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Process for the Evaluation of Academic Deans and the
Vice President for University Libraries and University Librarian
April 22, 2025[1]

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This process has been formulated through a series of iterations from the Rutgers University Senate and the president of the University and applies to the academic dean of each Academic Unit of the University, and the Vice President for University Libraries and University Librarian (VPUL).

1. Each academic dean shall normally be evaluated by faculty, staff, and students in the Unit every five years, but an evaluation can be triggered at any time by the Executive Vice President for Academic Affairs (EVPAA), the dean's chancellor, by the dean, or by the unit's faculty or students. The latter proceeds as follows: a petition by 25% of the unit's tenured faculty, or by 25% of the students of the Unit, to the faculty secretary of the Unit, or equivalent person, triggers a secret ballot docketed for the next faculty meeting where the question of whether to have an out-of-cycle evaluation of the dean, to commence at the current semester, is decided by majority vote of those voting[2]. For the VPUL, an evaluation by petition can be initiated by 25% of the Rutgers Libraries' faculty, or by 25% of its staff following the same process above for the next faculty or staff meeting.[3] An evaluation by petition can only be requested once between regular evaluations.

2. The initial evaluation for newly appointed deans/VPULs should be earlier than the fifth year so that evaluations by faculty, staff, and students should not coincide with the 5-year review by the dean's chancellor(EVPAA for VPUL). Such evaluations should be carried out in in the fourth year, since this is expected to allow enough time for the deans/VPUL to act on suggestions resulting from the evaluation. A single semester should normally suffice for completion of the evaluation.

3. At the direction of the EVPAA, the dean's chancellor will meet with the Unit faculty and the dean to initiate the process. In most cases, the Unit faculty will also be the "appropriate constituency body."[4] In Units where the faculty do not regularly meet as a body, an appropriately representative body shall be identified by the respective chancellor at the onset of the evaluation process. In the case of the VPUL, the EVPAA will meet with the Libraries' faculty, staff, and VPUL to initiate the process.

4. The University Senate will be informed by the EVPAA in case of major delays or irregularities.

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[1] July 13, 2010; revised October 28, 2016; November 11, 2021; and April 14, 2025.
[2] The voting faculty membership as specified by department by-laws.
[3] The voting faculty and staff membership as specified by the Rutgers Universities Libraries by-laws.
[4] The appropriate constituency body includes all faculty of all faculty titles in the department, including Lecturers.

5. The dean's chancellor will organize an ad hoc Dean Evaluation Committee (DEC), the majority of which must be faculty members[5], and will be formed by the chancellor as follows:

   a. The appropriate governance body of the Unit will submit a slate of ten faculty members[5] or 50% of the faculty, whichever is smaller, from within the Unit, from which three will be chosen.

   b. The Executive Committee of the University Senate will submit a slate of eight faculty members[2] from without the Unit, from which two will be chosen. Faculty from related Units should be preferred in the composition of the slate.

   c. Up to three administrators may be appointed by the dean's chancellor.

6. The EVPAA will organize an ad hoc University Librarian Evaluation Committee (ULEC), the majority of which must be faculty members, and will be formed by the EVPAA as follows:

   a. The Faculty Planning Committee will submit a slate of eight library faculty members[6], from which two will be chosen.

   b. The Executive Council of the Staff Advisory Committee will submit a slate of eight library staff members[7], from which two will be chosen.

   c. The Executive Committee of the University Senate will submit a slate of eight faculty members from without the Unit, from which two will be chosen. Faculty from related Units should be preferred in the composition of the slate.

   d. Up to two administrators may be appointed by the EVPAA.

7. The DEC/ULEC will meet as a body to elect its chair.

8. The dean/VPUL will be asked by their chancellor/EVPAA to submit to the DEC/ULEC, within a reasonable timeframe, a statement detailing responsibilities and accomplishments that will include data as well as the dean's/VPUL's vision and strategic plan for the Unit. A formal job description, if it exists, will also be forwarded to the DEC/ULEC. The dean's/VPUL's statement should be made available to those providing input to the process.

9. The DEC/ULEC, in consultation with the chancellor/EVPAA, will decide on whether to include in its membership representatives from among the staff, students, alumni, or other constituencies (from within or without the Unit or even the University) with whom the dean/VPUL may have substantial contact. In so doing, the DEC/ULEC must ensure that the majority of its members are faculty[5]. The DEC/ULEC will also decide on the manner

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[5] Full time faculty members with three or more years of service at Rutgers, who (except for RBHS) are tenured, and who do not hold administrative appointments other than department chairs, graduate directors, or undergraduate directors.

[6] Full time faculty members with three or more years of service reporting directly or indirectly to the Rutgers Vice President for University Libraries and University Librarian, who are tenured, and who do not hold administrative appointments within the unit.

[7] Full time staff members with three or more years of service reporting directly or indirectly to the Rutgers Vice President for University Libraries and University Librarian.

of choosing such members. In the case of student membership, the student representative(s) should be chosen from among student senators representing the Unit (or representing any Unit of the University in the case of the ULEC), and/or officers of the appropriate student governing association.

10.   The DEC/ULEC will then meet and formulate a plan for the review with advisory input from the dean and the dean's chancellor/VPUL and the EVPAA. In so doing, the committee shall enjoy significant latitude, but will need to ensure that meaningful faculty (all titles, including Lecturers), student, and staff input is received during the evaluation process, and that the process provides for anonymity of respondents who request it. Furthermore, in addition to any Unit-specific questions or criteria, DECs/ULEC will include in the review process evaluations of the dean/VPUL in the following areas, as appropriate to the individual Unit:

- Quality of relationship with, and care for, students
- Quality of collegial relationship between the dean/VPUL and the faculty and/or fellows
- Performance in personnel issues involving faculty and staff
- Performance of financial and strategic management of the Unit's resources
- Overall performance

a.   A survey should be formulated by the DEC/ULEC. Provision should be made for narrative comments as well as a series of multiple-choice evaluations. The multiple-choice evaluations will include the five performance areas listed above plus any Unit-specific additions from the members of the DEC/ULEC.

Generic templates for a faculty and a staff survey are appended as Appendix I (faculty) and Appendix II (staff). They are only meant to be of assistance to the DEC/ULEC, which can add, amend, or delete elements as appropriate for the particular Unit. These surveys have been formulated based on the initial survey used by the School of Communication and Information. Nevertheless, all previous survey formats should be kept by the Office of Teaching Evaluation and Assessment Research ("OTEAR") and be made available to the DEC/ULEC for consideration.

Analysis of the data will be programmed so that means and other statistics will be standard outputs, along with anonymous listing of the narrative comments. This summary of respondents' input is all that will be made available to those having access to survey results. The surveys must provide privacy assurances for the faculty, staff, students, and other respondents. Use of an electronic survey is recommended, but for Units using an online survey, non-electronic copies of the survey instrument will be provided to faculty, students, or staff who do not wish to participate in the electronic version, and the DEC/ULEC will need to determine how to protect the confidentiality of those respondents and how to ensure that their views are included in the overall evaluation. Response rates for the survey by type of respondent (tenured and tenure-track faculty, other faculty, student, administrative, and non-administrative staff, other) should be reported along with the survey results.

Units may wish to collect additional data, such as:
- Respondent's familiarity with dean's/VPUL's performance in position
- Quality of faculty and program development

- Fairness and ethics
- Leadership
- Communication
- Functional competence
- Commitment to diversity
- Interpersonal skills

    b.   The survey will be supported by OTEAR. Numerical results will be tabulated by OTEAR, and an aggregation of the written comments will be provided. Nevertheless, evaluating the data and formulating the report is the task of the DEC/ULEC and should not be delegated to the staff of OTEAR, or anyone else outside of the DEC/ULEC.

    c.   The committee or a subcommittee will write a summary of the written comments and will correlate them with the numerical results (if any). The DEC/ULEC will consider survey response rates and distribution of responses in compiling the report.

11.   A thorough evaluation process should be carried out by the DEC/ULEC. Additional input could include discussion summarized in narrative form (similar to departmental narratives used in faculty personnel decisions), or letters and communications from individuals commenting on the dean's/VPUL's performance, as long as anonymity of the individuals responding can be preserved if desired by those respondents. Units are encouraged to use qualitative as well as quantitative data in the evaluation process. The dean's chancellor (EVPAA for VPUL) is encouraged to make available some secretarial support to the DEC/ULEC, if needed.

12.   Once completed, the report of the DEC/ULEC shall be sent to the dean/VPUL, along with a request for a written response within a 30-day timeframe. The DEC/ULEC will have access to the dean's/VPUL's response and may choose to modify the original evaluation report in response to the dean's/VPUL's reply, particularly in cases where the dean/VPUL has pointed out to the committee errors of fact or interpretation. The DEC/ULEC will append the response of the dean/VPUL to its final report, or reference the lack of a response, and the chair of the DEC/ULEC should directly distribute one copy each to the president, the EVPAA (at evpaa@rutgers.edu), the dean's chancellor, and the chair of the University Senate. Recipients of the report will acknowledge receipt. It is expected that the results will be confidential and that those with access to the results will respect that confidentiality.

13.   The DEC/ULEC will prepare a non-confidential summary of the findings and will mail or e-mail it to the faculty of the Unit (and to the staff, in the case of the VPUL). In preparing this summary, the DEC/ULEC may also wish to summarize the response of the dean/VPUL. The contents should include non-confidential information at the discretion of the DEC/ULEC. It is suggested that some results of the survey be part of the feedback summary. The dean's chancellor(EVPAA for VPUL) will have the opportunity to review and approve the summary before it is distributed to the faculty (and staff for VPUL). The DEC/ULEC will decide whether to share the non-confidential summary with other constituencies that have provided input to the evaluation.

14.   Within 30 days of the release of the non-confidential summary to the faculty (and staff for VPUL), the chancellor/EVPAA should meet with the dean/VPUL to discuss the evaluation.

15.   Also, within 30 days of the release of the non-confidential summary to the faculty (and staff for VPUL), the chancellor/EVPAA should then meet together with the dean/VPUL and the Unit faculty (and staff for VPUL) to discuss those results of the evaluation that pertain to Unit policy, its strategic direction and its mode of operation and plans (if any) to bring about policy changes stemming from the review process.

APPENDIX I
Template for a Faculty Survey

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

TO:	THE UNIT Faculty Members
FROM:	Dean's Evaluation Committee (DEC)/Vice President for University Libraries & University Librarian Evaluation Committee (ULEC)
SUBJECT:	Evaluation of THE UNIT's Dean XXXXX/VPUL
DATE:	XX-XX-XXXX

This questionnaire is one way for you and your colleagues to provide regular and systematic feedback to your Dean/VPUL and the University Administration. Responses to this survey, in aggregate in anonymous form only, will be provided to the Dean/VPUL, 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 Unit's Dean/VPUL in the area provided**. Comments may be quoted in an aggregate form in the report.

		N/A or No Opinion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	I. LEADERSHIP: The Dean/VPUL…						
1	Leads in developing plans for achieving the Unit's goals	X	1	2	3	4	5
2	Consistently involves the faculty in developing plans for the School	X	1	2	3	4	5
3	Consistently demonstrates excellence in the Unit's intellectual leadership	X	1	2	3	4	5
4	Consistently demonstrates excellence in the Unit's administrative leadership	X	1	2	3	4	5
5	Consistently articulates a clear vision for the future of the Unit	X	1	2	3	4	5
6	Is an excellent professional role model for the faculty	X	1	2	3	4	5
7	Appropriately weighs the opinions of all segments of the faculty	X	1	2	3	4	5
8	Anticipates future changes	X	1	2	3	4	5
9	Effectively motivates colleagues and subordinates	X	1	2	3	4	5
10	Maintains good morale	X	1	2	3	4	5
11	Leads in developing plans for achieving the Unit's near-term Goals	X	1	2	3	4	5
12	Elevates the Unit's profile within and outside the University	X	1	2	3	4	5
13	Builds effective partnerships that advance the missions of the Unit and the University	X	1	2	3	4	5
14	Has helped improve the overall reputation of the unit	X	1	2	3	4	5
	II. FACULTY AND PROGRAM DEVELOPMENT: The Dean/VPUL…						
15	Promotes a favorable environment for individual faculty Development	X	1	2	3	4	5
16	Supports interdisciplinary programs	X	1	2	3	4	5
17	Places appropriate emphasis on teaching in consideration of tenure/promotion/merit raises	X	1	2	3	4	5
18	Places appropriate emphasis on service in consideration of tenure/promotion/merit raises	X	1	2	3	4	5
19	Places appropriate emphasis on research in consideration of tenure/promotion/merit raises	X	1	2	3	4	5
20	Encourages creative approaches to research development	X	1	2	3	4	5
21	Encourages creative approaches to teaching	X	1	2	3	4	5
22	Is supportive of, and provides adequate resources for, the unit's undergraduate teaching mission	X	1	2	3	4	5
23	Has developed and implemented a program to recruit high quality undergraduate students	X	1	2	3	4	5
24	Promotes excellence in the various Unit graduate programs by the development and distribution of resources	X	1	2	3	4	5
25	Provides appropriate oversight in accreditation processes	X	1	2	3	4	5
26	Provided leadership and support for special programs (e.g., EOF, programs for minorities and women)	X	1	2	3	4	5
27	Supports professional development of the faculty	X	1	2	3	4	5
28	Improves the quality of teaching at the Unit	X	1	2	3	4	5
29	Improves the undergraduate program	X	1	2	3	4	5
30	Has developed and implemented a program to recruit high quality graduate students	X	1	2	3	4	5
31	Improves the Master's programs	X	1	2	3	4	5
32	Improves the Ph.D. programs	X	1	2	3	4	5

		N/A or No Opinion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	III. COMMUNICATION: The Dean/VPUL…						
33	Is accessible to you as a faculty member	X	1	2	3	4	5
34	Considers constructive criticism from the faculty	X	1	2	3	4	5
35	Has a communication style that promotes open communication	X	1	2	3	4	5
36	Routinely convenes productive faculty meetings	X	1	2	3	4	5
37	Makes informed decisions	X	1	2	3	4	5
38	Consults with standing and *ad hoc* faculty committees	X	1	2	3	4	5
39	Finds viable solutions to problems	X	1	2	3	4	5
40	Has effective working relationships	X	1	2	3	4	5
41	Is collegial	X	1	2	3	4	5
42	Provides mentoring to faculty	X	1	2	3	4	5
43	Keeps faculty informed of important developments	X	1	2	3	4	5
44	Provides clear directions	X	1	2	3	4	5
45	Represents the Unit to the University well	X	1	2	3	4	5
46	Communicates goals and priority expectations for each department	X	1	2	3	4	5
47	Stays aware of each department's plans, accomplishments, and needs	X	1	2	3	4	5
48	Effectively arbitrates disputes between faculty	X	1	2	3	4	5
49	Effectively arbitrates disputes between departments	X	1	2	3	4	5
	IV. PERSONAL CHARACTERISTICS: The Dean/VPUL is…						
50	Decisive [5] (vs. Indecisive [1])	X	1	2	3	4	5
51	Organized [5] (vs. disorganized [1])	X	1	2	3	4	5
52	Approachable [5] (vs. remote [1])	X	1	2	3	4	5
53	Honest [5] (vs. untruthful [1])	X	1	2	3	4	5
54	Fair [5] (vs. Unfair [1])	X	1	2	3	4	5
55	Democratic [5] (vs. autocratic [1])	X	1	2	3	4	5
56	Caring [5] (vs. unfeeling [1])	X	1	2	3	4	5
57	Straightforward [5] (vs. manipulative [1])	X	1	2	3	4	5
58	Consistent [5] (vs. inconsistent [1])	X	1	2	3	4	5
59	Clear [5] (vs. ambiguous [1])	X	1	2	3	4	5
60	Receptive to ideas [5] (vs. opinionated [1])	X	1	2	3	4	5
61	Trustworthy [5] (vs. untrustworthy [1])	X	1	2	3	4	5
62	Warm [5] (vs. aloof [1])	X	1	2	3	4	5
63	Predictable [5] (vs. erratic [1])	X	1	2	3	4	5
	V. ADMINISTRATION: The Dean/VPUL…						
64	Has clear administrative procedures for promotions, tenure, leave, etc.	X	1	2	3	4	5
65	Exercises good judgment in appointing associate and assistant deans/library unit heads	X	1	2	3	4	5
66	Handles faculty members' concerns well	X	1	2	3	4	5
67	Solicits appropriate faculty input on appointing new associate and assistant deans/library unit heads	X	1	2	3	4	5
68	Clearly identifies to the faculty the functions and membership of the Unit's standing committees	X	1	2	3	4	5

		N/A or No Opinion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
69	Respects the vote of the faculty in appointing department chairs	X	1	2	3	4	5
70	Exercises good judgment in appointing department/faculty chairs	X	1	2	3	4	5
71	Is an excellent administrator	X	1	2	3	4	5
72	Attends to administrative matters in a timely fashion	X	1	2	3	4	5
73	Properly supervises the associate and assistant deans/library unit heads	X	1	2	3	4	5
74	Properly supervises the Dean's/VPUL's office staff	X	1	2	3	4	5
75	Knows the University's facilities, structure, and personnel	X	1	2	3	4	5
76	Strikes the right balance between supervision of the chairs and respect for departmental autonomy	X	1	2	3	4	5
77	Implements University policies and procedures well	X	1	2	3	4	5
	VI. RESOURCES: The Dean/VPUL…						
78	Makes good use of University services and resources	X	1	2	3	4	5
79	Represents the unit's needs to those who control resources	X	1	2	3	4	5
80	Gains an appropriate share of the University's resources	X	1	2	3	4	5
81	Has been instrumental in attracting SROA funds to the unit	X	1	2	3	4	5
82	Has been fair in distributing SROA funds	X	1	2	3	4	5
83	Plays a major role in raising external funds for the unit	X	1	2	3	4	5
84	Has a strong fund-raising record for the unit	X	1	2	3	4	5
85	Builds strong relationships with alumni and external stakeholders	X	1	2	3	4	5
86	Stimulates the development of new revenue-generating activities	X	1	2	3	4	5
87	Encourages and rewards faculty and staff whose efforts bring additional resources to support the Unit	X	1	2	3	4	5
88	Supports efforts to obtain gifts and/or grants	X	1	2	3	4	5
89	Supports efforts to obtain funds for undergraduate scholarships	X	1	2	3	4	5
90	Provides departments ample opportunity to explain their needs	X	1	2	3	4	5
91	Pays appropriate attention to the infrastructures of the departments, such as lab space and technical support	X	1	2	3	4	5
92	Allocates resources consistent with the unit's goals and priorities	X	1	2	3	4	5
93	Involves the faculty in setting priorities for resource allocation	X	1	2	3	4	5
94	Takes into account department size to an appropriate degree	X	1	2	3	4	5
95	Allocates space to departments and faculty in an appropriate manner	X	1	2	3	4	5
96	Through the Dean's/VPUL's areas of emphasis has had a positive effect in my program's resources, hiring, and support	X	1	2	3	4	5
97	Uses good judgment in allocating faculty lines	X	1	2	3	4	5
98	Makes appropriate efforts to hire and retain outstanding faculty	X	1	2	3	4	5
99	Has a staff of appropriate size given the overall staff size	X	1	2	3	4	5
100	Makes the Dean's/VPUL's budget transparent to the faculty	X	1	2	3	4	5
101	Manages the Unit's moneys well	X	1	2	3	4	5
	VII. FAIRNESS AND ETHICS: The Dean/VPUL…						
102	Treats faculty fairly, irrespective of disability, ethnic origin, gender or sexual orientation	X	1	2	3	4	5
103	Treats faculty fairly irrespective of views	X	1	2	3	4	5

		N/A or No Opinion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
104	Considers faculty views contrary to the Dean's/VPUL's	X	1	2	3	4	5
105	Treats faculty fairly, irrespective of discipline	X	1	2	3	4	5
106	Treats departments fairly, irrespective of discipline	X	1	2	3	4	5
107	Requires high ethical standards of the Unit's deans and department chairs/library unit heads	X	1	2	3	4	5
108	Encourages ethics and professionalism amongst faculty	X	1	2	3	4	5
109	Encourages ethics and professionalism amongst students	X	1	2	3	4	5
110	Exhibits high ethical standards in the Dean's/VPUL's official duties	X	1	2	3	4	5
111	Appropriately assigns due credit for accomplishments and activities	X	1	2	3	4	5
112	Is perceived as fair	X	1	2	3	4	5
113	Keeps commitments and promises	X	1	2	3	4	5

VIII. The next three questions will be used 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 you wish to do so.

114	In the past semester, how often did you have substantive contact with the Dean/VPUL?		1. Less than once a month	2. More than once a month
115	What is your Departmental affiliation?			
116	What is your appointment status?	1. Tenured full-time	2. Untenured full-time	3. Adjunct/Lecturer/TA

IX. ADDITIONAL COMMENTS

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

Template for a Staff Survey

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

TO: THE UNIT Staff Members

FROM: Dean's Evaluation Committee (DEC)/Vice President for University Libraries & University Librarian Evaluation Committee (ULEC)

SUBJECT: Evaluation of THE UNIT's Dean XXXXX/VPUL

DATE: XX-XX-XXXX

This questionnaire is one way for you and your colleagues to provide regular and systematic feedback to your Dean/VPUL and the University Administration. Responses to this survey, in aggregate in anonymous form only, will be provided to the Dean/VPUL, 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 Unit's Dean/VPUL in the area provided**. Comments may be quoted in an aggregate form in the report.

		N/A or No Opinion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	I. LEADERSHIP: The Dean/VPUL…						
1	Consistently demonstrates excellence in administrative leadership	X	1	2	3	4	5
2	Consistently articulates a clear vision for the future of the Unit	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/VPUL…						
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 Unit	X	1	2	3	4	5
9	Retains highly qualified professional staff at the Unit	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/VPUL'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/VPUL…						
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/VPUL 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

		N/A or No Opinion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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
	V. ADMINISTRATION: The Dean/VPUL…						
42	Has clear administrative procedures	X	1	2	3	4	5
43	Exercises good judgment in appointing associate and assistant deans/library unit heads	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/library unit heads	X	1	2	3	4	5
47	Properly supervises the Dean's/VPUL'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/VPUL…						
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/VPUL…						
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 the Dean's/VPUL's	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	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 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 you wish to do so.			
62	In the past semester, how often did you have substantive contact with the Dean/VPUL?	1. Less than once a month	2. More than once a month
63	What is your Departmental affiliation?		

IX. ADDITIONAL COMMENTS

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