



School of Music  
School of Dance, Theatre, and Arts Administration

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Date: May 11, 2022

To: Mitchell McKinney  
Dean, Buchtel College of Arts and Sciences

From: Marc Reed  
Director, School of Music and School of Dance, Theatre, and Arts Administration

Subject: Director Review Guidelines

The attached guidelines and questionnaire were approved by the faculties of both the School of Music and School of Dance, Theatre, and Arts Administration on May 5, 2022.

I have approved the guidelines and questionnaire.

I ask that you review and approve the guidelines and questionnaire.

\_\_\_\_\_  
Director, SOM and DTAA

May 11, 2022

Date

\_\_\_\_\_  
Dean, Buchtel College of Arts and Sciences

May 11, 2022

Date

\_\_\_\_\_  
Provost

May 18, 2022

Date

**Buchtel College of Arts and Sciences**  
**School of Music**  
**School of Dance, Theatre, and Arts Administration**  
**School Director Review Guidelines**

**Purpose of the Review**

During the final full year of the school director's term of appointment, s/he may wish to be considered for an additional term. The director shall be subject to a formal performance evaluation by the dean and the faculty. The evaluation committee shall report a recommendation to the dean after conferral with the bargaining unit faculty by a process described below.

**Procedures**

As specified in the Contract (Article 10, Section 5), during the final year of the school director's term of appointment, directors who wish to be considered for an additional term shall be subject to a formal performance review of the preceding term. The review shall include:

1. An evaluation of the director's performance shall be conducted by a committee of four members of the bargaining unit of the department: two elected by the bargaining unit members, one appointed by the dean, and one appointed by the provost. The evaluation should be conducted according to the process set forth in the college and departmental guidelines and approved by the dean and the provost.
2. The committee shall have been formed and convened for its first meeting no later than by the end of week 7 of the Fall semester. The committee's report shall be forwarded to the director and the dean no later than the end of week 4 of the following Spring semester.
3. The review shall be conducted according to the process set forth in these guidelines, approved by the dean and the provost.
4. The performance of the director shall be evaluated by evidence of administrative leadership and competence. The school will use the School Director Review Form. The committee shall invite all full-time employees of the school to provide input via the Review Form, and may, at its discretion, invite such input from part-time faculty members.
5. This process shall include the opportunity for individual bargaining unit members to make an anonymous (to the extent permitted by law) written qualitative and summary evaluation of the director. The committee's report shall include a summary of the individual members' evaluations.
6. The review process shall include the opportunity for the school director to submit a self-evaluation of her/his performance. The director's self-evaluation will be made available to anyone who is asked to complete the Review Form. The director shall make his/her current vita available for review by those asked to complete the Review Form.
7. The committee shall report its findings to the dean after conferring with the bargaining unit members.

A copy of the committee's report shall be sent to the director when the report is sent to the dean.

## Confidential SOM and DTAA Director Review Questionnaire for Faculty, Contract Professionals and Staff

The qualities expected of SOM and DTAA Director are listed below. Using all materials provided, please evaluate the director on these qualities using the scale shown below (check the appropriate box). Abstaining from answering a question will serve as an indication that you have not had the opportunity to evaluate that aspect of the director's performance.

The Director Review Committee (DRC) will make every reasonable effort to preserve the anonymity of each participant in this evaluation process. The DRC will distribute and collect questionnaires electronically in a manner determined by the committee and approved by the Director being reviewed.

**Questionnaires received after this deadline will not be included or considered in the committee's final report to the dean.**

Please indicate if you are a:

full time faculty member \_\_\_\_\_ part time faculty member \_\_\_\_\_ staff member \_\_\_\_\_

4 = Superior  
3 = Good  
2 = Average  
1 = Poor  
0 = Unsatisfactory

Director Evaluation Criteria	4	3	2	1	0
<b>A. School Goals and Planning</b>					
1. Successfully leads the school in creating a collaborative strategic vision for the future					
2. Successfully works to develop, maintain, improve, and administer the curriculum					
3. Helps set appropriate policies/goals for school					
<b>B. Administration / Management</b>					
4. Uses a decision-making process that is logical and transparent					
5. Successfully attends to accreditation responsibilities					
6. Successfully manages school resources					
7. Promotes student recruitment, retention, and success					
8. Uses a collaborative management style(seeks input before engaging in decision making)					
9. Works to improve or maintain the morale of faculty and staff					
10. Allocates faculty responsibilities in an effective and equitable manner					
11. Is knowledgeable about school programs and operations					
12. Successfully attends to essential administrative details (e.g. supervision of staff, budget preparation, promotion, merit evaluation and tenure documentation)					

Director Evaluation Criteria	4	3	2	1	0
<b>C. Communication and Human Relations</b>					
13. Is successful in fundraising from external sources on behalf of the school					
14. Promotes the School's regional and national visibility					
15. Develops collegiality/cooperation among faculty members					
16. Effectively communicates departmental needs to the Dean and other administrators					
17. Interacts professionally and respectfully with students, staff, and faculty					
18. Works to improve the School's image and reputation with on and off-campus constituencies					
19. Serves as a role model for ethical behavior and unquestioned integrity					
20. Is approachable and accessible					
21. Deals with conflict well					
22. Establishes trust between her/himself and members of the faculty/staff/students					
<b>D. Academic Standards</b>					
23. Supports/encourages high standards of teaching, research, creative/scholarly activity and service					
24. Fosters an atmosphere of academic/artistic excellence					
25. Responds to correspondence quickly					
26. Recognizes and rewards faculty and staff in accordance with their contributions to the department					

**E. Please provide your anonymous, written, qualitative and summary evaluation of the director, using the following questions as a guide.**

1. What are the director's main assets?
2. What reservations do you have about this person as director?
3. What changes (eg. in priorities, style, organization, policies) would do most to improve this director's effectiveness?
4. Discuss your level of support for the director continuing to serve for another term.

Comments: (attach additional paper as necessary)