

## *2008-2009 Faculty Evaluation of Administrators*

### *Introduction*

This publication is a report of the 2008-2009 Faculty Evaluation of Administrators. This evaluation was sponsored by the Faculty Senate of George Mason University and was conducted by the Faculty Matters Committee. It provides the President, the Provost, and the Deans and Directors of local academic units to whom instructional faculty report with information regarding the faculty's judgment of their performance. The *Faculty Handbook* (Section 2.6.3) is clear in stating that the President of the University should refer to this information in reviewing the performance of academic administrators who serve under the President's supervision. Section 2.6.3 of 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 regarding the performance of administrators; and (iii) to provide individual administrators with an assessment of their performance."

The Faculty Matters Committee made one change from the questionnaire used in previous years. The change was made to question four, removing the phrase "for the GMU Foundation" so the revised question reads "Effectively obtains funding from private sources."

The "No Response" category includes the frequencies of faculty leaving that response blank. The percentages reported in each category are based on number of responses in the four "Strongly Agree" through "Strongly Disagree" or "Excellent" through "Poor" categories. They do not incorporate frequencies in the "No opinion/don't know" or "No Response" categories.

A total of 1,142 surveys were distributed and 417 were returned, for a response rate of 36.5%, an increase of 2% from last year. Summaries of faculty comments regarding individual administrators were prepared by the Faculty Matters Committee. As described in the cover letter that accompanied the survey, no Faculty Matters Committee member knew the identity of any respondent, and to protect anonymity, no summary is included if fewer than three comments (or three positive or three negative comments) were received.

The Faculty Matters Committee (Larry Rockwood, James Sanford, Suzanne Scott and Doris Bitler) is very grateful for the support and assistance of the Office of Institutional Assessment and would especially like to thank Dr. Karen Gentemann and Ms. Rawa Jassem. The Committee also expresses its sincere thanks to Ms. Meg Caniano, Clerk of the Faculty Senate.

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**President Alan Merten**  
**University Level**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	2.97	3.0	93	27.0%	175	50.9%	50	14.5%	26	7.6%	66	7
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.01	3.0	92	28.9%	157	49.4%	48	15.1%	21	6.6%	90	9
Effectively obtains resources from the Commonwealth	2.63	3.0	52	16.3%	142	44.4%	83	25.9%	43	13.4%	90	7
Effectively obtains funding from private resources	2.46	3.0	41	14.7%	101	36.3%	82	29.5%	54	19.4%	130	9
Effectively ensures the appropriate distribution of resources within the university	2.55	3.0	40	13.9%	127	44.1%	72	25.0%	49	17.0%	119	10
Effectively addresses the concerns of faculty	2.52	3.0	44	14.4%	122	39.9%	89	29.1%	51	16.7%	102	9
Is accessible to faculty	2.77	3.0	73	23.9%	129	42.3%	64	21.0%	39	12.8%	101	11
Effectively works with the wider university community in developing the mission and goals of the university	2.85	3.0	68	22.4%	151	49.7%	57	18.8%	28	9.2%	102	11
Effectively articulates the mission and goals of the university both externally and internally	2.92	3.0	86	25.7%	163	48.7%	58	17.3%	28	8.4%	72	10

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.33	3.0	65	18.0%	106	29.3%	106	29.3%	52	14.4%	33	9.1%	36	19

## **Summary of Comments from the 2008-2009 Faculty Evaluation of Administrators for President Alan Merten**

Seventy-seven faculty members commented on the President's performance. Of these, 16 were completely or generally positive, 50 were completely or generally negative, 5 had both positive and negative comments included, and 6 were irrelevant.

Most positive comments, and the positive aspects of most of the mixed comments, focused on the overall quality of the President's performance. He was said to be leading the university to a position of national prominence. When specific comments were given, they praised his dedication to the job and his engagement with students and faculty, as evident through activities such as attending men's basketball games.

Many of the faculty who wrote negative comments criticized the President's overall performance. However, two-thirds of the comments dealt with some aspect of university resources. The plurality of these criticized inadequate fundraising, both from public and private sources. Sixteen comments were extremely critical of the president's accepting a large bonus during times of economic hardship when most faculty and staff received no increase in compensation. Terms like "disgusting," "ridiculous" and "extremely troubling" were used. A failure to communicate openly and effectively was mentioned a number of times. Finally, several members of the faculty criticized the distribution of resources by noting both the difference between faculty salaries and those of upper-level administrators or the uneven allocation of resources across programs.

**President Alan Merten**  
**College of Education and Human Development**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	3.44	3.0	20	44.4%	25	55.6%	0	.0%	0	.0%	1	0
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.48	3.0	20	47.6%	22	52.4%	0	.0%	0	.0%	4	0
Effectively obtains resources from the Commonwealth	3.08	3.0	9	23.1%	25	64.1%	4	10.3%	1	2.6%	7	0
Effectively obtains funding from private resources	3.06	3.0	6	19.4%	21	67.7%	4	12.9%	0	.0%	15	0
Effectively ensures the appropriate distribution of resources within the university	2.97	3.0	5	15.6%	22	68.8%	4	12.5%	1	3.1%	14	0
Effectively addresses the concerns of faculty	3.08	3.0	7	19.4%	25	69.4%	4	11.1%	0	.0%	10	0
Is accessible to faculty	3.26	3.0	16	41.0%	18	46.2%	4	10.3%	1	2.6%	7	0
Effectively works with the wider university community in developing the mission and goals of the university	3.34	3.0	14	40.0%	19	54.3%	2	5.7%	0	.0%	10	1
Effectively articulates the mission and goals of the university both externally and internally	3.40	3.0	20	47.6%	19	45.2%	3	7.1%	0	.0%	4	0

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	4.16	4.0	16	35.6%	20	44.4%	9	20.0%	0	.0%	0	.0%	0	1

**President Alan Merten**  
**College of Health and Human Services**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	3.24	3.0	14	37.8%	19	51.4%	3	8.1%	1	2.7%	7	0
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.26	3.0	14	40.0%	17	48.6%	3	8.6%	1	2.9%	9	0
Effectively obtains resources from the Commonwealth	2.89	3.0	9	25.0%	17	47.2%	7	19.4%	3	8.3%	8	0
Effectively obtains funding from private resources	2.94	3.0	9	29.0%	12	38.7%	9	29.0%	1	3.2%	12	1
Effectively ensures the appropriate distribution of resources within the university	2.75	3.0	8	25.0%	13	40.6%	6	18.8%	5	15.6%	12	0
Effectively addresses the concerns of faculty	2.74	3.0	8	23.5%	13	38.2%	9	26.5%	4	11.8%	10	0
Is accessible to faculty	3.00	3.0	11	33.3%	13	39.4%	7	21.2%	2	6.1%	11	0
Effectively works with the wider university community in developing the mission and goals of the university	2.97	3.0	10	29.4%	16	47.1%	5	14.7%	3	8.8%	10	0
Effectively articulates the mission and goals of the university both externally and internally	2.94	3.0	11	31.4%	15	42.9%	5	14.3%	4	11.4%	8	1

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<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.78	4.0	9	24.3%	16	43.2%	8	21.6%	3	8.1%	1	2.7%	4	3

**President Alan Merten**  
**College of Humanities and Social Sciences**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	2.70	3.0	21	21.6%	38	39.2%	26	26.8%	12	12.4%	22	3
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	2.68	3.0	16	18.8%	37	43.5%	21	24.7%	11	12.9%	33	4
Effectively obtains resources from the Commonwealth	2.25	2.0	12	13.0%	23	25.0%	33	35.9%	24	26.1%	27	3
Effectively obtains funding from private resources	2.04	2.0	8	9.9%	17	21.0%	26	32.1%	30	37.0%	38	3
Effectively ensures the appropriate distribution of resources within the university	2.27	2.0	9	11.4%	23	29.1%	27	34.2%	20	25.3%	39	4
Effectively addresses the concerns of faculty	2.22	2.0	11	12.1%	22	24.2%	34	37.4%	24	26.4%	28	3
Is accessible to faculty	2.56	3.0	17	18.9%	33	36.7%	23	25.6%	17	18.9%	28	4
Effectively works with the wider university community in developing the mission and goals of the university	2.67	3.0	13	16.0%	38	46.9%	20	24.7%	10	12.3%	37	4
Effectively articulates the mission and goals of the university both externally and internally	2.75	3.0	21	21.6%	41	42.3%	25	25.8%	10	10.3%	21	4

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	2.94	3.0	14	13.5%	20	19.2%	32	30.8%	22	21.2%	16	15.4%	11	7

**President Alan Merten**  
**College of Science**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	2.75	3.0	8	15.4%	30	57.7%	7	13.5%	7	13.5%	8	0
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	2.82	3.0	11	22.0%	24	48.0%	10	20.0%	5	10.0%	9	1
Effectively obtains resources from the Commonwealth	2.56	3.0	7	16.3%	18	41.9%	10	23.3%	8	18.6%	17	0
Effectively obtains funding from private resources	2.46	2.0	6	15.4%	12	30.8%	15	38.5%	6	15.4%	20	1
Effectively ensures the appropriate distribution of resources within the university	2.43	2.5	5	11.4%	17	38.6%	14	31.8%	8	18.2%	14	2
Effectively addresses the concerns of faculty	2.49	3.0	6	14.0%	17	39.5%	12	27.9%	8	18.6%	16	1
Is accessible to faculty	2.57	3.0	8	17.4%	19	41.3%	10	21.7%	9	19.6%	13	1
Effectively works with the wider university community in developing the mission and goals of the university	2.71	3.0	10	20.8%	21	43.8%	10	20.8%	7	14.6%	11	1
Effectively articulates the mission and goals of the university both externally and internally	2.83	3.0	10	19.2%	29	55.8%	7	13.5%	6	11.5%	7	1

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.13	3.0	9	16.7%	11	20.4%	19	35.2%	8	14.8%	7	13.0%	4	2

**President Alan Merten**  
**College of Visual and Performing Arts**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	3.35	3.0	8	40.0%	11	55.0%	1	5.0%	0	.0%	1	0
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.37	3.0	8	42.1%	10	52.6%	1	5.3%	0	.0%	2	0
Effectively obtains resources from the Commonwealth	3.10	3.0	5	25.0%	12	60.0%	3	15.0%	0	.0%	1	0
Effectively obtains funding from private resources	3.13	3.0	5	31.3%	8	50.0%	3	18.8%	0	.0%	5	0
Effectively ensures the appropriate distribution of resources within the university	2.95	3.0	7	36.8%	6	31.6%	4	21.1%	2	10.5%	2	0
Effectively addresses the concerns of faculty	2.79	3.0	4	21.1%	9	47.4%	4	21.1%	2	10.5%	2	0
Is accessible to faculty	2.94	3.0	4	23.5%	9	52.9%	3	17.6%	1	5.9%	4	0
Effectively works with the wider university community in developing the mission and goals of the university	3.11	3.0	6	31.6%	10	52.6%	2	10.5%	1	5.3%	2	0
Effectively articulates the mission and goals of the university both externally and internally	3.15	3.0	8	40.0%	8	40.0%	3	15.0%	1	5.0%	1	0

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	4.00	4.0	8	40.0%	6	30.0%	4	20.0%	2	10.0%	0	.0%	1	0

**President Alan Merten**  
**Institute of Conflict Analysis and Resolution**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	2.80	3.0	3	30.0%	4	40.0%	1	10.0%	2	20.0%	0	0
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.22	3.0	4	44.4%	4	44.4%	0	.0%	1	11.1%	1	0
Effectively obtains resources from the Commonwealth	3.00	3.0	1	11.1%	7	77.8%	1	11.1%	0	.0%	1	0
Effectively obtains funding from private resources	2.67	3.0	1	11.1%	5	55.6%	2	22.2%	1	11.1%	1	0
Effectively ensures the appropriate distribution of resources within the university	2.50	3.0	0	.0%	6	75.0%	0	.0%	2	25.0%	2	0
Effectively addresses the concerns of faculty	2.56	3.0	0	.0%	7	77.8%	0	.0%	2	22.2%	1	0
Is accessible to faculty	2.67	3.0	1	11.1%	6	66.7%	0	.0%	2	22.2%	1	0
Effectively works with the wider university community in developing the mission and goals of the university	2.90	3.0	1	10.0%	8	80.0%	0	.0%	1	10.0%	0	0
Effectively articulates the mission and goals of the university both externally and internally	3.00	3.0	2	20.0%	7	70.0%	0	.0%	1	10.0%	0	0

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.40	4.0	1	10.0%	5	50.0%	2	20.0%	1	10.0%	1	10.0%	0	0

**President Alan Merten**  
**Krasnow Institute for Advanced Study**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	3.50	3.5	2	50.0%	2	50.0%	0	.0%	0	.0%	0	0
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.00	3.0	0	.0%	2	100.0%	0	.0%	0	.0%	2	0
Effectively obtains resources from the Commonwealth	2.33	2.0	0	.0%	1	33.3%	2	66.7%	0	.0%	1	0
Effectively obtains funding from private resources	2.00	2.0	0	.0%	0	.0%	2	100.0%	0	.0%	2	0
Effectively ensures the appropriate distribution of resources within the university	2.67	3.0	0	.0%	2	66.7%	1	33.3%	0	.0%	1	0
Effectively addresses the concerns of faculty	2.67	3.0	0	.0%	2	66.7%	1	33.3%	0	.0%	1	0
Is accessible to faculty	3.00	3.0	1	33.3%	1	33.3%	1	33.3%	0	.0%	1	0
Effectively works with the wider university community in developing the mission and goals of the university	3.00	3.0	1	25.0%	2	50.0%	1	25.0%	0	.0%	0	0
Effectively articulates the mission and goals of the university both externally and internally	3.00	3.0	0	.0%	3	100.0%	0	.0%	0	.0%	1	0

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	2.75	3.0	0	.0%	0	0%	3	75.0%	1	25.0%	0	.0%	0	0

**President Alan Merten**  
**School of Law**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion / don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	2.50	3.0	0	.0%	3	75.0%	0	.0%	1	25.0%	4	1
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.00	3.0	0	.0%	3	100.0%	0	.0%	0	.0%	5	1
Effectively obtains resources from the Commonwealth	1.67	2.0	0	.0%	0	.0%	2	66.7%	1	33.3%	5	1
Effectively obtains funding from private resources	2.00	2.0	0	.0%	1	33.3%	1	33.3%	1	33.3%	5	1
Effectively ensures the appropriate distribution of resources within the university	1.50	1.5	0	.0%	0	.0%	2	50.0%	2	50.0%	4	1
Effectively addresses the concerns of faculty	2.00	2.0	0	.0%	1	25.0%	2	50.0%	1	25.0%	3	2
Is accessible to faculty	2.67	3.0	0	.0%	2	66.7%	1	33.3%	0	.0%	4	2
Effectively works with the wider university community in developing the mission and goals of the university	2.33	2.0	0	.0%	1	33.3%	2	66.7%	0	.0%	5	1
Effectively articulates the mission and goals of the university both externally and internally	2.33	3.0	0	.0%	2	66.7%	0	.0%	1	33.3%	5	1

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion / don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	2.75	3.0	0	.0%	1	25.0%	2	50.0%	0	.0%	1	25.0%	3	2

**President Alan Merten**  
**School of Management**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	3.04	3.0	6	26.1%	13	56.5%	3	13.0%	1	4.3%	6	0
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	2.81	3.0	5	23.8%	9	42.9%	5	23.8%	2	9.5%	8	0
Effectively obtains resources from the Commonwealth	2.65	3.0	1	4.3%	15	65.2%	5	21.7%	2	8.7%	6	0
Effectively obtains funding from private resources	2.00	2.0	1	4.5%	6	27.3%	7	31.8%	8	36.4%	7	0
Effectively ensures the appropriate distribution of resources within the university	2.40	3.0	0	.0%	12	60.0%	4	20.0%	4	20.0%	9	0
Effectively addresses the concerns of faculty	2.52	3.0	2	9.5%	10	47.6%	6	28.6%	3	14.3%	8	0
Is accessible to faculty	2.69	3.0	2	12.5%	8	50.0%	5	31.3%	1	6.3%	12	1
Effectively works with the wider university community in developing the mission and goals of the university	2.82	3.0	3	13.6%	13	59.1%	5	22.7%	1	4.5%	6	1
Effectively articulates the mission and goals of the university both externally and internally	2.91	3.0	5	21.7%	13	56.5%	3	13.0%	2	8.7%	6	0

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.16	3.0	0	.0%	12	48.0%	7	28.0%	4	16.0%	2	8.0%	3	1

**President Alan Merten**  
**School of Public Policy**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	3.27	3.0	3	27.3%	8	72.7%	0	.0%	0	.0%	4	1
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.33	3.0	4	33.3%	8	66.7%	0	.0%	0	.0%	3	1
Effectively obtains resources from the Commonwealth	3.08	3.0	3	25.0%	7	58.3%	2	16.7%	0	.0%	3	1
Effectively obtains funding from private resources	2.70	3.0	2	20.0%	4	40.0%	3	30.0%	1	10.0%	5	1
Effectively ensures the appropriate distribution of resources within the university	3.09	3.0	3	27.3%	7	63.6%	0	.0%	1	9.1%	4	1
Effectively addresses the concerns of faculty	2.91	3.0	3	27.3%	5	45.5%	2	18.2%	1	9.1%	4	1
Is accessible to faculty	3.31	3.0	5	38.5%	7	53.8%	1	7.7%	0	.0%	2	1
Effectively works with the wider university community in developing the mission and goals of the university	3.25	3.0	4	33.3%	7	58.3%	1	8.3%	0	.0%	3	1
Effectively articulates the mission and goals of the university both externally and internally	3.08	3.0	3	25.0%	7	58.3%	2	16.7%	0	.0%	3	1

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.57	4.0	2	14.3%	6	42.9%	4	28.6%	2	14.3%	0	.0%	2	0

**President Alan Merten**

**Volgenau School of Information Technology and Engineering**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively enhances the academic reputation of the university	2.83	3.0	5	17.2%	15	51.7%	8	27.6%	1	3.4%	4	0
Effectively develops relationships between the university and the larger community including political and business groups and university alumni	3.00	3.0	6	21.4%	17	60.7%	4	14.3%	1	3.6%	5	0
Effectively obtains resources from the Commonwealth	2.56	3.0	3	11.1%	11	40.7%	11	40.7%	2	7.4%	6	0
Effectively obtains funding from private resources	2.62	3.0	2	9.5%	10	47.6%	8	38.1%	1	4.8%	12	0
Effectively ensures the appropriate distribution of resources within the university	2.71	3.0	3	12.5%	12	50.0%	8	33.3%	1	4.2%	9	0
Effectively addresses the concerns of faculty	2.46	2.0	3	12.5%	8	33.3%	10	41.7%	3	12.5%	9	0
Is accessible to faculty	2.88	3.0	6	24.0%	12	48.0%	5	20.0%	2	8.0%	8	0
Effectively works with the wider university community in developing the mission and goals of the university	2.91	3.0	5	21.7%	12	52.2%	5	21.7%	1	4.3%	10	0
Effectively articulates the mission and goals of the university both externally and internally	2.78	3.0	5	18.5%	13	48.1%	7	25.9%	2	7.4%	6	0

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.10	3.0	4	13.8%	6	20.7%	11	37.9%	5	17.2%	3	10.3%	3	1

**Provost Peter Stearns**  
**University Level**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	3.15	3.0	122	33.6%	182	50.1%	49	13.5%	10	2.8%	33	21
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	2.89	3.0	62	21.8%	146	51.4%	59	20.8%	17	6.0%	111	22
Effectively obtains university funds for academic needs	2.72	3.0	48	18.3%	122	46.4%	65	24.7%	28	10.6%	132	22
Effectively obtains funding from private sources	2.47	2.0	31	15.7%	65	33.0%	66	33.5%	35	17.8%	196	24
Effectively distributes resources across academic units	2.55	3.0	46	15.8%	120	41.1%	75	25.7%	51	17.5%	102	23
Effectively addresses the concerns of faculty	2.72	3.0	68	20.3%	143	42.7%	85	25.4%	39	11.6%	61	21
Is accessible to faculty	3.08	3.0	99	30.5%	167	51.4%	44	13.5%	15	4.6%	69	23
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	2.91	3.0	68	27.8%	111	45.3%	43	17.6%	23	9.4%	151	21
Effectively works with the wider university community in developing the university mission and the goals	2.86	3.0	69	23.9%	136	47.1%	59	20.4%	25	8.7%	103	25
Effectively articulates the mission and goals of the university both externally and internally	3.00	3.0	81	26.3%	166	53.9%	42	13.6%	19	6.2%	82	27

*Overall job performance averages are based on a five point scale with 5 = “Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.48	4.0	69	19.4%	122	34.4%	96	27.0%	48	13.5%	20	5.6%	33	29

## **Summary of Comments from the 2008-2009 Faculty Evaluation of Administrators for Provost Peter Stearns**

Seventy-four faculty members commented on the Provost's performance. Of these, 22 were completely or generally positive, 43 were completely or generally negative, 9 included both positive and negative comments, and 5 were irrelevant.

The large majority of the positive comments praised the Provost's overall job performance, with several members of the faculty commenting on the example he sets as a prolific scholar. Others commented on how helpful the Provost and his staff have been and the excellent communication between the Provost and faculty.

The negative comments focused primarily on three themes. First, 18 faculty members criticized the Provost's administrative style as authoritarian and remote. He was seen as not involving faculty in decision-making until late in the process and not adequately communicating with faculty. Several respondents noted that the Provost does not show respect for the faculty. The second theme concerned distribution of resources among academic units and, especially, between existing local programs and those both planned for and implemented overseas. Sixteen faculty criticized the overseas ventures in these difficult economic times, and ten different members of the faculty specifically mentioned the RAK campus. Finally, the Provost was criticized for inconsistent standards in emphasis of teaching *vis a vis* research. However, different faculty had different opinions on which should be emphasized and which is currently given too much emphasis.

**Provost Peter Stearns**  
**College of Education and Human Development**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	3.61	4.0	27	61.4%	17	38.6%	0	.0%	0	.0%	1	1
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	3.36	3.0	16	44.4%	17	47.2%	3	8.3%	0	.0%	9	1
Effectively obtains university funds for academic needs	3.09	3.0	8	25.0%	19	59.4%	5	15.6%	0	.0%	14	0
Effectively obtains funding from private sources	2.90	3.0	3	14.3%	13	61.9%	5	23.8%	0	.0%	25	0
Effectively distributes resources across academic units	2.97	3.0	6	18.2%	21	63.6%	5	15.2%	1	3.0%	13	0
Effectively addresses the concerns of faculty	3.31	3.0	17	43.6%	17	43.6%	5	12.8%	0	.0%	7	0
Is accessible to faculty	3.38	3.0	19	48.7%	16	41.0%	4	10.3%	0	.0%	7	0
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	3.37	3.0	15	42.9%	18	51.4%	2	5.7%	0	.0%	11	0
Effectively works with the wider university community in developing the university mission and the goals	3.33	3.0	16	44.4%	16	44.4%	4	11.1%	0	.0%	10	0
Effectively articulates the mission and goals of the university both externally and internally	3.38	3.0	16	43.2%	19	51.4%	2	5.4%	0	.0%	7	2

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	4.24	4.0	17	40.5%	18	42.9%	7	16.7%	0	.0%	0	.0%	3	1

**Provost Peter Stearns**  
**College of Health and Human Services**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	3.14	3.0	12	28.6%	25	59.5%	4	9.5%	1	2.4%	2	0
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	2.97	3.0	6	20.7%	17	58.6%	5	17.2%	1	3.4%	15	0
Effectively obtains university funds for academic needs	2.89	3.0	6	22.2%	14	51.9%	5	18.5%	2	7.4%	17	0
Effectively obtains funding from private sources	2.76	3.0	5	23.8%	8	38.1%	6	28.6%	2	9.5%	23	0
Effectively distributes resources across academic units	2.74	3.0	7	20.6%	15	44.1%	8	23.5%	4	11.8%	10	0
Effectively addresses the concerns of faculty	2.82	3.0	7	18.4%	19	50.0%	10	26.3%	2	5.3%	6	0
Is accessible to faculty	3.18	3.0	12	36.4%	16	48.5%	4	12.1%	1	3.0%	10	1
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	3.08	3.0	8	32.0%	13	52.0%	2	8.0%	2	8.0%	19	0
Effectively works with the wider university community in developing the university mission and goals	3.00	3.0	6	19.4%	20	64.5%	4	12.9%	1	3.2%	13	0
Effectively articulates the mission and goals of the university both externally and internally	3.09	3.0	9	26.5%	21	61.8%	2	5.9%	2	5.9%	9	1

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.66	4.0	7	17.1%	17	41.5%	13	31.7%	4	9.8%	0	.0%	2	1

**Provost Peter Stearns**  
**College of Humanities and Social Sciences**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	3.10	3.0	31	29.8%	56	53.8%	13	12.5%	4	3.8%	13	5
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	2.83	3.0	14	17.3%	42	51.9%	22	27.2%	3	3.7%	35	6
Effectively obtains university funds for academic needs	2.71	3.0	13	18.8%	30	43.5%	19	27.5%	7	10.1%	47	6
Effectively obtains funding from private sources	2.37	2.0	8	15.7%	12	23.5%	22	43.1%	9	17.6%	63	8
Effectively distributes resources across academic units	2.37	2.0	9	10.8%	31	37.3%	25	30.1%	18	21.7%	33	6
Effectively addresses the concerns of faculty	2.55	3.0	14	15.1%	37	39.8%	28	30.1%	14	15.1%	24	5
Is accessible to faculty	2.99	3.0	25	26.3%	48	50.5%	18	18.9%	4	4.2%	21	6
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	2.73	3.0	12	19.4%	28	45.2%	15	24.2%	7	11.3%	54	6
Effectively works with the wider university community in developing the university mission and goals	2.77	3.0	16	21.3%	34	45.3%	17	22.7%	8	10.7%	39	8
Effectively articulates the mission and goals of the university both externally and internally	3.03	3.0	24	26.7%	50	55.6%	11	12.2%	5	5.6%	25	7

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.41	3.0	16	16.3%	32	32.7%	31	31.6%	14	14.3%	5	5.1%	15	9

**Provost Peter Stearns**  
**College of Science**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	3.02	3.0	15	26.3%	30	52.6%	10	17.5%	2	3.5%	3	0
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	2.87	3.0	8	17.8%	26	57.8%	8	17.8%	3	6.7%	15	0
Effectively obtains university funds for academic needs	2.56	3.0	4	9.8%	20	48.8%	12	29.3%	5	12.2%	19	0
Effectively obtains funding from private sources	2.29	2.0	4	14.3%	6	21.4%	12	42.9%	6	21.4%	32	0
Effectively distributes resources across academic units	2.56	3.0	5	11.1%	21	46.7%	13	28.9%	6	13.3%	14	1
Effectively addresses the concerns of faculty	2.74	3.0	8	15.1%	26	49.1%	16	30.2%	3	5.7%	6	1
Is accessible to faculty	3.02	3.0	12	23.1%	32	61.5%	5	9.6%	3	5.8%	8	0
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	2.79	3.0	7	20.6%	16	47.1%	8	23.5%	3	8.8%	26	0
Effectively works with the wider university community in developing the university mission and goals	2.77	3.0	7	15.9%	23	52.3%	11	25.0%	3	6.8%	14	2
Effectively articulates the mission and goals of the university both externally and internally	2.82	3.0	7	14.0%	30	60.0%	10	20.0%	3	6.0%	9	1

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.32	3.0	6	10.7%	20	35.7%	18	32.1%	10	17.9%	2	3.6%	2	2

**Provost Peter Stearns**  
**College of Visual and Performing Arts**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	3.43	4.0	11	52.4%	8	38.1%	2	9.5%	0	.0%	0	0
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	3.30	3.0	8	40.0%	10	50.0%	2	10.0%	0	.0%	1	0
Effectively obtains university funds for academic needs	3.24	3.0	6	35.3%	9	52.9%	2	11.8%	0	.0%	4	0
Effectively obtains funding from private sources	3.14	3.0	5	35.7%	6	42.9%	3	21.4%	0	.0%	7	0
Effectively distributes resources across academic units	3.12	3.0	8	47.1%	4	23.5%	4	23.5%	1	5.9%	3	1
Effectively addresses the concerns of faculty	3.15	3.0	8	40.0%	8	40.0%	3	15.0%	1	5.0%	1	0
Is accessible to faculty	3.24	3.0	8	38.1%	11	52.4%	1	4.8%	1	4.8%	0	0
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	3.35	3.0	8	40.0%	11	55.0%	1	5.0%	0	.0%	1	0
Effectively works with the wider university community in developing the university mission and goals	3.33	3.0	9	42.9%	10	47.6%	2	9.5%	0	.0%	0	0
Effectively articulates the mission and goals of the university both externally and internally	3.40	3.0	9	45.0%	10	50.0%	1	5.0%	0	.0%	0	1

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	4.14	4.0	9	42.9%	9	42.9%	1	4.8%	1	4.8%	1	4.8%	0	0

**Provost Peter Stearns**  
**Institute of Conflict Analysis and Resolution**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	3.70	4.0	8	80.0%	1	10.0%	1	10.0%	0	.0%	0	0
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	3.33	4.0	5	55.6%	3	33.3%	0	.0%	1	11.1%	1	0
Effectively obtains university funds for academic needs	3.40	3.5	5	50.0%	4	40.0%	1	10.0%	0	.0%	0	0
Effectively obtains funding from private sources	3.25	3.5	4	50.0%	3	37.5%	0	.0%	1	12.5%	2	0
Effectively distributes resources across academic units	3.50	4.0	7	70.0%	2	20.0%	0	.0%	1	10.0%	0	0
Effectively addresses the concerns of faculty	3.50	4.0	7	70.0%	2	20.0%	0	.0%	1	10.0%	0	0
Is accessible to faculty	3.78	4.0	7	77.8%	2	22.2%	0	.0%	0	.0%	0	1
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	3.56	4.0	7	77.8%	1	11.1%	0	.0%	1	11.1%	1	0
Effectively works with the wider university community in developing the university mission and goals	3.50	4.0	7	70.0%	2	20.0%	0	.0%	1	10.0%	0	0
Effectively articulates the mission and goals of the university both externally and internally	3.50	4.0	7	70.0%	2	20.0%	0	.0%	1	10.0%	0	0

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	4.40	5.0	7	70.0%	2	20.0%	0	.0%	0	.0%	1	10.0%	0	0

**Provost Peter Stearns**  
**Krasnow Institute for Advanced Study**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	3.00	3.0	0	.0%	4	100.0%	0	.0%	0	.0%	0	0
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	2.00	2.0	0	.0%	0	.0%	1	100.0%	0	.0%	3	0
Effectively obtains university funds for academic needs	2.00	2.0	0	.0%	1	33.3%	1	33.3%	1	33.3%	1	0
Effectively obtains funding from private sources	2.00	2.0	0	.0%	1	33.3%	1	33.3%	1	33.3%	1	0
Effectively distributes resources across academic units	2.33	3.0	0	.0%	2	66.7%	0	.0%	1	33.3%	1	0
Effectively addresses the concerns of faculty	2.33	2.0	0	.0%	1	33.3%	2	66.7%	0	.0%	1	0
Is accessible to faculty	3.25	3.0	1	25.0%	3	75.0%	0	.0%	0	.0%	0	0
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	3.00	3.0	0	.0%	1	100.0%	0	.0%	0	.0%	3	0
Effectively works with the wider university community in developing the university mission and goals	2.67	3.0	0	.0%	2	66.7%	1	33.3%	0	.0%	1	0
Effectively articulates the mission and goals of the university both externally and internally	3.00	3.0	0	.0%	3	100.0%	0	.0%	0	.0%	1	0

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	2.67	3.0	0	.0%	0	.0%	2	66.7%	1	33.3%	0	.0%	1	0

**Provost Peter Stearns**  
**School of Law**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	2.00	2.0	0	.0%	0	.0%	3	100.0%	0	.0%	6	0
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	2.00	2.0	0	.0%	0	.0%	3	100.0%	0	.0%	6	0
Effectively obtains university funds for academic needs	1.25	1.0	0	.0%	0	.0%	1	25.0%	3	75.0%	5	0
Effectively obtains funding from private sources	1.25	1.0	0	.0%	0	.0%	1	25.0%	3	75.0%	5	0
Effectively distributes resources across academic units	1.20	1.0	0	.0%	0	.0%	1	20.0%	4	80.0%	4	0
Effectively addresses the concerns of faculty	1.40	1.0	0	.0%	0	.0%	2	40.0%	3	60.0%	4	0
Is accessible to faculty	1.75	1.5	0	.0%	1	25.0%	1	25.0%	2	50.0%	5	0
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	1.25	1.0	0	.0%	0	.0%	1	25.0%	3	75.0%	5	0
Effectively works with the wider university community in developing the university mission and goals	1.50	1.5	0	.0%	0	.0%	2	50.0%	2	50.0%	5	0
Effectively articulates the mission and goals of the university both externally and internally	2.00	2.0	0	.0%	0	.0%	2	100.0%	0	.0%	7	0

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	1.60	2.0	0	.0%	0	.0%	0	.0%	3	60.0%	2	40.0%	3	1

**Provost Peter Stearns**  
**School of Management**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	2.88	3.0	5	19.2%	14	53.8%	6	23.1%	1	3.8%	2	1
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	2.58	3.0	0	.0%	13	68.4%	4	21.1%	2	10.5%	9	1
Effectively obtains university funds for academic needs	2.29	2.0	0	.0%	8	47.1%	6	35.3%	3	17.6%	10	2
Effectively obtains funding from private sources	1.94	2.0	0	.0%	6	35.3%	4	23.5%	7	41.2%	10	2
Effectively distributes resources across academic units	2.06	2.0	0	.0%	6	35.3%	6	35.3%	5	29.4%	11	1
Effectively addresses the concerns of faculty	2.43	3.0	1	4.3%	12	52.2%	6	26.1%	4	17.4%	5	1
Is accessible to faculty	2.86	3.0	2	9.1%	17	77.3%	1	4.5%	2	9.1%	6	1
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	2.71	3.0	2	11.8%	10	58.8%	3	17.6%	2	11.8%	11	1
Effectively works with the wider university community in developing the university mission and goals	2.41	3.0	1	4.5%	13	59.1%	2	9.1%	6	27.3%	6	1
Effectively articulates the mission and goals of the university both externally and internally	2.71	3.0	1	4.8%	15	71.4%	3	14.3%	2	9.5%	7	1

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.11	3.0	1	3.7%	11	40.7%	9	33.3%	2	7.4%	4	14.8%	2	0

**Provost Peter Stearns**  
**School of Public Policy**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	3.50	4.0	9	64.3%	3	21.4%	2	14.3%	0	.0%	1	1
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	2.91	3.0	3	27.3%	5	45.5%	2	18.2%	1	9.1%	4	1
Effectively obtains university funds for academic needs	3.18	3.0	4	36.4%	6	54.5%	0	.0%	1	9.1%	4	1
Effectively obtains funding from private sources	2.50	3.0	1	12.5%	4	50.0%	1	12.5%	2	25.0%	7	1
Effectively distributes resources across academic units	2.58	2.5	2	16.7%	4	33.3%	5	41.7%	1	8.3%	3	1
Effectively addresses the concerns of faculty	3.00	3.0	3	20.0%	10	66.7%	1	6.7%	1	6.7%	0	1
Is accessible to faculty	3.33	3.0	7	46.7%	7	46.7%	0	.0%	1	6.7%	0	1
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	2.91	3.0	3	27.3%	6	54.5%	0	.0%	2	18.2%	4	1
Effectively works with the wider university community in developing the university mission and goals	3.17	3.0	4	33.3%	7	58.3%	0	.0%	1	8.3%	3	1
Effectively articulates the mission and goals of the university both externally and internally	3.08	3.0	4	30.8%	7	53.8%	1	7.7%	1	7.7%	2	1

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.88	4.0	4	25.0%	9	56.3%	1	6.3%	1	6.3%	1	6.3%	0	0

**Provost Peter Stearns**  
**Volgenau School of Information Technology and Engineering**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship in research and teaching	2.77	3.0	2	6.5%	22	71.0%	5	16.1%	2	6.5%	2	0
Effectively develops relationships between the university and the external community to promote scholarship in research and teaching	2.38	2.5	2	7.7%	11	42.3%	8	30.8%	5	19.2%	7	0
Effectively obtains university funds for academic needs	2.30	2.0	2	7.4%	9	33.3%	11	40.7%	5	18.5%	6	0
Effectively obtains funding from private sources	2.22	2.0	1	5.6%	5	27.8%	9	50.0%	3	16.7%	15	0
Effectively distributes resources across academic units	2.38	3.0	2	7.7%	12	46.2%	6	23.1%	6	23.1%	7	0
Effectively addresses the concerns of faculty	2.14	2.0	2	7.1%	9	32.1%	8	28.6%	9	32.1%	5	0
Is accessible to faculty	2.80	3.0	4	16.0%	13	52.0%	7	28.0%	1	4.0%	8	0
Effectively represents the academic concerns of the faculty to the President and to the Board of Visitors	2.67	3.0	5	23.8%	6	28.6%	8	38.1%	2	9.5%	12	0
Effectively works with the wider university community in developing the university mission and goals	2.46	2.0	3	12.5%	7	29.2%	12	50.0%	2	8.3%	9	0
Effectively articulates the mission and goals of the university both externally and internally	2.39	2.0	3	13.0%	7	30.4%	9	39.1%	4	17.4%	10	0

<i>Overall job performance averages are based on a five point scale with 5 = “Excellent.”</i>	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	2.67	3.0	2	6.7%	4	13.3%	10	33.3%	10	33.3%	4	13.3%	2	1

**Dean Jeffrey Gorrell**  
**College of Education and Human Development**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	3.23	4.0	18	51.4%	9	25.7%	6	17.1%	2	5.7%	6	5
Effectively develops collaborative relationships that serve the mission of the academic unit	3.14	3.0	17	48.6%	9	25.7%	6	17.1%	3	8.6%	6	5
Effectively obtains university funds for the academic unit	2.85	3.0	9	34.6%	8	30.8%	5	19.2%	4	15.4%	15	5
Effectively obtains funding from private sources	2.81	3.0	8	38.1%	4	19.0%	6	28.6%	3	14.3%	18	7
Effectively ensures the appropriate distribution of resources within the academic unit	2.81	3.0	10	32.3%	10	32.3%	6	19.4%	5	16.1%	10	5
Effectively addresses the concerns of faculty	3.19	4.0	19	52.8%	9	25.0%	4	11.1%	4	11.1%	5	5
Is accessible to faculty	3.54	4.0	24	64.9%	9	24.3%	4	10.8%	0	.0%	4	5
Effectively represents the concerns of the academic unit to the administration	3.13	3.0	13	43.3%	10	33.3%	5	16.7%	2	6.7%	11	5
Effectively works with the academic unit in developing the university mission and goals	3.15	3.0	16	48.5%	10	30.3%	3	9.1%	4	12.1%	8	5
Effectively articulates the mission and goals of the academic unit	3.14	3.0	16	44.4%	11	30.6%	7	19.4%	2	5.6%	5	5

*Overall job performance averages are based on a five point scale with 5 = Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.79	4.0	16	47.1%	6	17.6%	4	11.8%	5	14.7%	3	8.8%	7	5

**Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for Dean Jeffrey Gorrell, College of Education and Human Development**

Unable to summarize written comments because respondents were unsure whether to evaluate the former or the current dean.

**Dean Shirley Travis**  
**College of Health and Human Services**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	3.14	3.0	14	31.8%	24	54.5%	4	9.1%	2	4.5%	0	0
Effectively develops collaborative relationships that serve the mission of the academic unit	3.03	3.0	9	22.5%	26	65.0%	2	5.0%	3	7.5%	4	0
Effectively obtains university funds for the academic unit	2.73	3.0	5	13.5%	21	56.8%	7	18.9%	4	10.8%	7	0
Effectively obtains funding from private sources	2.44	2.0	4	16.0%	8	32.0%	8	32.0%	5	20.0%	18	1
Effectively ensures the appropriate distribution of resources within the academic unit	2.83	3.0	8	22.9%	17	48.6%	6	17.1%	4	11.4%	9	0
Effectively addresses the concerns of faculty	2.88	3.0	8	19.0%	24	57.1%	7	16.7%	3	7.1%	2	0
Is accessible to faculty	3.05	3.0	12	28.6%	22	52.4%	6	14.3%	2	4.8%	2	0
Effectively represents the concerns of the academic unit to the administration	3.05	3.0	12	30.8%	19	48.7%	6	15.4%	2	5.1%	5	0
Effectively works with the academic unit in developing the university mission and goals	3.20	3.0	14	34.1%	23	56.1%	2	4.9%	2	4.9%	3	0
Effectively articulates the mission and goals of the academic unit	3.12	3.0	12	29.3%	24	58.5%	3	7.3%	2	4.9%	3	0

*Overall job performance averages are based on a five point scale with 5 = Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.77	4.0	10	22.7%	20	45.5%	10	22.7%	2	4.5%	2	4.5%	0	0

**Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for Dean Shirley Travis, College of Health and Human Services (CHHS)**

Of the four written comments one was positive (25%), two were negative (50%), and one was neutral (too new to the job to be evaluated fairly).

Too few comments were submitted to ensure respondents' anonymity if they were summarized.

**Dean Jack Censer**  
**College of Humanities and Social Sciences**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	3.13	3.0	29	26.6%	67	61.5%	11	10.1%	2	1.8%	10	3
Effectively develops collaborative relationships that serve the mission of the academic unit	3.09	3.0	25	28.4%	51	58.0%	7	8.0%	5	5.7%	29	5
Effectively obtains university funds for the academic unit	2.79	3.0	17	20.2%	41	48.8%	17	20.2%	9	10.7%	33	5
Effectively obtains funding from private sources	2.72	3.0	16	28.1%	14	24.6%	22	38.6%	5	8.8%	60	5
Effectively ensures the appropriate distribution of resources within the academic unit	2.81	3.0	19	22.4%	38	44.7%	21	24.7%	7	8.2%	33	4
Effectively addresses the concerns of faculty	2.88	3.0	20	20.8%	53	55.2%	14	14.6%	9	9.4%	22	4
Is accessible to faculty	3.18	3.0	38	38.8%	43	43.9%	14	14.3%	3	3.1%	20	4
Effectively represents the concerns of the academic unit to the administration	2.99	3.0	21	26.3%	43	53.8%	10	12.5%	6	7.5%	36	6
Effectively works with the academic unit in developing the university mission and goals	3.05	3.0	22	25.3%	52	59.8%	8	9.2%	5	5.7%	30	5
Effectively articulates the mission and goals of the academic unit	3.11	3.0	24	27.6%	51	58.6%	10	11.5%	2	2.3%	30	5

*Overall job performance averages are based on a five point scale with 5 = Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.69	4.0	23	21.7%	44	41.5%	28	26.4%	5	4.7%	6	5.7%	10	6

**Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for Dean Jack Censer, College of Humanities and Social Sciences (CHSS)**

Of 25 faculty who submitted comments, ten (40%) were positive, ten (40%) were negative and five (10%) were mixed or neutral.

Positive comments emphasized that Dean Censer was doing a credible job of keeping the College on track despite difficult financial circumstances.

Three themes emerged from the negative comments: 1) emphasis on research at the expense of teaching, 2) inadequate salaries for term and tenure track faculty, and 3) over reliance on the Senior Associate Dean.

**Dean Vikas Chandhoke**  
**College of Science**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	2.84	3.0	18	31.6%	20	35.1%	11	19.3%	8	14.0%	1	2
Effectively develops collaborative relationships that serve the mission of the academic unit	2.82	3.0	16	29.1%	21	38.2%	10	18.2%	8	14.5%	3	2
Effectively obtains university funds for the academic unit	2.55	3.0	8	16.3%	21	42.9%	10	20.4%	10	20.4%	9	2
Effectively obtains funding from private sources	2.57	3.0	9	24.3%	11	29.7%	9	24.3%	8	21.6%	21	2
Effectively ensures the appropriate distribution of resources within the academic unit	2.55	3.0	8	14.5%	25	45.5%	11	20.0%	11	20.0%	3	2
Effectively addresses the concerns of faculty	2.64	3.0	10	18.9%	22	41.5%	13	24.5%	8	15.1%	5	2
Is accessible to faculty	2.98	3.0	16	30.8%	25	48.1%	5	9.6%	6	11.5%	6	2
Effectively represents the concerns of the academic unit to the administration	2.95	3.0	11	26.2%	23	54.8%	3	7.1%	5	11.9%	16	2
Effectively works with the academic unit in developing the university mission and goals	2.75	3.0	10	18.9%	27	50.9%	9	17.0%	7	13.2%	5	2
Effectively articulates the mission and goals of the academic unit	2.81	3.0	14	26.9%	21	40.4%	10	19.2%	7	13.5%	6	2

*Overall job performance averages are based on a five point scale with 5 = Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.32	3.0	11	18.6%	18	30.5%	15	25.4%	9	15.3%	6	10.2%	0	1

### **Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for Dean Vikas Chandhoke, College of Science (COS)**

Ten faculty members in the College of Science wrote comments. Of these, 6 were negative and the remainder were either positive, included both positive or negative comments, or were irrelevant.

The positive comments and the positive aspects of the mixed comments focused on the improvement of COS and the fact that the Dean is a strong advocate for his faculty.

Most of the negative comments were directed toward management style and communication. Several comments suggested that the Dean was inconsistent in decision making and too often unwilling to discuss issues with faculty in timely fashion.

**Dean William Reeder**  
**College of Visual and Performing Arts**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	2.81	3.0	4	19.0%	11	52.4%	4	19.0%	2	9.5%	0	0
Effectively develops collaborative relationships that serve the mission of the academic unit	2.81	3.0	7	33.3%	6	28.6%	5	23.8%	3	14.3%	0	0
Effectively obtains university funds for the academic unit	2.90	3.0	6	28.6%	9	42.9%	4	19.0%	2	9.5%	0	0
Effectively obtains funding from private sources	3.15	3.0	6	30.0%	12	60.0%	1	5.0%	1	5.0%	1	0
Effectively ensures the appropriate distribution of resources within the academic unit	2.53	3.0	4	21.1%	7	36.8%	3	15.8%	5	26.3%	2	0
Effectively addresses the concerns of faculty	2.43	2.0	5	23.8%	5	23.8%	5	23.8%	6	28.6%	0	0
Is accessible to faculty	3.00	3.0	7	33.3%	10	47.6%	1	4.8%	3	14.3%	0	0
Effectively represents the concerns of the academic unit to the administration	2.80	3.0	6	30.0%	8	40.0%	2	10.0%	4	20.0%	1	0
Effectively works with the academic unit in developing the university mission and goals	2.95	3.0	7	36.8%	7	36.8%	2	10.5%	3	15.8%	2	0
Effectively articulates the mission and goals of the academic unit	2.95	3.0	7	33.3%	9	42.9%	2	9.5%	3	14.3%	0	0

*Overall job performance averages are based on a five point scale with 5 = Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.38	3.0	7	33.3%	3	14.3%	5	23.8%	3	14.3%	3	14.3%	0	0

**Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for Dean William Reeder, College of Visual and Performing Arts (CVPA).**

Of the seven written comments four were positive (57%) and three were negative (43%).

The positive comments indicated that generally he is doing a good job and noted his productivity and leadership.

The negative comments dealt with several themes:

1. Inequitable distribution of resources to departments and people (affecting faculty morale)
2. Lack of scholarly perspectives
3. Cronyism

**Director Sara Cobb**  
**Institute of Conflict Analysis and Resolution**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	3.10	3.5	5	50.0%	3	30.0%	0	.0%	2	20.0%	0	0
Effectively develops collaborative relationships that serve the mission of the academic unit	3.00	3.0	4	40.0%	4	40.0%	0	.0%	2	20.0%	0	0
Effectively obtains university funds for the academic unit	3.30	3.0	4	40.0%	5	50.0%	1	10.0%	0	.0%	0	0
Effectively obtains funding from private sources	2.50	3.0	2	20.0%	4	40.0%	1	10.0%	3	30.0%	0	0
Effectively ensures the appropriate distribution of resources within the academic unit	2.70	3.0	2	20.0%	5	50.0%	1	10.0%	2	20.0%	0	0
Effectively addresses the concerns of faculty	2.70	3.0	3	30.0%	3	30.0%	2	20.0%	2	20.0%	0	0
Is accessible to faculty	3.10	3.0	3	30.0%	5	50.0%	2	20.0%	0	.0%	0	0
Effectively represents the concerns of the academic unit to the administration	3.20	3.0	4	40.0%	5	50.0%	0	.0%	1	10.0%	0	0
Effectively works with the academic unit in developing the university mission and goals	3.10	3.0	4	40.0%	4	40.0%	1	10.0%	1	10.0%	0	0
Effectively articulates the mission and goals of the academic unit	3.10	3.0	4	40.0%	4	40.0%	1	10.0%	1	10.0%	0	0

*Overall job performance averages are based on a five point scale with 5 = Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.40	4.0	2	20.0%	4	40.0%	2	20.0%	0	.0%	2	20.0%	0	0

**Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for Director Sara Cobb, Institute of Conflict Analysis and Resolution.**

Of four faculty who submitted comments, three (75%) were negative and one (25%) was positive.

The positive comment simply indicated that she had done a good job.

The three negative comments asserted that Dean Cobb did not treat faculty equitably.

**Director James Olds**  
**Krasnow Institute for Advanced Study**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	3.25	3.0	1	25.0%	3	75.0%	0	.0%	0	.0%	0	0
Effectively develops collaborative relationships that serve the mission of the academic unit	3.25	3.0	1	25.0%	3	75.0%	0	.0%	0	.0%	0	0
Effectively obtains university funds for the academic unit	3.25	3.0	1	25.0%	3	75.0%	0	.0%	0	.0%	0	0
Effectively obtains funding from private sources	3.00	3.0	1	25.0%	2	50.0%	1	25.0%	0	.0%	0	0
Effectively ensures the appropriate distribution of resources within the academic unit	3.50	3.5	2	50.0%	2	50.0%	0	.0%	0	.0%	0	0
Effectively addresses the concerns of faculty	3.25	3.0	1	25.0%	3	75.0%	0	.0%	0	.0%	0	0
Is accessible to faculty	3.75	4.0	3	75.0%	1	25.0%	0	.0%	0	.0%	0	0
Effectively represents the concerns of the academic unit to the administration	3.75	4.0	3	75.0%	1	25.0%	0	.0%	0	.0%	0	0
Effectively works with the academic unit in developing the university mission and goals	3.25	3.0	1	25.0%	3	75.0%	0	.0%	0	.0%	0	0
Effectively articulates the mission and goals of the academic unit	3.50	3.5	2	50.0%	2	50.0%	0	.0%	0	.0%	0	0

*Overall job performance averages are based on a five point scale with 5 = Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	4.00	4.0	1	25.0%	2	50.0%	1	25.0%	0	.0%	0	.0%	0	0

**Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for Director James Olds, Krasnow Institute for Advanced Study.**

No written comments were received.

**Dean Daniel Polsby**  
**School of Law**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	3.22	3.0	4	44.4%	3	33.3%	2	22.2%	0	.0%	0	0
Effectively develops collaborative relationships that serve the mission of the academic unit	2.86	3.0	2	28.6%	3	42.9%	1	14.3%	1	14.3%	2	0
Effectively obtains university funds for the academic unit	2.63	2.5	2	25.0%	2	25.0%	3	37.5%	1	12.5%	1	0
Effectively obtains funding from private sources	3.14	3.0	3	42.9%	2	28.6%	2	28.6%	0	.0%	2	0
Effectively ensures the appropriate distribution of resources within the academic unit	3.11	3.0	3	33.3%	4	44.4%	2	22.2%	0	.0%	0	0
Effectively addresses the concerns of faculty	3.11	3.0	3	33.3%	4	44.4%	2	22.2%	0	.0%	0	0
Is accessible to faculty	3.44	4.0	5	55.6%	3	33.3%	1	11.1%	0	.0%	0	0
Effectively represents the concerns of the academic unit to the administration	3.20	4.0	3	60.0%	1	20.0%	0	.0%	1	20.0%	4	0
Effectively works with the academic unit in developing the university mission and goals	3.00	3.0	2	33.3%	3	50.0%	0	.0%	1	16.7%	3	0
Effectively articulates the mission and goals of the academic unit	2.88	3.0	1	12.5%	6	75.0%	0	.0%	1	12.5%	1	0

*Overall job performance averages are based on a five point scale with 5 = Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	3.78	4.0	4	44.4%	2	22.2%	1	11.1%	1	11.1%	1	11.1%	0	0

**Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for Dean Daniel Polsby, School of Law**

No written comments were submitted.

**Dean Richard Klimoski**  
**School of Management**

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

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	2.72	3.0	5	17.2%	16	55.2%	3	10.3%	5	17.2%	0	0
Effectively develops collaborative relationships that serve the mission of the academic unit	2.25	3.0	3	10.7%	12	42.9%	2	7.1%	11	39.3%	1	0
Effectively obtains university funds for the academic unit	2.08	2.0	1	4.0%	9	36.0%	6	24.0%	9	36.0%	4	0
Effectively obtains funding from private sources	1.48	1.0	0	.0%	4	16.0%	4	16.0%	17	68.0%	4	0
Effectively ensures the appropriate distribution of resources within the academic unit	2.15	2.0	2	7.4%	10	37.0%	5	18.5%	10	37.0%	2	0
Effectively addresses the concerns of faculty	2.18	2.0	3	10.7%	10	35.7%	4	14.3%	11	39.3%	1	0
Is accessible to faculty	2.50	3.0	4	14.3%	13	46.4%	4	14.3%	7	25.0%	1	0
Effectively represents the concerns of the academic unit to the administration	2.25	2.5	3	15.0%	7	35.0%	2	10.0%	8	40.0%	9	0
Effectively works with the academic unit in developing the university mission and goals	2.21	2.5	3	10.7%	11	39.3%	3	10.7%	11	39.3%	1	0
Effectively articulates the mission and goals of the academic unit	2.28	3.0	2	6.9%	14	48.3%	3	10.3%	10	34.5%	0	0

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

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	2.45	3.0	2	6.9%	4	13.8%	9	31.0%	4	13.8%	10	34.5%	0	0

## **Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for Dean Richard Klimoski, School of Management**

Of five faculty who submitted comments four (75%) were negative and one (25%) was mixed.

The negative comments emphasized that the Dean was a very poor fundraiser.

**Dean Kingsley Haynes**  
**School of Public Policy**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don’t know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	3.75	4.0	13	81.3%	2	12.5%	1	6.3%	0	.0%	0	0
Effectively develops collaborative relationships that serve the mission of the academic unit	3.50	4.0	9	56.3%	6	37.5%	1	6.3%	0	.0%	0	0
Effectively obtains university funds for the academic unit	3.73	4.0	11	73.3%	4	26.7%	0	.0%	0	.0%	1	0
Effectively obtains funding from private sources	3.60	4.0	11	73.3%	2	13.3%	2	13.3%	0	.0%	1	0
Effectively ensures the appropriate distribution of resources within the academic unit	3.50	4.0	9	56.3%	6	37.5%	1	6.3%	0	.0%	0	0
Effectively addresses the concerns of faculty	3.50	4.0	9	56.3%	6	37.5%	1	6.3%	0	.0%	0	0
Is accessible to faculty	3.87	4.0	13	86.7%	2	13.3%	0	.0%	0	.0%	0	1
Effectively represents the concerns of the academic unit to the administration	3.44	4.0	10	62.5%	3	18.8%	3	18.8%	0	.0%	0	0
Effectively works with the academic unit in developing the university mission and goals	3.69	4.0	12	75.0%	3	18.8%	1	6.3%	0	.0%	0	0
Effectively articulates the mission and goals of the academic unit	3.75	4.0	12	75.0%	4	25.0%	0	.0%	0	.0%	0	0

*Overall job performance averages are based on a five point scale with 5 = Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don’t know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	4.56	5.0	10	62.5%	5	31.3%	1	6.3%	0	0%	0	0%	0	0

## **Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for Dean Kingsley Haynes, School of Public Policy**

There were only three written comments, of which two were positive and one was negative. Too few comments were submitted to ensure respondents' anonymity if they were summarized.

**Dean Lloyd Griffiths**  
**Volgenau School of Information Technology and Engineering**

*Averages exclude “No opinion/don’t know” and “No Response.” Item averages are based on a four point scale with 4 = “Strongly Agree.”*

	Mean	Median	Strongly Agree		Agree		Disagree		Strongly disagree		No opinion/ don't know	No Response
			N=	%	N=	%	N=	%	N=	%		
Effectively promotes a culture of scholarship and teaching within the academic unit	2.56	2.5	5	15.6%	11	34.4%	13	40.6%	3	9.4%	1	0
Effectively develops collaborative relationships that serve the mission of the academic unit	2.43	2.0	6	20.0%	7	23.3%	11	36.7%	6	20.0%	3	0
Effectively obtains university funds for the academic unit	2.77	3.0	7	23.3%	12	40.0%	8	26.7%	3	10.0%	3	0
Effectively obtains funding from private sources	2.89	3.0	7	25.0%	13	46.4%	6	21.4%	2	7.1%	5	0
Effectively ensures the appropriate distribution of resources within the academic unit	2.35	2.0	3	9.7%	11	35.5%	11	35.5%	6	19.4%	2	0
Effectively addresses the concerns of faculty	2.26	2.0	3	9.7%	8	25.8%	14	45.2%	6	19.4%	1	1
Is accessible to faculty	2.63	3.0	5	15.6%	14	43.8%	9	28.1%	4	12.5%	1	0
Effectively represents the concerns of the academic unit to the administration	2.48	3.0	5	17.2%	10	34.5%	8	27.6%	6	20.7%	4	0
Effectively works with the academic unit in developing the university mission and goals	2.50	2.5	5	16.7%	10	33.3%	10	33.3%	5	16.7%	2	1
Effectively articulates the mission and goals of the academic unit	2.53	3.0	5	16.7%	11	36.7%	9	30.0%	5	16.7%	3	0

*Overall job performance averages are based on a five point scale with 5 = Excellent.”*

	Mean	Median	Excellent		More than adequate		Adequate		Less than adequate		Poor		No opinion/ don't know	No response
			N=	%	N=	%	N=	%	N=	%	N=	%		
Overall job performance considering all the above factors	2.77	2.0	4	12.9%	6	19.4%	5	16.1%	11	35.5%	5	16.1%	1	1

**Summary of Comments from the 2008-09 Faculty Evaluation of Administrators for  
Dean Lloyd Griffiths Dean of the Volgenau School of Information Technology and Engineering**

There were only two written comments, of which both were positive. Too few comments were submitted to ensure respondents' anonymity if they were summarized.