

## **POLICY AND PROCEDURES FOR EVALUATION OF DEANS** **AMERICAN UNIVERSITY OF ARMENIA**

### **Objectives**

The purpose of this evaluation process is to provide Deans with the opportunity to share with the President and Provost achievements and progress and for the President and Provost to provide constructive feedback on the performance of the Deans in order to (1) enhance the effectiveness of the Deans, (2) determine obtainment of goals and objectives of the academic programs, and (3) assist in strategic planning for the academic programs and the University as a whole. The goal of this evaluation process is the continuous improvement of the academic programs.

For the purposes of this policy, Deans are the highest administrators of the University's academic programs. This definition does not include Associate and Assistant Deans of the academic programs who are evaluated annually in a separate process under faculty assessment.

### **Timeline**

Evaluations of the Deans under this policy are performed every three years beginning with 2007 in accordance with the AUA Evaluation and Assessment Plan. Deans are evaluated if they have served in their appointments for at least one year. The first formal evaluation of AUA Deans took place in 2002 with the results reported to the President and the Board of Trustees.

### **Participants**

The evaluation includes input from multiple sources around the Dean including faculty of the academic program, students, alumni, and external peer reviewers.

The evaluation process is led by a person appointed by the President. The Evaluation Leader is responsible for preparing the report under the guidelines of this policy.

### **Reporting and Confidentiality**

The views of participants providing input in the evaluation of the Dean are to be kept confidential. In addition, some personal observations in the evaluation report may remain internal for the use of the President, Provost, and BOT Educational Policy Committee.

### **Criteria for Evaluation**

Deans will be evaluated for performance on the following criteria:

#### **Leadership**

Develops and promotes high standards for faculty and students, demonstrates intellectual leadership, articulates vision for the future, contributes to the leadership of the University, serves as a role model for faculty and students, promotes the mission of the academic program both

within and outside the University, is responsive to the needs of constituencies within and outside the University, participates in University development and promotional activities.

Academic Program Development

Leads and participates effectively in strategic planning, consistently involves the faculty in planning and works with faculty to develop short and long term goals, uses both direct and indirect evidence to assess student learning, effectively leads regular reviews of the curriculum, promotes faculty development, encourages creative teaching approaches, effectively mentors faculty.

Management

Recruits qualified faculty, develops and manages budgets responsibly and efficiently, creates a positive environment for faculty and students, works with other academic programs effectively, creates clear policies and procedures, exercises good judgment in appointing associate/assistant deans and directors, perseveres under difficulties, handles well faculty concerns and problems, implements University policies effectively, holds regular and productive faculty meetings.

Interpersonal Skills

Is accessible to faculty and students, promotes open communication for faculty and students, exhibits fairness and ethical behavior in all relations and communications, demonstrates effective conflict resolution skills, works effectively as part of the University team.

**Procedures**

This evaluation process is comprised of the following main components: (1) self-evaluation of the Dean, (2) evaluations by students, alumni, faculty, and external reviewers, (3) drafting and submission of the evaluation report to the President and Provost, (4) written evaluation by the President and Provost, (5) written response of the Dean to the evaluation report (optional), and (6) submission of the full report to the BOT Educational Policy.

1) Self-evaluation of the Dean

The Dean prepares a report that discusses and documents how the performance criteria for Deans have been met or not met and any barriers or restraints to the Deans ability to meet the criteria. It is expected that the main body of the self-report will not exceed five pages.

2) Evaluations by multiple sources

The Evaluation Leader collects data from sources using the self-administered standardized questionnaires (see below), through interviews, and through the review of documents. The Leader may request that the Dean provide documents pertaining to the performance criteria. Logistical support for data collection and analysis will be provided to the Leader.

3) Evaluation report

The Leader drafts separate evaluation reports for each Dean based on the evaluations and other documents. The reports are submitted to the President and Provost.

4) President and Provost evaluation

The President and Provost review together the report and prepare a separate statement that evaluates the Dean. The evaluation report, including the statement of the President and Provost is forwarded to the Dean.

5) Response of the Dean

The Dean may choose to make a written response to the evaluation report.

6) Final report

The final report is comprised of (1) the evaluation report, (2) the statement of the President and Dean, (3) the written response of the Dean, and (4) a signature page. The final report is submitted to the BOT Educational Policy Committee. A copy is kept in the personnel files in the Provost's office.

*August 2007*

**Questionnaire for Faculty for the Evaluation of Deans  
American University of Armenia  
2007**

The American University of Armenia is committed to the continuous improvement of its academic programs. In order to ensure that the mission, goals, and objectives of the University and its academic programs are achieved, the University has in place a variety of assessment activities. One of these activities is the periodic evaluation of the Deans of the academic Programs. Please take a few minutes to assist us in this process by answering the following questions. Your responses will be kept confidential.

1. Please indicate your opinion about the following statements.

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>
The Dean involves faculty in developing plans for the academic program.						
The Dean promotes high standards for the faculty.						
The Dean is able to promote the mission of the academic program inside the University.						
The Dean develops and maintains good relations for the academic program outside the University.						
The Dean is successful in recruiting new students.						
The Dean does a good job in finding qualified faculty to teach.						
The Dean provides opportunities for faculty to be heard on academic program issues.						
The Dean does a good job of promoting faculty development.						
The Dean serves as a good mentor for the faculty.						
The Dean serves as a good role model for students.						
The Dean is open to new ideas about teaching.						

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>
The Dean creates a positive atmosphere in the academic program.						
The Dean exercises good judgment in appointing staff.						
The Dean does a good job in handling faculty concerns and problems.						
The Dean does a good job in handling student concerns and problems.						
The Dean is accessible to faculty.						
The Dean is accessible to students.						
The Dean is always fair and ethical when interacting with faculty.						
The Dean is always fair and ethical when interacting with students.						
The Dean communicates effectively.						
The Dean promotes open communication with faculty.						
The Dean promotes open communication with students.						
The Dean does a good job in resolving conflicts.						
The Dean's policies and procedures are clear to faculty.						
The Dean's policies and procedures are clear to students.						
The Dean handles administrative matters in a timely manner.						

The Dean runs faculty meetings that are productive.						
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2. What do you think are the main strengths and weaknesses of the Dean?

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3. Please provide any other constructive comments you think will be helpful.

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Thank you for your participation.

**Questionnaire for Students and Alumni for the Evaluation of Deans  
American University of Armenia  
2007**

The American University of Armenia is committed to the continuous improvement of its academic programs. In order to ensure that the mission, goals, and objectives of the University and its academic programs are achieved, the University has in place a variety of assessment activities. One of these activities is the periodic evaluation of the Deans of the academic Programs. Please take a few minutes to assist us in this process by answering the following questions. Your responses will be kept confidential.

1. Please indicate your opinion about the following statements.

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>
The Dean promotes high standards for students.						
The Dean develops and maintains good relations for the academic program outside the University.						
The Dean is successful in recruiting new students.						
The Dean does a good job in finding qualified faculty to teach.						
The Dean provides opportunities for students to be heard on academic program issues.						
The Dean serves as a good role model for students.						
The Dean creates a positive atmosphere in the academic program.						
The Dean does a good job in handling student concerns and problems.						
The Dean is accessible to students.						
The Dean is always fair and ethical when interacting with students.						
The Dean communicates effectively.						

The Dean promotes open communication with students.						
The Dean does a good job in resolving conflicts.						
The Dean's policies and procedures are clear to faculty.						
The Dean's policies and procedures are clear to students.						
The Dean handles student problems and matters in a timely manner.						
The Dean communicates with students on a regular basis.						

2. What do you think are the main strengths and weaknesses of the Dean?

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3. Please provide any other constructive comments you think will be helpful.

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Thank you for your participation.



**SIGNATURE PAGE FOR THE DEAN EVALUATION REPORT**

**Signature of the AUA President:**

\_\_\_\_\_ Date: \_\_\_\_\_

**Signature of the Dean:**

I acknowledge that this evaluation was shared with me by the AUA President. My signature does not indicate agreement or disagreement with the evaluation.

I have made a response to this evaluation and it is attached. Yes \_\_\_\_ No \_\_\_\_

\_\_\_\_\_ Date: \_\_\_\_\_