APPENDIX III: Template for a staff survey

This template is only meant to be of assistance to the DEC that can add, amend, delete as appropriate for the particular unit. Other previous survey formats should be available to the DEC for consideration.

TO: THE SCHOOL Faculty Members
FROM: Dean's Evaluation Committee (DEC)
SUBJECT: Evaluation of THE SCHOOL's Dean XXXXX
DATE: XX-XX-XXXX

This questionnaire is one way for you and your colleagues to provide regular and systematic feedback to your Dean and the University Administration. Responses to this survey, in aggregate in anonymous form only, will be provided to the Dean, to the University Executive Vice President for Academic Affairs, to the University President and to the Chair of the University Senate. Your voluntary and anonymous participation in this evaluation is very important.

Please simply indicate your response to each question on the survey and please mark "N/A (not applicable) No Opinion" as applicable to you. Feel free to skip any question. **Please include any additional comments relevant to the evaluation of the School's Dean in the area provided**. Comments may be quoted in an aggregate form in the report.

	N/A Or no opinion	Strongly Dis-agree	Dis-agree	Neutral	Agree	Strongly Agree
I. LEADERSHIP: The Dean…						
1. Consistently demonstrates excellence in administrative leadership	X	1	2	3	4	5
2. Consistently articulates a clear vision for the future of the school	X	1	2	3	4	5
3. Is an excellent professional role model	X	1	2	3	4	5
4. Anticipates future changes	X	1	2	3	4	5
5. Effectively motivates staff members and cultivates positive morale	X	1	2	3	4	5
II. UNIT DEVELOPMENT: The Dean…						
6. Encourages creative approaches to problem-solving	X	1	2	3	4	5
7. Supports professional development of the staff	X	1	2	3	4	5
8. Attracts highly qualified professional staff to the school	X	1	2	3	4	5
9. Retains highly qualified professional staff to the school	X	1	2	3	4	5
10. Provides and maintains appropriate staffing levels in departmental offices	X	1	2	3	4	5
11. Provides and maintains appropriate staffing levels in the Dean's office	X	1	2	3	4	5
12. Fosters a comfortable and collegial work environment	X	1	2	3	4	5
13. Works to improve the work environment	X	1	2	3	4	5
III. COMMUNICATION: The Dean…						
14. Is accessible to you as a staff member	X	1	2	3	4	5
15. Seeks input from the staff where appropriate	X	1	2	3	4	5
16. Has a communication style that promotes open communication	X	1	2	3	4	5
17. Makes informed decisions	X	1	2	3	4	5
18. Finds viable solutions to problems	X	1	2	3	4	5
19. Has effective working relationships	X	1	2	3	4	5
20. Is collegial	X	1	2	3	4	5
21. Mentors members of the unit in administration	X	1	2	3	4	5
22. Keeps people informed of important developments	X	1	2	3	4	5
23. Provides clear directions	X	1	2	3	4	5
24. Represents the Unit to the University well	X	1	2	3	4	5
25. Communicates goals and priority expectations for each office	X	1	2	3	4	5
26. Stays aware of each department's plans, accomplishments and needs	X	1	2	3	4	5
27. Effectively arbitrates disputes	X	1	2	3	4	5
IV. PERSONAL CHARACTERISTICS: The Dean is…						
28. Decisive [5] (vs. Indecisive [1])	X	1	2	3	4	5
29. Organized [5] (vs. disorganized [1])	X	1	2	3	4	5
30. Approachable [5] (vs. remote [1])	X	1	2	3	4	5
31. Honest [5] (vs. untruthful [1])	X	1	2	3	4	5
32. Fair [5] (vs. Unfair [1])	X	1	2	3	4	5
33. Democratic [5] (vs. autocratic [1])	X	1	2	3	4	5
34. Caring [5] (vs. unfeeling [1])	X	1	2	3	4	5
35. Straightforward [5] (vs. manipulative [1])	X	1	2	3	4	5
36. Consistent [5] (vs. inconsistent [1])	X	1	2	3	4	5
37. Clear [5] (vs. ambiguous [1])	X	1	2	3	4	5
38. Receptive to ideas [5] (vs. opinionated [1])	X	1	2	3	4	5
39. Trustworthy [5] (vs. untrustworthy [1])	X	1	2	3	4	5
40. Warm [5] (vs. aloof [1])	X	1	2	3	4	5
41. Predictable [5] (vs. erratic [1])	X	1	2	3	4	5

	N/A Or no opinion	Strongly Dis-agree	Dis-agree	Neutral	Agree	Strongly Agree
V. ADMINISTRATION: The Dean…						
42. Has clear administrative procedures	X	1	2	3	4	5
43. Exercises good judgment in appointing associate and assistant deans	X	1	2	3	4	5
44. Attends to administrative matters in a timely fashion	X	1	2	3	4	5
45. Acts in a timely fashion	X	1	2	3	4	5
46. Properly supervises the Associate and Assistant Deans	X	1	2	3	4	5
47. Properly supervises the Dean's office staff	X	1	2	3	4	5
48. Knows the University's facilities, structure and personnel	X	1	2	3	4	5
49. Implements University policies and procedures well	X	1	2	3	4	5
VI. RESOURCES: The Dean…						
50. Makes good use of University services and resources	X	1	2	3	4	5
51. Represents the unit's needs to those who control resources	X	1	2	3	4	5
52. Provides departments ample opportunity to explain their needs	X	1	2	3	4	5
53. Allocates resources consistent with the unit's goals and priorities	X	1	2	3	4	5
54. Plays a major role in raising external funds for the unit	X	1	2	3	4	5
VII. FAIRNESS AND ETHICS: The Dean…		1	2	3	4	5
55. Treats staff fairly, irrespective of ethnic origin	X	1	2	3	4	5
56. Treats staff fairly, irrespective of gender or sexual orientation	X	1	2	3	4	5
57. Considers views contrary to his own	X	1	2	3	4	5
58. Encourages high ethical professional standards for members of the unit	X	1	2	3	4	5
59. Treats departments fairly, irrespective of discipline	X	1	2	3	4	5
60. Exhibits high ethical standards in his official duties	X	1	2	3	4	5
61. Is perceived as fair	X	1	2	3	4	5

VIII. The next two questions will be used simply to provide some simple comparisons across the responses to the questions on the following pages. Again, your answer is completely anonymous, and only aggregated responses will be reported. Nevertheless, you may skip these questions if wish to do so.

62. In the past semester, how often did you have substantive contact with the Dean?	1. Less than once a month	2. More than once a month
63. What is your Department affiliation?		

IX. ADDITIONAL COMMENTS

| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |

Thank you! Your assessment and perspectives are valued and appreciated.