

**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 school-specific questions for your consideration. On a scale 1 to 5, please rate how satisfied are with each statement below regarding the Dean's work during this academic year.

1 = Very dissatisfied (VD)

2 = Dissatisfied (DS)

3 = Neutral (NE)

4 = Satisfied (S)

5 = Very satisfied (VS)

	Statement	VD	DS	N	S	VS
1	Shapes the strategic focus of the school (i.e., formulates effective and progressive strategies aligned with University mission and values)	1	2	3	4	5
2	Determines objectives and priorities and acts as a catalyst for institutional innovation and growth	1	2	3	4	5
3	Demonstrates decanal leadership (i.e., displays expertise within discipline resulting in academic credibility and sound intellectual leadership)	1	2	3	4	5
4	Exhibits understanding of the particular leadership needs of the school	1	2	3	4	5
5	Interfaces with internal and external experts and stakeholders to become familiar with and act on issues important to the school	1	2	3	4	5
6	Demonstrates financial acumen (i.e., understands the meaning and implications of key financial indicators)	1	2	3	4	5
7	Manages and uses overall financial performance and analysis to evaluate strategic options and opportunities	1	2	3	4	5
8	Demonstrates innovation (i.e., demonstrates the willingness and ability to develop cutting-edge, sustainable initiatives in academic, social, and/or community engagement activities)	1	2	3	4	5
9	Works with faculty to identify and provide additional opportunities and key skills to support academic programs	1	2	3	4	5
10	Ensures execution (i.e., anticipates change, conveys clear priorities, and aligns efforts across functions)	1	2	3	4	5
11	Addresses barriers, takes action, and holds self and others accountable for results	1	2	3	4	5
12	Handles matters related to employee hiring, development, and discipline	1	2	3	4	5
13	Communicates openly and listens including presenting ideas effectively gauging the needs of the audience	1	2	3	4	5
14	Actively listens and incorporates input from others	1	2	3	4	5
15	Promotes ideas and proposals persuasively shaping stakeholder opinion	1	2	3	4	5
16	Creates a climate that fosters personal investment and nurtures commitment to a common vision and shared values	1	2	3	4	5
17	Inspires action without relying solely on authority	1	2	3	4	5
18	Builds work-related relationships that cultivates an active network inside and outside functional area	1	2	3	4	5
19	Fosters collaboration and teamwork by being inclusive, supportive, cooperative, and encouraging shared governance	1	2	3	4	5
20	Establishes trust (i.e., respects all individuals, treats them fairly, and honors commitments to others)	1	2	3	4	5
21	Models high ethical standards and integrity	1	2	3	4	5
22	Demonstrates empathy; considers and responds appropriately to the needs, feelings, and ideas of others.	1	2	3	4	5
23	Considers and responds appropriately to the needs, feelings, and ideas of others	1	2	3	4	5
24	Overall, I am satisfied with the dean's performance during this academic year	1	2	3	4	5

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