



ACADEMIC ADMINISTRATORS ASSESSMENT 2019-2020

March 6, 2020

Introduction

Every two years, the Faculty Senate directs the Committee on Faculty Concerns to conduct a survey about the academic administrators at Missouri State University (MSU). This is an opportunity for faculty to express their opinions about academic administrators through a survey designed, managed, and reported by fellow faculty members. The Committee on Faculty Concerns includes representatives from every college. This report describes the aggregate data obtained from the current administration of the Academic Administrators Assessment of President, Provost, College Deans, and Department Heads. Data disaggregated by colleges are available in Appendix A. Data disaggregated by department were shared with respective college deans.

The objectives of the study were to:

1. examine faculty members' perceptions of the performance of university academic administrators (President, Provost, College Deans, and Department Heads);
2. identify aspects of the administration that are sources of satisfaction among MSU faculty and those that are sources of dissatisfaction; and
3. investigate faculty members' perceptions of academic administrative support.

COMMITTEE ON FACULTY CONCERNS

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Methodology

The Academic Administrators Assessment Survey was based on previous surveys the Committee on Faculty Concerns has conducted every two years. The committee revised the survey from two years ago (2017-2018) to make the questions more applicable to the level of administrator being evaluated. In many cases, this meant reducing the number of numerical response questions and increasing the number of open-ended questions. This helped distinguish the survey from the Individual Development & Educational Assessment (IDEA) survey, also administered mid-year. In addition, the current survey was shortened to help encourage more participation across the University. A copy of the survey is available in Appendix B.

Instrument

The survey included 28 closed- and open-ended questions, as well as 6 additional demographic questions, which were optional. Faculty were asked to respond to each question using a scale that ranged between 1 and 5, where 1 indicated “strongly disagree”; 2 was “somewhat disagree”; 3 was “neither agree or disagree”; 4 was “somewhat agree”; and 5 was “strongly agree.” The survey included five sections:

1. Satisfaction with the President’s performance on matters of his impact on students, MSU research environment, public affairs mission, and diversity.
2. Satisfaction with the Provost’s performance related to quality of academic programs, balance between teaching and research, shared governance, and diversity.
3. Satisfaction with Deans’ performance on matters of leadership, college goals, balance between teaching and research, climate, and equity.
4. Satisfaction with Department Heads’ performance on matters of leadership, administrative functions, faculty support, climate, and equity.
5. Background information including colleges and departments.

Distribution

All ranked faculty in the Faculty Senate’s distribution email list were eligible to complete the survey. The list includes full-time professors, full-time associate professors, full-time assistant professors, full-time instructors, full-time clinical faculty, and Department Heads who are professor rank.

The Academic Administrators Assessment Survey was conducted through Qualtrics, a leading online survey platform, for the first time. The use of this platform simplified the distribution, collection, and reporting of the survey. The Faculty Senate distributed the survey by email with an embedded anonymous link to the faculty initially in December 2019 and sent a reminder in January 2020. Faculty in some colleges received an additional explanatory message from their faculty representatives on the Committee on Faculty Concerns encouraging their participation. This message described the survey’s objectives and emphasized the differences between the current survey and the IDEA survey on administrators.

Response Rate and Participants Demographics

Through January 2020, 318 faculty members responded, marking a 39% increase in participation over the 2017-2018 survey (228 respondents). In some cases, faculty did not answer all questions, skipped

items within a question, or answered, "I don't know;" so the actual number of responses ranged from 251 to 300 on individual items.

Approximately 37% of the respondents were female, 35% were male, 1% were other gender identity, and 27% preferred not to answer the gender question. Among survey respondents, the majority, 63%, were White/Caucasian, 3% were Asians, 2% were Black/African American, 2% were Hispanic, and 29% preferred not to answer. Tenured faculty comprised the majority of respondents by tenure status (see Table 1), while Assistant Professors encompassed the largest group by faculty rank (see Table 2).

Table 1 – Response by Faculty Rank (n=281)

<i>Tenure Status</i>	<i>Count</i>	<i>Percentage</i>
<i>Tenured</i>	113	40%
<i>Tenure Track</i>	63	22%
<i>Non-Tenure Track</i>	49	17%
<i>Prefer Not To Answer</i>	56	20%

Table 2 – Response by Faculty Rank (n=286)

<i>Declared Rank</i>	<i>Count</i>	<i>Percentage</i>
<i>Clinical</i>	19	7%
<i>Instructor or Sr. Instructor</i>	36	13%
<i>Assistant</i>	64	22%
<i>Associate</i>	40	14%
<i>Full or Distinguished</i>	58	20%
<i>Prefer Not To Answer</i>	69	24%

When looking at participation of faculty by college or other unit, COAL, CHHS and COE had the highest rate (see Table 3).

Table 3 – Distribution of Faculty by College or Unit (n=284)

<i>College or Other Unit</i>	<i>Number Responding</i>	<i>Percentage</i>
<i>COAL</i>	68	24%
<i>CHHS</i>	61	21%
<i>COE</i>	40	14%
<i>CNAS</i>	30	11%
<i>COB</i>	29	10%
<i>CHPA</i>	12	4%
<i>Darr College of Agriculture</i>	8	3%
<i>Greenwood Lab</i>	8	3%
<i>Library</i>	6	2%
<i>School of Accountancy</i>	3	1%
<i>School of Communication Studies</i>	1	0%
<i>Prefer Not To Answer</i>	18	6%

Data Analysis

Given that the survey was distributed as a link, faculty members could use the link more than one time. Since the survey was anonymous, the committee used the IP addresses to clean the dataset and removed repeated entries. There were 342 initial entries including those with repeated IP addresses; some with up to four entries. Most of the repeated entries removed were incomplete surveys. We removed 24 entries, for a total of 318 completed surveys. However, the committee did not remove any of the narrative responses submitted; comments from all entries were considered for this report.

Responses included written comments to questions at the end of every section. The President's section included three items; the number of responses for each item were 102, 56, and 46. There was one open-ended item for each of the other three sections. Responses to the open-ended item in the Provost section included 60 comments, the section for College Deans, which included all colleges, totaled 93 comments, and the Department Heads section had 82 comments.

Results

The results displayed in Tables 4 and 5 show the overall opinion of faculty about the President, Provost, College Deans, and Department Heads compared to findings obtained two years ago. First, we compared the average positive responses for each of the positions assessed. That is, the value for the response "Somewhat Agree" was added to the value for the response "Strongly Agree" to determine the percentage positive response for each of the four positions. Table 4 reveals that the positive values for president, provost and department head average well above 50%.

Table 4 – Average Positive for Each Administrative Position ($n_1=228$, $n_2=300$)

<i>Academic Year</i>	<i>President</i>	<i>Provost</i>	<i>Deans</i>	<i>Heads</i>
2017-2018	78%	59%	49%	68%
2019-2020	78%	64%	66%	65%

When comparing this data to the 2017-2018 survey, it becomes apparent that the average positive responses went up somewhat for the position of Provost and Deans. Of course, it is important to remember that many of the questions changed, so this trend represents a relative change in overall response rather than specific increases. Table 5 shows the mean response for each position. The means are relatively similar to the last survey; note that the mean decreased for the position of President and Department Heads but increased for Deans.

Table 5 – Overall Mean for Each Administrative Position ($n_1=228$, $n_2=300$)

<i>Academic Year</i>	<i>President</i>	<i>Provost</i>	<i>Deans</i>	<i>Heads</i>
2017-2018	4.22	3.73	3.45	3.86
2019-2020	4.13	3.70	3.77	3.71

President

The average of all survey questions regarding the president is 4.13. Faculty believe the president has been an effective ambassador and advocate for the Public Affairs Mission in the University, local, and state communities (4.34) and that his decisions and actions benefit the quality of education, civic mindedness and well-being of MSU students (4.2). His "good job" rank is 4.26. Faculty ranked the President's decisions and actions and their effect on the research environment at MSU lowest (3.7), but generally agree that he promotes appreciation of diversity based on cultural, individual, and ideological differences (4.18). Table 6 shows the results for the president.

Table 6 - Questions and Mean Survey Response for President

Question	SD	D	N	A	SA	Mean	Std Dev	n
The President's decisions and actions benefit the quality of education, civic mindedness and well-being of Missouri State students.	10%	3%	6%	19%	62%	4.20	1.29	298
The President's decisions and actions have strengthened the research environment at Missouri State University.	12 %	7%	16%	28%	37%	3.70	1.35	269
The President has been an effective ambassador and advocate for the public affairs mission in the University, local, and state communities.	11%	2%	3%	9%	75%	4.34	1.32	289
The President promotes appreciation of diversity based on cultural, individual, and ideological differences.	10%	4%	6%	18%	62%	4.18	1.31	290
Overall, the MSU President does a good job.	12%	1%	5%	14%	68%	4.26	1.33	300

Note: SD= Strongly Disagree, D= Somewhat Disagree, N= Neither Agree nor Disagree, A= Somewhat Agree, and SA= Strongly Agree

Faculty offered 204 written comments regarding the President. Overall, they can be broken down into 93 positive comments, 45 neutral comments, and 66 negative comments. Below, there are summaries of the responses for each of the items about the President.

Item: If appropriate, please comment on the President's activities relevant to the morale, commitment, and productivity of university faculty.

Many faculty members expressed their positive views related to the President's job performance, his commitment to the faculty, and positive morale among university faculty. Examples of comments written by faculty include, "The president has been a productive and positive leader"; "I appreciate that we are often a high priority for him"; and "Dr. Smart is extremely student centric and easily approachable for faculty."

A number of faculty members responded negatively regarding faculty morale and referenced faculty salaries and the recent hiring of the new football coach. Faculty members' comments included, "I strongly feel that the president is somewhat disconnected from the faculty body"; "The focus on athletics, particularly a losing football team, is quite demoralizing"; and "To appoint a new football coach without a nationwide search is a questionable move, particularly since the coach's salary will exceed that of most faculty."

Item: If appropriate, please comment on the President's activities, plans for the future, and strategies to overcome challenges.

Analysis of the comments related to this item revealed themes of positive perspectives on the President's strategic planning, direction for the university, and focus on the future. Other positive faculty comments centered around the President's strong leadership, the capital campaign, and increases in university funding. Examples of faculty comments include, "The president has been a productive and positive leader"; "I think that given the financial challenges he has done more than we thought possible"; and "He is visionary in directing the university's future, particularly in facing the challenges of declining enrollment and reduced state budget."

Many faculty members commented negatively on the President's activities, specifically mentioning disapproval of the hiring of the new football coach, costs of the football program, concerns regarding funding for the university, and the need for increased oversight of deans. Faculty members commented, "We really need to cut the football program and re-allocate those resources to other athletic programs. Hope the president will finally investigate this option"; "Our reliance on student enrollment has put us in a difficult financial situation"; and "He needs to be more involved checking the provost and his oversight of the deans."

Item: If appropriate, please comment on the President's support for shared governance in seeking, considering, and integrating faculty input to make decisions.

Faculty responses to this item centered around themes related to the President's respect for shared governance, collaborative decision-making, and listening to faculty input. Comments offered by faculty included, "President Smart respects shared governance and makes decisions in a collaborative and considerate way"; "He is an effective collaborator, and participant of shared governance"; and "Faculty input appears to be appreciated."

Survey responses from several faculty members related to the President's limited implementation of shared governance and lack of consideration of faculty input, and strong autocratic tendencies evidenced among MSU administrators at the dean, college, and department levels. Some faculty members expressed, "Faculty governance is the lowest I have seen at any university. Faculty votes on department heads and deans mean basically nothing"; "Needs to increase the extent of faculty input into decision making"; and "Faculty have very little input into the important decisions. Often it is an exercise in appearance of faculty input, but no real voice that can be measured."

Provost

Faculty ratings for the provost clustered between a mean of 3.7, which is the same as the last survey. The highest rated item was "the Office of the Provost increases on-campus awareness on diversity issues, activities, accomplishments, opportunities and public affairs effectively" (3.83). The Provost has done "a good job" rates at 3.8. The Provost's budgeting priorities insofar as teaching-research balance is concerned (3.48) and the support of shared governance (3.63) are the lowest rated. Each of these is consistent with the last survey from two years ago. Table 7 shows the results for the provost.

Table 7 - Questions and Mean Survey Response for the Provost

Question	SD	D	N	A	SA	Mean	Std Dev	n
The quality of academic programs and graduating students has improved under the Provost's leadership.	8%	9%	17%	25%	40%	3.77	1.30	251
The Office of the Provost effectively conducts, supports, and funds activities to foster a balanced improvement in Teaching & Learning and Research activities.	10%	13%	11%	28%	38%	3.71	1.35	268
The Provost supports shared governance insofar as seeking faculty inputs in formulating policies and procedures that are fair and conducive to faculty development and communicating them.	12%	12%	14%	25%	37%	3.63	1.38	260
The Office of the Provost increases on-campus awareness on diversity issues, activities, accomplishments, opportunities and public affairs effectively.	9%	10%	12%	27%	42%	3.83	1.32	265
Overall, I agree with the Provost's budgeting priorities insofar as teaching-research balance is concerned.	12%	17%	15%	25%	32%	3.48	1.38	252
Overall, the MSU Provost does a good job.	11%	8%	12%	26%	42%	3.80	1.36	273

Note: SD= Strongly Disagree, D= Somewhat Disagree, N= Neither Agree nor Disagree, A= Somewhat Agree, and SA= Strongly Agree

Faculty offered 60 written comments regarding the Provost. Overall, they can be broken down into 14 positive comments, 37 negative, and 9 irrelevant/neutral comments. Below is a summary of those comments.

Item: Please comment on activities of the Provost that pertain to faculty morale, development, productivity, and their support for students.

The comments received about the provost were predominantly negative. There were 14 positive, affirming comments such as: "Dr. Einhellig has a long legacy of doing an excellent job." Other themes that were discussed in the positive comments include his advocacy for and support of teaching, competency, and the he is "science-based". Of the negative comments, there were 12 constructive and 22 explicitly negative comments. The most common critical comment was the lack of support or concern for faculty research and travel to present research findings. The next most frequent critical comment suggested that the focus on retention and recruitment has been too heavy recently and that

oversight of educational quality is suffering as a result, encouraging grade inflation and pass rates in dual credit and other courses. Third, there were comments about faculty relationships with Deans. The respondents would like to see the Provost increase his involvement in these conflicts and deal with those Deans that have a negative attitude. Other less frequent comments included the need for greater focus on increasing faculty hires and equity in pay, criticism of the Provost's tenure, leadership style (antiquated, autocratic, adversarial, unapproachable, and disrespectful of individual faculty members), concerns that the Provost was not supportive of shared governance, lack of communication from the Office of the Provost, and the need for more funding for diversity training programs for faculty.

Deans

The overall mean for all college deans was 3.77, which as mentioned above, is higher than 3.45, the mean from two years ago. Among the deans, the highest means occur for being effective leaders (3.83), support for quality ideas for strengthening the college (3.87) and the fairness and efficiency of the administrative functions and support staff (3.93). Agreement with budgeting priorities insofar as a teaching-research balance is concerned (3.65) and promotion of a climate of fairness and equity (3.6) rank lowest. Table 8 shows the results for all college deans. For disaggregated data by college, see Appendix A.

Table 8 - Questions and Mean Survey Response for All College Deans

Question	SD	D	N	A	SA	Mean	Std Dev	n
My college Dean is an effective leader.	13%	8%	12%	24%	43%	3.83	1.39	262
Sound plans are implemented to accomplish college goals.	11%	13%	16%	23%	38%	3.77	1.41	252
Overall, I agree with the dean's budgeting priorities insofar as a teaching-research balance is concerned.	13%	10%	12%	22%	44%	3.65	1.37	247
Challenges associated with moving toward college goals are identified and addressed.	13%	6%	11%	20%	50%	3.73	1.43	255
The Dean supports quality ideas for strengthening the college.	19%	8%	11%	16%	46%	3.87	1.43	261
The Dean promotes a climate of fairness and equity.	11%	7%	12%	17%	53%	3.60	1.58	264
The college's administrative functions and support staff operate fairly and are run efficiently.	11%	10%	9%	24%	46%	3.93	1.40	261

Note: SD= Strongly Disagree, D= Somewhat Disagree, N= Neither Agree nor Disagree, A= Somewhat Agree, and SA= Strongly Agree

Respondents offered 93 written comments regarding the deans. Overall, they can be broken down into 33 positive comments, 25 neutral comments, and 35 negative comments.

Department Heads

The overall mean on the survey for all department heads was 3.71, which is lower than the mean of 3.86 two years ago. Department heads scored well for issues such as fair and efficient running of administrative functions and staff (3.81) and promotion of a climate of fairness and equality (3.17). However, recognizing and rewarding productive efforts of faculty (3.69) and being an effective leader (3.63) rank slightly lower. See Table 9 for full results.

Table 9 - Questions and Mean Survey Response for Department Heads

Question	SD	D	N	A	SA	Mean	Std Dev	n
My Department Head/School Director is an effective leader.	17%	12%	6%	22%	43%	3.63	1.54	280
Faculty members' productive efforts are recognized and rewarded.	14%	11%	9%	21%	44%	3.69	1.48	279
The Department Head/School Director promotes a climate of fairness and equality.	16%	12%	7%	13%	52%	3.71	1.58	276
The administrative functions and support staff of the department/school operate fairly and are run efficiently.	13%	12%	8%	16%	51%	3.81	1.48	276

Note: SD= Strongly Disagree, D= Somewhat Disagree, N= Neither Agree nor Disagree, A= Somewhat Agree, and SA= Strongly Agree

Respondents offered 82 written comments regarding the department heads. Overall, they can be broken down into 32 positive comments, 11 neutral comments, and 39 negative comments. This breakdown is consistent with results from two years ago. Comments represented a wide range of general and specific comments.

Conclusions and Limitations

Compared to the survey administered two years ago, the number of respondents to the Academic Administrators Assessment this year was considerably higher. The increase could be due to additional efforts the Committee on Faculty Concerns devoted to the endeavor. These efforts included: revising the wording on the original survey, reducing the length of the instrument, sending a reminder before the survey was due, and reaching out to faculty through college administrative assistants.

Overall, faculty members' perceptions of the MSU academic administrators has not changed drastically from the last time this survey was conducted. Results indicate that the highest survey ratings are for the President, followed by the other three administrator positions. Overall ratings were similar two years ago.

This year, the President's mean ratings were between 3.70 and 4.34 from a scale of 1 to 5. Faculty are the most satisfied with the President's performance at being an effective ambassador and advocate for the public affairs mission in the University, local, and state communities. Faculty were less satisfied

with his performance when it comes to the President's decisions and actions related to strengthening the research environment at MSU. Eighty-two percent of the respondents agreed the President does a good job.

The Provost's ratings were lower than the President's, with average ratings ranging from 3.48 to 3.80. Faculty rated the Provost highest for the item related to increases in on-campus awareness on diversity issues, activities, accomplishments, opportunities and public affairs. The lowest average rating was related to budgeting priorities about the teaching-research balance. Sixty-eight percent of the respondents agreed the Provost does a good job.

When faculty were asked about the leadership of college Deans and Department Heads, their responses were mainly positive. Sixty-seven percent of the faculty who completed the survey perceived that their Deans were effective leaders. Sixty-five percent of the respondents reported their Department Head was an efficient leader.

There were several limitations noted while conducting the survey. The main limitations are listed below:

1. Some faculty were reluctant to completing one more survey when little action has been taking in the past after survey results had been presented to Faculty Senate.
2. The Committee on Faculty Concerns does not have access to the emails of all MSU faculty members. Faculty Senate sends the survey on behalf of the committee. This causes three issues:
 - a. The committee does not know the total number of emails in that listserv, which impedes the calculation of a response rate.
 - b. The survey needs to be distributed as an anonymous link that can be accessed more than once.
 - c. The committee cannot tell who has completed the survey or not, which prevents us from sending individualize reminders and thank you emails.
3. Some omissions or mistakes were noted on the survey. The name of the College of Agriculture was incorrect, and the name of one of the departments was not included in the list of departments.

Appendix A

Deans Reports

CHHS – Dean Report

Academic Administrators Assessment 2019-2020

Rate your agreement with the following statements about your college Dean.

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	My college Dean is an effective leader.	5.13%	2	7.69%	3	12.82%	5	20.51%	8	53.85%	21	39
2	Sound plans are implemented to accomplish college goals.	5.88%	2	5.88%	2	17.65%	6	20.59%	7	50.00%	17	34
3	Overall, I agree with the dean's budgeting priorities insofar as a teaching-research balance is concerned.	3.33%	1	3.33%	1	26.67%	8	36.67%	11	30.00%	9	30
4	Challenges associated with moving toward college goals are identified and addressed.	7.69%	3	2.56%	1	12.82%	5	20.51%	8	56.41%	22	39
5	The Dean supports quality ideas for strengthening the college.	9.30%	4	2.33%	1	9.30%	4	18.60%	8	60.47%	26	43
	The Dean promotes a climate of fairness and equity.	11.63%	5	2.33%	1	13.95%	6	13.95%	6	58.14%	25	43
	The college's administrative functions and support staff operate fairly and are run efficiently.	2.27%	1	2.27%	1	13.64%	6	15.91%	7	65.91%	29	44

CHPA – Dean Report

Academic Administrators Assessment 2019-2020

Rate your agreement with the following statements about your college Dean.

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	My college Dean is an effective leader.	8.33%	1	8.33%	1	8.33%	1	50.00%	6	25.00%	3	12
2	Sound plans are implemented to accomplish college goals.	8.33%	1	8.33%	1	25.00%	3	25.00%	3	33.33%	4	12
3	Overall, I agree with the dean's budgeting priorities insofar as a teaching-research balance is concerned.	8.33%	1	25.00%	3	8.33%	1	33.33%	4	25.00%	3	12
4	Challenges associated with moving toward college goals are identified and addressed.	10.00%	1	20.00%	2	10.00%	1	30.00%	3	30.00%	3	10
5	The Dean supports quality ideas for strengthening the college.	20.00%	2	10.00%	1	10.00%	1	30.00%	3	30.00%	3	10
	The Dean promotes a climate of fairness and equity.	16.67%	2	25.00%	3	8.33%	1	16.67%	2	33.33%	4	12
	The college's administrative functions and support staff operate fairly and are run efficiently.	16.67%	2	8.33%	1	8.33%	1	8.33%	1	58.33%	7	12

CNAS – Dean Report

Academic Administrators Assessment 2019-2020

Rate your agreement with the following statements about your college Dean.

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	My college Dean is an effective leader.	3.33%	1	10.00%	3	13.33%	4	36.67%	11	36.67%	11	30
2	Sound plans are implemented to accomplish college goals.	6.90%	2	3.45%	1	17.24%	5	44.83%	13	27.59%	8	29
3	Overall, I agree with the dean's budgeting priorities insofar as a teaching-research balance is concerned.	6.90%	2	10.34%	3	24.14%	7	27.59%	8	31.03%	9	29
4	Challenges associated with moving toward college goals are identified and addressed.	6.90%	2	13.79%	4	17.24%	5	31.03%	9	31.03%	9	29
5	The Dean supports quality ideas for strengthening the college.	6.67%	2	10.00%	3	13.33%	4	33.33%	10	36.67%	11	30
	The Dean promotes a climate of fairness and equity.	10.34%	3	3.45%	1	13.79%	4	31.03%	9	41.38%	12	29
	The college's administrative functions and support staff operate fairly and are run efficiently.	10.00%	3	3.33%	1	20.00%	6	13.33%	4	53.33%	16	30

Darr COA – Dean Report

Academic Administrators Assessment 2019-2020

Rate your agreement with the following statements about your college Dean.

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	My college Dean is an effective leader.	28.57%	2	14.29%	1	42.86%	3	14.29%	1	0.00%	0	7
2	Sound plans are implemented to accomplish college goals.	42.86%	3	0.00%	0	42.86%	3	14.29%	1	0.00%	0	7
3	Overall, I agree with the dean's budgeting priorities insofar as a teaching-research balance is concerned.	28.57%	2	42.86%	3	28.57%	2	0.00%	0	0.00%	0	7
4	Challenges associated with moving toward college goals are identified and addressed.	42.86%	3	14.29%	1	42.86%	3	0.00%	0	0.00%	0	7
5	The Dean supports quality ideas for strengthening the college.	42.86%	3	0.00%	0	14.29%	1	42.86%	3	0.00%	0	7
	The Dean promotes a climate of fairness and equity.	42.86%	3	0.00%	0	42.86%	3	0.00%	0	14.29%	1	7
	The college's administrative functions and support staff operate fairly and are run efficiently.	0.00%	0	42.86%	3	14.29%	1	14.29%	1	28.57%	2	7

COAL - Dean Report

Academic Administrators Assessment 2019-2020

Rate your agreement with the following statements about your college Dean.

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	My college Dean is an effective leader.	14.29%	9	11.11%	7	6.35%	4	15.87%	10	52.38%	33	63
2	Sound plans are implemented to accomplish college goals.	13.56%	8	10.17%	6	8.47%	5	22.03%	13	45.76%	27	59
3	Overall, I agree with the dean's budgeting priorities insofar as a teaching-research balance is concerned.	11.48%	7	9.84%	6	13.11%	8	18.03%	11	47.54%	29	61
4	Challenges associated with moving toward college goals are identified and addressed.	14.75%	9	11.48%	7	9.84%	6	18.03%	11	45.90%	28	61
5	The Dean supports quality ideas for strengthening the college.	14.75%	9	8.20%	5	6.56%	4	11.48%	7	59.02%	36	61
	The Dean promotes a climate of fairness and equity.	23.44%	15	9.38%	6	7.81%	5	9.38%	6	50.00%	32	64
	The college's administrative functions and support staff operate fairly and are run efficiently.	14.75%	9	1.64%	1	9.84%	6	21.31%	13	52.46%	32	61

COB – Dean Report

Academic Administrators Assessment 2019-2020

Rate your agreement with the following statements about your college Dean.

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	My college Dean is an effective leader.	6.90%	2	3.45%	1	3.45%	1	20.69%	6	65.52%	19	29
2	Sound plans are implemented to accomplish college goals.	10.34%	3	3.45%	1	3.45%	1	17.24%	5	65.52%	19	29
3	Overall, I agree with the dean's budgeting priorities insofar as a teaching-research balance is concerned.	6.90%	2	17.24%	5	6.90%	2	13.79%	4	55.17%	16	29
4	Challenges associated with moving toward college goals are identified and addressed.	10.34%	3	3.45%	1	6.90%	2	17.24%	5	62.07%	18	29
5	The Dean supports quality ideas for strengthening the college.	10.34%	3	3.45%	1	6.90%	2	17.24%	5	62.07%	18	29
	The Dean promotes a climate of fairness and equity.	14.81%	4	0.00%	0	7.41%	2	14.81%	4	62.96%	17	27
	The college's administrative functions and support staff operate fairly and are run efficiently.	14.81%	4	3.70%	1	11.11%	3	11.11%	3	59.26%	16	27

COE – Dean Report

Academic Administrators Assessment 2019-2020

Rate your agreement with the following statements about your college Dean.

#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	My college Dean is an effective leader.	20.00%	8	10.00%	4	7.50%	3	30.00%	12	32.50%	13	40
2	Sound plans are implemented to accomplish college goals.	20.00%	8	10.00%	4	7.50%	3	30.00%	12	32.50%	13	40
3	Overall, I agree with the dean's budgeting priorities insofar as a teaching-research balance is concerned.	20.51%	8	20.51%	8	2.56%	1	30.77%	12	25.64%	10	39
4	Challenges associated with moving toward college goals are identified and addressed.	20.51%	8	10.26%	4	10.26%	4	25.64%	10	33.33%	13	39
5	The Dean supports quality ideas for strengthening the college.	20.51%	8	5.13%	2	12.82%	5	25.64%	10	35.90%	14	39
	The Dean promotes a climate of fairness and equity.	27.50%	11	15.00%	6	7.50%	3	20.00%	8	30.00%	12	40
	The college's administrative functions and support staff operate fairly and are run efficiently.	17.95%	7	12.82%	5	5.13%	2	25.64%	10	38.46%	15	39

Appendix B
Instrument 2019-2020

Academic Administrators Assessment

2019-2020

Q1.1 Rate your agreement with the following statements about the President.

Scale: Strongly disagree (1), Somewhat disagree (2), Neither agree nor disagree (3), Somewhat agree (4), Strongly agree (5), and I don't know (missing)

1. The President's decisions and actions benefit the quality of education, civic mindedness and well-being of Missouri State students.
2. The President's decisions and actions have strengthened the research environment at Missouri State University.
3. The President has been an effective ambassador and advocate for the public affairs mission in the University, local, and state communities.
4. The President promotes appreciation of diversity based on cultural, individual, and ideological differences.
5. Overall, the MSU President does a good job.

Q1.2 If appropriate, please comment on the President's activities relevant to the morale, commitment, and productivity of university faculty.

Q1.3 If appropriate, please comment on the President's activities, plans for the future, and strategies to overcome challenges.

Q1.5 If appropriate, please comment on the President's support for shared governance in seeking, considering, and integrating faculty input to make decisions.

Q2.1 Rate your agreement with the following statements about the Provost.

Scale: Strongly disagree (1), Somewhat disagree (2), Neither agree nor disagree (3), Somewhat agree (4), Strongly agree (5), and I don't know (missing)

1. The quality of academic programs and graduating students has improved under the Provost's leadership.
2. The Office of the Provost effectively conducts, supports, and funds activities to foster a balanced improvement in Teaching & Learning and Research activities.

3. The Provost supports shared governance insofar as seeking faculty inputs in formulating policies and procedures that are fair and conducive to faculty development and communicating them.
4. The Office of the Provost increases on-campus awareness on diversity issues, activities, accomplishments, opportunities and public affairs effectively.
5. Overall, I agree with the Provost's budgeting priorities insofar as teaching-research balance is concerned.
6. Overall, the MSU Provost does a good job.

Q2.2 Please comment on activities of the Provost that pertain to faculty morale, development, productivity, and their support for students.

Q3.1 Rate your agreement with the following statements about your college Dean.

Scale: Strongly disagree (1), Somewhat disagree (2), Neither agree nor disagree (3) Somewhat agree (4), Strongly agree (5), and I don't know (missing)

1. My college Dean is an effective leader.
2. Sound plans are implemented to accomplish college goals.
3. Overall, I agree with the dean's budgeting priorities insofar as a teaching-research balance is concerned.
4. Challenges associated with moving toward college goals are identified and addressed.
5. The Dean supports quality ideas for strengthening the college.
6. The Dean promotes a climate of fairness and equity.
7. The college's administrative functions and support staff operate fairly and are run efficiently.

Q3.2

If appropriate, please comment on the Dean's activities that pertain to leadership, planning, budgeting, and communication of future priorities, policies, and issues.

Q4.1 Rate your agreement with the following statements about your Department Head.

Scale: Strongly disagree (1), Somewhat disagree (2), Neither agree nor disagree (3) Somewhat agree (4), Strongly agree (5), and I don't know (missing)

1. My Department Head/School Director is an effective leader.
2. Faculty members' productive efforts are recognized and rewarded.
3. The Department Head/School Director promotes a climate of fairness and equality.

4. The administrative functions and support staff of the department/school operate fairly and are run efficiently.

Q4.2

If appropriate, please comment on the Department Head's activities that pertain to leadership, budgeting, collaborative decision making, and goals for the department.

Q5.1 What is your faculty rank?

- Clinical Faculty (1)
- Instructor/Sr Instructor (2)
- Assistant Professor (3)
- Associate Professor (4)
- Professor/Distinguished Professor (5)
- Prefer Not To Answer (6)

Q5.2 What is your tenure status?

- Tenured (1)
- Tenure Track (2)
- Non-Tenure Track (3)
- Prefer Not To Answer (4)

Q5.3 Choose your college

- COAL (1)
- School of Comm Studies (2)
- COB (3)
- School of Accountancy (4)
- COE (5)
- Greenwood Lab (6)
- CHHS (7)
- CNAS (8)
- Graduate (9)
- Library (10)
- Darr (11)
- CHPS (12)
- Prefer Not To Answer (13)

Q5.4 Choose you academic department

- Accountancy, School of (2)
- Art and Design Department (3)

- Biology Department (4)
- Biomedical Sciences Department (5)
- Chemistry Department (6)
- Childhood Education and Family Studies, Department of (7)
- Communication Sciences and Disorders, Department of (8)
- Communication, Department of (9)
- Computer Information Systems, Department of (10)
- Computer Science, Department of (11)
- Counseling, Leadership and Special Education, Department of (12)
- Criminology and Criminal Justice Department (13)
- Darr School of Agriculture, William H. (14)
- Defense and Strategic Studies Department (15)
- Economics Department (16)
- English Department (17)
- Finance and General Business Department (18)
- Geography, Geology, and Planning Department (19)
- Greenwood Laboratory School (20)
- History Department (21)
- Hospitality and Restaurant Administration Department (22)
- Kinesiology Department (23)
- Libraries (24)
- Management Department (25)
- Marketing Department (26)
- Mathematics Department (27)
- Media, Journalism & Film, Department of (28)
- Merchandising and Fashion Design, Department of (29)
- Military Science Department (30)
- Modern and Classical Languages Department (31)
- Music Department (32)
- Nursing Department (33)
- Philosophy Department (34)
- Physical Therapy Department (35)
- Physician Assistant Studies Department (36)
- Physics, Astronomy and Materials Science (37)
- Political Science Department (38)
- Psychology Department (39)
- Reading, Foundations, and Technology, Department of (RFT) (40)
- Religious Studies Department (41)
- Social Work, School of (42)
- Sociology and Anthropology Department (43)
- Sports Medicine and Athletic Training Department (44)
- Technology and Construction Management, Department of (45)
- Theatre and Dance Department (46)
- Prefer Not To Answer (1)

Q5.5 To which gender identity do you most identify?

- Female (1)
- Male (2)
- Transgender Female (3)
- Transgender Male (4)
- Non-Conforming/Gender Variant (5)
- Not Listed (6) _____
- Prefer Not To Answer (7)

Q5.6 To which ethnicity do you identify? Select all that apply.

1. Asian (1)
2. Black/African (2)
3. Caucasian (3)
4. Hispanic/Latinx (4)
5. Native American (5)
6. Pacific Islander (6)
7. Other (8) _____
8. Prefer Not To Answer (7)