



THE UNIVERSITY OF  
**MEMPHIS**<sup>™</sup>

The Center for Research in  
Educational Policy (CREP)

## The University of Memphis Evaluations by Faculty

College of Professional & Liberal Studies

February 2021

## Introduction

Three parallel instruments were developed, modified and approved by the Faculty Senate to collect current faculty perceptions of the President, Provost, and Deans. The surveys were administered online in January and February 2021 for three weeks by the Center for Research in Educational Policy (CREP) using the Qualtrics XM survey platform. Data are securely stored and accessible only through CREP.

Each survey consists of 26 items that are scored using Likert-type ratings [strong disagreement (1), to strong agreement (5), to no evidence on which to base an opinion (0)]. Instruments were based on the following seven constructs, or dimensions of leadership in higher education derived from current literature:

- ***Vision and Goal Setting***: Development of goals and strategies to move the unit forward
- ***Leadership***: Creation, management and support of a cohesive, effective unit
- ***Responsiveness***: Listening and responding to constituents' opinions, needs and concerns
- ***Communication***: Ongoing and clear communication within the unit and with the greater community
- ***Management***: Responsible and efficient use of fiscal and other resources
- ***Equity***: Fair treatment in the application of policies and procedures
- ***Trustworthiness***: Reliability and dependability

Following the 26 survey items, additional items solicit demographic information including current position (full professor, associate professor, assistant professor, clinical professor, or adjunct professor); faculty status (tenured, tenure-track, or non-tenure-track); time at the University of Memphis, and gender. In order to protect the few participants that completed the Dean survey for this college, demographic results have been removed from the report. However, comments are included.

**Faculty Evaluation – College of Professional & Liberal Studies  
Summary Items**

***Overall Report for this Project: University of Memphis Evaluations by Faculty***

**Number of Respondents for Spring 2021: n = 2**

Please select your level of agreement with the following statements. <b>The Dean...</b>	<b>No Evidence on which to Base Opinion</b>	<b>Strongly Disagree + Disagree</b>	<b>Neutral</b>	<b>Strongly Agree + Agree</b>	<b>No. of Participants</b>
1. Articulates a clear and compelling vision for the College.	0%	0%	0%	100%	2
2. Sets appropriate goals for the College.	0%	0%	0%	100%	2
3. Clearly identifies College priorities.	0%	0%	0%	100%	2
4. Involves faculty in planning for the future.	0%	0%	0%	100%	2
5. Acts decisively on important issues.	0%	0%	0%	100%	2
6. Organizes and administers in a manner which inspires confidence.	0%	0%	0%	100%	2
7. Works with Chairs to create, manage, and support a cohesive, effective leadership team.	50%	0%	0%	50%	2
8. Makes thoughtful, high quality decisions based on available data.	0%	0%	0%	100%	2
9. Is accessible to faculty.	0%	0%	0%	100%	2
10. Listens and responds to ideas from faculty.	0%	0%	0%	100%	2
11. Listens and responds to faculty concerns and needs.	0%	0%	0%	100%	2
12. Is an effective speaker.	0%	0%	0%	100%	2
13. Maintains ongoing and clear dialogue with faculty.	0%	0%	0%	100%	2
14. Fosters effective College/community partnerships.	0%	0%	0%	100%	2
15. Is transparent.	0%	50%	0%	50%	2
16. Is an effective manager of fiscal resources.	0%	0%	0%	100%	2

<b>Please select your level of agreement with the following statements.</b>	<b>No Evidence on which to Base Opinion</b>	<b>Strongly Disagree + Disagree</b>	<b>Neutral</b>	<b>Strongly Agree + Agree</b>	<b>No. of Participants</b>
<b>The Dean...</b> 17. Is an effective manager of human resources.	0%	50%	0%	50%	2
18. Makes effective programmatic decisions.	0%	0%	0%	100%	2
19. Delegates responsibility and authority appropriately.	0%	0%	0%	100%	2
20. Generates a spirit of cooperation and teamwork in the College.	0%	0%	0%	100%	2
21. Ensures that policies and procedures are administered equitably.	0%	0%	0%	100%	2
22. Inspires confidence that tenure and promotion decisions are based on policy.	100%	0%	0%	0%	2
23. Is committed to a diverse academic community in which individual differences are respected.	0%	0%	0%	100%	2
24. Exhibits integrity.	0%	0%	0%	100%	2
25. Follows through on commitments.	0%	0%	0%	100%	2
26. Creates an atmosphere of trust among College faculty.	0%	0%	0%	100%	2

### Overall Dimension Summary

#	Dimension	Spring 2021
1	Vision and Goal Setting	4.50
2	Leadership	4.25
3	Responsiveness	5.00
4	Communication	4.50
5	Management	4.30
6	Equity	3.00
7	Trustworthiness	5.00
	<b>OVERALL</b>	<b>4.37</b>

### Vision and Goal Setting Dimension

#	Vision and Goal Setting Items	Strongly Agree + Agree	Number of Responses
1	Articulates a clear and compelling vision for the College.	100%	2
2	Sets appropriate goals for the College.	100%	2
3	Clearly identifies College priorities.	100%	2
4	Involves faculty in planning for the future.	100%	2
	<b>Overall Dimension Mean</b>	<b>4.50</b>	

### Leadership Dimension

#	Leadership Items	Strongly Agree + Agree	Number of Responses
5	Acts decisively on important issues.	100%	2
6	Organizes and administers in a manner which inspires confidence.	100%	2
7	Works with Chairs to create, manage, and support a cohesive, effective leadership team.	50%	2
8	Makes thoughtful, high quality decisions based on available data.	100%	2
	<b>Overall Dimension Mean</b>	<b>4.25</b>	

### Responsiveness Dimension

#	Responsiveness Items	Strongly Agree + Agree	Number of Responses
9	Is accessible to faculty.	100%	2
10	Listens and responds to ideas from faculty.	100%	2
11	Listens and responds to faculty concerns and needs.	100%	2
	<b>Overall Dimension Mean</b>	<b>5.00</b>	

### Communication Dimension

#	Communication Items	Strongly Agree + Agree	Number of Responses
12	Is an effective speaker.	100%	2
13	Maintains ongoing and clear dialogue with faculty.	100%	2
14	Fosters effective College/community partnerships.	100%	2
15	Is transparent.	50%	2
	<b>Overall Dimension Mean</b>	<b>4.50</b>	

### Management Dimension

#	Management Items	Strongly Agree + Agree	Number of Responses
16	Is an effective manager of fiscal resources.	100%	2
17	Is an effective manager of human resources.	50%	2
18	Makes effective programmatic decisions.	100%	2
19	Delegates responsibility and authority appropriately.	100%	2
20	Generates a spirit of cooperation and teamwork in the College.	100%	2
	<b>Overall Dimension Mean</b>	<b>4.30</b>	

### Equity Dimension

#	Equity Items	Strongly Agree + Agree	Number of Responses
21	Ensures that policies and procedures are administered equitably.	100%	2
22	Inspires confidence that tenure and promotion decisions are based on policy.	0%	2
23	Is committed to a diverse academic community in which individual differences are respected.	100%	2
	<b>Overall Dimension Mean</b>	<b>3.00</b>	

### Trustworthiness Dimension

#	Trustworthiness Items	Strongly Agree + Agree	Number of Responses
24	Exhibits integrity.	100%	2
25	Follows through on commitments.	100%	2
26	Creates an atmosphere of trust among College faculty.	100%	2
	<b>Overall Dimension Mean</b>	<b>5.00</b>	