

Please review the enclosed list of accomplishments for Dean Voakes 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 doctoral programs

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

4) Supporting consistently high-quality teaching

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

5) Supporting consistently high-quality research

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

6) Supporting consistently high-quality service

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

7) Recruiting new faculty

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

8) 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:

9) Creating an atmosphere of trust

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

10) Supporting and mentoring assistant professors

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

11) 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:

12) Making progress towards diversity goals

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

13) Being receptive to concerns of faculty (whether or not you agreed with his decisions)

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

14) Being receptive to concerns of staff (whether or not you agreed with his decisions)

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

15) Being receptive to concerns of students (whether or not you agreed with his decisions)

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

16) Constructively managing conflicts among faculty

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

17) Constructively managing conflicts among staff

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

18) Treating faculty of all ranks and a fair and inclusive way

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

19) Appropriately involving faculty in decisions

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

20) Communicating with others in an effective manner

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

21) Representing the School on campus

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

22) Representing the School to external audiences

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

23) Making sound budget decisions

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

24) Raising funds

<b>Very Ineffective</b> 1	2	<b>Effective</b> 3	4	<b>Very Effective</b> 5		<b>Don't Know</b> DK
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Comments:

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