Institutional Leadership

FAIZA ZALILA, LORY SANTIAGO-VAZQUEZ

January 15, 2021

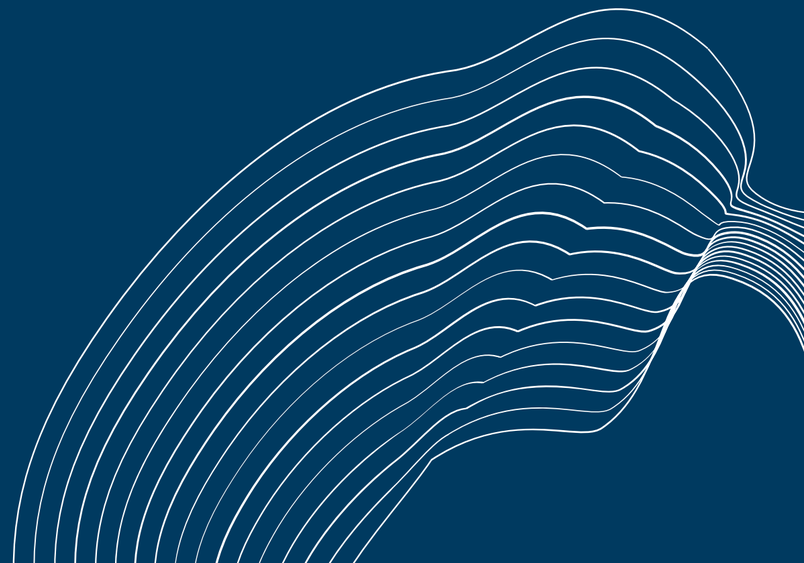
Institutional Leadership

Leadership: Senior (President/Provost)

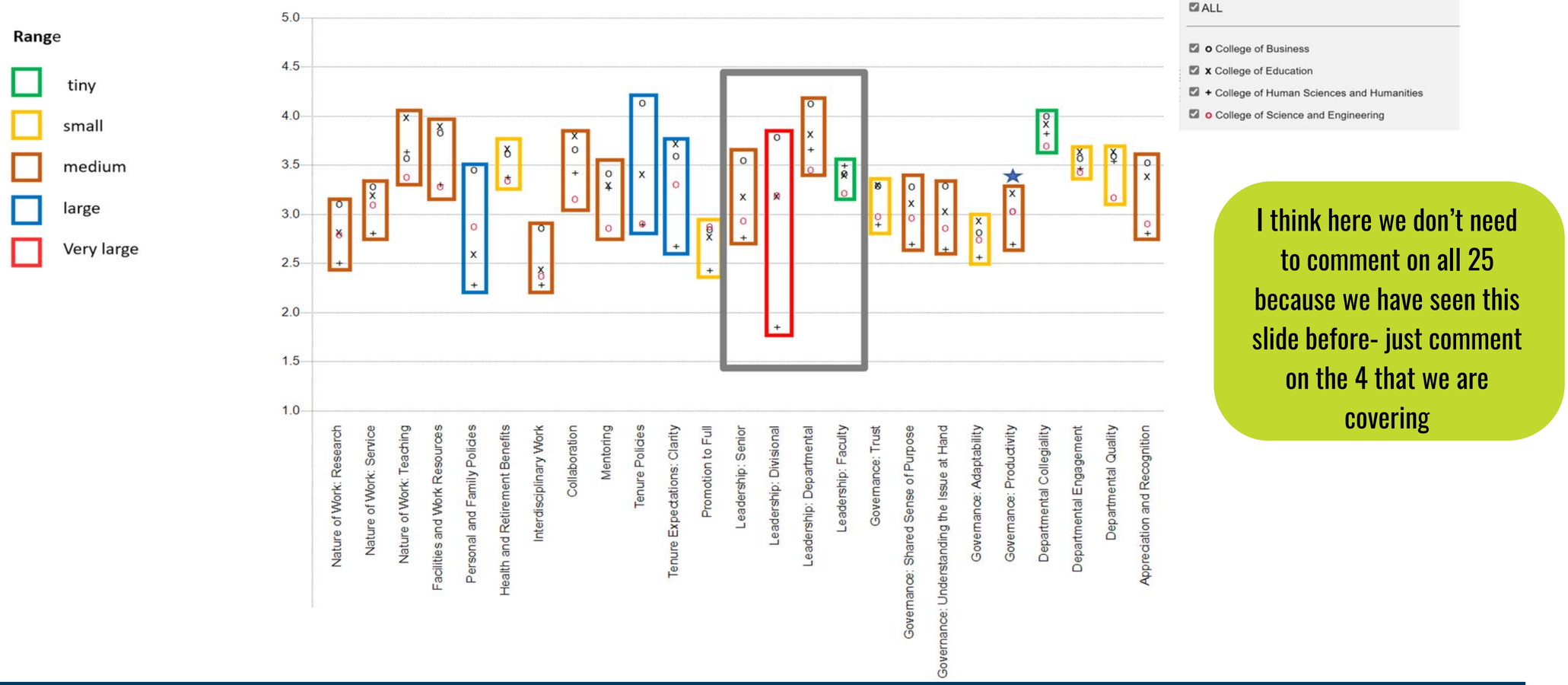
Leadership: Divisional (Deans)

Leadership: Departmental (Chairs/Directors)

Leadership: Faculty (Senate)



Disparity Across Colleges at our Institution



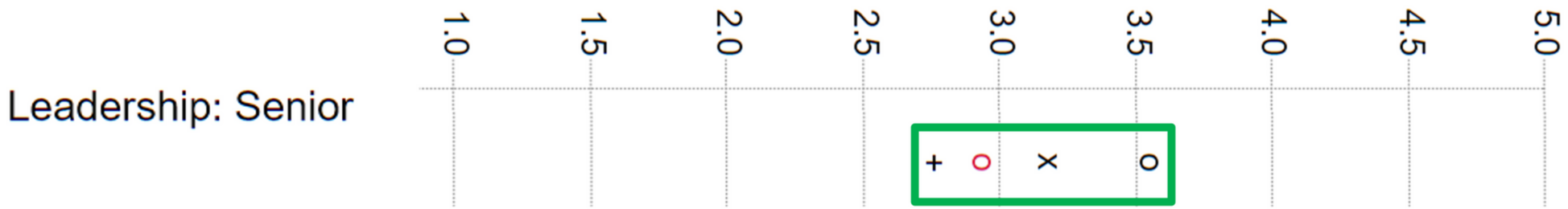
I think here we don't need to comment on all 25 because we have seen this slide before- just comment on the 4 that we are covering

Leadership division, which is tackled at today's presentation, is one of the benchmarks with the most pronounced dispersion
On the other hand, Faculty leadership shows the smallest disparity across all benchmarks and themes. There is pretty much consensus among faculty from all colleges on that theme.

Senior Leadership:

President & Provost

Senior Leadership- College Level



Use checkbox to hide/display symbols on the view.

- [x] ALL

- [x] **o** College of Business
- [x] **x** College of Education
- [x] **+** College of Human Sciences and Humanities
- [x] **o** College of Science and Engineering

Overall UHCL Mean: 3.0

COB: 3.53

COE: 3.16

CSE: 2.92

HSH: 2.73

Senior Leadership- University Level

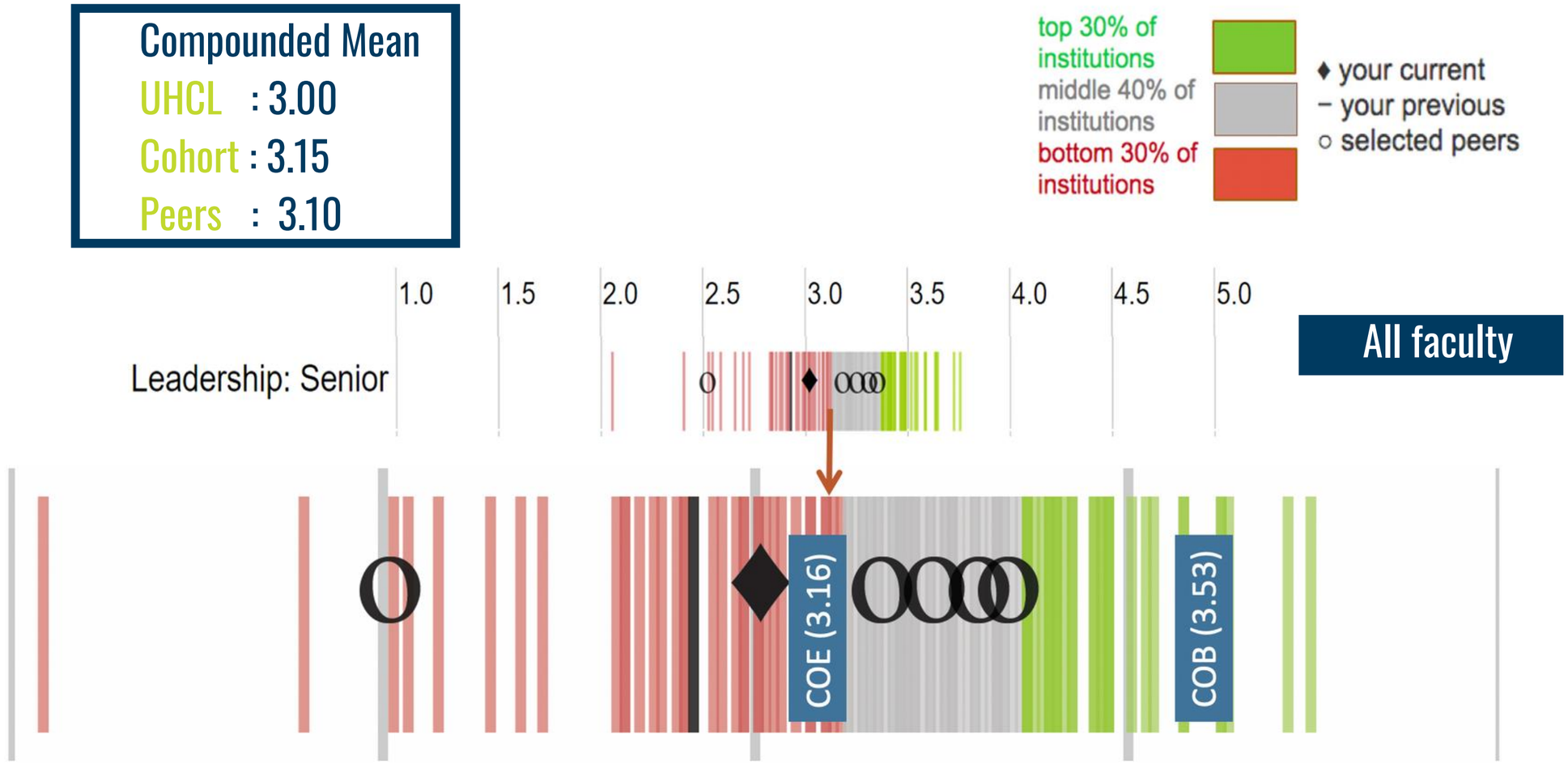
Comparative Position (Peers & Cohort)

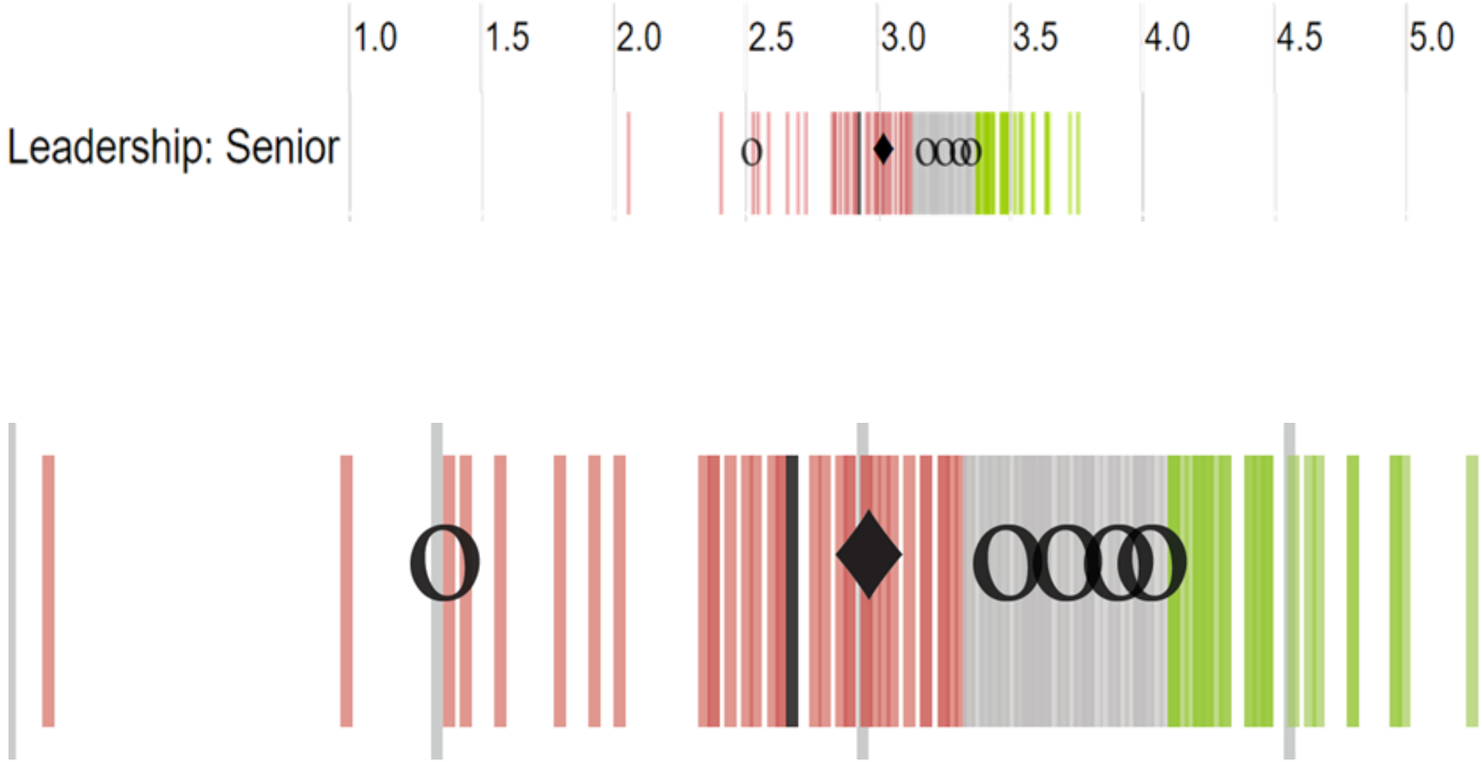
Compounded Mean

UHCL : 3.00

Cohort : 3.15

Peers : 3.10




1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
Leadership: Senior

Senior Leadership- University Level

Between Groups and Within Campus

Compounded Mean
UHCL : 3.00
Cohort : 3.15
Peers : 3.10

Your results compared to PEERS ◂
Your results compared to COHORT ▸

Areas of strength in GREEN
Areas of concern in RED

Within campus differences
sm (.1) med. (.3) lrg. (.5)

	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2016
Leadership: Senior	3.00	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	tenured	tenured	assoc		white	white	white	
Pres/Chancellor: Pace of decision making (President)	3.07	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	▸	tenured	tenured	assoc	men	white	white	white	
Pres/Chancellor: Stated priorities	3.13	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	▸	tenured	tenured			white	white	white	
Pres/Chancellor: Communication of priorities	2.94	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	tenured	tenured	assoc		white	white	white	-
CAO: Pace of decision making (Provost)	3.05	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	tenured	tenured	assoc	women	white	white		+
CAO: Stated priorities	2.98	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	tenured	tenured		women	white	white	white	+
CAO: Communication of priorities	2.82	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	tenured	tenured	assoc	women	white	white		+
CAO: Ensuring faculty input	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Areas of Strength vs Areas of Improvement

Strengths	Need to Improve
Pace of decision making & stated priorities of President: + URM, FOC and full	Pre-ten: Important group since they need to be well-informed because of their status
Overall: URM, FOC and full professors seem ok in this area for both President & Provost	White faculty, and in some areas tenured faculty, are not as satisfied
Men, Full, URM: ok with Provost	Can improve communication & stated priorities

OK = ~3.0

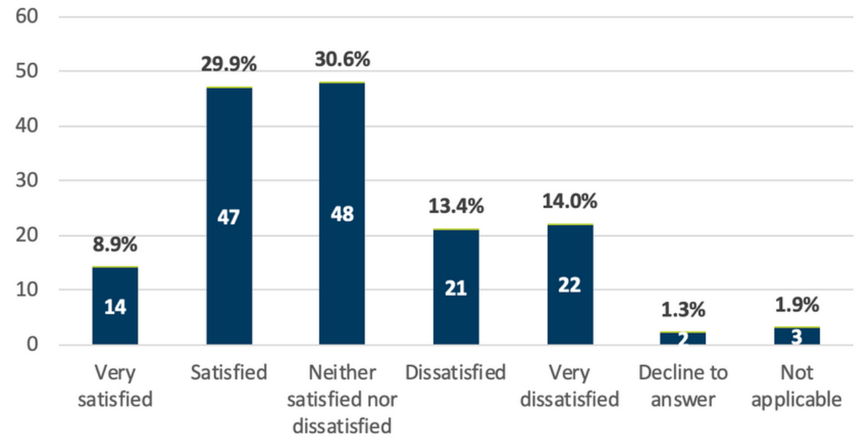
Interesting observation: URM, FOC, & Full trend slightly positive, but White & Pre-Ten trend slightly negative

Areas of Strengths vs. Areas for Improvement

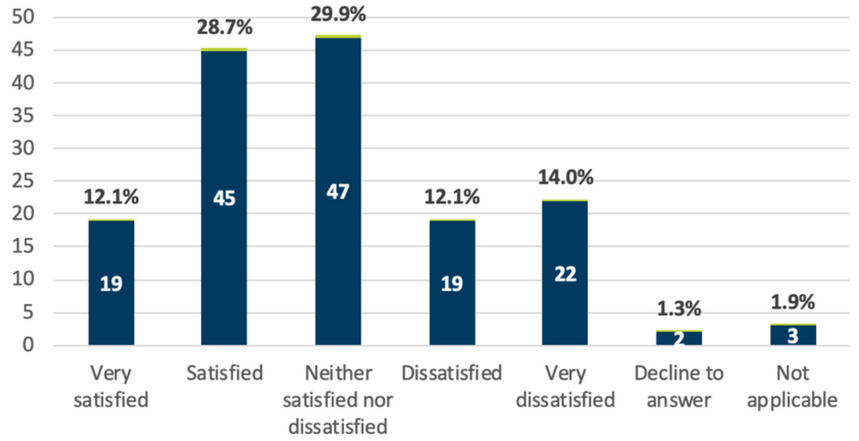
Strengths	Need to Improve
Pace of decision making & stated priorities of President: + URM, FOC and full	Pre-ten: Important group since they need to be well-informed because of their status
Overall: URM, FOC and full professors seem ok in this area for both President & Provost	White faculty, and in some areas tenured faculty, are not as satisfied
Men, Full, URM: ok with Provost	Can improve communication & stated priorities

Appendix- Frequencies??
Responses Across Senior Leadership

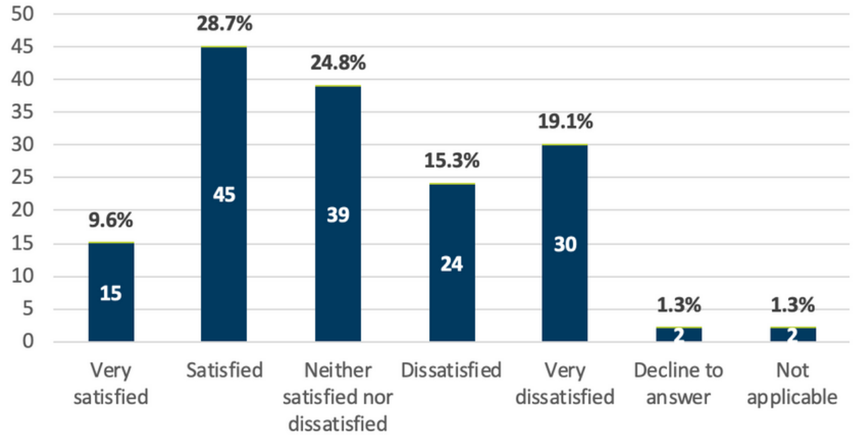
Pres/Chancellor: Pace of decision making

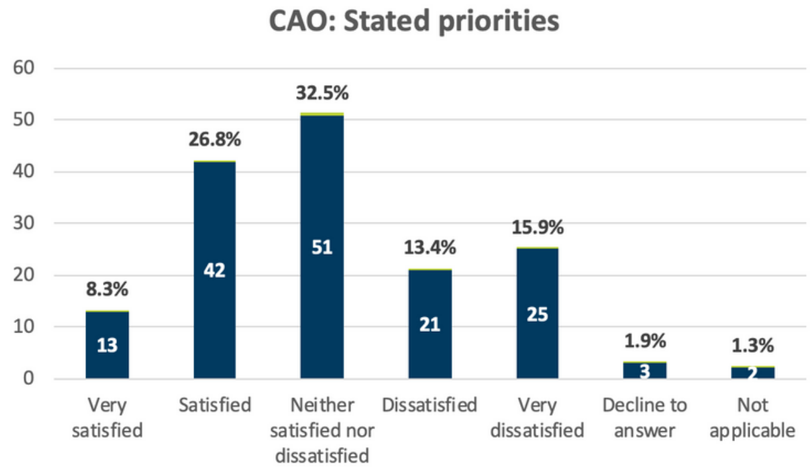


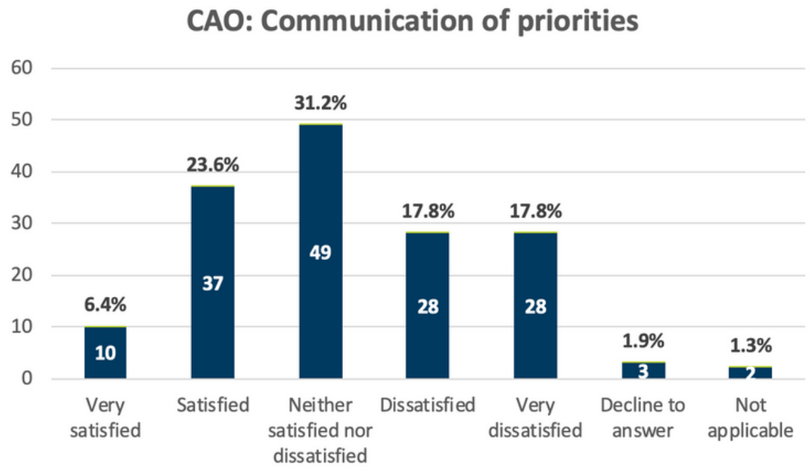
Pres/Chancellor: Stated priorities

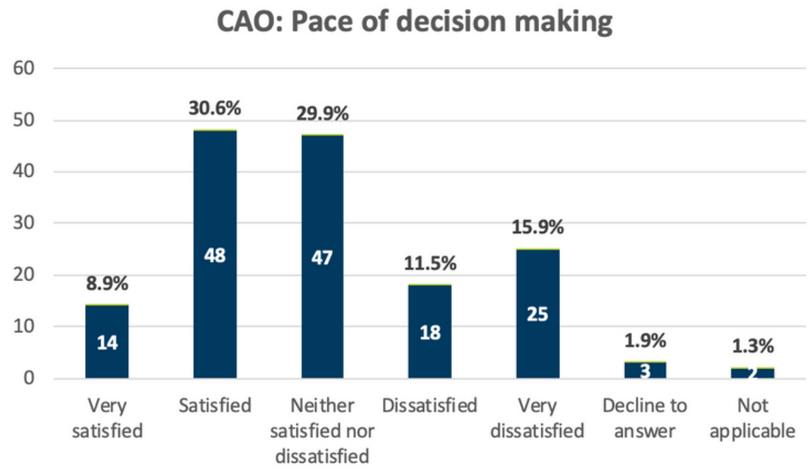


Pres/Chancellor: Communication of priorities




CAO: Stated priorities
60
50
40
30
20
10
0
8.3%
13
26.8%
42
32.5%
51
13.4%
21
15.9%
25
1.9%
3
1.3%
2
Very satisfied
Satisfied
Neither satisfied nor dissatisfied
Dissatisfied
Very dissatisfied
Decline to answer
Not applicable

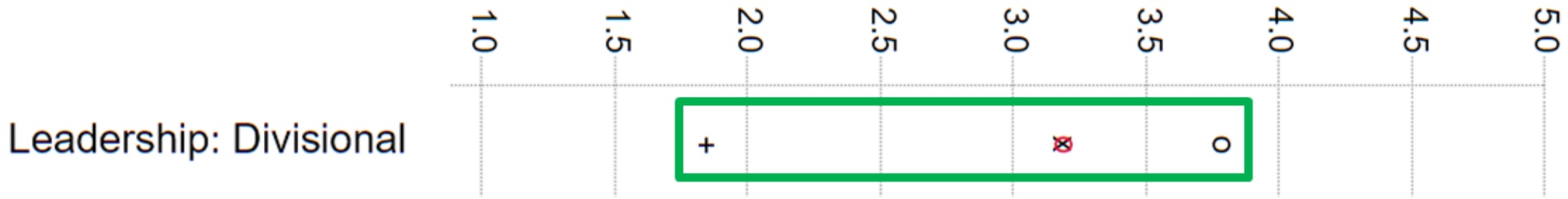

CAO: Communication of priorities
60
50
40
30
20
10
0
6.4%
10
23.6%
37
31.2%
49
17.8%
28
17.8%
28
1.9%
3
1.3%
2
Very satisfied
Satisfied
Neither satisfied nor dissatisfied
Dissatisfied
Very dissatisfied
Decline to answer
Not applicable


CAO: Pace of decision making
60
50
40
30
20
10
0
8.9%
14
30.6%
48
29.9%
47
11.5%
18
15.9%
25
1.9%
3
1.3%
2
Very satisfied
Satisfied
Neither satisfied nor dissatisfied
Dissatisfied
Very dissatisfied
Decline to answer
Not applicable

Divisional Leadership:

Deans

Divisional Leadership- College Level



Use checkbox to hide/display symbols on the view.

- ☑ ALL
- ☑ o College of Business
- ☑ x College of Education
- ☑ + College of Human Sciences and Humanities
- ☑ o College of Science and Engineering

Overall UHCL Mean: 2.76

- COB: 3.77
- COE: 3.17
- CSE: 3.17
- HSH: 1.82

Divisional Leadership- University Level

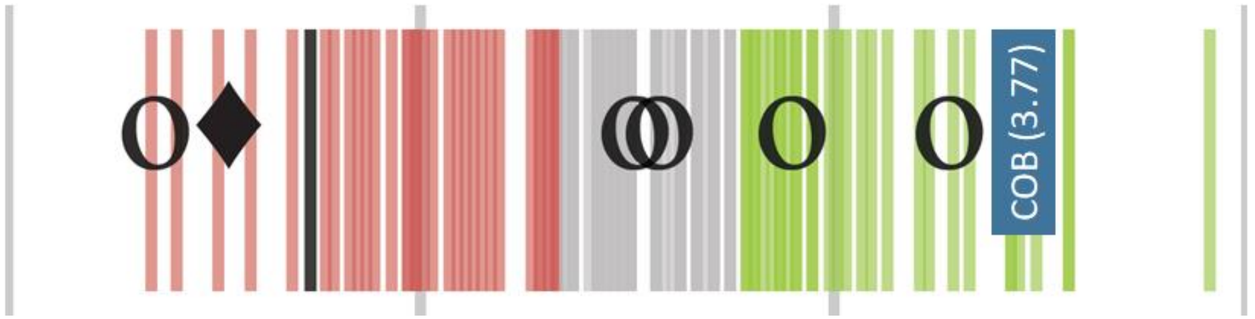
Comparative Position (Peers & Cohort)

top 30% of institutions
middle 40% of institutions
bottom 30% of institutions

♦ your current
– your previous
○ selected peers

Compounded Mean
UHCL: 2.76
Cohort: 3.23
Peers: 3.25

All faculty



Divisional Leadership- University Level

Between Groups and Within Campus

Compounded Mean

UHCL: 2.76

Cohort: 3.23

Peers: 3.25

Your results compared to PEERS ◂
Your results compared to COHORT ▸

Areas of strength in GREEN
Areas of concern in RED

Within campus differences
sm (.1) med. (.3) lrg. (.5)

	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2016
Leadership: Divisional	2.76	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	tenured	ntt	assoc	women	white	white		
Dean: Pace of decision making	2.75	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	tenured	ntt		women	white	white		-
Dean: Stated priorities	2.80	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	tenured	ntt	assoc	women		white	urm	-
Dean: Communication of priorities	2.73	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	tenured	ntt	assoc	women	white	white		-
Dean: Ensuring faculty input	2.73	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	◂▸	tenured			women	white	white		

Areas of Strengths vs. Areas for Improvement

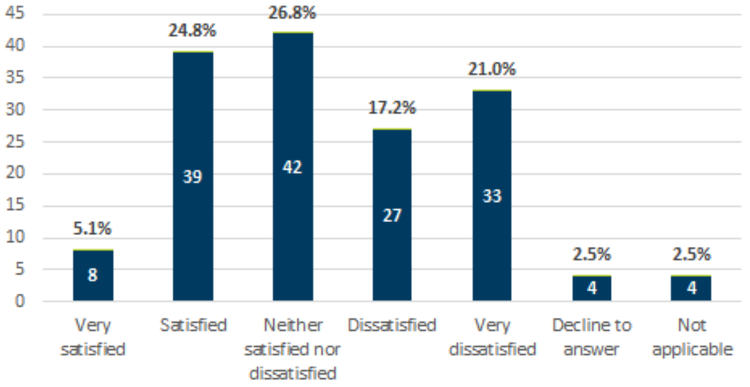
Strengths	Need to Improve
COB strongest response. CSE and COE trend positive.	HSH: ratio = 1.82. The comments and our HSH colleagues might provide some clarity on this
Asian and Men: OK	Pace of decision making, stated priorities, communication, & faculty input

Interesting observation: This one needs to be looked at per College since responses are vastly different

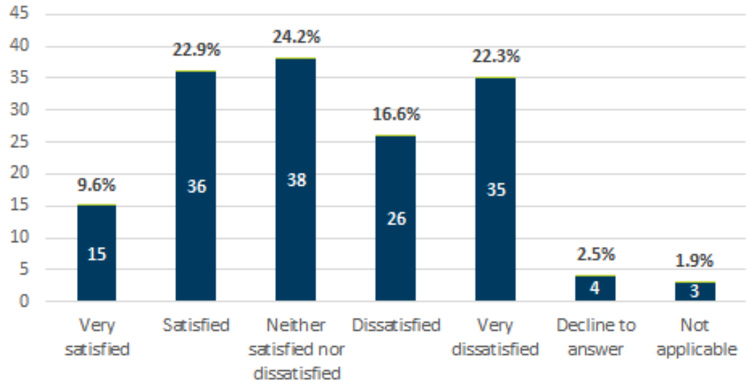
=OK ~3.0z

Appendix- Frequencies??
Responses Across Divisional Leadership

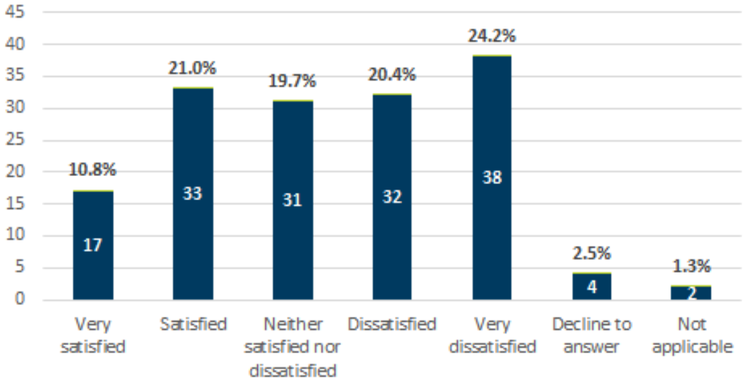
Dean: Pace of decision making



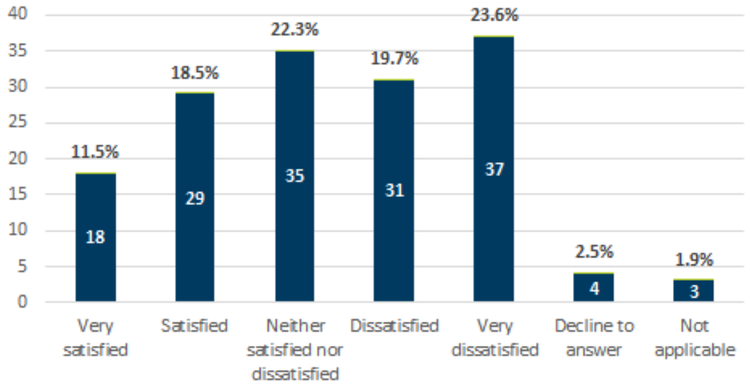
Dean: Stated priorities



Dean: Communication of priorities

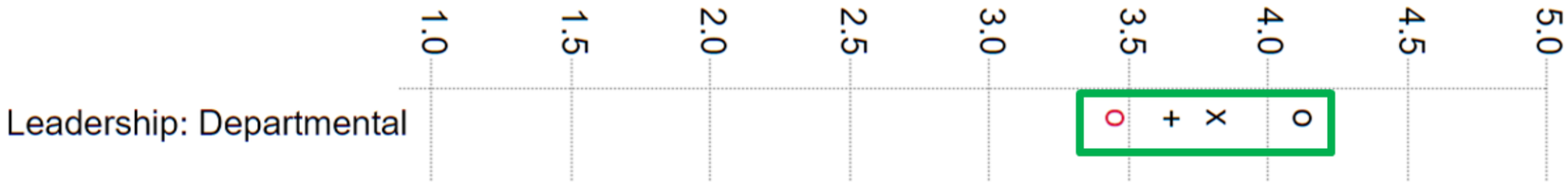


Dean: Ensuring faculty input



Departmental Leadership: ?Chairs & Directors

Departmental Leadership- College Level



Leadership department is one of the highest rated benchmark (2nd highly ranked after department collegiality)

Use checkbox to hide/display symbols on the view.

- ☑ ALL
- ☑ o College of Business
- ☑ x College of Education
- ☑ + College of Human Sciences and Humanities
- ☑ o College of Science and Engineering

Overall UHCL Mean: 3.70

- COB: 4.12
- COE: 3.80
- HSH: 3.63
- CSE: 3.44

Departmental Leadership-University Level

Comparative Position (Peers & Cohort)

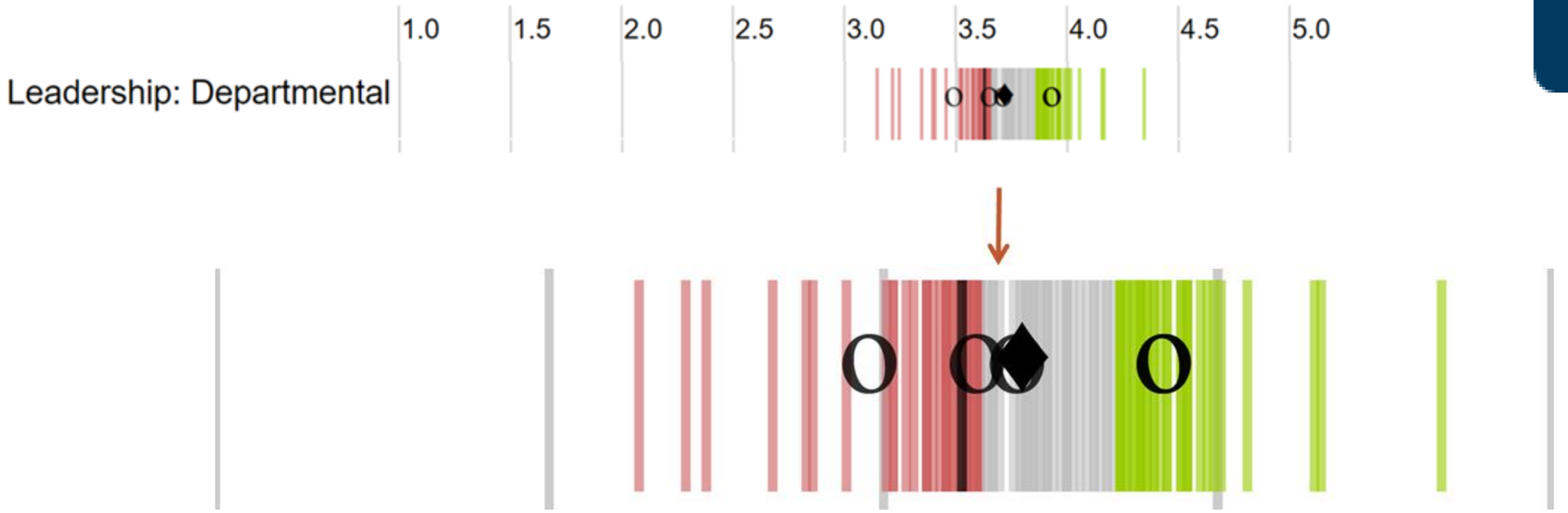
top 30% of institutions
middle 40% of institutions
bottom 30% of institutions

♦ your current
– your previous
○ selected peers

Compounded Mean
UHCL: 3.70
Cohort: 3.70
Peers: 3.72

Even though Leadership department is one of our highest rated benchmark, it did not make it as an area of strength for our institution as per COACHE criteria. We were still in the middle

All facultyp



Departmental Leadership- University Level

Between Groups and Within Campus

Compounded Mean
UHCL: 3.70
Cohort: 3.70
Peers: 3.72

Your results compared to PEERS ◄
Your results compared to COHORT ►

Areas of strength in **GREEN**
Areas of concern in **RED**

Within campus differences
sm (.1) med. (.3) lrg. (.5)

	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2016
Leadership: Departmental	3.70	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured	tenured	full	men	foc		urm	
Head/Chair: Pace of decision making	3.70	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured	tenured	full	men		white	urm	
Head/Chair: Stated priorities	3.56	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured		full	men	foc		urm	
Head/Chair: Communication of priorities	3.54	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured	tenured	full	men			urm	
Head/Chair: Ensuring faculty input	3.79	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured	tenured	full	men	foc	asian	urm	
Head/Chair: Fairness in evaluating work	3.90	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured		full	men	foc	asian	urm	

Areas of Strengths vs. Areas for Improvement

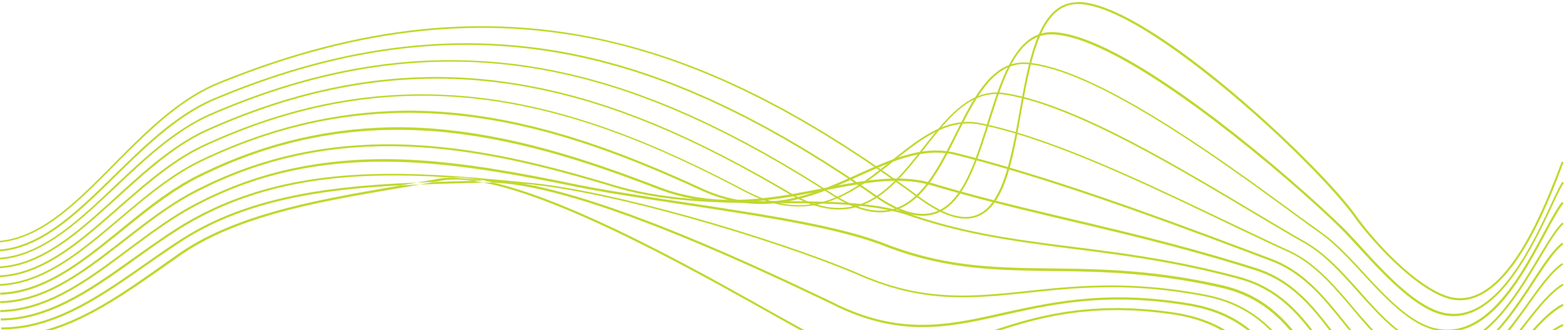
Strengths	Need to Improve
Assoc (3.78), **Women (3.84)**, White: trend satisfied	**Full (3.20)**, **Men (3.49)**, and URM: trend dissatisfied (most men are very satisfied or satisfied = 52.8%)
All ratios are above 3, the lowest are 3.54 and 3.56 → overall a good area	Stated priorities & communication

Question: What are the demographics of our chairs and directors? Why such opposite responses from men and women, and assoc vs full? The means and frequencies might provide more information

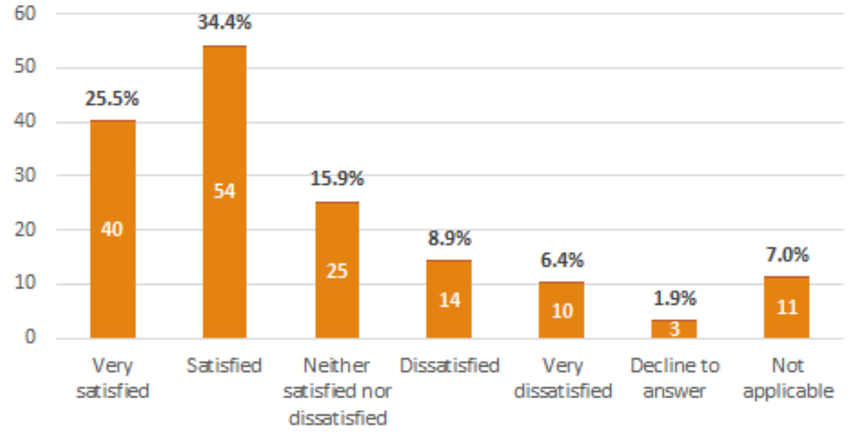
OK = ~3.0

Appendix- Frequencies??

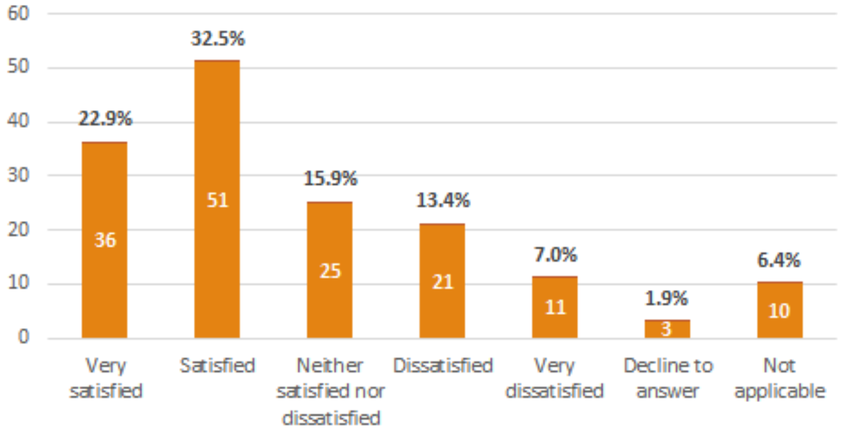
Responses Across Departmental Leadership



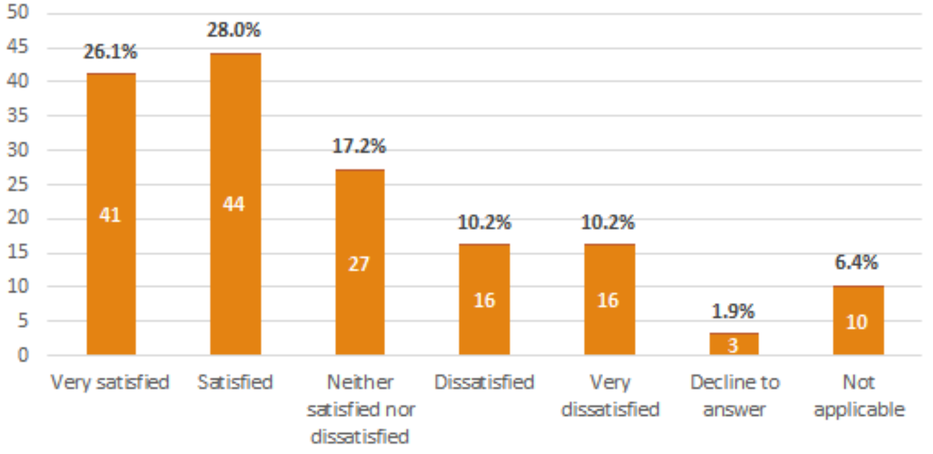
Head/Chair: Pace of decision making



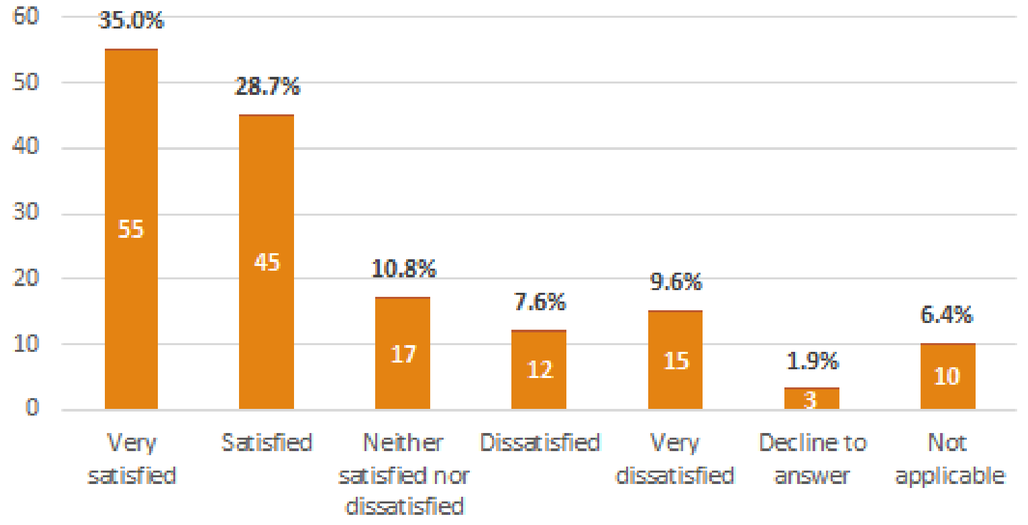
Head/Chair: Stated priorities



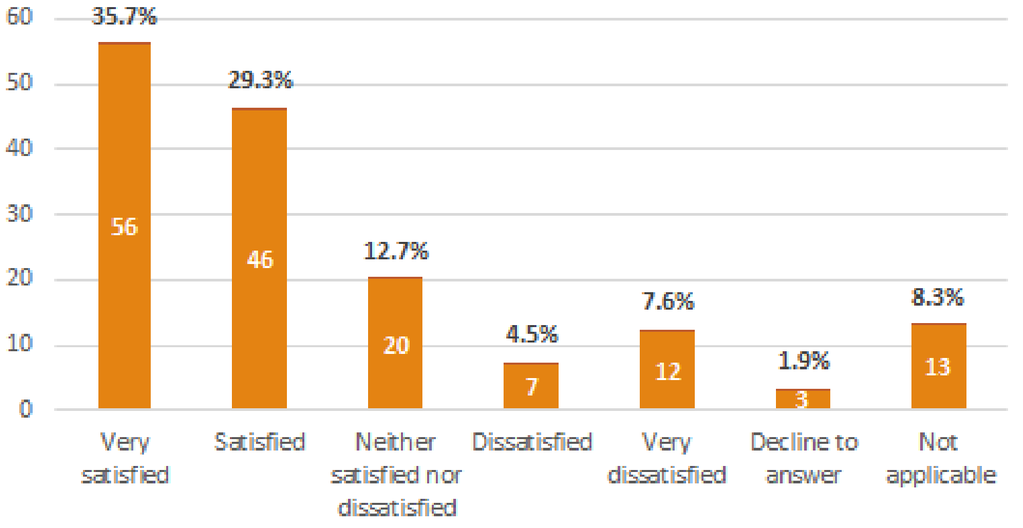
Head/Chair: Communication of priorities



Head/Chair: Ensuring faculty input



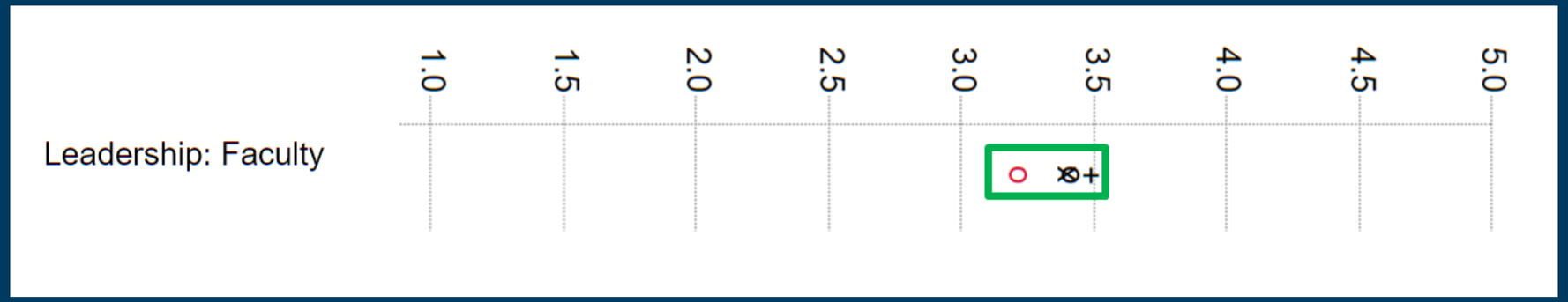
Head/Chair: Fairness in evaluating work



Faculty Leadership:

Senate

Faculty Leadership- College Level



Use checkbox to hide/display symbols on the view.

- ☑ ALL
- ☑ o College of Business
- ☑ x College of Education
- ☑ + College of Human Sciences and Humanities
- ☑ o College of Science and Engineering

Overall UHCL Mean: 3.37

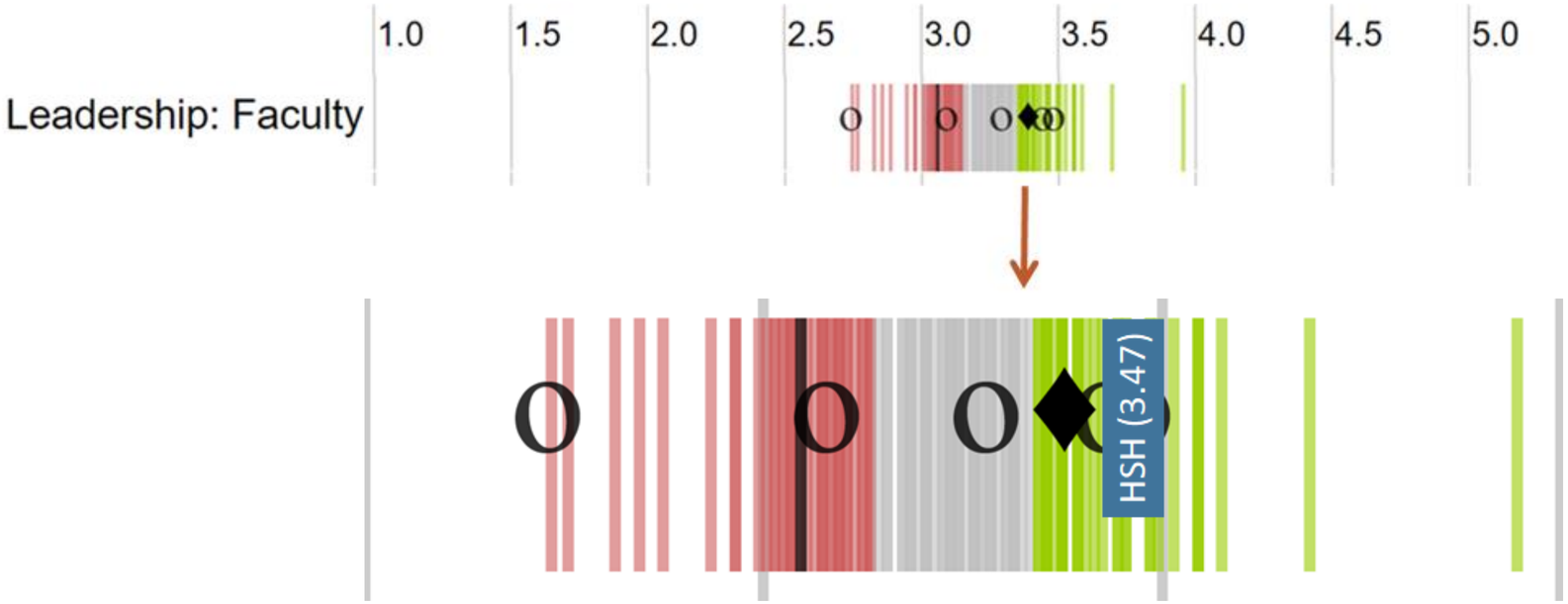
- HSH: 3.47
- COE: 3.38
- COB: 3.38
- CSE: 3.20

Faculty Leadership- University Level

Comparative Position (Peers & Cohort)

top 30% of institutions
middle 40% of institutions
bottom 30% of institutions

♦ your current
– your previous
○ selected peers



Compounded Mean
UHCL: 3.37
Cohort: 3.20
Peers: 3.19

All faculty

Note that UHCL mean is higher than Peers mean and cohort mean on this theme, and even though we are also in the "green zone" this was not identified as an area of strength per COACHE, as we have to meet both being in the top 30% and also score first or second among our Peer group; we came up a close third!

Faculty Leadership- University Level

Between Groups and Within Campus

Compounded Mean
UHCL: 3.37
Cohort: 3.20
Peers: 3.19

Your results compared to PEERS ◄
Your results compared to COHORT ►

Areas of strength in GREEN
Areas of concern in RED

Within campus differences
sm (.1) med. (.3) lrg. (.5)

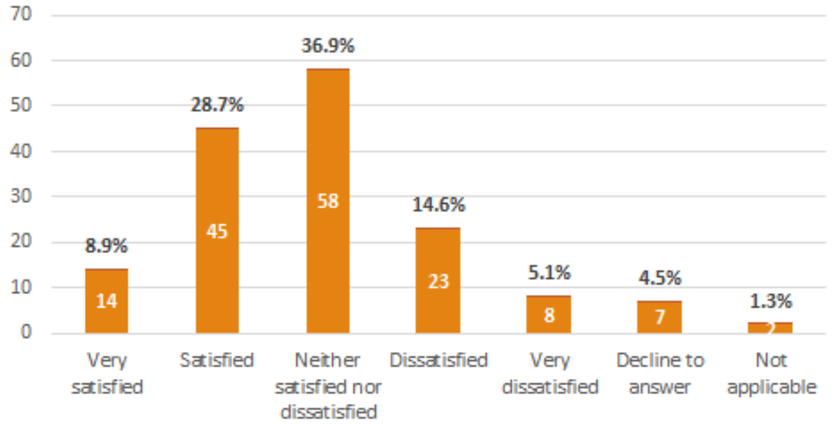
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2016
Leadership: Faculty	3.37	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured	tenured	full	men		asian		+
Faculty leaders: Pace of decision making	3.23	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured	tenured	full	men	white	white	white	+
Faculty leaders: Stated priorities	3.38	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured	tenured	full	men		asian		+
Faculty leaders: Communication of priorities	3.42	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured	tenured	full	men		asian		+
Faculty leaders: Ensuring faculty input	3.45	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured			men		asian		+

Areas of Strengths vs. Areas for Improvement

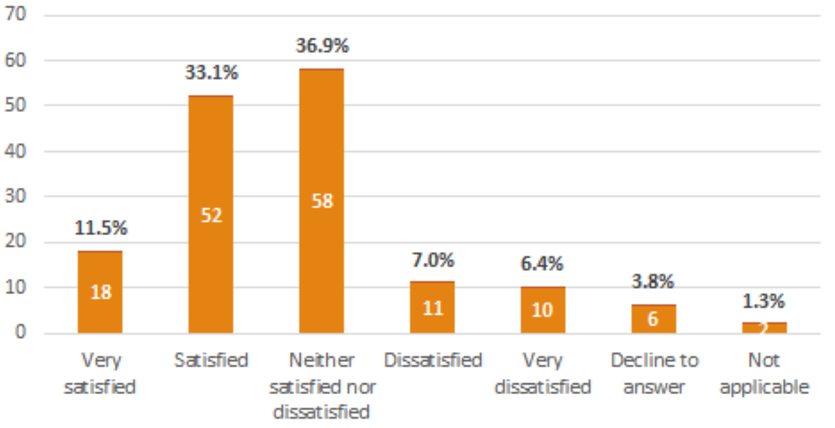
Strengths	Need to Improve
Probably the strongest area when compared to peers and cohort-ratios still 3.37	Ten, Full, Men, and Asian show the highest dissatisfaction
	Asian: want more faculty input in senate

Appendix-Frequencies ??Responses Across Faculty Leadership

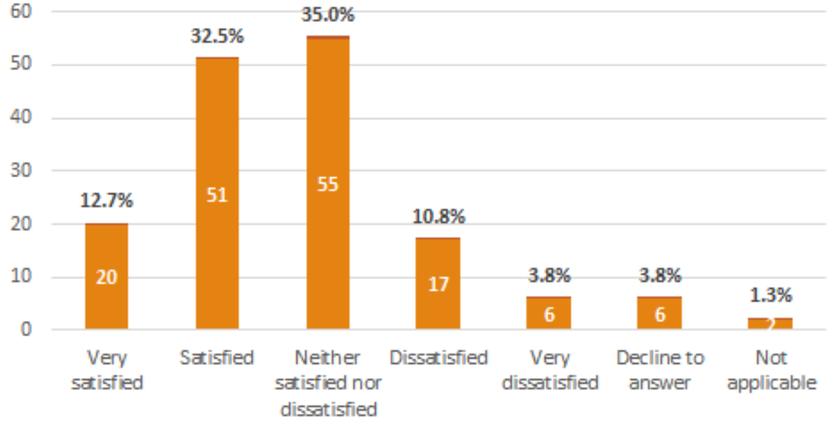
Faculty leaders: Pace of decision making



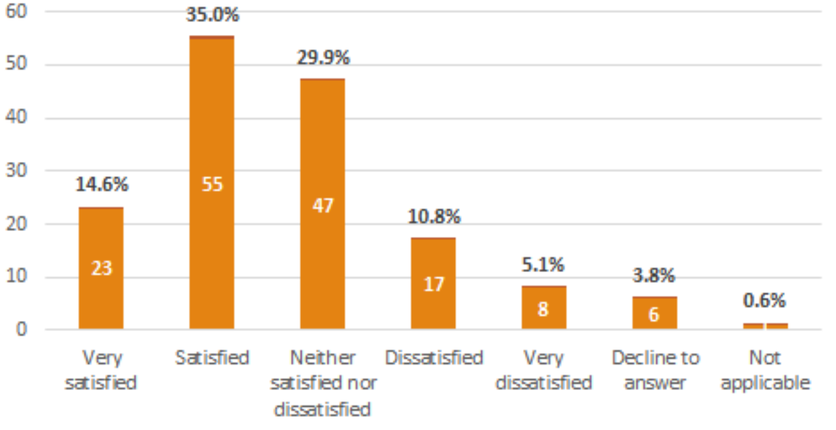
Faculty leaders: Stated priorities



Faculty leaders: Communication of priorities



Faculty leaders: Ensuring faculty input



Leadership-Other

Leadership Other- University Level

Between Groups and Within Campus

Your results compared to PEERS ◄
Your results compared to COHORT ►

Areas of strength in **GREEN**
Areas of concern in **RED**

Within campus differences
sm (.1) med. (.3) lrg. (.5)

	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2016
Related Survey Items	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Priorities are stated consistently	2.51	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►		tenured	assoc	women	white	white	white	
Priorities are acted on consistently	2.36	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured	tenured	assoc	women	white	white	white	
Changed priorities negatively affect my work	2.79	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	tenured	tenured	full	men	white		white	+
CAO: Support in adapting to change	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Visible leadership for support of diversity	3.74	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►	◄►		tenured		women	foc		urm	+

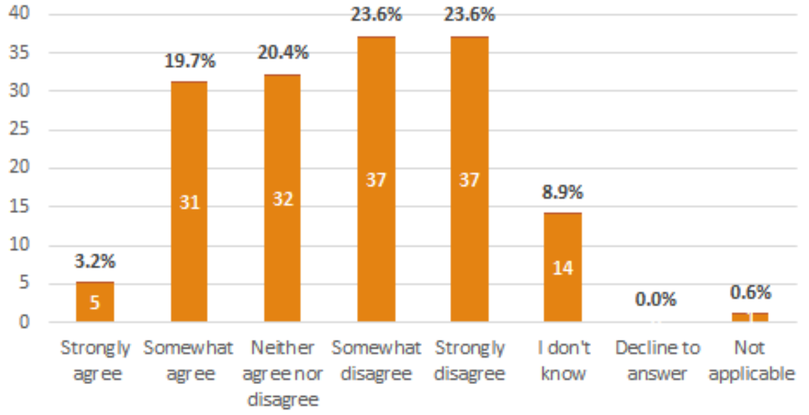
Areas of Strengths vs. Areas for Improvement

Strengths	Need to Improve
Change priorities negatively affect my work (***need to check this question***): URM don't agree with this	Priorities stated and acted consistently
	Visible leadership support for diversity (3.74): compared to cohorts is low

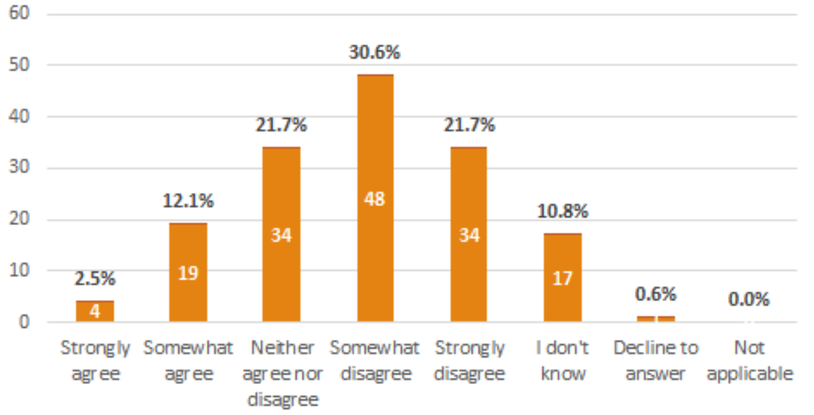
Appendix- Frequencies??

Responses Across Leadership Other Survey items

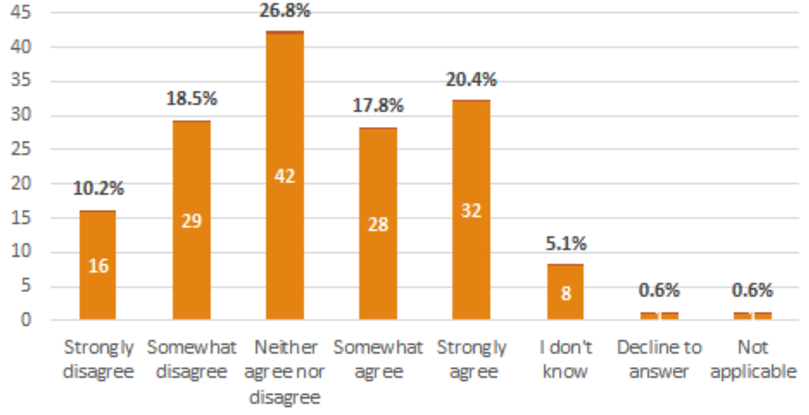
Priorities are stated consistently



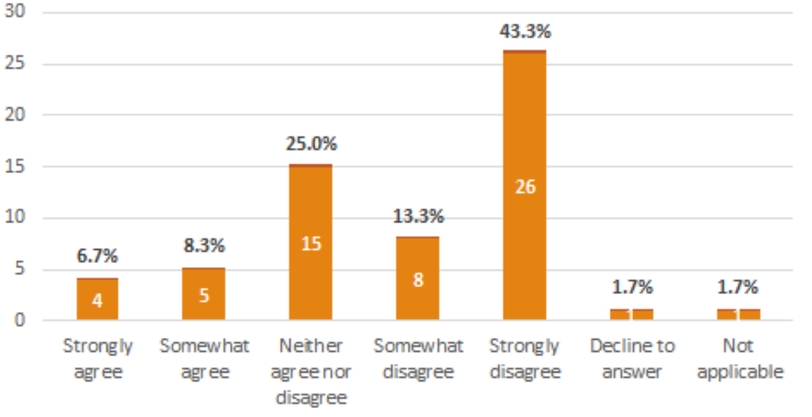
Priorities are acted on consistently

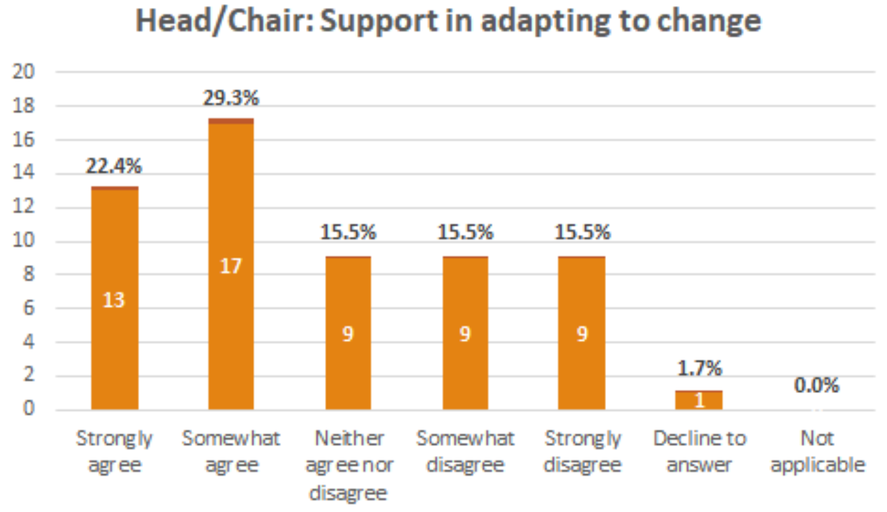


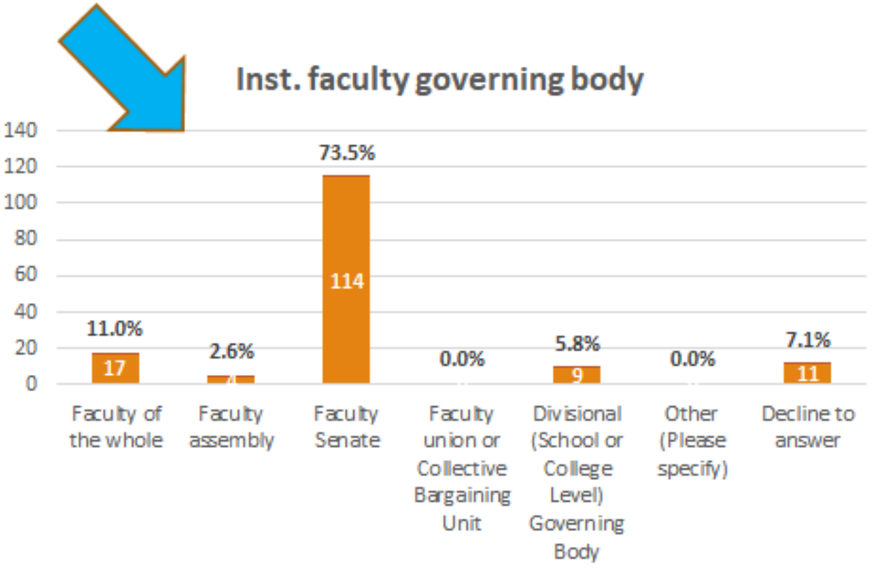
Changed priorities negatively affect my work

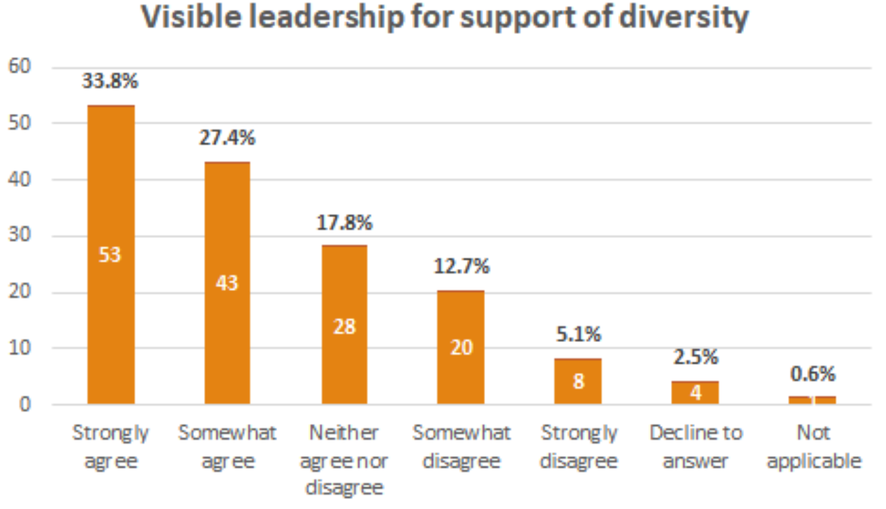


Dean: Support in adapting to change




Head/Chair: Support in adapting to change
20
18
16
14
12
10
8
6
4
2
0
22.4%
13
29.3%
17
15.5%
9
15.5%
9
15.5%
9
1.7%
1
0.0%
Strongly agree
Somewhat agree
Neither agree nor disagree
Somewhat disagree
Strongly disagree
Decline to answer
Not applicable


Inst. faculty governing body
140
120
100
80
60
40
20
0
11.0%
17
2.6%
73.5%
114
0.0%
5.8%
9
0.0%
7.1%
11
Faculty of the whole
Faculty assembly
Faculty Senate
Faculty union or Collective Bargaining Unit
Divisional (School or College Level) Governing Body
Other (Please specify)
Decline to answer


Visible leadership for support of diversity
60
50
40
30
20
10
0
33.8%
53
27.4%
43
17.8%
28
12.7%
20
5.1%
8
2.5%
4
0.6%
Strongly agree
Somewhat agree
Neither agree nor disagree
Somewhat disagree
Strongly disagree
Decline to answer
Not applicable

THE END