

**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 college-specific questions for your consideration. On a scale of 1 (unacceptable) to 5 (excellent), please respond to each question listed below.

	1 Unacceptable	2	3	4	5 Excellent
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 the Dean demonstrates entrepreneurship and engages external funders (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; identifies and creates new revenue streams).					
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 communicates openly and transparently, as well as listens (i.e., presents ideas effectively gauging the needs of the audience; actively listens and incorporates input from all constituents, including faculty, staff, and students).					
5. Please rate how well the dean promotes and champions the students, faculty, staff, the Departments, and the College (i.e., publicizes faculty accomplishments and student achievements; promotes student participation in national and international competitions; encourages faculty participation in media appearances; promotes faculty entrepreneurship; highlighting achievements and efforts across all departments; and identifies opportunities for faculty and student achievement).					
6. Please rate the dean on any additional criteria identified by the responsible administrator in consultation with the dean being reviewed.					

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