

Please review the enclosed list of accomplishments for Dean Shepard as you complete this appraisal.

**How effective has the dean been at:**

1) Providing a vision and strategic plan for the unit

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

2) Acting with integrity

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

3) Supporting and improving the quality of teacher preparation

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

4) Supporting and improving the quality of doctoral programs

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

5) Supporting consistently high-quality teaching

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

6) Supporting consistently high-quality research

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

7) Supporting consistently high-quality service

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

8) Recruiting new faculty

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

9) Making decisions in a timely fashion

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

10) Creating an atmosphere of trust

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

11) Supporting and mentoring assistant professors

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

12) Supporting continued development of senior faculty

Very Ineffective 1	2	Effective 3	4	Very Effective 5		Don't Know DK
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Comments:

13) Making progress towards diversity goals

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

14) Being receptive to concerns of faculty (whether or not you agreed with her decisions)

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

15) Being receptive to concerns of staff (whether or not you agreed with her decisions)

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

16) Being receptive to concerns of students (whether or not you agreed with her decisions)

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

17) Constructively managing conflicts among faculty

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

18) Constructively managing conflicts among staff

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

19) Treating faculty of all ranks in a fair and inclusive way

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

20) Appropriately involving faculty in decisions

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

21) Communicating with others in an effective manner

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

22) Representing the School on campus

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

23) Representing the School to external audiences

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

24) Making sound budget decisions

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

Comments:

25) Raising funds

Very Ineffective		Effective		Very Effective		Don't Know
1	2	3	4	5		DK

**You may enclose additional comments concerning this administrator's performance if you wish.**