

Instructions: Please rate how well the Dean performed and provide any additional comments regarding the Dean's performance in each domain listed below.

SHAPES STRATEGIC FOCUS	Very Poorly	Poorly	Average	Well	Very Well	Additional Comments
1. Shapes the strategic focus of the school/college.						
2. Formulates effective and progressive strategies aligned with University mission and values.						
3. Determines objectives and priorities.						
4. Acts as a catalyst for institutional innovation and growth.						
DEMONSTRATES DECANAL LEADERSHIP	Very Poorly	Poorly	Average	Well	Very well	Additional Comments
5. Demonstrates decanal leadership.						
6. Displays expertise within discipline resulting in academic credibility.						
7. Displays sound intellectual leadership.						
8. Exhibits understanding of the particular leadership needs of the school/college.						
9. Interfaces with internal and external experts to become familiar with and act on issues important to the school/college.						
10. Interfaces with stakeholders to become familiar with and act on issues important to the school/college.						
MANAGES HR SYSTEMS	Very Poorly	Poorly	Average	Well	Very well	Additional Comments
11. Manages HR systems.						
12. Builds a team (e.g., faculty, administrators, graduate students, and staff) that addresses the short-term goals of the school/college.						
13. Builds a team (e.g., faculty, administrators, graduate students, and staff) that addresses the long-term goals of the school/college.						
14. Supports the development of high-achieving faculty and staff.						
15. Ensures that unproductive performance issues are addressed.						
INFLUENCES AND INSPIRES	Very Poorly	Poorly	Average	Well	Very well	Additional Comments
16. Influences and inspires.						
17. Promotes ideas and proposals persuasively shaping stakeholder opinion.						
18. Creates a climate that fosters personal investment.						
19. Creates a climate that nurtures commitment to a common vision and shared values.						
20. Inspires action without relying solely on authority.						
ESTABLISHES TRUST	Very poorly	Poorly	Average	Well	Very well	Additional Comments
21. Establishes trust.						
22. Respects all individuals.						
23. Treats all individuals fairly.						
24. Honors commitments to others.						
25. Models high ethical standards.						
26. Models integrity.						
DEMONSTRATES EMOTIONAL ACUITY	Very poorly	Poorly	Average	Well	Very well	Additional Comments
27. Demonstrates emotional acuity.						
28. Considers and responds appropriately to the needs and feelings of others.						
29. Understands impact of the Dean's own behavior.						
30. Has a realistic understanding of the Dean's own strengths and development needs.						
31. Demonstrates commitment to the Dean's own continuous learning.						
COMMUNICATES OPENLY AND LISTENS	Very poorly	Poorly	Average	Well	Very well	Additional Comments
32. Communicates openly (i.e., presents ideas effectively, gauging the needs of the audience).						
33. Listens actively (i.e., incorporates input from others).						
BUILDS RELATIONSHIPS AND FOSTERS COLLABORATION	Very poorly	Poorly	Average	Well	Very Well	Additional Comments
34. Builds relationships and fosters collaboration (i.e., cultivates an active network of relationships inside and outside school/college/functional area; fosters collaboration and teamwork by being inclusive, supportive, cooperative, and sharing power).						
OVERALL PERFORMANCE	Very poorly	Poorly	Average	Well	Very well	Additional Comments
35. Performed overall during the 2020-21 academic year.						

Additionally, your Executive Committee developed a series of college-specific questions for your consideration. Using the same rating scale, please respond to each question listed below.

	Very Poorly	Poorly	Average	Well	Very Well
1. Please rate how well the dean implemented the financial plan for the college (i.e., managed overall financial performance; used financial analysis to evaluate strategic options and opportunities).					
2. Please rate the Dean's responsiveness (i.e., transparency and openness to faculty feedback) to the faculty input in developing decanal priorities, goals, and objectives.					
3. Please rate how well the Dean demonstrates entrepreneurship (i.e., identifies novel ways to support academic programs; demonstrates the willingness and ability to develop entrepreneurial initiatives in academic, social, and/or community engagement activities).					
4. Please rate the Dean's leadership and management skills (i.e., anticipates change, conveys clear priorities, and aligns efforts across functions; addresses barriers, takes action, and holds self and others accountable for results).					
5. Please rate how well the Dean builds relationships and fosters collaboration (i.e., cultivates an active network of relationships inside and outside the college/school; fosters collaboration and teamwork by being inclusive, supportive, cooperative, and sharing power).					
6. Please rate the dean's accessibility (i.e., willingness and availability to meet with and address constituents when concerns and/or issues arise).					

Finally, are there any additional suggestions to improve this questionnaire? Please provide your suggestions in the space below.