



January 10, 2011

William M. Sherman, PhD  
Senior Vice President, Provost and Chief Operating Officer  
The University of Akron  
Akron, Ohio 44325-4703

Dear Provost Sherman:

In compliance with the Collective Bargaining Agreement, the Bargaining Unit Faculty (BUF) in the College of Nursing have developed a process for evaluating the associate deans in the College of Nursing. This process was voted on by the BUF, endorsed by a majority of those voting, and has my endorsement as well.

We have attached a final copy of the documents outlining evaluation processes and the survey instrument. We have sent the original copy in regular mail.

Sincerely,

A handwritten signature in cursive script, reading "N. Margaret Wineman".

N. Margaret Wineman, PhD, RN, CNS  
Dean and Professor

A handwritten signature in cursive script, reading "Mary Agnes Kendra".

Mary Agnes Kendra, PhD, RN, CNS  
Associate Professor  
Chair, Bylaws and Nominations Committee

c: Dr. Rex Ramsier  
Karen Greene

A handwritten signature in blue ink, reading "Mike Sherman".

Sr. VP, Provost & COO

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## **The University of Akron**

### **College of Nursing**

#### **Formal Evaluation Guidelines for the Associate Dean**

##### **Purpose of the Review**

The Associate Dean responsible for faculty performance reviews in the College of Nursing will be subject to a formal performance evaluation by the dean and the bargaining unit faculty during his/her fourth (4<sup>th</sup>) year of service in compliance with Article 10, Section 5 of the UA/AAUP Collective Bargaining Agreement.

##### **Procedures**

1. An evaluation of the associate dean's performance shall be conducted by a committee of four members of the bargaining unit of the department; two elected by the bargaining unit faculty, one appointed by the dean, and one appointed by the Provost. This committee will be known as the Associate Dean Evaluation (ADE) Committee.
2. The evaluation process shall include the opportunity for individual bargaining unit faculty to make an anonymous (to the extent permitted by law) written qualitative and quantitative evaluation of the associate dean.
3. The college committee as established in (1) will oversee and implement evaluation procedures. The committee will be formed and convened during the fall semester in which the evaluation will take place. The college committee will meet, elect a chair, and establish a timetable that includes appropriate deadlines to assure that all steps in this process are completed in a timely manner. The chair will call meetings as necessary to carry out the business of the committee as outlined below.
4. The committee will distribute, collect and summarize the evaluation forms.

##### **Required Documentation Committee**

1. The associate dean must provide the following information to the committee within two weeks of receiving the request from the committee. At a minimum this information must include an open letter addressing the following points:
  1. Effort toward meeting goals set for the college
  2. The extent of progress made toward these goals
  3. New initiatives led by the Associate Dean and their success
  4. Management of staff, part-time faculty, and student assistants (including TAs)
  5. Actions taken to facilitate faculty development
  6. Efforts for the college, university and beyond
  7. An updated curriculum vitae

### **Evaluation of Associate Dean Materials**

1. The ADE Committee will make the above materials available to the college faculty for review. Materials will be handled in a confidential manner.
2. The college faculty will have an opportunity to submit qualitative comments as well as complete a survey evaluating the associate dean on attributes related to his/her performance. The survey will include a Likert-type rating scale to measure the associate dean's performance and will include a section for qualitative comments. Survey Monkey will be used for this purpose.
3. The ADE Committee will prepare a report summarizing the qualitative and quantitative responses from the faculty. A summary report will be made available to the faculty one week prior to the ADE Committee meeting. The faculty have one week to submit their comments about the summary report to the chair of the ADE Committee so that their feedback may be considered in the final recommendation.
4. Within five business days after reporting to faculty, the ADE Committee shall submit its recommendations to the dean. The committee's recommendations shall include a summary of the individual bargaining unit faculty's evaluations. The committee will be available to meet with the dean in person, if necessary.

## CON Associate Dean Survey

**1. KNOWLEDGE OF JOB:** Demonstrates a command of the duties and requirements of the position.

	Consistently below expectations	Below expectations	Meets expectations	Exceeds expectations	Consistently exceeds expectations
<i>First: Consider knowledge gained through experience, education and specialized training.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Second: Consider if person stays abreast of current policies and procedures and new developments in the field.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2. DEPENDABILITY:** Is reliable in completing tasks as anticipated.

	Consistently below expectations	Below expectations	Meets expectations	Exceeds expectations	Consistently exceeds expectations
<i>Consider the consistency in following through on commitments.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**3. COMMUNICATION:** Communicates effectively.

	Consistently below expectations	Below expectations	Meets expectations	Exceeds expectations	Consistently exceeds expectations
<i>Consider the willingness to listen to and accept input from others.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4. JUDGMENT:** Exercises the ability to decide correctly or choose the best course of action when some decision must be made.

	Consistently below expectations	Below expectations	Meets expectations	Exceeds expectations	Consistently exceeds expectations
<i>First: Consider the ability to evaluate the facts and to identify, solve and anticipate problems.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Second: Consider the extent to which decisions are made in a collaborative and collegial manner when possible.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**5. LEADERSHIP:** Demonstrates leadership qualities.

	Consistently below expectations	Below expectations	Meets expectations	Exceeds expectations	Consistently exceeds expectations
<i>First: Consider the ability to unite and motivate faculty.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Second: Consider initiative, resourcefulness, adaptability and the ability to give feedback that recognizes success or helps improve performance.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**6. INTEGRITY:** Behaves him/herself with integrity.

	Consistently below expectations	Below expectations	Meets expectations	Exceeds expectations	Consistently exceeds expectations
<i>Consider the degree to which he/she conducts him/herself with honesty and sincerity.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**7. WORKING RELATIONSHIP:** Works effectively with Faculty and others.

	Consistently below expectations	Below expectations	Meets expectations	Exceeds expectations	Consistently exceeds expectations
<i>Consider the consistency and uniformity of relationships with all employees.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**8. CONFLICT RESOLUTION:** Addresses conflicts and/or complaints in an effective manner.

	Consistently below expectations	Below expectations	Meets expectations	Exceeds expectations	Consistently exceeds expectations
<i>Consider the ability to resolve conflicts with fairness, efficiency and respect.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**9. OVERALL EFFECTIVENESS:** Helps to advance the Mission of the College.

	Consistently below expectations	Below expectations	Meets expectations	Exceeds expectations	Consistently exceeds expectations
<i>Consider both the individual's contributions as well as what he/she facilitates within the College.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**10. SHARED FEEDBACK:** Provide any comments you have on the performance of the Associate Dean. What does he/she do well? What are areas for growth? What are strengths and weaknesses?**Finish**