**Report to the Faculty Senate Executive Committee**

X

 **Mid-year report X Year-end report**

**Date:** August 23, 2023

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

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

**Meetings for the term/year**:

Meetings via email discussions to manage decisions about the survey instruments and distribution.

Zoom meetings and phone calls to finalize the survey were conducted.

**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 2022-2023.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Group Represented, committee office, if applicable | Name | Department or administrative unit affiliation | Term End(if applicable) | Meetings Attended | Meetings Absent / # Excused |
| Group I | Thorne Anderson  | JOUR | 2023 | 6 | 0 |
| Group II | Jacqueline Foertsch   | ENGL | 2023 | 6 | 0 |
| Group III | Srinivasan Srivilliputhur  | MTSE | 2023- | 6 | 0 |
| Group IV | Denise Philpot  | TSG | 2023 | 6 | 0 |
| Group V | Neil Wilner | ACCT | 2023 | 6 | 0 |
| Group VI | Barbara Pazey  | TEA | 2023- | 6 | 0 |
| Group VII | Hong Wang  | CHEM | 2023- | 6 | 0 |
| Group VIII | Jeffrey Snider  | MUSC | 2023 | 6 | 0 |
| ATL | Rose Baker - Chair | LTEC | 2023\*- | 6 | 0 |
| ATL | Jihye "Ellie" Min  | HTM | 2025- | 6 | 0 |
| ATL | Doug Campbell | LIBR | 2024 | 6 | 0 |
| Chairs Council | Benjamin Brand | MTHE |  | 6 | 0 |
| Vice Provost for Academic Affairs (moved to Provost role) | Mike McPherson |  |  |  | 0 |
| UNT Library | Sue Parks  |  |  | 6 | 0 |
| Faculty Policy Oversight Committee  | Angie Cartwright |  |  |  | 0 |
|  |  |  |  |  |  |

\* Chair

- Second term

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

The goals of the committee for 2022-2023 were to

1. Develop action plans for how the department chairs and faculty can work together to determine ways to improve results, explore systematically the systemic problems in the department that lead to ratings other than Strongly Agree or Strongly Satisfied, determine what actions lead to which value and to address the most valued actions, and establish partnerships to help improve the performance of department chairs and their relationships with the faculty in their department.
2. Make the data available for departments while minimizing the viewability of non-constructive comments and maximally communicating the role of chair as department leader and not just resource manager.
3. Work with Committee on Faculty Governance to identify paths for performance improvement that chairs/administrators would accept and implement.

*Evaluation of Senior Administrators*

The survey of the UNT President, Provost, members of the President’s Cabinet, and selected senior administrators took place between April 19, 2023, through May 16, 2023. Two surveys were created, one for the faculty without administrative assignments and one for administrators who hold department chair, associate dean, or dean positions. Over the years, those in administrator roles have commented that they were part of the faculty. On April 16, the survey forms were sent to 129 faculty who hold administrator roles and 1167 fulltime faculty without administrator roles. The distribution of the surveys included three reminder emails that were sent on April 24, May 1, and May 8.

Of the 1167 survey link emails sent to fulltime faculty, 267 surveys were started and 260 were finished. The data were collected for both surveys on May 16 and appended for analysis and inclusion in reports to be given to the senior administrators. Of the 129 survey link emails sent to college level administrators, 51 surveys were started and 50 surveys were finished. The committee considered past participation times when scheduling the survey window for the evaluation of senior administrators and determined that the survey for the senior administrators and for the deans, associate deans, department chairs, and faculty directors should occur at the same time. Response rates in Spring 2022 indicated that faculty are more likely to respond when the two surveys are presented at the same time and in mid-April to mid-May.

As in the past, more respondents participated in the survey for the president and provost than for other senior administrators. Table 1, Response to Survey to Evaluate the President 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 by Combined Faculty and Level Administrators

| Administrator | Number of Respondents | Minimum Missing Responses | Response Rate of Respondents | Response Rate of Surveys Distributed |
| --- | --- | --- | --- | --- |
| UNT President, Neal Smatresk  | 230 | 33 | 87.5% | 17.7% |
| Members of the President's Cabinet |
| Provost and VPAA, Michael McPherson | 217 | 46 | 82.5% | 16.7% |
| Vice President for Student Affairs, Elizabeth With  | 16 | 247 | 6.1% | 1.2% |
| Vice President for Finance and Administration, Clayton Gibson  | 12 | 251 | 4.6% | 0.9% |
| Vice President for Equity and Diversity, Joanne Woodard  | 26 | 237 | 9.9% | 2.0% |
| Vice President for Enrollment, Shannon Goodman  | 7 | 256 | 2.7% | 0.5% |
| Vice President for Planning and Chief of Staff, Debbie Rohwer   | 14 | 249 | 5.3% | 1.1% |
| Vice President for Digital Strategy and Innovation, Adam Fein  | 17 | 246 | 6.5% | 1.3% |
| Vice President for Research and Innovation, Pam Padilla  | 50 | 213 | 19% | 3.9% |
| Provost's Leadership Team |
| Vice Provost for Academic Resources, Brandi Everett  | 16 | 247 | 6.1% | 1.2% |
| Associate Vice Provost for Faculty Success, Holly Hutchins  | 81 | 182 | 30.8% | 6.3% |
| Vice Provost for Student Success, Lisa Maxwell  | 8 | 255 | 3% | 0.6% |
| Vice Provost & Dean International Affairs, Pia Wood  | 12 | 251 | 4.6% | 0.9% |
| Toulouse School of Graduate Studies, Dean, Victor Prybutok  | 32 | 231 | 12.2% | 2.5% |
| Other Administrators |
| Chief of Police, Ed Reynolds  | 6 | 257 | 2.3% | 0.5% |
| Associate Vice President for Student Affairs, Melissa McGuire   | 4 | 259 | 1.5% | 0.3% |
| Dean of Students / Assistant Vice President for Student Affairs, Maureen McGuinness  | 20 | 243 | 7.6% | 1.5% |
| Assistant Vice President for Digital Strategy & Innovation, Executive Director for CLEAR, Rudi Thompson  | 33 | 230 | 12.5% | 2.5% |
| Associate Dean of the Graduate School, Joseph Oppong  | 30 | 233 | 11.4% | 2.3% |

Two questions added in the Spring 2022 survey – assessing faculty knowledge of various administrator roles and measuring the impact of administrative roles on faculty work – were eliminated this year. The committee determined that the data collected from these two questions were interesting but unactionable.

Data have been analyzed for inclusion on reports for 19 senior administrators including the President, Provost plus 7 members of the President’s Cabinet, 6 members of the Provost’s Leadership Team, and 5 other selected senior administrators:

1. UNT President, Neal Smatresk

President’s Cabinet

1. Provost and VPAA, Michael McPherson
2. Vice President for Student Affairs, Elizabeth With
3. Vice President for Finance and Administration, Clayton Gibson
4. Vice President for Equity and Diversity, Joanne Woodard
5. Vice President for Enrollment, Shannon Goodman
6. Vice President for Planning and Chief of Staff, Debbie Rohwer
7. Vice President for Digital Strategy and Innovation, Adam Fein
8. Vice President for Research and Innovation, Pam Padilla

Provost’s Office Leadership Team

1. Vice Provost for Academic Resources, Brandi Everett
2. Associate Vice Provost for Faculty Success, Holly Hutchins
3. Vice Provost for Student Success, Lisa Maxwell
4. Vice Provost & Dean International Affairs, Pia Wood
5. Toulouse School of Graduate Studies, Dean, Victor Prybutok

Other Administrators

1. Chief of Police, Ed Reynolds
2. Associate Vice President for Student Affairs, Melissa McGuire
3. Dean of Students / Assistant Vice President for Student Affairs, Maureen McGuinness
4. Assistant Vice President for Digital Strategy & Innovation, Executive Director for CLEAR, Rudi Thompson
5. Associate Dean of the Graduate School, Joseph Oppong

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 improved performance.

The questions for senior administrators other than the President and Provost used a loop and merge function with dynamic entries for piped text of each new administrator’s name and job title/description. This helped focus attention on the responsibilities of the administrators that the faculty selected from the loop and merge list. The comment field for each administrator stated, “If you have additional comments or concerns about ADMINISTRATOR’S Areas of Responsibility, please provide them to share with the ADMINISTRATIVE TITLE.

1. Questions for the president and provost are more extensive than the questions for the other administrators to be evaluated. The new rating questions are included.
	1. UNT President
		1. 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. Manages UNT’s resources
			4. Communicates UNT’s needs and opportunities to the faculty
			5. Involves the faculty in the assessment and planning of university operations
			6. Is accessible to the faculty
			7. Fosters an environment for exemplary teaching
			8. Fosters an environment for exemplary research and scholarship
			9. Fosters an environment for exemplary service
			10. Demonstrates trustworthiness
			11. Treats people fairly
			12. Is overall effective as UNT President
		2. Do you have confidence in the President's abilities to perform his current role? Definitely yes, Probably yes, Probably not, Definitely not
		3. What two or three top priorities would you recommend to be addressed by the President in the coming year?
		4. If you have additional comments or concerns about the President’s areas of responsibility, please provide them to share with the President?
	2. Provost and VPAA
		1. Thinking about the performance of Provost and VPAA, rate the following questions as Poor, Fair, Good, Very 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
		2. Do you have confidence in the Provost and VPAA's abilities to perform the current role?
		3. What two or three top priorities would you recommend to be addressed by the Provost and VPAA in the coming year?
		4. If you have additional comments or concerns about the Provost’s Areas of Responsibility, please provide them to share with the Provost and VPAA.
	3. Each of the administrators selected to be evaluated from the President’s Cabinet and the senior administration was presented in the loop and merge with the same questions about their performance and sought recommendations from the faculty.
		1. 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
		2. If you have additional comments or concerns about ADMINISTRATIVE TITLE, please provide them to share with ADMINISTRATIVE TITLE.

*Senior Administration Evaluation*

Within the survey for each administrator evaluated (19 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
	1. Fosters and maintains public-private partnerships
	2. Supports academic programs for research and education innovation
	3. Improves processes and infrastructure for students’ positive experience at UNT
2. Provost and Vice President for Academic Affairs, [Mike McPherson](https://vpaa.unt.edu/node/230/leadership)
	1. Leads the development and supervision of the university’s academic programs and curriculum
	2. Works in conjunction with deans and faculty representatives
	3. Promotes faculty and student scholarship in collaboration with the Office of Research and Economic Development
3. Vice President for Student Affairs, Elizabeth With
	1. Supports students with a wide array of intentional programs, services, and activities
	2. Enhances student experience
	3. Maintains facilities, provides services, and promotes programs for the campus community
4. Vice President for Finance and Administration, Clayton Gibson
	1. Supports the university’s academic mission
	2. Ensures the university’s financial well-being
	3. Provides a safe, secure, and technology-rich environment for the campus community
5. Vice President for Equity and Diversity, Joanne Woodard
	1. Champions equity, access, and engagement
	2. Creates a welcoming campus community for all
	3. Provides a safe zone for all
6. Vice President for Enrollment, Shannon Goodman
	1. Improves quality, quantity, and diversity of UNT student population
	2. Conducts effective enrollment management to balance quality and accessibility
	3. Develops strategic enrollment strategies for sustainable enrollment growth
7. Vice President for Planning and Chief of Staff, Debbie Rohwer
	1. Advises President Smatresk and his executive leadership team on the conceptualization and execution of innovative organizational strategies and objectives
	2. Develops and leads strategic, cross-divisional presidential projects and initiatives that have potential impact for the future direction of the university
	3. Assembles teams from across the university that problem-solve and work toward improved processes
8. Vice President for Digital Strategy and Innovation, Adam Fein
	1. Supports and promotes open and shared educational resources
	2. Supports and promotes innovative assessment of student learning
	3. Evaluates and recommends policy development to support UNT and CLEAR goals
9. Vice President for Research and Innovation, Pam Padilla
	1. Promotes research, scholarship, and creative activities to expand the university’s research growth, breadth and impact
	2. Oversees federally funded research projects and shared instrumentation facilities
	3. Engages faculty, research scientists, students and external collaborative partners
10. Vice Provost for Academic Resources, Brandi Everett
	1. Provides oversight of budget development, financial analytics, and operations support for Academic Affairs.
	2. Oversees Faculty HR and Faculty Information System (FIS).
	3. Works collaboratively with academic leadership and financial officers in utilization of academic resources to support UNT’s strategic plan.
11. Associate Vice Provost for Faculty Success, Holly Hutchins
	1. Provides programming, services, and access to resources for faculty success in teaching, scholarly, and leadership endeavors
	2. Fosters recognition for faculty at local, national, and international levels for teaching, scholarship, and community outreach
	3. Develops communication networks to help improve campus climate and to serve as an information source
12. Vice Provost for Student Success, Lisa Maxwell
	1. Works with chairs and associate deans on issues affecting student success, including opening additional sections, academic processes, and academic sections
	2. Works with faculty as needed as a liaison with the Dean of Students and the CARE Team
	3. 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
13. Vice Provost & Dean International Affairs, Pia Wood
	1. Oversees international student and scholar services
	2. Supports study abroad and global engagement initiatives
	3. Serves as the senior international officer
14. Toulouse School of Graduate Studies, Dean, Victor Prybutok
	1. Oversees the management and fiscal operations of the graduate school
	2. Oversees graduate programs and development of post-baccalaureate academic programs
	3. Develops policies related to graduate admissions, programs, and curriculum
15. Chief of Police, Ed Reynolds
	1. Oversees campus security to promote an environment that supports a safe learning environment
	2. Provides professional service to all customers and problem-solving collaboration with UNT students, faculty, staff, visitors and the community
	3. Ensures that his office serves as a model police department and a model department at UNT
16. Associate Vice President for Student Affairs, Melissa McGuire
	1. Responds directly and effectively to faculty sponsors seeking assistance
	2. Prioritizes quality student experiences in their group and club endeavors
	3. Creates efficient methods for planning, booking, and authorizing on-campus student activities.
	4. Creates efficient methods to encourage and enable membership in student organizations.
17. Dean of Students / Assistant Vice President for Student Affairs, Maureen McGuinness
	1. Oversees student services such as CARE Team, Clery reporting, and the Food Pantry
	2. Evaluates and manages student support services
	3. Oversees and encourages participation in the Center for Leadership and Service
18. Assistant VP for Digital Strategy & Innovation, Executive Director for CLEAR, Rudi Thompson
	1. Oversees CLEAR’s Teams for course project management, course design, creative productive, learning research and accessibility, teaching excellence, and faculty LMS support
	2. Supports and promotes innovative assessment of student learning
	3. Evaluates and recommends policy development to support UNT and CLEAR goals
19. Associate Dean of the Graduate School, Joseph Oppong
	1. Supports the management and fiscal operations of the graduate school
	2. Supports graduate programs and development of post-baccalaureate academic programs
	3. Develops policies related to graduate admissions, programs, and curriculum

*Evaluation of Deans, Associate Deans, and Department Chairs/Faculty Directors*

In the window from April 19 to May 16, 2023, the survey to evaluate the Deans, Associate Deans, and Department chairs was implemented. 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 April 24, May 1, and May 8. Of the 1168 survey links distributed, 416 surveys were started and 404 surveys were finished. This is a 97% completion rate of surveys started and a 36% completion rate for surveys distributed. This is an increase in the number of valid surveys submitted (378 in 2022). Reports were distributed to deans for inclusion in the annual review of associate deans and department chairs.

The survey used loop and merge functionality to allow faculty to respond about administrators with whom they had substantial interactions. The following instruction was provided at the start of the survey:

Please provide feedback on any and all department chairs/heads, division heads, faculty directors, associate deans, and deans with whom you interact on a regular, substantive basis (e.g., Willis Library, Honors College, Student Services), in addition to administrators from your primary departmental affiliation.  You are invited to use the “other” option to evaluate non-administrative program directors whenever useful to do so.  Any comments in the "please explain" or "open comments" sections will be shared with the person being evaluated and that person's supervisor(s).  The focus should be on the performance of the administrator being evaluated, not departmental colleagues, staff, etc.  The expected time for completion is approximately 10 minutes.

Feedback was solicited from the Provost and from Chairs Council about the usability of the data that had been collected in 2022. The Chairs Council had crafted new questions for inclusion on the survey to gather information related to departmental governance, equity and inclusion, and general feedback. Open-ended responses were in place to gather input on the group of questions. These questions were retained for the department chair evaluation for 2022-2023.

The choices for the deans and associate deans were the same as those used in prior surveys: definitely yes, probably yes, probably not, and definitely not. An earlier question on the dean’s set, about knowing you and your work, was edited to reflect contributions beyond research and creativity (e.g., department- or university-level service). The solicitation of comments was changed to encourage comments about interactions and management and not about the individual. The open-ended question for comments about the associate dean was changed to help identify each dean’s significant contributions and provide suggestions for this dean’s future focal points.

*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 some of your areas of contribution?
13. Dean Q7b: Please explain.
14. Dean Q8a: Have the key responsibilities for the associate deans in your college been explained?
15. Dean Q8b: Please explain.
16. Dean Q9: Any additional comments about your dean’s interactions with you and management of the college.

The dynamic questions with the piped text appeared after making a selection to the prompt:

QNameofDean Select the Dean(s) whom you would like to evaluate.
A set of questions will be displayed for each person you select you select.

* Q1 Answer these questions about Dean.    ${lm://Field/1}
* Q3 Dean Q2a: Do you have confidence in the ability of  **${lm://Field/1}**to perform his/her current role?
* Q5 Dean Q3a: Does **${lm://Field/1}** involve faculty in the decision-making process?
* Q7 Dean Q4a: Has  **${lm://Field/1}** communicated the goals and action plans for your college this year?
* Q8 Dean Q4b: If you have received this year's goals and action plans, has **${lm://Field/1}** made progress on these?
* Q10 Dean Q5a: Does **${lm://Field/1}** allocate resources in a transparent way?
* Q12 Dean Q6a: Does **${lm://Field/1}** promote a positive work environment?
* Q14 Dean Q7a: Does **${lm://Field/1}** know who you are and some of your areas of contribution?
* Q16 Dean Q8a: Have the key responsibilities for the associate deans in your college been explained by **${lm://Field/1}**?
* Q18 Dean Q9: Any additional comments about the interactions of **${lm://Field/1}** with you and management of the college.

*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’s role in the college. What were some of this associate dean’s most significant contributions to the college? What would you like to see them focus on in the upcoming school year?.

The goal questions are not asked about associate deans.

The associate deans were also presented using the loop and merge functionality.

The promot was

QADName Select the Associate Dean(s) whom you would like to evaluate.
A set of questions will be displayed for each person you select you select.

And the dynamic questions were

Q55 Answer these questions about  **${lm://Field/1}**

Q57 AD Q2a: Do you have confidence in the ability of **${lm://Field/1}** to perform his/her current role?

Q59 AD Q3a: Does **${lm://Field/1}**involve faculty in the decision-making process?

Q61 AD Q4a: Does **${lm://Field/1}** promote a positive work environment?

Q63 AD Q5: Any additional comments about the role of **${lm://Field/1}** in the college. What were some of this associate dean’s most significant contributions to the college? What would you like to see them focus on in the upcoming school year?.

*Questions for Department Chairs or Faculty Directors*

This survey is a mechanism for faculty to provide constructive feedback to their department chairs with the aim of fostering an open, collaborative workplace where everyone can do their best work.

Departmental Governance

1. My department chair involves faculty in decision-making about important issues facing the department.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

2. My department chair works with faculty and other stakeholders to develop goals for the department.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

3. My department chair works with faculty and other stakeholders to achieve our shared goals for the department.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

4. My department chair allocates department resources (research and travel funding, TA/TF/RA support, etc.) in a transparent manner.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

5. My department chair supports my professional goals and activities to the extent possible given available resources.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

6. Please provide some insight into what led to your answers to Questions 1-5. How has your department chair effectively collaborated with faculty in the ways cited above? What could they do to improve that collaboration?

Equity and Inclusion

7. My department chair allocates departmental resources (research and travel funding, TA/TF/RA support, etc.) in an equitable manner.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

8. My department chair works with faculty and staff to promote an inclusive workplace.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

9. My department chair strives to promote equitable service assignments within the department

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

10. Please provide some insight into what led to your answers to Questions 7-9. How has your department chair worked with faculty and staff to make the department equitable and inclusive? What else might they do?

General Feedback

11. Overall, how satisfied are you with your department chair’s leadership in 2021-22?

* Very satisfied
* Satisfied
* Somewhat agree
* Somewhat disagree
* Somewhat dissatisfied
* Very dissatisfied

12. Please provide some insight into what led to your answer to Question 11. What were some of your chair’s most contributions to the department? What would you like to see them focus on in the upcoming school year?

The loop and merge functionality was applied to the department chair selection. The following prompt was provided for faculty to select the names of department chairs with whom they had a substantial working relationship:

Q100 Select the Department Chair(s), Department Head(s), Division Head(s), or Faculty Director(s) whom you would like to evaluate.
A set of questions will be displayed for each person you select you select.

For each department chair name selected, the following set of dynamic questions were presented:

Q101 Answer these questions about  **${lm://Field/1}**

DCQ1 Departmental Governance
 Chair 1: **${lm://Field/1}**  involves faculty in decision-making about important issues facing the department.

DCQ2 Departmental Governance
 Chair 2:  **${lm://Field/1}** works with faculty and other stakeholders to develop goals for the department.

DCQ3 Departmental Governance
 Chair 3:  **${lm://Field/1}** works with faculty and other stakeholders to achieve our shared goals for the department.

DCQ4 Departmental Governance
 Chair 4:  **${lm://Field/1}**  allocates department resources (research or travel funding, TA/TF/RA support, etc.) in a transparent manner.

DCQ5 Departmental Governance
 Chair 5:  **${lm://Field/1}** supports my professional goals and activities to the extent possible given available resources.

DCQ6 Departmental Governance
 Chair 6: Please provide some insight into what led to your answers to Questions 1-5. How has **${lm://Field/1}** effectively collaborated with faculty in the ways cited above? What could they do to improve that collaboration?

DCQ7 Equity and Inclusion
 Chair 7:  **${lm://Field/1}** allocates departmental resources (research or travel funding, TA/TF/RA support, etc.) in an equitable manner.

DCQ8 Equity and Inclusion
 Chair 8:  **${lm://Field/1}** works with faculty and staff to promote an inclusive workplace.

DCQ9 Equity and Inclusion
 Chair 9:  **${lm://Field/1}** strives to promote equitable service assignments within the department.

DCQ10 Equity and Inclusion
 Chair 10: Please provide some insight into what led to your answers to Questions 7-9. How has  **${lm://Field/1}**  worked with faculty and staff to make the department equitable and inclusive? What else might they do?

DCQ11 General Feedback
 Chair 11: Overall, how satisfied are you with the leadership of  **${lm://Field/1}** in 2022-2023?

DCQ12 Chair 12: Please provide some insight into what led to your answer to Question 11. What were some of the most significant contributions to the department this academic year? What would you like to see **${lm://Field/1}** focus on in the upcoming academic year?

This year, data were not collected about survey respondents’ home colleges or departments. The committee added this level of anonymity to encourage candid, detailed responses to closely associated administrators, since anyone with a substantive working relationship with the administrator in question was now encouraged to complete the survey for that administrator.