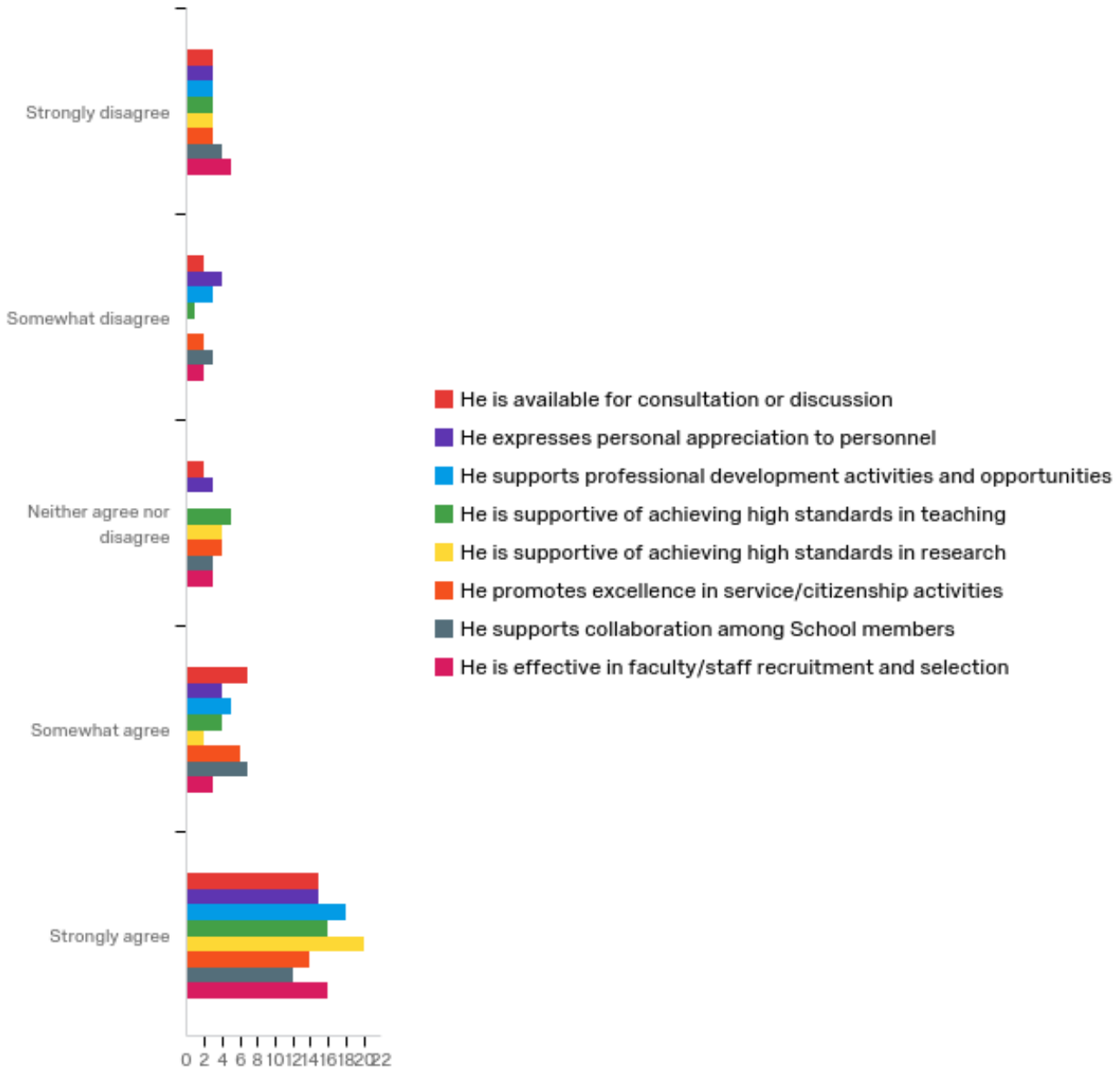**With respect to the School Director, Ed Carter, please indicate your level of agreement with each of the following statements about his Personnel Relations:**

Legend:
- He is available for consultation or discussion
- He expresses personal appreciation to personnel
- He supports professional development activities and opportunities
- He is supportive of achieving high standards in teaching
- He is supportive of achieving high standards in research
- He promotes excellence in service/citizenship activities
- He supports collaboration among School members
- He is effective in faculty/staff recruitment and selection

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	He is available for consultation or discussion	1.00	5.00	4.00	1.34	1.79	29
2	He expresses personal appreciation to personnel	1.00	5.00	3.83	1.44	2.07	29
3	He supports professional development activities and opportunities	1.00	5.00	4.10	1.40	1.95	29
4	He is supportive of achieving high standards in teaching	1.00	5.00	4.00	1.34	1.79	29
5	He is supportive of achieving high standards in research	1.00	5.00	4.24	1.30	1.70	29
6	He promotes excellence in service/citizenship activities	1.00	5.00	3.90	1.35	1.82	29
7	He supports collaboration among School members	1.00	5.00	3.69	1.44	2.08	29
8	He is effective in faculty/staff recruitment and selection	1.00	5.00	3.79	1.56	2.44	29

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	He is available for consultation or discussion	10.34%	3	6.90%	2	6.90%	2	24.14%	7	51.72%	15	29
2	He expresses personal appreciation to personnel	10.34%	3	13.79%	4	10.34%	3	13.79%	4	51.72%	15	29
3	He supports professional development activities and opportunities	10.34%	3	10.34%	3	0.00%	0	17.24%	5	62.07%	18	29
4	He is supportive of achieving high standards in teaching	10.34%	3	3.45%	1	17.24%	5	13.79%	4	55.17%	16	29
5	He is supportive of achieving high standards in research	10.34%	3	0.00%	0	13.79%	4	6.90%	2	68.97%	20	29
6	He promotes excellence in service/citizenship activities	10.34%	3	6.90%	2	13.79%	4	20.69%	6	48.28%	14	29
7	He supports collaboration among School members	13.79%	4	10.34%	3	10.34%	3	24.14%	7	41.38%	12	29
8	He is effective in faculty/staff	17.24%	5	6.90%	2	10.34%	3	10.34%	3	55.17%	16	29

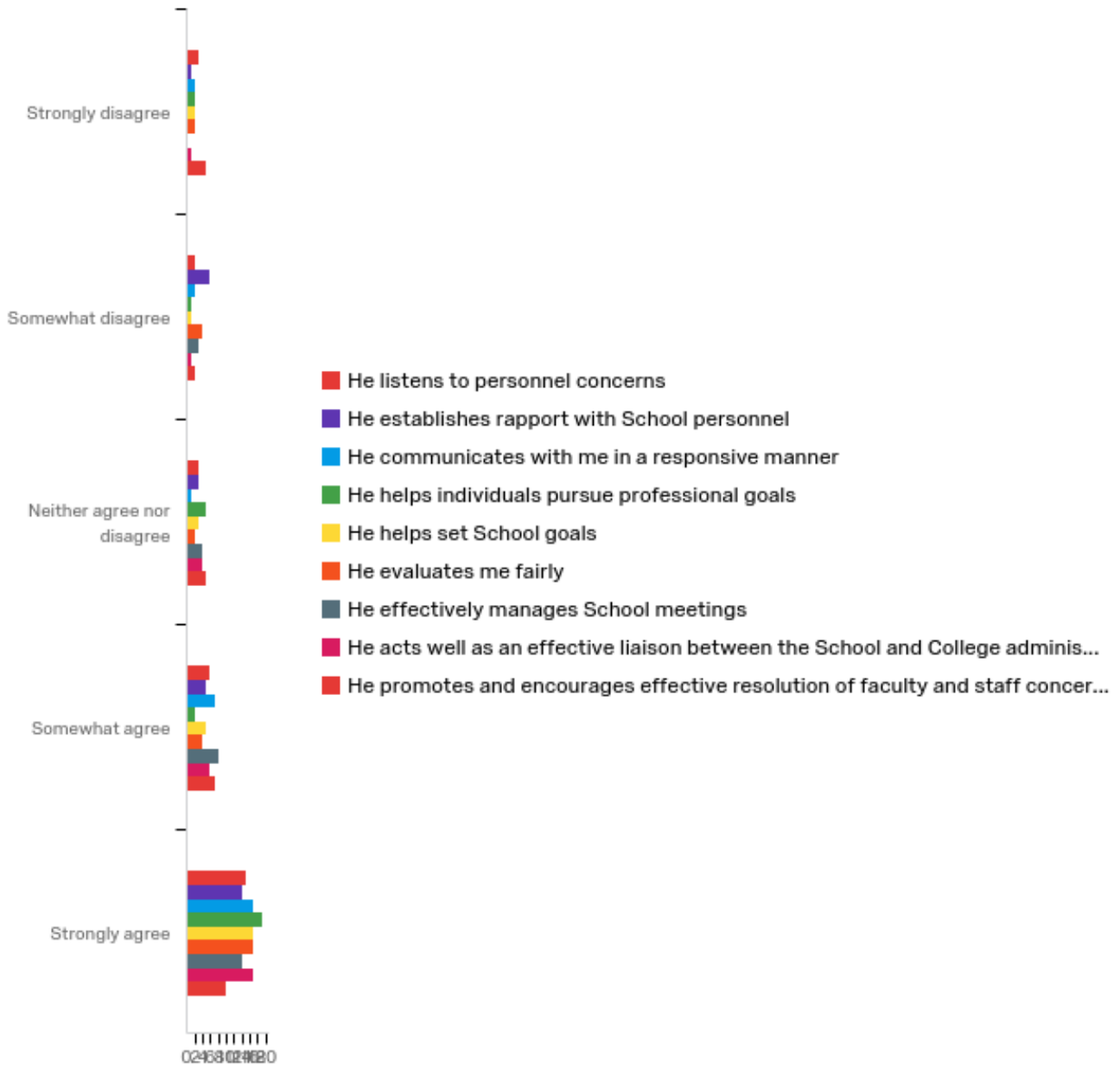| recruitment and selection									

With respect to the School Director, Ed Carter, please indicate your level of agreement with each of the following statements about his Information and Feedback:

Legend:
- He listens to personnel concerns
- He establishes rapport with School personnel
- He communicates with me in a responsive manner
- He helps individuals pursue professional goals
- He helps set School goals
- He evaluates me fairly
- He effectively manages School meetings
- He acts well as an effective liaison between the School and College adminis...
- He promotes and encourages effective resolution of faculty and staff concer...

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	He listens to personnel concerns	1.00	5.00	3.97	1.35	1.83	29
2	He establishes rapport with School personnel	1.00	5.00	3.86	1.31	1.71	29
3	He communicates with me in a responsive manner	1.00	5.00	4.21	1.21	1.47	29
4	He helps individuals pursue professional goals	1.00	5.00	4.21	1.24	1.54	29
5	He helps set School goals	1.00	5.00	4.21	1.21	1.45	28
6	He evaluates me fairly	1.00	5.00	4.03	1.35	1.83	29
7	He effectively manages School meetings	2.00	5.00	4.14	1.01	1.02	29
8	He acts well as an effective liaison between the School and College administrators	1.00	5.00	4.28	1.05	1.10	29
9	He promotes and encourages effective resolution of faculty and staff concerns	1.00	5.00	3.52	1.45	2.11	29

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	He listens to personnel concerns	10.34%	3	6.90%	2	10.34%	3	20.69%	6	51.72%	15	29
2	He establishes rapport with School personnel	3.45%	1	20.69%	6	10.34%	3	17.24%	5	48.28%	14	29
3	He communicates with me in a responsive manner	6.90%	2	6.90%	2	3.45%	1	24.14%	7	58.62%	17	29
4	He helps individuals pursue professional goals	6.90%	2	3.45%	1	17.24%	5	6.90%	2	65.52%	19	29
5	He helps set School goals	7.14%	2	3.57%	1	10.71%	3	17.86%	5	60.71%	17	28
	He evaluates me fairly	6.90%	2	13.79%	4	6.90%	2	13.79%	4	58.62%	17	29
	He effectively manages School meetings	0.00%	0	10.34%	3	13.79%	4	27.59%	8	48.28%	14	29
	He acts well as an effective liaison between the School and College administrators	3.45%	1	3.45%	1	13.79%	4	20.69%	6	58.62%	17	29
	He promotes and encourages effective resolution of faculty and staff concerns	17.24%	5	6.90%	2	17.24%	5	24.14%	7	34.48%	10	29

With respect to the School Director, Ed Carter, please indicate your level of agreement with each of the following statements about his Leadership and Organization:
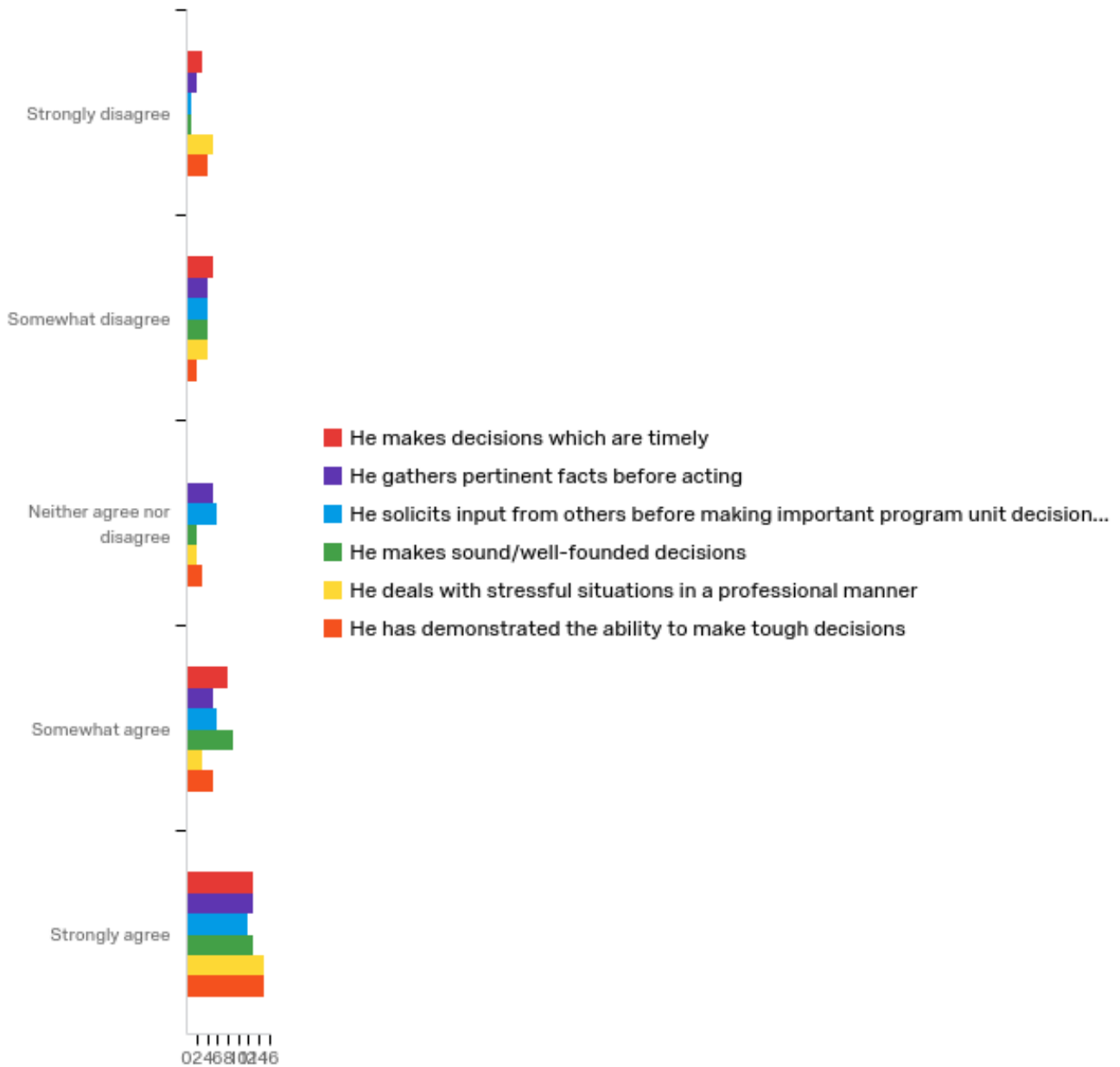

Legend:
- He provides for long-range planning
- He manages budgets effectively and efficiently
- He demonstrates a balanced concern for all emphases within the School
- He demonstrates a balanced concern for the lab environments within the Scho...
- He supports curricular review and assessment
- He effective manages daily operations of the School
- He supports technology initiatives and development
- He strives for institutional objectives (Aims of a BYU Education, foundatio...
- He is willing to engage in positive risk-taking
- He maintains a "vision" consistent with the School, College and University ...
- He maintains a currency of trends and changes in the evolving media landsca...
- He maintains standards of accreditation

Y-axis categories: Strongly disagree, Somewhat disagree, Neither agree nor disagree, Somewhat agree, Strongly agree

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	He provides for long-range planning	1.00	5.00	4.14	1.11	1.22	29
2	He manages budgets effectively and efficiently	2.00	5.00	4.10	1.06	1.13	29
3	He demonstrates a balanced concern for all emphases within the School	1.00	5.00	3.90	1.32	1.75	29
4	He demonstrates a balanced concern for the lab environments within the School	1.00	5.00	3.79	1.45	2.10	29
5	He supports curricular review and assessment	1.00	5.00	4.28	1.05	1.10	29
6	He effective manages daily operations of the School	1.00	5.00	4.17	1.18	1.38	29
7	He supports technology initiatives and development	1.00	5.00	4.38	1.03	1.06	29
8	He strives for institutional objectives (Aims of a BYU Education, foundation documents)	1.00	5.00	4.52	0.90	0.80	29
9	He is willing to engage in positive risk-taking	1.00	5.00	3.90	1.32	1.75	29
10	He maintains a "vision" consistent with the School, College and University goals	1.00	5.00	4.34	1.06	1.12	29
11	He maintains a currency of trends and changes in the evolving media landscape	2.00	5.00	4.38	0.89	0.79	29
12	He maintains standards of accreditation	2.00	5.00	4.41	0.89	0.79	29

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	He provides for long-range planning	3.45%	1	6.90%	2	13.79%	4	24.14%	7	51.72%	15	29
2	He manages budgets effectively and efficiently	0.00%	0	10.34%	3	20.69%	6	17.24%	5	51.72%	15	29
3	He demonstrates a balanced concern for all emphases within the School	6.90%	2	13.79%	4	10.34%	3	20.69%	6	48.28%	14	29
4	He demonstrates a balanced concern for the lab environments within the School	10.34%	3	13.79%	4	13.79%	4	10.34%	3	51.72%	15	29
5	He supports curricular review and assessment	3.45%	1	0.00%	0	24.14%	7	10.34%	3	62.07%	18	29

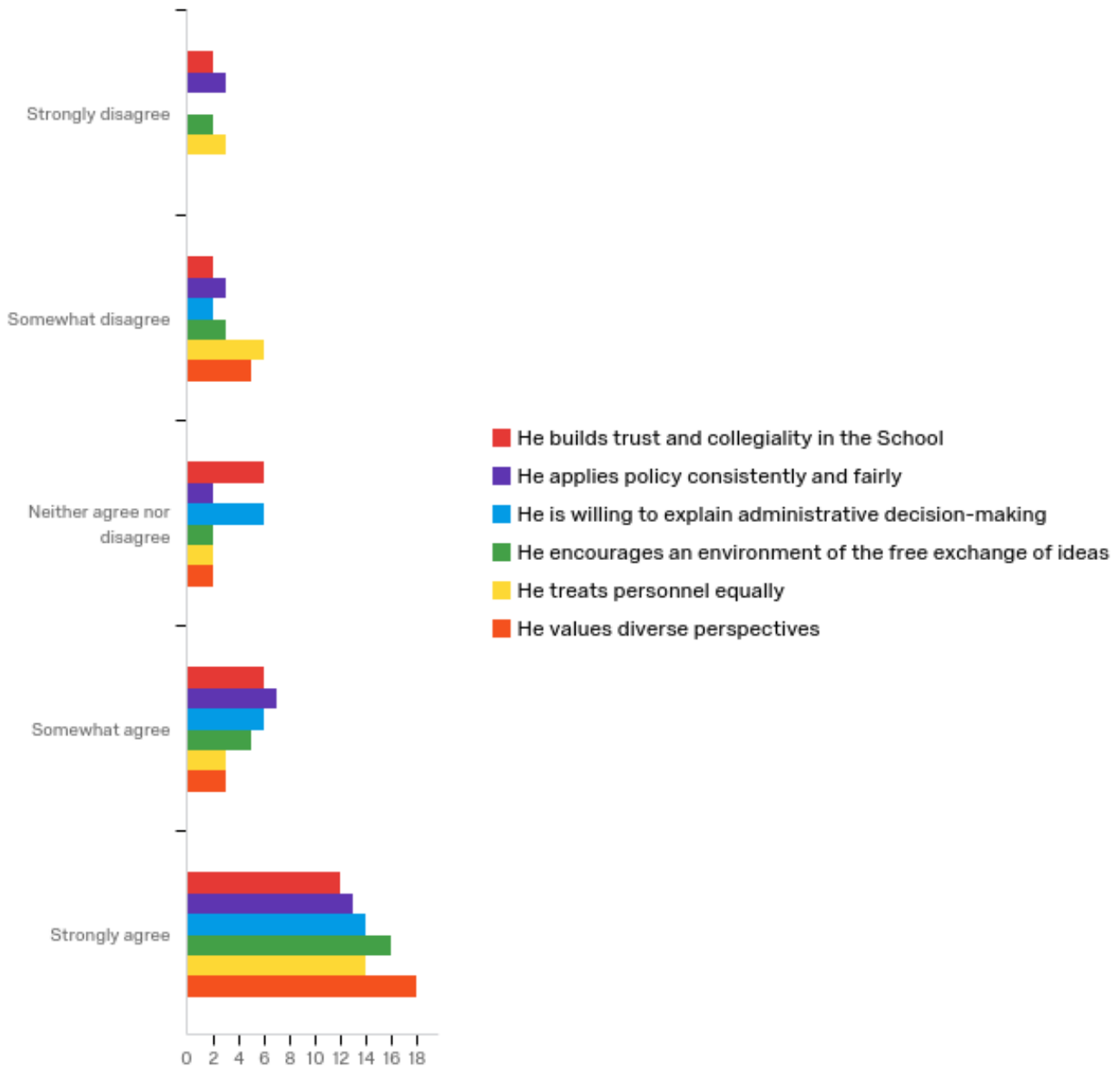|											
He effective manages daily operations of the School	3.45%	1	6.90%	2	20.69%	6	6.90%	2	62.07%	18	29
He supports technology initiatives and development	3.45%	1	3.45%	1	10.34%	3	17.24%	5	65.52%	19	29
He strives for institutional objectives (Aims of a BYU Education, foundation documents)	3.45%	1	0.00%	0	6.90%	2	20.69%	6	68.97%	20	29
He is willing to engage in positive risk-taking	6.90%	2	10.34%	3	20.69%	6	10.34%	3	51.72%	15	29
He maintains a "vision" consistent with the School, College and University goals	3.45%	1	3.45%	1	13.79%	4	13.79%	4	65.52%	19	29
He maintains a currency of trends and changes in the evolving media landscape	0.00%	0	3.45%	1	17.24%	5	17.24%	5	62.07%	18	29
He maintains standards of accreditation	0.00%	0	6.90%	2	6.90%	2	24.14%	7	62.07%	18	29

With respect to the School Director, Ed Carter, please indicate your level of agreement with each of the following statements about his Decision-Making and Effectiveness:

Legend:
- He makes decisions which are timely
- He gathers pertinent facts before acting
- He solicits input from others before making important program unit decision...
- He makes sound/well-founded decisions
- He deals with stressful situations in a professional manner
- He has demonstrated the ability to make tough decisions

Categories (y-axis): Strongly disagree, Somewhat disagree, Neither agree nor disagree, Somewhat agree, Strongly agree

x-axis: 0 2 4 6 8 10 0 2 4 6

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	He makes decisions which are timely	1.00	5.00	3.79	1.42	2.03	29
2	He gathers pertinent facts before acting	1.00	5.00	3.79	1.32	1.75	29
3	He solicits input from others before making important program unit decisions	1.00	5.00	3.83	1.21	1.45	29
4	He makes sound/well-founded decisions	1.00	5.00	4.00	1.17	1.38	29
5	He deals with stressful situations in a professional manner	1.00	5.00	3.66	1.60	2.57	29
6	He has demonstrated the ability to make tough decisions	1.00	5.00	3.86	1.46	2.12	29

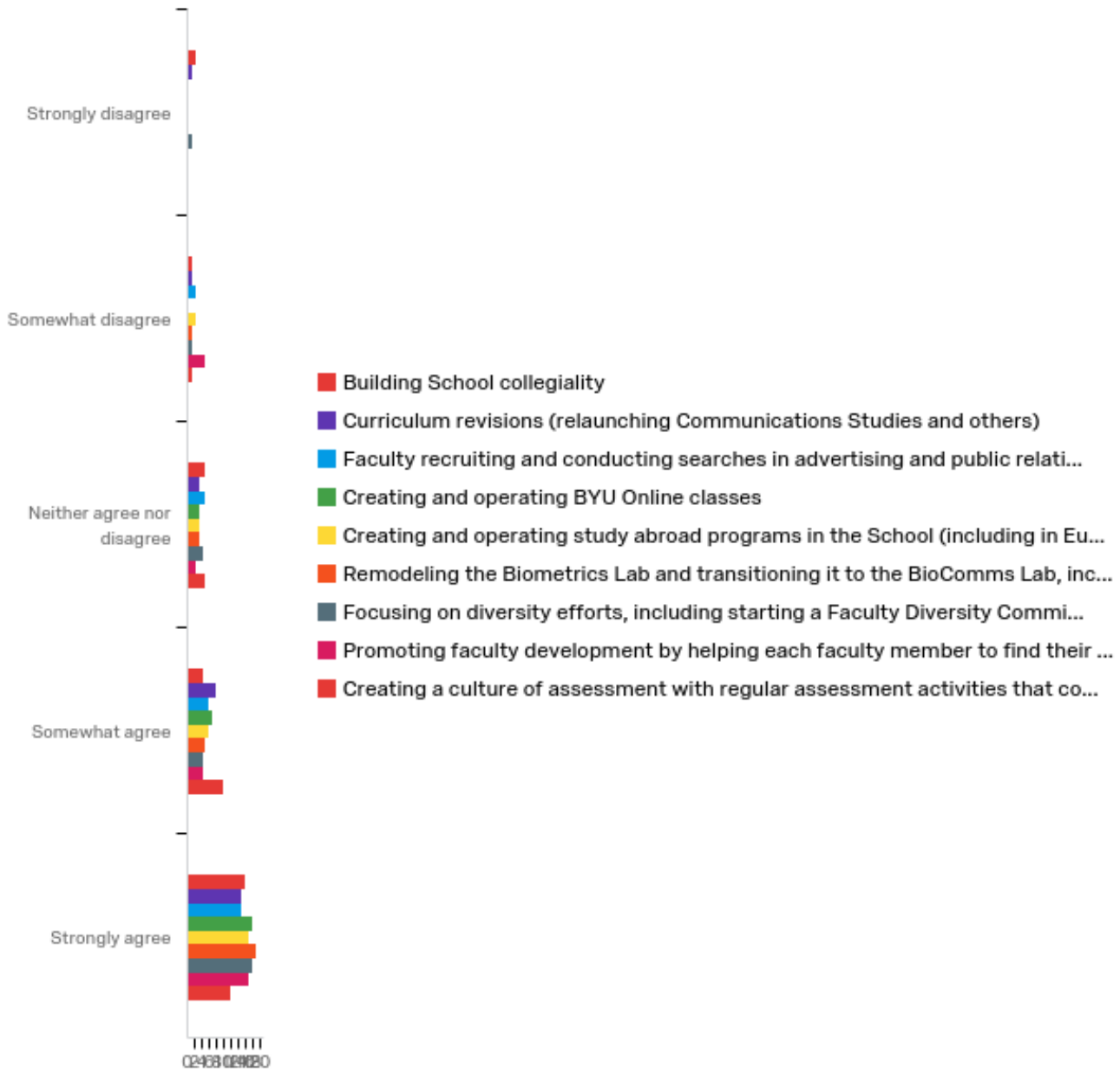| #	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	He makes decisions which are timely	10.34%	3	17.24%	5	0.00%	0	27.59%	8	44.83%	13	29
2	He gathers pertinent facts before acting	6.90%	2	13.79%	4	17.24%	5	17.24%	5	44.83%	13	29
3	He solicits input from others before making important program unit decisions	3.45%	1	13.79%	4	20.69%	6	20.69%	6	41.38%	12	29
4	He makes sound/well-founded decisions	3.45%	1	13.79%	4	6.90%	2	31.03%	9	44.83%	13	29
5	He deals with stressful situations in a professional manner	17.24%	5	13.79%	4	6.90%	2	10.34%	3	51.72%	15	29
6	He has demonstrated the ability to make tough decisions	13.79%	4	6.90%	2	10.34%	3	17.24%	5	51.72%	15	29

With respect to the School Director, Ed Carter, please indicate your level of agreement with each of the following statements about trust:

Legend:
- He builds trust and collegiality in the School
- He applies policy consistently and fairly
- He is willing to explain administrative decision-making
- He encourages an environment of the free exchange of ideas
- He treats personnel equally
- He values diverse perspectives

Categories (y-axis): Strongly disagree, Somewhat disagree, Neither agree nor disagree, Somewhat agree, Strongly agree

x-axis: 0 2 4 6 8 10 12 14 16 18

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	He builds trust and collegiality in the School	1.00	5.00	3.86	1.25	1.55	28
2	He applies policy consistently and fairly	1.00	5.00	3.86	1.38	1.91	28
3	He is willing to explain administrative decision-making	2.00	5.00	4.14	0.99	0.98	28
4	He encourages an environment of the free exchange of ideas	1.00	5.00	4.07	1.31	1.71	28
5	He treats personnel equally	1.00	5.00	3.68	1.51	2.29	28
6	He values diverse perspectives	2.00	5.00	4.21	1.18	1.38	28

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	He builds trust and collegiality in the School	7.14%	2	7.14%	2	21.43%	6	21.43%	6	42.86%	12	28
2	He applies policy consistently and fairly	10.71%	3	10.71%	3	7.14%	2	25.00%	7	46.43%	13	28
3	He is willing to explain administrative decision-making	0.00%	0	7.14%	2	21.43%	6	21.43%	6	50.00%	14	28
4	He encourages an environment of the free exchange of ideas	7.14%	2	10.71%	3	7.14%	2	17.86%	5	57.14%	16	28
5	He treats personnel equally	10.71%	3	21.43%	6	7.14%	2	10.71%	3	50.00%	14	28
	He values diverse perspectives	0.00%	0	17.86%	5	7.14%	2	10.71%	3	64.29%	18	28

During the past year (2018-2019) , Ed Carter, Clark Callahan, Chris Wilson, Tom Robinson and Dale Cressman set goals and directions on where their time would best be allocated. The following represent the initiatives they undertook. Please indicate your level of agreement on the need for the following initiatives:

Strongly disagree

Somewhat disagree

Neither agree nor disagree

■ Building School collegiality
■ Curriculum revisions (relaunching Communications Studies and others)
■ Faculty recruiting and conducting searches in advertising and public relati...
■ Creating and operating BYU Online classes
■ Creating and operating study abroad programs in the School (including in Eu...
■ Remodeling the Biometrics Lab and transitioning it to the BioComms Lab, inc...
■ Focusing on diversity efforts, including starting a Faculty Diversity Commi...
■ Promoting faculty development by helping each faculty member to find their ...
■ Creating a culture of assessment with regular assessment activities that co...

Somewhat agree

Strongly agree

0 2 4 6 8 10 12 14 16 18 20

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Building School collegiality	1.00	5.00	4.11	1.23	1.52	28
2	Curriculum revisions (relaunching Communications Studies and others)	1.00	5.00	4.25	1.02	1.04	28
3	Faculty recruiting and conducting searches in advertising and public relations	2.00	5.00	4.21	0.98	0.95	28
4	Creating and operating BYU Online classes	3.00	5.00	4.54	0.68	0.46	28
5	Creating and operating study abroad programs in the School (including in Europe, New Zealand, New York City and Latin America)	2.00	5.00	4.36	0.93	0.87	28
6	Remodeling the Biometrics Lab and transitioning it to the BioComms Lab, including VR and gaming capabilities	2.00	5.00	4.50	0.82	0.68	28
7	Focusing on diversity efforts, including starting a Faculty Diversity Committee and instituting a new ethics class that addresses ethics in a diverse media landscape	1.00	5.00	4.32	1.07	1.15	28
8	Promoting faculty development by helping each faculty member to find their niche and feel secure that they will get resources within that niche to make their unique contribution	2.00	5.00	4.18	1.17	1.36	28
9	Creating a culture of assessment with regular assessment activities that contribute meaningfully to improvement of teaching	2.00	5.00	4.18	0.85	0.72	28

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	Building School collegiality	7.14%	2	3.57%	1	17.86%	5	14.29%	4	57.14%	16	28
2	Curriculum revisions (relaunching Communications Studies and others)	3.57%	1	3.57%	1	10.71%	3	28.57%	8	53.57%	15	28
3	Faculty recruiting and conducting searches in advertising and public relations	0.00%	0	7.14%	2	17.86%	5	21.43%	6	53.57%	15	28
4	Creating and operating BYU Online classes	0.00%	0	0.00%	0	10.71%	3	25.00%	7	64.29%	18	28

5	Creating and operating study abroad programs in the School (including in Europe, New Zealand, New York City and Latin America)	0.00%	0	7.14%	2	10.71%	3	21.43%	6	60.71%	17	28
	Remodeling the Biometrics Lab and transitioning it to the BioComms Lab, including VR and gaming capabilities	0.00%	0	3.57%	1	10.71%	3	17.86%	5	67.86%	19	28
	Focusing on diversity efforts, including starting a Faculty Diversity Committee and instituting a new ethics class that addresses ethics in a diverse media landscape	3.57%	1	3.57%	1	14.29%	4	14.29%	4	64.29%	18	28
	Promoting faculty development by helping each faculty member to find their niche and feel secure that they will get resources within that niche to make their unique contribution	0.00%	0	17.86%	5	7.14%	2	14.29%	4	60.71%	17	28
	Creating a culture of assessment with regular assessment activities that contribute meaningfully to improvement of teaching	0.00%	0	3.57%	1	17.86%	5	35.71%	10	42.86%	12	28