

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

| <b>SHAPES STRATEGIC FOCUS</b>  | <b>Very Poorly</b> | <b>Poorly</b> | <b>Average</b> | <b>Well</b> | <b>Very Well</b> | <b>Additional Comments</b> |
|--|--------------------|---------------|----------------|-------------|------------------|----------------------------|
| 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.   |                    |               |                |             |                  |                            |
| <b>DEMONSTRATES DECANAL LEADERSHIP</b>   | <b>Very Poorly</b> | <b>Poorly</b> | <b>Average</b> | <b>Well</b> | <b>Very well</b> | <b>Additional Comments</b> |
| 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.  |                    |               |                |             |                  |                            |
| <b>MANAGES HR SYSTEMS</b>  | <b>Very Poorly</b> | <b>Poorly</b> | <b>Average</b> | <b>Well</b> | <b>Very well</b> | <b>Additional Comments</b> |
| 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.  |                    |               |                |             |                  |                            |
| <b>INFLUENCES AND INSPIRES</b>   | <b>Very Poorly</b> | <b>Poorly</b> | <b>Average</b> | <b>Well</b> | <b>Very well</b> | <b>Additional Comments</b> |
| 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.   |                    |               |                |             |                  |                            |
| <b>ESTABLISHES TRUST</b>   | <b>Very poorly</b> | <b>Poorly</b> | <b>Average</b> | <b>Well</b> | <b>Very well</b> | <b>Additional Comments</b> |
| 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.  |                    |               |                |             |                  |                            |
| <b>DEMONSTRATES EMOTIONAL ACUIITY</b>  | <b>Very poorly</b> | <b>Poorly</b> | <b>Average</b> | <b>Well</b> | <b>Very well</b> | <b>Additional Comments</b> |
| 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.   |                    |               |                |             |                  |                            |
| <b>COMMUNICATES OPENLY AND LISTENS</b>   | <b>Very poorly</b> | <b>Poorly</b> | <b>Average</b> | <b>Well</b> | <b>Very well</b> | <b>Additional Comments</b> |
| 32. Communicates openly (i.e., presents ideas effectively, gauging the needs of the audience).   |                    |               |                |             |                  |                            |
| 33. Listens actively (i.e., incorporates input from others).   |                    |               |                |             |                  |                            |
| <b>BUILDS RELATIONSHIPS AND FOSTERS COLLABORATION</b>  | <b>Very poorly</b> | <b>Poorly</b> | <b>Average</b> | <b>Well</b> | <b>Very Well</b> | <b>Additional Comments</b> |
| 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). |                    |               |                |             |                  |                            |
| <b>OVERALL PERFORMANCE</b>   | <b>Very poorly</b> | <b>Poorly</b> | <b>Average</b> | <b>Well</b> | <b>Very well</b> | <b>Additional Comments</b> |
| 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 demonstrates financial acumen (i.e., understands the meaning and implications of key financial indicators; manages overall financial performance; uses financial analysis to evaluate strategic options and opportunities).   |             |        |         |      |           |
| 2. Please rate how well effectively the Dean demonstrates entrepreneurship (i.e., demonstrates the willingness and ability to develop entrepreneurial initiatives in academic, social, and/or community engagement activities; provides additional opportunities for faculty, staff and students to develop key skills; identifies novel ways to support academic programs).           |             |        |         |      |           |
| 3. Please rate how well the Dean ensures execution (i.e., anticipates change, conveys clear priorities, and aligns efforts across functions; addresses barriers, takes action, and holds self and others accountable for results).   |             |        |         |      |           |
| 4. Please rate how well the Dean influences and inspires (i.e., promotes ideas and proposals persuasively shaping stakeholder opinion; creates a climate that fosters personal investment and nurtures commitment to a common vision and shared values; creates a workplace environment that allows faculty and staff to thrive; inspires action without relying solely on authority). |             |        |         |      |           |
| 5. Please rate how Dean establishes relationships with faculty (e.g. availability and quality of interaction).   |             |        |         |      |           |
| 6. Previous goal/objectives (whether met or not) and what corrective measures completed.   |             |        |         |      |           |
| 7. Please rate how effective Dean is in his/her fundraising efforts.   |             |        |         |      |           |
| 8. Please rate the dean's effectiveness, resilience, and ability to lead the college in the face of unanticipated local, national, and/or international events.  |             |        |         |      |           |
| 9. Please rate how Dean establishes Transparency (e.g., honesty).  |             |        |         |      |           |
| 10. Has the Dean acted fairly in her evaluation of faculty for promotion/tenure in spite of some unrealistic and ambiguous criteria in the APT document?   |             |        |         |      |           |

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