



Employee Satisfaction Survey

TTUHSC Institutional Report
Fall 2014

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Summary

- Overall, faculty and staff seem to be satisfied with their experiences at TTUHSC. Most feel that their work contributes to the institutional mission.
- In general, feeling that their work is valued and appreciated is important to both faculty and staff.
- Overall, faculty members expressed the highest satisfaction levels with library resources and their sense of personal safety/security in the work environment. No clear areas of improvement emerged for faculty as a whole.
- As in previous years, many staff members are satisfied with their interactions with immediate coworkers, understanding of job responsibilities, and awareness of performance expectations for their positions.
- Potential areas of improvement for staff include compensation, the ability to report complaints without fear of retaliation, and awareness of staff needs by institutional leaders.
- In reviewing survey results by school, faculty members in the Paul L. Foster School of Medicine expressed lower levels of satisfaction compared to faculty in other schools.
- A clear area of improvement for faculty in the Gayle Greve Hunt School of Nursing is clarity of the tenure process.
- Overall, faculty in the TTUHSC School of Nursing expressed the highest levels of satisfaction compared to faculty in other schools.
- Faculty at the Midland campus also seem to be very satisfied with their experiences at TTUHSC.
- Staff members who are affiliated with CMHC expressed lower levels of satisfaction in some areas compared to other TTUHSC staff.
- Staff members who work in Institutional Advancement expressed the highest levels of satisfaction compared to other TTUHSC staff.

Methodology

The biennial *Employee Satisfaction Survey* (ESS) was administered to TTUHSC faculty and staff in Fall 2014. The data collection period lasted two weeks for the online survey (October 14-27, 2014) and slightly longer for the paper version to account for mailing times (October 14-30, 2014). Targeted participants included employees with a faculty or staff designation, including working retirees and excluding residents, teaching assistants, and student employees. Survey invitations were sent to 1,165 faculty and 3,934 staff (N= 5,099).

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.)

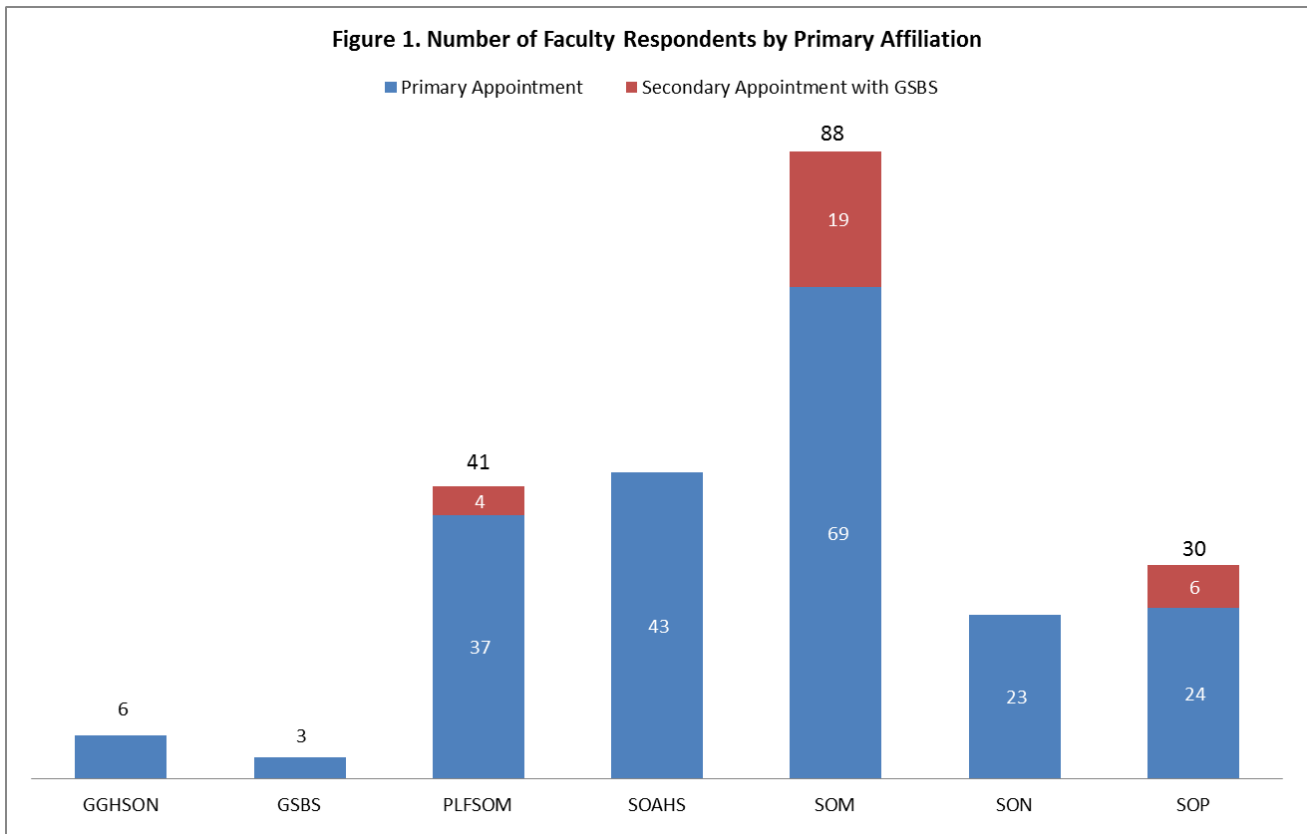
Demographics

When data collection ended, 264 faculty and 1,220 staff had completed the survey, resulting in approximate response rates of 23% and 31%, respectively. This is higher for staff compared to response rates in Fall 2012 (*Faculty*= 26% and *Staff*= 25%).

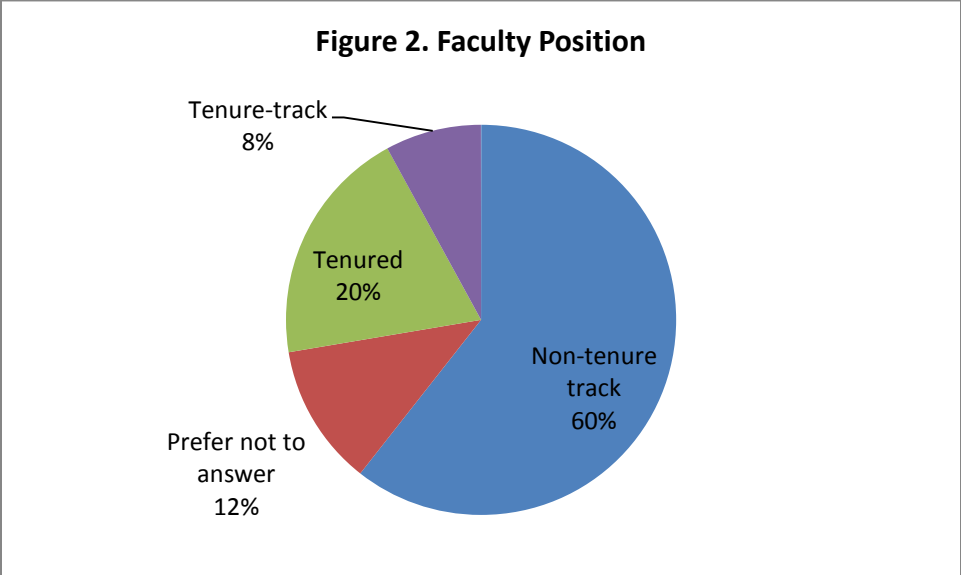
Faculty. According to self-reported data, faculty respondents were affiliated with the following:

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

Figure 1 provides the number of faculty respondents by primary appointment. A total of 29 faculty from SOM, PLFSOM, and SOP reported a secondary appointment with GSBS. A *Prefer Not to Answer* (PNTA) option was also available and chosen by 30 respondents.



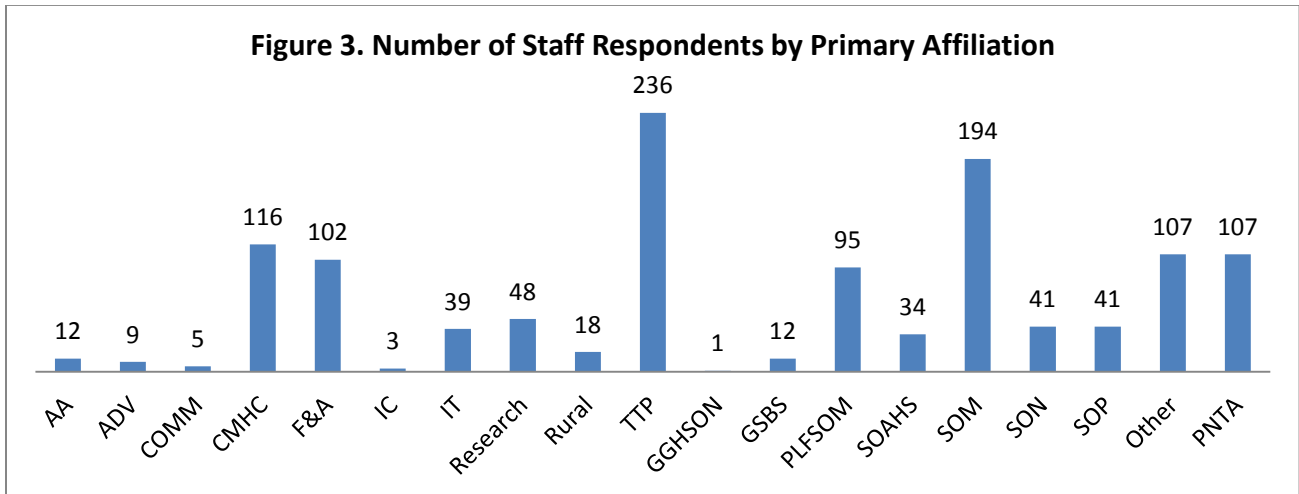
Faculty also provided information related to their positions. Three of five respondents classified themselves as non-tenure track faculty (see *Figure 2*). Additionally, faculty were asked if they work for the Texas Tech Physicians. More than one-third of the faculty respondents (=96) indicated that they do so.



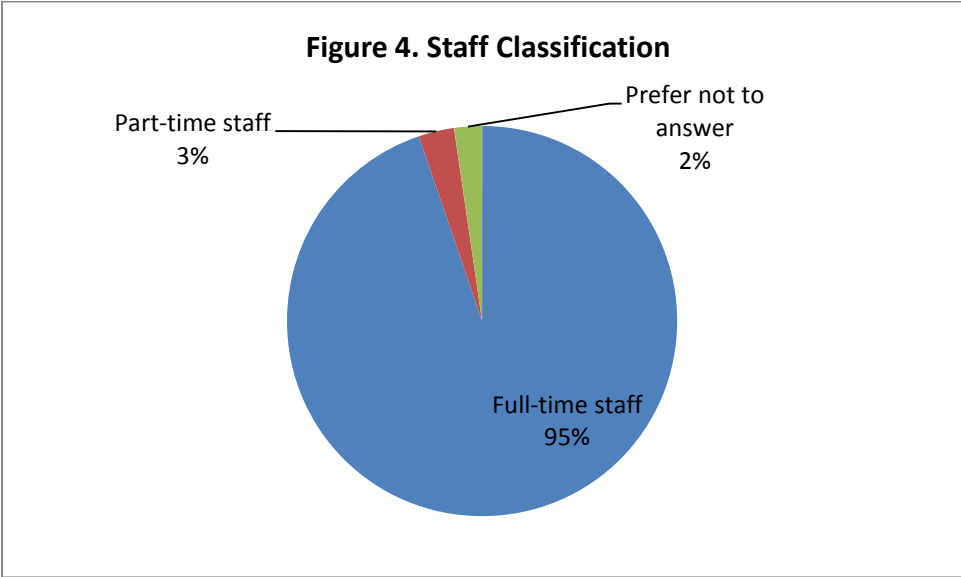
Staff. According to self-reported data, staff respondents were affiliated with the following areas:

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

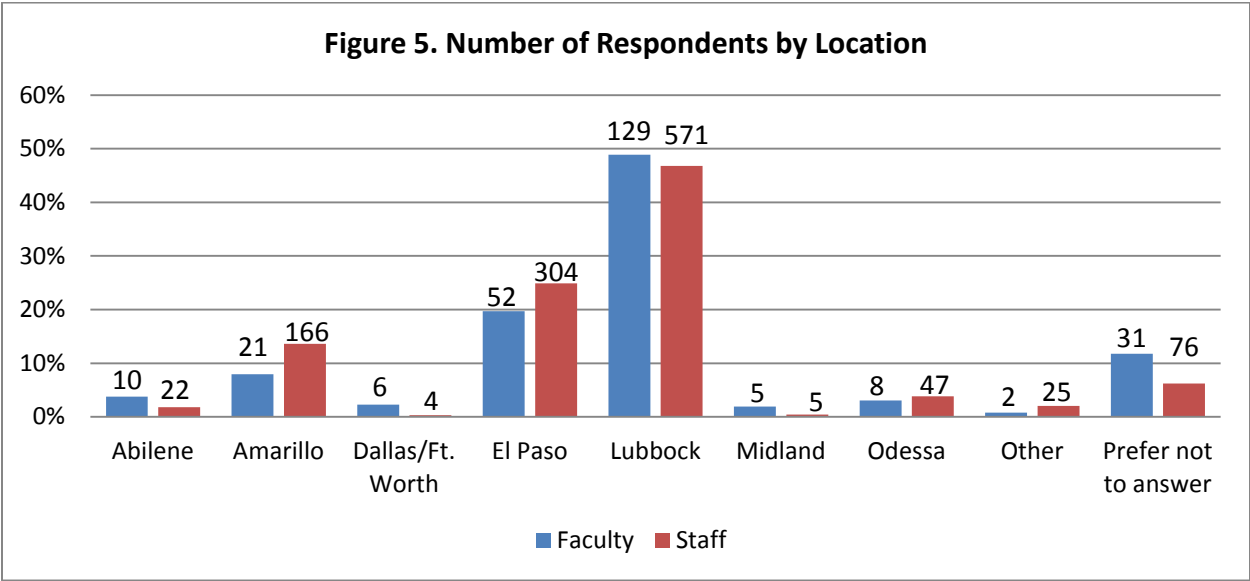
Figure 3 provides the number of staff respondents by primary affiliation. Staff who did not affiliate themselves with one of the given options could select *Other*. A *Prefer Not to Answer* (PNTA) option was also available.



Staff also provided information regarding their classification (see *Figure 4*). The large majority of respondents were 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. Faculty and 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.



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.

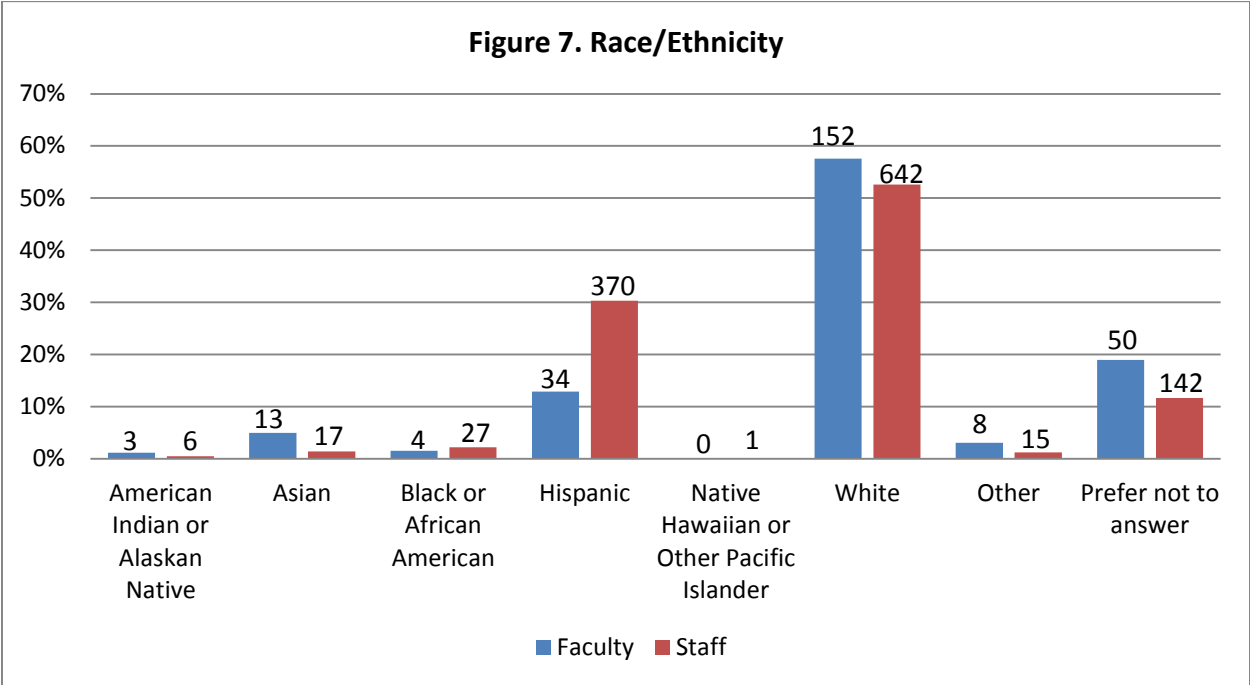
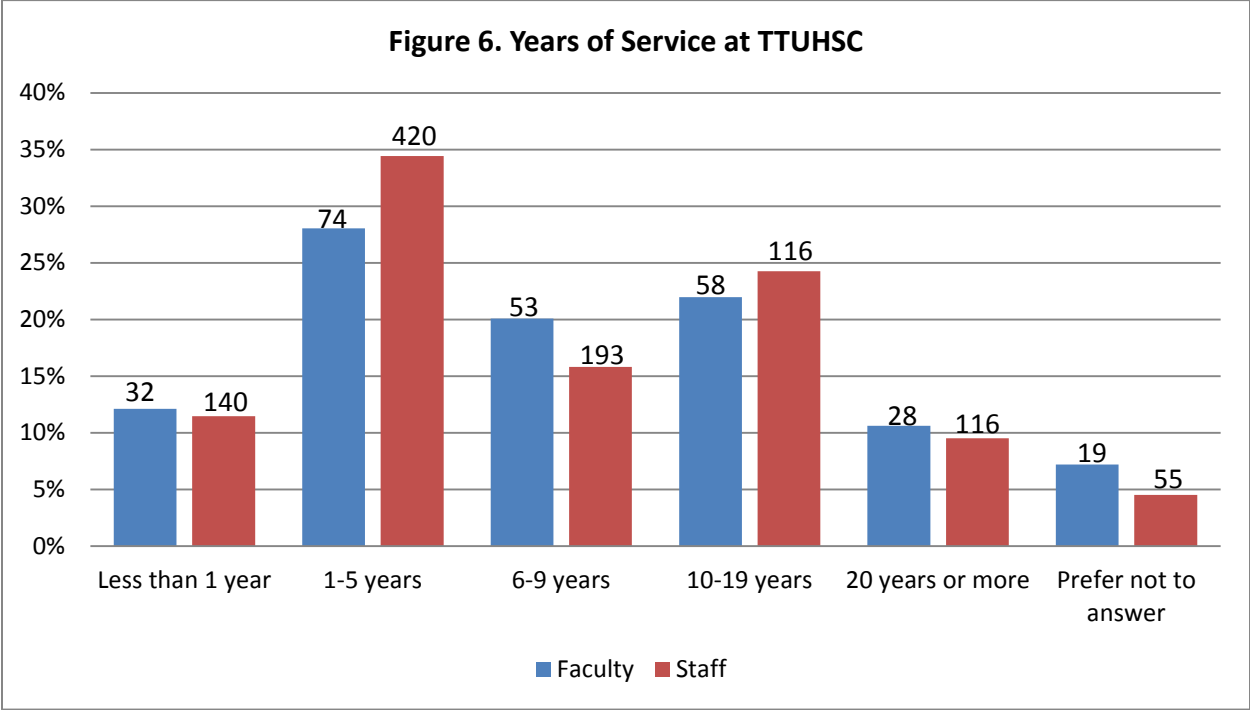
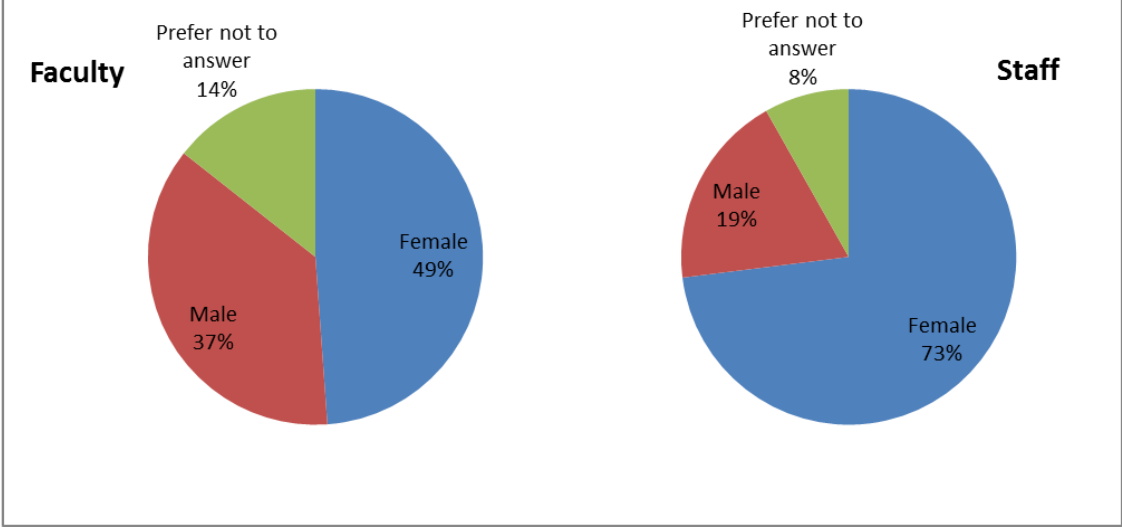


Figure 8. Gender



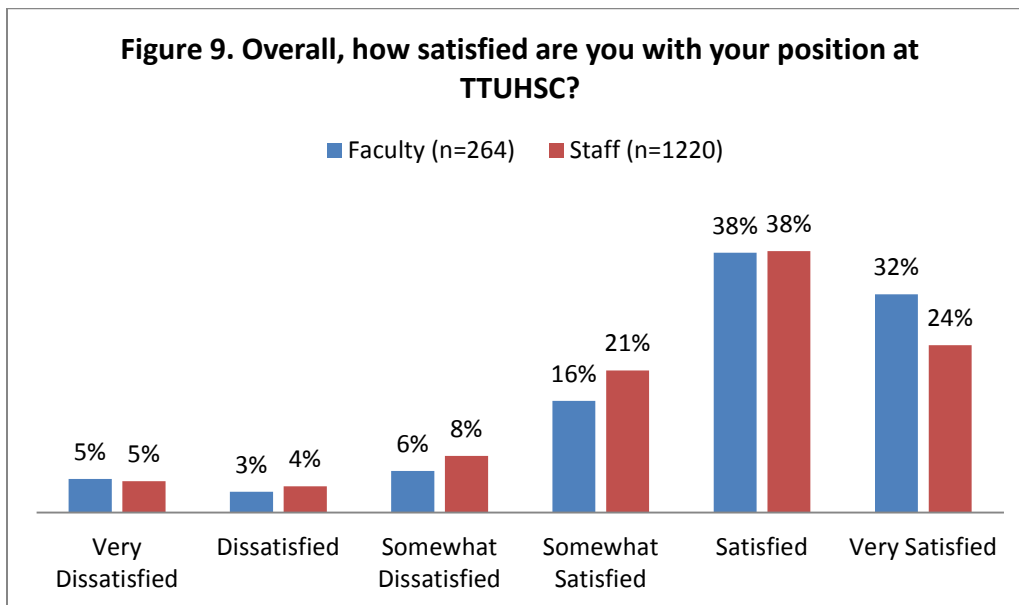
Quantitative Data

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
Faculty	264	4.75	1.31
Staff	1220	4.57	1.30
Total	1484	4.60	1.30



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, 3 and 4* 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, B, and C provide the corresponding tables with the percent distribution across specific response options.










Table 2. Question 2 – Distribution of Responses

		n	Mean*	Distribution**
2.1. Contribution of my work to the institutional mission	All	1479	5.09	
	Faculty	264	5.27	
	Staff	1215	5.05	
2.2. Sense of belonging at TTUHSC	All	1466	4.66	
	Faculty	262	4.92	
	Staff	1204	4.61	
2.3. My awareness of the President’s vision for TTUHSC	All	1470	4.68	
	Faculty	261	4.78	
	Staff	1209	4.66	
2.4. Commitment of institutional leaders to ongoing improvement	All	1479	4.35	
	Faculty	264	4.59	
	Staff	1215	4.30	
2.5. Communication across TTUHSC campuses/CMHC units	All	1483	4.09	
	Faculty	263	4.24	
	Staff	1220	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*.

Table 3. Question 3 – Distribution of Responses

		n	Mean*	Distribution**
3.1. Salary/wages for the work I do	All	1472	3.64	
	Faculty	260	4.43	
	Staff	1212	3.47	
3.2. Sense of personal safety/security in the work environment	All	1470	4.90	
	Faculty	262	5.09	
	Staff	1208	4.86	
3.3. Ability to report complaints without fear of retaliation	All	1474	4.05	
	Faculty	262	4.60	
	Staff	1212	3.93	

*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*.

Table 4. Question 7 – Distribution of Responses

		n	Mean*	Distribution**
7.1. Effectiveness of local Human Resources services	All	1480	4.32	
	Faculty	263	4.50	
	Staff	1217	4.28	
7.2. Library resources	All	1461	4.92	
	Faculty	259	5.15	
	Staff	1202	4.85	
7.3. Cleanliness/maintenance of my work environment	All	1467	4.69	
	Faculty	259	4.92	
	Staff	1208	4.64	
7.4. TTUHSC technology support (IT Solution Center)	All	1479	4.60	
	Faculty	264	4.26	
	Staff	1215	4.68	
7.5. Interactive video broadcasting system (i.e., Techlink)	All	1474	4.59	
	Faculty	263	4.20	
	Staff	1211	4.69	
7.6. Office/work space	All	1477	4.60	
	Faculty	260	4.89	
	Staff	1217	4.54	
7.7. Clerical/administrative assistance	All	1466	4.76	
	Faculty	262	4.83	
	Staff	1204	4.75	
7.8. Availability of office equipment and supplies	All	1481	4.84	
	Faculty	264	4.95	
	Staff	1217	4.81	

*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*.

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 5 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: ≥ 4.00).

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

Table 5. Question 5 – Distribution of Responses

		n	Mean**	Distribution***
5.1. Feeling that your work is valued and appreciated	All	1479	4.30	
	Faculty	261	4.57	
	Staff	1218	4.24	
5.2. Receiving <u>formal</u> recognition for your contributions/achievements	All	1474	3.52	
	Faculty	263	3.64	
	Staff	1211	3.49	
5.3. Receiving <u>informal</u> recognition for your contributions/achievements	All	1475	3.83	
	Faculty	263	3.97	
	Staff	1212	3.80	
5.4. Receiving recognition for <u>individual</u> accomplishments	All	1472	3.66	
	Faculty	261	3.72	
	Staff	1211	3.65	
5.5. Receiving recognition for <u>team</u> accomplishments	All	1476	3.96	
	Faculty	262	4.03	
	Staff	1214	3.94	
5.6. Being recognized by managers/supervisors	All	1476	3.91	
	Faculty	261	3.98	
	Staff	1215	3.89	
5.7. Being recognized by peers and coworkers	All	1472	3.72	
	Faculty	260	3.84	
	Staff	1212	3.69	

*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.

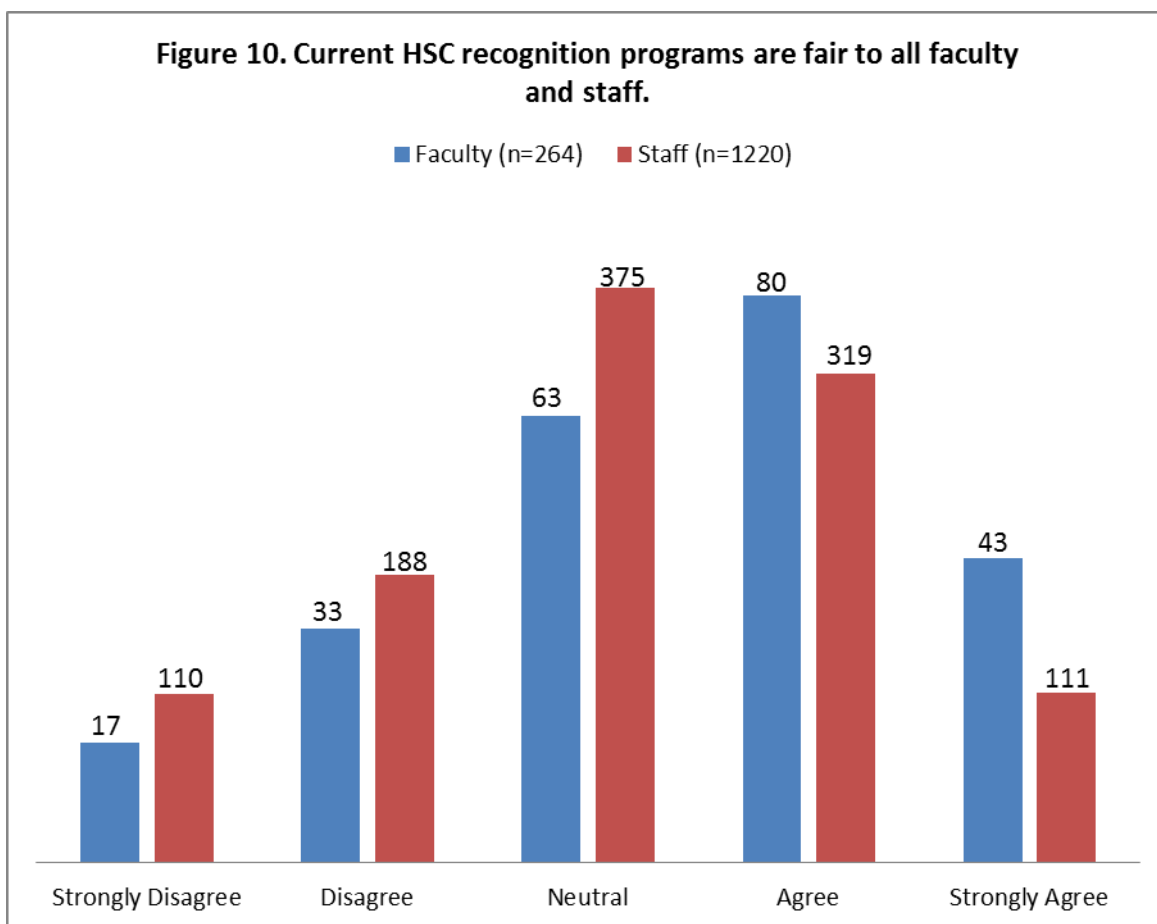
Using a 5-point agreement scale (1 = *Strongly Disagree*, 2 = *Disagree*, 3 = *Neutral*, 4 = *Agree*, and 5 = *Strongly Agree*), respondents were asked to indicate their levels of agreement with the following statement: **Current HSC recognition programs are fair to all faculty and staff.** Respondents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

Of the 1,484 respondents who answered this question, 145 (=9.8%) indicated they were unaware of the current recognition programs. A slightly higher percentage of faculty (10.6%) selected this option compared to staff (9.6%).

Table 6 shows the number of respondents, means, and standard deviations. Figure 10 displays the distribution of results.

Table 6. Fairness of Recognition Programs

	n	Mean	SD
All	1,339	3.17	1.13
Faculty	236	3.42	1.15
Staff	1,103	3.12	1.12



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 11 – Distribution of Responses for Staff

	n	Mean*	Distribution**
11.1. Institutional leaders' awareness of staff needs	1211	3.84	
11.2. Effectiveness of Staff Senators in representing my interests	1208	3.96	
11.3. Workload for my position	1186	4.29	
11.4. Opportunities for professional development/continuing education	1214	4.10	

*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 12 – Distribution of Responses for Staff

	n	Mean*	Distribution**
12.1. Communication within my department	1219	4.18	
12.2. My interactions with my immediate coworkers	1214	5.02	
12.3. My interactions with my immediate supervisor	1215	4.72	
12.4. My understanding of my job responsibilities	1218	5.23	
12.5. My awareness of performance expectations for my position	1218	5.10	
12.6. Clarity of the performance evaluation process	1216	4.75	
12.7. Usefulness of feedback on annual performance evaluation	1216	4.43	
12.8. Opportunities to voice concerns/provide feedback in my area	1215	4.25	

*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 17, 18, 19 – Distribution of Responses for Faculty






	n*	Mean**	Distribution***
17-19.1. Sense of belonging to my school	288	4.87	
17-19.2. Leadership of my school dean	291	4.93	
17-19.3. Opportunities to voice concerns/provide feedback in my school	292	4.57	
17-19.4. Collaboration among faculty within my school	292	4.59	
17-19.5. Communication within my school	291	4.49	
17-19.6. My teaching workload	293	4.80	
17-19.7. My clinical workload	289	4.61	
17-19.8. Research expectations for my position	290	4.64	
17-19.9. Service/committee expectations for my position	292	4.82	
17-19.10. Opportunities for professional development related to research	292	4.36	
17-19.11. Opportunities for professional development related to teaching	292	4.55	

*Sample sizes exceed 264 because SOM, PLFSOM, and SOP faculty responded to the same item for their primary and GSBS

**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 20 – Distribution of Responses for Faculty

	n	Mean*	Distribution**
20.1. Opportunities for professional development as a clinician/practitioner	262	4.71	
20.2. Laboratory and/or research space	261	4.52	
20.3. My school's technology support	261	4.33	
20.4. Audio-video equipment in classrooms	261	4.49	
20.5. Learning management system (e.g., Sakai/The Hub, Blackboard)	263	4.31	

*Means are color-coded to highlight areas of strength and potential improvement (Red < 3.00, Yellow: 3.00 - 3.99,

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

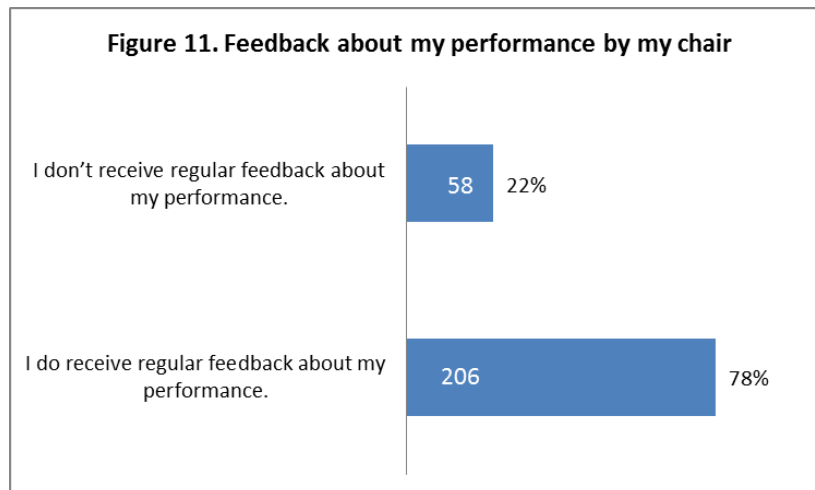
Table 11. Question 21 – Distribution of Responses for Faculty

	n	Mean*	Distribution**
21.1. Institutional leaders' awareness of faculty needs	261	4.29	
21.2. Communication with my chair	264	4.89	
21.3. Effectiveness of Faculty Senators in representing my interests	263	4.44	
21.4. Collaboration among faculty across schools	262	4.24	
21.5. Formal evaluation process of faculty	260	4.44	
21.6. Clarity of the tenure process	264	4.60	
21.7. Clarity of the promotion process	261	4.58	

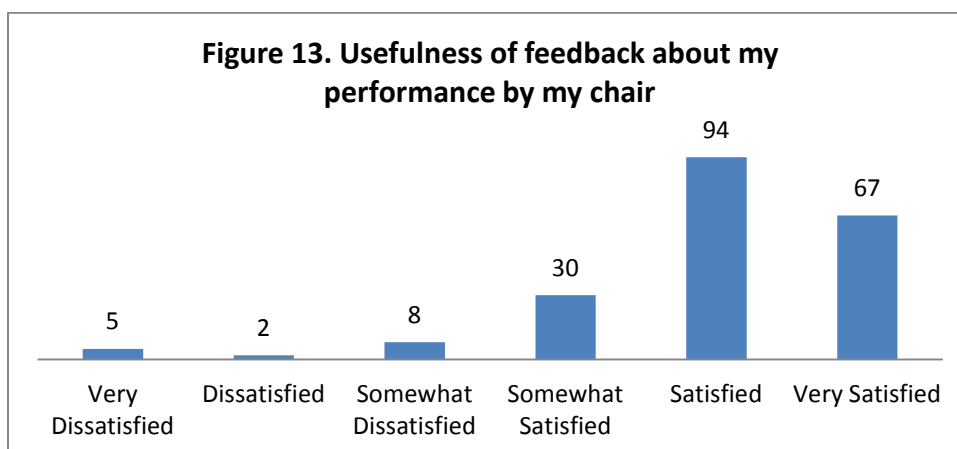
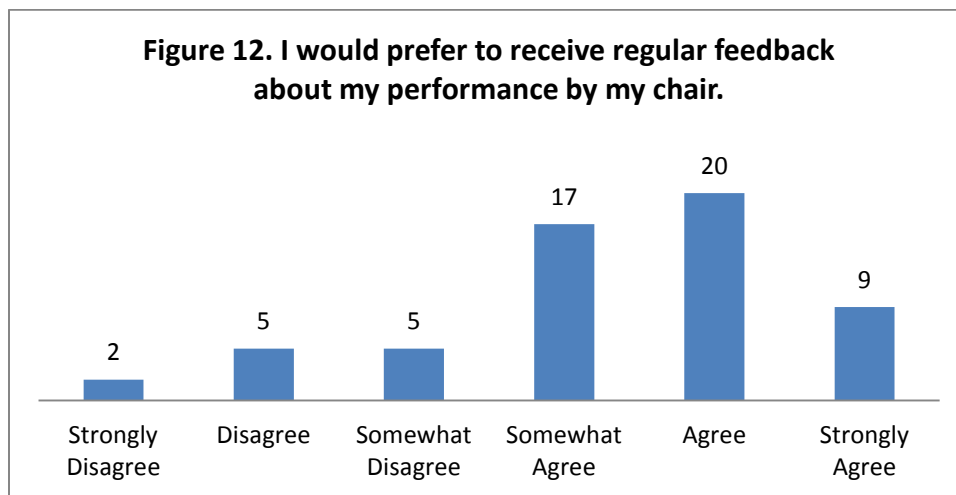
*Means are color-coded to highlight areas of strength and potential improvement (Red < 3.00, Yellow: 3.00 - 3.99, Green ≥ 5.00).

**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 11* 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 12 and 13 illustrate the results.



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 who indicated a primary appointment with either the School of Medicine, the School of Nursing, or the School of Pharmacy, were given the option to indicate a secondary appointment with the Graduate School of Biomedical Sciences (GSBS). For the first time in the history of this survey, faculty were also able to indicate a primary appointment with GSBS. The column for GSBS combines answers of both faculty who indicated a primary and faculty who indicated a secondary appointment with GSBS.
- Faculty answered most questions only once. However, responses by faculty who indicated a secondary appointment with GSBS have responded to some items twice—once for their primary appointment and once for their GSBS appointment.

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
 - 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 974 comments to the first prompt (Faculty=160, Staff=814) and 790 comments to the second prompt (Faculty=131, Staff=659). 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 962 and 722 usable comments, respectively. 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.

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
2.1. Contribution of my work to the institutional mission	All	1479	2%	1%	3%	12%	42%	39%	0%
	Faculty	264	1%	2%	3%	9%	36%	50%	0%
	Staff	1215	2%	1%	3%	13%	44%	36%	1%
2.2. Sense of belonging at TTUHSC	All	1466	4%	5%	8%	18%	35%	30%	0%
	Faculty	262	2%	6%	5%	15%	31%	41%	0%
	Staff	1204	4%	5%	8%	18%	36%	28%	0%
2.3. My awareness of the President’s vision for TTUHSC	All	1470	3%	3%	6%	20%	44%	21%	4%
	Faculty	261	3%	3%	7%	17%	42%	28%	2%
	Staff	1209	2%	3%	6%	21%	44%	19%	4%
2.4. Commitment of institutional leaders to ongoing improvement	All	1479	5%	6%	10%	22%	35%	20%	1%
	Faculty	264	5%	5%	9%	18%	33%	30%	0%
	Staff	1215	6%	7%	11%	23%	35%	17%	2%
2.5. Communication across TTUHSC campuses/CMHC units	All	1483	6%	8%	12%	27%	31%	12%	4%
	Faculty	263	5%	8%	10%	25%	32%	17%	2%
	Staff	1220	7%	8%	12%	27%	31%	11%	4%

APPENDIX B. QUESTION 3 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS

		n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
3.1. Salary/wages for the work I do	All	1472	11%	14%	16%	24%	24%	10%	0%
	Faculty	260	4%	7%	10%	22%	38%	20%	0%
	Staff	1212	13%	16%	18%	25%	21%	8%	0%
3.2. Sense of personal safety/security in the work environment	All	1470	3%	3%	6%	13%	42%	33%	1%
	Faculty	262	3%	2%	6%	8%	34%	45%	2%
	Staff	1208	2%	3%	6%	14%	44%	31%	0%
3.3. Ability to report complaints without fear of retaliation	All	1474	11%	10%	11%	17%	30%	19%	3%
	Faculty	262	7%	3%	10%	14%	30%	32%	5%
	Staff	1212	12%	11%	11%	18%	29%	16%	3%

APPENDIX C. QUESTION 7 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS

		n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
7.1. Effectiveness of local Human Resources services	All	1480	6%	6%	9%	19%	39%	16%	3%
	Faculty	263	5%	4%	9%	20%	36%	21%	6%
	Staff	1217	7%	7%	10%	19%	40%	15%	3%
7.2. Library resources	All	1461	1%	2%	2%	9%	35%	18%	33%
	Faculty	259	2%	2%	1%	13%	36%	42%	5%
	Staff	1202	1%	2%	2%	8%	35%	12%	40%
7.3. Cleanliness/maintenance of my work environment	All	1467	3%	4%	7%	17%	42%	25%	2%
	Faculty	259	4%	0%	6%	14%	41%	33%	3%
	Staff	1208	3%	5%	8%	18%	42%	23%	1%
7.4. TTUHSC technology support (IT Solution Center)	All	1479	4%	5%	8%	19%	39%	25%	1%
	Faculty	264	9%	8%	8%	20%	30%	24%	0%
	Staff	1215	2%	4%	8%	18%	41%	25%	1%
7.5. Interactive video broadcasting system (i.e., TechLink)	All	1474	2%	3%	5%	15%	38%	12%	25%
	Faculty	263	5%	6%	9%	21%	29%	11%	19%
	Staff	1211	2%	3%	4%	13%	39%	13%	27%
7.6. Office/work space	All	1477	4%	4%	10%	16%	41%	24%	1%
	Faculty	260	4%	1%	7%	11%	42%	32%	3%
	Staff	1217	4%	4%	11%	17%	41%	22%	1%
7.7. Clerical/administrative assistance	All	1466	3%	4%	5%	14%	40%	26%	8%
	Faculty	262	4%	5%	6%	14%	28%	41%	2%
	Staff	1204	3%	3%	4%	14%	43%	22%	10%
7.8. Availability of office equipment and supplies	All	1481	3%	3%	6%	13%	46%	29%	1%
	Faculty	264	4%	2%	5%	10%	41%	36%	2%
	Staff	1217	3%	3%	6%	13%	46%	28%	1%

APPENDIX D. QUESTION 5 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS

		n	Unimportant	Of Little Importance	Moderately Important	Important	Very Important
5.1. Feeling that your work is valued and appreciated	All	1479	2%	4%	10%	33%	52%
	Faculty	261	1%	1%	5%	28%	66%
	Staff	1218	2%	4%	11%	34%	49%
5.2. Receiving <u>formal</u> recognition for your contributions/achievements	All	1474	5%	16%	25%	33%	22%
	Faculty	263	3%	12%	30%	28%	27%
	Staff	1211	5%	16%	24%	34%	21%
5.3. Receiving <u>informal</u> recognition for your contributions/achievements	All	1475	3%	9%	20%	40%	28%
	Faculty	263	2%	6%	17%	43%	32%
	Staff	1212	3%	9%	21%	39%	27%
5.4. Receiving recognition for <u>individual</u> accomplishments	All	1472	4%	12%	24%	36%	25%
	Faculty	261	3%	10%	27%	33%	27%
	Staff	1211	4%	12%	23%	36%	25%
5.5. Receiving recognition for <u>team</u> accomplishments	All	1476	3%	6%	17%	39%	34%
	Faculty	262	2%	4%	19%	39%	36%
	Staff	1214	3%	7%	17%	39%	34%
5.6. Being recognized by managers/supervisors	All	1476	3%	7%	18%	39%	33%
	Faculty	261	2%	5%	17%	42%	33%
	Staff	1215	3%	7%	18%	39%	32%
5.7. Being recognized by peers and coworkers	All	1472	3%	10%	25%	38%	25%
	Faculty	260	2%	8%	23%	38%	28%
	Staff	1212	3%	10%	25%	38%	24%

APPENDIX E. QUESTION 11 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS (STAFF)

	n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
11.1. Institutional leaders' awareness of staff needs	1211	8%	11%	15%	25%	30%	8%	3%
11.2. Effectiveness of Staff Senators in representing my interests	1208	6%	6%	10%	22%	27%	5%	24%
11.3. Workload for my position	1186	5%	7%	10%	21%	45%	11%	0%
11.4. Opportunities for professional development/continuing education	1214	9%	7%	11%	21%	35%	13%	4%

APPENDIX F. QUESTION 12 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS (STAFF)

	n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
12.1. Communication within my department	1219	10%	8%	10%	19%	31%	22%	0%
12.2. My interactions with my immediate coworkers	1214	2%	2%	5%	13%	39%	39%	0%
12.3. My interactions with my immediate supervisor	1215	6%	5%	6%	16%	28%	39%	0%
12.4. My understanding of my job responsibilities	1218	1%	2%	2%	8%	41%	45%	0%
12.5. My awareness of performance expectations for my position	1218	2%	2%	3%	11%	42%	40%	0%
12.6. Clarity of the performance evaluation process	1216	4%	4%	6%	15%	41%	29%	1%
12.7. Usefulness of feedback on annual performance evaluation	1216	6%	6%	7%	18%	34%	23%	5%
12.8. Opportunities to voice concerns/provide feedback in my area	1215	10%	9%	8%	16%	31%	25%	1%

APPENDIX G. QUESTION 17, 18, 19 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS (FACULTY)

	n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
17-19.1. Sense of belonging to my school	288	3%	5%	5%	14%	31%	38%	5%
17-19.2. Leadership of my school dean	291	2%	4%	9%	8%	27%	43%	6%
17-19.3. Opportunities to voice concerns/provide feedback in my school	292	5%	6%	8%	16%	34%	27%	5%
17-19.4. Collaboration among faculty within my school	292	2%	4%	12%	20%	34%	24%	5%
17-19.5. Communication within my school	291	4%	5%	8%	19%	40%	20%	4%
17-19.6. My teaching workload	293	3%	2%	5%	12%	42%	24%	11%
17-19.7. My clinical workload	289	3%	3%	6%	9%	27%	16%	36%
17-19.8. Research expectations for my position	290	3%	3%	7%	12%	36%	20%	18%
17-19.9. Service/committee expectations for my position	292	2%	2%	6%	13%	47%	22%	9%
17-19.10. Opportunities for professional development related to research	292	4%	6%	11%	16%	26%	20%	16%
17-19.11. Opportunities for professional development related to teaching	292	4%	4%	9%	16%	33%	24%	9%

APPENDIX H. QUESTION 20 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS (FACULTY)

	n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
20.1. Opportunities for professional development as a clinician/practitioner	262	3%	2%	6%	11%	32%	18%	30%
20.2. Laboratory and/or research space	261	2%	2%	7%	9%	19%	12%	49%
20.3. My school's technology support	261	9%	6%	8%	16%	32%	23%	7%
20.4. Audio-video equipment in classrooms	261	5%	3%	7%	19%	34%	17%	15%
20.5. Learning management system (e.g., Sakai/The Hub, Blackboard)	263	4%	5%	7%	22%	28%	12%	23%

APPENDIX I. QUESTION 21 - PERCENT DISTRIBUTION ACROSS RESPONSE OPTIONS (FACULTY)

	n	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable
21.1. Institutional leaders' awareness of faculty needs	261	6%	7%	12%	17%	37%	17%	5%
21.2. Communication with my chair	264	5%	4%	6%	11%	24%	43%	8%
21.3. Effectiveness of Faculty Senators in representing my interests	263	3%	3%	10%	16%	32%	14%	21%
21.4. Collaboration among faculty across schools	262	3%	5%	11%	28%	28%	13%	11%
21.5. Formal evaluation process of faculty	260	3%	5%	11%	18%	38%	17%	8%
21.6. Clarity of the tenure process	264	4%	3%	7%	12%	31%	19%	24%
21.7. Clarity of the promotion process	261	4%	5%	7%	13%	37%	22%	11%

APPENDIX J. RESULTS BY APPOINTMENT – FACULTY

	GGHSON			GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Overall, how satisfied are you with your position at TTUHSC?	4.33	6	1.97	4.41	32	1.74	4.20	41	1.23	5.23	43	1.04	4.84	88	1.37	5.35	23	0.65	4.67	30	1.21
2.1. Contribution of my work to the institutional mission	5.33	6	0.82	5.72	32	0.52	4.95	41	1.14	5.42	43	0.88	5.31	88	0.99	5.43	23	0.79	5.37	30	0.61
2.2. Sense of belonging at TTUHSC	5.33	6	0.82	4.78	32	1.39	4.24	41	1.46	5.29	42	1.02	5.03	87	1.24	5.43	23	0.84	4.93	30	1.01
2.3. My awareness of the President's vision for TTUHSC	5.33	6	0.52	4.90	31	1.04	3.98	40	1.42	4.95	43	1.25	4.89	84	1.03	5.35	23	0.78	4.83	30	0.70
2.4. Commitment of institutional leaders to ongoing improvement	5.33	6	0.82	4.34	32	1.62	3.49	41	1.52	4.98	43	1.14	4.81	88	1.21	5.39	23	0.84	4.80	30	1.13
2.5. Communication across TTUHSC campuses/CMHC units	5.17	6	0.98	3.90	31	1.54	3.48	40	1.45	4.71	42	0.89	4.37	86	1.25	5.05	22	0.95	4.07	29	1.31
3.1. Salary/wages for the work I do	5.00	6	1.55	4.72	32	1.46	4.15	40	1.31	4.71	42	0.99	4.55	87	1.26	4.91	23	0.95	4.63	30	1.19
3.2. Sense of personal safety/security in the work environment	5.00	6	1.67	4.97	32	1.43	4.93	41	1.37	5.05	42	1.08	5.23	88	1.09	5.50	20	0.61	5.07	30	1.31
3.3. Ability to report complaints without fear of retaliation	4.83	6	1.94	4.28	29	1.58	4.28	39	1.73	4.90	42	1.32	4.89	83	1.18	4.83	23	1.30	4.44	25	1.36

*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.)

	GGHSON			GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
7.1. Effectiveness of local Human Resources services	5.00	6	1.26	3.90	30	1.75	4.26	38	1.25	4.76	41	1.07	4.43	83	1.29	5.24	21	1.04	4.87	30	0.94
7.2. Library resources	5.33	6	0.82	4.14	28	1.65	5.15	39	1.04	5.24	41	0.62	5.10	83	1.16	5.73	22	0.46	4.93	29	0.80
7.3. Cleanliness/maintenance of my work environment	4.83	6	1.17	4.48	31	1.50	5.05	38	0.90	4.93	43	1.03	4.84	86	1.24	5.50	18	0.71	5.07	30	1.17
7.4. TTUHSC technology support (IT Solution Center)	4.33	6	1.63	3.41	32	1.76	3.95	40	1.66	4.26	43	1.40	4.14	88	1.65	5.48	23	1.12	4.60	30	1.16
7.5. Interactive video broadcasting system (i.e., TechLink)	4.60	5	1.67	3.72	29	1.56	4.36	28	1.10	4.41	29	0.95	4.00	70	1.43	5.05	21	1.32	4.03	30	1.35
7.6. Office/work space	4.50	6	1.87	4.94	31	1.26	4.65	40	1.23	5.19	42	0.71	4.86	86	1.22	5.35	17	1.27	5.14	28	1.11
7.7. Clerical/administrative assistance	4.83	6	1.94	5.06	31	1.39	4.34	41	1.56	5.24	42	0.96	4.87	85	1.31	5.57	23	1.12	4.90	29	1.37
7.8. Availability of office equipment and supplies	4.50	6	1.87	4.88	32	1.43	4.71	41	1.31	5.19	43	0.96	4.93	88	1.29	5.55	20	0.83	5.14	29	0.88

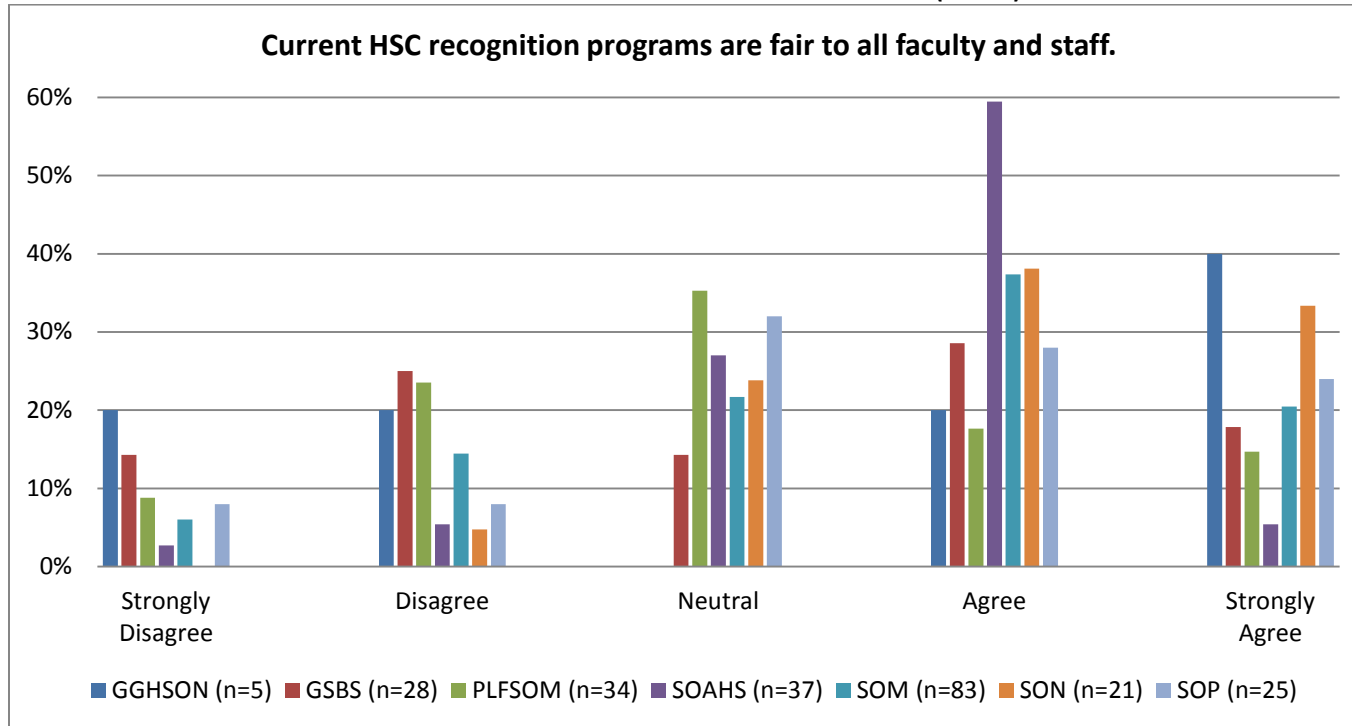
*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: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

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

	GGHSON			GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
5.1. Feeling that your work is valued and appreciated	4.17	6	1.33	4.72	32	0.46	4.60	40	0.67	4.55	42	0.63	4.57	88	0.71	4.74	23	0.45	4.60	30	0.62
5.2. Receiving formal recognition for your contributions/achievements	3.67	6	1.63	4.00	32	1.05	3.49	41	1.05	3.44	43	0.98	3.59	88	1.10	4.09	23	0.90	3.87	30	0.86
5.3. Receiving informal recognition for your contributions/achievements	3.83	6	1.47	4.16	32	1.02	4.05	41	0.71	3.86	43	0.91	3.93	88	1.00	4.22	23	0.80	4.10	30	0.88
5.4. Receiving recognition for individual accomplishments	4.00	5	1.73	3.94	32	1.05	3.66	41	1.04	3.35	43	0.90	3.68	87	1.04	4.22	23	0.85	3.97	29	0.91
5.5. Receiving recognition for team accomplishments	3.83	6	1.47	4.26	31	0.89	4.15	41	0.76	3.74	43	0.95	4.03	87	1.01	4.61	23	0.50	3.97	30	0.67
5.6. Being recognized by managers/supervisors	4.00	5	1.73	4.09	32	1.09	4.03	40	0.73	3.77	43	0.84	3.93	87	1.00	4.39	23	0.78	4.27	30	0.69
5.7. Being recognized by peers and coworkers	3.60	5	1.52	4.03	32	1.03	3.98	40	0.80	3.47	43	0.93	3.95	87	1.01	4.35	23	0.78	3.57	30	0.82

*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.*

	GGHSON	GSBS	PLFSOM	SOAHS	SOM	SON	SOP
Average of scaled responses	3.40	3.11	3.06	3.59	3.52	4.00	3.52
I am unaware of the current recognition programs.	17% (n=1)	13% (n=4)	17% (n=7)	14% (n=6)	6% (n=5)	9% (n=2)	17% (n=5)

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

	GGHSON			GSBS*			PLFSOM*			SOAHS			SOM*			SON			SOP*		
	Mean**	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
17-19.1. Sense of belonging to my school	4.83	6	1.60	5.06	31	1.15	4.13	38	1.53	5.38	42	0.85	5.09	86	1.14	5.26	23	0.96	5.10	30	0.96
17-19.2. Leadership of my school dean	4.50	6	1.76	4.97	32	1.28	4.18	38	1.41	5.55	42	0.97	5.09	85	1.15	5.70	23	0.56	5.03	30	1.16
17-19.3. Opportunities to voice concerns/provide feedback in my school	4.50	6	2.07	4.41	32	1.56	3.85	39	1.58	5.07	42	1.18	4.78	85	1.21	5.22	23	1.00	4.63	30	1.16
17-19.4. Collaboration among faculty within my school	4.50	6	1.87	4.56	32	1.19	4.18	39	1.25	5.02	42	1.09	4.71	87	1.06	5.09	23	1.00	4.63	30	1.13
17-19.5. Communication within my school	4.33	6	1.86	4.53	32	1.37	3.88	40	1.51	5.02	42	1.12	4.71	87	1.08	5.00	23	1.13	4.37	30	1.13
17-19.6. My teaching workload	4.33	6	1.97	4.89	28	1.26	4.36	39	1.42	4.88	40	0.91	5.06	77	0.77	5.27	22	0.77	4.78	27	1.28
17-19.7. My clinical workload	4.50	4	2.38	5.00	4	1.41	3.77	30	1.59	5.00	35	0.77	4.86	57	1.03	5.43	14	0.76	4.45	22	1.60
17-19.8. Research expectations for my position	4.00	4	2.45	5.12	26	0.77	3.89	36	1.49	4.95	40	0.85	4.85	71	0.98	5.29	17	0.77	4.42	26	1.50
17-19.9. Service/committee expectations for my position	4.50	6	2.07	5.13	31	0.85	4.38	40	1.10	5.15	40	0.48	4.99	80	0.82	5.36	22	0.79	4.75	28	1.17
17-19.10. Opportunities for professional development related to research	4.40	5	1.82	4.73	30	1.20	3.56	36	1.63	4.58	38	1.11	4.45	71	1.43	5.25	20	0.79	4.37	27	1.36
17-19.11. Opportunities for professional development related to teaching	4.67	6	1.51	4.87	31	1.23	3.80	40	1.59	4.90	40	1.03	4.68	78	1.19	5.36	22	0.66	4.68	28	1.39

*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.)

	GGHSON			GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
20.1. Opportunities for professional development as a clinician/practitioner	4.60	5	1.14	5.75	4	0.50	3.74	31	1.69	5.08	36	0.65	4.89	57	0.90	5.33	15	0.90	4.96	23	1.15
20.2. Laboratory and/or research space	4.20	5	2.17	5.00	23	0.90	3.86	21	1.62	4.56	34	1.21	4.70	40	1.02	4.88	8	1.25	5.08	12	0.90
20.3. My school's technology support	4.40	5	1.82	3.94	31	1.67	3.62	39	1.62	4.66	41	1.30	4.30	82	1.50	5.70	23	0.88	4.43	30	1.45
20.4. Audio-video equipment in classrooms	3.83	6	1.94	4.10	30	1.54	4.26	34	1.14	4.76	38	0.88	4.55	76	1.35	5.61	18	0.70	4.23	30	1.30
20.5. Learning management system (e.g., Sakai/The Hub, Blackboard)	4.33	6	1.86	4.37	30	1.13	4.21	24	1.35	4.71	41	1.05	4.25	60	1.19	5.09	22	1.23	3.97	30	1.33

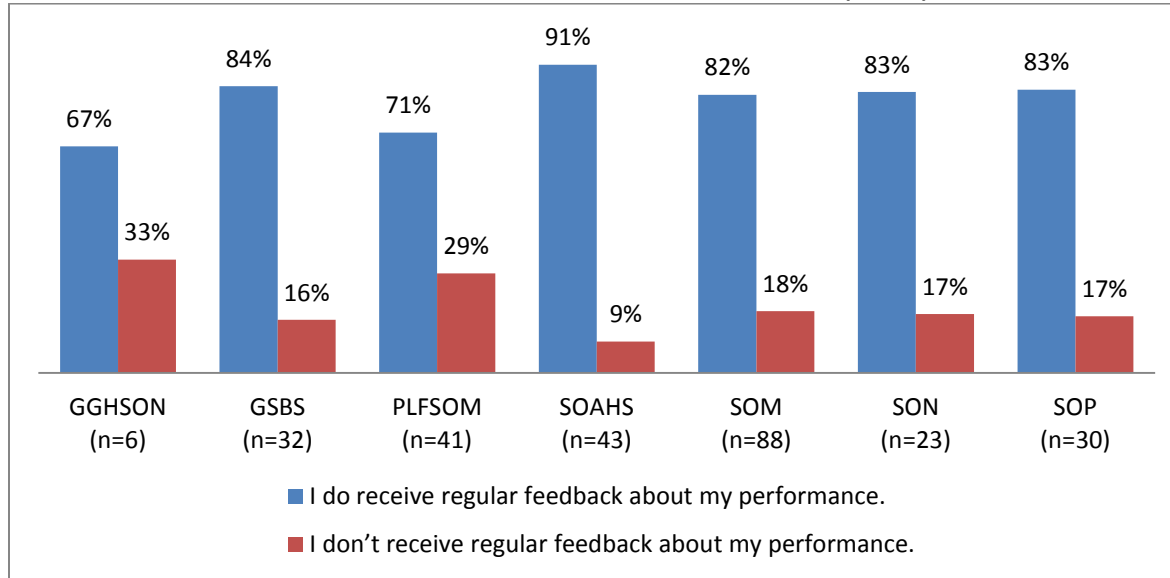
*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = *Very Dissatisfied*, 2 = *Dissatisfied*, 3 = *Somewhat Dissatisfied*, 4 = *Somewhat Satisfied*, 5 = *Satisfied*, and 6 = *Very Satisfied*). Means are color-coded to highlight areas of strength and potential improvement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

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

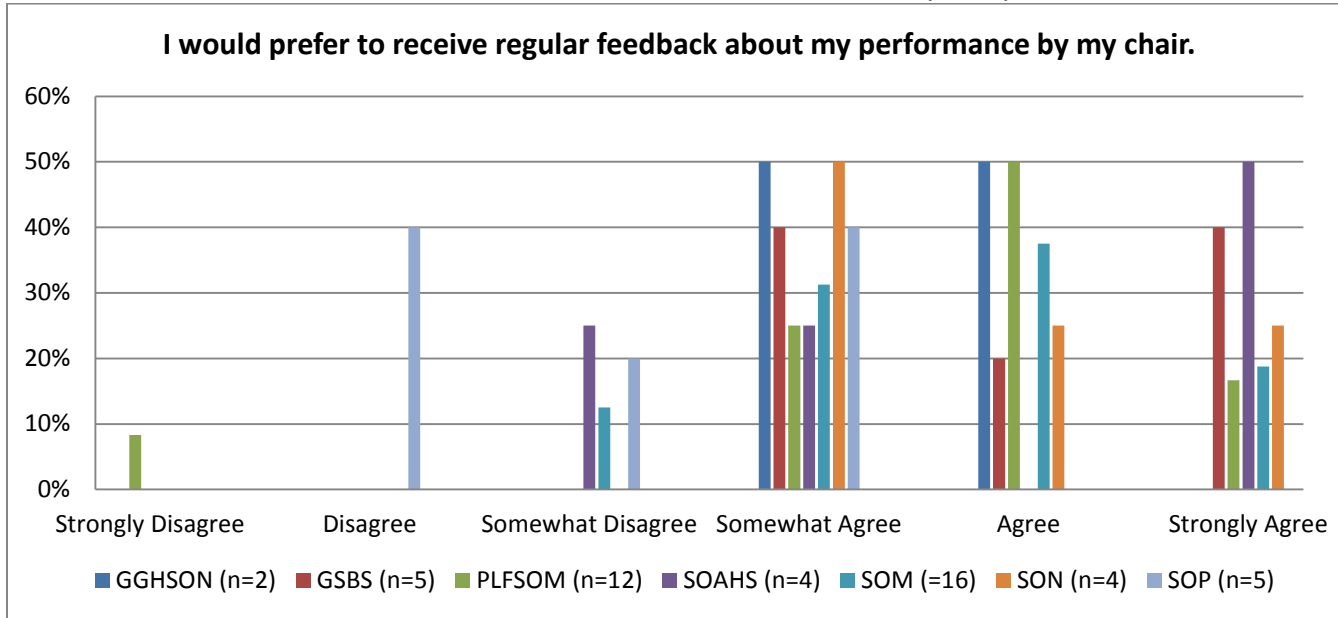
	GGHSON			GSBS			PLFSOM			SOAHS			SOM			SON			SOP		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
21.1. Institutional leaders' awareness of faculty needs	4.17	6	1.94	4.19	32	1.65	3.08	40	1.47	4.79	42	0.95	4.52	84	1.27	5.23	22	0.69	4.40	30	1.35
21.2. Communication with my chair	4.20	5	2.17	4.89	28	1.69	4.23	39	1.83	5.33	39	1.01	5.08	83	1.38	5.26	23	1.05	4.93	29	1.22
21.3. Effectiveness of Faculty Senators in representing my interests	4.00	4	2.45	4.29	28	1.63	4.09	34	1.26	4.73	37	1.02	4.39	70	1.22	5.32	19	0.95	4.70	27	0.95
21.4. Collaboration among faculty across schools	4.60	5	2.07	3.93	29	1.19	3.81	36	1.51	4.55	40	0.99	4.24	79	1.10	4.90	21	1.14	4.39	28	1.10
21.5. Formal evaluation process of faculty	4.33	6	1.97	4.60	30	1.19	3.93	41	1.35	4.68	41	1.21	4.63	79	1.08	4.55	22	1.47	4.64	28	1.13
21.6. Clarity of the tenure process	2.80	5	1.30	4.60	30	1.38	3.90	29	1.59	5.11	36	0.57	4.97	70	1.09	4.74	19	1.48	4.62	21	1.02
21.7. Clarity of the promotion process	3.17	6	1.33	4.57	30	1.43	3.94	35	1.53	4.88	40	1.02	5.05	78	1.04	4.73	22	1.58	4.30	30	1.32

*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.)

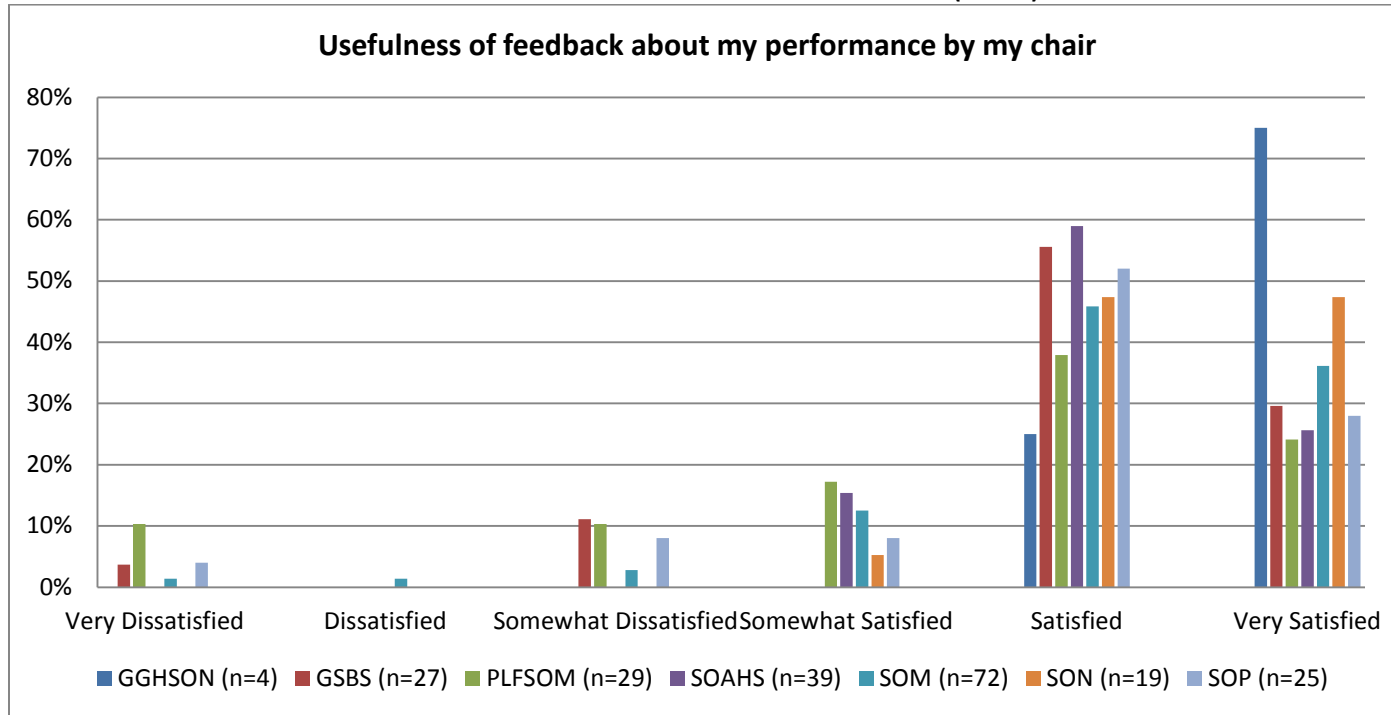


APPENDIX J. RESULTS BY APPOINTMENT – FACULTY (CONT.)



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 K. RESULTS BY AFFILIATION – STAFF

	Academic Affairs			Communications & Marketing			CMHC			Finance & Administration			Graduate School of Biomedical Sciences		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
SATISFACTION I - SECTION 1															
1. Overall, how satisfied are you with your position at TTUHSC?	4.75	12	1.48	4.60	5	1.14	4.46	116	1.35	4.70	102	1.18	4.67	12	0.49
2.1. Contribution of my work to the institutional mission	4.83	12	0.94	5.00	5	0.71	4.73	115	1.30	5.16	101	0.81	5.00	12	0.60
2.2. Sense of belonging at TTUHSC	4.58	12	1.44	5.20	5	0.84	3.86	114	1.57	4.96	101	1.04	4.83	12	1.19
2.3. My awareness of the President's vision for TTUHSC	4.67	12	1.07	5.60	5	0.55	3.99	104	1.38	4.89	98	0.84	4.17	12	1.47
2.4. Commitment of institutional leaders to ongoing improvement	4.50	12	0.67	4.40	5	1.67	3.71	112	1.58	4.52	102	1.04	4.25	12	1.36
2.5. Communication across TTUHSC campuses/CMHC units	4.33	12	0.65	3.80	5	1.30	3.46	112	1.56	4.05	99	1.11	3.50	10	0.85
3.1. Salary/wages for the work I do	4.42	12	1.24	4.00	5	1.22	3.27	114	1.51	3.66	102	1.44	3.50	12	1.45
3.2. Sense of personal safety/security in the work environment	5.42	12	0.67	5.00	5	0.71	4.25	114	1.37	5.02	100	0.98	5.00	12	0.74
3.3. Ability to report complaints without fear of retaliation	4.82	11	1.25	4.75	4	0.96	3.27	113	1.78	4.27	96	1.46	4.00	12	1.04

*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	Information Technology			Institutional Advancement			Paul L. Foster School of Medicine			Research			Rural and Community Health		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Overall, how satisfied are you with your position at TTUHSC?	4.03	39	1.53	5.56	9	.73	4.26	95	1.31	4.90	48	.97	4.22	18	1.56
2.1. Contribution of my work to the institutional mission	4.87	39	1.22	5.11	9	1.05	4.88	94	1.05	5.13	48	.73	5.17	18	.62
2.2. Sense of belonging at TTUHSC	4.37	38	1.46	5.22	9	.97	4.63	94	1.25	4.85	47	.96	4.33	18	1.41
2.3. My awareness of the President’s vision for TTUHSC	4.16	37	1.42	5.11	9	.93	4.63	89	1.16	4.70	46	1.03	4.83	18	.62
2.4. Commitment of institutional leaders to ongoing improvement	3.76	38	1.63	5.11	9	.93	4.11	93	1.39	4.74	46	1.00	4.11	18	1.32
2.5. Communication across TTUHSC campuses/CMHC units	3.90	39	1.57	4.63	8	1.41	3.95	92	1.40	4.20	45	1.34	4.79	14	.70
3.1. Salary/wages for the work I do	3.15	39	1.46	5.22	9	.44	3.02	93	1.48	3.85	48	1.37	3.44	18	1.38
3.2. Sense of personal safety/security in the work environment	5.23	39	.81	5.67	9	.50	4.81	95	1.21	5.23	48	.72	4.61	18	1.46
3.3. Ability to report complaints without fear of retaliation	3.78	37	1.70	5.33	6	.82	3.78	90	1.64	4.54	46	1.44	3.44	18	1.89

*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 Allied Health Sciences			School of Medicine			School of Nursing			School of Pharmacy			Texas Tech Physicians		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Overall, how satisfied are you with your position at TTUHSC?	4.82	34	1.09	4.72	194	1.29	4.88	41	1.44	4.83	41	1.22	4.53	236	1.31
2.1. Contribution of my work to the institutional mission	5.06	33	0.97	5.18	192	0.91	5.45	40	0.55	5.15	40	0.98	5.06	236	1.10
2.2. Sense of belonging at TTUHSC	4.81	32	1.09	4.85	193	1.15	5.20	41	1.05	4.56	41	1.57	4.63	231	1.30
2.3. My awareness of the President’s vision for TTUHSC	4.88	33	0.86	4.68	186	1.06	5.29	41	0.60	4.59	39	1.04	4.80	227	0.93
2.4. Commitment of institutional leaders to ongoing improvement	4.47	32	1.19	4.39	191	1.28	5.29	41	0.75	4.40	40	1.28	4.30	232	1.32
2.5. Communication across TTUHSC campuses/CMHC units	4.23	30	1.38	4.15	186	1.29	4.95	41	0.89	4.00	41	1.34	4.14	228	1.33
3.1. Salary/wages for the work I do	3.27	33	1.66	3.60	194	1.49	4.12	41	1.29	3.80	41	1.40	3.40	235	1.47
3.2. Sense of personal safety/security in the work environment	4.73	33	1.15	4.99	193	1.01	5.15	39	0.78	5.03	39	1.04	4.95	235	1.06
3.3. Ability to report complaints without fear of retaliation	3.75	32	1.93	4.10	189	1.51	4.61	41	1.32	4.18	38	1.49	3.93	232	1.57

*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 1	Academic Affairs			Communications & Marketing			CMHC			Finance & Administration			Graduate School of Biomedical Sciences		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
7.1. Effectiveness of local Human Resources services	4.58	12	0.90	4.60	5	1.14	3.77	114	1.51	4.45	102	1.44	4.58	12	0.67
7.2. Library resources	4.50	6	0.84	5.00	2	1.41	3.88	57	1.52	4.94	48	0.91	4.60	5	0.55
7.3. Cleanliness/maintenance of my work environment	5.00	12	0.74	5.00	5	0.71	4.07	104	1.49	4.95	100	1.10	5.00	12	0.74
7.4. TTUHSC technology support (IT Solution Center)	3.50	12	1.83	4.80	5	1.10	4.43	106	1.43	4.77	101	0.94	4.33	12	1.15
7.5. Interactive video broadcasting system (i.e., TechLink)	4.00	11	1.95	4.75	4	1.26	4.06	70	1.50	4.98	80	0.67	4.64	11	0.67
7.6. Office/work space	5.00	12	1.21	4.40	5	1.14	4.33	113	1.33	4.76	102	1.10	4.83	12	1.19
7.7. Clerical/administrative assistance	5.00	12	0.85	4.40	5	0.55	4.46	101	1.52	5.00	89	0.95	5.00	12	0.74
7.8. Availability of office equipment and supplies	5.50	12	0.52	5.20	5	0.45	4.24	114	1.45	5.13	101	0.88	5.08	12	0.79

*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	Information Technology			Institutional Advancement			Paul L. Foster School of Medicine			Research			Rural and Community Health		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
7.1. Effectiveness of local Human Resources services	4.26	38	1.41	4.63	8	.74	4.16	92	1.50	4.52	46	1.13	3.94	18	1.86
7.2. Library resources	5.05	22	.65	6.00	1	.00	4.95	62	.80	4.88	34	.88	5.43	7	.53
7.3. Cleanliness/maintenance of my work environment	4.64	39	1.09	5.67	9	.50	4.85	95	1.16	4.98	48	.91	5.06	18	.87
7.4. TTUHSC technology support (IT Solution Center)	4.87	38	1.07	5.22	9	.44	4.83	95	.95	4.83	48	1.10	4.83	18	1.10
7.5. Interactive video broadcasting system (i.e., TechLink)	4.65	26	1.23	5.25	8	.71	4.67	72	.92	4.78	36	.93	5.40	10	.70
7.6. Office/work space	4.21	39	1.52	5.67	9	.71	4.47	94	1.36	4.90	48	1.06	4.33	18	1.28
7.7. Clerical/administrative assistance	4.26	34	1.58	4.88	8	1.36	4.69	91	1.19	4.98	45	1.14	5.24	17	.66
7.8. Availability of office equipment and supplies	4.45	38	1.35	5.78	9	.44	4.94	95	1.14	5.13	48	.84	5.33	18	.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 3	School of Allied Health Sciences			School of Medicine			School of Nursing			School of Pharmacy			Texas Tech Physicians		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
7.1. Effectiveness of local Human Resources services	3.81	32	1.53	4.27	186	1.45	4.93	41	1.03	4.35	40	1.29	4.41	226	1.32
7.2. Library resources	4.82	22	0.96	5.09	107	0.78	5.13	31	0.81	4.45	20	1.00	4.82	153	0.90
7.3. Cleanliness/maintenance of my work environment	4.18	33	1.49	4.50	191	1.24	4.59	37	1.26	4.88	41	0.78	4.59	235	1.16
7.4. TTUHSC technology support (IT Solution Center)	4.91	34	1.03	4.39	193	1.25	5.25	40	0.90	4.27	41	1.41	4.86	234	1.15
7.5. Interactive video broadcasting system (i.e., TechLink)	4.85	20	1.27	4.68	142	0.92	4.93	40	1.00	4.06	35	1.26	4.84	163	0.88
7.6. Office/work space	4.55	33	1.18	4.71	194	1.23	4.86	37	1.25	4.80	41	1.14	4.36	236	1.30
7.7. Clerical/administrative assistance	4.67	27	1.24	4.88	172	1.12	5.22	36	0.87	4.81	36	1.04	4.63	215	1.14
7.8. Availability of office equipment and supplies	5.06	33	1.03	4.98	191	1.03	5.34	38	0.67	4.98	41	1.04	4.60	235	1.26

*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.)

IMPORTANCE I - SECTION 1	Academic Affairs			Communications & Marketing			CMHC			Finance & Administration			Graduate School of Biomedical Sciences		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
5.1. Feeling that your work is valued and appreciated	4.67	12	0.49	3.40	5	1.34	3.97	115	1.20	4.40	102	0.72	4.33	12	0.78
5.2. Receiving formal recognition for your contributions/achievements	3.17	12	1.27	2.60	5	1.14	3.26	116	1.22	3.33	101	1.07	3.83	12	0.83
5.3. Receiving informal recognition for your contributions/achievements	3.50	12	1.31	3.40	5	0.89	3.61	114	1.19	3.80	101	0.89	4.08	12	0.90
5.4. Receiving recognition for individual accomplishments	3.42	12	1.08	3.20	5	1.10	3.38	115	1.23	3.61	102	1.06	3.64	11	0.92
5.5. Receiving recognition for team accomplishments	3.83	12	0.94	3.80	5	0.84	3.71	114	1.29	4.06	102	0.89	4.00	12	0.74
5.6. Being recognized by managers/supervisors	3.92	12	1.00	3.60	5	0.89	3.64	116	1.24	3.97	102	0.91	4.25	12	0.62
5.7. Being recognized by peers and coworkers	3.67	12	0.98	3.80	5	0.84	3.66	116	1.14	3.64	102	0.92	3.92	12	0.67

*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	Information Technology			Institutional Advancement			Paul L. Foster School of Medicine			Research			Rural and Community Health		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
5.1. Feeling that your work is valued and appreciated	4.36	39	0.74	4.56	9	0.53	4.28	95	0.91	4.29	48	0.65	4.33	18	0.97
5.2. Receiving formal recognition for your contributions/achievements	3.53	38	1.13	3.44	9	1.42	3.61	95	1.07	3.38	48	1.10	3.71	17	1.26
5.3. Receiving informal recognition for your contributions/achievements	3.69	39	1.00	3.89	9	1.05	3.84	94	1.01	3.81	48	0.82	3.89	18	1.02
5.4. Receiving recognition for individual accomplishments	3.56	39	1.05	3.89	9	1.05	3.74	95	1.10	3.69	48	0.97	3.89	18	1.02
5.5. Receiving recognition for team accomplishments	4.08	39	0.87	4.11	9	1.05	4.03	95	1.00	4.06	48	0.76	4.11	18	1.08
5.6. Being recognized by managers/supervisors	4.00	38	0.90	4.00	9	0.87	3.97	94	0.99	4.10	48	0.69	3.94	18	1.06
5.7. Being recognized by peers and coworkers	3.92	38	0.88	3.89	9	0.93	3.65	94	1.07	3.75	48	0.81	3.89	18	1.02

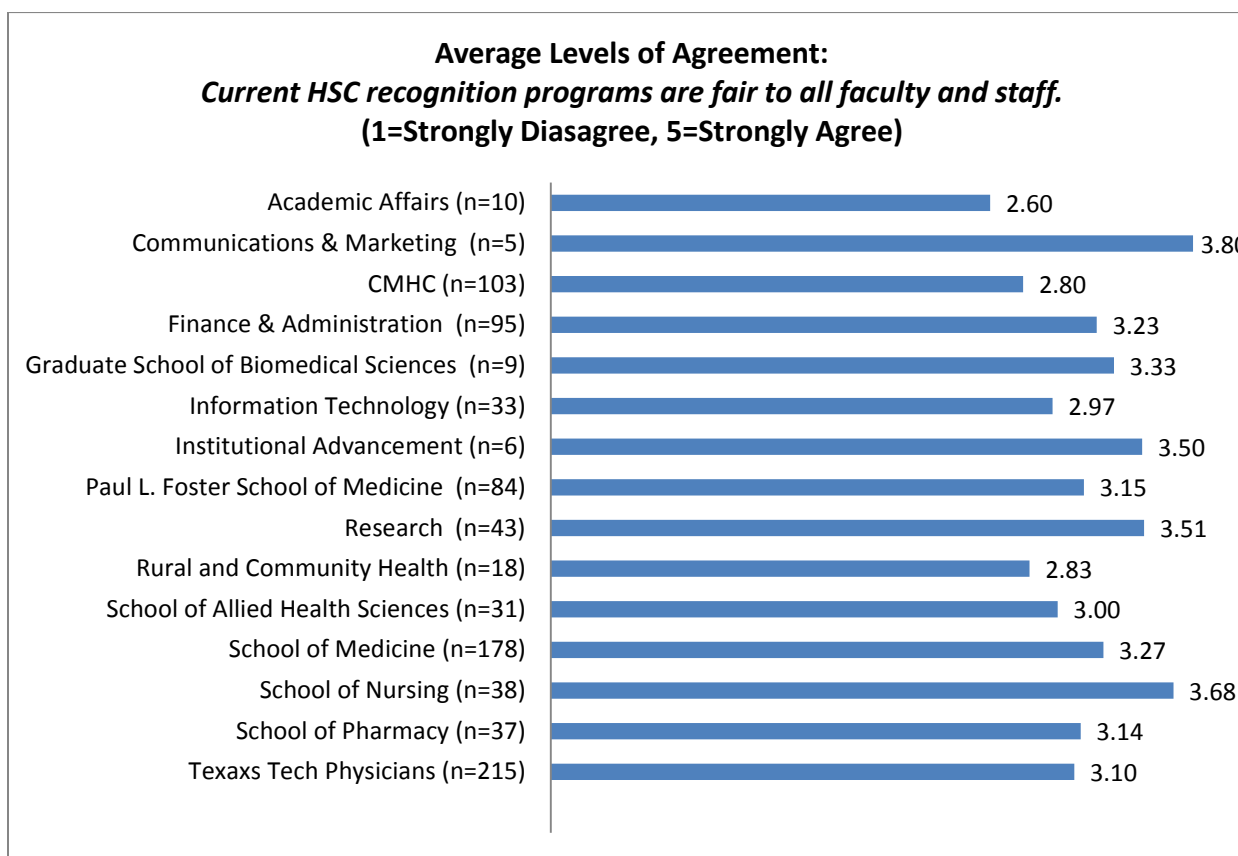
*Respondents were asked to rate the importance of these items using a 5-point scale (1 = Unimportant, 2 = Of Little Importance, 3 = Moderately Important, 4 = Important, and 5 = Very Important). Means are color-coded to highlight areas of importance (Blue: ≥ 4.00)

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

IMPORTANCE I - SECTION 3	School of Allied Health Sciences			School of Medicine			School of Nursing			School of Pharmacy			Texas Tech Physicians		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
5.1. Feeling that your work is valued and appreciated	4.44	34	0.89	4.34	193	0.85	4.49	41	0.71	4.29	41	0.84	4.23	236	0.95
5.2. Receiving formal recognition for your contributions/achievements	3.21	34	1.41	3.48	194	1.14	4.05	40	0.93	3.38	40	1.00	3.62	236	1.10
5.3. Receiving informal recognition for your contributions/achievements	4.06	34	1.04	3.87	193	0.97	4.12	41	0.90	3.79	39	0.98	3.82	235	1.02
5.4. Receiving recognition for individual accomplishments	3.62	34	1.21	3.65	193	1.06	4.10	41	0.89	3.34	41	0.96	3.75	233	1.09
5.5. Receiving recognition for team accomplishments	3.94	34	1.10	3.91	194	1.00	4.38	40	0.67	3.98	40	0.83	3.95	235	1.03
5.6. Being recognized by managers/supervisors	4.06	34	1.13	3.89	194	1.07	4.17	41	0.86	3.76	41	1.02	3.91	236	1.10
5.7. Being recognized by peers and coworkers	3.71	34	1.29	3.60	192	1.05	4.08	40	0.94	3.63	40	0.87	3.75	235	1.02

*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.

Affiliation	n	%
Academic Affairs	2	17%
Communications & Marketing	0	0%
Correctional Managed Health Care	13	11%
Finance & Administration	7	7%
Graduate School of Biomedical Sciences	3	25%
Information Technology	6	15%
Institutional Advancement	3	33%
Paul L. Foster School of Medicine	11	12%
Research	5	10%
Rural and Community Health	0	0%
School of Allied Health Sciences	3	9%
School of Medicine	16	8%
School of Nursing	3	7%
School of Pharmacy	4	10%
Texas Tech Physicians	21	9%

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

SATISFACTION III - SECTION 1	Academic Affairs			Communications & Marketing			CMHC			Finance & Administration			Graduate School of Biomedical Sciences		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
11.1. Institutional leaders' awareness of staff needs	4.58	12	0.90	3.80	5	1.10	3.36	111	1.62	4.11	100	1.31	3.82	11	1.08
11.2. Effectiveness of Staff Senators in representing my interests	4.78	9	0.67	3.25	4	1.50	3.36	59	1.36	3.81	73	1.45	4.17	6	0.41
11.3. Workload for my position	4.67	12	0.89	4.00	5	1.22	4.29	112	1.34	4.45	101	1.11	3.75	12	1.29
11.4. Opportunities for professional development/continuing education	4.50	10	1.58	4.40	5	0.89	3.99	115	1.46	4.16	100	1.38	4.70	10	0.95

*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).

SATISFACTION III - SECTION 2	Information Technology			Institutional Advancement			Paul L. Foster School of Medicine			Research			Rural and Community Health		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
11.1. Institutional leaders' awareness of staff needs	3.63	38	1.50	5.11	9	1.17	3.83	92	1.40	4.27	45	1.18	4.06	17	1.60
11.2. Effectiveness of Staff Senators in representing my interests	3.78	27	1.48	4.80	5	1.30	3.82	78	1.27	4.36	42	1.14	4.08	13	1.19
11.3. Workload for my position	4.35	37	1.21	5.33	9	.71	4.10	89	1.26	4.54	48	1.22	4.69	16	.79
11.4. Opportunities for professional development/continuing education	4.18	39	1.59	5.78	9	.44	3.57	88	1.54	4.65	46	1.25	4.17	18	1.29

*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 Allied Health Sciences			School of Medicine			School of Nursing			School of Pharmacy			Texas Tech Physicians		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
11.1. Institutional leaders' awareness of staff needs	3.88	33	1.52	3.81	188	1.39	4.59	39	1.23	4.03	40	1.35	3.76	229	1.35
11.2. Effectiveness of Staff Senators in representing my interests	4.36	25	1.60	4.01	154	1.27	4.63	35	1.06	4.10	30	1.32	3.94	191	1.30
11.3. Workload for my position	4.18	33	1.53	4.23	192	1.26	4.83	41	1.05	4.59	41	1.05	4.11	229	1.37
11.4. Opportunities for professional development/continuing education	4.03	32	1.56	4.32	187	1.37	4.31	39	1.20	4.26	38	1.33	4.12	226	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 K. RESULTS BY AFFILIATION – STAFF (CONT.)

SATISFACTION IV- SECTION 1	Academic Affairs			Communications & Marketing			CMHC			Finance & Administration			Graduate School of Biomedical Sciences		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
12.1. Communication within my department	4.83	12	1.85	4.00	5	1.00	4.11	114	1.67	4.29	102	1.45	4.42	12	1.38
12.2. My interactions with my immediate coworkers	5.67	12	0.49	4.60	5	0.89	4.93	116	1.24	5.22	102	0.92	4.83	12	1.03
12.3. My interactions with my immediate supervisor	5.00	12	1.71	4.80	5	1.10	4.59	114	1.62	4.78	101	1.25	4.50	12	1.17
12.4. My understanding of my job responsibilities	5.67	12	0.49	5.20	5	0.84	5.30	115	0.96	5.26	101	0.83	5.17	12	0.83
12.5. My awareness of performance expectations for my position	5.50	12	0.67	4.40	5	1.14	5.12	116	1.19	5.17	101	0.95	5.17	12	0.83
12.6. Clarity of the performance evaluation process	5.27	11	0.79	4.60	5	1.14	4.60	115	1.40	4.98	101	1.01	5.00	11	0.77
12.7. Usefulness of feedback on annual performance evaluation	4.92	12	0.90	4.67	3	0.58	4.02	106	1.72	4.61	95	1.25	5.00	10	0.94
12.8. Opportunities to voice concerns/provide feedback in my area	4.92	12	1.24	4.20	5	0.84	3.74	114	1.75	4.57	100	1.38	4.91	11	0.94

*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 IV - SECTION 2	Information Technology			Institutional Advancement			Paul L. Foster School of Medicine			Research			Rural and Community Health		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
12.1. Communication within my department	3.72	39	1.70	5.22	9	1.09	4.18	95	1.56	4.60	48	1.44	3.72	18	1.99
12.2. My interactions with my immediate coworkers	5.05	38	.87	5.78	9	.67	4.97	95	1.15	5.26	47	.77	5.00	18	1.37
12.3. My interactions with my immediate supervisor	4.62	39	1.53	5.78	9	.67	4.77	94	1.53	4.98	48	1.21	5.00	18	1.14
12.4. My understanding of my job responsibilities	5.16	38	.95	5.56	9	.73	5.09	95	1.13	5.33	48	.69	5.22	18	.55
12.5. My awareness of performance expectations for my position	4.95	38	1.18	5.56	9	.73	5.04	94	1.19	5.27	48	.87	5.17	18	.99
12.6. Clarity of the performance evaluation process	4.70	37	1.31	5.56	9	.53	4.83	93	1.25	5.10	48	.93	5.06	18	1.06
12.7. Usefulness of feedback on annual performance evaluation	4.13	38	1.56	5.38	8	.92	4.43	89	1.40	4.78	45	1.11	4.88	17	1.11
12.8. Opportunities to voice concerns/provide feedback in my area	4.08	37	1.75	5.44	9	.73	4.22	94	1.60	4.80	46	1.26	4.06	18	1.98

*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 Allied Health Sciences			School of Medicine			School of Nursing			School of Pharmacy			Texas Tech Physicians		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
12.1. Communication within my department	4.18	34	1.68	4.34	193	1.53	4.83	41	1.26	4.80	41	1.40	3.94	236	1.50
12.2. My interactions with my immediate coworkers	5.03	34	1.03	5.13	191	1.11	5.25	40	0.95	5.07	41	1.19	4.94	234	1.10
12.3. My interactions with my immediate supervisor	4.94	34	1.39	4.75	194	1.44	4.95	41	1.43	5.22	41	1.21	4.66	235	1.45
12.4. My understanding of my job responsibilities	5.18	34	1.00	5.29	193	0.91	5.29	41	0.98	5.32	41	0.72	5.19	235	1.01
12.5. My awareness of performance expectations for my position	4.94	34	1.25	5.20	193	1.01	5.25	40	1.03	5.15	41	0.85	5.05	235	1.06
12.6. Clarity of the performance evaluation process	4.24	34	1.54	4.87	190	1.25	4.62	39	1.48	5.05	40	0.96	4.66	235	1.33
12.7. Usefulness of feedback on annual performance evaluation	3.81	32	1.79	4.59	188	1.36	4.66	35	1.28	5.03	38	0.85	4.39	229	1.45
12.8. Opportunities to voice concerns/provide feedback in my area	4.15	33	1.75	4.35	192	1.66	4.80	40	1.40	4.66	41	1.33	4.17	236	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

SATISFACTION I - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Overall, how satisfied are you with your position at TTUHSC?	4.94	32	1.11	4.83	187	1.17	4.40	10	1.35	4.33	356	1.36
2.1. Contribution of my work to the institutional mission	5.10	31	0.79	5.18	184	0.99	5.10	10	0.74	5.02	352	1.10
2.2. Sense of belonging at TTUHSC	4.87	31	1.20	4.81	184	1.25	4.10	10	1.66	4.55	349	1.37
2.3. My awareness of the President's vision for TTUHSC	4.75	32	1.08	4.80	178	0.93	5.00	10	0.67	4.53	331	1.16
2.4. Commitment of institutional leaders to ongoing improvement	4.78	32	1.07	4.46	184	1.32	4.80	10	0.79	4.11	348	1.45
2.5. Communication across TTUHSC campuses/CMHC units	4.06	32	1.19	4.09	182	1.35	4.33	9	1.12	3.93	345	1.48
3.1. Salary/wages for the work I do	4.34	32	1.31	3.84	184	1.50	4.10	10	1.29	3.24	351	1.50
3.2. Sense of personal safety/security in the work environment	5.22	32	0.66	4.93	184	1.07	5.00	8	1.31	4.88	352	1.17
3.3. Ability to report complaints without fear of retaliation	4.55	31	1.48	4.17	181	1.64	4.40	10	1.58	3.88	341	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 I - SECTION 2	Lubbock			Midland			Odessa			Other		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
1. Overall, how satisfied are you with your position at TTUHSC?	4.69	700	1.31	4.90	10	1.20	4.82	55	1.09	5.04	27	0.90
2.1. Contribution of my work to the institutional mission	5.12	700	0.98	5.40	10	0.70	5.20	55	0.87	5.04	26	0.72
2.2. Sense of belonging at TTUHSC	4.77	692	1.28	5.00	9	1.00	4.82	55	1.19	4.35	26	1.26
2.3. My awareness of the President's vision for TTUHSC	4.79	681	1.11	4.78	9	1.56	4.91	55	0.78	4.36	25	1.32
2.4. Commitment of institutional leaders to ongoing improvement	4.52	691	1.29	4.11	9	1.62	4.67	55	1.02	4.19	26	1.39
2.5. Communication across TTUHSC campuses/CMHC units	4.29	668	1.28	4.33	9	1.12	4.09	53	1.27	3.88	26	1.53
3.1. Salary/wages for the work I do	3.83	694	1.46	3.90	10	1.66	3.31	55	1.59	3.65	26	1.47
3.2. Sense of personal safety/security in the work environment	4.97	692	1.14	4.50	10	1.08	5.07	55	1.12	4.71	24	1.16
3.3. Ability to report complaints without fear of retaliation	4.17	677	1.57	4.89	9	0.78	4.56	54	1.31	4.16	25	1.37

*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		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
7.1. Effectiveness of local Human Resources services	4.88	32	1.07	4.29	184	1.41	4.00	9	1.22	4.38	344	1.36
7.2. Library resources	4.53	19	1.12	4.96	108	0.84	4.40	10	0.84	4.92	236	0.91
7.3. Cleanliness/maintenance of my work environment	4.97	32	1.06	4.77	181	1.09	3.89	9	1.45	4.89	352	1.08
7.4. TTUHSC technology support (IT Solution Center)	4.78	32	1.29	4.63	184	1.15	4.10	10	1.29	4.75	350	1.19
7.5. Interactive video broadcasting system (i.e., TechLink)	4.52	29	1.18	4.44	139	1.08	3.78	9	1.56	4.75	270	0.97
7.6. Office/work space	4.81	32	1.49	4.81	187	1.12	4.67	9	1.58	4.45	353	1.31
7.7. Clerical/administrative assistance	4.94	32	1.19	4.84	158	1.24	4.80	10	1.23	4.68	335	1.18
7.8. Availability of office equipment and supplies	5.03	32	1.12	4.84	186	1.15	4.89	9	0.78	4.79	355	1.22

*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	Lubbock			Midland			Odessa			Other		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
7.1. Effectiveness of local Human Resources services	4.39	673	1.34	4.00	9	1.58	4.43	54	1.31	4.48	23	1.38
7.2. Library resources	4.96	464	1.02	5.25	8	0.71	5.16	49	0.72	4.15	13	1.86
7.3. Cleanliness/maintenance of my work environment	4.54	680	1.29	4.90	10	0.88	4.98	55	0.93	5.00	19	1.11
7.4. TTUHSC technology support (IT Solution Center)	4.58	689	1.31	3.80	10	1.93	4.67	55	1.19	4.96	27	1.09
7.5. Interactive video broadcasting system (i.e., TechLink)	4.63	502	1.15	4.50	6	1.87	4.73	48	1.09	4.63	16	1.20
7.6. Office/work space	4.64	686	1.25	4.50	10	1.65	4.69	55	1.17	4.61	23	0.94
7.7. Clerical/administrative assistance	4.81	635	1.22	4.43	7	1.81	5.06	51	0.86	5.13	23	0.76
7.8. Availability of office equipment and supplies	4.90	691	1.14	5.00	10	0.82	4.82	55	1.09	4.43	23	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.)

IMPORTANCE I - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
5.1. Feeling that your work is valued and appreciated	4.41	32	0.80	4.31	187	0.89	4.50	10	0.71	4.24	355	0.96
5.2. Receiving formal recognition for your contributions/achievements	3.63	32	0.98	3.37	187	1.14	3.80	10	1.23	3.63	354	1.12
5.3. Receiving informal recognition for your contributions/achievements	3.75	32	0.92	3.78	187	1.01	4.00	9	0.87	3.84	354	1.04
5.4. Receiving recognition for individual accomplishments	3.84	31	0.90	3.50	186	1.06	3.40	10	1.07	3.73	353	1.12
5.5. Receiving recognition for team accomplishments	4.00	32	0.84	3.90	186	0.98	3.70	10	0.82	3.99	355	1.06
5.6. Being recognized by managers/supervisors	4.03	32	0.86	3.76	187	1.07	3.80	10	1.14	3.98	351	1.04
5.7. Being recognized by peers and coworkers	3.75	32	0.72	3.68	187	1.05	3.56	9	0.88	3.73	353	1.04

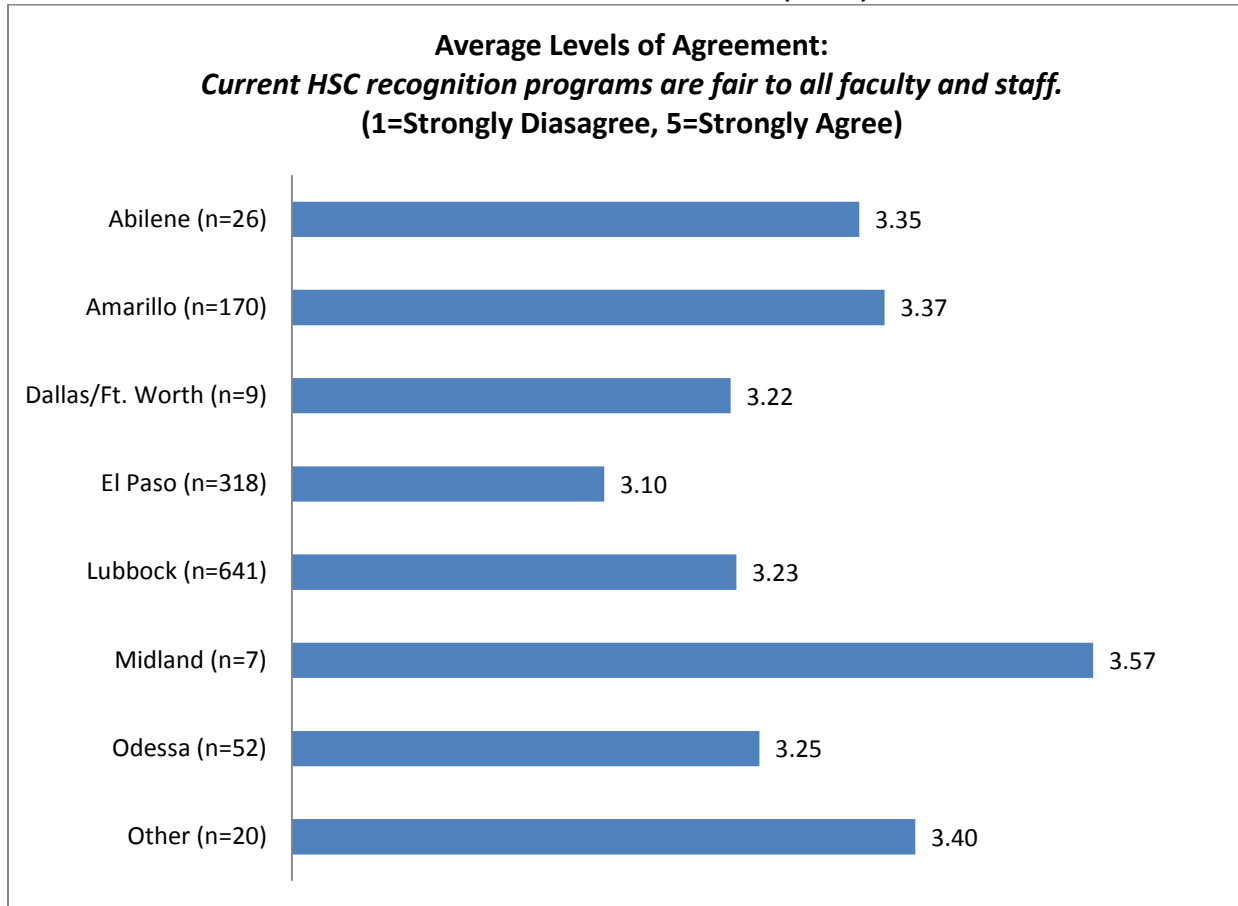
*Respondents were asked to rate the importance of these items using a 5-point scale (1 = Unimportant, 2 = Of Little Importance, 3 = Moderately Important, 4 = Important, and 5 = Very Important). Means are color-coded to highlight areas of importance (Blue: ≥ 4.00)

APPENDIX L. RESULTS BY CAMPUS (CONT.)

IMPORTANCE I - SECTION 2	Lubbock			Midland			Odessa			Other		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
5.1. Feeling that your work is valued and appreciated	4.35	697	0.88	4.40	10	0.70	4.24	55	0.88	4.04	27	1.22
5.2. Receiving formal recognition for your contributions/achievements	3.48	694	1.15	3.40	10	1.07	3.59	54	1.06	3.30	27	1.27
5.3. Receiving informal recognition for your contributions/achievements	3.84	695	1.01	3.90	10	0.99	3.87	55	0.77	3.70	27	1.23
5.4. Receiving recognition for individual accomplishments	3.66	694	1.07	3.40	10	1.07	3.76	55	1.04	3.26	27	1.32
5.5. Receiving recognition for team accomplishments	3.96	695	1.02	3.80	10	0.79	3.98	55	0.99	3.89	27	1.28
5.6. Being recognized by managers/supervisors	3.92	697	1.01	3.80	10	1.23	3.93	55	0.96	3.67	27	1.21
5.7. Being recognized by peers and coworkers	3.72	694	1.02	3.20	10	1.32	3.76	55	1.05	3.65	26	1.13

*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	Other
I am unaware of the current recognition programs.	19% (n=6)	9% (n=17)	10% (n=1)	11% (n=38)	8% (n=59)	30% (n=3)	6% (n=3)	26% (n=7)

APPENDIX L. RESULTS BY CAMPUS (CONT.)

STAFF ONLY I - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
11.1. Institutional leaders' awareness of staff needs	4.32	22	1.25	4.04	162	1.35	4.00	4	1.63	3.86	290	1.41
11.2. Effectiveness of Staff Senators in representing my interests	4.37	19	1.34	4.20	124	1.21	3.00	3	1.00	3.93	239	1.32
11.3. Workload for my position	4.55	22	1.22	4.34	162	1.31	5.00	4	0.82	4.17	290	1.33
11.4. Opportunities for professional development/continuing education	4.05	20	1.47	4.25	162	1.34	3.00	4	1.63	3.81	286	1.56

*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	Lubbock			Midland			Odessa			Other		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
11.1. Institutional leaders' awareness of staff needs	3.83	554	1.41	3.00	3	1.73	3.91	46	1.26	4.00	23	1.41
11.2. Effectiveness of Staff Senators in representing my interests	3.94	429	1.34	2.33	3	1.53	4.23	43	1.00	4.56	9	0.73
11.3. Workload for my position	4.33	556	1.25	4.20	5	1.79	4.35	46	0.99	4.64	25	1.19
11.4. Opportunities for professional development/continuing education	4.28	551	1.39	3.50	4	1.91	4.23	44	1.14	3.88	25	1.83

*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		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
12.1. Communication within my department	4.95	22	1.09	4.35	164	1.62	4.25	4	2.06	4.07	304	1.60
12.2. My interactions with my immediate coworkers	5.27	22	0.70	5.09	163	1.08	4.00	4	2.16	4.97	302	1.05
12.3. My interactions with my immediate supervisor	5.18	22	0.73	4.75	165	1.56	5.00	4	1.41	4.66	303	1.51
12.4. My understanding of my job responsibilities	5.27	22	0.83	5.23	166	0.91	5.25	4	0.50	5.18	302	1.03
12.5. My awareness of performance expectations for my position	5.32	22	0.72	5.17	166	0.99	4.50	4	1.00	5.02	302	1.12
12.6. Clarity of the performance evaluation process	4.50	20	1.73	4.86	165	1.14	4.50	4	1.00	4.72	298	1.28
12.7. Usefulness of feedback on annual performance evaluation	4.79	19	1.13	4.66	159	1.28	4.50	4	0.58	4.39	287	1.46
12.8. Opportunities to voice concerns/provide feedback in my area	4.82	22	1.37	4.31	164	1.62	3.25	4	1.71	4.16	297	1.67

*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	Lubbock			Midland			Odessa			Other		
	Mean	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
12.1. Communication within my department	4.14	570	1.58	4.60	5	1.14	4.45	47	1.33	4.72	25	0.98
12.2. My interactions with my immediate coworkers	5.06	566	1.15	4.00	5	1.73	4.98	46	1.02	5.08	25	0.86
12.3. My interactions with my immediate supervisor	4.73	569	1.44	5.20	5	0.45	4.98	46	1.14	5.12	25	0.93
12.4. My understanding of my job responsibilities	5.26	568	0.92	4.80	5	1.30	5.32	47	0.75	5.44	25	0.71
12.5. My awareness of performance expectations for my position	5.13	568	1.07	4.60	5	1.14	5.19	47	0.74	5.32	25	0.95
12.6. Clarity of the performance evaluation process	4.74	564	1.32	4.40	5	1.34	5.00	46	1.07	4.80	25	1.15
12.7. Usefulness of feedback on annual performance evaluation	4.40	541	1.46	3.40	5	2.30	4.82	44	1.21	4.55	22	1.37
12.8. Opportunities to voice concerns/provide feedback in my area	4.31	564	1.59	3.80	5	1.79	4.74	46	1.39	4.36	25	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 L. RESULTS BY CAMPUS (CONT.)

FACULTY ONLY I - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso		
	Mean*	n**	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
17-19.1. Sense of belonging to my school	5.27	11	0.79	5.08	24	0.93	4.83	6	1.17	4.15	48	1.61
17-19.2. Leadership of my school dean	5.27	11	0.65	5.08	24	0.97	5.50	6	0.55	4.15	47	1.43
17-19.3. Opportunities to voice concerns/provide feedback in my school	4.73	11	0.79	4.78	23	0.95	4.83	6	1.47	3.73	49	1.68
17-19.4. Collaboration among faculty within my school	5.18	11	0.98	4.83	24	1.13	4.17	6	1.33	4.02	49	1.48
17-19.5. Communication within my school	4.45	11	1.21	4.83	24	0.92	4.17	6	1.17	3.78	50	1.53
17-19.6. My teaching workload	4.40	10	0.97	5.10	21	0.89	5.00	6	2.00	4.29	48	1.44
17-19.7. My clinical workload	4.00	6	0.89	5.07	14	1.00	3.80	5	2.17	3.89	37	1.63
17-19.8. Research expectations for my position	4.88	8	0.83	4.85	20	1.09	4.50	6	1.87	3.84	43	1.46
17-19.9. Service/committee expectations for my position	5.30	10	0.48	5.11	19	0.88	4.00	6	1.79	4.26	50	1.34
17-19.10. Opportunities for professional development related to research	4.50	8	0.53	4.81	21	1.29	3.33	6	1.21	3.59	44	1.57
17-19.11. Opportunities for professional development related to teaching	4.80	10	0.79	5.04	23	1.11	4.00	6	1.79	3.76	50	1.57

*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).

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

APPENDIX L. RESULTS BY CAMPUS (CONT.)

FACULTY ONLY I - SECTION 2	Lubbock			Midland			Odessa			Other		
	Mean*	n**	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
17-19.1. Sense of belonging to my school	5.17	139	1.11	5.50	4	0.58	4.88	8	0.99	5.00	2	0.00
17-19.2. Leadership of my school dean	5.26	140	1.12	5.75	4	0.50	5.25	8	1.04	5.00	2	0.00
17-19.3. Opportunities to voice concerns/provide feedback in my school	4.95	141	1.17	5.50	4	0.58	5.00	7	1.15	5.00	2	0.00
17-19.4. Collaboration among faculty within my school	4.79	141	1.14	5.25	4	0.96	5.00	8	0.76	5.00	2	0.00
17-19.5. Communication within my school	4.86	141	1.11	5.25	4	0.50	5.00	8	0.76	5.00	2	0.00
17-19.6. My teaching workload	5.16	129	0.79	5.25	4	0.50	5.13	8	0.64	4.50	2	0.71
17-19.7. My clinical workload	4.99	92	0.95	5.40	5	0.55	4.88	8	0.99	4.00	1	0.00
17-19.8. Research expectations for my position	5.06	120	0.95	5.00	3	1.00	4.75	8	1.04	4.50	2	0.71
17-19.9. Service/committee expectations for my position	5.08	133	0.84	5.40	5	0.55	5.00	8	0.93	4.50	2	0.71
17-19.10. Opportunities for professional development related to research	4.74	122	1.25	5.00	3	1.00	4.63	8	1.19	5.50	2	0.71
17-19.11. Opportunities for professional development related to teaching	4.92	131	1.01	5.25	4	0.50	5.00	7	1.15	5.00	2	1.41

*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).

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

APPENDIX L. RESULTS BY CAMPUS (CONT.)

FACULTY ONLY II - SECTION 1	Abilene			Amarillo			Dallas/Ft. Worth			El Paso		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
20.1. Opportunities for professional development as a clinician/practitioner	5.00	6	0.00	5.08	13	0.86	4.00	6	1.79	3.92	38	1.60
20.2. Laboratory and/or research space	5.33	3	0.58	5.00	8	1.07	3.00	1	0.00	3.89	27	1.63
20.3. My school's technology support	4.90	10	1.20	4.63	19	1.34	4.17	6	1.47	3.43	44	1.73
20.4. Audio-video equipment in classrooms	5.00	9	0.50	4.30	20	1.38	3.40	5	1.82	4.00	40	1.43
20.5. Learning management system (e.g., Sakai/The Hub, Blackboard)	4.44	9	1.13	4.50	18	1.29	3.67	6	1.51	3.97	32	1.64

*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	Lubbock			Midland			Odessa			Other		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
20.1. Opportunities for professional development as a clinician/practitioner	5.04	89	0.88	5.40	5	0.55	5.00	8	0.76	3.00	1	0.00
20.2. Laboratory and/or research space	4.83	69	1.12	5.33	3	0.58	3.50	4	0.58	5.00	1	0.00
20.3. My school's technology support	4.77	119	1.32	4.00	5	1.58	4.00	8	1.51	5.50	2	0.71
20.4. Audio-video equipment in classrooms	4.86	110	1.13	4.50	4	1.73	3.83	6	1.47	5.00	2	0.00
20.5. Learning management system (e.g., Sakai/The Hub, Blackboard)	4.60	101	1.06	3.25	4	2.63	3.75	4	1.50	5.00	2	0.00

*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		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
21.1. Institutional leaders' awareness of faculty needs	4.80	10	0.79	4.79	19	0.98	4.17	6	1.33	3.15	46	1.62
21.2. Communication with my chair	5.20	10	1.03	4.89	18	1.23	4.33	6	1.21	4.17	48	1.81
21.3. Effectiveness of Faculty Senators in representing my interests	5.25	8	0.71	4.72	18	0.96	4.00	4	1.15	3.87	39	1.52
21.4. Collaboration among faculty across schools	4.89	9	0.93	4.37	19	1.12	3.80	5	0.84	3.71	42	1.61
21.5. Formal evaluation process of faculty	4.56	9	1.42	5.00	19	0.88	4.00	5	1.41	3.92	48	1.47
21.6. Clarity of the tenure process	4.13	8	1.73	5.24	17	0.83	3.00	2	0.00	3.47	36	1.63
21.7. Clarity of the promotion process	4.30	10	1.57	5.28	18	0.75	3.00	5	1.22	3.60	43	1.58

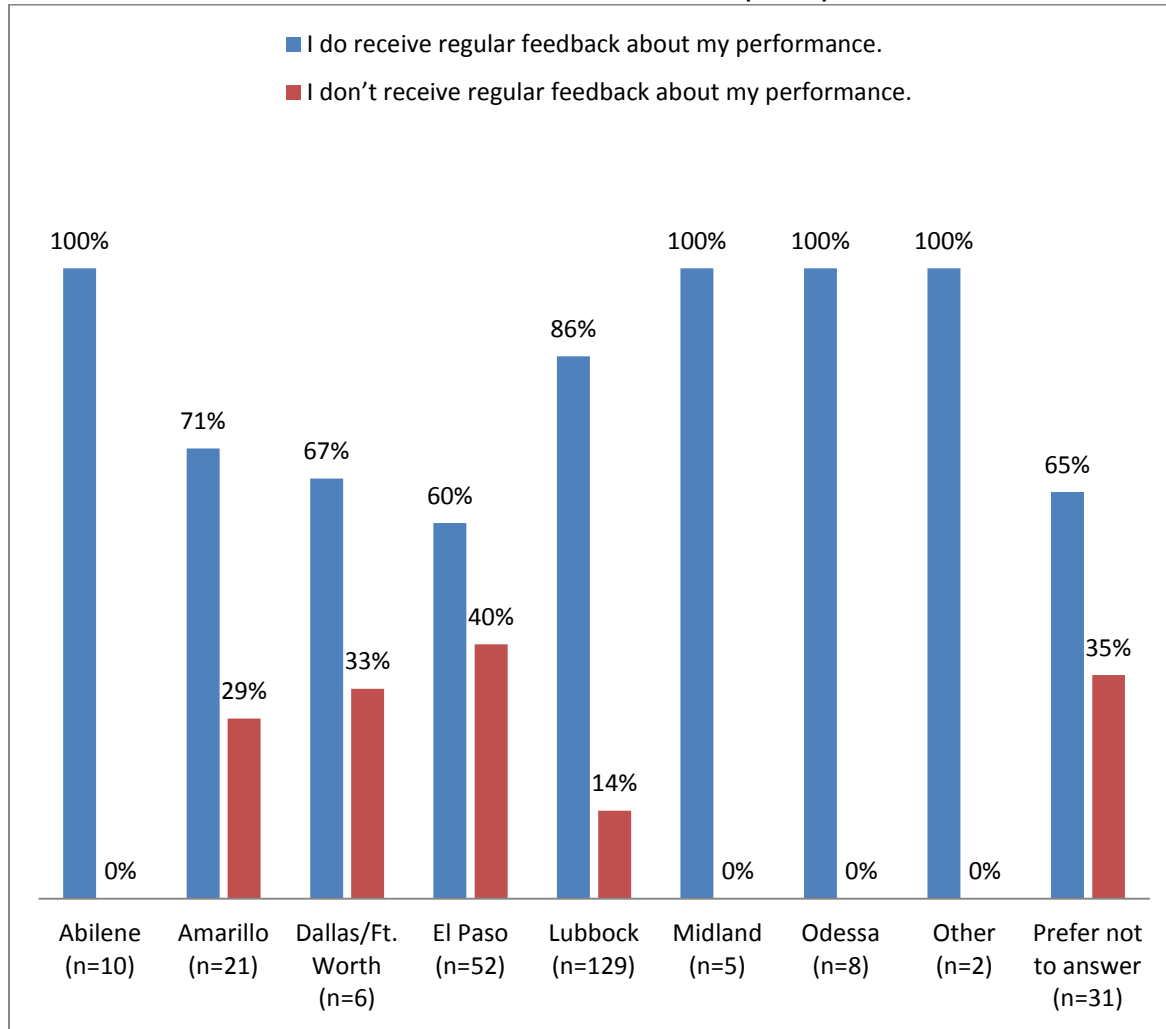
*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: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

APPENDIX L. RESULTS BY CAMPUS (CONT.)

FACULTY ONLY III - SECTION 2	Lubbock			Midland			Odessa			Other		
	Mean*	n	SD	Mean	n	SD	Mean	n	SD	Mean	n	SD
21.1. Institutional leaders' awareness of faculty needs	4.75	122	1.05	5.20	5	0.84	4.50	8	1.41	4.00	2	1.41
21.2. Communication with my chair	5.21	116	1.16	5.80	5	0.45	6.00	8	0.00	4.00	2	1.41
21.3. Effectiveness of Faculty Senators in representing my interests	4.73	106	1.13	5.25	4	0.50	4.40	5	1.14	4.00	2	1.41
21.4. Collaboration among faculty across schools	4.45	117	1.12	4.75	4	0.96	4.50	8	0.93	5.00	2	1.41
21.5. Formal evaluation process of faculty	4.70	119	1.09	5.00	4	0.00	4.71	7	0.95	4.50	2	0.71
21.6. Clarity of the tenure process	5.00	101	1.12	5.00	3	0.00	4.57	7	0.79	4.00	1	0.00
21.7. Clarity of the promotion process	5.01	113	1.06	5.20	5	0.45	4.63	8	0.92	4.50	2	2.12

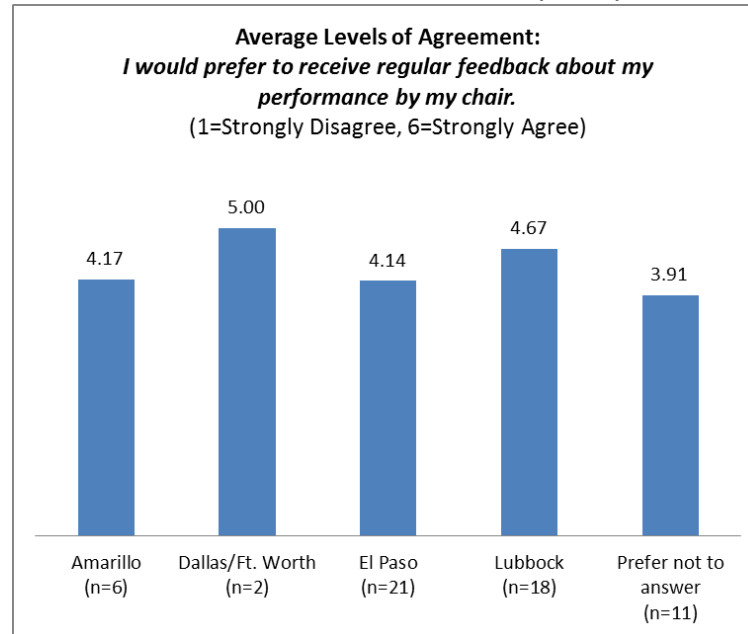
*Respondents were asked to indicate their level of satisfaction using a 6-point scale (1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Somewhat Dissatisfied, 4 = Somewhat Satisfied, 5 = Satisfied, and 6 = Very Satisfied). Means are color-coded to highlight areas of strength and potential improvement (Red: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

APPENDIX L. RESULTS BY CAMPUS (CONT.)



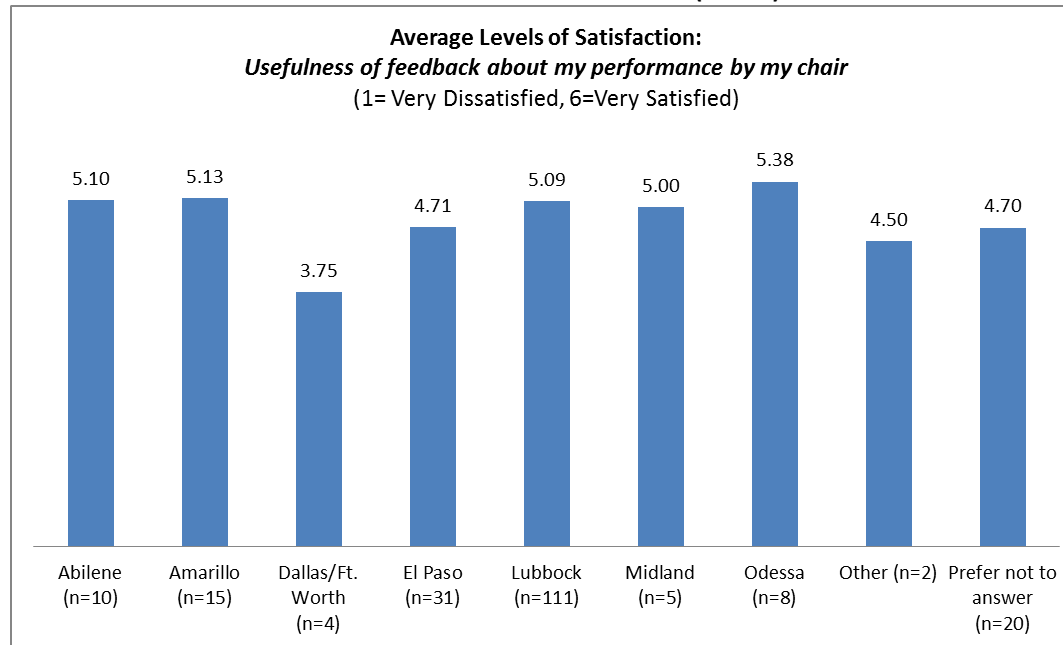
Note: Only faculty responded to this question.

APPENDIX L. RESULTS BY CAMPUS (CONT.)



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

APPENDIX L. RESULTS BY CAMPUS (CONT.)



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

--END--

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