Adopted September 23, 1986

ACADEMIC SENATE
OF
CALIFORNIA POLYTECHNIC STATE UNIVERSITY
San Luis Obispo, California

Background Statement:

In April 1985, Provost Fort requested the Academic Senate to have the Personnel Policies Committee review and make recommendations as to the most appropriate means of evaluating deans and department heads by the faculty. The Personnel Policies Committee has been working on a new format for the dean's evaluation instrument, which is the basis for this resolution.

AS-227-86/PPC

RESOLUTION ON
SCHOOL DEAN EVALUATIONS

WHEREAS, The dean has primary responsibility for leadership of the school in the allocation and utilization of financial resources, quality of academic programs, admissions and dismissal of students, appointment, retention, tenure, and promotion action, long-range direction of the school, development of external financial resources, and the representation of the school both internal to the university and to external constituents; and

WHEREAS, The faculty of a school is directly affected by the dean's performance in meeting these responsibilities; and

WHEREAS, Faculty members are in the closest relationship with the dean to observe his/her peformance in fulfilling these responsibilities; and

WHEREAS, The dean's evaluation by the faculty is utilized for the purpose of providing evaluative information to the Academic Vice President, and

WHEREAS, Each probationary and tenured faculty member, including those persons in the Faculty Early Retirement Program (FERP), has a professional responsibility to complete the evaluation form each year, in order to provide useful and timely input to the Academic Vice President; therefore, be it

RESOLVED: That the attached evaluation form be adopted for use by the faculty in evaluating the dean of each school; and be it further

RESOLVED: That the Academic Senate recommends that said evaluation results be a major part of the Academic Vice President's evaluative consideration of each dean.

Proposed By:
Personnel Policies Committee
May 20, 1986
Revised September 23, 1986
ANNUAL EVALUATION OF ACADEMIC DEANS

Each probationary or tenured faculty member has a professional responsibility to submit an evaluation of their School Dean. Your participation is of utmost importance if the evaluations are to be given serious consideration by the Academic Vice-President in his evaluation of the Dean. Good performance should be recognized and inadequate performance should be identified.

Dean being evaluated: ____________________________________________

Please indicate how frequently you interacted professionally with your Dean:

a. During the past year?
   Weekly  Monthly  Quarterly  Once  Never

b. As part of a group?
   Weekly  Monthly  Quarterly  Once  Never

Using the scale provided for each of the following items, please circle the number corresponding to how you rate your Dean performance during this academic year.

<table>
<thead>
<tr>
<th>Can't Say</th>
<th>Unsatisfactory</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

I. SCHOOL LEADERSHIP

A. Engages in long-range planning
   0  1  2  3  4  5

B. Promotes improvement in curricula
   0  1  2  3  4  5

C. Promotes improvement in goal policies and procedures
   0  1  2  3  4  5

D. Encourages professional development
   0  1  2  3  4  5

E. Recognizes and rewards faculty service
   0  1  2  3  4  5

F. Recognizes and rewards excellence in teaching
   0  1  2  3  4  5

G. Encourages effective student advising
   0  1  2  3  4  5

H. Recognizes professional accomplishments of school faculty
   0  1  2  3  4  5

I. Works to enhance the professional reputation of the school
   0  1  2  3  4  5

J. Adequately represents department positions and concerns to the university administration
   0  1  2  3  4  5

K. Supports recruiting of high-quality students
   0  1  2  3  4  5
Can't Say Unsatisfactory Outstanding
0 1 2 3 4 5

L. Supports recruiting of high-quality faculty

M. Supports recruiting of high-quality support staff

N. Fosters alumni relations

II. MANAGEMENT AND ADMINISTRATION
A. Objectively enforces established policy
B. Makes decisions effectively
C. Allocates budget and resources properly and fairly
D. Provides faculty with a report on use of state funds
E. Obtains resources as required
F. Provides faculty with a report on use of discretionary funds
G. Manages within-school personnel relations effectively
H. Effectively implements affirmative action
I. Handles conflicts and differences fairly
J. Provides suitable working conditions
K. Assures appropriate use of facilities

III. COMMUNICATION
A. Explains matters completely
B. Communicates with clarity
C. Provides information on a timely basis
D. Is diplomatic
E. Solicits faculty input as appropriate
F. Consults with faculty on matters which affect them personally
G. Keeps the school adequately informed about relevant issues

IV. PERSONAL QUALITIES
A. Is current and informed in the appropriate professional areas
B. Is open and flexible regarding alternative points of view
C. Demonstrates integrity in performing his responsibilities
D. Is available as needed
Overall, how do you rate your Dean? 0 1 2 3 4 5

V. WRITTEN COMMENTS

A. Please describe any actions by your Dean that you have been either especially pleased or displeased with during the year.

B. What suggestions do you have for how your Dean could improve his/her functioning?
Memorandum

To: Lloyd H. Lamouria, Chair
    Academic Senate

From: Warren J. Baker
    President

Subject: ACADEMIC SENATE RESOLUTION ON SCHOOL DEAN EVALUATIONS (AS-227-86/PPC)

This will acknowledge your September 29 memo with which you transmitted the subject resolution. It is my intent to consult with the Vice President for Academic Affairs and the School Deans on this resolution prior to taking action on it. As soon as I have had an opportunity to discuss the issue with those concerned, I will respond.
Memorandum

To: Malcolm Wilson

From: Warren J. Baker
President

Subject: ACADEMIC SENATE RESOLUTION ON SCHOOL DEAN EVALUATIONS

Date: October 2, 1986

You are shown as having received a copy of the September 29 memo from Lloyd Lamouria with which he transmitted the Academic Senate resolution on School Dean Evaluations (AS-227-86/PPC). I would appreciate it if you would review this resolution with the Deans' Council and provide me with your recommendation on the Academic Senate resolution.
ACADEMIC SENATE RESOLUTION ON SCHOOL DEAN EVALUATIONS
(AS-227-86/PPC)

The Academic Senate resolution on the evaluation of school deans is attached for your information. President Baker has asked that the Academic Deans' Council provide a recommendation to him. I would appreciate your review and comments. Please be prepared to discuss this subject at the Deans' Council meeting on Monday, November 17, 1986. By copy of this memorandum, I am also asking that Jan Pieper and Mike Suess of the Personnel Office provide a review of the recommended evaluation form.

Attachment
Resolution on School Dean Evaluations (AS-227-86)

Academic Senate Resolution AS-227-86, Resolution on School Dean Evaluations, was shared with the school deans. They expressed a number of concerns relative to the proposed instrument. In order to achieve an early (and hopefully mutually satisfactory) reconciliation of the differences which exist, I would like to suggest that we convene a small ad hoc group (perhaps 2 to 4 individuals) analogous to a U.S. Congress "conference" committee.

Should you find this suggestion acceptable, the deans have suggested Harry Busselen as their representative. I would suggest Glenn Irvin to represent me, in addition to Michael Suess of the Personnel Office for his technical expertise on personnel/evaluation issues, and I believe that two representatives from the Senate might make an easily workable group.

May I have your reaction, please?
Memorandum

To: Malcolm W. Wilson
Interim Vice President for Academic Affairs

From: Philip S. Bailey, Dean
School of Science and Mathematics

Subject: School Dean Evaluation

Date: October 30, 1986

I have read over the Academic Senate's proposal for evaluation of school deans. There are thirty-nine items to which a multiple choice response is requested and two questions calling for written comments. I think the two questions calling for written comments are fine. I do feel that there are too many multiple choice questions. Many faculty members may not have the knowledge necessary to answer them (though one choice allows for this response).

My own personal preference in this process would be to ask one multiple choice question of the type, "Overall I would rate this dean ____________" and leave the responder time and energy to offer comments to the two narrative questions. Another possibility is to have five questions: Rate your dean on

I. School leadership
II. Management and administration
III. Communication
IV. Personal qualities
V. Overall I would rate this dean

At the end have the two questions for written comments. Under each of the major question areas the form could list items to consider (paraphrase the current questions) and even ask for comments.

If the Academic Senate prefers the form as is, however, that will be fine with me.

Thank you.