



# Faculty Satisfaction Survey

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TTUHSC Institutional Report  
 2009-2010

## Summary

- Faculty who responded to the survey represent all schools and campuses.
- In general, faculty are satisfied with the leadership provided by the interim President and school deans.
- Communication about the search for a new President could have been better.
- Faculty may appreciate additional opportunities to evaluate key institutional and school leaders.
- Issues related to merit pay processes and decisions may not be well understood.
- Improving faculty mentoring processes and collaboration across schools are potential areas of improvement.
- Most faculty are satisfied with the resources they have, especially access to library resources.
- Overall, faculty are satisfied with the climate and culture in which they work.

## Methodology

The biennial *Faculty Satisfaction Survey* was administered to TTUHSC faculty in Spring 2010. The data collection period lasted approximately two weeks (February 8-24, 2010). Targeted participants included faculty on the *All Faculty* email distribution list (N=1,127) at the time of survey administration. The initial invitation to complete the online survey was sent via email by the Senior Vice President for Academic Affairs. A subsequent reminder email was sent to targeted participants one week before data collection ended. Additional reminders were distributed on the TTUHSC website, and flyers were posted across the Lubbock campus.

## Demographics

When data collection ended, more than two hundred faculty (n=256) had completed the survey, resulting in a response rate of 23%. Respondents represented the following schools and locations:

SCHOOL	LOCATION
<ul style="list-style-type: none"> <li>• Anita Thigpen Perry School of Nursing (SON)</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 Pharmacy (SOP)</li> </ul>	<ul style="list-style-type: none"> <li>• Abilene (ABL)</li> <li>• Amarillo (AMA)</li> <li>• Dallas/Ft. Worth (DFW)</li> <li>• El Paso (EP)</li> <li>• Highland Lakes (HL)</li> <li>• Lubbock (LBB)</li> <li>• Midland (MDL)</li> <li>• Odessa (ODS)</li> </ul>

Figure 1 compares the overall faculty and respondent distributions by primary school appointment. Even though SOM appeared to have the highest percentage of survey respondents (=38%), SOM also has the highest faculty representation at TTUHSC (=29%). A few respondents (=2%) did not indicate a primary appointment.

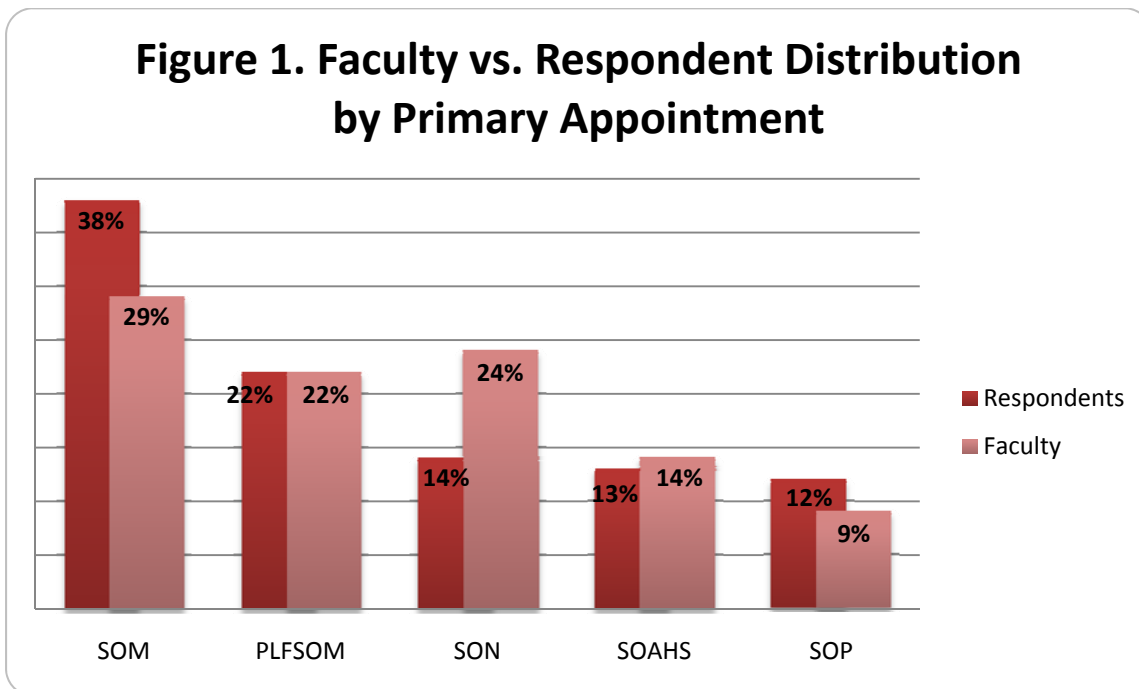
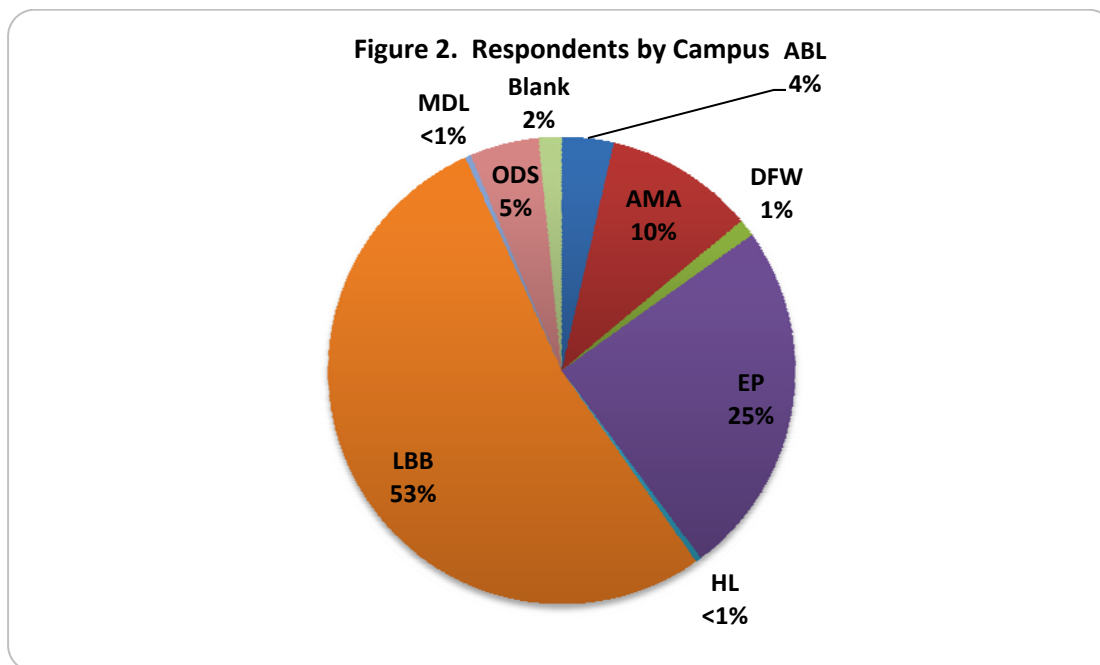
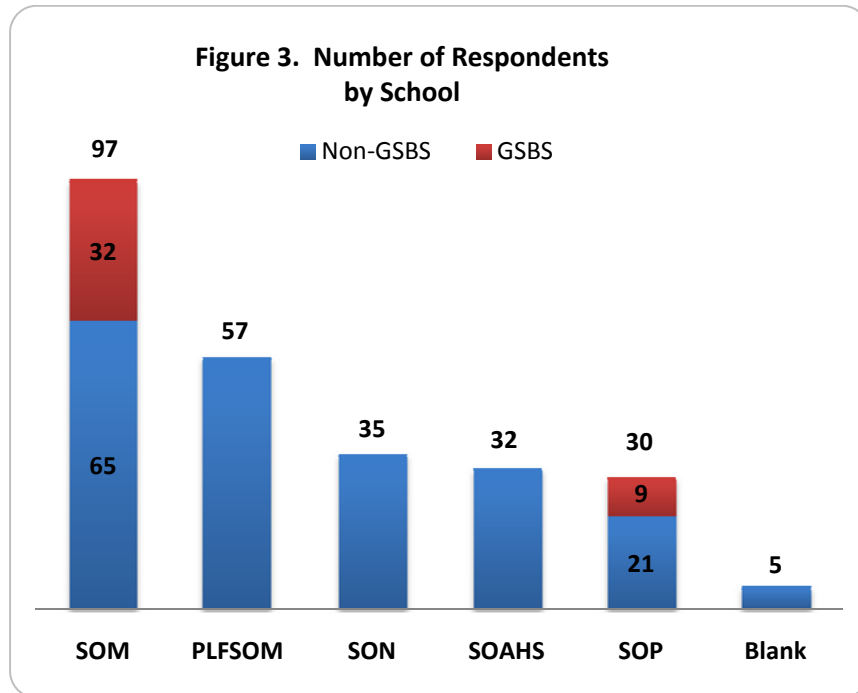


Figure 2 illustrates the percent of respondents by location. More than half of respondents represented the Lubbock campus (=53%), and approximately one-fourth represented the El Paso campus (=25%). A few respondents (=2%) did not provide a campus affiliation.

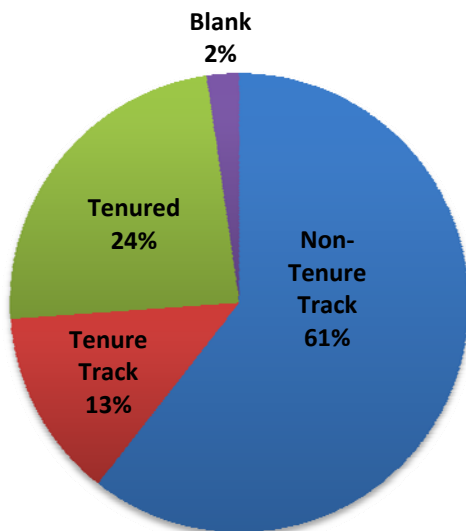


Because GSBS faculty indicated a primary appointment in SOM or SOP, they do not appear as a separate subgroup in *Figure 1*. *Figure 3*, therefore, indicates the frequency of respondents by school, including GSBS appointments.

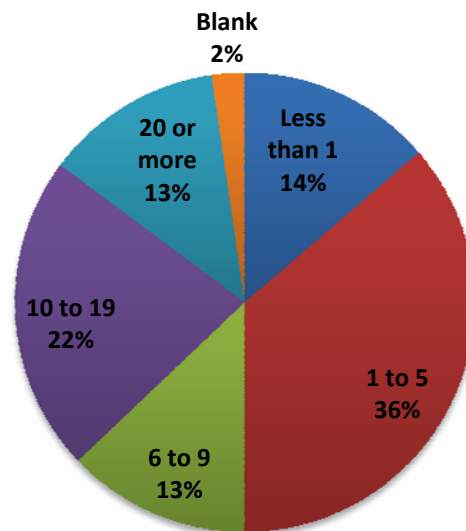


In addition to school and location, respondents provided information related to their position and years of experience as TTUHSC faculty. Six of ten respondents classified themselves as non-tenure track faculty (see *Figure 4*), and half of all respondents indicated they had been TTUHSC faculty for five years or less (see *Figure 5*).

**Figure 4. Faculty Position**



**Figure 5. Years as TTUHSC Faculty**



## Data

**Quantitative Data.** Faculty were asked to indicate their level of satisfaction with each item using a 6-point scale (6=*Extremely Satisfied*, 5=*Satisfied*, 4=*Slightly Satisfied*, 3=*Slightly Dissatisfied*, 2=*Dissatisfied*, and 1=*Extremely Dissatisfied*). Item means, therefore, range from 1.00-6.00 and are color-coded to highlight areas of strength and potential improvement (Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00). Respondents were also given a *Not Applicable* option, but these responses were not included in the calculation of item means.

**Institutional Results (pp. 5-11):** *Appendix A* presents survey results for the institution as a whole. For each item, the following data are provided:

- Mean level of satisfaction
- Total number of respondents for the scaled responses
- Percent distribution across response options
- Number of respondents for a specific response
- Color-coded graph illustrating the distribution of scaled responses

*Note: Some n values exceed 256 because SOM and SOP faculty with a GSBS appointment provided responses for some items twice—once for their primary appointment and once for the GSBS appointment.*

**Results by School (pp. 12-18):** *Appendix B* presents survey results according to school. For each item, the following data are provided:

- Total number of respondents for the scaled responses
- Mean level of satisfaction
- Standard deviation

*Note: Many values for GSBS faculty are missing. These respondents were asked to provide responses for their primary appointment for most items. They were asked to provide information related to their GSBS role only on selected items.*

**Results by Campus (pp. 19-26):** *Appendix C* presents survey results according to campus. For each item, the following data are provided:

- Total number of respondents for the scaled responses
- Mean level of satisfaction
- Standard deviation

*Note: In an effort to protect the identity of respondents, results are not provided for sub-groups with less than 5 respondents. Their responses are included, however, in the institutional and school-level results.*

**Qualitative Data.** At the end of the survey, faculty were asked to respond to two open-ended questions:

- (1) What is the most positive aspect about working at TTUHSC?
- (2) Describe an area that needs the most improvement at TTUHSC.

*Appendix D* presents a summary of those comments (**pp.27-28**). They have been categorized based on the major sections of the survey. Frequencies of related comments are provided in parentheses. For the top three sections, additional themes are identified.

## APPENDIX A. INSTITUTIONAL RESULTS

		Extremely Satisfied	Satisfied	Slightly Satisfied	Slightly Dissatisfied	Dissatisfied	Extremely Dissatisfied	Not Applicable	DISTRIBUTION**
		%	%	%	%	%	%	%	
		n	n	n	n	n	n	n	
INSTITUTIONAL LEADERSHIP	Mean* n								
1. Interim President's leadership	4.79	10.7	52.7	11.5	2.3	3.4	.4	12.6	
	212	28	138	30	6	9	1	33	
2. Communication about the search for a new president	3.42	3.8	22.9	15.3	17.6	18.3	8.8	6.9	
	227	10	60	40	46	48	23	18	
3. TTUHSC leadership's receptivity to faculty input	3.97	4.6	29.4	21.0	9.5	11.1	3.1	13.4	
	206	12	77	55	25	29	8	35	
4. Recognition by TTUHSC leadership for faculty accomplishments	4.31	8.0	41.2	23.3	7.6	6.5	3.1	3.8	
	235	21	108	61	20	17	8	10	
5. Faculty opportunities to evaluate TTUHSC leadership	3.76	3.8	29.0	21.8	16.0	11.1	6.5	5.7	
	231	10	76	57	42	29	17	15	
6. Representation of my interests through Faculty Senate	4.18	6.9	34.7	20.2	11.1	6.9	3.1	11.1	
	217	18	91	53	29	18	8	29	

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

\*\* For the distribution of scaled responses, dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction.

		Extremely Satisfied	Satisfied	Slightly Satisfied	Slightly Dissatisfied	Dissatisfied	Extremely Dissatisfied	Not Applicable	DISTRIBUTION
		%	%	%	%	%	%	%	
		n	n	n	n	n	n	n	
<b>SCHOOL LEADERSHIP</b>		<b>Mean</b>							
		<b>n</b>							
1. Freedom to speak openly in my school about faculty concerns	4.47	16.6	45.6	13.9	7.8	8.1	3.4	1.7	
	282*	49	135	41	23	24	10	5	
2. Leadership of my school dean	4.79	35.1	32.8	13.5	5.7	5.7	3.4	1.4	
	285	104	97	40	17	17	10	4	
3. My school's recognition of faculty accomplishments	4.51	18.6	42.2	17.9	7.1	7.4	2.7	1.4	
	284	55	125	53	21	22	8	4	
4a. Five year review process for graduate faculty status	4.32	4.9	36.6	26.8	14.6	12.2	-	4.9	
	41	2	15	11	6	5	-	2	
4b. Formal evaluation process of faculty	4.36	16.4	39.3	15.3	9.5	9.2	3.4	.8	
	244	43	103	40	25	24	9	2	
5. Fairness of evaluation by my school's leadership	4.48	15.5	45.6	14.5	8.1	7.1	3.0	2.7	
	278	46	135	43	24	21	9	8	
6. Opportunities for faculty to evaluate their school leadership	3.97	9.5	35.8	15.9	12.8	13.5	5.7	2.7	
	276	28	106	47	38	40	17	8	







\*Sample sizes may exceed 256 because SOM and SOP faculty responded to the same item for their primary and GSBS appointments.

		Extremely Satisfied	Satisfied	Slightly Satisfied	Slightly Dissatisfied	Dissatisfied	Extremely Dissatisfied	Not Applicable	DISTRIBUTION
TENURE AND PROMOTION		Mean n	% n	% n	% n	% n	% n	% n	
1. Clarity of the tenure process	4.64	12.2	43.5	16.0	5.7	2.3	1.9	13.0	
	214	32	114	42	15	6	5	34	
2. Criteria used to reach tenure decisions	4.39	8.4	40.1	16.4	7.3	4.6	3.1	14.9	
	209	22	105	43	19	12	8	39	
3. Clarity of the promotion process	4.47	11.1	43.1	19.1	8.4	5.0	1.9	6.1	
	232	29	113	50	22	13	5	16	
4. Criteria used to reach promotion decisions	4.24	8.8	39.7	19.1	10.3	6.1	4.6	5.3	
	232	23	104	50	27	16	12	14	
5. Clarity of the merit pay process	3.67	5.7	29.4	16.4	13.4	13.0	10.3	5.7	
	231	15	77	43	35	34	27	15	
6. Criteria used to reach merit pay decisions	3.68	5.3	28.2	17.9	14.5	11.1	9.9	6.1	
	228	14	74	47	38	29	26	16	

		Extremely Satisfied	Satisfied	Slightly Satisfied	Slightly Dissatisfied	Dissatisfied	Extremely Dissatisfied	Not Applicable	DISTRIBUTION
CLIMATE AND CULTURE	Mean n	% n	% n	% n	% n	% n	% n	% n	
1. Sense of belonging at TTUHSC	4.59	19.5	41.2	17.6	9.5	4.6	1.9	.8	
	247	51	108	46	25	12	5	2	
2. Sense of belonging to my school	4.57	23.0	40.2	14.2	9.5	6.4	3.0	1.4	
	285	68	119	42	28	19	9	4	
3. Diversity within my school	4.64	16.2	50.0	15.5	9.5	3.0	1.0	1.7	
	282	48	148	46	28	9	3	5	
4. My teaching workload	4.35	11.8	56.4	11.5	5.4	4.7	2.0	5.7	
	272	35	167	34	16	14	6	17	
5. My clinical workload	4.39	6.5	37.4	11.5	5.0	5.0	3.1	24.4	
	179	17	98	30	13	13	8	64	
6. Research expectations for my position	4.35	10.1	47.6	13.5	9.8	6.8	4.1	5.7	
	272	30	141	40	29	20	12	17	
7. Service/committee expectations for my position	4.56	9.1	57.4	14.5	5.1	4.1	3.4	4.4	
	277	27	170	43	15	12	10	13	



		Extremely Satisfied	Satisfied	Slightly Satisfied	Slightly Dissatisfied	Dissatisfied	Extremely Dissatisfied	Not Applicable	DISTRIBUTION	
		%	%	%	%	%	%	%		
<b>PROFESSIONAL DEVELOPMENT</b>		<b>n</b>	<b>n</b>	<b>n</b>	<b>n</b>	<b>n</b>	<b>n</b>	<b>n</b>		
1. Faculty mentoring process	Mean	3.93	9.1	33.1	17.2	11.5	10.8	8.1	7.4	
	n	266	27	98	51	34	32	24	22	
2. Opportunities to develop my research skills	Mean	4.03	7.3	33.6	24.0	9.5	10.7	5.0	4.6	
	n	236	19	88	63	25	28	13	12	
3. Opportunities to develop my teaching skills	Mean	4.46	12.8	44.9	20.9	7.1	4.7	3.7	3.0	
	n	279	38	133	62	21	14	11	9	
4. Opportunities to develop my clinical skills	Mean	4.69	9.9	38.9	11.8	5.3	1.9	.8	24.0	
	n	180	26	102	31	14	5	2	63	
5. Collaboration among faculty within my school	Mean	4.33	15.9	38.5	21.3	8.1	7.1	5.4	1.7	
	n	285	47	114	63	24	21	16	5	
6. Collaboration among faculty across schools	Mean	3.80	6.1	27.1	21.0	14.5	11.5	6.5	7.6	
	n	227	16	71	55	38	30	17	20	

RESOURCES	Mean n	Extremely Satisfied	Satisfied	Slightly Satisfied	Slightly Dissatisfied	Dissatisfied	Extremely Dissatisfied	Not Applicable	DISTRIBUTION
		% n	% n	% n	% n	% n	% n	% n	
1. Clerical/administrative assistance	4.62	25.2	41.6	7.3	9.5	6.9	3.4	.8	
	246	66	109	19	25	18	9	2	
2. Office space	4.65	24.4	42.0	10.3	6.9	5.3	4.2	1.5	
	244	64	110	27	18	14	11	4	
3. Laboratory and/or research space	4.46	11.1	31.7	8.8	6.1	4.2	3.1	27.9	
	170	29	83	23	16	11	8	73	
4. Availability of office equipment and supplies	4.83	22.1	52.7	8.0	5.3	2.3	3.1	1.1	
	245	58	138	21	14	6	8	3	
5. Access to library resources	5.07	30.5	49.6	9.2	2.3	1.9	1.1	.4	
	248	80	130	24	6	5	3	1	
6. TTUHSC technology support (IT Help desk)	4.72	22.5	45.8	13.4	5.7	3.8	3.1	.8	
	247	59	120	35	15	10	8	2	

		Extremely Satisfied	Satisfied	Slightly Satisfied	Slightly Dissatisfied	Dissatisfied	Extremely Dissatisfied	Not Applicable	DISTRIBUTION
RESOURCES (cont.)	Mean n	% n	% n	% n	% n	% n	% n	% n	
7. My school's technology support	4.61	23.3	41.2	12.2	5.7	6.9	3.8	1.5	
	244	61	108	32	15	18	10	4	
8. Course management system (e.g., WebCT, Moodle)	4.22	9.2	34.7	20.6	7.6	6.1	5.0	9.9	
	218	24	91	54	20	16	13	26	
9. Audio-video equipment in classrooms	4.62	14.9	46.9	13.7	4.6	5.0	2.7	6.5	
	230	39	123	36	12	13	7	17	
10. TechLink videoconferencing system	4.03	7.6	34.0	11.1	5.3	9.5	7.6	18.3	
	197	20	89	29	14	25	20	48	
11. Quality of services provided by my local Human Resources office	4.65	15.6	47.7	15.6	5.0	2.7	3.4	5.0	
	236	41	125	41	13	7	9	13	

		Extremely Satisfied	Satisfied	Slightly Satisfied	Slightly Dissatisfied	Dissatisfied	Extremely Dissatisfied	Not Applicable	DISTRIBUTION
OVERALL SATISFACTION	Mean n	% n	% n	% n	% n	% n	% n	% n	
Overall, how satisfied are you with your position at TTUHSC?	4.67	19.8	48.9	11.8	6.5	6.1	1.9	-	
	249	52	128	31	17	16	5	-	

## APPENDIX B. RESULTS BY SCHOOL

	SOAHS		PLFSOM		SON		SOM		SOP		GSBS***	
	n	Mean* SD**	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
<b>INSTITUTIONAL LEADERSHIP</b>												
1. Interim President's leadership	31	5.03 0.48	44	4.64 0.94	31	5.10 0.65	79	4.65 1.04	26	4.88 0.82	-	- -
2. Communication about the search for a new president	31	3.19 1.38	46	3.57 1.38	33	4.36 1.19	87	3.01 1.40	28	3.79 1.37	-	- -
3. TTUHSC leadership's receptivity to faculty input	25	3.44 1.43	44	3.80 1.32	29	4.86 0.74	82	3.80 1.31	24	4.13 1.19	-	- -
4. Recognition by TTUHSC leadership for faculty accomplishments	31	4.32 1.11	51	4.10 1.19	34	4.91 0.87	88	4.15 1.28	29	4.45 1.15	-	- -
5. Faculty opportunities to evaluate TTUHSC leadership	31	3.23 1.41	50	3.62 1.32	33	4.67 0.96	88	3.80 1.32	27	3.52 1.25	-	- -
6. Representation of my interests through Faculty Senate	30	4.20 1.19	49	4.04 1.22	33	4.97 0.85	75	3.87 1.26	28	4.43 1.17	-	- -

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

\*\* Standard deviation

\*\*\* Faculty with roles in GSBS responded to items for their primary appointment in SOM or SOP. They responded only to selected items for GSBS.

	SOAHS		PLFSOM		SON		SOM		SOP		GSBS	
SCHOOL LEADERSHIP	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Freedom to speak openly in my school about faculty concerns	31	4.03 1.85	55	4.42 1.41	35	4.89 0.99	92	4.42 1.18	29	4.69 1.28	38	4.39 1.10
2. Leadership of my school dean	31	5.03 1.28	56	4.41 1.62	35	5.29 0.79	93	4.85 1.29	29	5.14 0.95	39	4.26 1.48
3. My school's recognition of faculty accomplishments	31	4.77 1.26	55	4.38 1.30	35	5.06 0.84	92	4.41 1.26	30	4.73 1.34	39	4.08 1.35
4. Formal evaluation process of faculty	31	4.77 1.26	55	4.38 1.30	35	5.06 0.84	92	4.41 1.26	30	4.73 1.34	-	- -
5. Fairness of evaluation by my school's leadership	31	4.55 1.29	52	4.27 1.50	32	4.91 0.93	93	4.52 1.16	30	4.63 1.40	38	4.16 1.26
6. Opportunities for faculty to evaluate their school leadership	31	3.65 1.60	53	3.89 1.63	34	4.68 1.04	90	4.03 1.34	28	3.79 1.42	38	3.74 1.48

	SOAHS		PLFSOM		SON		SOM		SOP		GSBS	
TENURE AND PROMOTION	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Clarity of the tenure process	29	4.59 1.15	50	4.72 0.93	26	4.73 0.87	85	4.53 1.25	22	4.77 0.61	-	- -
2. Criteria used to reach tenure decisions	29	4.41 1.30	50	4.48 1.05	25	4.64 0.91	81	4.21 1.38	22	4.50 1.01	-	- -
3. Clarity of the promotion process	30	4.43 1.30	51	4.43 1.20	30	4.67 0.99	91	4.40 1.16	28	4.54 0.92	-	- -
4. Criteria used to reach promotion decisions	30	4.23 1.52	50	4.36 1.24	31	4.45 1.15	89	4.04 1.36	30	4.37 1.00	-	- -
5. Clarity of the merit pay process	30	3.77 1.63	52	3.67 1.59	32	4.19 1.35	85	3.34 1.43	30	4.00 1.46	-	- -
6. Criteria used to reach merit pay decisions	29	3.83 1.51	51	3.65 1.61	32	4.25 1.30	84	3.38 1.40	30	3.97 1.43	-	- -

	SOAHS		PLFSOM		SON		SOM		SOP		GSBS	
CLIMATE AND CULTURE	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Sense of belonging at TTUHSC	31	4.52 1.03	55	4.67 1.14	35	5.06 0.87	94	4.43 1.30	30	4.50 1.22	-	- -
2. Sense of belonging to my school	30	4.63 1.33	55	4.64 1.28	35	5.09 0.98	94	4.50 1.28	30	4.87 1.04	39	3.90 1.55
3. Diversity within my school	31	4.68 0.91	54	4.94 0.83	35	5.20 0.63	92	4.41 1.15	30	4.73 1.20	38	4.37 1.08
4. My teaching workload	30	4.67 0.71	52	4.63 1.17	32	4.97 0.93	90	4.67 0.98	30	4.33 1.32	36	4.53 1.36
5. My clinical workload	24	4.42 0.97	39	4.05 1.52	31	4.90 1.04	62	4.31 1.31	21	4.38 0.86	-	- -
6. Research expectations for my position	28	4.64 0.95	55	4.15 1.47	29	4.69 0.93	92	4.22 1.32	27	4.37 1.21	39	4.51 1.34
7. Service/committee expectations for my position	31	4.65 1.02	54	4.33 1.33	32	4.97 0.74	91	4.63 0.98	30	4.13 1.38	37	4.68 1.08

	SOAHS		PLFSOM		SON		SOM		SOP		GSBS	
PROFESSIONAL DEVELOPMENT	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Faculty mentoring process	29	3.38 1.90	53	3.91 1.36	33	4.76 1.06	88	3.80 1.44	27	4.33 1.33	34	3.74 1.56
2. Opportunities to develop my research skills	30	3.87 1.38	54	3.91 1.43	32	4.50 0.95	93	3.97 1.36	26	4.15 1.29	-	- -
3. Opportunities to develop my teaching skills	31	4.52 1.34	54	4.48 1.14	35	4.97 0.98	92	4.40 1.16	30	4.23 1.28	36	4.17 1.34
4. Opportunities to develop my clinical skills	26	4.77 1.03	40	4.55 1.01	31	4.84 1.00	60	4.58 1.01	21	5.00 0.63	-	- -
5. Collaboration among faculty within my school	30	4.37 1.56	56	4.18 1.29	35	4.97 1.07	95	4.22 1.32	30	4.43 1.41	37	4.22 1.40
6. Collaboration among faculty across schools	28	3.68 1.33	51	3.73 1.46	33	4.39 1.20	87	3.68 1.33	26	3.81 1.58	-	- -



RESOURCES	SOAHS		PLFSOM		SON		SOM		SOP		GSBS	
	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Clerical/administrative assistance	31	4.58	56	4.50	35	5.31	94	4.35	28	5.04	-	-
		1.41		1.35		1.16		1.39		1.14		-
2. Office space	31	4.90	56	4.34	32	4.84	94	4.53	29	5.14	-	-
		1.30		1.39		1.48		1.30		1.13		-
3. Laboratory and/or research space	25	4.68	44	3.98	19	4.58	63	4.52	18	4.94	-	-
		1.38		1.42		1.35		1.26		0.87		-
4. Availability of office equipment and supplies	31	5.19	55	4.56	34	5.44	93	4.54	30	5.17	-	-
		0.75		1.26		0.50		1.26		0.83		-
5. Access to library resources	31	5.06	55	5.15	35	5.43	95	4.97	30	4.83	-	-
		0.89		0.62		0.61		1.11		1.18		-
6. TTUHSC technology support (IT Help desk)	31	4.71	56	4.71	34	5.38	95	4.58	29	4.62	-	-
		0.94		1.19		0.78		1.28		1.32		-

	SOAHS		PLFSOM		SON		SOM		SOP		GSBS	
RESOURCES (cont.)	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
7. My school's technology support	31	4.65 1.36	56	4.50 1.35	35	5.31 1.18	90	4.51 1.27	30	4.43 1.41	-	- -
8. Course management system (e.g., WebCT, Moodle)	28	4.25 1.27	48	4.25 1.18	33	4.58 1.30	77	4.32 1.21	30	3.63 1.63	-	- -
9. Audio-video equipment in classrooms	28	4.46 1.45	52	4.81 0.74	28	5.18 0.94	90	4.77 0.90	30	3.53 1.68	-	- -
10. TechLink videoconferencing system	16	4.13 1.86	41	4.37 1.18	31	4.45 1.50	83	3.99 1.49	-	- -	-	- -
11. Quality of services provided by my local Human Resources office	29	4.83 1.14	56	4.45 1.17	33	5.21 0.65	92	4.58 1.25	24	4.46 1.10	-	- -

	SOAHS		PLFSOM		SON		SOM		SOP		GSBS	
OVERALL SATISFACTION	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
Overall, how satisfied are you with your position at TTUHSC?	31	4.65 1.22	56	4.48 1.36	35	5.31 0.63	62	4.56 1.19	21	4.90 1.19	41	4.63 1.14

## APPENDIX C. RESULTS BY CAMPUS

	ABILENE		AMARILLO		DALLAS/FT. WORTH		EL PASO		HIGHLAND LAKES		LUBBOCK		MIDLAND		ODESSA	
	n	Mean SD**	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
<b>INSTITUTIONAL LEADERSHIP</b>																
1. Interim President's leadership	6	5.00 0.00	25	4.80 0.87	< 5***	- -	48	4.60 0.98	< 5	- -	117	4.89 0.87	< 5	- -	9	4.11 1.05
2. Communication about the search for a new president	8	3.75 1.16	25	3.68 1.38	< 5	- -	51	3.63 1.40	< 5	- -	125	3.26 1.48	< 5	- -	10	3.60 1.26
3. TTUHSC leadership's receptivity to faculty input	8	4.25 1.04	22	4.23 1.11	< 5	- -	49	3.82 1.34	< 5	- -	111	3.95 1.34	< 5	- -	10	3.90 0.88
4. Recognition by TTUHSC leadership for faculty accomplishments	8	4.38 1.06	26	4.46 1.10	< 5	- -	56	4.05 1.27	< 5	- -	126	4.38 1.21	< 5	- -	10	4.20 1.03
5. Faculty opportunities to evaluate TTUHSC leadership	9	3.78 1.30	26	3.86 1.12	< 5	- -	55	3.58 1.34	< 5	- -	124	3.82 1.40	< 5	- -	10	4.10 0.99
6. Representation of my interests through Faculty Senate	9	4.78 0.67	25	4.16 1.11	< 5	- -	54	3.96 1.27	< 5	- -	113	4.24 1.26	< 5	- -	10	3.80 1.23

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

\*\* Standard deviation

\*\*\* Campus results are not provided for sub-groups with less than 5 respondents.

	ABILENE		AMARILLO		DALLAS/FT. WORTH		EL PASO		HIGHLAND LAKES		LUBBOCK		MIDLAND		ODESSA	
	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
<b>SCHOOL LEADERSHIP</b>																
1. Freedom to speak openly in my school about faculty concerns	9	4.78 1.39	25	4.64 1.29	< 5	- -	60	4.32 1.46	< 5	- -	130	4.47 1.33	< 5	- -	11	4.36 1.21
2. Leadership of my school dean	8	5.38 1.06	26	5.08 0.98	< 5	- -	61	4.39 1.65	< 5	- -	131	5.00 1.21	< 5	- -	11	5.00 0.77
3. Myschool's recognition of faculty accomplishments	9	5.11 1.62	26	4.73 1.08	< 5	- -	60	4.28 1.35	< 5	- -	130	4.67 1.20	< 5	- -	11	4.36 1.03
4. Formal evaluation process of faculty	9	4.89 1.62	26	4.73 1.04	< 5	- -	59	4.12 1.53	< 5	- -	130	4.40 1.32	< 5	- -	11	3.73 1.01
5. Fairness of evaluation by my school's leadership	9	4.67 1.50	26	4.77 1.21	< 5	- -	57	4.21 1.52	< 5	- -	128	4.58 1.15	< 5	- -	11	4.73 0.79
6. Opportunities for faculty to evaluate their school leadership	9	4.11 1.17	25	4.16 1.46	< 5	- -	58	3.81 1.62	< 5	- -	127	4.07 1.42	< 5	- -	11	4.27 0.79

	ABILENE		AMARILLO		DALLAS/FT. WORTH		EL PASO		HIGHLAND LAKES		LUBBOCK		MIDLAND		ODESSA	
	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
<b>TENURE AND PROMOTION</b>																
1. Clarity of the tenure process	7	5.00 0.00	23	4.57 0.95	< 5	- -	55	4.67 1.02	< 5	- -	110	4.66 1.15	< 5	- -	11	3.91 1.04
2. Criteria used to reach tenure decisions	7	4.71 0.76	22	4.27 1.03	< 5	- -	55	4.45 1.07	< 5	- -	106	4.36 1.36	< 5	- -	11	4.00 1.10
3. Clarity of the promotion process	9	4.67 0.87	25	4.56 0.92	< 5	- -	56	4.41 1.20	< 5	- -	122	4.48 1.19	< 5	- -	11	4.00 1.10
4. Criteria used to reach promotion decisions	9	4.33 0.87	26	4.23 0.95	< 5	- -	55	4.35 1.24	< 5	- -	122	4.19 1.42	< 5	- -	11	3.73 1.35
5. Clarity of the merit pay process	9	4.22 1.39	26	3.46 1.33	< 5	- -	57	3.70 1.56	< 5	- -	120	3.66 1.53	< 5	- -	10	3.30 1.34
6. Criteria used to reach merit pay decisions	9	4.33 1.50	26	3.58 1.24	< 5	- -	56	3.66 1.58	< 5	- -	118	3.72 1.50	< 5	- -	10	3.20 1.23

	ABILENE		AMARILLO		DALLAS/FT. WORTH		EL PASO		HIGHLAND LAKES		LUBBOCK		MIDLAND		ODESSA	
	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
<b>CLIMATE AND CULTURE</b>																
1. Sense of belonging at TTUHSC	9	5.11 0.78	26	4.62 0.94	< 5	- -	60	4.58 1.25	< 5	- -	132	4.60 1.20	< 5	- -	11	4.73 0.79
2. Sense of belonging to my school	9	5.33 0.71	26	4.73 1.00	< 5	- -	60	4.57 1.35	< 5	- -	131	4.67 1.27	< 5	- -	11	4.64 1.03
3. Diversity within my school	9	4.78 1.09	26	4.62 1.30	< 5	- -	59	4.85 0.98	< 5	- -	130	4.70 1.03	< 5	- -	11	4.36 0.81
4. My teaching workload	9	4.56 0.88	26	4.58 1.39	< 5	- -	57	4.54 1.24	< 5	- -	124	4.72 0.93	< 5	- -	11	4.82 0.60
5. My clinical workload	7	4.14 0.69	16	4.69 0.48	< 5	- -	44	4.00 1.56	< 5	- -	94	4.49 1.23	< 5	- -	10	4.70 0.82
6. Research expectations for my position	8	4.25 0.89	25	4.60 1.26	< 5	- -	60	4.12 1.47	< 5	- -	121	4.35 1.24	< 5	- -	11	4.27 1.01
7. Service/committee expectations for my position	9	4.00 1.12	25	4.64 1.19	< 5	- -	59	4.29 1.37	< 5	- -	127	4.69 0.95	< 5	- -	11	4.64 0.81

	ABILENE		AMARILLO		DALLAS/FT. WORTH		EL PASO		HIGHLAND LAKES		LUBBOCK		MIDLAND		ODESSA	
	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
<b>PROFESSIONAL DEVELOPMENT</b>																
1. Faculty mentoring process	9	4.67 0.87	22	4.18 1.37	< 5	- -	57	3.86 1.33	< 5	- -	125	3.91 1.63	< 5	- -	11	3.91 0.70
2. Opportunities to develop my research skills	7	4.14 0.90	25	4.20 1.41	< 5	- -	59	3.86 1.46	< 5	- -	126	4.03 1.33	< 5	- -	10	4.20 1.14
3. Opportunities to develop my teaching skills	9	4.22 0.83	26	4.27 1.22	< 5	- -	59	4.41 1.21	< 5	- -	129	4.58 1.21	< 5	- -	11	4.73 1.01
4. Opportunities to develop my clinical skills	7	4.57 0.79	17	5.00 0.50	< 5	- -	45	4.53 0.97	< 5	- -	92	4.70 1.11	< 5	- -	11	4.55 0.82
5. Collaboration among faculty within my school	9	4.56 1.13	26	4.46 1.30	< 5	- -	61	4.10 1.31	< 5	- -	132	4.43 1.39	< 5	- -	11	4.36 1.21
6. Collaboration among faculty across schools	7	4.29 0.95	25	3.68 1.55	< 5	- -	56	3.70 1.44	< 5	- -	122	3.88 1.34	< 5	- -	10	3.80 1.40

	ABILENE		AMARILLO		DALLAS/FT. WORTH		EL PASO		HIGHLAND LAKES		LUBBOCK		MIDLAND		ODESSA	
	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
<b>RESOURCES</b>																
1. Clerical/administrative assistance	8	5.75 0.46	25	4.84 0.90	< 5	- -	61	4.46 1.40	< 5	- -	132	4.55 1.43	< 5	- -	11	5.18 1.25
2. Office space	9	5.22 1.39	25	5.00 1.15	< 5	- -	61	4.38 1.37	< 5	- -	130	4.65 1.34	< 5	- -	11	5.18 1.25
3. Laboratory and/or research space	< 5	- -	18	4.56 1.25	< 5	- -	48	4.02 1.44	< 5	- -	88	4.61 1.25	< 5	- -	6	4.17 1.47
4. Availability of office equipment and supplies	9	5.22 1.30	26	5.08 1.02	< 5	- -	60	4.58 1.23	< 5	- -	131	4.83 1.13	< 5	- -	11	5.27 0.65
5. Access to library resources	9	4.89 1.36	26	5.31 0.88	< 5	- -	60	5.13 0.68	< 5	- -	133	5.02 0.99	< 5	- -	11	5.64 0.50
6. TTUHSC technology support (IT Help desk)	9	5.44 0.73	25	4.44 1.53	< 5	- -	61	4.72 1.27	< 5	- -	132	4.73 1.14	< 5	- -	11	4.91 1.14



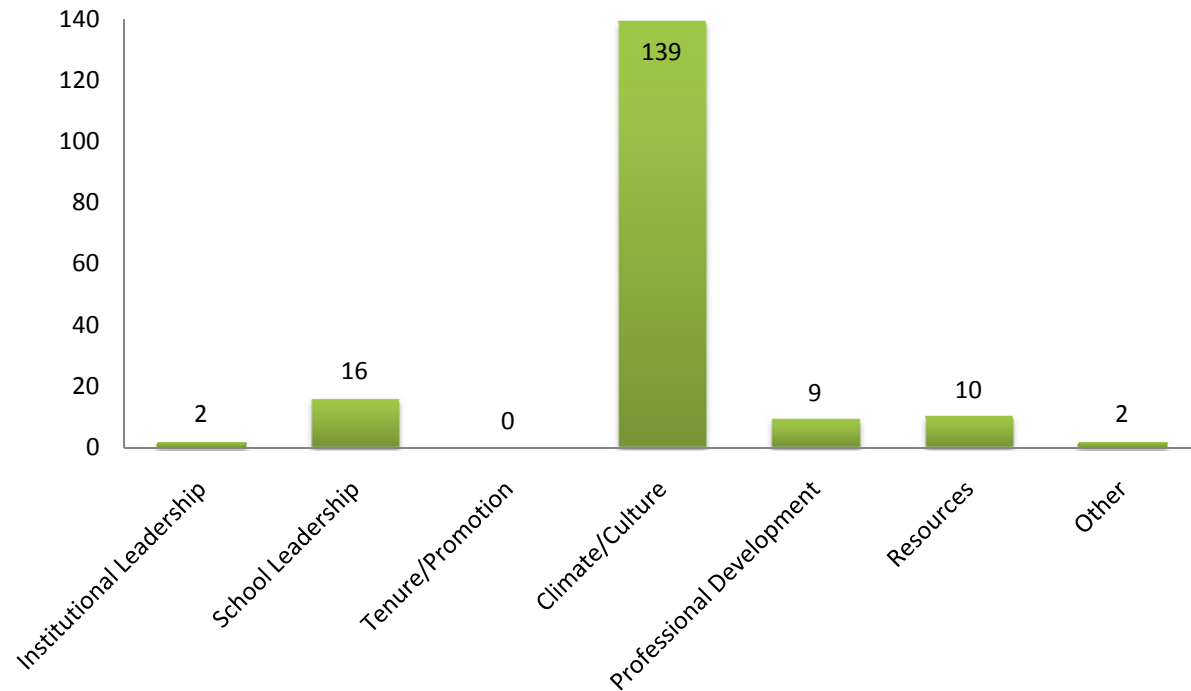
	ABILENE		AMARILLO		DALLAS/FT. WORTH		EL PASO		HIGHLAND LAKES		LUBBOCK		MIDLAND		ODESSA	
	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
<b>RESOURCES (cont.)</b>																
7. Myschool's technology support	9	5.56 0.73	26	4.31 1.41	< 5	- -	61	4.52 1.41	< 5	- -	128	4.70 1.31	< 5	- -	11	4.45 1.29
8. Course management system (e.g., WebCT, Moodle)	9	4.44 1.42	26	3.77 1.39	< 5	- -	53	4.26 1.24	< 5	- -	113	4.33 1.33	< 5	- -	8	4.38 0.74
9. Audio-video equipment in classrooms	9	4.33 1.12	25	3.76 1.64	< 5	- -	57	4.82 0.76	< 5	- -	120	4.85 1.01	< 5	- -	11	4.27 1.10
10. TechLink videoconferencing system	7	4.29 1.25	-	- -	< 5	- -	45	4.40 1.16	< 5	- -	103	4.18 1.54	< 5	- -	11	3.82 1.40
11. Quality of services provided by my local Human Resources office	6	4.17 1.17	25	4.56 1.19	< 5	- -	61	4.48 1.21	< 5	- -	128	4.73 1.16	< 5	- -	11	5.09 0.54

	ABILENE		AMARILLO		DALLAS/FT. WORTH		EL PASO		HIGHLAND LAKES		LUBBOCK		MIDLAND		ODESSA	
	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
<b>OVERALL SATISFACTION</b>																
Overall, how satisfied are you with your position at TTUHSC?	9	5.11 0.60	26	4.73 1.00	< 5	- -	61	4.43 1.40	< 5	- -	133	4.71 1.18	< 5	- -	11	5.00 0.45

## Appendix D. Open-Ended Comments

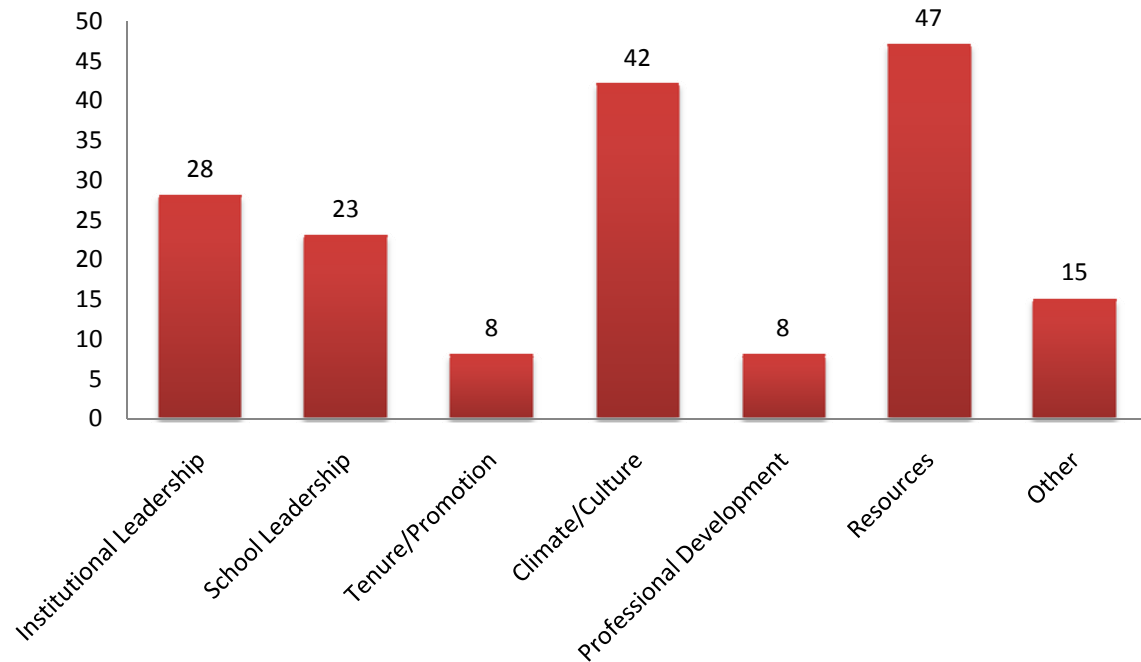
### WHAT IS THE MOST POSITIVE ASPECT ABOUT WORKING AT TTUHSC?

- 1. Climate and Culture (139)**
  - Collegiality (69)
  - Mission and vision (32)
  - General environment (21)
- 2. School Leadership (16)**
  - Chair (6)
  - Dean (6)
  - In general (4)
- 3. Resources (10)**
  - Facilities (4)
  - Benefits (3)
  - In general (2)
- 4. Professional Development (9)**
- 5. Institutional Leadership (2)**
- Other (2)**
- 6. Tenure and Promotion (0)**



## DESCRIBE AN AREA THAT NEEDS THE MOST IMPROVEMENT AT TTUHSC.

1. **Resources (47)**
  - In general (18)
  - Technology (9)
  - Physical space (8)
2. **Climate and Culture (42)**
  - Poor communication (14)
  - Lack of collaboration across schools and campuses (10)
  - Unrealistic workload (7)
3. **Institutional Leadership (28)**
  - In general (10)
  - Too much bureaucracy (4)
  - Inequity across schools and campuses (3)
  - Frequent changes in President(3)
  - Poor communication (3)
  - Unclear vision (3)
4. **School Leadership (23)**
5. **Other (15)**
6. **Professional Development (8)**
- Tenure and Promotion (8)**



*Questions about this report or requests for additional analyses can be submitted to the Office of Institutional Planning and Assessment at (806) 743-2918.*