

Thirld Year Core Dean Survey Questions

Questions in bold are taken the Indiana University Review Procedures for Core School Deans, Section 5, which states, "The Review Committee shall respond with data to the following questions as a minimum."

Section 11.C.1 of the Review Procedures additionally states, however, that "A set of approximately 10 questions, the same for all Deans, drafted by the University Faculty Council Agenda Committee in consultation with the survey agent will address such issues as the Dean's leadership, administrative skills, encouragement of faculty, and program development."

Following each question in bold which are required, are areas and questions relating to them which are submitted here for the consideration of the Council.

1. How has the Dean exercised leadership of the unit, including working with appropriate constituencies to establish, maintain, and facilitate clear goals and objectives?

MISSION AND VISION

- 1) In your opinion, how well does Dean Name understand the important issues facing the School Name today?
- 2) How committed has Dean Y been to the School of X's goals for excellence?
- 3) Under Dean Y's leadership, how effectively has the School of X sustained or developed goals for achieving and maintaining excellence?
- 4) How knowledgeable are you of Dean Y's strategies for building the school?
- 5) How knowledgeable are you of Dean Y's strategies to enhance the academic quality of the School of X?

STRATEGIC PLANNING

- 1) How well has Dean Y:
 - developed a sound short-term plan for the School of X?
 - developed a sound long-term plan for the School of X?
 - been forward thinking in planning endeavors, taking into consideration competing needs?
 - effectively articulated her vision for building the School of X?

2. To what extent does the Dean facilitate the achievement of these goals and objectives?

MISSION DEVELOPMENT

1) How well has Dean Y:

- effectively allocated her time to the highest priority issues in the school?
- effectively developed research infrastructure to pursue external rewards?
- engaged in fundraising, as appropriate.?
- exhibited support for the teaching/learning mission of the School of X at the graduate level?
- exhibited support for the teaching/learning mission of the School of X at the undergraduate level?
- ensured that curriculum improvements and updates are a priority?
- ensured that student recruitment and retention are a priority?
- effectively managed the operation of her office?
- effectively allocated financial and other resources to the highest priority issues in the school?

3. How effectively does the Dean represent and promote the school to constituencies outside the university, including state stakeholders, national peers, and international groups?

RELATIONS OUTSIDE IU

1) How effective has Dean Name been in generating funds for your school from external sources?

2) How effectively has Dean Name engaged in national and international activities to raise or maintain the profile of your school?

COLLABORATION WITH FACULTY AND COMMUNITY LEADERS

1) How well has Dean Y:

- collaborated with faculty and staff to formulate effective strategic plans?
- worked effectively with Departmental Chairs to lead the school?
- effectively delegated responsibilities to the faculty and staff?
- effectively promoted the school's needs and welfare at the campus level?
- effectively promoted the school to relevant local and regional entities?
- effectively interacted with departments?
- appropriately intervened in departmental issues/decisions?

4. How well has the Dean managed resources to maintain the integrity of the unit when faced with outside pressures?

COMMUNICATIONS WITHIN SCHOOL AND MANAGES RESOURCES AND ADMINISTRATIVE PERSONNEL

- 1) How effectively does Dean Y maintain broad and open lines of communication with members of the School of X?
- 2) How effective is Dean Y in garnering university resources to meet the needs of the School of X?
- 3) Overall, how would you rate the quality of Dean Y's appointments of unit administrative leaders, such as associate deans, chairs, directors, and coordinators?
- 4) How often does Dean Y make decisions that should include faculty input without seeking and using faculty input?
- 5) How effectively does Dean Y manage the School of X's financial resources?
- 6) How knowledgeable are you of the way Dean Y currently allocates financial resources in the School of X?

BUDGETARY AND FINANCIAL PERFORMANCE

- 1) how well has Dean Y:
 - kept faculty and staff sufficiently informed of the school's financial status. ?
 - EFFECTIVELY managed the School of X budget and resources?
 - EFFICIENTLY managed the School of X budget and resources?
 - made fiscally sound budget decisions?

5. How is the unit perceived by its faculty and staff? How is the unit perceived on each campus of the Core School and throughout the university system?

INTERACTIONS WITH FACULTY, STAFF, AND STUDENTS

- How well has Dean Y:
- listened effectively to individual faculty concerns?
 - listened effectively to individual staff concerns?
 - listened effectively to individual student concerns?
 - responded effectively to individual faculty concerns?
 - responded effectively to individual staff concerns?
 - responded effectively to individual student concerns?
 - listened effectively to collective faculty concerns?
 - listened effectively to collective staff concerns?

- listened effectively to collective student concerns?
- responded effectively to collective faculty concerns?
- responded effectively to collective staff concerns?
- responded effectively to collective student concerns?
- fostered a positive school atmosphere?
- kept faculty and staff informed of changes and/or emerging issues in the School of X?
- been aware of the value and volume of faculty work?
- been aware of the value and volume of staff work?
- mediated objectively in conflicts between faculty and/or staff?
- effectively delegated responsibilities to her staff?

HIRING AND RETAINING FACULTY

1) How would you evaluate the effectiveness of Dean Y's role in hiring and retaining faculty with demonstrated records of excellence?

2) How would you evaluate the effectiveness of Dean Y's role in hiring and retaining faculty with demonstrated records of excellence?

3) In tenure and promotion cases, how consistently and appropriately does Dean Y apply criteria governing evaluation of areas of faculty responsibility (e.g., research, teaching, service, performance, etc.)?

4) How would you evaluate Dean Y's record in pursuing affirmative action goals to an appropriate degree, in light of your school's affirmative action needs and of competing demands?

6. How effectively has the Dean led the unit in carrying out unit and campus policies on both campuses, including implementing affirmative action plans and aligning the campuses' and school's strategic plans?

7. How effectively has the Dean worked with and implemented policies adopted by relevant faculty governance bodies?

8. What are the Dean's strengths and weaknesses and their impact upon his or her effectiveness?

NEW POSSIBLE QUESTIONS RELATED TO:

DECISION MAKING

How well has Dean Y:

- sought input from faculty before making decisions, when appropriate?
- sought input from staff before making decisions, when appropriate?
- demonstrated accountability for decision making?
- taken into consideration competing needs of different constituencies?
- made sound decisions that have strengthened the school?
- used relevant and available information when making decisions?
- used appropriate strategies when making decisions?
- consulted with relevant others when making decisions, when appropriate?
- fully considered the outcomes of her decisions?

OVERALL RATING OF THE PERFORMANCE OF THE DEAN

- 1) How confident are you that Dean Y can maintain the financial health of the School of X?
- 2) How confident are you that Dean Y can increase the quality of graduate education and research in the School of X?
- 3) How confident are you that Dean Y can increase the quality of undergraduate education in the School of X?
- 4) How confident are you that Dean Y can provide the leadership required for faculty/staff development and success?
- 5) How confident are you that Dean Y can develop and successfully implement strategic plans to achieve academic success?
- 6) Considering all the factors and issues important to achieving excellence in the areas of teaching, research, and service, how confident are you that Dean Y can successfully lead the School of X in the future?
- 7) How confident are you that Dean Y has functioned as an effective leader for the School of X?
- 8) What are some actions Dean Y could take to increase your confidence in her ability to achieve excellence in the areas of teaching, research, and service?