



Faculty Survey of Success and Engagement

2024-2025 Committee on Faculty Concerns

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Introduction

The Committee on Faculty Concerns, as directed by the Faculty Senate, exists to discuss with the University Administration matters pertaining to remuneration, professional advancement, faculty-administrator relationships, and working conditions. It serves as the vehicle through which the faculty, Faculty Senate, and Administration may initiate issues or matters of concern for discussion and consideration and invites the submission and receive items of concern from faculty members, administrators, or groups of the same for discussion. The Committee consists of members from every college and the library.

This report describes the aggregate data and paraphrased comments obtained from the survey. The objective of the survey this year was to examine faculty members' attitudes toward several aspects of MSU including:

- [Recruitment and Hiring](#)
- [Benefits](#)
- [Empowerment and Representation](#)
- [Job Security and Working Conditions](#)
- [University Culture](#)
- [Pay and Compensation](#)
- [Skills and Career Advancement](#)

Focus/Need for Next Year

One of the question-sets asked survey takers to rank the eight aspects focused on in this survey. People ranked them from 1-8, in order of importance within this next year. A choice of 1 was the most important and 8 the least important. This was done in hopes that it may help the Faculty Senate, administration, and faculty come together to highlight plans for change and communicate work being done in these areas. The information contained later in this report provides further details.

TABLE 1 - RANKED FOCUS/NEED FOR NEXT YEAR – BASED ON FACULTY CHOICE OF IMPORTANCE

Position Title	Ranking	Mean
<u>Pay and Compensation</u>	1	2.1
<u>Organizational Culture</u>	2	4.0
<u>Empowerment and Representation</u>	3	4.1
<u>Job Security and Working Conditions</u>	4	4.2
<u>Benefits</u>	5	4.3
<u>Working conditions</u>	6	4.4
<u>Recruitment and Hiring</u>	7	5.1
<u>Skills and Career Advancement</u>	8	5.8

For a comparison and as a summary of the questions further described below, the table below uses a second method to sort or rank categories. It sorts the question groups based on the level of disagreement with the statements. As the level of disagreement increases, the median value for each question group decreases. Again, this table provides a basis for people to talk about what changes to prioritize.

TABLE 2 - RANKED FOCUS/NEED FOR NEXT YEAR - BASED ON QUESTION CATEGORIES

Position Title	Median	Mean
<u>Pay and Compensation</u>	2	2.25
<u>Empowerment and Representation</u>	2	2.41
<u>University Culture</u>	3	2.81
<u>Recruitment and Hiring</u>	3	3.10
<u>Skills and Career Advancement</u>	3	3.13
<u>Job Security and Working Conditions</u>	3	3.14
<u>Benefits</u>	4	3.34

Methods

The Faculty Survey of Success and Engagement was developed by the Faculty Senate's Committee on Faculty Concerns in 2023. To encourage more in-depth feedback, the committee also included open-ended response options through comment boxes at the end of each section. All responses to this survey were anonymous.

Instrument

The survey was organized into seven sections, each reflecting the key areas outlined in the introduction. At the end of the survey, participants were asked to prioritize eight areas for future focus and improvement over the next year. This was done by separating "Job Security" and "Working Conditions" into two distinct categories, expanding the original seven areas to eight. Each section included between four and eleven statements, which respondents rated using a five-point Likert scale: 1 – Strongly Disagree, 2 – Disagree, 3 – Neither Agree Nor Disagree, 4 – Agree, and 5 – Strongly Agree. After each set of scaled questions, participants had the opportunity to provide additional feedback through an

open-ended comment box. In the section focused on University Culture, respondents were also invited to answer a specific open-ended question about their main reason for continuing their role as faculty at MSU.

Distribution

The survey population was identified using faculty records from the Banner system, and distribution was managed through Watermark. The population included all individuals classified as tenure-track or tenured faculty, clinical faculty, instructors, and per-course instructors. Individuals listed in administrative roles, such as deans or associate provosts, were excluded based on their Banner classification. Survey invitations were emailed directly through Watermark, with unique links assigned to each participant to ensure that only one response could be submitted per person. The survey remained open from March 24, 2025, to April 6, 2025, and was sent to 684 people.

Completion Rate and Participant Demographics

Two demographic questions were included in the survey, specifically asking respondents to indicate their faculty rank and the academic college to which they belong. During the response window, a total of 219 faculty members completed the survey, resulting in a 32% participation rate. Not every respondent answered every question or provided comments. The largest group of participants were the Tenure or Tenure-Track faculty (73%). Response rates by college were also recorded (see Table 2), though smaller units like the library posed a potential risk of identifying individuals due to low numbers. While Reynolds College of Arts, Social Sciences, and Humanities had the largest number of surveys returned (27%), McQueary College of Health and Human Services followed closely behind (26%).

TABLE 3 - RESPONSE BY POSITION TITLE (N=219)

<i>Position Title</i>	<i>Number of responses</i>	<i>Response Rate</i>
<i>Tenure Track Faculty</i>	161	31.4%
<i>Instructor</i>	27	27.8%
<i>Clinical Faculty</i>	22	33.3%
<i>Not Provided</i>	9	NA

TABLE 4 - RESPONSE BY COLLEGE

<i>College</i>	<i>Number of responses</i>	<i>Response Rate</i>
<i>McQueary College of Health & Human Services</i>	57	24.9%
<i>Reynolds College of Arts, Social Sciences, & Humanities</i>	60	16.5%
<i>College of Education</i>	23	20.9%
<i>College of Business</i>	26	17.2%
<i>College of Natural & Applied Sciences</i>	25	20.5%
<i>Darr College of Agriculture</i>	7	17.9%
<i>Meyer Library</i>	5	62.5%
<i>Not Provided</i>	17	NA

Data Analysis

The data were analyzed using Microsoft Excel, which was used to organize, calculate, and interpret survey results. Means and medians for survey categories (from Table 2) were determined by combining all results from all questions in that question group. Committee members reviewed the open-ended responses—gathered through comment boxes

included in each section—by dividing the content among themselves. They identified recurring themes, selected representative comments to illustrate those themes, and compiled summary findings.

Results

The results of the survey and analysis are included here. Each of the seven sections contains quantitative and qualitative data from the respective aspects of MSU identified in the survey. You can find further data in the appendixes.

Recruitment and Hiring

Survey results regarding recruitment and hiring showed that the majority of survey participants agreed or strongly agreed (56.62%) that MSU recruits faculty from a wide variety of sources of talent, and that MSU uses qualification-based hiring practices (56.88%). However, only 37.90% agreed or strongly agreed that MSU hires enough support staff to meet faculty needs. For onboarding, 38.35% agreed or strongly agreed that MSU policies and procedures are successful, with the most popular option (35.16%) being neither agree nor disagree. Only 24.66% agreed or strongly agreed that MSU policies and procedures for retention are successful, with 45.67% choosing disagree or strongly disagree.

TABLE 5 - RECRUITMENT AND HIRING – CENTRAL TENDENCY (N=219)

Statement	Median	Mean	Standard Deviation
Q1. MSU recruits faculty from a wide variety of sources of talent.	4	3.47	0.95
Q2. MSU hires acceptable numbers of support staff to meet faculty needs.	3	2.84	1.13
Q3. MSU utilizes qualification-based hiring practices.	4	3.44	1.02
Q4. MSU policies and procedures for onboarding are successful.	3	3.09	0.98
Q5. MSU policies and procedures for retention are successful.	3	2.68	1.02

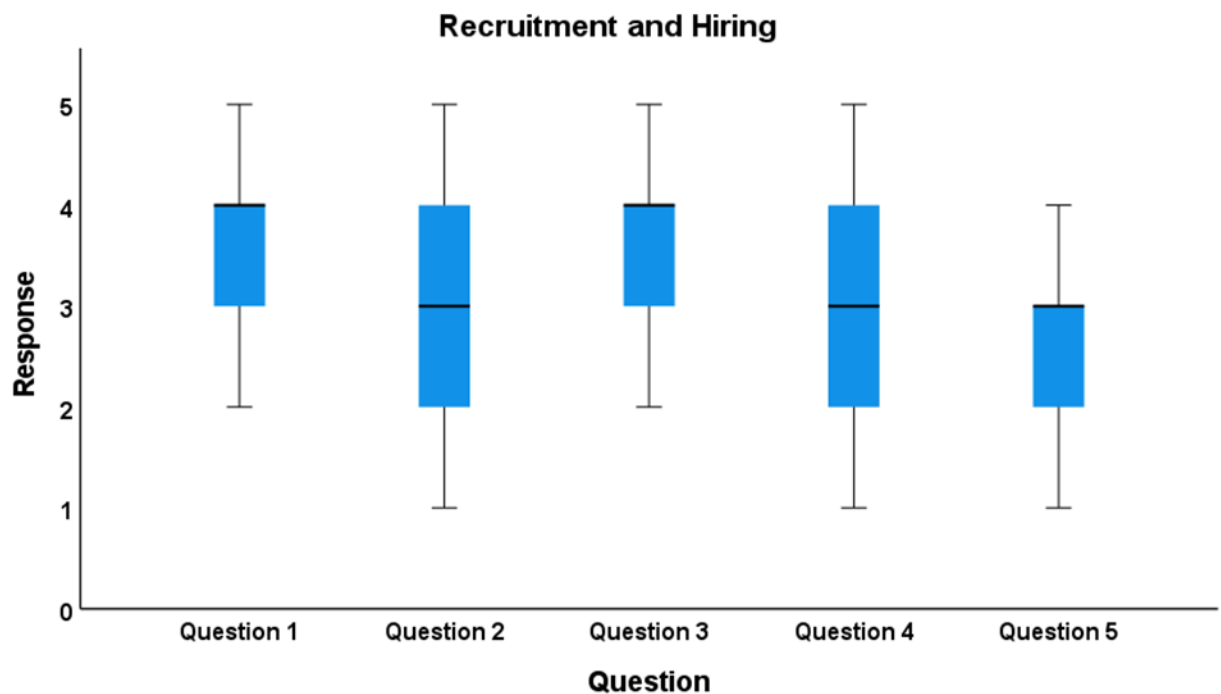


FIGURE 1

The comments on recruitment and hiring were reviewed and analyzed. A total of 83 comments were submitted which provided insight into respondents' concerns and thoughts regarding the section. Of these 83 comments, 84% were expressing concerns and criticism, while 10% provided positive feedback.

The principal theme identified in this section by respondents (26/83) was the issue of fairness in the hiring processes. The following paraphrased statements are representative of this sentiment:

- *I feel that positions are granted based on inside favoritism rather than qualifications.*
- *Decisions seem overly influenced by external voices or outdated processes, which can unnecessarily narrow the applicant pool and exclude strong candidates.*
- *My college hires too many people originally from Springfield or MSU alumnus.*
- *In my department, we do not recruit faculty from a wide variety of sources. Instead, a very large percentage of the faculty (profs, instructors, and adjuncts) attended MSU.*
- *Sometimes, the fact that an applicant is from the area overrides all other considerations.*
- *Some colleges engage in questionable hiring practices.*
- *Hiring choices seem to be a bit subjective... not always are the best candidates chosen for a variety of "unspoken" reasons.*
- *Hiring is based on who knows who and favors being traded.*
- *It is not consistent in who gets to make the decisions on hiring, whether it's the search committee, the school director, or dean.*

The other major themes from recruitment and hire were compensation and workload concerns, with 19/83 comments dedicated to compensation and 15/83 related to workload. The following statements are representative of these sentiments:

- *Many BIPOC faculty and staff have left or been pushed out of MSU in recent years. The salaries are uncompetitive and the environment does not promote belonging.*
- *We do not pay enough to recruit and retain talent that isn't already tied to MSU.*

- *Our falling behind in salaries is creating a vicious cycle of losing our best talent, and attracting faculty who don't have the strength of the faculty we lose.*
- *Our major challenge is pay for new faculty and staff, but I realize the University is likely doing what it can in that area and that resources are simply limited.*
- *We need clearer (and more equitable) spousal accommodation policies and practices to recruit and retain strong faculty; faculty salaries are not competitive.*
- *Retention is getting more difficult. There are no merit raises and equity in salaries is not supported sufficiently financially. Faculty lines are not being replaced leaving us with the pressure to keep up enrollment without the faculty to handle the load.*
- *Our department has recently been having difficulty attracting and retaining faculty members due to the large volume of administrative work required (in addition to basic teaching and research duties), and also due to the relatively low salaries being offered (compared to similar jobs available at other institutions/organizations).*
- *We lose a lot of great faculty in our department due to poor work/life balance. They are expected to serve on too many committees and are assigned too many other responsibilities other than teaching and research.*
- *Faculty are strained by more work and less help. Brightspace office was unable to help when needed, and we (faculty) are constantly asked to do more work by administration that is outside our teaching and advising.*
- *A lack of clarity in teaching loads does frustrate some highly qualified faculty into leaving.*

Benefits

Survey results regarding benefits showed that at the median, participants “agreed” with the questions (See Table 2). People were more agreeable to questions about benefits than any other type of question. When looking at individual questions and the median responses, people tended to agree or “neither agree nor disagree” with the questions in this category. It is important to note for future report construction, that the instrument can be improved in this section by allowing a does not apply choice. Some questions below are particular to life choices.

TABLE 6 – BENEFITS – CENTRAL TENDENCY (N=219)

Statement	Median	Mean	Standard Deviation
Q6. MSU tailors benefits to needs of MSU faculty.	4	3.27	1.07
Q7. MSU health benefit options are acceptable.	4	3.49	1.12
Q8. MSU additional health benefit options (cafeteria plan, wellness benefit, classes, etc.,) are acceptable.	4	3.69	0.93
Q9. MSU mental health benefits are acceptable.	3	3.19	1.09
Q10. MSU paid time off benefits are acceptable	3.5	3.43	0.91
Q11. MSU retirement savings programs are acceptable.	4	3.52	0.99
Q12. MSU financially supports learning and continuing education.	4	3.25	1.09
Q13. MSU childcare benefits are acceptable.	3	2.77	0.87
Q14. MSU eldercare benefits are acceptable.	3	2.83	0.77
Q15. MSU provides acceptable financial planning and wellness education to faculty.	3	3.34	0.92
Q16. MSU encourages benefit enrollment and usage.	4	3.94	0.87

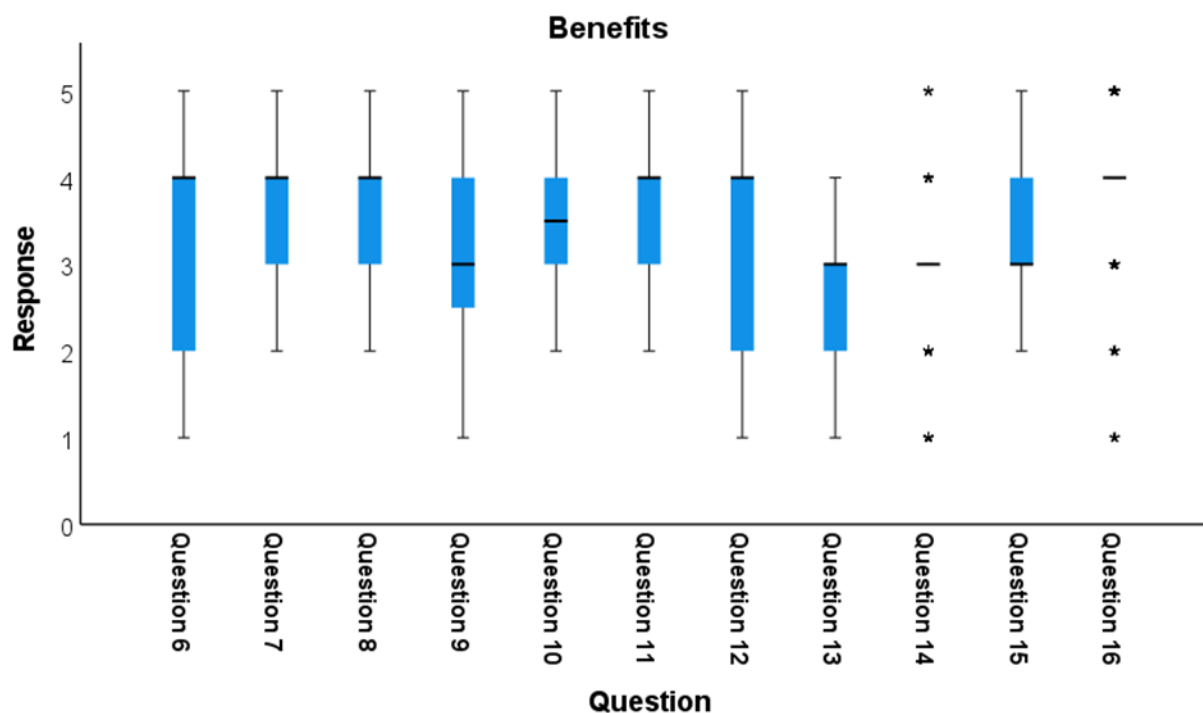


FIGURE 2

The comments related to benefits were reviewed and analyzed. A total of 69 comments were submitted which provided insight into respondents' concerns and thoughts regarding the section. Of these 43 comments, 62.3% expressed concerns and criticism, 14.5% provided positive feedback, and 11.6% were neutral.

The principal theme identified in this section by respondents (17/69) was the issue of health insurance. Comments were sometimes positive and sometimes negative. The following paraphrased statements are representative of this sentiment:

- Healthcare costs are difficult. I have to choose between filling medication and being able to pay other bills.
- The university provides useful health insurance. It is expensive but we are better off than many people.
- Magers clinic and its doctors are a big help in keeping costs down. It would be nice if they had a pediatrician available.
- Working within the Mercy network is restrictive and causes care delays.
- I am a remote faculty person and finding doctors is frustrating.

Another major theme related to benefits was childcare, with 9/69 comments dedicated to it. The following statements are representative of these sentiments:

- Childcare? I didn't think MSU provided that.
- As a new faculty person, it was very difficult to find childcare for my child due to the long waiting lists in Springfield. MSU policies/services provided no help.
- While there is a childcare center on campus, it does not give a meaningful discount for MSU employees.

Another major theme related to benefits was retirement, with 7/69 comments dedicated to it. The following statements are representative of these sentiments:

- It is not easy to find information about retirement options and get advice related to those options.
- The university should do more to inform faculty of their choices, once they become eligible for MOSERS.
- The retirement options outside of MOSERS are miserable.

Another major theme related to benefits was maternity leave, with 5/69 comments dedicated to it. The following statements are representative of these sentiments:

- The information from HR and other sources is inconsistent as it relates to maternity leave. A recent faculty hire was told we do not have maternity leave, but we do.
- The university could take some easy steps to make expectant mothers feel more supported. A “New Bear” pamphlet or kit could really help.

Empowerment and Representation

Survey results regarding empowerment and representation showed that at the median, participants “disagreed” with the questions (See Table 2). When looking at individual questions and the median responses, people tended to disagree with the questions in this category. The questions the faculty were most likely to disagree with were related to retaliation and faculty concerns.

TABLE 7 – EMPOWERMENT AND REPRESENTATION – CENTRAL TENDENCY (N=219)

Statement	Median	Mean	Standard Deviation
Q17. MSU gives faculty a meaningful voice through formal structures that protect the workforce.	2	2.49	1.17
Q18. MSU ensures that faculty can organize and/or be represented and have access to senior leadership.	3	2.61	1.22
Q19. MSU adequately assesses faculty satisfaction and engagement.	2	2.49	1.17
Q20. MSU empowers faculty to speak out without fear of retaliation.	2	2.29	1.10
Q21. MSU effectively responds to faculty concerns.	2	2.18	1.04

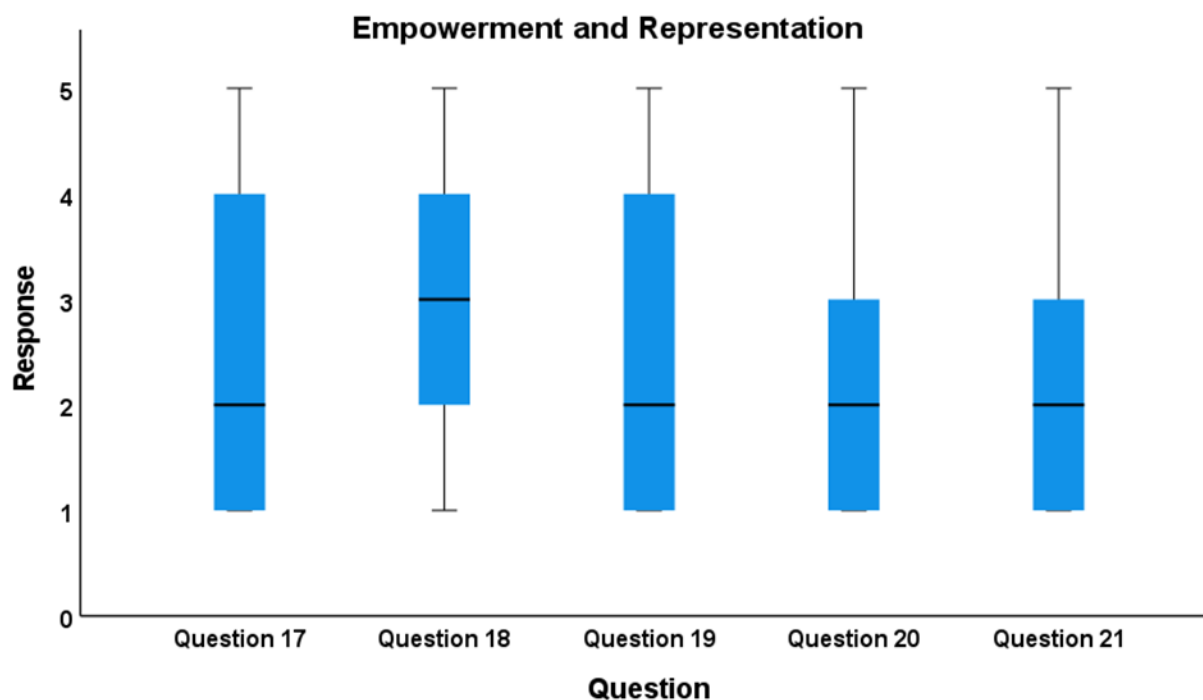


FIGURE 3

The comments for empowerment and representation were reviewed and analyzed. A total of 83 comments were submitted which provided insight into respondents’ concerns and thoughts regarding the section. Of these 70 comments, 84.3% were expressing concerns and criticism, 8.4% were neutral, 2.4% expressed both positive and negative sentiments, while 1.2% provided positive feedback.

A primary theme identified in this section by respondents (14/83) was the issue of retaliation. The following paraphrased statements are representative of this sentiment:

- I have been warned not to speak up or there will be consequences.
- When our previous president was here, I would have expected retaliation for speaking up. I hope things will be different now.
- There is retaliation in my college for speaking out and we can't even ask questions without those questions being thought of as complaints. It is unclear what steps I can take to protect myself when this happens.
- Untenured people are afraid to speak up and say no due to fear of retaliation.
- Some colleges are better than others and it is dependent on leadership. The leadership skills vary widely and there is little accountability for bad leaders.

Another major theme related to empowerment and representation was faculty feedback being ignored, with 12/83 comments dedicated to this topic. The following statements are representative of these sentiments:

- There are processes in place for faculty speak up, but that speaking and the resulting actions are ineffective because administration does not change anything as a result.
- We as faculty, and this survey, assess things and speak loudly about those assessments but what we need is action.
- Our department, including the department head, have been asked to participate in the decision-making process at times but when we present a decision, the administrator does something else.

Another major theme was the idea of faculty having an ombudsperson, with 8/83 comments dedicated to this. The following statements are representative of these sentiments:

- The Faculty Senate has asked for an ombudsperson, but the board of governors has chosen not to follow through with the request.
- If we had an ombudsman, we would not be as likely to fear retaliation.

While themes are one way to categorize the comments, another way is based on who the comments are about. Such comments covered a wide swath, and they are enumerated as follows: deans (14/83), board (13/83), president...new and old (12/83), academic unit leaders (6), faculty senate (1), state government (1), federal government (1). The representative comments below cover some of these positions and other regular themes not mentioned above.

- The dean makes decisions behind closed doors without asking anybody questions ahead of time. When asked about those decisions the replies are defensive.
- When the Faculty Senate voted "no confidence" related to President Williams, the MSU Board of Governors didn't even acknowledge that in their decision to keep the president.
- Our academic unit leader stays in their office and when they make a decision related to our program, they don't even ask the people who know most about our program.
- Campus administration quickly yielded pressure from the state related to DEI, before it was even required.

Job Security and Working Conditions

Survey results regarding job security and working conditions showed that at the median, participants "agreed" or "neither agreed nor disagreed" with the questions. When looking at individual questions and the median responses, people agreed with the questions in this category more than they disagreed. Comments indicated that people often agreed with the question about some parts of the university and disagreed with the same question about other parts.

TABLE 8 - JOB SECURITY AND WORKING CONDITIONS - CENTRAL TENDENCY (N=219)

Statement	Median	Mean	Standard Deviation
Q22. MSU policies and procedures promote job security.	4	3.30	1.00
Q23. MSU ensures that faculty have safe and sanitary facilities.	3	2.99	1.20
Q24. MSU policies and procedures ensure that faculty are psychologically safe, without fear of intimidation or neglect.	3	2.75	1.14

Q25. MSU policies and procedures ensure that faculty are physically safe, without fear of intimidation or neglect.	3.5	3.20	1.09
Q26. MSU ensures that faculty have adequate facilities and resources to meet instructional needs.	3	2.99	1.22
Q27. MSU protects faculty data and information.	3	3.36	0.94
Q28. MSU offers clear and reasonable workload policies to all faculty.	3	2.96	1.22
Q29. MSU has acceptable resources to increase accessibility.	3	3.29	0.97
Q30. MSU offers acceptable flexible and/or remote work options.	4	3.39	1.12

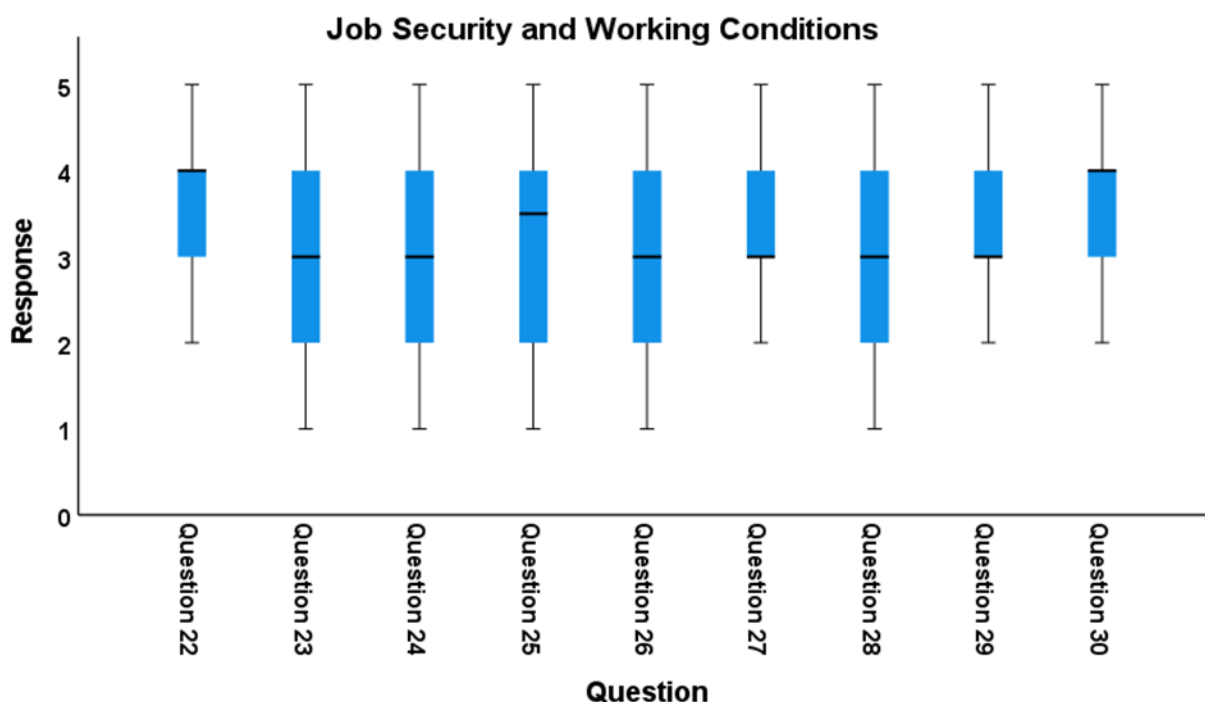


FIGURE 4

The comments on job security and working conditions were reviewed and analyzed. A total of 87 comments were submitted, which provided insight into respondents' concerns and thoughts regarding the section. Of these 55 comments, 63.2% expressed concerns and criticism, 12.6% expressed both positive and negative concerns, while only 1.2% provided positive feedback.

The principal theme identified in this section by respondents (34/87) was the issue of cleanliness and building upkeep. Some respondents acknowledged a difference from one location to the next. The following paraphrased statements are representative of this sentiment:

- It is nice to get new buildings but that doesn't seem wise considering many other buildings are broken in many ways.
- The budgets for cleaning and maintaining buildings should be increased.
- Come to building X and see for yourself. You will find dirty restrooms, moldy ceilings, and trash that has not been emptied.
- Either the university refuses to spend the money to fix building leaks or the people they hire get paid without accomplishing the goal.
- Today it rained *in* my classroom.

Another major theme from the job security and working conditions section was that of workload with 19/87 comments dedicated to it. The following statements are representative of these sentiments:

- Our department either does not provide clear workload guidelines or doesn't follow through with them.

- Workload levels are not evenly maintained in our department and it is the favored group or the squeaky wheels that get their way.
- Equal workload distribution depends on who your supervisor is and it has been that way for 20 years.
- There is a difference between credit hours and contact hours that should be considered when looking at workload.

Another theme related to job security and working conditions was that of unfair treatment by supervisors. There were 16/87 such comments represented by the following statements:

- Civil discussions seem much more difficult when there are dissenting viewpoints. Supervisors don't want to hear multiple perspectives.
- After being yelled at by my supervisor I now fear such meetings.

Other themes in the comments include a lack of flexible working environment, physical security issues, and a lack of support related to classroom teaching equipment and software.

- People in my college have received death threats and rather than improving the situation, college administration made it worse.
- If I teach all online classes, why do I have come to the university for meetings that could be held online or hybrid?

University Culture

Survey results regarding University Culture showed that only about one third of survey participants agreed or strongly agreed with three of the four statements in this section: (a) MSU respects, values, and trusts faculty; (b) MSU successfully prepares for and actively manages change in higher education; and (c) MSU senior leadership encourages transformation and innovation from faculty (35.05%, 34.25%, and 31.80%, respectively). A larger population of the respondents either disagreed or strongly disagreed with the same statements (42.86%, 42.01%, and 41.94%, respectively). These numbers were essentially reversed for the statement that MSU long-range plans are communicated well to faculty (41.48% positive, 32.72% negative). The results further showed that for all four statements, significantly more responses (3-5 times) specifying Strongly Disagree were submitted than those specifying Strongly Agree.

TABLE 9 - UNIVERSITY CULTURE - CENTRAL TENDENCY (N=219)

Statement	Median	Mean	Standard Deviation
Q31. MSU respects, values, and trusts faculty.	3	2.74	1.21
Q32. MSU successfully prepares for and actively manages change in higher education	3	2.79	1.14
Q33. MSU long-range plans are communicated well to faculty.	3	2.97	1.17
Q34. MSU senior leadership encourages transformation and innovation from faculty	3	2.72	1.20

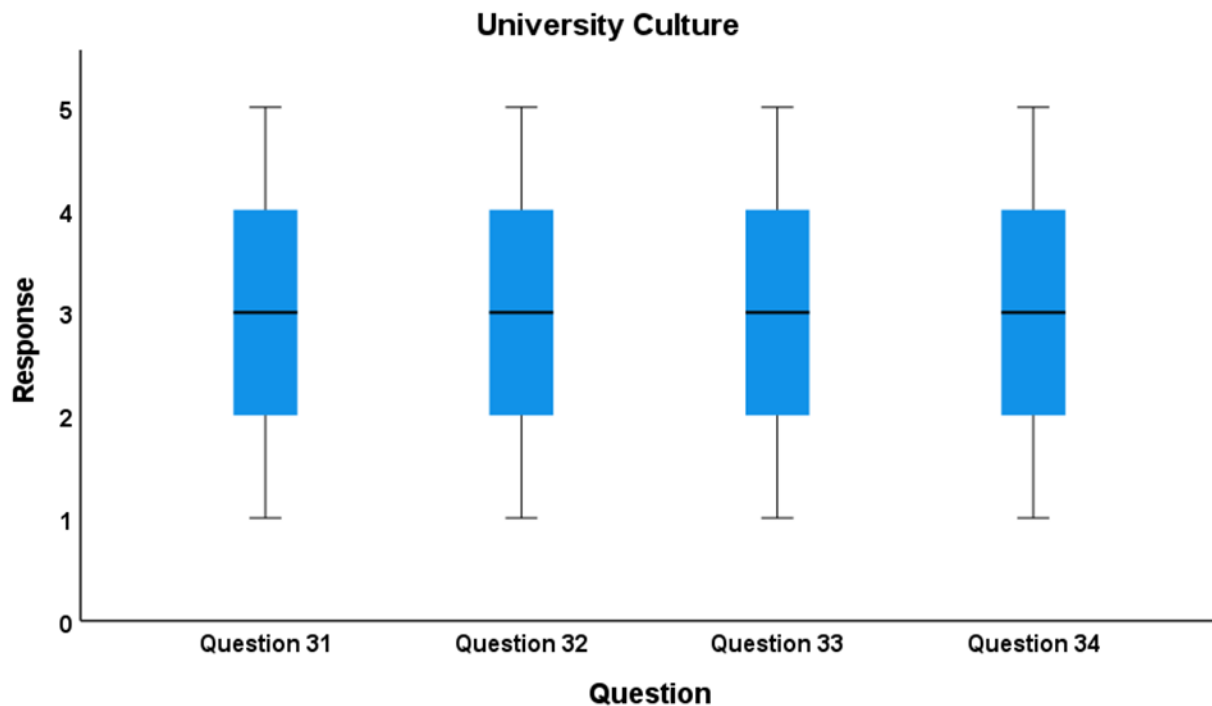


FIGURE 5

The comments for University Culture were reviewed and analyzed. A total of 84 comments were submitted which provided insight into respondents' concerns and thoughts regarding the section. Of these 84 comments, 81% expressed concerns and criticism, while 17% contained positive or hopeful feedback.

The principal theme identified in this section by respondents (30/84) was the issue of administrative transparency and ethical leadership. The following paraphrased statements are representative of this sentiment:

- *Bureaucracy occurs and decisions are made behind closed doors. The faculty is only informed.*
- *The previous administration used fear and secrecy to lead, which of course does not represent our base principle of ethical leadership.*
- *While transparency is frequently cited as a core value by our leadership, that rhetoric does not align with faculty experiences.*
- *Processes that should be transparent have instead been handled in opaque and inconsistent ways.*
- *The responsiveness to faculty concerns is discouraging and makes for a toxic environment.*
- *The situation with our current president is unfortunate and has led to a great deal of mistrust between the board of governors and the campus community.*
- *I'm disappointed in the board for not taking action against the new president when his behavior at his previous university was reported.*
- *The school's recent reorganization was rolled out rapidly and without sufficient planning.*
- *There is a lack of opportunities for faculty to participate in meaningful leadership roles, and it seems that the same group of people are always being selected due to personal networks.*
- *Communication is pretty poor between the president and the faculty and students. And it feels very reactionary, rather than pro-actively telling us what's going on or on the horizon.*
- *We need to see ethical leadership, cultural competency demonstrated at the highest levels.*
- *Some of the most significant decisions made in recent years that impact our department have been made without any input from the faculty.*

Two other major themes from University Culture were concerns over the respect, value, and trust of the faculty, as well as compensation and resource allocation, with 26/84 comments dedicated to respect, value, and trust, and 14/84 dedicated to compensation and resource allocation. The following statements are representative of these sentiments:

- *I feel like MSU aspires to a University Culture that respects, values, and trusts faculty, but often is not resourced enough to achieve it.*
- *The faculty does so much but has no voice.*
- *Requests for equitable pay seem to 'annoy' the administration, which feels retaliatory.*
- *The administration ignores and does not care for faculty concerns.*
- *I care deeply about my students and colleagues but am not confident the university feels the same about us.*
- *It seems that an 'us versus them' climate exists between admin and faculty.*
- *I have a sense that administrators typically treat faculty as nuisances who get in the way of what administrators want to do, rather than as participating members of shared governance.*
- *The University culture does not seem to value the contributions of the faculty nor reward the contributions and time commitments of the faculty.*
- *The current university culture has become one in which trust between faculty and administration is deeply fractured.*
- *In our department, faculty salaries are such that we can only attract candidates who do not need money, like those with spouses who are the household's primary wage-earner. This translates to essentially no diversity, including a monogendered faculty, which is harmful to the profession.*
- *It is insulting when a newly hired junior faculty member in one discipline makes more than an accomplished, award-winning, senior faculty member in another. We are doing the same job and should have slightly closer pay scales.*
- *Merit based promotions, raises, and recognition would be appreciated.*
- *Senior leadership is more concerned with athletics than academics. The salary raises for coaches due to changing conferences is an insult to all hard-working faculty members who are not even making CUPA salaries.*
- *Allocate funds toward academics and help us to strengthen our academic programs, NOT our sports teams.*

When asked the main reason for continuing as faculty with MSU, an open-ended question, the responses were mainly focused along the 10 themes listed in Table 8 below. There was a total of 123 respondents to this question. There were 10/123 (8.1%) responses that were not usable for data analysis - 2 entered "N/A" and 8 entered "off-topic" responses.

TABLE 10 - REASONS FOR CONTINUING AS FACULTY MEMBERS AT MSU (N=123)

<i>Reason</i>	<i>Response (Percentage)</i>
<i>Students/love of teaching</i>	67 (54%)
<i>Inability to find a better job</i>	26 (21%)
<i>Colleagues</i>	17 (14%)
<i>Connection to family/community</i>	13 (11%)
<i>Salary/benefits</i>	12 (10%)
<i>Nearness to retirement</i>	11 (9%)
<i>Job security/tenure</i>	10 (8%)
<i>University culture</i>	7 (6%)
<i>Workload balance</i>	5 (4%)
<i>Job flexibility</i>	5 (4%)

Pay and Compensation

Survey results regarding pay and compensation were the lowest, as a section of the survey. Analysis revealed that the majority of faculty did not agree, or strongly did not agree, to any question in this section. The majority of respondents disagreed with MSU providing competitive faculty wages (73.06%). This is over 4% higher than last year's survey. A majority of respondents (57.53%) disagreed that MSU assesses and updates policies to reduce pay inequities. When asked if MSU assesses and publishes pay ranges, segmented in meaningful ways, 55.75% neutral or said that they did. A majority of respondents (61.57%) said that they disagreed with the statement MSU ensures that compensation practices are equitable and transparent. Finally, 72.81% disagreed that MSU demonstrates fairness and recognition by compensating faculty for improving performance.

TABLE 11 - PAY AND COMPENSATION - CENTRAL TENDENCY (N=219)

Statement	Median	Mean	Standard Deviation
Q36. MSU provides competitive faculty wages.	2	2.02	1.07
Q37. MSU assesses and updates policies to reduce pay inequities.	2	2.32	1.09
Q38. MSU assesses and publishes pay ranges, segmented in meaningful ways.	3	2.61	1.14
Q39. MSU ensures that compensation practices are equitable and transparent.	2	2.25	1.11
Q40. MSU demonstrates fairness and recognition by compensating faculty for improving performance.	2	2.03	1.06

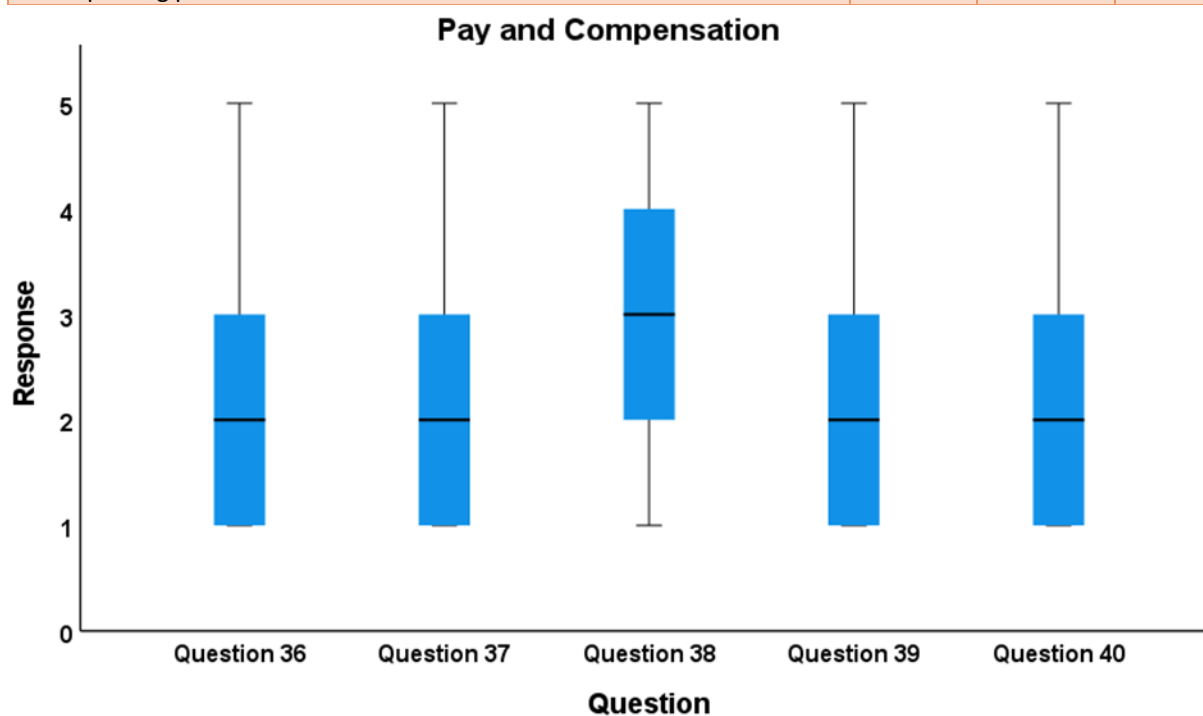


FIGURE 6

The comments regarding pay and compensation were reviewed and analyzed. A total of 96 comments were submitted which provided insight into respondents' concerns and thoughts regarding the section. Of these 96 comments, all of them expressed some level of concern and criticism, while only about 2% included positive feedback. There were five major themes identified in the comments including: (1) equity issues within the university, (2) a lack of competitive pay compared to other institutions, (3) a lack of merit or performative pay increases, (4) inflation and the cost-of-living, and (5) a lack of transparency.

The two principal themes identified in this section by respondents were the issue of equity within the university and a lack of competitive pay. Fifty-one of the 96 comments focused on these two areas as their main points. The following paraphrased statements are representative of this sentiment:

- *Our compensation is very lacking. The increases from rank to rank haven't changed in decades and are quite small compared to most other universities. We talk repeatedly about striving to grow and become more competitive, however, continually look backwards for salary comparisons.*
- *As I stated earlier, the pay for our department is very low, considering the pay our clinicians can make providing direct care. This limits our ability to attract diverse faculty.*
- *When new faculty members can earn more than faculty that have been here for 10 years - I'd say MSU does not value experience and leadership. We shouldn't have to beg for fair compensation.*
- *The pay and compensation at MSU are abysmal and one of the key reasons faculty leave when presented with an opportunity.*
- *People should not have to ask for equity adjustments.*
- *We all know that wages are lower than the national standard, even when cost of living is taken into account.*
- *Pay and work expectations are not aligned. We are paid as if we are a small regional school but the research expectations are those of an R1.*
- *Faculty salaries are below CUPA and AAUP data and in common to other similar institutions.*
- *I'm in a low-paid unit. I took a pay cut to join faculty.*
- *I can see that new assistant professors are being hired at universities across the country at salaries above the one I have worked up to with tenure and cost of living adjustments over more than a decade.*

Two other major themes from the comments dealt with the lack of a merit-based system and the cost of living/inflation, with 28/96 comments dedicated to these two topics. The following statements are representative of these sentiments:

- *Newsflash - there is no merit pay. There is no transparency on who gets equity adjustments and some department heads discourage faculty from completing the necessary form.*
- *[N]o compensation for improving performance.*
- *The faculty wages are far from competitive and getting worse each year. They do not keep up with inflation and have been very low compared to similar institutions. There is no compensation for improving performance. Tenure and promotion is treated as an issue of time, not increasing performance.*
- *Cost-of living increases are not enough to keep up with inflation.*
- *Bring back merit, please.*
- *Inflation and cost of living are terms that come to mind.*
- *MSU definitely does not compensate faculty for improving performance. I see this with so many faculty across campus - they do the minimum yet still obtain raises and financial improvements. I believe compensating faculty for performance (i.e., teaching evaluations, research outcomes, etc) would greatly enhance morale.*
- *All of our raises are the same, never based on merit. Our pay increases don't keep up with inflation. Nothing about my pay is tied to how much I care about this work or how much I excel at it.*
- *Now that the cost of food and housing in Springfield increased considerably, it is hard to attract talent people.*

Finally, 14 of the 96 comments focused on the theme of MSU lacking transparency regarding pay and compensation. The following statements are representative of these sentiments:

- *I think there should be more transparency in compensation/approved time for faculty sabbaticals particularly in regard to gender equity.*
- *Real transparency is too scary for the administration because then we would know where all the tuition money goes and how little of it is actually used for academic purposes.*
- *We are told that [...] the university 3 million dollars in the hole. How much money is the administration cutting from their budget to make up for that?*
- *There is not now, nor has there ever been much transparency from MSU in regards to either salaries or equity adjustments.*
- *The reason some people get adjustments or salary increase and others don't is never transparent. Also, when you look at the workload of a full time instructor and a tenure track (associate), the salary difference is small, approximately 8,000 in my department. That is very discouraging, when faculty with PhDs accumulate 4 to 6 years more of education (5 years, in my case) and have other duties.*
- *People have suggested i apply for equity, but no one seems to know how to do that.*

Skills and Career Advancement

Survey results regarding skills and career advancement showed that at the median, people neither agreed nor disagreed with the positive statements. When looking at individual questions and the median responses, people agreed with the questions in this category more than they disagreed, as the three questions with a median of four indicate.

TABLE 12 - SKILLS AND CAREER ADVANCEMENT - CENTRAL TENDENCY (N=219)

Statement	Median	Mean	Standard Deviation
Q41. MSU offers multiple ways for faculty to gain skills and progress in their roles.	4	3.26	1.05
Q42. MSU offers free or low-cost options to advance skills for faculty.	4	3.32	1.03
Q43. MSU supports faculty serving in administrative roles.	3	3.08	1.07
Q44. MSU provides ongoing and timely performance reviews and promotions.	4	3.60	0.99
Q45. MSU uses mentoring, coaching, and sponsorship to advance faculty.	3	2.93	1.15
Q46. MSU ensures that faculty have adequate facilities and resources to meet research needs.	3	2.58	1.19

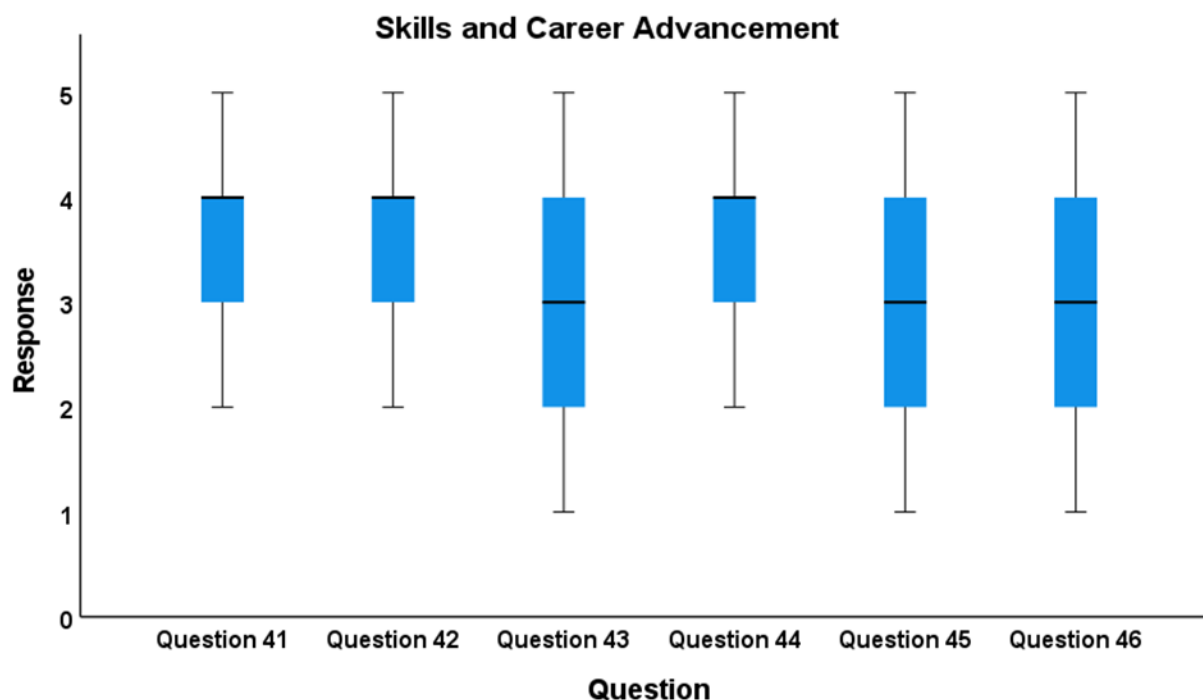


FIGURE 7

The comments on skills and career advancement were reviewed and analyzed. A total of 63 comments were submitted which provided insight into respondents' concerns and thoughts regarding the section. Of these 63 comments, 77.8% expressed concerns and criticism, while 10.5% provided positive feedback. The rest of the comments were neutral or mixed.

The principal theme identified in this section by respondents 21/63 was the issue of research support. The following paraphrased statements are representative of this sentiment:

- While the university talks about increasing research and creates policies to do so, there is a lack of support to accomplish that goal.
- I cannot perform my research without necessary equipment. I must do the research off campus and student involvement is more difficult because of this.
- Research grants and summer stipends are helpful.
- Modern research in my field requires data sets and those are expensive. My college has not funded such data sets, and the library hasn't either.

Another major theme relates to travel, with 12/63 comments dedicated to these two topics. There were some positive but mostly negative comments. The following statements are representative of these sentiments:

- My department doesn't provide enough money for even one conference per year.
- I am glad that there is travel money available.
- The loss of the international travel grants makes research very difficult in my discipline.

Other major themes and related comments include mentoring (10/63), administrator accountability and support for growing into administrative roles (9/63), and teaching support (3/63).

- I have been promised release time to take on extra duties but administration has never followed through.
- The little mentoring I have received has been bad advice.
- The FCTL and LEAD series are very helpful and useful to those who take time to participate and learn.
- Mentoring is strongly encouraged by policy but lackluster in implementation.

- I would like to become an administrator in the future but there are few opportunities for me to learn and practice how.

Appendix A – Survey Instrument

See below.

Appendix B – Detailed results

See below.

Appendix C -

The attached file called “FacultyConcernsReport-2025-appendix3.pdf” contains a CSV file of the Likert scale results. The comment data, position, and college fields are not present.

Missouri State University - Office of Assessment
2025 SP - Faculty Survey

Question 1

This survey was created by the Faculty Senate’s Committee on Faculty Concerns.

The results of this survey will be anonymous. Your **comments** to this survey, while anonymous, will be seen by members of the Faculty Concerns Committee. The report to the faculty senate will include only generalized types and forms of the original comments and will not contain the original comments or any names mentioned in the comments themselves.

Question 2

*

Recruitment & Hiring

	(1) Strongly Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Strongly Agree
MSU recruits faculty from a wide variety of sources of talent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU hires acceptable numbers of support staff to meet faculty needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU utilizes qualification-based hiring practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU policies and procedures for onboarding are successful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU policies and procedures for retention are successful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 3

Please enter any comments regarding Recruitment and Hiring:

Question 4

* Benefits

	(1) Strongly Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Strongly Agree
MSU tailors benefits to needs of MSU faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU health benefit options are acceptable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU additional health benefit options (cafeteria plan, wellness benefit, classes, etc.) are acceptable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU mental health benefits are acceptable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU paid time off benefits are acceptable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU retirement savings programs are acceptable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU financially supports learning and continuing education.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU childcare benefits are acceptable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU eldercare benefits are acceptable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU provides acceptable financial planning and wellness education to faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU encourages benefit enrollment and usage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 5

Please enter any comments regarding Benefits:

Question 6

* Empowerment & Representation					
	(1) Strongly Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Strongly Agree
MSU gives faculty a meaningful voice through formal structures that protect the workforce.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU ensures that faculty can organize and/or be represented and have access to senior leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU adequately assesses faculty satisfaction and engagement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU empowers faculty to speak out without fear of retaliation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU effectively responds to faculty concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 7

Please enter any comments regarding Empowerment and Representation:

Question 8

*

Job Security & Working Conditions

	(1) Strongly Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Strongly Agree
MSU policies and procedures promote job security.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU ensures that faculty have safe and sanitary facilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU policies and procedures ensure that faculty are psychologically safe, without fear of intimidation or neglect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU policies and procedures ensure that faculty are physically safe, without fear of intimidation or neglect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU ensures that faculty have adequate facilities and resources to meet instructional needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU protects faculty data and information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU offers clear and reasonable workload policies to all faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU has acceptable resources to increase accessibility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU offers acceptable flexible and/or remote work options.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 9

Please enter any comments regarding Job Security and Working Conditions:

Question 10

* University Culture					
	(1) Strongly Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Strongly Agree
MSU respects, values, and trusts faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU successfully prepares for and actively manages change in higher education.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU long-range plans are communicated well to faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU senior leadership encourages transformation and innovation from faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 11

*

What is your main reason for continuing as faculty at MSU?

Question 12

Please enter any comments regarding University Culture:

Question 13

*

Pay & Compensation

	(1) Strongly Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Strongly Agree
MSU provides competitive faculty wages.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU assesses and updates policies to reduce pay inequities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU assesses and publishes pay ranges, segmented in meaningful ways.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU ensures that compensation practices are equitable and transparent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU demonstrates fairness and recognition by compensating faculty for improving performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 14

Please enter any comments regarding Pay and Compensation:

Question 15

*

Skills & Career Advancement

	(1) Strongly Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Strongly Agree
MSU offers multiple ways for faculty to gain skills and progress in their roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU offers free or low-cost options to advance skills for faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU supports faculty serving in administrative roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU provides ongoing and timely performance reviews and promotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU uses mentoring, coaching, and sponsorship to advance faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MSU ensures that faculty have adequate facilities and resources to meet research needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 16

Please enter any comments regarding Skills and Career Advancement:

Question 17

Please rank the following in order of importance for focus/need within the next year, from most important (1) to least important (8). Please select only one option per column.

	(1) 1 (Most Important)	(2) 2	(3) 3	(4) 4	(5) 5	(6) 6	(7) 7	(8) 8 (Least Important)
Recruitment & Hiring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empowerment & Representation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working Conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational Culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pay & Compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skills & Career Advancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 18

Please indicate your position at Missouri State University:

☐ (1) Tenure or Tenure-track faculty

☐ (2) Clinical Faculty

☐ (3) Instructor

☐ (4) Per-course instructor

• Response options as vertical

Question 19

Please indicate your college at Missouri State University:

- ☐ (1) College of Business
- ☐ (2) College of Education
- ☐ (3) College of Natural and Applied Sciences
- ☐ (4) Judith Enyeart Reynolds College of Arts, Humanities, and Social Sciences
- ☐ (5) McQueary College of Health and Human Services
- ☐ (6) William H. Darr College of Agriculture
- ☐ (7) Graduate College
- ☐ (8) Library

• Team Taught Question • Response options as vertical

Appendix B-Detailed Results

Missouri State University - Office of Assessment

2025 SP - Faculty Survey of Administration, Success, and Engagement (FASE)

1 - Recruitment & Hiring

MSU recruits faculty from a wide variety of sources of talent.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	9	4.11%		3.47
Disagree	(2)	24	10.96%		
Neither Agree Nor Disagree	(3)	62	28.31%		
Agree	(4)	103	47.03%		
Strongly Agree	(5)	21	9.59%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	3.47	0.95			

1 - Recruitment & Hiring

MSU hires acceptable numbers of support staff to meet faculty needs.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	33	15.07%		2.84
Disagree	(2)	57	26.03%		
Neither Agree Nor Disagree	(3)	46	21.00%		
Agree	(4)	79	36.07%		
Strongly Agree	(5)	4	1.83%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	2.84	1.13			

1 - Recruitment & Hiring

MSU utilizes qualification-based hiring practices.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	11	5.05%		3.44
Disagree	(2)	29	13.30%		
Neither Agree Nor Disagree	(3)	54	24.77%		
Agree	(4)	101	46.33%		
Strongly Agree	(5)	23	10.55%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
218/685 (31.82%)	3.44	1.02			

1 - Recruitment & Hiring

MSU policies and procedures for onboarding are successful.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	15	6.85%		3.09
Disagree	(2)	43	19.63%		
Neither Agree Nor Disagree	(3)	77	35.16%		
Agree	(4)	76	34.70%		
Strongly Agree	(5)	8	3.65%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	3.09	0.98			

Missouri State University - Office of Assessment

2025 SP - Faculty Survey of Administration, Success, and Engagement (FASE)

1 - Recruitment & Hiring										
MSU policies and procedures for retention are successful.										
Response Option		Weight	Frequency	Percent	Percent Responses			Means		
Strongly Disagree		(1)	28	12.79%	<div><div></div></div>			<div>2.68</div>		
Disagree		(2)	72	32.88%	<div><div></div></div>					
Neither Agree Nor Disagree		(3)	65	29.68%	<div><div></div></div>					
Agree		(4)	50	22.83%	<div><div></div></div>					
Strongly Agree		(5)	4	1.83%	<div><div></div></div>					
					0	25	50	75	100	Question
Response Rate		Mean	STD							
219/685 (31.97%)		2.68	1.02							

Missouri State University - Office of Assessment
2025 SP - Faculty Survey of Administration, Success, and Engagement (FASE)

3 - Benefits

MSU tailors benefits to needs of MSU faculty.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	14	6.39%		3.27
Disagree	(2)	45	20.55%		
Neither Agree Nor Disagree	(3)	45	20.55%		
Agree	(4)	98	44.75%		
Strongly Agree	(5)	17	7.76%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	3.27	1.07			

3 - Benefits

MSU health benefit options are acceptable.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	14	6.42%		3.49
Disagree	(2)	37	16.97%		
Neither Agree Nor Disagree	(3)	25	11.47%		
Agree	(4)	113	51.83%		
Strongly Agree	(5)	29	13.30%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
218/685 (31.82%)	3.49	1.12			

3 - Benefits

MSU additional health benefit options (cafeteria plan, wellness benefit, classes, etc.,) are acceptable.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	7	3.24%		3.69
Disagree	(2)	21	9.72%		
Neither Agree Nor Disagree	(3)	32	14.81%		
Agree	(4)	128	59.26%		
Strongly Agree	(5)	28	12.96%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
216/685 (31.53%)	3.69	0.93			

3 - Benefits

MSU mental health benefits are acceptable.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	20	9.13%		3.19
Disagree	(2)	35	15.98%		
Neither Agree Nor Disagree	(3)	65	29.68%		
Agree	(4)	81	36.99%		
Strongly Agree	(5)	18	8.22%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	3.19	1.09			

Missouri State University - Office of Assessment
2025 SP - Faculty Survey of Administration, Success, and Engagement (FASE)

3 - Benefits

MSU paid time off benefits are acceptable.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	10	4.59%		3.43
Disagree	(2)	14	6.42%		
Neither Agree Nor Disagree	(3)	85	38.99%		
Agree	(4)	90	41.28%		
Strongly Agree	(5)	19	8.72%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
218/685 (31.82%)	3.43	0.91			

3 - Benefits

MSU retirement savings programs are acceptable.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	11	5.02%		3.52
Disagree	(2)	25	11.42%		
Neither Agree Nor Disagree	(3)	44	20.09%		
Agree	(4)	117	53.42%		
Strongly Agree	(5)	22	10.05%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	3.52	0.99			

3 - Benefits

MSU financially supports learning and continuing education.

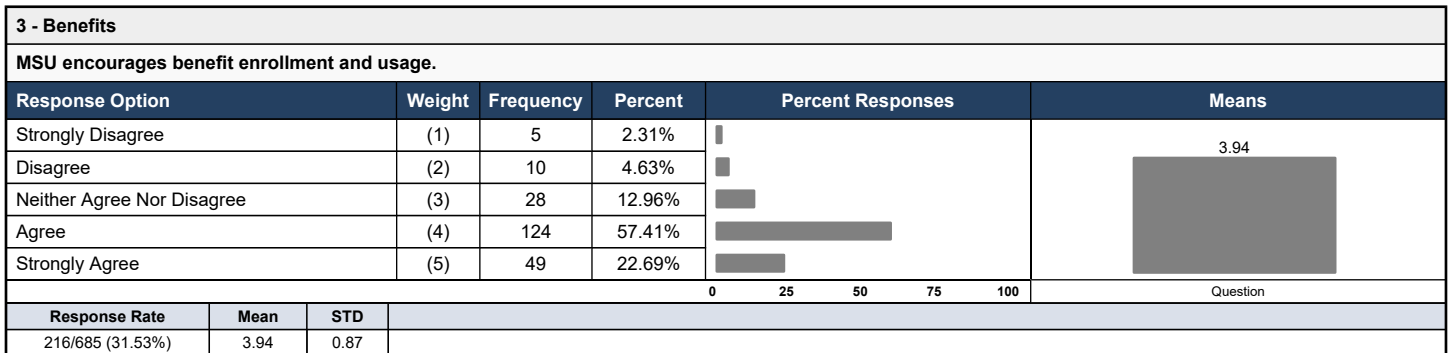
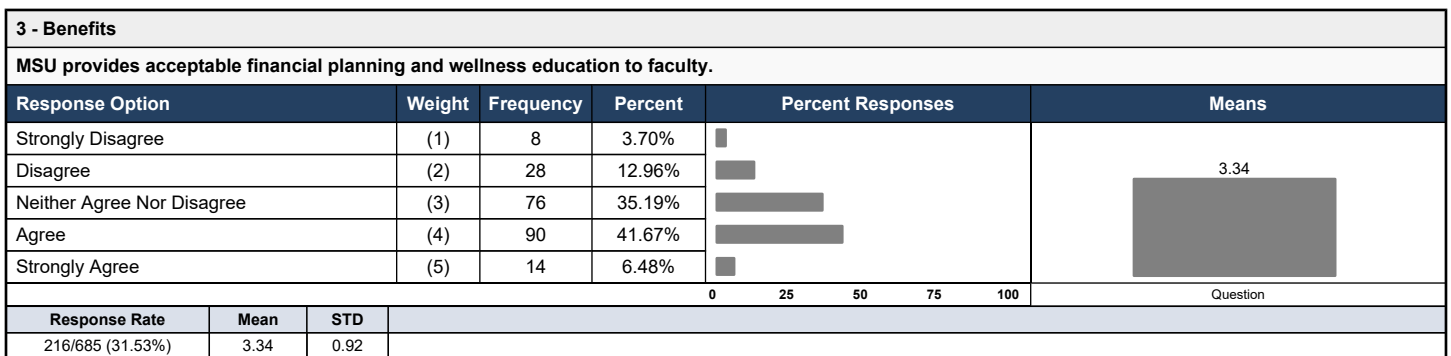
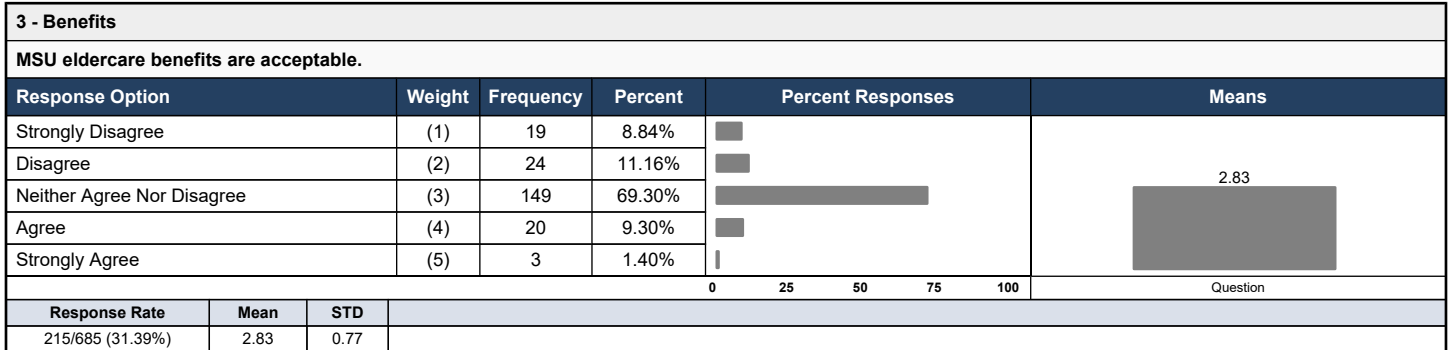
Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	14	6.39%		3.25
Disagree	(2)	48	21.92%		
Neither Agree Nor Disagree	(3)	44	20.09%		
Agree	(4)	95	43.38%		
Strongly Agree	(5)	18	8.22%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	3.25	1.09			

3 - Benefits

MSU childcare benefits are acceptable.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	24	11.11%		2.77
Disagree	(2)	35	16.20%		
Neither Agree Nor Disagree	(3)	128	59.26%		
Agree	(4)	24	11.11%		
Strongly Agree	(5)	5	2.31%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
216/685 (31.53%)	2.77	0.87			

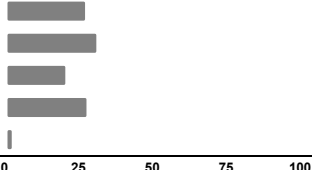
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5 - Empowerment & Representation

MSU gives faculty a meaningful voice through formal structures that protect the workforce.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	55	25.23%		2.49
Disagree	(2)	63	28.90%		
Neither Agree Nor Disagree	(3)	41	18.81%		
Agree	(4)	56	25.69%		
Strongly Agree	(5)	3	1.38%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
218/685 (31.82%)	2.49	1.16			

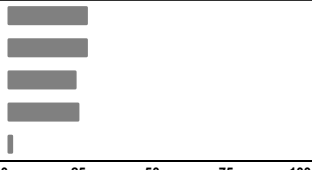
5 - Empowerment & Representation

MSU ensures that faculty can organize and/or be represented and have access to senior leadership.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	52	24.19%		2.61
Disagree	(2)	54	25.12%		
Neither Agree Nor Disagree	(3)	41	19.07%		
Agree	(4)	61	28.37%		
Strongly Agree	(5)	7	3.26%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
215/685 (31.39%)	2.61	1.22			

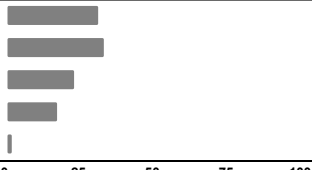
5 - Empowerment & Representation

MSU adequately assesses faculty satisfaction and engagement.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	57	26.15%		2.49
Disagree	(2)	57	26.15%		
Neither Agree Nor Disagree	(3)	49	22.48%		
Agree	(4)	51	23.39%		
Strongly Agree	(5)	4	1.83%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
218/685 (31.82%)	2.49	1.16			

5 - Empowerment & Representation

MSU empowers faculty to speak out without fear of retaliation.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	64	29.49%		2.29
Disagree	(2)	68	31.34%		
Neither Agree Nor Disagree	(3)	47	21.66%		
Agree	(4)	35	16.13%		
Strongly Agree	(5)	3	1.38%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
217/685 (31.68%)	2.29	1.10			

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5 - Empowerment & Representation						
MSU effectively responds to faculty concerns.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	69	31.80%		<div>2.18</div>
Disagree		(2)	71	32.72%		
Neither Agree Nor Disagree		(3)	50	23.04%		
Agree		(4)	24	11.06%		
Strongly Agree		(5)	3	1.38%		
					0255075100	Question
Response Rate		Mean	STD			
217/685 (31.68%)		2.18	1.04			

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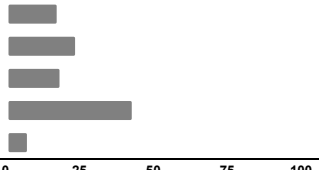
7 - Job Security & Working Conditions						
MSU policies and procedures promote job security.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	14	6.42%		3.30
Disagree		(2)	34	15.60%		
Neither Agree Nor Disagree		(3)	52	23.85%		
Agree		(4)	108	49.54%		
Strongly Agree		(5)	10	4.59%		
					0255075100	Question
Response Rate		Mean	STD			
218/685 (31.82%)		3.30	1.00			

7 - Job Security & Working Conditions						
MSU ensures that faculty have safe and sanitary facilities.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	33	15.14%		2.99
Disagree		(2)	47	21.56%		
Neither Agree Nor Disagree		(3)	40	18.35%		
Agree		(4)	86	39.45%		
Strongly Agree		(5)	12	5.50%		
					0255075100	Question
Response Rate		Mean	STD			
218/685 (31.82%)		2.99	1.20			

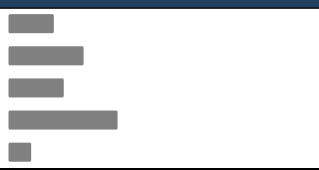
7 - Job Security & Working Conditions						
MSU policies and procedures ensure that faculty are psychologically safe, without fear of intimidation or neglect.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	36	16.59%		2.75
Disagree		(2)	59	27.19%		
Neither Agree Nor Disagree		(3)	53	24.42%		
Agree		(4)	61	28.11%		
Strongly Agree		(5)	8	3.69%		
					0255075100	Question
Response Rate		Mean	STD			
217/685 (31.68%)		2.75	1.14			


7 - Job Security & Working Conditions						
MSU policies and procedures ensure that faculty are physically safe, without fear of intimidation or neglect.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	20	9.17%		3.20
Disagree		(2)	38	17.43%		
Neither Agree Nor Disagree		(3)	51	23.39%		
Agree		(4)	96	44.04%		
Strongly Agree		(5)	13	5.96%		
					0255075100	Question
Response Rate		Mean	STD			
218/685 (31.82%)		3.20	1.09			

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7 - Job Security & Working Conditions						
MSU ensures that faculty have adequate facilities and resources to meet instructional needs.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	34	15.67%		2.99
Disagree		(2)	47	21.66%		
Neither Agree Nor Disagree		(3)	36	16.59%		
Agree		(4)	87	40.09%		
Strongly Agree		(5)	13	5.99%		
					0255075100	Question
Response Rate		Mean	STD			
217/685 (31.68%)		2.99	1.22			

7 - Job Security & Working Conditions										
MSU protects faculty data and information.										
Response Option		Weight	Frequency	Percent	Percent Responses		Means			
Strongly Disagree		(1)	11	5.07%	<div><div></div></div>		3.36			
Disagree		(2)	21	9.68%	<div><div></div></div>					
Neither Agree Nor Disagree		(3)	80	36.87%	<div><div></div></div>					
Agree		(4)	89	41.01%	<div><div></div></div>					
Strongly Agree		(5)	16	7.37%	<div><div></div></div>					
					0	25	50	75	100	Question
Response Rate		Mean	STD							
217/685 (31.68%)		3.36	0.94							

7 - Job Security & Working Conditions						
MSU offers clear and reasonable workload policies to all faculty.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	32	14.75%		2.96
Disagree		(2)	53	24.42%		
Neither Agree Nor Disagree		(3)	39	17.97%		
Agree		(4)	77	35.48%		
Strongly Agree		(5)	16	7.37%		
					0255075100	Question
Response Rate		Mean	STD			
217/685 (31.68%)		2.96	1.22			

7 - Job Security & Working Conditions						
MSU has acceptable resources to increase accessibility.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	11	5.16%		3.29
Disagree		(2)	33	15.49%		
Neither Agree Nor Disagree		(3)	65	30.52%		
Agree		(4)	92	43.19%		
Strongly Agree		(5)	12	5.63%		
					0255075100	Question
Response Rate		Mean	STD			
213/685 (31.09%)		3.29	0.97			

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7 - Job Security & Working Conditions						
MSU offers acceptable flexible and/or remote work options.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	19	8.88%		3.39
Disagree		(2)	23	10.75%		
Neither Agree Nor Disagree		(3)	54	25.23%		
Agree		(4)	91	42.52%		
Strongly Agree		(5)	27	12.62%		
					0255075100	Question
Response Rate		Mean	STD			
214/685 (31.24%)		3.39	1.12			

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9 - University Culture										
MSU respects, values, and trusts faculty.										
Response Option		Weight	Frequency	Percent	Percent Responses			Means		
Strongly Disagree		(1)	47	21.66%				<div>2.74</div>		
Disagree		(2)	46	21.20%						
Neither Agree Nor Disagree		(3)	48	22.12%						
Agree		(4)	68	31.34%						
Strongly Agree		(5)	8	3.69%						
					0	25	50	75	100	Question
Response Rate		Mean	STD							
217/685 (31.68%)		2.74	1.22							

9 - University Culture						
MSU successfully prepares for and actively manages change in higher education.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	36	16.44%		<div>2.79</div>
Disagree		(2)	56	25.57%		
Neither Agree Nor Disagree		(3)	52	23.74%		
Agree		(4)	68	31.05%		
Strongly Agree		(5)	7	3.20%		
					0255075100	Question
Response Rate		Mean	STD			
219/685 (31.97%)		2.79	1.15			

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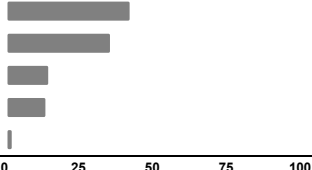
9 - University Culture						
MSU long-range plans are communicated well to faculty.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	35	16.13%		<div>2.97</div>
Disagree		(2)	36	16.59%		
Neither Agree Nor Disagree		(3)	56	25.81%		
Agree		(4)	80	36.87%		
Strongly Agree		(5)	10	4.61%		
					0255075100	Question
Response Rate		Mean	STD			
217/685 (31.68%)		2.97	1.17			

9 - University Culture						
MSU senior leadership encourages transformation and innovation from faculty.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	48	22.12%		<div>2.72</div>
Disagree		(2)	43	19.82%		
Neither Agree Nor Disagree		(3)	57	26.27%		
Agree		(4)	60	27.65%		
Strongly Agree		(5)	9	4.15%		
					0255075100	Question
Response Rate	Mean	STD				
217/685 (31.68%)	2.72	1.21				

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12 - Pay & Compensation

MSU provides competitive faculty wages.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	87	39.73%		2.02
Disagree	(2)	73	33.33%		
Neither Agree Nor Disagree	(3)	29	13.24%		
Agree	(4)	27	12.33%		
Strongly Agree	(5)	3	1.37%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	2.02	1.07			

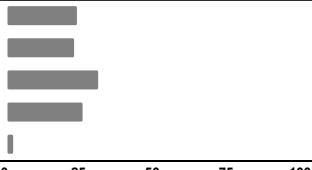
12 - Pay & Compensation

MSU assesses and updates policies to reduce pay inequities.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	64	29.22%		2.32
Disagree	(2)	62	28.31%		
Neither Agree Nor Disagree	(3)	53	24.20%		
Agree	(4)	39	17.81%		
Strongly Agree	(5)	1	0.46%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	2.32	1.09			

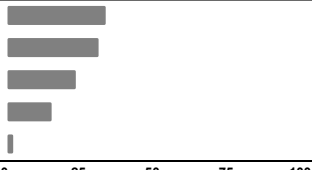
12 - Pay & Compensation

MSU assesses and publishes pay ranges, segmented in meaningful ways.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	49	22.58%		2.61
Disagree	(2)	47	21.66%		
Neither Agree Nor Disagree	(3)	64	29.49%		
Agree	(4)	53	24.42%		
Strongly Agree	(5)	4	1.84%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
217/685 (31.68%)	2.61	1.14			

12 - Pay & Compensation

MSU ensures that compensation practices are equitable and transparent.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	69	31.94%		2.25
Disagree	(2)	64	29.63%		
Neither Agree Nor Disagree	(3)	48	22.22%		
Agree	(4)	31	14.35%		
Strongly Agree	(5)	4	1.85%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
216/685 (31.53%)	2.25	1.11			

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12 - Pay & Compensation						
MSU demonstrates fairness and recognition by compensating faculty for improving performance.						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree		(1)	84	38.71%		
Disagree		(2)	74	34.10%		
Neither Agree Nor Disagree		(3)	28	12.90%		
Agree		(4)	30	13.82%		
Strongly Agree		(5)	1	0.46%		
					0255075100	Question
Response Rate		Mean	STD			
217/685 (31.68%)		2.03	1.06			

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14 - Skills & Career Advancement

MSU offers multiple ways for faculty to gain skills and progress in their roles.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	17	7.76%		3.26
Disagree	(2)	36	16.44%		
Neither Agree Nor Disagree	(3)	53	24.20%		
Agree	(4)	100	45.66%		
Strongly Agree	(5)	13	5.94%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	3.26	1.05			

14 - Skills & Career Advancement

MSU offers free or low-cost options to advance skills for faculty.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	14	6.42%		3.32
Disagree	(2)	32	14.68%		
Neither Agree Nor Disagree	(3)	60	27.52%		
Agree	(4)	94	43.12%		
Strongly Agree	(5)	18	8.26%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
218/685 (31.82%)	3.32	1.03			

14 - Skills & Career Advancement

MSU supports faculty serving in administrative roles.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	24	11.11%		3.08
Disagree	(2)	32	14.81%		
Neither Agree Nor Disagree	(3)	74	34.26%		
Agree	(4)	75	34.72%		
Strongly Agree	(5)	11	5.09%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
216/685 (31.53%)	3.08	1.07			

14 - Skills & Career Advancement

MSU provides ongoing and timely performance reviews and promotions.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	10	4.57%		3.60
Disagree	(2)	23	10.50%		
Neither Agree Nor Disagree	(3)	39	17.81%		
Agree	(4)	120	54.79%		
Strongly Agree	(5)	27	12.33%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
219/685 (31.97%)	3.60	0.99			

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14 - Skills & Career Advancement

MSU uses mentoring, coaching, and sponsorship to advance faculty.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	31	14.29%		2.93
Disagree	(2)	49	22.58%		
Neither Agree Nor Disagree	(3)	52	23.96%		
Agree	(4)	75	34.56%		
Strongly Agree	(5)	10	4.61%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
217/685 (31.68%)	2.93	1.15			

14 - Skills & Career Advancement

MSU ensures that faculty have adequate facilities and resources to meet research needs.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Disagree	(1)	53	24.31%		2.58
Disagree	(2)	54	24.77%		
Neither Agree Nor Disagree	(3)	50	22.94%		
Agree	(4)	54	24.77%		
Strongly Agree	(5)	7	3.21%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
218/685 (31.82%)	2.58	1.19			

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16 - Please rank the following in order of importance for focus/need within the next year, from most important (1) to least important (8). Please select only one option per column.

Recruitment & Hiring

Response Option	Weight	Frequency	Percent	Percent Responses	Means
1 (Most Important)	(1)	18	8.45%	<div><div></div></div>	<div>5.05</div>
2	(2)	17	7.98%	<div><div></div></div>	
3	(3)	28	13.15%	<div><div></div></div>	
4	(4)	23	10.80%	<div><div></div></div>	
5	(5)	21	9.86%	<div><div></div></div>	
6	(6)	36	16.90%	<div><div></div></div>	
7	(7)	33	15.49%	<div><div></div></div>	
8 (Least Important)	(8)	37	17.37%	<div><div></div></div>	
				0 25 50 75 100	Question
Response Rate	Mean	STD			
213/685 (31.09%)	5.05	2.25			

16 - Please rank the following in order of importance for focus/need within the next year, from most important (1) to least important (8). Please select only one option per column.

Benefits

Response Option	Weight	Frequency	Percent	Percent Responses	Means
1 (Most Important)	(1)	16	7.44%	<div><div></div></div>	<div>4.27</div>
2	(2)	45	20.93%	<div><div></div></div>	
3	(3)	27	12.56%	<div><div></div></div>	
4	(4)	31	14.42%	<div><div></div></div>	
5	(5)	28	13.02%	<div><div></div></div>	
6	(6)	25	11.63%	<div><div></div></div>	
7	(7)	26	12.09%	<div><div></div></div>	
8 (Least Important)	(8)	17	7.91%	<div><div></div></div>	
				0 25 50 75 100	Question
Response Rate	Mean	STD			
215/685 (31.39%)	4.27	2.13			

16 - Please rank the following in order of importance for focus/need within the next year, from most important (1) to least important (8). Please select only one option per column.

Empowerment & Representation

Response Option	Weight	Frequency	Percent	Percent Responses	Means
1 (Most Important)	(1)	30	14.15%	<div><div></div></div>	<div>4.14</div>
2	(2)	26	12.26%	<div><div></div></div>	
3	(3)	31	14.62%	<div><div></div></div>	
4	(4)	35	16.51%	<div><div></div></div>	
5	(5)	28	13.21%	<div><div></div></div>	
6	(6)	29	13.68%	<div><div></div></div>	
7	(7)	15	7.08%	<div><div></div></div>	
8 (Least Important)	(8)	18	8.49%	<div><div></div></div>	
				0 25 50 75 100	Question
Response Rate	Mean	STD			
212/685 (30.95%)	4.14	2.14			

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16 - Please rank the following in order of importance for focus/need within the next year, from most important (1) to least important (8). Please select only one option per column.

Job Security

Response Option	Weight	Frequency	Percent	Percent Responses	Means
1 (Most Important)	(1)	26	12.38%	<div><div></div></div>	<div>4.23</div>
2	(2)	31	14.76%	<div><div></div></div>	
3	(3)	25	11.90%	<div><div></div></div>	
4	(4)	32	15.24%	<div><div></div></div>	
5	(5)	34	16.19%	<div><div></div></div>	
6	(6)	23	10.95%	<div><div></div></div>	
7	(7)	23	10.95%	<div><div></div></div>	
8 (Least Important)	(8)	16	7.62%	<div><div></div></div>	
				0 25 50 75 100	Question
Response Rate	Mean	STD			
210/685 (30.66%)	4.23	2.14			

16 - Please rank the following in order of importance for focus/need within the next year, from most important (1) to least important (8). Please select only one option per column.

Working Conditions

Response Option	Weight	Frequency	Percent	Percent Responses	Means
1 (Most Important)	(1)	19	8.96%	<div><div></div></div>	<div>4.44</div>
2	(2)	31	14.62%	<div><div></div></div>	
3	(3)	30	14.15%	<div><div></div></div>	
4	(4)	29	13.68%	<div><div></div></div>	
5	(5)	28	13.21%	<div><div></div></div>	
6	(6)	33	15.57%	<div><div></div></div>	
7	(7)	20	9.43%	<div><div></div></div>	
8 (Least Important)	(8)	22	10.38%	<div><div></div></div>	
				0 25 50 75 100	Question
Response Rate	Mean	STD			
212/685 (30.95%)	4.44	2.15			

16 - Please rank the following in order of importance for focus/need within the next year, from most important (1) to least important (8). Please select only one option per column.

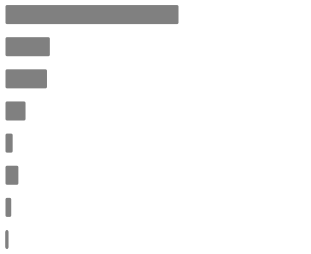

Organizational Culture

Response Option	Weight	Frequency	Percent	Percent Responses	Means
1 (Most Important)	(1)	30	13.95%	<div><div></div></div>	<div>4.01</div>
2	(2)	37	17.21%	<div><div></div></div>	
3	(3)	36	16.74%	<div><div></div></div>	
4	(4)	33	15.35%	<div><div></div></div>	
5	(5)	18	8.37%	<div><div></div></div>	
6	(6)	14	6.51%	<div><div></div></div>	
7	(7)	31	14.42%	<div><div></div></div>	
8 (Least Important)	(8)	16	7.44%	<div><div></div></div>	
				0 25 50 75 100	Question
Response Rate	Mean	STD			
215/685 (31.39%)	4.01	2.23			

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16 - Please rank the following in order of importance for focus/need within the next year, from most important (1) to least important (8). Please select only one option per column.

Pay & Compensation



Response Option	Weight	Frequency	Percent	Percent Responses	Means
1 (Most Important)	(1)	121	56.28%		
2	(2)	31	14.42%		
3	(3)	29	13.49%		
4	(4)	14	6.51%		
5	(5)	5	2.33%		
6	(6)	9	4.19%		
7	(7)	4	1.86%		
8 (Least Important)	(8)	2	0.93%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
215/685 (31.39%)	2.09	1.63			

16 - Please rank the following in order of importance for focus/need within the next year, from most important (1) to least important (8). Please select only one option per column.

Skills & Career Advancement

Response Option	Weight	Frequency	Percent	Percent Responses	Means
1 (Most Important)	(1)	9	4.23%		
2	(2)	14	6.57%		
3	(3)	11	5.16%		
4	(4)	18	8.45%		
5	(5)	34	15.96%		
6	(6)	28	13.15%		
7	(7)	41	19.25%		
8 (Least Important)	(8)	58	27.23%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
213/685 (31.09%)	5.78	2.08			

17 - Please indicate your position at Missouri State University:

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Tenure or Tenure-track faculty	(1)	161	76.67%		
Clinical Faculty	(2)	22	10.48%		
Instructor	(3)	27	12.86%		
Per-course instructor	(4)	0	0.00%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
210/685 (30.66%)	1.36	0.70			

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18 - Please indicate your college at Missouri State University:						
Response Option		Weight	Frequency	Percent	Percent Responses	Means
College of Business		(1)	26	12.75%		
College of Education		(2)	23	11.27%		
College of Natural and Applied Sciences		(3)	25	12.25%		
Judith Enyeart Reynolds College of Arts, Humanities, and Social Sciences		(4)	61	29.90%		
McQueary College of Health and Human Services		(5)	57	27.94%		
William H. Darr College of Agriculture		(6)	7	3.43%		
Graduate College		(7)	0	0.00%		
Library		(8)	5	2.45%		
					0255075100	Question
Response Rate		Mean	STD			
204/685 (0%)		3.72	1.57			