
ACADEMIC PERFORMANCE EVALUATION FOR CHAIRS AND DIRECTORS

KEY PERFORMANCE INDICATOR EXAMPLES

LEADERSHIP (STRATEGIC, ADAPTIVE)

STRATEGIC LEADERSHIP:

- Identifies and communicates the vision of the Department/School/Unit to the stakeholders
- Scans the environment to plan strategic approaches and develops solutions
- Engages staff in the visioning and strategic planning process
- Portrays a progressive and professional image of the Department/School/Unit
- Effectively cultivates and manages key constituent relationships

ADAPTIVE LEADERSHIP:

- Demonstrates the ability to develop practices that break through gridlocks and accomplish change
- Demonstrates active leadership to the changing environment
- Focuses on value-added outcomes
- Demonstrates flexibility and responsiveness

LEADERSHIP (PEOPLE, RESULTS)

PEOPLE LEADERSHIP:

- Fosters an environment of open, honest and respectful discussion of all issues
- Communicates effectively to internal and external audiences by tailoring message, style and content
- Listens attentively and with empathy to concerns expressed by others
- Establishes credibility by demonstrating broad knowledge, good judgement and deep expertise
- Motivates and challenges others to find new opportunities and continuously improve the department/school
- Delegates to direct reports appropriately
- Works toward achieving consensus among stakeholders

RESULTS LEADERSHIP:

- Effectively identifies, attracts and hires new faculty
- Demonstrates the ability to set priorities
- Promotes engagement and development of all faculty
- Creates a climate in which faculty and staff are encouraged to develop and continuously learn
- Ensures others have the resources, information, authority and support needed to achieve strategic objectives
- Provides insightful, motivating and constructive feedback, mentoring and guidance
- Holds herself/himself accountable and ensures accountability in others for achieving results

LEADERSHIP (EDUCATIONAL MISSION)

UGME and PGME: effective management of UGME and PGME mission, including management of student mistreatment cases.

Health professions: Effective management of educational mission in health professions programs, including management of student mistreatment cases

Graduate Studies: effective management of graduate program, including effective management of learner mistreatment cases

Undergraduate Program: effective delivery of undergraduate courses
Ensures all supervisors have appropriate University appointments

LEADERSHIP (RESEARCH MISSION)

Mentoring and evaluation of departmental members
Development and co-ordination of research activities
Generation of funding (if applicable)

ADMINISTRATION - FACULTY, UNIVERSITY

Sound fiscal management of departmental funds
Effectively communicates at all levels
Encourages faculty participation in governance
Participates in Faculty and University governance committees, work groups, meetings, etc

ADMINISTRATION - OUTSIDE ORGANIZATIONS

Conference planning
Participation on professional bodies
Advice to governments, outside organizations

TEACHING: QUALITY & QUANTITY

Contributes to the undergraduate, graduate and post-graduate teaching mission of the Department/Faculty
Is an effective teacher and role model for others
Demonstrated commitment to quality teaching

RESEARCH: QUANTITY AND QUALITY

Continuation of personal research and scholarly interests
Presentation of research at scientific conferences
Quantity and quality of publications commensurate with academic rank and experience

PROFESSIONALISM & COLLEGIALLY:

Consistently demonstrates a set of attitudes and behaviours that engender trust and promote respect of learners and colleagues