



Assessment of Deans Managerial Effectiveness

Review Period: February 1, 2005 – January 31, 2006

Rate the effectiveness of the administrator you are evaluating on the following managerial competencies and the respective managerial behaviors associated with them. Use the scale presented below. Not all survey questions may apply to your managerial relationship with your Dean as the instrument is meant to survey both faculty and staff managerial concerns. If you encounter a question that is not pertinent to your administrator or situation, please select the no opinion alternative (E).

A	Very Effective	Almost always demonstrates behavior
B	Effective	Usually demonstrates behavior
C	Ineffective	Usually does not demonstrate behavior
D	Very Ineffective	Almost never demonstrates behavior
E	No Opinion	Insufficient observations to evaluate behavior/not applicable

LEADERSHIP

1. Develops and implements long-range vision and goals consistent with the School's mission
2. Solicits ideas to improve the School
3. Open to and responds appropriately to constructive criticism
4. Demonstrates appropriate skill to resolve conflict at the lowest level
5. Promotes program improvement/growth
6. Demonstrates good people skills
7. Demonstrates sound problem-solving skills
8. Delegates proper responsibility to faculty and staff
9. Delegates authority when possible and appropriate
10. Develops a professional and positive atmosphere in the School
11. Takes principled and informed stance on matters of concern to the School and the University
12. Demonstrates a high degree of integrity in dealing with others
13. Demonstrates fairness in relations with faculty and staff
14. Demonstrates sensitivity to issues of diversity
15. Overall effectiveness in leadership

GOVERNANCE

16. Involves faculty and staff in governance issues
17. Monitors and addresses program effectiveness/resourcefulness (i.e., registration, classroom scheduling effectiveness, student/community outreach dialogue)
18. Establishes appropriate committees
19. Plans and effectively conducts regularly scheduled meetings
20. Demonstrates good organization and time management skills
21. Directs the process of faculty/staff recruitment appropriately
22. Overall effectiveness in school governance

SCHEDULING

23. Coordinates the scheduling of staff to research and service projects

- 24. Demonstrates fairness in scheduling off-time/reassigned times for staff and faculty
- 25. Demonstrates fairness in course scheduling given program delivery needs

- A -** Very Effective Almost always demonstrates behavior
- B -** Effective Usually demonstrates behavior
- C -** Ineffective Usually does not demonstrate behavior
- D -** Very Ineffective Almost never demonstrates behavior
- E -** No Opinion Insufficient observations to evaluate behavior/not applicable

FACULTY/STAFF PERFORMANCE EVALUATION

- 26. Demonstrates the ability to set specific standards of performance and communicates them in clear understandable terms
- 27. Objectively and accurately appraises the strengths and areas of improvement of faculty and chairs
- 28. Gives developmental feedback (information that is helpful to an individual's growth and learning) on a timely basis
- 29. Follows university guidelines for annual reviews
- 30. Sets realistic, clear, and specific performance goals
- 31. Assigns reasonable levels of responsibility
- 32. Overall effectiveness in performance evaluation

STUDENT RELATIONS

- 33. Follows appropriate protocol in addressing student complaints
- 34. Directs University policy for student advisement
- 35. Supports students in institutional activities
- 36. Overall effectiveness in student relations

COMMUNICATIONS

- 37. Genuinely listens to others
- 38. Actively responds to others' ideas and suggestions
- 39. Replies to faculty/staff requests in a timely manner
- 40. Serves as advocate for the School
- 41. Works on improving and maintaining a positive image for the School
- 42. Keeps the School apprised of institutional and professional issues
- 43. Effectively markets the School and programs
- 44. Overall effectiveness in communications

BUDGET AND RESOURCES

- 45. Redirects monetary resources as needed
- 46. Submits and acts on requests for reimbursements in a timely manner
- 47. Allocates and monitors the School's budget and resources in an equitable manner
- 48. Facilitates opportunities for external/outside funding
- 49. Demonstrates good fiscal responsibility
- 50. Overall effectiveness in budgeting and resource allocation

PROFESSIONAL DEVELOPMENT

- 51. Encourages faculty and staff to assume leadership roles when appropriate
- 52. Supports faculty and staff in participation in institutional and professional activities
- 53. Supports service projects for faculty and staff
- 54. Supports travel to participate in professional meetings
- 55. Supports professional development efforts of faculty and staff
- 56. Supports faculty scholarship and/or creative activities
- 57. Overall effectiveness in professional development

OVERALL EFFECTIVENESS

58. Overall effectiveness of the Dean of the School.

Comment

Please sign and date in the space provided and submit to the Office of the Vice President for Academic Affairs.

Faculty/Staff Name: _____ Date _____

Faculty/Staff Signature: _____