

Table 1

How strongly do you agree/disagree with the following statements regarding the direction by which the University is moving? Likert Scale with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neutral, 4 = Moderately Agree, 5 = Strongly Agree.													
	Survey Question	2014			2012			2010			2008		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
1	University priorities are where they need to be.	248	3.41	1.29	275	3.37	1.22	397	2.82	1.02	414	3.36	0.1
2	Missouri State University spends too small a percent of its budget upon instruction of students.	246	4.05	1.17	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
3	Missouri State University spends too small a percent of its budget upon its core mission (instruction, research, and public affairs).	247	3.82	1.26	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
4	Missouri State University spends too small a percent of its budget upon Administration.	246	2.04	1.37	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
5	Missouri State University spends too small a percent of its budget upon peripheral services (e.g., academic support, student services, athletics, etc.)	246	2.42	1.43	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
6	Missouri State University faculty are of high quality.	249	4.12	0.98	274	4.2	0.89	401	3.86	0.77	421	3.95	0.69
7	Missouri State University faculty are congenial.	248	4.08	0.94	277	4.09	0.96	405	3.87	0.93	420	3.97	0.92
8	Overall, I am satisfied being a Missouri State University faculty member.	249	4	1.2	278	3.93	1.18	404	3.52	1	419	3.74	0.9
9	The extent to which Equal Opportunity policies are observed in hiring of faculty and staff is adequate.	250	4.11	1.35	242	3.97	1.21	362	3.38	0.93	380	3.53	0.92
10	The extent to which the Equal Opportunity policies are observed in hiring administrative personnel is appropriate	250	4.1	1.54	221	3.77	1.22	356	3.15	0.99	367	3.38	0.98

How satisfied are you with the following University facilities and programs? Likert Scale with 1 = Extremely Dissatisfied, 2 = Moderately Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, 5 = Extremely Satisfied													
	Survey Question	2014			2012			2010			2008		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
11	Classroom facilities	250	3.42	1.28	277	3.58	1.24	408	3.25	1.15	421	3.19	1.21
12	Personal office facilities	249	3.64	1.3	277	3.81	1.26	406	3.43	1.25	420	3.36	1.25
13	Computer Services: facilities and computer help desk support available to faculty.	250	4.13	0.99	275	4.19	1.02	405	3.86	0.9	420	3.93	0.85
14	Computer Services: facilities and computer help desk support available for students	250	4.45	1.13	215	4.09	1.03	369	3.71	0.81	379	3.76	0.78
15	Physical plant (heat, air, maintenance, renovations, etc.)	251	3.38	1.27	274	3.55	1.17	401	3	1.1	418	3.05	1.12
16	Custodial maintenance of facilities	248	3.66	1.21	270	3.86	1.16	401	3.17	1.15	420	3.32	1.1
17	Personal and building security	251	3.68	1.26	268	3.82	1.15	402	3.48	0.98	413	3.67	0.85
18	Libraries: holdings of books, journals, etc.	251	3.94	1.14	262	3.82	1.14	395	3.58	0.99	413	3.39	1.04
19	Libraries: facilities and support available to faculty	250	4.25	0.98	259	4.2	1.02	394	3.89	0.87	404	3.78	0.89
20	Libraries: facilities and support available for students	250	4.41	1	218	4.12	1.02	379	3.81	0.83	388	3.73	0.83
21	Educational Technology Center: facilities and support available to faculty.	251	4.25	1.24	227	4.06	1.06	377	3.75	0.82	394	3.7	0.84
22	Educational Technology Center: facilities and support available to students.	249	4.51	1.29	180	4.03	0.99	349	3.62	0.79	356	3.54	0.76
23	Distance Learning and Instructional Technology: facilities and support available to faculty.	251	4.26	1.49	197	3.64	1.18	352	3.41	0.84	351	3.18	0.86
24	Bear Claw Tutoring Center	250	4.34	1.31	186	3.95	1	345	3.48	0.86	363	3.45	0.89
25	Graduate Assistant support for faculty	248	3.63	1.54	230	3.32	1.28	372	2.95	1.07	384	3	1.1
26	Faculty Center for Teaching and Learning	249	3.98	1.36	224	3.62	1.25	363	3.35	0.98	N.A.	N.A.	N.A.
27	Faculty Development through sabbaticals and educational leaves	250	3.89	1.5	209	3.27	1.26	354	3.1	0.95	375	3.23	0.94
28	Reimbursement for attending conventions, conferences, workshops, etc.	249	3.03	1.49	270	2.97	1.39	398	2.65	1.23	404	2.88	1.22
29	Availability of research opportunities	250	3.45	1.41	258	3.41	1.19	378	3.11	1.02	387	3.28	0.99
30	Support for research and creative activity (time, finances, space, etc.)	249	3	1.52	259	2.96	1.34	382	2.69	1.09	390	2.73	1.06
31	Office of Sponsored Research and Programs	249	3.84	1.57	277	4.22	1.55	358	3.12	0.84	372	3.11	0.86
32	General quality of student advisement	249	4.06	1.17	247	3.97	1.01	390	3.64	0.87	400	3.64	0.87
33	Efforts are made to attract diverse students to our programs	251	3.68	1.28	241	3.85	1.04	373	3.28	0.95	390	3.41	0.9
34	Clerical support for faculty	251	3.69	1.31	266	3.77	1.26	397	3.63	1.06	410	3.59	1.14

Table 1 (continued)

How satisfied are you with University policies? Likert Scale with 1 = Extremely Dissatisfied, 2 = Moderately Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, 5 = Extremely Satisfied													
	Survey Question	2014			2012			2010			2008		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
35	Procedures by which general University policies and priorities are made	248	3.49	1.37	256	3.34	1.13	388	2.73	1	399	2.96	1.01
36	Degree to which the administration follows written University policies (e.g., Faculty Handbook)	248	3.58	1.41	247	3.41	1.18	378	2.67	1.09	400	2.98	1.02
37	Procedures by which policies are made for your school or college.	249	3.41	1.34	257	3.4	1.19	377	3.11	1.06	398	3.15	0.98
38	The way discretionary monies are used to reward merit/equity.	246	2.91	1.65	246	2.56	1.33	376	2.25	1.08	401	2.74	1.17
39	Procedures by which department policies are made.	248	3.6	1.36	268	3.72	1.23	387	3.43	1.06	411	3.51	1.1
40	The quality of the criteria used to make merit/equity decisions in your department.	249	3.53	1.5	248	3.38	1.32	379	3.15	1.16	403	3.27	1.2
41	The quality of performance feedback provided by the department head during scheduled performance reviews.	250	3.81	1.39	259	3.8	1.22	382	3.56	1.05	401	3.45	1.12
42	Extent to which promotion and tenure criteria are defined and made known.	248	4.15	1.21	263	3.98	1.11	385	3.66	0.93	409	3.62	1.08
43	Procedures by which promotion and tenure decisions are made.	248	4.01	1.28	249	3.84	1.15	378	3.48	1.04	407	3.47	1.04
44	Extent of feedback regarding reasons for promotion and tenure decisions.	244	4.15	1.33	227	3.8	1.18	362	3.4	0.96	382	3.4	1.05
45	Abolition of cost of living increases in favor of replacement pay for performance/equity.	246	2.67	1.73	252	2.25	1.3	380	2.08	1.16	398	2.48	1.29
46	Level of shared governance.	246	3.28	1.5	255	3.11	1.26	385	2.46	1.12	393	2.87	1.08

How strongly do you agree/disagree with the following statements regarding teaching loads and policies? Likert Scale with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neutral, 4 = Moderately Agree, 5 = Strongly Agree.													
	Survey Question	2014			2012			2010			2008		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
47	Teaching load (number of classes, class size, student-faculty ratio, etc.) is equitable.	250	3.22	1.38	272	3.09	1.34	390	2.96	1.16	412	3.04	1.14
48	Differential teaching loads across campus is reasonable.	250	3.36	1.65	230	2.83	1.28	363	2.58	1.03	388	2.52	1.06
49	Assignment of classes (extent they match your interests and background) seems appropriate.	250	4.21	1.09	275	4.23	1.06	390	3.98	1	412	4.06	0.9
50	Use and effect of per-course or unranked faculty in your department is correct	250	3.3	1.48	259	3.33	1.31	375	3.37	1.07	407	3.21	1.08
51	Committee assignments and duties are reasonable	250	3.45	1.31	273	3.49	1.17	388	3.23	1.01	411	3.37	0.95
52	Academic advisement load and duties are reasonable	247	3.65	1.48	254	3.54	1.16	374	3.37	0.93	392	3.38	1.02
53	I feel pressured to inflate grades	249	2.57	1.53	265	2.46	1.47	399	2.83	1.31	414	2.72	1.3
54	I feel pressured to deflate grades	249	1.94	1.27	262	1.74	0.99	381	2	0.98	386	2.1	1.03
55	Current nine month salary is appropriate	251	2.66	1.54	263	2.38	1.3	388	3.23	1.15	408	2.87	1.17
56	Future salary prospects look good	251	2.11	1.24	271	1.76	0.99	402	1.85	0.93	411	2.53	1.07
57	Salary differentials that exist across Missouri State University are justified	251	2.5	1.66	255	2.01	1.21	388	1.93	0.97	405	2.15	1.05
58	Procedures by which equity adjustment salary decisions are made are justified	249	3.11	1.71	238	2.48	1.26	377	2.35	1.03	402	2.57	1.1
59	Procedures by which performance/merit salary decisions are made are justified	249	3.13	1.72	240	2.5	1.23	385	2.36	1.11	407	2.64	1.15
60	Rate of pay for summer teaching (2.5 percent per hour) is adequate	251	3.08	1.63	228	2.54	1.28	396	2.73	1.09	388	2.71	1.06
61	Allocation of summer teaching is adequate	248	3.56	1.54	225	3.2	1.25	367	3.11	1	386	3.3	0.92
62	Compensation for per-course faculty is appropriate.	250	3.01	1.8	218	2.22	1.14	360	2.62	0.92	374	2.64	0.91
63	Compensation for overload courses is appropriate.	250	3.19	1.82	213	2.42	1.28	358	2.48	0.97	377	2.62	1

Table 1 (continued)

How satisfied are you with the value of the following services? Likert Scale with 1 = Extremely Dissatisfied, 2 = Moderately Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, 5 = Extremely Satisfied													
	Survey Question	2014			2012			2010			2008		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
64	Life insurance program	250	4.15	1.04	249	3.95	1.03	390	3.49	0.84	407	3.46	0.86
65	Medical/health benefits	250	3.96	1.2	273	3.65	1.28	401	2.99	1.2	415	2.84	1.19
66	Educational benefits for employees and families Greenwood/MSU	250	4.26	1.37	219	3.82	1.15	391	3.33	1.04	N.A.	N.A.	N.A.
67	Sick leave benefits	249	4.4	1.43	184	3.69	1.08	355	3.28	0.81	N.A.	N.A.	N.A.
68	Dental care	249	3.83	1.26	265	3.56	1.27	391	3.19	1.06	N.A.	N.A.	N.A.
69	Retirement program	250	4	1.21	250	3.77	1.13	389	3.38	0.91	403	3.31	1
70	Services and faculty use of Taylor Health & Wellness Center	248	4.36	1.03	268	4.35	0.93	396	3.96	0.87	407	3.84	0.86
71	Recreational services and facilities for faculty	249	3.94	1.61	213	3.48	1.36	377	3.23	0.99	393	3.25	1.19

How satisfied are you with the University? Likert Scale with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neutral, 4 = Moderately Agree, 5 = Strongly Agree.													
	Survey Question	2014			2012			2010			2008		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
72	I plan to retire from Missouri State within the next five years.	251	2.5	1.75	268	2.25	1.54	385	2.31	1.38	394	2.29	1.37
73	I often think about leaving this University.	251	2.93	1.53	272	2.9	1.49	385	3.09	1.38	398	2.98	1.35
74	I plan on leaving Missouri State within the next year.	250	1.83	1.33	266	1.73	1.13	375	2.01	1.04	390	1.89	0.99
75	I am actively looking for other academic positions elsewhere.	247	1.96	1.36	267	1.98	1.34	377	2.29	1.25	392	2.22	1.18
76	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.	251	2.79	1.57	262	2.67	1.39	397	2.86	1.29	N.A.	N.A.	N.A.
77	I believe the University does well in showing its accountability to the public affairs mission.	251	3.55	1.31	252	3.55	1.2	388	3.15	1.09	N.A.	N.A.	N.A.

N.A. is Not Available (This question was not asked in this year of the survey).

Table 2

Only Morale Survey Questions Regarding Faculty Satisfaction Ranked from Lowest Satisfaction to Highest Satisfaction for 2014

Likert Scale with 1 = Extremely Dissatisfied, 2 = Moderately Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, 5 = Extremely Satisfied

Question Number	Survey Question	2014			2012		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation
45	Abolition of cost of living increases in favor of replacement pay for performance/equity.	246	2.67	1.73	252	2.25	1.3
38	The way discretionary monies are used to reward merit/equity.	246	2.91	1.65	246	2.56	1.33
30	Support for research and creative activity (time, finances, space, etc.)	249	3	1.52	259	2.96	1.34
28	Reimbursement for attending conventions, conferences, workshops, etc.	249	3.03	1.49	270	2.97	1.39
46	Level of shared governance.	246	3.28	1.5	255	3.11	1.26
15	Physical plant (heat, air, maintenance, renovations, etc.)	251	3.38	1.27	274	3.55	1.17
37	Procedures by which policies are made for your school or college.	249	3.41	1.34	257	3.4	1.19
11	Classroom facilities	250	3.42	1.28	277	3.58	1.24
29	Availability of research opportunities	250	3.45	1.41	258	3.41	1.19
35	Procedures by which general University policies and priorities are made	248	3.49	1.37	256	3.34	1.13
40	The quality of the criteria used to make merit/equity decisions in your department.	249	3.53	1.5	248	3.38	1.32
36	Degree to which the administration follows written University policies (e.g., Faculty Handbook)	248	3.58	1.41	247	3.41	1.18
39	Procedures by which department policies are made.	248	3.6	1.36	268	3.72	1.23
25	Graduate Assistant support for faculty	248	3.63	1.54	230	3.32	1.28
12	Personal office facilities	249	3.64	1.3	277	3.81	1.26
16	Custodial maintenance of facilities	248	3.66	1.21	270	3.86	1.16
33	Efforts are made to attract diverse students to our programs	251	3.68	1.28	241	3.85	1.04
17	Personal and building security	251	3.68	1.26	268	3.82	1.15
34	Clerical support for faculty	251	3.69	1.31	266	3.77	1.26
41	The quality of performance feedback provided by the department head during scheduled performance reviews.	250	3.81	1.39	259	3.8	1.22
68	Dental care	249	3.83	1.26	265	3.56	1.27
31	Office of Sponsored Research and Programs	249	3.84	1.57	277	4.22	1.55
27	Faculty Development through sabbaticals and educational leaves	250	3.89	1.5	209	3.27	1.26
71	Recreational services and facilities for faculty	249	3.94	1.61	213	3.48	1.36
18	Libraries: holdings of books, journals, etc.	251	3.94	1.14	262	3.82	1.14
65	Medical/health benefits	250	3.96	1.2	273	3.65	1.28
26	Faculty Center for Teaching and Learning	249	3.98	1.36	224	3.62	1.25
69	Retirement program	250	4	1.21	250	3.77	1.13
43	Procedures by which promotion and tenure decisions are made.	248	4.01	1.28	249	3.84	1.15
32	General quality of student advisement	249	4.06	1.17	247	3.97	1.01
13	Computer Services: facilities and computer help desk support available to faculty.	250	4.13	0.99	275	4.19	1.02
64	Life insurance program	250	4.15	1.04	249	3.95	1.03
42	Extent to which promotion and tenure criteria are defined and made known.	248	4.15	1.21	263	3.98	1.11
44	Extent of feedback regarding reasons for promotion and tenure decisions.	244	4.15	1.33	227	3.8	1.18
21	Educational Technology Center: facilities and support available to faculty.	251	4.25	1.24	227	4.06	1.06
19	Libraries: facilities and support available to faculty	250	4.25	0.98	259	4.2	1.02
23	Distance Learning and Instructional Technology: facilities and support available to faculty.	251	4.26	1.49	197	3.64	1.18
66	Educational benefits for employees and families Greenwood/MSU	250	4.26	1.37	219	3.82	1.15
24	Bear Claw Tutoring Center	250	4.34	1.31	186	3.95	1
70	Services and faculty use of Taylor Health & Wellness Center	248	4.36	1.03	268	4.35	0.93
67	Sick leave benefits	249	4.4	1.43	184	3.69	1.08
20	Libraries: facilities and support available for students	250	4.41	1	218	4.12	1.02
14	Computer Services: facilities and computer help desk support available for students	250	4.45	1.13	215	4.09	1.03
22	Educational Technology Center: facilities and support available to students.	249	4.51	1.29	180	4.03	0.99
	Mean	249.11	3.82		245.77	3.66	
	Standard Deviation	1.51	0.44		26.45	0.42	
	Difference in Means: 2014 Mean - 2012 Mean		0.16				
	Probability Difference in Means is Random		8.06%				

Table 3

Only Morale Survey Questions Regarding Faculty Agreement or Disagreement with Question Ranked from Lowest (Disagree) to Highest (Agree) for 2014

Likert Scale with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neutral, 4 = Moderately Agree, 5 = Strongly Agree.

Question Number	Survey Question	2014			2012		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation
74	I plan on leaving Missouri State within the next year.	250	1.83	1.33	266	1.73	1.13
54	I feel pressured to deflate grades	249	1.94	1.27	262	1.74	0.99
75	I am actively looking for other academic positions elsewhere.	247	1.96	1.36	267	1.98	1.34
4	Missouri State University spends too small a percent of its budget upon Administration.	246	2.04	1.37	N.A.	N.A.	N.A.
56	Future salary prospects look good	251	2.11	1.24	271	1.76	0.99
5	Missouri State University spends too small a percent of its budget upon peripheral services (e.g., academic support, student services, athletics, etc.)	246	2.42	1.43	N.A.	N.A.	N.A.
57	Salary differentials that exist across Missouri State University are justified	251	2.5	1.66	255	2.01	1.21
72	I plan to retire from Missouri State within the next five years.	251	2.5	1.75	268	2.25	1.54
53	I feel pressured to inflate grades	249	2.57	1.53	265	2.46	1.47
55	Current nine month salary is appropriate	251	2.66	1.54	263	2.38	1.3
76	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.	251	2.79	1.57	262	2.67	1.39
73	I often think about leaving this University.	251	2.93	1.53	272	2.9	1.49
62	Compensation for per-course faculty is appropriate.	250	3.01	1.8	218	2.22	1.14
60	Rate of pay for summer teaching (2.5 percent per hour) is adequate	251	3.08	1.63	228	2.54	1.28
58	Procedures by which equity adjustment salary decisions are made are justified	249	3.11	1.71	238	2.48	1.26
59	Procedures by which performance/merit salary decisions are made are justified	249	3.13	1.72	240	2.5	1.23
63	Compensation for overload courses is appropriate.	250	3.19	1.82	213	2.42	1.28
47	Teaching load (number of classes, class size, student-faculty ratio, etc.) is equitable.	250	3.22	1.38	272	3.09	1.34
50	Use and effect of per-course or unranked faculty in your department is correct	250	3.3	1.48	259	3.33	1.31
48	Differential teaching loads across campus is reasonable.	250	3.36	1.65	230	2.83	1.28
1	University priorities are where they need to be.	248	3.41	1.29	275	3.37	1.22
51	Committee assignments and duties are reasonable	250	3.45	1.31	273	3.49	1.17
77	I believe the University does well in showing its accountability to the public affairs mission.	251	3.55	1.31	252	3.55	1.2
61	Allocation of summer teaching is adequate	248	3.56	1.54	225	3.2	1.25
52	Academic advisement load and duties are reasonable	247	3.65	1.48	254	3.54	1.16
3	Missouri State University spends too small a percent of its budget upon its core mission (instruction, research, and public affairs).	247	3.82	1.26	N.A.	N.A.	N.A.
8	Overall, I am satisfied being a Missouri State University faculty member.	249	4	1.2	278	3.93	1.18
2	Missouri State University spends too small a percent of its budget upon instruction of students.	246	4.05	1.17	N.A.	N.A.	N.A.
7	Missouri State University faculty are congenial.	248	4.08	0.94	277	4.09	0.96
10	The extent to which the Equal Opportunity policies are observed in hiring administrative personnel is appropriate	250	4.1	1.54	221	3.77	1.22
9	The extent to which Equal Opportunity policies are observed in hiring of faculty and staff is adequate.	250	4.11	1.35	242	3.97	1.21
6	Missouri State University faculty are of high quality.	249	4.12	0.98	274	4.2	0.89
49	Assignment of classes (extent they match your interests and background) seems appropriate.	250	4.21	1.09	275	4.23	1.06
	Mean		3.14			2.92	
	Standard Deviation		0.71			0.77	
	Difference in Means: 2014 Mean - 2012 Mean		0.23				
	Probability Difference in Means is Random		23.48%				

Table 4  
 Only Morale Survey Questions Regarding Faculty Satisfaction Ranked from Lowest Satisfaction to Highest Satisfaction for 2012  
 Likert Scale with 1 = Extremely Dissatisfied, 2 = Moderately Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, 5 = Extremely Satisfied

Question Number	Survey Question	2014			2012		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation
45	Abolition of cost of living increases in favor of replacement pay for performance/equity.	246	2.67	1.73	252	2.25	1.3
38	The way discretionary monies are used to reward merit/equity.	246	2.91	1.65	246	2.56	1.33
30	Support for research and creative activity (time, finances, space, etc.)	249	3	1.52	259	2.96	1.34
28	Reimbursement for attending conventions, conferences, workshops, etc.	249	3.03	1.49	270	2.97	1.39
46	Level of shared governance.	246	3.28	1.5	255	3.11	1.26
27	Faculty Development through sabbaticals and educational leaves	250	3.89	1.5	209	3.27	1.26
25	Graduate Assistant support for faculty	248	3.63	1.54	230	3.32	1.28
35	Procedures by which general University policies and priorities are made	248	3.49	1.37	256	3.34	1.13
40	The quality of the criteria used to make merit/equity decisions in your department.	249	3.53	1.5	248	3.38	1.32
37	Procedures by which policies are made for your school or college.	249	3.41	1.34	257	3.4	1.19
29	Availability of research opportunities	250	3.45	1.41	258	3.41	1.19
36	Degree to which the administration follows written University policies (e.g., Faculty Handbook)	248	3.58	1.41	247	3.41	1.18
71	Recreational services and facilities for faculty	249	3.94	1.61	213	3.48	1.36
15	Physical plant (heat, air, maintenance, renovations, etc.)	251	3.38	1.27	274	3.55	1.17
68	Dental care	249	3.83	1.26	265	3.56	1.27
11	Classroom facilities	250	3.42	1.28	277	3.58	1.24
26	Faculty Center for Teaching and Learning	249	3.98	1.36	224	3.62	1.25
23	Distance Learning and Instructional Technology: facilities and support available to faculty.	251	4.26	1.49	197	3.64	1.18
65	Medical/health benefits	250	3.96	1.2	273	3.65	1.28
67	Sick leave benefits	249	4.4	1.43	184	3.69	1.08
39	Procedures by which department policies are made.	248	3.6	1.36	268	3.72	1.23
34	Clerical support for faculty	251	3.69	1.31	266	3.77	1.26
69	Retirement program	250	4	1.21	250	3.77	1.13
41	The quality of performance feedback provided by the department head during scheduled performance reviews.	250	3.81	1.39	259	3.8	1.22
44	Extent of feedback regarding reasons for promotion and tenure decisions.	244	4.15	1.33	227	3.8	1.18
12	Personal office facilities	249	3.64	1.3	277	3.81	1.26
17	Personal and building security	251	3.68	1.26	268	3.82	1.15
18	Libraries: holdings of books, journals, etc.	251	3.94	1.14	262	3.82	1.14
66	Educational benefits for employees and families Greenwood/MSU	250	4.26	1.37	219	3.82	1.15
43	Procedures by which promotion and tenure decisions are made.	248	4.01	1.28	249	3.84	1.15
33	Efforts are made to attract diverse students to our programs	251	3.68	1.28	241	3.85	1.04
16	Custodial maintenance of facilities	248	3.66	1.21	270	3.86	1.16
64	Life insurance program	250	4.15	1.04	249	3.95	1.03
24	Bear Claw Tutoring Center	250	4.34	1.31	186	3.95	1
32	General quality of student advisement	249	4.06	1.17	247	3.97	1.01
42	Extent to which promotion and tenure criteria are defined and made known.	248	4.15	1.21	263	3.98	1.11
22	Educational Technology Center: facilities and support available to students.	249	4.51	1.29	180	4.03	0.99
21	Educational Technology Center: facilities and support available to faculty.	251	4.25	1.24	227	4.06	1.06
14	Computer Services: facilities and computer help desk support available for students	250	4.45	1.13	215	4.09	1.03
20	Libraries: facilities and support available for students	250	4.41	1	218	4.12	1.02
13	Computer Services: facilities and computer help desk support available to faculty.	250	4.13	0.99	275	4.19	1.02
19	Libraries: facilities and support available to faculty	250	4.25	0.98	259	4.2	1.02
31	Office of Sponsored Research and Programs	249	3.84	1.57	277	4.22	1.55
70	Services and faculty use of Taylor Health & Wellness Center	248	4.36	1.03	268	4.35	0.93
	Mean	249.11	3.82		245.77	3.66	
	Standard Deviation	1.51	0.44		26.45	0.42	
	Difference in Means: 2014 Mean - 2012 Mean		0.16				
	Probability Difference in Means is Random		8.06%				

Table 5

Only Morale Survey Questions Regarding Faculty Agreement or Disagreement with Question Ranked from Lowest (Disagree) to Highest (Agree) for 2012

Likert Scale with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neutral, 4 = Moderately Agree, 5 = Strongly Agree.

Question Number	Survey Question	2014			2012		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation
74	I plan on leaving Missouri State within the next year.	250	1.83	1.33	266	1.73	1.13
54	I feel pressured to deflate grades	249	1.94	1.27	262	1.74	0.99
56	Future salary prospects look good	251	2.11	1.24	271	1.76	0.99
75	I am actively looking for other academic positions elsewhere.	247	1.96	1.36	267	1.98	1.34
57	Salary differentials that exist across Missouri State University are justified	251	2.5	1.66	255	2.01	1.21
62	Compensation for per-course faculty is appropriate.	250	3.01	1.8	218	2.22	1.14
72	I plan to retire from Missouri State within the next five years.	251	2.5	1.75	268	2.25	1.54
55	Current nine month salary is appropriate	251	2.66	1.54	263	2.38	1.3
63	Compensation for overload courses is appropriate.	250	3.19	1.82	213	2.42	1.28
53	I feel pressured to inflate grades	249	2.57	1.53	265	2.46	1.47
58	Procedures by which equity adjustment salary decisions are made are justified	249	3.11	1.71	238	2.48	1.26
59	Procedures by which performance/merit salary decisions are made are justified	249	3.13	1.72	240	2.5	1.23
60	Rate of pay for summer teaching (2.5 percent per hour) is adequate	251	3.08	1.63	228	2.54	1.28
76	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.	251	2.79	1.57	262	2.67	1.39
48	Differential teaching loads across campus is reasonable.	250	3.36	1.65	230	2.83	1.28
73	I often think about leaving this University.	251	2.93	1.53	272	2.9	1.49
47	Teaching load (number of classes, class size, student-faculty ratio, etc.) is equitable.	250	3.22	1.38	272	3.09	1.34
61	Allocation of summer teaching is adequate	248	3.56	1.54	225	3.2	1.25
50	Use and effect of per-course or unranked faculty in your department is correct	250	3.3	1.48	259	3.33	1.31
1	University priorities are where they need to be.	248	3.41	1.29	275	3.37	1.22
51	Committee assignments and duties are reasonable	250	3.45	1.31	273	3.49	1.17
52	Academic advisement load and duties are reasonable	247	3.65	1.48	254	3.54	1.16
77	I believe the University does well in showing its accountability to the public affairs mission.	251	3.55	1.31	252	3.55	1.2
10	The extent to which the Equal Opportunity policies are observed in hiring administrative personnel is appropriate	250	4.1	1.54	221	3.77	1.22
8	Overall, I am satisfied being a Missouri State University faculty member.	249	4	1.2	278	3.93	1.18
9	The extent to which Equal Opportunity policies are observed in hiring of faculty and staff is adequate.	250	4.11	1.35	242	3.97	1.21
7	Missouri State University faculty are congenial.	248	4.08	0.94	277	4.09	0.96
6	Missouri State University faculty are of high quality.	249	4.12	0.98	274	4.2	0.89
49	Assignment of classes (extent they match your interests and background) seems appropriate.	250	4.21	1.09	275	4.23	1.06
2	Missouri State University spends too small a percent of its budget upon instruction of students.	246	4.05	1.17	N.A.	N.A.	N.A.
3	Missouri State University spends too small a percent of its budget upon its core mission (instruction, research, and public affairs).	247	3.82	1.26	N.A.	N.A.	N.A.
4	Missouri State University spends too small a percent of its budget upon Administration.	246	2.04	1.37	N.A.	N.A.	N.A.
5	Missouri State University spends too small a percent of its budget upon peripheral services (e.g., academic support, student services, athletics, etc.)	246	2.42	1.43	N.A.	N.A.	N.A.
	Mean		3.14			2.92	
	Standard Deviation		0.71			0.77	
	Difference in Means: 2014 Mean - 2012 Mean		0.23				
	Probability Difference in Means is Random		23.48%				