

**Performance Evaluation for the Chair
School of Mathematics
May 30, 2003**

Performance Area	Excellent	More than Adequate	Adequate	Less than Adequate	Poor	No Response/ Not Observed
Leadership	5	3	5	3	6	4
External Relations	2	3	4			17
Fiscal Management	2	3	6	4	3	8
Administrative Skills	5	2	6	4	2	7
Institutional Vision	3	4	5	5	3	6
Encourages Teaming	5		6	2	7	6
Accessibility	11	2	6	1	1	5
Overall Performance	3	4	3	7	5	4

COMMENTS:**Administrative Skills:**

Shown he can be effective. Creation of two Associate Chairs, decisions about teaching loads were positive. Most decisions affecting the School are made in secret and are not consulted with School's committees. There have been no discussions about future of CDSNS even though some decisions have been made about it. Not convinced; decisions so far have not been good for the School's morale. He seeks input from faculty and staff and incorporates some of the ideas in his decision making. Works hard, but is disorganized. Does not delegate authority well. Our School is even more divided in many ways. A heavy-handed administration style, with a lot of favoritism. Midyear raises may have been justified, but were poorly handled and poorly explained. He forgot to send a request for recommendation letters for a promotion candidate. He made the interaction between job candidates and the hiring committee heavier. A very competent administrator who values organization. May have some micromanagement tendencies. Somewhat bureaucratic. Very knowledgeable and experienced. Underestimated the level of disturbance and nonprofessionalism in the School. May be inclined to take on too many responsibilities. Might be more effective if he delegated certain tasks to the faculty.

Leadership & Vision:

Nobody knows what is happening. Seems to rely on small group of selected advisors instead of elected committees. Hiring efforts only partially reflect preference areas announced at the beginning. He lets everyone know what he expects in short-term and long-term goals for the School. He gives us flexibility to do our job. Has completely failed to build a support base. Vision is generic optimism. Has lost credibility. Many are now convinced he is not a leader for the School. There is no strategy plan or vision in his hiring policy. The vision has not been communicated to the faculty. It looks like the Chair does not have a vision and acts based on what the last person who stopped by his office says. Vision and leadership are very good. Reducing teaching loads and pursuing the best faculty are the surest way to continue growing. The recent outrageous raises have raised a lot of concerns on his judgment, fairness and

leadership. It is not clear what his vision is. Certainly shows leadership; his vision, although reasonable, still is stereotyped rather than one for SOM. He is providing leadership that will take the School forward. Genuinely wants to improve the working conditions in SOM and he is able to devise a well-thought out plan and can act on it.

Communication Skills:

He has very good communication skills when he chooses to use them. There is very little openness. Very skillful, easy going. Sometimes doesn't seem straightforward. Very poor; answers to questions usually result in long, elaborate, nonsensical responses that are more confusing than informative. Keeps us informed of policy changes and developments. Long-winded, speaks "bureaucratese," dodges concrete questions very well. Communication is via mass emails to the School. Too smooth and glib when he does communicate. Involves faculty in decision making to a lesser extent than any recent Chair. Appointed some committees but ignored them while he was making decisions related to the role of these committees. Had some problems communicating on critical salary decisions to the appropriate committees. Some of this may be "newness", but it is a legitimate concern. There is clearly lacking of communication among the department on major issues such as hiring, continuation of existing strength in the department. Seems to rely on a particular group of people for major decision making. Excellent, cannot be compared with previous Chairs.

Overall Performance:

The way salary raises were treated and decided by the Chair was borderline abuse of power. Salary decisions deeply divided the School and they raise serious ethical questions. I am very disappointed he squandered an enormous amount of goodwill. Instead of healing old wounds, actions created new ones and divided the School even deeper. Room for improvement. The transition to his administration was fairly smooth. Reverses decisions, promotes marginal candidates in his own area, attempts to buy influence. Fails to admit many mistakes. Way too influenced by Duke and Schuster. Not an independent thinker, and not objective. He made three major mistakes in less than one year and it is not clear how we can repair the damages. Worrying about the skills of the Chair. It looks like he will take us to a situation worse than the one we are trying to get out of. Seems to be steering the School in the right direction. It is unrealistic to expect that everyone will be happy within a short period of time. Overall he is doing OK. The timing of large salary increases for a few faculty couldn't have been worse, coming when most are getting 0%. Has made several visible errors. Overall, SOM has started dramatic improvements in its direction. Actions taken by the Chair have shown a lack of integrity, foresight, leadership, and administrative skill. Remembering where we are coming from, things are a good bit better than many seem to feel. Has shown poor judgment and lack of evenhandedness; also, an autocratic leadership style which is inappropriate for a department like SOM.

Suggestions:

Should replace Associate Chairs with single administrative Associate Chair, should apologize to faculty for obscene salary raises and should place more trust in FAC. Never hire a Chair from outside based mainly on administrative skills and not scholarship. Help him out. We have a great faculty and a bright future. Help him take advantage of this and move us into exciting new areas. He must admit past mistakes and regain the confidence of the faculty. Hope he continues to value and reward the Academic Professionals in the School. They play an important role in the overall structure and are directly related to successful efforts that the School can be proud of. Should get a little more political. Too honest and straight. Walk the halls, consult with the faculty and put structures in place that facilitate consensual decision making.