

# **Faculty Concerns Survey Appendix 1:**

## **Campus Wide Data Tables**

**2010**

### **A Biennial Report from the Faculty Concerns Committee**

#### **Survey Subcommittee**

Karen Buzzard  
Jef Cornelius-White  
James Philpot  
Sharmistha Self  
Joan Test  
Michelle Visio

#### **Faculty Concerns Committee**

Sharmistha Self (Chair), Jef Cornelius-White (Secretary), Christopher Herr, Karen Buzzard, Sam Dyer, David Hays, Judith Martin, Duat Vu, Yili Shi, Melody LaPreze, Duane Moses, Steve Olson, James Philpot, Melissa Burnett, Vicki Dunlop, Joan Test, Randy Wallace, Patricia Cahoj, Mike Craig, Keith Ernce, Ye (Angel) Wang, Kelli Farmer, Mike Hudson, Mary Newman, Roberto Canales, Patricia Webb, Brooks Blevins, Patrick Scott, Elizabeth Sobel, John Strong, Dan Kaufman  
*(Fall sub: Johnny Washington)*, Dan Crafts, Reza Herati, Raj Jutla, Tom Kachel, Kyoungtae Kim, Emmett Redd, Mike Roling, Yang Wang, Cameron Wickham, Tracy Stout, Michelle Visio, Terrel Gallaway (Ex-officio member)

**Appendix 1**  
**Campus Wide Data Tables**

Table I.	Means and Standard Deviations Presented in Questionnaire Order
Table II:	Questions Sorted in Descending Order by Mean
Table III:	Longitudinal Comparisons 1997 – 2010 in Question Order
Table IV:	Longitudinal Comparisons 1997 – 2010 in Descending Order by 2010 Mean
Table V:	Longitudinal Comparisons 1997 – 2010 in Order of Magnitude of Change
Table VI:	Correlations of Direction of University, Overall Satisfaction, and Turnover Pressures with Level of Shared Governance and Administration Perceived Performance
Table VII:	Comparison between Early Responders and Late Responders

**Appendix: Tables  
Campus Wide Data**

**Table 1. Means and Standard Deviations Presented in Questionnaire Order**

<b>Questionnaire Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Direction the University is moving (priorities, etc.).	397	2.82	1.020
General quality of Missouri State University faculty.	401	3.86	.775
Congeniality of colleagues.	405	3.87	.932
Overall satisfaction with being a Missouri State University faculty member.	404	3.52	1.005
General quality of performance of Equal Opportunity Officer.	352	3.32	.919
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	362	3.38	.934
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	356	3.15	.991
Classroom facilities.	408	3.25	1.151
Personal office facilities.	406	3.43	1.249
Computer Services: facilities and computer help desk support available to faculty.	405	3.86	.902
Computer Services: facilities and computer help desk support available for students.	369	3.71	.810
Physical plant (heat, air, maintenance, renovations, etc.).	401	3.00	1.098
Custodial maintenance of facilities.	401	3.17	1.146
Personal and building security.	402	3.48	.979
Libraries: holdings of books, journals, etc.	395	3.58	.995
Libraries: facilities and support available to faculty.	394	3.89	.865
Libraries: facilities and support available for students	379	3.81	.830
Educational Technology Center (ETC): facilities and support available to faculty.	377	3.75	.818
Educational Technology Center (ETC): facilities and support available to students.	349	3.62	.789
Distance Learning and Instructional Technology: facilities and support available to faculty.	352	3.41	.839
Graduate Assistant support for faculty.	372	2.95	1.074
Bear Claw Tutoring Center	345	3.48	.860
Faculty Center for Teaching and Learning	363	3.35	.984
Faculty Development through sabbaticals and educational leaves.	354	3.10	.950
Reimbursement for attending conventions, conferences, workshops, etc.	398	2.65	1.227
Availability of research opportunities.	378	3.11	1.019

<b>Questionnaire Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Support for research or literary publication (time, finances, space, etc.).	382	2.69	1.094
Office of Sponsored Research and Programs.	358	3.12	.841
General quality of student advisement.	390	3.64	.873
Efforts are made to attract diverse students to our programs.	373	3.28	.947
Clerical support for faculty.	397	3.63	1.061
Content of general University policies.	388	3.14	.881
Procedures by which general University policies and priorities are made.	388	2.73	.996
Procedures by which general University policies and priorities are communicated to faculty.	387	2.89	.993
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	378	2.67	1.094
Content of policies of your college.	379	3.25	.908
Procedures by which policies are made for your college.	377	3.11	1.064
The way discretionary monies are used to reward merit/equity.	376	2.25	1.083
Content of departmental policies.	381	3.46	.941
Procedures by which department policies are made.	387	3.43	1.062
The quality of the criteria used to make merit/equity decisions in your department.	379	3.15	1.157
The quality of performance feedback provided by the department head during scheduled performance reviews.	382	3.56	1.050
Extent to which promotion and tenure criteria are defined and made known.	385	3.66	.933
Procedures by which promotion and tenure decisions are made.	378	3.48	1.038
Extent of feedback regarding reasons for promotion and tenure decisions.	362	3.40	.963
Abolition of cost of living increases in favor of replacement pay for performance/equity.	380	2.08	1.158
Level of shared governance.	385	2.46	1.125
Teaching load (number of classes, class size, student-faculty ratio, etc.).	390	2.96	1.164
Differential teaching loads across campus.	363	2.58	1.033
Assignment of your classes (extent they match your interests and background).	390	3.98	1.004
Use and effect of per-course or unranked faculty in your department.	375	3.37	1.066
Committee assignments and duties.	388	3.23	1.014
Academic advisement load and duties.	374	3.37	.925

<b>Questionnaire Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I feel pressured to inflate grades.	399	2.83	1.308
I feel pressured to deflate grades.	381	2.00	.979
Current nine month salary.	388	2.55	1.148
Future salary prospects.	402	1.85	.929
Salary differentials that exist across Missouri State University.	388	1.93	.974
Procedures by which equity adjustment salary decisions are made.	377	2.35	1.032
Procedures by which performance/merit salary decisions are made.	385	2.36	1.105
Rate of pay for summer teaching (2.5% per hour).	369	2.73	1.085
Allocation of summer teaching.	367	3.11	1.003
Compensation for per-course faculty.	360	2.62	.925
Compensation for overload courses.	358	2.48	.975
Life insurance program.	390	3.49	.835
Medical/health benefits.	401	2.99	1.199
Educational benefits for employees and families	391	3.33	1.041
Sick leave benefits	355	3.28	.813
Dental care	391	3.19	1.056
Retirement program.	389	3.38	.913
Services and faculty use of Taylor Health & Wellness Center.	396	3.96	.874
Recreational services and facilities for faculty.	377	3.23	.994
General quality of performance of Board of Governors.	384	2.31	1.084
General quality of performance of University President.	371	2.98	.927
General quality of performance of Provost.	383	2.74	1.139
General quality of performance of Associate Provost.	355	3.04	.998
General quality of performance of Assistants to University President.	338	2.92	.898
General quality of performance of your college dean.	397	3.47	1.203
General quality of performance of your college associate dean.	344	3.34	1.090
General quality of performance of your department head.	396	3.72	1.219
I plan to retire from Missouri State within the next five years.	385	2.31	1.378
I often think about leaving this University.	385	3.09	1.379
I plan on leaving Missouri State within the next year.	375	2.01	1.042
I am actively looking for other academic positions elsewhere.	377	2.29	1.250
I find it challenging to integrate community engagement, cultural competence, and ethical leadership components of the public affairs mission into my work for the University.	397	2.86	1.292
I believe the university does well in showing its accountability to the public affairs mission.	388	3.15	1.089

<b>Questionnaire Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I believe the faculty have a good understanding of the public affairs mission.	397	2.94	1.112

**Campus Wide Data**  
**Table II: Questions Sorted in Descending Order by Mean**

<b>Questionnaire Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Assignment of your classes (extent they match your interests and background).	390	3.98	1.004
Services and faculty use of Taylor Health & Wellness Center.	396	3.96	.874
Libraries: facilities and support available to faculty.	394	3.89	.865
Congeniality of colleagues.	405	3.87	.932
General quality of Missouri State University faculty.	401	3.86	.775
Computer Services: facilities and computer help desk support available to faculty.	405	3.86	.902
Libraries: facilities and support available for students	379	3.81	.830
Educational Technology Center (ETC): facilities and support available to faculty.	377	3.75	.818
General quality of performance of your department head.	396	3.72	1.219
Computer Services: facilities and computer help desk support available for students.	369	3.71	.810
Extent to which promotion and tenure criteria are defined and made known.	385	3.66	.933
General quality of student advisement.	390	3.64	.873
Clerical support for faculty.	397	3.63	1.061
Educational Technology Center (ETC): facilities and support available to students.	349	3.62	.789
Libraries: holdings of books, journals, etc.	395	3.58	.995
The quality of performance feedback provided by the department head during scheduled performance reviews.	382	3.56	1.050
Overall satisfaction with being a Missouri State University faculty member.	404	3.52	1.005
Life insurance program.	390	3.49	.835
Procedures by which promotion and tenure decisions are made.	378	3.48	1.038
Bear Claw Tutoring Center	345	3.48	.860
Personal and building security.	402	3.48	.979

<b>Questionnaire Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
General quality of performance of your college dean.	397	3.47	1.203
Content of departmental policies.	381	3.46	.941
Procedures by which department policies are made.	387	3.43	1.062
Personal office facilities.	406	3.43	1.249
Distance Learning and Instructional Technology: facilities and support available to faculty.	352	3.41	.839
Extent of feedback regarding reasons for promotion and tenure decisions.	362	3.40	.963
Retirement program.	389	3.38	.913
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	362	3.38	.934
Academic advisement load and duties.	374	3.37	.925
Use and effect of per-course or unranked faculty in your department.	375	3.37	1.066
Faculty Center for Teaching and Learning	363	3.35	.984
General quality of performance of your college associate dean.	344	3.34	1.090
Educational benefits for employees and families	391	3.33	1.041
General quality of performance of Equal Opportunity Officer.	352	3.32	.919
Efforts are made to attract diverse students to our programs.	373	3.28	.947
Sick leave benefits	355	3.28	.813
Content of policies of your college.	379	3.25	.908
Classroom facilities.	408	3.25	1.151
Committee assignments and duties.	388	3.23	1.014
Recreational services and facilities for faculty.	377	3.23	.994
Dental care	391	3.19	1.056
Custodial maintenance of facilities.	401	3.17	1.146
I believe the university does well in showing its accountability to the public affairs mission.	388	3.15	1.089
The quality of the criteria used to make merit/equity decisions in your department.	379	3.15	1.157
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	356	3.15	.991
Content of general University policies.	388	3.14	.881
Office of Sponsored Research and Programs.	358	3.12	.841
Allocation of summer teaching.	367	3.11	1.003
Procedures by which policies are made for your college.	377	3.11	1.064

<b>Questionnaire Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Availability of research opportunities.	378	3.11	1.019
Faculty Development through sabbaticals and educational leaves.	354	3.10	.950
I often think about leaving this University.	385	3.09	1.379
General quality of performance of Associate Provost.	355	3.04	.998
Physical plant (heat, air, maintenance, renovations, etc.).	401	3.00	1.098
Medical/health benefits.	401	2.99	1.199
General quality of performance of University President.	371	2.98	.927
Teaching load (number of classes, class size, student-faculty ratio, etc.).	390	2.96	1.164
Graduate Assistant support for faculty.	372	2.95	1.074
I believe the faculty have a good understanding of the public affairs mission.	397	2.94	1.112
General quality of performance of Assistants to University President.	338	2.92	.898
Procedures by which general University policies and priorities are communicated to faculty.	387	2.89	.993
I find it challenging to integrate community engagement, cultural competence, and ethical leadership components of the public affairs mission into my work for the University.	397	2.86	1.292
I feel pressured to inflate grades.	399	2.83	1.308
Direction the University is moving (priorities, etc.).	397	2.82	1.020
General quality of performance of Provost.	383	2.74	1.139
Procedures by which general University policies and priorities are made.	388	2.73	.996
Rate of pay for summer teaching (2.5% per hour).	369	2.73	1.085
Support for research or literary publication (time, finances, space, etc.).	382	2.69	1.094
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	378	2.67	1.094
Reimbursement for attending conventions, conferences, workshops, etc.	398	2.65	1.227
Compensation for per-course faculty.	360	2.62	.925
Differential teaching loads across campus.	363	2.58	1.033
Current nine month salary.	388	2.55	1.148
Compensation for overload courses.	358	2.48	.975
Level of shared governance.	385	2.46	1.125

<b>Questionnaire Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Procedures by which performance/merit salary decisions are made.	385	2.36	1.105
Procedures by which equity adjustment salary decisions are made.	377	2.35	1.032
I plan to retire from Missouri State within the next five years.	385	2.31	1.378
General quality of performance of Board of Governors.	384	2.31	1.084
I am actively looking for other academic positions elsewhere.	377	2.29	1.250
The way discretionary monies are used to reward merit/equity.	376	2.25	1.083
Abolition of cost of living increases in favor of replacement pay for performance/equity.	380	2.08	1.158
I plan on leaving Missouri State within the next year.	375	2.01	1.042
I feel pressured to deflate grades.	381	2.00	.979
Salary differentials that exist across Missouri State University.	388	1.93	.974
Future salary prospects.	402	1.85	.929

**Campus Wide Data**

**Table III: Longitudinal Comparisons 1997 – 2010  
in Questionnaire Order**

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q01: Direction University is moving (priorities, etc.)	-0.54	0.19	397	2.82	1.02	414	3.36	0.98	409	3.17	1.16	2.77	2.78	3.25	2.73
Q02: General quality of MSU faculty	-0.09	0.13	401	3.86	.77	421	3.95	0.69	410	3.82	0.70		3.87	3.82	3.73
Q03: Congeniality of colleagues	-0.10	0.2	405	3.87	.93	420	3.97	0.92	415	3.77	1.00		3.89	3.93	3.75
Q04: General quality of student preparation in classes		-0.04	Not asked			416	3.01	0.98	409	3.05	0.95	2.93	2.93	2.83	2.8
Q05: General quality of student performance in classes		-0.02	Not asked			417	3.34	0.88	411	3.36	0.83	3.26	3.31	3.18	3.09
Q06: Overall satisfaction with being a MSU faculty member	-0.22	0.34	404	3.52	1.00	419	3.74	0.90	411	3.4	1.05	3.4	3.48	3.64	3.44
Q07: General quality of performance of Equal Opportunity Officer	-0.09	0.22	352	3.32	.92	377	3.41	0.92	310	3.19	1.08		3.28	3.04	2.84
Q08: EEO policies observed in hiring faculty/staff	-0.15	0.1	362	3.38	.93	380	3.53	0.92	319	3.43	1.03		3.5	3.39	3.19
Q09: EEO policies observed in hiring administrators	-0.23	0.17	356	3.15	.99	367	3.38	0.98	284	3.21	1.09		3.12	2.95	2.71

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q10: Classroom facilities	0.06	0.12	408	3.25	1.15	421	3.19	1.21	412	3.07	1.21	3.11	3.15	3.12	3
Q11: Personal office facilities	0.07	0.02	406	3.43	1.25	420	3.36	1.25	413	3.34	1.27	3.47	3.47	3.39	3.4
Q12: Computer Services: facilities & support of faculty	-0.07	0.09	405	3.86	.90	420	3.93	0.85	410	3.84	0.91	3.89	3.94	3.76	3.34
Q13: Computer Services: facilities & support of students	-0.05	-0.07	369	3.71	.81	379	3.76	0.78	357	3.83	0.84	3.94	3.88	3.76	3.34
Q14: Physical Plant (heat, air, maintenance...)	-0.05	0.11	401	3.00	1.10	418	3.05	1.12	404	2.94	1.09	3.05	2.87	2.97	2.69
Q15: Custodial maintenance of facilities)	-0.15	0.14	401	3.17	1.15	420	3.32	1.10	410	3.18	1.09	3.06	3.04	3.01	2.78
Q16: Personal and building security	-0.19	0.14	402	3.48	.98	413	3.67	0.85	404	3.53	0.90	3.45	3.59	3.46	3.27
Q17: Libraries: Holdings of books, journals, etc.	0.19	0.21	395	3.58	.99	413	3.39	1.04	397	3.18	1.05	3.05	2.9	2.76	2.68
Q18: Libraries: facilities and support available to faculty	0.11	0.1	394	3.89	.87	404	3.78	0.89	391	3.68	0.94		3.81	3.72	*
Q19: Libraries: facilities & support available to students	0.08	0.07	379	3.81	.83	388	3.73	0.83	360	3.66	0.86		3.61	3.51	*
Q20: Educational Tech Center: support available to faculty	0.05	0.02	377	3.75	.82	394	3.70	0.84	320	3.68	0.89		3.49	3.65	*
Q21: Educational Tech Center: support available to students	0.08	-0.07	349	3.62	.79	356	3.54	0.76	261	3.61	0.86		3.42	3.48	*
Q22: Distance Learning & Instructional	0.23	-0.18	352	3.41	.84	351	3.18	0.86	241	3.36	0.90	3.44	3.23	*	*

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Technology															
Q23: Graduate Assistant Support for faculty	-0.05	0.26	372	2.95	1.07	384	3.00	1.10	345	2.74	1.13		2.87	3.01	2.96
Q24: Writing center (1997-2008) / Bear Claw Tutoring Center (2010)	0.03	0.13	345	3.48	.86	363	3.45	0.89	281	3.32	0.99	3.44	3.74	3.78	3.65
Q25: Faculty development through sabbatical/educ leave	-0.13	0.27	354	3.10	.95	375	3.23	0.94	319	2.96	1.05		3.39	3.34	3.12
Faculty Center for Teaching and Learning	3.35		363	3.35	.98										
Q26: Reimbursement for attending conventions, conference...	-0.23	0.34	398	2.65	1.23	404	2.88	1.22	396	2.54	1.21	2.7	2.86	2.77	2.67
Q27: Availability of research opportunities	-0.17	0.26	378	3.11	1.02	387	3.28	0.99	375	3.02	1.04	3.09	3.29	3.23	3.09
Q28: Support for research or literary publication (time, etc.)	-0.04	0.31	382	2.69	1.09	390	2.73	1.06	385	2.42	1.07		2.73	2.67	2.49
Q29: Sponsored Research Activity / Office of Sponsored Research and Programs	0.01	0.2	358	3.12	.84	372	3.11	0.86	318	2.91	1.07	3.02	3.15	3.17	3.14
Q30: General quality of student advisement	0.00	0.11	390	3.64	.87	400	3.64	0.87	374	3.53	0.91	3.56	3.77	3.6	3.37

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q31: Efforts are made to attract diverse students to program	-0.13	0.19	373	3.28	.95	390	3.41	0.90	355	3.22	1.05				
Q32: Clerical support of faculty	0.04	0.21	397	3.63	1.06	410	3.59	1.14	402	3.38	1.21	3.34	3.34	3.15	3.26
Q33: Content of general University Policies	-0.12	0.1	388	3.14	.88	406	3.26	0.89	394	3.16	0.92	3.02	3.09	3.28	3.03
Q34: Procedures by which general University policies and priorities are made	-0.23	0.15	388	2.73	1.00	399	2.96	1.01	387	2.81	1.05		2.5	2.84	2.58
Q35: Procedures by which general University policies and priorities are communicated to faculty	-0.11	0.09	387	2.89	.99	410	3.00	1.03	394	2.91	1.04		2.63	2.98	2.75
Q36: Degree to which the administration follows written University policies (e.g., Faculty Handbook)	-0.31	0.16	378	2.67	1.09	400	2.98	1.02	364	2.82	1.09		2.63	2.89	2.68
Q37: Content of policies in your college	-0.05	0.39	379	3.25	.91	403	3.30	0.88	364	2.91	1.06	3.23	3.33	3.4	3.13
Q38: Procedures by which policies are made in your college	-0.04	0.46	377	3.11	1.06	398	3.15	0.98	364	2.69	1.14	3.04	3.24	3.26	2.99
Q39: Way discretionary monies used to reward	-0.49	0.52	376	2.25	1.08	401	2.74	1.17	378	2.22	1.13				

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
merit/equity															
Q40: Content of departmental policies	-0.06	0.21	381	3.46	.94	409	3.52	0.98	401	3.31	1.08		3.63	3.5	3.34
Q41: Procedures by which departmental policies are made	-0.08	0.28	387	3.43	1.06	411	3.51	1.10	404	3.23	1.28		3.59	3.42	3.28
Q42: The quality of the criteria used to make merit/equity decisions in your department	-0.12	0.29	379	3.15	1.16	403	3.27	1.20	385	2.98	1.27	*	*	*	*
Q43: Quality of feedback from DH during performance reviews	0.11	0.13	382	3.56	1.05	401	3.45	1.12	380	3.32	1.25	*	*	*	*
Q44: Extent to which promotion/tenure criteria are defined/made known	0.04	0.06	385	3.66	.93	409	3.62	1.08	388	3.56	1.10		3.66	3.49	3.27
Q45: Procedures by which tenure/promotion decisions made	0.01	0.21	378	3.48	1.04	407	3.47	1.04	373	3.26	1.18		3.36	3.22	3.08
Q46: Extent of feedback regarding reasons for P&T decisions	0.00	0.2	362	3.40	.96	382	3.40	1.05	350	3.2	1.18		3.34	3.17	3.03
Q47: Abolition of cost of living raises in favor of merit	-0.40	0.33	380	2.08	1.16	398	2.48	1.29	397	2.15	1.30	*	*	*	*
Q48: Level of shared governance	-0.41	0.29	385	2.46	1.12	393	2.87	1.08	381	2.58	1.08	2.57	2.68	2.87	2.73
Q49: Teaching load (# of classes, class-	-0.08	0.2	390	2.96	1.16	415	3.04	1.14	409	2.84	1.21	2.96	3.24	3.13	2.95

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
size, etc.)															
Q50: Differential teaching loads across campus	0.06	0.17	363	2.58	1.03	388	2.52	1.06	363	2.35	1.14	2.34	2.49	2.47	2.33
Q51: Assignment of classes (e.g., match w/ interests & background)	-0.08	0.08	390	3.98	1.00	412	4.06	0.90	403	3.98	1.10		4.11	4.01	4
Q52: Use and effect of per-course or unranked faculty in your department	0.16	0.26	375	3.37	1.07	407	3.21	1.08	379	2.95	1.25	3.13	3.11	3.08	3.3
Q53: Committee assignments and duties	-0.14	0.13	388	3.23	1.01	411	3.37	0.95	394	3.24	1.06	3.42	3.52	3.45	3.26
Q54: Academic advisement load and duties	-0.01	0	374	3.37	.93	392	3.38	1.02	363	3.38	1.02		3.64	3.55	3.44
Q55: Current nine-month salary	-0.32	0.61	388	2.55	1.15	408	2.87	1.17	397	2.26	1.15	1.93	2.03	2.46	2.59
Q56: Future salary prospects	-0.68	0.44	402	1.85	.93	411	2.53	1.07	398	2.09	1.06	1.45	1.62	2.13	2.21
Q57: Salary differentials that exist across university	-0.22	0.29	388	1.93	.97	405	2.15	1.05	382	1.86	1.02	1.8	1.93	1.92	1.91
Q58: Procedures by which equity/salary decisions made	-0.22	0.28	377	2.35	1.03	402	2.57	1.10	369	2.29	1.07		1.95	2.1	2.15
Q59: Procedures by which performance/merit salary decisions are made	-0.28	0.28	385	2.36	1.11	407	2.64	1.15	364	2.36	1.15				
Q60: Rate of pay for summer teaching	0.02	0.25	369	2.73	1.09	388	2.71	1.06	349	2.46	1.11		2.58	2.47	2.47

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
(2.5% per hour)															
Q61: Allocation of summer teaching	-0.19	0.01	367	3.11	1.00	386	3.30	0.92	332	3.29	1.04		3.45	3.27	3.25
Q62: Compensation for per-course faculty	-0.02	0.16	360	2.62	.92	374	2.64	0.91	307	2.48	0.99				
Q63: Compensation for overload courses	-0.14	0.29	358	2.48	.97	377	2.62	1.00	274	2.33	1.05				
Q64: Life insurance program	0.03	0.08	390	3.49	.84	407	3.46	0.86	385	3.38	0.85		3.6	3.6	3.4
Q65: Medical/Health benefits	0.15	0.31	401	2.99	1.20	415	2.84	1.19	407	2.53	1.17		2.87	2.91	2.75
Educational benefits for employees and families			391	3.33	1.04										
Sick leave benefits			355	3.28	.81										
Dental care			391	3.19	1.06										
Q66: Retirement program	0.07	0.13	389	3.38	.91	403	3.31	0.95	385	3.18	0.95		3.1	3.02	3.03
Q67: Services and faculty use of Taylor Health Center	0.12	0.06	396	3.96	.87	407	3.84	0.91	382	3.78	0.89		3.81	3.84	3.67
Q68: Recreational services and facilities for faculty	-0.02	0.24	377	3.23	.99	393	3.25	0.95	346	3.01	1.06	3.25	3.38	3.55	3.38
Q69: General quality of performance of Board of Governors	-0.80	0.08	384	2.31	1.08	388	3.11	0.85	346	3.03	0.99	2.7	2.79	3.27	3.1
Q70: Performance of University President	-0.45	0.12	371	2.98	.93	402	3.43	1.07	395	3.31	1.16	2.3	2.49	3.14	2.84
Q71: Performance of Provost	-0.15	-0.27	383	2.74	1.14	404	2.89	1.14	345	3.16	1.10	2.48			
Q72: Performance of Associate Provost	-0.29	-0.03	355	3.04	1.00	386	3.33	0.95	259	3.36	0.98	2.72			
Q73: Performance of	-0.28	0.02	338	2.92	.90	364	3.20	0.73	236	3.18	0.91	2.87	2.98	3.19	2.94

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Assistants to University President															
Q74: Performance of your College Dean	-0.13	0.81	397	3.47	1.20	410	3.60	1.15	394	2.79	1.38	3.36	3.6	3.58	3.3
Q75: Performance of your College Associate Dean	-0.13	0.3	344	3.34	1.09	374	3.47	1.00	342	3.17	1.19	3.57	3.9	3.74	3.56
Q76: Performance of your Department Head	-0.05	0.33	396	3.72	1.22	412	3.77	1.23	390	3.44	1.43	3.49	3.89	3.7	3.62
Q77: I plan to retire from MSU within the next 5 years	0.02	0.02	385	2.31	1.38	394	2.29	1.37	354	2.27	1.53				
Q78: I often think about leaving this university	0.11	-0.44	385	3.09	1.38	398	2.98	1.35	375	3.42	1.42				
Q79: I plan on leaving MSU within the next year.	0.12	-0.25	375	2.01	1.04	390	1.89	0.99	361	2.14	1.27	2.09	2.12	*	*
Q80: I am actively looking for other academic positions	0.07	-0.37	377	2.29	1.25	392	2.22	1.18	363	2.59	1.49	2.53	2.49	*	*
I clearly integrate community engagement component of the public affairs mission into my work for the university						415	3.70	1.15							
I clearly integrate cultural competence component of the public affairs mission into my work for the						414	3.79	1.06							

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
university															
I clearly integrate ethical leadership component of the public affairs mission into my work for the university						414	3.84	1.04							
I find it challenging to integrate community engagement, cultural competence, and ethical leadership components of the public affairs mission into my work for the University.			397	2.86	1.29										
I believe the university does well in showing its accountability to the public affairs mission.			388	3.15	1.09										
I believe the faculty have a good understanding of the public affairs mission.			397	2.94	1.11										
I feel pressured to inflate grades	0.11		399	2.83	1.31	414	2.72	1.30							
I feel pressured to deflate grades	-0.10		381	2.00	.98	386	2.10	1.03							
Averages	-0.05	0.16	376.46	3.08	1.01	394.26	3.19	1.01	367.00	3.05	1.08	3.28	3.49	3.45	3.26

**Campus Wide Data**

**Table IV: Longitudinal Comparisons 1997 – 2010  
in Descending Order by 2010 Mean**

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q51: Assignment of classes (e.g., match w/ interests & background)	-0.08	0.08	390	3.98	1.00	412	4.06	0.90	403	3.98	1.10		4.11	4.01	4
Q67: Services and faculty use of Taylor Health Center	0.12	0.06	396	3.96	.87	407	3.84	0.91	382	3.78	0.89		3.81	3.84	3.67
Q18: Libraries: facilities and support available to faculty	0.11	0.1	394	3.89	.87	404	3.78	0.89	391	3.68	0.94		3.81	3.72	*
Q03: Congeniality of colleagues	-0.10	0.2	405	3.87	.93	420	3.97	0.92	415	3.77	1.00		3.89	3.93	3.75
Q02: General quality of MSU faculty	-0.09	0.13	401	3.86	.77	421	3.95	0.69	410	3.82	0.70		3.87	3.82	3.73
Q12: Computer Services: facilities & support of faculty	-0.07	0.09	405	3.86	.90	420	3.93	0.85	410	3.84	0.91	3.89	3.94	3.76	3.34
Q19: Libraries: facilities & support available to students	0.08	0.07	379	3.81	.83	388	3.73	0.83	360	3.66	0.86		3.61	3.51	*
Q20: Educational Tech Center: support available to faculty	0.05	0.02	377	3.75	.82	394	3.70	0.84	320	3.68	0.89		3.49	3.65	*
Q76: Performance of your Department Head	-0.05	0.33	396	3.72	1.22	412	3.77	1.23	390	3.44	1.43	3.49	3.89	3.7	3.62
Q13: Computer Services: facilities & support of students	-0.05	-0.07	369	3.71	.81	379	3.76	0.78	357	3.83	0.84	3.94	3.88	3.76	3.34

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q44: Extent to which promotion/tenure criteria are defined/made known	0.04	0.06	385	3.66	.93	409	3.62	1.08	388	3.56	1.10		3.66	3.49	3.27
Q30: General quality of student advisement	0.00	0.11	390	3.64	.87	400	3.64	0.87	374	3.53	0.91	3.56	3.77	3.6	3.37
Q32: Clerical support of faculty	0.04	0.21	397	3.63	1.06	410	3.59	1.14	402	3.38	1.21	3.34	3.34	3.15	3.26
Q21: Educational Tech Center: support available to students	0.08	-0.07	349	3.62	.79	356	3.54	0.76	261	3.61	0.86		3.42	3.48	*
Q17: Libraries: Holdings of books, journals, etc.	0.19	0.21	395	3.58	.99	413	3.39	1.04	397	3.18	1.05	3.05	2.9	2.76	2.68
Q43: Quality of feedback from DH during performance reviews	0.11	0.13	382	3.56	1.05	401	3.45	1.12	380	3.32	1.25	*	*	*	*
Q06: Overall satisfaction with being a MSU faculty member	-0.22	0.34	404	3.52	1.00	419	3.74	0.90	411	3.4	1.05	3.4	3.48	3.64	3.44
Q64: Life insurance program	0.03	0.08	390	3.49	.84	407	3.46	0.86	385	3.38	0.85		3.6	3.6	3.4
Q45: Procedures by which tenure/promotion decisions made	0.01	0.21	378	3.48	1.04	407	3.47	1.04	373	3.26	1.18		3.36	3.22	3.08
Q24: Writing center (1997-2008) / Bear Claw Tutoring Center (2010)	0.03	0.13	345	3.48	.86	363	3.45	0.89	281	3.32	0.99	3.44	3.74	3.78	3.65
Q16: Personal and building security	-0.19	0.14	402	3.48	.98	413	3.67	0.85	404	3.53	0.90	3.45	3.59	3.46	3.27

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q74: Performance of your College Dean	-0.13	0.81	397	3.47	1.20	410	3.60	1.15	394	2.79	1.38	3.36	3.6	3.58	3.3
Q40: Content of departmental policies	-0.06	0.21	381	3.46	.94	409	3.52	0.98	401	3.31	1.08		3.63	3.5	3.34
Q41: Procedures by which departmental policies are made	-0.08	0.28	387	3.43	1.06	411	3.51	1.10	404	3.23	1.28		3.59	3.42	3.28
Q11: Personal office facilities	0.07	0.02	406	3.43	1.25	420	3.36	1.25	413	3.34	1.27	3.47	3.47	3.39	3.4
Q22: Distance Learning & Instructional Technology	0.23	-0.18	352	3.41	.84	351	3.18	0.86	241	3.36	0.90	3.44	3.23	*	*
Q46: Extent of feedback regarding reasons for P&T decisions	0.00	0.2	362	3.40	.96	382	3.40	1.05	350	3.2	1.18		3.34	3.17	3.03
Q66: Retirement program	0.07	0.13	389	3.38	.91	403	3.31	0.95	385	3.18	0.95		3.1	3.02	3.03
Q08: EEO policies observed in hiring faculty/staff	-0.15	0.1	362	3.38	.93	380	3.53	0.92	319	3.43	1.03		3.5	3.39	3.19
Q54: Academic advisement load and duties	-0.01	0	374	3.37	.93	392	3.38	1.02	363	3.38	1.02		3.64	3.55	3.44
Q52: Use and effect of per-course or unranked faculty in your department	0.16	0.26	375	3.37	1.07	407	3.21	1.08	379	2.95	1.25	3.13	3.11	3.08	3.3
Faculty Center for Teaching and Learning	3.35		363	3.35	.98										
Q75: Performance of your College Associate Dean	-0.13	0.3	344	3.34	1.09	374	3.47	1.00	342	3.17	1.19	3.57	3.9	3.74	3.56

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Educational benefits for employees and families			391	3.33	1.04										
Q07: General quality of performance of Equal Opportunity Officer	-0.09	0.22	352	3.32	.92	377	3.41	0.92	310	3.19	1.08		3.28	3.04	2.84
Q31: Efforts are made to attract diverse students to program	-0.13	0.19	373	3.28	.95	390	3.41	0.90	355	3.22	1.05				
Sick leave benefits			355	3.28	.81										
Q37: Content of policies in your college	-0.05	0.39	379	3.25	.91	403	3.30	0.88	364	2.91	1.06	3.23	3.33	3.4	3.13
Q10: Classroom facilities	0.06	0.12	408	3.25	1.15	421	3.19	1.21	412	3.07	1.21	3.11	3.15	3.12	3
Q53: Committee assignments and duties	-0.14	0.13	388	3.23	1.01	411	3.37	0.95	394	3.24	1.06	3.42	3.52	3.45	3.26
Q68: Recreational services and facilities for faculty	-0.02	0.24	377	3.23	.99	393	3.25	0.95	346	3.01	1.06	3.25	3.38	3.55	3.38
Dental care			391	3.19	1.06										
Q15: Custodial maintenance of facilities)	-0.15	0.14	401	3.17	1.15	420	3.32	1.10	410	3.18	1.09	3.06	3.04	3.01	2.78
I believe the university does well in showing its accountability to the public affairs mission.			388	3.15	1.09										

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q42: The quality of the criteria used to make merit/equity decisions in your department	-0.12	0.29	379	3.15	1.16	403	3.27	1.20	385	2.98	1.27	*	*	*	*
Q09: EEO policies observed in hiring administrators	-0.23	0.17	356	3.15	.99	367	3.38	0.98	284	3.21	1.09		3.12	2.95	2.71
Q33: Content of general University Policies	-0.12	0.1	388	3.14	.88	406	3.26	0.89	394	3.16	0.92	3.02	3.09	3.28	3.03
Q29: Sponsored Research Activity / Office of Sponsored Research and Programs	0.01	0.2	358	3.12	.84	372	3.11	0.86	318	2.91	1.07	3.02	3.15	3.17	3.14
Q61: Allocation of summer teaching	-0.19	0.01	367	3.11	1.00	386	3.30	0.92	332	3.29	1.04		3.45	3.27	3.25
Q38: Procedures by which policies are made in your college	-0.04	0.46	377	3.11	1.06	398	3.15	0.98	364	2.69	1.14	3.04	3.24	3.26	2.99
Q27: Availability of research opportunities	-0.17	0.26	378	3.11	1.02	387	3.28	0.99	375	3.02	1.04	3.09	3.29	3.23	3.09
Q25: Faculty development through sabbatical/educ leave	-0.13	0.27	354	3.10	.95	375	3.23	0.94	319	2.96	1.05		3.39	3.34	3.12
Q78: I often think about leaving this university	0.11	-0.44	385	3.09	1.38	398	2.98	1.35	375	3.42	1.42				
Q72: Performance of Associate Provost	-0.29	-0.03	355	3.04	1.00	386	3.33	0.95	259	3.36	0.98	2.72			
Q14: Physical Plant (heat, air, maintenance...)	-0.05	0.11	401	3.00	1.10	418	3.05	1.12	404	2.94	1.09	3.05	2.87	2.97	2.69

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q65: Medical/Health benefits	0.15	0.31	401	2.99	1.20	415	2.84	1.19	407	2.53	1.17		2.87	2.91	2.75
Q70: Performance of University President	-0.45	0.12	371	2.98	.93	402	3.43	1.07	395	3.31	1.16	2.3	2.49	3.14	2.84
Q49: Teaching load (# of classes, class-size, etc.)	-0.08	0.2	390	2.96	1.16	415	3.04	1.14	409	2.84	1.21	2.96	3.24	3.13	2.95
Q23: Graduate Assistant Support for faculty	-0.05	0.26	372	2.95	1.07	384	3.00	1.10	345	2.74	1.13		2.87	3.01	2.96
I believe the faculty have a good understanding of the public affairs mission.			397	2.94	1.11										
Q73: Performance of Assistants to University President	-0.28	0.02	338	2.92	.90	364	3.20	0.73	236	3.18	0.91	2.87	2.98	3.19	2.94
Q35: Procedures by which general University policies and priorities are communicated to faculty	-0.11	0.09	387	2.89	.99	410	3.00	1.03	394	2.91	1.04		2.63	2.98	2.75
I find it challenging to integrate community engagement, cultural competence, and ethical leadership components of the public affairs mission into my work for the University.			397	2.86	1.29										
I feel pressured to inflate grades	0.11		399	2.83	1.31	414	2.72	1.30							

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q01: Direction University is moving (priorities, etc.)	-0.54	0.19	397	2.82	1.02	414	3.36	0.98	409	3.17	1.16	2.77	2.78	3.25	2.73
Q71: Performance of Provost	-0.15	-0.27	383	2.74	1.14	404	2.89	1.14	345	3.16	1.10	2.48			
Q34: Procedures by which general University policies and priorities are made	-0.23	0.15	388	2.73	1.00	399	2.96	1.01	387	2.81	1.05		2.5	2.84	2.58
Q60: Rate of pay for summer teaching (2.5% per hour)	0.02	0.25	369	2.73	1.09	388	2.71	1.06	349	2.46	1.11		2.58	2.47	2.47
Q28: Support for research or literary publication (time, etc.)	-0.04	0.31	382	2.69	1.09	390	2.73	1.06	385	2.42	1.07		2.73	2.67	2.49
Q36: Degree to which the administration follows written University policies (e.g., Faculty Handbook)	-0.31	0.16	378	2.67	1.09	400	2.98	1.02	364	2.82	1.09		2.63	2.89	2.68
Q26: Reimbursement for attending conventions, conference...	-0.23	0.34	398	2.65	1.23	404	2.88	1.22	396	2.54	1.21	2.7	2.86	2.77	2.67
Q62: Compensation for per-course faculty	-0.02	0.16	360	2.62	.92	374	2.64	0.91	307	2.48	0.99				
Q50: Differential teaching loads across campus	0.06	0.17	363	2.58	1.03	388	2.52	1.06	363	2.35	1.14	2.34	2.49	2.47	2.33
Q55: Current nine-month salary	-0.32	0.61	388	2.55	1.15	408	2.87	1.17	397	2.26	1.15	1.93	2.03	2.46	2.59

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q63: Compensation for overload courses	-0.14	0.29	358	2.48	.97	377	2.62	1.00	274	2.33	1.05				
Q48: Level of shared governance	-0.41	0.29	385	2.46	1.12	393	2.87	1.08	381	2.58	1.08	2.57	2.68	2.87	2.73
Q59: Procedures by which performance/merit salary decisions are made	-0.28	0.28	385	2.36	1.11	407	2.64	1.15	364	2.36	1.15				
Q58: Procedures by which equity/salary decisions made	-0.22	0.28	377	2.35	1.03	402	2.57	1.10	369	2.29	1.07		1.95	2.1	2.15
Q77: I plan to retire from MSU within the next 5 years	0.02	0.02	385	2.31	1.38	394	2.29	1.37	354	2.27	1.53				
Q69: General quality of performance of Board of Governors	-0.80	0.08	384	2.31	1.08	388	3.11	0.85	346	3.03	0.99	2.7	2.79	3.27	3.1
Q80: I am actively looking for other academic positions	0.07	-0.37	377	2.29	1.25	392	2.22	1.18	363	2.59	1.49	2.53	2.49	*	*
Q39: Way discretionary monies used to reward merit/equity	-0.49	0.52	376	2.25	1.08	401	2.74	1.17	378	2.22	1.13				
Q47: Abolition of cost of living raises in favor of merit	-0.40	0.33	380	2.08	1.16	398	2.48	1.29	397	2.15	1.30	*	*	*	*
Q79: I plan on leaving MSU within the next year.	0.12	-0.25	375	2.01	1.04	390	1.89	0.99	361	2.14	1.27	2.09	2.12	*	*
I feel pressured to deflate grades	-0.10		381	2.00	.98	386	2.10	1.03							
Q57: Salary differentials that exist across university	-0.22	0.29	388	1.93	.97	405	2.15	1.05	382	1.86	1.02	1.8	1.93	1.92	1.91

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q56: Future salary prospects	-0.68	0.44	402	1.85	.93	411	2.53	1.07	398	2.09	1.06	1.45	1.62	2.13	2.21
Q04: General quality of student preparation in classes		-0.04				416	3.01	0.98	409	3.05	0.95	2.93	2.93	2.83	2.8
Q05: General quality of student performance in classes		-0.02				417	3.34	0.88	411	3.36	0.83	3.26	3.31	3.18	3.09
I clearly integrate community engagement component of the public affairs mission into my work for the university						415	3.70	1.15							
I clearly integrate cultural competence component of the public affairs mission into my work for the university						414	3.79	1.06							
I clearly integrate ethical leadership component of the public affairs mission into my work for the university						414	3.84	1.04							
Averages	-0.05	0.16	380.84	3.10	1.02	393.93	3.17	1.01	367.00	3.05	1.08	3.28	3.49	3.45	3.26

**Campus Wide Data**

**Table V: Longitudinal Comparisons 1997 – 2010  
in Order of Magnitude of Change**

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q69: General quality of performance of Board of Governors	-0.80	0.08	384	2.31	1.08	388	3.11	0.85	346	3.03	0.99	2.7	2.79	3.27	3.1
Q56: Future salary prospects	-0.68	0.44	402	1.85	.93	411	2.53	1.07	398	2.09	1.06	1.45	1.62	2.13	2.21
Q01: Direction University is moving (priorities, etc.)	-0.54	0.19	397	2.82	1.02	414	3.36	0.98	409	3.17	1.16	2.77	2.78	3.25	2.73
Q39: Way discretionary monies used to reward merit/equity	-0.49	0.52	376	2.25	1.08	401	2.74	1.17	378	2.22	1.13				
Q70: Performance of University President	-0.45	0.12	371	2.98	.93	402	3.43	1.07	395	3.31	1.16	2.3	2.49	3.14	2.84
Q48: Level of shared governance	-0.41	0.29	385	2.46	1.12	393	2.87	1.08	381	2.58	1.08	2.57	2.68	2.87	2.73
Q47: Abolition of cost of living raises in favor of merit	-0.40	0.33	380	2.08	1.16	398	2.48	1.29	397	2.15	1.30				
Q55: Current nine-month salary	-0.32	0.61	388	2.55	1.15	408	2.87	1.17	397	2.26	1.15	1.93	2.03	2.46	2.59
Q36: Degree to which the administration follows written University policies (e.g., Faculty Handbook)	-0.31	0.16	378	2.67	1.09	400	2.98	1.02	364	2.82	1.09		2.63	2.89	2.68
Q72: Performance of	-0.29	-0.03	355	3.04	1.00	386	3.33	0.95	259	3.36	0.98	2.72			

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Associate Provost															
Q73: Performance of Assistants to University President	-0.28	0.02	338	2.92	.90	364	3.20	0.73	236	3.18	0.91	2.87	2.98	3.19	2.94
Q59: Procedures by which performance/merit salary decisions are made	-0.28	0.28	385	2.36	1.11	407	2.64	1.15	364	2.36	1.15				
Q22: Distance Learning & Instructional Technology	0.23	-0.18	352	3.41	.84	351	3.18	0.86	241	3.36	0.90	3.44	3.23		
Q09: EEO policies observed in hiring administrators	-0.23	0.17	356	3.15	.99	367	3.38	0.98	284	3.21	1.09		3.12	2.95	2.71
Q34: Procedures by which general University policies and priorities are made	-0.23	0.15	388	2.73	1.00	399	2.96	1.01	387	2.81	1.05		2.5	2.84	2.58
Q26: Reimbursement for attending conventions, conference...	-0.23	0.34	398	2.65	1.23	404	2.88	1.22	396	2.54	1.21	2.7	2.86	2.77	2.67
Q06: Overall satisfaction with being a MSU faculty member	-0.22	0.34	404	3.52	1.00	419	3.74	0.90	411	3.4	1.05	3.4	3.48	3.64	3.44
Q57: Salary differentials that exist across university	-0.22	0.29	388	1.93	.97	405	2.15	1.05	382	1.86	1.02	1.8	1.93	1.92	1.91
Q58: Procedures by which equity/salary decisions made	-0.22	0.28	377	2.35	1.03	402	2.57	1.10	369	2.29	1.07		1.95	2.1	2.15
Q17: Libraries:	0.19	0.21	395	3.58	.99	413	3.39	1.04	397	3.18	1.05	3.05	2.9	2.76	2.68

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Holdings of books, journals, etc.															
Q16: Personal and building security	-0.19	0.14	402	3.48	.98	413	3.67	0.85	404	3.53	0.90	3.45	3.59	3.46	3.27
Q61: Allocation of summer teaching	-0.19	0.01	367	3.11	1.00	386	3.30	0.92	332	3.29	1.04		3.45	3.27	3.25
Q27: Availability of research opportunities	-0.17	0.26	378	3.11	1.02	387	3.28	0.99	375	3.02	1.04	3.09	3.29	3.23	3.09
Q52: Use and effect of per-course or unranked faculty in your department	0.16	0.26	375	3.37	1.07	407	3.21	1.08	379	2.95	1.25	3.13	3.11	3.08	3.3
Q65: Medical/Health benefits	0.15	0.31	401	2.99	1.20	415	2.84	1.19	407	2.53	1.17		2.87	2.91	2.75
Q08: EEO policies observed in hiring faculty/staff	-0.15	0.1	362	3.38	.93	380	3.53	0.92	319	3.43	1.03		3.5	3.39	3.19
Q71: Performance of Provost	-0.15	-0.27	383	2.74	1.14	404	2.89	1.14	345	3.16	1.10	2.48			
Q15: Custodial maintenance of facilities)	-0.15	0.14	401	3.17	1.15	420	3.32	1.10	410	3.18	1.09	3.06	3.04	3.01	2.78
Q63: Compensation for overload courses	-0.14	0.29	358	2.48	.97	377	2.62	1.00	274	2.33	1.05				
Q53: Committee assignments and duties	-0.14	0.13	388	3.23	1.01	411	3.37	0.95	394	3.24	1.06	3.42	3.52	3.45	3.26
Q25: Faculty development through sabbatical/educ leave	-0.13	0.27	354	3.10	.95	375	3.23	0.94	319	2.96	1.05		3.39	3.34	3.12
Q75: Performance of your College Associate Dean	-0.13	0.3	344	3.34	1.09	374	3.47	1.00	342	3.17	1.19	3.57	3.9	3.74	3.56
Q74: Performance of your College Dean	-0.13	0.81	397	3.47	1.20	410	3.60	1.15	394	2.79	1.38	3.36	3.6	3.58	3.3

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q31: Efforts are made to attract diverse students to program	-0.13	0.19	373	3.28	.95	390	3.41	0.90	355	3.22	1.05				
Q79: I plan on leaving MSU within the next year.	0.12	-0.25	375	2.01	1.04	390	1.89	0.99	361	2.14	1.27	2.09	2.12		
Q67: Services and faculty use of Taylor Health Center	0.12	0.06	396	3.96	.87	407	3.84	0.91	382	3.78	0.89		3.81	3.84	3.67
Q33: Content of general University Policies	-0.12	0.1	388	3.14	.88	406	3.26	0.89	394	3.16	0.92	3.02	3.09	3.28	3.03
Q42: The quality of the criteria used to make merit/equity decisions in your department	-0.12	0.29	379	3.15	1.16	403	3.27	1.20	385	2.98	1.27				
I feel pressured to inflate grades	0.11		399	2.83	1.31	414	2.72	1.30							
Q43: Quality of feedback from DH during performance reviews	0.11	0.13	382	3.56	1.05	401	3.45	1.12	380	3.32	1.25				
Q18: Libraries: facilities and support available to faculty	0.11	0.1	394	3.89	.87	404	3.78	0.89	391	3.68	0.94		3.81	3.72	
Q78: I often think about leaving this university	0.11	-0.44	385	3.09	1.38	398	2.98	1.35	375	3.42	1.42				
Q35: Procedures by which general University policies and priorities are communicated to faculty	-0.11	0.09	387	2.89	.99	410	3.00	1.03	394	2.91	1.04		2.63	2.98	2.75

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
I feel pressured to deflate grades	-0.10		381	2.00	.98	386	2.10	1.03							
Q03: Congeniality of colleagues	-0.10	0.2	405	3.87	.93	420	3.97	0.92	415	3.77	1.00		3.89	3.93	3.75
Q02: General quality of MSU faculty	-0.09	0.13	401	3.86	.77	421	3.95	0.69	410	3.82	0.70		3.87	3.82	3.73
Q07: General quality of performance of Equal Opportunity Officer	-0.09	0.22	352	3.32	.92	377	3.41	0.92	310	3.19	1.08		3.28	3.04	2.84
Q21: Educational Tech Center: support available to students	0.08	-0.07	349	3.62	.79	356	3.54	0.76	261	3.61	0.86		3.42	3.48	
Q19: Libraries: facilities & support available to students	0.08	0.07	379	3.81	.83	388	3.73	0.83	360	3.66	0.86		3.61	3.51	
Q51: Assignment of classes (e.g., match w/ interests & background)	-0.08	0.08	390	3.98	1.00	412	4.06	0.90	403	3.98	1.10		4.11	4.01	4
Q49: Teaching load (# of classes, class-size, etc.)	-0.08	0.2	390	2.96	1.16	415	3.04	1.14	409	2.84	1.21	2.96	3.24	3.13	2.95
Q41: Procedures by which departmental policies are made	-0.08	0.28	387	3.43	1.06	411	3.51	1.10	404	3.23	1.28		3.59	3.42	3.28
Q80: I am actively looking for other academic positions	0.07	-0.37	377	2.29	1.25	392	2.22	1.18	363	2.59	1.49	2.53	2.49		
Q11: Personal office facilities	0.07	0.02	406	3.43	1.25	420	3.36	1.25	413	3.34	1.27	3.47	3.47	3.39	3.4
Q66: Retirement program	0.07	0.13	389	3.38	.91	403	3.31	0.95	385	3.18	0.95		3.1	3.02	3.03
Q12: Computer Services: facilities & support of faculty	-0.07	0.09	405	3.86	.90	420	3.93	0.85	410	3.84	0.91	3.89	3.94	3.76	3.34

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
Q10: Classroom facilities	0.06	0.12	408	3.25	1.15	421	3.19	1.21	412	3.07	1.21	3.11	3.15	3.12	3
Q50: Differential teaching loads across campus	0.06	0.17	363	2.58	1.03	388	2.52	1.06	363	2.35	1.14	2.34	2.49	2.47	2.33
Q40: Content of departmental policies	-0.06	0.21	381	3.46	.94	409	3.52	0.98	401	3.31	1.08		3.63	3.5	3.34
Q20: Educational Tech Center: support available to faculty	0.05	0.02	377	3.75	.82	394	3.70	0.84	320	3.68	0.89		3.49	3.65	
Q14: Physical Plant (heat, air, maintenance...)	-0.05	0.11	401	3.00	1.10	418	3.05	1.12	404	2.94	1.09	3.05	2.87	2.97	2.69
Q13: Computer Services: facilities & support of students	-0.05	-0.07	369	3.71	.81	379	3.76	0.78	357	3.83	0.84	3.94	3.88	3.76	3.34
Q37: Content of policies in your college	-0.05	0.39	379	3.25	.91	403	3.30	0.88	364	2.91	1.06	3.23	3.33	3.4	3.13
Q23: Graduate Assistant Support for faculty	-0.05	0.26	372	2.95	1.07	384	3.00	1.10	345	2.74	1.13		2.87	3.01	2.96
Q76: Performance of your Department Head	-0.05	0.33	396	3.72	1.22	412	3.77	1.23	390	3.44	1.43	3.49	3.89	3.7	3.62
Q44: Extent to which promotion/tenure criteria are defined/made known	0.04	0.06	385	3.66	.93	409	3.62	1.08	388	3.56	1.10		3.66	3.49	3.27
Q32: Clerical support of faculty	0.04	0.21	397	3.63	1.06	410	3.59	1.14	402	3.38	1.21	3.34	3.34	3.15	3.26
Q38: Procedures by which policies are made in your college	-0.04	0.46	377	3.11	1.06	398	3.15	0.98	364	2.69	1.14	3.04	3.24	3.26	2.99
Q28: Support for research or literary	-0.04	0.31	382	2.69	1.09	390	2.73	1.06	385	2.42	1.07		2.73	2.67	2.49

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
publication (time, etc.)															
Q64: Life insurance program	0.03	0.08	390	3.49	.84	407	3.46	0.86	385	3.38	0.85		3.6	3.6	3.4
Q24: Writing center (1997-2008) / Bear Claw Tutoring Center (2010)	0.03	0.13	345	3.48	.86	363	3.45	0.89	281	3.32	0.99	3.44	3.74	3.78	3.65
Q60: Rate of pay for summer teaching (2.5% per hour)	0.02	0.25	369	2.73	1.09	388	2.71	1.06	349	2.46	1.11		2.58	2.47	2.47
Q77: I plan to retire from MSU within the next 5 years	0.02	0.02	385	2.31	1.38	394	2.29	1.37	354	2.27	1.53				
Q62: Compensation for per-course faculty	-0.02	0.16	360	2.62	.92	374	2.64	0.91	307	2.48	0.99				
Q68: Recreational services and facilities for faculty	-0.02	0.24	377	3.23	.99	393	3.25	0.95	346	3.01	1.06	3.25	3.38	3.55	3.38
Q29: Sponsored Research Activity / Office of Sponsored Research and Programs	0.01	0.2	358	3.12	.84	372	3.11	0.86	318	2.91	1.07	3.02	3.15	3.17	3.14
Q45: Procedures by which tenure/promotion decisions made	0.01	0.21	378	3.48	1.04	407	3.47	1.04	373	3.26	1.18		3.36	3.22	3.08
Q54: Academic advisement load and duties	-0.01	0	374	3.37	.93	392	3.38	1.02	363	3.38	1.02		3.64	3.55	3.44
Q30: General quality of student advisement	0.00	0.11	390	3.64	.87	400	3.64	0.87	374	3.53	0.91	3.56	3.77	3.6	3.37
Q46: Extent of feedback regarding reasons for P&T	0.00	0.2	362	3.40	.96	382	3.40	1.05	350	3.2	1.18		3.34	3.17	3.03

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
decisions															
Q04: General quality of student preparation in classes		-0.04				416	3.01	0.98	409	3.05	0.95	2.93	2.93	2.83	2.8
Q05: General quality of student performance in classes		-0.02				417	3.34	0.88	411	3.36	0.83	3.26	3.31	3.18	3.09
Faculty Center for Teaching and Learning			363	3.35	.98										
Educational benefits for employees and families			391	3.33	1.04										
Sick leave benefits			355	3.28	.81										
Dental care			391	3.19	1.06										
I find it challenging to integrate community engagement, cultural competence, and ethical leadership components of the public affairs mission into my work for the University.			397	2.86	1.29										
I believe the university does well in showing its accountability to the public affairs mission.			388	3.15	1.09										
I believe the faculty have a good understanding of the public affairs			397	2.94	1.11										

Question	Change 08-10	Change 06-08	2010			2008			2006			2003	2001	1999	1997
			N	Mean	SD	N	Mean	SD	N	Mean	SD	Mean	Mean	Mean	Mean
mission.															
I clearly integrate community engagement component of the public affairs mission into my work for the university						415	3.70	1.15							
I clearly integrate cultural competence component of the public affairs mission into my work for the university						414	3.79	1.06							
I clearly integrate ethical leadership component of the public affairs mission into my work for the university						414	3.84	1.04							
Averages	-0.09	0.16	376	3.07	1.01	384	3.08	0.98	367	3.05	1.08	3.28	3.49	3.45	3.26

**Table VI: Correlations of Direction of University, Overall Satisfaction, and Turnover Pressures with Level of Shared Governance and Administration Perceived Performance**

	Direction the University is moving (priorities, etc.).	Overall satisfaction with being a MSU faculty member.	Level of shared governance.	General quality of performance of Board of Governors.	General quality of performance of University President.	General quality of performance of Provost.	General quality of performance of your college dean.	General quality of performance of your department head.
Direction the University is moving (priorities, etc.).	1.000**	.517**	.462**	.507**	.572**	.497**	.241**	.177**
Overall satisfaction with being a Missouri State University faculty member.	.517**	1.000**	.472**	.416**	.478**	.400**	.377**	.348**
I plan to retire from Missouri State within the next five years.	-.032	-.124*	-.104*	.000	-.040	-.136**	-.105*	-.041
I often think about leaving this University.	-.362**	-.603**	-.417**	-.372**	-.277**	-.305**	-.307**	-.290**
I plan on leaving Missouri State within the next year.	-.226**	-.391**	-.221**	-.169**	-.175**	-.190**	-.179**	-.272**
I am actively looking for other academic positions elsewhere.	-.273**	-.469**	-.275**	-.247**	-.210**	-.245**	-.214**	-.242**

\*\* . Correlation is significant at the 0.01 level (2-tailed). \* . Correlation is significant at the 0.05 level (2-tailed).

## Campus Wide Data

**Table VII: Comparisons between Early Responders and Late Responders**

	Descriptive Statistics November 2010			Descriptive Statistics December 2010			Difference in Mean November to December	Percent change (most are less than 1 %)
	N	Mean	Std. Deviation	N	Mean	Std. Deviation		
Direction the University is moving (priorities, etc.).	361	2.84	1.013	397	2.82	1.020	-0.013	-0.45
General quality of Missouri State University faculty.	366	3.88	.768	401	3.86	.775	-0.017	-0.43
Congeniality of colleagues.	370	3.91	.910	405	3.87	.932	-0.031	-0.80
Overall satisfaction with being a Missouri State University faculty member.	369	3.54	.989	404	3.52	1.005	-0.019	-0.55
General quality of performance of Equal Opportunity Officer.	317	3.31	.927	352	3.32	.919	0.012	0.36
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	328	3.38	.947	362	3.38	.934	-0.003	-0.08
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	322	3.17	.984	356	3.15	.991	-0.022	-0.68
Classroom facilities.	372	3.25	1.165	408	3.25	1.151	0.002	0.08
Personal office facilities.	370	3.44	1.253	406	3.43	1.249	-0.007	-0.19
Computer Services: facilities and computer help desk support available to faculty.	369	3.86	.917	405	3.86	.902	0.003	0.07
Computer Services: facilities and computer help desk support available for students.	334	3.72	.820	369	3.71	.810	-0.003	-0.08
Physical plant (heat, air, maintenance, renovations, etc.).	365	3.00	1.101	401	3.00	1.098	-0.008	-0.26
Custodial maintenance of facilities.	366	3.17	1.145	401	3.17	1.146	0.008	0.25
Personal and building security.	366	3.47	.989	402	3.48	.979	0.010	0.29
Libraries: holdings of books, journals, etc.	359	3.59	.979	395	3.58	.995	-0.003	-0.08
Libraries: facilities and support available to	358	3.89	.870	394	3.89	.865	0.005	0.14

	Descriptive Statistics November 2010			Descriptive Statistics December 2010			Difference in Mean November to December	Percent change (most are less than 1 %)
	N	Mean	Std. Deviation	N	Mean	Std. Deviation		
faculty.								
Libraries: facilities and support available for students	345	3.81	.827	379	3.81	.830	0.001	0.03
Educational Technology Center (ETC): facilities and support available to faculty.	343	3.75	.835	377	3.75	.818	-0.004	-0.10
Educational Technology Center (ETC): facilities and support available to students.	315	3.61	.804	349	3.62	.789	0.007	0.18
Distance Learning and Instructional Technology: facilities and support available to faculty.	318	3.42	.843	352	3.41	.839	-0.009	-0.28
Graduate Assistant support for faculty.	338	2.93	1.082	372	2.95	1.074	0.019	0.66
Bear Claw Tutoring Center	313	3.48	.866	345	3.48	.860	0.002	0.05
Faculty Center for Teaching and Learning	331	3.36	.994	363	3.35	.984	-0.012	-0.37
Faculty Development through sabbaticals and educational leaves.	319	3.10	.953	354	3.10	.950	-0.004	-0.14
Reimbursement for attending conventions, conferences, workshops, etc.	362	2.64	1.236	398	2.65	1.227	0.018	0.68
Availability of research opportunities.	344	3.12	1.021	378	3.11	1.019	-0.010	-0.34
Support for research or literary publication (time, finances, space, etc.).	348	2.69	1.106	382	2.69	1.094	-0.004	-0.15
Office of Sponsored Research and Programs.	324	3.13	.843	358	3.12	.841	-0.010	-0.31
General quality of student advisement.	355	3.63	.875	390	3.64	.873	0.008	0.21
Efforts are made to attract diverse students to our programs.	337	3.32	.931	373	3.28	.947	-0.033	-1.00
Clerical support for faculty.	361	3.65	1.068	397	3.63	1.061	-0.013	-0.37
Content of general University policies.	352	3.14	.883	388	3.14	.881	0.003	0.09
Procedures by which general University policies and priorities are made.	352	2.74	.993	388	2.73	.996	-0.004	-0.14

	Descriptive Statistics November 2010			Descriptive Statistics December 2010			Difference in Mean November to December	Percent change (most are less than 1 %)
	N	Mean	Std. Deviation	N	Mean	Std. Deviation		
Procedures by which general University policies and priorities are communicated to faculty.	351	2.90	.992	387	2.89	.993	-0.009	-0.31
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	342	2.68	1.100	378	2.67	1.094	-0.001	-0.03
Content of policies of your college.	343	3.26	.905	379	3.25	.908	-0.009	-0.28
Procedures by which policies are made for your college.	341	3.13	1.048	377	3.11	1.064	-0.020	-0.64
The way discretionary monies are used to reward merit/equity.	340	2.24	1.087	376	2.25	1.083	0.003	0.14
Content of departmental policies.	345	3.48	.934	381	3.46	.941	-0.022	-0.62
Procedures by which department policies are made.	352	3.44	1.060	387	3.43	1.062	-0.003	-0.10
The quality of the criteria used to make merit/equity decisions in your department.	344	3.16	1.146	379	3.15	1.157	-0.009	-0.30
The quality of performance feedback provided by the department head during scheduled performance reviews.	347	3.57	1.046	382	3.56	1.050	-0.016	-0.44
Extent to which promotion and tenure criteria are defined and made known.	350	3.66	.910	385	3.66	.933	0.003	0.07
Procedures by which promotion and tenure decisions are made.	343	3.49	1.023	378	3.48	1.038	-0.003	-0.08
Extent of feedback regarding reasons for promotion and tenure decisions.	328	3.41	.953	362	3.40	.963	-0.002	-0.06
Abolition of cost of living increases in favor of replacement pay for performance/equity.	345	2.08	1.154	380	2.08	1.158	0.006	0.30
Level of shared governance.	350	2.46	1.126	385	2.46	1.125	0.005	0.21
Teaching load (number of	354	2.95	1.166	390	2.96	1.164	0.012	0.41

	Descriptive Statistics November 2010			Descriptive Statistics December 2010			Difference in Mean November to December	Percent change (most are less than 1 %)
	N	Mean	Std. Deviation	N	Mean	Std. Deviation		
classes, class size, student-faculty ratio, etc.).								
Differential teaching loads across campus.	327	2.58	1.030	363	2.58	1.033	0.003	0.12
Assignment of your classes (extent they match your interests and background).	355	3.98	1.019	390	3.98	1.004	0.002	0.05
Use and effect of per- course or unranked faculty in your department.	340	3.38	1.058	375	3.37	1.066	-0.008	-0.25
Committee assignments and duties.	353	3.24	1.018	388	3.23	1.014	-0.009	-0.28
Academic advisement load and duties.	340	3.37	.930	374	3.37	.925	0.004	0.12
I feel pressured to inflate grades.	363	2.84	1.302	399	2.83	1.308	-0.010	-0.37
I feel pressured to deflate grades.	346	2.01	.984	381	2.00	.979	-0.012	-0.57
Current nine month salary.	352	2.56	1.153	388	2.55	1.148	-0.008	-0.32
Future salary prospects.	366	1.85	.931	402	1.85	.929	-0.007	-0.36
Salary differentials that exist across Missouri State University.	352	1.95	.965	388	1.93	.974	-0.018	-0.95
Procedures by which equity adjustment salary decisions are made.	341	2.37	1.022	377	2.35	1.032	-0.014	-0.58
Procedures by which performance/merit salary decisions are made.	349	2.39	1.097	385	2.36	1.105	-0.026	-1.09
Rate of pay for summer teaching (2.5% per hour).	335	2.71	1.085	369	2.73	1.085	0.016	0.58
Allocation of summer teaching.	333	3.12	.989	367	3.11	1.003	-0.005	-0.17
Compensation for per- course faculty.	326	2.63	.925	360	2.62	.925	-0.009	-0.36
Compensation for overload courses.	324	2.46	.968	358	2.48	.975	0.024	0.96
Life insurance program.	354	3.49	.832	390	3.49	.835	0.006	0.18
Medical/health benefits.	365	2.99	1.195	401	2.99	1.199	-0.002	-0.07
Educational benefits for employees and families	356	3.33	1.047	391	3.33	1.041	0.001	0.03
Sick leave benefits	321	3.29	.813	355	3.28	.813	-0.005	-0.15
Dental care	355	3.20	1.059	391	3.19	1.056	-0.006	-0.18
Retirement program.	353	3.37	.921	389	3.38	.913	0.009	0.28
Services and faculty use of Taylor Health & Wellness Center.	361	3.96	.864	396	3.96	.874	0.001	0.02

	Descriptive Statistics November 2010			Descriptive Statistics December 2010			Difference in Mean November to December	Percent change (most are less than 1 %)
	N	Mean	Std. Deviation	N	Mean	Std. Deviation		
Recreational services and facilities for faculty.	344	3.23	.990	377	3.23	.994	0.007	0.21
General quality of performance of Board of Governors.	350	2.31	1.088	384	2.31	1.084	-0.004	-0.19
General quality of performance of University President.	337	2.98	.922	371	2.98	.927	0.008	0.25
General quality of performance of Provost.	348	2.76	1.141	383	2.74	1.139	-0.020	-0.71
General quality of performance of Associate Provost.	321	3.09	.984	355	3.04	.998	-0.045	-1.46
General quality of performance of Assistants to University President.	306	2.93	.899	338	2.92	.898	-0.017	-0.60
General quality of performance of your college dean.	362	3.49	1.191	397	3.47	1.203	-0.015	-0.44
General quality of performance of your college associate dean.	313	3.34	1.084	344	3.34	1.090	-0.002	-0.05
General quality of performance of your department head.	361	3.70	1.224	396	3.72	1.219	0.024	0.65
I plan to retire from Missouri State within the next five years.	351	2.30	1.356	385	2.31	1.378	0.018	0.78
I often think about leaving this University.	352	3.09	1.376	385	3.09	1.379	0.005	0.18
I plan on leaving Missouri State within the next year.	342	2.01	1.049	375	2.01	1.042	-0.004	-0.20
I am actively looking for other academic positions elsewhere.	345	2.30	1.265	377	2.29	1.250	-0.012	-0.53
I find it challenging to integrate community engagement, cultural competence, and ethical leadership components of the public affairs mission into my work for the University.	361	2.86	1.281	397	2.86	1.292	-0.008	-0.27
I believe the university does well in showing its accountability to the public affairs mission.	352	3.18	1.082	388	3.15	1.089	-0.021	-0.68
I believe the faculty have a good understanding of	361	2.96	1.095	397	2.94	1.112	-0.024	-0.82

	Descriptive Statistics November 2010			Descriptive Statistics December 2010			Difference in Mean November to December	Percent change (most are less than 1 %)
	N	Mean	Std. Deviation	N	Mean	Std. Deviation		
the public affairs mission.								