APPENDIX II: Template for a faculty survey

This template is only meant to be of assistance to the DEC that can add, amend, delete as appropriate for the particular unit. Other previous survey formats should be available to the DEC for consideration.

TO: THE SCHOOL Faculty Members
FROM: Dean's Evaluation Committee (DEC)
SUBJECT: Evaluation of THE SCHOOL's Dean XXXXX
DATE: XX-XX-XXXX

This questionnaire is one way for you and your colleagues to provide regular and systematic feedback to your Dean and the University Administration. Responses to this survey, in aggregate in anonymous form only, will be provided to the Dean, to the University Executive Vice President for Academic Affairs, to the University President and to the Chair of the University Senate. Your voluntary and anonymous participation in this evaluation is very important.

Please simply indicate your response to each question on the survey and please mark "N/A (not applicable) No Opinion" as applicable to you. Feel free to skip any question. **Please include any additional comments relevant to the evaluation of the School's Dean in the area provided**. Comments may be quoted in an aggregate form in the report.

	N/A Or no opinion	Strongly Dis-agree	Dis-agree	Neutral	Agree	Strongly Agree
I. LEADERSHIP: The Dean…						
1. Leads in developing plans for achieving the unit's goals	X	1	2	3	4	5
1. Consistently involves the faculty in developing plans for the School	X	1	2	3	4	5
2. Consistently demonstrates excellence in the School's intellectual leadership	X	1	2	3	4	5
3. Consistently demonstrates excellence in the School's administrative leadership	X	1	2	3	4	5
4. Consistently articulates a clear vision for the future of the School	X	1	2	3	4	5
5. Is an excellent professional role model for the faculty	X	1	2	3	4	5
6. Appropriately weighs the opinions of all segments of the faculty	X	1	2	3	4	5
7. Anticipates future changes	X	1	2	3	4	5
8. Effectively motivates colleagues and subordinates	X	1	2	3	4	5
9. Maintains good morale	X	1	2	3	4	5
10. Leads in developing plans for achieving the School's near-term goals	X	1	2	3	4	5
11. Elevates the School's profile within and outside the University	X	1	2	3	4	5
12. Builds effective partnerships that advance the missions of the School and the University	X	1	2	3	4	5
13. Has helped improve the overall reputation of the unit through his leadership	X	1	2	3	4	5
II. FACULTY AND PROGRAM DEVELOPMENT: The Dean…						
14. Promotes a favorable environment for individual faculty development	X	1	2	3	4	5
15. Supports interdisciplinary programs	X	1	2	3	4	5
16. Places appropriate emphasis on teaching in consideration of tenure/promotion/merit raises	X	1	2	3	4	5
17. Places appropriate emphasis on service in consideration of tenure/promotion/merit raises	X	1	2	3	4	5
18. Places appropriate emphasis on research in consideration of tenure/promotion/merit raises	X	1	2	3	4	5
19. Encourages creative approaches to research development	X	1	2	3	4	5
20. Encourages creative approaches to teaching	X	1	2	3	4	5
21. Is supportive of, and provides adequate resources for, the unit's undergraduate teaching mission	X	1	2	3	4	5
22. Has developed and implemented a program to recruit high quality undergraduate students	X	1	2	3	4	5
23. Promotes excellence in the various SOE graduate programs by the development and distribution of resources.	X	1	2	3	4	5
24. Provides appropriate oversight in accreditation processes	X	1	2	3	4	5
25. Provided leadership and support for special programs (e.g EOF, programs for minorities and women)	X	1	2	3	4	5
26. Supports professional development of the faculty	X	1	2	3	4	5
27. Improves the quality of teaching at the School	X	1	2	3	4	5
28. Improves the undergrad program	X	1	2	3	4	5
29. Has developed and implemented a program to recruit high quality graduate students	X	1	2	3	4	5
30. Improves the Master's program	X	1	2	3	4	5
31. Improves the Ph.D. program	X	1	2	3	4	5

	N/A Or no opinion	Strongly Dis-agree	Dis-agree	Neutral	Agree	Strongly Agree
III. COMMUNICATION: The Dean…						
32. Is accessible to you as a faculty member	X	1	2	3	4	5
33. Considers constructive criticism from the faculty	X	1	2	3	4	5
34. Has a communication style that promotes open communication	X	1	2	3	4	5
35. Routinely convenes productive faculty meetings	X	1	2	3	4	5
36. Makes informed decisions	X	1	2	3	4	5
37. Consults with standing and *ad hoc* faculty committees	X	1	2	3	4	5
38. Finds viable solutions to problems	X	1	2	3	4	5
39. Has effective working relationships	X	1	2	3	4	5
40. Is collegial	X	1	2	3	4	5
41. Provides mentoring to faculty	X	1	2	3	4	5
42. Keeps faculty informed of important developments	X	1	2	3	4	5
43. Provides clear directions	X	1	2	3	4	5
44. Represents the School to the University well	X	1	2	3	4	5
45. Communicates goals and priority expectations for each department	X	1	2	3	4	5
46. Stays aware of each department's plans, accomplishments and needs	X	1	2	3	4	5
47. Effectively arbitrates disputes between faculty	X	1	2	3	4	5
48. Effectively arbitrates disputes between departments	X	1	2	3	4	5
IV. PERSONAL CHARACTERISTICS: The Dean is…						
49. Decisive [5] (vs. Indecisive [1])	X	1	2	3	4	5
50. Organized [5] (vs. disorganized [1])	X	1	2	3	4	5
51. Approachable [5] (vs. remote [1])	X	1	2	3	4	5
52. Honest [5] (vs. untruthful [1])	X	1	2	3	4	5
53. Fair [5] (vs. Unfair [1])	X	1	2	3	4	5
54. Democratic [5] (vs. autocratic [1])	X	1	2	3	4	5
55. Caring [5] (vs. unfeeling [1])	X	1	2	3	4	5
56. Straightforward [5] (vs. manipulative [1])	X	1	2	3	4	5
57. Consistent [5] (vs. inconsistent [1])	X	1	2	3	4	5
58. Clear [5] (vs. ambiguous [1])	X	1	2	3	4	5
59. Receptive to ideas [5] (vs. opinionated [1])	X	1	2	3	4	5
60. Trustworthy [5] (vs. untrustworthy [1])	X	1	2	3	4	5
61. Warm [5] (vs. aloof [1])	X	1	2	3	4	5
62. Predictable [5] (vs. erratic [1])	X	1	2	3	4	5
V. ADMINISTRATION: The Dean…						
63. Has clear administrative procedures for promotions, tenure, leave, etc.	X	1	2	3	4	5
64. Exercises good judgment in appointing associate and assistant deans	X	1	2	3	4	5
65. Handles faculty members' concerns well	X	1	2	3	4	5
66. Solicits appropriate faculty input on appointing new associate and assistant deans	X	1	2	3	4	5
67. Clearly identifies to the faculty the functions and membership of SOE standing committees	X	1	2	3	4	5
68. Respects the vote of the faculty in appointing department chairs.	X	1	2	3	4	5
69. Exercises good judgment in appointing department chairs	X	1	2	3	4	5
70. Is an excellent administrator	X	1	2	3	4	5
71. Attends to administrative matters in a timely fashion	X	1	2	3	4	5
72. Properly supervises the Associate and Assistant Deans	X	1	2	3	4	5
73. Properly supervises the Dean's office staff	X	1	2	3	4	5

74. Knows the University's facilities, structure and personnel	X	1	2	3	4	5
75. Strikes the right balance between supervision of the Chairs and respect for departmental autonomy	X	1	2	3	4	5
76. Implements University policies and procedures well	X	1	2	3	4	5
V. RESOURCES: The Dean…						
77. Makes good use of University services and resources	X	1	2	3	4	5
78. Represents the unit's needs to those who control resources	X	1	2	3	4	5
79. Gains an appropriate share of the University's resources	X	1	2	3	4	5
80. Has been instrumental in attracting SROA funds to the unit	X	1	2	3	4	5
81. Has been fair in distributing SROA funds	X	1	2	3	4	5
82. Plays a major role in raising external funds for the unit	X	1	2	3	4	5
83. Has a strong fund-raising record for the unit	X	1	2	3	4	5
84. Builds strong relationships with alumni and external stakeholders	X	1	2	3	4	5
85. Stimulates the development of new revenue generating activities	X	1	2	3	4	5
86. Encourages and rewards faculty and staff whose efforts bring additional resources to support the School	X	1	2	3	4	5
87. Supports efforts to obtain gifts and/or grants	X	1	2	3	4	5
88. Supports efforts to obtain funds for undergraduate scholarships	X	1	2	3	4	5
89. Provides departments ample opportunity to explain their needs	X	1	2	3	4	5
90. Pays appropriate attention to the infrastructures of the departments, such as lab space and technician support	X	1	2	3	4	5
91. Allocates resources consistent with the unit's goals and priorities	X	1	2	3	4	5
92. Involves the faculty in setting priorities for resource allocation	X	1	2	3	4	5
93. Takes into account department size to an appropriate degree	X	1	2	3	4	5
94. Allocates space to departments and faculty in an appropriate manner	X	1	2	3	4	5
95. Through his areas of emphasis has had a positive effect in my program's resources, hiring and support	X	1	2	3	4	5
96. Uses good judgment in allocating faculty lines	X	1	2	3	4	5
97. Makes appropriate efforts to hire and retain outstanding faculty	X	1	2	3	4	5
98. Has a staff of appropriate size given the overall staff size	X	1	2	3	4	5
99. Makes his budget transparent for the faculty.	X	1	2	3	4	5
100. Manages the unit's moneys well	X	1	2	3	4	5
VII. FAIRNESS AND ETHICS: The Dean…						
101. Treats faculty fairly, irrespective of disability, ethnic origin, gender or sexual orientation	X	1	2	3	4	5
102. Treats faculty fairly irrespective of views	X	1	2	3	4	5
103. Considers faculty views contrary to his own	X	1	2	3	4	5
104. Treats faculty fairly, irrespective of discipline	X	1	2	3	4	5
105. Treats departments fairly, irrespective of discipline	X	1	2	3	4	5
106. Requires high ethical standards of his deans and department chairs	X	1	2	3	4	5
107. Encourages ethics and professionalism amongst faculty	X	1	2	3	4	5
108. Encourages ethics and professionalism amongst students	X	1	2	3	4	5
109. Treats departments fairly, irrespective of discipline	X	1	2	3	4	5
110. Exhibits high ethical standards in his official duties	X	1	2	3	4	5
111. Appropriately assigns due credit for accomplishments and activities	X	1	2	3	4	5
112. Is perceived as fair	X	1	2	3	4	5
113. Keeps his commitments and promises.	X	1	2	3	4	5

VIII. The next three questions will be used simply to provide some simple comparisons across the responses to the questions on the following pages. Again, your answer is completely anonymous, and only aggregated responses will be reported. Nevertheless, you may skip these questions if wish to do so.			
114.	In the past semester, how often did you have substantive contact with the Dean?	1. Less than once a month	2. More than once a month
115.	What is your Department affiliation?		
116.	What is your appointment status?	1. Tenured full-time 2. Untenured full-time 3. Adjunct/PTL/TA		

IX. ADDITIONAL COMMENTS

Thank you! Your assessment and perspectives are valued and appreciated.