

College of Criminal Justice Department

Chair/Associate Dean Evaluation Rubric

	Well Below Expecta- tions	Needs Improve- ment	Meets Expecta- tions	Exceeds Expecta- tions	Far Exceeds Expecta- tions
Domain	1	2	3	4	5
1. Effective/efficient management financial resources.					
2. Effective/efficient management of human resources.					
3. Addresses/solves problems/issues internally.					
4. Communicates effectively.					
5. Understands and prioritizes across all responsibilities.					
6. Makes data-driven/informed decisions.					
7. Makes mission-focused decisions.					
8. Advances institutional priorities.					
9. Supports college and university administration.					
10. Works collaboratively.					

Illustrative List of Criteria

1. Effective/efficient management of financial resources.
 1. Overspends budget, relies on outside sources to cover expenses, fails to obtain necessary prior approvals.
 2. Spends within budget, but frequently deviates from budget plan.
 3. Plans budget accurately and spends according to plan.
 4. Plans budget accurately, spends according to plan, and works to identify and meet future budget needs.
 5. Plans budget accurately, spends according to plan, and works to identify and meet future budget needs in a manner that maximizes advancement of institutional goals.
2. Effective/efficient management of human resources.
 1. Mistreats or neglects staff.
 2. Maintains/establishes unrealistic expectations of/within staff, fails to address performance or behavioral issues.
 3. Provides appropriate supervision of staff and holds them accountable.
 4. Demonstrates transformational leadership in supervision of staff, while holding them accountable.
 5. Demonstrates transformational leadership in supervision of staff, while holding them accountable and facilitating their ongoing professional development; seeks to actively engage disengaged staff.
3. Addresses/solves problems/issues internally.
 1. Creates problems that must be resolved by others; decides/acts contrary to policy.
 2. Elevates or transfers problems that materialize to be resolved by others; ignores policy.

3. Solves problems that materialize while offering/implementing adequate solutions without unnecessary elevation or transfer to others in a manner consistent with policy.
 4. Identifies problems that are developing and takes steps to prevent their realization
 5. Anticipates problems and takes steps to prevent them.
4. Communicates effectively.
 1. Communications are hostile, confrontational, or undermine the mission.
 2. Failure to communicate under circumstances which call for it.
 3. Communicates where appropriate in a way that accomplishes the objective.
 4. Communicates where appropriate in a way that not only accomplishes the objective, but also provides direction to improve the situation going forward.
 5. Communicates where appropriate in a way that: a) accomplishes the objective, b) provides direction to improve the situation going forward, c) improves the quality of the relationship between/among the communicants, and d) advances the institutional mission.
5. Understands and prioritizes across all responsibilities.
 1. Neglects or overlooks entire areas of responsibility.
 2. Prioritizes some areas of responsibilities in a manner inconsistent with institutional priorities.
 3. Understands areas of responsibilities well and prioritizes appropriately within them.
 4. Understands areas of responsibilities well and prioritizes appropriately within them in a manner that anticipates future need.
 5. Understands own areas of responsibility well, prioritizes appropriately within them in a manner that anticipates future need, and actively seeks out understanding of responsibilities and priorities of others whose decisions will affect his/her own.
6. Makes data-driven/informed decisions.
 1. Makes decisions that are at odds with available data, cherry picks data to advance self-interest.
 2. Makes decisions that are not informed by available data.
 3. Identifies and relies on data that are available to inform decisions.
 4. Seeks to identify sources of data that are readily available to inform decisions to uses those data to inform decisions.
 5. Actively develops data that are not readily available but are important to informing decisions and uses those data to inform the decisions.
7. Makes mission-focused decisions.
 1. Makes decisions to advance some interests or constituencies at the expense of the overall institutional mission and its components.
 2. Makes decisions that fail to take account of overall institutional mission and its components.
 3. Makes decisions that take appropriate account of overall institutional mission and its components.
 4. Makes decisions that actively advance components of the institutional mission.
 5. Makes decisions that actively advance the institutional mission and its components.

8. Advances institutional priorities.
 1. Makes decisions that are at odds with institutional priorities.
 2. Makes decisions that advance some institutional priorities at the expense of others.
 3. Makes decisions that strike an appropriate balance with institutional priorities.
 4. Makes decisions that actively advance some institutional priorities.
 5. Makes decisions that actively advance many institutional priorities in a manner that strikes an appropriate balance among them.
9. Supports college and university administration.
 1. Mischaracterizes administrative decisions and actions as being at odds with self-interest and criticizes them.
 2. Openly criticizes administrative decisions and actions that are at odds with self-interest.
 3. Communicates support for college and university administration when reporting or explaining decisions.
 4. Actively seeks out opportunities to reinforce college and university administration.
 5. Actively seeks out opportunities to be part of the decision making and problem-solving administrative apparatus at the college and university level.
10. Works collaboratively.
 1. Actively undermines other operations and functions to advance own.
 2. Seeks to advance own operation irrespective of the needs of other operations and functions.
 3. Works with others to minimize the harm to those others of decisions.
 4. Actively engages other stakeholders in addressing issues.
 5. Actively engages other stakeholders in identifying issues, prioritizing them, and developing solutions to problems; all in a way that protects and/or advances collective interests (as opposed to individual or, even, mutual ones).