

**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 ACUITY</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 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 <b>demonstrates financial acumen</b> (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 the Dean <b>demonstrates entrepreneurship</b> (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 <b>plans and executes</b> the strategic plan through shared governance.					
4. Please rate how well the Dean <b>effectively hires and promotes administrative staff</b> that support program development (i.e., program accreditation and approval)					
5. Please rate how well the Dean <b>effectively hires and promotes administrative staff</b> that support grantsmanship, research development and implementation					
6. Please rate how well the dean <b>demonstrates transparency</b> (i.e., in decision making; in faculty appointments, promotion and retention decisions; in allocating faculty and administrative roles and responsibilities; in allocating resources across departments and programs).					
7. Please rate how well the dean <b>demonstrates equity</b> (i.e., in decision making; in faculty appointments, promotion and retention decisions; in allocating faculty and administrative roles and responsibilities; in allocating resources across departments and programs).					

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