

LEADERSHIP AND MANAGEMENT EVALUATION

The following questions relate to the management and leadership activities of the dean. Please rate the dean's performance on an increasing scale from 1 - 5, with 5 representing the highest rating. Your opinion, along with the opinions of others, will help the dean understand perceptions on their performance.

1. Administrative Management: The dean directly performs or supervises many administrative functions. This includes such things as budgets, committee assignments, resource procurement and allocation. How would you rate the dean's administrative management?

- 1 – not effective
 - 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
-

2. Executive Judgment: As an administrator, the dean is called upon to make a number of significant decisions. Some must be made hastily and with little information. No one can be right all the time. The concern here is with the quality of such executive actions or judgments. How would you rate the dean's executive judgment?

- 1 – not effective
 - 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
-

3. Respect for Policies. The dean works within the established guidelines and policies including those of the system, institution, and academic unit or college. How would you rate the dean's respect for policies?

- 1 – not effective
 - 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
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4. Delegating Authority and Responsibility: In carrying out the work of the academic unit or college, the dean is in the position to assign authority, respect departmental autonomy, and delegate the requisite responsibility to department chairs, division chairs, and faculty reporting to the dean. How would you rate the dean's ability to delegate authority and responsibility?

- 1 – not effective
 - 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
-

5. Vision and Planning Ability: The dean is called upon to help the academic unit or college develop a vision of what it should become, chart a course to accomplish this, strengthen the status of the academic unit or college, plan new initiatives, forecast new events, and prepare for them. How would you rate the dean's ability to develop a vision, plan new initiatives, and forecast and prepare for new events?

- 1 – not effective
- 2
- 3
- 4

- 5 – effective
 - not applicable to my position
 - no opinion
-

6. Skill in Working with Groups: The dean spends much of their time with committees, department chairs and small groups, often engaging them in defining and solving problems. How would you rate the dean's skill in working with groups?

- 1 – not effective
 - 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
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7. Community/Business Relations: The dean is in a position to represent the academic unit or college and its programs when developing and maintaining relationships with businesses, the local community, and potential donors. How would you rate the dean's ability to oversee community and business relations?

- 1 – not effective
 - 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
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8. Contribution to Development Efforts: In collaboration with WSU's Development Office, deans are expected to cultivate donors and donations to their academic unit or college. They do so often with help from advisory board members, donors identified by development officers, alumni, and others. How would you rate the dean's contribution to development efforts?

- 1 – not effective
 - 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
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9. Keeping Communication Lines Open: The dean is in the position to communicate ideas, solicit support for a program, explain curricular changes, or communicate other relatively abstract concepts to faculty and others. In this process the dean needs to keep communication lines open. How would you rate the dean's ability to communicate?

- 1 – not effective
 - 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
-

10. Maintaining Confidentiality: The dean is sensitive to maintaining appropriate levels of discretion and confidentiality. How would you rate the dean's ability to maintain confidentiality?

- 1 – not effective
- 2
- 3
- 4
- 5 – effective
- not applicable to my position
- no opinion

11. Providing Academic Leadership: Some faculty groups need and want academic leadership. The dean is in a position where they can bring stimulating ideas to the faculty and department chairs, either through their own ingenuity or by using the ideas of others. How would you rate the dean's ability to provide academic leadership?

- 1 – not effective
- 2
- 3
- 4
- 5 – effective
- not applicable to my position
- no opinion

12. Supporting Academic Freedom: The dean is in a key position with regard to academic freedom. The dean can act as a bulwark against attacks from both within and without the academic unit or college. How would you rate the dean's ability to support academic freedom?

- 1 – not effective
- 2
- 3
- 4
- 5 – effective
- not applicable to my position
- no opinion

13. Encouragement of Faculty Scholarship: The dean is in a position to encourage and support the scholarship activities of faculty and promote faculty vitality. How would you rate the dean's encouragement of faculty scholarship?

- 1 – not effective
- 2
- 3
- 4

- 5 – effective
 - not applicable to my position
 - no opinion
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14. Improvement of Teaching: The dean is in a key position regarding the quality of instruction. They are able to influence teaching performance and innovative instruction. How would you rate the dean's support and commitment to the improvement of teaching?

- 1 – not effective
 - 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
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15. Contribution Recognition: The dean is in a position to recognize the contributions and outstanding efforts of individuals within the academic unit or college. How would you rate the dean's recognition of individuals' contributions and efforts?

- 1 – not effective
 - 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
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16. Handling Conflict: The dean is in a position to be aware of any actual or potential conflict between faculty members or factions on the faculty or staff. It may not be wise to avoid conflict, but the dean's actions should help reduce disharmony. How would you rate the dean's handling of conflict?

- 1 – not effective

- 2
 - 3
 - 4
 - 5 – effective
 - not applicable to my position
 - no opinion
-

17. Sensitivity to Faculty and Staff Concerns: The dean is in a position to exhibit sensitivity to faculty and staff feelings and discern the relative level of concern about issues and problems. How would you rate the dean's sensitivity to faculty and staff concerns?

- 1 – not sensitive
 - 2
 - 3
 - 4
 - 5 – sensitive
 - not applicable to my position
 - no opinion
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18. Sensitivity to Student Concerns: The dean is in a position to exhibit sensitivity to student feelings and discern the relative level of concern about issues and problems. How would you rate the dean's sensitivity to student concerns?

- 1 – not sensitive
 - 2
 - 3
 - 4
 - 5 – sensitive
 - not applicable to my position
 - no opinion
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19. Fairness: The dean has personal preferences. The dean should, however, separate their social and professional feelings so that personal preferences do not affect the equitable treatment of individuals in the academic unit or college, or affect the operation of programs. How would you rate the dean's fairness towards the equitable treatment of individuals and the operation of programs?

- 1 – not fair
 - 2
 - 3
 - 4
 - 5 – fair
 - not applicable to my position
 - no opinion
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20. Support for Diversity: As an administrator, the dean is in a position to support equity, diversity, and inclusion initiatives by responding to related concerns raised by faculty, staff, and students, and promote diversity in the academic unit or college. How would you rate the dean's support for diversity?

- 1 – no support
 - 2
 - 3
 - 4
 - 5 – support
 - not applicable to my position
 - no opinion
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21. Consistency between Word and Deed: The academic dean deals with faculty, staff and students on many important matters and over an extended period of time. How would you rate the dean's ability to maintain consistency between their word and deed?

- 1 – not consistent
- 2
- 3

- 4
 - 5 – consistent
 - not applicable to my position
 - no opinion
-

22. Transparency: The dean should provide sufficient transparency with respect to budgetary and policy matters. How would you rate the dean's transparency with regards to budget and policy matters?

- 1 – low transparency
 - 2
 - 3
 - 4
 - 5 – high transparency
 - not applicable to my position
 - no opinion
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23. Professional Stability: As an administrator, the dean is in a position to exhibit a high level of stability, even when difficulties arise. How would you rate the dean's ability to maintain professional stability?

- 1 – low stability
 - 2
 - 3
 - 4
 - 5 – high stability
 - not applicable to my position
 - no opinion
-

24. Amount of Association: On a range from having insufficient interaction with the dean, to having sufficient interaction with the dean, I have had:

- 1 – insufficient interaction

- 2
 - 3
 - 4
 - 5 – sufficient interaction
 - not applicable to my position
 - no opinion
-

25. In completing this form you have evaluated the dean on 24 items. Please select the five items you believe are most important to the dean's success and rank them from 1 to 5, with 1 being the most important.

- Administrative Management
- Executive Judgment
- Respect for Policies
- Delegating Authority and Responsibility
- Vision and Planning Ability
- Skill in Working with Groups
- Community/Business Relations
- Contribution to Development Efforts
- Keeping Communication Lines Open
- Maintaining Confidentiality
- Providing Academic Leadership
- Supporting Academic Freedom
- Encouragement of Faculty Scholarship
- Improvement of Teaching
- Contribution Recognition
- Handling Conflict
- Sensitivity to Faculty and Staff Concerns
- Sensitivity to Student Concerns
- Fairness
- Support for Diversity
- Consistency between Word and Deed
- Transparency

- Professional Stability
 - Amount of Association
-

26. In completing this form you have evaluated the dean on 24 items. Please select up to five items you believe are least important to the dean's success.

- Administrative Management
 - Executive Judgment
 - Respect for Policies
 - Delegating Authority and Responsibility
 - Vision and Planning Ability
 - Skill in Working with Groups
 - Community/Business Relations
 - Contribution to Development Efforts
 - Keeping Communication Lines Open
 - Maintaining Confidentiality
 - Providing Academic Leadership
 - Supporting Academic Freedom
 - Encouragement of Faculty Scholarship
 - Improvement of Teaching
 - Contribution Recognition
 - Handling Conflict
 - Sensitivity to Faculty and Staff Concerns
 - Sensitivity to Student Concerns
 - Fairness
 - Support for Diversity
 - Consistency between Word and Deed
 - Transparency
 - Professional Stability
 - Amount of Association
-

27. The strengths of the dean and the dean's office are:

28. Suggestions of improvement for the dean and the dean's office are:

29. Please use this area for additional comments or elaborations that give more complete descriptions of the previous items evaluated.

30. Do you think the dean should be reappointed?

- Yes
- No

31. Please identify your position by marking one of the following:

- Faculty
- Staff
- Prefer to remain anonymous