



UNC CHARLOTTE
The Graduate School

MEMORANDUM

TO: Dr. Christine Haynes, Chair of the UNC Charlotte Graduate Council

FROM: Dr. Tom Reynolds, Dean, The Graduate School

RE: Annual Performance Evaluation of the Dean of the Graduate School

DATE: February 20, 2018

The annual evaluation of the Dean of the Graduate School is an important function of the Graduate Council. As the Dean, I use the survey assessment as a tool to gauge our progress toward annual goals and help set new goals for the coming year.

In reviewing the surveys from the past couple of years, I believe there are some ways to make the review more meaningful. As such, I have provided some suggested changes below which I ask the Council to consider for the 2017-18 review.

Survey Audience

Presently the survey is sent to “faculty engaged in Graduate Education”. From past surveys, many of the respondents have had little interaction with either my office or me and may not have sufficient understanding of the role of the Graduate School in graduate education to make informed responses. I suggest the survey be sent to:

- Graduate Program Directors
- Department Chairs with graduate programs
- Professional staff (e.g., Associate Provosts and Directors of programs that support graduate education)
- Associate and Assistant Deans (including the Graduate School)
- Deans
- Graduate and Professional Student Government Executive Staff

A targeted survey group will provide a more meaningful evaluation and may improve the response rate for completed surveys.

Self-Assessment

As part of my evaluation, I prepare a self-assessment of progress toward annual goals for the current year and new goals for the coming year. For the survey to have any real meaning, the respondents must have access to this self-assessment. As such, I ask that the survey include a link to the document and encourage respondents to review it before completing the survey. It might even be better to attach the self-assessment to the survey itself.

Survey Questions

Many of the questions on the current survey are more appropriate for Deans of Academic Colleges. The Dean of the Graduate School must be an advocate for Graduate Education but the direct support (funding and personnel) for graduate programs and departments comes primarily from the colleges making any advance in graduate education collaborative.

Below I have drafted some questions I hope the Council will consider for the survey:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
--	----------------------	----------	-------------------------------------	-------	-------------------	---------------

The goals for the year are appropriate.

Progress has been made in achieving these goals.

The goals for next year are appropriate.

Leadership

Advocates for high quality research and scholarship.

Leads by example.

Listens effectively.

Seeks input and accepts responsibility for decisions.

Makes decisions in a timely manner.

Administration and Management

Challenges the process by searching for ways to innovate, grow, and improve.

Capable of making the difficult decisions that are often necessary to assure that strategic goals are accomplished.

Works effectively with other administrators, faculty, students, and staff within the University.

Communicates information and decisions well.

Makes effective use of limited resources.

Effective in appointing top quality assistant and associate deans and professional staff.