

Memorandum

To: Faculty Senate
From: Faculty Concerns Committee
Re: Faculty Concerns (Morale) Survey 2004
Date: December 9, 2004

This document summarizes the major findings from the Faculty Concerns (Morale) Survey given in the Spring 2004 semester to faculty at Southwest Missouri State University. The findings here are summarized for discussion purposes.

Responding faculty numbered 356 or almost 50 percent of SMSU faculty on staff during Spring 2004. Demographic information is summarized in Tables 1.1 through 1.4. Representation by College was fairly even, with no one College dominating the sample. Although current figures for tenured status, gender and rank are not known to the Committee, it is thought that any disparity in representation in these areas is minimized by the large response rate across the board. There are sufficient numbers in each category to draw valid conclusions regarding the data.

Tables 2.1 through 2.3 show the responses to the final three items on the survey regarding retirement and retention. One question (item 71) was changed from the last survey to elicit responses on retirement. The 2001 item had asked: "I do not plan to stay with SMSU for too much longer." Table 2.1 shows that about 25.0 percent of responding faculty indicate that they plan to retire from SMSU within the next five years. There are no previous figures from past surveys to compare responses to this question historically.

The responses to items 72 and 73 (Tables 2.2 and 2.3) regarding leaving SMSU within one year and seeking another academic position elsewhere were consistent with the 2001 response means. Of those faculty who responded to these last two questions, 17.0 percent showed either agreement or strong agreement with leaving SMSU within the next year (2001 – 15.6 percent), and 32.9 percent showed either agreement or strong agreement with currently seeking an academic position elsewhere (2001 – 29.6 percent). While these numbers do not show a significant leap, they do indicate that a significant portion of the academic community displays a continuing and possibly increasing dissatisfaction with remaining at SMSU.

To control for the possibility that a significant portion of these "dissatisfied" faculty could simply be impending retirees rather than faculty concerned about specific issues, the Committee analyzed the data using a crosstabs procedure which separates faculty into groups by two or more items. In Table 2.4, responses to items 71 (retirement) and 72 (leaving) were compared. The bolded upper-left quadrant shows that about 42.2 percent of faculty have no immediate plans to either retire or leave SMSU. There are some 16.4 percent of the faculty who plan to retire within five years but have no immediate plans to leave (lower-right). Only 2.4% of the faculty indicated that they plan to leave within the next year because of retirement (lower-right), while 10.4 percent plan to leave soon for other reasons (upper right).

Table 2.5 shows the comparison of faculty leaving within one year and those looking for academic work elsewhere. A solid 51.3 percent of the faculty (upper-left) have no immediate plans to leave SMSU and are not looking for academic work elsewhere. However, that leaves the other 48.7 percent with either strong or moderate inclinations to leave. Some 13.5 percent are actively looking and planning to leave (lower-right), and another 11.4 percent are either planning to leave soon or are at least exploring their options outside SMSU (lower-left and upper-right).

Table 3 displays the responses by College to the aggregated items within each major section (environment, affirmative action, facilities & support, procedures & policies, compensation & benefits, and administrative positions). Bolded sections show areas of concern (response means less than

3.00). There is general dissatisfaction with compensation and benefits, and most colleges registered a general level of dissatisfaction with some administrative elements. The College of Arts and Letters displayed a degree of dissatisfaction with the overall experience of working at SMSU (mean = 2.87 for ALL 70 items), while the other colleges registered what could be considered neutral feelings (3.06 to 3.21). With the average “positive” expected at the upper ranges of 3 (perhaps 3.75 or higher), no College felt solidly positive about any aspect area, although Education did rate Environment at 3.70.

The Senate requested at the last briefing that the Committee consider breaking out responses by significant categories, especially by College if possible. Tables 3 through 6 separate item areas by College (3), tenure (4), gender (5), and rank (6). The responses to each area vary little by any of these variables. Some significant differences are found statistically, but the actual mathematical differences in means are small with few exceptions.

Table 7 displays the items which registered a significant difference of opinion between Colleges when an ANOVA analysis was completed on all 70 items. The F-value and p-value are displayed in the columns to the right along with the ETA value. The F- and p-values indicate the level of significance of the difference (whether or not there is a statistically significant difference between at least two of the Colleges in their opinion about the issue). The ETA indicates the degree of variance explained by examining these opinions by College. The higher the ETA value, the more variance is explained. While the test may show significant differences exist, if the ETA value is low, the actual amount of difference may be negligible. With the exception of classroom facilities and salary differentials, none of the items registers an ETA of 0.20 or more.

The following conclusions were stressed by the Committee at our last meeting:

(1) Faculty expressed strong dissatisfaction with pay and benefits issues. This is not a new issue, since previous surveys have shown this to be a consistent issue with faculty. The least satisfying pay/benefit issues were future salary prospects (1.46), salary differential across campus (1.78), procedures for salary decisions (1.82), and current nine month salary (1.91). These are of special concern given that their averages are below 2.00 and place them in the extremely dissatisfying range. Other areas such as Roles & Rewards in lieu of Merit Pay (2.08), medical and health benefits (2.32), and summer teaching pay rates (2.44) rank in the strongly dissatisfying range (below 2.50). In that same range are the perceived general quality of the performance of the University President (2.29) and differential teaching loads across campus (2.33).

(2) Only one item registered above a 4.00 moderately satisfied average, while several fell in the 3.50 somewhat satisfied average range. No item registered an extremely satisfied mean (above 4.50). Assignment of classes was rated 4.04, with the two Computer Services items (support for students and support for faculty) achieving 3.94 and 3.90 averages respectively. Faculty were satisfied with the congeniality of colleagues (3.89) and their general quality (3.87). The Taylor Health & Wellness Center received a 3.72 rating, and ITMS items averaged between 3.63 and 3.67.

(3) The Committee feels that the responses to most of the items were in the “blah” range, neither positive nor negative. This alone should be of concern. This could be one indication of why more faculty are not solidly planning to stay and work at SMSU while at the same time they are not actively seeking work elsewhere.

(4) The Committee has further documentation of item averages and other minor conclusions which will be distributed to the Senate members by mail through the Senate Office.

Demographics

Table 1.1: College

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Arts & Letters	67	18.8	20.1	20.1
	Business Administration	43	12.1	12.9	33.0
	Education	45	12.6	13.5	46.5
	Health & Human Services	56	15.7	16.8	63.4
	Humanities & Public Affairs	57	16.0	17.1	80.5
	Natural & Applied Sciences	65	18.3	19.5	100.0
	Total	333	93.5	100.0	
Missing	0	23	6.5		
Total		356	100.0		

Table 1.2: Tenured Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-tenured	81	22.8	28.8	28.8
	Tenured	200	56.2	71.2	100.0
	Total	281	78.9	100.0	
Missing	0	75	21.1		
Total		356	100.0		

Table 1.3: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	103	28.9	38.7	38.7
	Male	163	45.8	61.3	100.0
	Total	266	74.7	100.0	
Missing	0	90	25.3		
Total		356	100.0		

Table 1.4: Rank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time Lecturer	26	7.3	9.6	9.6
	Instructor	10	2.8	3.7	13.3
	Assistant Professor	62	17.4	22.9	36.2
	Associate Professor	54	15.2	19.9	56.1
	Professor	119	33.4	43.9	100.0
	Total	271	76.1	100.0	
Missing	0	85	23.9		
Total		356	100.0		

Responses to Items on Faculty Retention

Table 2.1: I plan to retire from SMS within the next five years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	137	38.5	45.7	45.7
	Disagree	47	13.2	15.7	61.3
	Neutral	41	11.5	13.7	75.0
	Agree	28	7.9	9.3	84.3
	Strongly Agree	47	13.2	15.7	100.0
	Total	300	84.3	100.0	
Missing	0	56	15.7		
Total		356	100.0		

Table 2.2: I plan on leaving SMS within the next year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	135	37.9	45.9	45.9
	Disagree	63	17.7	21.4	67.3
	Neutral	46	12.9	15.6	83.0
	Agree	29	8.1	9.9	92.9
	Strongly Agree	21	5.9	7.1	100.0
	Total	294	82.6	100.0	
Missing	0	62	17.4		
Total		356	100.0		

Table 2.3: I am actively looking for other academic positions elsewhere

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	117	32.9	39.3	39.3
	Disagree	47	13.2	15.8	55.0
	Neutral	36	10.1	12.1	67.1
	Agree	45	12.6	15.1	82.2
	Strongly Agree	53	14.9	17.8	100.0
	Total	298	83.7	100.0	
Missing	0	58	16.3		
Total		356	100.0		

Table 2.4: "I plan to retire from SMS within the next five years" by "I plan on leaving SMS within the next year"

			I plan on leaving SMS within the next year					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I plan to retire from SMS within the next five years	Strongly Disagree	Count	67	23	23	16	7	136
		% of Total	23.4%	8.0%	8.0%	5.6%	2.4%	47.6%
	Disagree	Count	15	16	9	5	2	47
		% of Total	5.2%	5.6%	3.1%	1.7%	.7%	16.4%
	Neutral	Count	16	13	5	4	3	41
		% of Total	5.6%	4.5%	1.7%	1.4%	1.0%	14.3%
	Agree	Count	16	4	4			24
		% of Total	5.6%	1.4%	1.4%			8.4%
	Strongly Agree	Count	21	6	4	1	6	38
		% of Total	7.3%	2.1%	1.4%	.3%	2.1%	13.3%
	Total	Count	135	62	45	26	18	286
		% of Total	47.2%	21.7%	15.7%	9.1%	6.3%	100.0%

Table 2.5: "I plan on leaving SMS within the next year" By "I am actively looking for other academic positions elsewhere"

			I am actively looking for other academic positions elsewhere					Total	
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
I plan on leaving SMS within the next year	Strongly Disagree	Count	96	18	10	4	6	134	
		% of Total	33.1%	6.2%	3.4%	1.4%	2.1%	46.2%	
	Disagree	Count	10	25	11	15	2	63	
		% of Total	3.4%	8.6%	3.8%	5.2%	.7%	21.7%	
	Neutral	Count	4	3	12	11	15	45	
		% of Total	1.4%	1.0%	4.1%	3.8%	5.2%	15.5%	
	Agree	Count	2	1	3	9	14	29	
		% of Total	.7%	.3%	1.0%	3.1%	4.8%	10.0%	
	Strongly Agree	Count	3			2	14	19	
		% of Total	1.0%			.7%	4.8%	6.6%	
	Total		Count	115	47	36	41	51	290
			% of Total	39.7%	16.2%	12.4%	14.1%	17.6%	100.0%

Table 3. Item Sections plus Plans to Leave by College

College (Numerical Distinctions)		Average 70-Item Score	Average of Environment Items (1-6)	Average of Affirmative Action Items (7-9)	Average of Facilities & Support Items (10-31)	Average of Procedures & Policies Items (32-49)	Average of Compensation & Fringe Benefits Items (50-62)	Average of Administrative Positions Items (63-70)	I plan on leaving SMS within the next year	I am actively looking for other academic positions elsewhere
Arts & Letters	Mean	2.8725	3.2048	3.3088	2.9855	2.9642	2.3796	2.7198	2.31	3.02
(67)	N	67	67	60	67	66	67	66	52	54
	Std. Dev.	.41037	.58837	.97726	.47578	.55979	.47528	.69720	1.394	1.608
Business Administration	Mean	3.0577	3.1309	3.1663	3.3277	3.1584	2.5526	2.8709	2.23	2.83
(43)	N	43	43	30	43	43	43	43	35	36
	Std. Dev.	.45854	.52339	1.14338	.44296	.71314	.55114	.78053	1.352	1.424
Education	Mean	3.1649	3.7047	3.2807	3.3058	3.1931	2.6364	3.1604	1.95	2.26
(45)	N	45	45	41	45	45	45	45	38	38
	Std. Dev.	.51910	.55968	1.00886	.59344	.63364	.62125	.91307	1.064	1.465
Health & Human Services	Mean	3.2125	3.5954	3.4000	3.4146	3.2061	2.6500	3.2202	1.86	2.14
(56)	N	56	56	40	56	56	54	55	50	50
	Std. Dev.	.45500	.57634	.89309	.47167	.57902	.53194	.87676	1.125	1.325
Humanities & Public Affairs	Mean	3.0551	3.1516	3.0094	3.4451	3.0951	2.5267	2.7305	2.24	2.82
(57)	N	57	57	51	57	57	57	57	50	49
	Std. Dev.	.60754	.74211	.97081	.59431	.77827	.64274	.99230	1.379	1.764
Natural & Applied Sciences	Mean	3.1426	3.4103	3.2614	3.3363	3.2309	2.5780	3.1192	1.98	2.10
(65)	N	65	65	51	65	64	65	64	50	52
	Std. Dev.	.53857	.62336	.94119	.54533	.66747	.65060	.82732	1.286	1.459
Total	Mean	3.0771	3.3595	3.2375	3.2923	3.1356	2.5454	2.9623	2.09	2.53
(333)	N	333	333	273	333	331	331	330	275	279
(23 unidentified)	Std. Dev.	.51168	.64255	.98101	.54438	.65801	.58457	.86811	1.278	1.554
ANOVA (F-Value)		3.57	8.01	0.89	6.31	1.42	1.71	3.97	1.01	3.49
P – Value		0.004	0.000	0.491	0.000	0.215	0.131	0.002	0.410	0.005
Eta Squared		0.052	0.109	0.016	0.088	0.021	0.026	0.058	0.018	0.060

Table 4. Item Sections plus Plans to Leave by Tenure Status

Tenured Status Number		Average 70-Item Score	Average of Environment Items (1-6)	Average of Affirmative Action Items (7-9)	Average of Facilities & Support Items (10-31)	Average of Procedures & Policies Items (32-49)	Average of Compensation & Fringe Benefits Items (50-62)	Average of Administrative Positions Items (63-70)	I plan on leaving SMS within the next year	I am actively looking for other academic positions elsewhere
Non-tenured	Mean	3.1126	3.3710	3.1977	3.2589	3.1894	2.5996	3.1923	2.32	2.61
(81)	N	81	81	65	81	81	81	81	66	69
	Std. Dev.	.49443	.58391	.93754	.58043	.60889	.55740	.91436	1.438	1.555
Tenured	Mean	3.0792	3.3646	3.2369	3.3166	3.1454	2.5293	2.9032	1.93	2.47
(200)	N	200	200	171	200	198	199	198	168	171
	Std. Dev.	.52469	.67711	1.02274	.52265	.69057	.58235	.86101	1.138	1.550
Total	Mean	3.0888	3.3664	3.2261	3.2999	3.1582	2.5496	2.9872	2.04	2.51
(281)	N	281	281	236	281	279	280	279	234	240
(75 unidentified)	Std. Dev.	.51549	.65059	.99818	.53952	.66711	.57514	.88500	1.239	1.550
ANOVA (F-Value)		0.24	0.01	0.07	0.66	0.25	0.86	6.25	4.62	0.37
P – Value		0.624	0.940	0.788	0.418	0.618	0.354	0.013	0.033	0.542
Eta Squared		0.001	0.000	0.000	0.002	0.001	0.003	0.022	0.020	0.002

Table 5. Item Sections plus Plans to Leave by Gender

Gender		Average 70-Item Score	Average of Environment Items (1-6)	Average of Affirmative Action Items (7-9)	Average of Facilities & Support Items (10-31)	Average of Procedures & Policies Items (32-49)	Average of Compensation & Fringe Benefits Items (50-62)	Average of Administrative Positions Items (63-70)	I plan on leaving SMS within the next year	I am actively looking for other academic positions elsewhere
Female	Mean	3.1267	3.5097	3.2503	3.3084	3.1718	2.5625	3.1103	2.07	2.38
(103)	N	103	103	86	103	102	102	102	85	87
	Std. Dev.	.46530	.61183	1.12006	.50753	.57314	.52625	.84301	1.307	1.480
Male	Mean	3.1238	3.3198	3.2895	3.3196	3.2274	2.6115	2.9766	2.11	2.61
(163)	N	163	163	141	163	163	163	163	139	140
	Std. Dev.	.52449	.64509	.87236	.55943	.68398	.58489	.86548	1.261	1.612
Total	Mean	3.1249	3.3933	3.2747	3.3153	3.2060	2.5927	3.0281	2.09	2.52
(266)	N	266	266	227	266	265	265	265	224	227
(90 unidentified)	Std. Dev.	.50150	.63802	.97140	.53898	.64302	.56253	.85777	1.276	1.564
ANOVA (F-Value)		0.87	2.05	0.70	1.44	1.45	0.46	3.07	1.18	1.43
P – Value		0.517	0.087	0.593	0.221	0.217	0.766	0.017	0.321	0.225
Eta Squared		0.012	0.030	0.013	0.021	0.021	0.007	0.044	0.021	0.025

Table 6. Item Sections plus Plans to Leave by Faculty Rank

Rank		Average 70-Item Score	Average of Environment Items (1-6)	Average of Affirmative Action Items (7-9)	Average of Facilities & Support Items (10-31)	Average of Procedures & Policies Items (32-49)	Average of Compensation & Fringe Benefits Items (50-62)	Average of Administrative Positions Items (63-70)	I plan on leaving SMS within the next year	I am actively looking for other academic positions elsewhere
Full-time Lecturer	Mean	3.1373	3.3150	3.2050	3.4365	3.1288	2.6350	3.0288	2.19	2.18
(26)	N	26	26	22	26	26	26	26	21	22
	Std. Dev.	.60181	.62749	1.00209	.49678	.82786	.60100	.96916	1.537	1.563
Instructor	Mean	3.2800	3.8660	3.7629	3.3390	3.2200	2.5144	3.6120	2.38	3.38
(10)	N	10	10	7	10	10	9	10	8	8
	Std. Dev.	.51681	.35806	.68607	.47494	.62732	.58722	1.06787	1.061	1.996
Assistant Professor	Mean	3.1095	3.4724	3.3304	3.2053	3.1890	2.5819	3.2195	2.22	2.58
(62)	N	62	62	47	62	62	62	61	50	53
	Std. Dev.	.43451	.55204	.81713	.53796	.50759	.55935	.78208	1.314	1.499
Associate Professor	Mean	3.0054	3.3215	3.3411	3.2520	2.9751	2.4896	2.8806	2.11	2.75
(54)	N	54	54	46	54	53	54	53	46	48
	Std. Dev.	.51964	.70355	1.06144	.50492	.66561	.57491	.81756	1.159	1.605
Professor	Mean	3.1228	3.3264	3.1935	3.3692	3.2395	2.6033	2.8771	1.84	2.35
(119)	N	119	119	104	119	119	119	119	100	100
	Std. Dev.	.55889	.70365	1.06296	.57545	.72674	.58875	.89192	1.170	1.540
Total	Mean	3.1035	3.3776	3.2708	3.3137	3.1646	2.5757	2.9974	2.03	2.51
(271)	N	271	271	226	271	270	270	269	225	231
(85 unidentified)	Std. Dev.	.52723	.66045	.99891	.54481	.68010	.57814	.88168	1.237	1.568
ANOVA (F-Value)		0.00	5.69	0.09	0.03	0.47	0.48	1.53	0.05	1.21
P – Value		0.964	0.018	0.769	0.869	0.494	0.491	0.218	0.832	0.272
Eta Squared		0.000	0.021	0.000	0.000	0.002	0.002	0.006	0.000	0.005

Individual Items by College
(Note: Only items with significant ANOVA statistics are shown)

Item	College	AL	BA	ED	HH	HP	NA	TTL	F	P	ETA
Direction the University is moving	Mean	2.41	2.42	3.07	3.24	2.46	3.06	2.77	7.03	0.000	0.098
	StdDev	1.02	1.01	1.12	0.95	1.24	1.14	1.14			
General quality of preparation of students in your classes	Mean	2.83	2.63	3.53	3.31	2.67	2.74	2.93	7.22	0.000	0.101
	StdDev	1.06	0.98	0.91	0.90	1.04	0.92	1.02			
General quality of performance of students in your classes	Mean	3.30	3.05	3.90	3.48	2.77	3.16	3.26	9.38	0.000	0.128
	StdDev	0.84	0.95	0.69	0.85	0.98	0.92	0.94			
Overall satisfaction with being an SMSU faculty member	Mean	3.04	3.14	3.59	3.66	3.23	3.74	3.40	4.65	0.000	0.067
	StdDev	1.16	0.95	1.06	0.90	1.19	0.97	1.08			
Classroom facilities	Mean	2.38	3.63	3.09	3.02	3.98	2.82	3.11	18.43	0.000	0.224
	StdDev	0.98	0.87	1.07	1.08	0.99	1.06	1.14			
Personal office facilities	Mean	2.87	3.79	3.38	3.54	4.33	3.11	3.47	12.47	0.000	0.160
	StdDev	1.27	0.99	1.21	1.19	0.79	1.24	1.23			
Computer Services: Facilities & support available to faculty	Mean	3.62	3.86	3.51	4.29	4.21	3.81	3.89	6.17	0.000	0.087
	StdDev	0.92	0.77	1.08	0.63	0.90	1.10	0.96			
Computer Services: Facilities & support available to students	Mean	3.64	3.97	3.72	4.23	4.13	3.98	3.94	4.10	0.001	0.068
	StdDev	0.80	0.64	0.85	0.76	0.80	0.87	0.82			
Physical plant	Mean	2.66	3.10	3.11	3.04	3.45	3.05	3.05	3.53	0.004	0.052
	StdDev	1.00	1.01	1.11	1.07	0.96	1.08	1.06			
Custodial maintenance of facilities	Mean	2.74	2.81	2.96	3.35	3.49	2.98	3.06	4.27	0.001	0.063
	StdDev	1.17	1.07	1.17	0.91	1.10	1.04	1.11			
Personal and building security	Mean	3.23	2.95	3.60	3.53	3.75	3.59	3.45	4.82	0.000	0.070
	StdDev	0.84	1.15	0.86	0.92	0.89	0.96	0.96			
Library holdings of books, journals, etc.	Mean	2.48	3.30	3.58	3.39	2.65	3.17	3.05	8.38	0.000	0.117
	StdDev	1.16	0.99	1.01	0.97	1.32	1.19	1.19			
Media Collections Department: Facilities & support available to faculty	Mean	3.40	3.41	3.70	3.80	3.22	3.52	3.51	2.63	0.024	0.050
	StdDev	0.86	0.73	0.89	0.77	1.05	0.83	0.88			
Distance Learning & Instructional Technology: Facilities & support available to faculty	Mean	3.45	2.94	3.46	3.48	3.73	3.50	3.44	2.56	0.028	0.058
	StdDev	0.71	1.39	1.02	0.89	0.91	0.74	0.97			
Writing Center	Mean	3.50	3.64	3.43	3.33	3.09	3.86	3.46	3.44	0.005	0.063
	StdDev	0.98	0.82	0.78	1.10	1.12	0.65	0.96			

Item	College	AL	BA	ED	HH	HP	NA	TTL	F	P	ETA
Reimbursement for attending conventions, conferences, workshops, etc.	Mean	2.24	3.30	2.86	2.48	2.69	2.90	2.70	5.07	0.000	0.075
	StdDev	1.08	1.07	1.23	1.09	1.23	1.28	1.20			
Availability of research opportunities	Mean	2.80	3.08	3.04	3.31	3.00	3.35	3.09	2.32	0.43	0.037
	StdDev	0.93	0.98	1.07	0.97	1.03	1.09	1.02			
Sponsored Research Office	Mean	2.84	2.54	2.95	3.15	3.18	3.27	3.02	2.56	0.028	0.049
	StdDev	0.97	1.03	0.99	0.97	0.95	1.10	1.01			
General quality of student advisement	Mean	3.37	3.77	3.69	3.88	3.34	3.43	3.56	3.16	0.009	0.052
	StdDev	0.97	0.84	0.95	.634	0.96	0.99	0.92			
Clerical support for faculty	Mean	2.75	3.49	3.05	3.59	3.71	3.48	3.34	6.05	0.000	0.088
	StdDev	1.11	1.01	1.24	1.06	1.10	1.18	1.16			
Content of general University policies	Mean	2.71	2.83	3.27	3.25	2.80	3.27	3.02	4.25	0.001	0.063
	StdDev	1.06	0.90	1.00	0.83	1.06	0.92	0.99			
Content of policies of your college	Mean	3.35	3.28	3.47	3.21	2.78	3.29	3.23	3.05	0.011	0.050
	StdDev	0.925	0.99	0.94	0.92	1.14	0.80	0.97			
Procedures by which policies are made for your college	Mean	3.36	3.24	3.11	2.88	2.61	2.98	3.04	3.14	0.009	0.052
	StdDev	0.961	1.11	1.04	0.98	1.32	1.00	1.09			
Level of shared governance	Mean	2.37	2.46	3.11	2.58	2.38	2.63	2.57	2.84	0.016	0.045
	StdDev	1.09	1.17	1.02	1.13	1.24	1.11	1.15			
Teaching load	Mean	2.64	2.67	2.91	3.39	3.04	3.10	2.96	3.06	0.010	0.046
	StdDev	1.22	1.34	1.28	0.90	1.19	1.24	1.22			
Differential teaching loads across campus	Mean	2.03	2.86	2.05	2.38	2.46	2.41	2.34	3.41	0.005	0.057
	StdDev	1.09	1.42	0.95	0.86	1.13	1.12	1.12			
Use and effect of per-course or unranked faculty in your department	Mean	2.68	3.29	2.92	3.31	3.44	3.27	3.13	3.72	0.003	0.060
	StdDev	1.19	1.19	1.08	0.93	1.15	1.15	1.15			
Committee assignments and duties	Mean	3.06	3.50	3.40	3.51	3.41	3.68	3.42	3.04	0.011	0.046
	StdDev	0.94	0.73	0.86	0.89	1.14	0.94	0.95			
Academic advisement load and duties	Mean	3.20	3.84	3.38	3.57	3.58	3.79	3.53	3.45	0.005	0.059
	StdDev	0.95	0.85	0.89	0.82	0.96	0.85	0.91			
Current nine-month salary	Mean	1.57	1.88	2.00	2.18	1.96	2.03	1.93	2.41	0.037	0.037
	StdDev	0.78	1.12	1.26	0.94	0.91	1.07	1.02			

Item	College	AL	BA	ED	HH	HP	NA	TTL	F	P	ETA
Satisfaction with Faculty Roles & Rewards in lieu of merit pay	Mean	2.13	1.65	2.55	2.30	1.90	2.05	2.10	3.51	0.004	0.058
	StdDev	1.22	0.89	1.09	1.05	1.02	1.10	1.10			
Future salary prospects	Mean	1.26	1.28	1.62	1.57	1.45	1.56	1.45	2.68	0.022	0.040
	StdDev	0.48	0.55	0.75	0.72	0.79	0.78	0.70			
Salary differentials across SMSU	Mean	1.24	2.93	1.50	1.81	1.92	1.75	1.80	17.135	0.000	0.219
	StdDev	0.50	1.42	0.77	1.01	1.09	0.82	1.06			
Recreational services and facilities for faculty	Mean	3.11	3.11	3.26	3.03	3.25	3.67	3.25	2.64	0.024	0.049
	StdDev	0.73	0.93	1.04	1.17	1.14	0.82	0.99			
General quality of performance of Board of Governors	Mean	2.32	2.63	3.23	2.95	2.24	2.98	2.70	6.21	0.000	0.098
	StdDev	0.96	1.20	1.11	1.14	1.13	1.24	1.18			
General quality of performance of University President	Mean	1.81	2.12	2.68	2.59	2.11	2.60	2.30	4.99	0.000	0.074
	StdDev	0.95	1.21	1.38	1.19	1.25	1.15	1.22			
General quality of performance of Vice President for Academic Affairs	Mean	2.18	2.05	2.53	3.16	2.30	2.64	2.48	5.83	0.000	0.088
	StdDev	1.10	1.11	1.28	1.03	1.25	1.21	1.21			
General quality of performance of Associate Vice President for Academic Affairs	Mean	2.50	2.24	2.88	3.05	2.72	2.95	2.72	2.75	0.019	0.051
	StdDev	1.08	0.902	1.20	1.14	1.28	1.14	1.16			
General quality of performance of Assistants to University President	Mean	2.50	2.69	2.95	3.00	2.76	3.31	2.87	2.68	0.022	0.053
	StdDev	1.11	1.17	1.07	1.08	1.37	1.19	1.20			
General quality of performance of your college dean	Mean	3.91	3.64	3.55	3.25	2.88	3.00	3.36	6.02	0.000	0.086
	StdDev	1.07	1.28	1.36	1.30	1.32	1.18	1.29			
General quality of performance of your college associate dean	Mean	3.55	3.38	3.90	3.48	3.26	3.90	3.57	2.92	0.014	0.050
	StdDev	1.09	1.21	1.09	1.02	1.22	0.86	1.10			
General quality of performance of your department head	Mean	2.97	3.67	3.61	3.70	3.60	3.55	3.49	2.48	0.032	0.038
	StdDev	1.33	1.19	1.46	1.40	1.38	1.36	1.37			