

## Report to the Faculty Senate Executive Committee

Mid-year report       Year-end report

**Date:** June 8, 2021

**Committee Name:** Committee on the Evaluation of University Administrators

**Chair or Co-Chairs:** Rose Baker

### Meetings for the term/year:

Meetings via Zoom: October 15, 2020; October 27, 2020; November 24, 2020; January 26, 2021; February 23, 2021; March 30, 2021; April 27, 2021

### Membership and Attendance (year-to-date attendance record):

Note about attendance – Those not able to attend the scheduled meetings participated in email communications and reviews of materials for the surveys, the individual survey reports to the individual administrators, and the mid-term and final report of the committee for 2020-2021.

Group Represented, committee office, if applicable	Name	Department or administrative unit affiliation	Term End (if applicable)	Meetings Attended (F2F – Email)	Meetings Absent (# Excused)
Group I	Thorne Anderson	JOUR	2030	4	3(3)
Group II	Jacqueline Foertsch - Began 2/2021	ENGL	2023	2	0
Group III	Srinivasan Srivilliputhur	MTSE	2023*	2	5(5)
Group IV	Denise Philpot	TSG	2023	7	0
Group V	Neil Wilner	ACCT	2023	3	4(4)
Group VI	Barbara Pazey	TEA	2023*	6	1(1)
Group VII	Hong Wang	CHEM	2023*	2	5(5)
Group VIII	Jeffrey Snider	MUSC	2023	6	1(1)
ATL	Rose Baker - Chair	LTEC	2023*	7	0
ATL	Jihye "Ellie" Min	HTM	2022*	2	5(5)
ATL	Troy Abel – end 12/31/2020	ADES	2023	1	2(2)
Chairs Council	Gary Webb			5	2(2)
Vice Provost for Academic Affairs	Mike McPherson			5	2(2)
UNT Library	Sue Parks – Began 11/2020			5	0

\* Chair

### Accomplishments (including items submitted for review or approval to the Executive Committee or Faculty Senate):

#### *Evaluation of Senior Administrators*

The survey of the UNT President, Provost, members of the President's Cabinet, and selected senior administrators took place between March 9 and March 30, 2021. A total of 1,087 individuals were sent an

anonymous, individual link, and by March 29, 2021, 11:20 pm, 215 responses were received (the system showed 217 but 2 were preview links from the testing). Qualtrics reported at that time that 345 surveys were started; 130 surveys were in progress. The first reminder message was sent on March 23. Following the second reminder on March 29, 25 additional surveys were completed, for a running total of 257. We left the survey open in case people decided to finish already-opened surveys or to begin and complete the process. The final result for 2021 was 363 started surveys and 303 submitted surveys. Reports were created for 16 senior administrators including the President, Provost, six additional members of the President's Cabinet, five members of the Provost Leadership, and three other selected senior administrators:

1. UNT President, Neal Smatresk

#### President's Cabinet

- 1 Provost and Vice President for Academic Affairs, Jennifer Cowley
  - 2 Vice President for Student Affairs, Elizabeth With
  - 3 Vice President for Equity and Diversity, Joanne Woodard
  - 4 Vice President for Enrollment, Shannon Goodman
  - 5 Vice President for Planning and Chief of Staff, Debbie Rohwer
  - 6 Vice President for Digital Strategy and Innovation, Adam Fein
  - 7 Vice President for Research and Innovation, Mark McLellan
- Not evaluated: Senior Vice President for Finance and Administration

#### Provost Office Leadership Team

- 1 Vice Provost for Academic Resources, Jennifer Stevenson
  - 2 Vice Provost for Student Success, Michael McPherson
  - 3 Vice Provost for Curricular Innovation and Academic Partnerships, Brenda Kihl
  - 4 Vice Provost & Dean International Affairs, Pia Wood
  - 5 Toulouse School of Graduate Studies, Dean, Victor Prybutok
- Not evaluated: Associate Dean of the Graduate School  
Not evaluated: Associate Vice Provost for Faculty Success

#### Other Administrator s

- 1 Chief of Police, Ed Reynolds
- 2 Dean of Students / Assistant Vice President for Student Affairs, Maureen McGuinness
- 3 Assistant VP for Digital Strategy & Innovation, Executive Director for CLEAR, Rudi Thompson

The goal of this survey was to rate the effectiveness of administrative performance, assess the level of confidence in abilities to perform the assigned role, and gather recommendations and suggestions for the improvement of performance.

#### *Senior Administration Evaluation*

Within the survey for each administrator evaluated (16 in total) respondents were asked to evaluate three activities representative of how each directly works with faculty (the completion of each survey was expected to take less than 10 minutes):

1. UNT President, Neal Smatresk
  - a. Fosters and maintains public-private partnerships
  - b. Supports academic programs for research and education innovation
  - c. Improves processes and infrastructure for students' positive experience at UNT
2. Provost and Vice President for Academic Affairs, Jennifer Cowley

- a. Leads the development and supervision of the university's academic programs and curriculum
  - b. Works in conjunction with deans and faculty representatives
  - c. Promotes faculty and student scholarship in collaboration with the Office of Research and Economic Development
3. Vice President for Student Affairs, Elizabeth With
  - a. Supports students with a wide array of intentional programs, services, and activities
  - b. Enhances student experience
  - c. Maintains facilities, provides services, and promotes programs for the campus community
4. Vice President for Equity and Diversity, Joanne Woodard
  - a. Champions equity, access, and engagement
  - b. Creates a welcoming campus community for all
  - c. Provides a safe zone for all
5. Vice President for Enrollment, Shannon Goodman
  - a. Improves quality, quantity, and diversity of UNT student population
  - b. Conducts effective enrollment management to balance quality and accessibility
  - c. Develops strategic enrollment strategies for sustainable enrollment growth
6. Vice President for Planning and Chief of Staff, Debbie Rohwer
  - a. Advises President Smatresk and his executive leadership team on the conceptualization and execution of innovative organizational strategies and objectives
  - b. Develops and leads strategic, cross-divisional presidential projects and initiatives that have potential impact for the future direction of the university
  - c. Assembles teams from across the university that problem-solve and work toward improved processes
7. Vice President for Digital Strategy and Innovation, Adam Fein
  - a. Supports and promotes open and shared educational resources
  - b. Supports and promotes innovative assessment of student learning
  - c. Evaluates and recommends policy development to support UNT and CLEAR goals
8. Vice President for Research and Innovation, Mark McLellan
  - a. Promotes research, scholarship, and creative activities to expand the university's research growth, breadth and impact
  - b. Oversees federally funded research projects and shared instrumentation facilities
  - c. Engages faculty, research scientists, students and external collaborative partners
9. Vice Provost for Academic Resources, Jennifer Stevenson
  - a. Provides oversight of budget development, financial analytics, and operations support for Academic Affairs.
  - b. General oversight of Faculty HR and Faculty Information System (FIS).
  - c. Works collaboratively with academic leadership and financial officers in utilization of academic resources to support UNT's strategic plan.
10. Vice Provost for Student Success, Michael McPherson
  - a. Works with chairs and associate deans on issues affecting student success, including opening additional sections, academic processes, and academic sections
  - b. Works with faculty as needed as a liaison with the Dean of Students and the CARE Team
  - c. Manages the Office of Academic Advising and provides management and support for the Academic Integrity Office, the Learning Center, and the Office of Strategic Retention
11. Vice Provost for Curricular Innovation and Academic Partnerships, Brenda Kihl
  - a. Coordinates the development and implementation of new programs and changes to existing programs
  - b. Provides leadership for development, implementation and evaluation of partnerships such as dual credit, curricular enhancement, and transfer articulations with community colleges

- c. Oversees university accreditation and strategic planning, quality enhancement plan, academic assessment and academic program review processes
- 12. Vice Provost & Dean International Affairs, Pia Wood
  - a. Oversees international student and scholar services
  - b. Supports study abroad and global engagement initiatives
  - c. Serves as the senior international officer
- 13. Toulouse School of Graduate Studies, Dean, Victor Prybutok
  - a. Oversees the management and fiscal operations of the graduate school
  - b. Oversees graduate programs and development of post-baccalaureate academic programs
  - c. Develops policies related to graduate admissions, programs, and curriculum
- 14. Dean of Students / Assistant Vice President for Student Affairs, Maureen McGuinness
  - a. Oversees student services such as CARE Team, Clery reporting, and the Food Pantry
  - b. Evaluates and manages student support services
  - c. Oversees and encourages participation in the Center for Leadership and Service
- 15. Chief of Police, Ed Reynolds
  - a. Oversees campus security to promote an environment that supports a safe learning environment
  - b. Provides professional service to all customers and problem-solving collaboration with UNT students, faculty, staff, visitors and the community
  - c. Serve as a model police department and a model department at UNT
- 16. Assistant VP for Digital Strategy & Innovation, Executive Director for CLEAR, Rudi Thompson
  - a. Oversees CLEAR's Teams for course project management, course design, creative productive, learning research and accessibility, teaching excellence, and faculty LMS support
  - b. Supports and promotes innovative assessment of student learning
  - c. Evaluates and recommends policy development to support UNT and CLEAR goals

#### Questions in the Senior Administrator survey

A new question was added to the survey to further assess the types of preferred communication with the senior administrators. These questions were added due to the large number of no opinion and do not know responses in the 2018-2019 and 2020-2021 survey results. Questions were deleted to reduce the number of rating and open-ended responses for the President and Provost surveys. The two communication interaction questions added in 2019-2020 were deleted. The remainder of the questions remained the same as the 2018-2019 and 2019-2020 survey administrations for comparability.

New question: Which form(s) of communication do you find effective for receiving information from this administrator or office? (Mark all that apply.) Choices: Personal email, group email, podcast, video message, small group meeting with interactions, large group meeting or presentation with Q/A session, Other (with text entry)

1. Questions for the president and provost are more extensive than the questions for the other administrators to be evaluated.
  - a. UNT President
    - i. Thinking about the performance of UNT President Neal Smatresk rate the following questions as Poor, Fair, Good, Excellent, No Opinion, Do Not Know.
      1. Provides transparent and effective leadership
      2. Effectively articulates a coherent and realistic vision for UNT
      3. Management of UNT's resources
      4. Communication to faculty of UNT's needs and opportunities
      5. Involvement of faculty in the assessment and planning of university operations
      6. Accessibility to the faculty
      7. Fostering of an environment for exemplary teaching

8. Trustworthiness
9. Fair treatment of people
10. Overall effectiveness as UNT President
- ii. Do you have confidence in the President's abilities to perform his current role? Definitely yes, Probably yes, Probably not, Definitely not
- iii. What two or three top priorities would you recommend to be addressed by the President in the coming year?
- iv. If you have additional comments or concerns, please provide them to share with the President?
- b. Provost and Vice President for Academic Affairs
  - i. Thinking about the performance of Provost and VPAA Jennifer Cowley rate the following questions as Poor, Fair, Good, Excellent, No Opinion, Do Not Know.
    1. Consults the faculty before making important decisions
    2. Facilitates an environment within which teaching excellence can effectively occur
    3. Facilitates an environment within which scholarly excellence can effectively occur
    4. Treats faculty fairly
    5. Demonstrates trustworthiness
    6. Is accessible and approachable
    7. Establishes well defined goals
    8. Effectively communicates goals to the faculty
    9. Manages budgets in a transparent and effective manner
    10. Overall effectiveness as Provost and VPAA
  - ii. Do you have confidence in the Provost and VPAA's abilities to perform her current role? Definitely yes, Probably yes, Probably not, Definitely not
  - iii. What two or three top priorities would you recommend to be addressed by the Provost and VPAA in the coming year?
  - iv. If you have additional comments or concerns, please provide them to share with the Provost and VPAA
- c. Each of the administrators selected to be evaluated from the President's Cabinet and the senior administration will have the same questions asked about their performance and seek recommendations from the faculty.
  - i. Thinking about the University Administrator's performance for these activities, rate the following questions as Poor, Fair, Good, Excellent, No Opinion, Do Not Know.
    1. Effectively communicates strategic initiatives and objectives to the faculty
    2. Considers faculty input when developing strategic initiatives
  - ii. Please add any additional comments, suggestions, or concerns about this University Administrator

Reports were emailed to all of the Senior administrators evaluated. Several sent emails thanking the committee and the Faculty Senate for the feedback from the faculty. Meetings with the Faculty Senate leadership were requested to open communications with the Faculty Senate and faculty members. The definition of a faculty member is as defined by the UNT Faculty Senate bylaws Article III Section 3 of the UNT Faculty Senate Charter at [https://facultysenate.unt.edu/sites/default/files/06.048\\_charteroffacultysenate\\_2010\\_-\\_from\\_policy\\_site\\_td\\_11-2017.pdf](https://facultysenate.unt.edu/sites/default/files/06.048_charteroffacultysenate_2010_-_from_policy_site_td_11-2017.pdf)

Article III. Section 3. (amended 06-1975) Qualifications for faculty senators shall be full-time faculty status excluding chairs. Interim chairs can be on the Faculty Senate only if their appointment as interim chair is for one academic year or less. Their senate membership will be terminated if their appointment is extended. For purposes of this and all other pertinent provisions, the term "full-time faculty status" shall be defined as including instructors/librarians, assistant professors, associate professors and

professors who normally carry a full teaching and/or research load in a tenured or tenure track position (amended 05-1998). The term “full-time faculty status” also shall be defined as including resident artists (as full professors), librarians (as instructors), and full-time lecturers (amended 11-2009) with three or five year contracts. (amended 05-2010)

Table 1, Response to Survey to Evaluate the President, Provost, and Other Senior Administrators, includes data for the completed responses, minimum missing responses, response rate for respondents, and the response rate for the surveys distributed.

Table 1. Response to Survey to Evaluate the President, Provost, and Other Senior Administrators

Affiliation	Number of Respondents	Minimum Missing Responses	Response Rate of Respondents	Response Rate of Surveys Distributed
2. UNT President, Neal Smatresk	249	54	82.2	22.9%
1 Provost and Vice President for Academic Affairs, Jennifer Cowley	240	63	79.2	22.1%
2 Vice President for Student Affairs, Elizabeth With	181	122	59.7	16.7%
3 Vice President for Equity and Diversity, Joanne Woodard	184	119	60.7	16.9%
4 Vice President for Enrollment, Shannon Goodman	179	124	59.1	16.5%
5 Vice President for Planning and Chief of Staff, Debbie Rohwer	179	124	59.1	16.5%
6 Vice President for Digital Strategy and Innovation, Adam Fein	185	118	61.1	17.0%
7 Vice President for Research and Innovation, Mark McLellan	190	113	62.7	17.5%
1 Vice Provost for Academic Resources, Jennifer Stevenson	171	132	56.4	15.7%
2 Vice Provost for Student Success, Michael McPherson	181	122	59.7	16.7%
3 Vice Provost for Curricular Innovation and Academic Partnerships, Brenda Kihl	171	132	56.4	15.7%
4 Vice Provost & Dean International Affairs, Pia Wood	173	130	57.1	15.9%
5 Toulouse School of Graduate Studies, Dean, Victor Prybutok	178	125	58.7	16.4%
1 Chief of Police, Ed Reynolds	181	122	59.7	16.7%
2 Dean of Students / Assistant Vice President for Student Affairs, Maureen McGuinness	184	119	60.7	16.9%
3 Assistant VP for Digital Strategy & Innovation, Executive Director for CLEAR, Rudi Thompson	181	122	59.7	16.7%

### *Evaluation of Deans, Associate Deans, and Department Chairs*

In the window from April 23 to May 7, 2021, the survey to evaluate the Deans, Associate Deans, and Department chairs was implemented. The survey stayed open to allow for additional response time and opportunities to evaluate faculty directors and second-tier supervisors. Faculty received a direct email from the Faculty Senate office to alert them to look for the survey link emails in their inbox, junk, clutter, focused, or other folders. Emails and email reminders to those who had not finished the survey were sent on the first day, the mid-point, and before the final day, to allow these faculty and any others time to finish. The surveys were closed and the data was downloaded on May 19, 2021. Reports were sent to the Faculty Senate office for distribution on May 25, 2021. There were 14 reports created for deans, 28 reports created for associate deans, and 65 reports created for department chairs. Reports were not created for any administrators in the Intensive English Language Institute and Honors College due to no participation. One department chair/head report was not created due to no participation by the faculty in those departments. It was noted after the evaluation period

that an associate dean was not identified in the College of Business and a special assistant to the dean in the College of Engineering was requested for future evaluations.

The survey requested the respondent to enter the name of the person being evaluated. This data was used to confirm that the survey was completed for the correct administrator. Three new questions were added to the surveys for the deans and department chairs. The remaining survey questions were the same as those used in 2017-2018 and 2018-2019. The choices were the same as those used in the 2018-2019 survey: definitely yes, probably yes, probably not, and definitely not.

#### Questions in the survey for Deans

1. Dean Q2a: Do you have confidence in your dean's ability to perform his/her current role?
2. Dean Q2b: Please explain
3. Dean Q3a: Does your dean involve faculty in the decision-making process?
4. Dean Q3b: Please explain.
5. Dean Q4a: Has your dean communicated the goals and action plans for your college this year?
6. Dean Q4b: If you have received this year's goals and action plans, has your Dean made progress on these?
7. Dean Q4c: Please explain.
8. Dean Q5a: Does your dean allocate resources in a transparent way?
9. Dean Q5b: Please explain.
10. Dean Q6a: Does your dean promote a positive work environment?
11. Dean Q6b: Please explain.
12. Dean Q7a: Does your dean know who you are and what you research?
13. Dean Q7b: Please explain.
14. Dean Q8a: Does your dean communicate how the associate deans are to help the faculty do their job?
15. Dean Q8b: Please explain.
16. Dean Q9: Any additional comments about your dean.

#### Questions for Department Chairs or Faculty Directors

1. Department Chair Q2a: Do you have confidence in your Department Chair's ability to perform his/her current role?
2. Department Chair Q2b: Please explain.
3. Department Chair Q3a: Does your Department Chair involve faculty in the decision-making process?
4. Department Chair Q3b: Please explain.
5. Department Chair Q4a: Has your Department Chair communicated the goals and action plans for your department this year?
6. Department Chair Q4b: If you have received this year's goals and action plans, has your Department Chair made progress on these?
7. Department Chair Q4c: Please explain.
8. Department Chair Q5a: Does your Department Chair allocate resources in a transparent way?
9. Department Chair Q5b: Please explain.
10. Department Chair Q6a: Does your Department Chair promote a positive work environment?
11. Department Chair Q6b: Please explain.
12. Department Chair Q7a: Does your Department Chair promote equitable service within your department?
13. Department Chair Q7b: Please explain.
14. Department Chair Q8a: Does your Department Chair support your research activities?
15. Department Chair Q8b: Please explain.
16. Department Chair Q9: Any additional comments about your Department Chair. Each of the questions numbered 1 to 5 in this list included an open-ended opportunity to explain or enter comments.

## Questions for Associate Deans

1. Associate Dean Q2a: Do you have confidence in your associate dean's ability to perform his/her current role?
2. Associate Dean Q2b: Please explain.
3. Associate Dean Q3a: Does your associate dean involve faculty in the decision-making process?
4. Associate Dean Q3b: Please explain.
5. Associate Dean Q4a: Does your associate dean promote a positive work environment?
6. Associate Dean Q4b: Please explain.
7. Associate Dean Q5: Any additional comments about your associate dean.

The goal questions are not asked about associate deans.

Table 2 depicts the response rates by affiliation based upon the possible initial invitations to participate. A review of the faculty lists ensured that the faculty on professional development leave were included for the 2020-2021 evaluations. All surveys were closed and any unfinished responses were forced for submission.

Table 2. Response to Survey to Evaluate Deans, Associate Deans, and Department Chairs by Affiliation

Affiliation	Number of Surveys Submitted	Number of Valid Responses	Number of Faculty Surveys Distributed	Response Rate of Surveys Distributed
College of Business	45	44	119	37.0%
College of Education	40	39	89	43.8%
College of Engineering	26	26	92	28.3%
College of Health and Public Service	32	31	70	44.3%
College of Information	13	12	45	26.7%
College of Liberal Arts and Social Sciences	119	117	201	58.2%
Mayborn School of Journalism	19	19	30	63.3%
College of Merchandising, Hospitality and Tourism	6	6	18	33.3%
College of Music	31	31	105	29.5%
College of Science	24	24	125	19.2%
College of Visual Arts and Design	25	25	53	47.2%
Intensive English Language Institute	0	0	7	0.0%
Libraries	14	13	38	34.2%
Honors	7	7	19	36.8%
College at Frisco	1	1	3	33.3%
Toulouse Graduate School	1	0	2	0.0%
Honors	45	44	119	37.0%



Table 3. Response Rates by Department to Evaluate Deans, Associate Deans, and Department Chair

	Responses	Possible Invited	Response Rate
<b>College of Engineering</b>			
Biomedical Engineering	2	7	29%
Computer Science & Engineering	10	30	33%
Electrical Engineering	1	14	7%
Materials Science & Engineering	7	17	41%
Mechanical & Energy Engineering	6	24	25%
Total	26	86	30%
<b>College of Health and Public Service</b>			
Audiology & Speech - Lang Path	10	14	71%
Behavior Analysis	4	9	44%
Criminal Justice	7	12	58%
Emergency Mgmt & Disaster Science	2	6	33%
Public Administration	4	8	50%
Rehabilitation and Health Service	3	12	25%
Social Work	1	9	11%
Sub Total	31	71	44%
	1		
Total	32	71	45%
<b>College of Liberal Arts and Social Sciences</b>			
Anthropology	1	9	11%
Communication Studies	0	12	0%
Dance & Theatre	4	9	44%
Economics	3	16	19%
English	21	43	49%
Geography and the Environment	5	13	38%
History	8	32	25%
International Studies	0	2	0%
Mayborn School of Journalism	7	18	39%
Media Arts	10	16	63%
Philosophy & Religion	4	8	50%
Political Science	13	27	48%
Psychology	7	24	29%
Sociology	6	13	46%
Spanish	9	16	56%
Technical Communication	4	11	36%
Women's and Gender Studies	0	2	0%
World Lang, Lit, & Cultures	15	19	79%
Sub Total	117	291	40%
Missing	2		
Total	119	291	41%

	Responses	Possible Invited	Response Rate
<b>College of Merchandising, Hospitality &amp; Tourism</b>			
Hospitality & Tourism	10	17	59%
Merch & Digital Retailing	9	13	69%
Total	19	30	63%
<b>College of Business</b>			
Accounting	9	20	45%
Finance, Insurance, Real Estate, and Law	2	19	11%
Information Technology & Decision Sciences	10	23	43%
Management	11	27	41%
Marketing and Logistics	12	30	40%
Sub Total	44	119	37%
Missing	1		
Total	44	119	37%
<b>College of Education</b>			
Counseling & Higher Education	4	16	25%
Educational Psychology	7	22	32%
Kinesiology, Hlth Promo, & Rec	11	19	58%
Teacher Education & Admin	17	32	53%
Sub Total	39	89	44%
Missing	1		
Total	40	89	45%
<b>College of Information</b>			
Information Science	4	21	19%
Learning Technologies	7	18	39%
Linguistics	1	6	17%
Sub Total	12	45	27%
Missing	1		
Total	13	45	29%
<b>College of Music</b>			
Composition Studies	0	6	0%
Conducting & Ensembles	2	9	22%
Instrumental Studies	9	31	29%
Jazz Studies	5	14	36%
Keyboard Studies	5	9	56%
Music Education	3	7	43%
Music Hist, Thry, & Ethnomusic	3	20	15%
Vocal Studies	4	9	44%
Total	31	105	30%

	Responses	Possible Invited	Response Rate
<b>College of Science</b>			
Biological Sciences	8	40	20%
Chemistry	6	23	26%
IPACS	0	1	0%
Mathematics	3	33	9%
Physics	5	21	24%
Teach North Texas	2	7	29%
Total	24	125	19%
<b>College of Visual Arts and Design</b>			
Art Education & Art History	7	12	58%
Design	9	16	56%
Foundations	2	3	67%
IADS-Interdiscipl Art & Design	0	1	0%
Studio Art	7	21	33%
Total	25	53	47%
<b>UNT Intensive English Language Institute</b>			
IELI (UNT)	0	7	0%
Total	0	7	0%
<b>University Libraries</b>			
Department Head of Collection Development - Laurel Crawford	1		
Department Head of Government Information Connection - Robbie Sittel	0		
Department Head of Cataloging & Metadata Services - Kevin Yanowski	2		
Department Head of Library Learning Services - Julie Leuzinger	2		
Department Head of Media & Discovery Park Libraries - Erin Dewitt-Miller	1		
Department Head of Special Collections - Morgan Gieringer	2		
Department Head of User Interfaces - William Hicks	0		
Department Head of Access Services - Setareh Keshmiripour	0		
Assistant Dean of Scholarly Communications, Department Head of LRSS - Kevin Hawkins	2		
Assistant Dean, External Relations - Dreanna Belden	0		
Department Head, Music Library & Ozier Sound Recording Archive - Susannah Cleveland	1		
Supervisor, Digital Projects - Hannah Tarver	2		
Assistant Department Head of Special Collections - Julie Judkins	0		
Supervisor, Digital Curation - Daniel Alemneh	0		
Sub Total	13		
Missing	1		
Total	14	38	37%

	Responses	Possible Invited	Response Rate
<hr/>			
Toulouse Graduate School			
Gen - FT	1	2	50%
Total	1	2	50%
<hr/>			
College at Frisco			
Applied Arts & Sciences	1	2	50%
College at Frisco	6	13	46%
Total	7	15	47%
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Honors College			
Gen - FT	0	2	0%
Total	0	2	0%
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Combined results for all deans, associate deans, and department chairs are presented in the following tables. Individual data for deans, associate deans, and department chairs are not included in this report. The majority of the responses are Definitely yes and Probably yes.

### Dean Combined Responses

QD2a Dean Q2a: Do you have confidence in your dean's ability to perform his/her current role?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	165	45.0	45.0
	Probably yes	106	28.9	73.8
	Probably not	49	13.4	87.2
	Definitely not	47	12.8	100
Total		367	100	

QD3a Dean Q3a: Does your dean involve faculty in the decision-making process?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	91	25.1	25.1
	Probably yes	136	37.6	62.7
	Probably not	67	18.5	81.2
	Definitely not	68	18.8	100
Total		362	100	

QD4a Dean Q4a: Has your dean communicated the goals and action plans for your college this year?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	153	41.7	41.7
	Probably yes	127	34.6	76.3
	Probably not	50	13.6	89.9
	Definitely not	37	10.1	100
Total		367	100	

QD4b Dean Q4b: If you have received this year's goals and action plans, has your dean made progress on these?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	113	31.6	31.6
	Probably yes	130	36.3	67.9
	Probably not	36	10.1	77.9
	Definitely not	17	4.7	82.7
	I have not received this year's goals.	62	17.3	100
Total		358	100	

QD5a Dean Q5a: Does your dean allocate resources in a transparent way?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	74	20.5	20.5
	Probably yes	143	39.6	60.1
	Probably not	73	20.2	80.3
	Definitely not	71	19.7	100

Total	361	100
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QD6a Dean Q6a: Does your dean promote a positive work environment?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	150	41.3	41.3
	Probably yes	103	28.4	69.7
	Probably not	47	12.9	82.6
	Definitely not	63	17.4	100
	Total	363	100	

QD7a Dean Q7a: Does your dean know who you are and what you research?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	135	37.1	37.1
	Probably yes	102	28.0	65.1
	Probably not	77	21.2	86.3
	Definitely not	50	13.7	100
	Total	364	100	

QD8a Dean Q8a: Does your dean communicate how the associate deans are to help the faculty do their job?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	90	25.2	25.2
	Probably yes	110	30.8	56.0
	Probably not	83	23.2	79.3
	Definitely not	74	20.7	100
	Total	357	100	

## Associate Dean Combined Responses

QAD102 AD1 Q2a: Do you have confidence in your Associate Dean's ability to perform his/her current role?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	356	45.3	45.3
	Probably yes	275	35.0	80.3
	Probably not	86	10.9	91.2
	Definitely not	69	8.8	100
Total		786	100	

QAD104 AD1 Q3a: Does your Associate Dean involve faculty in the decision-making process?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	214	27.5	27.5
	Probably yes	307	39.5	67.1
	Probably not	151	19.4	86.5
	Definitely not	105	13.5	100
Total		777	100	

QAD108 AD1 Q4a: Does your Associate Dean promote a positive work environment?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	301	39.0	39.0
	Probably yes	298	38.6	77.6
	Probably not	98	12.7	90.3
	Definitely not	75	9.7	100
Total		772	100	

## Department Chair Combined Responses

### QDC2a Chair Q2a: Do you have confidence in your department chair's ability to perform his/her current role?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	207	57.2	57.2
	Probably yes	69	19.1	76.2
	Probably not	37	10.2	86.5
	Definitely not	49	13.5	100
	Total	362	100	

### QDC3a Chair Q3a: Does your department chair involve faculty in the decision-making process?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	201	55.7	55.7
	Probably yes	75	20.8	76.5
	Probably not	47	13.0	89.5
	Definitely not	38	10.5	100
	Total	361	100	

### QDC4a Chair Q4a: Has your department chair communicated the goals and action plans for your department this year?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	186	52.5	52.5
	Probably yes	84	23.7	76.3
	Probably not	38	10.7	87.0
	Definitely not	46	13.0	100
	Total	354	100	

### QDC4b Chair Q4b: If you have received this year's goals and action plans, has your department chair made progress on these?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	148	41.1	41.1
	Probably yes	98	27.2	68.3
	Probably not	24	6.7	75.0
	Definitely not	14	3.9	78.9
	I have not received this year's goals.	76	21.1	100
	Total	360	100	



QDC5a Chair Q5a: Does your department chair allocate resources in a transparent way?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	157	43.9	43.9
	Probably yes	94	26.3	70.1
	Probably not	46	12.8	83.0
	Definitely not	61	17.0	100
Total		358	100	

QDC6a Chair Q6a: Does your department chair promote a positive work environment?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	192	53.5	53.5
	Probably yes	75	20.9	74.4
	Probably not	41	11.4	85.8
	Definitely not	51	14.2	100
Total		359	100	

QDC6a Chair Q6a: Does your department chair promote a positive work environment?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	157	44.2	44.2
	Probably yes	97	27.3	71.5
	Probably not	50	14.1	85.6
	Definitely not	51	14.4	100
Total		355	100	
Missing	System	29		
Total		384		

QDC8a Chair Q8a: Does your department chair support your research activities?

		Frequency	Valid Percent	Cumulative Percent
Valid	Definitely yes	192	54.4	54.4
	Probably yes	82	23.2	77.6
	Probably not	32	9.1	86.7
	Definitely not	47	13.3	100
Total		353	100	
Missing	System	31		
Total		384		