

**TO:** Charles Peterson, Pharm.D.  
Dean, College of Pharmacy

**FROM:** R. Craig Schnell, Ph.D.  
Provost/Vice President for Academic Affairs

**DATE:** August 20, 2004

**RE:** Dean Evaluation

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This memorandum is to provide a summary of the evaluation measuring your performance as Dean of the College of Pharmacy during the period of 1997-2003. Evaluation forms (Appendix A) were sent to the faculty and staff (xx), peer review group (yy), and the COP Advisory Council. The evaluation was aimed at characteristics of (1) leadership and representation, (2) management and organization skills, and (3) interpersonal and communication skills.

### **Summary**

Your evaluation was very positive, indicating strong support in all groups participating in this activity.

Your performance with respect to leadership of the college and organizational and communication skills, drew almost unanimous praise from advisory and peer group evaluations and a majority of the faculty and staff. There was some concern within the college related to internal communications, leadership within the College, and a perception that activities outside the college have taken precedence.

On the whole, you are highly respected and well-liked.

### **Leadership and Representation**

The Pharmacy Advisory Board and Peer Review (VP's, Deans, Directors) evaluations of Dean Peterson are glowing. His outreach activities on behalf of the college and the university are noticed, appreciated, and praised. The Advisory Board reviews praise him for "maintaining excellent rapport with external groups and agencies," for "promoting and demanding excellence for all aspects of the College of Pharmacy," and for "taking a position on difficult issues which speaks to his leadership and accountability." In short, the Advisory Board views Dean Peterson as a "visionary," and "excellent dean," and a "tremendous asset to the college and university."

The Peer Review Group (VP's, Deans, and Directors) is equally forceful in its praise of Dr. Peterson's leadership of his college. In praising his "energy, enthusiasm, and integrity," the group, individually and collectively, admires his "positive, effective, and ethical leadership of the college." In short, Dean Peterson is viewed as ideally balanced "in the attributes, behaviors, and attitude he brings to his role as dean," one who generates the "greatest level of trust."

The Faculty and Staff reviews reflect and echo views similar to the ones expressed by the Advisory Board and the Peer Group. These reviews from across all faculty ranks equally well acknowledges Dean Peterson's efforts on behalf of the college, noting that he has "an outgoing personality and has been available to outside groups to gain support for the college," securing "funds for renovations, scholarships, etc.," and in general seeing him as a "good advocate for the college." Furthermore, this group is equally unanimous in its praise of Dean Peterson as a "terrific leader," one who has a "strong vision for the college" and "who works very hard to achieve" these goals.

### **Management and Organizational Skills**

Dr. Peterson's Management and Organization Skills find considerable favor from the Advisory Board and the Peer Review Group. Suffice to say that he is viewed as excelling in this area by both groups – a good steward and a collaborative dean. The faculty and staff evaluations, however, suggest some concerns in this area. In effect, some trepidations are expressed that in focusing on “projects and activities outside of the College,” the dean is less visible and accessible to his faculty inside, when they need to see him. His management style for the college, therefore, evokes some dissatisfaction among faculty. Equally, there is also the perception that Dean Peterson does not delegate responsibilities enough, and that he does not take criticism in stride.

### **Interpersonal and Communication Skills**

Here again, Dean Peterson scores extremely highly with the Advisory Board and Peer Review Groups. Suffice it to say, as far as these groups are concerned, he can do (and has done) no wrong. Some Faculty and Staff surveys, on the other hand, suggest that there is certainly scope for improving communication within the college and from the dean to his faculty and staff. The group wishes for more and frequent interaction between the dean and faculty, more frequent information and communication regarding personnel and other issues, and more acknowledgment of faculty accomplishments. Certainly, the gap analysis tends to confirm the findings of the surveys, since the most divergence is to be found in relation to the perception regarding how the faculty are rewarded for performance.

### **Provost's Viewpoint**

After careful review of the results of the survey and meetings with the review committee, I want to state for the record my viewpoint of your deanship. You have effectively served as dean since July 1995, at the same time I became the Vice President for Academic Affairs. I enjoy immensely our working relationship.

When we meet, you are always well prepared, clear in your needs, and rational in request. Your requests are necessary since you have already done the homework and brought resources (when needed) to bear. I appreciate that you have been aggressive in garnering new funds (student fees) and in fund raising (development). You have been successful, despite considerable obstacles.

I would also like to recognize your unique talent in dealing with particularly difficult personnel actions. You do not shy away from the problem or deny that it exists. You do your homework, seek prevention, delineate boundaries, and take appropriate action. I admire that you find solutions to preserve as much dignity as possible for all involved. You also listen carefully. Where you may be a little impatient, you find workable solutions.

You are a strong leader and sometimes this may evoke negative perceptions in others. This may be manifested in your review with the concerns expressed dealing with more attention to the external than internal, how you deal with criticism, and the desire for more interaction/communication with you. I have not experienced any of these but it might be well for you to address them anyway. For instance, nursing, in particular, is looking for a closer interaction. Some of these concerns may have arisen from the difficult personnel actions you have needed to address. Your refusal to discuss these publically is the correct action, even if it evokes negative perceptions because you would not discuss these.

In concert with the evaluation groups, I find you to be especially visionary, citing the following examples:

1. Concept Pharmacy
2. North Dakota Telepharmacy project
3. Sudro Hall addition (with attendant fund raising)
4. New degree programs (Pharm.D./MBA, Pharm.D./Ph.D., and DNP)
5. Growth in student enrollment pharmacy, nursing, and graduate
6. Recruitment of faculty, staff, and administrators to the College of Pharmacy
7. Development of an active research program in pharmaceutical sciences

This is a magnificent list of accomplishments. You correctly recognize that these are not solo accomplishments but involve the participation of others. However, you did provide the leadership and vision.

Chas, this is a strong, positive review. You do a great job as dean and this helps me be an effective provost. You are truly an asset for North Dakota State University. I am glad to have you as a colleague.

**Recommendations**

Dean Peterson is encouraged:

- to continue his ability and success in building positive relationships within the university, community, state, and nation;
  - to strengthen working relationships within the college with the faculty and staff, encouraging open discussion in appropriate topics of academic interest;
  - to continue to seek input from faculty and staff in developing directions, priorities, and goals for the college;
  - to continue the aggressive fund raising ability, especially as it pertains to the Capital Campaign;
  - to continue the development of an active graduate and research program in pharmaceutical sciences.
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Charles Peterson, Pharm.D.

Date