

# Department Head Evaluation

Instructions: Please **circle** the response which best reflects your opinion on each of the following.  
If the question is inapplicable, or you have **No Basis** for evaluation, please mark column 5.

1. Overall, how would you rate the job this department head is doing?

1 POOR                                      2 FAIR                                      3 GOOD                                      4 EXCELLENT

2. How would you rate this department head on the following?

|   | POOR | FAIR | GOOD | EXCELLENT | NB |
|---|------|------|------|-----------|----|
| a. Personal Skills - Dealing with people  | 1    | 2    | 3    | 4         | 5  |
| b. Management Skills - Running the Office | 1    | 2    | 3    | 4         | 5  |
| c. Leadership Skills                      | 1    | 2    | 3    | 4         | 5  |

3. Overall, which of the following best describes this department head's vision of the future and ability to build consensus?

**Vision for the future**

- 1 HAS NO VISION FOR THE FUTURE FOR THE LIBRARIES
- 2 HAS SOME SENSE OF FUTURE DIRECTION FOR THE LIBRARIES
- 3 HAS CLEAR SENSE OF FUTURE DIRECTION FOR THE LIBRARIES

**Consensus Building**

- 1 MAKES NO EFFORT AT BUILDING CONSENSUS
- 2 IS MODERATELY SUCCESSFUL AT BUILDING CONSENSUS
- 3 IS SUCCESSFUL AT BUILDING CONSENSUS

4. Please indicate the degree to which this department head encourages or discourages the following.

|  | WORKS TO DISCOURAGE | NEITHER ENCOURAGES NOR DISCOURAGES | WORKS TO ENCOURAGE | PROVIDES STRONG ENCOURAGEMENT | NB |
|--|---------------------|------------------------------------|--------------------|-------------------------------|----|
| a. Retention of female faculty                   | 1                   | 2                                  | 3                  | 4                             | 5  |
| b. Retention of minority faculty                 | 1                   | 2                                  | 3                  | 4                             | 5  |
| c. Professional development of female faculty    | 1                   | 2                                  | 3                  | 4                             | 5  |
| d. Professional development of minority faculty  | 1                   | 2                                  | 3                  | 4                             | 5  |
| e. Recruitment of female graduate students       | 1                   | 2                                  | 3                  | 4                             | 5  |
| f. Recruitment of minority graduate students     | 1                   | 2                                  | 3                  | 4                             | 5  |
| g. Retention of female graduate students         | 1                   | 2                                  | 3                  | 4                             | 5  |
| h. Retention of minority graduate students       | 1                   | 2                                  | 3                  | 4                             | 5  |
| i. Racial sensitivity in the unit                | 1                   | 2                                  | 3                  | 4                             | 5  |
| j. Gender sensitivity in the unit                | 1                   | 2                                  | 3                  | 4                             | 5  |
| k. Ethnic sensitivity in the unit                | 1                   | 2                                  | 3                  | 4                             | 5  |
| l. Religious sensitivity in the unit             | 1                   | 2                                  | 3                  | 4                             | 5  |
| m. Sensitivity to gender orientation in the unit | 1                   | 2                                  | 3                  | 4                             | 5  |

5. How would you characterize this department head's responses to the following?

|  | RESPONDS DEFENSIVELY | TENDS TO IGNORE | RESPONDS MINIMALLY | RESPONDS EFFECTIVELY | NB |
|--|----------------------|-----------------|--------------------|----------------------|----|
| a. Complaints from individual faculty    | 1                    | 2               | 3                  | 4                    | 5  |
| b. Constructive criticism from faculty   | 1                    | 2               | 3                  | 4                    | 5  |
| c. Discontent within faculty             | 1                    | 2               | 3                  | 4                    | 5  |
| d. Undergraduate student complaints      | 1                    | 2               | 3                  | 4                    | 5  |
| e. Graduate student complaints           | 1                    | 2               | 3                  | 4                    | 5  |
| f. Program review by the Graduate School | 1                    | 2               | 3                  | 4                    | 5  |

6. How would you rate this department head's effectiveness in performing each of the following?

|   | POOR | FAIR | GOOD | EXCELLENT | NB |
|---|------|------|------|-----------|----|
| a. Promoting quality undergraduate teaching               | 1    | 2    | 3    | 4         | 5  |
| b. Promoting quality graduate teaching                    | 1    | 2    | 3    | 4         | 5  |
| c. Promoting quality publication of research findings     | 1    | 2    | 3    | 4         | 5  |
| d. Promoting faculty pursuit of ext. research funding     | 1    | 2    | 3    | 4         | 5  |
| e. Mediating disputes among faculty members               | 1    | 2    | 3    | 4         | 5  |
| f. Mediating disputes among staff                         | 1    | 2    | 3    | 4         | 5  |
| g. Managing budgetary resources                           | 1    | 2    | 3    | 4         | 5  |
| h. Managing staff resources                               | 1    | 2    | 3    | 4         | 5  |
| i. Providing incentives for faculty to excel in teaching  | 1    | 2    | 3    | 4         | 5  |
| j. Providing incentives for faculty to excel in research  | 1    | 2    | 3    | 4         | 5  |
| k. Providing incentives for faculty in public service     | 1    | 2    | 3    | 4         | 5  |
| l. Providing incentives for faculty in university service | 1    | 2    | 3    | 4         | 5  |
| m. Acting according to high ethical standards             | 1    | 2    | 3    | 4         | 5  |
| n. Encouraging a collegial work environment               | 1    | 2    | 3    | 4         | 5  |
| o. Maintaining an effect. work load policy for jr. fac.   | 1    | 2    | 3    | 4         | 5  |
| p. Maintaining an effect. work load policy for sr. fac.   | 1    | 2    | 3    | 4         | 5  |
| q. Providing for the mentoring of junior faculty          | 1    | 2    | 3    | 4         | 5  |
| r. Delegating departmental tasks to appropriate faculty   | 1    | 2    | 3    | 4         | 5  |
| s. Basing salary increments on performance                | 1    | 2    | 3    | 4         | 5  |
| t. Encouraging collaborative research within UTK          | 1    | 2    | 3    | 4         | 5  |
| u. Encouraging coll. research with other universities     | 1    | 2    | 3    | 4         | 5  |
| v. Encouraging international collaborative research       | 1    | 2    | 3    | 4         | 5  |
| w. Promoting an open atmosphere for decision-making       | 1    | 2    | 3    | 4         | 5  |
| x. Dealing with faculty in a fair, nondiscrimin. manner   | 1    | 2    | 3    | 4         | 5  |

7. How would you rate this department head's effectiveness in dealing with the following individuals or groups?

|   | POOR | FAIR | GOOD | EXCELLENT | NB |
|---|------|------|------|-----------|----|
| a. Other department heads in the college    | 1    | 2    | 3    | 4         | 5  |
| b. The Dean's Office                        | 1    | 2    | 3    | 4         | 5  |
| c. The Chancellor's Office                  | 1    | 2    | 3    | 4         | 5  |
| d. Alumni                                   | 1    | 2    | 3    | 4         | 5  |
| e. Business and community leaders           | 1    | 2    | 3    | 4         | 5  |
| f. Professional peers in other universities | 1    | 2    | 3    | 4         | 5  |

8. Overall, which of the following would you recommend for this department head? Please explain the reasons for your recommendation on the last page.

- 1 RETENTION IN THE POSITION WITHOUT QUALIFICATION
- 2 RETENTION IN THE POSITION WITH REVIEW AFTER 18 MONTHS AND REMOVAL IF IMPROVEMENTS ARE NOT MADE
- 3 NON RETENTION

## Background Information

Your answers to these questions will allow us to compare your responses to those of others. Again, this is completely confidential. The data will be reported only in the aggregate, and results will not be computed for groups with fewer than five members.

9. What is your gender?            1 FEMALE      2 MALE

10. What is your race?    1 AFRICAN AMERICAN            2 CAUCASIAN            3 ASIAN  
   4 AMERICAN INDIAN            5 PACIFIC ISLANDER            6 HISPANIC

11. Which of the following best describes your position?

- |                                |                       |                           |
|--------------------------------|-----------------------|---------------------------|
| 1 DEPARTMENT HEAD              | 2 ASSISTANT PROFESSOR | 3 ASSOCIATE PROFESSOR     |
| 4 PROFESSOR                    | 5 PART-TIME/ADJUNCT   | 6 RESEARCH ASSOC/POST DOC |
| 7 GRADUATE STUDENT             | 8 STAFF               | 9 ALUMNUS                 |
| 10 OTHER (please specify)_____ |                       |                           |

Please use this last page to further comment on the strengths, weaknesses, and leadership style of your department head. Also make any other comments you feel appropriate on this page.

Strengths

Weaknesses

Leadership Style

Comments on your response to question 8.