









Faculty Satisfaction Survey

Figure 1 compares the overall faculty and respondent distributions by primary school appointment. Even though SOM appeared to have the highest percentage of survey respondents (=38%), SOM also has the highest faculty representation at TTUHSC (=29%). A few respondents (=2%) did not indicate a

Data

Quantitative Data. Faculty were asked to indicate their level of satisfaction with each item using a 6 point scale (6=*Extremely Satisfied*, 5=*Satisfied*, 4=*Slightly Satisfied*, 3=*Slightly Dissatisfied*, 2=*Dissatisfied*, and 1=*Extremely Dissatisfied*). Item means,

APPENDIX A. INSTITUTIONAL RESULTS

| | | Extremely Satisfied | Satisfied | Slightly Satisfied | Slightly Dissatisfied | Dissatisfied | Extremely Dissatisfied | Not Applicable | DISTRIBUTION |
|---|------|---------------------|-----------|--------------------|-----------------------|--------------|------------------------|----------------|---|
| | | % n | % n | % n | % n | % n | % n | % n | |
| TENURE AND PROMOTION | | Mean n | | | | | | | |
| 1. Clarity of the tenure process | 4.64 | 12.2 | 43.5 | 16.0 | 5.7 | 2.3 | 1.9 | 13.0 |  |
| | 214 | 32 | 114 | 42 | 15 | 6 | 5 | 34 | |
| 2. Criteria used to reach tenure decisions | 4.39 | 8.4 | 40.1 | 16.4 | 7.3 | 4.6 | 3.1 | 14.9 |  |
| | 209 | 22 | 105 | 43 | 19 | 12 | 8 | 39 | |
| 3. Clarity of the promotion process | 4.47 | 11.1 | 43.1 | 19.1 | 8.4 | 5.0 | 1.9 | 6.1 |  |
| | 232 | 29 | 113 | 50 | 22 | 13 | 5 | 16 | |
| 4. Criteria used to reach promotion decisions | 4.24 | 8.8 | 39.7 | 19.1 | 10.3 | 6.1 | 4.6 | 5.3 |  |
| | 232 | 23 | 104 | 50 | 27 | 16 | 12 | 14 | |
| 5. Clarity of the merit pay process | 3.67 | 5.7 | 29.4 | 16.4 | 13.4 | 13.0 | 10.3 | 5.7 |  |
| | 231 | 15 | 77 | 43 | 35 | 34 | 27 | 15 | |
| 6. Criteria used to reach merit pay decisions | 3.68 | 5.3 | 28.2 | 17.9 | 14.5 | 11.1 | 9.9 | 6.1 |  |
| | 228 | 14 | 74 | 47 | 38 | 29 | 26 | 16 | |

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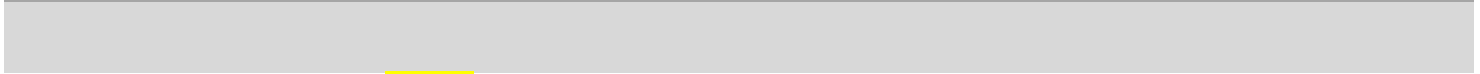
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| RESOURCES | Mean n | Extremely Satisfied | Satisfied | Slightly Satisfied | Slightly Dissatisfied | Dissatisfied | Extremely Dissatisfied | Not Applicable | DISTRIBUTION |
|--|-----------|------------------------|-----------|-----------------------|--------------------------|--------------|---------------------------|-------------------|--------------|
| | | % n | % n | % n | % n | % n | % n | % n | |
| 1. Clerical/administrative | 4.62 | 25.2 | 41.6 | 7.3 | 9.5 | 6.9 | 3.4 | .8 | |
| | 246 | 66 | 109 | 19 | 25 | 18 | 9 | 2 | |
| | 4.65 | 24.4 | 42.0 | 10.3 | 6.9 | 5.3 | 4.2 | 1.5 | |
| | 244 | 64 | 110 | 27 | 18 | 14 | 11 | 4 | |
| 3. Laboratory and/or research space | 4.46 | 11.1 | 31.7 | 8.8 | 6.1 | 4.2 | 3.1 | 27.9 | |
| | 170 | 29 | 83 | 23 | 16 | 11 | 8 | 73 | |
| 4. Availability of office equipment and supplies | 4.83 | 22.1 | 52.7 | 8.0 | 5.3 | 2.3 | 3.1 | 1.1 | |
| | 245 | 58 | 138 | 21 | 14 | 6 | 8 | 3 | |
| 5. Access to library resources | 5.07 | 30.5 | 49.6 | 9.2 | 2.3 | 1.9 | 1.1 | .4 | |
| | 248 | 80 | 130 | 24 | 6 | 5 | 3 | 1 | |
| 6. TTUHSC technology support (IT Help desk) | 4.72 | 22.5 | 45.8 | 13.4 | 5.7 | 3.8 | 3.1 | .8 | |
| | 247 | 59 | 120 | 35 | 15 | 10 | 8 | 2 | |



| | Extremely Satisfied | Satisfied | Slightly Satisfied |
|--|---------------------|-----------|--------------------|
|--|---------------------|-----------|--------------------|

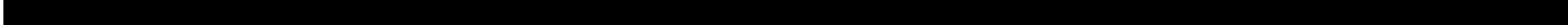
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APPENDIX B. 'RESULTS BY SCHOOL'

| INSTITUTIONAL LEADERSHIP | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD |
|---|-----|--------------|-----|--------------|-----|--------------|------|--------------|------|--------------|---|------------|
| 1. Interim President's leadership | | 5.03 0.48 | | 4.64 0.94 | | 5.10 0.65 | | 4.65 1.04 | | 4.88 0.82 | | - - |
| 2. Communication about the search process | 167 | 4.19 1.38 | 167 | 3.57 1.38 | 167 | 4.36 1.19 | 1630 | 3.91 1.40 | 1630 | 3.79 1.37 | | - |
| 3. Communication about the search process | | 3.44 1.43 | | 3.80 1.32 | | 4.86 0.74 | | 3.80 1.31 | | 4.13 1.19 | | - - |
| 4. Communication about the search process | | 4.32 1.11 | | 4.10 1.19 | | 4.91 0.87 | | 4.15 1.28 | | 4.45 1.15 | | - - |
| 5. Communication about the search process | | 3.23 1.41 | | 3.62 1.32 | | 4.67 0.96 | | 3.80 1.32 | | 3.52 1.25 | | - - |
| 6. Communication about the search process | | 4.20 1.19 | | 4.04 1.22 | | 4.97 0.85 | | 3.87 1.26 | | 4.43 1.17 | | - - |

*Additional
Statistical
Information*

| SCHOOL LEADERSHIP | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD |
|---|---|------------|---|------------|---|------------|---|------------|---|------------|---|------------|
| 1..34 | | 4.03 | | 4.42 | | 4.89 | | 4.42 | | 4.69 | | 4.39 |
| | | 1.85 | | 1.41 | | 0.99 | | 1.18 | | 1.28 | | 1.10 |
| | | 5.03 | | 4.41 | | 5.29 | | 4.85 | | 5.14 | | 4.26 |
| | | 1.28 | | 1.62 | | 0.79 | | 1.29 | | 0.95 | | 1.48 |
| | | 4.77 | | 4.38 | | 5.06 | | 4.41 | | 4.73 | | 4.08 |
| | | 1.26 | | 1.30 | | 0.84 | | 1.26 | | 1.34 | | 1.35 |
| | | 4.77 | | 4.38 | | 5.06 | | 4.41 | | 4.73 | | - |
| | | 1.26 | | 1.30 | | 0.84 | | 1.26 | | 1.34 | | - |
| | | 4.55 | | 4.27 | | 4.91 | | 4.52 | | 4.63 | | 4.16 |
| | | 1.29 | | 1.50 | | 0.93 | | 1.16 | | 1.40 | | 1.26 |
| 6. Opportunities for faculty to evaluate their school leadership | | 3.65 | | 3.89 | | 4.68 | | 4.03 | | 3.79 | | 3.74 |
| | | 1.60 | | 1.63 | | 1.04 | | 1.34 | | 1.42 | | 1.48 |

| | SOAHS | | PLFSOM | | SON | | SOM | | SOP | | GSBS | |
|--|-------|--------------|--------|--------------|-----|--------------|-----|--------------|-----|--------------|------|------------|
| | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD |
| TENURE AND PROMOTION | | | | | | | | | | | | |
| Clarity of the tenure process | 29 | 4.59 1.15 | 50 | 4.72 0.93 | 26 | 4.73 0.87 | 85 | 4.53 1.25 | 22 | 4.77 0.61 | - | - |
| Criteria used to reach tenure decisions | 29 | 4.41 1.30 | 50 | 4.48 1.05 | 25 | 4.64 0.91 | 81 | 4.21 1.38 | 22 | 4.50 1.01 | - | - |
| Clarity of the promotion process | | 4.43 1.30 | | 4.43 1.20 | | 4.67 0.99 | | 4.40 1.16 | | 4.54 0.92 | - | - |
| Criteria used to reach promotion decisions | | 4.23 1.52 | 50 | 4.36 1.24 | 31 | 4.45 1.15 | 89 | 4.04 1.36 | 30 | 4.37 1.00 | - | - |
| Clarity of the merit pay process | | 3.77 1.63 | | 3.67 1.59 | | 4.19 1.35 | | 3.34 1.43 | | 4.00 1.46 | - | - |
| Criteria used to reach merit pay decisions | | 3.83 1.51 | | 3.65 1.61 | | 4.25 1.30 | | 3.38 1.40 | | 3.97 1.43 | - | - |

| | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD |
|----------------------------|------------|------------|--|------------|------------|------------|
| CLIMATE AND CULTURE | | | | | | |
| | 4.52 | 4.67 | 5.06 | 4.43 | 4.50 | - |
| | 1.03 | 1.14 | 0.87 | 1.30 | 1.22 | - |
| | 4.63 | 4.64 | 5.09 | 4.50 | 4.87 | 3.90 |
| | 1.33 | 1.28 | 0.98 | 1.28 | 1.04 | 1.55 |
| | 4.68 | 4.94 | 5.20 | 4.41 | 4.73 | 4.37 |
| | 0.91 | 0.83 | 0.63 | 1.15 | 1.20 | 1.08 |
| | 4.67 | 4.63 | 4.97 | 4.67 | 4.33 | 4.53 |
| | 0.71 | 1.17 | 0.93 | 0.98 | 1.32 | 1.36 |
| | 4.42 | 4.05 | 4.90 | 4.31 | 4.38 | - |
| | 0.97 | 4.67 | 480 2 Td[0.)48(97)]T9.16(4.06oTd[-7(3)]T9.1 Td[4.)48(42)]T9.167 0 Td[4.06oTd[- | | | |

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| | SOAHS | | PLFSOM | | SON | | SOM | | SOP | | GSBS | |
|---|-------|--------------|--------|--------------|-----|--------------|-----|--------------|-----|--------------|------|--------------|
| PROFESSIONAL DEVELOPMENT | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD |
| 1. Faculty mentoring process | 29 | 3.38 1.90 | 53 | 3.91 1.36 | 33 | 4.76 1.06 | 88 | 3.80 1.44 | 27 | 4.33 1.33 | 34 | 3.74 1.56 |
| 2. Opportunities to develop my research skills | 30 | 3.87 1.38 | 54 | 3.91 1.43 | 32 | 4.50 0.95 | 93 | 3.97 1.36 | 26 | 4.15 1.29 | - | - - |
| 3. Opportunities to develop my teaching skills | 31 | 4.52 1.34 | 54 | 4.48 1.14 | 35 | 4.97 0.98 | 92 | 4.40 1.16 | 30 | 4.23 1.28 | 36 | 4.17 1.34 |
| 4. Opportunities to develop my clinical skills | 26 | 4.77 1.03 | 40 | 4.55 1.01 | 31 | 4.84 1.00 | 60 | 4.58 1.01 | 21 | 5.00 0.63 | - | - - |
| 5. Collaboration among faculty within my school | 30 | 4.37 1.56 | 56 | 4.18 1.29 | 35 | 4.97 1.07 | 95 | 4.22 1.32 | 30 | 4.43 1.41 | 37 | 4.22 1.40 |
| 6. Collaboration among faculty across schools | 28 | 3.68 1.33 | 51 | 3.73 1.46 | 33 | 4.39 1.20 | 87 | 3.68 1.33 | 26 | 3.81 1.58 | - | - - |

| RESOURCES | SOAHS | | PLFSOM | | SON | | SOM | | SOP | | GSBS | |
|--|-------|---------|--------|---------|-----|---------|-----|---------|-----|---------|------|---------|
| | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD |
| 1. Clerical/administrative assistance | 31 | 4.58 | 56 | 4.50 | 35 | 5.31 | 94 | 4.35 | 28 | 5.04 | - | - |
| | | 1.41 | | 1.35 | | 1.16 | | 1.39 | | 1.14 | | - |
| 2. Office space | 31 | 4.90 | 56 | 4.34 | 32 | 4.84 | 94 | 4.53 | 29 | 5.14 | - | - |
| | | 1.30 | | 1.39 | | 1.48 | | 1.30 | | 1.13 | | - |
| 3. Laboratory and/or research space | 25 | 4.68 | 44 | 3.98 | 19 | 4.58 | 63 | 4.52 | 18 | 4.94 | - | - |
| | | 1.38 | | 1.42 | | 1.35 | | 1.26 | | 0.87 | | - |
| 4. Availability of office equipment and supplies | 31 | 5.19 | 55 | 4.56 | 34 | 5.44 | 93 | 4.54 | 30 | 5.17 | - | - |
| | | 0.75 | | 1.26 | | 0.50 | | 1.26 | | 0.83 | | - |
| 5. Access to library resources | 31 | 5.06 | 55 | 5.15 | 35 | 5.43 | 95 | 4.97 | 30 | 4.83 | - | - |
| | | 0.89 | | 0.62 | | 0.61 | | 1.11 | | 1.18 | | - |
| 6. TTUHSC technology support (IT Help desk) | 31 | 4.71 | 56 | 4.71 | 34 | 5.38 | 95 | 4.58 | 29 | 4.62 | - | - |
| | | 0.94 | | 1.19 | | 0.78 | | 1.28 | | 1.32 | | - |



| | Mean | Mean | Mean | Mean | Mean | Mean |
|-------------------|------|------|------|------|------|------|
| RESOURCES (cont.) | | | | | | |



APPENDIX C. RESULTS BY CAMPUS

| | ABILENE | | AMARILLO | | DALLAS/FT. WORTH | | EL PASO | | HIGHLAND LAKES | | LUBBOCK | | MIDLAND | | ODESSA | |
|---|---------|--------------|----------|--------------|------------------|------------|---------|--------------|----------------|------------|---------|--------------|---------|------------|--------|--------------|
| | n | Mean SD** | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD |
| INSTITUTIONAL LEADERSHIP | | | | | | | | | | | | | | | | |
| 1. Interim President's leadership | 6 | 5.00 0.00 | 25 | 4.80 0.87 | < 5*** | - - | 48 | 4.60 0.98 | < 5 | - - | 117 | 4.89 0.87 | < 5 | - - | 9 | 4.11 1.05 |
| 2. Communication about the search for a new president | 8 | 3.75 1.16 | 25 | 3.68 1.38 | < 5 | - - | 51 | 3.63 1.40 | < 5 | - - | 125 | 3.26 1.48 | < 5 | - - | 10 | 3.60 1.26 |
| 3. TTUHSC leadership's receptivity to faculty input | 8 | 4.25 1.04 | 22 | 4.23 1.11 | < 5 | - - | 49 | 3.82 1.34 | < 5 | - - | 111 | 3.95 1.34 | < 5 | - - | 10 | 3.90 0.88 |
| 4. Recognition by TTUHSC leadership for faculty accomplishments | 8 | 4.38 1.06 | 26 | 4.46 1.10 | < 5 | - - | 56 | 4.05 1.27 | < 5 | - - | 126 | 4.38 1.21 | < 5 | - - | 10 | 4.20 1.03 |
| 5. Faculty opportunities to evaluate TTUHSC leadership | 9 | 3.78 1.30 | 26 | 3.86 1.12 | < 5 | - - | 55 | 3.58 1.34 | < 5 | - - | 124 | 3.82 1.40 | < 5 | - - | 10 | 4.10 0.99 |
| 6. Representation of my interests through Faculty Senate | 9 | 4.78 0.67 | 25 | 4.16 1.11 | < 5 | - - | 54 | 3.96 1.27 | < 5 | - - | 113 | 4.24 1.26 | < 5 | - - | 10 | 3.80 1.23 |



| | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD |
|--|--------------|--------------|------------|--------------|------------|--------------|------------|--------------|
| CLIMATE AND CULTURE | | | | | | | | |
| 1. Sense of belonging at TTUHSC | 5.11 0.78 | 4.62 0.94 | - - | 4.58 1.25 | - - | 4.60 1.20 | - - | 4.73 0.79 |
| 2. Sense of belonging to my school | 5.33 0.71 | 4.73 1.00 | - - | 4.57 1.35 | - - | 4.67 1.27 | - - | 4.64 1.03 |
| 3. Diversity within my school | 4.78 1.09 | 4.62 1.30 | - - | 4.85 0.98 | - - | 4.70 1.03 | - - | 4.36 0.81 |
| 4. My teaching workload | 4.56 0.88 | 4.58 1.39 | - - | 4.54 1.24 | - - | 4.72 0.93 | - - | 4.82 0.60 |
| 5. My clinical workload | 4.14 0.69 | 4.69 0.48 | - - | 4.00 1.56 | - - | 4.49 1.23 | - - | 4.70 0.82 |
| | 4.25 0.89 | 4.60 1.26 | - - | 4.12 1.47 | - - | 4.35 1.24 | - - | 4.27 1.01 |
| 7. Service/committee expectations for my position | 4.00 1.12 | 4.64 1.19 | - - | 4.29 1.37 | - - | 4.69 0.95 | - - | 4.64 0.81 |

| | ABILENE | | AMARILLO | | DALLAS/FT. WORTH | | EL PASO | | HIGHLAND LAKES | | LUBBOCK | | MIDLAND | | ODESSA | |
|---|---------|--------------|----------|--------------|------------------|---------|---------|--------------|----------------|---------|---------|--------------|---------|---------|--------|--------------|
| | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD |
| PROFESSIONAL DEVELOPMENT | | | | | | | | | | | | | | | | |
| 1. Faculty mentoring process | 9 | 4.67 0.87 | 22 | 4.18 1.37 | < 5 | - - | 57 | 3.86 1.33 | < 5 | - - | 125 | 3.91 1.63 | < 5 | - - | 11 | 3.91 0.70 |
| 2. Opportunities to develop my research skills | 7 | 4.14 0.90 | 25 | 4.20 1.41 | < 5 | - - | 59 | 3.86 1.46 | < 5 | - - | 126 | 4.03 1.33 | < 5 | - - | 10 | 4.20 1.14 |
| 3. Opportunities to develop my teaching skills | 9 | 4.22 0.83 | 26 | 4.27 1.22 | < 5 | - - | 59 | 4.41 1.21 | < 5 | - - | 129 | 4.58 1.21 | < 5 | - - | 11 | 4.73 1.01 |
| 4. Opportunities to develop my clinical skills | 7 | 4.57 0.79 | 17 | 5.00 0.50 | < 5 | - - | 45 | 4.53 0.97 | < 5 | - - | 92 | 4.70 1.11 | < 5 | - - | 11 | 4.55 0.82 |
| 5. Collaboration among faculty within my school | 9 | 4.56 1.13 | 26 | 4.46 1.30 | < 5 | - - | 61 | 4.10 1.31 | < 5 | - - | 132 | 4.43 1.39 | < 5 | - - | 11 | 4.36 1.21 |
| 6. Collaboration among faculty across schools | 7 | 4.29 0.95 | 25 | 3.68 1.55 | < 5 | - - | 56 | 3.70 1.44 | < 5 | - - | 122 | 3.88 1.34 | < 5 | - - | 10 | 3.80 1.40 |

| | ABILENE | | AMARILLO | | DALLAS/FT. WORTH | | EL PASO | | HIGHLAND LAKES | | LUBBOCK | | MIDLAND | | ODESSA | |
|--|---------|--------------|----------|--------------|------------------|---------|---------|--------------|----------------|---------|---------|--------------|---------|---------|--------|--------------|
| | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD | n | Mean SD |
| RESOURCES | | | | | | | | | | | | | | | | |
| 1. Clerical/administrative assistance | 8 | 5.75 0.46 | 25 | 4.84 0.90 | < 5 | - - | 61 | 4.46 1.40 | < 5 | - - | 132 | 4.55 1.43 | < 5 | - - | 11 | 5.18 1.25 |
| 2. Office space | 9 | 5.22 1.39 | 25 | 5.00 1.15 | < 5 | - - | 61 | 4.38 1.37 | < 5 | - - | 130 | 4.65 1.34 | < 5 | - - | 11 | 5.18 1.25 |
| 3. Laboratory and/or research space | < 5 | - - | 18 | 4.56 1.25 | < 5 | - - | 48 | 4.02 1.44 | < 5 | - - | 88 | 4.61 1.25 | < 5 | - - | 6 | 4.17 1.47 |
| 4. Availability of office equipment and supplies | 9 | 5.22 1.30 | 26 | 5.08 1.02 | < 5 | - - | 60 | 4.58 1.23 | < 5 | - - | 131 | 4.83 1.13 | < 5 | - - | 11 | 5.27 0.65 |
| 5. Access to library resources | 9 | 4.89 1.36 | 26 | 5.31 0.88 | < 5 | - - | 60 | 5.13 0.68 | < 5 | - - | 133 | 5.02 0.99 | < 5 | - - | 11 | 5.64 0.50 |
| 6. TTUHSC technology support (IT Help desk) | 9 | 5.44 0.73 | 25 | 4.44 1.53 | < 5 | - - | 61 | 4.72 1.27 | < 5 | - - | 132 | 4.73 1.14 | < 5 | - - | 11 | 4.91 1.14 |

| | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD | Mean SD | | |
|---|--------------|--------------|------------|------------|------------|--------------|------------|--------------|------------|---|--------------|
| OVERALL SATISFACTION | | | | | | | | | | | |
| Overall, how satisfied are you with your position at TTUHSC? | 5.11 0.60 | 4.73 1.00 | < 5 | - | 61 | 4.43 1.40 | - | 4.71 1.18 | < 5 | - | 5.00 0.45 |

1. **Resources (47)**
 - In general (18)
 - Technology (9)
 - Physical space (8)
2. **Climate and Culture (42)**
 - Poor communication (14)
 - Lack of collaboration across schools and campuses (10)
 - Unrealistic workload (7)
3. **Institutional Leadership (28)**
 - In general (10)
 - Too much bureaucracy (4)
 - Inequity across schools and campuses (3)
 - Frequent changes in President(3)
 - Poor communication (3)
 - Unclear vision (3)
4. **School Inequity**