

**TO: Fellow faculty senate members**

**FROM: the Faculty Affairs Team**

**DATE: January 25, 2011**

**RE: Evaluation Questionnaires for Deans and Department Chairs**

We on the Faculty Affairs Team are happy to provide the draft of two questionnaires, one by which faculty can evaluate Deans and another for use in evaluating Department Chairs. We wish to note here a few inextricable issues in actually using these instruments.

The questionnaires are intended to be completed with an individual's own agreement or disagreement that each measure characterizes only the Dean or Chair being evaluated.

Our overall intention was to provide helpful diagnostic measures with which to point out strengths in the leaders who shape important conditions in our work lives, and identify problem areas in ways that suggest attitudes and behaviors that would lead to improvement and greater leadership effectiveness. That means we focused on observable behaviors of those in these roles rather than outcomes. (Thus we avoided measures like a "creates a hospitable environment" replacing it with "works collaboratively") We also included two answer options for each measure that allow faculty to assert they do not feel they have enough experience or information to agree or disagree, or that the measure is not applicable to their situation.

Two major areas of concern remain: protecting the anonymity of faculty who fill out the questionnaire and fulfilling on the intention that the data be used for professional development rather than as any sort of political or social cudgel either on those being evaluated or those doing the evaluating.

We think that faculty anonymity is particularly important in small departments or in departments where faculty feel the pattern of their answers will expose them as the author of their answers. One solution to this problem is to arrange for data entry, collation and first run tabulation analysis be conducted from outside the university via any of several commercial survey services. Whatever the solution, we want to highlight the fact that these considerations are very important and solutions to protecting faculty anonymity should be found before these instruments are used.

As for use of the data, we have tried to formulate the design and the measures to focus on behaviors and, where necessary, attitudes and values related to management leadership tasks, to minimize the use of these questionnaires as political tools and to encourage their use as true suggestions for improved relationships between Deans, Department Chairs and the faculty whose professional lives are shaped by them.

**FINAL DRAFT of EVALUATION Qre's for Department Chairpersons and College/Unit Deans**

**From: Faculty Affairs Team**

**January 19, 2011**

**FRAMEWORK FOR FACULTY RESPONSES TO DEPARTMENT CHAIR'S PERFORMANCE**

Thank you in advance for providing your feedback on the performance of your department chairperson. Please offer your feedback with the past year of her/his performance in mind and from your personal perspective and experience. Every member of your department and college/unit will be surveyed, so please do not think in terms of anyone else's experience, or your impression of what others think, just answer from *your own past year's experience*. **To enable you to do so, each question includes a "Not applicable" or "not enough knowledge to answer" option.**

**OVERALL SATISFACTION Q's WITH YOUR DEPARTMENT CHAIRPERSON**

[1 = not at all satisfied and 5 = completely satisfied]

**What is the level of your overall satisfaction with:**

	Not at all satisfied.....		Completely satisfied			N/A	No Info
Your department chairperson?	1	2	3	4	5	(6)	(7)
How your department is managed?	1	2	3	4	5	(6)	(7)
Your department chair's individual interactions with you?	1	2	3	4	5	(6)	(7)

**Please rate your agreement or disagreement with these descriptions of your *Department Chairperson* using the scale below where 1 = "disagree completely" to 5 = "agree completely" to rate your agreement/disagreement with each item. Or, use code 6 to report the item is not applicable to you or code 7 to declare you don't have enough information to judge on that item. Circle the number of your rating for each question.**

	Disagree Completely.....		Agree Completely			N/A	No Info
1. Is generally positive and constructive in guiding the department.	1	2	3	4	5	(6)	(7)
2. Is knowledgeable about applicable university policies and procedures.	1	2	3	4	5	(6)	(7)
3. Complies with applicable provisions of the Collective Bargaining Agreement (CBA).	1	2	3	4	5	(6)	(7)

	<b>Disagree Completely.....</b>				<b>Agree Completely</b>	<b>N/A</b>	<b>No Info</b>
4. Makes faculty teaching assignments and schedules fairly and equitably	1	2	3	4	5	(6)	(7)
5. When evaluating faculty, applies the unit's performance criteria and standards fairly and consistently.	1	2	3	4	5	(6)	(7)
6. Encourages faculty professional development efforts.	1	2	3	4	5	(6)	(7)
7. Communicates with faculty in an honest and forthright way.	1	2	3	4	5	(6)	(7)
8. Seeks feedback for decisions directly affecting faculty.	1	2	3	4	5	(6)	(7)
9. Collaborates effectively with faculty in department planning and problem-solving.	1	2	3	4	5	(6)	(7)
10. Conducts chair's work in a way that contributes to a collegial environment.	1	2	3	4	5	(6)	(7)
11. Carries out chair's responsibilities in a timely way.	1	2	3	4	5	(6)	(7)
12. Collaborates with faculty for ongoing program improvement.	1	2	3	4	5	(6)	(7)
13. When necessary, collaborates with faculty to lead effective change.	1	2	3	4	5	(6)	(7)
14. Strikes a useful balance between change and department stability.	1	2	3	4	5	(6)	(7)
15. Within policies and procedures is supportive of faculty in handling student complaints.	1	2	3	4	5	(6)	(7)
16. Consults with faculty first when students raise an issue regarding faculty-student interactions.	1	2	3	4	5	(6)	(7)
17. Gives faculty support and guidance when students take an issue to the Dean.	1	2	3	4	5	(6)	(7)
18. Serves effectively as a liaison between faculty and other administrators.	1	2	3	4	5	(6)	(7)

	<b>Disagree</b>					<b>Agree</b>	<b>No</b>	
	<b>Completely.....</b>					<b>Completely</b>	<b>N/A</b>	<b>Info</b>
19. Avoids playing favorites.	1	2	3	4	5	(6)	(7)	
20. Supports my professional development	1	2	3	4	5	(6)	(7)	
21. I would recommend this Chair favorably to another department seeking to hire him/her.	1	2	3	4	5	(6)	(7)	
22. I would support reappointment of this Chair to another term of leadership of this department.	1	2	3	4	5	(6)	(7)	
23. I believe this questionnaire covers all the dimensions on which a Department Chair should be evaluated.	1	2	3	4	5	(6)	(7)	
24. Are there any questions we should have asked? If yes, please tell us what they are in the spaces below:								

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**FRAMEWORK FOR FACULTY RESPONSES TO DEAN’S PERFORMANCE**

Thank you in advance for providing your feedback on the performance of the Dean of your College/Unit. Please offer your feedback with the past year of her/his performance in mind and from your personal perspective and experience. Every member of your department and college will be surveyed, so please do not think in terms of anyone else’s experience, or your impression of what others think, *just answer from your own past year’s experience*. To enable you to do so, each question includes a “Not applicable” or “not enough knowledge to answer” option.

**OVERALL SATISFACTION Q’s WITH THE DEAN OF YOUR COLLEGE/UNIT**

[1 = not at all satisfied and 5 = completely satisfied]

**What is the level of your *overall satisfaction* with:**

	Not at all satisfied.....		Completely satisfied			N/A	No Info
The Dean of your College/Unit?	1	2	3	4	5	(6)	(7)
How your College/Unit is managed?	1	2	3	4	5	(6)	(7)
Your Dean’s individual interactions with you?	1	2	3	4	5	(6)	(7)

**Please rate your agreement or disagreement with these *descriptions* of your *Department Chairperson*.**

**Please use the scale below where 1 = “disagree completely” to 5 = “agree completely” to rate your agreement/disagreement with each item. Or, use code 6 to report the item is not applicable to you or code 7 to declare you don’t have enough information to judge. Circle the number of your rating for each question.**

**This Dean:**

	Disagree Completely.....		Agree Completely			N/A	No Info
1. Is generally positive and constructive in guiding the college/unit.	1	2	3	4	5	(6)	(7)
2. Conducts Dean’s work in a way that contributes to inter-department collegiality.	1	2	3	4	5	(6)	(7)

	<b>Disagree</b>		<b>Agree</b>			<b>N/A</b>	<b>No Info</b>
	<b>Completely.....</b>				<b>Completely</b>		
3. Is open to substantive criticism.	1	2	3	4	5	(6)	(7)
4. Works effectively with faculty to develop or evolve the vision of the college/unit.	1	2	3	4	5	(6)	(7)
5. Works effectively with faculty to set goals for our college/unit.	1	2	3	4	5	(6)	(7)
6. Works effectively with the chairperson of my department	1	2	3	4	5	(6)	(7)
7. Seeks feedback for decisions directly affecting faculty.	1	2	3	4	5	(6)	(7)
8. Collaborates effectively with department chairs in college planning and problem-solving efforts.	1	2	3	4	5	(6)	(7)
9. Within policies and procedures is supportive of faculty in handling student complaints.	1	2	3	4	5	(6)	(7)
10. Consults with faculty first when students raise an issue regarding faculty-student interactions.	1	2	3	4	5	(6)	(7)
11. Gives faculty support and guidance when students take an issue to the Dean.	1	2	3	4	5	(6)	(7)
12. Communicates college/unit vision and goals effectively to new faculty.	1	2	3	4	5	(6)	(7)
13. Advocates for the college/unit at the university level.	1	2	3	4	5	(6)	(7)
14. Is knowledgeable about applicable university policies and procedures.	1	2	3	4	5	(6)	(7)
15. Complies with applicable provisions of the Collective Bargaining Agreement (CBA).	1	2	3	4	5	(6)	(7)
16. When evaluating faculty for promotion, applies the unit's promotion criteria and standards with consistent fairness.	1	2	3	4	5	(6)	(7)
17. Encourages and supports faculty professional development efforts.	1	2	3	4	5	(6)	(7)
18. Collaborates with faculty for ongoing program improvement.	1	2	3	4	5	(6)	(7)

	<b>Disagree Completely.....</b>				<b>Agree Completely</b>	<b>N/A</b>	<b>No Info</b>
16. When necessary, collaborates with faculty to lead effective change.	1	2	3	4	5	(6)	(7)
19. Communicates with faculty in an honest and forthright way.	1	2	3	4	5	(6)	(7)
20. Carries out Dean's responsibilities in a timely way.	1	2	3	4	5	(6)	(7)
21. Serves effectively as a liaison between College/unit faculty and other administrative and support units.	1	2	3	4	5	(6)	(7)
22. Supports degree program evaluation efforts.	1	2	3	4	5	(6)	(7)
23. Collaborates with faculty for ongoing program improvement.	1	2	3	4	5	(6)	(7)
24. Where applicable, supports program accreditation efforts.	1	2	3	4	5	(6)	(7)
25. I would recommend this Dean favorably to another university seeking to hire him/her.	1	2	3	4	5	(6)	(7)
26. I would support reappointment of this Dean to another term of leadership of this College.	1	2	3	4	5	(6)	(7)
27. I believe this questionnaire covers all the dimensions on which a Dean should be evaluated.	1	2	3	4	5	(6)	(7)

27. Are there any questions we should have asked?  
If yes, please tell us what they are in the spaces below:

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