The University of Memphis Evaluations by Faculty

President Report

n = 97

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 President data are first reported in an overall summary report by survey item percentages, then dimension means. 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. Responses to open-ended questions were removed from this particular report.

After the overall summary report, reports are disaggregated by demographic questions. Results are presented side by side for easy comparison between groups. The following are the disaggregated categories:

- **Current Position**: Full -Time Faculty and Adjunct Faculty

- **Current Position**: Full Prof, Associate Prof, Assistant Prof, Clinical Prof, Adjunct Prof.
- **Faculty Status**: Tenured, Tenure-Track, Non-Tenure Track
- **Length of Employment at the University**: Less than 2 years, 2-5 years, 6-10 years, More than 10 years
- **Gender**: Man, Woman, Prefer not to answer

Spring 2022 Faculty Evaluation
President Report
n = 97

Please select your level of agreement with the following statements. The President...	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 University.	0%	8%	7%	84%	96
2. Sets appropriate goals for the University.	0%	10%	8%	81%	96
3. Clearly identifies University priorities.	2%	9%	7%	81%	96
4. Involves faculty in planning for the future.	9%	21%	21%	49%	96
5. Acts decisively on important issues.	1%	10%	14%	75%	96
6. Organizes and administers in a manner which inspires confidence.	3%	17%	6%	74%	96
7. Creates, manages, and supports a cohesive, effective leadership team.	6%	16%	16%	63%	96
8. Makes thoughtful, high quality decisions based on available data.	4%	10%	15%	71%	96
9. Is accessible to faculty.	10%	22%	18%	50%	96
10. Listens and responds to ideas from faculty.	11%	23%	22%	44%	96

Please select your level of agreement with the following statements. The President...	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.	11%	24%	21%	44%	96
12. Is an effective speaker.	3%	4%	7%	85%	96
13. Maintains ongoing and clear dialogue with faculty.	4%	22%	19%	55%	96
14. Fosters effective University/community partnerships.	3%	7%	10%	79%	96
15. Is transparent.	3%	18%	25%	54%	96
16. Is successful in generating financial resources.	1%	6%	10%	82%	96
17. Is an effective manager of fiscal resources.	4%	11%	9%	75%	96
18. Is an effective manager of human resources.	6%	19%	11%	64%	96
19.Delegates responsibility and authority appropriately.	16%	16%	8%	60%	96
20.Generates a spirit of cooperation and teamwork in the institution.	3%	17%	15%	66%	96
21.Ensures that policies and procedures are administered equitably.	14%	17%	14%	56%	96

Please select your level of agreement with the following statements. The President...	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.	14%	9%	13%	65%	96
23.Is committed to a diverse academic community in which individual differences are respected.	4%	13%	14%	70%	96
24. Exhibits integrity.	5%	11%	9%	74%	96
25.Follows through on commitments.	7%	14%	11%	68%	96
26.Creates an atmosphere of trust among University faculty.	2%	20%	13%	66%	96

Dimension Summary
All Faculty

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. Therefore, 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 – All Faculty

#	Dimension	Mean
1	Vision and Goal Setting	4.10
2	Leadership	4.07
3	Responsiveness	3.46
4	Communication	3.90
5	Management	4.01
6	Equity	4.03
7	Trustworthiness	4.03
	OVERALL	**3.94**

Vision and Goal Setting Dimension

#	Vision and Goal Setting Items	Mean	Number of Responses
1	Articulates a clear and compelling vision for the Academic Units of the University.	4.32	96
2	Sets appropriate goals for the Academic Units.	4.24	96
3	Clearly identifies priorities for the Academic Units.	4.27	94
4	Involves faculty in planning for the future.	3.53	87
	Overall Dimension Mean	**4.10**	

Leadership Dimension

#	Leadership Items	Mean	Number of Responses
5	Acts decisively on important issues.	4.16	95
6	Organizes and administers in a manner which inspires confidence.	4.02	93

#		Mean	Number of Responses
7	Works with Deans and Chairs to create, manage, and support a cohesive, effective leadership team.	3.86	90
8	Makes thoughtful, high quality decisions based on available data.	4.09	92
	Overall Dimension Mean	**4.07**	

Responsiveness Dimension

#	Responsiveness Items	Mean	Number of Responses
9	Is accessible to faculty.	3.50	86
10	Listens and responds to ideas from faculty.	3.44	85
11	Listens and responds to faculty concerns and needs.	3.42	85
	Overall Dimension Mean	**3.46**	

Communication Dimension

#	Communication Items	Mean	Number of Responses
12	Is an effective speaker.	4.37	93
13	Maintains ongoing and clear dialogue with faculty.	3.57	92
14	Fosters effective University/community partnerships.	4.23	93
15	Is transparent.	3.57	93
	Overall Dimension Mean	**3.90**	

Management Dimension

#	Management Items	Mean	Number of Responses
16	Is an effective manager of fiscal resources.	4.27	95
17	Is an effective manager of human resources.	4.18	92
18	Makes management decisions based on the greater good of the academic community.	3.82	90
19	Delegates responsibility and authority appropriately.	3.89	81

#		Mean	Number of Responses
20	Generates a spirit of cooperation and teamwork in the institution.	3.89	93
	Overall Dimension Mean	**4.01**	

Equity Dimension

#	Equity Items	Mean	Number of Responses
21	Ensures that policies and procedures are administered equitably.	3.82	83
22	Inspires confidence that tenure and promotion decisions are based on policy.	4.08	83
23	Is committed to a diverse academic community in which individual differences are respected.	4.04	92
	Overall Dimension Mean	**4.03**	

Trustworthiness Dimension

#	Trustworthiness Items	Mean	Number of Responses
24	Exhibits integrity.	4.14	91
25	Follows through on commitments.	4.00	89
26	Creates an atmosphere of trust among University faculty.	3.84	94
	Overall Dimension Mean	**4.03**	

Optional Demographics
All Faculty

Please indicate your CURRENT position:	
Full Professor	29%
Associate Professor	26%
Assistant Professor	23%
Clinical Professor	14%
Adjunct Professor	8%
Number of Responses	**84**

Please indicate your faculty status:	
Tenured	49%
Tenure-Track	14%
Non-Tenure-Track	38%
Number of Responses	**88**

How long have you been at the University of Memphis?	
Less than 2 years	8%
2-5 years	26%
6-10 years	26%
More than 10 years	40%
Number of Responses	**89**

What is your gender?	
Man	44%
Woman	43%
Transgender Man	0%
Transgender Woman	0%
Prefer not to answer	13%
None of the above. Please specify.	1%
Number of Responses	**87**

Spring 2022 Faculty Evaluation
Disaggregated President Report
Full-Time Faculty compared to Adjunct Faculty

Full-Time Faculty includes Full Professors, Associate Professors, Assistant Professors, and Clinical Professors identified in question one of the optional demographics.

Please select your level of agreement with the following statements. The President...	Strongly Agree + Agree	
	Full-Time Faculty n = 77	Adjunct Faculty n = 7
1. Articulates a clear and compelling vision for the University.	83%	100%
2. Sets appropriate goals for the University.	83%	100%
3. Clearly identifies University priorities.	83%	86%
4. Involves faculty in planning for the future.	55%	14%
5. Acts decisively on important issues.	78%	100%
6. Organizes and administers in a manner which inspires confidence.	76%	86%
7. Creates, manages, and supports a cohesive, effective leadership team.	64%	57%
8. Makes thoughtful, high quality decisions based on available data.	75%	71%
9. Is accessible to faculty.	55%	29%
10. Listens and responds to ideas from faculty.	49%	14%
11. Listens and responds to faculty concerns and needs.	50%	14%
12. Is an effective speaker.	87%	100%
13. Maintains ongoing and clear dialogue with faculty.	57%	71%
14. Fosters effective University/community partnerships.	79%	86%
15. Is transparent.	61%	43%
16. Is successful in generating financial resources.	80%	100%
17. Is an effective manager of fiscal resources.	76%	86%
18. Is an effective manager of human resources.	67%	43%
19.Delegates responsibility and authority appropriately.	64%	43%

Please select your level of agreement with the following statements. The President...	Strongly Agree + Agree	
	Full-Time Faculty n = 77	Adjunct Faculty n = 7
20.Generates a spirit of cooperation and teamwork in the institution.	70%	43%
21.Ensures that policies and procedures are administered equitably.	61%	29%
22. Inspires confidence that tenure and promotion decisions are based on policy.	70%	29%
23.Is committed to a diverse academic community in which individual differences are respected.	71%	57%
24. Exhibits integrity.	75%	86%
25.Follows through on commitments.	70%	71%
26.Creates an atmosphere of trust among University faculty.	66%	71%

*If a participant did not answer the "Current Position" question, they were excluded from this analysis.

Overall Dimension Summary - Full-Time Faculty and Adjunct Faculty*

#	Dimension	Full-Time Faculty n = 77	Adjunct Faculty n = 7**
1	Vision and Goal Setting	4.20	4.44
2	Leadership	4.09	4.50
3	Responsiveness	3.57	3.67
4	Communication	3.97	4.30
5	Management	4.03	4.28
6	Equity	4.09	3.44
7	Trustworthiness	4.08	4.33
	OVERALL	**4.00**	**4.14**

*If a participant did not answer the "Current Position" question or chose "No Evidence on which to base my opinion" they were excluded from the mean analysis.

**Because of the low number of participants please use extreme caution when generalizing these results to this specific group.

Spring 2022 Faculty Evaluation
Disaggregated President Report
Faculty Positions Compared

Please select your level of agreement with the following statements. The President...	Strongly Agree + Agree				
	Assistant Prof n = 19	Associate Prof n = 22	Clinical Prof n = 12	Full Prof n = 23	Adjunct Prof n = 7
1. Articulates a clear and compelling vision for the Academic Units of the University.	84%	86%	92%	74%	100%
2. Sets appropriate goals for the Academic Units.	84%	86%	92%	74%	100%
3. Clearly identifies priorities for the Academic Units.	79%	82%	100%	78%	86%
4. Involves faculty in planning for the future.	42%	55%	67%	61%	14%
5. Acts decisively on important issues.	74%	73%	92%	78%	100%
6. Organizes and administers in a manner which inspires confidence.	74%	82%	92%	65%	86%
7. Works with Deans and Chairs to create, manage, and support a cohesive, effective leadership team.	63%	55%	83%	65%	57%
8. Makes thoughtful, high quality decisions based on available data.	68%	77%	83%	74%	71%
9. Is accessible to faculty.	47%	64%	50%	57%	29%
10. Listens and responds to ideas from faculty.	26%	45%	67%	61%	14%
11. Listens and responds to faculty concerns and needs.	26%	55%	58%	61%	14%
12. Is an effective speaker.	84%	86%	92%	87%	100%
13. Maintains ongoing and clear dialogue with faculty.	37%	59%	67%	65%	71%
14. Fosters effective University/community partnerships.	79%	77%	92%	74%	86%

Please select your level of agreement with the following statements. The President...	Strongly Agree + Agree				
	Assistant Prof n = 19	Associate Prof n = 22	Clinical Prof n = 12	Full Prof n = 23	Adjunct Prof n = 7
15. Is transparent.	47%	68%	58%	65%	43%
16. Is an effective manager of fiscal resources.	74%	86%	75%	83%	100%
17. Is an effective manager of human resources.	79%	82%	75%	70%	86%
18. Makes management decisions based on the greater good of the academic community.	74%	59%	75%	65%	43%
19. Delegates responsibility and authority appropriately.	74%	59%	67%	61%	43%
20. Generates a spirit of cooperation and teamwork in the institution.	63%	73%	67%	74%	43%
21. Ensures that policies and procedures are administered equitably.	63%	59%	50%	65%	29%
22. Inspires confidence that tenure and promotion decisions are based on policy.	63%	64%	67%	83%	29%
23. Is committed to a diverse academic community in which individual differences are respected.	68%	68%	67%	78%	57%
24. Exhibits integrity.	79%	77%	58%	78%	86%
25. Follows through on commitments.	68%	73%	67%	70%	71%
26. Creates an atmosphere of trust among University faculty.	58%	73%	67%	65%	71%

*If a participant did not answer the "Current Position" question, they were excluded from this analysis.

Overall Dimension Summary - Current Position*

#	Dimension	Assistant Prof n = 19	Associate Prof n = 22	Clinical Prof n = 12	Full Prof n = 23	Adjunct Prof n = 7**
1	Vision and Goal Setting	4.15	4.29	4.57	3.98	4.44
2	Leadership	4.16	3.99	4.38	3.97	4.50
3	Responsiveness	3.36	3.58	4.03	3.48	3.67
4	Communication	3.94	3.98	4.23	3.85	4.30
5	Management	4.39	3.89	4.18	3.81	4.28
6	Equity	4.13	4.19	3.97	4.03	3.44
7	Trustworthiness	4.23	4.27	3.88	3.88	4.33
	OVERALL	**4.05**	**4.03**	**4.18**	**3.86**	**4.14**

*If a participant did not answer the "Current Position" question or chose "No Evidence on which to base my opinion" they were excluded from the mean analysis.

**Because of the low number of participants please use extreme caution when generalizing these results to this specific group.

Spring 2022 Faculty Evaluation
Disaggregated President Report
Faculty Status Compared

Please select your level of agreement with the following statements. The President...	Strongly Agree + Agree		
	Non-Tenure Track n = 33	Tenure Track n = 12	Tenured n = 42
1. Articulates a clear and compelling vision for the University.	91%	83%	79%
2. Sets appropriate goals for the University.	94%	75%	79%
3. Clearly identifies University priorities.	88%	75%	81%
4. Involves faculty in planning for the future.	52%	33%	57%
5. Acts decisively on important issues.	85%	67%	76%
6. Organizes and administers in a manner which inspires confidence.	82%	67%	74%
7. Creates, manages, and supports a cohesive, effective leadership team.	73%	58%	60%
8. Makes thoughtful, high quality decisions based on available data.	73%	67%	76%
9. Is accessible to faculty.	45%	42%	60%
10. Listens and responds to ideas from faculty.	45%	17%	52%
11. Listens and responds to faculty concerns and needs.	42%	17%	57%
12. Is an effective speaker.	97%	75%	86%
13. Maintains ongoing and clear dialogue with faculty.	58%	33%	62%
14. Fosters effective University/community partnerships.	85%	75%	76%
15. Is transparent.	52%	42%	67%
16. Is successful in generating financial resources.	88%	67%	83%
17. Is an effective manager of fiscal resources.	82%	75%	74%
18. Is an effective manager of human resources.	73%	58%	62%
19. Delegates responsibility and	67%	67%	62%

Please select your level of agreement with the following statements. The President...	Strongly Agree + Agree		
	Non-Tenure Track n = 33	Tenure Track n = 12	Tenured n = 42
authority appropriately.			
20.Generates a spirit of cooperation and teamwork in the institution.	64%	58%	74%
21.Ensures that policies and procedures are administered equitably.	55%	50%	64%
22. Inspires confidence that tenure and promotion decisions are based on policy.	64%	50%	76%
23.Is committed to a diverse academic community in which individual differences are respected.	64%	67%	74%
24. Exhibits integrity.	76%	75%	79%
25.Follows through on commitments.	76%	58%	71%
26.Creates an atmosphere of trust among University faculty.	70%	50%	69%

*If a participant did not answer the "Faculty Status" question, they were excluded from this analysis.

Overall Dimension Summary - Faculty Status*

#	Dimension	Non-Tenure Track n = 33	Tenure Track n = 12	Tenured n = 42
1	Vision and Goal Setting	4.39	4.00	4.11
2	Leadership	4.25	4.10	3.98
3	Responsiveness	3.84	3.04	3.49
4	Communication	4.13	3.83	3.90
5	Management	4.29	4.18	3.85
6	Equity	3.97	3.89	4.13
7	Trustworthiness	4.19	4.00	4.06
	OVERALL	**4.15**	**3.86**	**3.93**

*If a participant did not answer the "Faculty Status" question or chose "No Evidence on which to base my opinion" they were excluded from the mean analysis.

Spring 2022 Faculty Evaluation
Disaggregated President Report
Length of Employment at the University Compared

Please select your level of agreement with the following statements. The President...	Strongly Agree + Agree			
	Less than 2 years n = 7	2-5 years n = 23	6-10 years n = 23	More than 10 years n = 35
1. Articulates a clear and compelling vision for the University.	71%	96%	83%	80%
2. Sets appropriate goals for the University.	71%	91%	74%	86%
3. Clearly identifies University priorities.	86%	83%	87%	83%
4. Involves faculty in planning for the future.	43%	48%	43%	60%
5. Acts decisively on important issues.	71%	83%	70%	80%
6. Organizes and administers in a manner which inspires confidence.	71%	78%	78%	74%
7. Creates, manages, and supports a cohesive, effective leadership team.	71%	70%	57%	66%
8. Makes thoughtful, high quality decisions based on available data.	71%	74%	65%	77%
9. Is accessible to faculty.	43%	52%	48%	57%
10. Listens and responds to ideas from faculty.	29%	43%	39%	54%
11. Listens and responds to faculty concerns and needs.	29%	48%	35%	57%
12. Is an effective speaker.	57%	96%	83%	91%
13. Maintains ongoing and clear dialogue with faculty.	43%	57%	52%	60%
14. Fosters effective University/community partnerships.	71%	87%	78%	74%

Please select your level of agreement with the following statements. The President...	Strongly Agree + Agree			
	Less than 2 years n = 7	2-5 years n = 23	6-10 years n = 23	More than 10 years n = 35
15. Is transparent.	29%	65%	52%	60%
16. Is successful in generating financial resources.	71%	83%	74%	89%
17. Is an effective manager of fiscal resources.	57%	96%	61%	80%
18. Is an effective manager of human resources.	57%	78%	57%	66%
19.Delegates responsibility and authority appropriately.	71%	70%	52%	69%
20.Generates a spirit of cooperation and teamwork in the institution.	57%	74%	52%	74%
21.Ensures that policies and procedures are administered equitably.	57%	65%	43%	66%
22. Inspires confidence that tenure and promotion decisions are based on policy.	57%	65%	61%	77%
23.Is committed to a diverse academic community in which individual differences are respected.	71%	70%	65%	71%
24. Exhibits integrity.	86%	83%	65%	80%
25.Follows through on commitments.	57%	78%	57%	77%
26.Creates an atmosphere of trust among University faculty.	71%	70%	57%	71%

*If a participant did not answer the "Length of Employment at the University of Memphis" question, they were excluded from this analysis.

Overall Dimension Summary - Length of Employment*

#	Dimension	Less than 2 years n = 7**	2-5 years n = 23	6-10 years n = 23	More than 10 years n = 35
1	Vision and Goal Setting	4.15	4.35	4.06	4.16
2	Leadership	4.50	4.26	4.00	4.06
3	Responsiveness	3.40	3.91	3.33	3.56
4	Communication	3.88	4.18	3.87	3.89
5	Management	4.36	4.43	3.77	4.01
6	Equity	4.20	4.25	3.91	4.07
7	Trustworthiness	4.42	4.27	3.87	4.17
	OVERALL	**4.13**	**4.24**	**3.83**	**3.99**

*If a participant did not answer the "Length of Employment at the University of Memphis" question or chose "No Evidence on which to base my opinion" they were excluded from the mean analysis.

**Because of the low number of participants please use extreme caution when generalizing these results to this specific group.

Spring 2022 Faculty Evaluation
Disaggregated President Report
Gender Compared

Please select your level of agreement with the following statements. The President...	Strongly Agree + Agree		
	Man n = 37	Woman n = 37	Prefer not to answer n = 11
1. Articulates a clear and compelling vision for the University.	84%	92%	64%
2. Sets appropriate goals for the University.	81%	97%	55%
3. Clearly identifies University priorities.	86%	95%	45%
4. Involves faculty in planning for the future.	46%	62%	36%
5. Acts decisively on important issues.	81%	92%	27%
6. Organizes and administers in a manner which inspires confidence.	78%	89%	36%
7. Creates, manages, and supports a cohesive, effective leadership team.	62%	78%	36%
8. Makes thoughtful, high quality decisions based on available data.	78%	84%	27%
9. Is accessible to faculty.	62%	51%	27%
10. Listens and responds to ideas from faculty.	41%	57%	27%
11. Listens and responds to faculty concerns and needs.	46%	57%	18%
12. Is an effective speaker.	89%	95%	64%
13. Maintains ongoing and clear dialogue with faculty.	54%	68%	27%
14. Fosters effective University/community partnerships.	78%	95%	36%
15. Is transparent.	65%	65%	9%

Please select your level of agreement with the following statements. The President...	Strongly Agree + Agree		
	Man n = 37	Woman n = 37	Prefer not to answer n = 11
16. Is successful in generating financial resources.	84%	89%	64%
17. Is an effective manager of fiscal resources.	81%	86%	45%
18. Is an effective manager of human resources.	65%	81%	36%
19.Delegates responsibility and authority appropriately.	68%	76%	36%
20.Generates a spirit of cooperation and teamwork in the institution.	65%	84%	27%
21.Ensures that policies and procedures are administered equitably.	59%	70%	27%
22. Inspires confidence that tenure and promotion decisions are based on policy.	70%	78%	36%
23.Is committed to a diverse academic community in which individual differences are respected.	70%	78%	36%
24. Exhibits integrity.	86%	81%	45%
25.Follows through on commitments.	76%	76%	45%
26.Creates an atmosphere of trust among University faculty.	68%	81%	27%

*If a participant did not answer the "Gender" question, they were excluded from this analysis.

**None of the participants identified as *Transgender Man* or *Transgender Woman*, and only one participant chose *None of the Above* in the survey; therefore, those columns were not included in the table.

Overall Dimension Summary – Gender*

#	Dimension	Man n = 37	Woman n = 37	Prefer not to answer n = 11
1	Vision and Goal Setting	4.17	4.52	3.53
2	Leadership	4.13	4.54	2.95
3	Responsiveness	3.56	4.12	2.53
4	Communication	4.01	4.33	2.69
5	Management	4.02	4.62	3.00
6	Equity	4.11	4.46	2.75
7	Trustworthiness	4.08	4.50	3.30
	OVERALL	**4.01**	**4.44**	**2.96**

*If a participant did not answer the "Gender" question or chose "No Evidence on which to base my opinion" they were excluded from the mean analysis.

**None of the participants identified as *Transgender Man* or *Transgender Woman*, and only one participant chose *None of the Above* in the survey; therefore, those columns were not included in the table*.