

COLLEGE DEAN EVALUATION CRITERIA

Ver.	Approval Date	Effective Date	Type of Change	Approved by
00	12/02/2023	12/02/2023	Initial Release	President

Document Name:	College Dean Evaluation Criteria			 جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY عضو في مؤسسة قطر Member of Qatar Foundation
Document Type:	Policy Supporting Document			
Document ID Code:	AC FA.03.021.00.51	Rev. 00	Page 2 of 3	

Criteria for the Comprehensive Evaluation of College Deans

The academic excellence of each of HBKU Colleges led by the College Deans is of critical importance to the achievement of excellence at the level of HBKU. The Comprehensive Evaluation of College Deans examines the Dean's leadership and contribution towards achieving College level excellence by assessing and evaluating the Dean's performance against a set of criteria defined below that are relevant to the Dean's roles and responsibilities. College specific evaluation criteria may supplement the criteria defined below if deemed appropriate by the Provost and approved by the President.

General Dean Evaluation Criteria

1. Governance and Administration

- Foster effective shared governance in a collegial setting,
- Ensure compliance with university policies and procedures and with accreditation standards,
- Create an environment of trust and integrity,
- Facilitate effective mentoring of faculty and staff as needed,
- Manage recruitment, appraisal, and promotion processes effectively, efficiently, and fairly,
- Handle problems and conflicts efficiently and in a timely manner.

2. Leadership and Planning

- Ability to plan, organize, define goals, establish priorities, and to make decisions,
- Ability to build consensus and alignment around the College vision, mission, and objectives,
- Ability to build commitment within and across functions to achieve common goals,
- Ability to delegate and to distribute efforts and responsibilities fairly and effectively,
- Enable faculty and staff to use their abilities most effectively and productively,
- Provide clear guidance and directions with reference to relevant policies and procedures.

3. Budget and Resource Management


- Effective management, use, and allocation of resources including space and facilities,
- Make budget decisions consistent with college needs, priorities, and strategic goals,
- Maintain fiscal responsibility and efficient use of funds,
- Identify College needs for resources including faculty and staff positions,
- Work effectively with other entities including RIs to ensure availability of resources,
- Develop strategies to generate additional revenues and encourage entrepreneurship.

4. People and Personnel Management

- Encourage faculty and staff development,
- Demonstrate professional behavior and respectful treatment of others,
- Effectively communicate information and decisions to the college community as needed,
- Maintain open lines of communication with faculty, staff, and students,
- Ability to work with faculty and staff in an open and honest manner,
- Promote faculty and staff broader engagement in the college and university activities,

5. Student Experience

- Support activities for student recruitment and retention,
- Effective and timely resolution of student issues and concerns as appropriate,
- Encourage, recognize, and appreciate student and alumni engagement and contribution,
- Support student organizations and independent study opportunities,
- Establish an environment for quality academic advising,
- Coordinate with stakeholders to provide effective student support services,

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6. Performance, Effectiveness, and Continuous Improvement

- Ensure effective execution of the College strategic plan in alignment with the university plan,
- Facilitate research and academic program developments including curriculum improvements,
- Monitor and take action to improve College overall performance and productivity,
- Promote quality of teaching, research, scholarly work, services, and creative activities,
- Ensure faculty and staff participation in assessment and continuous improvement processes,
- Ensure College continuous development and establish new initiatives as needed.

7. Partnerships and Relations with Internal and External Stakeholders

- Work effectively and collaboratively with other Colleges and Research Institutes,
- Work collaboratively with the university administrative units,
- Enhance interdisciplinary research and education,
- Develop robust and effective national, regional, and international partnerships,
- Develop effective relationships with alumni, employers, and other external stakeholders,
- Ensure effective contribution and services to the community.