

## **Appendix 3 Department Data Tables**

**agriculture**  
**art & design**  
**biology**  
**biomedical sciences**  
**chemistry**  
**childhood education & family studies**  
**communication**  
**communication sciences & disorders**  
**computer information systems**  
**computer science**  
**counseling, leadership & special education**  
**english**  
**geography, geology & planning**  
**greenwood lab schools**  
**health, physical education & recreation**  
**history**  
**library**  
**management**  
**mathematics**  
**media, journalism & film**  
**modern & classical languages**  
**music**  
**nursing**  
**physical therapy**  
**physics, astronomy, & materials science**  
**psychology**  
**reading, foundations & technology**  
**school of social work**  
**theatre & dance**  
**other (departments with less than 5 people responding)**

## Department = agriculture

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	8	3.38	1.19	2.82	0.55
General quality of Missouri State University faculty.	8	4.50	.53	3.86	0.64
Congeniality of colleagues.	8	4.25	.46	3.87	0.38
Overall satisfaction with being a Missouri State University faculty member.	8	4.13	.64	3.52	0.61
General quality of performance of Equal Opportunity Officer.	7	3.29	.49	3.32	-0.04
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	8	3.63	.52	3.38	0.25
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	8	3.38	.52	3.15	0.23
Classroom facilities.	8	4.50	.53	3.25	1.25
Personal office facilities.	8	3.88	1.13	3.43	0.45
Computer Services: facilities and computer help desk support available to faculty.	8	4.50	.53	3.86	0.64
Computer Services: facilities and computer help desk support available for students.	8	4.00	.93	3.71	0.29
Physical plant (heat, air, maintenance, renovations, etc.).	8	3.00	1.41	3.00	0.00
Custodial maintenance of facilities.	8	3.25	1.16	3.17	0.08
Personal and building security.	8	4.00	.53	3.48	0.52
Libraries: holdings of books, journals, etc.	8	4.13	.64	3.58	0.54
Libraries: facilities and support available to faculty.	8	4.50	.53	3.89	0.61
Libraries: facilities and support available for students	8	4.13	.99	3.81	0.31
Educational Technology Center (ETC): facilities and support available to faculty.	8	3.88	.83	3.75	0.13
Educational Technology Center (ETC): facilities and support available to students.	8	3.88	.83	3.62	0.26
Distance Learning and Instructional Technology: facilities and support available to faculty.	7	3.86	.69	3.41	0.45
Graduate Assistant support for faculty.	8	3.25	1.39	2.95	0.30
Bear Claw Tutoring Center	7	3.00	.58	3.48	-0.48
Faculty Center for Teaching and Learning	8	3.88	.99	3.35	0.53
Faculty Development through sabbaticals and educational leaves.	6	3.83	.75	3.10	0.74

Reimbursement for attending conventions, conferences, workshops, etc.	8	4.25	.46	2.65	1.60
Availability of research opportunities.	8	4.13	.35	3.11	1.02
Support for research or literary publication (time, finances, space, etc.).	7	3.29	.95	2.69	0.60
Office of Sponsored Research and Programs.	7	3.29	.76	3.12	0.16
General quality of student advisement.	8	3.88	.35	3.64	0.24
Efforts are made to attract diverse students to our programs.	7	3.71	.49	3.28	0.43
Clerical support for faculty.	8	4.00	.93	3.63	0.37
Content of general University policies.	8	3.38	.74	3.14	0.24
Procedures by which general University policies and priorities are made.	7	2.86	.69	2.73	0.13
Procedures by which general University policies and priorities are communicated to faculty.	7	3.71	.76	2.89	0.82
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	7	3.14	.69	2.67	0.47
Content of policies of your college.	7	3.29	.76	3.25	0.03
Procedures by which policies are made for your college.	7	3.43	.98	3.11	0.32
The way discretionary monies are used to reward merit/equity.	7	2.57	.98	2.25	0.32
Content of departmental policies.	7	4.00	.58	3.46	0.54
Procedures by which department policies are made.	7	4.00	.58	3.43	0.57
The quality of the criteria used to make merit/equity decisions in your department.	7	3.86	1.07	3.15	0.71
The quality of performance feedback provided by the department head during scheduled performance reviews.	7	3.86	.69	3.56	0.30
Extent to which promotion and tenure criteria are defined and made known.	7	4.14	.38	3.66	0.48
Procedures by which promotion and tenure decisions are made.	7	3.57	1.27	3.48	0.09
Extent of feedback regarding reasons for promotion and tenure decisions.	7	3.71	.49	3.40	0.31
Abolition of cost of living increases in favor of replacement pay for performance/equity.	7	2.43	1.40	2.08	0.35
Level of shared governance.	7	3.71	.76	2.46	1.25
Teaching load (number of classes, class size, student-faculty ratio, etc.).	7	3.71	.95	2.96	0.75
Differential teaching loads across campus.	6	3.67	.82	2.58	1.08
Assignment of your classes (extent they match your interests and background).	8	4.63	.52	3.98	0.65
Use and effect of per-course or unranked faculty in your department.	7	3.71	1.11	3.37	0.35

Committee assignments and duties.	7	3.29	1.11	3.23	0.05
Academic advisement load and duties.	7	3.43	.53	3.37	0.06
I feel pressured to inflate grades.	8	2.75	1.49	2.83	-0.08
I feel pressured to deflate grades.	7	2.00	1.00	2.00	0.00
Current nine month salary.	8	3.38	.92	2.55	0.82
Future salary prospects.	8	3.25	.89	1.85	1.40
Salary differentials that exist across Missouri State University.	6	2.83	.75	1.93	0.90
Procedures by which equity adjustment salary decisions are made.	7	2.86	.69	2.35	0.50
Procedures by which performance/merit salary decisions are made.	7	2.71	1.11	2.36	0.35
Rate of pay for summer teaching (2.5% per hour).	7	2.86	1.07	2.73	0.13
Allocation of summer teaching.	7	2.29	.76	3.11	-0.83
Compensation for per-course faculty.	7	2.43	.98	2.62	-0.19
Compensation for overload courses.	7	2.29	1.11	2.48	-0.19
Life insurance program.	7	3.43	.53	3.49	-0.06
Medical/health benefits.	7	3.00	1.41	2.99	0.01
Educational benefits for employees and families	8	3.13	1.55	3.33	-0.21
Sick leave benefits	7	3.43	.53	3.28	0.15
Dental care	7	3.14	1.57	3.19	-0.05
Retirement program.	7	3.29	1.11	3.38	-0.09
Services and faculty use of Taylor Health & Wellness Center.	6	4.17	.75	3.96	0.20
Recreational services and facilities for faculty.	7	3.71	1.11	3.23	0.48
General quality of performance of Board of Governors.	7	3.29	.76	2.31	0.98
General quality of performance of University President.	8	3.50	.76	2.98	0.52
General quality of performance of Provost.	8	3.75	.46	2.74	1.01
General quality of performance of Associate Provost.	7	3.57	.53	3.04	0.53
General quality of performance of Assistants to University President.	7	3.14	.69	2.92	0.23
General quality of performance of your college dean.	7	3.29	.95	3.47	-0.19

General quality of performance of your college associate dean.	7	3.29	.95	3.34	-0.05
I plan to retire from Missouri State within the next five years.	7	2.00	1.41	2.31	-0.31
I often think about leaving this University.	7	2.00	1.53	3.09	-1.09
I plan on leaving Missouri State within the next year.	7	1.29	.49	2.01	-0.72
I am actively looking for other academic positions elsewhere.	7	1.57	.79	2.29	-0.72
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.	8	2.88	1.36	2.86	0.02
I believe the university does well in showing its accountability to the public affairs mission.	8	3.25	1.04	3.15	0.10
I believe the faculty have a good understanding of the public affairs mission.	8	3.25	1.04	2.94	0.31

## Department = art & design

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	24	2.88	.85	2.82	0.05
General quality of Missouri State University faculty.	25	3.56	.82	3.86	-0.30
Congeniality of colleagues.	25	3.92	.70	3.87	0.05
Overall satisfaction with being a Missouri State University faculty member.	24	3.42	.65	3.52	-0.10
General quality of performance of Equal Opportunity Officer.	22	3.27	.70	3.32	-0.05
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	23	3.39	.84	3.38	0.01
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	22	3.32	.72	3.15	0.17
Classroom facilities.	25	2.20	1.19	3.25	-1.05
Personal office facilities.	25	2.48	1.33	3.43	-0.95
Computer Services: facilities and computer help desk support available to faculty.	25	3.20	1.22	3.86	-0.66
Computer Services: facilities and computer help desk support available for students.	23	3.17	1.07	3.71	-0.54
Physical plant (heat, air, maintenance, renovations, etc.).	25	2.64	1.04	3.00	-0.36
Custodial maintenance of facilities.	25	2.80	1.26	3.17	-0.37
Personal and building security.	25	2.64	1.25	3.48	-0.84
Libraries: holdings of books, journals, etc.	25	3.04	1.10	3.58	-0.54
Libraries: facilities and support available to faculty.	24	3.25	1.03	3.89	-0.64
Libraries: facilities and support available for students	25	3.24	.88	3.81	-0.57
Educational Technology Center (ETC): facilities and support available to faculty.	24	3.33	.96	3.75	-0.41
Educational Technology Center (ETC): facilities and support available to students.	22	3.05	.95	3.62	-0.57
Distance Learning and Instructional Technology: facilities and support available to faculty.	20	3.15	.67	3.41	-0.26
Graduate Assistant support for faculty.	23	2.48	.79	2.95	-0.48
Bear Claw Tutoring Center	19	3.00	.47	3.48	-0.48
Faculty Center for Teaching and Learning	20	3.15	.81	3.35	-0.20

Faculty Development through sabbaticals and educational leaves.	21	2.67	1.15	3.10	-0.43
Reimbursement for attending conventions, conferences, workshops, etc.	21	2.24	1.30	2.65	-0.42
Availability of research opportunities.	22	2.18	1.18	3.11	-0.92
Support for research or literary publication (time, finances, space, etc.).	22	2.05	1.21	2.69	-0.64
Office of Sponsored Research and Programs.	20	2.85	.75	3.12	-0.27
General quality of student advisement.	25	3.08	1.12	3.64	-0.56
Efforts are made to attract diverse students to our programs.	25	3.00	.76	3.28	-0.28
Clerical support for faculty.	25	3.44	1.23	3.63	-0.19
Content of general University policies.	24	3.00	.78	3.14	-0.14
Procedures by which general University policies and priorities are made.	25	2.60	.87	2.73	-0.13
Procedures by which general University policies and priorities are communicated to faculty.	24	2.83	.87	2.89	-0.06
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	25	2.84	.90	2.67	0.17
Content of policies of your college.	23	2.91	.95	3.25	-0.34
Procedures by which policies are made for your college.	24	2.92	1.02	3.11	-0.19
The way discretionary monies are used to reward merit/equity.	24	2.13	1.19	2.25	-0.12
Content of departmental policies.	24	3.13	.95	3.46	-0.33
Procedures by which department policies are made.	24	3.08	1.14	3.43	-0.35
The quality of the criteria used to make merit/equity decisions in your department.	23	2.70	1.18	3.15	-0.45
The quality of performance feedback provided by the department head during scheduled performance reviews.	25	2.88	1.13	3.56	-0.68
Extent to which promotion and tenure criteria are defined and made known.	24	3.42	.83	3.66	-0.24
Procedures by which promotion and tenure decisions are made.	23	3.13	.92	3.48	-0.35
Extent of feedback regarding reasons for promotion and tenure decisions.	24	2.96	1.12	3.40	-0.44
Abolition of cost of living increases in favor of replacement pay for performance/equity.	24	2.00	1.29	2.08	-0.08
Level of shared governance.	24	2.38	1.06	2.46	-0.09
Teaching load (number of classes, class size, student-faculty ratio, etc.).	25	2.16	1.28	2.96	-0.80
Differential teaching loads across campus.	24	2.38	1.24	2.58	-0.21

Assignment of your classes (extent they match your interests and background).	25	3.80	1.19	3.98	-0.18
Use and effect of per-course or unranked faculty in your department.	24	2.96	1.12	3.37	-0.41
Committee assignments and duties.	24	2.42	1.18	3.23	-0.82
Academic advisement load and duties.	25	2.60	1.19	3.37	-0.77
I feel pressured to inflate grades.	25	2.76	1.05	2.83	-0.07
I feel pressured to deflate grades.	24	2.13	.90	2.00	0.13
Current nine month salary.	24	2.58	1.02	2.55	0.03
Future salary prospects.	25	2.00	.82	1.85	0.15
Salary differentials that exist across Missouri State University.	24	1.63	.92	1.93	-0.31
Procedures by which equity adjustment salary decisions are made.	23	1.96	.98	2.35	-0.40
Procedures by which performance/merit salary decisions are made.	24	2.00	.93	2.36	-0.36
Rate of pay for summer teaching (2.5% per hour).	23	2.52	1.04	2.73	-0.20
Allocation of summer teaching.	22	2.91	.92	3.11	-0.20
Compensation for per-course faculty.	22	2.36	1.00	2.62	-0.26
Compensation for overload courses.	23	1.87	.92	2.48	-0.61
Life insurance program.	24	3.25	.85	3.49	-0.24
Medical/health benefits.	24	2.67	1.20	2.99	-0.33
Educational benefits for employees and families	24	3.50	.93	3.33	0.17
Sick leave benefits	21	3.00	.55	3.28	-0.28
Dental care	23	3.00	1.00	3.19	-0.19
Retirement program.	23	2.96	.93	3.38	-0.42
Services and faculty use of Taylor Health & Wellness Center.	24	3.33	1.24	3.96	-0.63
Recreational services and facilities for faculty.	24	2.92	.88	3.23	-0.32
General quality of performance of Board of Governors.	24	2.25	.99	2.31	-0.06
General quality of performance of University President.	23	2.83	.89	2.98	-0.16
General quality of performance of Provost.	23	2.70	1.33	2.74	-0.04



General quality of performance of Associate Provost.	22	3.09	1.15	3.04	0.05
General quality of performance of Assistants to University President.	22	2.86	.89	2.92	-0.05
General quality of performance of your college dean.	24	2.83	1.40	3.47	-0.64
General quality of performance of your college associate dean.	22	2.91	1.27	3.34	-0.43
I plan to retire from Missouri State within the next five years.	22	2.59	1.50	2.31	0.28
I often think about leaving this University.	23	3.39	1.34	3.09	0.30
I plan on leaving Missouri State within the next year.	20	2.20	1.15	2.01	0.19
I am actively looking for other academic positions elsewhere.	21	2.67	1.49	2.29	0.38
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.	24	2.33	1.37	2.86	-0.52
I believe the university does well in showing its accountability to the public affairs mission.	24	3.04	1.30	3.15	-0.11
I believe the faculty have a good understanding of the public affairs mission.	25	2.88	1.09	2.94	-0.06

## Department = biology

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	12	2.50	1.00	2.82	-0.32
General quality of Missouri State University faculty.	12	3.83	.58	3.86	-0.03
Congeniality of colleagues.	12	4.17	.83	3.87	0.29
Overall satisfaction with being a Missouri State University faculty member.	12	3.58	.90	3.52	0.06
General quality of performance of Equal Opportunity Officer.	10	3.50	.85	3.32	0.18
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	9	3.89	.33	3.38	0.51
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	9	3.22	.67	3.15	0.08
Classroom facilities.	12	2.17	.94	3.25	-1.09
Personal office facilities.	12	2.50	1.17	3.43	-0.93
Computer Services: facilities and computer help desk support available to faculty.	12	4.08	.67	3.86	0.22
Computer Services: facilities and computer help desk support available for students.	9	3.78	.44	3.71	0.07
Physical plant (heat, air, maintenance, renovations, etc.).	12	2.58	1.24	3.00	-0.41
Custodial maintenance of facilities.	12	2.67	1.07	3.17	-0.51
Personal and building security.	12	3.17	1.03	3.48	-0.31
Libraries: holdings of books, journals, etc.	12	3.17	1.11	3.58	-0.42
Libraries: facilities and support available to faculty.	12	4.00	.74	3.89	0.11
Libraries: facilities and support available for students	11	3.73	.65	3.81	-0.08
Educational Technology Center (ETC): facilities and support available to faculty.	9	3.67	.50	3.75	-0.08
Educational Technology Center (ETC): facilities and support available to students.	9	3.56	.53	3.62	-0.06
Distance Learning and Instructional Technology: facilities and support available to faculty.	10	3.50	.53	3.41	0.09
Graduate Assistant support for faculty.	12	3.58	.79	2.95	0.63
Bear Claw Tutoring Center	9	3.44	1.01	3.48	-0.04
Faculty Center for Teaching and Learning	8	3.88	.35	3.35	0.53

Faculty Development through sabbaticals and educational leaves.	12	3.33	.89	3.10	0.24
Reimbursement for attending conventions, conferences, workshops, etc.	12	2.92	1.16	2.65	0.26
Availability of research opportunities.	11	3.73	.65	3.11	0.62
Support for research or literary publication (time, finances, space, etc.).	11	2.91	1.22	2.69	0.22
Office of Sponsored Research and Programs.	12	4.00	.85	3.12	0.88
General quality of student advisement.	12	3.75	.45	3.64	0.11
Efforts are made to attract diverse students to our programs.	12	3.58	.90	3.28	0.30
Clerical support for faculty.	12	3.33	1.15	3.63	-0.30
Content of general University policies.	12	2.67	.98	3.14	-0.47
Procedures by which general University policies and priorities are made.	12	2.50	1.00	2.73	-0.23
Procedures by which general University policies and priorities are communicated to faculty.	12	2.75	.87	2.89	-0.14
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	12	2.75	1.06	2.67	0.08
Content of policies of your college.	12	3.33	.89	3.25	0.08
Procedures by which policies are made for your college.	12	3.42	.79	3.11	0.31
The way discretionary monies are used to reward merit/equity.	12	2.00	.95	2.25	-0.25
Content of departmental policies.	12	3.83	.58	3.46	0.38
Procedures by which department policies are made.	11	4.00	.45	3.43	0.57
The quality of the criteria used to make merit/equity decisions in your department.	11	3.36	.92	3.15	0.21
The quality of performance feedback provided by the department head during scheduled performance reviews.	11	3.82	.75	3.56	0.26
Extent to which promotion and tenure criteria are defined and made known.	11	4.00	.89	3.66	0.34
Procedures by which promotion and tenure decisions are made.	12	3.83	.72	3.48	0.35
Extent of feedback regarding reasons for promotion and tenure decisions.	9	3.89	.60	3.40	0.49
Abolition of cost of living increases in favor of replacement pay for performance/equity.	11	2.82	.98	2.08	0.74
Level of shared governance.	11	2.45	1.04	2.46	-0.01
Teaching load (number of classes, class size, student-faculty ratio, etc.).	12	3.08	1.24	2.96	0.12
Differential teaching loads across campus.	11	2.82	1.25	2.58	0.23

Assignment of your classes (extent they match your interests and background).	12	4.42	.79	3.98	0.44
Use and effect of per-course or unranked faculty in your department.	11	3.55	.93	3.37	0.18
Committee assignments and duties.	12	3.08	1.24	3.23	-0.15
Academic advisement load and duties.	12	2.58	1.31	3.37	-0.79
I feel pressured to inflate grades.	12	2.50	1.00	2.83	-0.33
I feel pressured to deflate grades.	12	1.83	.58	2.00	-0.17
Current nine month salary.	12	2.08	1.24	2.55	-0.47
Future salary prospects.	12	1.75	.97	1.85	-0.10
Salary differentials that exist across Missouri State University.	12	1.67	.98	1.93	-0.26
Procedures by which equity adjustment salary decisions are made.	10	2.30	1.06	2.35	-0.05
Procedures by which performance/merit salary decisions are made.	11	1.73	.79	2.36	-0.64
Rate of pay for summer teaching (2.5% per hour).	12	2.50	1.31	2.73	-0.23
Allocation of summer teaching.	11	3.18	.98	3.11	0.07
Compensation for per-course faculty.	12	2.08	1.08	2.62	-0.54
Compensation for overload courses.	11	2.36	1.12	2.48	-0.12
Life insurance program.	12	3.67	.78	3.49	0.17
Medical/health benefits.	12	2.75	1.29	2.99	-0.24
Educational benefits for employees and families	12	3.58	.67	3.33	0.25
Sick leave benefits	8	3.38	.52	3.28	0.09
Dental care	12	3.08	1.08	3.19	-0.11
Retirement program.	12	3.50	.52	3.38	0.12
Services and faculty use of Taylor Health & Wellness Center.	12	4.08	.90	3.96	0.12
Recreational services and facilities for faculty.	11	3.18	1.25	3.23	-0.05
General quality of performance of Board of Governors.	11	1.91	1.04	2.31	-0.40
General quality of performance of University President.	10	2.90	.57	2.98	-0.08
General quality of performance of Provost.	11	2.18	.98	2.74	-0.56

General quality of performance of Associate Provost.	8	2.88	.99	3.04	-0.17
General quality of performance of Assistants to University President.	9	3.00	.87	2.92	0.08
General quality of performance of your college dean.	12	3.75	.45	3.47	0.28
General quality of performance of your college associate dean.	11	3.36	.81	3.34	0.02
I plan to retire from Missouri State within the next five years.	12	2.17	1.27	2.31	-0.15
I often think about leaving this University.	12	2.83	1.53	3.09	-0.26
I plan on leaving Missouri State within the next year.	12	1.67	.78	2.01	-0.34
I am actively looking for other academic positions elsewhere.	12	2.33	1.50	2.29	0.05
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.	12	2.75	.97	2.86	-0.11
I believe the university does well in showing its accountability to the public affairs mission.	10	3.60	.84	3.15	0.45
I believe the faculty have a good understanding of the public affairs mission.	12	2.67	.98	2.94	-0.27

## Department = biomedical sciences

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	10	3.10	.88	2.82	0.28
General quality of Missouri State University faculty.	10	4.20	.42	3.86	0.34
Congeniality of colleagues.	11	4.36	.67	3.87	0.49
Overall satisfaction with being a Missouri State University faculty member.	11	3.82	.60	3.52	0.30
General quality of performance of Equal Opportunity Officer.	10	3.70	.67	3.32	0.38
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	10	3.80	.63	3.38	0.42
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	10	3.50	1.08	3.15	0.35
Classroom facilities.	11	3.36	.81	3.25	0.11
Personal office facilities.	11	3.91	.83	3.43	0.48
Computer Services: facilities and computer help desk support available to faculty.	11	4.27	.65	3.86	0.41
Computer Services: facilities and computer help desk support available for students.	11	3.91	.83	3.71	0.20
Physical plant (heat, air, maintenance, renovations, etc.).	11	3.27	1.10	3.00	0.28
Custodial maintenance of facilities.	11	3.45	1.04	3.17	0.28
Personal and building security.	11	3.27	1.10	3.48	-0.21
Libraries: holdings of books, journals, etc.	11	3.55	1.04	3.58	-0.04
Libraries: facilities and support available to faculty.	11	3.82	1.08	3.89	-0.07
Libraries: facilities and support available for students	11	3.91	.83	3.81	0.10
Educational Technology Center (ETC): facilities and support available to faculty.	11	3.91	.54	3.75	0.16
Educational Technology Center (ETC): facilities and support available to students.	11	3.73	.79	3.62	0.11
Distance Learning and Instructional Technology: facilities and support available to faculty.	11	3.36	1.12	3.41	-0.05
Graduate Assistant support for faculty.	11	3.18	1.08	2.95	0.23
Bear Claw Tutoring Center	11	3.91	1.04	3.48	0.43
Faculty Center for Teaching and Learning	11	3.55	.93	3.35	0.20

Faculty Development through sabbaticals and educational leaves.	11	3.27	1.19	3.10	0.18
Reimbursement for attending conventions, conferences, workshops, etc.	11	2.45	1.44	2.65	-0.20
Availability of research opportunities.	11	2.64	.92	3.11	-0.47
Support for research or literary publication (time, finances, space, etc.).	11	2.45	.93	2.69	-0.23
Office of Sponsored Research and Programs.	11	3.09	.70	3.12	-0.03
General quality of student advisement.	11	4.00	.45	3.64	0.36
Efforts are made to attract diverse students to our programs.	11	3.64	.81	3.28	0.35
Clerical support for faculty.	11	3.18	1.25	3.63	-0.45
Content of general University policies.	10	3.70	.48	3.14	0.56
Procedures by which general University policies and priorities are made.	10	3.30	.67	2.73	0.57
Procedures by which general University policies and priorities are communicated to faculty.	11	2.91	.83	2.89	0.02
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	10	3.40	1.43	2.67	0.73
Content of policies of your college.	10	4.00	.82	3.25	0.75
Procedures by which policies are made for your college.	10	4.00	.82	3.11	0.89
The way discretionary monies are used to reward merit/equity.	10	2.80	1.32	2.25	0.55
Content of departmental policies.	9	4.44	.53	3.46	0.99
Procedures by which department policies are made.	10	4.20	.63	3.43	0.77
The quality of the criteria used to make merit/equity decisions in your department.	9	4.33	.71	3.15	1.18
The quality of performance feedback provided by the department head during scheduled performance reviews.	10	4.40	.97	3.56	0.84
Extent to which promotion and tenure criteria are defined and made known.	11	4.09	.70	3.66	0.43
Procedures by which promotion and tenure decisions are made.	11	4.00	.63	3.48	0.52
Extent of feedback regarding reasons for promotion and tenure decisions.	11	3.91	.83	3.40	0.51
Abolition of cost of living increases in favor of replacement pay for performance/equity.	10	2.80	1.32	2.08	0.72
Level of shared governance.	10	2.90	1.52	2.46	0.44
Teaching load (number of classes, class size, student-faculty ratio, etc.).	10	2.90	1.10	2.96	-0.06
Differential teaching loads across campus.	10	2.70	1.49	2.58	0.12

Assignment of your classes (extent they match your interests and background).	10	4.30	.95	3.98	0.32
Use and effect of per-course or unranked faculty in your department.	10	3.90	.99	3.37	0.53
Committee assignments and duties.	10	3.50	.97	3.23	0.27
Academic advisement load and duties.	10	3.70	.82	3.37	0.33
I feel pressured to inflate grades.	11	2.27	.90	2.83	-0.55
I feel pressured to deflate grades.	11	2.00	.77	2.00	0.00
Current nine month salary.	11	2.82	.87	2.55	0.27
Future salary prospects.	11	1.91	.83	1.85	0.06
Salary differentials that exist across Missouri State University.	11	2.36	1.21	1.93	0.43
Procedures by which equity adjustment salary decisions are made.	11	3.09	1.04	2.35	0.74
Procedures by which performance/merit salary decisions are made.	11	3.27	.90	2.36	0.91
Rate of pay for summer teaching (2.5% per hour).	11	2.82	1.25	2.73	0.09
Allocation of summer teaching.	11	3.00	1.18	3.11	-0.11
Compensation for per-course faculty.	11	2.82	.87	2.62	0.20
Compensation for overload courses.	11	3.18	1.08	2.48	0.70
Life insurance program.	11	3.45	1.13	3.49	-0.04
Medical/health benefits.	11	2.91	1.04	2.99	-0.08
Educational benefits for employees and families	11	3.36	1.36	3.33	0.03
Sick leave benefits	11	3.36	1.03	3.28	0.08
Dental care	11	3.18	1.08	3.19	-0.01
Retirement program.	11	3.36	.92	3.38	-0.02
Services and faculty use of Taylor Health & Wellness Center.	11	3.91	.83	3.96	-0.06
Recreational services and facilities for faculty.	11	2.91	1.22	3.23	-0.32
General quality of performance of Board of Governors.	10	2.70	1.25	2.31	0.39
General quality of performance of University President.	10	3.40	.70	2.98	0.42
General quality of performance of Provost.	10	3.20	.92	2.74	0.46



General quality of performance of Associate Provost.	9	3.56	.73	3.04	0.51
General quality of performance of Assistants to University President.	10	3.50	.71	2.92	0.58
General quality of performance of your college dean.	11	4.36	.67	3.47	0.89
General quality of performance of your college associate dean.	9	3.44	.53	3.34	0.10
I plan to retire from Missouri State within the next five years.	11	2.27	1.35	2.31	-0.04
I often think about leaving this University.	10	2.70	1.16	3.09	-0.39
I plan on leaving Missouri State within the next year.	10	1.90	.74	2.01	-0.11
I am actively looking for other academic positions elsewhere.	9	1.89	.78	2.29	-0.40
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.	11	2.64	1.50	2.86	-0.22
I believe the university does well in showing its accountability to the public affairs mission.	11	3.82	.87	3.15	0.66
I believe the faculty have a good understanding of the public affairs mission.	11	3.00	1.00	2.94	0.06

## Department = chemistry

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	12	2.75	1.06	2.82	-0.07
General quality of Missouri State University faculty.	12	3.92	.51	3.86	0.06
Congeniality of colleagues.	12	4.17	.72	3.87	0.29
Overall satisfaction with being a Missouri State University faculty member.	12	3.67	.89	3.52	0.15
General quality of performance of Equal Opportunity Officer.	11	3.27	.47	3.32	-0.05
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	11	3.45	.52	3.38	0.08
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	11	3.27	.47	3.15	0.13
Classroom facilities.	12	2.92	1.08	3.25	-0.34
Personal office facilities.	12	2.17	1.11	3.43	-1.26
Computer Services: facilities and computer help desk support available to faculty.	12	3.83	.58	3.86	-0.03
Computer Services: facilities and computer help desk support available for students.	12	3.58	.67	3.71	-0.13
Physical plant (heat, air, maintenance, renovations, etc.).	12	2.75	1.14	3.00	-0.25
Custodial maintenance of facilities.	12	2.33	1.23	3.17	-0.84
Personal and building security.	12	3.17	1.03	3.48	-0.31
Libraries: holdings of books, journals, etc.	12	3.75	.75	3.58	0.17
Libraries: facilities and support available to faculty.	12	4.00	.74	3.89	0.11
Libraries: facilities and support available for students	12	3.75	.62	3.81	-0.06
Educational Technology Center (ETC): facilities and support available to faculty.	11	3.82	.75	3.75	0.07
Educational Technology Center (ETC): facilities and support available to students.	11	3.55	.69	3.62	-0.07
Distance Learning and Instructional Technology: facilities and support available to faculty.	11	3.55	.82	3.41	0.13
Graduate Assistant support for faculty.	12	3.08	.90	2.95	0.13
Bear Claw Tutoring Center	12	3.33	.65	3.48	-0.15
Faculty Center for Teaching and Learning	11	3.18	.98	3.35	-0.17

Faculty Development through sabbaticals and educational leaves.	10	2.80	.63	3.10	-0.30
Reimbursement for attending conventions, conferences, workshops, etc.	12	3.58	.90	2.65	0.93
Availability of research opportunities.	11	3.64	.50	3.11	0.53
Support for research or literary publication (time, finances, space, etc.).	10	3.00	1.05	2.69	0.31
Office of Sponsored Research and Programs.	11	2.91	1.04	3.12	-0.21
General quality of student advisement.	11	3.73	1.01	3.64	0.09
Efforts are made to attract diverse students to our programs.	10	3.60	.70	3.28	0.32
Clerical support for faculty.	11	3.55	.69	3.63	-0.09
Content of general University policies.	12	3.33	.65	3.14	0.19
Procedures by which general University policies and priorities are made.	12	2.92	.79	2.73	0.18
Procedures by which general University policies and priorities are communicated to faculty.	12	2.92	.67	2.89	0.02
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	11	2.82	.87	2.67	0.14
Content of policies of your college.	11	3.55	.52	3.25	0.29
Procedures by which policies are made for your college.	11	3.55	.52	3.11	0.44
The way discretionary monies are used to reward merit/equity.	10	2.60	.84	2.25	0.35
Content of departmental policies.	11	3.91	.54	3.46	0.45
Procedures by which department policies are made.	10	4.10	.57	3.43	0.67
The quality of the criteria used to make merit/equity decisions in your department.	11	3.82	.75	3.15	0.67
The quality of performance feedback provided by the department head during scheduled performance reviews.	12	3.83	.58	3.56	0.28
Extent to which promotion and tenure criteria are defined and made known.	12	4.17	.58	3.66	0.51
Procedures by which promotion and tenure decisions are made.	12	4.08	.51	3.48	0.60
Extent of feedback regarding reasons for promotion and tenure decisions.	12	4.08	.51	3.40	0.68
Abolition of cost of living increases in favor of replacement pay for performance/equity.	12	2.83	1.19	2.08	0.75
Level of shared governance.	11	3.00	.77	2.46	0.54
Teaching load (number of classes, class size, student-faculty ratio, etc.).	11	3.09	.83	2.96	0.13
Differential teaching loads across campus.	11	2.91	.70	2.58	0.33

Assignment of your classes (extent they match your interests and background).	12	4.17	.39	3.98	0.19
Use and effect of per-course or unranked faculty in your department.	10	3.60	.52	3.37	0.23
Committee assignments and duties.	11	3.55	.82	3.23	0.31
Academic advisement load and duties.	11	3.45	.69	3.37	0.08
I feel pressured to inflate grades.	12	3.75	1.22	2.83	0.92
I feel pressured to deflate grades.	12	1.75	.62	2.00	-0.25
Current nine month salary.	12	2.50	1.00	2.55	-0.05
Future salary prospects.	12	1.75	.45	1.85	-0.10
Salary differentials that exist across Missouri State University.	12	2.00	.74	1.93	0.07
Procedures by which equity adjustment salary decisions are made.	12	2.67	.49	2.35	0.31
Procedures by which performance/merit salary decisions are made.	12	3.00	.60	2.36	0.64
Rate of pay for summer teaching (2.5% per hour).	12	2.67	.65	2.73	-0.06
Allocation of summer teaching.	12	3.25	.62	3.11	0.14
Compensation for per-course faculty.	10	2.70	.48	2.62	0.08
Compensation for overload courses.	10	2.70	.48	2.48	0.22
Life insurance program.	11	3.55	.82	3.49	0.05
Medical/health benefits.	11	3.00	.77	2.99	0.01
Educational benefits for employees and families	11	3.36	.67	3.33	0.03
Sick leave benefits	11	3.00	1.00	3.28	-0.28
Dental care	11	3.18	.75	3.19	-0.01
Retirement program.	12	3.33	.65	3.38	-0.05
Services and faculty use of Taylor Health & Wellness Center.	12	4.00	.60	3.96	0.04
Recreational services and facilities for faculty.	12	3.17	1.11	3.23	-0.07
General quality of performance of Board of Governors.	12	2.33	.65	2.31	0.02
General quality of performance of University President.	12	3.25	.45	2.98	0.27
General quality of performance of Provost.	12	2.67	1.07	2.74	-0.07

General quality of performance of Associate Provost.	12	2.92	.29	3.04	-0.13
General quality of performance of Assistants to University President.	12	2.92	.29	2.92	0.00
General quality of performance of your college dean.	12	3.58	.67	3.47	0.11
General quality of performance of your college associate dean.	12	3.50	.67	3.34	0.16
I plan to retire from Missouri State within the next five years.	12	1.58	1.16	2.31	-0.73
I often think about leaving this University.	12	2.75	1.22	3.09	-0.34
I plan on leaving Missouri State within the next year.	12	1.67	.78	2.01	-0.34
I am actively looking for other academic positions elsewhere.	12	2.00	.74	2.29	-0.29
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.	12	4.17	1.03	2.86	1.31
I believe the university does well in showing its accountability to the public affairs mission.	12	2.83	.72	3.15	-0.32
I believe the faculty have a good understanding of the public affairs mission.	11	2.09	.94	2.94	-0.85

## Department = childhood education & family studies

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	12	3.00	1.04	2.82	0.18
General quality of Missouri State University faculty.	12	3.67	.98	3.86	-0.19
Congeniality of colleagues.	12	3.33	1.44	3.87	-0.54
Overall satisfaction with being a Missouri State University faculty member.	12	2.83	1.11	3.52	-0.69
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	10	3.70	.82	3.38	0.32
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	10	3.50	.85	3.15	0.35
Classroom facilities.	12	2.67	1.30	3.25	-0.59
Personal office facilities.	12	2.67	1.30	3.43	-0.76
Computer Services: facilities and computer help desk support available to faculty.	12	3.33	.98	3.86	-0.53
Computer Services: facilities and computer help desk support available for students.	10	3.20	.79	3.71	-0.51
Physical plant (heat, air, maintenance, renovations, etc.).	12	2.42	1.00	3.00	-0.58
Custodial maintenance of facilities.	11	3.18	1.08	3.17	0.01
Personal and building security.	12	3.75	.75	3.48	0.27
Libraries: holdings of books, journals, etc.	11	4.00	.45	3.58	0.42
Libraries: facilities and support available to faculty.	12	4.08	.29	3.89	0.19
Libraries: facilities and support available for students	12	4.00	.43	3.81	0.19
Educational Technology Center (ETC): facilities and support available to faculty.	10	3.40	.84	3.75	-0.35
Educational Technology Center (ETC): facilities and support available to students.	10	3.80	.42	3.62	0.18
Distance Learning and Instructional Technology: facilities and support available to faculty.	9	3.67	.50	3.41	0.25
Graduate Assistant support for faculty.	12	2.92	1.44	2.95	-0.04
Bear Claw Tutoring Center	10	3.80	.63	3.48	0.32
Faculty Center for Teaching and Learning	10	3.30	1.25	3.35	-0.05
Faculty Development through sabbaticals and educational leaves.	11	2.91	.83	3.10	-0.19

Reimbursement for attending conventions, conferences, workshops, etc.	12	2.33	1.37	2.65	-0.32
Availability of research opportunities.	12	3.17	.72	3.11	0.06
Support for research or literary publication (time, finances, space, etc.).	12	2.25	1.29	2.69	-0.44
Office of Sponsored Research and Programs.	11	3.45	.52	3.12	0.33
General quality of student advisement.	12	3.92	.67	3.64	0.28
Efforts are made to attract diverse students to our programs.	11	3.36	1.03	3.28	0.08
Clerical support for faculty.	12	3.58	1.08	3.63	-0.05
Content of general University policies.	12	3.50	.80	3.14	0.36
Procedures by which general University policies and priorities are made.	12	2.92	1.38	2.73	0.18
Procedures by which general University policies and priorities are communicated to faculty.	12	2.92	1.31	2.89	0.02
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	12	2.92	1.44	2.67	0.24
Content of policies of your college.	11	2.64	1.21	3.25	-0.62
Procedures by which policies are made for your college.	12	2.25	1.42	3.11	-0.86
The way discretionary monies are used to reward merit/equity.	12	2.00	1.04	2.25	-0.25
Content of departmental policies.	11	3.09	1.22	3.46	-0.37
Procedures by which department policies are made.	12	2.58	1.31	3.43	-0.85
The quality of the criteria used to make merit/equity decisions in your department.	12	2.67	.98	3.15	-0.48
The quality of performance feedback provided by the department head during scheduled performance reviews.	11	3.27	1.10	3.56	-0.28
Extent to which promotion and tenure criteria are defined and made known.	12	3.92	.51	3.66	0.26
Procedures by which promotion and tenure decisions are made.	12	3.25	.97	3.48	-0.23
Extent of feedback regarding reasons for promotion and tenure decisions.	11	3.45	.52	3.40	0.05
Abolition of cost of living increases in favor of replacement pay for performance/equity.	12	2.25	1.29	2.08	0.17
Level of shared governance.	12	2.33	1.56	2.46	-0.13
Teaching load (number of classes, class size, student-faculty ratio, etc.).	12	3.17	1.27	2.96	0.20
Differential teaching loads across campus.	12	2.42	1.16	2.58	-0.17
Assignment of your classes (extent they match your interests and background).	11	3.73	1.10	3.98	-0.25

Use and effect of per-course or unranked faculty in your department.	12	3.17	1.53	3.37	-0.20
Committee assignments and duties.	12	3.67	.89	3.23	0.43
Academic advisement load and duties.	11	3.36	1.03	3.37	-0.01
I feel pressured to inflate grades.	12	2.83	1.59	2.83	0.01
I feel pressured to deflate grades.	12	1.58	.79	2.00	-0.42
Current nine month salary.	12	2.83	1.34	2.55	0.28
Future salary prospects.	12	1.83	1.11	1.85	-0.01
Salary differentials that exist across Missouri State University.	12	2.00	.95	1.93	0.07
Procedures by which equity adjustment salary decisions are made.	11	2.45	.82	2.35	0.10
Procedures by which performance/merit salary decisions are made.	12	2.25	1.14	2.36	-0.11
Rate of pay for summer teaching (2.5% per hour).	10	3.20	1.03	2.73	0.47
Allocation of summer teaching.	10	2.70	.95	3.11	-0.41
Compensation for per-course faculty.	10	2.90	.57	2.62	0.28
Compensation for overload courses.	11	2.09	1.14	2.48	-0.39
Life insurance program.	11	4.18	.75	3.49	0.69
Medical/health benefits.	12	3.25	1.36	2.99	0.26
Educational benefits for employees and families	12	3.67	1.07	3.33	0.33
Sick leave benefits	9	3.78	.83	3.28	0.50
Dental care	11	3.73	1.01	3.19	0.53
Retirement program.	11	3.91	.70	3.38	0.53
Services and faculty use of Taylor Health & Wellness Center.	12	3.83	1.03	3.96	-0.13
Recreational services and facilities for faculty.	11	3.55	1.37	3.23	0.31
General quality of performance of Board of Governors.	12	2.67	1.44	2.31	0.36
General quality of performance of University President.	11	3.27	1.01	2.98	0.29
General quality of performance of Provost.	12	3.00	1.04	2.74	0.26
General quality of performance of Associate Provost.	10	3.40	.84	3.04	0.36



General quality of performance of Assistants to University President.	9	3.44	.73	2.92	0.53
General quality of performance of your college dean.	12	2.58	1.56	3.47	-0.89
General quality of performance of your college associate dean.	12	2.67	1.56	3.34	-0.67
I plan to retire from Missouri State within the next five years.	12	3.58	1.83	2.31	1.27
I often think about leaving this University.	12	3.92	1.44	3.09	0.82
I plan on leaving Missouri State within the next year.	11	2.00	.89	2.01	-0.01
I am actively looking for other academic positions elsewhere.	11	2.64	1.36	2.29	0.35
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.	12	2.58	1.24	2.86	-0.27
I believe the university does well in showing its accountability to the public affairs mission.	12	3.00	1.04	3.15	-0.15
I believe the faculty have a good understanding of the public affairs mission.	12	2.92	1.44	2.94	-0.02

## Department = communication

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	13	2.77	.83	2.82	-0.05
General quality of Missouri State University faculty.	12	3.50	1.00	3.86	-0.36
Congeniality of colleagues.	13	4.15	.90	3.87	0.28
Overall satisfaction with being a Missouri State University faculty member.	13	3.54	1.05	3.52	0.02
General quality of performance of Equal Opportunity Officer.	12	3.08	1.08	3.32	-0.24
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	11	3.00	1.10	3.38	-0.38
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	11	3.00	1.18	3.15	-0.15
Classroom facilities.	13	3.92	.64	3.25	0.67
Personal office facilities.	13	4.08	.76	3.43	0.65
Computer Services: facilities and computer help desk support available to faculty.	13	4.00	.71	3.86	0.14
Computer Services: facilities and computer help desk support available for students.	13	3.54	.66	3.71	-0.17
Physical plant (heat, air, maintenance, renovations, etc.).	13	3.15	.90	3.00	0.16
Custodial maintenance of facilities.	13	3.46	1.05	3.17	0.29
Personal and building security.	13	3.62	.87	3.48	0.14
Libraries: holdings of books, journals, etc.	13	3.62	1.12	3.58	0.03
Libraries: facilities and support available to faculty.	13	4.15	.99	3.89	0.26
Libraries: facilities and support available for students	13	4.23	.73	3.81	0.42
Educational Technology Center (ETC): facilities and support available to faculty.	12	3.75	.87	3.75	0.00
Educational Technology Center (ETC): facilities and support available to students.	11	3.55	.69	3.62	-0.07
Distance Learning and Instructional Technology: facilities and support available to faculty.	12	3.17	.58	3.41	-0.25
Graduate Assistant support for faculty.	13	3.00	.82	2.95	0.05
Bear Claw Tutoring Center	10	4.30	.82	3.48	0.82
Faculty Center for Teaching and Learning	12	3.67	.98	3.35	0.32

Faculty Development through sabbaticals and educational leaves.	11	2.82	.87	3.10	-0.28
Reimbursement for attending conventions, conferences, workshops, etc.	13	3.54	1.05	2.65	0.89
Availability of research opportunities.	13	3.38	1.12	3.11	0.28
Support for research or literary publication (time, finances, space, etc.).	13	2.92	1.12	2.69	0.23
Office of Sponsored Research and Programs.	12	2.75	.87	3.12	-0.37
General quality of student advisement.	13	3.77	1.24	3.64	0.13
Efforts are made to attract diverse students to our programs.	13	3.38	1.12	3.28	0.10
Clerical support for faculty.	13	3.62	1.04	3.63	-0.02
Content of general University policies.	13	3.08	.76	3.14	-0.06
Procedures by which general University policies and priorities are made.	13	2.38	.87	2.73	-0.35
Procedures by which general University policies and priorities are communicated to faculty.	13	2.62	.87	2.89	-0.28
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	13	2.23	.93	2.67	-0.44
Content of policies of your college.	13	3.38	.96	3.25	0.13
Procedures by which policies are made for your college.	12	3.42	1.00	3.11	0.31
The way discretionary monies are used to reward merit/equity.	12	1.83	1.27	2.25	-0.41
Content of departmental policies.	13	3.77	1.01	3.46	0.31
Procedures by which department policies are made.	13	3.38	1.19	3.43	-0.05
The quality of the criteria used to make merit/equity decisions in your department.	13	2.77	1.09	3.15	-0.38
The quality of performance feedback provided by the department head during scheduled performance reviews.	13	3.77	1.17	3.56	0.21
Extent to which promotion and tenure criteria are defined and made known.	13	3.38	.77	3.66	-0.28
Procedures by which promotion and tenure decisions are made.	13	3.46	.78	3.48	-0.02
Extent of feedback regarding reasons for promotion and tenure decisions.	13	3.31	.95	3.40	-0.10
Abolition of cost of living increases in favor of replacement pay for performance/equity.	12	1.58	.79	2.08	-0.50
Level of shared governance.	13	2.00	1.00	2.46	-0.46
Teaching load (number of classes, class size, student-faculty ratio, etc.).	13	2.62	1.04	2.96	-0.35
Differential teaching loads across campus.	13	2.23	1.01	2.58	-0.35

Assignment of your classes (extent they match your interests and background).	13	4.00	.71	3.98	0.02
Use and effect of per-course or unranked faculty in your department.	12	3.67	.78	3.37	0.30
Committee assignments and duties.	13	3.46	.88	3.23	0.23
Academic advisement load and duties.	13	3.00	1.00	3.37	-0.37
I feel pressured to inflate grades.	13	3.46	1.45	2.83	0.63
I feel pressured to deflate grades.	13	2.08	1.12	2.00	0.08
Current nine month salary.	13	2.31	.95	2.55	-0.24
Future salary prospects.	13	1.31	.48	1.85	-0.54
Salary differentials that exist across Missouri State University.	13	1.15	.38	1.93	-0.78
Procedures by which equity adjustment salary decisions are made.	13	2.08	.95	2.35	-0.28
Procedures by which performance/merit salary decisions are made.	13	2.08	.86	2.36	-0.29
Rate of pay for summer teaching (2.5% per hour).	13	3.00	.82	2.73	0.27
Allocation of summer teaching.	13	3.62	.51	3.11	0.50
Compensation for per-course faculty.	12	2.50	.80	2.62	-0.12
Compensation for overload courses.	12	3.00	.60	2.48	0.52
Life insurance program.	13	3.92	.64	3.49	0.43
Medical/health benefits.	13	2.77	1.42	2.99	-0.22
Educational benefits for employees and families	13	3.92	.76	3.33	0.59
Sick leave benefits	12	3.42	.79	3.28	0.13
Dental care	12	3.58	.90	3.19	0.39
Retirement program.	12	3.75	.75	3.38	0.37
Services and faculty use of Taylor Health & Wellness Center.	13	3.92	.95	3.96	-0.04
Recreational services and facilities for faculty.	13	3.00	1.00	3.23	-0.23
General quality of performance of Board of Governors.	13	1.69	.85	2.31	-0.62
General quality of performance of University President.	13	2.77	.93	2.98	-0.21
General quality of performance of Provost.	13	2.85	.99	2.74	0.11

General quality of performance of Associate Provost.	12	3.33	.65	3.04	0.29
General quality of performance of Assistants to University President.	12	2.92	1.00	2.92	0.00
General quality of performance of your college dean.	13	4.15	.90	3.47	0.68
General quality of performance of your college associate dean.	13	4.08	.76	3.34	0.74
I plan to retire from Missouri State within the next five years.	13	2.15	1.57	2.31	-0.16
I often think about leaving this University.	13	3.46	1.20	3.09	0.37
I plan on leaving Missouri State within the next year.	13	2.54	1.33	2.01	0.53
I am actively looking for other academic positions elsewhere.	13	2.77	1.36	2.29	0.48
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.	13	2.00	1.08	2.86	-0.86
I believe the university does well in showing its accountability to the public affairs mission.	13	3.00	1.15	3.15	-0.15
I believe the faculty have a good understanding of the public affairs mission.	13	3.00	1.15	2.94	0.06

## Department = communication sciences & disorders

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	10	2.70	1.06	2.82	-0.12
General quality of Missouri State University faculty.	11	4.18	.40	3.86	0.32
Congeniality of colleagues.	11	4.18	.60	3.87	0.31
Overall satisfaction with being a Missouri State University faculty member.	11	3.36	.81	3.52	-0.16
General quality of performance of Equal Opportunity Officer.	10	3.30	1.25	3.32	-0.02
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	9	3.33	1.12	3.38	-0.05
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	9	3.22	1.09	3.15	0.08
Classroom facilities.	12	3.58	.90	3.25	0.33
Personal office facilities.	11	4.36	.50	3.43	0.94
Computer Services: facilities and computer help desk support available to faculty.	11	4.18	.60	3.86	0.32
Computer Services: facilities and computer help desk support available for students.	9	4.22	.44	3.71	0.51
Physical plant (heat, air, maintenance, renovations, etc.).	12	3.58	.90	3.00	0.59
Custodial maintenance of facilities.	12	3.83	.72	3.17	0.66
Personal and building security.	11	4.18	.40	3.48	0.70
Libraries: holdings of books, journals, etc.	11	4.00	.89	3.58	0.42
Libraries: facilities and support available to faculty.	11	4.00	.89	3.89	0.11
Libraries: facilities and support available for students	10	3.90	.57	3.81	0.09
Educational Technology Center (ETC): facilities and support available to faculty.	11	4.09	.54	3.75	0.35
Educational Technology Center (ETC): facilities and support available to students.	9	3.89	.60	3.62	0.27
Distance Learning and Instructional Technology: facilities and support available to faculty.	10	4.00	.67	3.41	0.59
Graduate Assistant support for faculty.	11	3.91	1.30	2.95	0.95
Bear Claw Tutoring Center	8	3.75	.89	3.48	0.27
Faculty Center for Teaching and Learning	9	3.78	.83	3.35	0.43

Faculty Development through sabbaticals and educational leaves.	8	3.50	.76	3.10	0.40
Reimbursement for attending conventions, conferences, workshops, etc.	11	2.45	1.13	2.65	-0.20
Availability of research opportunities.	9	3.78	.83	3.11	0.67
Support for research or literary publication (time, finances, space, etc.).	9	3.22	.83	2.69	0.53
Office of Sponsored Research and Programs.	9	3.22	.67	3.12	0.10
General quality of student advisement.	11	4.18	.60	3.64	0.55
Efforts are made to attract diverse students to our programs.	11	4.00	.45	3.28	0.72
Clerical support for faculty.	11	4.27	.47	3.63	0.64
Content of general University policies.	10	3.30	.82	3.14	0.16
Procedures by which general University policies and priorities are made.	9	2.67	1.12	2.73	-0.07
Procedures by which general University policies and priorities are communicated to faculty.	10	2.90	.99	2.89	0.01
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	11	2.55	1.29	2.67	-0.13
Content of policies of your college.	10	3.60	.70	3.25	0.35
Procedures by which policies are made for your college.	11	3.64	.50	3.11	0.53
The way discretionary monies are used to reward merit/equity.	10	2.70	.95	2.25	0.45
Content of departmental policies.	11	3.64	1.21	3.46	0.18
Procedures by which department policies are made.	11	3.55	1.21	3.43	0.11
The quality of the criteria used to make merit/equity decisions in your department.	11	3.91	.70	3.15	0.76
The quality of performance feedback provided by the department head during scheduled performance reviews.	11	4.00	.63	3.56	0.44
Extent to which promotion and tenure criteria are defined and made known.	11	3.64	1.03	3.66	-0.02
Procedures by which promotion and tenure decisions are made.	11	3.73	.90	3.48	0.24
Extent of feedback regarding reasons for promotion and tenure decisions.	10	4.00	.67	3.40	0.60
Abolition of cost of living increases in favor of replacement pay for performance/equity.	9	1.89	1.17	2.08	-0.19
Level of shared governance.	11	2.09	1.22	2.46	-0.37
Teaching load (number of classes, class size, student-faculty ratio, etc.).	11	3.73	.79	2.96	0.76
Differential teaching loads across campus.	8	2.88	.83	2.58	0.29

Assignment of your classes (extent they match your interests and background).	11	4.18	.87	3.98	0.20
Use and effect of per-course or unranked faculty in your department.	11	3.91	.70	3.37	0.54
Committee assignments and duties.	11	3.64	.67	3.23	0.40
Academic advisement load and duties.	11	3.91	.54	3.37	0.54
I feel pressured to inflate grades.	11	2.64	1.12	2.83	-0.19
I feel pressured to deflate grades.	11	2.27	.79	2.00	0.27
Current nine month salary.	10	2.50	.97	2.55	-0.05
Future salary prospects.	10	1.80	.79	1.85	-0.05
Salary differentials that exist across Missouri State University.	10	2.20	1.03	1.93	0.27
Procedures by which equity adjustment salary decisions are made.	11	2.36	1.12	2.35	0.01
Procedures by which performance/merit salary decisions are made.	12	2.58	1.31	2.36	0.22
Rate of pay for summer teaching (2.5% per hour).	9	3.11	.78	2.73	0.38
Allocation of summer teaching.	9	3.78	.67	3.11	0.67
Compensation for per-course faculty.	9	2.89	1.17	2.62	0.27
Compensation for overload courses.	8	2.50	1.51	2.48	0.02
Life insurance program.	10	3.80	.42	3.49	0.31
Medical/health benefits.	11	3.55	1.04	2.99	0.55
Educational benefits for employees and families	10	3.40	.97	3.33	0.07
Sick leave benefits	11	3.73	.65	3.28	0.45
Dental care	11	3.64	.67	3.19	0.44
Retirement program.	12	3.50	.67	3.38	0.12
Services and faculty use of Taylor Health & Wellness Center.	12	4.33	.65	3.96	0.37
Recreational services and facilities for faculty.	10	3.90	.57	3.23	0.67
General quality of performance of Board of Governors.	10	2.30	1.25	2.31	-0.01
General quality of performance of University President.	10	3.00	.67	2.98	0.02
General quality of performance of Provost.	10	2.30	.67	2.74	-0.44



General quality of performance of Associate Provost.	9	3.33	.87	3.04	0.29
General quality of performance of Assistants to University President.	8	3.38	.74	2.92	0.46
General quality of performance of your college dean.	11	4.00	.89	3.47	0.53
General quality of performance of your college associate dean.	5	3.60	.55	3.34	0.26
I plan to retire from Missouri State within the next five years.	10	2.40	1.17	2.31	0.09
I often think about leaving this University.	9	3.56	1.01	3.09	0.46
I plan on leaving Missouri State within the next year.	9	2.11	.60	2.01	0.10
I am actively looking for other academic positions elsewhere.	9	2.56	1.13	2.29	0.27
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.	12	2.75	1.22	2.86	-0.11
I believe the university does well in showing its accountability to the public affairs mission.	12	3.67	.78	3.15	0.51
I believe the faculty have a good understanding of the public affairs mission.	12	3.50	.80	2.94	0.56

## Department = computer information systems

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	9	2.11	1.05	2.82	-0.71
General quality of Missouri State University faculty.	9	4.00	.50	3.86	0.14
Congeniality of colleagues.	9	3.56	.53	3.87	-0.32
Overall satisfaction with being a Missouri State University faculty member.	9	3.33	1.12	3.52	-0.19
General quality of performance of Equal Opportunity Officer.	9	2.22	.97	3.32	-1.10
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	9	1.89	.93	3.38	-1.49
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	9	1.89	1.05	3.15	-1.26
Classroom facilities.	9	3.67	.87	3.25	0.41
Personal office facilities.	9	3.11	1.36	3.43	-0.32
Computer Services: facilities and computer help desk support available to faculty.	9	3.11	1.27	3.86	-0.75
Computer Services: facilities and computer help desk support available for students.	9	3.00	1.00	3.71	-0.71
Physical plant (heat, air, maintenance, renovations, etc.).	8	2.88	1.25	3.00	-0.12
Custodial maintenance of facilities.	8	2.88	.99	3.17	-0.30
Personal and building security.	8	3.38	.92	3.48	-0.11
Libraries: holdings of books, journals, etc.	8	3.38	.92	3.58	-0.21
Libraries: facilities and support available to faculty.	8	3.50	.76	3.89	-0.39
Libraries: facilities and support available for students	8	3.63	.74	3.81	-0.19
Educational Technology Center (ETC): facilities and support available to faculty.	8	2.88	1.13	3.75	-0.87
Educational Technology Center (ETC): facilities and support available to students.	8	3.13	.83	3.62	-0.49
Distance Learning and Instructional Technology: facilities and support available to faculty.	8	2.63	1.06	3.41	-0.79
Graduate Assistant support for faculty.	8	3.00	.93	2.95	0.05
Bear Claw Tutoring Center	8	3.13	.35	3.48	-0.36
Faculty Center for Teaching and Learning	8	2.88	.64	3.35	-0.47

Faculty Development through sabbaticals and educational leaves.	8	3.63	.52	3.10	0.53
Reimbursement for attending conventions, conferences, workshops, etc.	9	2.44	1.24	2.65	-0.21
Availability of research opportunities.	8	2.75	1.28	3.11	-0.36
Support for research or literary publication (time, finances, space, etc.).	8	2.63	1.19	2.69	-0.06
Office of Sponsored Research and Programs.	8	2.63	.52	3.12	-0.50
General quality of student advisement.	9	3.33	.87	3.64	-0.30
Efforts are made to attract diverse students to our programs.	8	3.13	.64	3.28	-0.16
Clerical support for faculty.	9	3.22	.97	3.63	-0.41
Content of general University policies.	9	2.78	.97	3.14	-0.36
Procedures by which general University policies and priorities are made.	9	2.56	1.24	2.73	-0.18
Procedures by which general University policies and priorities are communicated to faculty.	8	3.13	.99	2.89	0.23
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	8	3.13	1.13	2.67	0.45
Content of policies of your college.	8	3.25	.89	3.25	0.00
Procedures by which policies are made for your college.	8	3.00	1.07	3.11	-0.11
The way discretionary monies are used to reward merit/equity.	8	2.25	.89	2.25	0.00
Content of departmental policies.	8	3.38	.92	3.46	-0.08
Procedures by which department policies are made.	8	3.38	.92	3.43	-0.06
The quality of the criteria used to make merit/equity decisions in your department.	8	3.50	.76	3.15	0.35
The quality of performance feedback provided by the department head during scheduled performance reviews.	8	3.25	1.04	3.56	-0.31
Extent to which promotion and tenure criteria are defined and made known.	8	3.25	.89	3.66	-0.41
Procedures by which promotion and tenure decisions are made.	8	3.13	1.13	3.48	-0.36
Extent of feedback regarding reasons for promotion and tenure decisions.	8	3.13	.83	3.40	-0.28
Abolition of cost of living increases in favor of replacement pay for performance/equity.	8	2.13	1.25	2.08	0.04
Level of shared governance.	8	2.38	1.30	2.46	-0.09
Teaching load (number of classes, class size, student-faculty ratio, etc.).	8	2.75	1.16	2.96	-0.21
Differential teaching loads across campus.	8	2.63	.52	2.58	0.04

Assignment of your classes (extent they match your interests and background).	8	3.50	.93	3.98	-0.48
Use and effect of per-course or unranked faculty in your department.	8	3.13	1.13	3.37	-0.24
Committee assignments and duties.	8	3.38	.74	3.23	0.14
Academic advisement load and duties.	7	3.57	.79	3.37	0.20
I feel pressured to inflate grades.	9	3.44	1.24	2.83	0.62
I feel pressured to deflate grades.	8	1.88	.64	2.00	-0.13
Current nine month salary.	9	2.67	.71	2.55	0.12
Future salary prospects.	9	1.78	.97	1.85	-0.07
Salary differentials that exist across Missouri State University.	9	2.78	.83	1.93	0.85
Procedures by which equity adjustment salary decisions are made.	9	2.33	.87	2.35	-0.02
Procedures by which performance/merit salary decisions are made.	9	2.67	.71	2.36	0.30
Rate of pay for summer teaching (2.5% per hour).	9	2.78	.97	2.73	0.05
Allocation of summer teaching.	9	3.11	.60	3.11	0.00
Compensation for per-course faculty.	8	2.88	.99	2.62	0.26
Compensation for overload courses.	9	2.67	.87	2.48	0.19
Life insurance program.	9	3.22	.67	3.49	-0.27
Medical/health benefits.	9	3.00	.87	2.99	0.01
Educational benefits for employees and families	9	2.78	.67	3.33	-0.55
Sick leave benefits	8	3.13	.64	3.28	-0.16
Dental care	9	2.67	1.00	3.19	-0.53
Retirement program.	9	3.22	.83	3.38	-0.16
Services and faculty use of Taylor Health & Wellness Center.	9	4.00	.87	3.96	0.04
Recreational services and facilities for faculty.	9	3.11	.78	3.23	-0.12
General quality of performance of Board of Governors.	9	2.00	1.00	2.31	-0.31
General quality of performance of University President.	9	2.67	.50	2.98	-0.32
General quality of performance of Provost.	9	1.89	.78	2.74	-0.85

General quality of performance of Associate Provost.	9	2.44	.73	3.04	-0.60
General quality of performance of Assistants to University President.	8	2.88	.35	2.92	-0.04
General quality of performance of your college dean.	9	3.56	.88	3.47	0.08
General quality of performance of your college associate dean.	9	3.78	1.09	3.34	0.44
I plan to retire from Missouri State within the next five years.	9	2.22	1.30	2.31	-0.09
I often think about leaving this University.	9	2.78	1.30	3.09	-0.32
I plan on leaving Missouri State within the next year.	9	1.89	.60	2.01	-0.12
I am actively looking for other academic positions elsewhere.	9	2.22	.97	2.29	-0.06
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.	9	3.33	1.66	2.86	0.48
I believe the university does well in showing its accountability to the public affairs mission.	9	2.44	1.33	3.15	-0.71
I believe the faculty have a good understanding of the public affairs mission.	9	3.00	.87	2.94	0.06

### Department = computer science

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	6	3.67	.82	2.82	0.84
General quality of Missouri State University faculty.	6	4.33	.52	3.86	0.47
Congeniality of colleagues.	6	4.83	.41	3.87	0.96
Overall satisfaction with being a Missouri State University faculty member.	6	4.33	.82	3.52	0.81
General quality of performance of Equal Opportunity Officer.	4	4.25	.96	3.32	0.93
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	5	4.20	.84	3.38	0.82
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	5	4.20	.84	3.15	1.05
Classroom facilities.	6	3.67	.52	3.25	0.41
Personal office facilities.	6	3.17	1.33	3.43	-0.26
Computer Services: facilities and computer help desk support available to faculty.	6	4.17	.75	3.86	0.31
Computer Services: facilities and computer help desk support available for students.	5	4.20	.45	3.71	0.49
Physical plant (heat, air, maintenance, renovations, etc.).	6	3.33	1.21	3.00	0.34
Custodial maintenance of facilities.	6	4.00	1.10	3.17	0.83
Personal and building security.	6	4.17	.41	3.48	0.69
Libraries: holdings of books, journals, etc.	4	4.00	.00	3.58	0.42
Libraries: facilities and support available to faculty.	4	4.00	.00	3.89	0.11
Libraries: facilities and support available for students	4	4.25	.50	3.81	0.44
Educational Technology Center (ETC): facilities and support available to faculty.	5	4.20	.45	3.75	0.45
Educational Technology Center (ETC): facilities and support available to students.	3	4.00	.00	3.62	0.38
Distance Learning and Instructional Technology: facilities and support available to faculty.	4	4.00	.00	3.41	0.59
Graduate Assistant support for faculty.	4	2.75	.96	2.95	-0.20
Bear Claw Tutoring Center	6	3.83	.75	3.48	0.35

Faculty Center for Teaching and Learning	3	3.33	1.15	3.35	-0.01
Faculty Development through sabbaticals and educational leaves.	4	4.00	.00	3.10	0.90
Reimbursement for attending conventions, conferences, workshops, etc.	6	3.00	1.10	2.65	0.35
Availability of research opportunities.	5	3.40	.89	3.11	0.29
Support for research or literary publication (time, finances, space, etc.).	5	3.00	1.00	2.69	0.31
Office of Sponsored Research and Programs.	4	3.50	.58	3.12	0.38
General quality of student advisement.	6	4.17	.41	3.64	0.53
Efforts are made to attract diverse students to our programs.	6	3.83	.41	3.28	0.55
Clerical support for faculty.	6	4.33	.52	3.63	0.70
Content of general University policies.	6	3.67	.52	3.14	0.53
Procedures by which general University policies and priorities are made.	6	3.17	.75	2.73	0.43
Procedures by which general University policies and priorities are communicated to faculty.	5	3.60	.89	2.89	0.71
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	6	3.17	1.47	2.67	0.49
Content of policies of your college.	5	4.20	.45	3.25	0.95
Procedures by which policies are made for your college.	5	4.20	.45	3.11	1.09
The way discretionary monies are used to reward merit/equity.	5	3.80	.84	2.25	1.55
Content of departmental policies.	5	4.40	.89	3.46	0.94
Procedures by which department policies are made.	5	4.40	.89	3.43	0.97
The quality of the criteria used to make merit/equity decisions in your department.	5	4.20	.84	3.15	1.05
The quality of performance feedback provided by the department head during scheduled performance reviews.	5	4.40	.89	3.56	0.84
Extent to which promotion and tenure criteria are defined and made known.	5	4.40	.55	3.66	0.74
Procedures by which promotion and tenure decisions are made.	5	4.60	.55	3.48	1.12
Extent of feedback regarding reasons for promotion and tenure decisions.	3	4.33	.58	3.40	0.93
Abolition of cost of living increases in favor of replacement pay for performance/equity.	5	2.00	1.22	2.08	-0.08
Level of shared governance.	5	3.20	1.30	2.46	0.74
Teaching load (number of classes, class size, student-faculty ratio, etc.).	5	3.80	1.30	2.96	0.84

Differential teaching loads across campus.	5	2.60	.89	2.58	0.02
Assignment of your classes (extent they match your interests and background).	5	4.40	.89	3.98	0.42
Use and effect of per-course or unranked faculty in your department.	5	4.20	.84	3.37	0.83
Committee assignments and duties.	5	4.20	.84	3.23	0.97
Academic advisement load and duties.	5	4.20	.84	3.37	0.83
I feel pressured to inflate grades.	6	3.00	1.26	2.83	0.17
I feel pressured to deflate grades.	6	2.17	1.17	2.00	0.17
Current nine month salary.	6	3.33	1.21	2.55	0.78
Future salary prospects.	6	2.50	1.38	1.85	0.65
Salary differentials that exist across Missouri State University.	5	2.00	1.41	1.93	0.07
Procedures by which equity adjustment salary decisions are made.	6	3.50	.84	2.35	1.15
Procedures by which performance/merit salary decisions are made.	6	3.50	.84	2.36	1.14
Rate of pay for summer teaching (2.5% per hour).	6	3.17	1.17	2.73	0.44
Allocation of summer teaching.	6	4.00	.89	3.11	0.89
Compensation for per-course faculty.	6	2.83	1.47	2.62	0.21
Compensation for overload courses.	4	3.25	1.26	2.48	0.77
Life insurance program.	6	3.33	1.21	3.49	-0.16
Medical/health benefits.	6	3.50	1.64	2.99	0.51
Educational benefits for employees and families	6	4.00	1.67	3.33	0.67
Sick leave benefits	4	3.75	.96	3.28	0.47
Dental care	6	3.50	1.64	3.19	0.31
Retirement program.	6	3.50	1.76	3.38	0.12
Services and faculty use of Taylor Health & Wellness Center.	6	4.67	.52	3.96	0.70
Recreational services and facilities for faculty.	5	3.80	1.30	3.23	0.57
General quality of performance of Board of Governors.	6	3.00	1.41	2.31	0.69
General quality of performance of University President.	6	3.83	.98	2.98	0.85



General quality of performance of Provost.	6	3.50	1.05	2.74	0.76
General quality of performance of Associate Provost.	6	4.17	.98	3.04	1.12
General quality of performance of Assistants to University President.	5	3.60	.89	2.92	0.68
General quality of performance of your college dean.	6	4.67	.52	3.47	1.19
General quality of performance of your college associate dean.	6	4.17	.98	3.34	0.83
I plan to retire from Missouri State within the next five years.	6	2.67	1.86	2.31	0.35
I often think about leaving this University.	6	2.00	1.26	3.09	-1.09
I plan on leaving Missouri State within the next year.	6	2.67	1.86	2.01	0.66
I am actively looking for other academic positions elsewhere.	6	1.33	.52	2.29	-0.95
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.	6	3.17	1.17	2.86	0.31
I believe the university does well in showing its accountability to the public affairs mission.	6	3.50	1.22	3.15	0.35
I believe the faculty have a good understanding of the public affairs mission.	5	3.20	.84	2.94	0.26

## Department = counseling, leadership & special education

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	15	2.87	.92	2.82	0.04
General quality of Missouri State University faculty.	16	3.88	.89	3.86	0.01
Congeniality of colleagues.	16	3.50	1.21	3.87	-0.37
Overall satisfaction with being a Missouri State University faculty member.	16	3.50	1.15	3.52	-0.02
General quality of performance of Equal Opportunity Officer.	15	3.53	1.06	3.32	0.21
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	15	3.33	.82	3.38	-0.05
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	15	3.13	.92	3.15	-0.01
Classroom facilities.	16	2.81	.75	3.25	-0.44
Personal office facilities.	16	3.38	1.02	3.43	-0.05
Computer Services: facilities and computer help desk support available to faculty.	16	3.56	1.15	3.86	-0.30
Computer Services: facilities and computer help desk support available for students.	14	3.29	1.14	3.71	-0.43
Physical plant (heat, air, maintenance, renovations, etc.).	15	3.33	1.23	3.00	0.34
Custodial maintenance of facilities.	16	3.50	1.26	3.17	0.33
Personal and building security.	15	3.20	1.15	3.48	-0.28
Libraries: holdings of books, journals, etc.	15	3.87	1.19	3.58	0.28
Libraries: facilities and support available to faculty.	15	3.93	1.16	3.89	0.04
Libraries: facilities and support available for students	15	3.93	1.03	3.81	0.12
Educational Technology Center (ETC): facilities and support available to faculty.	15	3.53	1.06	3.75	-0.21
Educational Technology Center (ETC): facilities and support available to students.	15	3.53	.92	3.62	-0.08
Distance Learning and Instructional Technology: facilities and support available to faculty.	14	3.21	.97	3.41	-0.20
Graduate Assistant support for faculty.	16	2.44	1.09	2.95	-0.52
Bear Claw Tutoring Center	14	3.64	1.08	3.48	0.16
Faculty Center for Teaching and Learning	14	3.36	1.01	3.35	0.01

Faculty Development through sabbaticals and educational leaves.	14	2.50	.94	3.10	-0.60
Reimbursement for attending conventions, conferences, workshops, etc.	16	1.75	1.00	2.65	-0.90
Availability of research opportunities.	16	2.88	1.20	3.11	-0.23
Support for research or literary publication (time, finances, space, etc.).	16	2.25	.93	2.69	-0.44
Office of Sponsored Research and Programs.	15	2.93	.88	3.12	-0.19
General quality of student advisement.	15	3.67	1.05	3.64	0.03
Efforts are made to attract diverse students to our programs.	14	2.71	1.14	3.28	-0.57
Clerical support for faculty.	15	3.47	1.36	3.63	-0.17
Content of general University policies.	15	3.00	1.00	3.14	-0.14
Procedures by which general University policies and priorities are made.	16	2.31	.79	2.73	-0.42
Procedures by which general University policies and priorities are communicated to faculty.	16	2.69	.95	2.89	-0.21
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	15	2.53	.74	2.67	-0.14
Content of policies of your college.	15	2.80	.77	3.25	-0.45
Procedures by which policies are made for your college.	15	2.13	.92	3.11	-0.97
The way discretionary monies are used to reward merit/equity.	15	1.60	.91	2.25	-0.65
Content of departmental policies.	14	3.07	.92	3.46	-0.39
Procedures by which department policies are made.	15	3.33	1.18	3.43	-0.10
The quality of the criteria used to make merit/equity decisions in your department.	15	2.67	1.45	3.15	-0.48
The quality of performance feedback provided by the department head during scheduled performance reviews.	15	3.87	.99	3.56	0.31
Extent to which promotion and tenure criteria are defined and made known.	16	3.38	.81	3.66	-0.28
Procedures by which promotion and tenure decisions are made.	15	2.93	1.22	3.48	-0.55
Extent of feedback regarding reasons for promotion and tenure decisions.	15	3.07	.80	3.40	-0.34
Abolition of cost of living increases in favor of replacement pay for performance/equity.	15	1.87	1.13	2.08	-0.21
Level of shared governance.	14	2.07	1.00	2.46	-0.39
Teaching load (number of classes, class size, student-faculty ratio, etc.).	16	3.25	1.13	2.96	0.29
Differential teaching loads across campus.	15	2.47	.83	2.58	-0.12

Assignment of your classes (extent they match your interests and background).	16	3.94	1.18	3.98	-0.04
Use and effect of per-course or unranked faculty in your department.	16	3.00	1.46	3.37	-0.37
Committee assignments and duties.	16	3.19	.91	3.23	-0.05
Academic advisement load and duties.	16	3.19	1.17	3.37	-0.18
I feel pressured to inflate grades.	16	2.06	1.34	2.83	-0.76
I feel pressured to deflate grades.	16	1.56	.89	2.00	-0.44
Current nine month salary.	16	2.06	1.12	2.55	-0.49
Future salary prospects.	16	1.63	.72	1.85	-0.22
Salary differentials that exist across Missouri State University.	15	1.40	.74	1.93	-0.53
Procedures by which equity adjustment salary decisions are made.	15	2.13	1.13	2.35	-0.22
Procedures by which performance/merit salary decisions are made.	15	1.87	1.13	2.36	-0.50
Rate of pay for summer teaching (2.5% per hour).	15	2.47	1.30	2.73	-0.26
Allocation of summer teaching.	15	2.20	1.37	3.11	-0.91
Compensation for per-course faculty.	15	2.27	1.03	2.62	-0.35
Compensation for overload courses.	15	2.13	1.06	2.48	-0.35
Life insurance program.	15	3.00	1.31	3.49	-0.49
Medical/health benefits.	16	2.81	1.33	2.99	-0.18
Educational benefits for employees and families	16	2.94	1.48	3.33	-0.39
Sick leave benefits	15	2.93	1.39	3.28	-0.35
Dental care	15	3.00	1.36	3.19	-0.19
Retirement program.	14	2.64	1.15	3.38	-0.74
Services and faculty use of Taylor Health & Wellness Center.	15	3.67	1.23	3.96	-0.30
Recreational services and facilities for faculty.	14	2.79	1.31	3.23	-0.45
General quality of performance of Board of Governors.	15	2.13	.83	2.31	-0.18
General quality of performance of University President.	15	3.00	.76	2.98	0.02
General quality of performance of Provost.	16	2.94	.85	2.74	0.20

General quality of performance of Associate Provost.	16	3.13	.81	3.04	0.08
General quality of performance of Assistants to University President.	14	3.00	1.04	2.92	0.08
General quality of performance of your college dean.	15	2.13	1.13	3.47	-1.34
General quality of performance of your college associate dean.	15	2.73	.96	3.34	-0.61
I plan to retire from Missouri State within the next five years.	16	1.88	1.45	2.31	-0.44
I often think about leaving this University.	15	2.80	1.42	3.09	-0.29
I plan on leaving Missouri State within the next year.	15	2.00	1.07	2.01	-0.01
I am actively looking for other academic positions elsewhere.	15	2.40	1.30	2.29	0.11
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.	15	2.93	1.22	2.86	0.08
I believe the university does well in showing its accountability to the public affairs mission.	15	3.07	1.03	3.15	-0.09
I believe the faculty have a good understanding of the public affairs mission.	15	3.07	1.16	2.94	0.13

## Department = english

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	16	2.94	1.12	2.82	0.11
General quality of Missouri State University faculty.	17	4.12	.70	3.86	0.26
Congeniality of colleagues.	17	4.00	1.12	3.87	0.13
Overall satisfaction with being a Missouri State University faculty member.	17	3.53	1.12	3.52	0.01
General quality of performance of Equal Opportunity Officer.	12	3.33	.65	3.32	0.01
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	13	3.69	.63	3.38	0.31
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	13	3.38	.77	3.15	0.24
Classroom facilities.	17	4.59	.80	3.25	1.34
Personal office facilities.	17	4.71	.47	3.43	1.28
Computer Services: facilities and computer help desk support available to faculty.	16	3.56	1.15	3.86	-0.30
Computer Services: facilities and computer help desk support available for students.	13	3.46	1.05	3.71	-0.25
Physical plant (heat, air, maintenance, renovations, etc.).	16	3.69	1.20	3.00	0.69
Custodial maintenance of facilities.	17	2.76	1.09	3.17	-0.41
Personal and building security.	17	3.35	1.11	3.48	-0.13
Libraries: holdings of books, journals, etc.	17	3.71	.92	3.58	0.12
Libraries: facilities and support available to faculty.	17	4.06	.97	3.89	0.17
Libraries: facilities and support available for students	16	3.81	1.11	3.81	0.00
Educational Technology Center (ETC): facilities and support available to faculty.	17	3.41	.94	3.75	-0.33
Educational Technology Center (ETC): facilities and support available to students.	15	3.27	.88	3.62	-0.35
Distance Learning and Instructional Technology: facilities and support available to faculty.	13	3.62	.96	3.41	0.20
Graduate Assistant support for faculty.	14	3.07	1.00	2.95	0.12
Bear Claw Tutoring Center	14	3.86	.95	3.48	0.37
Faculty Center for Teaching and Learning	15	2.80	1.15	3.35	-0.55

Faculty Development through sabbaticals and educational leaves.	15	3.27	1.03	3.10	0.17
Reimbursement for attending conventions, conferences, workshops, etc.	17	3.18	1.47	2.65	0.52
Availability of research opportunities.	16	3.31	1.08	3.11	0.21
Support for research or literary publication (time, finances, space, etc.).	15	3.07	1.22	2.69	0.38
Office of Sponsored Research and Programs.	14	2.93	1.33	3.12	-0.19
General quality of student advisement.	16	3.88	.81	3.64	0.24
Efforts are made to attract diverse students to our programs.	15	3.13	.74	3.28	-0.15
Clerical support for faculty.	16	4.13	1.09	3.63	0.49
Content of general University policies.	17	3.24	1.09	3.14	0.10
Procedures by which general University policies and priorities are made.	17	2.94	1.14	2.73	0.21
Procedures by which general University policies and priorities are communicated to faculty.	17	3.00	1.06	2.89	0.11
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	16	2.88	1.26	2.67	0.20
Content of policies of your college.	17	3.41	.94	3.25	0.16
Procedures by which policies are made for your college.	16	3.44	1.03	3.11	0.33
The way discretionary monies are used to reward merit/equity.	15	2.40	1.30	2.25	0.15
Content of departmental policies.	14	3.71	.73	3.46	0.26
Procedures by which department policies are made.	17	3.71	.85	3.43	0.27
The quality of the criteria used to make merit/equity decisions in your department.	15	2.93	1.10	3.15	-0.22
The quality of performance feedback provided by the department head during scheduled performance reviews.	17	3.82	.88	3.56	0.27
Extent to which promotion and tenure criteria are defined and made known.	16	3.94	.68	3.66	0.28
Procedures by which promotion and tenure decisions are made.	16	3.88	.96	3.48	0.39
Extent of feedback regarding reasons for promotion and tenure decisions.	14	3.64	1.08	3.40	0.24
Abolition of cost of living increases in favor of replacement pay for performance/equity.	16	1.75	1.18	2.08	-0.33
Level of shared governance.	17	2.76	1.48	2.46	0.30
Teaching load (number of classes, class size, student-faculty ratio, etc.).	16	3.19	1.11	2.96	0.22
Differential teaching loads across campus.	15	2.80	.86	2.58	0.22

Assignment of your classes (extent they match your interests and background).	16	4.19	.54	3.98	0.21
Use and effect of per-course or unranked faculty in your department.	16	3.19	1.05	3.37	-0.18
Committee assignments and duties.	17	3.12	.99	3.23	-0.12
Academic advisement load and duties.	16	3.56	.89	3.37	0.19
I feel pressured to inflate grades.	17	2.82	1.38	2.83	0.00
I feel pressured to deflate grades.	15	2.47	1.13	2.00	0.47
Current nine month salary.	17	2.41	1.33	2.55	-0.14
Future salary prospects.	17	1.65	1.06	1.85	-0.20
Salary differentials that exist across Missouri State University.	17	1.65	.79	1.93	-0.28
Procedures by which equity adjustment salary decisions are made.	16	2.44	1.26	2.35	0.08
Procedures by which performance/merit salary decisions are made.	15	1.87	.99	2.36	-0.50
Rate of pay for summer teaching (2.5% per hour).	16	2.81	1.11	2.73	0.09
Allocation of summer teaching.	15	3.33	.90	3.11	0.22
Compensation for per-course faculty.	13	2.85	.69	2.62	0.23
Compensation for overload courses.	14	2.71	.91	2.48	0.23
Life insurance program.	16	3.56	.89	3.49	0.07
Medical/health benefits.	17	2.82	1.33	2.99	-0.17
Educational benefits for employees and families	16	3.00	1.21	3.33	-0.33
Sick leave benefits	14	2.93	.73	3.28	-0.35
Dental care	16	3.31	1.35	3.19	0.12
Retirement program.	16	3.31	1.14	3.38	-0.07
Services and faculty use of Taylor Health & Wellness Center.	16	4.38	.50	3.96	0.41
Recreational services and facilities for faculty.	15	3.13	.64	3.23	-0.10
General quality of performance of Board of Governors.	17	2.00	1.06	2.31	-0.31
General quality of performance of University President.	16	3.06	1.12	2.98	0.08
General quality of performance of Provost.	17	3.35	1.37	2.74	0.61



General quality of performance of Associate Provost.	16	3.38	1.36	3.04	0.33
General quality of performance of Assistants to University President.	15	2.93	1.22	2.92	0.02
General quality of performance of your college dean.	17	3.76	1.30	3.47	0.29
General quality of performance of your college associate dean.	17	3.65	1.11	3.34	0.31
I plan to retire from Missouri State within the next five years.	15	2.20	1.37	2.31	-0.11
I often think about leaving this University.	14	3.00	1.57	3.09	-0.09
I plan on leaving Missouri State within the next year.	14	1.71	.83	2.01	-0.30
I am actively looking for other academic positions elsewhere.	14	2.29	1.49	2.29	0.00
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.	17	2.35	1.27	2.86	-0.50
I believe the university does well in showing its accountability to the public affairs mission.	16	2.81	1.22	3.15	-0.34
I believe the faculty have a good understanding of the public affairs mission.	17	2.94	1.20	2.94	0.00

## Department = geography, geology & planning

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	7	2.86	.90	2.82	0.03
General quality of Missouri State University faculty.	7	3.86	.69	3.86	0.00
Congeniality of colleagues.	7	3.86	1.07	3.87	-0.02
Overall satisfaction with being a Missouri State University faculty member.	7	3.86	1.07	3.52	0.34
General quality of performance of Equal Opportunity Officer.	7	3.71	.76	3.32	0.39
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	7	3.71	.76	3.38	0.34
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	7	3.00	1.29	3.15	-0.15
Classroom facilities.	7	3.29	.95	3.25	0.03
Personal office facilities.	7	2.86	1.35	3.43	-0.57
Computer Services: facilities and computer help desk support available to faculty.	7	4.29	.49	3.86	0.43
Computer Services: facilities and computer help desk support available for students.	7	4.29	.49	3.71	0.57
Physical plant (heat, air, maintenance, renovations, etc.).	7	3.00	1.00	3.00	0.00
Custodial maintenance of facilities.	7	2.43	.98	3.17	-0.75
Personal and building security.	7	3.14	.90	3.48	-0.34
Libraries: holdings of books, journals, etc.	7	4.43	.79	3.58	0.84
Libraries: facilities and support available to faculty.	7	4.43	.79	3.89	0.54
Libraries: facilities and support available for students	7	4.57	.53	3.81	0.76
Educational Technology Center (ETC): facilities and support available to faculty.	7	4.29	.76	3.75	0.54
Educational Technology Center (ETC): facilities and support available to students.	7	4.14	.90	3.62	0.53
Distance Learning and Instructional Technology: facilities and support available to faculty.	7	3.43	1.27	3.41	0.02
Graduate Assistant support for faculty.	7	3.14	1.21	2.95	0.19
Bear Claw Tutoring Center	7	3.43	.98	3.48	-0.06

Faculty Center for Teaching and Learning	7	3.00	1.00	3.35	-0.35
Faculty Development through sabbaticals and educational leaves.	7	3.57	1.27	3.10	0.48
Reimbursement for attending conventions, conferences, workshops, etc.	7	2.71	1.38	2.65	0.06
Availability of research opportunities.	7	3.29	.95	3.11	0.18
Support for research or literary publication (time, finances, space, etc.).	7	2.86	1.21	2.69	0.17
Office of Sponsored Research and Programs.	7	4.00	.58	3.12	0.88
General quality of student advisement.	7	4.00	.58	3.64	0.36
Efforts are made to attract diverse students to our programs.	7	4.14	.38	3.28	0.86
Clerical support for faculty.	7	4.00	.82	3.63	0.37
Content of general University policies.	7	3.00	.82	3.14	-0.14
Procedures by which general University policies and priorities are made.	7	2.57	1.27	2.73	-0.16
Procedures by which general University policies and priorities are communicated to faculty.	7	2.86	1.07	2.89	-0.04
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	7	2.57	1.27	2.67	-0.10
Content of policies of your college.	7	3.57	.79	3.25	0.32
Procedures by which policies are made for your college.	7	3.71	.95	3.11	0.61
The way discretionary monies are used to reward merit/equity.	7	2.57	1.51	2.25	0.32
Content of departmental policies.	7	4.29	.76	3.46	0.83
Procedures by which department policies are made.	7	4.57	.53	3.43	1.14
The quality of the criteria used to make merit/equity decisions in your department.	7	4.00	1.41	3.15	0.85
The quality of performance feedback provided by the department head during scheduled performance reviews.	7	4.43	.53	3.56	0.87
Extent to which promotion and tenure criteria are defined and made known.	7	4.29	.76	3.66	0.63
Procedures by which promotion and tenure decisions are made.	7	4.29	.76	3.48	0.80
Extent of feedback regarding reasons for promotion and tenure decisions.	7	4.14	1.07	3.40	0.74
Abolition of cost of living increases in favor of replacement pay for performance/equity.	7	2.71	1.38	2.08	0.63
Level of shared governance.	7	2.43	.79	2.46	-0.03
Teaching load (number of classes, class size, student-faculty ratio, etc.).	7	3.29	.95	2.96	0.32

Differential teaching loads across campus.	7	2.57	1.13	2.58	-0.01
Assignment of your classes (extent they match your interests and background).	7	4.71	.49	3.98	0.73
Use and effect of per-course or unranked faculty in your department.	7	4.00	.58	3.37	0.63
Committee assignments and duties.	7	3.71	.76	3.23	0.48
Academic advisement load and duties.	7	3.86	.69	3.37	0.49
I feel pressured to inflate grades.	7	2.57	1.51	2.83	-0.26
I feel pressured to deflate grades.	7	1.00	.00	2.00	-1.00
Current nine month salary.	7	3.29	1.25	2.55	0.73
Future salary prospects.	7	2.43	1.13	1.85	0.58
Salary differentials that exist across Missouri State University.	7	2.29	1.25	1.93	0.36
Procedures by which equity adjustment salary decisions are made.	7	2.86	1.21	2.35	0.50
Procedures by which performance/merit salary decisions are made.	7	2.71	1.38	2.36	0.35
Rate of pay for summer teaching (2.5% per hour).	7	3.71	.49	2.73	0.99
Allocation of summer teaching.	7	3.71	.49	3.11	0.60
Compensation for per-course faculty.	7	3.00	.82	2.62	0.38
Compensation for overload courses.	7	3.00	.58	2.48	0.52
Life insurance program.	7	3.57	.53	3.49	0.08
Medical/health benefits.	7	3.14	1.07	2.99	0.15
Educational benefits for employees and families	7	3.29	1.11	3.33	-0.05
Sick leave benefits	7	3.57	.79	3.28	0.29
Dental care	7	3.86	.38	3.19	0.66
Retirement program.	7	3.29	.95	3.38	-0.09
Services and faculty use of Taylor Health & Wellness Center.	7	4.29	.49	3.96	0.32
Recreational services and facilities for faculty.	7	4.14	.69	3.23	0.91
General quality of performance of Board of Governors.	6	2.50	1.05	2.31	0.19
General quality of performance of University President.	6	3.17	.75	2.98	0.18

General quality of performance of Provost.	6	2.00	1.10	2.74	-0.74
General quality of performance of Associate Provost.	6	2.67	1.37	3.04	-0.38
General quality of performance of Assistants to University President.	6	2.67	1.03	2.92	-0.25
General quality of performance of your college dean.	6	3.67	1.21	3.47	0.19
General quality of performance of your college associate dean.	6	3.67	1.03	3.34	0.33
I plan to retire from Missouri State within the next five years.	7	2.00	1.15	2.31	-0.31
I often think about leaving this University.	7	2.57	1.62	3.09	-0.52
I plan on leaving Missouri State within the next year.	7	1.57	.79	2.01	-0.44
I am actively looking for other academic positions elsewhere.	7	2.14	1.35	2.29	-0.14
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.	7	3.29	1.38	2.86	0.43
I believe the university does well in showing its accountability to the public affairs mission.	7	3.14	1.21	3.15	-0.01
I believe the faculty have a good understanding of the public affairs mission.	7	2.86	1.21	2.94	-0.08

**Department = greenwood lab schools**

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	10	3.10	.88	2.82	0.28
General quality of Missouri State University faculty.	10	3.80	.63	3.86	-0.06
Congeniality of colleagues.	10	3.80	.63	3.87	-0.07
Overall satisfaction with being a Missouri State University faculty member.	10	3.90	.88	3.52	0.38
General quality of performance of Equal Opportunity Officer.	9	3.44	.53	3.32	0.12
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	9	3.56	.53	3.38	0.18
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	9	3.33	.50	3.15	0.19
Classroom facilities.	10	2.70	1.06	3.25	-0.55
Personal office facilities.	10	2.90	1.29	3.43	-0.53
Computer Services: facilities and computer help desk support available to faculty.	10	3.50	1.18	3.86	-0.36
Computer Services: facilities and computer help desk support available for students.	9	3.56	.88	3.71	-0.16
Physical plant (heat, air, maintenance, renovations, etc.).	10	2.20	1.03	3.00	-0.80
Custodial maintenance of facilities.	10	1.90	.74	3.17	-1.27
Personal and building security.	10	3.20	1.03	3.48	-0.28
Libraries: holdings of books, journals, etc.	10	3.90	.57	3.58	0.32
Libraries: facilities and support available to faculty.	10	3.90	.57	3.89	0.01
Libraries: facilities and support available for students	9	4.00	.50	3.81	0.19
Educational Technology Center (ETC): facilities and support available to faculty.	9	3.67	.50	3.75	-0.08
Educational Technology Center (ETC): facilities and support available to students.	9	3.67	.50	3.62	0.05
Distance Learning and Instructional Technology: facilities and support available to faculty.	9	3.56	.53	3.41	0.14
Graduate Assistant support for faculty.	9	3.00	1.22	2.95	0.05
Bear Claw Tutoring Center	8	3.13	.35	3.48	-0.36
Faculty Center for Teaching and Learning	9	3.22	.44	3.35	-0.12

Faculty Development through sabbaticals and educational leaves.	10	3.10	.57	3.10	0.00
Reimbursement for attending conventions, conferences, workshops, etc.	10	2.20	1.03	2.65	-0.45
Availability of research opportunities.	9	3.11	.60	3.11	0.01
Support for research or literary publication (time, finances, space, etc.).	10	2.70	.82	2.69	0.01
Office of Sponsored Research and Programs.	9	3.11	.33	3.12	-0.01
General quality of student advisement.	9	3.44	.53	3.64	-0.19
Efforts are made to attract diverse students to our programs.	9	3.44	.53	3.28	0.16
Clerical support for faculty.	9	3.22	1.09	3.63	-0.41
Content of general University policies.	10	3.20	.79	3.14	0.06
Procedures by which general University policies and priorities are made.	10	3.20	.79	2.73	0.47
Procedures by which general University policies and priorities are communicated to faculty.	10	3.60	.52	2.89	0.71
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	10	3.00	.82	2.67	0.33
Content of policies of your college.	10	3.50	.85	3.25	0.25
Procedures by which policies are made for your college.	10	3.50	.97	3.11	0.39
The way discretionary monies are used to reward merit/equity.	9	2.44	1.13	2.25	0.20
Content of departmental policies.	9	3.22	.97	3.46	-0.23
Procedures by which department policies are made.	10	3.50	1.08	3.43	0.07
The quality of the criteria used to make merit/equity decisions in your department.	10	3.20	.92	3.15	0.05
The quality of performance feedback provided by the department head during scheduled performance reviews.	10	3.50	1.27	3.56	-0.06
Extent to which promotion and tenure criteria are defined and made known.	9	3.11	1.36	3.66	-0.55
Procedures by which promotion and tenure decisions are made.	9	3.22	1.39	3.48	-0.26
Extent of feedback regarding reasons for promotion and tenure decisions.	10	3.00	1.05	3.40	-0.40
Abolition of cost of living increases in favor of replacement pay for performance/equity.	9	1.78	1.30	2.08	-0.30
Level of shared governance.	10	3.00	.94	2.46	0.54
Teaching load (number of classes, class size, student-faculty ratio, etc.).	10	3.50	.85	2.96	0.54
Differential teaching loads across campus.	9	3.11	1.27	2.58	0.53

Assignment of your classes (extent they match your interests and background).	10	4.20	.63	3.98	0.22
Use and effect of per-course or unranked faculty in your department.	9	2.67	1.32	3.37	-0.70
Committee assignments and duties.	10	3.20	1.03	3.23	-0.03
Academic advisement load and duties.	9	3.44	.73	3.37	0.07
I feel pressured to inflate grades.	9	2.89	1.05	2.83	0.06
I feel pressured to deflate grades.	8	2.50	.76	2.00	0.50
Current nine month salary.	10	2.30	1.06	2.55	-0.25
Future salary prospects.	10	1.80	.92	1.85	-0.05
Salary differentials that exist across Missouri State University.	10	1.80	1.14	1.93	-0.13
Procedures by which equity adjustment salary decisions are made.	10	1.90	1.10	2.35	-0.45
Procedures by which performance/merit salary decisions are made.	10	1.90	1.29	2.36	-0.46
Rate of pay for summer teaching (2.5% per hour).	9	3.00	.87	2.73	0.27
Allocation of summer teaching.	9	3.00	.87	3.11	-0.11
Compensation for per-course faculty.	9	2.78	.97	2.62	0.16
Compensation for overload courses.	9	3.00	.71	2.48	0.52
Life insurance program.	10	3.80	.63	3.49	0.31
Medical/health benefits.	10	3.60	1.07	2.99	0.61
Educational benefits for employees and families	10	3.30	1.16	3.33	-0.03
Sick leave benefits	9	3.33	.50	3.28	0.05
Dental care	10	2.90	.99	3.19	-0.29
Retirement program.	10	3.50	.53	3.38	0.12
Services and faculty use of Taylor Health & Wellness Center.	10	3.90	.74	3.96	-0.06
Recreational services and facilities for faculty.	10	3.20	.63	3.23	-0.03
General quality of performance of Board of Governors.	9	3.22	.67	2.31	0.91
General quality of performance of University President.	9	3.22	.67	2.98	0.24
General quality of performance of Provost.	9	3.00	1.00	2.74	0.26



General quality of performance of Associate Provost.	9	3.22	.67	3.04	0.18
General quality of performance of Assistants to University President.	9	3.22	.67	2.92	0.31
General quality of performance of your college dean.	10	3.50	.71	3.47	0.03
General quality of performance of your college associate dean.	10	3.30	.67	3.34	-0.04
I plan to retire from Missouri State within the next five years.	10	2.50	1.35	2.31	0.19
I often think about leaving this University.	10	2.40	1.26	3.09	-0.69
I plan on leaving Missouri State within the next year.	10	2.10	.88	2.01	0.09
I am actively looking for other academic positions elsewhere.	10	2.40	1.26	2.29	0.11
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.	10	3.20	.92	2.86	0.34
I believe the university does well in showing its accountability to the public affairs mission.	10	3.60	.97	3.15	0.45
I believe the faculty have a good understanding of the public affairs mission.	10	3.80	1.03	2.94	0.86

## Department = health, physical education & recreation

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	15	3.33	1.05	2.82	0.51
General quality of Missouri State University faculty.	15	3.53	.92	3.86	-0.33
Congeniality of colleagues.	15	3.33	1.05	3.87	-0.54
Overall satisfaction with being a Missouri State University faculty member.	15	3.60	1.06	3.52	0.08
General quality of performance of Equal Opportunity Officer.	15	3.53	.64	3.32	0.21
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	15	3.47	.74	3.38	0.09
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	15	3.13	1.13	3.15	-0.01
Classroom facilities.	15	3.07	1.16	3.25	-0.19
Personal office facilities.	15	3.87	.74	3.43	0.44
Computer Services: facilities and computer help desk support available to faculty.	15	3.87	.83	3.86	0.01
Computer Services: facilities and computer help desk support available for students.	15	3.73	.46	3.71	0.02
Physical plant (heat, air, maintenance, renovations, etc.).	15	2.60	1.30	3.00	-0.40
Custodial maintenance of facilities.	15	3.67	1.05	3.17	0.49
Personal and building security.	15	3.33	1.18	3.48	-0.15
Libraries: holdings of books, journals, etc.	15	3.93	.80	3.58	0.35
Libraries: facilities and support available to faculty.	15	4.07	.70	3.89	0.18
Libraries: facilities and support available for students	15	3.73	.70	3.81	-0.08
Educational Technology Center (ETC): facilities and support available to faculty.	15	4.07	.80	3.75	0.32
Educational Technology Center (ETC): facilities and support available to students.	15	3.87	.83	3.62	0.25
Distance Learning and Instructional Technology: facilities and support available to faculty.	15	3.47	.83	3.41	0.05
Graduate Assistant support for faculty.	14	3.50	.65	2.95	0.55
Bear Claw Tutoring Center	14	3.21	.58	3.48	-0.27

Faculty Center for Teaching and Learning	14	3.14	1.03	3.35	-0.20
Faculty Development through sabbaticals and educational leaves.	15	2.93	.96	3.10	-0.16
Reimbursement for attending conventions, conferences, workshops, etc.	15	3.00	1.13	2.65	0.35
Availability of research opportunities.	15	3.27	1.03	3.11	0.16
Support for research or literary publication (time, finances, space, etc.).	15	2.93	1.10	2.69	0.24
Office of Sponsored Research and Programs.	14	3.50	.94	3.12	0.38
General quality of student advisement.	15	3.80	.94	3.64	0.16
Efforts are made to attract diverse students to our programs.	15	3.60	1.12	3.28	0.32
Clerical support for faculty.	15	4.07	.80	3.63	0.43
Content of general University policies.	15	3.53	.83	3.14	0.39
Procedures by which general University policies and priorities are made.	15	3.13	1.06	2.73	0.40
Procedures by which general University policies and priorities are communicated to faculty.	15	2.80	1.26	2.89	-0.09
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	15	2.67	1.18	2.67	-0.01
Content of policies of your college.	15	3.07	.96	3.25	-0.19
Procedures by which policies are made for your college.	15	3.00	.85	3.11	-0.11
The way discretionary monies are used to reward merit/equity.	15	2.73	1.39	2.25	0.49
Content of departmental policies.	15	3.67	1.11	3.46	0.21
Procedures by which department policies are made.	15	3.53	1.25	3.43	0.10
The quality of the criteria used to make merit/equity decisions in your department.	15	3.67	1.18	3.15	0.52
The quality of performance feedback provided by the department head during scheduled performance reviews.	15	4.20	.86	3.56	0.64
Extent to which promotion and tenure criteria are defined and made known.	15	3.60	1.18	3.66	-0.06
Procedures by which promotion and tenure decisions are made.	15	3.53	1.30	3.48	0.05
Extent of feedback regarding reasons for promotion and tenure decisions.	15	3.60	1.06	3.40	0.20
Abolition of cost of living increases in favor of replacement pay for performance/equity.	14	2.29	1.38	2.08	0.20
Level of shared governance.	15	2.73	1.16	2.46	0.27
Teaching load (number of classes, class size, student-faculty ratio, etc.).	15	3.40	1.12	2.96	0.44

Differential teaching loads across campus.	15	2.33	.90	2.58	-0.25
Assignment of your classes (extent they match your interests and background).	15	4.27	.59	3.98	0.29
Use and effect of per-course or unranked faculty in your department.	15	3.80	.68	3.37	0.43
Committee assignments and duties.	15	3.60	.83	3.23	0.37
Academic advisement load and duties.	15	3.73	.88	3.37	0.36
I feel pressured to inflate grades.	15	1.87	1.06	2.83	-0.96
I feel pressured to deflate grades.	14	1.79	1.12	2.00	-0.21
Current nine month salary.	15	2.60	1.18	2.55	0.05
Future salary prospects.	15	2.13	.92	1.85	0.29
Salary differentials that exist across Missouri State University.	15	2.00	1.00	1.93	0.07
Procedures by which equity adjustment salary decisions are made.	15	2.13	.99	2.35	-0.22
Procedures by which performance/merit salary decisions are made.	15	2.80	1.37	2.36	0.44
Rate of pay for summer teaching (2.5% per hour).	15	3.33	.82	2.73	0.61
Allocation of summer teaching.	15	3.40	1.12	3.11	0.29
Compensation for per-course faculty.	15	2.47	.83	2.62	-0.15
Compensation for overload courses.	15	2.93	1.16	2.48	0.45
Life insurance program.	15	3.47	1.13	3.49	-0.03
Medical/health benefits.	15	2.80	1.37	2.99	-0.19
Educational benefits for employees and families	15	3.60	.91	3.33	0.27
Sick leave benefits	14	3.14	.86	3.28	-0.14
Dental care	15	3.20	1.32	3.19	0.01
Retirement program.	15	3.60	.74	3.38	0.22
Services and faculty use of Taylor Health & Wellness Center.	15	4.13	.99	3.96	0.17
Recreational services and facilities for faculty.	15	2.80	1.21	3.23	-0.43
General quality of performance of Board of Governors.	15	2.20	1.01	2.31	-0.11
General quality of performance of University President.	15	2.80	1.26	2.98	-0.18

General quality of performance of Provost.	15	2.27	1.28	2.74	-0.47
General quality of performance of Associate Provost.	15	2.60	1.18	3.04	-0.44
General quality of performance of Assistants to University President.	15	2.80	.94	2.92	-0.12
General quality of performance of your college dean.	15	3.13	1.19	3.47	-0.34
General quality of performance of your college associate dean.	14	3.00	.68	3.34	-0.34
I plan to retire from Missouri State within the next five years.	15	2.87	1.25	2.31	0.55
I often think about leaving this University.	15	2.80	1.42	3.09	-0.29
I plan on leaving Missouri State within the next year.	15	1.80	.86	2.01	-0.21
I am actively looking for other academic positions elsewhere.	15	2.27	1.10	2.29	-0.02
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.	15	3.20	1.21	2.86	0.34
I believe the university does well in showing its accountability to the public affairs mission.	15	3.60	.74	3.15	0.45
I believe the faculty have a good understanding of the public affairs mission.	15	3.40	.91	2.94	0.46

## Department = history

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	7	2.00	1.15	2.82	-0.82
General quality of Missouri State University faculty.	7	3.43	1.13	3.86	-0.43
Congeniality of colleagues.	7	3.43	1.13	3.87	-0.45
Overall satisfaction with being a Missouri State University faculty member.	7	2.29	1.60	3.52	-1.23
General quality of performance of Equal Opportunity Officer.	7	3.43	.98	3.32	0.11
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	7	2.71	1.11	3.38	-0.66
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	7	2.86	1.07	3.15	-0.29
Classroom facilities.	7	3.86	.90	3.25	0.60
Personal office facilities.	7	4.14	.38	3.43	0.71
Computer Services: facilities and computer help desk support available to faculty.	7	4.14	.38	3.86	0.28
Computer Services: facilities and computer help desk support available for students.	6	3.67	.52	3.71	-0.05
Physical plant (heat, air, maintenance, renovations, etc.).	7	4.14	.38	3.00	1.15
Custodial maintenance of facilities.	7	3.71	.76	3.17	0.54
Personal and building security.	7	4.14	.38	3.48	0.66
Libraries: holdings of books, journals, etc.	7	2.29	1.38	3.58	-1.30
Libraries: facilities and support available to faculty.	7	2.71	1.38	3.89	-1.18
Libraries: facilities and support available for students	7	3.14	1.07	3.81	-0.67
Educational Technology Center (ETC): facilities and support available to faculty.	6	3.50	.55	3.75	-0.25
Educational Technology Center (ETC): facilities and support available to students.	6	3.50	.55	3.62	-0.12
Distance Learning and Instructional Technology: facilities and support available to faculty.	7	3.29	.49	3.41	-0.13
Graduate Assistant support for faculty.	7	2.43	1.27	2.95	-0.53
Bear Claw Tutoring Center	7	3.43	.53	3.48	-0.06
Faculty Center for Teaching and Learning	6	3.67	.82	3.35	0.32

Faculty Development through sabbaticals and educational leaves.	7	2.57	1.27	3.10	-0.52
Reimbursement for attending conventions, conferences, workshops, etc.	7	2.29	1.38	2.65	-0.37
Availability of research opportunities.	7	2.29	1.11	3.11	-0.82
Support for research or literary publication (time, finances, space, etc.).	7	2.14	1.21	2.69	-0.55
Office of Sponsored Research and Programs.	6	3.17	.41	3.12	0.04
General quality of student advisement.	7	3.71	.76	3.64	0.08
Efforts are made to attract diverse students to our programs.	7	2.86	.90	3.28	-0.43
Clerical support for faculty.	7	3.86	1.07	3.63	0.22
Content of general University policies.	6	2.50	1.38	3.14	-0.64
Procedures by which general University policies and priorities are made.	7	2.29	1.25	2.73	-0.45
Procedures by which general University policies and priorities are communicated to faculty.	6	2.67	1.51	2.89	-0.23
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	6	1.67	.82	2.67	-1.01
Content of policies of your college.	6	3.33	1.21	3.25	0.08
Procedures by which policies are made for your college.	6	3.17	1.17	3.11	0.06
The way discretionary monies are used to reward merit/equity.	7	1.86	1.21	2.25	-0.39
Content of departmental policies.	7	3.29	.76	3.46	-0.17
Procedures by which department policies are made.	7	3.29	.76	3.43	-0.15
The quality of the criteria used to make merit/equity decisions in your department.	5	2.40	1.14	3.15	-0.75
The quality of performance feedback provided by the department head during scheduled performance reviews.	6	4.17	.75	3.56	0.61
Extent to which promotion and tenure criteria are defined and made known.	6	3.83	.98	3.66	0.17
Procedures by which promotion and tenure decisions are made.	6	3.17	1.17	3.48	-0.32
Extent of feedback regarding reasons for promotion and tenure decisions.	6	3.67	.52	3.40	0.26
Abolition of cost of living increases in favor of replacement pay for performance/equity.	7	1.57	.79	2.08	-0.51
Level of shared governance.	7	1.57	.53	2.46	-0.89
Teaching load (number of classes, class size, student-faculty ratio, etc.).	7	2.43	1.51	2.96	-0.54
Differential teaching loads across campus.	7	2.43	1.13	2.58	-0.16

Assignment of your classes (extent they match your interests and background).	7	3.29	1.70	3.98	-0.69
Use and effect of per-course or unranked faculty in your department.	6	2.83	1.60	3.37	-0.53
Committee assignments and duties.	7	2.86	1.46	3.23	-0.38
Academic advisement load and duties.	6	3.00	1.55	3.37	-0.37
I feel pressured to inflate grades.	7	3.14	1.46	2.83	0.32
I feel pressured to deflate grades.	7	2.14	1.35	2.00	0.14
Current nine month salary.	7	1.86	1.21	2.55	-0.69
Future salary prospects.	7	1.29	.49	1.85	-0.56
Salary differentials that exist across Missouri State University.	7	1.71	1.11	1.93	-0.22
Procedures by which equity adjustment salary decisions are made.	6	1.33	.52	2.35	-1.02
Procedures by which performance/merit salary decisions are made.	6	1.67	1.21	2.36	-0.70
Rate of pay for summer teaching (2.5% per hour).	6	1.83	1.33	2.73	-0.89
Allocation of summer teaching.	6	2.67	1.03	3.11	-0.45
Compensation for per-course faculty.	6	1.50	.84	2.62	-1.12
Compensation for overload courses.	6	1.67	1.03	2.48	-0.81
Life insurance program.	6	3.17	1.17	3.49	-0.33
Medical/health benefits.	7	2.57	1.51	2.99	-0.42
Educational benefits for employees and families	7	3.29	1.11	3.33	-0.05
Sick leave benefits	6	2.67	1.03	3.28	-0.62
Dental care	7	3.14	1.21	3.19	-0.05
Retirement program.	7	2.86	1.07	3.38	-0.52
Services and faculty use of Taylor Health & Wellness Center.	7	3.57	1.13	3.96	-0.39
Recreational services and facilities for faculty.	5	3.20	.84	3.23	-0.03
General quality of performance of Board of Governors.	7	1.71	.76	2.31	-0.60
General quality of performance of University President.	7	2.00	1.00	2.98	-0.98
General quality of performance of Provost.	6	2.83	1.17	2.74	0.09



General quality of performance of Associate Provost.	6	2.83	.98	3.04	-0.21
General quality of performance of Assistants to University President.	6	2.50	.84	2.92	-0.42
General quality of performance of your college dean.	7	4.29	.49	3.47	0.81
General quality of performance of your college associate dean.	7	3.57	1.27	3.34	0.23
I plan to retire from Missouri State within the next five years.	6	1.17	.41	2.31	-1.15
I often think about leaving this University.	7	4.14	1.46	3.09	1.05
I plan on leaving Missouri State within the next year.	6	2.50	1.05	2.01	0.49
I am actively looking for other academic positions elsewhere.	7	2.57	1.40	2.29	0.28
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.	7	3.14	1.46	2.86	0.29
I believe the university does well in showing its accountability to the public affairs mission.	7	2.43	1.40	3.15	-0.73
I believe the faculty have a good understanding of the public affairs mission.	7	3.43	1.27	2.94	0.49

## Department = library

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	18	3.06	.87	2.82	0.23
General quality of Missouri State University faculty.	18	3.83	.79	3.86	-0.03
Congeniality of colleagues.	18	3.78	1.00	3.87	-0.10
Overall satisfaction with being a Missouri State University faculty member.	18	3.56	1.04	3.52	0.04
General quality of performance of Equal Opportunity Officer.	18	3.67	.84	3.32	0.35
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	18	3.33	1.14	3.38	-0.05
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	17	3.12	1.05	3.15	-0.03
Classroom facilities.	18	3.72	.57	3.25	0.47
Personal office facilities.	18	3.94	1.30	3.43	0.52
Computer Services: facilities and computer help desk support available to faculty.	18	4.11	1.02	3.86	0.25
Computer Services: facilities and computer help desk support available for students.	18	3.78	.94	3.71	0.07
Physical plant (heat, air, maintenance, renovations, etc.).	18	3.39	1.14	3.00	0.39
Custodial maintenance of facilities.	18	3.83	.92	3.17	0.66
Personal and building security.	18	3.61	.92	3.48	0.13
Libraries: holdings of books, journals, etc.	18	3.39	1.14	3.58	-0.20
Libraries: facilities and support available to faculty.	18	3.83	1.04	3.89	-0.06
Libraries: facilities and support available for students	17	3.76	1.09	3.81	-0.05
Educational Technology Center (ETC): facilities and support available to faculty.	17	3.59	.94	3.75	-0.16
Educational Technology Center (ETC): facilities and support available to students.	17	3.47	.87	3.62	-0.15
Distance Learning and Instructional Technology: facilities and support available to faculty.	17	3.53	.72	3.41	0.12
Graduate Assistant support for faculty.	15	3.00	.85	2.95	0.05
Bear Claw Tutoring Center	17	3.82	1.01	3.48	0.34
Faculty Center for Teaching and Learning	17	3.59	1.00	3.35	0.24

Faculty Development through sabbaticals and educational leaves.	17	3.29	.85	3.10	0.20
Reimbursement for attending conventions, conferences, workshops, etc.	18	2.83	1.15	2.65	0.18
Availability of research opportunities.	17	3.24	.75	3.11	0.13
Support for research or literary publication (time, finances, space, etc.).	17	3.00	1.00	2.69	0.31
Office of Sponsored Research and Programs.	17	3.18	.39	3.12	0.05
General quality of student advisement.	15	3.33	.72	3.64	-0.30
Efforts are made to attract diverse students to our programs.	17	3.00	1.00	3.28	-0.28
Clerical support for faculty.	17	3.47	.94	3.63	-0.16
Content of general University policies.	18	3.28	.83	3.14	0.14
Procedures by which general University policies and priorities are made.	18	2.72	.96	2.73	-0.01
Procedures by which general University policies and priorities are communicated to faculty.	18	2.89	.83	2.89	-0.01
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	18	2.94	.87	2.67	0.27
Content of policies of your college.	18	3.11	1.23	3.25	-0.14
Procedures by which policies are made for your college.	18	3.06	1.39	3.11	-0.05
The way discretionary monies are used to reward merit/equity.	16	2.56	.96	2.25	0.32
Content of departmental policies.	18	3.22	1.11	3.46	-0.23
Procedures by which department policies are made.	18	3.17	1.29	3.43	-0.27
The quality of the criteria used to make merit/equity decisions in your department.	17	2.94	1.03	3.15	-0.21
The quality of performance feedback provided by the department head during scheduled performance reviews.	18	3.28	1.32	3.56	-0.28
Extent to which promotion and tenure criteria are defined and made known.	18	3.83	.62	3.66	0.17
Procedures by which promotion and tenure decisions are made.	18	3.56	1.29	3.48	0.07
Extent of feedback regarding reasons for promotion and tenure decisions.	17	3.00	1.17	3.40	-0.40
Abolition of cost of living increases in favor of replacement pay for performance/equity.	16	2.31	1.25	2.08	0.23
Level of shared governance.	18	2.67	1.08	2.46	0.20
Teaching load (number of classes, class size, student-faculty ratio, etc.).	17	3.06	1.14	2.96	0.09
Differential teaching loads across campus.	17	2.94	.83	2.58	0.36

Assignment of your classes (extent they match your interests and background).	17	3.59	1.06	3.98	-0.39
Use and effect of per-course or unranked faculty in your department.	15	2.87	.64	3.37	-0.50
Committee assignments and duties.	17	2.94	1.14	3.23	-0.29
Academic advisement load and duties.	16	3.25	.45	3.37	-0.12
I feel pressured to inflate grades.	18	2.44	.92	2.83	-0.38
I feel pressured to deflate grades.	18	2.11	.83	2.00	0.11
Current nine month salary.	16	2.63	1.02	2.55	0.07
Future salary prospects.	18	2.17	.92	1.85	0.32
Salary differentials that exist across Missouri State University.	18	2.11	.83	1.93	0.18
Procedures by which equity adjustment salary decisions are made.	17	2.65	.93	2.35	0.29
Procedures by which performance/merit salary decisions are made.	18	2.83	.92	2.36	0.47
Rate of pay for summer teaching (2.5% per hour).	16	2.81	1.05	2.73	0.09
Allocation of summer teaching.	16	2.81	1.05	3.11	-0.30
Compensation for per-course faculty.	16	3.00	.63	2.62	0.38
Compensation for overload courses.	16	2.69	.70	2.48	0.21
Life insurance program.	18	3.72	.57	3.49	0.23
Medical/health benefits.	18	3.33	1.08	2.99	0.34
Educational benefits for employees and families	17	3.65	1.00	3.33	0.31
Sick leave benefits	18	3.44	.92	3.28	0.16
Dental care	18	3.44	1.04	3.19	0.25
Retirement program.	18	3.72	.75	3.38	0.34
Services and faculty use of Taylor Health & Wellness Center.	18	4.33	.49	3.96	0.37
Recreational services and facilities for faculty.	17	3.41	1.12	3.23	0.18
General quality of performance of Board of Governors.	18	2.67	1.08	2.31	0.36
General quality of performance of University President.	18	3.28	1.07	2.98	0.29
General quality of performance of Provost.	18	3.22	1.17	2.74	0.48

General quality of performance of Associate Provost.	18	3.39	.92	3.04	0.35
General quality of performance of Assistants to University President.	17	3.35	.86	2.92	0.44
General quality of performance of your college dean.	18	3.61	1.38	3.47	0.14
General quality of performance of your college associate dean.	9	2.56	.88	3.34	-0.78
I plan to retire from Missouri State within the next five years.	16	2.63	1.45	2.31	0.31
I often think about leaving this University.	18	3.11	1.57	3.09	0.02
I plan on leaving Missouri State within the next year.	17	2.24	1.60	2.01	0.22
I am actively looking for other academic positions elsewhere.	17	2.18	1.33	2.29	-0.11
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.	16	2.94	.85	2.86	0.08
I believe the university does well in showing its accountability to the public affairs mission.	16	3.38	1.02	3.15	0.22
I believe the faculty have a good understanding of the public affairs mission.	16	3.13	.89	2.94	0.19

## Department = management

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	14	2.21	1.05	2.82	-0.61
General quality of Missouri State University faculty.	14	3.71	1.07	3.86	-0.15
Congeniality of colleagues.	14	3.79	.80	3.87	-0.09
Overall satisfaction with being a Missouri State University faculty member.	14	3.21	1.25	3.52	-0.31
General quality of performance of Equal Opportunity Officer.	12	3.08	.90	3.32	-0.24
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	14	3.50	1.02	3.38	0.12
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	12	3.08	1.24	3.15	-0.06
Classroom facilities.	14	2.93	1.07	3.25	-0.32
Personal office facilities.	14	3.64	1.28	3.43	0.21
Computer Services: facilities and computer help desk support available to faculty.	14	3.50	1.29	3.86	-0.36
Computer Services: facilities and computer help desk support available for students.	12	4.00	.74	3.71	0.29
Physical plant (heat, air, maintenance, renovations, etc.).	14	2.64	1.01	3.00	-0.35
Custodial maintenance of facilities.	14	2.29	1.20	3.17	-0.89
Personal and building security.	14	3.57	.94	3.48	0.09
Libraries: holdings of books, journals, etc.	14	3.71	.61	3.58	0.13
Libraries: facilities and support available to faculty.	14	4.00	.39	3.89	0.11
Libraries: facilities and support available for students	13	4.08	.49	3.81	0.27
Educational Technology Center (ETC): facilities and support available to faculty.	14	3.57	.94	3.75	-0.17
Educational Technology Center (ETC): facilities and support available to students.	12	3.50	1.00	3.62	-0.12
Distance Learning and Instructional Technology: facilities and support available to faculty.	14	3.07	1.21	3.41	-0.34
Graduate Assistant support for faculty.	14	3.21	1.12	2.95	0.26
Bear Claw Tutoring Center	10	3.60	1.07	3.48	0.12
Faculty Center for Teaching and Learning	14	3.29	1.07	3.35	-0.06

Faculty Development through sabbaticals and educational leaves.	14	2.71	1.20	3.10	-0.38
Reimbursement for attending conventions, conferences, workshops, etc.	12	1.92	.90	2.65	-0.74
Availability of research opportunities.	12	2.50	1.09	3.11	-0.61
Support for research or literary publication (time, finances, space, etc.).	14	2.57	1.16	2.69	-0.12
Office of Sponsored Research and Programs.	11	2.55	.82	3.12	-0.58
General quality of student advisement.	13	3.62	.96	3.64	-0.02
Efforts are made to attract diverse students to our programs.	13	3.08	1.12	3.28	-0.21
Clerical support for faculty.	14	3.57	1.02	3.63	-0.06
Content of general University policies.	14	2.71	1.07	3.14	-0.42
Procedures by which general University policies and priorities are made.	14	2.36	1.08	2.73	-0.37
Procedures by which general University policies and priorities are communicated to faculty.	14	3.00	1.04	2.89	0.11
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	13	2.54	1.33	2.67	-0.14
Content of policies of your college.	14	2.71	.99	3.25	-0.54
Procedures by which policies are made for your college.	14	2.43	1.16	3.11	-0.68
The way discretionary monies are used to reward merit/equity.	14	1.71	.83	2.25	-0.53
Content of departmental policies.	14	3.14	.77	3.46	-0.31
Procedures by which department policies are made.	13	3.23	1.01	3.43	-0.20
The quality of the criteria used to make merit/equity decisions in your department.	14	2.43	1.09	3.15	-0.72
The quality of performance feedback provided by the department head during scheduled performance reviews.	14	3.50	1.16	3.56	-0.06
Extent to which promotion and tenure criteria are defined and made known.	13	3.69	.85	3.66	0.03
Procedures by which promotion and tenure decisions are made.	13	3.69	.85	3.48	0.21
Extent of feedback regarding reasons for promotion and tenure decisions.	14	3.64	.63	3.40	0.24
Abolition of cost of living increases in favor of replacement pay for performance/equity.	14	1.71	.99	2.08	-0.37
Level of shared governance.	14	2.14	1.29	2.46	-0.32
Teaching load (number of classes, class size, student-faculty ratio, etc.).	14	2.71	1.27	2.96	-0.25
Differential teaching loads across campus.	14	2.64	1.08	2.58	0.06

Assignment of your classes (extent they match your interests and background).	14	3.93	1.27	3.98	-0.05
Use and effect of per-course or unranked faculty in your department.	14	4.07	.73	3.37	0.70
Committee assignments and duties.	14	3.36	1.34	3.23	0.12
Academic advisement load and duties.	12	3.67	.78	3.37	0.30
I feel pressured to inflate grades.	13	3.31	1.32	2.83	0.48
I feel pressured to deflate grades.	13	2.15	1.28	2.00	0.15
Current nine month salary.	14	2.57	1.28	2.55	0.02
Future salary prospects.	14	1.43	.65	1.85	-0.42
Salary differentials that exist across Missouri State University.	14	2.71	1.20	1.93	0.78
Procedures by which equity adjustment salary decisions are made.	14	2.07	.92	2.35	-0.28
Procedures by which performance/merit salary decisions are made.	14	2.00	.96	2.36	-0.36
Rate of pay for summer teaching (2.5% per hour).	14	2.07	1.14	2.73	-0.65
Allocation of summer teaching.	13	3.46	1.05	3.11	0.35
Compensation for per-course faculty.	14	2.50	1.16	2.62	-0.12
Compensation for overload courses.	14	2.50	1.09	2.48	0.02
Life insurance program.	13	3.38	.87	3.49	-0.11
Medical/health benefits.	14	3.36	1.22	2.99	0.36
Educational benefits for employees and families	14	3.43	.85	3.33	0.10
Sick leave benefits	12	3.50	.67	3.28	0.22
Dental care	14	3.43	.85	3.19	0.23
Retirement program.	14	3.50	1.22	3.38	0.12
Services and faculty use of Taylor Health & Wellness Center.	14	4.14	.77	3.96	0.18
Recreational services and facilities for faculty.	13	3.08	1.19	3.23	-0.16
General quality of performance of Board of Governors.	14	1.93	1.14	2.31	-0.38
General quality of performance of University President.	13	2.23	1.09	2.98	-0.75
General quality of performance of Provost.	14	1.71	.99	2.74	-1.02



General quality of performance of Associate Provost.	12	2.33	.98	3.04	-0.71
General quality of performance of Assistants to University President.	11	2.27	1.19	2.92	-0.64
General quality of performance of your college dean.	14	2.57	1.16	3.47	-0.90
General quality of performance of your college associate dean.	13	3.77	.73	3.34	0.43
I plan to retire from Missouri State within the next five years.	14	2.36	1.28	2.31	0.04
I often think about leaving this University.	14	3.14	1.46	3.09	0.05
I plan on leaving Missouri State within the next year.	14	2.07	1.27	2.01	0.06
I am actively looking for other academic positions elsewhere.	14	2.57	1.50	2.29	0.28
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.	14	3.07	1.54	2.86	0.22
I believe the university does well in showing its accountability to the public affairs mission.	14	3.00	1.36	3.15	-0.15
I believe the faculty have a good understanding of the public affairs mission.	14	3.00	1.30	2.94	0.06

## Department = mathematics

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	13	2.15	.80	2.82	-0.67
General quality of Missouri State University faculty.	13	3.85	.90	3.86	-0.01
Congeniality of colleagues.	13	3.69	1.11	3.87	-0.18
Overall satisfaction with being a Missouri State University faculty member.	13	3.31	1.18	3.52	-0.21
General quality of performance of Equal Opportunity Officer.	8	3.13	1.13	3.32	-0.20
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	9	3.33	1.00	3.38	-0.05
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	9	2.89	1.05	3.15	-0.26
Classroom facilities.	13	3.38	.77	3.25	0.13
Personal office facilities.	13	2.77	1.01	3.43	-0.66
Computer Services: facilities and computer help desk support available to faculty.	13	4.08	.64	3.86	0.22
Computer Services: facilities and computer help desk support available for students.	12	3.83	.72	3.71	0.12
Physical plant (heat, air, maintenance, renovations, etc.).	13	3.08	.86	3.00	0.08
Custodial maintenance of facilities.	13	2.69	1.11	3.17	-0.48
Personal and building security.	13	3.15	.99	3.48	-0.33
Libraries: holdings of books, journals, etc.	12	3.58	.67	3.58	0.00
Libraries: facilities and support available to faculty.	12	3.67	.49	3.89	-0.22
Libraries: facilities and support available for students	11	3.82	.40	3.81	0.01
Educational Technology Center (ETC): facilities and support available to faculty.	12	3.67	.78	3.75	-0.08
Educational Technology Center (ETC): facilities and support available to students.	8	3.25	.71	3.62	-0.37
Distance Learning and Instructional Technology: facilities and support available to faculty.	7	3.00	.58	3.41	-0.41
Graduate Assistant support for faculty.	10	3.10	.57	2.95	0.15
Bear Claw Tutoring Center	13	2.69	1.11	3.48	-0.79
Faculty Center for Teaching and Learning	12	3.33	1.23	3.35	-0.01

Faculty Development through sabbaticals and educational leaves.	8	3.38	.92	3.10	0.28
Reimbursement for attending conventions, conferences, workshops, etc.	12	3.33	1.07	2.65	0.68
Availability of research opportunities.	8	3.38	1.19	3.11	0.27
Support for research or literary publication (time, finances, space, etc.).	8	3.38	.92	2.69	0.69
Office of Sponsored Research and Programs.	8	3.13	.64	3.12	0.00
General quality of student advisement.	11	3.09	.70	3.64	-0.54
Efforts are made to attract diverse students to our programs.	8	3.13	.64	3.28	-0.16
Clerical support for faculty.	11	3.55	.69	3.63	-0.09
Content of general University policies.	10	2.70	.95	3.14	-0.44
Procedures by which general University policies and priorities are made.	10	2.40	1.07	2.73	-0.33
Procedures by which general University policies and priorities are communicated to faculty.	9	2.56	1.13	2.89	-0.34
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	10	2.80	1.23	2.67	0.13
Content of policies of your college.	10	3.30	.95	3.25	0.05
Procedures by which policies are made for your college.	9	2.44	1.01	3.11	-0.66
The way discretionary monies are used to reward merit/equity.	9	2.11	1.05	2.25	-0.14
Content of departmental policies.	10	3.00	1.05	3.46	-0.46
Procedures by which department policies are made.	10	2.80	1.14	3.43	-0.63
The quality of the criteria used to make merit/equity decisions in your department.	10	2.70	1.34	3.15	-0.45
The quality of performance feedback provided by the department head during scheduled performance reviews.	10	2.80	1.40	3.56	-0.76
Extent to which promotion and tenure criteria are defined and made known.	8	2.75	.89	3.66	-0.91
Procedures by which promotion and tenure decisions are made.	9	2.89	1.17	3.48	-0.60
Extent of feedback regarding reasons for promotion and tenure decisions.	8	2.63	.92	3.40	-0.78
Abolition of cost of living increases in favor of replacement pay for performance/equity.	10	1.60	.97	2.08	-0.48
Level of shared governance.	11	2.27	1.01	2.46	-0.19
Teaching load (number of classes, class size, student-faculty ratio, etc.).	11	3.09	1.14	2.96	0.13
Differential teaching loads across campus.	9	2.78	.67	2.58	0.19

Assignment of your classes (extent they match your interests and background).	10	3.40	1.07	3.98	-0.58
Use and effect of per-course or unranked faculty in your department.	9	3.44	1.01	3.37	0.08
Committee assignments and duties.	10	2.80	1.03	3.23	-0.43
Academic advisement load and duties.	7	3.14	.38	3.37	-0.23
I feel pressured to inflate grades.	12	3.92	1.44	2.83	1.09
I feel pressured to deflate grades.	11	1.27	.47	2.00	-0.73
Current nine month salary.	11	2.18	1.25	2.55	-0.37
Future salary prospects.	11	1.82	1.08	1.85	-0.03
Salary differentials that exist across Missouri State University.	11	1.73	.79	1.93	-0.20
Procedures by which equity adjustment salary decisions are made.	9	2.11	1.17	2.35	-0.24
Procedures by which performance/merit salary decisions are made.	10	2.10	1.10	2.36	-0.26
Rate of pay for summer teaching (2.5% per hour).	9	2.00	1.32	2.73	-0.73
Allocation of summer teaching.	9	2.56	1.24	3.11	-0.56
Compensation for per-course faculty.	8	3.13	.35	2.62	0.51
Compensation for overload courses.	8	2.63	.92	2.48	0.14
Life insurance program.	10	3.30	.95	3.49	-0.19
Medical/health benefits.	10	2.50	1.43	2.99	-0.49
Educational benefits for employees and families	10	3.20	1.32	3.33	-0.13
Sick leave benefits	6	2.83	.98	3.28	-0.45
Dental care	10	2.80	1.23	3.19	-0.39
Retirement program.	9	3.00	.87	3.38	-0.38
Services and faculty use of Taylor Health & Wellness Center.	10	4.00	.47	3.96	0.04
Recreational services and facilities for faculty.	10	3.90	.74	3.23	0.67
General quality of performance of Board of Governors.	11	2.45	1.04	2.31	0.14
General quality of performance of University President.	11	2.91	.94	2.98	-0.07
General quality of performance of Provost.	11	2.00	1.10	2.74	-0.74

General quality of performance of Associate Provost.	10	2.60	.97	3.04	-0.44
General quality of performance of Assistants to University President.	7	2.71	.95	2.92	-0.20
General quality of performance of your college dean.	11	3.00	1.00	3.47	-0.47
General quality of performance of your college associate dean.	7	3.86	.69	3.34	0.52
I plan to retire from Missouri State within the next five years.	11	1.55	.82	2.31	-0.77
I often think about leaving this University.	10	2.90	1.45	3.09	-0.19
I plan on leaving Missouri State within the next year.	10	2.00	1.25	2.01	-0.01
I am actively looking for other academic positions elsewhere.	10	2.00	1.15	2.29	-0.29
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.	12	3.67	.78	2.86	0.81
I believe the university does well in showing its accountability to the public affairs mission.	10	3.20	.79	3.15	0.05
I believe the faculty have a good understanding of the public affairs mission.	12	2.83	.94	2.94	-0.10

## Department = media, journalism & film

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	7	2.43	.79	2.82	-0.40
General quality of Missouri State University faculty.	7	4.29	.49	3.86	0.43
Congeniality of colleagues.	7	4.71	.49	3.87	0.84
Overall satisfaction with being a Missouri State University faculty member.	7	3.14	.90	3.52	-0.38
General quality of performance of Equal Opportunity Officer.	5	2.80	.84	3.32	-0.52
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	7	3.29	.76	3.38	-0.09
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	7	2.71	1.11	3.15	-0.43
Classroom facilities.	7	3.57	1.13	3.25	0.32
Personal office facilities.	7	4.00	.58	3.43	0.57
Computer Services: facilities and computer help desk support available to faculty.	7	3.71	.49	3.86	-0.14
Computer Services: facilities and computer help desk support available for students.	7	3.29	1.11	3.71	-0.43
Physical plant (heat, air, maintenance, renovations, etc.).	7	3.00	1.00	3.00	0.00
Custodial maintenance of facilities.	7	3.00	1.29	3.17	-0.17
Personal and building security.	7	3.43	.79	3.48	-0.05
Libraries: holdings of books, journals, etc.	7	3.43	1.13	3.58	-0.16
Libraries: facilities and support available to faculty.	7	3.86	.90	3.89	-0.03
Libraries: facilities and support available for students	7	3.86	.38	3.81	0.05
Educational Technology Center (ETC): facilities and support available to faculty.	7	4.14	.69	3.75	0.40
Educational Technology Center (ETC): facilities and support available to students.	6	4.00	.63	3.62	0.38
Distance Learning and Instructional Technology: facilities and support available to faculty.	5	3.80	.84	3.41	0.39
Graduate Assistant support for faculty.	7	2.57	.98	2.95	-0.38
Bear Claw Tutoring Center	7	3.57	1.40	3.48	0.09
Faculty Center for Teaching and Learning	7	3.43	.98	3.35	0.08

Faculty Development through sabbaticals and educational leaves.	6	3.17	.75	3.10	0.07
Reimbursement for attending conventions, conferences, workshops, etc.	7	3.14	.69	2.65	0.49
Availability of research opportunities.	6	3.33	.52	3.11	0.23
Support for research or literary publication (time, finances, space, etc.).	7	2.86	1.07	2.69	0.17
Office of Sponsored Research and Programs.	7	3.00	.82	3.12	-0.12
General quality of student advisement.	7	3.29	1.11	3.64	-0.35
Efforts are made to attract diverse students to our programs.	7	3.14	1.35	3.28	-0.14
Clerical support for faculty.	7	4.14	.69	3.63	0.51
Content of general University policies.	7	2.86	.90	3.14	-0.28
Procedures by which general University policies and priorities are made.	7	2.57	1.27	2.73	-0.16
Procedures by which general University policies and priorities are communicated to faculty.	7	2.86	1.07	2.89	-0.04
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	7	2.43	1.40	2.67	-0.25
Content of policies of your college.	7	3.71	.49	3.25	0.46
Procedures by which policies are made for your college.	7	3.57	.53	3.11	0.47
The way discretionary monies are used to reward merit/equity.	7	2.14	1.07	2.25	-0.10
Content of departmental policies.	7	3.57	.79	3.46	0.11
Procedures by which department policies are made.	7	3.29	1.11	3.43	-0.15
The quality of the criteria used to make merit/equity decisions in your department.	7	3.43	1.13	3.15	0.28
The quality of performance feedback provided by the department head during scheduled performance reviews.	6	4.33	.52	3.56	0.78
Extent to which promotion and tenure criteria are defined and made known.	7	3.14	.90	3.66	-0.52
Procedures by which promotion and tenure decisions are made.	6	3.50	1.22	3.48	0.02
Extent of feedback regarding reasons for promotion and tenure decisions.	7	3.14	.90	3.40	-0.26
Abolition of cost of living increases in favor of replacement pay for performance/equity.	7	2.00	1.29	2.08	-0.08
Level of shared governance.	7	2.29	1.25	2.46	-0.18
Teaching load (number of classes, class size, student-faculty ratio, etc.).	7	3.71	1.38	2.96	0.75
Differential teaching loads across campus.	7	2.57	.53	2.58	-0.01

Assignment of your classes (extent they match your interests and background).	7	4.43	.79	3.98	0.45
Use and effect of per-course or unranked faculty in your department.	7	2.14	1.07	3.37	-1.23
Committee assignments and duties.	7	2.71	.76	3.23	-0.52
Academic advisement load and duties.	7	3.14	.90	3.37	-0.23
I feel pressured to inflate grades.	7	3.14	1.57	2.83	0.32
I feel pressured to deflate grades.	7	2.29	1.11	2.00	0.29
Current nine month salary.	7	2.71	1.25	2.55	0.16
Future salary prospects.	7	1.29	.49	1.85	-0.56
Salary differentials that exist across Missouri State University.	7	1.71	.76	1.93	-0.22
Procedures by which equity adjustment salary decisions are made.	7	2.14	1.07	2.35	-0.21
Procedures by which performance/merit salary decisions are made.	7	1.86	.90	2.36	-0.51
Rate of pay for summer teaching (2.5% per hour).	7	2.71	.95	2.73	-0.01
Allocation of summer teaching.	7	3.29	.95	3.11	0.17
Compensation for per-course faculty.	7	2.00	.58	2.62	-0.62
Compensation for overload courses.	7	2.43	.53	2.48	-0.05
Life insurance program.	7	3.29	1.11	3.49	-0.21
Medical/health benefits.	7	3.14	1.21	2.99	0.15
Educational benefits for employees and families	7	3.14	1.35	3.33	-0.19
Sick leave benefits	7	2.86	.90	3.28	-0.42
Dental care	7	3.14	.90	3.19	-0.05
Retirement program.	7	3.43	1.13	3.38	0.05
Services and faculty use of Taylor Health & Wellness Center.	7	3.71	1.60	3.96	-0.25
Recreational services and facilities for faculty.	6	3.17	.98	3.23	-0.07
General quality of performance of Board of Governors.	7	1.86	.90	2.31	-0.45
General quality of performance of University President.	7	3.00	1.29	2.98	0.02
General quality of performance of Provost.	7	3.43	1.13	2.74	0.69



General quality of performance of Associate Provost.	7	3.71	.95	3.04	0.67
General quality of performance of Assistants to University President.	6	2.83	.75	2.92	-0.08
General quality of performance of your college dean.	7	4.00	1.00	3.47	0.53
General quality of performance of your college associate dean.	7	3.86	1.35	3.34	0.52
I plan to retire from Missouri State within the next five years.	7	2.29	1.38	2.31	-0.03
I often think about leaving this University.	7	3.71	1.25	3.09	0.62
I plan on leaving Missouri State within the next year.	7	2.14	.90	2.01	0.13
I am actively looking for other academic positions elsewhere.	7	2.43	.98	2.29	0.14
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.	7	3.29	1.60	2.86	0.43
I believe the university does well in showing its accountability to the public affairs mission.	7	3.43	1.13	3.15	0.27
I believe the faculty have a good understanding of the public affairs mission.	7	1.86	1.21	2.94	-1.08

## Department = modern & classical languages

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	16	2.31	.87	2.82	-0.51
General quality of Missouri State University faculty.	15	3.73	1.03	3.86	-0.13
Congeniality of colleagues.	16	3.88	1.09	3.87	0.00
Overall satisfaction with being a Missouri State University faculty member.	16	3.63	1.02	3.52	0.11
General quality of performance of Equal Opportunity Officer.	14	3.07	1.07	3.32	-0.25
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	14	3.14	.66	3.38	-0.24
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	14	2.29	.99	3.15	-0.86
Classroom facilities.	16	4.25	.45	3.25	1.00
Personal office facilities.	16	4.44	.51	3.43	1.01
Computer Services: facilities and computer help desk support available to faculty.	16	4.13	.50	3.86	0.27
Computer Services: facilities and computer help desk support available for students.	13	3.85	.69	3.71	0.13
Physical plant (heat, air, maintenance, renovations, etc.).	16	3.63	.81	3.00	0.63
Custodial maintenance of facilities.	16	3.38	1.15	3.17	0.20
Personal and building security.	16	3.69	.95	3.48	0.21
Libraries: holdings of books, journals, etc.	16	3.19	1.22	3.58	-0.40
Libraries: facilities and support available to faculty.	16	3.81	.75	3.89	-0.08
Libraries: facilities and support available for students	15	3.80	.77	3.81	-0.01
Educational Technology Center (ETC): facilities and support available to faculty.	13	3.77	.73	3.75	0.02
Educational Technology Center (ETC): facilities and support available to students.	14	3.64	.63	3.62	0.03
Distance Learning and Instructional Technology: facilities and support available to faculty.	13	3.54	.66	3.41	0.13
Graduate Assistant support for faculty.	12	2.67	.98	2.95	-0.29
Bear Claw Tutoring Center	14	3.57	.76	3.48	0.09
Faculty Center for Teaching and Learning	15	2.67	.82	3.35	-0.68

Faculty Development through sabbaticals and educational leaves.	12	2.83	1.11	3.10	-0.26
Reimbursement for attending conventions, conferences, workshops, etc.	16	3.19	.83	2.65	0.53
Availability of research opportunities.	15	3.13	.99	3.11	0.03
Support for research or literary publication (time, finances, space, etc.).	15	3.20	1.01	2.69	0.51
Office of Sponsored Research and Programs.	13	2.92	.49	3.12	-0.20
General quality of student advisement.	15	2.93	.59	3.64	-0.70
Efforts are made to attract diverse students to our programs.	16	3.00	.73	3.28	-0.28
Clerical support for faculty.	16	3.38	1.26	3.63	-0.26
Content of general University policies.	15	3.07	.70	3.14	-0.07
Procedures by which general University policies and priorities are made.	15	2.53	.83	2.73	-0.20
Procedures by which general University policies and priorities are communicated to faculty.	15	2.80	.86	2.89	-0.09
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	14	2.14	.77	2.67	-0.53
Content of policies of your college.	15	3.20	.86	3.25	-0.05
Procedures by which policies are made for your college.	15	3.40	.99	3.11	0.29
The way discretionary monies are used to reward merit/equity.	15	2.53	1.06	2.25	0.29
Content of departmental policies.	16	3.69	.79	3.46	0.23
Procedures by which department policies are made.	16	3.63	.89	3.43	0.19
The quality of the criteria used to make merit/equity decisions in your department.	16	3.50	.82	3.15	0.35
The quality of performance feedback provided by the department head during scheduled performance reviews.	16	3.69	.70	3.56	0.13
Extent to which promotion and tenure criteria are defined and made known.	16	3.50	.82	3.66	-0.16
Procedures by which promotion and tenure decisions are made.	15	3.47	.83	3.48	-0.02
Extent of feedback regarding reasons for promotion and tenure decisions.	14	3.36	.74	3.40	-0.05
Abolition of cost of living increases in favor of replacement pay for performance/equity.	16	1.75	.93	2.08	-0.33
Level of shared governance.	15	2.20	.86	2.46	-0.26
Teaching load (number of classes, class size, student-faculty ratio, etc.).	16	2.50	.82	2.96	-0.46
Differential teaching loads across campus.	15	1.87	.92	2.58	-0.72

Assignment of your classes (extent they match your interests and background).	16	3.88	.81	3.98	-0.10
Use and effect of per-course or unranked faculty in your department.	16	3.25	.93	3.37	-0.12
Committee assignments and duties.	16	3.31	.60	3.23	0.08
Academic advisement load and duties.	15	3.40	.63	3.37	0.03
I feel pressured to inflate grades.	16	3.44	1.41	2.83	0.61
I feel pressured to deflate grades.	14	1.79	1.12	2.00	-0.21
Current nine month salary.	16	2.44	.96	2.55	-0.11
Future salary prospects.	16	1.44	.63	1.85	-0.41
Salary differentials that exist across Missouri State University.	16	1.50	.73	1.93	-0.43
Procedures by which equity adjustment salary decisions are made.	15	2.20	.94	2.35	-0.15
Procedures by which performance/merit salary decisions are made.	15	2.33	1.11	2.36	-0.03
Rate of pay for summer teaching (2.5% per hour).	15	2.53	.83	2.73	-0.19
Allocation of summer teaching.	15	3.20	.77	3.11	0.09
Compensation for per-course faculty.	14	2.36	.93	2.62	-0.26
Compensation for overload courses.	14	2.43	.76	2.48	-0.05
Life insurance program.	15	3.20	.68	3.49	-0.29
Medical/health benefits.	16	3.00	1.10	2.99	0.01
Educational benefits for employees and families	14	2.93	.83	3.33	-0.40
Sick leave benefits	14	2.93	.47	3.28	-0.35
Dental care	16	3.00	.97	3.19	-0.19
Retirement program.	16	3.13	.96	3.38	-0.26
Services and faculty use of Taylor Health & Wellness Center.	15	3.47	.99	3.96	-0.50
Recreational services and facilities for faculty.	15	3.07	.88	3.23	-0.17
General quality of performance of Board of Governors.	15	2.00	.85	2.31	-0.31
General quality of performance of University President.	14	3.14	.77	2.98	0.16
General quality of performance of Provost.	16	2.50	.89	2.74	-0.24

General quality of performance of Associate Provost.	16	3.00	.97	3.04	-0.04
General quality of performance of Assistants to University President.	13	2.69	.75	2.92	-0.22
General quality of performance of your college dean.	16	3.75	1.00	3.47	0.28
General quality of performance of your college associate dean.	16	3.94	.68	3.34	0.60
I plan to retire from Missouri State within the next five years.	16	2.75	1.34	2.31	0.44
I often think about leaving this University.	16	3.00	1.32	3.09	-0.09
I plan on leaving Missouri State within the next year.	16	2.06	1.06	2.01	0.05
I am actively looking for other academic positions elsewhere.	16	2.19	1.22	2.29	-0.10
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.	16	3.69	1.20	2.86	0.83
I believe the university does well in showing its accountability to the public affairs mission.	16	2.31	1.08	3.15	-0.84
I believe the faculty have a good understanding of the public affairs mission.	16	2.13	.89	2.94	-0.81

### Department = music

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	10	2.70	.95	2.82	-0.12
General quality of Missouri State University faculty.	11	4.18	.87	3.86	0.32
Congeniality of colleagues.	11	4.18	.60	3.87	0.31
Overall satisfaction with being a Missouri State University faculty member.	11	3.82	.87	3.52	0.30
General quality of performance of Equal Opportunity Officer.	10	3.00	.94	3.32	-0.32
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	10	3.50	.85	3.38	0.12
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	10	3.40	.97	3.15	0.25
Classroom facilities.	11	2.18	1.08	3.25	-1.07
Personal office facilities.	11	2.45	1.51	3.43	-0.97
Computer Services: facilities and computer help desk support available to faculty.	10	3.90	1.20	3.86	0.04
Computer Services: facilities and computer help desk support available for students.	9	3.56	.73	3.71	-0.16
Physical plant (heat, air, maintenance, renovations, etc.).	11	2.09	.70	3.00	-0.90
Custodial maintenance of facilities.	10	2.40	1.07	3.17	-0.77
Personal and building security.	11	3.64	.81	3.48	0.16
Libraries: holdings of books, journals, etc.	11	3.36	.92	3.58	-0.22
Libraries: facilities and support available to faculty.	11	3.18	1.17	3.89	-0.71
Libraries: facilities and support available for students	10	3.10	1.10	3.81	-0.71
Educational Technology Center (ETC): facilities and support available to faculty.	9	3.56	.73	3.75	-0.19
Educational Technology Center (ETC): facilities and support available to students.	9	3.22	1.09	3.62	-0.39
Distance Learning and Instructional Technology: facilities and support available to faculty.	9	3.67	.87	3.41	0.25
Graduate Assistant support for faculty.	10	2.80	1.40	2.95	-0.15
Bear Claw Tutoring Center	9	3.33	.87	3.48	-0.15
Faculty Center for Teaching and Learning	10	3.10	.74	3.35	-0.25

Faculty Development through sabbaticals and educational leaves.	11	3.64	.81	3.10	0.54
Reimbursement for attending conventions, conferences, workshops, etc.	11	3.18	1.25	2.65	0.53
Availability of research opportunities.	11	3.82	.87	3.11	0.71
Support for research or literary publication (time, finances, space, etc.).	11	2.45	1.21	2.69	-0.23
Office of Sponsored Research and Programs.	10	2.80	1.03	3.12	-0.32
General quality of student advisement.	10	3.50	1.18	3.64	-0.14
Efforts are made to attract diverse students to our programs.	10	2.60	1.07	3.28	-0.68
Clerical support for faculty.	11	2.73	1.56	3.63	-0.91
Content of general University policies.	11	3.18	.98	3.14	0.04
Procedures by which general University policies and priorities are made.	11	2.64	1.12	2.73	-0.10
Procedures by which general University policies and priorities are communicated to faculty.	11	2.91	1.04	2.89	0.02
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	11	2.09	.83	2.67	-0.58
Content of policies of your college.	10	3.50	.53	3.25	0.25
Procedures by which policies are made for your college.	11	3.45	.93	3.11	0.35
The way discretionary monies are used to reward merit/equity.	11	2.09	.83	2.25	-0.16
Content of departmental policies.	11	3.73	.65	3.46	0.27
Procedures by which department policies are made.	11	3.91	.54	3.43	0.47
The quality of the criteria used to make merit/equity decisions in your department.	11	3.27	1.27	3.15	0.12
The quality of performance feedback provided by the department head during scheduled performance reviews.	9	3.00	1.12	3.56	-0.56
Extent to which promotion and tenure criteria are defined and made known.	11	3.00	1.41	3.66	-0.66
Procedures by which promotion and tenure decisions are made.	11	3.00	1.18	3.48	-0.48
Extent of feedback regarding reasons for promotion and tenure decisions.	11	3.00	1.10	3.40	-0.40
Abolition of cost of living increases in favor of replacement pay for performance/equity.	11	1.55	.69	2.08	-0.54
Level of shared governance.	11	2.36	.81	2.46	-0.10
Teaching load (number of classes, class size, student-faculty ratio, etc.).	11	1.73	1.10	2.96	-1.24
Differential teaching loads across campus.	11	1.27	.65	2.58	-1.31

Assignment of your classes (extent they match your interests and background).	11	4.36	.92	3.98	0.38
Use and effect of per-course or unranked faculty in your department.	11	3.09	1.51	3.37	-0.28
Committee assignments and duties.	11	3.00	1.26	3.23	-0.23
Academic advisement load and duties.	11	3.64	.92	3.37	0.26
I feel pressured to inflate grades.	11	3.55	.93	2.83	0.72
I feel pressured to deflate grades.	11	2.36	.81	2.00	0.36
Current nine month salary.	11	2.45	1.37	2.55	-0.10
Future salary prospects.	11	1.82	1.08	1.85	-0.03
Salary differentials that exist across Missouri State University.	11	1.82	.98	1.93	-0.11
Procedures by which equity adjustment salary decisions are made.	11	2.36	1.21	2.35	0.01
Procedures by which performance/merit salary decisions are made.	11	2.45	1.29	2.36	0.09
Rate of pay for summer teaching (2.5% per hour).	11	2.82	1.08	2.73	0.09
Allocation of summer teaching.	11	2.82	1.08	3.11	-0.29
Compensation for per-course faculty.	11	2.27	.65	2.62	-0.35
Compensation for overload courses.	11	1.82	.98	2.48	-0.66
Life insurance program.	11	3.55	.69	3.49	0.05
Medical/health benefits.	11	3.27	1.10	2.99	0.28
Educational benefits for employees and families	10	3.30	.82	3.33	-0.03
Sick leave benefits	10	3.50	.85	3.28	0.22
Dental care	11	3.00	1.34	3.19	-0.19
Retirement program.	11	3.64	.92	3.38	0.26
Services and faculty use of Taylor Health & Wellness Center.	11	4.18	.75	3.96	0.22
Recreational services and facilities for faculty.	9	2.89	.60	3.23	-0.34
General quality of performance of Board of Governors.	10	2.20	1.14	2.31	-0.11
General quality of performance of University President.	10	2.80	1.14	2.98	-0.18
General quality of performance of Provost.	10	2.60	1.35	2.74	-0.14



General quality of performance of Associate Provost.	10	2.80	1.14	3.04	-0.24
General quality of performance of Assistants to University President.	10	2.70	1.06	2.92	-0.22
General quality of performance of your college dean.	11	3.73	1.01	3.47	0.25
General quality of performance of your college associate dean.	10	3.00	1.70	3.34	-0.34
I plan to retire from Missouri State within the next five years.	11	2.18	1.33	2.31	-0.13
I often think about leaving this University.	11	2.82	1.40	3.09	-0.28
I plan on leaving Missouri State within the next year.	11	2.00	1.00	2.01	-0.01
I am actively looking for other academic positions elsewhere.	11	2.55	1.29	2.29	0.26
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.	11	2.45	1.63	2.86	-0.40
I believe the university does well in showing its accountability to the public affairs mission.	10	2.70	1.42	3.15	-0.45
I believe the faculty have a good understanding of the public affairs mission.	11	3.00	1.41	2.94	0.06

### Department = nursing

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	8	3.75	.46	2.82	0.93
General quality of Missouri State University faculty.	8	4.38	.52	3.86	0.51
Congeniality of colleagues.	8	4.50	.53	3.87	0.63
Overall satisfaction with being a Missouri State University faculty member.	8	4.13	.35	3.52	0.61
General quality of performance of Equal Opportunity Officer.	6	3.33	.52	3.32	0.01
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	7	3.57	.79	3.38	0.19
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	7	3.43	.79	3.15	0.28
Classroom facilities.	8	2.13	1.25	3.25	-1.13
Personal office facilities.	8	3.38	.74	3.43	-0.05
Computer Services: facilities and computer help desk support available to faculty.	8	4.00	.53	3.86	0.14
Computer Services: facilities and computer help desk support available for students.	7	3.71	.49	3.71	0.00
Physical plant (heat, air, maintenance, renovations, etc.).	5	3.00	.71	3.00	0.00
Custodial maintenance of facilities.	6	3.17	.98	3.17	-0.01
Personal and building security.	8	3.63	.74	3.48	0.14
Libraries: holdings of books, journals, etc.	8	3.00	.76	3.58	-0.58
Libraries: facilities and support available to faculty.	8	4.25	.46	3.89	0.36
Libraries: facilities and support available for students	6	4.00	1.10	3.81	0.19
Educational Technology Center (ETC): facilities and support available to faculty.	6	3.83	.98	3.75	0.09
Educational Technology Center (ETC): facilities and support available to students.	6	3.50	.55	3.62	-0.12
Distance Learning and Instructional Technology: facilities and support available to faculty.	7	3.57	.53	3.41	0.16
Graduate Assistant support for faculty.	8	2.38	1.06	2.95	-0.58
Bear Claw Tutoring Center	6	3.50	.55	3.48	0.02
Faculty Center for Teaching and Learning	7	3.29	.76	3.35	-0.06

Faculty Development through sabbaticals and educational leaves.	5	3.40	.55	3.10	0.30
Reimbursement for attending conventions, conferences, workshops, etc.	8	1.88	.83	2.65	-0.78
Availability of research opportunities.	7	3.14	.69	3.11	0.04
Support for research or literary publication (time, finances, space, etc.).	8	2.13	.64	2.69	-0.56
Office of Sponsored Research and Programs.	7	3.29	.49	3.12	0.16
General quality of student advisement.	7	3.71	1.25	3.64	0.08
Efforts are made to attract diverse students to our programs.	6	3.67	.52	3.28	0.38
Clerical support for faculty.	8	3.13	.99	3.63	-0.51
Content of general University policies.	7	3.43	.53	3.14	0.29
Procedures by which general University policies and priorities are made.	7	3.29	.49	2.73	0.55
Procedures by which general University policies and priorities are communicated to faculty.	7	3.57	.53	2.89	0.68
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	6	3.50	.55	2.67	0.83
Content of policies of your college.	6	3.67	.52	3.25	0.41
Procedures by which policies are made for your college.	5	3.40	.55	3.11	0.29
The way discretionary monies are used to reward merit/equity.	8	2.63	1.06	2.25	0.38
Content of departmental policies.	6	4.00	.63	3.46	0.54
Procedures by which department policies are made.	7	3.86	.69	3.43	0.42
The quality of the criteria used to make merit/equity decisions in your department.	7	3.86	.69	3.15	0.71
The quality of performance feedback provided by the department head during scheduled performance reviews.	7	4.00	.58	3.56	0.44
Extent to which promotion and tenure criteria are defined and made known.	8	3.88	.64	3.66	0.22
Procedures by which promotion and tenure decisions are made.	8	3.50	.93	3.48	0.02
Extent of feedback regarding reasons for promotion and tenure decisions.	5	3.60	1.14	3.40	0.20
Abolition of cost of living increases in favor of replacement pay for performance/equity.	7	2.43	.98	2.08	0.35
Level of shared governance.	6	3.33	.52	2.46	0.87
Teaching load (number of classes, class size, student-faculty ratio, etc.).	7	3.00	.82	2.96	0.04
Differential teaching loads across campus.	6	3.00	.89	2.58	0.42

Assignment of your classes (extent they match your interests and background).	7	4.14	.69	3.98	0.16
Use and effect of per-course or unranked faculty in your department.	7	3.86	.69	3.37	0.49
Committee assignments and duties.	7	3.71	.95	3.23	0.48
Academic advisement load and duties.	7	3.71	.76	3.37	0.34
I feel pressured to inflate grades.	7	2.29	1.25	2.83	-0.54
I feel pressured to deflate grades.	7	1.43	.53	2.00	-0.57
Current nine month salary.	7	2.57	.98	2.55	0.02
Future salary prospects.	8	1.63	.52	1.85	-0.22
Salary differentials that exist across Missouri State University.	8	2.00	.53	1.93	0.07
Procedures by which equity adjustment salary decisions are made.	6	1.83	.75	2.35	-0.52
Procedures by which performance/merit salary decisions are made.	7	2.71	.76	2.36	0.35
Rate of pay for summer teaching (2.5% per hour).	6	2.17	.75	2.73	-0.56
Allocation of summer teaching.	7	2.71	.76	3.11	-0.40
Compensation for per-course faculty.	7	2.57	.53	2.62	-0.05
Compensation for overload courses.	6	2.67	.52	2.48	0.19
Life insurance program.	7	3.43	.53	3.49	-0.06
Medical/health benefits.	8	1.88	1.13	2.99	-1.12
Educational benefits for employees and families	8	3.75	.71	3.33	0.42
Sick leave benefits	6	3.33	.52	3.28	0.05
Dental care	8	3.25	.89	3.19	0.06
Retirement program.	8	3.63	.74	3.38	0.24
Services and faculty use of Taylor Health & Wellness Center.	8	3.50	.93	3.96	-0.46
Recreational services and facilities for faculty.	8	3.13	.99	3.23	-0.11
General quality of performance of Board of Governors.	7	2.57	1.13	2.31	0.26
General quality of performance of University President.	6	3.17	.41	2.98	0.18
General quality of performance of Provost.	7	3.29	.49	2.74	0.55

General quality of performance of Associate Provost.	5	3.40	.55	3.04	0.36
General quality of performance of Assistants to University President.	5	3.20	.45	2.92	0.28
General quality of performance of your college dean.	8	4.13	.35	3.47	0.65
General quality of performance of your college associate dean.	4	3.75	.50	3.34	0.41
I plan to retire from Missouri State within the next five years.	7	2.57	1.72	2.31	0.26
I often think about leaving this University.	6	2.50	1.38	3.09	-0.59
I plan on leaving Missouri State within the next year.	7	1.43	.79	2.01	-0.58
I am actively looking for other academic positions elsewhere.	7	1.29	.76	2.29	-1.00
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.	8	2.63	1.30	2.86	-0.23
I believe the university does well in showing its accountability to the public affairs mission.	7	3.71	.49	3.15	0.56
I believe the faculty have a good understanding of the public affairs mission.	7	4.00	.58	2.94	1.06

## Department = physical therapy

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	6	4.00	.63	2.82	1.18
General quality of Missouri State University faculty.	7	3.86	.38	3.86	0.00
Congeniality of colleagues.	7	4.14	.69	3.87	0.27
Overall satisfaction with being a Missouri State University faculty member.	7	4.14	.69	3.52	0.62
General quality of performance of Equal Opportunity Officer.	6	3.83	.75	3.32	0.51
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	6	3.83	.75	3.38	0.45
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	6	3.67	.52	3.15	0.52
Classroom facilities.	7	4.14	1.07	3.25	0.89
Personal office facilities.	7	4.43	.79	3.43	1.00
Computer Services: facilities and computer help desk support available to faculty.	7	4.57	.53	3.86	0.71
Computer Services: facilities and computer help desk support available for students.	5	4.20	.45	3.71	0.49
Physical plant (heat, air, maintenance, renovations, etc.).	7	4.00	.58	3.00	1.00
Custodial maintenance of facilities.	7	4.29	.49	3.17	1.11
Personal and building security.	7	4.00	1.00	3.48	0.52
Libraries: holdings of books, journals, etc.	7	4.29	.76	3.58	0.70
Libraries: facilities and support available to faculty.	7	4.29	.76	3.89	0.39
Libraries: facilities and support available for students	5	4.20	.84	3.81	0.39
Educational Technology Center (ETC): facilities and support available to faculty.	6	4.50	.55	3.75	0.75
Educational Technology Center (ETC): facilities and support available to students.	5	4.40	.55	3.62	0.78
Distance Learning and Instructional Technology: facilities and support available to faculty.	4	3.25	.50	3.41	-0.16
Graduate Assistant support for faculty.	4	2.75	.50	2.95	-0.20
Bear Claw Tutoring Center	5	3.80	.84	3.48	0.32

Faculty Center for Teaching and Learning	6	4.33	.82	3.35	0.99
Faculty Development through sabbaticals and educational leaves.	4	3.00	.82	3.10	-0.10
Reimbursement for attending conventions, conferences, workshops, etc.	6	2.33	1.03	2.65	-0.32
Availability of research opportunities.	6	3.00	.89	3.11	-0.11
Support for research or literary publication (time, finances, space, etc.).	6	2.67	1.21	2.69	-0.02
Office of Sponsored Research and Programs.	6	3.33	.52	3.12	0.21
General quality of student advisement.	7	3.71	.49	3.64	0.08
Efforts are made to attract diverse students to our programs.	6	4.00	.63	3.28	0.72
Clerical support for faculty.	7	4.43	.53	3.63	0.79
Content of general University policies.	6	3.83	.41	3.14	0.69
Procedures by which general University policies and priorities are made.	6	3.33	.82	2.73	0.60
Procedures by which general University policies and priorities are communicated to faculty.	7	3.57	.79	2.89	0.68
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	5	3.40	.89	2.67	0.73
Content of policies of your college.	6	3.50	.84	3.25	0.25
Procedures by which policies are made for your college.	6	3.50	.84	3.11	0.39
The way discretionary monies are used to reward merit/equity.	6	2.83	.98	2.25	0.59
Content of departmental policies.	5	3.80	.45	3.46	0.34
Procedures by which department policies are made.	5	3.20	1.30	3.43	-0.23
The quality of the criteria used to make merit/equity decisions in your department.	5	3.40	.89	3.15	0.25
The quality of performance feedback provided by the department head during scheduled performance reviews.	5	4.00	1.22	3.56	0.44
Extent to which promotion and tenure criteria are defined and made known.	5	3.80	1.30	3.66	0.14
Procedures by which promotion and tenure decisions are made.	5	3.20	.84	3.48	-0.28
Extent of feedback regarding reasons for promotion and tenure decisions.	4	3.00	.82	3.40	-0.40
Abolition of cost of living increases in favor of replacement pay for performance/equity.	5	2.60	1.67	2.08	0.52
Level of shared governance.	5	3.40	.89	2.46	0.94
Teaching load (number of classes, class size, student-faculty ratio, etc.).	5	3.60	1.14	2.96	0.64

Differential teaching loads across campus.	5	2.80	.45	2.58	0.22
Assignment of your classes (extent they match your interests and background).	5	4.20	1.30	3.98	0.22
Use and effect of per-course or unranked faculty in your department.	6	4.17	.75	3.37	0.80
Committee assignments and duties.	5	3.80	.45	3.23	0.57
Academic advisement load and duties.	5	3.80	.45	3.37	0.43
I feel pressured to inflate grades.	6	2.83	1.33	2.83	0.01
I feel pressured to deflate grades.	6	2.83	.98	2.00	0.83
Current nine month salary.	4	3.00	1.15	2.55	0.45
Future salary prospects.	6	2.67	1.21	1.85	0.82
Salary differentials that exist across Missouri State University.	5	3.00	1.41	1.93	1.07
Procedures by which equity adjustment salary decisions are made.	6	3.00	.89	2.35	0.65
Procedures by which performance/merit salary decisions are made.	5	2.60	.89	2.36	0.24
Rate of pay for summer teaching (2.5% per hour).	4	3.00	.82	2.73	0.27
Allocation of summer teaching.	4	3.25	.50	3.11	0.14
Compensation for per-course faculty.	4	3.25	.50	2.62	0.63
Compensation for overload courses.	5	2.40	.89	2.48	-0.08
Life insurance program.	6	3.33	.52	3.49	-0.16
Medical/health benefits.	7	3.29	.95	2.99	0.29
Educational benefits for employees and families	6	3.17	1.17	3.33	-0.17
Sick leave benefits	6	3.67	.52	3.28	0.38
Dental care	6	3.17	.98	3.19	-0.03
Retirement program.	6	3.67	.82	3.38	0.29
Services and faculty use of Taylor Health & Wellness Center.	6	4.33	.52	3.96	0.37
Recreational services and facilities for faculty.	7	3.29	.95	3.23	0.05
General quality of performance of Board of Governors.	7	3.71	.95	2.31	1.40
General quality of performance of University President.	7	3.86	1.07	2.98	0.87



General quality of performance of Provost.	7	3.43	.98	2.74	0.69
General quality of performance of Associate Provost.	4	3.75	.96	3.04	0.71
General quality of performance of Assistants to University President.	4	3.25	.50	2.92	0.33
General quality of performance of your college dean.	7	3.71	1.11	3.47	0.24
General quality of performance of your college associate dean.	3	3.00	1.00	3.34	-0.34
I plan to retire from Missouri State within the next five years.	6	1.83	1.17	2.31	-0.48
I often think about leaving this University.	7	2.71	1.38	3.09	-0.38
I plan on leaving Missouri State within the next year.	6	1.67	.82	2.01	-0.34
I am actively looking for other academic positions elsewhere.	6	2.00	1.26	2.29	-0.29
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.	6	2.17	1.17	2.86	-0.69
I believe the university does well in showing its accountability to the public affairs mission.	7	3.71	.76	3.15	0.56
I believe the faculty have a good understanding of the public affairs mission.	7	3.43	.79	2.94	0.49

**Department = physics, astronomy, & materials science**

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	6	2.67	.82	2.82	-0.16
General quality of Missouri State University faculty.	6	3.67	1.03	3.86	-0.19
Congeniality of colleagues.	6	4.50	.55	3.87	0.63
Overall satisfaction with being a Missouri State University faculty member.	6	4.17	.41	3.52	0.65
General quality of performance of Equal Opportunity Officer.	6	3.00	1.10	3.32	-0.32
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	6	3.67	.52	3.38	0.29
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	6	3.17	.41	3.15	0.02
Classroom facilities.	6	3.83	.75	3.25	0.58
Personal office facilities.	6	3.83	.41	3.43	0.40
Computer Services: facilities and computer help desk support available to faculty.	6	4.00	1.10	3.86	0.14
Computer Services: facilities and computer help desk support available for students.	5	4.20	1.10	3.71	0.49
Physical plant (heat, air, maintenance, renovations, etc.).	6	2.83	.98	3.00	-0.16
Custodial maintenance of facilities.	6	3.33	1.21	3.17	0.16
Personal and building security.	6	4.00	.00	3.48	0.52
Libraries: holdings of books, journals, etc.	6	3.00	.89	3.58	-0.58
Libraries: facilities and support available to faculty.	6	4.17	.41	3.89	0.28
Libraries: facilities and support available for students	5	3.40	.55	3.81	-0.41
Educational Technology Center (ETC): facilities and support available to faculty.	6	3.33	.52	3.75	-0.41
Educational Technology Center (ETC): facilities and support available to students.	4	3.25	.50	3.62	-0.37
Distance Learning and Instructional Technology: facilities and support available to faculty.	6	3.17	.75	3.41	-0.25
Graduate Assistant support for faculty.	6	3.00	.89	2.95	0.05
Bear Claw Tutoring Center	4	3.00	.82	3.48	-0.48
Faculty Center for Teaching and Learning	5	3.60	.89	3.35	0.25

Faculty Development through sabbaticals and educational leaves.	6	3.50	.84	3.10	0.40
Reimbursement for attending conventions, conferences, workshops, etc.	6	2.50	.84	2.65	-0.15
Availability of research opportunities.	6	3.50	.84	3.11	0.39
Support for research or literary publication (time, finances, space, etc.).	6	3.17	.98	2.69	0.48
Office of Sponsored Research and Programs.	6	3.67	.82	3.12	0.54
General quality of student advisement.	6	3.33	.52	3.64	-0.30
Efforts are made to attract diverse students to our programs.	5	3.20	.84	3.28	-0.08
Clerical support for faculty.	6	3.50	1.05	3.63	-0.13
Content of general University policies.	5	3.20	.84	3.14	0.06
Procedures by which general University policies and priorities are made.	6	2.50	.84	2.73	-0.23
Procedures by which general University policies and priorities are communicated to faculty.	6	3.17	.75	2.89	0.27
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	6	2.50	.55	2.67	-0.17
Content of policies of your college.	6	3.50	.84	3.25	0.25
Procedures by which policies are made for your college.	6	3.17	1.17	3.11	0.06
The way discretionary monies are used to reward merit/equity.	6	2.67	.82	2.25	0.42
Content of departmental policies.	6	3.50	.84	3.46	0.04
Procedures by which department policies are made.	6	3.50	.84	3.43	0.07
The quality of the criteria used to make merit/equity decisions in your department.	6	3.67	1.03	3.15	0.52
The quality of performance feedback provided by the department head during scheduled performance reviews.	6	3.67	.52	3.56	0.11
Extent to which promotion and tenure criteria are defined and made known.	6	4.17	.41	3.66	0.51
Procedures by which promotion and tenure decisions are made.	6	4.00	.00	3.48	0.52
Extent of feedback regarding reasons for promotion and tenure decisions.	6	3.83	.41	3.40	0.43
Abolition of cost of living increases in favor of replacement pay for performance/equity.	6	2.83	1.17	2.08	0.75
Level of shared governance.	6	2.17	.98	2.46	-0.30
Teaching load (number of classes, class size, student-faculty ratio, etc.).	6	3.83	.41	2.96	0.87
Differential teaching loads across campus.	5	2.80	.84	2.58	0.22

Assignment of your classes (extent they match your interests and background).	6	4.33	.52	3.98	0.35
Use and effect of per-course or unranked faculty in your department.	5	3.80	.45	3.37	0.43
Committee assignments and duties.	6	3.83	.41	3.23	0.60
Academic advisement load and duties.	6	3.67	.52	3.37	0.30
I feel pressured to inflate grades.	6	1.83	.75	2.83	-0.99
I feel pressured to deflate grades.	6	1.83	.75	2.00	-0.17
Current nine month salary.	6	3.50	1.05	2.55	0.95
Future salary prospects.	6	2.00	.63	1.85	0.15
Salary differentials that exist across Missouri State University.	6	1.83	.75	1.93	-0.10
Procedures by which equity adjustment salary decisions are made.	6	2.67	1.21	2.35	0.31
Procedures by which performance/merit salary decisions are made.	6	3.17	.98	2.36	0.80
Rate of pay for summer teaching (2.5% per hour).	6	2.17	.98	2.73	-0.56
Allocation of summer teaching.	6	3.00	.63	3.11	-0.11
Compensation for per-course faculty.	6	2.17	.98	2.62	-0.45
Compensation for overload courses.	6	2.50	.55	2.48	0.02
Life insurance program.	6	3.17	.75	3.49	-0.33
Medical/health benefits.	6	3.33	1.21	2.99	0.34
Educational benefits for employees and families	6	3.67	.52	3.33	0.33
Sick leave benefits	6	3.17	.41	3.28	-0.12
Dental care	6	3.17	1.17	3.19	-0.03
Retirement program.	6	3.17	.75	3.38	-0.21
Services and faculty use of Taylor Health & Wellness Center.	5	4.40	.55	3.96	0.44
Recreational services and facilities for faculty.	6	3.83	.75	3.23	0.60
General quality of performance of Board of Governors.	5	1.80	1.30	2.31	-0.51
General quality of performance of University President.	5	2.80	.84	2.98	-0.18
General quality of performance of Provost.	5	3.20	1.30	2.74	0.46

General quality of performance of Associate Provost.	5	3.40	.55	3.04	0.36
General quality of performance of Assistants to University President.	5	3.00	.00	2.92	0.08
General quality of performance of your college dean.	6	4.00	.63	3.47	0.53
General quality of performance of your college associate dean.	5	4.20	.84	3.34	0.86
I plan to retire from Missouri State within the next five years.	6	2.33	1.75	2.31	0.02
I often think about leaving this University.	6	2.17	1.17	3.09	-0.93
I plan on leaving Missouri State within the next year.	6	1.50	.84	2.01	-0.51
I am actively looking for other academic positions elsewhere.	6	1.50	.84	2.29	-0.79
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.	6	3.00	.63	2.86	0.14
I believe the university does well in showing its accountability to the public affairs mission.	6	3.00	.89	3.15	-0.15
I believe the faculty have a good understanding of the public affairs mission.	6	2.17	1.17	2.94	-0.77

## Department = psychology

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	22	2.77	1.15	2.82	-0.05
General quality of Missouri State University faculty.	22	4.18	.59	3.86	0.32
Congeniality of colleagues.	22	4.27	.77	3.87	0.40
Overall satisfaction with being a Missouri State University faculty member.	22	3.77	.92	3.52	0.25
General quality of performance of Equal Opportunity Officer.	17	4.00	.87	3.32	0.68
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	20	3.75	.91	3.38	0.37
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	18	3.61	.92	3.15	0.47
Classroom facilities.	22	2.82	1.14	3.25	-0.43
Personal office facilities.	21	3.00	1.34	3.43	-0.43
Computer Services: facilities and computer help desk support available to faculty.	22	4.14	.77	3.86	0.28
Computer Services: facilities and computer help desk support available for students.	22	4.14	.64	3.71	0.42
Physical plant (heat, air, maintenance, renovations, etc.).	22	3.18	1.10	3.00	0.19
Custodial maintenance of facilities.	22	4.05	.72	3.17	0.87
Personal and building security.	22	3.91	.75	3.48	0.43
Libraries: holdings of books, journals, etc.	22	3.86	.71	3.58	0.28
Libraries: facilities and support available to faculty.	22	4.27	.46	3.89	0.38
Libraries: facilities and support available for students	22	4.18	.59	3.81	0.37
Educational Technology Center (ETC): facilities and support available to faculty.	22	4.23	.61	3.75	0.48
Educational Technology Center (ETC): facilities and support available to students.	20	4.15	.59	3.62	0.53
Distance Learning and Instructional Technology: facilities and support available to faculty.	20	3.65	.88	3.41	0.24
Graduate Assistant support for faculty.	21	2.76	1.41	2.95	-0.19
Bear Claw Tutoring Center	19	3.79	.71	3.48	0.31
Faculty Center for Teaching and Learning	21	3.90	1.04	3.35	0.56

Faculty Development through sabbaticals and educational leaves.	20	2.90	1.07	3.10	-0.20
Reimbursement for attending conventions, conferences, workshops, etc.	22	2.23	1.23	2.65	-0.43
Availability of research opportunities.	22	3.18	1.18	3.11	0.08
Support for research or literary publication (time, finances, space, etc.).	22	2.95	1.09	2.69	0.27
Office of Sponsored Research and Programs.	21	3.38	.59	3.12	0.26
General quality of student advisement.	22	3.77	.92	3.64	0.14
Efforts are made to attract diverse students to our programs.	21	3.62	1.02	3.28	0.33
Clerical support for faculty.	22	4.32	.89	3.63	0.68
Content of general University policies.	21	3.05	.97	3.14	-0.09
Procedures by which general University policies and priorities are made.	21	2.76	1.18	2.73	0.03
Procedures by which general University policies and priorities are communicated to faculty.	21	2.86	1.06	2.89	-0.04
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	22	2.55	1.18	2.67	-0.13
Content of policies of your college.	21	3.43	.68	3.25	0.18
Procedures by which policies are made for your college.	20	3.40	.99	3.11	0.29
The way discretionary monies are used to reward merit/equity.	20	2.40	1.19	2.25	0.15
Content of departmental policies.	22	3.68	.78	3.46	0.23
Procedures by which department policies are made.	21	4.05	.67	3.43	0.61
The quality of the criteria used to make merit/equity decisions in your department.	21	3.71	1.06	3.15	0.56
The quality of performance feedback provided by the department head during scheduled performance reviews.	21	4.00	.63	3.56	0.44
Extent to which promotion and tenure criteria are defined and made known.	22	4.45	.60	3.66	0.79
Procedures by which promotion and tenure decisions are made.	21	4.10	.94	3.48	0.61
Extent of feedback regarding reasons for promotion and tenure decisions.	19	4.00	.88	3.40	0.60
Abolition of cost of living increases in favor of replacement pay for performance/equity.	21	2.24	1.30	2.08	0.16
Level of shared governance.	21	2.38	1.20	2.46	-0.08
Teaching load (number of classes, class size, student-faculty ratio, etc.).	22	3.14	1.08	2.96	0.17
Differential teaching loads across campus.	19	2.84	1.01	2.58	0.26

Assignment of your classes (extent they match your interests and background).	22	4.41	.73	3.98	0.43
Use and effect of per-course or unranked faculty in your department.	21	3.67	.80	3.37	0.30
Committee assignments and duties.	21	3.48	.87	3.23	0.24
Academic advisement load and duties.	22	3.14	1.08	3.37	-0.24
I feel pressured to inflate grades.	22	2.50	1.30	2.83	-0.33
I feel pressured to deflate grades.	22	1.82	1.10	2.00	-0.18
Current nine month salary.	22	2.27	1.08	2.55	-0.28
Future salary prospects.	22	1.95	1.13	1.85	0.11
Salary differentials that exist across Missouri State University.	21	2.10	1.09	1.93	0.16
Procedures by which equity adjustment salary decisions are made.	20	2.70	1.17	2.35	0.35
Procedures by which performance/merit salary decisions are made.	20	3.15	1.14	2.36	0.79
Rate of pay for summer teaching (2.5% per hour).	20	2.60	1.23	2.73	-0.13
Allocation of summer teaching.	21	3.57	1.03	3.11	0.46
Compensation for per-course faculty.	22	2.64	1.00	2.62	0.02
Compensation for overload courses.	20	2.35	.93	2.48	-0.13
Life insurance program.	22	3.77	.61	3.49	0.28
Medical/health benefits.	22	3.18	1.18	2.99	0.19
Educational benefits for employees and families	22	3.45	1.01	3.33	0.12
Sick leave benefits	20	3.65	.75	3.28	0.37
Dental care	21	3.29	1.06	3.19	0.09
Retirement program.	22	3.73	.88	3.38	0.35
Services and faculty use of Taylor Health & Wellness Center.	22	4.18	1.05	3.96	0.22
Recreational services and facilities for faculty.	22	3.41	1.14	3.23	0.18
General quality of performance of Board of Governors.	22	2.18	1.18	2.31	-0.13
General quality of performance of University President.	19	2.95	1.03	2.98	-0.04
General quality of performance of Provost.	21	2.48	1.08	2.74	-0.26



General quality of performance of Associate Provost.	20	3.00	1.17	3.04	-0.04
General quality of performance of Assistants to University President.	19	3.11	.94	2.92	0.19
General quality of performance of your college dean.	22	4.00	1.02	3.47	0.53
General quality of performance of your college associate dean.	18	3.56	.70	3.34	0.22
I plan to retire from Missouri State within the next five years.	22	2.45	1.63	2.31	0.14
I often think about leaving this University.	22	3.09	1.38	3.09	0.00
I plan on leaving Missouri State within the next year.	22	1.68	.99	2.01	-0.33
I am actively looking for other academic positions elsewhere.	21	1.90	1.22	2.29	-0.38
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.	22	2.73	1.20	2.86	-0.13
I believe the university does well in showing its accountability to the public affairs mission.	22	3.55	1.10	3.15	0.39
I believe the faculty have a good understanding of the public affairs mission.	22	3.27	.98	2.94	0.34

## Department = reading, foundations & technology

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	13	3.00	1.29	2.82	0.18
General quality of Missouri State University faculty.	12	3.42	.90	3.86	-0.44
Congeniality of colleagues.	12	3.08	1.00	3.87	-0.79
Overall satisfaction with being a Missouri State University faculty member.	12	3.25	1.22	3.52	-0.27
General quality of performance of Equal Opportunity Officer.	13	3.38	1.04	3.32	0.06
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	12	2.75	1.29	3.38	-0.63
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	12	2.67	1.15	3.15	-0.48
Classroom facilities.	13	3.62	.77	3.25	0.36
Personal office facilities.	13	2.77	1.36	3.43	-0.66
Computer Services: facilities and computer help desk support available to faculty.	13	3.69	.75	3.86	-0.17
Computer Services: facilities and computer help desk support available for students.	13	3.85	.38	3.71	0.13
Physical plant (heat, air, maintenance, renovations, etc.).	13	3.23	.93	3.00	0.24
Custodial maintenance of facilities.	13	3.08	1.44	3.17	-0.10
Personal and building security.	13	4.00	.82	3.48	0.52
Libraries: holdings of books, journals, etc.	13	4.46	.52	3.58	0.88
Libraries: facilities and support available to faculty.	12	4.33	.49	3.89	0.44
Libraries: facilities and support available for students	13	3.92	.64	3.81	0.11
Educational Technology Center (ETC): facilities and support available to faculty.	12	3.08	.79	3.75	-0.66
Educational Technology Center (ETC): facilities and support available to students.	13	3.31	.75	3.62	-0.31
Distance Learning and Instructional Technology: facilities and support available to faculty.	13	3.08	.95	3.41	-0.34
Graduate Assistant support for faculty.	13	3.23	1.09	2.95	0.28
Bear Claw Tutoring Center	13	3.62	.87	3.48	0.13
Faculty Center for Teaching and Learning	13	2.85	1.07	3.35	-0.50

Faculty Development through sabbaticals and educational leaves.	13	3.31	.75	3.10	0.21
Reimbursement for attending conventions, conferences, workshops, etc.	13	2.31	1.11	2.65	-0.35
Availability of research opportunities.	13	2.77	1.01	3.11	-0.34
Support for research or literary publication (time, finances, space, etc.).	13	2.46	.97	2.69	-0.23
Office of Sponsored Research and Programs.	13	2.54	.88	3.12	-0.58
General quality of student advisement.	13	3.85	1.07	3.64	0.21
Efforts are made to attract diverse students to our programs.	13	3.38	1.12	3.28	0.10
Clerical support for faculty.	13	3.46	.97	3.63	-0.17
Content of general University policies.	13	3.38	.87	3.14	0.25
Procedures by which general University policies and priorities are made.	13	2.85	.80	2.73	0.11
Procedures by which general University policies and priorities are communicated to faculty.	13	2.15	1.14	2.89	-0.74
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	13	2.38	1.19	2.67	-0.29
Content of policies of your college.	13	2.38	1.04	3.25	-0.87
Procedures by which policies are made for your college.	13	1.92	1.04	3.11	-1.18
The way discretionary monies are used to reward merit/equity.	13	2.00	.91	2.25	-0.25
Content of departmental policies.	13	3.00	1.08	3.46	-0.46
Procedures by which department policies are made.	13	2.85	1.14	3.43	-0.59
The quality of the criteria used to make merit/equity decisions in your department.	13	2.38	1.26	3.15	-0.77
The quality of performance feedback provided by the department head during scheduled performance reviews.	13	2.69	1.03	3.56	-0.87
Extent to which promotion and tenure criteria are defined and made known.	13	3.62	.65	3.66	-0.04
Procedures by which promotion and tenure decisions are made.	13	3.31	1.11	3.48	-0.18
Extent of feedback regarding reasons for promotion and tenure decisions.	13	3.08	.95	3.40	-0.33
Abolition of cost of living increases in favor of replacement pay for performance/equity.	12	2.25	1.22	2.08	0.17
Level of shared governance.	13	2.23	1.09	2.46	-0.23
Teaching load (number of classes, class size, student-faculty ratio, etc.).	13	3.38	1.39	2.96	0.42
Differential teaching loads across campus.	13	2.23	1.09	2.58	-0.35

Assignment of your classes (extent they match your interests and background).	13	3.92	1.19	3.98	-0.06
Use and effect of per-course or unranked faculty in your department.	13	2.85	.80	3.37	-0.52
Committee assignments and duties.	13	3.00	1.15	3.23	-0.23
Academic advisement load and duties.	13	3.54	.88	3.37	0.17
I feel pressured to inflate grades.	13	2.69	1.55	2.83	-0.13
I feel pressured to deflate grades.	12	2.50	1.51	2.00	0.50
Current nine month salary.	13	2.69	1.49	2.55	0.14
Future salary prospects.	13	2.08	1.12	1.85	0.23
Salary differentials that exist across Missouri State University.	13	1.85	1.07	1.93	-0.08
Procedures by which equity adjustment salary decisions are made.	13	1.92	1.04	2.35	-0.43
Procedures by which performance/merit salary decisions are made.	13	1.85	.90	2.36	-0.52
Rate of pay for summer teaching (2.5% per hour).	13	3.31	1.32	2.73	0.58
Allocation of summer teaching.	13	2.38	1.19	3.11	-0.73
Compensation for per-course faculty.	13	3.15	.69	2.62	0.53
Compensation for overload courses.	13	2.15	1.07	2.48	-0.33
Life insurance program.	13	3.69	1.11	3.49	0.20
Medical/health benefits.	13	3.23	1.36	2.99	0.24
Educational benefits for employees and families	13	3.62	.77	3.33	0.28
Sick leave benefits	13	3.31	.63	3.28	0.03
Dental care	13	3.15	1.28	3.19	-0.04
Retirement program.	13	3.46	1.13	3.38	0.08
Services and faculty use of Taylor Health & Wellness Center.	13	4.08	.64	3.96	0.11
Recreational services and facilities for faculty.	13	3.69	.75	3.23	0.46
General quality of performance of Board of Governors.	13	2.00	1.15	2.31	-0.31
General quality of performance of University President.	13	2.46	1.13	2.98	-0.52
General quality of performance of Provost.	13	2.62	1.39	2.74	-0.12

General quality of performance of Associate Provost.	13	2.77	1.17	3.04	-0.27
General quality of performance of Assistants to University President.	13	2.62	.96	2.92	-0.30
General quality of performance of your college dean.	13	2.08	1.61	3.47	-1.40
General quality of performance of your college associate dean.	13	2.08	1.32	3.34	-1.26
I plan to retire from Missouri State within the next five years.	13	2.00	1.15	2.31	-0.31
I often think about leaving this University.	12	3.08	1.56	3.09	-0.01
I plan on leaving Missouri State within the next year.	12	2.00	1.21	2.01	-0.01
I am actively looking for other academic positions elsewhere.	12	2.42	1.08	2.29	0.13
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.	13	2.23	1.01	2.86	-0.63
I believe the university does well in showing its accountability to the public affairs mission.	13	2.85	.99	3.15	-0.31
I believe the faculty have a good understanding of the public affairs mission.	13	2.77	.93	2.94	-0.17

### Department = school of social work

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	6	3.83	.98	2.82	1.01
General quality of Missouri State University faculty.	6	4.33	.52	3.86	0.47
Congeniality of colleagues.	6	3.83	.75	3.87	-0.04
Overall satisfaction with being a Missouri State University faculty member.	6	3.83	.98	3.52	0.31
General quality of performance of Equal Opportunity Officer.	6	2.83	.75	3.32	-0.49
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	6	2.67	1.03	3.38	-0.71
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	6	2.83	.98	3.15	-0.31
Classroom facilities.	6	2.50	1.38	3.25	-0.75
Personal office facilities.	6	2.33	1.37	3.43	-1.10
Computer Services: facilities and computer help desk support available to faculty.	6	4.67	.52	3.86	0.81
Computer Services: facilities and computer help desk support available for students.	6	4.00	.89	3.71	0.29
Physical plant (heat, air, maintenance, renovations, etc.).	6	2.33	1.21	3.00	-0.66
Custodial maintenance of facilities.	6	3.17	1.17	3.17	-0.01
Personal and building security.	6	3.50	.55	3.48	0.02
Libraries: holdings of books, journals, etc.	6	4.00	.63	3.58	0.42
Libraries: facilities and support available to faculty.	6	4.17	.75	3.89	0.28
Libraries: facilities and support available for students	6	4.17	.75	3.81	0.36
Educational Technology Center (ETC): facilities and support available to faculty.	6	4.33	.82	3.75	0.59
Educational Technology Center (ETC): facilities and support available to students.	6	4.33	.82	3.62	0.72
Distance Learning and Instructional Technology: facilities and support available to faculty.	6	3.67	1.51	3.41	0.25
Graduate Assistant support for faculty.	6	3.00	1.41	2.95	0.05
Bear Claw Tutoring Center	6	3.67	.82	3.48	0.18
Faculty Center for Teaching and Learning	6	4.00	.89	3.35	0.65

Faculty Development through sabbaticals and educational leaves.	6	3.17	.41	3.10	0.07
Reimbursement for attending conventions, conferences, workshops, etc.	6	2.50	1.64	2.65	-0.15
Availability of research opportunities.	6	3.17	.75	3.11	0.06
Support for research or literary publication (time, finances, space, etc.).	6	3.00	1.55	2.69	0.31
Office of Sponsored Research and Programs.	6	3.67	.82	3.12	0.54
General quality of student advisement.	6	3.67	1.03	3.64	0.03
Efforts are made to attract diverse students to our programs.	5	3.20	.84	3.28	-0.08
Clerical support for faculty.	6	3.17	1.17	3.63	-0.47
Content of general University policies.	6	3.50	1.22	3.14	0.36
Procedures by which general University policies and priorities are made.	6	3.50	1.22	2.73	0.77
Procedures by which general University policies and priorities are communicated to faculty.	6	3.67	1.37	2.89	0.77
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	6	3.50	1.38	2.67	0.83
Content of policies of your college.	6	3.83	.75	3.25	0.58
Procedures by which policies are made for your college.	6	3.83	.75	3.11	0.73
The way discretionary monies are used to reward merit/equity.	6	2.00	1.26	2.25	-0.25
Content of departmental policies.	6	3.33	1.21	3.46	-0.12
Procedures by which department policies are made.	6	3.17	1.47	3.43	-0.27
The quality of the criteria used to make merit/equity decisions in your department.	5	2.80	1.30	3.15	-0.35
The quality of performance feedback provided by the department head during scheduled performance reviews.	6	2.67	1.21	3.56	-0.89
Extent to which promotion and tenure criteria are defined and made known.	6	3.50	1.05	3.66	-0.16
Procedures by which promotion and tenure decisions are made.	6	3.50	1.05	3.48	0.02
Extent of feedback regarding reasons for promotion and tenure decisions.	6	3.67	.82	3.40	0.26
Abolition of cost of living increases in favor of replacement pay for performance/equity.	6	2.50	1.05	2.08	0.42
Level of shared governance.	6	2.50	1.38	2.46	0.04
Teaching load (number of classes, class size, student-faculty ratio, etc.).	6	3.50	.55	2.96	0.54
Differential teaching loads across campus.	6	3.33	.52	2.58	0.75

Assignment of your classes (extent they match your interests and background).	6	3.17	1.72	3.98	-0.81
Use and effect of per-course or unranked faculty in your department.	6	3.17	1.33	3.37	-0.20
Committee assignments and duties.	6	3.17	1.47	3.23	-0.07
Academic advisement load and duties.	6	3.83	.98	3.37	0.46
I feel pressured to inflate grades.	6	2.33	1.37	2.83	-0.49
I feel pressured to deflate grades.	6	1.33	.52	2.00	-0.67
Current nine month salary.	6	3.67	1.37	2.55	1.12
Future salary prospects.	6	2.33	1.03	1.85	0.49
Salary differentials that exist across Missouri State University.	6	2.67	.52	1.93	0.74
Procedures by which equity adjustment salary decisions are made.	6	3.00	.63	2.35	0.65
Procedures by which performance/merit salary decisions are made.	6	2.83	.98	2.36	0.47
Rate of pay for summer teaching (2.5% per hour).	6	2.83	.98	2.73	0.11
Allocation of summer teaching.	6	3.00	.89	3.11	-0.11
Compensation for per-course faculty.	6	2.67	1.21	2.62	0.05
Compensation for overload courses.	6	2.50	1.05	2.48	0.02
Life insurance program.	6	3.17	.75	3.49	-0.33
Medical/health benefits.	6	3.00	1.10	2.99	0.01
Educational benefits for employees and families	6	3.17	.98	3.33	-0.17
Sick leave benefits	6	3.33	.52	3.28	0.05
Dental care	6	3.67	.52	3.19	0.47
Retirement program.	5	3.20	.84	3.38	-0.18
Services and faculty use of Taylor Health & Wellness Center.	6	4.17	.75	3.96	0.20
Recreational services and facilities for faculty.	6	3.33	1.03	3.23	0.10
General quality of performance of Board of Governors.	6	3.00	1.10	2.31	0.69
General quality of performance of University President.	6	3.67	.52	2.98	0.68
General quality of performance of Provost.	6	3.50	1.22	2.74	0.76



General quality of performance of Associate Provost.	6	3.17	.41	3.04	0.12
General quality of performance of Assistants to University President.	6	3.33	.52	2.92	0.42
General quality of performance of your college dean.	6	3.50	1.22	3.47	0.03
General quality of performance of your college associate dean.	5	3.60	.89	3.34	0.26
I plan to retire from Missouri State within the next five years.	5	2.20	1.10	2.31	-0.11
I often think about leaving this University.	5	3.20	1.30	3.09	0.11
I plan on leaving Missouri State within the next year.	5	2.60	1.52	2.01	0.59
I am actively looking for other academic positions elsewhere.	5	2.20	1.64	2.29	-0.09
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.	6	2.50	1.22	2.86	-0.36
I believe the university does well in showing its accountability to the public affairs mission.	5	3.20	1.30	3.15	0.05
I believe the faculty have a good understanding of the public affairs mission.	6	3.50	.55	2.94	0.56

## Department = theatre & dance

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	15	2.53	.83	2.82	-0.29
General quality of Missouri State University faculty.	15	3.53	.64	3.86	-0.33
Congeniality of colleagues.	15	3.33	.72	3.87	-0.54
Overall satisfaction with being a Missouri State University faculty member.	15	2.87	1.06	3.52	-0.65
General quality of performance of Equal Opportunity Officer.	14	3.29	.47	3.32	-0.04
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	14	3.36	.74	3.38	-0.02
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	14	3.29	.83	3.15	0.14
Classroom facilities.	15	2.67	.82	3.25	-0.59
Personal office facilities.	15	3.33	.72	3.43	-0.10
Computer Services: facilities and computer help desk support available to faculty.	15	3.73	.46	3.86	-0.13
Computer Services: facilities and computer help desk support available for students.	14	3.57	.51	3.71	-0.14
Physical plant (heat, air, maintenance, renovations, etc.).	15	2.20	.94	3.00	-0.80
Custodial maintenance of facilities.	15	3.27	.70	3.17	0.09
Personal and building security.	15	3.33	.82	3.48	-0.15
Libraries: holdings of books, journals, etc.	14	3.21	.97	3.58	-0.37
Libraries: facilities and support available to faculty.	14	3.71	.83	3.89	-0.18
Libraries: facilities and support available for students	14	3.57	.94	3.81	-0.24
Educational Technology Center (ETC): facilities and support available to faculty.	14	3.64	.50	3.75	-0.10
Educational Technology Center (ETC): facilities and support available to students.	13	3.62	.51	3.62	0.00
Distance Learning and Instructional Technology: facilities and support available to faculty.	14	3.21	.58	3.41	-0.20
Graduate Assistant support for faculty.	14	3.43	.65	2.95	0.47
Bear Claw Tutoring Center	14	3.50	.52	3.48	0.02
Faculty Center for Teaching and Learning	14	3.14	.86	3.35	-0.20

Faculty Development through sabbaticals and educational leaves.	15	2.73	.96	3.10	-0.36
Reimbursement for attending conventions, conferences, workshops, etc.	14	2.43	1.09	2.65	-0.22
Availability of research opportunities.	15	2.67	.90	3.11	-0.44
Support for research or literary publication (time, finances, space, etc.).	15	2.07	.96	2.69	-0.62
Office of Sponsored Research and Programs.	14	3.29	.91	3.12	0.16
General quality of student advisement.	14	3.43	.76	3.64	-0.21
Efforts are made to attract diverse students to our programs.	14	2.79	1.19	3.28	-0.50
Clerical support for faculty.	15	3.53	.83	3.63	-0.10
Content of general University policies.	15	2.93	.70	3.14	-0.21
Procedures by which general University policies and priorities are made.	15	2.80	.86	2.73	0.07
Procedures by which general University policies and priorities are communicated to faculty.	15	2.80	.77	2.89	-0.09
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	14	2.57	1.09	2.67	-0.10
Content of policies of your college.	14	3.14	.66	3.25	-0.11
Procedures by which policies are made for your college.	14	2.86	.66	3.11	-0.25
The way discretionary monies are used to reward merit/equity.	14	1.64	.74	2.25	-0.60
Content of departmental policies.	15	2.87	.83	3.46	-0.59
Procedures by which department policies are made.	15	2.87	.83	3.43	-0.57
The quality of the criteria used to make merit/equity decisions in your department.	15	2.73	1.16	3.15	-0.42
The quality of performance feedback provided by the department head during scheduled performance reviews.	15	3.00	.93	3.56	-0.56
Extent to which promotion and tenure criteria are defined and made known.	15	3.27	1.03	3.66	-0.39
Procedures by which promotion and tenure decisions are made.	15	3.07	.96	3.48	-0.42
Extent of feedback regarding reasons for promotion and tenure decisions.	15	3.20	.94	3.40	-0.20
Abolition of cost of living increases in favor of replacement pay for performance/equity.	15	1.87	.83	2.08	-0.21
Level of shared governance.	14	2.00	.96	2.46	-0.46
Teaching load (number of classes, class size, student-faculty ratio, etc.).	15	2.33	.82	2.96	-0.63
Differential teaching loads across campus.	14	2.29	.83	2.58	-0.30

Assignment of your classes (extent they match your interests and background).	15	3.20	1.08	3.98	-0.78
Use and effect of per-course or unranked faculty in your department.	13	3.15	.80	3.37	-0.21
Committee assignments and duties.	14	3.14	.86	3.23	-0.09
Academic advisement load and duties.	13	3.31	.63	3.37	-0.06
I feel pressured to inflate grades.	15	3.27	1.33	2.83	0.44
I feel pressured to deflate grades.	13	2.15	.90	2.00	0.15
Current nine month salary.	14	2.50	1.29	2.55	-0.05
Future salary prospects.	15	1.80	.77	1.85	-0.05
Salary differentials that exist across Missouri State University.	14	1.79	.70	1.93	-0.14
Procedures by which equity adjustment salary decisions are made.	14	2.50	.76	2.35	0.15
Procedures by which performance/merit salary decisions are made.	15	2.33	.82	2.36	-0.03
Rate of pay for summer teaching (2.5% per hour).	13	3.08	.86	2.73	0.35
Allocation of summer teaching.	14	3.29	.47	3.11	0.17
Compensation for per-course faculty.	14	2.43	.65	2.62	-0.19
Compensation for overload courses.	14	2.43	.94	2.48	-0.05
Life insurance program.	14	3.43	.51	3.49	-0.06
Medical/health benefits.	15	2.87	1.06	2.99	-0.13
Educational benefits for employees and families	14	3.29	.73	3.33	-0.05
Sick leave benefits	14	3.36	.50	3.28	0.08
Dental care	14	3.29	.83	3.19	0.09
Retirement program.	14	3.50	.52	3.38	0.12
Services and faculty use of Taylor Health & Wellness Center.	15	3.87	.52	3.96	-0.10
Recreational services and facilities for faculty.	14	2.86	.86	3.23	-0.38
General quality of performance of Board of Governors.	15	2.47	.83	2.31	0.16
General quality of performance of University President.	14	2.93	.47	2.98	-0.06
General quality of performance of Provost.	13	2.85	.55	2.74	0.11

General quality of performance of Associate Provost.	14	3.00	.68	3.04	-0.04
General quality of performance of Assistants to University President.	14	2.64	.84	2.92	-0.27
General quality of performance of your college dean.	15	3.67	.98	3.47	0.19
General quality of performance of your college associate dean.	14	3.36	.84	3.34	0.02
I plan to retire from Missouri State within the next five years.	14	1.93	1.00	2.31	-0.39
I often think about leaving this University.	15	4.13	1.06	3.09	1.04
I plan on leaving Missouri State within the next year.	15	2.87	.99	2.01	0.86
I am actively looking for other academic positions elsewhere.	15	3.60	1.50	2.29	1.31
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.	14	2.86	1.23	2.86	0.00
I believe the university does well in showing its accountability to the public affairs mission.	14	2.93	1.00	3.15	-0.23
I believe the faculty have a good understanding of the public affairs mission.	14	2.57	.94	2.94	-0.37

**Department = other (includes departments with less than 5 people responding)**

	N	Mean	Std. Deviation	University Mean	Difference from university mean
Direction the University is moving (priorities, etc.).	57	2.81	.990	2.82	-0.02
General quality of Missouri State University faculty.	58	3.81	.634	3.86	-0.05
Congeniality of colleagues.	59	3.71	.892	3.87	-0.16
Overall satisfaction with being a Missouri State University faculty member.	59	3.46	.916	3.52	-0.06
General quality of performance of Equal Opportunity Officer.	48	3.06	1.080	3.32	-0.26
The extent to which Equal Opportunity policies are observed in hiring of faculty and staff.	48	3.29	1.071	3.38	-0.09
The extent to which the Equal Opportunity policies are observed in hiring administrative personnel.	48	3.13	1.064	3.15	-0.02
Classroom facilities.	60	3.48	1.112	3.25	0.23
Personal office facilities.	60	3.70	1.139	3.43	0.27
Computer Services: facilities and computer help desk support available to faculty.	60	3.83	.763	3.86	-0.03
Computer Services: facilities and computer help desk support available for students.	53	3.77	.750	3.71	0.06
Physical plant (heat, air, maintenance, renovations, etc.).	59	2.98	.974	3.00	-0.01
Custodial maintenance of facilities.	58	3.19	1.017	3.17	0.02
Personal and building security.	57	3.37	1.011	3.48	-0.11
Libraries: holdings of books, journals, etc.	55	3.44	1.050	3.58	-0.15
Libraries: facilities and support available to faculty.	55	3.78	.875	3.89	-0.11
Libraries: facilities and support available for students	52	3.71	.871	3.81	-0.10
Educational Technology Center (ETC): facilities and support available to faculty.	55	3.95	.678	3.75	0.20
Educational Technology Center (ETC): facilities and support available to students.	47	3.70	.720	3.62	0.09
Distance Learning and Instructional Technology: facilities and support available to faculty.	50	3.40	.857	3.41	-0.01
Graduate Assistant support for faculty.	51	2.73	1.078	2.95	-0.23
Bear Claw Tutoring Center	44	3.30	.823	3.48	-0.19
Faculty Center for Teaching and Learning	51	3.35	.976	3.35	0.01

Faculty Development through sabbaticals and educational leaves.	47	3.19	.851	3.10	0.10
Reimbursement for attending conventions, conferences, workshops, etc.	60	2.52	1.200	2.65	-0.14
Availability of research opportunities.	54	3.07	.949	3.11	-0.03
Support for research or literary publication (time, finances, space, etc.).	56	2.59	1.005	2.69	-0.10
Office of Sponsored Research and Programs.	49	3.04	.935	3.12	-0.08
General quality of student advisement.	57	3.79	.750	3.64	0.15
Efforts are made to attract diverse students to our programs.	51	3.22	.945	3.28	-0.07
Clerical support for faculty.	57	3.61	1.048	3.63	-0.02
Content of general University policies.	54	3.07	.887	3.14	-0.07
Procedures by which general University policies and priorities are made.	52	2.65	.988	2.73	-0.08
Procedures by which general University policies and priorities are communicated to faculty.	53	2.74	1.022	2.89	-0.16
Degree to which the administration follows written University policies (e.g., Faculty Handbook).	49	2.47	1.043	2.67	-0.21
Content of policies of your college.	53	3.25	.830	3.25	-0.01
Procedures by which policies are made for your college.	52	2.96	.989	3.11	-0.14
The way discretionary monies are used to reward merit/equity.	53	2.09	.925	2.25	-0.15
Content of departmental policies.	55	3.22	.896	3.46	-0.24
Procedures by which department policies are made.	57	3.19	1.025	3.43	-0.24
The quality of the criteria used to make merit/equity decisions in your department.	55	2.89	1.083	3.15	-0.26
The quality of performance feedback provided by the department head during scheduled performance reviews.	53	3.32	.976	3.56	-0.24
Extent to which promotion and tenure criteria are defined and made known.	54	3.48	1.041	3.66	-0.18
Procedures by which promotion and tenure decisions are made.	50	3.26	1.026	3.48	-0.22
Extent of feedback regarding reasons for promotion and tenure decisions.	48	3.19	1.024	3.40	-0.22
Abolition of cost of living increases in favor of replacement pay for performance/equity.	56	1.95	1.052	2.08	-0.14
Level of shared governance.	56	2.48	1.044	2.46	0.02
Teaching load (number of classes, class size, student-faculty ratio, etc.).	55	2.78	1.134	2.96	-0.18
Differential teaching loads across campus.	46	2.70	1.113	2.58	0.11

Assignment of your classes (extent they match your interests and background).	55	3.84	1.050	3.98	-0.14
Use and effect of per-course or unranked faculty in your department.	53	3.38	1.096	3.37	0.01
Committee assignments and duties.	56	3.16	.949	3.23	-0.07
Academic advisement load and duties.	53	3.43	.821	3.37	0.06
I feel pressured to inflate grades.	57	2.77	1.210	2.83	-0.06
I feel pressured to deflate grades.	52	2.17	.964	2.00	0.17
Current nine month salary.	52	2.50	1.111	2.55	-0.05
Future salary prospects.	59	1.73	.906	1.85	-0.12
Salary differentials that exist across Missouri State University.	53	1.89	.954	1.93	-0.04
Procedures by which equity adjustment salary decisions are made.	51	2.29	1.045	2.35	-0.06
Procedures by which performance/merit salary decisions are made.	53	2.09	1.097	2.36	-0.27
Rate of pay for summer teaching (2.5% per hour).	49	2.57	1.137	2.73	-0.15
Allocation of summer teaching.	48	3.27	1.047	3.11	0.16
Compensation for per-course faculty.	46	2.83	1.018	2.62	0.21
Compensation for overload courses.	46	2.52	.960	2.48	0.04
Life insurance program.	59	3.46	.816	3.49	-0.03
Medical/health benefits.	60	2.92	1.154	2.99	-0.08
Educational benefits for employees and families	57	3.05	1.109	3.33	-0.28
Sick leave benefits	50	3.28	.904	3.28	0.00
Dental care	58	3.02	.982	3.19	-0.18
Retirement program.	56	3.29	.868	3.38	-0.09
Services and faculty use of Taylor Health & Wellness Center.	59	3.85	.715	3.96	-0.12
Recreational services and facilities for faculty.	52	3.21	.825	3.23	-0.02
General quality of performance of Board of Governors.	50	2.32	1.096	2.31	0.01
General quality of performance of University President.	47	2.98	.766	2.98	-0.01
General quality of performance of Provost.	51	2.73	1.115	2.74	-0.01



General quality of performance of Associate Provost.	42	2.79	1.001	3.04	-0.26
General quality of performance of Assistants to University President.	40	2.68	.944	2.92	-0.24
General quality of performance of your college dean.	55	3.55	1.068	3.47	0.07
General quality of performance of your college associate dean.	44	3.27	1.149	3.34	-0.07
I plan to retire from Missouri State within the next five years.	54	2.41	1.339	2.31	0.09
I often think about leaving this University.	55	3.33	1.203	3.09	0.23
I plan on leaving Missouri State within the next year.	51	2.04	.894	2.01	0.03
I am actively looking for other academic positions elsewhere.	53	2.15	1.045	2.29	-0.14
I find it challenging to integrate community engagement, cultural competence, and ethical leadership components of	56	2.79	1.345	2.86	-0.07
I believe the university does well in showing its accountability to the public affairs mission.	54	3.20	1.016	3.15	0.05
I believe the faculty have a good understanding of the public affairs mission.	57	2.74	1.188	2.94	-0.20