

**EASTERN MICHIGAN UNIVERSITY**  
**ACADEMIC DEPARTMENT HEAD/SCHOOL DIRECTOR 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 and inform 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 survey 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.

**PROCEDURES**

The department/school Personnel Committee will conduct the evaluation, pursuant to the following guidelines:

1. *Effective with the Fall 2011 semester, all permanent department heads/school directors who have been in their positions three years or more must be evaluated by the faculty during the 2011/2012 academic year. In the future, evaluations will be required after a department head/school director has been in his/her position for three years, or if it has been three full years since the last evaluation by faculty.*
2. For the purposes of the evaluation, the Personnel Committee will:
  - a. Schedule the evaluation;
  - b. Provide each faculty member with the Department Head Evaluation Form and any documentation the Department Head has furnished;
  - c. Collect the evaluation forms;

- d. Tabulate the results and provide a statistical analysis to the department faculty;
- e. Type any faculty comments to protect confidentiality;
- f. 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; and,
- g. Provide the dean with the statistical analysis, the typed comments, the original evaluation forms, and any written response from the department head.

## DEPARTMENT HEAD/SCHOOL DIRECTOR EVALUATION

### INSTRUMENT

The statements on the following Department Head Evaluation describe the general responsibilities of academic department heads. For each statement, select one of the six (6) options on the scale to evaluate your department head's performance during the last three (3) years. Questions #30 through #32 require written responses.

#### RATING GUIDELINES:

5 – Performance is clearly distinguished and the best that can be attained. As a result of Department Head/School Director leadership, the unit has significantly advanced towards meeting its goals and objectives. Achievements are extraordinary and far exceed standards in key performance areas.

4 – Performance goes beyond position requirements and regularly exceeds expected results. The Department Head/School Director is instrumental to unit success, and she/he consistently attains significant achievements. Champions innovation and implements initiatives to benefit the unit.

3 – Performance meets and may occasionally exceed expectations and required standards. The Department Head/School Director is proficient in the job and consistently delivers competent performance. Regularly achieves expected results and institutes initiatives that align with unit goals.

2 – Performance is inconsistent and somewhat below expectations. Outcomes in key areas are not always achieved. Improvement is necessary to meet the expectations for acceptable performance.

1 – Performance fails to meet expectations and is not acceptable. The Department Head/School Director has serious performance deficiencies in key areas of the job.

No Opinion – Insufficient basis from which to assess Department Head/School Director performance and contributions.

**DEPARTMENT HEAD/SCHOOL DIRECTOR EVALUATION  
SURVEY ITEMS**

Section A. General Summary

- |  |   |   |   |   |   |            |
|--|---|---|---|---|---|------------|
| 1. Provides leadership for the unit by administering and directing the developmental, personnel, financial, and operational activities of an academic department/school in collaboration with faculty.                             | 5 | 4 | 3 | 2 | 1 | No Opinion |
| 2. Recognizes the necessity for meaningful Faculty involvement in the areas of selection and evaluation of Faculty Members, curriculum development, and utilization of financial resources. (See Article XIII, EMU-AAUP Agreement) | 5 | 4 | 3 | 2 | 1 | No Opinion |
| 3. Balances faculty instructional, scholarly, and service workloads as necessary to effectively conduct the activities of the unit.  | 5 | 4 | 3 | 2 | 1 | No Opinion |

Section B. Essential Duties

*Prepare and monitor departmental budget for personnel services, supplies, maintenance and equipment, and other grants and contracts.*

- |   |   |   |   |   |   |            |
|---|---|---|---|---|---|------------|
| 4. Seeks input for distribution of resources.                 | 5 | 4 | 3 | 2 | 1 | No Opinion |
| 5. Advocates for resources for the department when needed.    | 5 | 4 | 3 | 2 | 1 | No Opinion |
| 6. Manages departmental budget in a fiscally responsible way. | 5 | 4 | 3 | 2 | 1 | No Opinion |

*Ensure alignment of departmental goals with college and university goals.*

7. Sets goals for department that are in alignment with college and university goals and reflect departmental priorities.

5                      4                      3                      2                      1                      No Opinion

8. Ensures programs have clearly defined goals.

5                      4                      3                      2                      1                      No Opinion

9. Is able to lead department toward achieving established goals.

5                      4                      3                      2                      1                      No Opinion

*Provide departmental leadership in the development of new initiatives and programs and revision of existing ones.*

10. Provides leadership for new initiatives and programs and for the revision of existing programs.

5                      4                      3                      2                      1                      No Opinion

*Evaluate faculty performance for tenure, promotion, and supplemental salary adjustment recommendations to the Dean of the College.*

11. Conducts faculty performance evaluations fairly and in accordance with appropriate department documents and bargaining unit contracts.

5                      4                      3                      2                      1                      No Opinion

*Plan, develop and schedule departmental course offerings.*

12. Seeks faculty input on course offerings and scheduling.

5                      4                      3                      2                      1                      No Opinion

13. Prepares and communicates course schedules in timely fashion.

5                      4                      3                      2                      1                      No Opinion

14. Prepares a course schedule that is responsive to programmatic and student needs.

5                      4                      3                      2                      1                      No Opinion

*Support students and faculty regarding such matters as curricular requirements, transfer of courses, availability of classes, and academic problems and/or grievances.*

15. Ensures that both written and online curricular materials are accurate and up to date.

5                      4                      3                      2                      1                      No Opinion

16. Provides department leadership for establishing effective advising practices.

5                      4                      3                      2                      1                      No Opinion

17. Handles student complaints in a timely and effective manner.

5                      4                      3                      2                      1                      No Opinion

*Recruit and interview prospective faculty.*

18. Staffs department course sections with qualified instructors.

5                      4                      3                      2                      1                      No Opinion

19. Seeks faculty input for hiring decisions.

5                      4                      3                      2                      1                      No Opinion

*Advise and assist College Deans in program and policy development.*

20. Keeps faculty informed of new programs and policies within the College and University.

5                      4                      3                      2                      1                      No Opinion

*Participate in local, national and professional associations to continue personal academic development and promote the University.*

21. Stays actively involved in his or her discipline.

5                    4                    3                    2                    1                    No Opinion

*Cultivate alumni and other donor connections to and financial support for departmental projects and programs.*

22. Maintains relations with alumni, donors, and the community at large.

5                    4                    3                    2                    1                    No Opinion

23. Encourages alumni/advancement initiatives when appropriate.

5                    4                    3                    2                    1                    No Opinion

*Consult with department faculty at periodic staff meetings.*

24. Runs faculty meetings effectively.

5                    4                    3                    2                    1                    No Opinion

*Administer collective bargaining master agreements.*

25. Understands and follows collective bargaining master agreements.

5                    4                    3                    2                    1                    No Opinion

26. Initiates revisions and corrections to contractually related departmental documents.

5                    4                    3                    2                    1                    No Opinion

*Teach a department course or equivalent during one or more semesters.*

27. Contributes to academic needs of the department through teaching or other equivalent activities.

5                    4                    3                    2                    1                    No Opinion

*Perform related Departmental duties as required.*

28. Manages office staff effectively.

5                      4                      3                      2                      1                      No Opinion

29. Is accessible to faculty, staff, and students.

5                      4                      3                      2                      1                      No Opinion

Section C. Comments

30. What matters need priority attention in the unit, and what should the Department Head/School Director be doing to address them?

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

32. What would you suggest that the Department Head/School Director change in his or her performance to improve the unit?