



THE UNIVERSITY OF
MEMPHIS™

The Center for Research in
Educational Policy (CREP)

The University of Memphis Evaluations by Faculty

Kemmons Wilson School of Hospitality
& Resort Management

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. Space was also provided for additional comments.

**Faculty Evaluation – Kemmons Wilson School of Hospitality & Resort Management
Summary Items**

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

Number of Respondents for Spring 2021: n = 12

Please select your level of agreement with the following statements. The Dean...	No Evidence on which to Base Opinion	Strongly Disagree + Disagree	Neutral	Strongly Agree + Agree	No. of Participants
1. Articulates a clear and compelling vision for the College.	0%	50%	42%	8%	12
2. Sets appropriate goals for the College.	0%	58%	33%	8%	12
3. Clearly identifies College priorities.	0%	42%	17%	41%	12
4. Involves faculty in planning for the future.	0%	66%	8%	25%	12
5. Acts decisively on important issues.	0%	58%	33%	8%	12
6. Organizes and administers in a manner which inspires confidence.	0%	83%	8%	8%	12
7. Works with Chairs to create, manage, and support a cohesive, effective leadership team.	25%	59%	8%	8%	12
8. Makes thoughtful, high quality decisions based on available data.	0%	50%	25%	25%	12
9. Is accessible to faculty.	0%	8%	17%	75%	12
10. Listens and responds to ideas from faculty.	0%	42%	8%	50%	12
11. Listens and responds to faculty concerns and needs.	0%	25%	17%	58%	12
12. Is an effective speaker.	0%	8%	42%	50%	12
13. Maintains ongoing and clear dialogue with faculty.	0%	50%	17%	33%	12
14. Fosters effective College/community partnerships.	0%	8%	33%	58%	12
15. Is transparent.	0%	67%	17%	16%	12
16. Is an effective manager of fiscal resources.	8%	59%	25%	8%	12

Please select your level of agreement with the following statements.	No Evidence on which to Base Opinion	Strongly Disagree + Disagree	Neutral	Strongly Agree + Agree	No. of Participants
The Dean... 17. Is an effective manager of human resources.	0%	75%	17%	8%	12
18. Makes effective programmatic decisions.	0%	58%	25%	16%	12
19. Delegates responsibility and authority appropriately.	0%	58%	25%	16%	12
20. Generates a spirit of cooperation and teamwork in the College.	0%	66%	25%	8%	12
21. Ensures that policies and procedures are administered equitably.	0%	50%	8%	41%	12
22. Inspires confidence that tenure and promotion decisions are based on policy.	0%	16%	17%	67%	12
23. Is committed to a diverse academic community in which individual differences are respected.	0%	25%	17%	59%	12
24. Exhibits integrity.	0%	42%	33%	25%	12
25. Follows through on commitments.	8%	42%	25%	25%	12
26. Creates an atmosphere of trust among College faculty.	0%	83%	8%	8%	12

Overall Dimension Summary

#	Dimension	Spring 2021
1	Vision and Goal Setting	2.52
2	Leadership	2.04
3	Responsiveness	3.45
4	Communication	3.08
5	Management	2.10
6	Equity	3.28
7	Trustworthiness	2.28
	OVERALL	2.62

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.	8%	12
2	Sets appropriate goals for the College.	8%	12
3	Clearly identifies College priorities.	41%	12
4	Involves faculty in planning for the future.	25%	12
	Overall Dimension Mean	2.52	

Leadership Dimension

#	Leadership Items	Strongly Agree + Agree	Number of Responses
5	Acts decisively on important issues.	8%	12
6	Organizes and administers in a manner which inspires confidence.	8%	12
7	Works with Chairs to create, manage, and support a cohesive, effective leadership team.	8%	12
8	Makes thoughtful, high quality decisions based on available data.	25%	12
	Overall Dimension Mean	2.04	

Responsiveness Dimension

#	Responsiveness Items	Strongly Agree + Agree	Number of Responses
9	Is accessible to faculty.	75%	12
10	Listens and responds to ideas from faculty.	50%	12
11	Listens and responds to faculty concerns and needs.	58%	12
	Overall Dimension Mean	3.45	

Communication Dimension

#	Communication Items	Strongly Agree + Agree	Number of Responses
12	Is an effective speaker.	50%	12
13	Maintains ongoing and clear dialogue with faculty.	33%	12
14	Fosters effective College/community partnerships.	58%	12
15	Is transparent.	16%	12
	Overall Dimension Mean	3.08	

Management Dimension

#	Management Items	Strongly Agree + Agree	Number of Responses
16	Is an effective manager of fiscal resources.	8%	12
17	Is an effective manager of human resources.	8%	12
18	Makes effective programmatic decisions.	16%	12
19	Delegates responsibility and authority appropriately.	16%	12
20	Generates a spirit of cooperation and teamwork in the College.	8%	12
	Overall Dimension Mean	2.10	

Equity Dimension

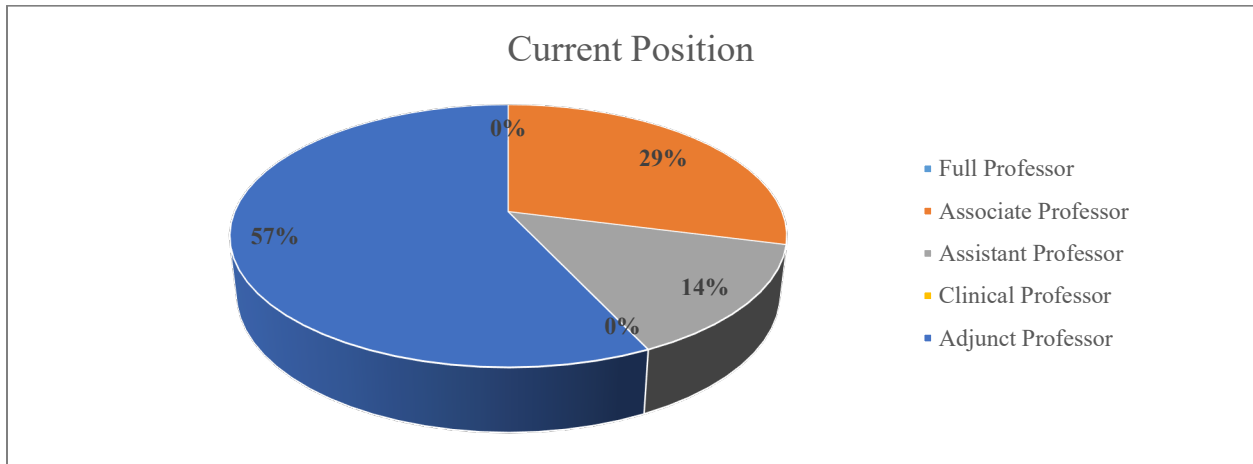
#	Equity Items	Strongly Agree + Agree	Number of Responses
21	Ensures that policies and procedures are administered equitably.	41%	12
22	Inspires confidence that tenure and promotion decisions are based on policy.	67%	12
23	Is committed to a diverse academic community in which individual differences are respected.	59%	12
	Overall Dimension Mean	3.28	

Trustworthiness Dimension

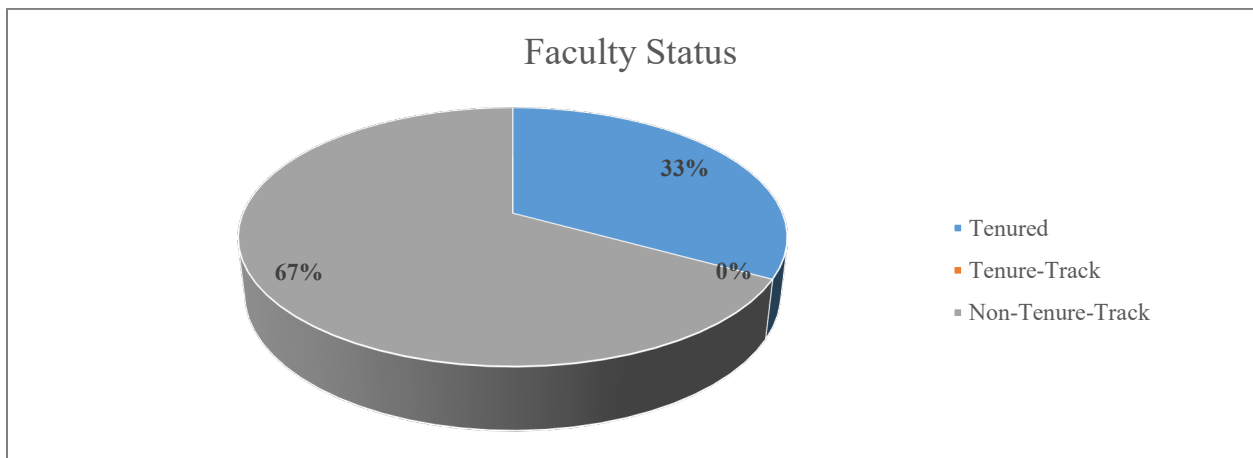
#	Trustworthiness Items	Strongly Agree + Agree	Number of Responses
24	Exhibits integrity.	25%	12
25	Follows through on commitments.	25%	12
26	Creates an atmosphere of trust among College faculty.	8%	12
	Overall Dimension Mean	2.28	

Optional Demographics

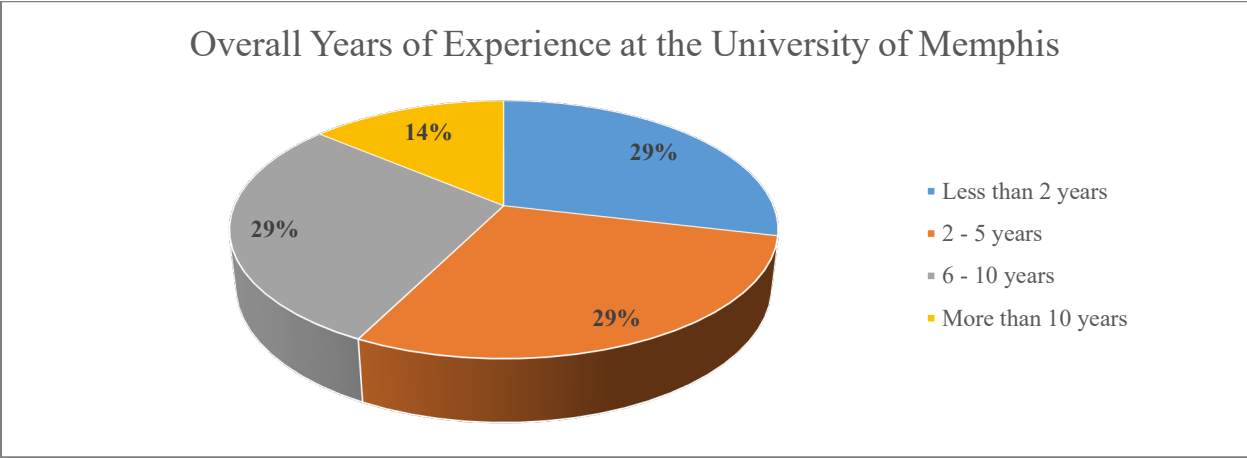
Please indicate your CURRENT position:	
Full Professor	0%
Associate Professor	29%
Assistant Professor	14%
Clinical Professor	0%
Adjunct Professor	57%
Number of Responses	7



Please indicate your faculty status :	
Tenured	33%
Tenure-Track	0%
Non-Tenure-Track	67%
Number of Responses	6



How long have you been at the University of Memphis?	
Less than 2 years	29%
2-5 years	29%
6-10 years	29%
More than 10 years	14%
Number of Responses	7



Gender	
Man	29%
Woman	14%
Transgender Man	0%
Transgender Woman	0%
Prefer not to answer.	57%
None of the above.	0%
Number of Responses	7

