



Shari,

Here is a summary of your evaluations from the 2022-23 academic year. 32 questions were posed to members of the college. 25 people responded, though not all answered every question. Overall, responses were quite positive. On a Likert scale of 1 to 5 where 1 is Unacceptable and 5 is Excellent, the average score on each of the 32 questions was above 4. The average of all 32 questions combined was 4.53.

On the question of your overall performance as dean, respondent scores averaged 4.58 out of 5. Comments on your strengths included: “articulating a clear strategic plan,” “an innovator,” “focused,” “a go-getter,” “strong leadership and creative ideas,” “great networker,” and “outstanding job on fundraising.”

On the question of changes or adjustments, feedback included: “recognizing when people or resources are overstretched and adjusting plans,” “a clearer understanding of expectations,” “be more visible to our staff,” “advocate more on behalf of our staff,” “retention of POPs,” and “personal thank you’s would show she actually sees and appreciates the work of her team.”

Here are the questions asked and the average score given to you on each:

- Q1 - Articulates and implements the vision and mission of the college's academic: 4.88
- Q2 - Advances sound and innovative solutions to problems: 4.64
- Q3 - Exhibits objectivity, consistency, and fairness in decision making: 4.46
- Q4 - Demonstrates a commitment to student learning: 4.80
- Q5 - Builds visibility for the college within the journalism and mass communication discipline: 4.92
- Q6 - Represents the college to the external community (e.g., donors, alumni, etc.): 4.96
- Q7 - Recognizes expertise and makes use of thoughts, ideas and information from others: 4.35
- Q8 - Fosters collaborative relationships with college staff: 4.25
- Q9 - Fosters collaborative relationships with college faculty: 4.26
- Q10 - Actively listens and acknowledges communication: 4.58
- Q11 - Clearly explains actions taken to all concerned: 4.29
- Q12 - Effectively and objectively resolves conflict: 4.18
- Q13 - Effectively represents the needs of faculty in the college to higher-level administrators: 4.70
- Q14 - Effectively builds faculty and staff morale: 4.04
- Q15 - Effectively communicates with external constituencies: 4.76
- Q16 - Provides support and leadership in faculty recruitment: 4.59
- Q17 - Values diversity of people, ideas and experiences: 4.50
- Q18 - Promotes and rewards scholarship, research and creative activities: 4.52
- Q19 - Promotes and rewards teaching excellence: 4.38
- Q20 - Promotes and rewards professional and community service: 4.43
- Q21 - Facilitates an atmosphere of trust within the college: 4.29
- Q22 - Responsive to suggestions: 4.25
- Q23 - States clear objectives, monitors progress and advances results-based improvements: 4.67
- Q24 - Exhibits decisiveness in executing strategic plans: 4.75
- Q25 - Represents the college to other UNL administrators: 4.87

- Q26 - Encourages and supports improvements derived from outcomes assessment results: 4.76
Q27 - Delegates tasks and authority appropriately: 4.29
Q28 - Fosters collaborative relationships and teambuilding to accomplish goals with and across groups and committees: 4.39
Q29 - Manages financial and physical resources effectively: 4.59
Q30 - Provides adequate financial resources for faculty, staff and students to be successful: 4.39
Q31 - Demonstrates appropriate fundraising acumen for our college: 4.71
Q32 - How would you rate your Dean's overall performance? 4.58

Unstructured feedback provided additional perspective, most of it positive.

On your leadership style, respondents said: "impressive performance," "the right person at the right time," "highly effective as a leader," "not afraid to aim high and achieve all she can for our college," "transparent, honest, and approachable," and "I feel like I am seen, heard, and valued." Another response said "She seems to have favorites, which makes it challenging for those not on her radar."

On your interpersonal skills, respondents said you were "firm in your decision making," "a great communicator," "her interpersonal skills shine," and "she has cleaned up a culture of inertia in certain areas." However, others said "Those who fit within her views of college priorities are viewed well. Those who do not, are not," and "those in her favor receive great results."

There were only a few comments on your contributions to college climate. One noted your track record of successful hires. Others noted your strong support of faculty and that you are "good at creating a smart, happy, vibrant climate." Another noted "She listens to ideas, but does not seem to move those ideas forward. They have to be her idea."

On your management skills, comments included: "Shari appears to manage well," "she's awesome," "We believe in your vision," and "She is transparent in her ideas." Concerns were raised about the shifting range of duties assigned to staff, and "Sometimes it seems like some people are overloaded."

On your financial and fundraising abilities, respondents generally lauded you for "making finances work," "hard decision-making" and "finding support for our college" in unsettled economic times, though one respondent noted the support was largely provided to faculty and "not reciprocated to our staff."

We appreciate your work for and leadership of the college, Shari.

On behalf of the Executive Committee,

Richard Alloway
Associate Professor

Jemalyn Griffin
Professor of Practice

John Shrader
Associate Professor

Matthew Waite
Professor of Practice



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Cory,

What follows is a summary of your evaluations. We forward this letter with the acknowledgment that you had been in the college for less than a year when this survey was taken. We believe this is an important consideration.

Overall, the responses were fine, not overwhelmingly positive; mixed is a good way to describe them. There were 26 questions posed to members of the college that were on a Likert scale of 1-5. In all, 20 people in the college responded, though not all answered every question. On a scale where 1 is unacceptable and 5 is Excellent, the average scores on all 26 questions were 3.756. Some find your approach to be "direct," while some mentioned the need for better interpersonal skills. Among the other comments, "good hire," "met and exceeded the requirements."

On the key question of your overall performance, respondents gave you a 3.79 out of 5. Again, the responses are mixed, "Cory's direct approach is good for change, and we need change." When asked what is needed most to improve performance, most of the respondents suggested that communication needs to be improved, both with staff and faculty. A number of respondents were pleased with the assistance on research, while one wrote, "really try to value all different forms of research."

We expect you have looked over the entire report. We would note that on some questions there are as many responses of below average and unacceptable as there are excellent: Q14 (3 Unacceptable, 6 Below Average, 3 Above Average, 6 Excellent) and Q21 (3 Unacceptable, 4 Below Average, 4 Average, 1 Above Average, 7 Excellent). The committee finds it difficult to explain this trend other than its polarization.

The questions asked and the average score given to you were as follows:

- Q1 - Articulates and implements the vision and mission of the college: 4.00
- Q2 - Advances sound and innovative solutions to problems: 3.95
- Q3 - Exhibits objectivity, consistency, and fairness in decision making: 3.67
- Q5 - Builds visibility for the college within the journalism and mass communication discipline: 3.83
- Q6 - Represents the academic programs of the college to the external community (e.g., donors, alumni, etc.): 4.13
- Q7 - Recognizes expertise and makes use of thoughts, ideas and information from others: 3.67
- Q8 - Fosters collaborative relationships with college staff: 3.07
- Q9 - Fosters collaborative relationships with college faculty: 3.68
- Q10 - Actively listens and acknowledges communication: 3.55
- Q11 - Clearly explains actions taken to all concerned: 3.59
- Q12 - Effectively and objectively resolves conflict: 3.33
- Q13 - Effectively represents the needs of faculty in the college to higher-level administrators: 4.00
- Q14 - Effectively builds faculty and staff morale: 3.16
- Q15 - Effectively communicates with external constituencies about CoJMC research and faculty needs: 4.25
- Q16 - Provides support and leadership in faculty recruitment: 3.93

- Q17 - Values diversity of people, ideas and experiences: 4.10
- Q18 – Promotes and rewards scholarship, research and creative activity: 4.22
- Q19 - Promotes and rewards teaching excellence: 3.39
- Q20 - Promotes and rewards professional and community service: 3.59
- Q21 - Facilitates an atmosphere of trust within the college: 3.26
- Q22 - Responsive to suggestions: 3.63
- Q25 - Represents the college to other UNL administrators: 4.15
- Q27 - Delegates tasks and authority appropriately: 3.87
- Q28 - Fosters collaborative relationships and teambuilding to accomplish goals with and across groups and committees: 3.78
- Q32 – How would you rate your associate dean’s overall performance: 3.79
- Q41 – Represents the dean and her mission when called upon: 4:07

On your greatest strengths, the respondents were overwhelmingly positive. They say you provide good feedback, go to bat for faculty, and you make yourself visible at CoJMC meetings. Comments include: “She is very supportive of the research efforts in the college,” and “she is a stabilizing force.”

On the question of management style, the responses were mostly positive: “She consults with people, explains her position/thinking and creates a good environment in which people can collaborate and learn from each other.” One person wrote you do not seem to be a good representative of the Dean’s vision/values.

On the question of climate attributes, the comments were mostly positive, “Cory maintains a positive climate,” “Her work with the DEI committee is strong and well-represented,” though, “I don’t always feel like I can speak up with Cory.”

On the question of leadership style, the respondents were mostly positive, “Cory has been a highly effective associate dean,” “Cory continually goes to bat for those in the college who conduct research,” and “Cory’s leadership style is refreshing,” though one respondent wrote that you come across “as fairly harsh.”

On the question of interpersonal skills, most respondents were positive, “It’s clear she cares about the faculty,” and “She’s inherited a load and her interpersonal skill traits are to meet challenges directly.” Additionally, “conflict resolution needs significant improvement” and in meetings, “she seems to interrupt a lot.”

We appreciate all the work you do for this college, Cory.

On behalf of the Executive Committee,

Richard Alloway
Associate Professor

Jemalyn Griffin
Professor of Practice

John Shrader
Associate Professor

Matthew Waite
Professor of Practice



Adam,

What follows is a summary of your evaluations. Overall, they were quite positive. There were 25 questions posed to members of the college that were on a Likert scale of 1-5. In all, 20 people in the college responded, though not all answered every question. On a scale where 1 is unacceptable and 5 is Excellent, the average scores on all 25 questions were all above 4.

On the key question of your overall performance, respondents gave you a 4.42 out of 5. Feedback on your greatest strengths included: “results-oriented”, “thoughtful”, “easy to work with”, “open to new ideas”, “calm and yet focused”, “excellent communicator”, “good at seeing the full picture” and “can adapt quickly.”

On the question of changes or adjustments, feedback included: “he could improve by better delineating things that need broad input and those things that just need to move forward” and that you need to be more engaged in “facilitating meaningful/constructive discussion.”

The questions asked and the average score given to you were as follows:

- Q1 - Articulates and implements the vision and mission of the college's academic: 4.35
- Q2 - Advances sound and innovative solutions to problems: 4.35
- Q3 - Exhibits objectivity, consistency, and fairness in decision making: 4.4
- Q4 - Demonstrates a commitment to student learning outcomes assessment: 4.55
- Q5 - Builds visibility for the college within the journalism and mass communication discipline: 4.24
- Q6 - Represents the academic programs of the college to the external community (e.g., donors, alumni, etc.): 4
- Q7 - Recognizes expertise and makes use of thoughts, ideas and information from others: 4.26
- Q8 - Fosters collaborative relationships with college staff: 4.64
- Q9 - Fosters collaborative relationships with college faculty: 4.56
- Q10 - Actively listens and acknowledges communication: 4.42
- Q11 - Clearly explains actions taken to all concerned: 4.21
- Q12 - Effectively and objectively resolves conflict: 4.12
- Q13 - Effectively represents the needs of faculty in the college to higher-level administrators: 4.36
- Q14 - Effectively builds faculty and staff morale: 4.17
- Q15 - Effectively communicates with external constituencies: 4.57
- Q17 - Values diversity of people, ideas and experiences: 4.42
- Q19 - Promotes and rewards teaching excellence: 4.11
- Q20 - Promotes and rewards professional and community service: 4.15
- Q21 - Facilitates an atmosphere of trust within the college: 4.11
- Q22 - Responsive to suggestions: 4.28
- Q25 - Represents the college to other UNL administrators: 4.46
- Q26 - Encourages and supports improvements derived from outcomes assessment results: 4.53

Q27 - Delegates tasks and authority appropriately: 4.18

Q28 - Fosters collaborative relationships and teambuilding to accomplish goals with and across groups and committees: 4.29

Q32 - How would you rate your Associate Dean's overall performance? 4.42

The unstructured feedback provided was also largely positive.

On your leadership style, respondents said were were "always willing to help" and "always calm, consultative and positive." However, two respondents were critical, one saying your leadership style was "hard to follow" and another said you seem "good with status quo."

On your interpersonal skills, respondents said you were "easy to work with", "cool, composed, calming presence in meetings" and that "people feel comfortable to ask questions and share thoughts." You are "always accessible" and "approachable." One respondent said, however, that you do not "manage conflict" and "does not do anything when faculty disagree."

On your contributions to the climate, few responded. One said you were a positive influence on the climate of the college, one abstained, one said you didn't really get involved in the climate and one was critical, saying they felt you said the right words, but didn't provide an answer.

On your management skills, respondents described you as "excellent" and "doing what his position description specifies and doing it well." One respondent felt as if you took on too much, which may become an issue in the future. The only critical response indicated you delegated on on too many issues.

We appreciate your work for the college, Adam.

On behalf of the Executive Committee,

Richard Alloway
Associate Professor

Jemalyn Griffin
Professor of Practice

John Shrader
Associate Professor

Matthew Waite
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