

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 school-specific questions for your consideration. Please indicate the extent to which you agree or disagree with each of the following statements on a scale of 0 to 5, where 1 means you 'strongly disagree' with the statement, and 5 means you 'strongly agree' with the statement. If, however, you feel that you 'do not know' enough about the issue in any given statement to have formed an opinion about it, please select the number '0'.

	I do not know 0	Strongly disagree 1	2	3	4	Strongly agree 5
1. The Dean collaborated with the Executive Committee to formulate strategy for the School of Business.						
2. The Dean collaborated with the Executive Committee to set objectives and priorities for the School of Business.						
3. The Dean collaborated with the Executive Committee to manage the School of Business.						
4. The Dean met the long-term fundraising goals (tbd) to develop the School of Business' infrastructure.						
5. The Dean met the short-term fundraising goals (tbd) for the School of Business' operational needs.						
6. The Dean competently managed the acquisition and allocation of the School of Business' annual budget.						
7. The Dean led the faculty through constructive discussion, dialogue, and consensus-building.						
8. The Dean adhered to the policies and procedures in the HU Faculty Handbook.						
9. The Dean adhered to the policies and procedures in the School of Business Constitution and Bylaws.						
10. The Dean hired and promoted only competent and qualified faculty.						
11. The Dean hired and promoted only competent and qualified administrative staff.						
12. The Dean provided adequate resources (e.g., funding, technology) to support faculty research.						
13. The Dean provided adequate resources (e.g., copiers, white-boards) to support teaching.						
14. The Dean provided adequate resources (e.g., funds conference travel) for faculty development.						
15. The Dean took actions to achieve parity in faculty compensation with that of peer institutions.						
16. The Dean supported a curriculum that developed critical thinking skills in students.						
17. The Dean cultivated an environment that was free of academic misconduct.						
18. The Dean explained his/her policies and procedures clearly and adequately.						
19. The Dean's rationale for his/her actions was reasonable, fair, and transparent.						
20. The Dean treated faculty and staff with dignity, courtesy, and respect.						

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