

## **Center/Institute Evaluation Procedure**

### **Directors seeking reappointment**

#### **Principles**

Centers/institutes in the Arts & Sciences (A&S) require consistent, inclusive, transparent processes for the review of leadership and performance. This document outlines the process when a center/institute director seeks reappointment for a successive term. When a director does not seek reappointment, a related review process is undertaken, with a focus on center/institute performance and on goals for successor leadership.

If the center/institute director reports to an associate dean (AD), that AD has primary responsibility for conducting the review and reporting its results both to the Dean of Faculty (DOF) and to the center/institute director. If the center/institute director reports to the DOF, the DOF may designate an AD to conduct the review and report its results to the DOF and to the center/institute director.

Review should draw feedback from:

- The center/institute director
- Center/institute staff
- Department/program chairs whose units engage with the center/institute
- Members of the center/institute's faculty council
- Other members of the faculty, staff, and administration of the College, as identified by the center/institute director.
- The center/institute's board members (if relevant)
- A selection of undergraduate and/or graduate students and post-docs (as relevant) involved in center/institute activities, as identified by the center/institute director.

The review process should provide the information required for the DOF to make a decision on reappointment by the winter of the final year of a director's term, allowing for the identification of a replacement (whether full term or interim), if necessary, during the spring of that academic year.

#### **Timeline**

##### **During the summer term**

At the beginning of the last academic year (AY) in the term of a center/institute director, the AD emails the director to inform them of the upcoming review, to brief them on the process, to provide the instructions for the director's report (below), and to invite the director to suggest names of faculty, staff, and administrators (beyond those routinely consulted), as well as students, whose input should be included.

The AD reviews the assembled list, edits the list of additional names, as needed, and reviews the set of questions to be included in the review.

Near the beginning of the fall term

The AD invites participation in the review (in the form of an online survey instrument) from:

- Center/institute staff
- Department/program chairs whose units engage with the center/institute
- Members of the center/institute's faculty council
- Other members of the faculty, staff, and administration of the College, as identified by the center/institute director.
- The center/institute's board members (if relevant)
- A selection of students involved in center/institute programming, as identified by the center/institute director.

By the end of fall term

The center/institute director provides their written report to the AD.

By beginning of the winter term

The AD provides to the DOF a summary assessment of the review, including of the director's report and the feedback from center/institute constituents.

By the end of winter term

The DOF and AD inform the center/institute director whether they will be offered reappointment for a succeeding term. If the director will not be reappointed, the DOF and AD begin the process of seeking an appointment for a new director, whether interim or full-term.

### **Report from center/institute director**

The outline below serves as a guide for you as you prepare your report. Please limit the length of your narrative report to **1,500 words**. You may include attachments (for example, materials produced by the center/institute) to your report to supplement and illustrate points made in your report.

#### Executive Summary:

- Brief summary (300 words or less) of your major programs/activities/ accomplishments during your current term of service to date.

Please consider the following areas when preparing your summary and the report. (You are not required to include a separate section for each area.)

#### Programs:

- Brief description of growth or changes in programs or activities, including unexpected challenges or opportunities.
- Statistics and metrics relevant to the area's activities, with comparison to previous terms if applicable.
- Awards received or accomplishments in the current period.

#### Staff:

- Highlight staffing changes and comment on turnover, promotions, in the current period.

#### Budget:

- High level comments/explanations on budget variances or changes in the current period.
- Plans for using center/institute reserves, if applicable.

#### Engagement with External Constituents

- Overall achievements in securing current use gifts and endowments in partnership with Advancement (development, alumni relations).
- Cultivation and stewardship efforts with donors, prospects, and friends interested in the center/institute.

#### Other:

- Activities related to strategic planning in your area.

#### Areas of focus in the next period of leadership

- Please briefly describe topics or initiatives that would be priorities in a subsequent leadership period, if reappointed.

### Survey for

- center/institute staff
- department/program chairs
- members of faculty councils (and other faculty and staff, if applicable)
- center/institute board members (if applicable)

### Instructions

We are using the survey platform Qualtrics to solicit your input as part of a periodic review for **NAME** in their capacity as director of **Center/Institute**. The survey consists of 10 fixed-response questions followed by 9 open-ended questions in which you will be invited to offer narrative feedback. No identifying information from individual respondents will be collected as part of the survey. As part of their review, **NAME** will receive data from the fixed-response questions that are aggregated across all respondents. Narrative responses to the open-ended questions will be provided to me (again, with no identifying information) and will be held in strictest confidence. I will provide feedback to **NAME** through a general summary of the responses. Thanks for your participation in this survey.

### Fixed-response questions

	Always	Most of the time	About half the time	Sometimes	Never	Unknown
Successfully supports the mission of the [center/institute name]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is effective in developing and communicating vision for the [center/institute name] and its initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is effective in managing the operations of the [center/institute name]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is reliable and takes responsibility for results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is effective in teamwork and cooperation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treats all people fairly and with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offers constructive feedback to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finds creative ways to get things done with limited resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivates others to achieve or exceed goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is open to receiving feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Open-ended questions

1. Describe the context in which you have worked or interacted with **NAME** and/or the **Center/Institute**.
2. Describe actions **NAME** has initiated, led, or supported to advance the mission of the **Center/Institute** at Dartmouth.
3. Describe **NAME's** leadership of the **Center/Institute**. How has **NAME** responded to emerging opportunities or challenges?
4. How has **NAME** been an effective strategic planner for the **Center/Institute**?
5. Describe how effective **NAME** has been at collaborating with partners both inside and outside the institution.

6. How has **NAME** contributed to the College's goals of increasing diversity, equity, and inclusion?
7. How effectively does **NAME** communicate with faculty, students, alumni, potential donors, and other colleagues?
8. What are **NAME's** greatest strengths? Areas for improvement? How effective do you think **NAME** has been overall as director of **Center/Institute**?
9. Looking ahead, what are your thoughts on **NAME's** ability to lead the **Center/Institute**?

## **Survey for students**

### Instructions

We are using the survey platform Qualtrics to solicit your input as part of a periodic review of the **Center/Institute**. The short survey consists of 4 open-ended questions in which you will be invited to offer narrative feedback. No identifying information from individual respondents will be collected as part of the survey and the narrative responses themselves will not be shared with faculty or staff from **Center/Institute**. I will review the narrative responses and I will provide feedback to colleagues at **Center/Institute** through a general summary of the responses. Thanks for your participation in this survey.

### Open-ended questions

1. Describe your engagement with the **Center/Institute**. With what programs and activities organized by the **Center/Institute** have you engaged?
2. Has your engagement been by attending **Center/Institute** events, as a formally registrant in **Center/Institute** programs, or by participating in **Center/Institute** programming in a leadership role?
3. Describe your interactions with staff and faculty associated with **Center/Institute**. How have staff and faculty shaped your experience with **Center/Institute**, favorably or unfavorably?
4. Have you met or engaged with **NAME**, the director of **Center/Institute**? If so, describe your experience with **NAME** in their role as director and how that experience shaped your experience with **Center/Institute**.