The University of Memphis Evaluations by Faculty

Provost Report

n = 92

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 in 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 Provost 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 Overall Provost Report

n = 92

Please select your level of agreement with the following statements. The Provost	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 Academic Units of the University.	4%	26%	14%	55%	92
2. Sets appropriate goals for the Academic Units.	12%	21%	17%	50%	92
3. Clearly identifies priorities for the Academic Units.	10%	24%	17%	49%	92
4. Involves faculty in planning for the future.	11%	36%	13%	40%	92
5. Acts decisively on important issues.	5%	21%	16%	57%	91
6. Organizes and administers in a manner which inspires confidence.	3%	33%	22%	42%	92
7. Works with Deans and Chairs to create, manage, and support a cohesive, effective leadership team.	16%	23%	14%	46%	91
8. Makes thoughtful, high quality decisions based on available data.	5%	32%	16%	46%	91
9. Is accessible to faculty.	7%	17%	15%	61%	92
10. Listens and responds to ideas from faculty.	10%	25%	18%	47%	92

Please select your level of agreement with the following statements. The Provost	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.	5%	32%	20%	43%	92
12. Is an effective speaker.	8%	20%	19%	54%	91
13. Maintains ongoing and clear dialogue with faculty.	4%	33%	21%	42%	92
14. Fosters effective University/community partnerships.	20%	18%	21%	42%	91
15. Is transparent.	7%	33%	20%	41%	92
16. Is an effective manager of fiscal resources.	19%	15%	15%	51%	91
17. Is an effective manager of human resources.	15%	23%	15%	47%	92
18. Makes management decisions based on the greater good of the academic community.	8%	24%	20%	49%	92
19.Delegates responsibility and authority appropriately.	26%	17%	15%	41%	92
20.Generates a spirit of cooperation and teamwork in the institution.	9%	26%	16%	49%	92
21.Ensures that policies and procedures are administered equitably.	11%	24%	11%	54%	92

Please select your level of agreement with the following statements. The Provost	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.	11%	17%	11%	61%	92
23.Is committed to a diverse academic community in which individual differences are respected.	7%	18%	16%	59%	91
24. Exhibits integrity.	5%	17%	16%	61%	92
25.Follows through on commitments.	12%	17%	12%	59%	92
26.Creates an atmosphere of trust among University faculty.	4%	32%	18%	46%	92

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 (n = 92)

#	Dimension	Mean
1	Vision and Goal Setting	3.37
2	Leadership	3.43
3	Responsiveness	3.47
4	Communication	3.35
5	Management	3.48
6	Equity	3.68
7	Trustworthiness	3.57
	OVERALL	3.45

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.	3.50	88
2	Sets appropriate goals for the Academic Units.	3.49	81
3	Clearly identifies priorities for the Academic Units.	3.47	83
4	Involves faculty in planning for the future.	3.06	82
	Overall Dimension Mean	3.37	

Leadership Dimension

#	Leadership Items	Mean	Number of Responses
5	Acts decisively on important issues.	3.57	86
6	Organizes and administers in a manner which inspires confidence.	3.22	89

	Overall Dimension Mean	3.43	
0	based on available data.	3.29	80
8	Makes thoughtful, high quality decisions	3.29	86
	effective leadership team.		
7	manage, and support a cohesive,	3.49	76
	Works with Deans and Chairs to create,		

Responsiveness Dimension

#	Responsiveness Items	Mean	Number of Responses
9	Is accessible to faculty.	3.69	86
10	Listens and responds to ideas from faculty.	3.45	83
11	Listens and responds to faculty concerns and needs.	3.28	87
	Overall Dimension Mean	3.47	

Communication Dimension

#	Communication Items	Mean	Number of Responses
12	Is an effective speaker.	3.55	84
. ı ≺	Maintains ongoing and clear dialogue with faculty.	3.26	88
14	Fosters effective University/community partnerships.	3.48	73
15	Is transparent.	3.14	86
	Overall Dimension Mean	3.35	

Management Dimension

#	Management Items	Mean	Number of Responses
16	Is an effective manager of fiscal	3.61	74
10	resources.	3.01	74
17	Is an effective manager of human	3.40	78
17	resources.	3.40	76
	Makes management decisions based on		
18	the greater good of the academic	3.42	85
	community.		
19	Delegates responsibility and authority	3.46	68
19	appropriately.	5.40	08

20	teamwork in the institution. Overall Dimension Mean		04
20	Generates a spirit of cooperation and	3.35	84

Equity Dimension

#	Equity Items	Mean	Number of Responses
21	Ensures that policies and procedures are	3.49	82
	administered equitably.	3.43	62
22	Inspires confidence that tenure and	3.68	82
22	promotion decisions are based on policy.	3.00	62
	Is committed to a diverse academic		
23	community in which individual	3.66	85
	differences are respected.		
	Overall Dimension Mean	3.68	

Trustworthiness Dimension

#	Trustworthiness Items	Mean	Number of Responses
24	Exhibits integrity.	3.67	87
25	Follows through on commitments.	3.69	81
26	Creates an atmosphere of trust among University faculty.	3.28	88
	Overall Dimension Mean	3.57	

Optional Demographics All Faculty

Please indicate your CURRENT position:				
Full Professor	31%			
Associate Professor	33%			
Assistant Professor	18%			
Clinical Professor	14%			
Adjunct Professor	4%			
Number of Responses	78			

Please indicate your faculty status:				
Tenured	56%			
Tenure-Track	11%			
Non-Tenure-Track	33%			
Number of Responses	79			

How long have you been at the University of Memphis?				
Less than 2 years	7%			
2-5 years	22%			
6-10 years	26%			
More than 10 years	45%			
Number of Responses	82			

What is your gender?					
Man	41%				
Woman	40%				
Transgender Man	0%				
Transgender Woman	0%				
Prefer not to answer	18%				
None of the above. Please specify.	1%				
Number of Responses	80				

Spring 2022 Faculty Evaluation Disaggregated Provost 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	Strongly Ag	gree + Agree
statements.	Full-Time	Adjunct
	Faculty	Faculty
The Provost	n = 74	n = 3
1. Articulates a clear and compelling vision for the Academic Units of the University.	61%	33%
2. Sets appropriate goals for the Academic Units.	57%	33%
3. Clearly identifies priorities for the Academic Units.	55%	33%
4. Involves faculty in planning for the future.	46%	33%
5. Acts decisively on important issues.	62%	33%
6. Organizes and administers in a manner which inspires confidence.	46%	33%
7. Works with Deans and Chairs to create, manage, and support a cohesive, effective leadership team.	50%	33%
8. Makes thoughtful, high quality decisions based on available data.	51%	33%
9. Is accessible to faculty.	65%	33%
10. Listens and responds to ideas from faculty.	50%	33%
11. Listens and responds to faculty concerns and needs.	47%	33%
12. Is an effective speaker.	53%	67%
13. Maintains ongoing and clear dialogue with faculty.	46%	33%
14. Fosters effective University/community partnerships.	47%	67%
15. Is transparent.	50%	33%
16. Is an effective manager of fiscal resources.	54%	67%
17. Is an effective manager of human resources.	51%	33%

Please select your level of agreement with the following	Strongly Agree + Agree		
statements.	Full-Time	Adjunct	
	Faculty	Faculty	
The Provost	n = 74	n = 3	
18. Makes management decisions based on the greater good of the academic community.	53%	33%	
19. Delegates responsibility and authority appropriately.	45%	33%	
20. Generates a spirit of cooperation and teamwork in the institution.	53%	33%	
21. Ensures that policies and procedures are administered equitably.	55%	67%	
22. Inspires confidence that tenure and promotion decisions are based on policy.	68%	33%	
23. Is committed to a diverse academic community in which individual differences are respected.	63%	67%	
24. Exhibits integrity.	64%	33%	
25. Follows through on commitments.	62%	33%	
26. Creates an atmosphere of trust among University faculty.	50%	33%	

^{*}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 = 74	Adjunct Faculty n = 2**
1	Vision and Goal Setting	3.54	4.75
2	Leadership	3.56	4.75
3	Responsiveness	3.54	4.67
4	Communication	3.46	4.50
5	Management	3.56	4.88
6	Equity	3.73	4.83
7	Trustworthiness	3.66	4.67
	OVERALL	3.56	4.73

^{*}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 Provost Report Faculty Positions Compared

Please select your level of	Strongly Agree + Agree				
agreement with the following					
statements.	Assistant Prof	Associate Prof	Clinical Prof	Full Prof	Adjunct Prof
The Provost	n = 14	n = 26	n = 11	n = 23	n = 3
1. Articulates a clear and					
compelling vision for the	64%	58%	73%	57%	33%
Academic Units of the University.					
2. Sets appropriate goals for the Academic Units.	57%	46%	82%	57%	33%
3. Clearly identifies priorities for the Academic Units.	50%	50%	82%	52%	33%
4. Involves faculty in planning for the future.	50%	38%	64%	43%	33%
5. Acts decisively on important issues.	57%	52%	82%	65%	33%
6. Organizes and administers in a manner which inspires confidence.	43%	35%	64%	52%	33%
7. Works with Deans and Chairs to create, manage, and support a cohesive, effective leadership team.	50%	46%	73%	43%	33%
8. Makes thoughtful, high quality decisions based on available data.	43%	54%	55%	52%	33%
9. Is accessible to faculty.	57%	69%	55%	70%	33%
10. Listens and responds to ideas from faculty.	43%	50%	45%	57%	33%
11. Listens and responds to faculty concerns and needs.	43%	46%	45%	52%	33%
12. Is an effective speaker.	57%	46%	60%	57%	67%
13. Maintains ongoing and clear dialogue with faculty.	43%	38%	64%	48%	33%
14. Fosters effective University/community partnerships.	71%	27%	64%	45%	67%

Please select your level of	Strongly Agree + Agree					
agreement with the following statements. The Provost	Assistant Prof n = 14	Associate Prof n = 26	Clinical Prof n = 11	Full Prof n = 23	Adjunct Prof n = 3	
15. Is transparent.	29%	50%	73%	52%	33%	
16. Is an effective manager of fiscal resources.	57%	46%	73%	52%	67%	
17. Is an effective manager of human resources.	50%	50%	55%	52%	33%	
18. Makes management decisions based on the greater good of the academic community.	43%	46%	64%	61%	33%	
19. Delegates responsibility and authority appropriately.	50%	31%	73%	43%	33%	
20. Generates a spirit of cooperation and teamwork in the institution.	50%	50%	55%	57%	33%	
21. Ensures that policies and procedures are administered equitably.	50%	54%	55%	61%	67%	
22. Inspires confidence that tenure and promotion decisions are based on policy.	64%	65%	82%	65%	33%	
23. Is committed to a diverse academic community in which individual differences are respected.	36%	73%	80%	61%	67%	
24. Exhibits integrity.	57%	69%	64%	61%	33%	
25. Follows through on commitments.	43%	65%	73%	65%	33%	
26. Creates an atmosphere of trust among University faculty.	43%	46%	64%	52%	33%	

^{*}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 = 14	Associate Prof n = 26	Clinical Prof n = 11	Full Prof n = 23	Adjunct Prof n = 2**
1	Vision and Goal Setting	4.09	3.31	4.20	3.15	4.75
2	Leadership	3.89	3.30	4.25	3.28	4.75
3	Responsiveness	3.44	3.39	3.90	3.58	4.67
4	Communication	4.00	3.01	4.03	3.26	4.50
5	Management	4.19	3.23	4.10	3.22	4.88
6	Equity	4.00	3.52	4.10	3.65	4.83
7	Trustworthiness	3.78	3.48	4.20	3.56	4.67
	OVERALL	3.77	3.36	4.12	3.39	4.73

^{*}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 Provost Report Faculty Status Compared

Please select your level of	Strongly Agree + Agree				
agreement with the following					
statements.					
	Non-Tenure Track	Tenure Track	Tenured		
The Provost	n = 26	n = 9	n = 43		
1. Articulates a clear and					
compelling vision for the	62%	67%	56%		
Academic Units of the University.					
2. Sets appropriate goals for the	65%	56%	49%		
Academic Units.	05%	J076	45/0		
3. Clearly identifies priorities for	62%	56%	49%		
the Academic Units.	0276	J076	45/0		
4. Involves faculty in planning for	54%	44%	40%		
the future.	J470	4470	40/0		
5. Acts decisively on important	65%	56%	55%		
issues.	05/0	3070	3370		
6. Organizes and administers in a					
manner which inspires	50%	44%	42%		
confidence.					
7. Works with Deans and Chairs					
to create, manage, and support a	58%	44%	44%		
cohesive, effective leadership	3070	1170	1170		
team.					
8. Makes thoughtful, high quality					
decisions based on available	42%	44%	53%		
data.					
9. Is accessible to faculty.	58%	56%	67%		
10. Listens and responds to ideas	46%	33%	53%		
from faculty.	•	•	-		
11. Listens and responds to	42%	33%	49%		
faculty concerns and needs.					
12. Is an effective speaker.	56%	56%	53%		
13. Maintains ongoing and clear	50%	44%	42%		
dialogue with faculty.	JU70	4470	4 ∠70		
14. Fosters effective					
University/community	65%	56%	33%		
partnerships.					

Please select your level of	Strongly Agree + Agree			
agreement with the following				
statements.				
-1 -	Non-Tenure Track	Tenure Track	Tenured	
The Provost	n = 26	n = 9	n = 43	
15. Is transparent.	50%	22%	51%	
16. Is an effective manager of fiscal resources.	64%	56%	49%	
17. Is an effective manager of human resources.	50%	44%	51%	
18. Makes management decisions based on the greater good of the academic community.	54%	33%	53%	
19. Delegates responsibility and authority appropriately.	62%	44%	35%	
20. Generates a spirit of cooperation and teamwork in the institution.	50%	44%	53%	
21. Ensures that policies and procedures are administered equitably.	54%	56%	58%	
22. Inspires confidence that tenure and promotion decisions are based on policy.	65%	67%	65%	
23. Is committed to a diverse academic community in which individual differences are respected.	64%	44%	65%	
24. Exhibits integrity.	58%	56%	65%	
25. Follows through on commitments.	58%	44%	67%	
26. Creates an atmosphere of trust among University faculty.	50%	44%	49%	

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

Overall Dimension Summary - Faculty Status*

щ	Dimension	Non-Tenure Track	Tenure Track	Tenured
#	Dimension	n = 26	n = 9	n = 43
1	Vision and Goal Setting	3.96	4.21	3.12
2	Leadership	3.99	3.93	3.18
3	Responsiveness	3.84	3.33	3.41
4	Communication	3.93	4.13	3.05
5	Management	4.14	4.21	3.09
6	Equity	4.03	4.00	3.51
7	Trustworthiness	3.97	3.90	3.45
	OVERALL	3.93	3.78	3.30

^{*}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 Provost Report Length of Employment at the University Compared

Please select your level of	Strongly Agree + Agree			
agreement with the following				
statements.	Less than 2			More than 10
	years	2-5 years	6-10 years	years
The Provost	n = 6	n = 18	n = 20	n = 37
1. Articulates a clear and				
compelling vision for the	67%	83%	45%	54%
Academic Units of the University.				
2. Sets appropriate goals for the	83%	72%	50%	46%
Academic Units.		7270	3070	1070
3. Clearly identifies priorities for	67%	67%	50%	49%
the Academic Units.	0770	0770	3070	4370
4. Involves faculty in planning for	50%	61%	35%	41%
the future.	3070	0170	3370	41/0
5. Acts decisively on important	50%	72%	55%	56%
issues.	3070	7270	3370	3070
6. Organizes and administers in a				
manner which inspires	67%	61%	35%	41%
confidence.				
7. Works with Deans and Chairs				
to create, manage, and support a	83%	56%	50%	41%
cohesive, effective leadership	8370	30%	30%	41/0
team.				
8. Makes thoughtful, high quality				
decisions based on available	50%	56%	40%	51%
data.				
9. Is accessible to faculty.	50%	67%	45%	70%
10. Listens and responds to ideas				
from faculty.	33%	50%	35%	54%
11. Listens and responds to	222/	- - - - - - - - - -	2001	1.50/
faculty concerns and needs.	33%	56%	30%	46%
12. Is an effective speaker.	50%	65%	40%	54%
·				
13. Maintains ongoing and clear	33%	56%	35%	46%
dialogue with faculty.				
14. Fosters effective				
University/community	83%	67%	45%	33%
partnerships.				

Please select your level of	Strongly Agree + Agree			
agreement with the following statements. The Provost	Less than 2 years n = 6	2-5 years n = 18	6-10 years n = 20	More than 10 years n = 37
15. Is transparent.	33%	50%	40%	49%
16. Is an effective manager of fiscal resources.	83%	67%	45%	50%
17. Is an effective manager of human resources.	67%	61%	45%	46%
18. Makes management decisions based on the greater good of the academic community.	67%	56%	30%	57%
19. Delegates responsibility and authority appropriately.	67%	56%	35%	41%
20. Generates a spirit of cooperation and teamwork in the institution.	50%	56%	40%	54%
21. Ensures that policies and procedures are administered equitably.	50%	72%	35%	57%
22. Inspires confidence that tenure and promotion decisions are based on policy.	67%	67%	55%	70%
23. Is committed to a diverse academic community in which individual differences are respected.	67%	65%	50%	65%
24. Exhibits integrity.	67%	67%	45%	65%
25. Follows through on commitments.	50%	50%	55%	68%
26. Creates an atmosphere of trust among University faculty.	67%	61%	40%	46%

^{*}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 = 6	2-5 years n = 18	6-10 years n = 20	More than 10 years n = 37
1	Vision and Goal Setting	4.38	4.34	3.32	3.08
2	Leadership	3.92	4.37	3.50	3.07
3	Responsiveness	3.33	3.93	3.31	3.42
4	Communication	4.58	4.15	3.38	3.06
5	Management	4.38	4.33	3.38	3.14
6	Equity	3.80	4.41	3.58	3.54
7	Trustworthiness	4.17	4.09	3.51	3.48
	OVERALL	4.05	4.11	3.34	3.29

^{*}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.

Spring 2022 Faculty Evaluation Disaggregated Provost Report Gender Compared

Please select your level of	Strongly Agree + Agree		
agreement with the following			
statements.			Prefer not to
	Man	Woman	answer
The Provost	n = 32	n = 32	n = 14
1. Articulates a clear and			
compelling vision for the	59%	75%	36%
Academic Units of the University.			
2. Sets appropriate goals for the	F00/	CC0/	200/
Academic Units.	59%	66%	36%
3. Clearly identifies priorities for	F.00/	C00/	420/
the Academic Units.	50%	69%	43%
4. Involves faculty in planning for	41%	56%	36%
the future.	1270	3070	3070
5. Acts decisively on important	63%	CE0/	E00/
issues.	03%	65%	50%
6. Organizes and administers in a			
manner which inspires	50%	50%	36%
confidence.			
7. Works with Deans and Chairs to			
create, manage, and support a	50%	59%	36%
cohesive, effective leadership			
team.			
8. Makes thoughtful, high quality	56%	53%	36%
decisions based on available data.	30%	55%	30%
9. Is accessible to faculty.	69%	69%	36%
3. 13 decessione to faculty.	0370	0370	3070
10. Listens and responds to ideas	50%	53%	36%
from faculty.	3070	3370	30%
11. Listens and responds to	470/	470/	260/
faculty concerns and needs.	47%	47%	36%
12. Is an effective speaker.	59%	48%	50%
·	-		-
13. Maintains ongoing and clear	38%	56%	43%
dialogue with faculty.			
14. Fosters effective	FF0/	F20/	2007
University/community	55%	53%	29%
partnerships.			

Please select your level of	Strongly Agree + Agree		
agreement with the following statements.	Man	Woman	Prefer not to answer
The Provost	n = 32	n = 32	n = 14
15. Is transparent.	47%	50%	43%
16. Is an effective manager of fiscal resources.	66%	58%	36%
17. Is an effective manager of human resources.	59%	59%	21%
18. Makes management decisions based on the greater good of the academic community.	53%	59%	36%
19. Delegates responsibility and authority appropriately.	44%	56%	29%
20. Generates a spirit of cooperation and teamwork in the institution.	56%	56%	36%
21. Ensures that policies and procedures are administered equitably.	69%	56%	29%
22. Inspires confidence that tenure and promotion decisions are based on policy.	72%	69%	57%
23. Is committed to a diverse academic community in which individual differences are respected.	66%	68%	50%
24. Exhibits integrity.	66%	66%	50%
25. Follows through on commitments.	66%	59%	57%
26. Creates an atmosphere of trust among University faculty.	47%	63%	36%

^{*}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	Woman	Prefer not to answer
#		n = 32	n = 32	n = 14
1	Vision and Goal Setting	3.52	3.95	2.71
2	Leadership	3.59	4.02	2.65
3	Responsiveness	3.63	3.79	2.79
4	Communication	3.49	3.86	2.73
5	Management	3.64	4.19	2.40
6	Equity	3.89	4.10	2.87
7	Trustworthiness	3.71	3.94	3.15
	OVERALL	3.60	3.93	2.88

^{*}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.