

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 ACUIITY	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. 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 decanal leadership (i.e., displays expertise within the school's disciplines resulting in academic credibility and sound intellectual leadership; exhibits understanding of the particular leadership needs of the school; interfaces with internal and external experts and stakeholders to become familiar with, supportive of, and an advocate for initiatives important to the school).					
2. 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).					
3. Please rate how well 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).					
4. Please rate how well the Dean exercises and demonstrates leadership by anticipating change, conveying clear priorities, addressing barriers, taking action, and holding 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 of the school; fosters collaboration and teamwork by being inclusive, supportive, cooperative, and sharing power).					
6. Please rate how well the Dean works to sustain a culture of fundraising and revenue generation, fostering ongoing relationships with funders/donors, involving the entire school for the long-term welfare of the school.					
7. Please rate the dean on his/her ability to advocate for the needs of the school within the university system.					
8. Please rate the dean on his/her promotion of the school and its brand outside the walls of the university.					

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