

**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. 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 insight and creativity.					
2. Please rate how well the Dean demonstrates the ability to work with finance subject matter experts in the university to make informed financial decisions for the college.					
3. Please rate how well the Dean communicates key financial indicators relevant to the school/college.					
4. Please rate how well the Dean participates in the management of overall financial performance.					
5. Please rate how well the Dean uses financial analysis to evaluate strategic options, opportunities and outcomes.					
6. Please rate how well the Dean demonstrates willingness to be entrepreneurial and facilitates worthwhile entrepreneurial ideas.					
7. Please rate how well the Dean demonstrates the willingness and/or ability to develop growth initiatives in academic, social, and/or community engagement activities.					
8. Please rate how well the Dean actively engaged in fundraising for the college.					
9. Please rate how well the Dean provides additional opportunities for faculty, staff and students to develop key skills.					
10. Please rate how well the Dean identifies novel ways to support academic programs.					
11. Please rate how well the Dean ensures execution.					
12. Please rate how well the Dean anticipates change, conveys clear priorities, and aligns efforts across functions.					
13. Please rate how well the Dean addresses barriers, takes action, and holds self and others accountable for results.					

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