

Evaluation of Performance of Dean of Libraries

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 performance of the Dean of Libraries?

1 POOR 2 FAIR 3 GOOD 4 EXCELLENT

2. How would you rate the Dean of Libraries on the following?

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

3. Overall, which of the following best describes this dean'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. How would you rate the Dean's effectiveness in performing each of the following?

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

5. *How would you rate the Dean's effectiveness in dealing with the following individuals or groups?*

	POOR	FAIR	GOOD	EXCELLENT	NB
a. Other deans	1	2	3	4	5
b. The Chancellor's Office	1	2	3	4	5
c. Alumni	1	2	3	4	5
d. Business and community leaders	1	2	3	4	5
e. Professional peers in other universities	1	2	3	4	5
e. Students	1	2	3	4	5

6. *Please indicate the degree to which the Dean of Libraries encourages or discourages the following.*

	WORKS TO DISCOURAGE	NEITHER ENCOURAGES NOR DISCOURAGES	WORKS TO ENCOURAGE	PROVIDES STRONG ENCOURAGEMENT	NB
a. Retention of female faculty and staff	1	2	3	4	5
b. Retention of male faculty and staff	1	2	3	4	5
c. Retention of minority faculty and staff	1	2	3	4	5
d. Prof development of female faculty/staff	1	2	3	4	5
e. Prof development of male faculty/staff	1	2	3	4	5
f. Prof development of minority faculty/staff	1	2	3	4	5
g. Racial sensitivity	1	2	3	4	5
h. Gender sensitivity	1	2	3	4	5
i. Ethnic sensitivity	1	2	3	4	5
j. Religious sensitivity	1	2	3	4	5
k. Sensitivity to gender orientation	1	2	3	4	5

7. *How would you characterize the Dean's responses to the following?*

	RESPONDS DEFENSIVELY	TENDS TO IGNORE	RESPONDS MINIMALLY	RESPONDS EFFECTIVELY	NB
a. Complaints from individual faculty/staff	1	2	3	4	5
b. Constructive criticism from faculty/staff	1	2	3	4	5
c. Discontent within faculty/staff	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

8. *Overall, which of the following would you recommend for the Dean? 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 the Dean of Libraries. Also make any other comments you feel appropriate on this page.

Strengths

Weaknesses

Leadership Style

Comments on your response to question 8.