THE UNIVERSITY OF
MEMPHIS™ | The Center for Research in
Educational Policy (CREP)

The University of Memphis Evaluations by Faculty

Individual Dean Reports

School of Communication Sciences & Disorders

March 2022

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 January 31 through February 15, 2022 by the Center for Research in Educational Policy (CREP) using the Qualtrics XM survey platform. Data are securely stored and accessible only by CREP associates.

Instruments: 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.

Reporting: The Dean data are first reported by survey item percentages, dimension means, and responses to open-ended comments in an overall summary report. Dimension mean scores range from 1 to 5 with higher scores being more positive and lower scores indicating areas of concern. *No evidence on which to base opinion* was excluded from the mean score analysis. Because there were less than six faculty from this college who participated, demographic tables were removed in order to protect the anonymity of those faculty.

If the college had an **interim Dean** the faculty from that college did not answer the multiple-choice questions. Instead, the participant was redirected to a few open-ended questions about the current status and potential of their college.

Participants

The number of survey participants are reported below by college. Deans of individual colleges/schools can estimate their response rates based on the number of current faculty in their units.

Please indicate your College, School, or Unit.	%	Count
Cecil C. Humphreys School of Law	11%	19
College of Arts and Sciences	19%	33
College of Communication and Fine Arts	14%	23
College of Education	5%	9
College of Health Sciences	24%	40
College of Professional and Liberal Studies	2%	3
Fogelman College of Business and Economics	5%	9
Graduate School	0%	0
Helen Hardin Honors College	0%	0
Herff College of Engineering	6%	11
Kemmons Wilson School of Hospitality and Resort Management (KWS)	6%	10
Lambuth Campus	1%	1
Loewenberg College of Nursing	5%	8
School of Communication Sciences and Disorders	1%	2
School of Public Health	1%	1
University Libraries	1%	1
Total	**100%**	**170**

Spring 2022 Faculty Evaluation
School of Communication Sciences & Disorders
n = 2

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 Responses
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.	0%	0%	0%	100%	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

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 Responses
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%	0%	0%	100%	2
16. Is an effective manager of fiscal resources.	0%	0%	0%	100%	2
17. Is an effective manager of human resources.	0%	0%	0%	100%	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

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 Responses
22. Inspires confidence that tenure and promotion decisions are based on policy.	0%	0%	0%	100%	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

Dimension Summary
School of Communication Sciences & Disorders

Means were calculated using a scale of 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). *No evidence in which to base my opinion,* a value of 0, was excluded from the mean analysis. Dimension mean scores range from 1 to 5 with higher scores being more positive and lower scores indicating areas of concern. If the number of responses does not equal the total amount of participants, it is either because the participant skipped the question or chose *No evidence on which to base my opinion*.

Overall Dimension Summary

#	Dimension	Mean
1	Vision and Goal Setting	5.00
2	Leadership	5.00
3	Responsiveness	4.83
4	Communication	5.00
5	Management	5.00
6	Equity	5.00
7	Trustworthiness	5.00
	OVERALL	**4.98**

Vision and Goal Setting Dimension

#	Vision and Goal Setting Items	Mean	Number of Responses
1	Articulates a clear and compelling vision for the College.	5.00	2
2	Sets appropriate goals for the College.	5.00	2
3	Clearly identifies College priorities.	5.00	2
4	Involves faculty in planning for the future.	5.00	2
	Overall Dimension Mean	5.00	

Leadership Dimension

#	Leadership Items	Mean	Number of Responses
5	Acts decisively on important issues.	5.00	2
6	Organizes and administers in a manner which inspires confidence.	5.00	2
7	Works with Chairs to create, manage, and support a cohesive, effective leadership	5.00	2

#		Mean	Number of Responses
	team.		
8	Makes thoughtful, high quality decisions based on available data.	5.00	2
	Overall Dimension Mean	5.00	

Responsiveness Dimension

#	Responsiveness Items	Mean	Number of Responses
9	Is accessible to faculty.	4.50	2
10	Listens and responds to ideas from faculty.	5.00	2
11	Listens and responds to faculty concerns and needs.	5.00	2
	Overall Dimension Mean	**4.83**	

Communication Dimension

#	Communication Items	Mean	Number of Responses
12	Is an effective speaker.	5.00	2
13	Maintains ongoing and clear dialogue with faculty.	5.00	2
14	Fosters effective College/community partnerships.	5.00	2
15	Is transparent.	5.00	2
	Overall Dimension Mean	5.00	

Management Dimension

#	Management Items	Mean	Number of Responses
16	Is an effective manager of fiscal resources.	5.00	2
17	Is an effective manager of human resources.	5.00	2
18	Makes effective programmatic decisions.	5.00	2
19	Delegates responsibility and authority appropriately.	5.00	2
20	Generates a spirit of cooperation and teamwork in the College.	5.00	2
	Overall Dimension Mean	5.00	

Equity Dimension

#	Equity Items	Mean	Number of Responses
21	Ensures that policies and procedures are administered equitably.	5.00	2
22	Inspires confidence that tenure and promotion decisions are based on policy.	5.00	2
23	Is committed to a diverse academic community in which individual differences are respected.	5.00	2
	Overall Dimension Mean	5.00	

Trustworthiness Dimension

#	Trustworthiness Items	Mean	Number of Responses
24	Exhibits integrity.	5.00	2
25	Follows through on commitments.	5.00	2
26	Creates an atmosphere of trust among College faculty.	5.00	2
	Overall Dimension Mean	5.00	

Optional Demographics
School of Communication Sciences & Disorders

Because of the low response rate (n=2), demographic data was not included in order to protect the anonymity of the participant.