ADMINISTRATIVE HEAD EVALUATION PROCEDURE
John Brown University

OBJECTIVES

Specific objectives of this effort are to create an evaluation process that:
- focuses on expectations and desired outcomes of college leadership;
- is as simple and efficient as possible, without sacrificing substance;
- closes the loop through the development of specific growth strategies.

Consequently, the college dean evaluation process should:
- identify significant areas of strength and weakness;
- provide meaningful reflection and self-evaluation in addition to evaluation by faculty and administration;
- culminate with mutual commitment to specific goals and strategies for growth based on outcomes- focused procedures.

BASIC PROCEDURES

The major elements of the proposed procedure for evaluating college deans (hereafter called administrative heads) are as follows:

1. The first evaluation of administrative heads should occur during the fall semester of the new administrative head's third year. After the first one, evaluations should take place approximately every third year, coinciding when possible with the administrative head's formal evaluation as a faculty member. In the formal evaluation years, the administrative head evaluation will be weighted at approximately 25% of the total with the remaining weight coming from the regular formal evaluation. (see chart below)
2. A survey based on the "Responsibilities of College Deans" as described in the *Faculty Handbook* will be administered at three levels:
    a. the faculty of the college,
    b. a representative group of directors of other academic and business services. In general these will be chosen from the following offices: Registrar, Library, Admissions, IT, Business Office, and Student Development,
    c. the Vice President for Academic Affairs and any Deans specified by the VPAA for participation.

    Given that the administrative head essentially represents two constituencies (i.e., the faculty and the administration), these groups will provide feedback using the survey based on their interactions with and observations of the administrative head. The administrative head will also provide a self- evaluation and reflection based on the survey and on his/her personal growth plan.
3. Results will be tabulated and a summary will be given to the VPAA, Deans, and administrative head. The administrative head may provide a formal response to the report for his or her personnel file.
4. A debriefing meeting will be scheduled including the administrative head, the VPAA, and the appropriate academic dean(s) as specified by the VPAA. The results of the survey will be discussed, and ideas and strategies for growth and development will be suggested.
5. The administrative head will modify his or her personal Growth Plan to reflect the growth and development strategies discussed in the debriefing meeting. Acceptance of the Growth Plan by

the VPAA signifies a mutual agreement and commitment to any course of action detailed in the Growth Plan.

FORMAL EVALUATION SCORES FOR ADMINISTRATIVE HEADS
Initial percentages are assigned by OAA. Some administrative heads will have greater or lesser weights put on certain elements depending on how much time is allocated to these assignments in someone's contract.

Overall %	Teaching %	Categories	Sources of Info. %					
			Students	Faculty Peers	Supervisors	College/Div Faculty	Admin Peers	TOTAL
~40		Teaching	47.25	30	22.5			100
	30	Delivery	100					100
	40	Design	25	75				100
	20	Expertise	25		75			100
	10	Management	25		75			100
~10		Scholarship		50	50			100
~10		Service		50	50			100
~15		Spiritual Modeling	50		50			100
Administrative Evaluation								
~25		Leadership			40	40	20	100
	30	Personnel						
	25	Planning						
	25	Administration						
	20	Integrity						

Administrative Head Evaluation – College/Department Faculty

This survey is an important part of the administrative head evaluation. Comments with specific examples (both affirmations and constructive suggestions) related to the administrative head's performance are particularly helpful. Responses will be passed on to the administrative head only in summarized format.

On each item, please assign a rating based on your interactions and knowledge of the administrative head as follows.
1 = Unacceptable 2 = Needs improvement 3 = Professional 4 = Commendable 5 = Exemplary

I. Personal interaction
     1. Encourages faculty members to grow professionally.
     2. Fosters collegiality and cooperation among faculty members.
     3. Demonstrates care for faculty and students.
     4. Understands the needs and characteristics of the various departments within the college.
     Comments:

II. Planning
     5. Periodically reviews course offerings within the college and encourages innovation in content, methods, and styles.
     6. Leads in establishment and monitoring of college and departmental goals and objectives.
     7. Makes sound judgments for developing/changing college priorities.
     8. Facilitates successful recruitment and selection of new faculty.
     Comments:

III. Administration
     9. Represents the interests of the college before the university.
     10. Represents the interests of the university before the college.
     11. Effectively coordinates the scheduling of college courses.
     12. Effectively and fairly allocates college resources.
     Comments:

IV. Integrity
     13. Establishes trust between him/herself and members of the faculty.
     14. Is respectful to other viewpoints within the college.
     15. Communicates with faculty in an open and honest way.
     16. Applies policy.
     Comments:

V. Overall
     17. I have confidence in this person's ability to provide leadership for the college.
     18. Overall, this person has been excellent as college dean.
     Comments:

Administrative Head Evaluation – Directors

This survey is an important part of the administrative head evaluation. Comments with specific examples (both affirmations and constructive suggestions) related to the administrative head's performance are particularly helpful. Responses will be passed on to the administrative head only in summarized format.

On each item, please assign a rating based on your interactions and knowledge of the administrative head as follows.
1 = Unacceptable 2 = Needs improvement 3 = Professional 4 = Commendable 5 = Exemplary

I.   Personal interaction
   1.   Understands the needs and characteristics of the various departments within the university.
   2.   Demonstrates respect for people across the university.
   Comments:

II.   Planning
   3.   Makes good use of university resources in developing/changing college priorities.
   4.   Supports development of new programs across the university.
   Comments:

III.   Administration
   5.   Promotes a positive image of the college within the university.
   6.   Effectively communicates the needs of the college.
   Comments:

IV.   Integrity
   7.   Establishes trust between him/herself and members of the university community.
   8.   Communicates with faculty in an open and honest way.
   Comments:

V.   Overall
   9.   I have confidence in this person's ability to provide leadership for the college.
   10. Overall, this person has been excellent as college dean.
   Comments:

Administrative Head Evaluation – Supervisor, as determined by VPAA

This survey is an important part of the administrative head evaluation.
On each item, please assign a rating based on your interactions and knowledge of the administrative head as follows.
1 = Unacceptable 2 = Needs improvement 3 = Professional 4 = Commendable 5 = Exemplary
Comments supporting the rating should be included in each category.

I.   Personal interaction

II.   Planning

III. Administration

IV. Integrity

V.   Overall

Administrative Head Evaluation – Self

This survey is an important part of the administrative head evaluation. Adding comments with specific examples of your performance are particularly helpful.

On each item, please assign a rating based on your self-assessment of your performance as follows.
1 = Unacceptable 2 = Needs improvement 3 = Professional 4 = Commendable 5 = Exemplary
Comments supporting the rating should be included in each category.

I.   Personal interaction
     (consider interactions with college faculty, with students, with other university personnel, and with administrative supervisors

II. Planning
     (consider your participation/leadership in planning within the college and within the university as a whole)

III. Administration
     (consider your administration of college duties, including delegation to and encouragement of faculty within the college)

IV. Integrity

V.   Overall

Also, please evaluate your progress on meeting the goals, objectives, and intended outcomes of your personal growth plan.