

College of Journalism and Communications

College Leadership
Evaluation Process

December 4, 2020



The Opportunity

- This was your opportunity to provide feedback about key leadership behaviors of the college leadership
- We provide feedback to reinforce or redirect
- Today:
 - The process
 - The results
 - Answer your questions

The Process

- Based on UF leadership/management competency model
- Model based on leadership effectiveness at UF
 - Focus groups
 - Critical incident interviews
 - Dean/VP input, leadership development committee
- College of Education assistance to develop *UF Leader 360*

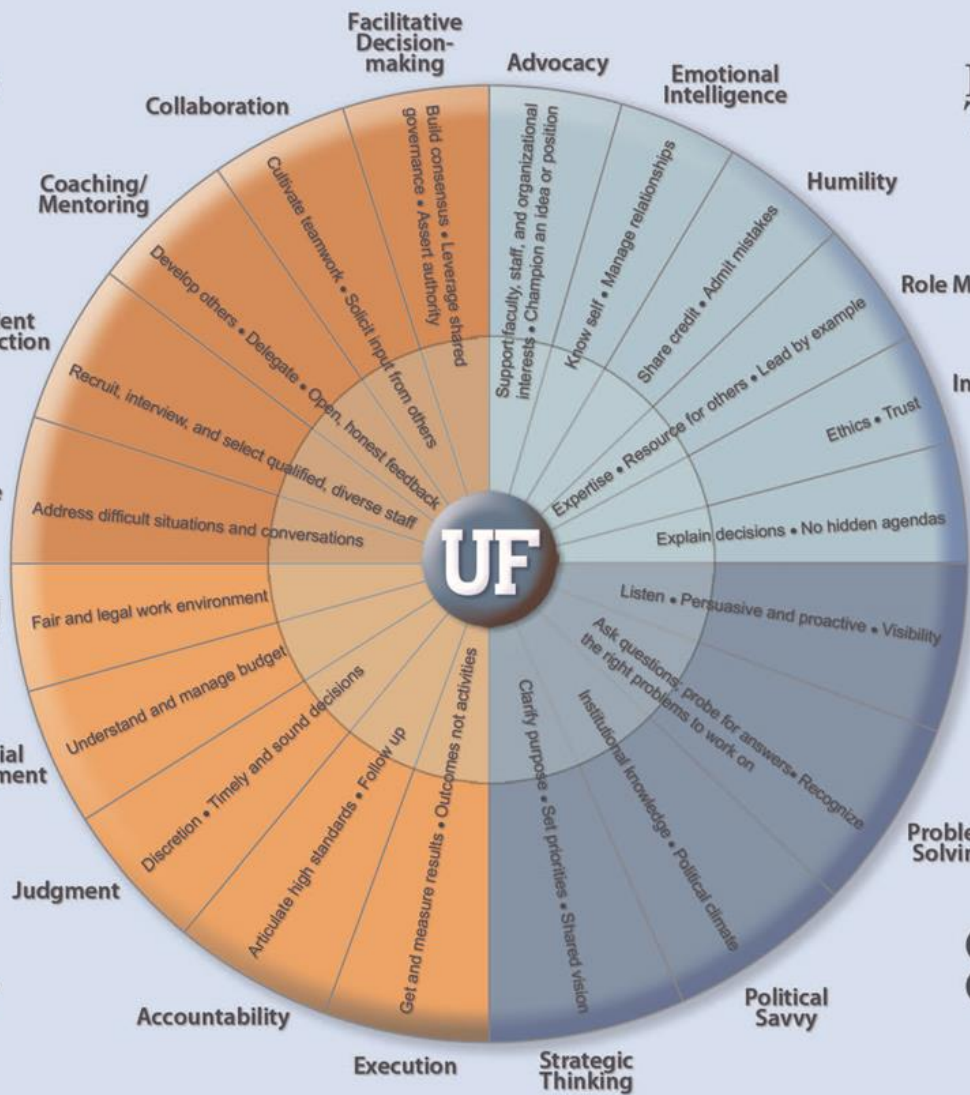


CULTIVATE
TALENT

BUILD
TRUST

GENERATE
ALIGNMENT

CREATE &
COMMUNICATE
VISION



College's Evaluation

Competencies selected by Faculty Senate:

- Advocacy
- Coaching/mentoring
- Collaboration
- Communication
- Facilitative decision-making
- Problem solving
- Transparency
- Role Model
- Emotional Intelligence
- Financial Management

Questions based on that selection:
38 five-level scale, 4 open-ended

Method

- Survey available September 4th -21st
- Total N of participants who were sent the survey—68
- Sample—All full-time faculty, including visiting faculty (new faculty hired for Fall 2020, adjuncts and faculty emeriti were not included)
- Leaders evaluated:
 - All department chairs
 - All deans (McFarlin and all associate deans)

Response Rates

- Department chair responses:
 - 55-91% response rate for chairs
- Dean group responses:
 - Ranged from 43-64%

Reporting Results

- Met one-on-one with each leader
- Also provided a copy of all to the dean and chair evaluations to executive associate dean
- For five-level scale questions
 - N of responses per scale item provided
 - Mean provided
- Open-ended questions
 - Themes identified, representative quotes provided, outliers acknowledged

Top Five - Deans

Question	SD	D	N	A	SA	Total	STD	Mean
Reflects an ongoing commitment to diversity	6	7	8	28	84	133	1.09	4.33
Maintains Visibility	6	5	10	50	71	142	1.02	4.23
Exemplifies professional behavior and image	10	7	11	31	82	141	1.21	4.19
Controls emotions in a positive way	6	7	14	42	67	136	1.08	4.15
Champions an idea or position	7	6	14	38	64	129	1.12	4.13

Top Five - Chairs

Question	SD	D	N	A	SA	Total	STD	Mean
Reflects an ongoing commitment to diversity	1	1	0	13	30	47	.97	4.56
Shares knowledge and information	2	0	4	9	32	47	1.07	4.47
Maintains visibility	0	1	4	15	27	47	.74	4.45
Tells the truth	2	2	3	7	32	47	1.07	4.41
Manages budget within set parameters	1	1	0	9	14	25	.97	4.36

Lowest Five – Deans

Question	SD	D	N	A	SA	Total	STD	Mean
Ensures motives are clear (no hidden agendas)	23	12	10	34	46	125	1.51	3.54
Admits mistakes	18	12	12	35	35	112	1.43	3.51
Regularly invites candid feedback from others	15	20	14	30	45	124	1.42	3.56
Recognizes the right problems to work on	15	17	14	32	48	126	1.41	3.64
Addresses performance issues promptly	9	10	19	24	32	94	1.30	3.64

Lowest Five – Chairs

Question	SD	D	N	A	SA	Total	STD	Mean
Recognizes the right problems to work on	2	5	4	18	17	46	1.13	3.93
Delivers impactful, perspective communications	3	2	7	17	18	47	1.13	3.96
Ensures motives are clear (no hidden agendas)	2	5	7	11	22	47	1.19	3.98
Responds appropriately to other's feelings and perspectives	2	4	4	17	20	47	1.11	4.04
Gives candid and helpful feedback	3	3	5	12	22	45	1.21	4.04

Most Agreement -Deans

Question	SD	D	N	A	SA	Total	STD
Is willing to assert authority when necessary	4	5	14	43	53	119	1.01
Maintains visibility	6	5	10	50	71	142	1.02
Controls emotions in a positive way	6	7	14	42	67	136	1.08
Reflects an ongoing commitment to diversity	6	7	8	28	84	133	1.09
Champions an idea or position	7	6	14	38	64	129	1.12

Most Agreement - Chairs

Question	SD	D	N	A	SA	Total	STD
Maintains visibility	0	1	4	16	21	47	.74
Reflects an ongoing commitment to diversity	1	1	0	13	30	47	.80
Manages group interactions (e.g., meetings) effectively	1	0	5	19	22	47	.82
Controls emotions in a positive way	0	3	5	18	21	47	.87
Actively listens to others	0	3	6	14	24	47	.91

Least Agreement - Deans

Question	SD	D	N	A	SA	Total	STD
Ensures motives are clear (no hidden agendas)	23	12	10	34	46	125	1.51
Supports fair treatment for all	18	9	10	25	70	132	1.45
Admits mistakes	18	12	12	35	35	112	1.43
Regularly invites candid feedback from others	15	20	14	30	45	124	1.42
Explains decisions	17	11	16	30	45	127	1.42

Least Agreement - Chairs

Question	SD	D	N	A	SA	Total	STD
Gives candid and helpful feedback	3	3	5	12	22	45	1.21
Ensures motives are clear (no hidden agendas)	2	5	7	11	22	47	1.19
Nurtures talent in others	2	4	2	13	24	45	1.14
Recognizes the right problems to work on	2	5	4	18	17	46	1.13
Delivers impactful, persuasive communications	3	2	7	17	18	47	1.13

Combined Open-Response Themes

- Overall many of you are pleased with how leadership handled covid-19 and the transition to working and teaching remotely
- Generally you feel supported by leadership (advocacy, showing concern)

Combined Open- Response Themes

- You would like more opportunity to provide input for decisions
- Communication was often described as a strength (good listeners, responsive) but could also be an area of improvement (more proactive, increased transparency)

Some Interpretation

- In response to descriptions of desirable leadership behaviors ...
 - As a whole, generally satisfied with college leadership overall
- But ... Strongly Disagree/Disagree appear even for those questions receiving highest overall score
 - There are some of you who do not see some important leadership behaviors from your leaders

Questions?

Courtney.moon@ufl.edu

392-4626

