

# Department Head Self-Improvement Survey

\*\*\*Name\*\*\*

Department of \*\*\*\*

## I. Administrative Effectiveness

This survey is being administered in order to more systematically assess faculty impressions of administrative style and effectiveness of the Department Head, and to obtain ideas about departmental directions for the future. All responses will be compiled into a summary report.

Please complete the survey as objectively and candidly as possible. To protect identities and facilitate analyses, open-ended comments will be compiled in a separate document and categorized before being shared with the appropriate parties.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Cannot Judge

### A. Major Programs

- |   |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. The Department Head gives appropriately balanced attention to the department's instructional, research, and service responsibilities . . . . .         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. The Department Head supports decisions which facilitate improvement of the undergraduate program . . .   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. The Department Head supports decisions which facilitate improvement in the department's research programs . . . . .                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. The Department Head supports decisions which facilitate improvement in the department's outreach or service to the public and the profession . . . . . | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. The Department Head supports decisions which facilitate improvement of the graduate degree programs  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. The Department Head has initiated programs to recruit quality students . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. The Department Head guides development of sound organizational plans to accomplish departmental programs . . . . .                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. The Department Head fosters good teaching in the department . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. The Department Head stimulates research and scholarly activity in the department . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. What one action by the Department Head has had the most positive effect on the department's major programs?   |                          |                          |                          |                          |                          |                          |

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11. What suggestions do you have for other actions the Department Head should take to improve the department's major programs?

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**B. Development of Resources**

- 12. The Department Head has been effective in gaining an appropriate share of the college's resources for the department . . . . .
- 13. The Department Head has effectively represented the department's need for State resources to those who have direct contact with legislators . . . . .
- 14. The Department Head has been effective in helping the department to acquire federal funding . . . . .
- 15. The Department Head has been effective in helping to secure resources from private sources (gifts, grants, etc.) . . . . .
- 16. What suggestions do you have for other actions the Department Head should take to acquire additional resources?  


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**C. Organizational Matters**

- 17. The Department Head has established appropriate methods for informing the faculty of important developments . . . . .
- 18. The Department Head has established effective ways for gaining representative faculty opinion of relevant issues . . . . .
- 19. The Department Head's Office provides useful faculty services . . . . .
- 20. The Department Head lets faculty members know what is expected of them . . . . .
- 21. The Department Head treats all faculty members as his/her equal . . . . .
- 22. The Department Head explains the basis for his/her decisions . . . . .
- 23. The priorities and emphases which have guided recent developments in the department have been appropriate . . . . .
- 24. The Department has been getting stronger in recent years . . . . .
- 25. The Department Head improves the department's image and reputation in the total campus community . . . . .
- 26. The Department Head guides curriculum development . . . . .
- 27. The Department Head acts as though visible department accomplishments are vital to him/her . . . . .
- 28. What suggestions do you have for the Department Head regarding the provision for communicating with faculty (listening to their suggestions, keeping them informed, etc.)?  


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**D. Resource Allocation**

- 29. The Department Head's allocation of resources to programs is consistent with department goals and priorities
- 30. In allocating resources, the Department Head has avoided favoritism unrelated to department priorities or to the achievements of the department
- 31. Faculty members are given ample opportunity to explain their resource needs
- 32. The Department Head is well informed about the faculty member's accomplishments, needs, and plans
- 33. The Department Head effectively communicates the department's needs (personnel, space, monetary) to the Dean
- 34. The Department Head encourages an appropriate balance among academic specializations within the department
- 35. What suggestions do you have for improving the resource allocation process in the department?  


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**E. Personnel Management**

- 36. The Department Head has facilitated good decisions in selecting faculty
- 37. The Department Head has been objective in arbitrating disputes between faculty members
- 38. The Department Head has been an asset in recruiting faculty members
- 39. The Department Head has exercised sound judgment in matters related to promotion and tenure
- 40. The Department Head has made reasonable efforts to retain outstanding faculty members
- 41. In making or reviewing personnel recommendations (selection, salary, promotion, tenure), the Department Head has required fairness regardless of demographic status
- 42. The Department Head guides the development of sound procedures for assessing faculty performance
- 43. The Department Head recognizes and rewards faculty in accordance with their contributions to the department's programs
- 44. The Department Head arranges effective and equitable allocation of faculty responsibilities such as committee assignments, teaching loads, etc

**E. Personnel Management (Continued)**

- 45. In expectations of faculty members, the Department Head makes allowances for their personal or situational problems .....
- 46. The department has the appropriate number of clerical/technical support personnel .....
- 47. The Department Head increased the number of graduate research and/or teaching assistant opportunities .....
- 48. The Department Head fosters development of each faculty member's special talents or interests .....
- 49. The Department Head makes faculty members feel at ease when talking to them .....
- 50. The Department Head lets faculty members know when they've done a good job .....
- 51. The Department Head acts as though high faculty morale is vital to him/her .....

52. The Department Head's greatest strength in the personnel area is:  
 \_\_\_\_\_  
 \_\_\_\_\_

53. The Department Head's greatest weakness in the personnel area is:  
 \_\_\_\_\_  
 \_\_\_\_\_

**II. The Department Head's Personal Characteristics**

**A. Attributes**

In this section, please describe the Department Head's personal attributes by marking the appropriate number on each scale. Mark 'Cannot Judge' if you have little or no basis for making a judgment.

- |   | 1                        | 2                        | 3                        | 4                        | 5                        | Cannot Judge             |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 54. Remote (1) or Approachable (5) .....    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 55. Biased (1) or Fair (5) .....            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 56. Rigid (1) or Flexible (5) .....         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 57. Autocratic (1) or Democratic (5) .....  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 58. Impulsive (1) or Thoughtful (5) .....   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 59. Procrastinator (1) or Planner (5) ..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 60. Reactor (1) or Initiator (5) .....      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

61. Please identify those personal attributes of the Department Head which you most respect.  
 \_\_\_\_\_  
 \_\_\_\_\_

62. What changes in administrative or personal style would make the Department Head more effective?

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### III. Overall Impression

63. Overall, what is your evaluation of the Department Head's effectiveness?

- Highly Effective    Effective    Somewhat Effective    Not Effective    Cannot Judge

64. I enjoy my work in this department

- Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Cannot Judge

65. The Department Head has my overall confidence to effectively manage the department for the next five years.

- Agree    Disagree

66. The department head should be:

- Retained    Not Retained

67. Additional comments to clarify your impression of the Department Head:

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### IV. Respondent's Perspective

68. What is your position status?

- Professor    Assistant Professor    Unclassified Professional/Other  
 Associate Professor    Instructor

69. What is your tenure status?

- Tenured    Working toward tenure    In a non-tenurable position

70. How often do you have meaningful contact with the Department Head?

- At least once a week    One to three times a semester  
 One to three times a month    Hardly ever (less than once a semester)

**Please return this survey to:  
The Office of Planning and Analysis  
226 Anderson Hall  
Campus**

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