

**DEPARTMENT CHAIR and SCHOOL DIRECTOR
Evaluation of the Performance**

Below are qualities one might expect to find in a dean. You are asked to use a number from a 7-point scale to rate the performance of your dean on each of these attributes. You may wish to append a short statement of explanation or qualification of your rating. Extra pages may be added as needed. A relevant example of the dean's performance or suggestions for improvement may be beneficial.

RATING SCALE

- 7 Exemplary – all that one could expect of a dean
- 6
- 5
- 4 Average – about what would be displayed by most deans
- 3
- 2
- 1 Grossly unsatisfactory – seriously limited effectiveness as a dean

A. PLANNING ABILITY

The dean should have a forward-looking perception of what the college might achieve. The dean's plans should give due recognition to the overall character of the University, current development in the various disciplines, and the needs of society. Significant goals and reasonable timetables should be developed and clearly stated.

_____ Rating on Planning Ability

Explanation or comments:

B. LEADERSHIP

The dean should inspire, encourage, reward and support the highest levels of scholarship, teaching and service activity on the part of the dean's colleagues, and lead them to the full utilization of their abilities. An atmosphere of excellence should characterize the programs conducted during the dean's tenure.

_____ Rating on Leadership

Explanation or comments:

C. ADVOCACY

As spokesperson for the college, the dean should be effective in advancing the views, goals, needs and interests of the college in the university, state and nation.

_____ Rating on Advocacy

Explanation or comments:

D. FUNDRAISING

As a fund raiser for the college, the dean should be effective in bringing external monies to the college.

_____ Rating on Fundraising

Explanation or comments:

E. HUMAN RELATIONS

The dean's behavior should bring out the best in people. The dean's performance should be characterized by consideration and fairness in matters involving individual faculty, staff members and students. This equity would be manifest in such matters as salary determination, advancement in rank, committee assignments, etc.

_____ Rating on Human Relations

Explanation or comments:

F. JUDGMENT

The dean should display an ability to arrive at sound and timely decisions, even on highly complex matters. The dean should be able to defend these judgments in a clear, logical way to all interested parties.

_____ Rating on Judgment

Explanation or comments:

G. RELATIONSHIPS WITH DEPARTMENTS

The dean should orchestrate the activities of the departments in cooperation with the other departments and their faculties. The unique problems and contributions of the constituent departments of the college should be recognized and appreciated.

_____ Rating on Relationships with Departments

Explanation or comments:

H. AUTHORITY

The dean should neither abdicate responsibility nor usurp the authority of others. Appropriate provision should be made for advice and consultation with persons affected by decisions, without "passing the buck." Appropriate responsibilities should be delegated to department chairs.

_____ Rating on Authority

Explanation or comments:

I. ADMINISTRATION

The dean should assemble and direct an able support staff. Routine matters should be handled expeditiously, questions answered directly and promptly. Meetings should be conducted with fairness and efficiency. Committees should receive appropriate direction and assistance.

_____ Rating on Administration

Explanation or comments:

We appreciate your willingness to participate in this process. Please forward your responses in the enclosed envelope (include a hard copy of any additional sheets used) and return to