

## **DEPARTMENT HEAD EVALUATION**

*Faculty Members in a department shall be given the opportunity to present to the dean of the college their evaluation of the department head using the form and procedures agreed upon by EMU and EMU-AAUP. Such evaluations shall be conducted for the purpose of improvement of the performance of the department head and should review the department head's strengths and weaknesses in meeting his/her obligations for department leadership and management. Departments may append any additional evaluation materials deemed appropriate by the faculty in the department. Such evaluations shall be given triennially in the fall term or more frequently as requested by the dean. Within forty-five (45) working days of the receipt of the results of these evaluations, the dean shall communicate with the faculty in the department regarding the effect that these evaluations shall have.*

### **INSTRUCTIONS**

The evaluation of an academic Department Head's performance is designed to provide feedback for the improvement of performance. As such, feedback will normally be considered from faculty and other relevant groups (e.g., students and staff, at the direction of the dean). In that regard, this evaluation questionnaire is provided for faculty to give their respective deans an assessment of Department Head activities. At the option of the Department Head, and prior to the faculty conducting an evaluation, he/she may elect to provide faculty with a written summary of activities in which he/she is involved, goals/objectives that have been administratively established for the Department Head, and the Department Head's self-assessment of his/her performance.

Additionally, at the option of the Department Head, he/she may elect to include an additional subset of questions as an addendum to the standard evaluation document for faculty to address performance areas that the Department Head believes are not covered sufficiently in the standard document. Any statement or additional questions must be provided to the faculty within twenty (20) working days following the date that a Department Head is notified by his/her faculty that an evaluation will be conducted.

# **DEPARTMENT HEAD EVALUATION: PROCEDURES**

The evaluation should be conducted by the department personnel committee which will:

1. Schedule the evaluation;
2. Provide each family member with the Department Head Evaluation Form and any documentation the Department Head has furnished;
3. Collect the evaluation forms.
4. Tabulate the results and provide a statistical analysis to the department faculty;
5. Type any faculty comments to protect confidentiality;
6. Give the Department Head its statistical analysis and the typed comments and offer to meet with the department head to discuss the results. Upon receipt of the statistical analysis and the typed comments, the department head shall have ten (10) working days to respond in writing to the evaluation, if he/she desires;
7. Provide the dean with the statistical analysis, the typed comments, the original evaluation forms, and any written response from the department head.

# DEPARTMENT HEAD EVALUATION:

## INSTRUMENT

The statements numbered 1 through 43 on the following Department Head Evaluation describe the general responsibilities of academic department heads. Select one of the six (6) options on the scale to evaluate your department head's performance during the last three (3) years. Questions 44 through 46 require written responses. Omit any item if you believe that you cannot make a valid judgment. Please provide comments at the end of each section. You are especially encouraged to make comments in support of "Strongly Agree" or "Strongly Disagree" ratings. Use the final section if you have other comments.

### RATING SCALE

- 1=Strongly Agree
- 2=Agree
- 3=Neither Agree Nor Disagree/Neutral
- 4=Disagree
- 5=Strongly Disagree
- 6=No Opinion/Not Applicable

### FACULTY

1. Recognizes and rewards faculty in accordance with their contributions to department's program.	1	2	3	4	5	6
2. Maintains faculty morale by reducing, resolving or preventing conflict.	1	2	3	4	5	6
3. Supports development of each faculty member's special talents or interests.	1	2	3	4	5	6
4. Lets faculty members know what is expected of them.	1	2	3	4	5	6
5. Sees that the work of faculty members is coordinated.	1	2	3	4	5	6
6. Does not assign or expect faculty to perform duties that are the administrative responsibility of the department head.	1	2	3	4	5	6

Comments:

DEPARTMENT

7. Guides development of sound organizational plan to accomplish departmental program.	1	2	3	4	5	6
8. Strives to arrange effective and equitable allocation of faculty responsibilities, such as committee assignments, teaching loads/assignments.	1	2	3	4	5	6
9. Contributes appropriately to department efforts to recruit and hire promising faculty.	1	2	3	4	5	6
10. Fosters good teaching in the department.	1	2	3	4	5	6
11. Supports faculty in curriculum development.	1	2	3	4	5	6
12. Acts and communicates in a manner that demonstrates that he/she has a clear view of departmental goals.	1	2	3	4	5	6
13. Makes sure that his/her role in the department is understood by all members.	1	2	3	4	5	6
14. Discharges department head duties in a timely fashion.	1	2	3	4	5	6
15. Follows up on department decisions and activities.	1	2	3	4	5	6
16. Displays familiarity with departmental input structures.	1	2	3	4	5	6
17. Displays familiarity with university input structure.	1	2	3	4	5	6
18. Makes decisions within an appropriate time frame.	1	2	3	4	5	6
19. Is a strong advocate for the department, especially to the higher administration.	1	2	3	4	5	6
20. Is accessible on campus during normal business hours.	1	2	3	4	5	6
21. Strives to meet the needs of faculty and sections on an equitable basis.	1	2	3	4	5	6

Comments:

UNIVERSITY

22. Understands and communicates expectations of the campus administration to the faculty.	1	2	3	4	5	6
23. Effectively communicates the department's needs (personnel, space, monetary) to the dean.	1	2	3	4	5	6
24. Contributes to the enhancement of the department's image and reputation throughout the total campus community.	1	2	3	4	5	6

Comments:

SCHOLARLY/CREATIVE ACTIVITY AND DEVELOPMENT

25. Supports the importance of research and/or scholarly/creative activity in the department.	1	2	3	4	5	6
26. Encourages and provides a supportive environment for faculty to pursue research, scholarly and/or creative activity.	1	2	3	4	5	6
27. Supports obtaining grants, contracts, equipment and materials from external sources for the department, the college and/or the university.	1	2	3	4	5	6
28. Actively engages in developing proposals for grants, contracts and/or other sources of outside funding on behalf of the department, college or university.	1	2	3	4	5	6

Comments:

INTERPERSONAL RELATIONS: FACULTY

29. Provides faculty members with clear explanations for actions.	1	2	3	4	5	6
30. Makes own attitudes clear to faculty.	1	2	3	4	5	6
31. Makes faculty members feel at ease when talking to them.	1	2	3	4	5	6
32. Balances his/her expectations of faculty giving appropriate consideration to the personal and professional circumstances of individual faculty members.	1	2	3	4	5	6
33. Acknowledges faculty accomplishments and lets faculty members know when they have done a good job.	1	2	3	4	5	6
34. Conducts himself/herself in a manner that reinforces the importance of high faculty morale in the department.	1	2	3	4	5	6
35. Treats all faculty members with respect.	1	2	3	4	5	6
36. Makes no distinction in the treatment of faculty members based on their race, creed, sex, color, marital status, nationality, political belief, disability, sexual orientation or affiliation with any labor organization, except as required by state or federal statute.	1	2	3	4	5	6

Comments:

ATTITUDE TOWARD CHANGE/INPUT FROM FACULTY

37. Seeks input from faculty on new ideas.	1	2	3	4	5	6
38. Is receptive to new ideas of the faculty.	1	2	3	4	5	6
39. consults with appropriate faculty bodies before acting.	1	2	3	4	5	6
40. Is willing to make changes.	1	2	3	4	5	6
41. Puts faculty suggestions into action, when appropriate.	1	2	3	4	5	6
42. Is supportive of faculty initiatives.	1	2	3	4	5	6

Comments:

OVERALL PERFORMANCE

43. The Department Head's performance is excellent.

1 2 3 4 5 6

44. What matters need priority attention in the department and what should the Department Head start doing to address them?

45. What aspects of the Department Head's performance are praiseworthy and what should he/she do to maintain this level of performance?

46. What should the Department Head stop doing in order to improve his/her performance?

Comments:

Other Comments: