

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
-

- 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
-

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
-

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
-

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

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

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
-

15. Contribution Recognition: The dean is in a position to recognize the contributions and outstanding efforts of individuals within the academic unit or college.

- 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
-

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
-

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:
