



# Employee Satisfaction Survey

---

TTUHSC Institutional Report  
Fall 2012

## **Table of Contents**

Summary .....	2
Methodology .....	2
Demographics .....	3
Quantitative Data .....	8
<i>Faculty and Staff</i> .....	8
<i>Staff Only</i> .....	17
<i>Faculty Only</i> .....	19
<i>Results by Appointment/Affiliation</i> .....	25
<i>Results by Campus</i> .....	25
Qualitative Data .....	26
Using Survey Data to Promote Continuous Improvement .....	34
Appendices .....	35

## **Summary**

- Overall, faculty and staff seem to be satisfied with their experiences at TTUHSC. Most feel that their work contributes to the institutional mission.
- Communication, compensation, and reporting complaints without fear of retaliation may be areas of potential improvement.
- Feeling that their work is valued and appreciated is important to both faculty and staff.
- Many staff members are satisfied with interactions with immediate coworkers, understanding of job responsibilities, and awareness of performance expectations for their positions.
- Potential areas of improvement may include awareness of staff needs by institutional leaders and effectiveness of Staff Senators in representing staff interests.
- Faculty members seem to be satisfied with general aspects of their positions. Potential areas of improvement may include awareness of their needs by institutional leaders and collaboration among faculty across schools.
- Interprofessional education appears to be important to faculty members, and they also perceive it to be important to their schools and the institution.
- Not surprisingly, faculty and staff who chose not to disclose their campus location were generally less satisfied with multiple aspects of their work experiences.
- Faculty and staff on the Abilene campus and staff on the Dallas/Ft. Worth campus indicate high levels of satisfaction with their work experiences.
- Faculty and staff commented most frequently that the best aspect of working at TTUHSC is the work environment. Staff also commented often about the benefits available to them.
- Open-ended comments indicated that faculty perceive leadership and facilities to be areas of potential improvement. Comments by staff highlighted compensation and leadership as areas of concern.

## **Methodology**

The biennial *Employee Satisfaction Survey* (ESS) was administered to TTUHSC faculty and staff in Fall 2012. The data collection period lasted two weeks for the online survey (October 9-23, 2012) and almost three weeks for the paper version to account for mailing times (October 9-29, 2012). Targeted participants included employees with a faculty or staff designation, including working retirees and excluding residents, teaching assistants, and student employees. The original list included 1,045 faculty and 4,559 staff. However, some employees had to be excluded because they did not have email addresses. The majority of those were part-time employees. This brought the final number of contacted employees to 5,379 (=N).

The initial invitation to complete the online survey was sent via email by the *Office of Institutional Planning & Assessment* (OIPA). A subsequent reminder email was sent to targeted participants one week before data collection ended. Additional reminders were distributed on the TTUHSC website. (Because many CMHC employees were unable to access the online survey from the workplace due to permission restrictions, they were also given the option to request a printed version of the survey and submit it via mail.)

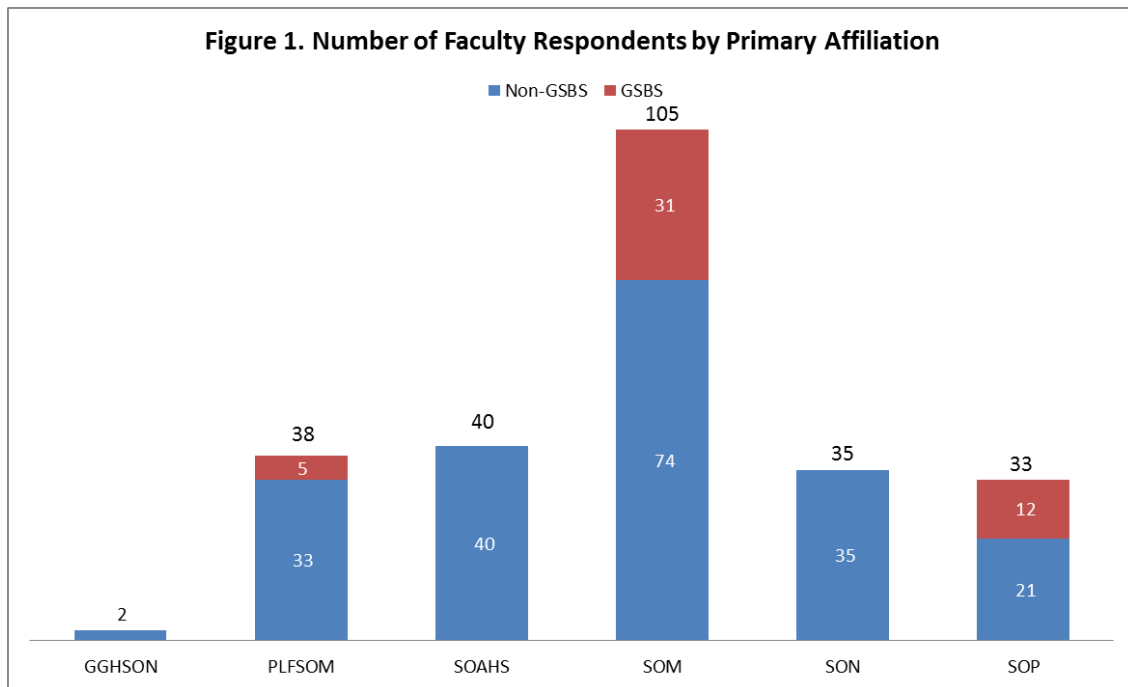
## Demographics

When data collection ended, 253 faculty and 1,144 staff had completed the survey, resulting in approximate response rates of 26% and 25%, respectively. This is similar to response rates in past years (*2010 Faculty Satisfaction Survey: 23%; 2010 Staff Satisfaction Survey: 28%*).

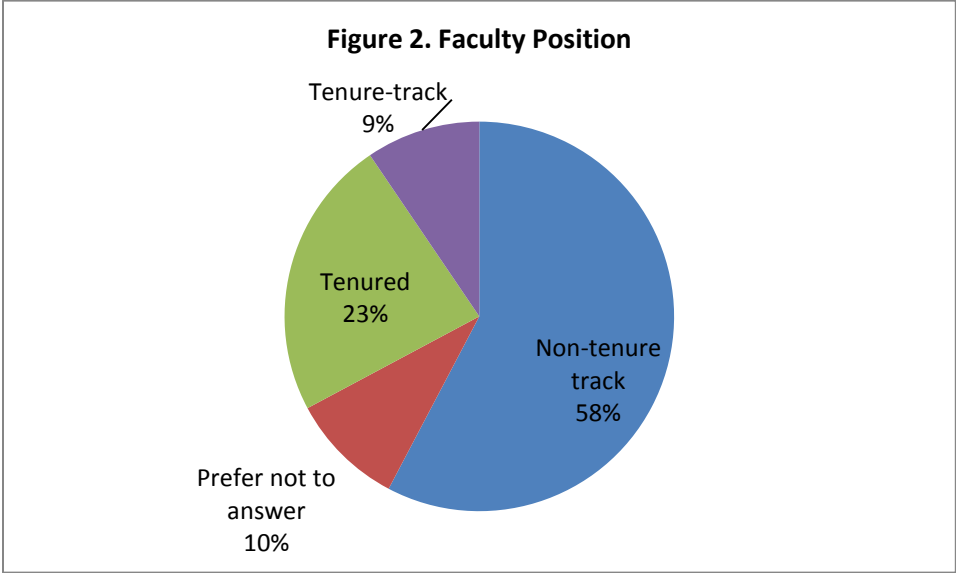
**Faculty.** According to self-reported data, faculty respondents were affiliated with the following:

PRIMARY APPOINTMENT	LOCATION
<ul style="list-style-type: none"> <li>• Gayle Greve Hunt School of Nursing (GGHSON)</li> <li>• Graduate School of Biomedical Sciences (GSBS)</li> <li>• Paul L. Foster School of Medicine (PLFSOM)</li> <li>• School of Allied Health Sciences (SOAHS)</li> <li>• School of Medicine (SOM)</li> <li>• School of Nursing (SON)</li> <li>• School of Pharmacy (SOP)</li> </ul>	<ul style="list-style-type: none"> <li>• Abilene</li> <li>• Amarillo</li> <li>• Dallas/Ft. Worth</li> <li>• El Paso</li> <li>• Lubbock</li> <li>• Odessa</li> </ul>

Figure 1 provides the number of faculty respondents by primary appointment. A total of 48 faculty from SOM, PLFSOM, and SOP reported a secondary appointment with GSBS. A *Prefer Not to Answer* (PNTA) option was also available.



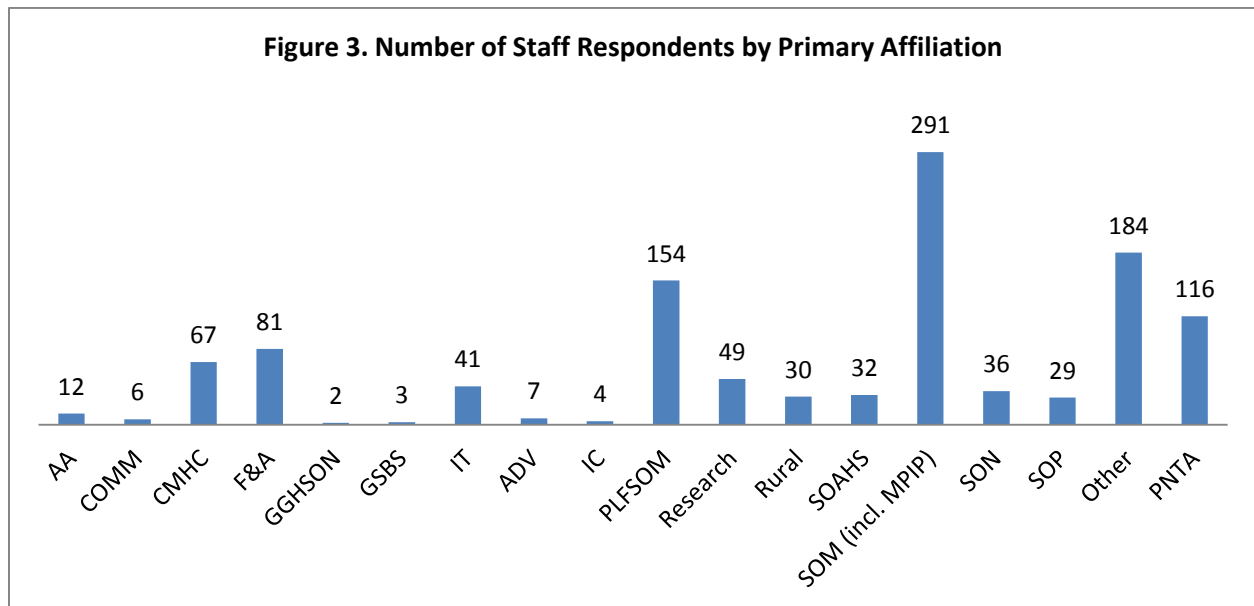
Faculty also provided information related to their positions. Approximately three of five respondents classified themselves as non-tenure track faculty. One-third of the respondents were either tenured or tenure-track faculty (see *Figure 2*).



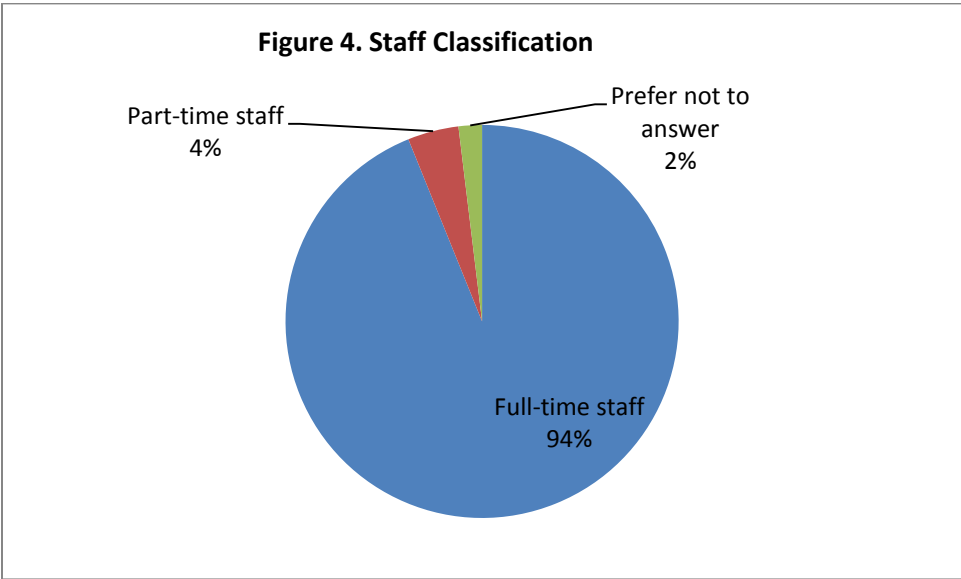
**Staff.** According to self-reported data, staff respondents were affiliated with the following areas:

PRIMARY AFFILIATION	LOCATION
<ul style="list-style-type: none"> <li>• Academic Affairs (AA)</li> <li>• Communications &amp; Marketing (COMM)</li> <li>• Correctional Managed Health Care (CMHC)</li> <li>• Finance &amp; Administration (i.e., Business Affairs, Budget, HR, Physical Plant, HUB Operations) (F&amp;A)</li> <li>• Gayle Greve Hunt School of Nursing (GGHSON)</li> <li>• Graduate School of Biomedical Sciences (GSBS)</li> <li>• Information Technology (IT)</li> <li>• Institutional Advancement (ADV)</li> <li>• Institutional Compliance (IC)</li> <li>• Paul L. Foster School of Medicine (PLFSOM)</li> <li>• Research</li> <li>• Rural and Community Health (Rural)</li> <li>• School of Allied Health Sciences (SOAHS)</li> <li>• School of Medicine (SOM including MPIP)</li> <li>• School of Nursing (SON)</li> <li>• School of Pharmacy (SOP)</li> </ul>	<ul style="list-style-type: none"> <li>• Abilene</li> <li>• Amarillo</li> <li>• Dallas/Ft. Worth</li> <li>• El Paso</li> <li>• Lubbock</li> <li>• Midland</li> <li>• Odessa</li> </ul>

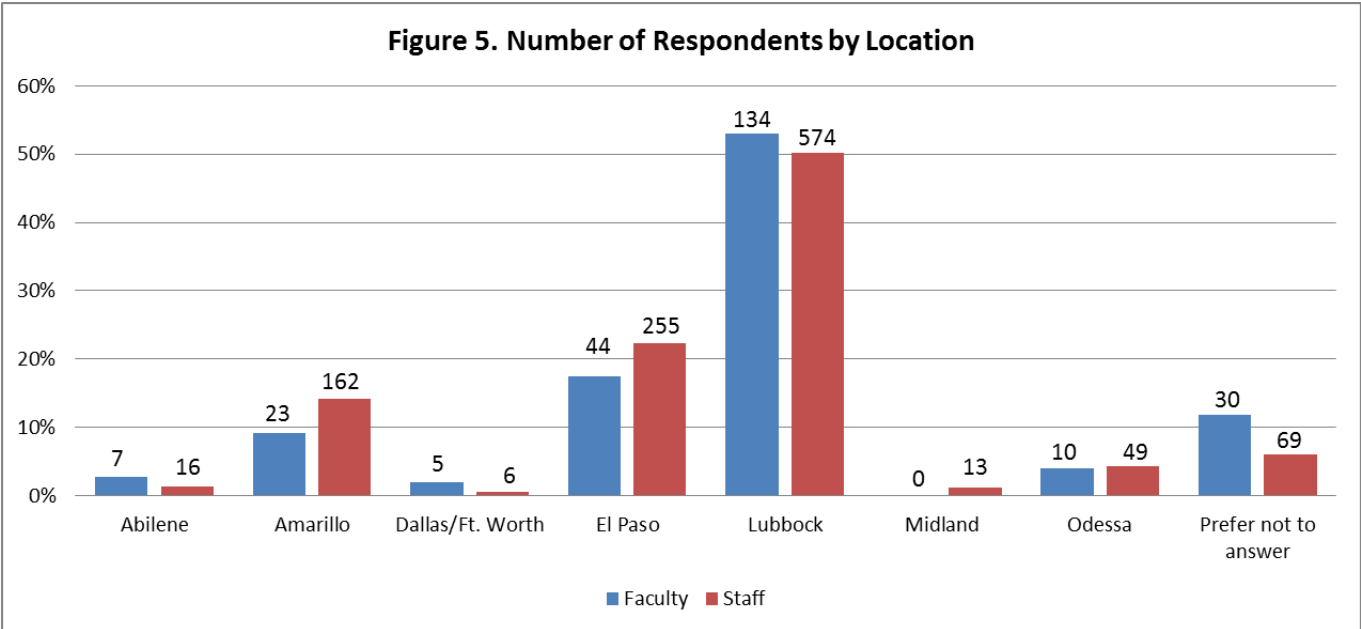
Figure 3 provides the number of staff respondents by primary affiliation. Staff who did not affiliate themselves with one of the given options could select *Other*. A *Prefer Not to Answer* (PNTA) option was also available.



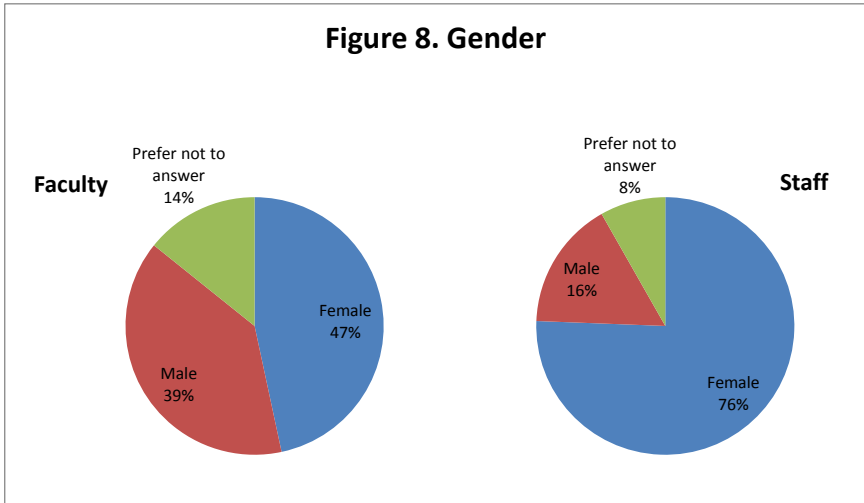
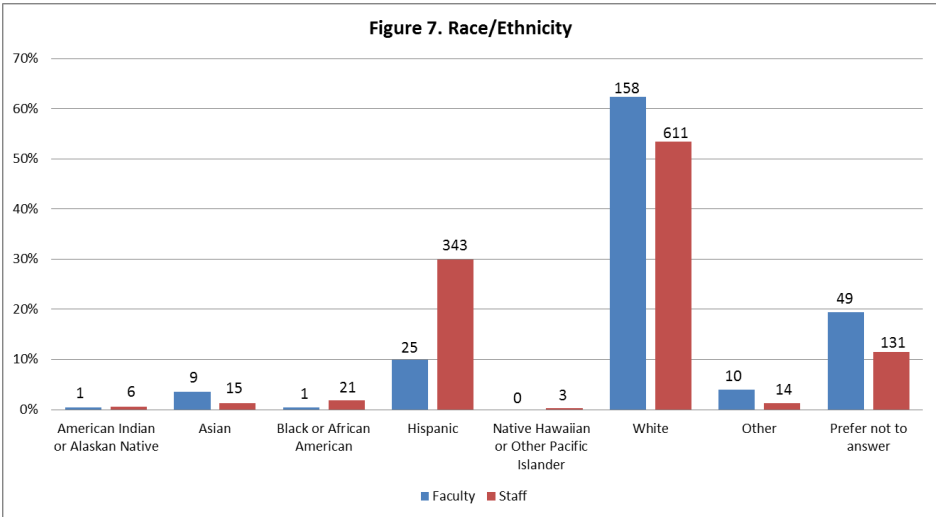
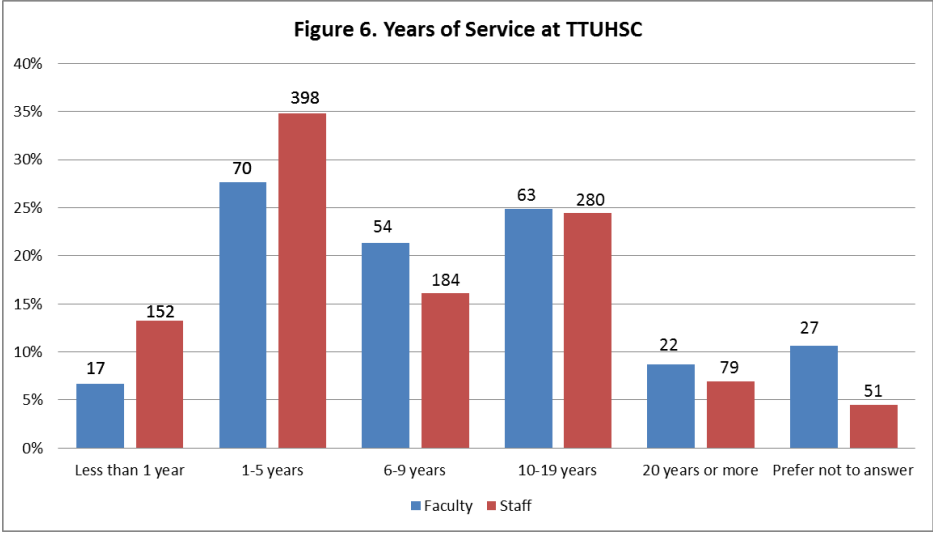
Staff also provided information regarding their classification (see *Figure 4*). The large majority of respondents included full-time staff.



**Faculty and Staff.** *Figure 5* provides the distribution of all faculty and staff respondents by location. The number of respondents is displayed above the columns.



Additionally, respondents provided information regarding their years of service at TTUHSC, race/ethnicity, and gender. *Figures 6 and 7* illustrate the distribution of respondents with the number of respondents above each column. *Figure 8* shows the gender of faculty and staff respondents.



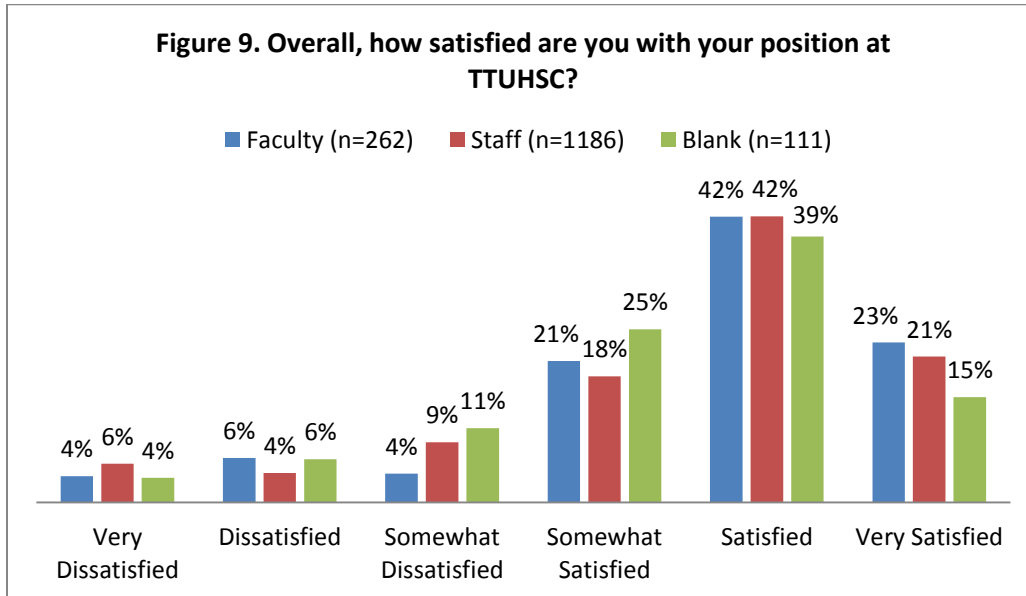
## Quantitative Data

### ***Faculty and Staff***

**General.** Faculty and staff were asked their overall satisfaction with their positions at TTUHSC using a 6-point scale (1 = *Very Dissatisfied*, 2 = *Dissatisfied*, 3 = *Somewhat Dissatisfied*, 4 = *Somewhat Satisfied*, 5 = *Satisfied*, and 6 = *Very Satisfied*). *Table 1* shows the number of respondents, mean, and standard deviation. *Figure 9* shows the distribution of results.

**Table 1. Overall Satisfaction**

	n	Mean	SD
<b>Faculty</b>	262	4.60	1.28
<b>Staff</b>	1186	4.50	1.34
<b>Blank</b>	111	4.35	1.26
<b>Total</b>	<b>1559</b>	<b>4.50</b>	<b>1.32</b>



For the next set of statements, respondents were asked to indicate their levels of satisfaction using the same scale. They were also given a *Not Applicable* option. *Tables 2* and *3* provide the following information for the institution as a whole for each item by respondent classification:

- Total number of respondents for all responses (n)
- Mean level of satisfaction (Mean)
- Color-coded graph illustrating the distribution of responses (Distribution)

For all items, the possible range of means is 1.00-6.00. All means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

*Appendices A* and *B* provide the corresponding tables with the percent distribution across specific response options.



Table 2. Question 2 – Distribution of Responses

		n*	Mean**	Distribution***
1. Contribution of my work to the institutional mission	All	1481	5.09	
	Faculty	260	5.12	
	Staff	1180	5.09	
2. Sense of belonging at TTUHSC	All	1472	4.64	
	Faculty	256	4.60	
	Staff	1176	4.65	
3. My awareness of the President's vision for TTUHSC	All	1468	4.66	
	Faculty	260	4.57	
	Staff	1168	4.68	
4. Commitment of institutional leaders to ongoing improvement	All	1469	4.35	
	Faculty	259	4.39	
	Staff	1173	4.34	
5. Communication across TTUHSC campuses/CMHC units	All	1473	4.10	
	Faculty	260	3.99	
	Staff	1175	4.12	
6. Salary/wages for the work I do	All	1482	3.64	
	Faculty	260	4.22	
	Staff	1182	3.51	
7. Sense of personal safety/security in the work environment	All	1478	4.95	
	Faculty	262	5.10	
	Staff	1179	4.92	
8. Ability to report complaints without fear of retaliation	All	1481	3.97	
	Faculty	262	4.30	
	Staff	1180	3.91	

\*All includes those who chose not to declare whether they are Faculty or Staff.

\*\*Means are color-coded to highlight areas of strength and potential improvement (Red ≤ 3.00, Yellow: 3.00 - 3.99, Green ≥ 5.00).

\*\*\*Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction. Gray indicates Not Applicable To Me.

**Table 3. Question 5 – Distribution of Responses**

		<b>n*</b>	<b>Mean**</b>	<b>Distribution***</b>
1. Effectiveness of local Human Resources services	<b>All</b>	<b>1450</b>	<b>4.25</b>	
	Faculty	260	4.28	
	Staff	1186	4.25	
2. Library resources	<b>All</b>	<b>1436</b>	<b>4.91</b>	
	Faculty	257	4.97	
	Staff	1175	4.89	
3. Cleanliness/maintenance of my work environment	<b>All</b>	<b>1439</b>	<b>4.75</b>	
	Faculty	261	4.86	
	Staff	1174	4.73	
4. TTUHSC technology support (IT Help desk)	<b>All</b>	<b>1452</b>	<b>4.74</b>	
	Faculty	262	4.51	
	Staff	1186	4.51	
5. Techlink	<b>All</b>	<b>1430</b>	<b>4.76</b>	
	Faculty	259	4.32	
	Staff	1167	4.32	
6. Office/work space	<b>All</b>	<b>1446</b>	<b>4.71</b>	
	Faculty	261	4.94	
	Staff	1181	4.94	
7. Clerical/administrative assistance	<b>All</b>	<b>1433</b>	<b>4.77</b>	
	Faculty	260	4.77	
	Staff	1169	4.77	
8. Availability of office equipment and supplies	<b>All</b>	<b>1445</b>	<b>4.85</b>	
	Faculty	259	4.91	
	Staff	1182	4.91	

\*All includes those who chose not to declare whether they are Faculty or Staff.

\*\*Means are color-coded to highlight areas of strength and potential improvement (Red < 3.00, Yellow: 3.00 - 3.99, Green ≥ 5.00).

\*\*\*Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction. Gray indicates Not Applicable To Me.

**Recognition.** For the next set of statements, respondents were asked to rate the importance of items using a 5-point scale (1 = *Unimportant*, 2 = *Of Little Importance*, 3 = *Moderately Important*, 4 = *Important*, and 5 = *Very Important*). Table 4 provides the following information for the institution as a whole for each item by respondent classification:

- Total number of respondents for all responses (n)
- Mean level of importance (Mean)
- Color-coded graph illustrating the mean and distribution of responses (Distribution)  
*Note:* The length of the bar displays the overall mean. Different shades of blue highlight the distribution of respondents across response options. Lighter colors highlight the percentage of respondents who marked lower levels of importance. Darker colors display the percentage of respondents who marked higher levels of importance.

For these items, the possible range of means is 1.00-5.00. Means are color-coded to highlight areas of greater importance (Blue:  $\geq 4.00$ ).

*Appendix C* shows the corresponding table with the percent distribution across response options.

**Table 4. Question 3 – Distribution of Responses**

		<b>n*</b>	<b>Mean**</b>	<b>Distribution***</b>
1. Feeling that your work is valued and appreciated	All	1465	4.31	
	Faculty	260	4.40	
	Staff	1185	4.30	
2. Receiving <u>formal</u> recognition for your contributions/achievements	All	1462	3.42	
	Faculty	261	3.44	
	Staff	1181	3.42	
3. Receiving <u>informal</u> recognition for your contributions/achievements	All	1463	3.77	
	Faculty	261	3.77	
	Staff	1182	3.78	
4. Receiving recognition for <u>individual</u> accomplishments	All	1464	3.62	
	Faculty	261	3.57	
	Staff	1184	3.63	
5. Receiving recognition for <u>team</u> accomplishments	All	1456	3.93	
	Faculty	260	3.93	
	Staff	1176	3.93	
6. Being recognized by managers/supervisors	All	1460	3.87	
	Faculty	260	3.82	
	Staff	1180	3.88	
7. Being recognized by peers and coworkers	All	1464	3.70	
	Faculty	262	3.83	
	Staff	1182	3.67	

\*All includes those who chose not to declare whether they are Faculty or Staff.

\*\*Means are color-coded to highlight areas of importance (Blue ≥ 4.00).

\*\*\*The length of the bar displays the overall mean. Different shades of blue highlight how many respondents marked each response option. Lighter colors highlight the percentage of respondents who marked lower levels of importance. Darker colors display the percentage of respondents who marked higher levels of importance.

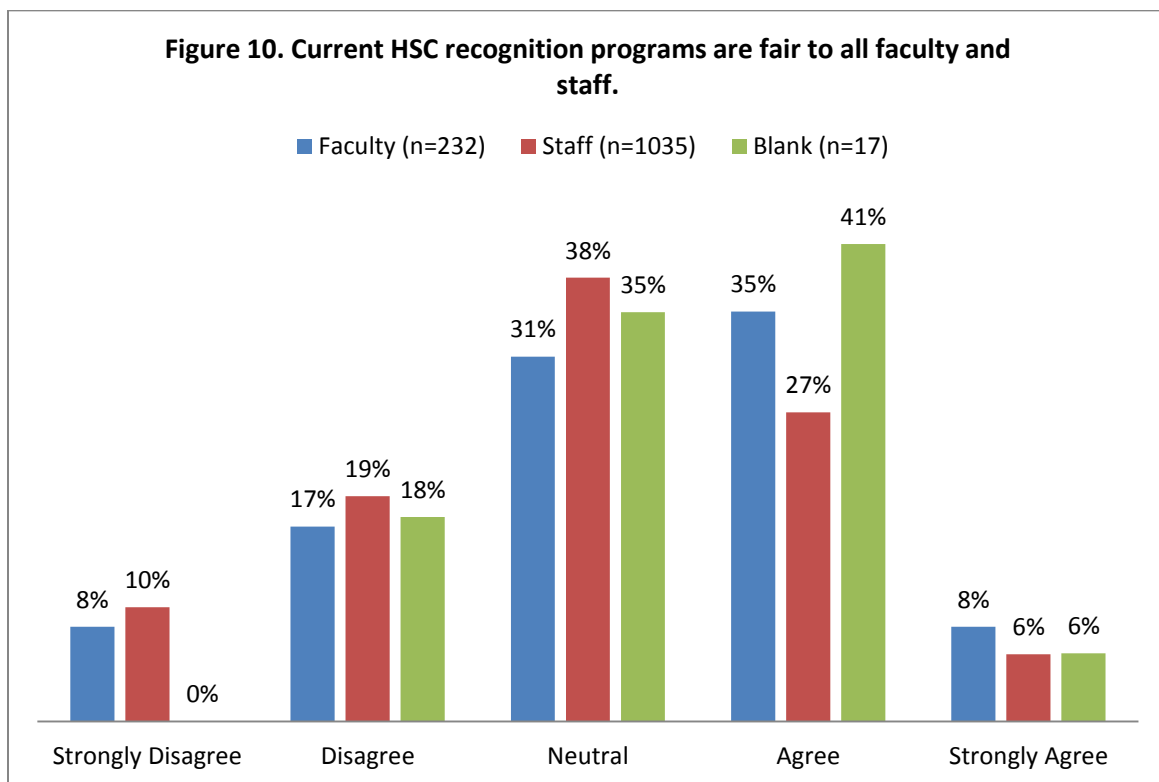
Using a 5-point agreement scale (1 = *Strongly Disagree*, 2 = *Disagree*, 3 = *Neutral*, 4 = *Agree*, and 5 = *Strongly Agree*), respondents were asked to indicate their levels of agreement with the following statement: **Current HSC recognition programs are fair to all faculty and staff.** Respondents were also given the following response option for this item: *I am unaware of the current recognition programs.*

Of the 1,468 respondents who answered this question, 184 (=12.5%) indicated they were unaware of the current recognition programs. A slightly higher percentage of staff (13%) selected this option compared to faculty (11%).

Table 5 shows the number of respondents, means, and standard deviations. Figure 10 displays the distribution of results.

**Table 5. Fairness of Recognition Programs**

	n	Mean	SD
<b>Faculty</b>	232	3.19	1.07
<b>Staff</b>	1,035	2.99	1.04
<b>Blank</b>	17	3.35	0.86
<b>Total</b>	<b>1,284</b>	<b>3.03</b>	<b>1.05</b>



**Workforce Overall Wellness Program.** To facilitate development and implementation of HSC’s new Workforce Overall Wellness (WOW!) program, faculty and staff responded to related items. First, respondents were asked to rate items using a 5-point frequency scale (1 = *Never*, 2 = *Occasionally*, 3 = *Often*, 4 = *Very Often*, and 5 = *Always*). For these items, the possible range of means is 1.00-5.00. Respondents were also given a *Prefer Not To Answer* option.

Table 6 provides the following information for the institution as a whole for each item by respondent classification:

- Total number of respondents for all responses (n)
- Mean level of importance (Mean)
- Color-coded graph illustrating the mean and distribution of responses (Distribution)  
*Note:* The length of the bar displays the overall mean. Different shades of blue highlight the distribution of respondents across response options. The darkest blue indicates *Never*, and the lightest blue indicates *Always*. Gray indicates *Prefer Not To Answer*.

Appendix D provides the corresponding table with the percent distribution across response options.

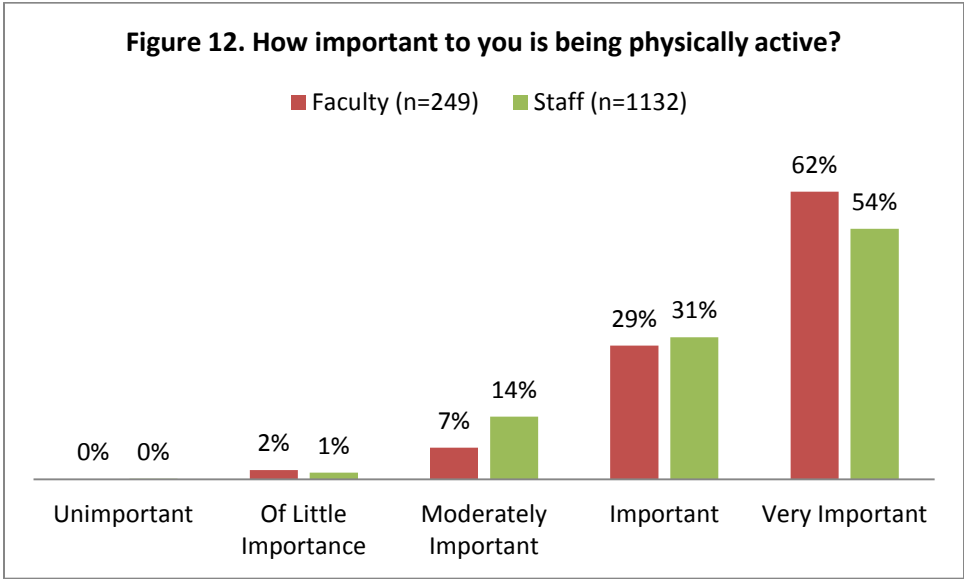
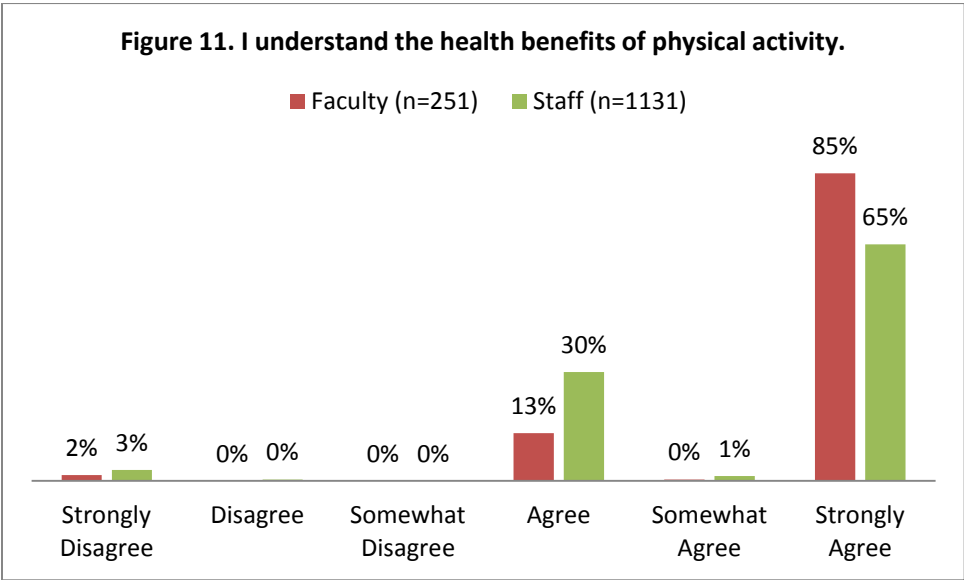
**Table 6. Question 23 – Distribution of Responses**

		n*	Mean	Distribution**
1. I engage in moderate physical activity outside of work for at least 20 to 30 minutes at least 5 days of the week.	All	1416	3.15	
	Faculty	255	3.17	
	Staff	1160	3.14	
2. I avoid the use of tobacco products (cigarettes, smokeless tobacco, cigars, and pipes).	All	1413	4.71	
	Faculty	253	4.90	
	Staff	1159	4.67	
3. I limit myself to 5 drinks of alcohol (beer, liquor, wine) a week.	All	1386	4.28	
	Faculty	253	4.54	
	Staff	1132	4.22	

\*All includes those who chose not to declare whether they are *Faculty* or *Staff*.

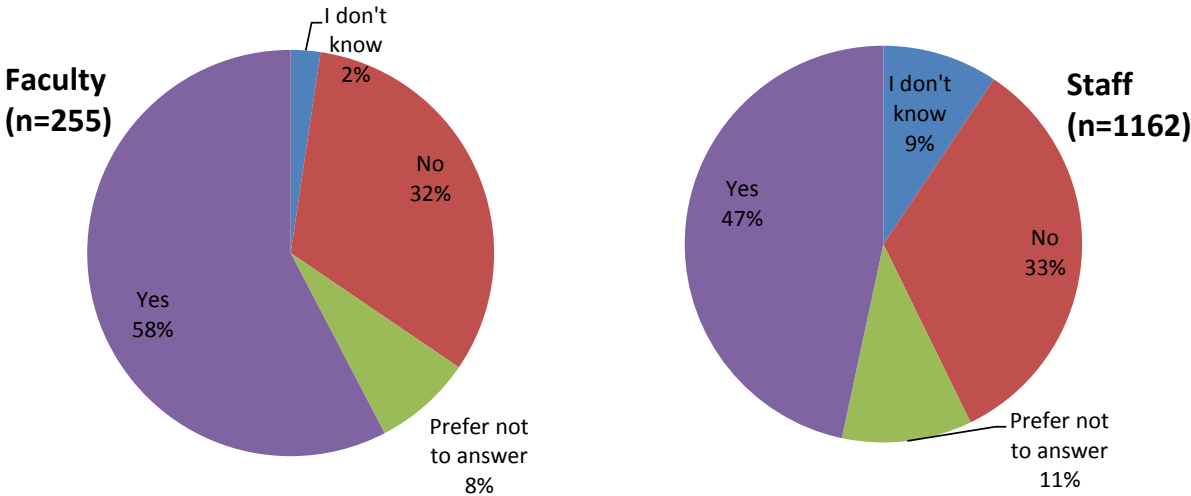
\*\*The colors indicate how often the respondents engage in the behavior. The darkest color indicates *Never*. The lightest color indicates *Always*, and gray indicates *Prefer Not To Answer*.

Faculty and staff provided additional feedback about physical activity. *Figures 11 and 12* illustrate the results.

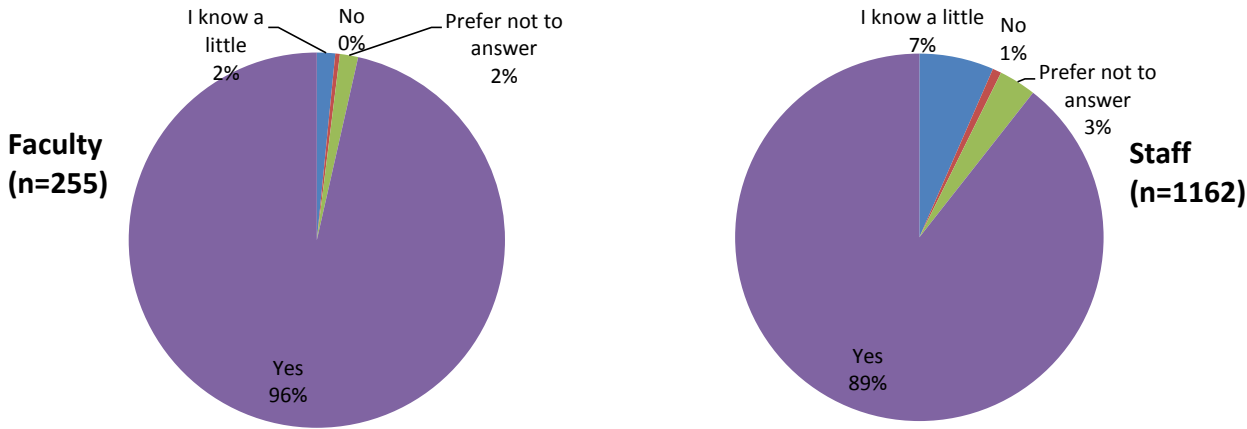


In addition, faculty and staff were asked about weight and diet. *Figures 13 and 14* provide the results.

**Figure 13. I maintain a healthy weight according to the recommendations of a health care professional.**



**Figure 14. I have a basic understanding of what constitutes a healthy diet.**





## Staff Only

The following questions were answered by staff members only. Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = *Very Dissatisfied*, 2 = *Dissatisfied*, 3 = *Somewhat Dissatisfied*, 4 = *Somewhat Satisfied*, 5 = *Satisfied*, and 6 = *Very Satisfied*). Respondents were also given a *Not Applicable* option. Tables 7 and 8 provide the following information for the institution as a whole for each item:

- Total number of respondents for all responses (n)
- Mean level of satisfaction (Mean)
- Color-coded graph illustrating the distribution of responses (Distribution)

For all items, the possible range of means is 1.00-6.00. Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

Appendices E and F provide the corresponding tables with the percent distribution across response options.

**Table 7. Question 9 – Distribution of Responses for Staff**

	n*	Mean**	Distribution***
1. Institutional leaders' awareness of staff needs	1168	3.83	
2. Effectiveness of Staff Senators in representing my interests	1169	3.97	
3. Workload for my position	1161	4.25	
4. Opportunities for professional development/continuing education	1175	4.05	

\*Means are color-coded to highlight areas of strength and potential improvement (Red < 3.00, Yellow: 3.00 - 3.99, Green ≥ 5.00).

\*\*Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction. Gray indicates *Not Applicable To Me*.

**Table 8. Question 10 – Distribution of Responses for Staff**

	n	Mean*	Distribution**
1. Communication within my department	1166	4.17	
2. My interactions with my immediate coworkers	1166	5.04	
3. My interactions with my immediate supervisor	1165	4.71	
4. My understanding of my job responsibilities	1164	5.16	
5. My awareness of performance expectations for my position	1165	5.04	
6. Clarity of the performance evaluation process	1165	4.61	
7. Usefulness of feedback on annual performance evaluation	1162	4.36	
8. Opportunities to voice concerns/provide feedback in my area	1164	4.24	

\*Means are color-coded to highlight areas of strength and potential improvement (Red < 3.00, Yellow: 3.00 - 3.99, Green ≥ 5.00).

\*\*Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction. Gray indicates *Not Applicable To Me*.

## ***Faculty Only***

**General.** The following questions were answered by faculty only. Respondents were asked to indicate their levels of satisfaction using a 6-point scale (*1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied*). Respondents were also given a *Not Applicable* option. *Tables 9 through 11* provide the following information for the institution as a whole for each item:

- Total number of respondents for all responses (n)
- Mean level of satisfaction (Mean)
- Color-coded graph illustrating the distribution of responses (Distribution)

For all items, the possible range of means is 1.00-6.00. Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

*Appendices G through I* show the corresponding tables with the percent distribution across response options.

Table 9. Questions 14, 15, 16 – Distribution of Responses for Faculty






	n*	Mean**	Distribution***
1. Sense of belonging to my school	309	4.64	
2. Leadership of my school dean/ interim dean	310	4.68	
3. Opportunities to voice concerns/provide feedback in my	309	4.30	
4. Collaboration among faculty within my school	311	4.39	
5. Communication within my school	308	4.29	
6. My teaching workload	311	4.78	
7. My clinical workload	306	4.59	
8. Research expectations for my position	310	4.44	
9. Service/committee expectations for my position	307	4.72	
10. Opportunities for professional development related to research	310	4.07	
11. Opportunities for professional development related to teaching	310	4.33	

\*Sample sizes exceed 253 because SOM, PLFSOM, and SOP faculty responded to the same item for their primary and GSBS appointments.

\*\*Means are color-coded to highlight areas of strength and potential improvement (Red < 3.00, Yellow: 3.00 - 3.99, Green ≥ 5.00).

\*\*\*Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction. Gray indicates *Not Applicable To Me*.

**Table 10. Question 17 – Distribution of Responses for Faculty**

	<b>n</b>	<b>Mean*</b>	<b>Distribution**</b>
1. Opportunities for professional development as a clinician/practitioner	<b>260</b>	<b>4.47</b>	
2. Laboratory and/or research space	<b>259</b>	<b>4.43</b>	
3. My school's technology support	<b>258</b>	<b>4.34</b>	
4. Audio-video equipment in classrooms	<b>260</b>	<b>4.57</b>	
5. Learning management system (e.g., Sakai/The Hub)	<b>261</b>	<b>4.10</b>	

\*Means are color-coded to highlight areas of strength and potential improvement (Red < 3.00, Yellow: 3.00 - 3.99, Green ≥ 5.00).

\*\*Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction. Gray indicates *Not Applicable To Me*.

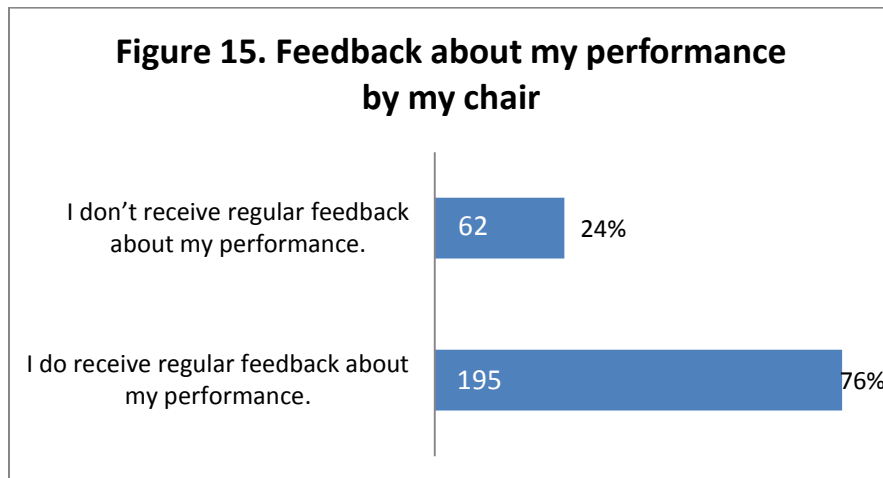
Table 11. Question 18 – Distribution of Responses for Faculty

	n	Mean*	Distribution**
1. Institutional leaders' awareness of faculty needs	257	3.99	
2. Communication with my chair	255	4.58	
3. Effectiveness of Faculty Senators in representing my interests	254	4.23	
4. Collaboration among faculty across schools	257	3.87	
5. Formal evaluation process of faculty	256	4.11	
6. Clarity of the tenure process	257	4.38	
7. Clarity of the promotion process	256	4.20	

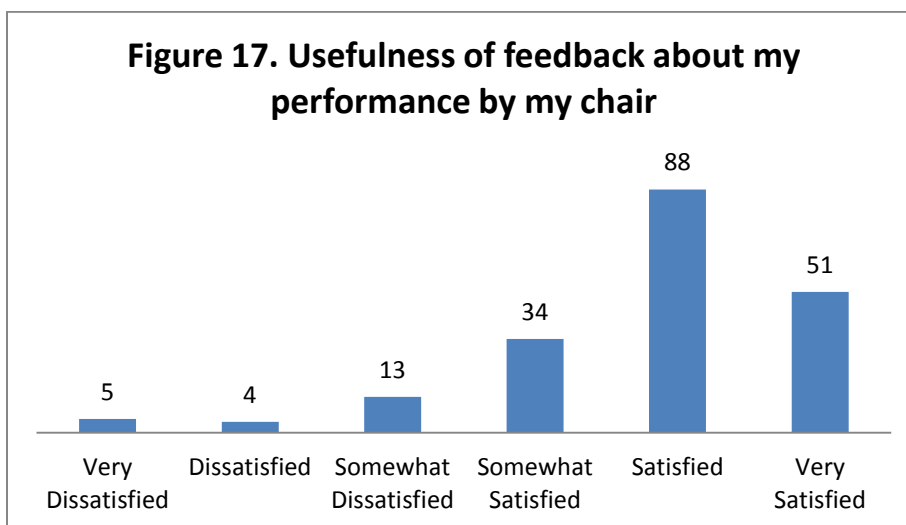
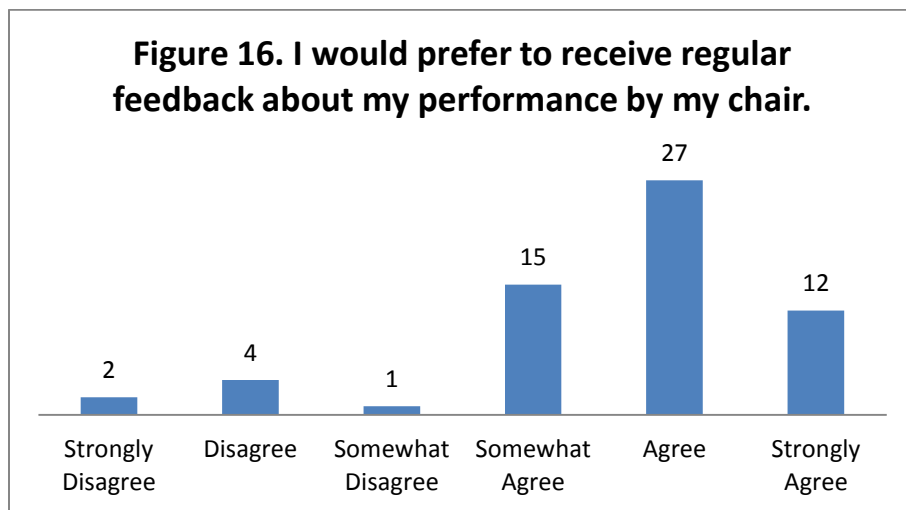
\*Means are color-coded to highlight areas of strength and potential improvement (Red < 3.00, Yellow: 3.00 - 3.99, Green ≥ 5.00).

\*\*Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction. Gray indicates *Not Applicable To Me*.

**Feedback by Chairs.** Faculty were also asked about performance feedback received from their chairs. *Figure 15* displays the results.



Those who do not receive regular feedback were asked to evaluate the statement: ***I would prefer to receive regular feedback about my performance by my chair.*** Those who do receive regular feedback were asked to rate the statement: ***Usefulness of feedback about my performance by my chair.*** Figures 16 and 17 illustrate the results.

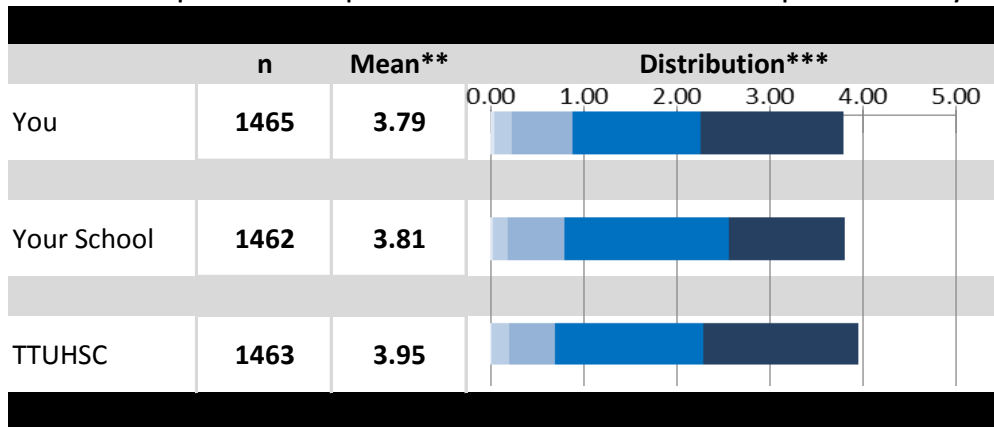


**Interprofessional Education.** Next, respondents were asked to rate the importance of interprofessional education to themselves, their schools, and TTUHSC using a 5-point scale (1 = *Unimportant*, 2 = *Of Little Importance*, 3 = *Moderately Important*, 4 = *Important*, and 5 = *Very Important*). Table 12 provides the following information for the institution as a whole for each item:

- Total number of respondents for all responses (n)
- Mean level of importance (Mean)
- Color-coded graph illustrating the mean and the distribution of responses (Distribution)  
*Note:* The length of the bar displays the overall mean. Different shades of blue highlight the distribution of respondents across response options. Lighter colors highlight the percentage of respondents who marked lower levels of importance. Darker colors display the percentage of respondents who marked higher levels of importance.

For all items, the possible range of means is 1.00-5.00. All means are color-coded to highlight areas of importance (Blue:  $\geq 4.00$ ).

**Table 12. Importance of Interprofessional Education – Distribution of Responses for Faculty**



\*\*Means are color-coded to highlight areas of importance (Blue  $\geq 4.00$ ).

\*\*\*The length of the bar displays the overall mean. Different shades of blue highlight how many respondents marked each response option. Lighter colors highlight the percentage of respondents who marked lower levels of importance. Darker colors display the percentage of respondents who marked higher levels of importance.

Table 13 shows the corresponding table with the percent distribution across response options.

**Table 13. Importance of Interprofessional Education – Distribution of Responses Across Response Options for Faculty**

	n	Unimportant	Of Little Importance	Moderately Important	Important	Very Important
You	1465	4%	10%	22%	35%	31%
Your School	1462	2%	8%	20%	44%	25%
TTUHSC	1463	1%	10%	16%	40%	33%



## **Results by Appointment/Affiliation**

*Appendix J* presents survey results for faculty according to appointment. *Appendix K* presents survey results for staff according to affiliation. The tables provide the following information:

- Total number of respondents for the scaled responses (i.e. excluding *Not Applicable* responses)
- Mean level of satisfaction/importance/agreement
  - For satisfaction items, means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).
  - For importance items, means are color-coded to highlight areas of importance (Blue: ≥ 4.00).
- Standard deviation

### *Notes for Faculty Results:*

- Faculty answered most questions only once. However, responses by faculty who indicated a secondary appointment with GSBS may have responded to some items twice—once for their primary appointment and once for their GSBS appointment.
- Since less than five faculty members from the Gayle Greve Hunt School of Nursing participated in the survey, their results are not included for privacy reasons.

### *Notes for Staff Results:*

- The following areas had less than five respondents and are not included for privacy reasons:
  - Gayle Greve Hunt School of Nursing
  - Graduate School of Biomedical Sciences
  - Institutional Compliance

## **Results by Campus**

*Appendix L* presents survey results according to campus for all employees. The tables provide the following information:

- Total number of respondents for the scaled responses (i.e. excluding *Not Applicable* responses)
- Mean level of satisfaction/importance/agreement
  - For satisfaction items, means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).
  - For importance items, means are color-coded to highlight areas of importance (Blue: ≥ 4.00).
- Standard deviation

## Qualitative Data

At the end of the survey, faculty and staff were given an opportunity to provide open-ended comments in response to the following prompts:

- *What do you like most about working for TTUHSC?*
- *Do you have suggestions for making TTUHSC a better place to work? If so, please describe.*

Respondents provided 890 comments to the first prompt (Faculty=152, Staff=738) and 779 comments to the second prompt (Faculty=133, Staff=646). Any comments which indicated the respondent did not have a comment (e.g., *N/A, none*) or were otherwise not useful (e.g., *all, nothing*) were eliminated. This left 863 and 701 usable comments, respectively, which were grouped into broad categories based on their content. Some comments addressed multiple issues and have been placed in more than one category.

*(Note: Due to the sensitive nature of some comments, actual comments will be provided to selected institutional leaders only. They will determine how best to distribute them in their respective areas.)*

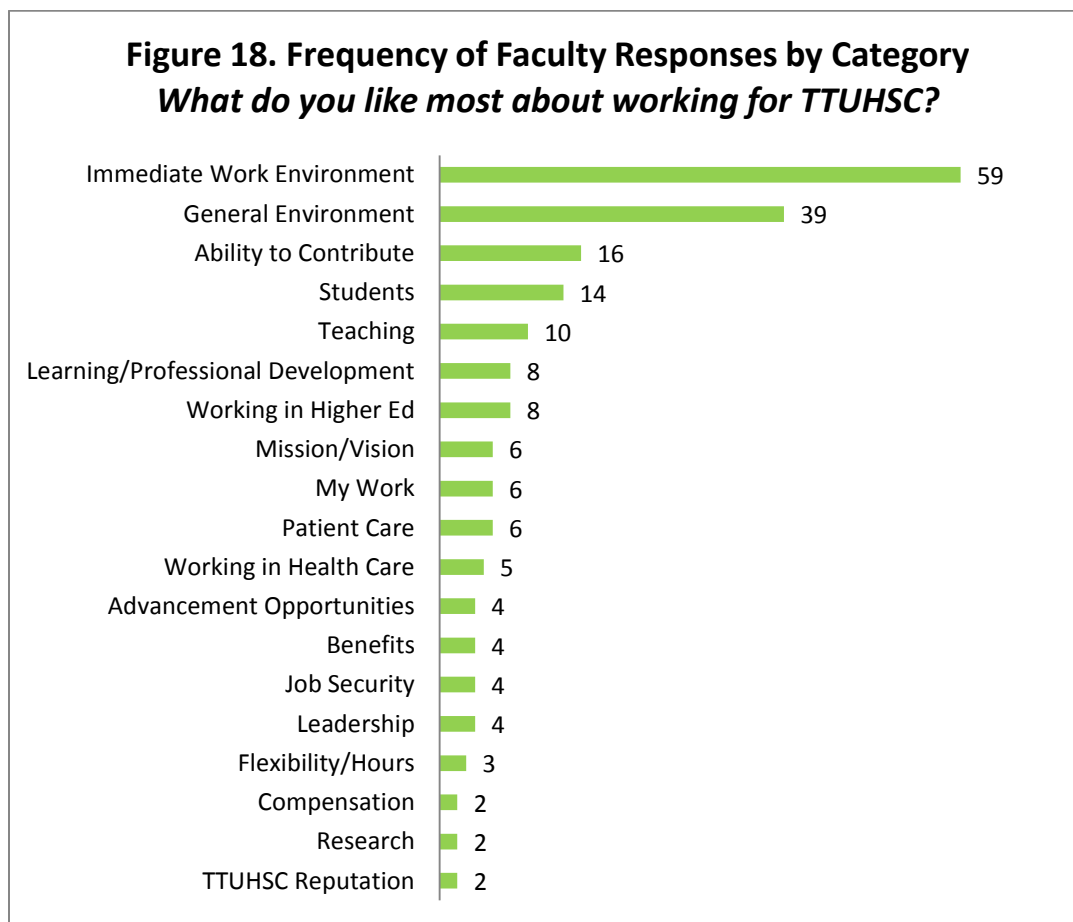
### **What do you like most about working for TTUHSC?**

Analysis of the comments to the first prompt revealed the following themes/categories:

- **Ability to Contribute:** Many employees stress the fact that they enjoy the ability to contribute to their departments, the institution, and community in their work at TTUHSC.
- **Advancement Opportunities:** This category includes comments that highlight the advancement opportunities at TTUHSC.
- **Benefits:** Staff in particular highlight the benefits in general, health insurance and retirement benefits, as well as some new initiatives like the WOW! program. Some employees also comment on benefits like having a bookstore or cafeteria in close proximity.
- **Compensation:** Some employees commented that they like the fair compensation. Others stress the fact that getting paid for their work at TTUHSC is the best part of their employment.
- **Flexibility/Hours:** A number of employees highlight their reasonable and flexible work hours.
- **General Environment:** This category includes many comments by faculty and staff about the positive environment at TTUHSC, including but not limited to people, culture, atmosphere, and facilities.
- **Immediate Work Environment:** A popular theme, this category includes comments about the employees' supervisors, immediate co-workers, collaborations among faculty, and appreciation for autonomy in their jobs.
- **Job Security:** Another positive aspect of working for TTUHSC to some employees is the job security.
- **Leadership:** A select number of faculty and staff comment on their appreciation of the leadership by the Office of the President, as well as within their schools.
- **Learning/Professional Development:** A number of employees comment on the positive challenges presented by their jobs and opportunities for continuous learning and professional development.
- **Location:** A few employees cite the location of their jobs as a positive aspect.
- **Mission/Vision:** Some employees applaud the vision of the institution, citing growth and foresight. Others support the institution's focus on teaching, research, and patient care.

- **My Work:** Many faculty and staff comment that they really enjoy their job, its requirements, and responsibilities.
- **Patient Care:** Many employees enjoy direct patient interaction.
- **Research:** A few employees comment on their appreciation of research at TTUHSC.
- **Students:** A number of faculty and staff enjoy their interaction with students.
- **Teaching:** Many faculty enjoy teaching.
- **TTUHSC Reputation:** Staff, in particular, say they are proud to tell people they work for TTUHSC and comment on its good reputation within the community.
- **Working in Health Care:** A few faculty and staff cite working in health care as a rewarding experience.
- **Working in Higher Ed:** A number of employees indicate that working in higher education is the most rewarding aspect of their work.

Figure 18 illustrates the distribution of faculty comments by category for the first prompt. Figure 19 illustrates the distribution of staff comments.



**Figure 19. Frequency of Staff Responses by Category**  
***What do you like most about working for TTUHSC?***

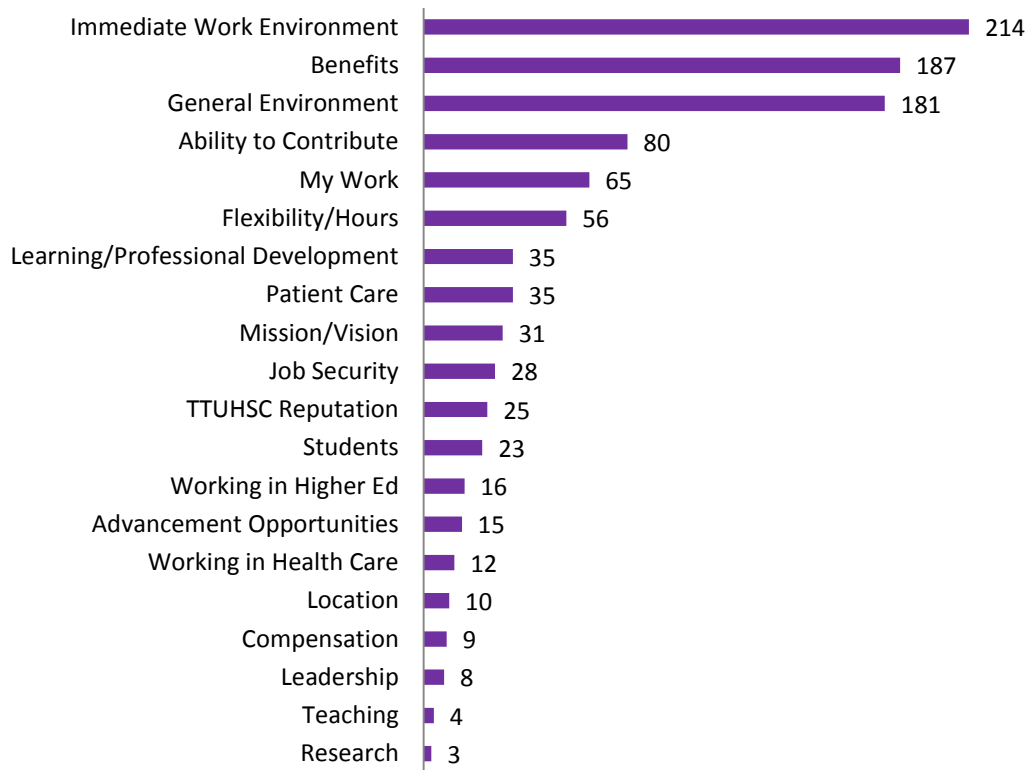
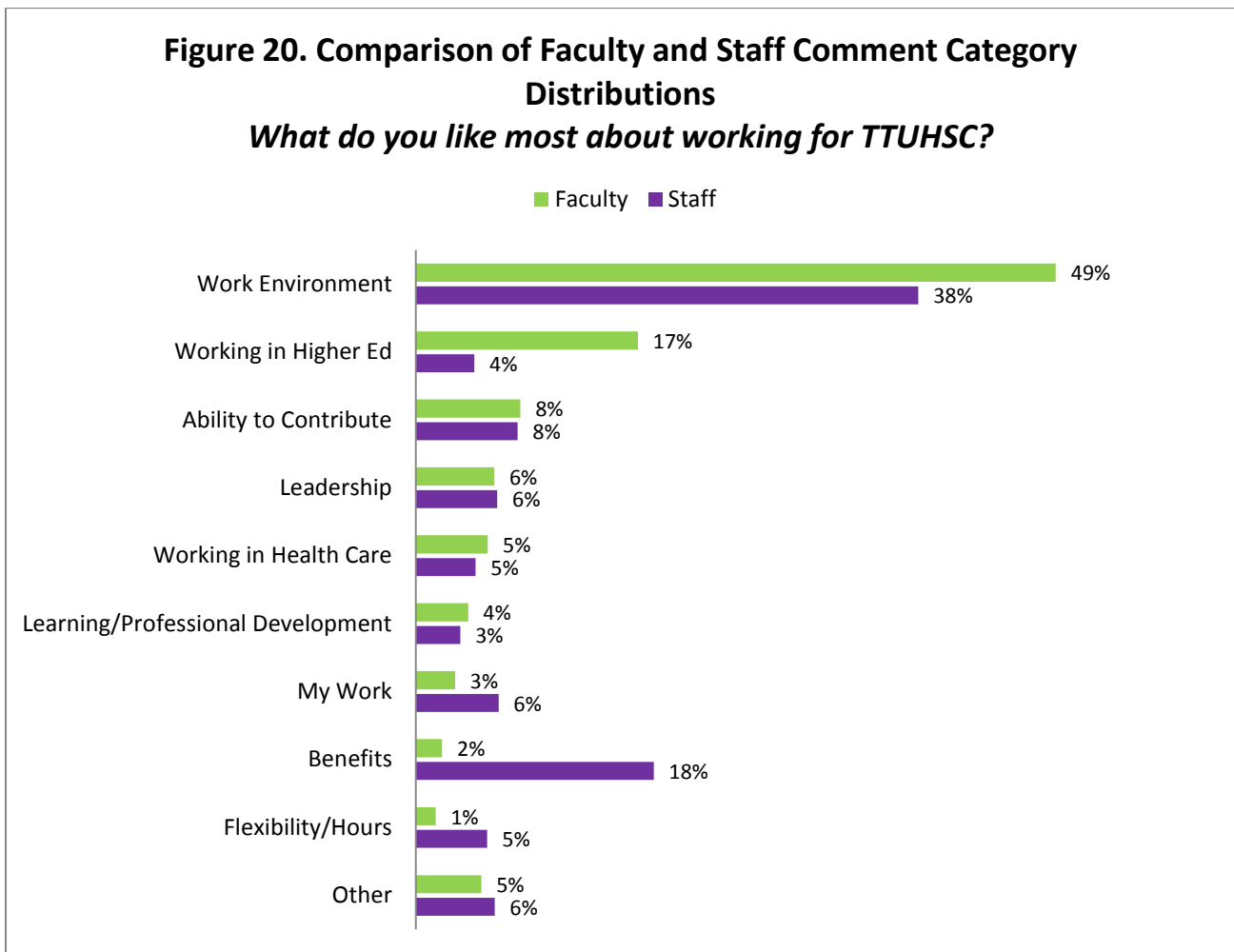


Figure 20 compares the distribution of comments by faculty and staff. For ease of comparison, some categories were collapsed into broader themes:

- *Work Environment* includes comments about both the immediate and general environments.
- *Working in Higher Ed* combines *Working in Higher Ed* with *Research, Students, and Teaching*.
- *Leadership* includes *Leadership, Mission/Vision, and TTUHSC Reputation*.
- *Working in Health Care* combines the original *Working in Health Care* with *Patient Care*.
- *Other* includes the smaller categories, such as *Advancement Opportunities, Compensation, Job Security, and Location*.

As the figure illustrates, both faculty and staff like the overall work environment. Working in higher education was cited more frequently by faculty as a positive aspect of their jobs. Benefits were cited more frequently by staff as a positive aspect of their jobs.



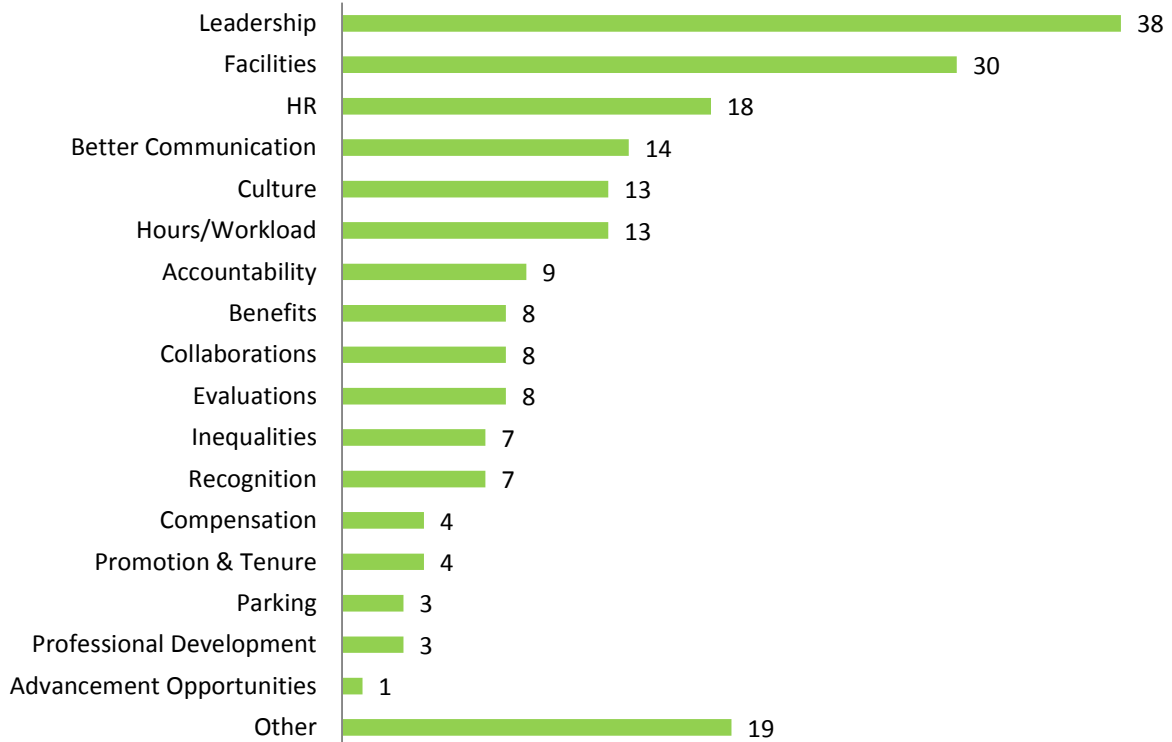
**Do you have suggestions for making TTUHSC a better place to work? If so, please describe.**

Analysis of the comments to the second prompt revealed the following themes/categories:

- **Accountability:** This category includes comments that suggest more controlled spending of funds and more accountability regarding time spent at work for salaried employees.
- **Advancement Opportunities:** Some staff complain about the lack of advancement opportunities within their departments or the institution as a whole.
- **Benefits:** Some employees dislike the decline of benefits.
- **Better Communication:** A number of faculty and staff suggest that there needs to be improved frequency and quality of communication between supervisors and staff, as well as from school/institutional leaders.
- **Collaborations:** Faculty comment that there should be more collaborations among faculty members in general and more interprofessional activities across schools.
- **Compensation:** Many staff complain about insufficient compensation and the lack of salary increases.
- **Culture:** While culture was largely seen as a positive aspect of TTUHSC, both faculty and staff have some issues with bureaucracy, failure of leadership to listen to input from others, politics at the institutional level, privacy concerns, and the lack of professionalism by some employees.
- **Evaluations:** A small number of faculty and staff dislike the evaluations and think they could be improved.
- **Facilities:** Many employees think facilities could be improved through the construction of an onsite exercise facility and onsite daycare center.
- **HR:** This category includes comments relating to HR policies and procedures and the lack of enforcement of some policies. It also includes complaints in which employees felt like working with HR did not resolve their issues.
- **Hours/Workload:** A number of employees complain about workloads that are not manageable anymore.
- **Leadership:** Faculty and staff complain about departmental and institutional leadership.
- **Inequalities:** A number of employees feel that there are some inequalities in the treatment of faculty compared to staff and in the unequal treatment of employees by some supervisors.
- **Parking:** Some employees complain about the lack of close parking lots and paying for sub-par parking.
- **Professional Development:** A number of staff would appreciate more professional development opportunities, such as software training and supervisory training.
- **Promotion & Tenure:** Some faculty dislike the process of promotion and tenure.
- **Recognition:** Employees feel that there could be more recognition for excellent job performance by supervisors, school leaders, and institutional leaders.

*Figure 21* illustrates the distribution of faculty comments by category for the second prompt. *Figure 22* illustrates the distribution of staff comments by category.

**Figure 21. Frequency of Faculty Responses by Category**  
*Do you have suggestions for making TTUHSC a better place to work? If so, please describe.*



**Figure 22. Frequency of Staff Responses by Category**  
***Do you have suggestions for making TTUHSC a better place to work? If so, please describe.***

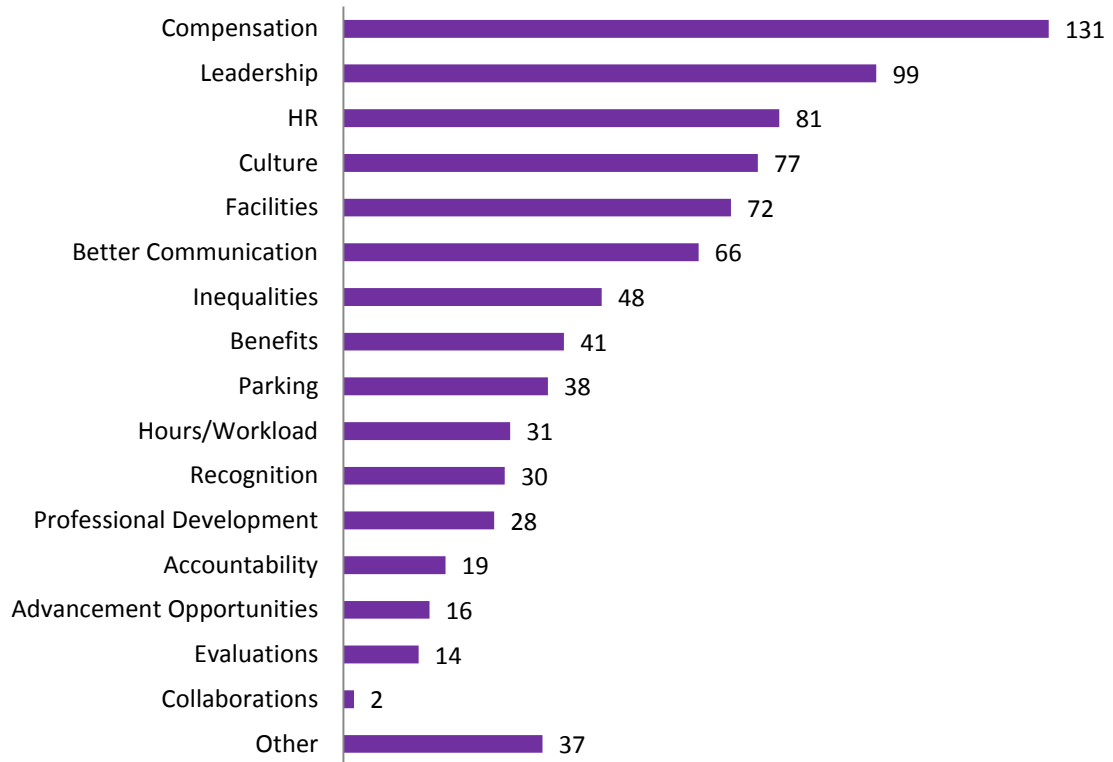
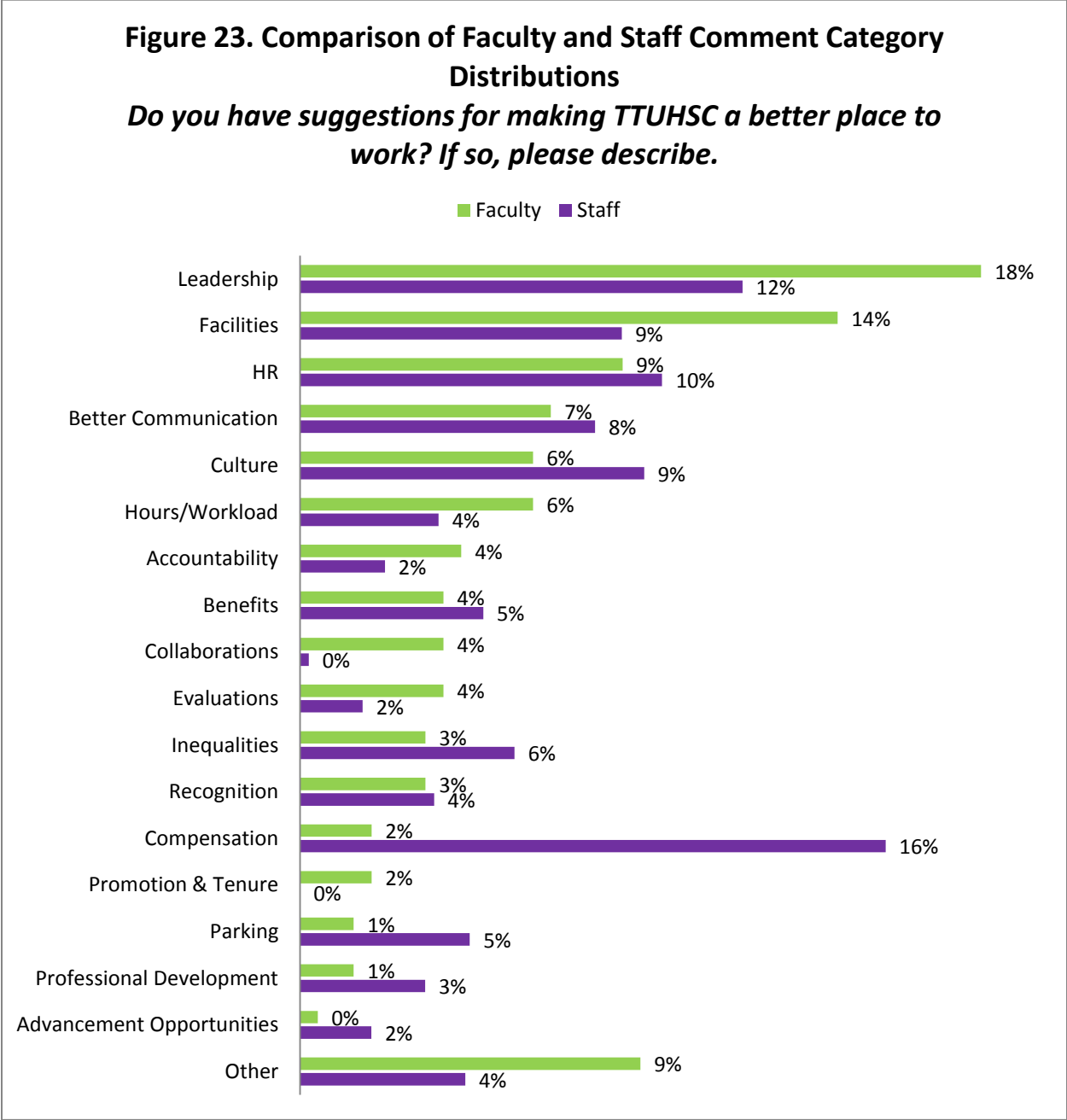




Figure 23 compares the distribution of comments for faculty and staff.



## **Using Survey Data to Promote Continuous Improvement**

More often than not, it is difficult to determine what to do with information collected from general surveys like the *Employee Satisfaction Survey*. It is one thing to collect the data—it is another thing entirely to use the information to promote continuous improvement. The first step in this process is to put the current data into context. Consider the following questions:

- Do these results support other existing data?
- Does additional information need to be gathered? (*e.g. focus groups, interviews*)

Once you have gained an appropriate perspective, identify an area of potential improvement or a strength upon which to build. Consider what your desired outcome will be. Then, identify and implement a potential strategy for improvement. After a reasonable timeframe, evaluate whether the strategy has been successful. Did you achieve the desired outcome?

Continuous improvement is a process. Sometimes strategies for improvement will be successful—sometimes they will not. Although the ultimate outcome is indeed important, what is equally critical is the documentation of your efforts to make those improvements. Contact the *Office of Institutional Planning & Assessment* for additional guidance in this process.

## Appendices

### APPENDIX A. QUESTION 2 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS

		n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
1. Contribution of my work to the institutional mission	All	1481	2%	1%	2%	14%	43%	37%	1%
	Faculty	260	3%	2%	2%	12%	35%	45%	1%
	Staff	1180	1%	1%	2%	14%	45%	36%	1%
2. Sense of belonging at TTUHSC	All	1472	4%	4%	8%	19%	37%	27%	0%
	Faculty	256	4%	5%	8%	20%	33%	29%	0%
	Staff	1176	4%	4%	8%	19%	38%	27%	0%
3. My awareness of the President's vision for TTUHSC	All	1468	2%	3%	6%	22%	45%	19%	3%
	Faculty	260	3%	4%	8%	23%	37%	22%	2%
	Staff	1168	2%	3%	5%	21%	47%	18%	4%
4. Commitment of institutional leaders to ongoing improvement	All	1469	4%	6%	10%	25%	38%	15%	1%
	Faculty	259	3%	9%	9%	22%	36%	19%	1%
	Staff	1173	5%	5%	10%	26%	39%	14%	1%
5. Communication across TTUHSC campuses/CMHC units	All	1473	6%	6%	14%	28%	33%	10%	4%
	Faculty	260	5%	10%	13%	26%	32%	8%	5%
	Staff	1175	6%	5%	14%	28%	33%	10%	4%
6. Salary/wages for the work I do	All	1482	12%	12%	17%	26%	23%	9%	0%
	Faculty	260	5%	6%	15%	25%	32%	16%	1%
	Staff	1182	14%	13%	18%	26%	21%	8%	0%
7. Sense of personal safety/security in the work environment	All	1478	3%	3%	3%	11%	46%	33%	1%
	Faculty	262	2%	4%	1%	6%	47%	38%	2%
	Staff	1179	3%	2%	4%	12%	45%	32%	1%
8. Ability to report complaints without fear of retaliation	All	1481	13%	10%	12%	15%	31%	18%	3%
	Faculty	262	8%	9%	8%	13%	32%	24%	6%
	Staff	1180	14%	9%	12%	16%	31%	16%	2%

\*All i includes those who chose not to declare whether they are Faculty or Staff.

## APPENDIX B. QUESTION 5 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS

		n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
1. Effectiveness of local Human Resources services	All	1450	7%	6%	10%	20%	39%	14%	4%
	Faculty	260	5%	6%	12%	20%	37%	13%	8%
	Staff	1186	7%	6%	9%	20%	39%	15%	3%
2. Library resources	All	1436	1%	1%	3%	8%	37%	15%	35%
	Faculty	257	1%	2%	6%	13%	40%	33%	4%
	Staff	1175	1%	1%	2%	7%	37%	11%	42%
3. Cleanliness/maintenance of my work environment	All	1439	2%	3%	8%	16%	46%	24%	1%
	Faculty	261	2%	3%	8%	13%	44%	30%	1%
	Staff	1174	2%	4%	7%	16%	46%	23%	1%
4. TTUHSC technology support (IT Help desk)	All	1452	2%	4%	7%	19%	41%	26%	2%
	Faculty	262	5%	6%	9%	19%	32%	28%	1%
	Staff	1186	1%	3%	6%	19%	43%	26%	2%
5. Techlink	All	1430	1%	2%	4%	13%	42%	14%	23%
	Faculty	259	2%	7%	10%	19%	29%	12%	22%
	Staff	1167	1%	1%	3%	12%	45%	15%	23%
6. Office/work space	All	1446	3%	4%	7%	16%	44%	24%	2%
	Faculty	261	2%	2%	6%	15%	41%	33%	2%
	Staff	1181	3%	4%	8%	16%	45%	23%	1%
7. Clerical/administrative assistance	All	1433	3%	3%	6%	15%	41%	25%	8%
	Faculty	260	3%	5%	8%	14%	30%	38%	1%
	Staff	1169	2%	3%	5%	15%	43%	22%	10%
8. Availability of office equipment and supplies	All	1445	2%	3%	6%	13%	45%	29%	1%
	Faculty	259	2%	3%	7%	15%	37%	35%	2%
	Staff	1182	3%	3%	6%	13%	47%	28%	1%

\*All includes those who chose not to declare whether they are Faculty or Staff.

### APPENDIX C. QUESTION 3 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS

		n	Unimportant	Of Little Importance	Moderately Important	Important	Very Important
1. Feeling that your work is valued and appreciated	All	1465	1%	3%	9%	36%	51%
	Faculty	260	2%	2%	8%	30%	58%
	Staff	1185	1%	3%	10%	37%	49%
2. Receiving <u>formal</u> recognition for your contributions/achievements	All	1462	4%	18%	29%	30%	19%
	Faculty	261	3%	17%	32%	27%	21%
	Staff	1181	5%	18%	28%	30%	19%
3. Receiving <u>informal</u> recognition for your contributions/achievements	All	1463	2%	8%	24%	43%	23%
	Faculty	261	2%	7%	26%	41%	23%
	Staff	1182	2%	8%	24%	43%	23%
4. Receiving recognition for <u>individual</u> accomplishments	All	1464	3%	11%	28%	36%	21%
	Faculty	261	3%	10%	34%	31%	21%
	Staff	1184	3%	11%	27%	37%	21%
5. Receiving recognition for <u>team</u> accomplishments	All	1456	2%	6%	19%	42%	31%
	Faculty	260	3%	5%	20%	40%	32%
	Staff	1176	2%	6%	19%	42%	31%
6. Being recognized by managers/supervisors	All	1460	3%	6%	22%	41%	28%
	Faculty	260	3%	6%	25%	41%	26%
	Staff	1180	3%	6%	21%	41%	29%
7. Being recognized by peers and coworkers	All	1464	2%	9%	29%	38%	22%
	Faculty	262	1%	5%	29%	40%	25%
	Staff	1182	2%	10%	29%	37%	22%

\*All includes those who chose not to declare whether they are Faculty or Staff.

## APPENDIX D. QUESTION 23 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS

		n	Never	Occasionally	Often	Very Often	Always	<i>Prefer Not To Answer</i>
1. I engage in moderate physical activity outside of work for at least 20 to 30 minutes at least 5 days of the week.	<b>All</b>	<b>1416</b>	<b>9%</b>	<b>19%</b>	<b>32%</b>	<b>18%</b>	<b>17%</b>	<b>4%</b>
	Faculty	255	13%	15%	34%	13%	22%	3%
	Staff	1160	9%	20%	32%	19%	16%	4%
2. I avoid the use of tobacco products (cigarettes, smokeless tobacco, cigars, and pipes).	<b>All</b>	<b>1413</b>	<b>4%</b>	<b>2%</b>	<b>2%</b>	<b>3%</b>	<b>85%</b>	<b>5%</b>
	Faculty	253	1%	1%	0%	3%	92%	3%
	Staff	1159	5%	2%	2%	3%	83%	5%
3. I limit myself to 5 drinks of alcohol (beer, liquor, wine) a week.	<b>All</b>	<b>1386</b>	<b>8%</b>	<b>5%</b>	<b>5%</b>	<b>8%</b>	<b>65%</b>	<b>9%</b>
	Faculty	253	4%	4%	4%	9%	74%	6%
	Staff	1132	9%	5%	5%	8%	63%	10%

\*All includes those who chose not to declare whether they are *Faculty* or *Staff*.

### APPENDIX E. QUESTION 9 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS (STAFF)

	n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
1. Institutional leaders' awareness of staff needs	1168	9%	9%	15%	27%	30%	7%	4%
2. Effectiveness of Staff Senators in representing my interests	1169	5%	5%	10%	25%	26%	4%	24%
3. Workload for my position	1161	6%	6%	12%	18%	47%	10%	1%
4. Opportunities for professional development/continuing education	1175	8%	6%	15%	21%	33%	12%	4%

## APPENDIX F. QUESTION 10 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS (STAFF)

	n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
1. Communication within my department	1166	9%	8%	12%	19%	32%	20%	0%
2. My interactions with my immediate coworkers	1166	2%	2%	4%	13%	42%	37%	0%
3. My interactions with my immediate supervisor	1165	6%	5%	6%	15%	32%	36%	0%
4. My understanding of my job responsibilities	1164	1%	2%	4%	10%	41%	43%	0%
5. My awareness of performance expectations for my position	1165	2%	3%	4%	11%	40%	40%	0%
6. Clarity of the performance evaluation process	1165	5%	4%	8%	17%	40%	25%	2%
7. Usefulness of feedback on annual performance evaluation	1162	7%	6%	8%	17%	37%	19%	6%
8. Opportunities to voice concerns/provide feedback in my area	1164	11%	7%	10%	16%	33%	23%	1%



## APPENDIX G. QUESTION 14, 15, 16 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS (FACULTY)

	n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
1. Sense of belonging to my school	309	4%	4%	7%	19%	37%	26%	3%
2. Leadership of my school dean/ interim dean	310	4%	5%	8%	16%	32%	32%	4%
3. Opportunities to voice concerns/provide feedback in my school	309	4%	9%	11%	19%	35%	17%	5%
4. Collaboration among faculty within my school	311	3%	5%	13%	24%	33%	18%	3%
5. Communication within my school	308	5%	7%	12%	20%	40%	15%	2%
6. My teaching workload	311	2%	3%	5%	15%	43%	22%	10%
7. My clinical workload	306	2%	3%	4%	11%	26%	11%	42%
8. Research expectations for my position	310	3%	7%	9%	11%	39%	15%	15%
9. Service/committee expectations for my position	307	2%	5%	5%	13%	48%	19%	8%
10. Opportunities for professional development related to research	310	6%	8%	15%	18%	29%	12%	13%
11. Opportunities for professional development related to teaching	310	5%	6%	10%	18%	35%	16%	9%

### APPENDIX H. QUESTION 17 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS (FACULTY)

	n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
1. Opportunities for professional development as a clinician/practitioner	260	3%	3%	4%	14%	31%	10%	34%
2. Laboratory and/or research space	259	3%	2%	5%	7%	22%	9%	50%
3. My school's technology support	258	5%	8%	13%	14%	33%	22%	5%
4. Audio-video equipment in classrooms	260	2%	6%	7%	18%	36%	20%	11%
5. Learning management system (e.g., Sakai/The Hub)	261	5%	5%	10%	20%	23%	11%	26%

### APPENDIX I. QUESTION 18 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS (FACULTY)

	n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
1. Institutional leaders' awareness of faculty needs	257	7%	7%	20%	20%	33%	11%	2%
2. Communication with my chair	255	8%	5%	8%	11%	31%	33%	4%
3. Effectiveness of Faculty Senators in representing my interests	254	5%	6%	9%	17%	36%	10%	15%
4. Collaboration among faculty across schools	257	7%	6%	18%	25%	29%	5%	9%
5. Formal evaluation process of faculty	256	6%	7%	14%	22%	31%	13%	7%
6. Clarity of the tenure process	257	4%	4%	9%	14%	32%	12%	25%
7. Clarity of the promotion process	256	7%	6%	10%	16%	36%	13%	12%

## APPENDIX J. RESULTS BY APPOINTMENT - FACULTY

	GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
Overall, how satisfied are you with your position at TTUHSC?	4.41	49	1.37	4.47	38	1.29	4.78	40	1.39	4.67	108	1.24	4.76	37	1.40	4.11	36	1.12
1. Contribution of my work to the institutional mission	5.25	48	1.06	5.16	38	1.22	5.08	40	1.19	5.12	105	1.16	5.25	36	1.11	5.06	36	1.04
2. Sense of belonging at TTUHSC	4.29	45	1.65	4.42	38	1.35	4.68	40	1.37	4.88	103	1.19	4.65	37	1.30	3.82	34	1.47
3. My awareness of the President's vision for TTUHSC	4.08	48	1.44	4.66	38	1.28	4.63	38	1.15	4.51	104	1.23	4.69	36	1.28	4.43	35	1.29
4. Commitment of institutional leaders to ongoing improvement	3.85	48	1.56	4.29	38	1.39	4.48	40	1.32	4.40	104	1.31	4.68	37	1.23	4.03	35	1.36
5. Communication across TTUHSC campuses/CMHC units	3.76	46	1.46	3.75	36	1.40	4.03	36	1.36	4.19	100	1.21	4.16	37	1.32	3.43	35	1.46
6. Salary/wages for the work I do	4.08	48	1.38	4.13	38	1.44	4.54	37	1.04	4.32	107	1.34	4.38	37	1.23	3.50	36	1.38
7. Sense of personal safety/security in the work environment	5.19	48	0.79	5.05	38	1.31	5.08	38	1.17	5.24	106	0.91	5.06	36	0.92	4.78	36	1.35
8. Ability to report complaints without fear of retaliation	4.14	42	1.52	4.14	37	1.67	4.43	37	1.64	4.43	96	1.53	4.50	36	1.58	3.86	36	1.61

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)**

	GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Effectiveness of local Human Resources services	4.20	45	1.32	4.00	37	1.47	4.34	38	1.36	4.22	98	1.32	4.88	33	0.99	4.19	31	1.19
2. Library resources	4.58	48	1.20	5.17	36	0.81	4.77	39	1.18	5.08	98	0.93	5.37	35	0.94	4.28	36	1.30
3. Cleanliness/maintenance of my work environment	4.71	48	1.30	5.34	38	0.91	5.13	40	0.91	4.64	107	1.26	4.71	34	1.09	4.86	36	0.96
4. TTUHSC technology support (IT Help desk)	3.86	49	1.51	4.03	38	1.46	5.05	40	1.11	4.42	106	1.38	4.78	37	1.58	4.31	36	1.41
5. Techlink	3.86	43	1.42	4.48	27	1.16	4.72	25	0.98	4.17	77	1.31	4.74	35	1.22	3.81	36	1.14
6. Office/work space	4.84	49	1.07	4.97	37	1.12	5.25	40	0.90	4.83	108	1.10	5.00	33	1.22	4.83	35	1.04
7. Clerical/administrative assistance	4.88	48	1.14	4.29	38	1.49	4.74	39	1.39	4.77	105	1.30	5.31	36	1.28	4.83	36	1.30
8. Availability of office equipment and supplies	4.76	46	1.18	4.92	38	1.10	5.26	39	0.91	4.69	106	1.19	5.26	35	1.07	4.76	34	1.23

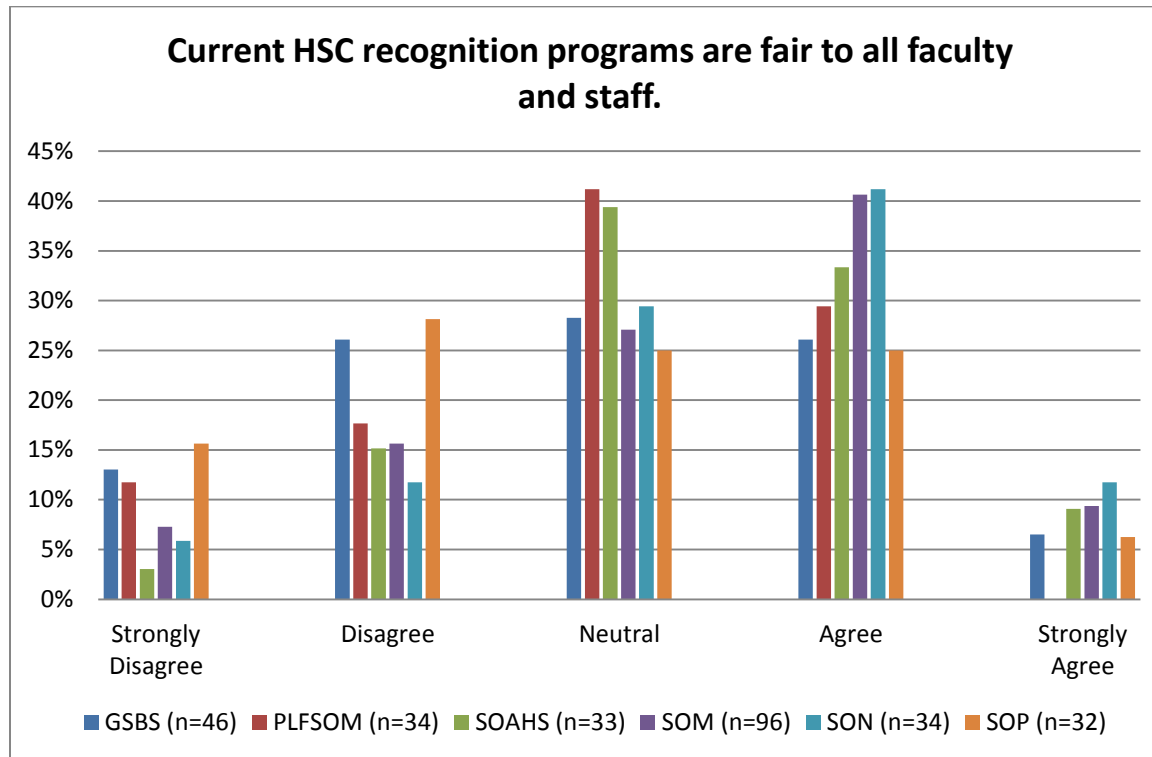
\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)**

	GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Feeling that your work is valued and appreciated	4.16	49	0.96	4.42	38	1.06	4.45	40	0.71	4.35	107	0.86	4.64	36	0.68	4.19	36	1.04
2. Receiving formal recognition for your contributions/achievements	3.33	49	1.09	3.62	37	1.06	3.30	40	1.14	3.34	108	1.13	3.84	37	0.93	3.25	36	1.13
3. Receiving informal recognition for your contributions/achievements	3.65	49	1.01	3.79	38	1.02	3.90	40	0.87	3.71	107	0.93	4.03	37	0.80	3.56	36	1.08
4. Receiving recognition for individual accomplishments	3.39	49	1.19	3.68	38	1.09	3.60	40	0.98	3.47	108	1.01	3.92	36	0.81	3.39	36	1.27
5. Receiving recognition for team accomplishments	3.80	49	1.22	4.08	38	1.08	3.95	40	0.85	3.84	106	1.02	4.22	37	0.71	3.72	36	1.16
6. Being recognized by managers/supervisors	3.73	48	1.09	3.89	37	1.05	3.85	40	0.89	3.76	108	0.99	4.08	37	0.76	3.60	35	1.12
7. Being recognized by peers and coworkers	3.76	49	0.88	3.87	38	1.02	3.70	40	0.79	3.89	108	0.84	4.05	37	0.85	3.50	36	1.03

\*Respondents were asked to rate the importance of these items using a 5-point scale (1 = Unimportant, 2 = Of Little Importance, 3 = Moderately Important, 4 = Important, and 5 = Very Important). Means are color-coded to highlight areas of importance (Blue: ≥ 4.00)

**APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)**



The table below shows the average level of agreement by affiliation (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree), as well as the percent of respondents who selected the following option: *I am unaware of the current recognition programs.*

	GSBS	PLFSOM	SOAHS	SOM	SON	SOP
Average of scaled responses	2.87	2.88	3.30	3.29	3.41	2.78
I am unaware of the current recognition programs.	6% (n=3)	11% (n=4)	18% (n=7)	11% (n=12)	8% (n=3)	11% (n=4)

**APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)**

	GSBS*			PLFSOM*			SOAHS			SOM*			SON			SOP*		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Sense of belonging to my school	4.17	47	1.45	4.59	39	1.19	4.79	38	1.21	4.83	103	1.13	4.91	35	1.31	4.29	35	1.53
2. Leadership of my school dean/ interim dean	4.35	46	1.35	4.33	39	1.63	5.23	39	1.13	4.77	102	1.18	5.11	35	1.16	4.06	33	1.56
3. Opportunities to voice concerns/provide feedback in my school	4.30	43	1.37	3.95	38	1.51	4.57	37	1.30	4.39	103	1.19	4.51	35	1.42	3.83	36	1.65
4. Collaboration among faculty within my school	4.26	47	1.34	4.18	39	1.23	4.45	38	1.20	4.51	103	1.09	4.54	35	1.36	4.06	36	1.45
5. Communication within my school	4.19	47	1.33	4.05	38	1.56	4.56	39	1.33	4.47	104	1.05	4.31	35	1.45	3.69	36	1.55
6. My teaching workload	4.95	41	0.86	4.47	32	1.48	4.66	38	1.30	5.02	97	0.82	4.63	35	1.26	4.46	35	1.22
7. My clinical workload	4.78	9	0.44	4.21	24	1.41	4.68	31	1.11	4.73	67	1.15	4.78	23	1.31	4.00	20	1.26
8. Research expectations for my position	4.89	38	1.09	4.27	37	1.59	4.46	37	1.12	4.51	88	1.28	4.30	27	1.35	3.94	33	1.43
9. Service/committee expectations for my position	4.85	40	1.12	4.46	37	1.30	4.78	37	0.92	4.87	99	1.07	4.53	32	1.37	4.44	34	1.24
10. Opportunities for professional development related to research	3.97	39	1.35	3.92	36	1.50	3.97	37	1.42	4.25	93	1.40	4.59	29	1.21	3.47	34	1.50
11. Opportunities for professional development related to teaching	4.23	40	1.49	4.27	33	1.55	4.32	38	1.38	4.51	99	1.26	4.50	34	1.26	3.86	35	1.56

\*Faculty who indicated a secondary appointment with GSBS evaluated this set of statements twice.

\*\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).



**APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)**

	GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Opportunities for professional development as a clinician/practitioner	4.17	12	0.94	4.00	22	1.45	4.63	35	1.17	4.51	70	1.18	4.64	22	1.43	4.29	21	1.35
2. Laboratory and/or research space	4.71	41	1.21	3.84	19	1.77	4.65	26	1.20	4.58	57	1.32	3.90	10	1.52	4.47	15	1.19
3. My school's technology support	3.80	46	1.42	3.57	35	1.50	4.69	39	1.34	4.17	99	1.41	5.34	35	1.24	4.11	36	1.30
4. Audio-video equipment in classrooms	4.33	45	1.31	4.12	33	1.34	4.80	35	0.96	4.79	98	1.12	5.14	29	1.22	3.63	35	1.21
5. Learning management system (e.g., Sakai/The Hub)	4.15	40	1.37	3.79	19	1.44	4.24	37	1.36	4.34	65	1.28	4.34	35	1.55	3.38	34	1.28

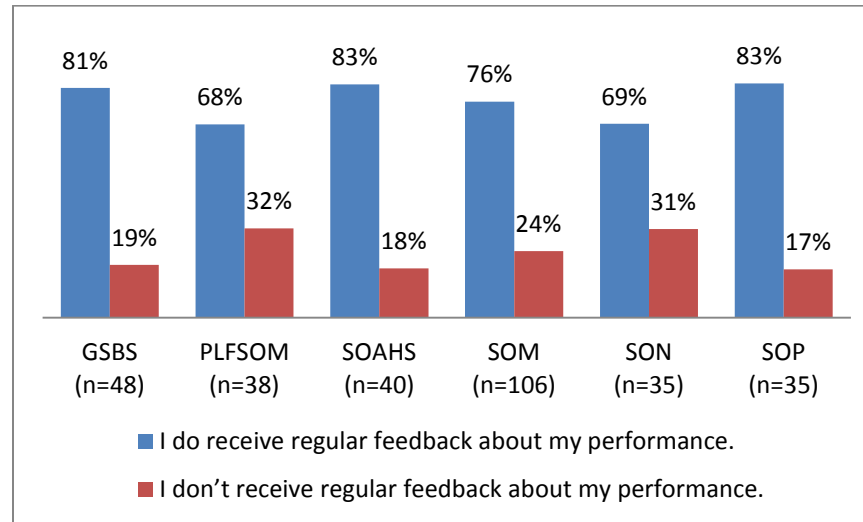
\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)**

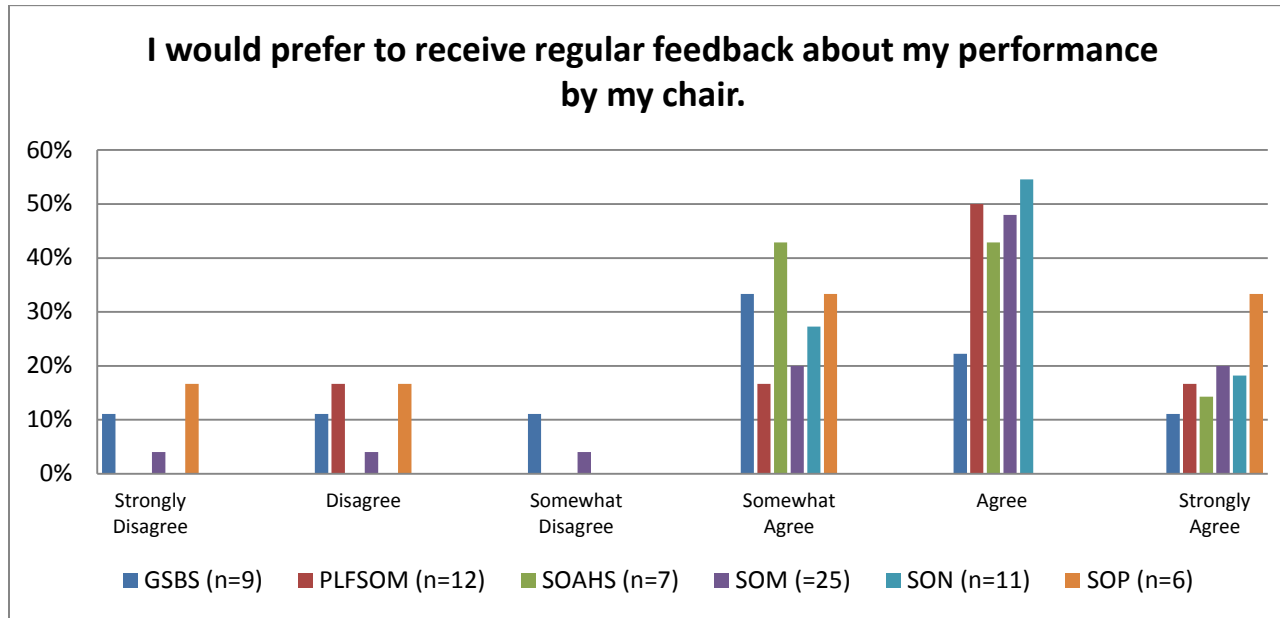
	GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Institutional leaders' awareness of faculty needs	3.60	48	1.43	3.74	38	1.55	4.35	40	1.23	4.02	102	1.29	4.26	35	1.46	3.35	34	1.41
2. Communication with my chair	4.33	46	1.66	4.35	37	1.83	4.76	38	1.58	4.81	97	1.41	4.63	35	1.54	3.85	34	1.50
3. Effectiveness of Faculty Senators in representing my interests	3.64	42	1.57	3.74	34	1.36	4.83	35	1.01	4.15	78	1.31	4.74	34	1.21	3.72	32	1.55
4. Collaboration among faculty across schools	3.82	44	1.42	3.42	31	1.48	3.87	38	1.38	4.29	94	1.02	3.76	33	1.37	3.21	34	1.47
5. Formal evaluation process of faculty	3.96	46	1.50	3.91	34	1.36	4.26	39	1.29	4.23	99	1.36	4.03	32	1.49	3.78	32	1.50
6. Clarity of the tenure process	4.40	43	1.43	3.83	29	1.51	4.61	33	0.83	4.76	79	1.17	4.08	26	1.52	3.84	25	1.55
7. Clarity of the promotion process	4.29	45	1.52	3.73	33	1.46	4.35	37	1.21	4.54	89	1.28	4.13	32	1.54	3.67	33	1.76

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)**

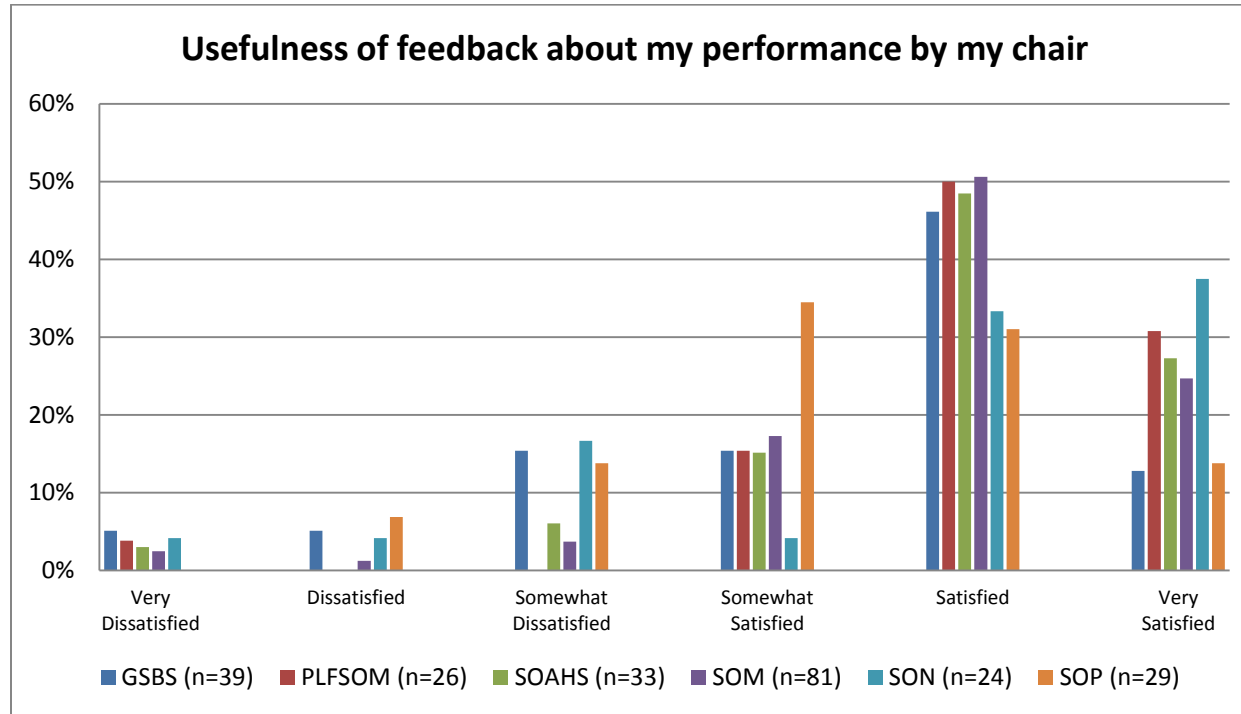


APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)



Note: Only faculty who do not receive regular feedback from their chairs responded to this question.

APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)



*Note: Only faculty who receive regular feedback from their chairs responded to this question.*

APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)

Importance of Interprofessional Education

	GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
You	3.26	47	1.34	4.00	38	0.96	3.55	40	0.99	3.66	106	1.16	4.34	35	0.73	3.62	34	1.26
Your School	3.63	48	0.98	3.63	38	1.08	3.60	40	0.93	3.75	106	0.97	4.40	35	0.77	3.86	35	1.00
TTUHSC	3.71	48	1.05	3.87	38	1.07	3.95	40	0.96	3.92	106	0.89	4.23	35	1.00	3.86	35	1.14

\*Respondents were asked to rate the importance of these items using a 5-point scale (1 = Unimportant, 2 = Of Little Importance, 3 = Moderately Important, 4 = Important, and 5 = Very Important). All means are color-coded to highlight areas of importance (Blue: ≥ 4.00).

## APPENDIX K. RESULTS BY AFFILIATION - STAFF

SATISFACTION I - SECTION 1	Academic Affairs			Communications & Marketing			CMHC			Finance & Administration			Information Technology		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
Overall, how satisfied are you with your position at TTUHSC?	4.92	12	1.51	4.33	6	1.21	4.31	68	1.42	4.67	82	1.43	4.24	42	1.64
1. Contribution of my work to the institutional mission	5.00	12	1.35	4.50	6	1.05	5.10	68	0.93	5.05	82	1.13	4.95	42	1.10
2. Sense of belonging at TTUHSC	5.00	12	1.13	4.50	6	1.76	4.28	67	1.37	4.80	82	1.21	4.48	42	1.49
3. My awareness of the President's vision for TTUHSC	4.50	12	1.17	4.40	5	0.89	4.46	63	1.22	4.56	80	1.17	4.43	40	1.36
4. Commitment of institutional leaders to ongoing improvement	4.00	11	1.26	4.00	5	1.41	4.00	68	1.47	4.27	81	1.31	3.88	41	1.47
5. Communication across TTUHSC campuses/CMHC units	4.00	10	0.94	3.50	6	1.64	3.76	67	1.65	4.05	80	1.33	3.83	40	1.47
6. Salary/wages for the work I do	4.33	12	1.37	4.50	6	0.84	3.35	68	1.54	3.68	81	1.46	3.36	42	1.64
7. Sense of personal safety/security in the work environment	5.25	12	0.62	5.00	6	0.63	4.60	68	1.20	5.01	82	1.22	5.12	42	0.89
8. Ability to report complaints without fear of retaliation	4.67	12	1.07	3.80	5	1.79	3.62	68	1.74	3.85	81	1.75	3.60	42	1.82

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

SATISFACTION I - SECTION 2	Institutional Advancement			Paul L. Foster School of Medicine			Research			Rural and Community Health			School of Allied Health Sciences		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
Overall, how satisfied are you with your position at TTUHSC?	4.71	7	1.70	4.39	160	1.32	4.46	50	1.53	4.23	30	1.25	4.71	34	.80
1. Contribution of my work to the institutional mission	5.86	7	.38	5.12	158	1.05	4.88	49	1.18	5.14	28	.59	4.97	34	.83
2. Sense of belonging at TTUHSC	5.71	7	.49	4.79	157	1.21	4.54	50	1.39	4.80	30	1.00	4.82	34	.94
3. My awareness of the President's vision for TTUHSC	5.71	7	.49	4.74	149	1.09	4.40	48	1.14	4.80	30	.89	4.63	32	1.13
4. Commitment of institutional leaders to ongoing improvement	5.29	7	.76	4.43	153	1.22	4.39	49	1.30	4.73	30	1.11	4.55	33	1.06
5. Communication across TTUHSC campuses/CMHC units	4.00	7	.82	4.29	153	1.21	4.21	47	1.23	4.52	27	1.01	4.06	33	1.22
6. Salary/wages for the work I do	4.71	7	.95	3.53	159	1.53	3.68	50	1.48	3.55	29	1.35	3.21	34	1.25
7. Sense of personal safety/security in the work environment	5.50	6	.55	4.82	158	1.26	5.08	50	1.16	5.19	27	1.04	4.85	34	1.05
8. Ability to report complaints without fear of retaliation	5.43	7	.53	3.76	155	1.76	4.21	47	1.50	4.21	28	1.47	3.82	34	1.55

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).



**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

SATISFACTION I - SECTION 3	School of Medicine (including MPIP)			School of Nursing			School of Pharmacy			Other			Prefer not to answer		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
Overall, how satisfied are you with your position at TTUHSC?	4.57	296	1.32	4.94	36	1.15	4.90	29	0.82	4.61	190	1.28	4.18	131	1.37
1. Contribution of my work to the institutional mission	5.17	291	0.85	5.17	35	1.04	5.11	28	0.63	5.18	186	0.82	4.92	129	0.92
2. Sense of belonging at TTUHSC	4.76	296	1.28	5.00	34	1.15	4.52	29	1.09	4.75	186	1.16	4.14	126	1.42
3. My awareness of the President's vision for TTUHSC	4.71	286	1.01	5.06	34	0.55	4.28	25	1.14	4.94	177	0.89	4.51	127	1.19
4. Commitment of institutional leaders to ongoing improvement	4.35	294	1.17	4.78	36	0.93	4.32	28	1.33	4.57	180	1.20	4.05	129	1.39
5. Communication across TTUHSC campuses/CMHC units	4.12	285	1.26	4.47	36	1.03	3.73	26	1.31	4.42	178	1.21	3.82	123	1.29
6. Salary/wages for the work I do	3.53	295	1.48	4.31	36	1.26	3.39	28	1.55	3.46	189	1.57	3.19	129	1.47
7. Sense of personal safety/security in the work environment	4.99	291	1.15	4.94	35	1.14	5.25	28	0.70	5.06	186	1.01	4.58	127	1.32
8. Ability to report complaints without fear of retaliation	4.06	294	1.62	4.51	35	1.38	4.56	27	1.25	4.01	182	1.57	3.30	128	1.66

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

	Academic Affairs			Communications & Marketing			CMHC			Finance & Administration			Information Technology		
<b>SATISFACTION II - SECTION 1</b>	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Effectiveness of local Human Resources services	4.67	12	0.89	3.50	6	2.07	3.89	65	1.50	4.35	82	1.50	3.93	42	1.63
2. Library resources	4.60	5	1.14	5.00	3	0.00	4.20	35	1.26	4.76	41	1.07	4.50	18	1.25
3. Cleanliness/maintenance of my work environment	5.09	11	0.70	5.40	5	0.55	4.77	64	0.97	4.80	82	1.15	4.73	41	1.16
4. TTUHSC technology support (IT Help desk)	3.67	12	1.50	3.67	6	1.63	5.23	65	0.81	4.64	81	1.14	5.05	40	1.01
5. Techlink	3.92	12	1.73	4.60	5	0.89	4.83	48	0.86	4.88	59	1.05	5.26	31	0.68
6. Office/work space	5.17	12	0.72	4.17	6	0.98	4.70	63	1.09	4.79	81	1.14	4.33	42	1.56
7. Clerical/administrative assistance	4.90	10	1.37	4.20	5	1.30	4.82	66	1.15	4.78	72	1.26	4.48	33	1.28
8. Availability of office equipment and supplies	5.50	12	0.52	5.33	6	0.52	4.49	68	1.49	4.95	80	1.16	4.14	42	1.59

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

SATISFACTION II - SECTION 2	Institutional Advancement			Paul L. Foster School of Medicine			Research			Rural and Community Health			School of Allied Health Sciences		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Effectiveness of local Human Resources services	4.00	7	2.00	4.18	157	1.50	4.45	49	1.32	4.64	28	.99	4.00	34	1.04
2. Library resources	5.00	5	.00	5.08	105	.85	4.76	34	1.07	4.93	15	.59	4.58	24	.88
3. Cleanliness/maintenance of my work environment	5.43	7	.53	4.89	158	1.11	4.90	49	.92	4.75	28	1.35	4.52	33	1.18
4. TTUHSC technology support (IT Help desk)	4.43	7	.98	4.87	158	1.05	4.72	50	1.20	4.90	29	1.08	4.50	34	1.11
5. Techlink	4.43	7	1.81	5.00	127	.90	4.78	40	.89	4.83	23	1.07	4.67	27	.73
6. Office/work space	5.14	7	.90	4.77	160	1.22	4.92	48	1.13	4.39	28	1.23	4.55	33	1.09
7. Clerical/administrative assistance	5.67	6	.52	4.79	150	1.17	5.11	45	.91	4.85	26	1.12	4.69	29	1.11
8. Availability of office equipment and supplies	5.71	7	.49	5.01	158	1.06	5.18	50	.87	4.93	30	1.26	4.82	34	.94

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

SATISFACTION II - SECTION 3	School of Medicine (including MPIP)			School of Nursing			School of Pharmacy			Other			Prefer not to answer		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Effectiveness of local Human Resources services	4.19	291	1.37	4.81	36	0.89	3.96	26	1.66	4.61	179	1.23	4.03	127	1.47
2. Library resources	5.01	171	0.67	5.04	24	0.55	4.11	9	1.54	5.10	112	0.73	4.82	78	0.89
3. Cleanliness/maintenance of my work environment	4.58	292	1.15	4.60	35	1.12	4.89	28	1.40	4.90	188	1.07	4.46	127	1.15
4. TTUHSC technology support (IT Help desk)	4.68	291	1.04	5.17	35	0.89	5.29	28	0.81	4.94	184	0.98	4.60	130	1.21
5. Techlink	4.77	215	0.80	5.03	31	0.55	4.73	26	1.08	5.01	139	0.79	4.81	97	0.86
6. Office/work space	4.66	294	1.17	4.76	34	1.07	4.96	28	1.26	4.76	187	1.11	4.26	129	1.34
7. Clerical/administrative assistance	4.74	260	1.13	5.06	34	1.10	5.12	26	0.82	4.84	171	0.95	4.49	113	1.24
8. Availability of office equipment and supplies	4.89	292	1.06	5.23	35	0.81	5.11	28	0.92	4.78	189	1.07	4.45	128	1.28

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

	Academic Affairs			Communications & Marketing			CMHC			Finance & Administration			Information Technology		
<b>IMPORTANCE I - SECTION 1</b>	<b>Mean*</b>	<b>n</b>	<b>SD</b>	<b>Mean*</b>	<b>n</b>	<b>SD</b>	<b>Mean*</b>	<b>n</b>	<b>SD</b>	<b>Mean*</b>	<b>n</b>	<b>SD</b>	<b>Mean*</b>	<b>n</b>	<b>SD</b>
1. Feeling that your work is valued and appreciated	4.50	12	0.67	4.33	6	0.82	4.07	68	1.00	4.26	82	0.90	4.50	42	0.80
2. Receiving formal recognition for your contributions/achievements	3.17	12	0.83	3.00	6	0.89	3.21	68	1.09	3.22	81	1.08	3.45	42	1.13
3. Receiving informal recognition for your contributions/achievements	3.83	12	0.83	3.60	5	0.89	3.59	68	1.05	3.73	82	0.98	3.81	42	0.80
4. Receiving recognition for individual accomplishments	3.33	12	0.98	3.50	6	0.84	3.26	68	1.09	3.51	82	1.06	3.74	42	1.04
5. Receiving recognition for team accomplishments	3.42	12	0.90	4.00	6	0.00	3.63	68	0.99	3.86	81	1.00	4.05	42	0.88
6. Being recognized by managers/supervisors	3.92	12	0.67	4.00	6	0.00	3.51	68	1.03	3.88	81	1.08	4.00	42	0.88
7. Being recognized by peers and coworkers	3.42	12	1.08	3.33	6	0.52	3.37	68	1.05	3.55	82	1.08	3.86	42	0.90

\*Respondents were asked to rate the importance of these items using a 5-point scale (1 = Unimportant, 2 = Of Little Importance, 3 = Moderately Important, 4 = Important, and 5 = Very Important). Means are color-coded to highlight areas of importance (Blue: ≥ 4.00)

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

IMPORTANCE I - SECTION 2	Institutional Advancement			Paul L. Foster School of Medicine			Research			Rural and Community Health			School of Allied Health Sciences		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Feeling that your work is valued and appreciated	4.14	7	0.69	4.25	160	0.92	4.30	50	0.71	4.27	30	0.78	4.41	34	0.86
2. Receiving formal recognition for your contributions/achievements	3.00	7	1.29	3.54	158	1.18	3.50	50	1.05	3.47	30	1.22	3.62	34	1.18
3. Receiving informal recognition for your contributions/achievements	3.57	7	1.13	3.73	160	1.04	3.72	50	1.01	3.83	30	1.02	4.00	34	0.92
4. Receiving recognition for individual accomplishments	3.29	7	0.76	3.66	160	1.09	3.68	50	0.96	3.70	30	1.06	3.74	34	1.08
5. Receiving recognition for team accomplishments	4.14	7	1.07	3.97	159	1.03	3.80	50	0.95	3.93	30	1.14	3.97	34	1.06
6. Being recognized by managers/supervisors	3.43	7	0.98	3.81	160	1.04	3.94	50	1.00	4.00	30	0.87	3.94	34	1.07
7. Being recognized by peers and coworkers	3.43	7	1.27	3.59	159	1.04	3.68	50	1.02	3.77	30	0.94	3.79	34	0.88

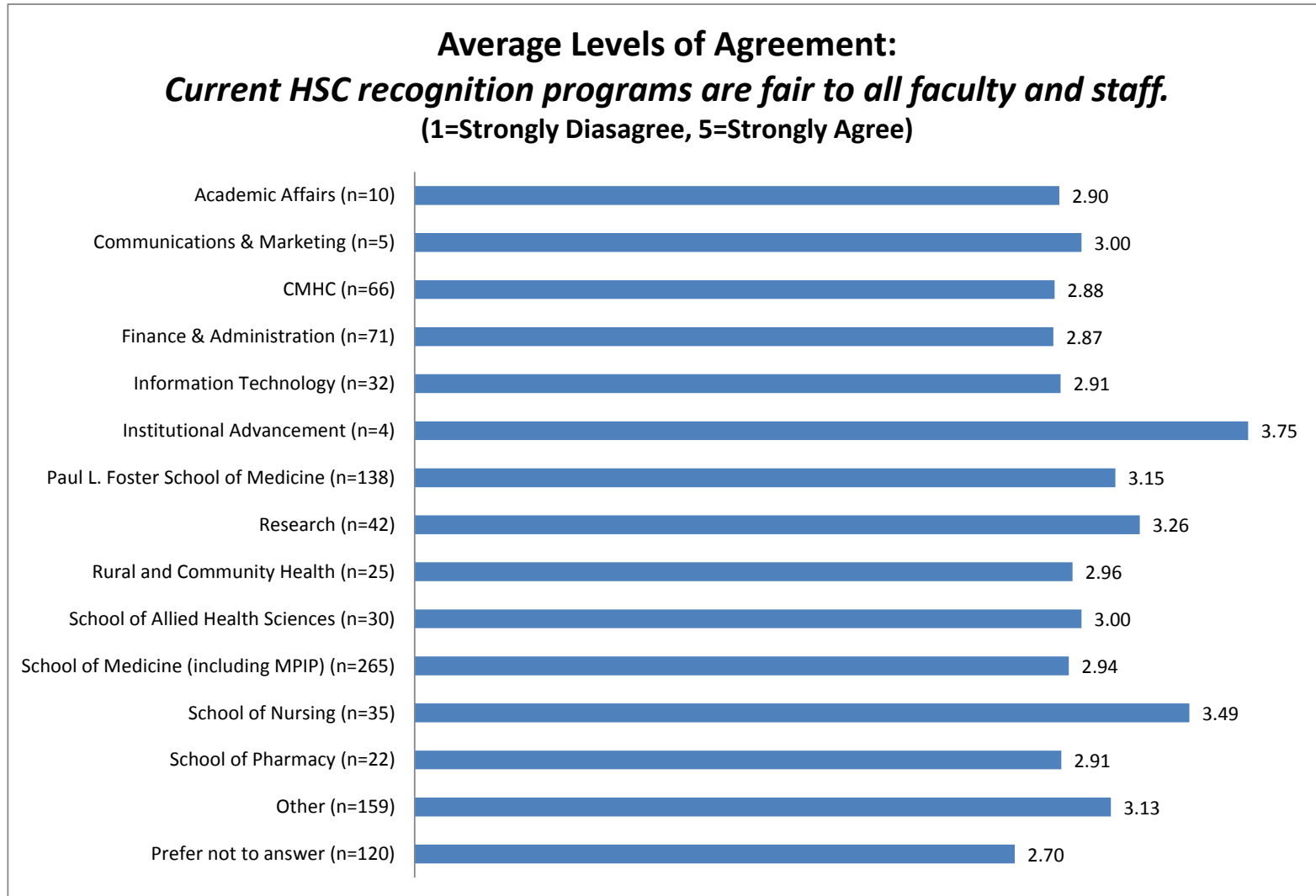
\*Respondents were asked to rate the importance of these items using a 5-point scale (1 = Unimportant, 2 = Of Little Importance, 3 = Moderately Important, 4 = Important, and 5 = Very Important). Means are color-coded to highlight areas of importance (Blue: ≥ 4.00)

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

IMPORTANCE I - SECTION 3	School of Medicine (including MPIP)			School of Nursing			School of Pharmacy			Other			Prefer not to answer		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Feeling that your work is valued and appreciated	4.39	296	0.78	4.44	36	0.65	4.34	29	0.72	4.26	190	0.87	4.23	130	0.94
2. Receiving formal recognition for your contributions/achievements	3.40	296	1.14	3.64	36	0.96	3.03	29	1.02	3.52	189	1.06	3.43	130	1.15
3. Receiving informal recognition for your contributions/achievements	3.89	296	0.92	3.94	35	0.68	3.76	29	0.87	3.74	188	0.93	3.73	131	1.03
4. Receiving recognition for individual accomplishments	3.69	295	0.98	3.86	35	0.88	3.24	29	0.87	3.69	190	1.03	3.66	131	1.09
5. Receiving recognition for team accomplishments	4.01	293	0.91	4.14	36	0.80	3.69	29	1.07	4.02	187	0.92	3.85	129	1.03
6. Being recognized by managers/supervisors	3.96	295	0.93	3.81	36	0.79	3.64	28	0.91	3.92	187	0.99	3.89	131	0.97
7. Being recognized by peers and coworkers	3.77	295	0.96	3.78	36	0.90	3.38	29	0.98	3.74	189	0.99	3.67	130	0.98

\*Respondents were asked to rate the importance of these items using a 5-point scale (1 = Unimportant, 2 = Of little importance, 3 = Moderately important, 4 = Important, and 5 = Very important). Means are color-coded to highlight areas of importance (Blue: ≥ 4.00)

APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)





**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

The following table provides the number of staff members by affiliation who indicated they were unaware of the current recognition programs.

<b>Affiliation</b>	<b>n</b>	<b>%</b>
Academic Affairs	2	17%
Communications & Marketing	1	17%
CMHC	2	3%
Finance & Administration	11	13%
Information Technology	10	24%
Institutional Advancement	3	43%
Paul L. Foster School of Medicine	22	14%
Research	8	16%
Rural and Community Health	5	17%
School of Allied Health Sciences	4	12%
School of Medicine (including MPIP)	31	10%
School of Nursing	1	3%
School of Pharmacy	7	24%
Other	31	16%
Prefer not to answer	11	8%

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

	Academic Affairs			Communications & Marketing			CMHC			Finance & Administration			Information Technology		
<b>SATISFACTION III - SECTION 1</b>	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Institutional leaders' awareness of staff needs	3.92	12	1.16	3.60	5	1.14	3.58	66	1.53	3.88	80	1.47	3.76	42	1.51
2. Effectiveness of Staff Senators in representing my interests	4.50	10	0.53	3.75	4	1.26	3.33	40	1.51	3.68	65	1.35	3.58	26	1.58
3. Workload for my position	5.18	11	0.87	4.40	5	0.89	4.03	68	1.42	4.40	81	1.22	4.00	41	1.48
4. Opportunities for professional development/continuing education	4.73	11	1.35	4.60	5	0.89	3.44	68	1.52	3.99	79	1.48	3.74	42	1.61

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

	Institutional Advancement			Paul L. Foster School of Medicine			Research			Rural and Community Health			School of Allied Health Sciences		
<b>SATISFACTION III - SECTION 2</b>	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Institutional leaders' awareness of staff needs	5.14	7	1.07	3.84	153	1.43	4.18	44	1.15	4.03	29	1.45	3.94	32	1.08
2. Effectiveness of Staff Senators in representing my interests	4.50	4	1.29	4.07	134	1.35	4.00	36	1.20	3.75	20	1.41	3.96	26	1.04
3. Workload for my position	5.00	6	.89	4.16	157	1.41	4.52	50	1.15	4.03	29	1.43	4.41	34	1.10
4. Opportunities for professional development/continuing education	5.29	7	.49	3.82	153	1.48	4.50	50	1.20	4.21	29	1.32	3.91	32	1.30

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

SATISFACTION III - SECTION 3	School of Medicine (including MPIP)			School of Nursing			School of Pharmacy			Other			Prefer not to answer		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Institutional leaders' awareness of staff needs	3.94	32	1.08	3.76	288	1.37	4.64	36	0.93	3.94	178	1.34	3.44	120	1.47
2. Effectiveness of Staff Senators in representing my interests	3.96	26	1.04	3.99	243	1.24	4.69	29	0.81	4.21	144	1.10	3.71	89	1.37
3. Workload for my position	4.41	34	1.10	4.22	288	1.37	4.72	36	0.85	4.28	186	1.28	4.02	126	1.34
4. Opportunities for professional development/continuing education	3.91	32	1.30	4.19	290	1.33	4.83	36	1.23	4.26	172	1.33	3.71	117	1.50

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

SATISFACTION IV- SECTION 1	Academic Affairs			Communications & Marketing			CMHC			Finance & Administration			Information Technology		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Communication within my department	5.25	12	0.97	3.20	5	1.48	4.34	68	1.47	4.11	82	1.65	3.95	41	1.69
2. My interactions with my immediate coworkers	5.50	12	0.67	3.60	5	0.89	5.26	68	0.80	5.09	81	1.16	5.07	41	1.06
3. My interactions with my immediate supervisor	5.58	12	0.51	3.80	5	1.30	4.97	67	1.29	4.68	82	1.57	4.61	41	1.46
4. My understanding of my job responsibilities	5.67	12	0.49	4.00	5	1.00	5.31	67	0.84	5.17	82	1.14	4.98	41	1.08
5. My awareness of performance expectations for my position	5.75	12	0.45	4.00	5	1.00	5.30	67	0.89	4.90	82	1.38	4.88	41	1.29
6. Clarity of the performance evaluation process	5.58	12	0.51	4.00	5	1.41	4.65	68	1.28	4.53	81	1.49	4.51	41	1.40
7. Usefulness of feedback on annual performance evaluation	5.27	11	0.90	4.25	4	0.96	4.33	66	1.42	4.10	78	1.63	4.08	39	1.66
8. Opportunities to voice concerns/provide feedback in my area	5.50	12	0.67	3.80	5	1.92	4.26	68	1.50	4.21	82	1.72	3.88	41	1.85

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

SATISFACTION IV - SECTION 2	Institutional Advancement			Paul L. Foster School of Medicine			Research			Rural and Community Health			School of Allied Health Sciences		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Communication within my department	5.29	7	.76	4.13	159	1.58	4.55	49	1.39	4.33	30	1.45	4.06	34	1.25
2. My interactions with my immediate coworkers	5.71	7	.49	4.97	159	1.13	5.20	49	.93	5.03	29	1.18	4.65	34	1.07
3. My interactions with my immediate supervisor	5.57	7	.53	4.72	159	1.41	5.10	49	1.14	4.50	30	1.48	4.65	34	1.39
4. My understanding of my job responsibilities	5.71	7	.49	5.07	159	1.15	5.12	49	1.05	5.27	30	.83	5.03	34	1.03
5. My awareness of performance expectations for my position	5.86	7	.38	4.89	159	1.33	5.08	48	1.03	5.13	30	.82	5.12	34	.95
6. Clarity of the performance evaluation process	5.14	7	1.07	4.61	157	1.34	4.59	46	1.26	4.34	29	1.42	4.88	34	1.04
7. Usefulness of feedback on annual performance evaluation	5.75	4	.50	4.33	149	1.44	4.52	44	1.45	4.04	28	1.50	4.52	31	1.41
8. Opportunities to voice concerns/provide feedback in my area	5.86	7	.38	4.11	157	1.67	4.48	46	1.46	4.20	30	1.58	4.38	34	1.54

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX K. RESULTS BY AFFILIATION – STAFF (CONT.)**

SATISFACTION IV - SECTION 3	School of Medicine (including MPIP)			School of Nursing			School of Pharmacy			Other			Prefer not to answer		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Communication within my department	4.11	291	1.57	4.89	36	1.12	4.39	28	1.57	4.23	188	1.47	3.77	123	1.57
2. My interactions with my immediate coworkers	5.09	293	1.02	5.31	36	0.82	5.19	27	1.27	5.03	187	0.92	4.74	123	1.21
3. My interactions with my immediate supervisor	4.70	292	1.47	5.14	36	1.33	4.96	27	1.70	4.72	187	1.30	4.24	123	1.60
4. My understanding of my job responsibilities	5.28	292	0.90	5.11	36	0.75	5.21	29	0.94	5.18	186	0.82	4.91	123	1.17
5. My awareness of performance expectations for my position	5.16	293	1.04	5.00	36	1.07	4.97	29	1.09	5.09	187	0.97	4.76	123	1.27
6. Clarity of the performance evaluation process	4.72	289	1.26	4.76	34	0.82	4.21	28	1.62	4.73	184	1.10	4.22	121	1.54
7. Usefulness of feedback on annual performance evaluation	4.44	280	1.37	4.74	34	0.83	4.38	24	1.74	4.60	178	1.22	3.87	112	1.62
8. Opportunities to voice concerns/provide feedback in my area	4.26	291	1.59	4.86	36	1.15	4.36	28	1.75	4.34	188	1.48	3.75	122	1.71

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

## APPENDIX L. RESULTS BY CAMPUS

SATISFACTION I - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso			Lubbock		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
Overall, how satisfied are you with your position at TTUHSC?	4.57	23	1.38	4.68	186	1.21	5.00	11	0.77	4.45	299	1.30	4.61	708	1.33
1. Contribution of my work to the institutional mission	5.30	23	0.63	5.13	181	0.89	5.18	11	0.60	5.14	297	1.03	5.13	695	0.95
2. Sense of belonging at TTUHSC	4.78	23	1.24	4.60	184	1.25	4.82	11	0.98	4.72	296	1.26	4.76	699	1.23
3. My awareness of the President's vision for TTUHSC	4.90	20	0.91	4.62	177	1.05	3.80	10	1.32	4.75	283	1.07	4.71	680	1.08
4. Commitment of institutional leaders to ongoing improvement	4.91	22	0.87	4.29	182	1.31	4.50	10	1.08	4.42	287	1.25	4.42	696	1.25
5. Communication across TTUHSC campuses/CMHC units	3.90	21	1.34	3.97	181	1.28	4.45	11	0.82	4.25	288	1.26	4.21	667	1.25
6. Salary/wages for the work I do	3.91	23	1.31	3.44	185	1.49	4.00	11	1.79	3.60	297	1.51	3.81	701	1.46
7. Sense of personal safety/security in the work	5.00	22	0.93	4.98	182	1.12	5.00	11	1.00	4.94	295	1.17	5.02	699	1.11
8. Ability to report complaints without fear of retaliation	4.67	21	1.20	4.07	181	1.56	5.00	11	0.77	3.86	291	1.66	4.13	683	1.62

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

SATISFACTION I - SECTION 2	Midland			Odessa			Prefer Not To Answer			Blank		
	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
Overall, how satisfied are you with your position at TTUHSC?	4.69	13	1.03	4.17	59	1.39	3.96	99	1.41	4.34	161	1.33
1. Contribution of my work to the institutional mission	5.23	13	0.83	4.92	59	0.92	4.74	99	1.28	4.91	89	1.08
2. Sense of belonging at TTUHSC	4.77	13	1.36	4.41	58	1.45	3.84	95	1.43	4.43	87	1.44
3. My awareness of the President's vision for TTUHSC	5.17	12	0.58	4.67	55	1.17	4.04	96	1.30	4.65	86	1.08
4. Commitment of institutional leaders to ongoing improvement	4.46	13	1.13	4.48	58	1.13	3.65	98	1.36	4.21	85	1.39
5. Communication across TTUHSC campuses/CMHC units	3.92	13	1.50	4.11	57	1.38	3.23	95	1.37	4.09	81	1.33
6. Salary/wages for the work I do	3.08	13	1.32	3.55	58	1.56	3.03	99	1.54	3.48	89	1.42
7. Sense of personal safety/security in the work	5.23	13	0.93	4.96	57	1.02	4.58	95	1.44	4.73	85	1.18
8. Ability to report complaints without fear of retaliation	4.23	13	1.88	3.93	57	1.70	3.04	97	1.63	3.64	87	1.68

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).



**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

SATISFACTION II - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso			Lubbock		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Effectiveness of local Human Resources services	3.76	17	1.39	4.04	181	1.50	4.50	10	1.35	4.27	290	1.43	4.38	688	1.28
2. Library resources	3.92	13	1.50	4.90	109	0.99	4.56	9	1.01	5.04	197	0.87	4.95	451	0.84
3. Cleanliness/maintenance of my work environment	4.71	21	1.27	4.67	178	1.28	4.55	11	1.57	4.95	295	1.08	4.69	698	1.10
4. TTUHSC technology support (IT Help desk)	5.18	22	0.80	4.89	182	1.14	4.64	11	1.03	4.76	294	1.21	4.70	693	1.11
5. Techlink	4.65	23	1.11	4.77	149	0.89	4.80	10	0.79	4.90	233	0.96	4.76	510	0.96
6. Office/work space	5.15	20	0.67	4.77	181	1.20	5.00	10	1.05	4.71	296	1.21	4.75	696	1.15
7. Clerical/administrative assistance	5.23	22	0.75	4.83	161	1.23	5.45	11	1.04	4.77	279	1.16	4.81	642	1.14
8. Availability of office equipment and supplies	4.91	23	1.08	4.93	183	1.11	5.10	10	0.99	4.92	296	1.05	4.88	699	1.13

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

SATISFACTION II - SECTION 2	Midland			Odessa			Prefer Not To Answer			Blank		
	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Effectiveness of local Human Resources services	5.00	13	0.91	4.48	58	1.33	3.62	94	1.61	4.09	46	1.53
2. Library resources	5.13	8	0.35	5.00	48	0.88	4.60	65	1.34	4.59	32	1.27
3. Cleanliness/maintenance of my work environment	4.92	13	1.32	5.02	59	0.96	4.64	98	1.08	4.66	50	1.22
4. TTUHSC technology support (IT Help desk)	4.69	13	1.60	4.80	59	1.08	4.62	99	1.28	4.66	53	1.34
5. Techlink	5.00	11	1.41	4.64	53	0.98	4.42	74	1.24	4.75	40	1.15
6. Office/work space	4.92	13	1.50	4.71	59	1.07	4.34	97	1.40	4.43	51	1.22
7. Clerical/administrative assistance	4.75	12	1.54	4.63	57	1.14	4.47	86	1.40	4.55	44	1.15
8. Availability of office equipment and supplies	4.46	13	1.66	4.81	58	0.98	4.42	97	1.49	4.48	50	1.28

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

IMPORTANCE I - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso			Lubbock		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Feeling that your work is valued and appreciated	4.35	23	0.78	4.26	185	0.89	4.45	11	0.69	4.29	299	0.92	4.36	707	0.83
2. Receiving formal recognition for your contributions/achievements	3.35	23	1.11	3.28	186	1.11	3.73	11	0.90	3.59	295	1.12	3.39	707	1.09
3. Receiving informal recognition for your contributions/achievements	3.78	23	0.74	3.66	185	1.01	4.00	11	0.77	3.73	298	1.01	3.84	705	0.90
4. Receiving recognition for individual accomplishments	3.52	23	0.95	3.42	186	1.05	4.00	11	0.89	3.69	299	1.06	3.66	705	0.99
5. Receiving recognition for team accomplishments	4.00	23	0.90	3.77	186	0.99	4.18	11	0.75	4.02	296	0.99	3.95	700	0.96
6. Being recognized by managers/supervisors	3.74	23	0.81	3.68	184	1.02	4.00	11	0.89	3.87	297	1.04	3.92	705	0.93
7. Being recognized by peers and coworkers	3.65	23	0.78	3.53	186	1.04	3.64	11	1.03	3.65	297	1.03	3.75	706	0.93

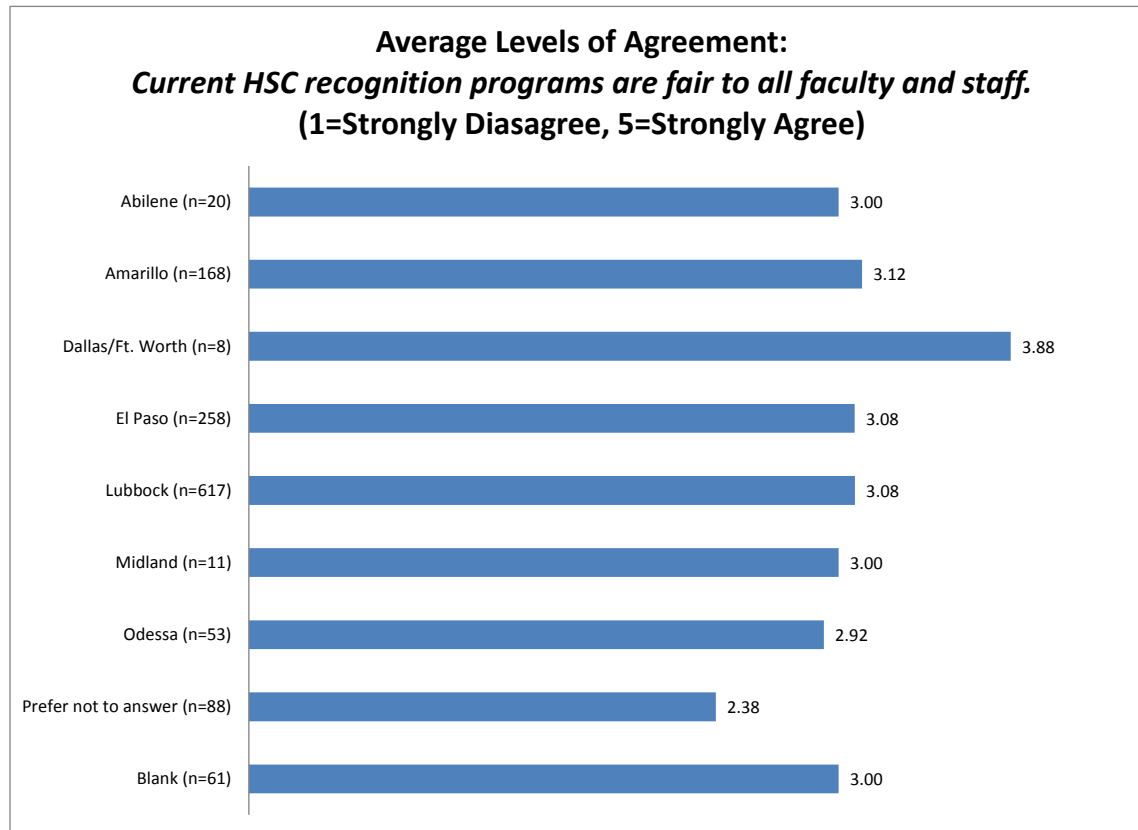
\*Respondents were asked to rate the importance of these items using a 5-point scale (1 = Unimportant, 2 = Of Little Importance, 3 = Moderately Important, 4 = Important, and 5 = Very Important). Means are color-coded to highlight areas of importance (Blue: ≥ 4.00)

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

IMPORTANCE I - SECTION 2	Midland			Odessa			Prefer Not To Answer			Blank		
	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD	Mean*	n	SD
1. Feeling that your work is valued and appreciated	4.62	13	0.65	4.22	58	0.77	4.22	99	0.90	4.19	70	0.95
2. Receiving formal recognition for your contributions/achievements	3.50	12	1.00	3.46	59	1.15	3.35	99	1.26	3.43	70	1.19
3. Receiving informal recognition for your contributions/achievements	3.92	13	1.04	3.66	59	1.09	3.75	99	1.00	3.60	70	1.11
4. Receiving recognition for individual accomplishments	3.62	13	1.04	3.59	59	1.05	3.52	99	1.14	3.55	69	1.16
5. Receiving recognition for team accomplishments	4.08	13	0.76	3.83	59	0.91	3.84	98	1.03	3.84	70	0.99
6. Being recognized by managers/supervisors	4.15	13	0.90	3.76	59	0.95	3.88	98	0.98	3.83	70	1.05
7. Being recognized by peers and coworkers	4.15	13	0.90	3.64	59	0.96	3.72	99	0.96	3.73	70	1.06

\*Respondents were asked to rate the importance of these items using a 5-point scale (1 = Unimportant, 2 = Of Little Importance, 3 = Moderately Important, 4 = Important, and 5 = Very Important). Means are color-coded to highlight areas of importance (Blue: ≥ 4.00)

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**



	Abilene	Amarillo	Dallas/ Ft. Worth	El Paso	Lubbock	Midland	Odessa	Prefer not to answer	Blank
I am unaware of the current recognition programs.	13% (n=3)	10% (n=18)	27% (n=3)	14% (n=41)	13% (n=91)	15% (n=2)	10% (n=6)	11% (n=11)	13% (n=9)

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

STAFF ONLY I - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso			Lubbock		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Institutional leaders' awareness of staff needs	4.57	14	1.02	3.90	154	1.39	4.83	6	0.75	3.90	240	1.36	3.86	552	1.35
2. Effectiveness of Staff Senators in representing my interests	4.29	7	0.49	4.02	124	1.32	4.60	5	0.89	4.13	198	1.24	3.95	441	1.22
3. Workload for my position	4.60	15	1.12	4.24	160	1.37	5.33	6	0.82	4.30	250	1.30	4.30	563	1.27
4. Opportunities for professional development/continuing education	3.67	15	1.50	3.97	154	1.43	4.40	5	1.14	3.92	235	1.39	4.21	558	1.38

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

STAFF ONLY I - SECTION 2	Midland			Odessa			Prefer Not To Answer			Blank		
	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Institutional leaders' awareness of staff needs	4.00	12	1.54	3.96	49	1.35	2.96	68	1.56	3.53	32	1.59
2. Effectiveness of Staff Senators in representing my interests	4.29	7	1.50	4.36	39	1.11	3.08	49	1.48	3.57	23	1.50
3. Workload for my position	4.33	12	1.50	4.48	48	1.11	3.71	69	1.54	3.63	32	1.60
4. Opportunities for professional development/continuing education	4.00	10	1.70	4.64	47	1.13	3.28	67	1.62	3.56	32	1.48

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

STAFF ONLY II - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso			Lubbock		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Communication within my department	5.13	15	0.92	4.38	162	1.43	5.17	6	0.98	4.24	255	1.45	4.13	572	1.58
2. My interactions with my immediate coworkers	5.40	15	0.74	5.01	160	1.19	6.00	6	0.00	4.98	255	1.01	5.06	573	1.04
3. My interactions with my immediate supervisor	5.44	16	0.81	4.67	159	1.48	5.67	6	0.52	4.78	255	1.28	4.77	572	1.43
4. My understanding of my job responsibilities	5.25	16	0.77	5.22	162	0.89	5.67	6	0.52	5.10	255	1.05	5.18	573	0.98
5. My awareness of performance expectations for my position	5.25	16	0.68	5.08	162	1.09	5.50	6	0.55	5.00	255	1.15	5.10	571	1.09
6. Clarity of the performance evaluation process	4.44	16	1.31	4.74	159	1.21	5.17	6	0.75	4.73	251	1.19	4.60	566	1.34
7. Usefulness of feedback on annual performance evaluation	4.50	12	1.51	4.43	150	1.41	5.20	5	0.84	4.51	234	1.28	4.38	548	1.44
8. Opportunities to voice concerns/provide feedback in my area	4.73	15	1.39	4.32	161	1.62	5.00	6	0.89	4.24	253	1.55	4.33	571	1.58

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

STAFF ONLY II - SECTION 2	Midland			Odessa			Prefer Not To Answer			Blank		
	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Communication within my department	4.38	13	1.76	4.33	49	1.43	3.59	69	1.69	3.50	22	1.50
2. My interactions with my immediate coworkers	5.42	12	0.79	5.04	49	0.98	4.84	69	1.21	5.09	22	0.81
3. My interactions with my immediate supervisor	4.77	13	1.69	4.57	49	1.51	4.13	69	1.67	4.05	22	1.84
4. My understanding of my job responsibilities	5.46	13	0.66	5.25	48	0.64	4.88	67	1.26	5.09	22	0.97
5. My awareness of performance expectations for my position	5.23	13	1.17	5.08	49	0.89	4.57	69	1.42	4.77	22	1.31
6. Clarity of the performance evaluation process	4.54	13	1.71	4.83	48	1.06	3.85	66	1.56	4.38	21	1.16
7. Usefulness of feedback on annual performance evaluation	3.90	10	1.73	4.65	48	1.19	3.38	63	1.75	4.00	21	1.38
8. Opportunities to voice concerns/provide feedback in my area	4.23	13	1.69	4.13	48	1.59	3.35	68	1.75	3.52	21	1.63

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).



**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

FACULTY ONLY I - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso			Lubbock		
	Mean*	n**	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Sense of belonging to my school	5.13	8	0.83	4.21	28	1.64	4.80	5	1.64	4.76	49	1.11	4.81	160	1.21
2. Leadership of my school dean/ interim dean	5.38	8	0.92	4.38	26	1.44	5.00	4	0.82	4.50	50	1.54	4.91	159	1.19
3. Opportunities to voice concerns/provide feedback in my	5.00	8	1.07	4.14	28	1.63	4.80	5	0.84	4.08	48	1.41	4.61	156	1.17
4. Collaboration among faculty within my school	5.38	8	1.06	4.29	28	1.49	4.80	5	0.84	4.36	50	1.24	4.58	158	1.13
5. Communication within my school	4.86	7	1.07	4.03	30	1.45	4.40	5	0.89	4.24	49	1.47	4.53	160	1.17
6. My teaching workload	5.00	8	1.07	4.78	27	1.09	5.00	5	0.00	4.62	42	1.45	4.94	150	0.98
7. My clinical workload	4.25	4	0.96	4.91	11	0.70	4.40	5	0.89	4.34	29	1.47	4.81	91	1.02
8. Research expectations for my position	4.20	5	1.64	4.72	25	1.10	4.20	5	0.84	4.33	43	1.60	4.64	140	1.20
9. Service/committee expectations for my position	5.38	8	0.74	4.67	27	1.14	4.80	5	0.45	4.53	45	1.31	4.97	149	0.95
10. Opportunities for professional development related to research	4.67	6	1.03	4.00	26	1.67	3.80	5	0.84	3.84	43	1.59	4.28	142	1.31
11. Opportunities for professional development related to teaching	4.88	8	1.25	4.07	27	1.71	4.40	5	0.55	4.05	42	1.51	4.56	149	1.25

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

\*\*Sample sizes exceed 253 because SOM, PLFSOM, and SOP faculty responded to the same item for their primary and GSBS appointments.

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

FACULTY ONLY I - SECTION 2	Midland			Odessa			Prefer Not To Answer			Blank		
	Mean*	n**	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Sense of belonging to my school		<5		4.38	8	1.19	4.03	36	1.30	4.43	7	1.81
2. Leadership of my school dean/ interim dean		<5		4.38	8	1.69	4.17	36	1.38	4.14	7	2.19
3. Opportunities to voice concerns/provide feedback in my		<5		4.38	8	1.06	3.23	35	1.44	3.71	7	1.98
4. Collaboration among faculty within my school		<5		4.22	9	1.30	3.44	36	1.16	4.14	7	1.57
5. Communication within my school		<5		4.22	9	1.48	3.40	35	1.35	4.14	7	1.95
6. My teaching workload		<5		4.67	9	1.00	4.26	34	1.05	4.50	6	1.87
7. My clinical workload		<5		4.22	9	1.48	4.09	22	1.41	4.60	5	2.07
8. Research expectations for my position		<5		3.43	7	1.90	4.00	32	1.08	3.33	6	1.97
9. Service/committee expectations for my position		<5		4.00	9	1.73	4.00	33	1.17	4.17	6	1.83
10. Opportunities for professional development related to research		<5		4.22	9	1.30	3.52	33	1.35	3.71	7	2.06
11. Opportunities for professional development related to teaching		<5		4.10	10	1.37	3.94	34	1.35	3.71	7	2.06

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

\*\*Sample sizes exceed 253 because SOM, PLFSOM, and SOP faculty responded to the same item for their primary and GSBS appointments.

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

FACULTY ONLY II - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso			Lubbock		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Opportunities for professional development as a clinician/practitioner		<5		4.91	11	0.70	4.80	5	0.84	4.04	28	1.45	4.71	89	1.15
2. Laboratory and/or research space		<5		5.00	10	0.67		<5		3.67	27	1.78	4.77	69	1.16
3. My school's technology support	4.86	7	0.69	4.50	22	1.37	4.60	5	0.55	3.53	43	1.59	4.73	126	1.34
4. Audio-video equipment in classrooms	4.14	7	1.21	4.47	19	1.17	3.80	5	1.10	4.28	40	1.34	4.99	117	1.01
5. Learning management system (e.g., Sakai/The Hub)	3.57	7	1.51	4.12	17	1.22	3.60	5	0.55	3.96	23	1.40	4.49	104	1.31

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

FACULTY ONLY II - SECTION 2	Midland			Odessa			Prefer Not To Answer			Blank		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Opportunities for professional development as a clinician/practitioner		<5		<b>4.22</b>	9	1.30	<b>3.95</b>	20	1.43	<b>4.17</b>	6	1.60
2. Laboratory and/or research space		<5			<5		<b>4.15</b>	13	1.07	<b>4.20</b>	5	1.30
3. My school's technology support		<5		<b>3.33</b>	9	1.73	<b>3.89</b>	28	1.29	<b>4.00</b>	6	1.55
4. Audio-video equipment in classrooms		<5		<b>3.80</b>	10	1.69	<b>3.93</b>	27	1.33	<b>4.00</b>	7	1.41
5. Learning management system (e.g., Sakai/The Hub)		<5		<b>3.00</b>	5	1.58	<b>3.19</b>	27	1.42		<5	

\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = *Very Dissatisfied*, 2 = *Dissatisfied*, 3 = *Somewhat Dissatisfied*, 4 = *Somewhat Satisfied*, 5 = *Satisfied*, and 6 = *Very Satisfied*). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

FACULTY ONLY III - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso			Lubbock		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Institutional leaders' awareness of faculty needs	4.71	7	1.38	4.00	20	1.34	3.60	5	1.14	3.71	45	1.59	4.30	132	1.24
2. Communication with my chair	4.71	7	1.38	4.40	20	1.57	4.20	5	0.84	4.30	44	1.82	4.91	127	1.37
3. Effectiveness of Faculty Senators in representing my interests	4.67	6	1.37	4.00	16	1.51	4.80	5	1.10	3.95	41	1.22	4.62	111	1.13
4. Collaboration among faculty across schools	4.14	7	1.35	3.68	19	1.53	3.60	5	1.14	3.68	38	1.28	4.24	123	1.15
5. Formal evaluation process of faculty	4.14	7	1.21	4.53	19	1.31		<5		4.00	44	1.35	4.30	126	1.36
6. Clarity of the tenure process	4.17	6	1.17	4.57	14	1.34		<5		3.89	38	1.45	4.69	103	1.08
7. Clarity of the promotion process	4.43	7	1.27	4.39	18	1.54	3.40	5	0.89	3.74	42	1.43	4.50	117	1.25

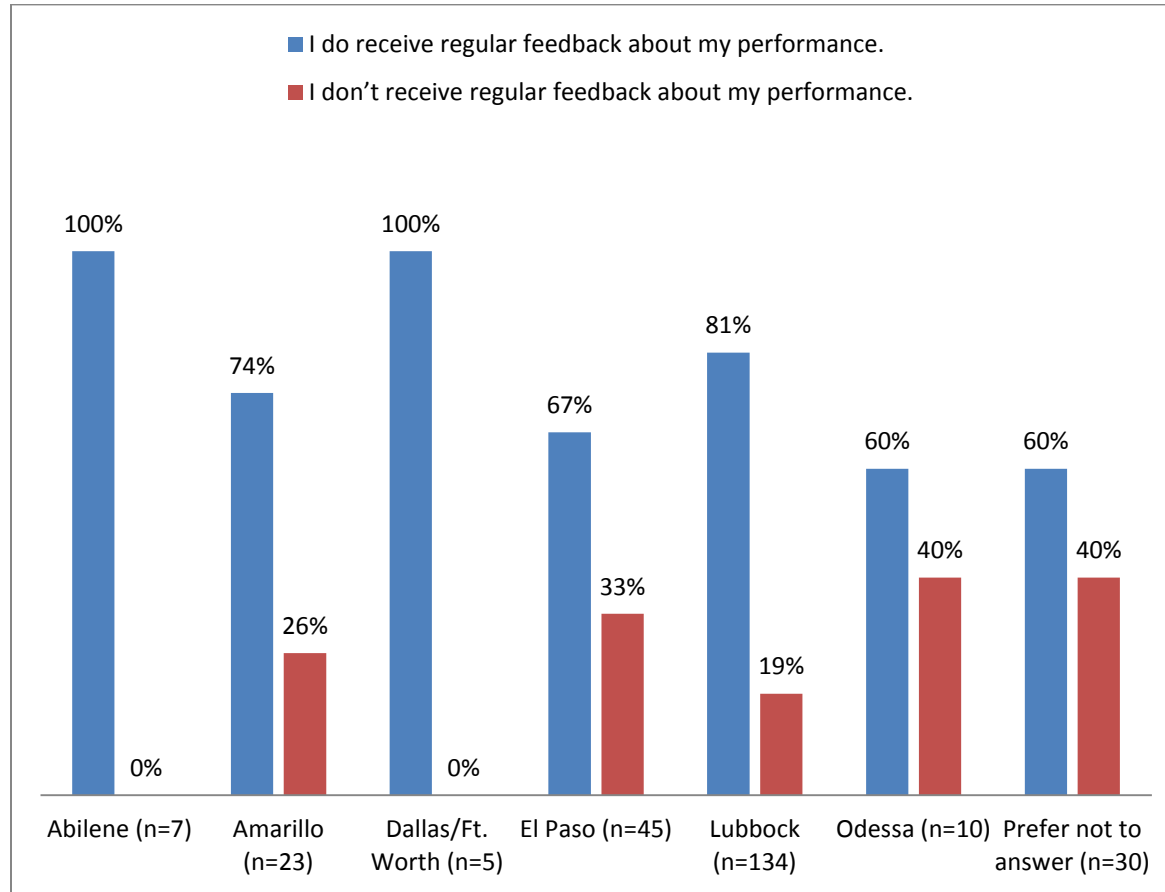
\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

FACULTY ONLY III - SECTION 2	Midland			Odessa			Prefer Not To Answer			Blank		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Institutional leaders' awareness of faculty needs		<5		3.90	10	1.52	3.07	30	1.23		<5	
2. Communication with my chair		<5		4.90	10	1.52	3.68	28	1.68		<5	
3. Effectiveness of Faculty Senators in representing my interests		<5		3.67	6	1.63	3.15	27	1.59		<5	
4. Collaboration among faculty across schools		<5		4.25	8	1.39	2.70	30	1.21		<5	
5. Formal evaluation process of faculty		<5		4.22	9	1.30	3.22	27	1.45		<5	
6. Clarity of the tenure process		<5		4.67	6	1.86	3.81	21	1.72		<5	
7. Clarity of the promotion process		<5		4.88	8	1.64	3.48	25	1.78		<5	

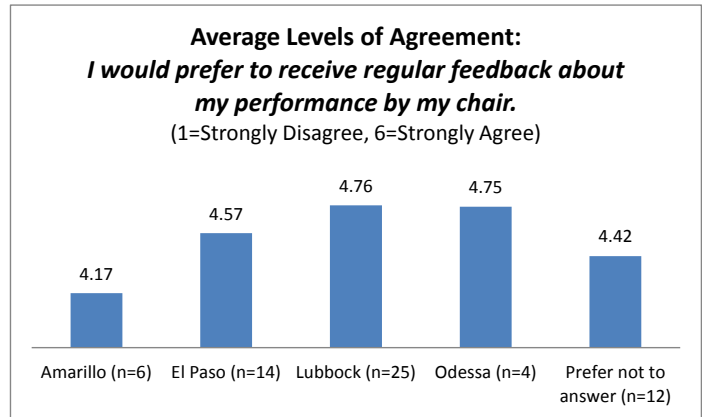
\*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00).

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**

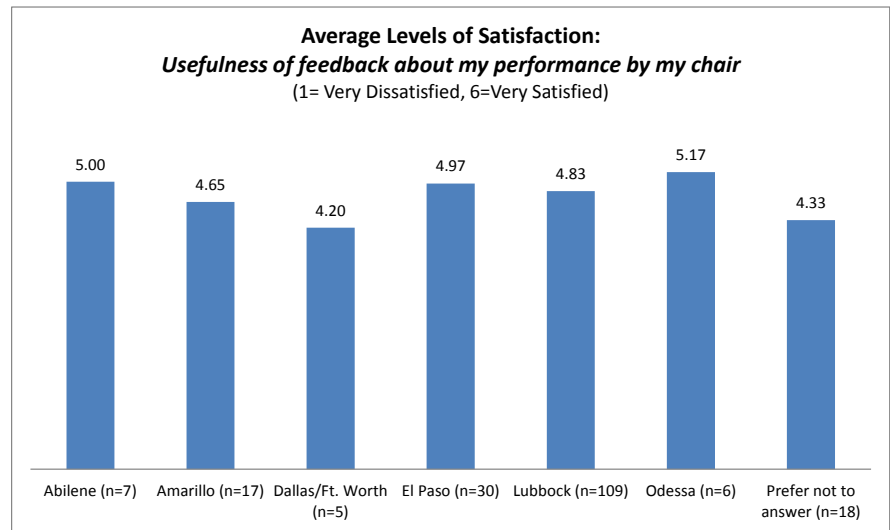


*Note: Only faculty responded to this question.*

**APPENDIX L. RESULTS BY CAMPUS (CONT.)**



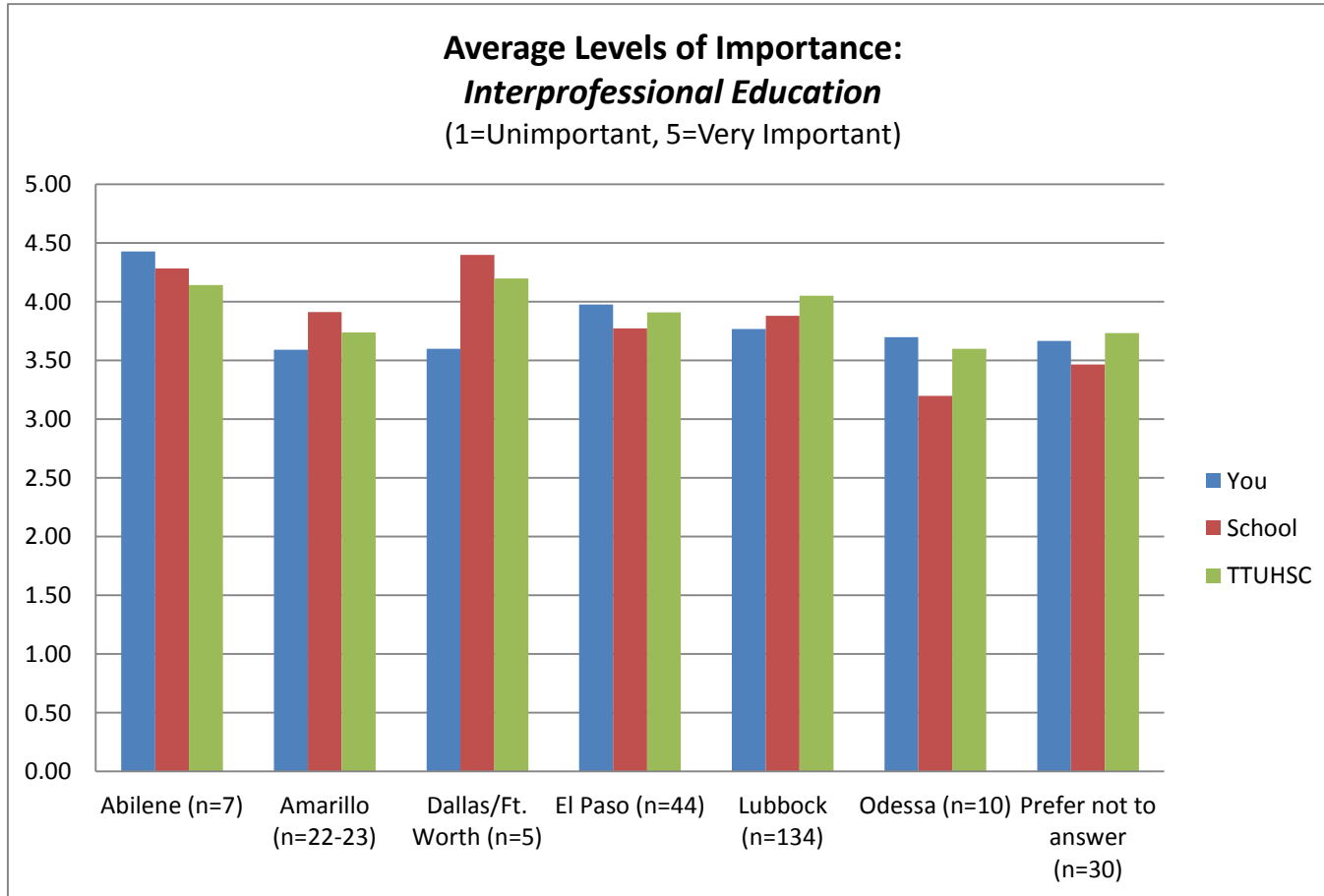
*Note: Only faculty who do not receive regular feedback from their chairs responded to this question.*



*Note: Only faculty who receive regular feedback from their chairs responded to this question.*



APPENDIX L. RESULTS BY CAMPUS (CONT.)



*Note: Only faculty answered this question. Averages are shown only for locations with more than 5 respondents.*

--END--

Questions about this report can be submitted to the  
Office of Institutional Planning & Assessment at (806) 743-2918.