

2002-2003 Faculty Evaluation of Administrators

Introduction

This publication is a report of the 2002-2003 Faculty Evaluation of Administrators. This evaluation is sponsored by the Faculty Senate, George Mason University and conducted by the Faculty Matters Committee. It provides the President, the Provost, and Deans and Directors of local academic units to whom instructional faculty report, with information regarding the judgment of the faculty concerning the performance of these administrators. The *Faculty Handbook* (2.6.2) is clear in stating that the President of the University should normally refer to this information in reviewing the performance of academic administrators who serve under the President's supervision. The *Handbook* further states that, "The purposes of this annual evaluation are (i) to provide information regularly to the President and the Board of Visitors about the strengths and weaknesses of administrators as perceived by the faculty; (ii) to provide, over an extended period of time, a record of faculty opinion of administrators; and (iii) to provide individual administrators with specific suggestions for improving faculty morale and the operations of the university."

During the course of the 2002-2003 evaluation, conducted in the spring semester of 2003, 864 surveys were sent to full-time instructional faculty and 402 returned in time to be included in this report. This is a response rate of 47%. A copy of the 2003 survey is included in this publication. Summaries of the faculty comments regarding individual administrators were prepared by the Faculty Matters Committee, and follow the statistical results of the evaluations of those administrators. The Faculty Matters Committee is very grateful for the support and assistance in conducting this evaluation given by the Office of Institutional Assessment, and is especially grateful to Dr. Karen Gentemann, Director and Anne Rose, Administrative Assistant. The Committee also expresses its sincere thanks to Ms. Debi Siler, Clerk of the Faculty Senate, for her invaluable assistance in the conduct of this evaluation.

**Faculty Evaluation of
Administrators Report
2002-2003**

**President
Alan G. Merten**

**President Alan Merten
University Level**

*Averages exclude "No opinion/Don't know."
Item averages are based on a four point scale with
4 = "Strongly Agree."*

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.0	105	27%	131	34%	45	12%	36	9%	72	19%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.2	131	34%	138	35%	30	8%	20	5%	70	18%
Effectively obtains resources from the Commonwealth	2.6	62	16%	116	30%	77	20%	48	12%	88	23%
Effectively obtains funding and other resources from non-state sources	2.7	54	14%	99	26%	49	13%	44	11%	140	36%
Effectively ensures the appropriate distribution of resources within the university	2.7	49	13%	130	34%	59	15%	42	11%	105	27%
Effectively addresses the concerns of faculty	2.7	59	15%	132	34%	66	17%	46	12%	85	22%
Effectively maintains accessibility for faculty	2.8	70	18%	134	34%	36	9%	40	10%	109	28%
Effectively addresses the concerns of students	3.0	61	16%	121	31%	20	5%	22	6%	161	42%
Effectively maintains accessibility for students	3.0	65	17%	91	23%	14	4%	23	6%	197	51%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	2.8	76	19%	107	27%	51	13%	42	11%	115	29%
Effectively works with the wider university community in developing the mission and goals of the university	2.9	86	22%	124	32%	46	12%	36	9%	94	24%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	2.9	96	25%	134	34%	44	11%	39	10%	76	20%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.4	66	17%	101	27%	91	24%	35	9%	34	9%	52	14%

Summary of Comments from the 2003 Faculty Evaluation of Administrators for President Alan Merten

Fifty-seven faculty commented on President Merten's performance. Of these, 10 were neutral, 17 were generally positive and 30 were generally negative. Most of the neutral comments suggested that either the responder did not have sufficient information or that the present economic climate precluded a valid judgment.

Positive comments included seven that were nonspecific, pointing out his overall success. The others pointed out success in external relations, success in media portrayal of the university, better reputation of the university, leadership, defense of faculty rights, and hiring of a top-level administration. Other positive comments suggested appreciation of his access to faculty through hosting meetings at his home and his regular e-mails regarding security information.

Negative comments emphasized his lack of visibility to faculty (seven comments) and his failure to provide leadership (five comments). Other concerns include his failure in fundraising, his tendency at times to over-delegate authority, his tendency at other times to micromanage, his failure to provide intellectual leadership, his failure to advocate for faculty, the insufficiently consultative style of his administration, and his lack of effectiveness in dealing with the BOV. Three faculty commented on his failure to obtain faculty salary increases, and one faculty member commented on the lack of diversity (non-whites) in administration. Four comments were nonspecifically negative.

Comments regarding President Merten addressed his performance in a comprehensive way. Of faculty who expressed an opinion about President Merten in their comments (rather than saying that they could not express an opinion), virtually two-thirds portrayed President Merten in a negative light

President Alan Merten
College of Arts and Sciences

*Averages exclude "No opinion/Don't know."
 Item averages are based on a four point scale with 4 =
 "Strongly Agree."*

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	2.7	Strongly Agree	Agree	Disagree	Strongly disagree	No opinion/ Don't know	Strongly Agree	Agree	Disagree	Strongly disagree	No opinion/ Don't know
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.0	N=	%	N=	%	N=	N=	%	N=	%	N=
Effectively obtains resources from the Commonwealth	2.4	35	20%	54	31%	25	35	20%	54	31%	25
Effectively obtains funding and other resources from non-state sources	2.5	47	27%	63	36%	12	47	27%	63	36%	12
Effectively ensures the appropriate distribution of resources within the university	2.4	21	12%	42	24%	44	21	12%	42	24%	44
Effectively addresses the concerns of faculty	2.5	18	11%	39	23%	21	18	11%	39	23%	21
Effectively maintains accessibility for faculty	2.6	17	10%	41	24%	38	17	10%	41	24%	38
Effectively addresses the concerns of students	2.7	17	10%	57	33%	30	17	10%	57	33%	30
Effectively maintains accessibility for students	2.7	26	15%	53	31%	22	26	15%	53	31%	22
Effectively represents the concerns of the university and the faculty to the Board of Visitors	2.5	20	12%	47	28%	11	20	12%	47	28%	11
Effectively works with the wider university community in developing the mission and goals of the university	2.7	20	12%	35	20%	8	20	12%	35	20%	8
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	2.7	26	15%	41	24%	27	26	15%	41	24%	27

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.2	24	14%	39	23%	43	25%	16	9%	23	14%	25	15%

President Alan Merten
College of Nursing and Health Science

*Averages exclude "No opinion/Don't know."
 Item averages are based on a four point scale with 4 =
 "Strongly Agree."*

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.6	15	56%	9	33%	1	4%	-		2	7%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.6	15	56%	9	33%	1	4%	-		2	7%
Effectively obtains resources from the Commonwealth	3.3	6	22%	17	63%	-		-		4	15%
Effectively obtains funding and other resources from non-state sources	3.2	5	19%	15	58%	1	4%	-		5	19%
Effectively ensures the appropriate distribution of resources within the university	3.2	7	26%	15	56%	2	7%	-		3	11%
Effectively addresses the concerns of faculty	3.3	8	30%	14	52%	1	4%	-		4	15%
Effectively maintains accessibility for faculty	3.3	8	30%	12	44%	2	7%	-		5	19%
Effectively addresses the concerns of students	3.4	8	31%	11	42%	-		-		7	27%
Effectively maintains accessibility for students	3.4	7	26%	11	41%	-		-		9	33%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.5	12	44%	11	41%	-		-		4	15%
Effectively works with the wider university community in developing the mission and goals of the university	3.5	13	48%	9	33%	1	4%	-		4	15%
Effectively articulates the mission and goals of the university both externally and internally	3.4	13	48%	11	41%	2	7%	-		1	4%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.9	5	23%	11	50%	5	23%	1	5%	-		-	

President Alan Merten
College of Visual and Performing Arts

*Averages exclude "No opinion/Don't know."
 Item averages are based on a four point scale with 4 =
 "Strongly Agree."*

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.1	8	31%	6	23%	2	8%	2	8%	8	31%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.1	8	30%	7	26%	2	7%	2	7%	8	30%
Effectively obtains resources from the Commonwealth	2.7	5	19%	7	26%	5	19%	3	11%	7	26%
Effectively obtains funding and other resources from non-state sources	2.8	6	22%	4	15%	3	11%	3	11%	11	41%
Effectively ensures the appropriate distribution of resources within the university	2.5	4	15%	5	19%	4	15%	4	15%	10	37%
Effectively addresses the concerns of faculty	2.5	4	15%	6	22%	3	11%	5	19%	9	33%
Effectively maintains accessibility for faculty	2.6	3	11%	7	26%	1	4%	4	15%	12	44%
Effectively addresses the concerns of students	2.9	4	15%	7	26%	3	11%	1	4%	12	44%
Effectively maintains accessibility for students	2.9	4	15%	6	22%	1	4%	2	7%	14	52%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	2.9	4	15%	8	30%	4	15%	1	4%	10	37%
Effectively works with the wider university community in developing the mission and goals of the university	3.1	7	26%	8	30%	2	7%	2	7%	8	30%
Effectively articulates the mission and goals of the university both externally and internally	2.9	6	22%	7	26%	5	19%	2	7%	7	26%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.4	4	15%	8	31%	4	15%	3	12%	2	8%	5	19%

**President Alan Merten
Graduate School of Education**

*Averages exclude "No opinion/Don't know."
Item averages are based on a four point scale with 4 =
"Strongly Agree."*

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.4	12	30%	12	30%	2	5%	-		14	35%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.6	18	45%	9	23%	1	3%	-		12	30%
Effectively obtains resources from the Commonwealth	2.9	9	23%	9	23%	7	18%	2	5%	13	33%
Effectively obtains funding and other resources from non-state sources	3.1	7	18%	8	21%	3	8%	1	3%	20	51%
Effectively ensures the appropriate distribution of resources within the university	2.8	3	8%	16	40%	5	13%	1	3%	15	38%
Effectively addresses the concerns of faculty	3.1	7	18%	13	34%	5	13%	-		13	34%
Effectively maintains accessibility for faculty	3.1	7	18%	13	33%	2	5%	1	3%	16	41%
Effectively addresses the concerns of students	3.4	6	15%	11	28%	-		-		23	58%
Effectively maintains accessibility for students	3.6	8	20%	6	15%	-		-		26	65%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.2	6	15%	12	30%	2	5%	-		20	50%
Effectively works with the wider university community in developing the mission and goals of the university	3.3	12	31%	8	21%	2	5%	1	3%	16	41%
Effectively articulates the mission and goals of the university both externally and internally	3.3	14	35%	7	18%	6	15%	-		13	33%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.9	N=	%	N=	%	N=	%	N=	%	N=	%	N=	%

**President Alan Merten
Institute for Conflict Analysis Resolution**

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	2.3	-		5	50%	3	30%	2	20%	-	
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.0	3	27%	6	55%	1	9%	1	9%	-	
Effectively obtains resources from the Commonwealth	2.3	1	10%	2	20%	3	30%	2	20%	2	20%
Effectively obtains funding and other resources from non-state sources	2.0	-		2	20%	2	20%	2	20%	4	40%
Effectively ensures the appropriate distribution of resources within the university	2.3	-		4	40%	1	10%	2	20%	3	30%
Effectively addresses the concerns of faculty	2.1	-		3	30%	4	40%	2	20%	1	10%
Effectively maintains accessibility for faculty	2.3	-		4	40%	2	20%	2	20%	2	20%
Effectively addresses the concerns of students	2.2	-		3	30%	-		2	20%	5	50%
Effectively maintains accessibility for students	2.2	-		3	30%	-		2	20%	5	50%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	2.1	-		3	30%	5	50%	2	20%		
Effectively works with the wider university community in developing the mission and goals of the university	2.3	-		6	60%			3	30%	1	10%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	2.3	-		6	60%	1	10%	3	30%		

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	2.9	-		3	30%	5	50%	-		2	20%	-	

President Alan Merten
School of Computational Sciences

Averages exclude "No opinion/Don't." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	2.9	1	11%	5	56%	-		1	11%	2	22%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.3	2	22%	5	56%	-		-		2	22%
Effectively obtains resources from the Commonwealth	2.7	1	11%	4	44%	1	11%	1	11%	2	22%
Effectively obtains funding and other resources from non-state sources	2.7	2	22%	1	11%	2	22%	1	11%	3	33%
Effectively ensures the appropriate distribution of resources within the university	2.9	1	11%	6	67%	-		1	11%	1	11%
Effectively addresses the concerns of faculty	2.8	2	22%	3	33%	2	22%	1	11%	1	11%
Effectively maintains accessibility for faculty	3.3	2	22%	4	44%	-		-		3	33%
Effectively addresses the concerns of students	3.2	1	11%	4	50%	-		-		3	38%
Effectively maintains accessibility for students	3.5	2	22%	2	22%	-		-		5	56%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	2.9	2	22%	3	33%	1	11%	1	11%	2	22%
Effectively works with the wider university community in developing the mission and goals of the university	3.0	2	22%	5	56%	-		1	11%	1	11%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	2.9	2	22%	4	44%	1	11%	1	11%	1	11%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.0	1	11%	1	11%	3	33%	1	11%	1	11%	2	22%

President Alan Merten
School of Information Technology and Engineering

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.0	12	34%	12	34%	6	17%	3	9%	2	6%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.3	16	44%	14	39%	4	11%	1	3%	1	3%
Effectively obtains resources from the Commonwealth	2.5	3	8%	17	47%	11	31%	4	11%	1	3%
Effectively obtains funding and other resources from non-state sources	2.5	1	3%	15	42%	9	25%	3	8%	8	22%
Effectively ensures the appropriate distribution of resources within the university	3.0	6	17%	21	58%	3	8%	1	3%	5	14%
Effectively addresses the concerns of faculty	2.7	6	17%	15	43%	9	26%	4	11%	1	3%
Effectively maintains accessibility for faculty	2.9	6	17%	17	47%	2	6%	4	11%	7	19%
Effectively addresses the concerns of students	3.2	8	22%	16	44%	1	3%	1	3%	10	28%
Effectively maintains accessibility for students	3.3	9	25%	12	33%	1	3%	1	3%	13	36%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	2.9	9	25%	12	33%	3	8%	5	14%	7	19%
Effectively works with the wider university community in developing the mission and goals of the university	2.9	7	19%	18	50%	4	11%	3	8%	4	11%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.0	12	33%	15	42%	3	8%	4	11%	2	6%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.5	7	21%	11	32%	8	24%	5	15%	2	6%	1	3%

**President Alan Merten
School of Law**

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.4	5	50%	3	30%	1	10%	-		1	10%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.4	4	44%	3	33%	1	11%	-		1	11%
Effectively obtains resources from the Commonwealth	3.0	2	20%	3	30%	-		1	10%	4	40%
Effectively obtains funding and other resources from non-state sources	2.8	2	20%	2	20%	1	10%	1	10%	4	33%
Effectively ensures the appropriate distribution of resources within the university	2.8	1	11%	4	44%	-		1	11%	3	20%
Effectively addresses the concerns of faculty	3.1	4	40%	2	20%	1	10%	1	10%	2	20%
Effectively maintains accessibility for faculty	3.6	5	50%	3	30%	-		-		2	50%
Effectively addresses the concerns of students	3.2	2	20%	2	20%	1	10%	-		5	50%
Effectively maintains accessibility for students	3.6	3	30%	2	20%	-		-		5	50%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.5	2	20%	2	22%	-		-		5	50%
Effectively works with the wider university community in developing the mission and goals of the university	3.5	3	30%	3	30%	-		-		4	40%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.6	4	40%	3	30%	-		-		3	30%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.0	5	50%	1	10%	2	2%	-		1	10%	1	10%

**President Alan Merten
School of Management**

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.0	9	24%	18	49%	4	11%	3	8%	3	8%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.1	11	31%	15	42%	6	17%	1	3%	3	8%
Effectively obtains resources from the Commonwealth	2.5	7	19%	10	27%	5	14%	9	24%	6	16%
Effectively obtains funding and other resources from non-state sources	2.4	6	16%	9	24%	5	14%	9	24%	8	22%
Effectively ensures the appropriate distribution of resources within the university	2.7	5	14%	11	30%	5	14%	4	11%	12	32%
Effectively addresses the concerns of faculty	2.8	7	19%	11	30%	9	24%	2	5%	8	22%
Effectively maintains accessibility for faculty	3.0	8	22%	14	38%	3	8%	2	5%	10	27%
Effectively addresses the concerns of students	3.1	8	22%	14	38%	3	8%	1	3%	11	30%
Effectively maintains accessibility for students	3.0	7	19%	9	24%	3	8%	2	5%	16	43%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	2.8	9	24%	10	27%	7	19%	4	11%	7	19%
Effectively works with the wider university community in developing the mission and goals of the university	2.7	7	19%	11	30%	9	24%	3	8%	7	19%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	2.9	8	22%	16	43%	7	19%	3	8%	3	8%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.4	7	19%	9	24%	11	30%	4	11%	3	8%	3	8%

**President Alan Merten
School of Public Policy**

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.1	3	25%	5	42%	-		1	8%	3	25%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.1	3	25%	4	33%	2	17%	-		3	25%
Effectively obtains resources from the Commonwealth	3.3	3	25%	3	25%	1	8%	-		5	42%
Effectively obtains funding and other resources from non-state sources	3.2	3	25%	1	8%	2	17%	-		6	50%
Effectively ensures the appropriate distribution of resources within the university	3.3	3	25%	2	17%	1	8%	-		6	50%
Effectively addresses the concerns of faculty	3.1	2	17%	4	33%	1	8%	-		5	42%
Effectively maintains accessibility for faculty	3.0	2	17%	3	25%	2	17%	-		5	42%
Effectively addresses the concerns of students	3.2	2	17%	2	17%	1	8%	-		7	58%
Effectively maintains accessibility for students	3.2	2	17%	3	25%	1	8%	-		6	50%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.2	2	17%	3	25%	1	8%	-		6	50%
Effectively works with the wider university community in developing the mission and goals of the university	3.0	3	27%	2	18%	3	27%	-		3	27%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.3	3	27%	3	27%	1	9%	-		4	36%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.7	3	23%	2	15%	4	31%	1	8%	-		3	23%

**Faculty Evaluation of
Administrators Report
2002-2003**

**Provost
Peter N. Stearns**

Provost Peter Stearns
University Level

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.4	167	43%	163	42%	14	4%	12	3%	36	9%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.2	100	26%	111	29%	30	8%	12	3%	133	34%
Effectively obtains resources from the Commonwealth	2.9	73	19%	106	27%	42	11%	27	7%	141	36%
Effectively obtains funding and other resources from non-state sources	2.8	51	13%	72	19%	38	10%	26	7%	201	52%
Effectively ensures the appropriate distribution of resources within the university	2.9	80	21%	131	34%	57	15%	34	9%	87	22%
Effectively addresses the concerns of faculty	3.1	127	32%	140	36%	50	13%	24	6%	50	13%
Effectively maintains accessibility for faculty	3.4	174	44%	136	35%	18	5%	13	3%	53	13%
Effectively addresses the concerns of students	3.3	91	23%	95	24%	10	3%	9	2%	186	48%
Effectively maintains accessibility for students	3.3	81	21%	84	22%	6	2%	8	2%	209	54%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.2	105	27%	111	28%	29	7%	15	4%	132	34%
Effectively works with the wider university community in developing the mission and goals of the university	3.1	103	26%	128	33%	32	8%	17	4%	112	29%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.1	105	27%	133	34%	32	8%	16	4%	105	27%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.9	117	31%	111	29%	80	21%	18	5%	15	4%	37	10%

Summary of Comments from the 2003 Faculty Evaluation of Administrators for Provost Stearns

Sixty individuals submitted written comments on Provost Stearns. Of these, 41 comments were positive, 12 were either irrelevant, neutral, or contained both a positive and a negative comment, and seven were negative. Of the negative comments, the only common theme was an assertion that students are not being held to high standards, but are being coddled by initiatives such as mid-term grading.

Positive comments were often short and to the point. “Best Provost ever at GMU,” “the ideal Provost,” “outstanding,” “excellent,” and “a real asset to the university,” are typical comments. Many individuals mentioned the “teas” as a very positive factor in the Provost’s attempt to increase communication with the faculty. Several individuals commented that the Provost has raised the academic reputation of the university through his efforts to promote higher quality faculty performance in both teaching and research.

Overall, the vast majority of the comments indicate a high level of satisfaction with the Provost among the faculty responding to the survey.

Provost Peter Stearns
College of Arts and Sciences

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.3	69	40%	71	41%	4	2%	8	5%	20	12%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.2	44	26%	41	24%	10	6%	9	5%	65	38%
Effectively obtains resources from the Commonwealth	2.8	32	19%	39	23%	22	13%	15	9%	62	36%
Effectively obtains funding and other resources from non-state sources	2.7	19	11%	25	15%	15	9%	13	8%	97	57%
Effectively ensures the appropriate distribution of resources within the university	2.7	34	20%	49	29%	30	18%	23	13%	35	20%
Effectively addresses the concerns of faculty	3.0	50	29%	59	34%	22	13%	14	8%	27	16%
Effectively maintains accessibility for faculty	3.3	70	41%	55	32%	8	5%	9	5%	30	17%
Effectively addresses the concerns of students	3.2	36	21%	36	21%	7	4%	6	4%	84	50%
Effectively maintains accessibility for students	3.2	32	19%	35	21%	4	2%	5	3%	92	55%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.0	34	20%	45	26%	19	11%	8	5%	65	38%
Effectively works with the wider university community in developing the mission and goals of the university	3.0	37	22%	53	31%	11	6%	12	7%	58	34%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.0	39	23%	52	31%	16	9%	10	6%	53	31%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.7	47	28%	41	25%	37	22%	11	7%	9	5%	21	13%

Provost Peter Stearns
College of Nursing and Health Science

Averages exclude "No opinion/Don't." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.2	6	23%	15	58%	2	8%	-		3	12%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	2.9	2	8%	10	38%	3	12%	-		11	42%
Effectively obtains resources from the Commonwealth	2.9	2	7%	10	37%	1	4%	1	4%	13	48%
Effectively obtains funding and other resources from non-state sources	3.1	3	11%	8	30%	-		1	4%	15	56%
Effectively ensures the appropriate distribution of resources within the university	2.7	4	15%	11	41%	6	22%	2	7%	4	15%
Effectively addresses the concerns of faculty	2.8	5	19%	9	35%	10	38%	-		2	8%
Effectively maintains accessibility for faculty	3.2	8	30%	11	41%	4	15%	-		4	15%
Effectively addresses the concerns of students	3.4	6	22%	8	30%	-		-		13	48%
Effectively maintains accessibility for students	3.5	6	22%	6	22%	-		-		15	56%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.1	6	22%	10	37%	2	7%	1	4%	8	30%
Effectively works with the wider university community in developing the mission and goals of the university	3.1	6	22%	9	33%	3	11%	1	4%	8	30%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.3	5	19%	9	33%	1	4%	-		12	44%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.5	4	16%	6	24%	14	56%	-		1	4%	1	4%

Provost Peter Stearns
College of Visual and Performing Arts

Averages exclude "No opinion/Don't." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.6	16	59%	8	30%	-		1	4%	2	7%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.4	11	42%	7	27%	1	4%	1	4%	6	23%
Effectively obtains resources from the Commonwealth	3.0	7	26%	8	30%	1	4%	3	11%	8	30%
Effectively obtains funding and other resources from non-state sources	3.0	5	19%	3	11%	1	4%	2	7%	16	59%
Effectively ensures the appropriate distribution of resources within the university	3.2	9	33%	9	33%	3	11%	1	4%	5	19%
Effectively addresses the concerns of faculty	3.2	12	44%	8	30%	4	15%	1	4%	2	7%
Effectively maintains accessibility for faculty	3.5	16	59%	7	26%	1	4%	1	4%	2	7%
Effectively addresses the concerns of students	3.4	8	30%	10	37%	-		-		9	33%
Effectively maintains accessibility for students	3.7	10	37%	5	19%	-		-		12	44%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.5	11	41%	7	26%	-		1	4%	8	30%
Effectively works with the wider university community in developing the mission and goals of the university	3.2	10	37%	7	26%	2	7%	2	7%	6	22%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.3	10	37%	9	33%	2	7%	1	4%	5	19%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.2	12	44%	10	37%	-		3	11%	-		2	7%

Provost Peter Stearns
Graduate School of Education

Averages exclude "No opinion/Don't." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.5	19	49%	14	36%	1	3%	-		5	13%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.3	9	23%	12	31%	2	5%	-		16	41%
Effectively obtains resources from the Commonwealth	3.3	7	18%	9	23%	2	5%	-		21	54%
Effectively obtains funding and other resources from non-state sources	3.1	3	8%	8	20%	2	5%	-		27	68%
Effectively ensures the appropriate distribution of resources within the university	3.0	5	13%	17	43%	4	10%	-		14	35%
Effectively addresses the concerns of faculty	3.3	11	28%	16	40%	3	8%	-		10	25%
Effectively maintains accessibility for faculty	3.4	14	35%	19	48%	-		-		7	18%
Effectively addresses the concerns of students	3.4	7	18%	10	25%	-		-		23	58%
Effectively maintains accessibility for students	3.3	5	13%	11	28%	-		-		24	60%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.5	13	33%	8	20%	1	3%	-		18	45%
Effectively works with the wider university community in developing the mission and goals of the university	3.4	12	30%	12	30%	1	3%	-		15	38%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.5	14	%	13	%	1	3%	-		12	30%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.1	10	26%	17	44%	2	5%	2	5%	-		8	21%

Provost Peter Stearns
Institute of Conflict Analysis and Resolution

Averages exclude "No opinion/Don't." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.5	6	55%	5	45%	-		-		-	
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.3	3	27%	6	55%	-		-		2	18%
Effectively obtains resources from the Commonwealth	3.3	3	27%	6	55%	-		-		2	18%
Effectively obtains funding and other resources from non-state sources	3.1	1	9%	7	64%	-		-		3	27%
Effectively ensures the appropriate distribution of resources within the university	3.1	3	27%	5	45%	-		1	9%	2	18%
Effectively addresses the concerns of faculty	3.2	4	36%	5	45%	2	18%	-		-	
Effectively maintains accessibility for faculty	3.5	6	55%	4	36%	1	9%	-		-	
Effectively addresses the concerns of students	3.1	2	18%	4	36%	1	9%	-		4	36%
Effectively maintains accessibility for students	3.0	-		3	27%	-		-		8	73%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.3	4	36%	3	27%	-		1	9%	3	27%
Effectively works with the wider university community in developing the mission and goals of the university	3.3	4	36%	6	55%	1	9%	-		-	
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.4	5	36%	4	36%	1	9%	-		1	9%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.3	5	50%	3	30%	2	20%	-		-		-	

Provost Peter Stearns
School of Computational Sciences

Averages exclude "No opinion/Don't Know."
Item averages are based on a four point scale with
4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.4	4	44%	5	56%	-		-		-	
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.3	2	22%	6	67%	-		-		1	11%
Effectively obtains resources from the Commonwealth	3.0	2	22%	5	56%	-		1	11%	1	11%
Effectively obtains funding and other resources from non-state sources	3.0	2	22%	3	33%	-		1	11%	3	33%
Effectively ensures the appropriate distribution of resources within the university	3.1	3	38%	3	38%	-		1	13%	1	13%
Effectively addresses the concerns of faculty	3.4	3	33%	4	44%	-		-		2	22%
Effectively maintains accessibility for faculty	3.4	4	44%	5	56%	-		-			
Effectively addresses the concerns of students	3.7	2	22%	1	11%	-		-		6	67%
Effectively maintains accessibility for students	3.5	2	22%	2	22%	-		-		5	56%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.1	3	33%	4	44%	-		1	11%	1	11%
Effectively works with the wider university community in developing the mission and goals of the university	3.4	3	33%	4	44%	-		-		2	22%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.1	3	33%	3	44%	-		1	11%	2	22%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.0	3	33%	3	33%	3	33%	-		-		-	

Provost Peter Stearns
School of Information Technology and Engineering

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.3	16	44%	16	44%	2	6%	1	3%	1	3%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.2	10	28%	13	36%	5	14%	-		8	22%
Effectively obtains resources from the Commonwealth	2.9	7	19%	13	36%	7	19%	2	6%	7	19%
Effectively obtains funding and other resources from non-state sources	2.7	6	17%	8	23%	10	29%	2	6%	9	26%
Effectively ensures the appropriate distribution of resources within the university	3.2	10	28%	15	42%	4	11%	-		7	19%
Effectively addresses the concerns of faculty	3.2	14	39%	16	44%	3	8%	2	6%	1	3%
Effectively maintains accessibility for faculty	3.5	21	58%	9	25%	26	6%	1	3%	3	8%
Effectively addresses the concerns of students	3.5	11	31%	10	28%	1	3%	-		14	39%
Effectively maintains accessibility for students	3.4	10	28%	11	31%	1	3%	-		14	39%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.3	12	33%	13	36%	2	6%	1	3%	8	22%
Effectively works with the wider university community in developing the mission and goals of the university	3.2	12	33%	14	39%	5	14%	-		5	14%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.2	10	28%	21	58%	2	6%	1	3%	2	6%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.0	12	36%	13	39%	4	12%	1	3%	2	6%	1	3%

**Provost Peter Stearns
School of Law**

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.1	5	50%	-		2	20%	1	10%	2	20%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.0	4	40%	-		2	20%	1	10%	3	30%
Effectively obtains resources from the Commonwealth	2.9	3	30%	1	10%	2	20%	1	10%	3	30%
Effectively obtains funding and other resources from non-state sources	2.9	3	30%	1	10%	2	20%	1	10%	3	30%
Effectively ensures the appropriate distribution of resources within the university	2.7	2	20%	2	20%	2	20%	1	10%	3	30%
Effectively addresses the concerns of faculty	2.9	5	50%	-	%	2	20%	2	20%	1	10%
Effectively maintains accessibility for faculty	3.2	5	50%	2	20%	1	10%	1	10%	1	10%
Effectively addresses the concerns of students	2.8	2	20%	-	%	1	10%	1	10%	6	60%
Effectively maintains accessibility for students	2.8	2	20%	-	%	1	10%	1	10%	6	60%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.0	4	40%			2	20%	1	10%	3	30%
Effectively works with the wider university community in developing the mission and goals of the university	2.9	3	30%	1	10%	2	20%	1	10%	3	30%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	2.8	3	30%	1	10%	3	20%	1	10%	2	20%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.6	5	50%	-		1	10%	1	10%	2	20%	1	10%

**Provost Peter Stearns
School of Management**

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.3	17	44%	17	44%	3	8%	1	3%	1	3%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.0	8	21%	12	32%	5	13%	1	3%	12	32%
Effectively obtains resources from the Commonwealth	2.6	5	13%	9	24%	6	16%	4	11%	14	37%
Effectively obtains funding and other resources from non-state sources	2.3	4	11%	5	13%	6	16%	6	16%	17	45%
Effectively ensures the appropriate distribution of resources within the university	2.7	5	14%	14	38%	6	16%	4	11%	8	22%
Effectively addresses the concerns of faculty	3.1	15	39%	15	39%	3	8%	4	11%	1	3%
Effectively maintains accessibility for faculty	3.5	21	54%	12	31%	1	3%	1	3%	4	10%
Effectively addresses the concerns of students	3.3	11	28%	12	31%	-		2	5%	14	36%
Effectively maintains accessibility for students	3.2	8	21%	10	26%	-		2	5%	18	47%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.2	10	26%	15	39%	2	5%	1	3%	10	26%
Effectively works with the wider university community in developing the mission and goals of the university	3.0	9	24%	14	37%	6	16%	1	3%	8	21%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.0	9	24%	15	39%	6	16%	2	5%	6	16%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.9	11	31%	10	28%	13	36%	-		1	3%	1	3%

**Provost Peter Stearns
School of Public Policy**

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.3	4	31%	9	69%	-		-		-	
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.1	3	23%	3	23%	2	15%	-		5	38%
Effectively obtains resources from the Commonwealth	3.1	2	15%	4	31%	1	8%	-		6	46%
Effectively obtains funding and other resources from non-state sources	3.0	2	15%	3	23%	2	15%	-		6	46%
Effectively ensures the appropriate distribution of resources within the university	3.1	3	23%	3	23%	2	15%	-		5	38%
Effectively addresses the concerns of faculty	3.2	4	31%	6	46%	-		1	8%	2	15%
Effectively maintains accessibility for faculty	3.3	4	31%	9	69%	-		-		-	
Effectively addresses the concerns of students	3.6	3	23%	2	15%	-		-		8	62%
Effectively maintains accessibility for students	3.8	3	23%	1	8%	-		-		9	69%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.5	4	31%	4	31%	-		-		5	38%
Effectively works with the wider university community in developing the mission and goals of the university	3.3	4	31%	4	31%	1	8%	-		4	31%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.4	3	23%	4	31%	-		-		6	46%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.1	4	31%	5	38%	3	23%	-		-		1	8%

**Faculty Evaluation of
Administrators Report
2002-2003**

**Deans &
Directors**

Dean Daniele Struppa
College of Arts and Sciences

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively promotes a culture of scholarship and teaching within the local academic unit	3.2	72	42%	55	32%	14	8%	15	9%	17	10%
Effectively develops collaborative relationships that serve the mission of the local academic unit	3.0	67	39%	42	24%	13	8%	24	14%	27	16%
Effectively obtains university funds for the academic unit	2.9	55	32%	41	24%	28	16%	19	11%	27	16%
Effectively obtains funding and other resources from non-state sources for the academic unit	2.9	42	24%	39	23%	20	12%	17	10%	55	32%
Effectively ensures the appropriate distribution of resources within the academic unit	2.8	51	29%	39	22%	28	16%	30	17%	26	15%
Effectively addresses the concerns of faculty	2.9	64	37%	43	25%	19	11%	29	17%	17	10%
Effectively maintains accessibility for faculty	3.1	70	41%	45	26%	14	8%	18	10%	25	15%
Effectively addresses the concerns of students	3.0	38	22%	32	19%	11	6%	12	7%	79	46%
Effectively maintains accessibility for students	3.0	35	20%	27	16%	6	3%	13	8%	91	53%
Effectively represents the concerns of the academic unit to the administration	3.1	70	41%	36	21%	19	11%	19	11%	28	16%
Effectively works with the academic unit in developing the university mission and goals	3.0	64	37%	45	26%	11	6%	26	15%	26	15%
Effectively articulates the mission and goals of the local academic unit	3.1	71	42%	40	24%	10	6%	25	15%	24	14%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.7	63	38%	38	23%	16	10%	14	8%	20	12%	16	10%

Summary of comments for Dean Daniele Struppa

There were a total of 35 comments. Of those comments 14 were positive, 18 were negative and 3 were neutral. Many of the comments contradicted one another. For example, one positive comment said the dean "raised research vision" while another negative comment said the dean "is totally lacking in vision."

Of the positive comments, respondents said that the dean is "outstanding" and supportive of faculty. He was also praised for being an entrepreneur and for fairly distributing funds.

Of the negative comments, respondents said that the dean does not distribute funds fairly, does not “promote faculty governance within CAS”, and does not treat faculty and units equally. The largest number of negative comments (6) involved concerns about the dean’s ethical character and professionalism, especially with regard to the overlap of personal with professional relationships.

The neutral comments related to respondents not knowing the dean long enough to establish an opinion.

Dean P.J. Maddox
College of Nursing and Health Science

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively promotes a culture of scholarship and teaching within the local academic unit	3.4	13	48%	11	41%	-		1	4%	2	7%
Effectively develops collaborative relationships that serve the mission of the local academic unit	3.7	18	67%	5	19%	1	4%	-		3	11%
Effectively obtains university funds for the academic unit	3.5	14	52%	10	37%	1	4%	-		2	7%
Effectively obtains funding and other resources from non-state sources for the academic unit	3.6	12	44%	9	33%	-		-		6	22%
Effectively ensures the appropriate distribution of resources within the academic unit	3.5	14	54%	6	23%	2	8%	-		4	15%
Effectively addresses the concerns of faculty	3.4	14	52%	11	41%	2	7%	-		-	
Effectively maintains accessibility for faculty	3.7	19	70%	7	26%	-		-		1	4%
Effectively addresses the concerns of students	3.4	7	26%	11	41%	-		-		9	33%
Effectively maintains accessibility for students	3.3	6	22%	12	44%	-		-		9	33%
Effectively represents the concerns of the academic unit to the administration	3.8	19	70%	5	19%	-		-		3	11%
Effectively works with the academic unit in developing the university mission and goals	3.6	15	56%	9	33%	1	4%	-		2	7%
Effectively articulates the mission and goals of the local academic unit	3.6	16	59%	8	30%	1	4%	-		2	7%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.2	11	50%	6	27%	4	18%	1	5%	-		-	

Summary of Comments from the 2003 Faculty Evaluation of Administrators

Ten CNHS faculty commented on the performance of Dean Maddox. Of these, six were positive, one was negative, and three were neutral, remarking that she was too new to her position to warrant evaluation.

Of the positive comments, two were general, identifying the excellent job she has done. The others identified her productivity, leadership, vision for the unit, success in communication with faculty and faculty development, success in introducing productive change into the college and in improving the atmosphere of the college. The single negative comment suggested that she tends to micromanage and not to share information.

Overall, written comments were positive, suggesting strong support.

Dean William Reeder
College of Visual and Performing Arts

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively enhances the academic reputation of the university	3.1	10	37%	9	33%	4	15%	2	7%	2	7%
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.3	12	48%	8	32%	2	8%	1	4%	2	8%
Effectively obtains resources from the Commonwealth	3.1	11	42%	6	23%	1	4%	4	15%	4	15%
Effectively obtains funding and other resources from non-state sources	3.1	10	38%	4	15%	2	8%	3	12%	7	27%
Effectively ensures the appropriate distribution of resources within the university	2.7	8	31%	8	31%	-		7	27%	3	12%
Effectively addresses the concerns of faculty	3.1	11	41%	8	30%	3	11%	3	11%	2	7%
Effectively maintains accessibility for faculty	3.6	18	67%	6	22%	1	4%	1	4%	1	4%
Effectively addresses the concerns of students	3.4	9	33%	9	33%	-		1	4%	8	30%
Effectively maintains accessibility for students	3.5	12	44%	8	30%	-		1	4%	6	22%
Effectively represents the concerns of the university and the faculty to the Board of Visitors	3.4	15	56%	5	19%	-		3	11%	4	15%
Effectively works with the wider university community in developing the mission and goals of the university	3.3	13	48%	8	30%	1	4%	2	7%	3	11%
Effectively articulates the mission and goals of the university <u>both</u> externally and internally	3.4	14	52%	7	26%	1	4%	2	7%	3	11%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.9	10	38%	7	27%	5	19%	2	8%	1	4%	1	4%

Summary of Comments from 2003 Faculty Evaluation of Administrators

Five CVPA faculty commented on the performance of Dean Reeder. Two comments were generally positive, two were generally negative, and one was mixed. One of the positive comments emphasized Dean Reeder's personal growth as dean and his openness towards faculty. The other emphasized success in fundraising.

The negative comments suggested that Dean Reeder's words were stronger than his actions, and that fundraising was aimed towards new initiatives rather than at improving existing programs and faculty morale.

Overall, the comments present a mixed evaluation of Dean Reeder.

Dean Jeffrey Gorrell
Graduate School of Education

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively promotes a culture of scholarship and teaching within the local academic unit	3.6	23	61%	12	32%	1	3%	-		2	5%
Effectively develops collaborative relationships that serve the mission of the local academic unit	3.5	19	50%	15	39%	1	3%	-		3	8%
Effectively obtains university funds for the academic unit	3.4	13	34%	12	32%	3	8%	-		10	26%
Effectively obtains funding and other resources from non-state sources for the academic unit	3.1	8	21%	6	16%	6	16%	-		18	47%
Effectively ensures the appropriate distribution of resources within the academic unit	3.4	16	41%	11	28%	3	8%	1	3%	8	21%
Effectively addresses the concerns of faculty	3.5	23	59%	11	28%	3	8%	-		2	5%
Effectively maintains accessibility for faculty	3.7	26	67%	12	31%	-		-		1	3%
Effectively addresses the concerns of students	3.5	12	31%	12	31%	-		-		15	38%
Effectively maintains accessibility for students	3.6	12	32%	9	24%	-		-		17	45%
Effectively represents the concerns of the academic unit to the administration	3.6	22	56%	10	26%	1	3%	-		6	15%
Effectively works with the academic unit in developing the university mission and goals	3.6	21	54%	12	31%	1	3%	-		5	13%
Effectively articulates the mission and goals of the local academic unit	3.6	22	58%	11	29%	2	5%	-		3	8%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.3	17	45%	15	39%	3	8%	2	5%	-		1	3%

Summary of Comments from the 2003 Faculty Evaluation of Administrators

Nine GSE faculty commented on Dean Gorrell's performance. Six comments were positive, two were negative, and one was generally neutral.

The positive comments suggested that Dean Gorrell is a hard worker who is enhancing GSE's reputation nationally and that he has a vision for the direction of GSE. The remaining positive comments were more general without emphasizing any specific area of his performance.

The two negative comments criticized Dean Gorrell's lack of leadership, his limited communication regarding the mission and goals of the school, and a top-down management style.

Overall, written comments suggest that the faculty seem to appreciate the vision and direction that Dean Gorrell has brought to GSE.

**Director Sarah Cobb
Institute for Conflict Analysis and Resolution**

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively promotes a culture of scholarship and teaching within the local academic unit	2.8	5	45%	2	18%	1	9%	3	27%	-	
Effectively develops collaborative relationships that serve the mission of the local academic unit	2.6	4	36%	2	18%	2	18%	3	27%	-	
Effectively obtains university funds for the academic unit	3.2	6	55%	3	27%	-		2	18%	-	
Effectively obtains funding and other resources from non-state sources for the academic unit	3.0	5	45%	3	27%	1	9%	2	18%	-	
Effectively ensures the appropriate distribution of resources within the academic unit	2.8	3	27%	5	45%	1	9%	2	18%	-	
Effectively addresses the concerns of faculty	2.5	2	18%	5	45%	1	9%	3	27%	-	
Effectively maintains accessibility for faculty	2.8	4	36%	3	27%	2	18%	2	18%	-	
Effectively addresses the concerns of students	2.7	4	36%	3	27%	1	9%	3	27%	-	
Effectively maintains accessibility for students	3.0	4	36%	2	18%	2	18%	1	9%	2	18%
Effectively represents the concerns of the academic unit to the administration	3.0	5	45%	2	18%	1	9%	2	18%	1	9%
Effectively works with the academic unit in developing the university mission and goals	2.7	2	18%	5	45%	1	9%	2	18%	1	9%
Effectively articulates the mission and goals of the local academic unit	2.9	4	36%	4	36%	1	9%	2	18%	-	

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.5	2	27%	4	36%	1	9%	1	9%	2	18%	-	

Summary of Comments from the 2003 Faculty Evaluation of Administrators

Four ICAR faculty commented on Director Cobb's performance. One was strongly positive: a "superb" director. A second was generally positive emphasizing her success at growth in her position.

The other two comments were strongly negative. These comments address matters of decision-making, favoritism, transparency in the management of the internal as contrasted with the external relations of the unit, and refer to an atmosphere of tension within the unit.

Overall, the comments present a mixed evaluation of Director Cobb, with the positive comments being general and the negative comments specifying many areas of concern.

Dean Menas Kafatos
School of Computational Sciences

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively promotes a culture of scholarship and teaching within the local academic unit	3.8	-		-		1	11%	8	89%	-	
Effectively develops collaborative relationships that serve the mission of the local academic unit	3.4	7	78%	-		1	11%	1	11%	-	
Effectively obtains university funds for the academic unit	3.4	6	67%	2	22%	-		1	11%	-	
Effectively obtains funding and other resources from non-state sources for the academic unit	3.5	6	75%	1	13%	-		1	13%	-	
Effectively ensures the appropriate distribution of resources within the academic unit	3.6	5	56%	4	44%	-		-		-	
Effectively addresses the concerns of faculty	3.6	6	67%	2	22%	1	11%	-		-	
Effectively maintains accessibility for faculty	3.9	8	89%	1	11%			-		-	
Effectively addresses the concerns of students	3.9	6	67%	1	11%	2	22%	-		-	
Effectively maintains accessibility for students	3.9	6	67%	1	11%	-		-		2	22%
Effectively represents the concerns of the academic unit to the administration	3.7	6	67%	3	33%	-		-		-	
Effectively works with the academic unit in developing the university mission and goals	3.9	7	78%	1	11%	-		-		1	11%
Effectively articulates the mission and goals of the local academic unit	3.9	7	78%	1	11%	-		-		1	11%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.6	6	67%	2	22%	1	11%	-		-		-	

Summary of Comments from the 2003 Faculty Evaluation of Administrators

Two faculty commented on Dean Kafatos's performance. Both were positive, emphasizing his hard work, his care for students and staff, and his success in the face of limited resources

Dean Lloyd Griffiths
School of Information Technology and Engineering

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively promotes a culture of scholarship and teaching within the local academic unit	2.5	6	17%	15	43%	6	17%	8	23%	-	
Effectively develops collaborative relationships that serve the mission of the local academic unit	2.5	7	19%	12	33%	5	14%	9	25%	3	8%
Effectively obtains university funds for the academic unit	2.8	8	22%	17	46%	5	14%	6	16%	1	3%
Effectively obtains funding and other resources from non-state sources for the academic unit	2.5	8	22%	6	16%	14	38%	6	16%	3	8%
Effectively ensures the appropriate distribution of resources within the academic unit	2.3	5	14%	11	30%	11	30%	10	27%	-	
Effectively addresses the concerns of faculty	2.2	5	14%	7	19%	13	36%	9	25%	2	6%
Effectively maintains accessibility for faculty	2.5	5	14%	15	41%	7	19%	8	22%	2	5%
Effectively addresses the concerns of students	2.5	6	17%	5	14%	6	17%	5	14%	14	39%
Effectively maintains accessibility for students	2.6	8	22%	4	11%	6	16%	6	16%	13	35%
Effectively represents the concerns of the academic unit to the administration	2.8	9	25%	12	33%	4	11%	5	14%	6	17%
Effectively works with the academic unit in developing the university mission and goals	2.5	7	19%	8	22%	8	22%	8	22%	6	16%
Effectively articulates the mission and goals of the local academic unit	2.6	10	27%	12	32%	5	14%	9	24%	1	3%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	2.8	4	12%	7	21%	8	24%	8	24%	6	18%	1	3%

Summary of Comments from 2003 Faculty Evaluation of Administrators

Six faculty commented on Dean Griffith's performance. Four comments were negative, one was mixed, and one was neutral.

The negative comments addressed the manner and effectiveness of the management style of Dean Griffiths, the accountability of chairpersons within the unit, his effectiveness in addressing faculty relations, and in communicating the mission of the unit. The mixed comment noted that he is a good spokesperson for the school.

Overall, the comments presented a negative evaluation of Dean Griffiths.

**Dean Mark Grady
School of Law**

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively promotes a culture of scholarship and teaching within the local academic unit	3.4	5	50%	4	40%	1	10%	-		-	
Effectively develops collaborative relationships that serve the mission of the local academic unit	2.9	5	50%	1	10%	2	20%	2	20%	-	
Effectively obtains university funds for the academic unit	3.4	5	50%	3	30%	1	10%	-		1	10%
Effectively obtains funding and other resources from non-state sources for the academic unit	3.1	6	60%	1	10%	1	10%	2	20%	-	
Effectively ensures the appropriate distribution of resources within the academic unit	2.9	5	50%	-	%	2	20%	2	20%	1	10%
Effectively addresses the concerns of faculty	2.8	3	30%	3	30%	3	30%	1	10%	-	
Effectively maintains accessibility for faculty	3.0	3	30%	5	50%	1	10%	1	10%	-	
Effectively addresses the concerns of students	3.3	5	50%	3	30%	2	20%	-		-	
Effectively maintains accessibility for students	3.4	5	50%	3	30%	1	10%	-		1	10%
Effectively represents the concerns of the academic unit to the administration	3.1	4	40%	3	30%	3	30%	-			
Effectively works with the academic unit in developing the university mission and goals	3.1	4	40%	3	30%	3	30%	-			
Effectively articulates the mission and goals of the local academic unit	3.2	5	50%	2	20	3	30%	-			

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.6	5	50%	1	10%	-		3	30%	1	10%	-	

Dean Richard Klimoski
School of Management

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively promotes a culture of scholarship and teaching within the local academic unit	3.1	16	38%	18	43%	4	10%	4	10%	-	%
Effectively develops collaborative relationships that serve the mission of the local academic unit	2.9	13	31%	16	38%	7	17%	6	14%	-	%
Effectively obtains university funds for the academic unit	2.6	10	24%	11	26%	5	12%	10	24%	6	14%
Effectively obtains funding and other resources from non-state sources for the academic unit	2.3	7	17%	10	24%	7	17%	12	29%	6	14%
Effectively ensures the appropriate distribution of resources within the academic unit	2.6	7	17%	18	44%	3	7%	10	24%	3	7%
Effectively addresses the concerns of faculty	2.7	12	29%	13	31%	8	19%	8	19%	1	2%
Effectively maintains accessibility for faculty	2.8	12	29%	15	36%	8	19%	6	14%	1	2%
Effectively addresses the concerns of students	3.0	7	17%	15	36%	2	5%	2	5%	16	38%
Effectively maintains accessibility for students	3.0	8	19%	8	19%	4	10%	2	5%	20	48%
Effectively represents the concerns of the academic unit to the administration	3.0	14	33%	14	33%	5	12%	4	10%	5	12%
Effectively works with the academic unit in developing the university mission and goals	2.9	14	33%	11	26%	6	14%	6	14%	5	12%
Effectively articulates the mission and goals of the local academic unit	3.1	18	43%	14	33%	3	7%	5	12%	2	5%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	3.5	12	29%	11	26%	8	19%	7	17%	4	10%	-	

Summary of Comments from the 2003 Faculty Evaluation of Administrators

Eleven individuals submitted written comments on the performance of Richard Klimoski as dean. Five were favorable, while six were unfavorable.

The positive comments employed adjectives such as "terrific," "excellent" and "wonderful." Dean Klimoski was described as able to articulate a new vision for the School of Management and praised for his innovative attempts to push the school forward. One of the positive commentators, however, worried that Dean Klimoski's time frame for change was not realistic.

The negative comments focused on two major themes. First, Dean Klimoski, according to these individuals, has devoted a large amount of the school's resources on building a large administrative staff. Five of the six negative comments remarked on the large amount of resources devoted to building a bureaucracy "of questionable value."

The second theme, echoed by five of the six individuals who wrote negative comments, revolves around Dean Klimoski's personal and administrative interactions with the faculty. The commentators believe that the dean does not involve faculty in key decisions. Furthermore, adjectives used to describe the Dean include, "haughty," "arrogant," and "autocratic."

In summary, based on the written comments, Dean Klimoski has strong support from some faculty, but more than half of those who submitted written comments are not satisfied with his performance.

**Dean Kingsley Haynes
School of Public Policy**

Averages exclude "No opinion/Don't know." Item averages are based on a four point scale with 4 = "Strongly Agree."

	AVERAGE	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%
Effectively promotes a culture of scholarship and teaching within the local academic unit	3.5	8	62%	3	23%	2	15%	-		-	
Effectively develops collaborative relationships that serve the mission of the local academic unit	3.5	8	62%	3	23%	2	15%	-		-	
Effectively obtains university funds for the academic unit	3.6	8	62%	5	38%	-		-		-	
Effectively obtains funding and other resources from non-state sources for the academic unit	3.8	10	77%	3	23%	-		-		-	
Effectively ensures the appropriate distribution of resources within the academic unit	3.6	8	62%	2	15%	1	8%	-		2	15%
Effectively addresses the concerns of faculty	3.3	7	54%	3	23%	1	8%	1	8%	1	8%
Effectively maintains accessibility for faculty	3.5	8	62%	4	31%	1	8%	-		-	
Effectively addresses the concerns of students	3.5	6	46%	4	31%	1	8%	-		2	15%
Effectively maintains accessibility for students	3.8	6	46%	2	15%	-		-		5	38%
Effectively represents the concerns of the academic unit to the administration	3.5	8	62%	4	31%	1	8%	-		-	
Effectively works with the academic unit in developing the university mission and goals	3.7	7	54%	3	23%	-		-		3	23%
Effectively articulates the mission and goals of the local academic unit	3.8	10	77%	2	15%	-		-		1	8%

Overall job performance averages are based on a 5 point scale with 5 = "Excellent."

	AVERAGE	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ Don't know	
		N=	%	N=	%	N=	%	N=	%	N=	%	N=	%
Overall job performance considering all the above factors	4.5	10	8%	-		2	15%	1		-		-	

Summary of Comments from the 2003 Faculty Evaluation of Administrators

Two SPP faculty commented on Dean Haynes's performance. Both were positive, pointing out his leadership qualities and his ability to blend scholarship with success in obtaining external support.