communication and coordination of activities for almost 19,000 alumni. Provides leadership for community activities including festivals and events that involve more than 200 volunteers and thousands of participants.

**Name: Mr. Darryl Bridges**

### Section 7

**Briefly describe the principal challenges encountered in your position.**

Maintaining institutional relationship with current major donors while also systematically increasing the number of such major donors. Raising more unrestricted gifts. Increasing the endowment of the Foundation.

### Section 8

**What aspects of your job require the greatest attention? Indicate approximate percentage of time required.**

Foundation Duties	15%
University Duties	85%

### Section 9

**What educational credentials, special licensing, special formal training or prior work experiences are required for your position at entry?**

Appropriate degree relating to the designated program area and three to five years of experience. Knowledge of procedures and practices associated with funding prospect identification, cultivation, and solicitation of gifts; preparation of gift requests; establishing contacts with potential donors and making visits with potential donors; and ability to supervise staff members; knowledge of the Foundation and the University and their missions.

### Section 10

**Give any additional information you believe would help someone better understand your position.**

As part of the senior administrative staff, the Vice President is involved in strategic planning and operations for the institution. A high level of familiarity with the University's mission, goals, and functions is required to communicate effectively with the diverse constituencies required by this position. Positive and effective interpersonal communication skills are necessary for successful interaction with members of the community, faculty, staff, administration, students, and parents. The Vice President is often challenged to solve unusual problems, respond to a variety of crises, and represent the university in dynamic situations.

## Section 11 Supervisory Responsibilities

If this position includes supervisory responsibilities, please indicate the class title and number of positions of the three highest-level subordinates.

#	CLASSIFICATION TITLES OF THREE HIGHEST LEVEL SUBORDINATES		#
1	Director of Alumni Affairs		1
2	Coordinator of Outreach		1
3	Coordinator of Special Events		1
<b>Number of Employees Directly Supervised</b>		4	<b>Total Number Indirectly Supervised:</b>

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## Section 12 Job Requirements

1. Must be able to communicate via telephone for incoming and outgoing calls and in person 100% of the time.
2. Must be able to interpret handwritten and typewritten documents 100% of the time.
3. Must have experience in complex organizations and/or program administration.
4. Must have five years minimum experience in higher education or related environments.
5. Must have knowledge of principles and procedures pertaining to professional fund-raising activities.
6. Must have knowledge of federal and state tax laws as they apply to charitable giving charitable trusts.

## Section 13 PERFORMANCE CHARACTERISTIC (This section shall be rated as "A" Acceptable or "U" Unacceptable)

#	Characteristics/Definition	A	U
	<p><b>Characteristic:</b> Promoting Equal Opportunity</p> <p><b>Definition:</b> Meets agency affirmative action goals in areas such as hiring, promotion, or placement; level of personal and organization commitment to equal opportunity; progress toward achieving a fully integrated and representative work force; and contribution toward minority programs and other social/economic equal opportunity goals.</p>		

## Section 14 Performance Objectives

Performance Objectives are optional for all employees. If a rater/reviewer elects to represent a specific objective of a special non-recurring project nature to be accomplished during the rating period, this may be accomplished by adding an attachment to this document, which must be **signed and dated by both the rater/reviewer and employee**. If this action is taken, no more than 10 weighted points can be used for the objective.

**The difference in weighted points would be deducted from the essential functions in order to maintain an overall total of 100 weighted points. Each objective shall be rated in the evaluation stage based on the four levels of performance.**

**Name: Mr. Darryl Bridges**

**Section 15  
Summary and Improvement Plan**

- 1. Identify the employee’s major strengths, giving examples as appropriate.
  
  
  
  
  
  
  
  
  
  
- 2. Describe in detail this employee’s areas needing improvement and how these areas can be improved. (Identify and describe in detail the performance areas that require immediate attention and identify the professional development activities that the employee should undertake to address these concerns.)
  
  
  
  
  
  
  
  
  
  
- 3. Describe in detail what this employee has accomplished this past year, which was above and beyond what was expected.

**Section 16  
Appraisal Results**

Substantially Exceeds       Exceeds       Meets       \*Below

\* A comprehensive justification/documentation for an overall below performance requirement (B) must be provided. This is work that fails to meet the success criteria of the job. This rating must be preceded by a “Written Warning” which can be obtained from the Human Resources Office.

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**Section 17  
EVALUATION STAGE ACKNOWLEDGEMENT  
(This section is signed upon completion of the Evaluation)**

**Rater/Supervisor:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Dr. Fred Carter

I, the Reviewing Officer, concur in the rating given by the Rater/Supervisor \_\_\_\_\_  
I, the Reviewing Officer, do not concur in the rating given by the Rater/Supervisor \_\_\_\_\_

**Reviewing Officer Comments (including any change in rating on any Job Function/s or Objective/s)**

\_\_\_\_\_  
\_\_\_\_\_

**Reviewing Officer:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
N/A

**Employee:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Mr. Darryl Bridges

(My signature indicates that I was given the opportunity to discuss the official performance review with my supervisor and/or any changes made by the Reviewing Officer - not that I necessarily agree.)

**Employee Comments** \_\_\_\_\_

\_\_\_\_\_