

University of Houston-Downtown

Faculty Climate Survey

Discussed by 2007-2008 Faculty Senate on

October, 2007

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General Summary

Beginning 2003, the UH-Downtown initiated a regular schedule for administration of the Faculty Climate Survey. The initial Senate Climate Survey report recommended this survey to be administered every three to four years. However, the 2005 Senate recommended that this survey be administered alternate years, beginning in 2003. The 2007 survey is the third in this series and retains some key items from 2001 and 2003.

The Survey

With the 2003 survey as a springboard, the Faculty Senate and Faculty Senate Executive Committee reviewed the items on several occasions. New items addressing workload and new administrative positions were added. In addition, the Senate Executive Committee decided to include positions omitted from the previous survey for faculty rating of job performance (Assistant VP, Assistant/Associate Dean). The following items were used in the 2007 survey. **Items retained from the 2005 survey are marked with an asterisk.**

1 = strongly disagree; 5 = strongly agree

- *1. UHD maintains high standards for its students
- *2. The UHD administration promotes and supports research and scholarship
- *3. The UHD rank and tenure policies assure high professional standards for tenured and tenure-track professors
- *4. The UHD rank and tenure procedures are fair and equally applied to all tenured and tenure-track professors
- 5. The UHD administration makes decisions congruent with principles of shared governance (revised item)
- *6. The UHD administration takes the advice and expertise of the faculty seriously in hiring and personnel decisions
- *7. The general academic climate at UHD has improved since the last climate survey, administered in Spring _____
- *8. Your current workload at UHD is reasonable
- *9. You are treated fairly by your immediate supervisor
- *10. You are adequately compensated for your responsibilities at UHD

1 = very dissatisfied; 5 = very satisfied

- *11. How would you describe your overall level of professional satisfaction?

1 = strongly oppose; 5 = strongly favor

- *12. Would you favor a name change for UHD?

0-9; 10-19; 20-29; 30-39; 40 or above

- 13. Please indicate how many hours **per week** you spend on each of the following activities:
 - a. Teaching (including class hours but not overloads)

0-4; 5-9; 10-14; 15-19; 20 or above

13. (continued)
- b. Scholarly/Creative Activity
 - c. Service (all types, non-compensated only)

1 = poor; 3 = average; 5 = excellent

14. How do rate the overall job performance of the
- *a. President
 - *b. VP - Academic Affairs/Provost
 - *c. VP - Administration and Finance
 - d. VP – Student Services and Enrollment Management
 - e. VP – Employment Services and Operations
 - *f. Associate VP - Planning and Analysis
 - g. Associate VP – Information Technology
 - h. Assistant VP – Academic Affairs
 - i. Assistant VP – Facilities Management
 - j. Assistant VP – Employment Services and Operations
 - k. Assistant Vice President – Business Affairs
 - *l. Dean of your college
 - m. Associate/Assistant Dean of your college
 - *n. Faculty Senate

Demographic data on gender, ethnicity, current rank at UHD, years of employment, and college affiliation were also collected. A copy of the survey is attached at the end of this report. The 2007 survey also included directions to provide written comments on a separate sheet of paper.

Survey Administration and Storage Procedures

In keeping with the processes used in the 2001 and 2003 survey, tenured and tenure-track faculty were administered the 2007 survey. In April 2007, the Faculty Senate officers distributed the surveys in envelopes addressed to specific faculty members. Faculty had two weeks to return the surveys to any one of the three officers. All surveys were to be completed anonymously and responses were kept confidential. The Faculty Senate officers (VP and Secretary-Treasurer) opened all sealed envelopes and authenticated the contents by placing their signature on each survey. The completed surveys are/were retained in the Senate President's residence in a locked cabinet.

Analysis of Survey Responses

The surveys were entered and analyzed by the Faculty Senate President. The Faculty Senate Executive Committee and Senators had an opportunity to review initial analysis on two separate occasions. Both groups suggested additional analyses which were conducted by the Faculty Senate President.

To retain the confidentiality of responses, the Faculty Senate Executive Committee decided to combine any categories with 5 or less responses with the next (larger) category. Results were also segregated by the variable of college affiliation (only) to minimize any risk of revealing identities of respondents.

Data were summarized using means, standard deviations (SDs), and graphs for each question. In addition, at the request of the Faculty Senate, means and SDs for each college are reported. Additionally, 2007 results were compared to those from previous administrations of this survey (2003 and 2005) on items common to these three years

Discussion of Results

(Note: detailed results are included in pages 10-40)

The largest number of the respondents on the 2007 Faculty Climate survey were faculty who have been at UHD between 1 and 4 years. The second highest category of respondents was faculty who have been at UHD 5-8 years. Hence, 59 faculty (out of 102 faculty who indicated the number of years of employment at UHD, 116 total) were tenure-track or recently tenured (assuming that faculty, with few exceptions, are hired at UHD at the entry-level, i.e., assistant professor or instructor positions). Ninety (90) faculty reported Assistant or Associate Professor as their rank. A majority of the respondents were white (76.5%). The number of male and female respondents were approximately equal in number (50 and 55, respectively). Response rates from College of Humanities & Social Sciences, Public Service, and Science & Technology were 55-56%. The College of Business had a response rate of 40%. The overall response rate was 55.2%. This response rate has declined over the past two administrations of the survey (2003 and 2005). Reasons for this decline (though gradual and small) should be explored in future administrations of the survey.

Discussion of 2007 survey results

Faculty reported a *high approval rating* for their immediate supervisors, Department Chairs (86 out of 116 faculty selected “agree” or “strongly agree” to the statement, “you are **treated fairly by your immediate supervisor**”). Though there might be many reasons for this positive rating, it is likely that the Department Chairs (elected by faculty, with ultimate approval by the Deans and Provost) fulfill well the difficult role of negotiating between faculty and administration with some level of success as perceived by faculty. In addition, consistent and repeated occasions for communication between department chairs and faculty may provide avenues for discussion and explanations of decisions. Additional information about Department Chair performance may be obtained from annual evaluations of chairs conducted by College Deans. Variations between departments on this item cannot be examined, since information regarding department affiliation was not collected to maintain anonymity of respondents.

The faculty in general held *mixed opinions* about several categories. The level of **professional satisfaction** faculty reported was typically in the middle categories (2, 3,

and 4), with 1 = very dissatisfied and 5 = very satisfied. Activities like teaching and scholarly work allow faculty to remain embedded in their disciplines and may explain some respondents' positive levels (ratings of 4 and 5) of professional satisfaction (41 out of 115). However, an equal number of respondents (40 out of 115) reported a low level (ratings of 1 and 2) of professional satisfaction, perhaps representing their discontent with the resources available for scholarly work, the perceived low levels of responsiveness on the part of administration, and high workload. A large number of faculty (46 out of 99 respondents) had mixed feelings about the statement that the **"general academic climate at UHD has improved"** since the last climate survey (administered spring 2005). It is possible that faculty have adopted a "wait and see" approach to this item or felt that the academic climate has improved in some areas but not in others. Notably 38 respondents indicated strong disagreement or disagreement with this statement. No respondents selected the "strongly agree" category in response to this item. The faculty were also ambivalent about the item, **"UHD maintains high standards for its students"**, with 44 (out of 114) selecting the middle-most category, 31 faculty selecting "strongly disagree" or "disagree", and 39 faculty selecting "agree" or "strongly agree".

A significant number of the faculty perceived that **UHD rank and tenure policies assure high professional standards** for tenured and tenure-track faculty (48 out of 115 respondent "agree" or "strongly agree" to this statement). Notably, 40 respondents were unsure about their opinion and selected the middle-most category. It is important to note here that a majority of the respondents were employed at UHD between 0-8 years. Faculty, however, had mixed opinions about **UHD rank and tenure procedures being fair and equally applied** to all tenured and tenure-track professors (i.e., 40 indicated "strongly disagree" or "disagree"; 36 indicated "agree" or "strongly agree"; and 30 selected the middle-most category). Though relatively satisfied with the policy, faculty indicated a high degree of ambivalence about the application of this policy.

In general, faculty reported *low levels of satisfaction* with UHD administration in the areas of (a) **support for research and scholarship** (65 out of 114 reporting "strongly disagree" or "disagree" to the question in this area); (b) **decisions made by administration in congruence with principles of shared governance** (59 rated "strongly disagree" or "disagree"; 31 selected the middle-most rating, and 17 indicated agreement with the statement, total = 107); and (c) **advice and expertise of faculty being taken seriously in hiring and personnel decisions** (41 faculty selected "strongly disagree" or "disagree", and 27 selected the middle-most category).

Other areas that received ratings indicating *very low levels of satisfaction* were (a) **workload** (80 out of 116 respondents indicated strong disagreement or disagreement with the item that their workload was reasonable); and (b) **adequate compensation for their responsibilities at UHD** (69 out of 115 indicated "strongly disagree" or "disagree"; 31 faculty selected the middle-most category). These two items explain each other, in the sense that adequacy of compensation is perceived in light of the workload/responsibilities, the latter being a significant source of dissatisfaction for faculty. *UHD administration partially funded an initiative to address faculty salary compensation in response to a faculty senate resolution, using a discrepancy formula (between two ranks divided by average number of years in lower rank) and increased*

the salary promotion pay to \$4000 for rank of Associate Professor and \$8000 for rank of Full Professor. The latter strategy was implemented to address future salary compression. The extent of dissatisfaction with compensation may have been addressed to some extent, and later surveys will show the impact of the salary adjustments on faculty perceptions of adequacy of compensation.

Analysis of the number of hours (per week) faculty spent teaching, on scholarly work, and on service revealed a high level of diversity of workload in these areas. Though the largest proportion of faculty (47 out of 114) reported working 20-29 hours per week on teaching activities (with 26 reporting spending 30-39 hours and 15 faculty reporting spending 40 or more hours), some comments from faculty suggested that the category of teaching needs to be defined better in future surveys (e.g., listing teaching-related activities like in-class instruction, office hours, grading, class preparation, etc.). In addition, reassigned time (from teaching) for administrative duties needs to be consistently accounted for in this survey – e.g., some faculty may have listed this in service and others, in teaching. In general faculty spent either 5-9 or 10-14 hours per week on scholarly/creative activities (34 and 33 faculty respondents, respectively). Notably 26 faculty (out of 114) reported spending 15 or above hours on scholarly/creative activity. In general number of hours spent on service was between 5 and 14 (n = 77 out of 114), with 16 faculty reporting spending 20 or more hours per week on service. In future surveys, Inclusion of an item asking for total number of hours spent per week on all of these three activities, is recommended.

Faculty perceptions of the job performance of administrative officers at the levels of Dean and above are discussed separately, since these may be a function of faculty awareness of roles associated with these positions. It should be noted that several new positions were created or came to light before the survey. In addition, many faculty were not aware of the roles of Assistant/Associate VPs in the non-academic/non-instructional realms. Overall, 30-50% of faculty who responded to each item positively perceived (ratings of “4” or “5” on a 5-point scale, 5 = excellent) the job performance of the President (46 out of 110), Vice-President for Administration and Finance (42 out of 84), Assistant Vice-President for Facilities Management (30 out of 69), Associate Vice-President for Information Technology (29 out of 77), and Vice-President for Student Services and Enrollment Management (26 out of 76).

Though many faculty were not aware of the roles of several administrative officers, 106 (out of 116) faculty responded to the question regarding the rating of job performance of the Vice-President of Academic Affairs & Provost. Twenty-two (22 out of 106) faculty rated the VPAA & Provost’s job performance as excellent or the next category; however, a majority of the faculty reported a rating of poor or the next category (57 out of 106), and 27 selected the middle-most category. The VPAA & Provost received the lowest ratings of all administrative officers. Modal categories for the ratings of the Associate VP for Planning and Analysis and Assistant VP for Academic Affairs were “average”, with a small number of faculty selecting each of the other four categories of rating.

Deans received mixed ratings as manifested in a variety of ways. Approximately same number of respondents selected poor or next category combined and excellent

and next category combined for Deans of College of Business (8 and 7 respectively) and College of Public Service (8 each). A majority of the faculty selected the middle-most category for the Dean of College of Science and Technology. A majority of the faculty in College of Humanities & Social Sciences rated their Dean positively (ratings of 4 and 5) (27 out of 48) with a small number of faculty (7 out of 48) giving their Dean a rating of 1 or 2. Fourteen (14 out of 48) faculty selected the rating of average for this dean.

The Associate Deans in Colleges of Humanities & Social Sciences, Science & Technology, and Public Service received positive ratings in general (31 out of 43, 14 out of 25, and 8 out of 15, respectively). Ratings of the College of Business Associate Dean were generally mixed, with 7 selecting the top two categories, 3 selecting the “average” category, and 7 selecting the bottom two categories (out of 17 respondents).

A majority of the faculty perceived the overall performance of the Faculty Senate to be positive (67 out of 110), with 31 selecting the “average” category.

At the request of several senators, additional analysis of selected survey items by college affiliation and tenure status (as inferred from rank – Instructors and Assistant Professors were categorized as tenure-track and Associate Professors and Full Professors were categorized as tenured) was conducted. The differences in average ratings were small (fraction of 1 on a 5-point scale). With a Likert-type scale, such small differences in average ratings are not as meaningful. In addition, analysis by categories of ethnicity was deleted because the number of respondents in the categories of African-American, Asian, and Hispanic was too small ($n < 10$) to warrant meaningful data interpretations.

Discussion of trends from 2003, 2005, and 2007 survey results

The following items yielded consistently lowest average ratings (2.5 or below) over at least 2 administrations of the survey: (a) Your current **workload is reasonable** (ratings between 1.85 and 1.98); (b) UHD administration promotes and supports **research and scholarship** (ratings between 2.20 and 2.46); (c) You are **adequately compensated** for your responsibilities at UHD (ratings between 2.24 and 2.44); and (d) **job performance of the VPAA & Provost** (ratings between 2.30 and 2.45). Though ratings in other categories remained fairly stable, the average rating of deans improved in 2007 survey compared to the 2003 survey.

Recommendations

Based on the ratings in the 2007 surveys and trends in ratings from 2003, 2005, and 2007, the following recommendations are suggested. Final recommendations will be approved by the 2007-2008 Faculty Senate.

1. Highlight student achievements and successes on UHD website and through other publications.

2. The President of UHD appoint a task force/committee to examine workload with the ultimate goals of (a) standardization of workload (across categories of teaching, research, and service) and (b) reduction of course load to ensure effective service and scholarly work. The task force should provide reports to the President and Faculty Senate.
3. The UHD administration, with input from Faculty Senate identify ways in which research and scholarship may be supported (e.g., additional funds for Organized Research and Faculty Development Leave).
4. The VPAA & Provost identify source of benchmark salary data and identify a consistent (over years) set of indices for determining faculty salary raises. These standards should be publicized to the UHD faculty directly.
5. The VPAA & Provost solicit input from faculty and/or faculty senate on ways to improve the functioning of her office and create an action plan for changes to current procedures.
6. The VPAA & Provost's office conduct regularly scheduled discussion, solicit feedback and conduct training on key policies – namely Rank and Tenure, Faculty Performance Evaluation.
7. The VPAA & Provost gather current rank and tenure departmental guidelines and create a regular schedule to evaluate them for congruence with university Rank and Tenure policy, with input from the University Rank & Tenure Committee. An inconsistencies between departmental guidelines and university policy should be communicated to departments with request for review of departmental guidelines.
8. The academic leadership should clarify/lead discussion on what takes precedence in the event there are inconsistencies between departmental R & T guidelines and the University R & T policy.
9. The Provost & VPAA make public the departmental R & T criteria (e.g., departmental or Provosts' website).
10. The UHD administration sponsor and set aside funds for a speaker series to enhance faculty roles in teaching, service, and scholarly activity. In addition, speakers in neighboring universities be publicized at UH-D.
11. With input from Faculty Affairs Committee, the Policy on Faculty Employment and related guidelines (PS 10.A.13) be revised to clearly elucidate procedures for the search committee, Department Chair, Dean, VPAA & Provost, and President.
12. The President and VPAA & Provost hold discussions with departments to identify key ways in which the university functioning may be improved.

13. The overall communication within the university be improved by creating3 websites, generally increasing interactions between the UHD administration and faculty (including Faculty Senate), and communicating decisions made by UHD administration (including Deans and Department Chairs) and justifications for these decisions.
14. In future administrations of the survey,
 - a. define the categories of teaching and service
 - b. include an item soliciting information about the average number of hours a faculty member spends on teaching, service, and scholarly/creative activities
 - c. avoid double-barreled questions (e.g., item 2 – “the UHD administration promotes and supports research and scholarship)
 - d. conduct a survey (perhaps on-line) or include an item that explains why they chose to, or did not choose to respond to the survey (to explain the declining response rate)
 - e. reconsider the necessity of including identifying information (e.g., demographics) in light of the value that information provides.
 - f. include other key instructional support services in the list of areas that should be evaluated, e.g., library, computing, admissions, registration, and student services.
 - g. consider asking a question inquiring if respondents’ are applying for employment outside of UH-D.
 - h. include the names of administrative leaders, along with their position titles.
 - i. identify a committee to analyze and report the results of the survey responses.

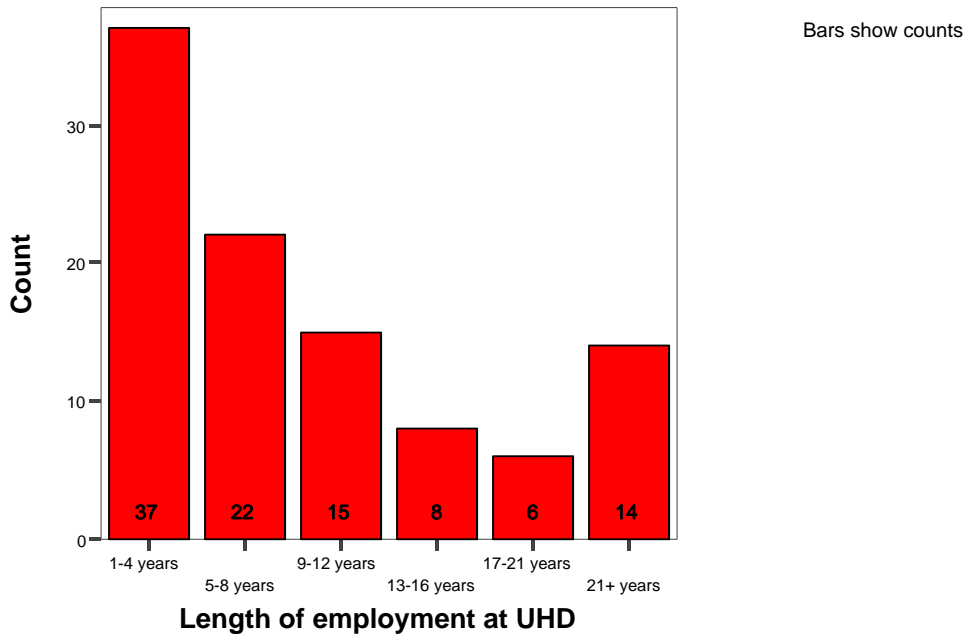
Characteristics of Respondents

Return rate for the 2007 surveys was 55% (116 out of 210). Over the past three administrations, the survey response rate has been declining (79.47% in 2001, 60% in 2003).

The demographic characteristics of the respondents are displayed in the next 4 graphs. Though 110 faculty responded to this survey, several did not respond to the questions regarding demographic characteristics at the end of the survey.

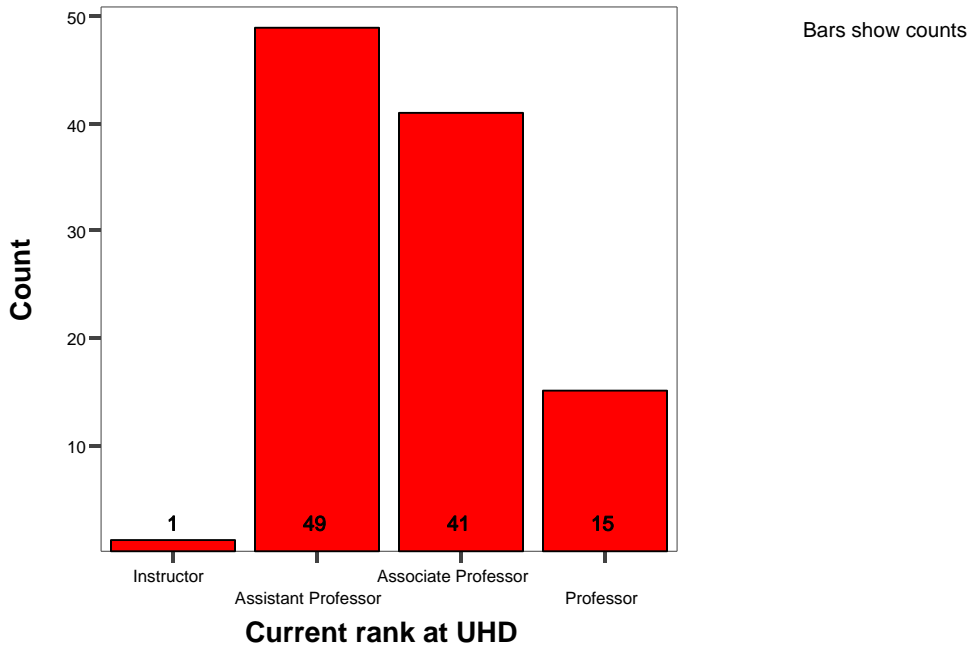
Length of Employment at UHD

A majority of the respondents were tenure-track faculty who have been at UHD between 1 and 4 years (n = 102).



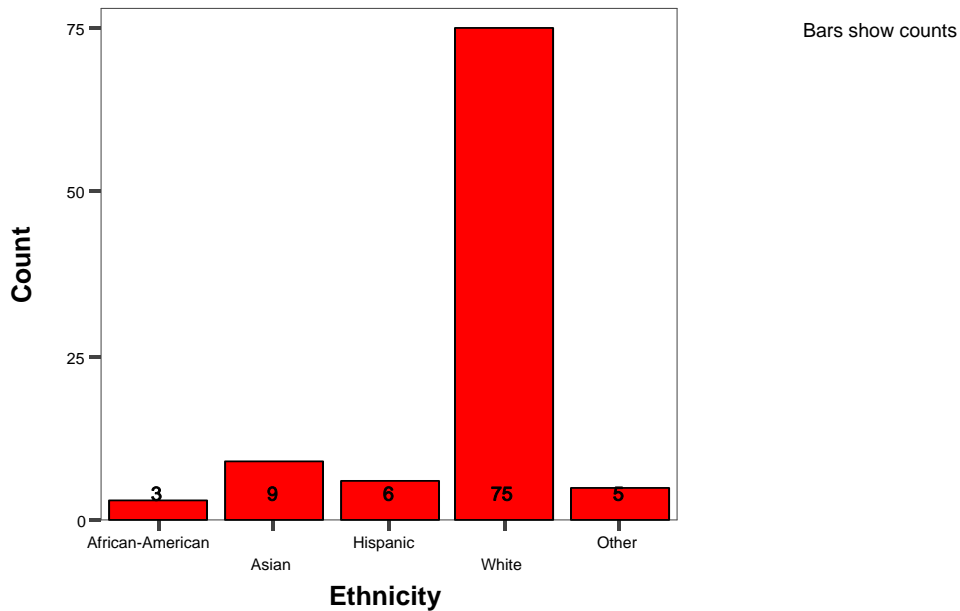
Rank

A majority of the respondents were also Assistant Professors (n = 49) with Associate Professors being the next largest category (n = 41) (total n = 106).



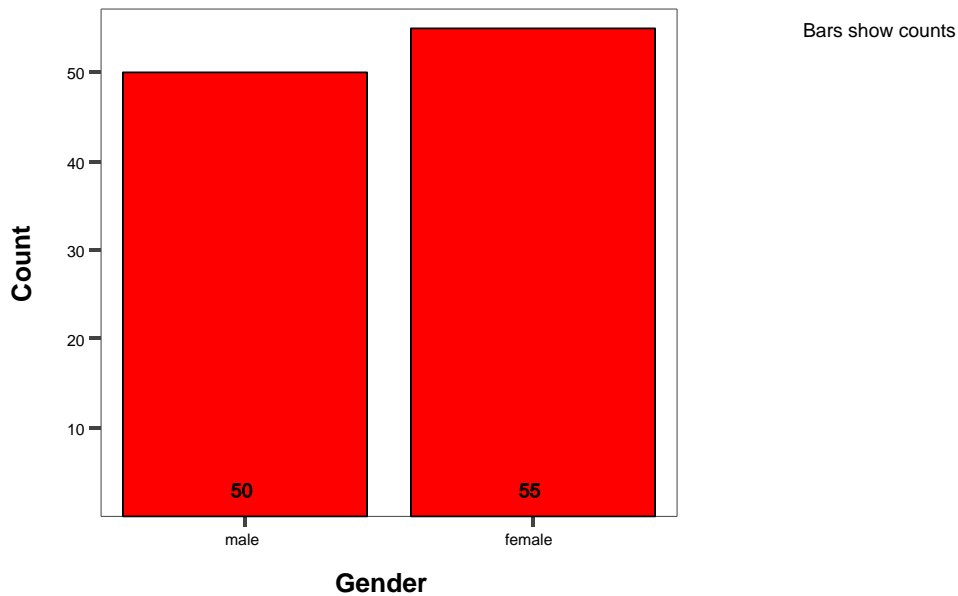
Ethnicity

Of the individuals who responded to the question on ethnicity (n = 98), 76.5% are white.



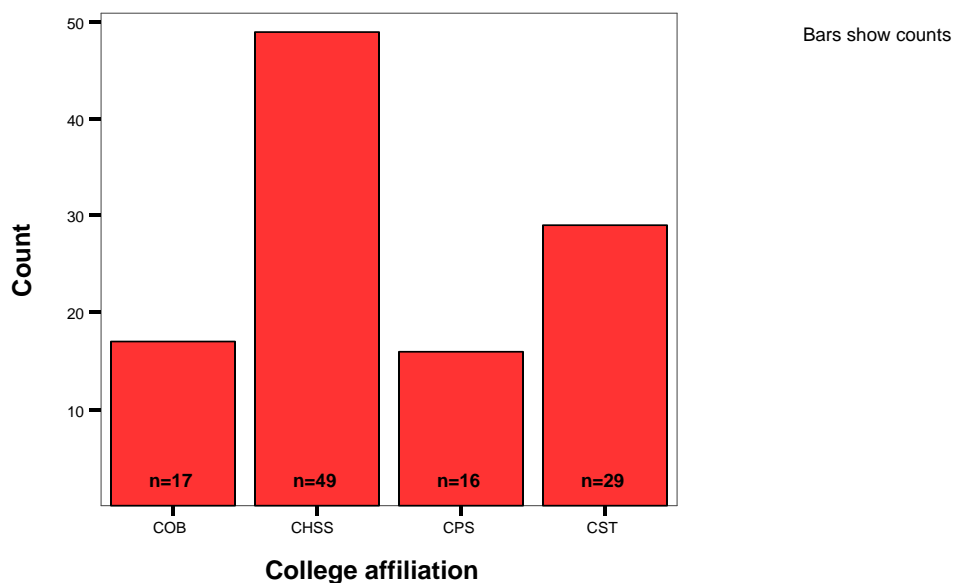
Sex of Respondents

Approximately 52% of the respondents who answered the question asking for their sex are female (n = 105).



College Affiliation

A majority of the respondents were from College of Humanities & Social Sciences (total n = 111). Response rates by college are presented in a table on the next page.



Response rates by college

College-specific response rates are included in the table below.

Table 1
Response rate by college¹

	College				
	COB	COHSS	CPS	CST	Total
Surveys mailed	42	88	29	51	210
Surveys returned	17	49	16	29	111 ¹
Response rate	40%	55.7%	55.0%	56.9%	55.2% ¹

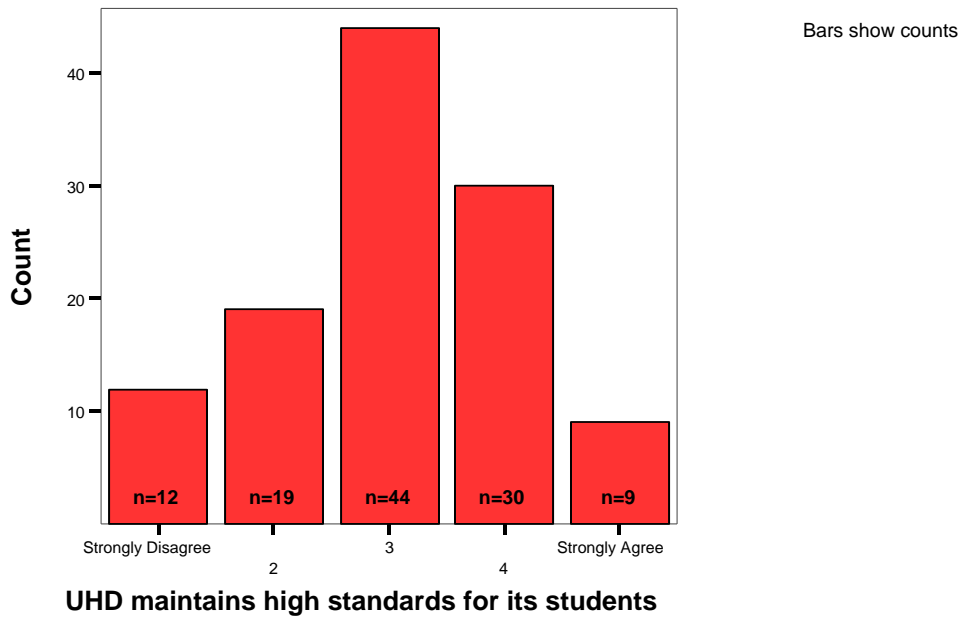
¹five respondents did not indicate their college affiliation

Results

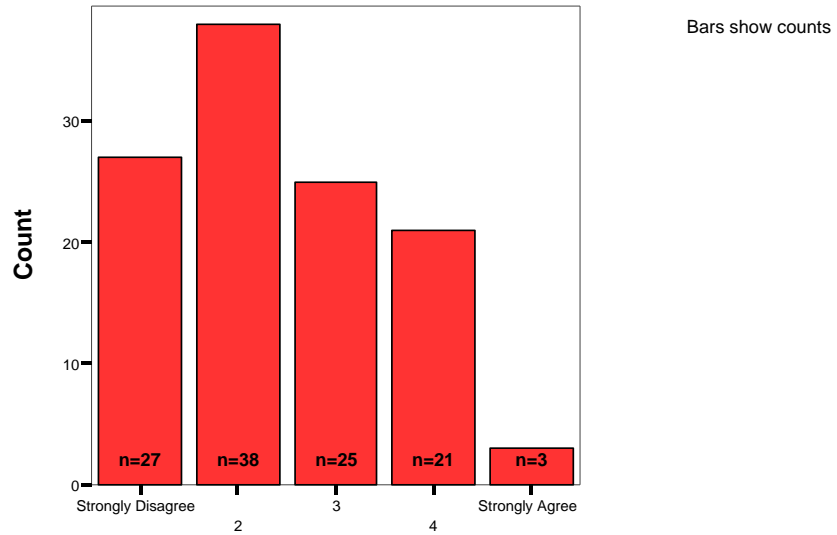
2007 Survey analysis by survey questions

Responses to each question are summarized using graphs. In the event that a response category had "0" responses, this has been noted above the graph.

Question 1 (n = 114, unanswered n = 2):

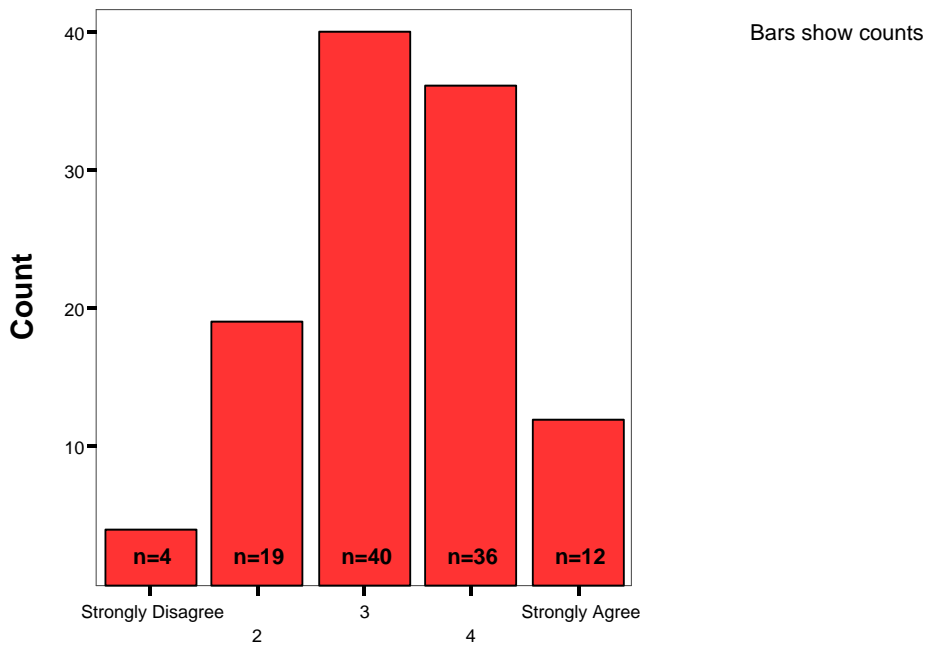


Question 2 (n = 114, unanswered n = 2):



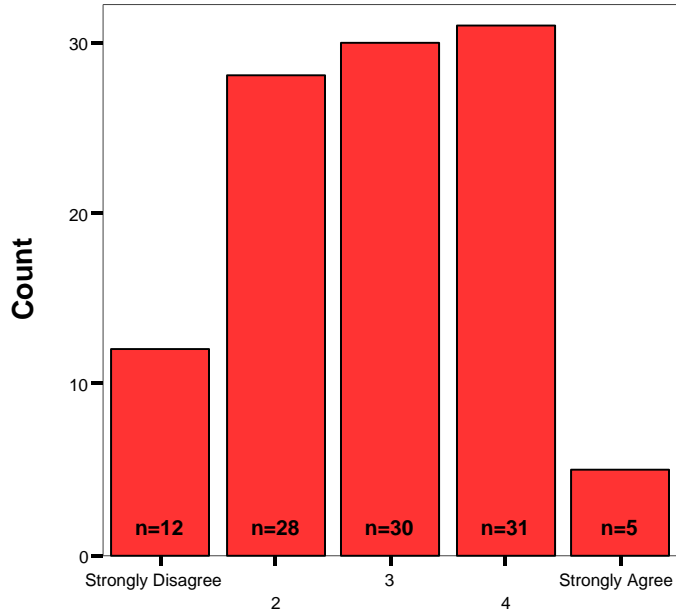
UHD Administration (Deans and above) promotes and supports research and scholarship

Question 3 (n = 112; unanswered n = 4)



UHD Rank and Tenure policies assure high professional standards for tenured and tenure-track faculty

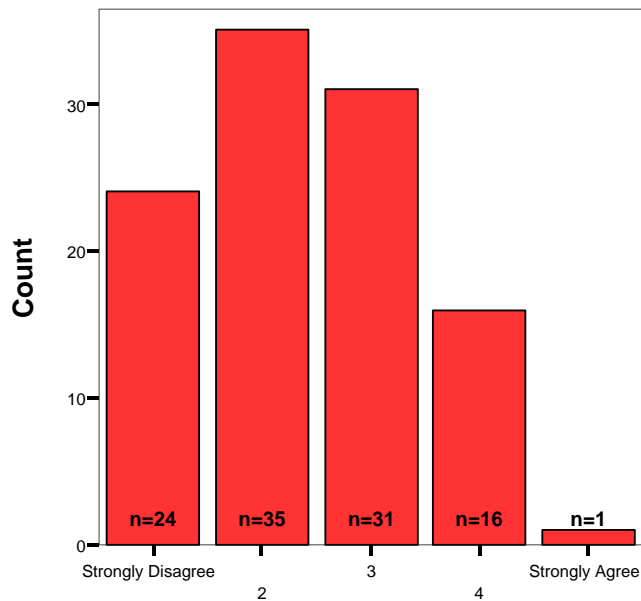
Question 4 (n = 106; unanswered n = 10)



Bars show counts

UHD Rank and Tenure procedures are fair and equally applied to all tenured and tenure-track professors

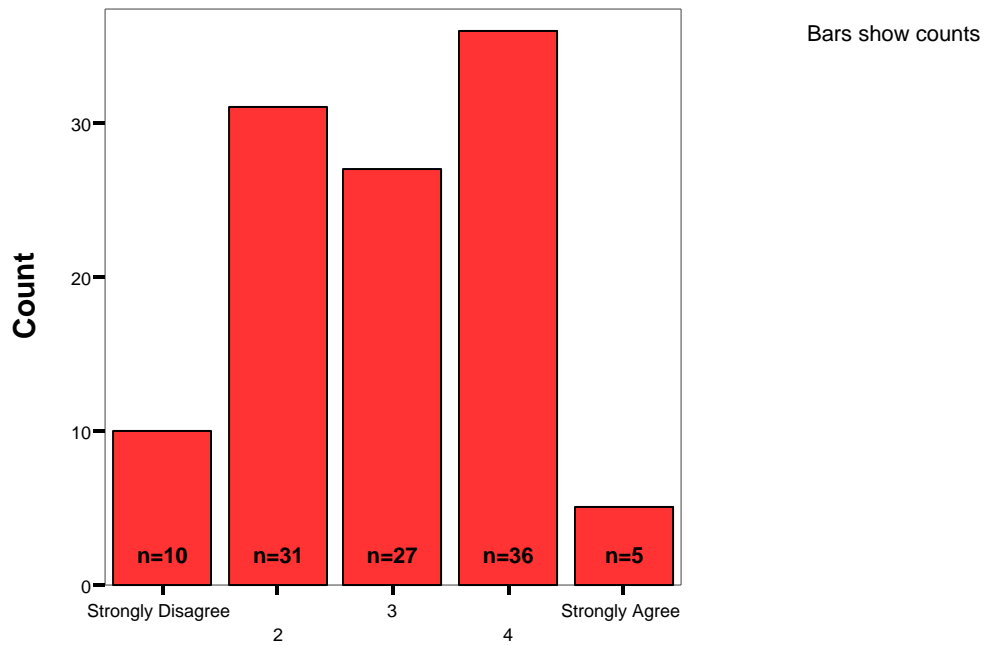
Question 5 (n = 107; unanswered n = 9)



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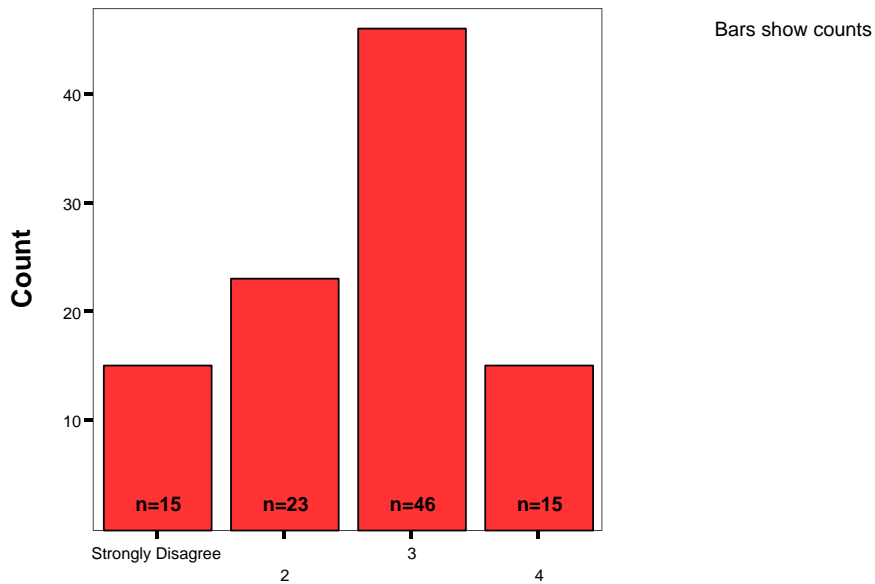
UHD Administration (Deans and above) makes decisions congruent with principles of shared governance

Question 6 (n = 109; unanswered n = 7):



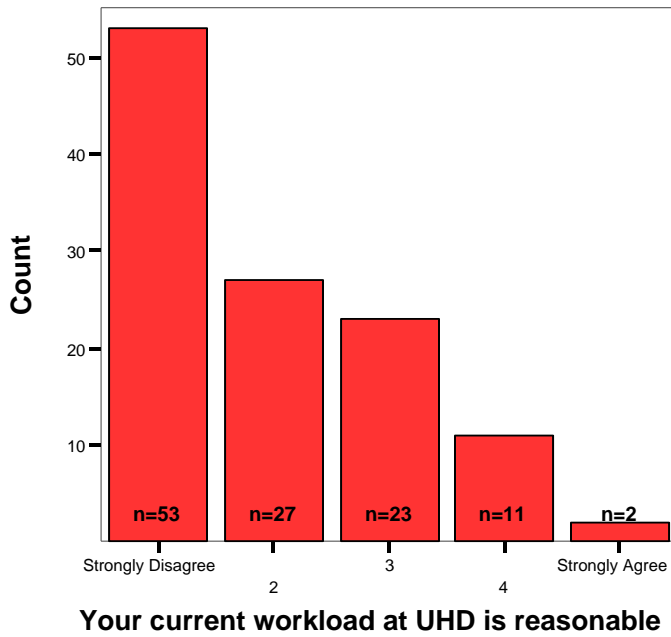
UHD Administration (Deans and above) takes the advice and expertise of faculty seriously in hiring and personnel decisions

Question 7 (n = 99; unanswered n = 17)
SA = 0



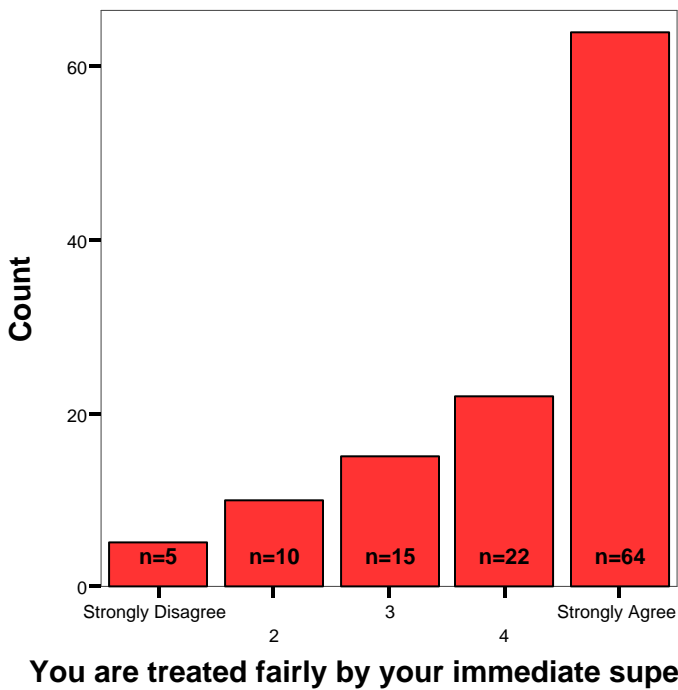
The general academic climate at UHD has improved since the last climate survey, administered in Spring 2005

Question 8 (n = 116)



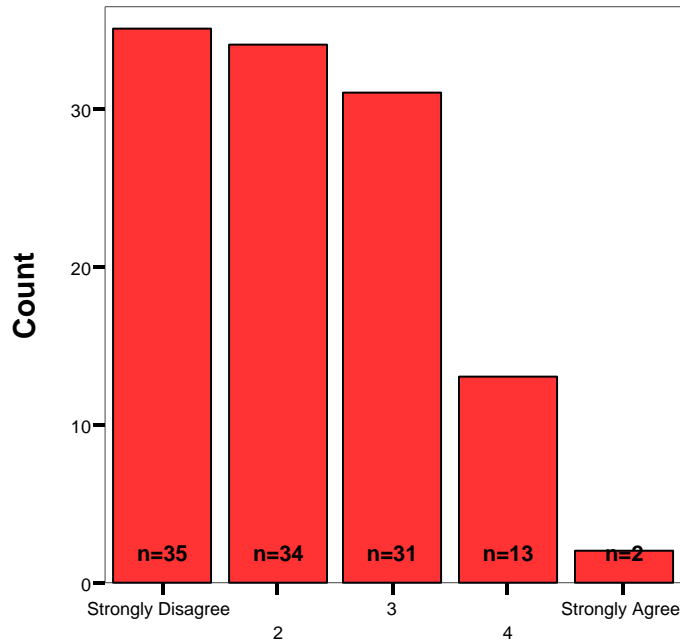
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Question 9 (n = 116)



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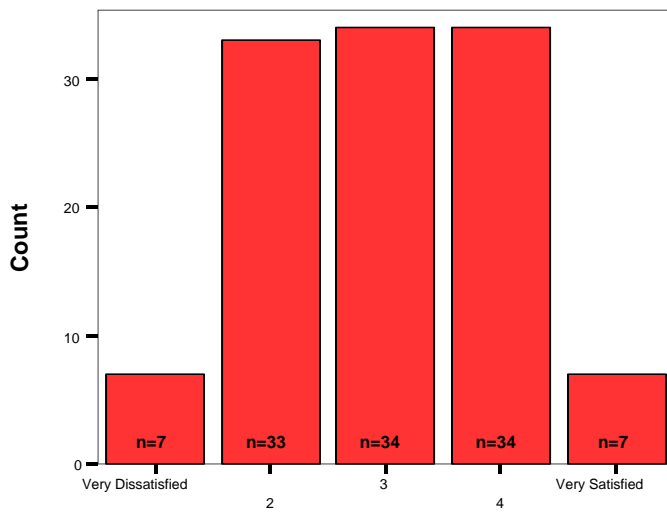
Question 10 (n = 115; unanswered n = 1)



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You are adequately compensated for your responsibilities at UHD

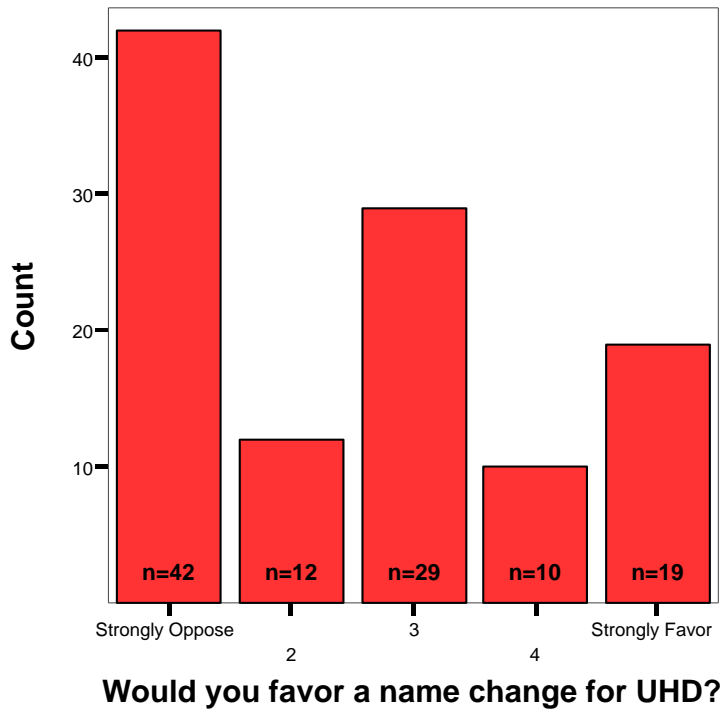
Question 11 (n = 115; unanswered n = 1)



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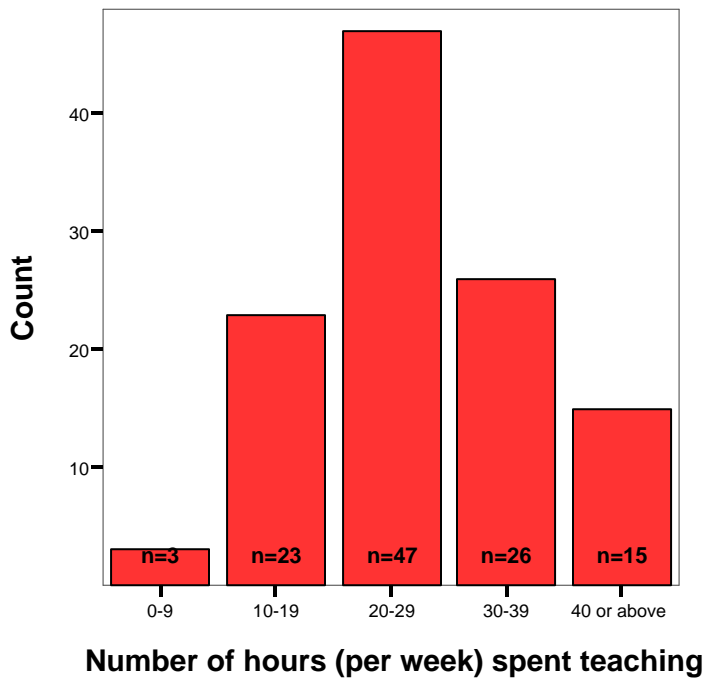
How would you describe your overall level of professional satisfaction?

Question 12 (n = 112; unanswered n = 4)



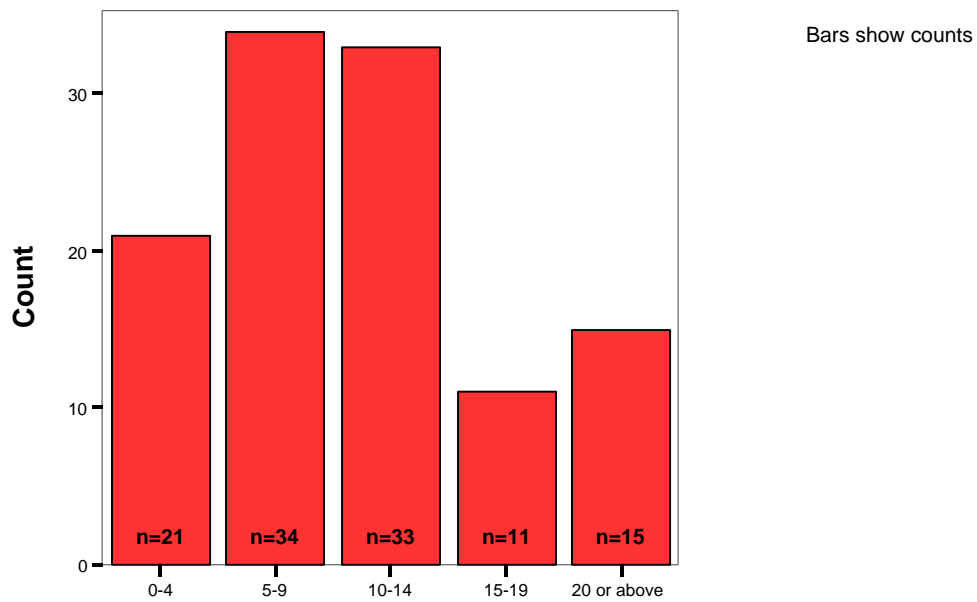
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13 a. Teaching (n = 114; unanswered n = 2):



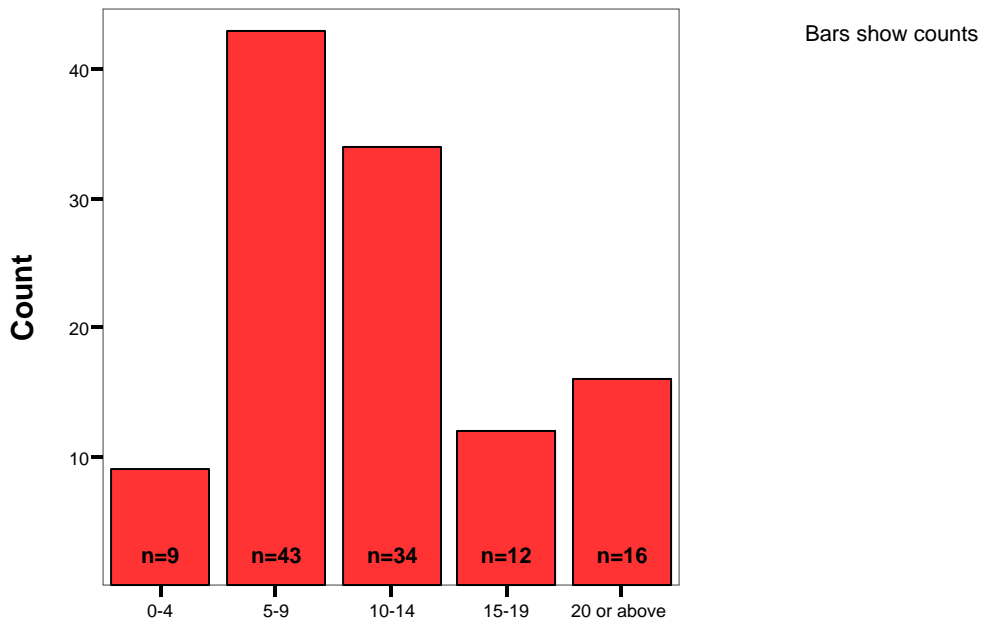
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13 b. Scholarly/Creative Activity (n = 114; unanswered n = 2):



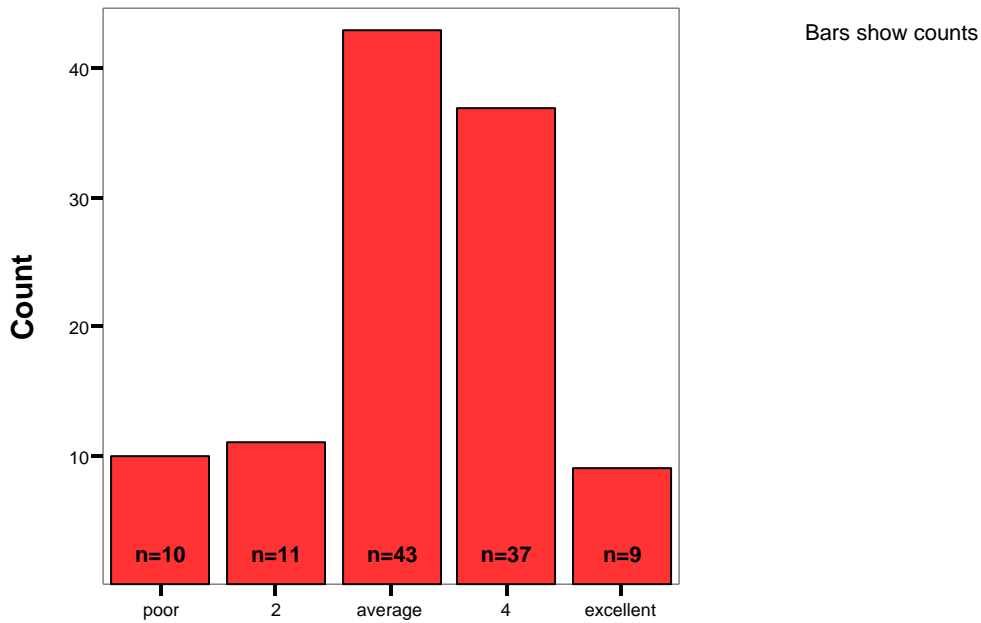
Number of hours (per week) spent on scholarly/creative activity

13c. Service (n = 114; unanswered n = 2)



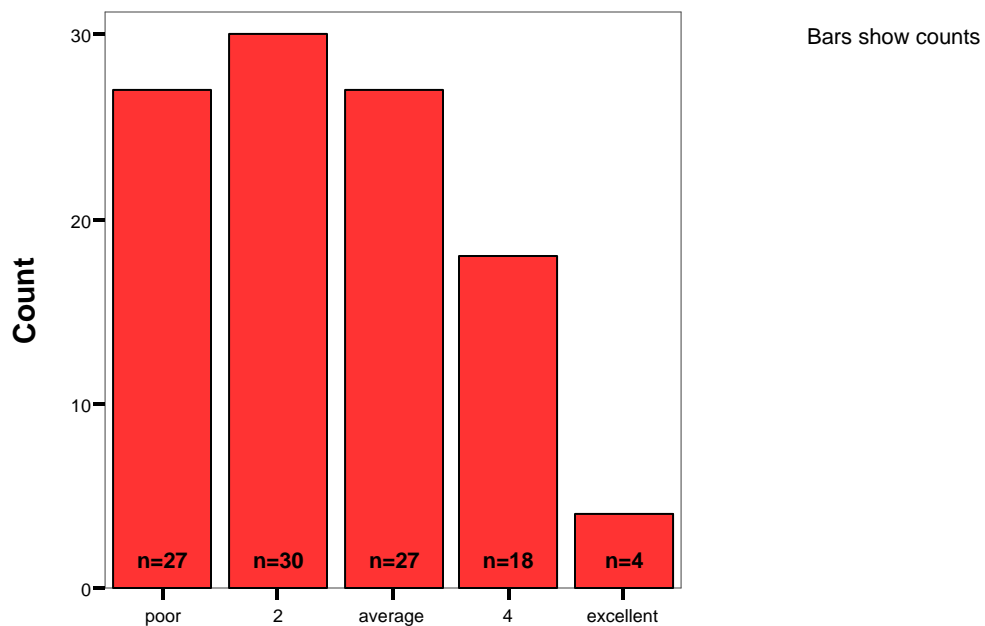
Number of hours (per week) spent on service

14a. President (n = 110; unanswered n = 6)



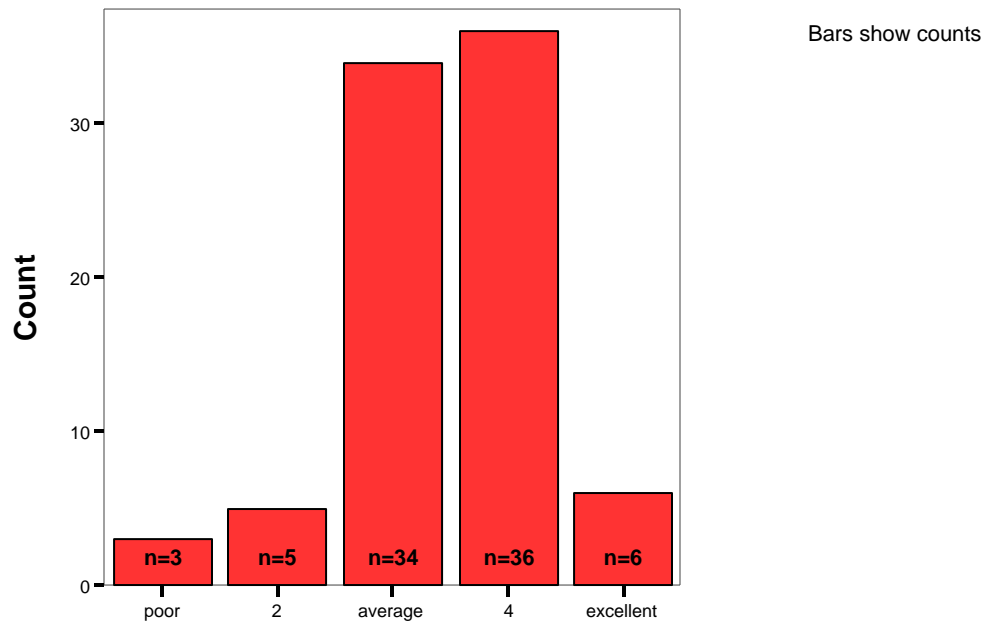
Past 2 years - Overall job performance of President

14b. Vice President of Academic Affairs/Provost (n = 106; unanswered n = 10)



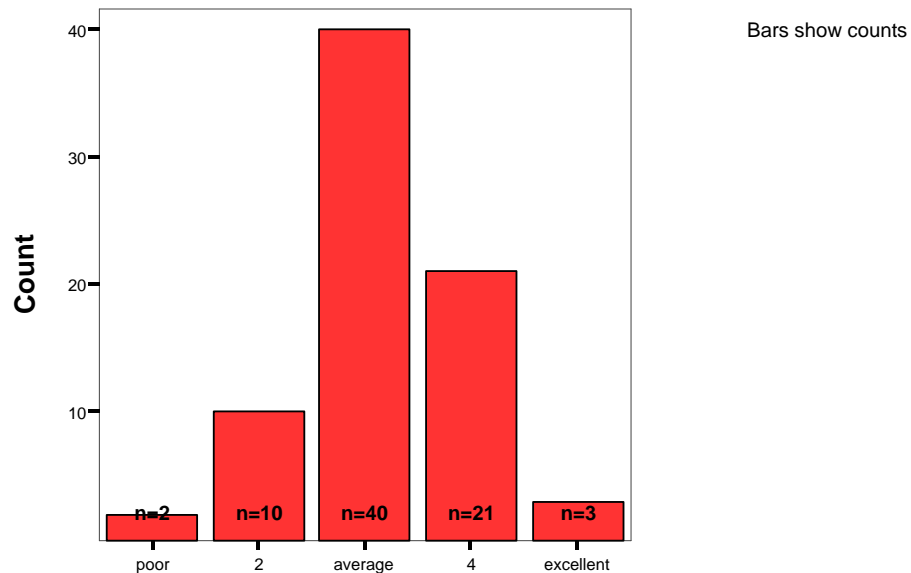
Past 2 years - Overall job performance of VPAA/Provost

14c. Vice President of Administration and Finance (n = 84; unanswered n = 32):



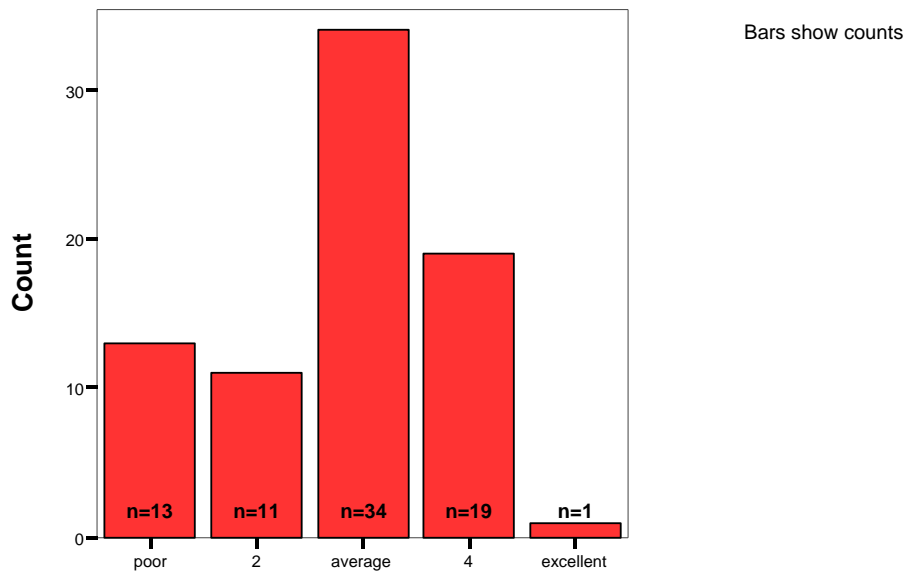
Past 2 years - Overall job performance of VP Administration and Finance

14d. Vice President of Student Services and Enrollment Management (n = 76; unanswered n = 40)



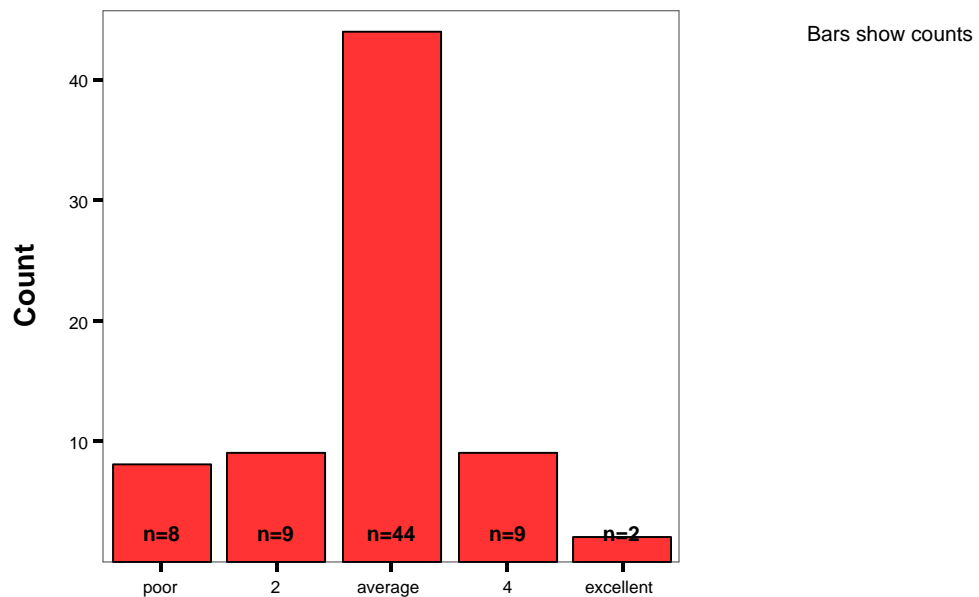
Past 2 years - Overall job performance of VP Students Services and Enrollment Management

14e. Vice President of Employment Services and Operations (n = 77; unanswered n = 39)



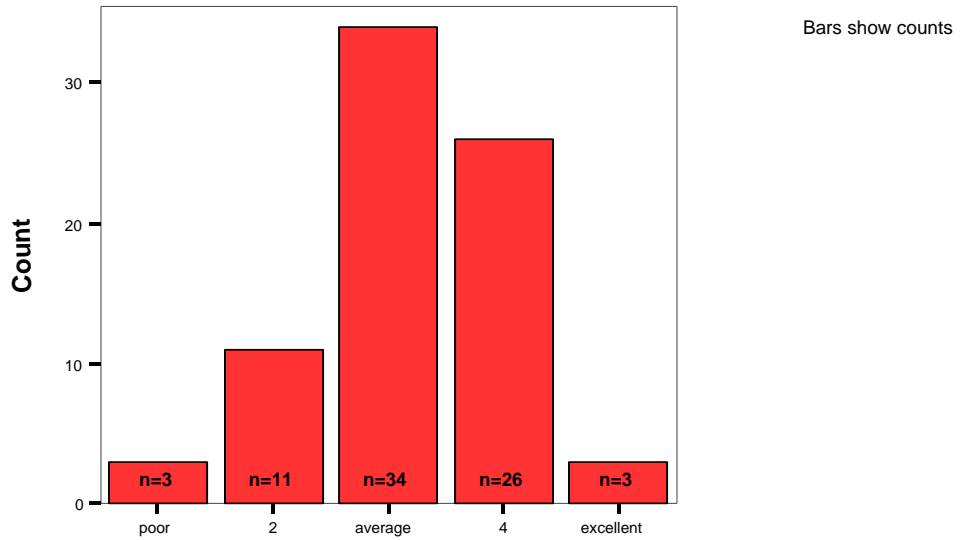
Past 2 years - Overall job performance of VP Employment Services and Operations

14f. Associate Vice President – Planning and Analysis (n = 72; unanswered n = 44):



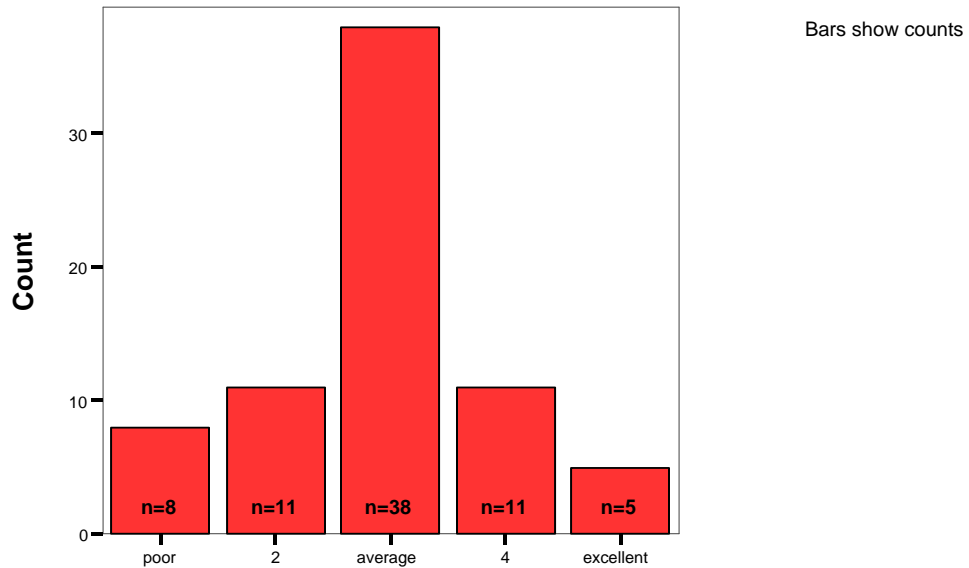
Past 2 years - Overall job performance of Associate VP Planning & Analysis

14g. Associate Vice President for Information Technology (n = 77; unanswered n = 39):



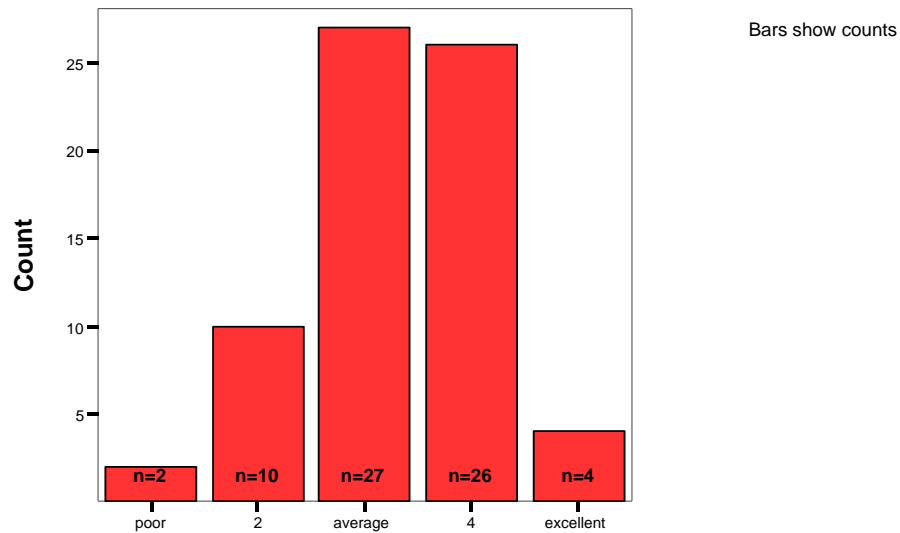
Past 2 years - Overall job performance of Associate VP Information Technology

14h. Assistant Vice President for Academic Affairs (n = 73; unanswered n = 43):



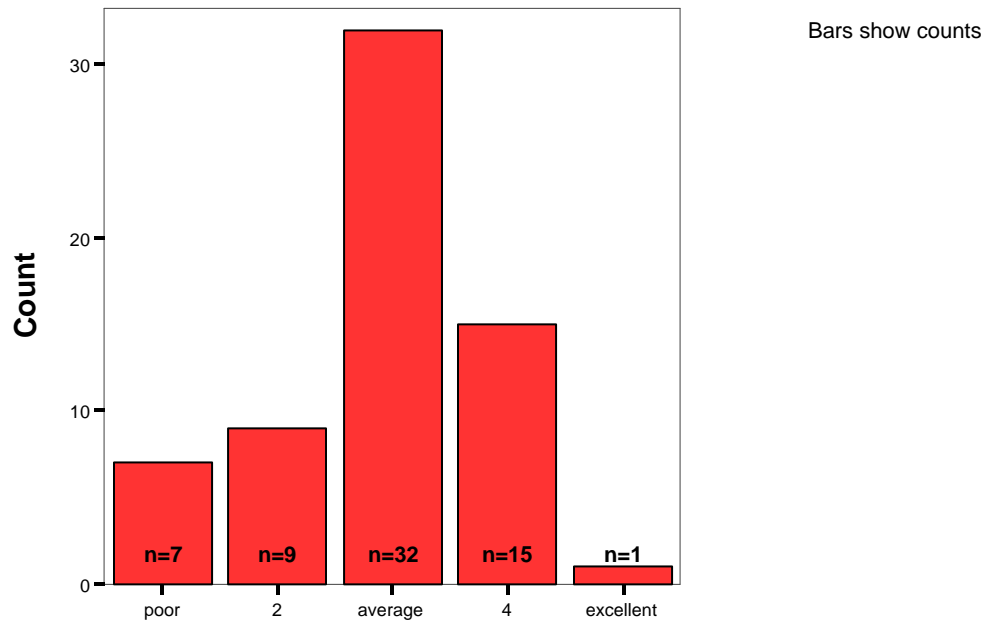
Past 2 years - Overall job performance of Assistant VP Academic Affairs

14i. Assistant Vice President for Facilities Management (n = 69; unanswered n = 47):



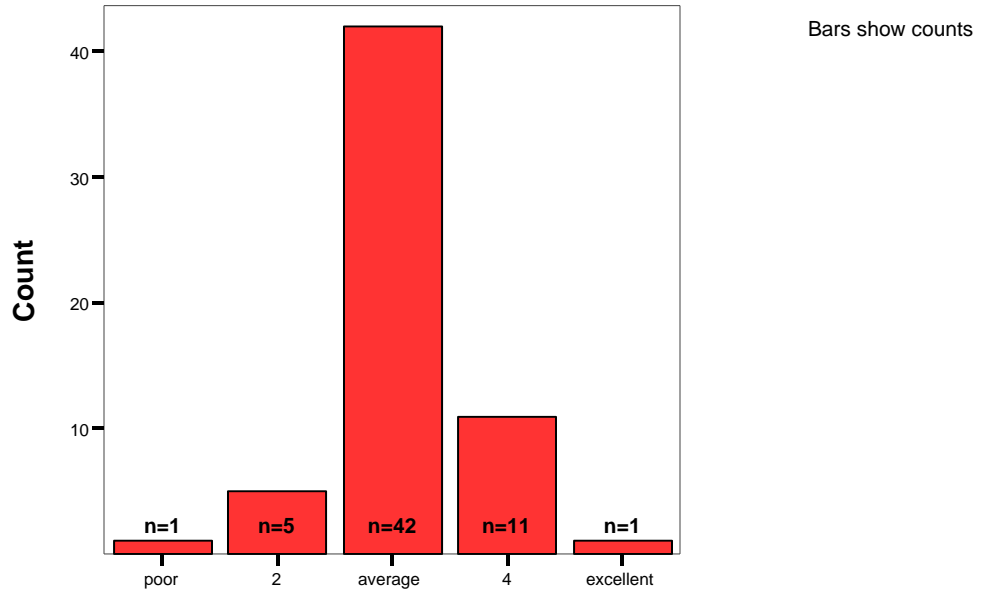
Past 2 years - Overall job performance of Assistant VP Facilities Management

14j. Assistant Vice President for Employment Services and Operations (n = 64; unanswered n = 52):



Past 2 years - Overall job performance of Assistant VP Employment Services and Operations

14k. Assistant Vice President for Business Affairs (n = 60; unanswered n = 56):

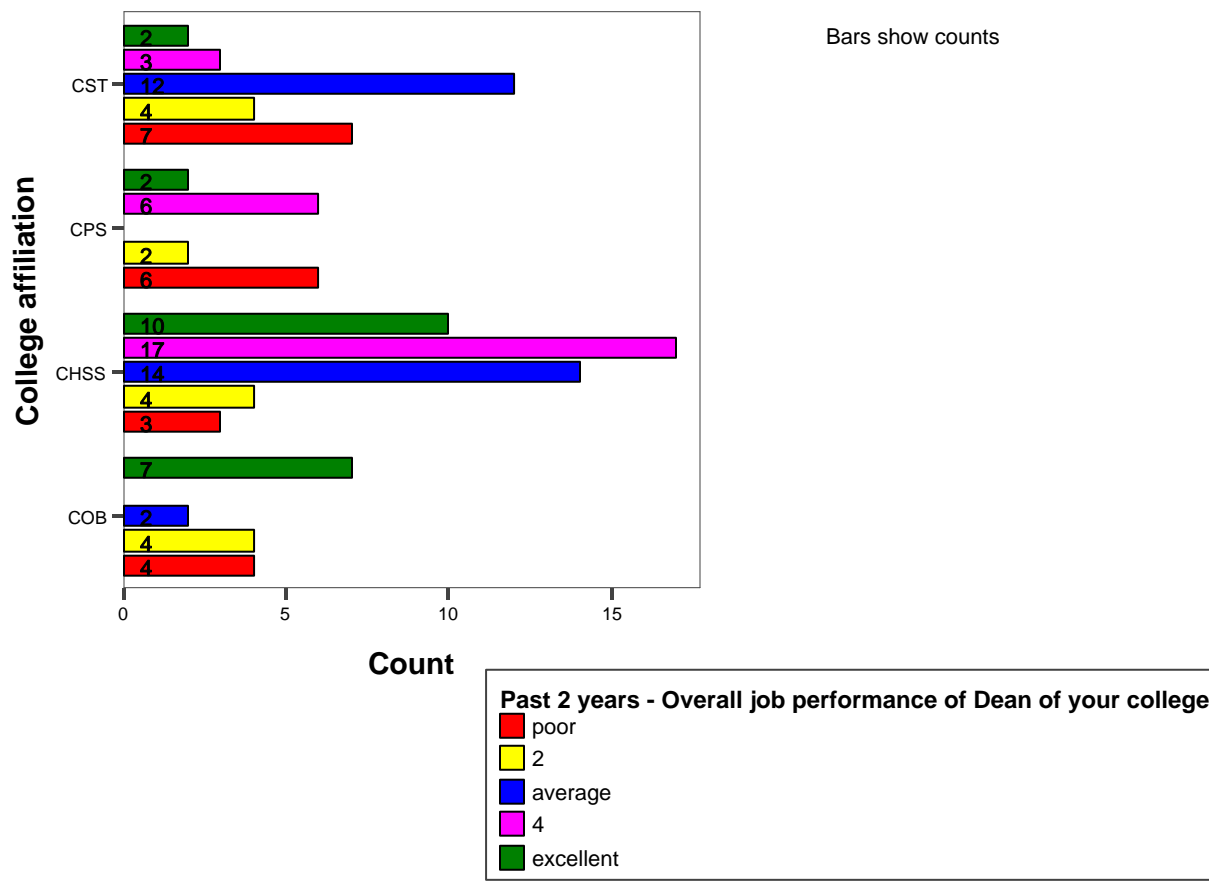


Past 2 years - Overall job performance of Assistant VP Business Affairs

14l. Dean of your college

Past 2 years - Overall job performance of Dean of your college

Count	College affiliation				Total
	COB	CHSS	CPS	CST	
Past 2 years - Overall job performance of Dean of your college	4	3	6	7	20
poor	4	4	2	4	14
2	2	14	0	12	28
average	0	17	6	3	26
4	7	10	2	2	21
excellent	17	48	16	28	109
Total					

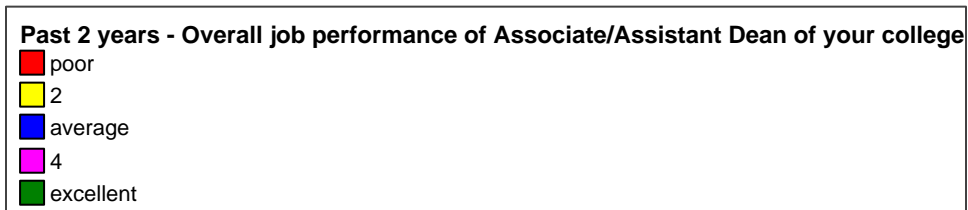
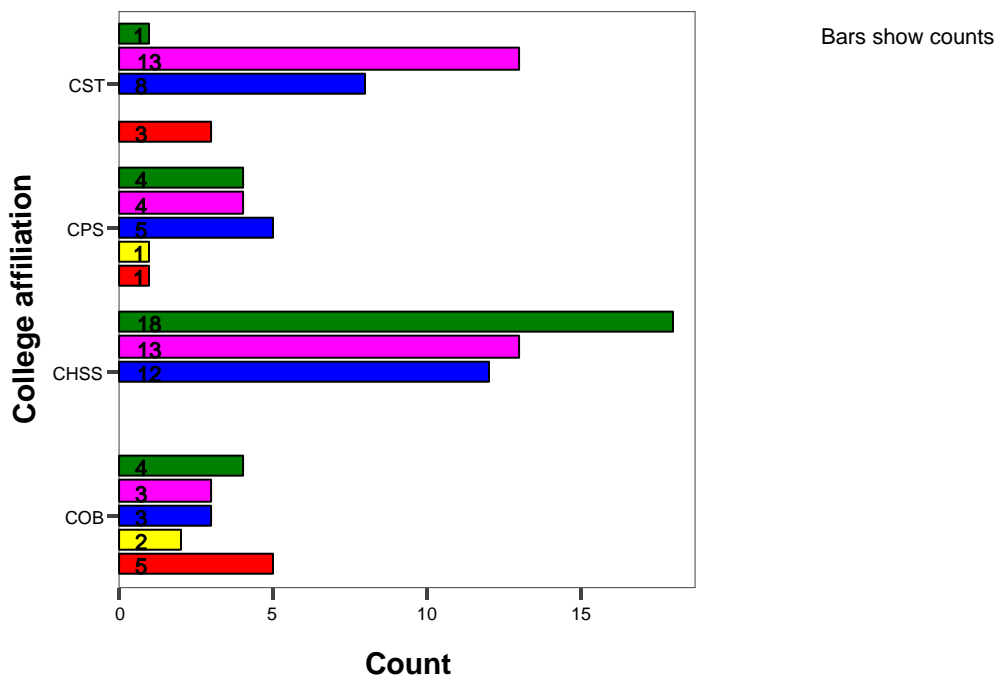


14m. Assistant/Associate Dean of your college
(analysis is presented by college)

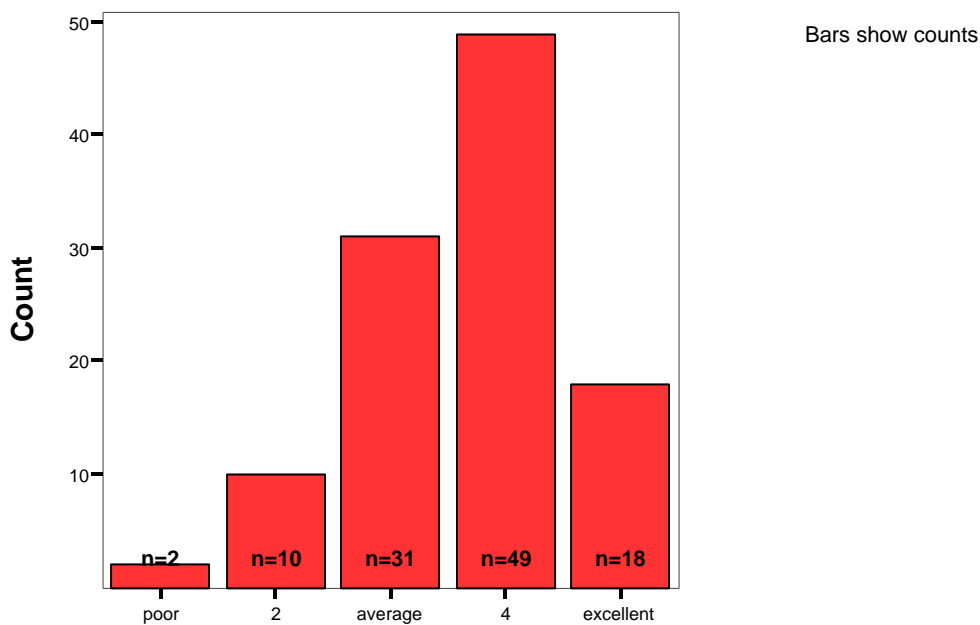
Past 2 years - Overall job performance of Associate/Assistant Dean of your college

Count

	College affiliation				Total
	COB	CHSS	CPS	CST	
Past 2 years - Overall poor	5	0	1	3	9
job performance of 2	2	0	1	0	3
Associate/Assistant average	3	12	5	8	28
Dean of your college 4	3	13	4	13	33
excellent	4	18	4	1	27
Total	17	43	15	25	100



14n. Faculty Senate



Past 2 years - Overall job performance of Faculty Senate

Faculty Comments

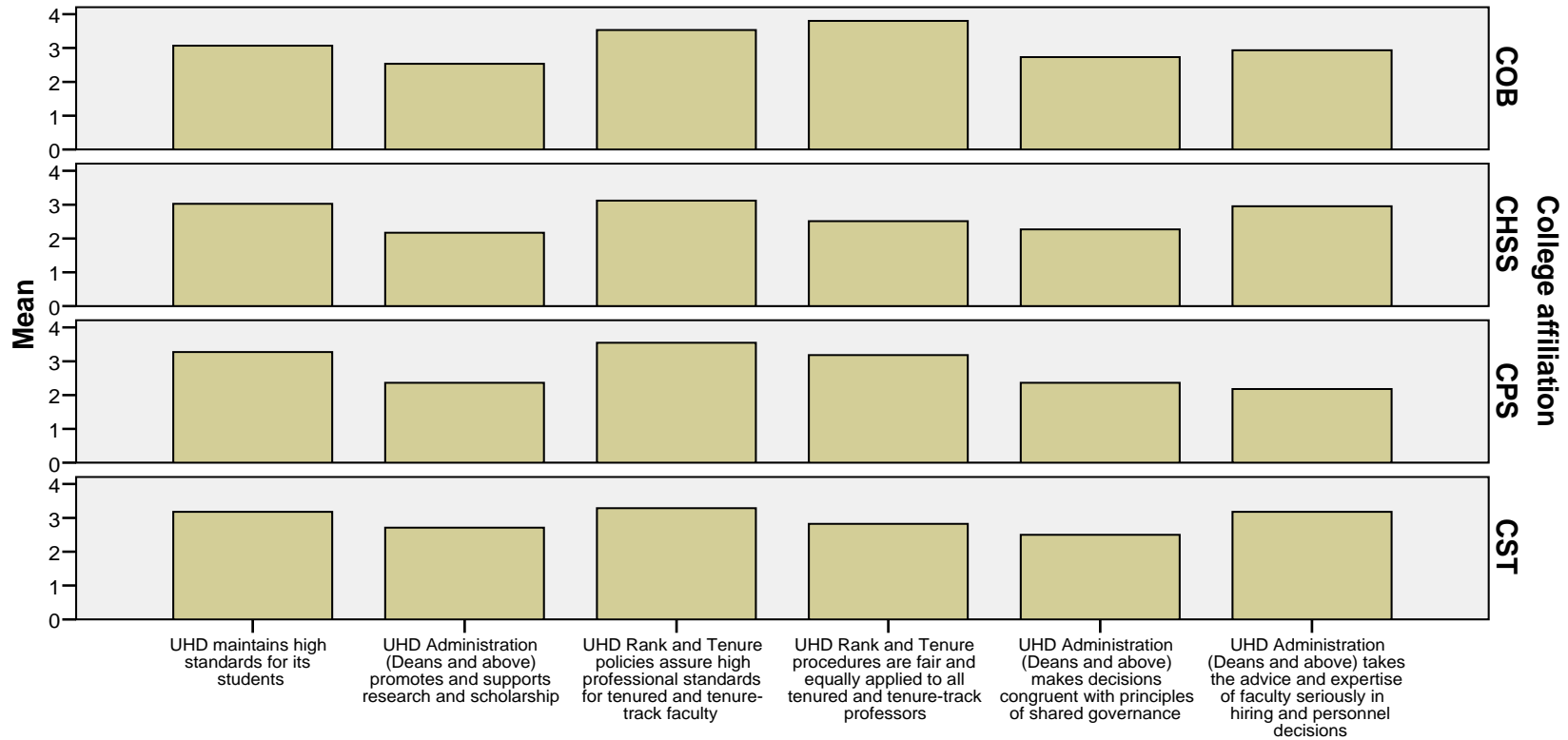
A few faculty provided comments, which can be summarized below as:

1. Challenging the “revenue neutrality” assumption of workload adjustment to accommodate scholarly/creative activity.
2. Protesting the undervaluing (by administration) of scholarly/creative activities.
3. Explaining the support for a name change (n = 2) if UHD obtained more autonomy and self-determination if the UH-system is reconfigured/affiliation changed
4. Protesting the intervention of a Dean in departmental Rank and Tenure decisions.
5. Explaining the high workload associated with teaching and service, which takes away from scholarly/creative activities.
6. Protesting the lack of choice in health care plans.
7. Protesting the initiative to raise course caps.

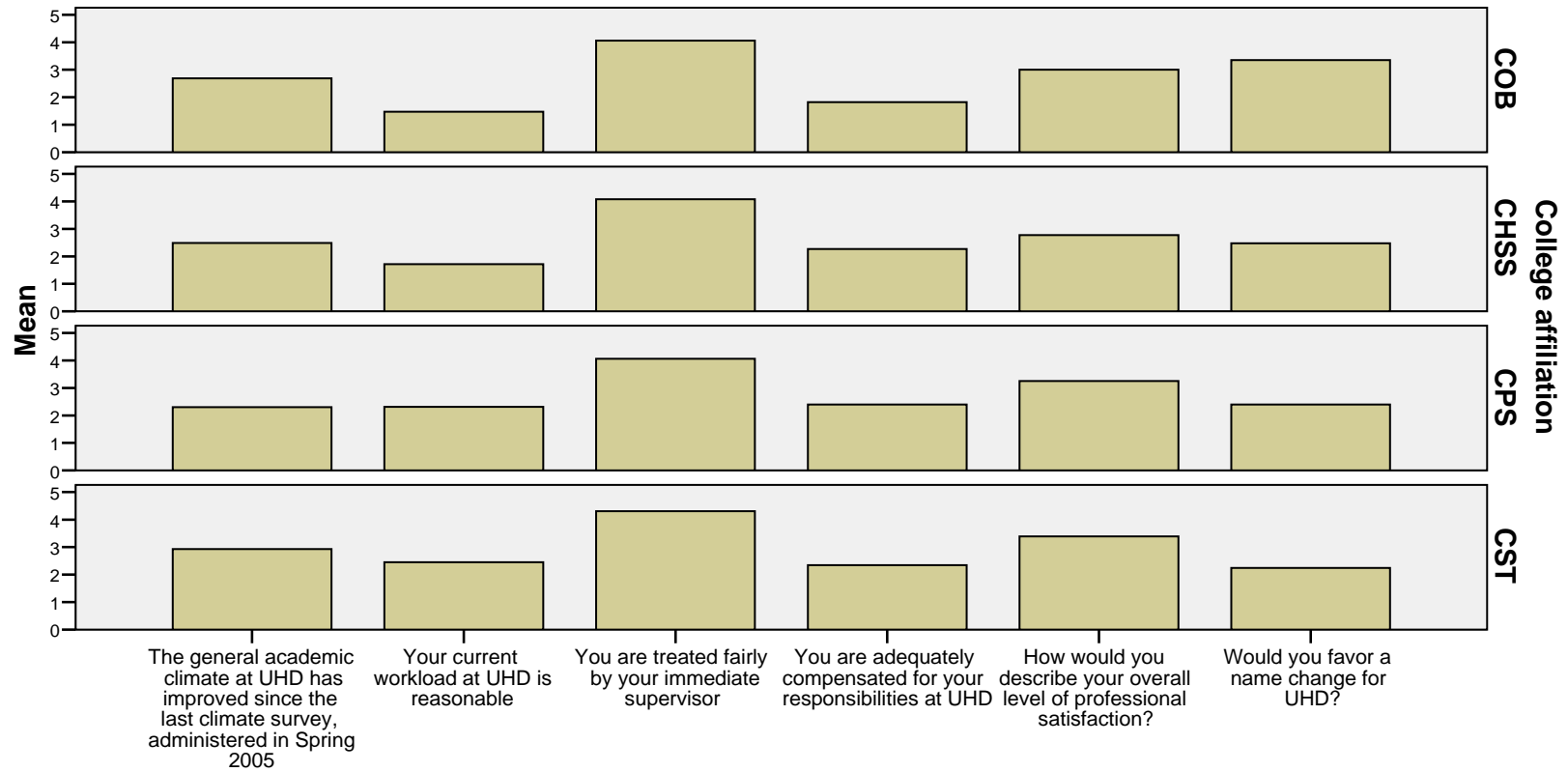
8. Asking for a consideration of the workload associated with the entry-level courses that teach under-prepared students.
9. Protesting the low salaries, combined with substandard insurance and heavy teaching load.
10. Describing UHD faculty as being collegial, professional, hard-working.
11. Protesting lack of acknowledgment by administration of the faculty's crucial role in achieving UHD's mission.
12. Protesting the workload and under-compensation of Assistant Chairs and Coordinators.
13. Asking for a better definition of service and removal of "non-compensated only" in the definition of this category.
14. Asking for better communication on the part of the VPAA & Provost. (n = 2)
15. Asking the VPAA and Provost to take on an active role as academic leader.
16. Asking for more transparency in decision-making and open communication from all administrative leaders.
17. Asking for administrative leadership to use faculty resources more efficiently, especially in the area of academic assessment.
18. Asking for clearer delineation of responsibilities of various Vice-Presidents.
19. Asking for justification for, and process for hiring of, the increasing number of administrative positions.

2007 Survey Analysis of key questions by College Affiliation

Average scores on Items 1 - 6 presented by College Affiliation

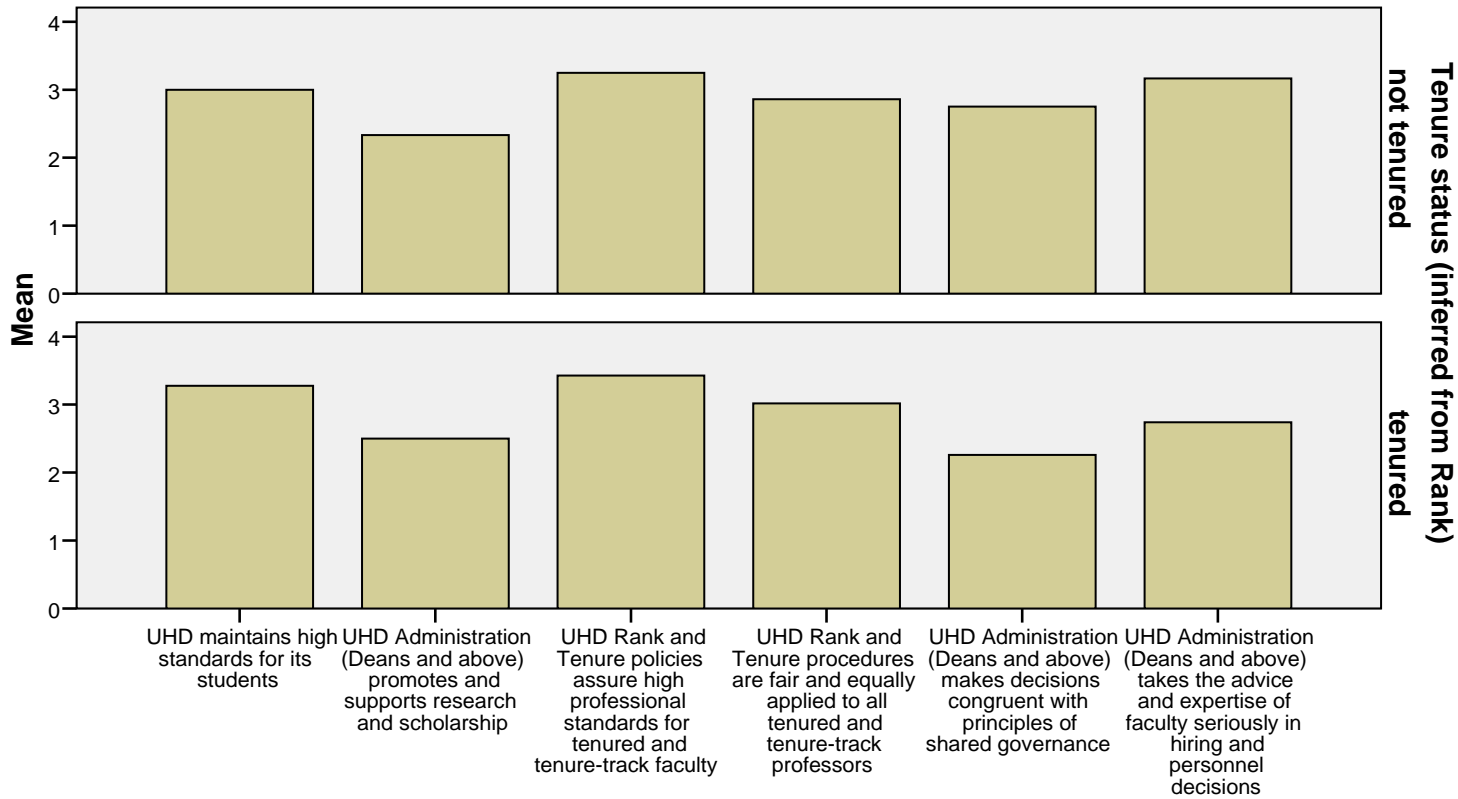


Average scores on Items 7 - 12 presented by College Affiliation

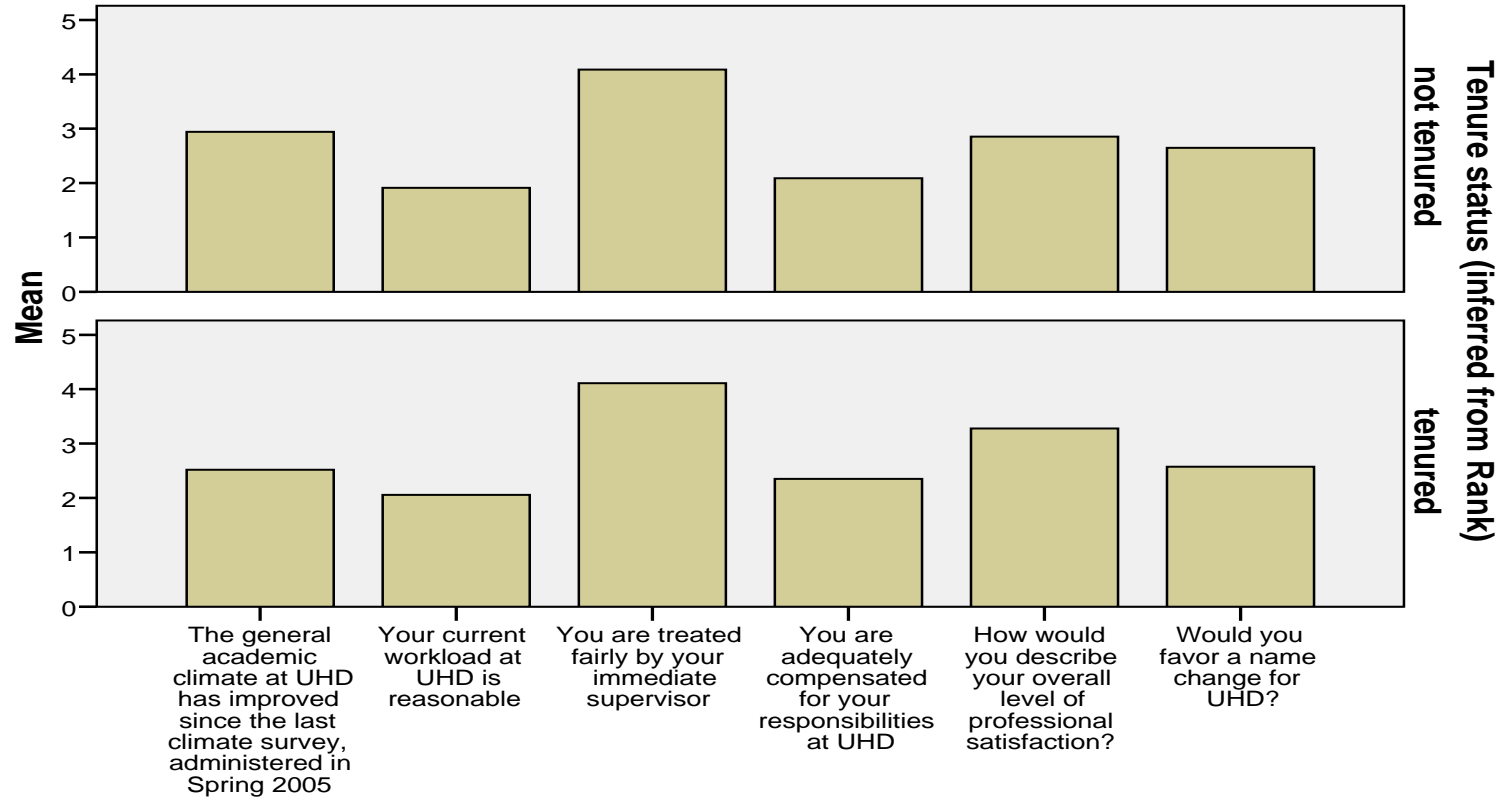


2007 Survey analysis of key questions by tenure status

Average scores on items 1-6 presented by Tenure status



Average scores on items 7-12 presented by Tenure status



2007 Survey results on key questions compared with 2003 and 2005 survey results

Table 4

A comparison of average (mean) ratings scores for items common to 2003, 2005, and 2007 Faculty Climate surveys^{2, 3}

Item (2007 survey)	Year		
	2003 ¹	2005	2007
1. UHD maintains high standards for its students	NA	3.01	3.04
2. The UHD administration promotes and supports research and scholarship	2.46	2.20	2.43
3. The UHD rank and tenure policies assure high professional standards for tenured and tenure-track professors	NA	2.95	3.30
4. The UHD rank and tenure procedures are fair and equally applied to all tenured and tenure-track professors	2.56	2.08	2.90
6. The UHD administration takes the advice and expertise of the faculty seriously in hiring and personnel decisions	NA	2.73	2.39
7. The general academic climate at UHD has improved since the last climate survey, administered in Spring 2005	NA	2.68	2.62
8. Your current workload at UHD is reasonable	NA	1.85	1.98
9. You are treated fairly by your immediate supervisor	NA	3.94	4.12

(contd. on next page)

Table 4 (continued from previous page)

A comparison of average (mean) ratings scores for items common to 2003, 2005, and 2007 Faculty Climate surveys^{2, 3}

Item (2007 survey)	Year		
	2003 ¹	2005	2007
10. You are adequately compensated for your responsibilities at UHD	NA	2.44	2.24
11. How would you describe your overall level of professional satisfaction?	3.53	3.16	3.01
14. How do rate the overall job performance of the			
a. President	3.24	3.19	3.22
b. VP - Academic Affairs/Provost	2.30	2.30	2.45
c. VP - Administration and Finance	NA	3.36	3.44
f. Associate VP - Planning and Analysis	NA	2.79	2.83
l. Dean of your college	2.27	3.18	3.13
n. Faculty Senate	3.34	3.28	3.65

1 – information obtained from 2005 Faculty Senate Climate Survey Report

2 – small changes in mean scores on a Likert-type scale (used in this survey) are not meaningful

3 - items with ratings below 2.5 are presented in bold-face font

Appendix A – Means and Standard Deviations of ratings on questions 1-12 (by college affiliation)

	Report														
	College affiliation														
	COB			CHSS			CPS			CST			Total		
	Mean	N	Std. Deviation	Mean	N	Std. Deviation	Mean	N	Std. Deviation	Mean	N	Std. Deviation	Mean	N	Std. Deviation
UHD maintains high standards for its students	3.12	17	.781	2.90	48	1.057	3.47	15	1.356	3.21	29	1.013	3.09	109	1.059
UHD Administration (Deans and above) promotes and supports research and scholarship	2.56	16	1.094	2.12	49	1.013	2.80	15	1.424	2.76	29	1.091	2.45	109	1.134
UHD Rank and Tenure policies assure high professional standards for tenured and tenure-track faculty	3.47	17	1.007	3.15	47	1.083	3.60	15	1.056	3.29	28	.854	3.30	107	1.011
UHD Rank and Tenure procedures are fair and equally applied to all tenured and tenure-track professors	3.63	16	1.147	2.60	43	1.116	3.07	14	1.072	2.82	28	.945	2.89	101	1.113
UHD Administration (Deans and above) makes decisions congruent with principles of shared governance	2.69	16	1.078	2.20	44	.930	2.64	14	1.336	2.50	28	1.000	2.42	102	1.038
UHD Administration (Deans and above) takes the advice and expertise of faculty seriously in hiring and personnel decisions	2.88	16	1.360	3.04	45	.999	2.43	14	1.222	3.21	29	.940	2.98	104	1.088
The general academic climate at UHD has improved since the last climate survey, administered in Spring 2005	2.69	16	.602	2.49	39	.970	2.30	10	1.059	2.93	29	.923	2.64	94	.926
Your current workload at UHD is reasonable	1.47	17	.717	1.71	49	.957	2.31	16	.946	2.45	29	1.242	1.95	111	1.065
You are treated fairly by your immediate supervisor	4.06	17	.899	4.08	49	1.288	4.06	16	1.289	4.31	29	1.137	4.14	111	1.187
You are adequately compensated for your responsibilities at UHD	1.82	17	1.015	2.27	49	.953	2.40	15	.986	2.34	29	1.203	2.24	110	1.040
How would you describe your overall level of professional satisfaction?	3.00	17	.791	2.78	49	.985	3.25	16	1.183	3.39	28	1.066	3.04	110	1.031
Would you favor a name change for UHD?	3.35	17	1.801	2.48	46	1.502	2.40	15	1.352	2.24	29	1.327	2.54	107	1.513

Appendix B - Means and Standard Deviations of ratings on questions 1-12 (by tenure status)

Report

	Tenure status (inferred from Rank)									
	not tenured			tenured			Total			
	Mean	N	Std. Deviation	Mean	N	Std. Deviation	Mean	N	Std. Deviation	
UHD maintains high standards for its students	3.00	48	1.052	3.27	56	1.018	3.14	104	1.037	
UHD Administration (Deans and above) promotes and supports research and scholarship	2.41	49	1.019	2.53	55	1.215	2.47	104	1.123	
UHD Rank and Tenure policies assure high professional standards for tenured and tenure-track faculty	3.26	46	.999	3.45	56	.989	3.36	102	.993	
UHD Rank and Tenure procedures are fair and equally applied to all tenured and tenure-track professors	2.90	40	1.105	3.00	56	1.095	2.96	96	1.095	
UHD Administration (Deans and above) makes decisions congruent with principles of shared governance	2.71	42	.864	2.25	55	1.092	2.45	97	1.021	
UHD Administration (Deans and above) takes the advice and expertise of faculty seriously in hiring and personnel decisions	3.27	44	.949	2.73	55	1.162	2.97	99	1.102	
The general academic climate at UHD has improved since the last climate survey, administered in Spring 2005	2.94	34	.952	2.51	55	.858	2.67	89	.914	
Your current workload at UHD is reasonable	1.86	50	1.050	2.09	56	1.100	1.98	106	1.078	
You are treated fairly by your immediate supervisor	4.24	50	1.061	4.14	56	1.227	4.19	106	1.147	
You are adequately compensated for your responsibilities at UHD	2.18	49	1.074	2.36	56	1.017	2.28	105	1.042	
How would you describe your overall level of professional satisfaction?	2.88	50	.895	3.29	55	1.066	3.10	105	1.005	
Would you favor a name change for UHD?	2.62	47	1.453	2.55	55	1.561	2.58	102	1.505	