DRAFT

INTRODUCTION

The University is committed to fostering the success of its deans and enhancing their effectiveness in a constructive way. Performance appraisals are a means to support this commitment and are the responsibility of the appropriate administrator and faculty members.

STRATEGIC LEADERSHIP

Shapes Strategic Focus

- Formulates effective and progressive strategies aligned with University mission and values; determines objectives and priorities and acts as a catalyst for institutional innovation and growth.
- Demonstrates a clear understanding of the college/school's strengths, weaknesses, and opportunities.
- Scans the environment to plan strategic approaches and develop solutions for the college/school.
- Encourages evidence-based decisions that are aligned with strategic priorities.
- Engages staff and stakeholders in visioning process.
- Creates and communicates a clear vision of the college/school's future.

Demonstrates Decanal Leadership

- Displays expertise within discipline resulting in academic credibility and sound intellectual leadership; exhibits understanding of the particular leadership needs of the college/school; interfaces with internal and external experts and stakeholders to become familiar with and act on issues important to the college/school.
- Creates a culture in which breakthrough ideas are generated and then champions mission-critical initiatives.
- Demonstrates scholarly credentials through teaching or publishing or interfacing with the profession.
- Advances the reputation of the college/school both inside and outside of the University.
- Assembles a multicultural faculty and student talent pool.

Demonstrates Financial Acumen

- Understands the meaning and implications of key financial indicators; manages overall financial performance; uses financial analysis to evaluate strategic options and opportunities.
- Understands and effectively manages the college/school budget.
- Measures the performance of the college/school through the use of key financial and non-financial indicators.
- Creates open and transparent financial processes.

<u>**Sample Strategic Leadership Questions**</u>

1. The Dean has a clear strategic vision for the College/School
2. The Dean uses available data sources to improve the strategic vision
3. The Dean facilitates the accomplishments of the school's strategic goals
4. The Dean continues to be a scholar within the academic community
5. The Dean has been effective in gaining an appropriate share of resources for the college from the total university appropriation
6. The Dean has been effective in helping the college to acquire federal funding
7. The Dean has been effective in helping secure resources from private sources (gifts, grants, etc.)
8. Collaborates with faculty for ongoing program improvement.
9. When necessary, collaborates with faculty to lead effective change.
10. Strikes a useful balance between change and department stability.

<u>**RESULTS LEADERSHIP**</u>

Ensures Execution

- Anticipates change, conveys clear priorities, and aligns efforts across functions; addresses barriers, takes action, and holds self and others accountable for results.
- Ensures that others have the resources, information, authority, and support needed to achieve strategic objectives.
- Takes action, even when risk is great, and balances tradeoffs appropriately.
- Balances the achievement of day-to-day results with the accomplishment of key initiatives.
- Anticipates and then addresses the impact of large scale changes on morale and productivity.
- Holds self accountable and ensures accountability in others for achieving results.

Manages HR Systems

Builds a team (faculty, administrators, graduate students, and staff) that addresses the short-term and long-term goals of the college/school; supports the development of high-achieving faculty and staff; ensures that unproductive performance issues are addressed.

- Effectively identifies, attracts, and hires faculty/staff.
- Promotes the engagement, development, and equitable treatment of people from diverse backgrounds.
- Ensures adoption of applicable best practices for the management of the college/school's human resources.
- Creates a climate in which faculty and staff are encouraged to develop and continuously learn.
- Provides insightful, motivating, and constructive feedback, coaching, and guidance

<u>**Sample Results Leadership Questions**</u>

1. The Dean has given appropriately balanced attention to the college's instructional, research, and service responsibilities

2. The Dean has made administrative decisions that facilitated improvement of the under graduate programs
3. The Dean has made administrative decisions that facilitated improvement of the graduate programs
4. The Dean has made administrative decisions that facilitated improvement in the college's research programs
5. The Dean has made administrative decisions that facilitated improvement in the college's outreach or service to the public
6. The Dean has made administrative decisions that facilitated improvement in the college's outreach or services to the profession

PEOPLE LEADERSHIP

- Communicates Openly and Listens
- Presents ideas effectively gauging the needs of the audience; actively listens and incorporates input from others.
- Fosters an environment of open, honest, and respectful discussion of all issues.
- Communicates effectively to internal and external audiences by tailoring message, style, and content.
- Creates an environment that ensures others have appropriate access to information which may be useful to them.
- Listens attentively and with empathy to concerns expressed by others.
- Influences and Inspires
- Promotes ideas and proposals persuasively shaping stakeholder opinion; creates a climate that fosters personal investment and nurtures commitment to a common vision and shared values; inspires action without relying solely on authority.
- Establishes credibility by demonstrating broad knowledge, good judgment, and deep expertise.
- Positions ideas and proposals to address the needs, interests, and concerns of stakeholders.
- Promotes positions and ideas with conviction, even when faced with resistance.
- Generates energy and enthusiasm in others by appealing to their personal values and goals.
- Motivates and challenges others to define new opportunities and continuously improve the college/school.
- Celebrates and recognizes the significant achievements of others.
- Builds Relationships and Fosters Collaboration
- Cultivates an active network of relationships inside and outside functional area; fosters collaboration and teamwork by being inclusive, supportive, cooperative, and sharing power.
- Effectively cultivates and manages key constituent relationships.
- Connects people from across collegiate, cultural, institutional, and global boundaries to accomplish goals.
- Creates an engaging, collaborative work environment by bringing diverse people and ideas together.
- Works toward achieving consensus among multiple stakeholders.

Sample People Leadership questions

1. The Dean has established appropriate methods for informing the faculty of important developments . . . . .
2. The Dean has established appropriate methods for informing other administrators of important developments . . . .
3. The Dean has established effective ways for gaining representative faculty opinion on relevant issues . . . .
4. The Dean's Office has provided useful faculty services . . . .
5. When evaluating faculty, applies the unit's performance criteria and standards fairly and consistently.
6. Encourages faculty professional development efforts.
7. Communicates with faculty in an honest and forthright way.
8. Seeks feedback for decisions directly affecting faculty.
9. Collaborates effectively with faculty in department planning and problem-solving.
10. Conducts chair's work in a way that contributes to a collegial environment.
11. Carries out chair's responsibilities in a timely way.

PERSONAL LEADERSHIP

- Establishes Trust
- Respects all individuals and treats them fairly; honors commitments to others; models high ethical standards and integrity.
- Establishes an environment in which integrity and ethics is the norm.
- Delivers on commitments.
- Treats others fairly and respectfully.
- Displays openness to new ideas and alternative approaches.
- Demonstrates the courage to do what is right despite personal risk or discomfort.
- Projects a credible, positive image in public.
- Demonstrates Emotional Acuity
- Considers and responds appropriately to the needs and feelings of others; understands impact of own behavior; has a realistic understanding of own strengths and development needs; is committed to continuous learning.
- Exhibits an awareness of one's own capabilities and development needs.
- Recognizes the feelings of others and exhibits an appropriate level of composure, patience, and diplomacy.
- Trusts the judgment of others, giving them latitude to exercise authority in their own areas of expertise.
- Demonstrates flexibility and comfort with ambiguity.

Sample personal leadership questions

1. Within policies and procedures is supportive of faculty in handling student complaints.
2. Consults with faculty first when students raise an issue regarding faculty-student interactions.
3. Gives faculty support and guidance when students take an issue to the Dean.
4. Serves effectively as a liaison between faculty and other administrators.

5. Avoids favoritism.
6. The Dean has made good decisions in selecting department heads.
7. The Dean has made good decisions in retaining department heads . .
8. The Dean has been objective in arbitrating disputes between faculty and department heads
9. The Dean has been fair in arbitrating disputes between faculty and department heads
10. The Dean has been an asset in recruiting faculty members
11. The Dean has been objective in addressing academic misconduct . . . .
12. The Dean has been fair in addressing academic misconduct
13. The Dean has exercised sound judgment in matters related to promotion and tenure
14. The Dean has made reasonable efforts to retain outstanding faculty members
15. In making or reviewing personnel recommendations (selection, salary, promotion, tenure), the Dean has required fairness regardless of demographic status . . . .

Additional Criteria

As identified by the responsible administrator and faculty in consultation with the dean being reviewed.