FACULTY SENATE
SENATE ASSEMBLY
UNIVERSITY OF MICHIGAN

To: SACUA

From: Ivo Dinov, Chair, Administration Evaluation Committee (AEC)

Subject: Report on Activities of Administration Evaluation Committee for 2023-2024

AEC Members: Ivo Dinov (Chair), Eric Beuerlein, Mihai Burzo (winter term 2024, as alternate for UM-Flint), Yi-Su Chen, Leo Fong, Min-Hui Huang (on sabbatical winter term 2024), Ioulia Kovelman, Kang G. Shin, Judy Smith, Camille Wilson

SACUA Liaison: Silvia Pedraza

ITS Team Members: Bob Jones, Brian Cors, Haripriya Mahadevan, Christopher Gardner

Meeting Dates: September 25, 2023, October 23, 2023, November 27, 2023, January 22, 2024, February 19, 2024, March 25, 2024, April 22, 2024.

Committee Charge

1. Review the use of AI in the prior year's survey of administrators, and develop recommendations regarding the continued use of AI to summarize survey results.
2. Develop a document clearly describing to the Faculty Senate members a mechanism put in place to ensure the following:
   a. anonymity of the answers to the quantitative questions of the annual AEC survey;
   b. anonymity of the free form advice to the administrators of the survey;
   c. confidentiality of the remarks to the administrators included in the survey.
3. Consider further improvements to the survey, such as the following:
   a. Simplify both processes of survey completion (data input by faculty) and survey interpretation (result consumption by academic administrators)
   b. Continuing the efforts with ITS of incorporating all Department Chairs without Regental approval into the list of evaluated administrators.
   c. Work with ITS to improve the admin-user-interface, which is currently very clunky and awkward to navigate (it's impossible to read, text is presented as low-res rasterized images, the overall look-and-feel of the input and output of AEC survey can be significantly improved.
   d. Enhancing HR data for the 2024 survey for regional campuses:
      i. HR data from Flint could be expanded to include all governing faculty at Flint as respondents.
      ii. At Dearborn, it was recommended that units be consulted, if possible, in gathering HR data since the definition of governing faculty varies by unit.

Information Obtained

- In October 2023:
    - The ITS team presented a project report about ITS and AEC's past work on the survey. The Qualtrics survey and HR data is quite complex. Each faculty member, across three campuses, evaluates their specific president/chancellor, provost, dean, and department chair, etc.
    - After reviewing the survey interface, AEC concluded that last year's interface was much improved from previous years and made a few minor look-and-feel tweaks for 2024.
    - ITS team members were invited to attend AEC 2023-2024 meetings as was helpful to both the project and their work on the survey.
- The deadline for final edits to the 2024 survey questions was December 22, 2023.
- The deadline for completing their work on the 2024 HR-data file was February 23, 2024.
- ITS team prepared an AEC Survey Project Timeline and AEC Survey Communication Timeline.

Committee Actions

- Enhancements to the 2024 AEC survey:
    - Inclusion of the ISR director in the AEC survey, with HR data and a Qualtrics infrastructure customized to allow ISR faculty affiliates to evaluate the ISR director.
    - A new DEI question was added for each administrator evaluation, e.g. "The <Dean (i.e. title of person being evaluated)> facilitates a fair, diverse, equitable and inclusive environment."
    - A new free-form comments field was added in the Opinions of Faculty section.
    - Clinical faculty, including those in the Medical School, were added to the 2024 survey respondents. Archivists and curators were also added. With these additions, the AEC respondents reflect the 2023 Faculty Senate expansion.
    - At the suggestion of UM-Flint AEC members, ITS worked with UM-Flint HR to attain better HR data for the 2024 survey.
    - AEC members decided that a 50% or more appointment is needed to be eligible to complete the AEC survey.
    - AEC members decided that all findings should be a part of the published results regardless of whether small-N response was received within a department/unit. However, in small-N response cases, there will be footnotes indicating that less than a few responses (e.g., N≤5) may represent unreliable information.
    - AEC members and ITS team discussed how to handle open-ended text questions. Campus-wide administrators (President, Provost, etc.) receive a large number of responses. AEC decided to proceed as in the previous year, with text responses being sent to these administrators in two forms, 1) as received, and 2) with an AI generated summary. After a limited time of administrator review, all text responses are deleted and purged from all U-M systems.

- o A new [Confidentiality Notice](#) about survey responses was created and posted on AEC's website.
- The 2024 AEC survey began on March 19th and ended on April 19.
- The following communications were sent regarding the 2024 survey:
  - o A heads-up email on February 26 to all administrators being evaluated
  - o An opening-day email on March 19 to all respondents
  - o A reminder email to all non-respondents on March 26 from President Ono
  - o Reminder emails to non-respondents who had yet completed the survey on April 2, April 9, and April 16
  - o A closing-day reminder to all non-respondents on April 19
  - o Additional communication was sent regarding the posting of survey results and
- For the 2024 survey, 183 administrators were evaluated and 8,486 people were invited to complete the survey. There were a total of 2,099 respondents for a response rate of 24.74%

Recommendations

To support the long-term longitudinal utility of the rigorous faculty assessment of University administration, AEC members recommend that future AE surveys during subsequent academic years continue with the current format, limiting survey changes to mostly clarifications, process improvements, or error corrections. Significant prospective changes to the AE survey may invalidate some of the temporal-trajectories of the results, or heavily confound time-dependent dynamics with reported outcomes. The Committee also recommends AEC and SACUA maintain effective relationships with both the University administrators and the ITS team that supports this valuable part of faculty governance at UM. The AEC Committee Charter can be simplified to reflect the core purpose of the committee and the fundamental principles of faculty self-governance. For instance, AEC Charter may be stated more succinctly as follows:

The SACUA Administration Evaluation Committee (AEC) is charged with (1) reviewing the process of evaluating key University Administrators, from department Chairs/Heads, to Deans, Provost, and the University President; (2) planning, implementing, and completing the annual faculty evaluation of administrators survey (typically in early Spring towards the end of each academic year); and (3) supporting faculty, reporting findings, and addressing issues related to faculty assessment of University administration at different levels. To achieve these goals, AEC works closely with SACUA, University ITS, and HR to ensure smooth operations.