

RESEARCH
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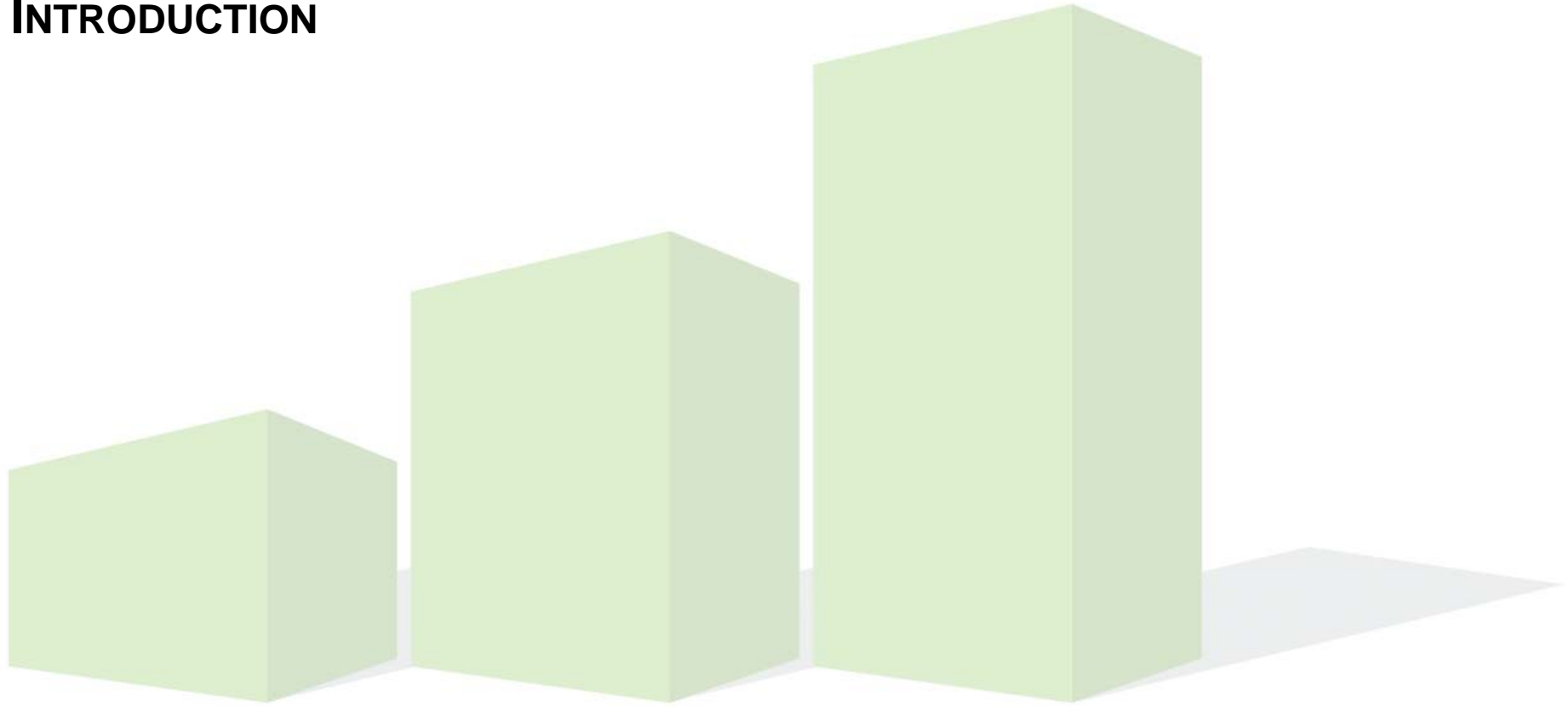


*University of New Mexico
Benchmark Survey – Shared Governance and
Communications Issues
Faculty and Staff Survey
August 2010*

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I. INTRODUCTION



Methodology

This research study was commissioned by the University of New Mexico to assess baseline perceptions regarding the current climate at UNM pertaining to shared governance and communication.

The Population

This research study was conducted among the following types of faculty and staff at UNM:

- ◆ All Main Campus and Branch Campus faculty who are teaching for-credit courses and are currently in the payroll system at UNM.
- ◆ All Main Campus and Branch Campus staff excluding temporary part-time staff.
- ◆ Faculty and staff from Health Sciences Center were excluded from this survey.

The Online Survey

Faculty and staff at UNM were sent an emailed invitation to participate in the online survey. The invitation included a link and unique password with instructions for respondents to click on the link and enter their password to access the survey.

Faculty and staff were initially notified about the survey through various sources, including the President's Monday Morning Message, *UNM Today*, "all-Faculty" and "all-Staff" lists, and a postcard that was distributed to all faculty and staff using interoffice mail boxes.

During the survey fieldwork phase, a total of three reminder emails were sent to non-respondents to further encourage participation and remind them to complete the survey before the deadline.

Respondents had the opportunity to complete the online survey between March 3rd and 17th, 2010.

The faculty survey comprised of a total of 41 questions, including one open-ended question asking faculty to provide feedback/suggestions to help the university move forward on shared governance matters.

There were a total of 24 questions on the staff survey, including one open-ended question asking staff members to provide feedback/suggestions that will help the University move forward.

Response Rate

A total of 1,902 faculty members and 3,320 staff members were invited to participate in the survey. Among faculty members, 719 completed a survey, for a response rate of 38%. Among staff members, a total of 1,627 completed a survey, which yielded a response rate of 49%.

The Report

This report summarizes the results from each question in the survey and reports on any variances in attitude or perception, where significant, among demographic subgroups.

Within the faculty survey findings, the subgroups examined in this report include:

- ◆ Hire year;
- ◆ EEO classification;
- ◆ Employment status;
- ◆ Tenure status;
- ◆ Employee class;
- ◆ Location;
- ◆ Faculty status;
- ◆ Self-reported level of activity in shared governance; and
- ◆ School/branch.

Within the staff survey findings, the subgroups examined in this report include:

- ◆ Hire year;
- ◆ Employment status;
- ◆ Employee class;
- ◆ EEO status;
- ◆ Location;
- ◆ Self-reported participation in institutional committees/staff committee meetings; and
- ◆ School/department.

Executive Summary

In 2009, the Higher Learning Commission (HLC) of the Commission of the North Central Association of Colleges and Schools conducted its ten-year comprehensive evaluation of the University of New Mexico. The report from the HLC concluded that “the institution is in the midst of a near complete break down in trust between the faculty and staff and the President.”

As a result of issues contained in the HLC report, President Schmidly and Provost Ortega commissioned a scientific survey to better understand and to quantify in a more precise manner key issues and concerns of the faculty and staff regarding shared governance and communications. A scientific survey was also conducted so that it could be replicated in the future to measure any changes in attitudes and opinions of faculty and staff. Additionally, five focus groups were conducted among various groups to add qualitative information to supplement the survey research findings.

According to the American Association of University Professors’ 1966 Statement on Governance of Colleges and Universities:

“The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others. The relationship calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort.”

“The governing board of an institution of higher education in the United States operates, with few exceptions, as the final institutional authority.”

“The governing board of an institution of higher education, while maintaining a general overview, entrusts the conduct of administration to the administrative officers—the president and the deans—and the conduct of teaching and research to the faculty.”

“The president shares responsibility for the definition and attainment of goals, for administrative action, and for operating the communications system that links the components of the academic community.”

“The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process.”¹

Furthermore, below are excerpts from the University of New Mexico, Board of Regents Policy Manual detailing the responsibilities of the Board of Regents, the President, and the Faculty:

Board of Regents:

Ultimate Responsibility for the Governance of the University

“The Board of Regents is responsible for the governance of the University of New Mexico. This responsibility may be exercised only by the Board as a unit; individual Regents are without power to act separately in the transaction of University business, except when one of the Board’s officers is specifically authorized to act on behalf of the Board.

The Board’s power to govern the University includes fiduciary responsibility for the assets and programs of the University, establishment of goals and policies to guide the University and oversight of the functioning of the University. The Board vests responsibility for the operation and management of the University in the President of the University.”²

¹ Selections from American Association of University Professors’ 1966 Statement on Governance of Colleges and Universities

² <http://www.unm.edu/~brpm/r11.htm>

The President:

“The President of the University is its Chief Executive Officer and reports directly to the Board of Regents. The President is responsible for implementing the policies adopted by the Board of Regents. The Board hereby delegates authority to the President to carry out his or her responsibilities to manage the University, as set forth generally in this policy, and to adopt administrative policies and procedures consistent with Regents' policies.

The President may adopt new or revised administrative policies and procedures on the President's own initiative or on the recommendation of faculty or administrative staff, without prior approval of the Regents, provided that any changes in administrative policies and procedures do not conflict with Regents' policy.

The President may further delegate this authority unless specifically prohibited from doing so by explicit statement in a policy adopted by the Regents.

The President's responsibilities include:

- oversight of the quality of the academic and support programs of the University;
- supervision of the relationship between students and the administration;
- management of the University's finances;
- administration of the personnel system;
- operation and maintenance of real and personal property under the jurisdiction of the University;
- fundraising, intercollegiate athletics, auxiliary enterprises, and alumni activities;
- consultation and cooperation with the Regents and other University groups on various matters, including planning for the future development of the University;
- representation of the University in public affairs;
- accounting to the Board of Regents for the University's finances on a quarterly and annual basis;
- establishing a centralized system for fundraising, advancement, and development;
- reporting annually to the Board of Regents on the state of the University; [and]
- presenting to the Board of Regents for approval the organizational structure of the University.³

The Faculty:

“The Board of Regents fully appreciates the strategic role the Faculty has in carrying out the University's mission of teaching research and public service. The Board, therefore, reaffirms the right of review and action delegated to the Faculty in regard to: (1) formulation of institutional aims; (2) creation of new colleges, schools and departments and divisions; (3) major curricular changes and other matters which in the opinion of the President of the University or his delegate affect the institution as a whole; (4) requirements for admission and graduation and for honors and scholastic performance in general; (5) approval of candidates for degrees; (6) policies of appointment, dismissal, and promotion in academic rank; (7) research; and (8) general faculty welfare. However, actions taken by the University Faculty shall be subject to the authority of the Regents in matters involving finance, personnel and general University Policy.

Formal approval by the Board is required, following review and action by the Faculty, and administration for: formulation and revision of institutional aims; creation of colleges, schools and branches; creation or elimination of degree programs; candidates for degrees; policies for appointment, promotion in rank and dismissal of faculty members; faculty welfare issues as these relate directly to fiscal and institutional issues.

Nothing in this policy in any way restricts the plenary authority of the Board of Regents under New Mexico law and this Policy Manual. “⁴

³ <http://www.unm.edu/~brpm/r31.htm>

⁴ <http://www.unm.edu/~brpm/rtoc5.htm>

According to the results of the survey conducted in March 2010, few faculty members (13%) are satisfied with their role in shared governance at the University of New Mexico. Similarly, relatively few staff members (26%) are satisfied with the overall effectiveness in communications between the staff and Central Administration. There are many factors and issues that have led to a perceived lack of trust, collaboration, mutual understanding and cooperation between faculty/staff and the Central Administration. This report presents the faculty and staff perspective.

As the university moves forward, it will be critical for Central Administration to clearly define the roles and responsibilities of faculty as it pertains to shared governance at UNM, in order to foster an atmosphere of trust and collaboration between faculty and Central Administration. Through this process, goals and expectations will be established for all groups involved in shared governance, thereby ensuring that faculty have a voice in matters of shared concern.

In a similar vein, Central Administration needs to clearly define the means by which the staff at UNM can have a voice in critical decisions at the university and have their input be considered and valued in the decision-making process.

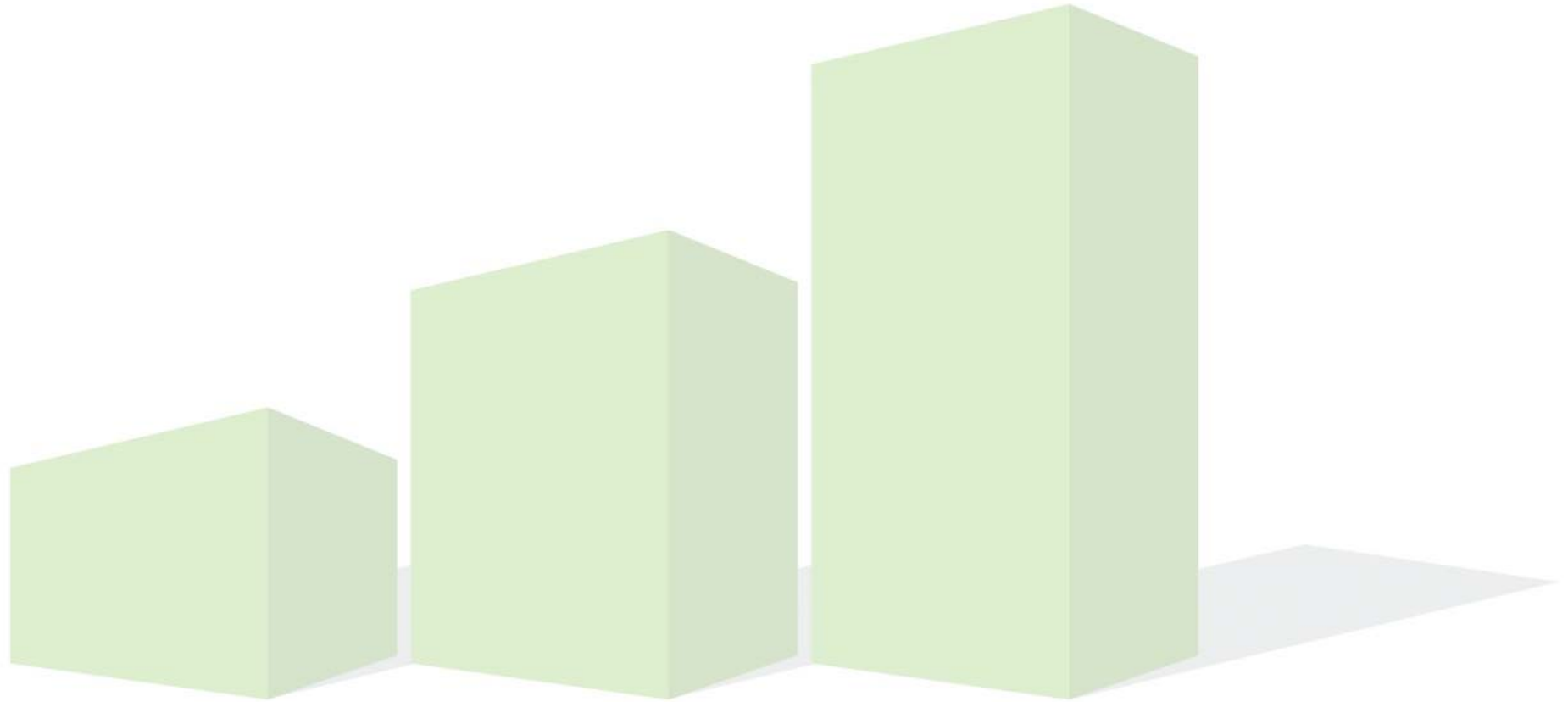
As one faculty member stated:

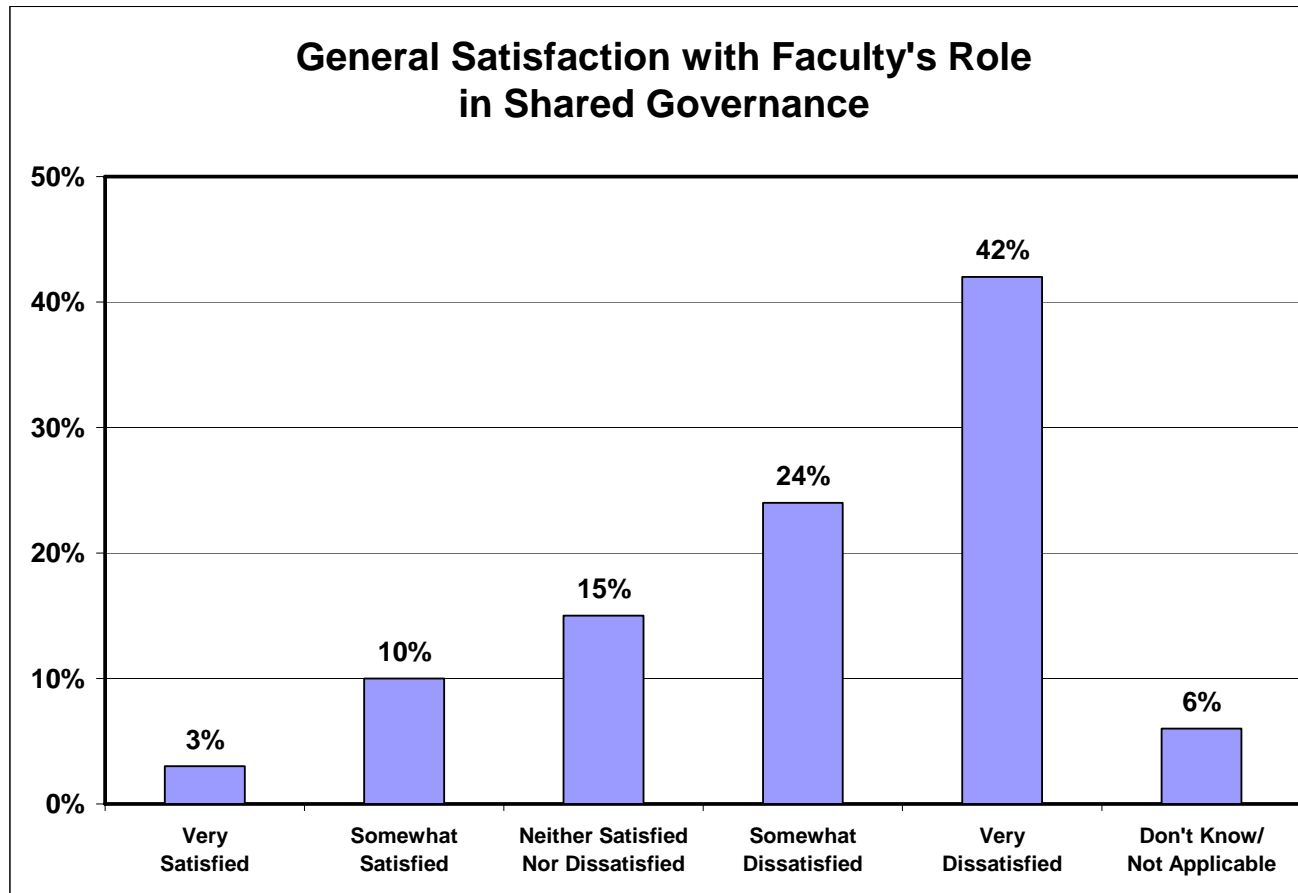
“The Central Administration needs to show renewed and strong leadership, and the faculty need to stand up and participate willingly and towards a positive end.”

Highlights

- The vast majority of faculty (91%) agrees that participation in shared governance is a worthwhile faculty responsibility. However, few (17%) agree that the University fosters faculty development of shared governance skills or acknowledges/rewards participation in shared governance work.
- Although some faculty and staff members feel that avenues for communication with Central Administration have increased, many believe their input is not being seriously considered and that their opinions are not being valued. Primary examples include: the perceived establishment and maintenance of a “corporate” model administrative structure, creation of the Rio Rancho campus, and the perceived redirection of funds from academics to other endeavors.
- The majority of faculty (79%) disagree that academic interests at UNM guides financial decisions. Some faculty members question whether increased funding and expenditures for administrative overhead and athletics have had a negative impact on the academic budget, especially in light of financial belt-tightening. The majority of faculty also feels they do not have an influential role in budget development (affecting the academic mission) (81%) or in the redirection of funds after budgets have been set. Similarly, the majority of staff members (66%) do not feel their input is valued in the development of the institutional budget.
- The majority of faculty (73%) does not feel that the university’s organizational management structure is conducive to shared governance. They express concern regarding the proliferation of myriad vice presidential positions. Concerns regarding the vice president positions include: a) the necessity and/or value of some positions; b) the cost of these positions; and c) whether the perceived extra layer of bureaucracy actually enhances the core academic mission of the University. The faculty strongly supports a reduction in the number of administrative positions and a redirection of these funds to academic programs.
- The majority of faculty does not feel that communications between themselves and the Central Administration (57%), as well as between themselves and the Regents (68%), are carried out in good faith. Similarly, only 23% of staff feel that communication between the staff and Central Administration is carried out in good faith. Some faculty and staff also feel that they are oftentimes doing more with less resources and that they are not being appreciated or respected for what they do in service to the University.
- Half of the faculty members feel that the role and authority of the Provost have not been clearly defined and more than one-third feel that the Provost is not empowered by being given the appropriate level of authority regarding academic programs.
- Few faculty members (6%) agree that protocols regarding Board of Regents member activity and visibility have been clarified.
- Few faculty members feel that the Board of Regents (7%) or the Central Administration (16%) uses established mechanisms to ensure a faculty voice in matters of shared concern.
- The majority of faculty (approximately 60%) feels that faculty committees are empowered in areas where faculty traditionally has primacy (i.e. determining curriculum design/review; setting standards and criteria for retention/promotion/tenure; setting agendas and establishing procedure for faculty committees).

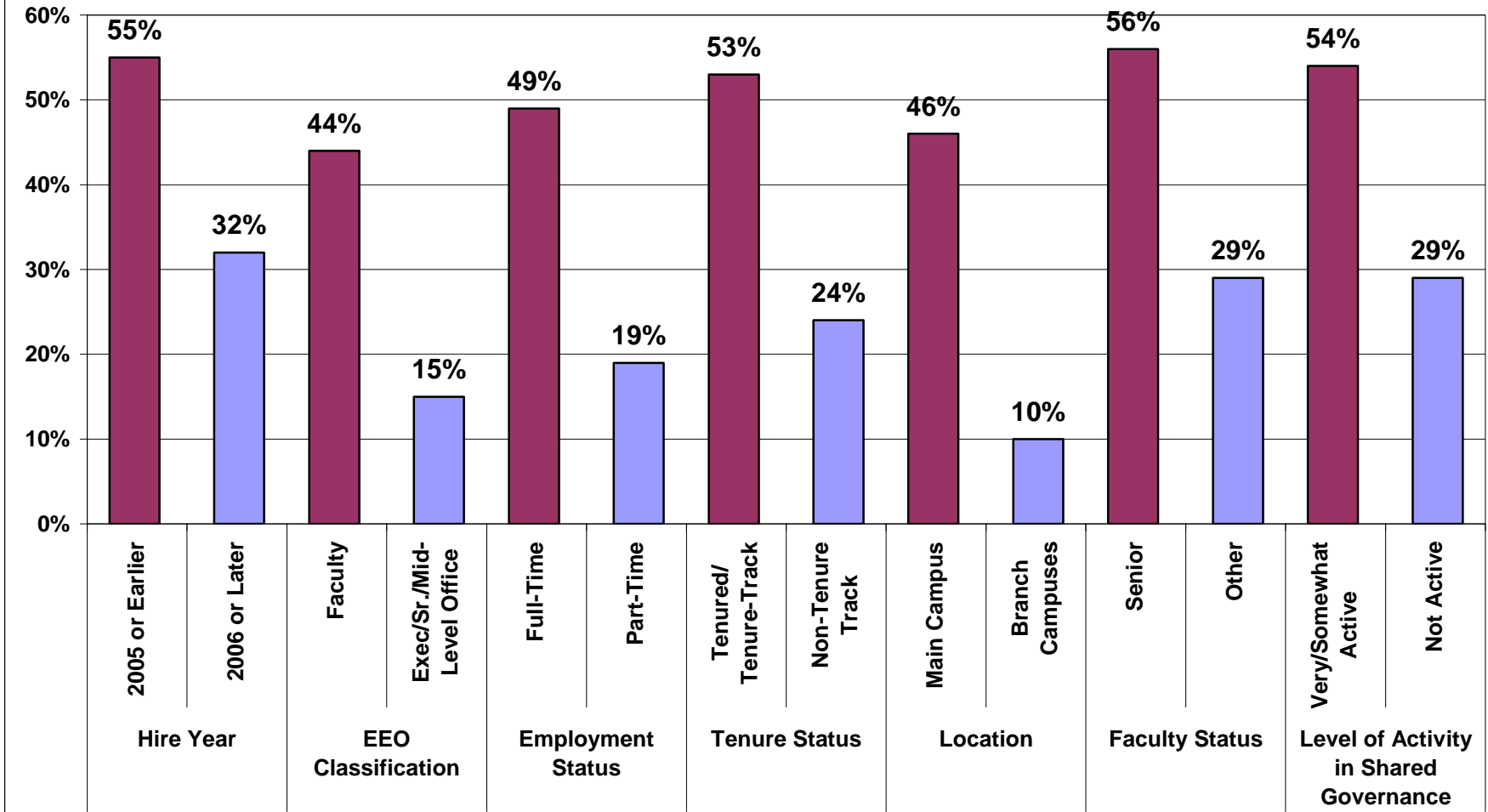
II. EXECUTIVE SUMMARY – FACULTY





Faculty members were asked to rate their general satisfaction level with the faculty's role in shared governance. In general, only 13% of faculty members express satisfaction with the faculty's role in shared governance at UNM. Meanwhile, two-thirds of faculty members are dissatisfied with the faculty's role in shared governance, with over two-fifths who are *very dissatisfied* (42%). Fifteen percent of faculty members are *neither satisfied nor dissatisfied*.

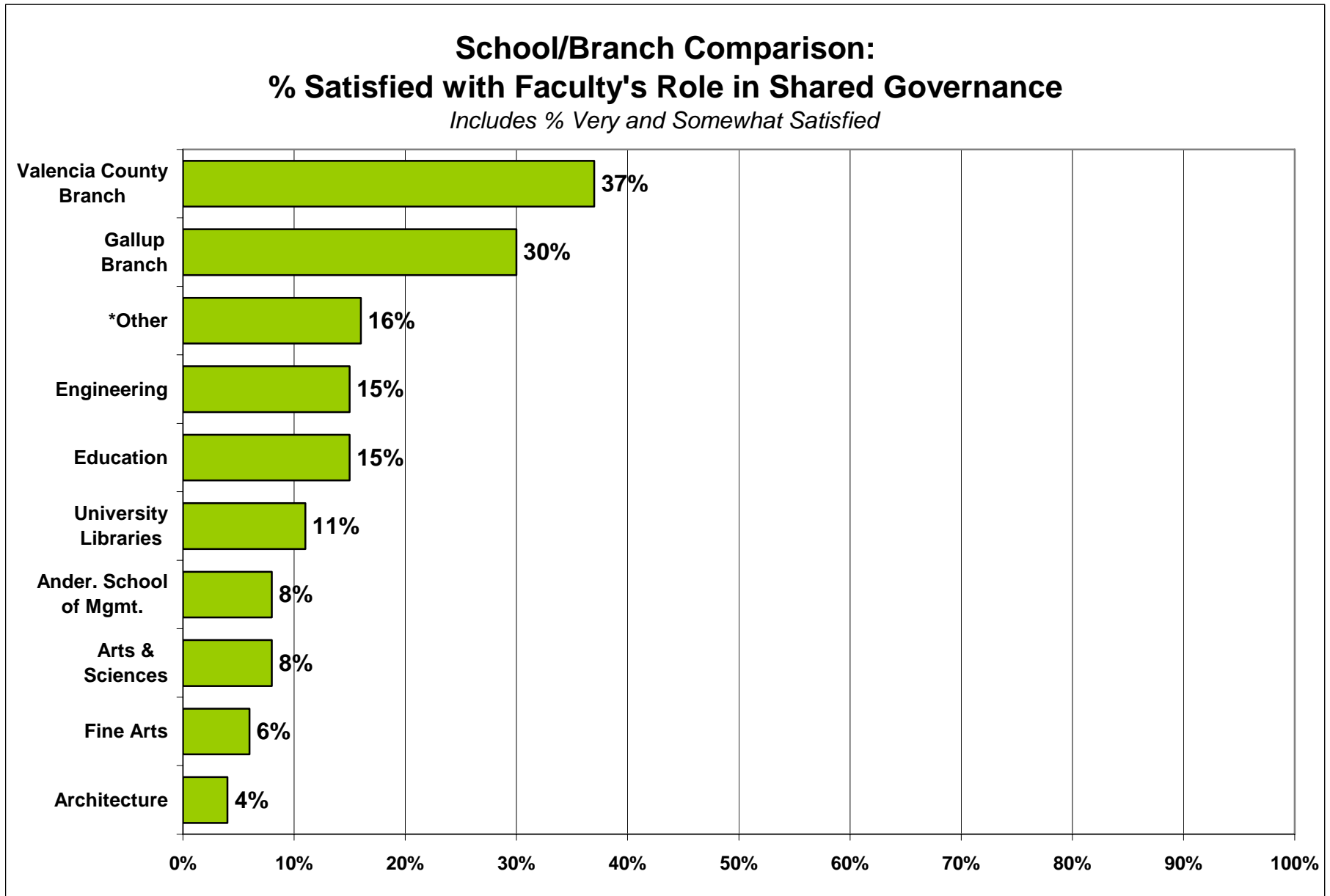
Demographic Comparison: % Very Dissatisfied with Faculty's Role in Shared Governance



The graph on the preceding page illustrates significant demographic differences between faculty members when it comes to being *very dissatisfied* with the faculty's role in shared governance. As shown in the graph, faculty members who are more apt to feel *very dissatisfied* with the faculty's role in shared governance include:

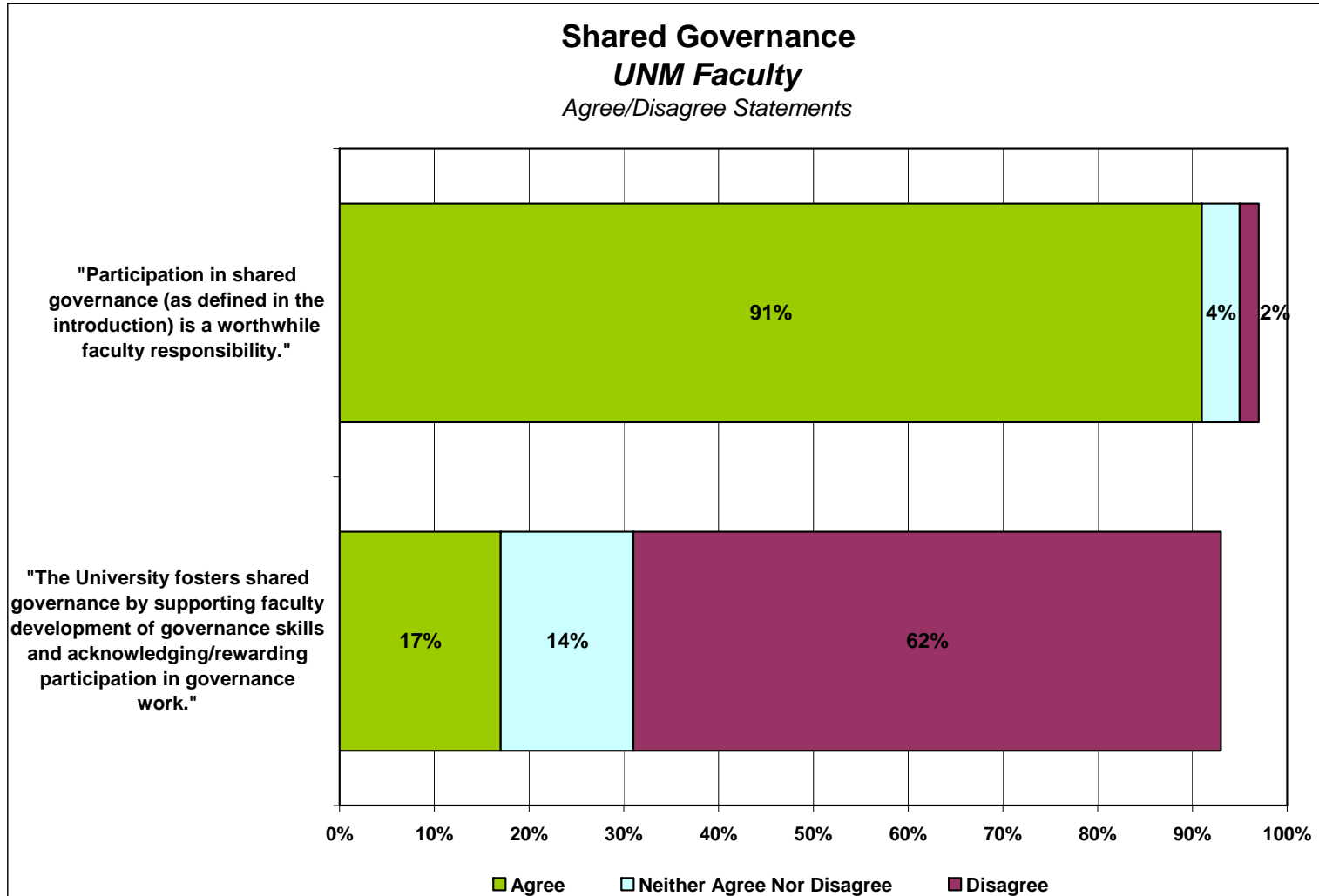
- ◆ Faculty members who have been employed with UNM since 2005 or earlier (55%);
- ◆ Those who are not executive/senior/mid-level management (44%);
- ◆ Full-time faculty (49%);
- ◆ Those who are tenured faculty members (57%);
- ◆ Main Campus faculty (46%) as compared to branch campuses (10%);
- ◆ Senior faculty (56%);
- ◆ Those who are at least *somewhat active* in shared governance activities (self-reported) (54%); and
- ◆ Those who are faculty members in University College (72%) and College of Arts and Sciences (52%) (not shown above).

The findings from the survey show that the demographic groups above that are significantly more likely to be *very dissatisfied* with the faculty's role in shared governance in general also tend to be more likely to disagree with many of the positive statements pertaining to specific aspects of shared governance and communication throughout the questionnaire. This is especially the case when it comes to relationships with, and the performance of, Central Administration and the Board of Regents regarding shared governance issues. Due to the consistency in the findings among these subgroups to these questions, the variations among these demographic groups are not being highlighted within the analysis of each question. However, in the event that other demographic subgroups are more likely to disagree or *strongly disagree* with a positive statement about a specific aspect of shared governance/communication, this is noted within the analysis.



**Smaller schools/branches have been combined either due to small cell sizes or to ensure anonymity of respondents.*

The graph on the preceding page reports the percentage of faculty who express satisfaction with the faculty's role in shared governance segmented by selected schools/branches at UNM. As shown in the graph, satisfaction is higher among Valencia County and Gallup branch faculty (37% and 30%, respectively), while less than one-in-ten faculty members express satisfaction among those who are in Anderson School of Management (8%), College of Arts and Sciences (8%), College of Fine Arts (6%), and School of Architecture (4%).



Faculty members were asked their level of agreement or disagreement with a series of statements regarding shared governance and communication at UNM. Faculty members were asked to use a scale of agreement where the categories were *strongly agree*, *somewhat agree*, *neither agree nor disagree*, *somewhat disagree*, and *strongly disagree*. The pages within this section display the results to these questions.

As shown in the graph above, the vast majority of faculty members (91%) agree that participation in shared governance is a worthwhile faculty responsibility (70% *strongly agree*). Few faculty members (2%) disagree with this statement.

Faculty who are more likely to *strongly agree* that participation in shared governance is a worthwhile faculty responsibility include:

- ◆ Faculty members who self-report that they are *very active* in shared governance activities (85%);
- ◆ Senior faculty (79%);
- ◆ Those who have been employed at UNM since 2005 or before (78%);
- ◆ Faculty who are tenured or tenure-track (77%);
- ◆ Faculty in the College of Arts and Sciences (75%);
- ◆ Those who are employed full-time (74%);
- ◆ Main campus faculty (72%); and
- ◆ Faculty members who are not executive/senior/mid-office level employees (71%).

However, over three-fifths of faculty members disagree that the University fosters shared governance by supporting faculty development of governance skills and acknowledging/rewarding participation in governance work (62%), with over one-third who *strongly disagree* (36%). Seventeen percent of faculty agrees with this statement, while 14% *neither agrees nor disagrees*. As one faculty member stated, “the existence of communication does not mean the existence of shared decision-making.”

Aside from the demographic subgroups who tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11), faculty in the School of Engineering are more apt to *strongly disagree* (48%) that the University fosters shared governance by supporting faculty development of governance skills and acknowledging/rewarding participation in governance work.

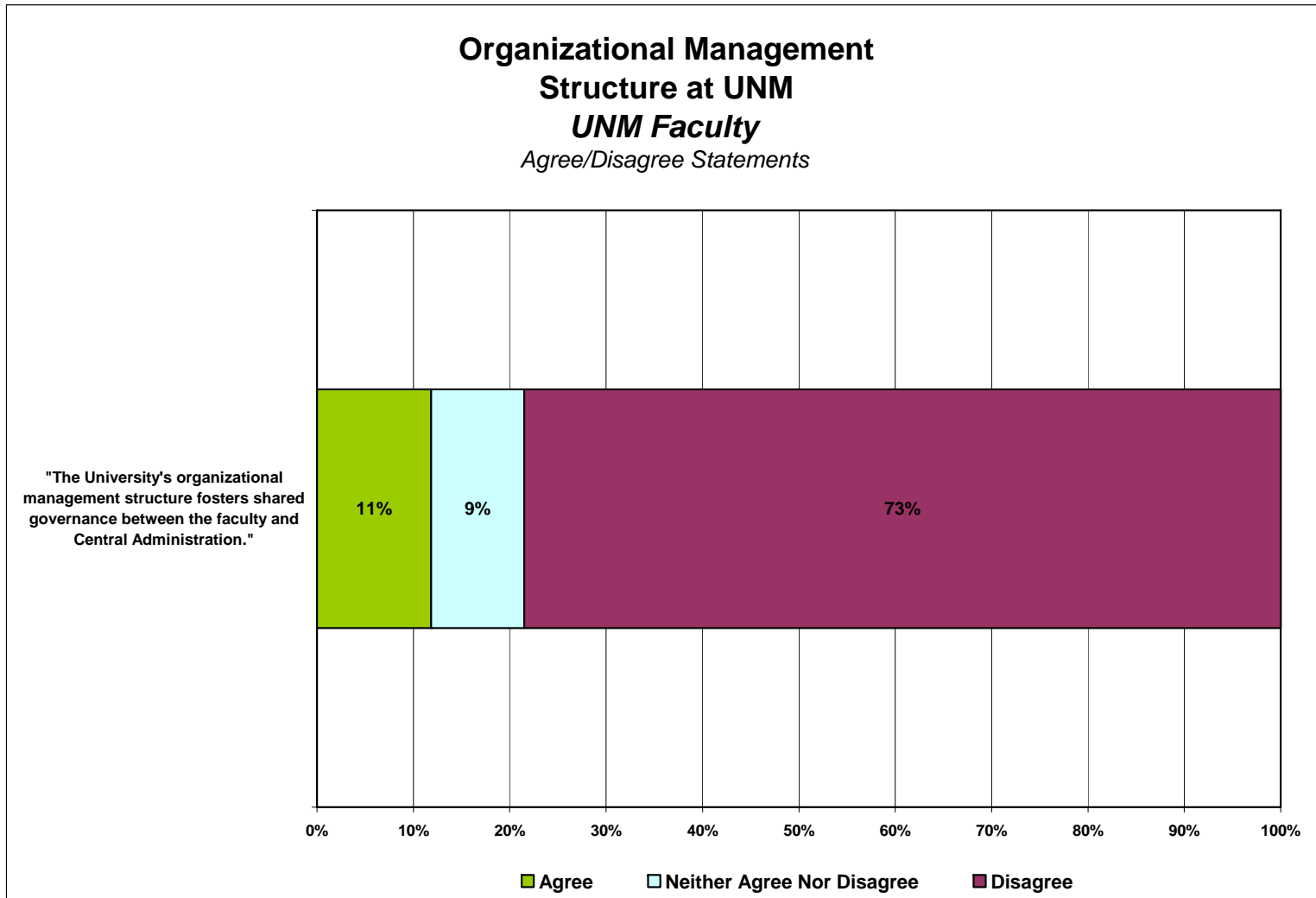
One faculty member illustrated the issue of lack of shared governance by making the following comment:

“Significant venues do exist for faculty engagement in governing the university; that input is often listened to, even affirmed, just appears to so rarely actually be allowed to influence outcomes that the result is not really “shared governance” as it is communicative processes to give the appearance of shared governance.”

Although the vast majority of faculty members feel that participation in shared governance is a worthwhile responsibility, a few faculty members explained the following:

“Create an accessible diagram revealing hierarchies, power systems and relationships between the differing bodies that can be accessible to students, faculty, administrators and staff. Part of the lack of interest in governance is not understanding all of the roles/positions and how they interact.”

“The Faculty Senate and its committees necessarily move slowly -- they are deliberative bodies. Often these bodies are passed over in favor of more nimble appointed ad hoc committees that are charged with immediately-pressing issues. As a result, for many important issues, Faculty Senate bodies do not have a voice. Membership on these ad hoc committees seems quite, well, ad hoc. The administration has a strong interest in appointing “friendly” faculty members. While shared governance is critical, it is also very frustrating to participate because it feels futile.”



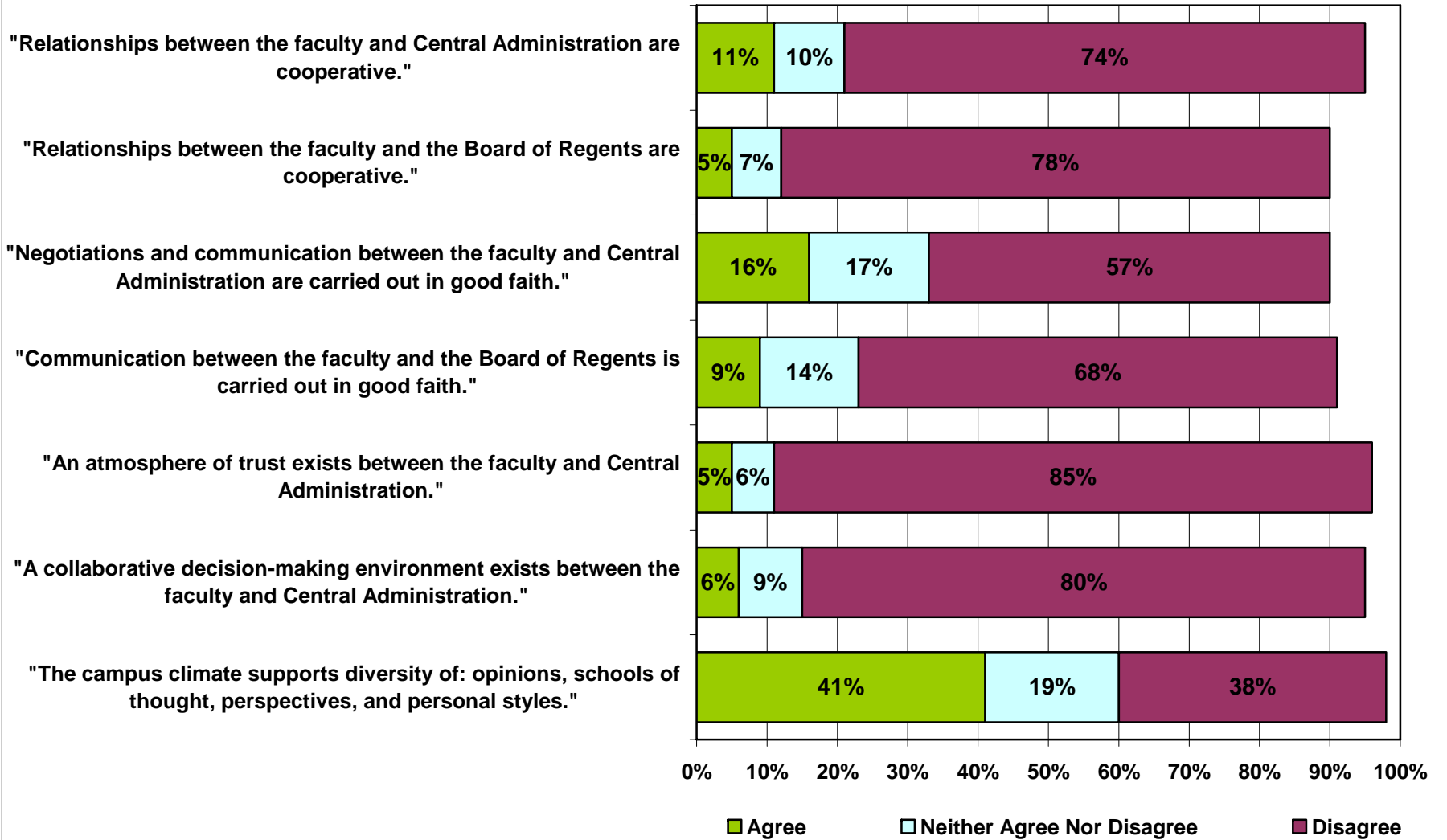
When asked if the University's organizational management structure fosters shared governance between the faculty and Central Administration, nearly three-quarters of faculty members disagree with this statement (73%), while only 11% agree. Nine percent *neither agree nor disagree* with this statement. Notably, the demographic subgroups who tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with this statement.

Here are some comments from a few faculty members regarding the organizational structure at UNM:

“Teaching and research should always come first. Given this simple mission, there's no justification for all of these vice president positions. The Provost should not have to compete with others whose responsibilities lie outside the core mission of the university.”

“The university will not survive the ‘business’ model we are under. The administration is top-heavy, while faculty salaries have not kept up with our peer institutions. We are losing our new, young faculty. We have lost many of our tenure lines. More classes are being taught by graduate students and adjuncts than ever before. This trend has reduced the quality of the education our students receive. We are working under very limited budgets and limited resources and are unable to compete with our peer institutions. The business model says that students are our customers. They are not. We serve the state and the nation. The students are our product. We need to put out the highest-educated product, so that the students become valuable citizens to the rest of our society.”

Climate at UNM UNM Faculty Agree/Disagree Statements



Approximately one-in-ten faculty members (11%) agree that relationships between the faculty and Central Administration are cooperative, while three-quarters (74%) disagree with this statement. Ten percent *neither agree nor disagree*. Only 5% of faculty members feel that relationships between the faculty and the Board of Regents are cooperative, while over three-quarters disagree.

Sixteen percent of faculty members agree that negotiations and communication between the faculty and Central Administration are carried out in good faith, while 17% *neither agree nor disagree* with this statement. However, the majority of faculty (57%) disagrees that negotiations and communication are carried out in good faith between faculty and Central Administration (32% *strongly disagree*). When asked if communication between the faculty and the Board of Regents is carried out in good faith, results are less optimistic, with only 9% of faculty agreeing, while two-thirds (68%) disagree.

The vast majority of faculty members (85%) disagree when asked if an atmosphere of trust exists between the faculty and Central Administration, while few faculty members (5%) agree. In fact, approximately three-fifths of faculty members (59%) *strongly disagree* with this statement.

Some faculty members made the following comments regarding trust at UNM:

“What is fundamental to success in shared governance is trust, which cannot be legislated or regulated. Continued revelations in the local media of the diversion of funds contradict the administration's insistence that there is not enough money available to strengthen the academic mission of the University and that academic departments and the library must ‘share the pain’.”

“Faculty and administration must work together in an atmosphere of trust. At this point, the Central Administration appears to be truly interested in moving forward but becomes frustrated easily. Also, faculty like to whine, then when forced into action, will provide excellent ideas and contributions. The time for whining and easy frustration is over.”

“We've bred a sort of professional environment of suspicion: Deans, chairs, faculty and staff are regularly required to report, and re-report, on all manner of issues that used to be taken care of by individual colleges. "Shared governance" hardly exists, as the agenda, timetable and methods of investigation/analysis/reporting are set by non-teaching administration. In such a climate, teaching -- really teaching -- now seems almost a luxury.”

Four-fifths of faculty disagree (56% *strongly disagree*) when asked if a collaborative decision-making environment exists between the faculty and Central Administration. Just 6% of faculty members agree.

Below are a few select faculty members' views on the issue regarding cooperation and collaboration:

“Part of it seems to come from administrative enthusiasm without much consultation, but part of it is like a family misunderstanding that grew into mutual ‘bloody-mindedness’, as the Brits might say. This could dissipate if everyone works to act like collaborative adults.”

“There exists an ‘us-against-them’ mentality -- from my perspective, rooted in administrative disdain for the faculty -- that precludes the success of UNM.”

Notably, the demographic subgroups who tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with these statements regarding climate at UNM.

Furthermore, one faculty member outlined an example regarding the issue of communication and decision-making at UNM:

“Here is a recent, specific example of a disconnect in communication and decision-making: Deans ask chairs to prepare budgets for the coming year with 2 percent, 3 percent and 5 percent cuts. Chairs do so after consulting with faculty committees and the whole department who, of course, find this a particularly disturbing, very serious process. Then, a few weeks later, the President announces a new committee with a range of University members picked by him who are charged with finding and evaluating new ways to save money. What happened to the proposed budgets with their range of cuts? What happened to the ‘ways to save money’ outlined there? Nothing so far as anyone knows. This new committee is just the latest example of how the upper-level administration creates an administrative structure ad hoc that replaces -- subverts, actually -- already existing lines of communication (from faculty to chairs to deans to the Provost -- who should then make decisions about academic matters, not the President) and the decision-making that worked quite well for many years prior to the arrival of this administration. From where I sit, everything and everyone is simply paralyzed because they do not know how decisions are made. So nothing happens. Nothing gets done.”

On a more positive note, one faculty member expressed that:

“I believe that improvements have been made between the faculty and the Central Administration. Some improvements have been made between the faculty and Regents, especially since a new president of the Regents was appointed. However, in some cases I believe that faculty input is given little real consideration, amounting to lip service, especially by the Regents.”

One faculty member made general observations and suggestions regarding climate at UNM:

“More transparency in university policies; less hierarchy; a stronger communal approach to tackle problems; more honesty on behalf of administration; more moral and ethical competence on behalf of the administration; solve moral and ethical violations directly and do not push them under the carpet of bribery; respect the work of faculty; and provide faculty with the means and time to do their work with excellence.”

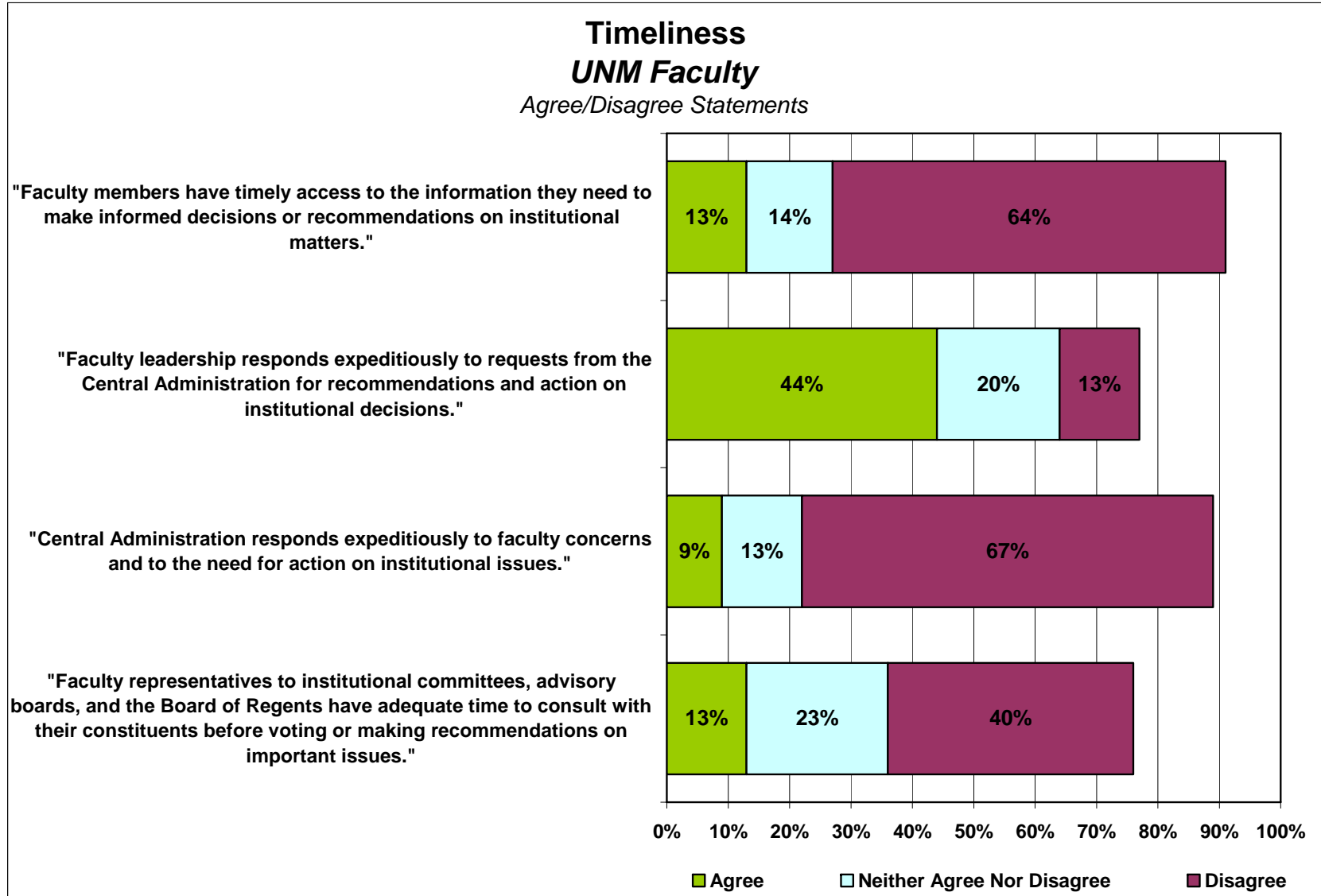
Faculty members are split when asked if the campus climate supports a diversity of opinions, schools of thought, perspectives, and personal styles, with just over two-fifths who agree (41%) and just under two-fifths who disagree (38%) with this statement. One-fifth of faculty members *neither agree nor disagree*.

Faculty members who are more apt than others to *strongly agree* that the campus climate supports a diversity of opinions, schools of thought, perspectives, and personal styles include:

- ◆ Those who have an executive/senior/mid-level office classification (21%);
- ◆ Part-time faculty members (15%);
- ◆ Those who are not on a tenure track (13%); and
- ◆ Those who are faculty members at a branch campus (18%).

Conversely, those who are more likely to *strongly disagree* include:

- ◆ Full-time faculty members (22%);
- ◆ Those who do not have an executive/senior/mid-level classification (20%);
- ◆ Those who self-report being *very active* in shared governance activities (34%); and
- ◆ Faculty in the College of Education (35%) and College of Fine Arts (31%).



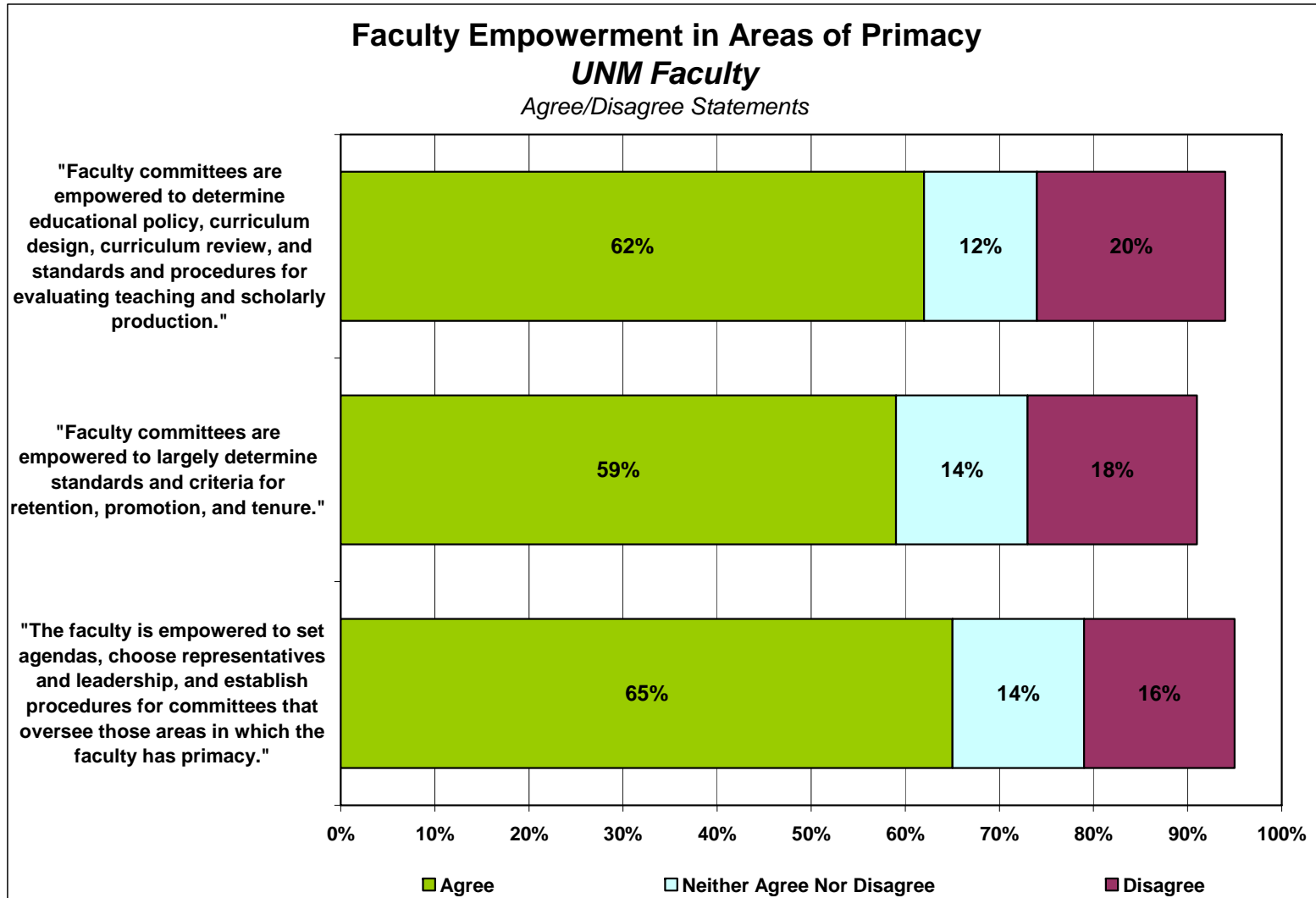
Thirteen percent of faculty members agree with the statement that faculty members have timely access to the information they need to make informed decisions or recommendations on institutional matters, while nearly two-thirds of faculty members (64%) disagree with this statement (36% *strongly disagree*). Fourteen percent *neither agree nor disagree* with this statement. Aside from faculty in University College, the demographic subgroups that tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with this statement.

Over two-fifths of faculty members (44%) agree that faculty leadership responds expeditiously to requests from the Central Administration for recommendations and action on institutional decisions (14% strongly agree), while just 13% disagree (5% strongly disagree) and one-fifth *neither agree nor disagree*. Senior faculty and those who self-report that they are at least *somewhat active* in shared governance activities are more apt to agree that faculty leadership responds expeditiously to requests from the Central Administration for recommendations and action on institutional decisions (50% and 52%, respectively). Furthermore, faculty in the College of Arts and Sciences are more apt than others to say they strongly agree that faculty leadership responds expeditiously to this type of request from Central Administration (19%).

Conversely, less than one-in-ten faculty members agree that Central Administration responds expeditiously to faculty concerns and to the need for action on institutional issues, while two-thirds of faculty members disagree (41% strongly disagree). Thirteen percent indicate they *neither agree nor disagree* when asked their level of agreement with this statement. Notably, the demographic subgroups that tend to strongly disagree with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to strongly disagree with this statement.

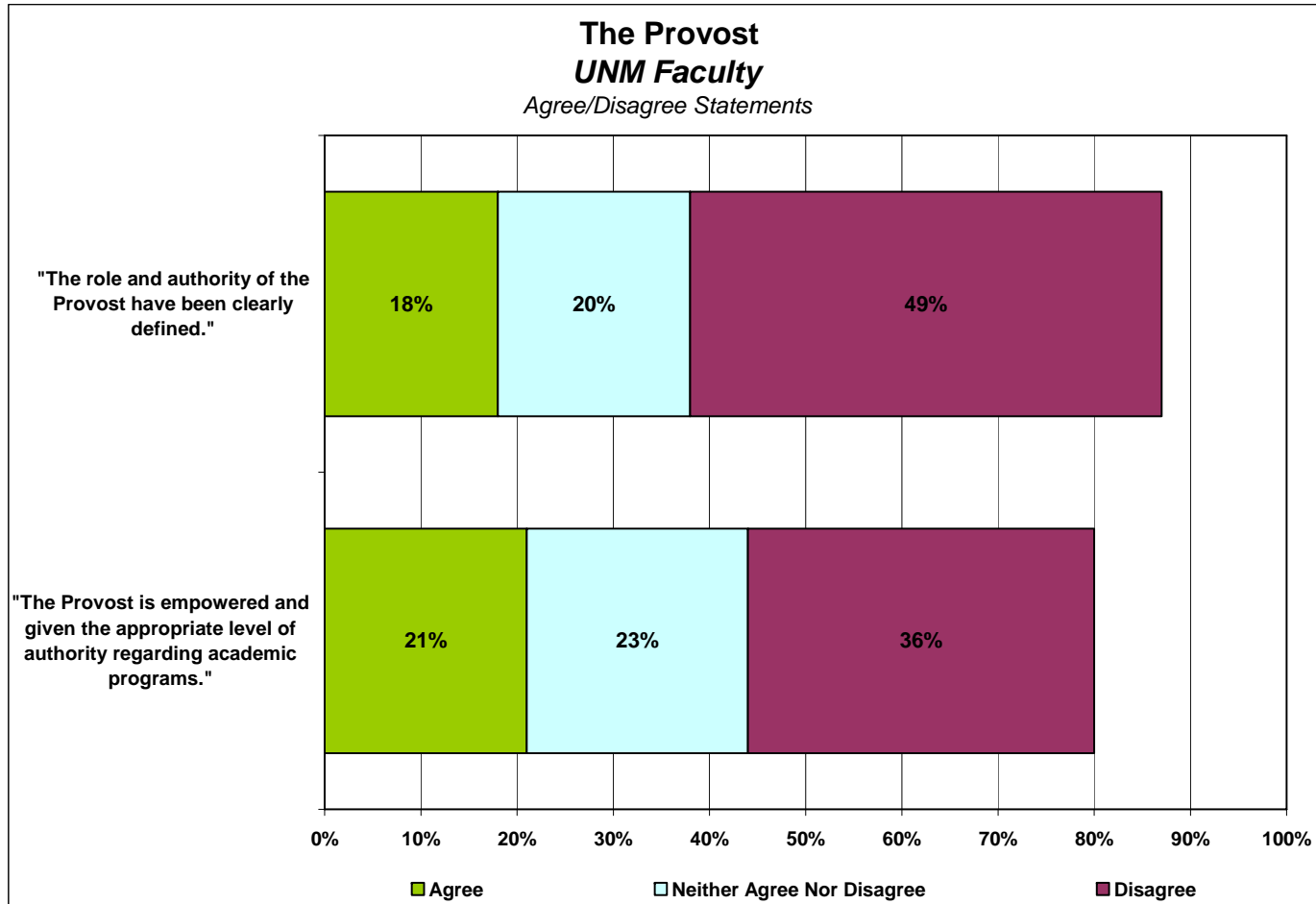
It should be noted that one-quarter (24%) of faculty members have not formed an opinion regarding whether or not faculty leadership responds expeditiously to requests from the Central Administration for recommendations and action on institutional decisions.

When asked if faculty representatives to institutional committees, advisory boards, and the Board of Regents have adequate time to consult with their constituents before voting or making recommendations on important issues, 13% of faculty members agree with this statement, while two-fifths disagree. Notably, one-quarter of faculty members have not formed an opinion regarding this issue. Aside from faculty in the College of Arts and Sciences and University College, the demographic subgroups that tend to strongly disagree with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to strongly disagree with this statement.



When it comes to the empowerment of faculty in areas in which the faculty has primacy, the majority of faculty agrees that this empowerment exists at UNM. For instance, over three-fifths of faculty members (62%) agree that faculty committees are empowered to determine educational policy, curriculum design, curriculum review, and standards and procedures for evaluating teaching and scholarly production. Furthermore, nearly three-fifths of faculty members (59%) agree that faculty committees are empowered to largely determine standards and criteria for retention, promotion, and tenure. Lastly, when asked if the faculty is empowered to set agendas, choose representatives and leadership, and establish procedures for committees that oversee those areas in which the faculty has primacy, two-thirds of faculty members agree with this statement.

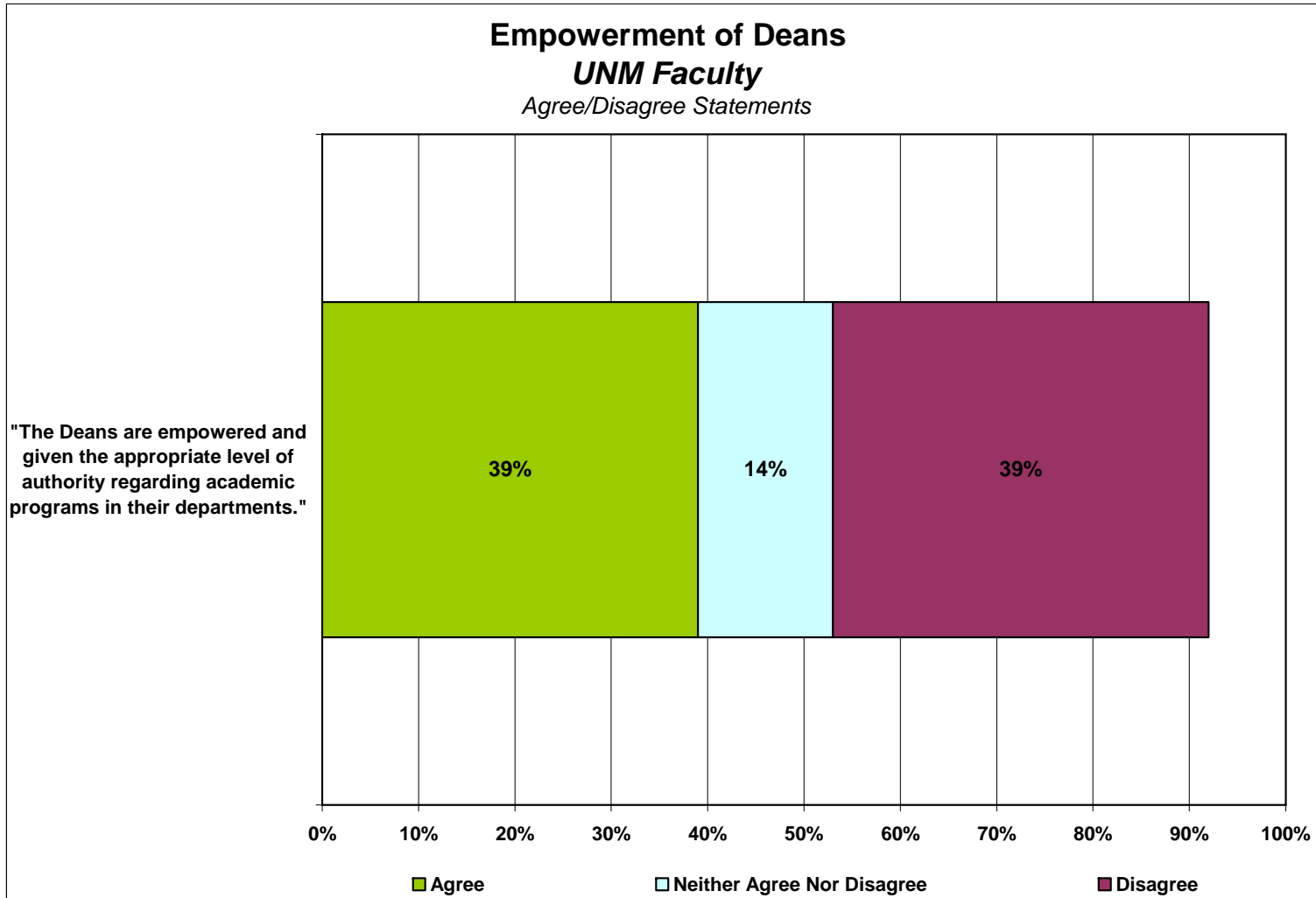
Interestingly, faculty members who are in an executive/senior/mid-level office classification and senior faculty are more likely than others to strongly agree that faculty committees are empowered to determine educational policy, curriculum design and review, and standards and procedure for evaluating teaching and scholarly production, as well as to largely determine standards and criteria for retention, promotion, and tenure. Similarly, these faculty groups are more apt than others to strongly agree that the faculty is empowered to set agendas, choose representatives and leadership, and establish procedures for committees that oversee those areas in which the faculty has primacy.



Less than one-fifth of faculty members (18%) feel the role and authority of the Provost have been clearly defined, while one-fifth *neither agree nor disagree*. Nearly half of faculty members (49%) disagree that the role and authority of the Provost have been clearly defined. Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with this statement.

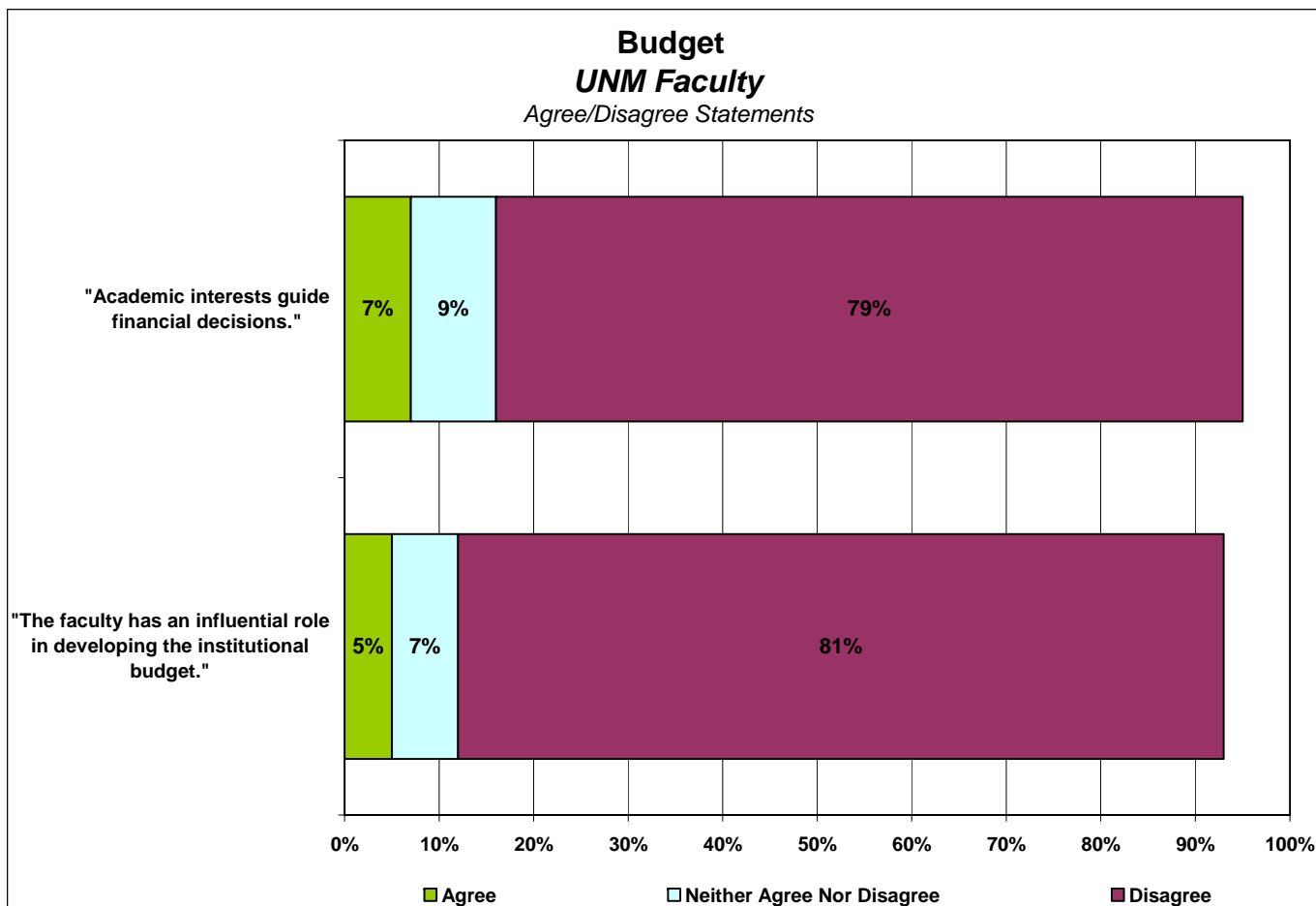
When asked if the Provost is empowered and given the appropriate level of authority regarding academic programs, just over one-fifth agrees (21%), while over one-third of faculty members disagree with this statement (36%). Interestingly, one-fifth of faculty members have not formed an opinion regarding the empowerment/authority of the Provost. Those who are more likely to have not formed an opinion include: newer employees (2006 or later) (26%), part-time faculty (33%), non-tenured-track faculty (29%), temporary faculty (34%), and those who indicate they are *not at all active* in shared governance activities (38%).

To quote one faculty member, "The role and authority of the Provost is still unclear, especially how much the voice of the Provost counts as representing the academic portion of campus at the Executive Cabinet."



Faculty members are split when asked if the Deans are empowered and given the appropriate level of authority regarding academic programs in their departments, as two-fifths of faculty (39%) agree with this statement, while two-fifths (39%) disagree. Fourteen percent of faculty members *neither agree nor disagree*.

Faculty members who are more likely to *strongly agree* that the Deans are empowered and given the appropriate level of authority regarding academic programs in their departments include those who are executives, senior management, or mid-level officers (21%), branch campus faculty (18%), and temporary faculty (13%). Faculty members who are more apt to *strongly disagree* with this statement include: full-time faculty (20%), tenured faculty (22%), senior faculty (22%), and those who are in the College of Arts and Sciences (24%) and University College (41%).



As shown in the graph above, a considerably low percentage of faculty members (7%) agree that academic interests guide financial decisions. In fact, four-fifths of faculty members disagree with this statement (60% *strongly disagree*).

One faculty member made the following suggestions:

- 1) "For improving the visibility and reputation of the university, make academics and continuous improvement of its standards the first priority as opposed to focusing on its athletics programs and growing its administrative structure"; and 2) "Improve the university's operational/control/strategic processes for better efficiency and effectiveness through shared governance rather than creating unnecessary and/or expensive administrative positions."

Yet another faculty member observed that "the number of tenure-stream faculty on main campus has been declining for years, and some departments have been decimated by losses without being able to hire replacements, even as enrolment is increasing rapidly."

When asked if the faculty has an influential role in developing the institutional budget, similar results occur, as only 5% of faculty members agree with this statement, while over four-fifths disagree (62% *strongly disagree*). Aside from the demographic subgroups that tend to *strongly disagree* with all aspects of shared governance and communication at UNM (see pages 10-11), faculty in the College of Education are also more apt to *strongly disagree* with this statement (73%).

One faculty member stated that, “Many decisions that have to do with academics are extremely connected to budget decisions and priorities set up by the Central Administration and the Regents in which the faculty does not have participation in decision making.”

Regarding funding decisions, some faculty members expressed their concerns:

“Academic and academic funding decisions that should be made at the President, Provost and dean level appear to be unduly influenced by the many vice presidents, many of whom were appointed in the last three years. Colleges are not adequately funded by the University at a time when athletic and administrative funding has seen 15 percent to 30 percent growth.”

“I would like to see the University reduce the number of administrators and, in particular, return the monies allocated to their salaries to the development of academic programs, more substantive communication programs between all levels of administration and faculty ...”

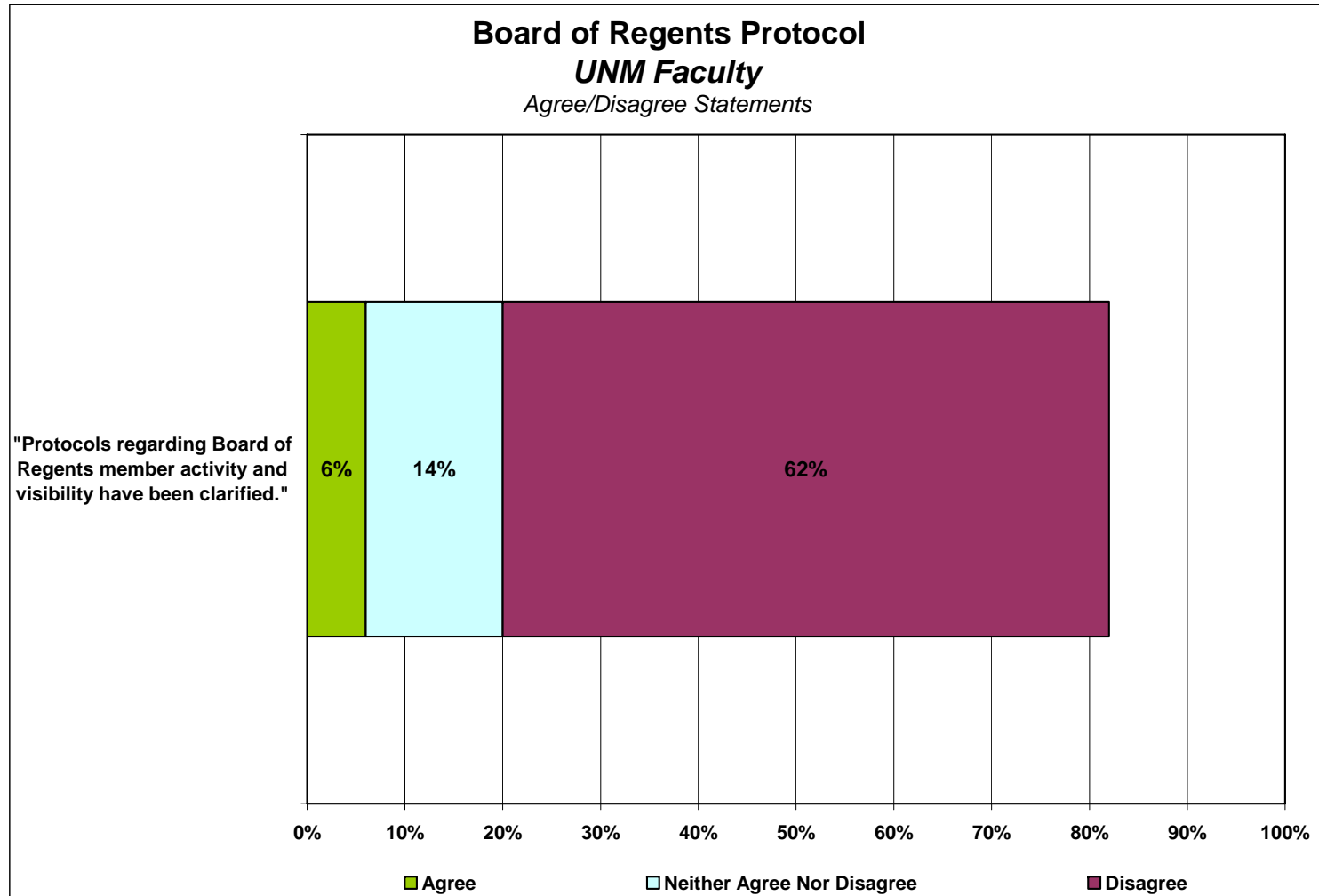
“Poor decisions (from the top down) are being forced upon faculty because of the budget crisis. Retaining faculty and staff should be a priority for those at the top, and imposing decisions based on finances is hurting faculty and staff (and doesn't seem to be negatively impacting the Central Administration). Increasing class cap sizes, teaching loads and service, while decreasing administrative support and faculty hires, are not the only ways (and are far from the best ways) to tighten the budget.”

“The Central Administration and the Board of Regents need to provide more support to faculty, deans and departments to have the opportunity to truly excel at teaching and research. Resources need to be spent first and foremost on these two areas, everything else being secondary. The administration needs to address issues such as class overcrowding, large classes, hiring enough faculty rather than relying on part-time TAs, etc.”

“The upper administration (vice presidents and associate vice presidents) has exploded at UNM during the past decade, as has administrative compensation. This has been completely disproportionate to faculty compensation, for example, creating a demoralizing atmosphere and resulting in high attrition of qualified faculty to higher-paying positions elsewhere.”

“Too much of the university budget is going to administrative salaries. Some departments are suffering terrible losses in faculty lines. Teaching is suffering as a consequence, and important areas do not have adequate research representation to support graduate programs. UNM is losing ground as a research university.”

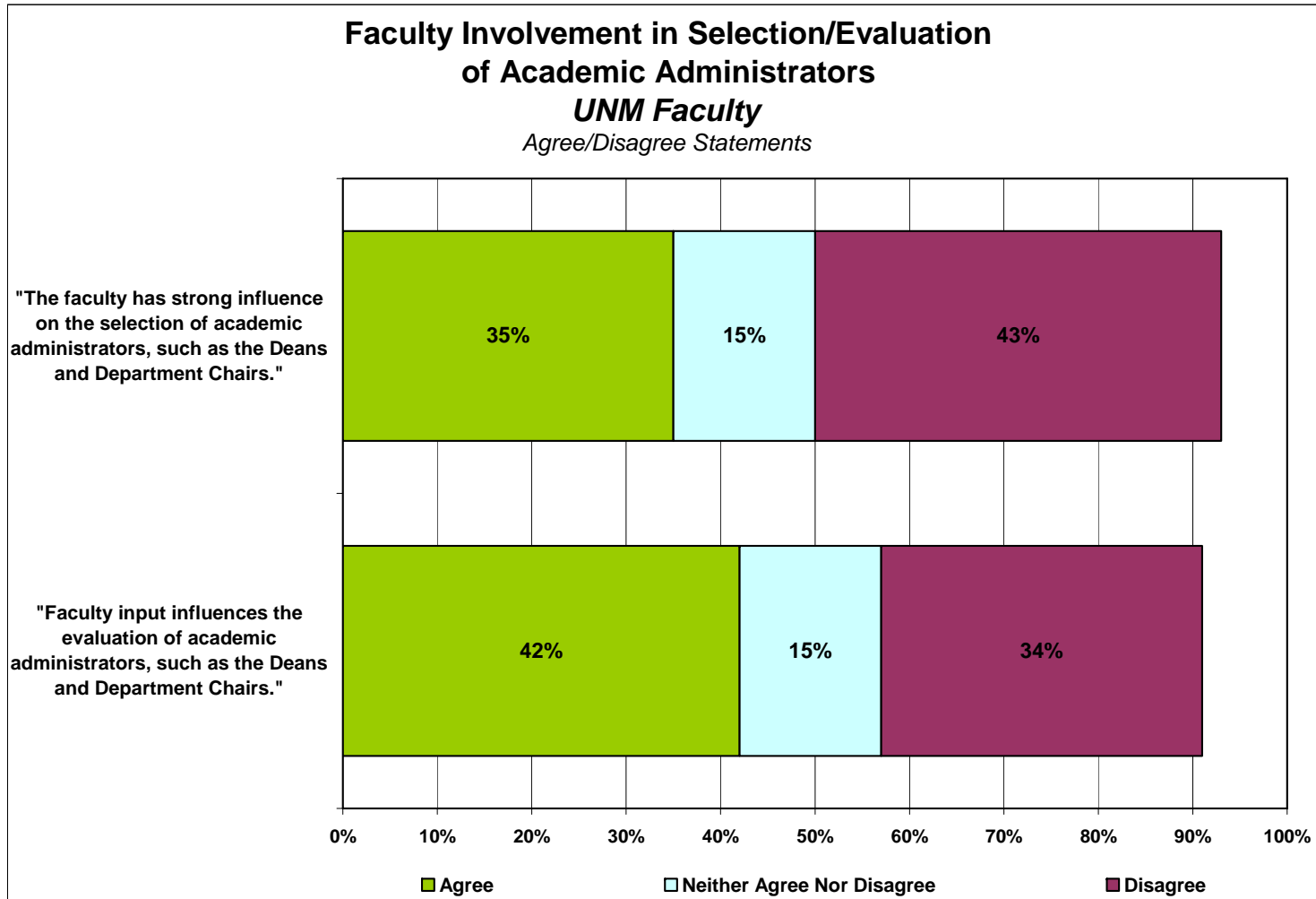
Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with these statements regarding the budget.



Just 6% of faculty members feel that protocols regarding Board of Regents member activity and visibility have been clarified. Meanwhile, over three-fifths of faculty (62%) disagree with this statement and 14% *neither agree nor disagree*. Notably, approximately one-fifth of faculty members (18%) have not formed an opinion regarding this statement. Aside from University College faculty, the demographic subgroups that tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with this statement.

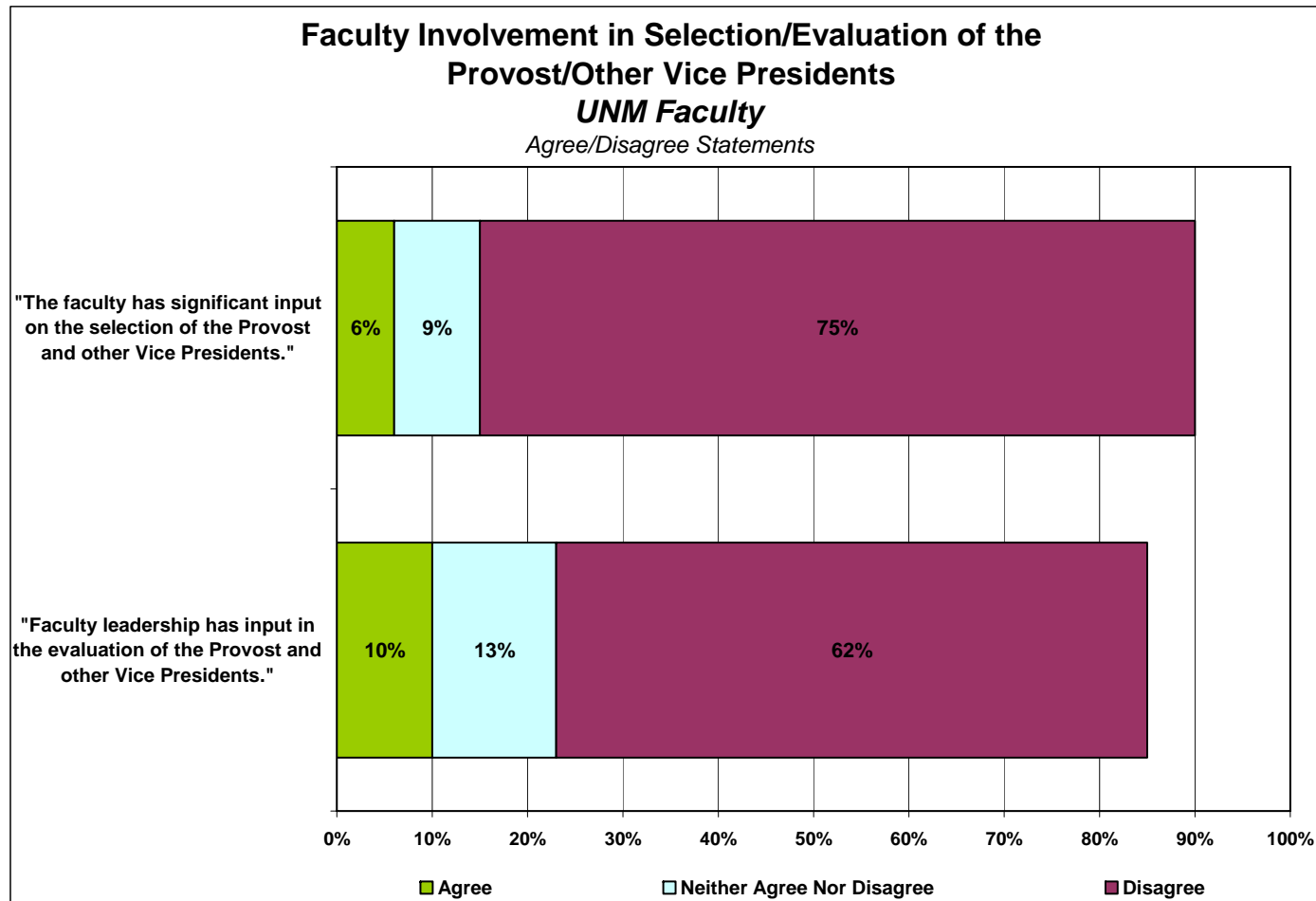
One faculty member made the following comment regarding Board of Regents protocols for member activity:

“The Board of Regents needs to understand -- and put into practice -- that they are a policy-making body and should work solely through the President and not directly with deans and VPs.”



Over one-third of faculty members feel the faculty has strong influence on the selection of academic administrators, such as the Deans and Department Chairs (8% *strongly agree*), while 15% *neither agree nor disagree*. Over two-fifths of faculty members (43%) disagree that the faculty has strong influence on the selection of academic administrators. Interestingly, executive/senior/mid-level officers and non-tenure faculty are more apt than others to agree with this statement (53% and 41%, respectively). Furthermore, faculty members in the College of Education are more likely to *strongly agree* with this statement (16%). Faculty in the College of Arts and Sciences and University College are more apt to *strongly disagree* (26% and 29%, respectively).

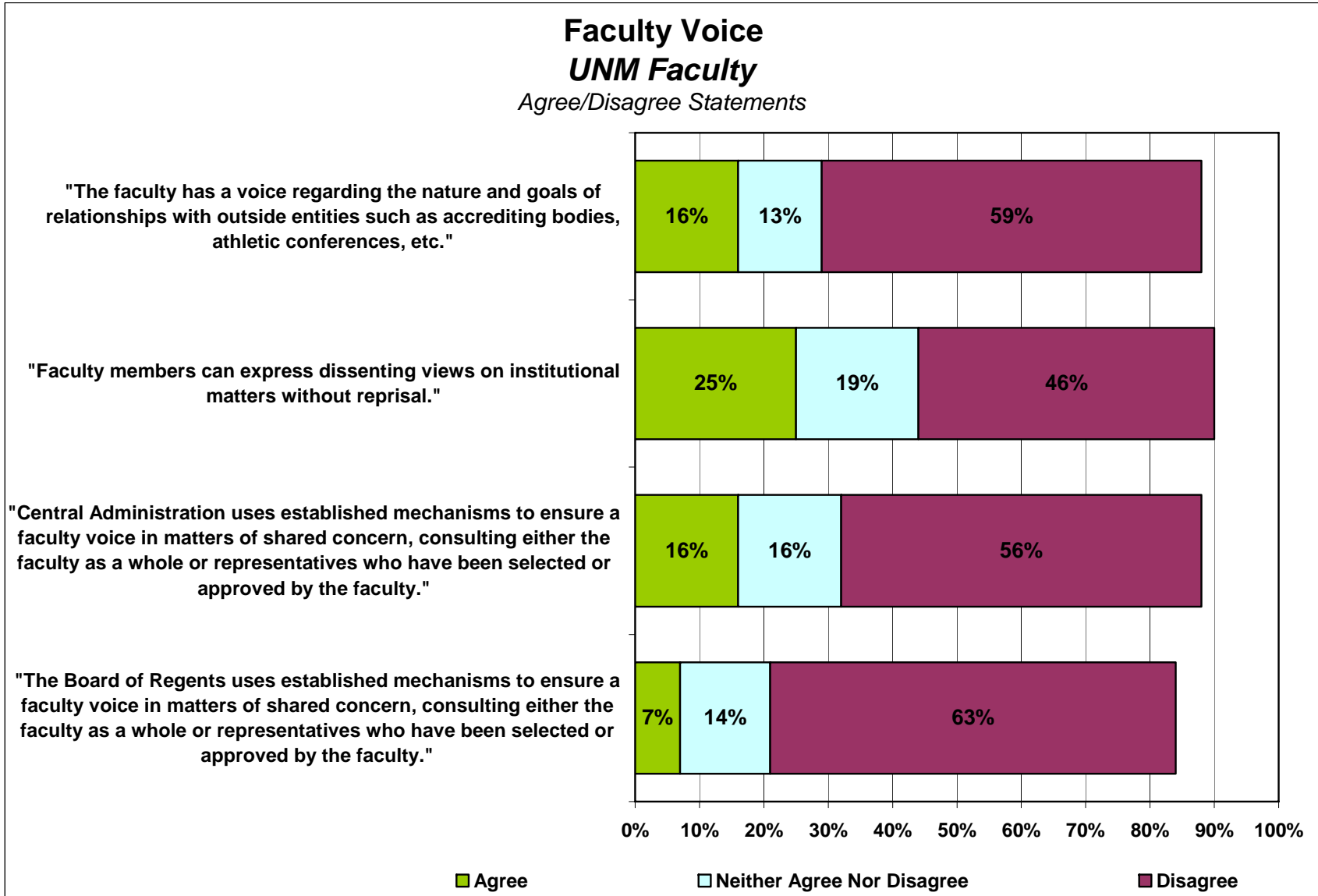
When asked if faculty input influences the evaluation of academic administrators, such as the Deans and Department Chairs, over two-fifths (42%) agree with this statement (9% *strongly agree*). Conversely, one-third of faculty members (34%) disagree that faculty input influences the evaluation of academic administrators. Fifteen percent of faculty members *neither agree nor disagree*. Interestingly, faculty in an executive/senior/mid-level office classification and those who are faculty in the College of Education are more likely than others to *strongly agree* with this statement (26% and 15%, respectively).



As shown in the graph above, three-quarters of faculty members disagree when asked if the faculty has significant input on the selection of the Provost and other Vice Presidents. In fact, nearly three-fifths (58%) *strongly disagree* with this statement. Just 6% of faculty members agree that the faculty has significant input on the selection of the Provost and other Vice Presidents, while 9% *neither agree nor disagree*.

Similarly, when asked if faculty leadership has input in the evaluation of the Provost and other Vice Presidents, just one-in-ten faculty members agree with this statement, while over three-fifths disagree (42% *strongly disagree*). Thirteen percent of faculty members *neither agree nor disagree*. Notably, 15% of faculty members have not formed an opinion regarding this issue.

Aside from University College faculty, the demographic subgroups that tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with these statements.



Sixteen percent of faculty members agree that the faculty has a voice regarding the nature and goals of relationships with outside entities such as accrediting bodies, athletic conferences, etc. Meanwhile approximately three-fifths of faculty members disagree with this statement (35% *strongly disagree*). Thirteen percent *neither agree nor disagree*. Aside from University College faculty, the demographic subgroups that tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with this statement.

One-quarter of faculty members feel that faculty can express dissenting views on institutional matters without reprisal and one-fifth *neither agree nor disagree*. However, 46% of faculty members disagree with this statement (25% *strongly disagree*). Faculty members who have an executive/senior/mid-level office classification and those who are at branch campuses are more inclined to agree that faculty members can express dissenting views on institutional matters without reprisal (47% and 34%, respectively). Those who self-report being *very active* in shared governance activities and faculty members in the College of Education are more likely than others to *strongly disagree* with this statement (41% and 36%, respectively). As one particular faculty member commented, “I have found that while expressions of ideas are tolerated without fear of reprisals, and mechanisms are in place to encourage input, the ideas expressed do not seem to be implemented very often.”

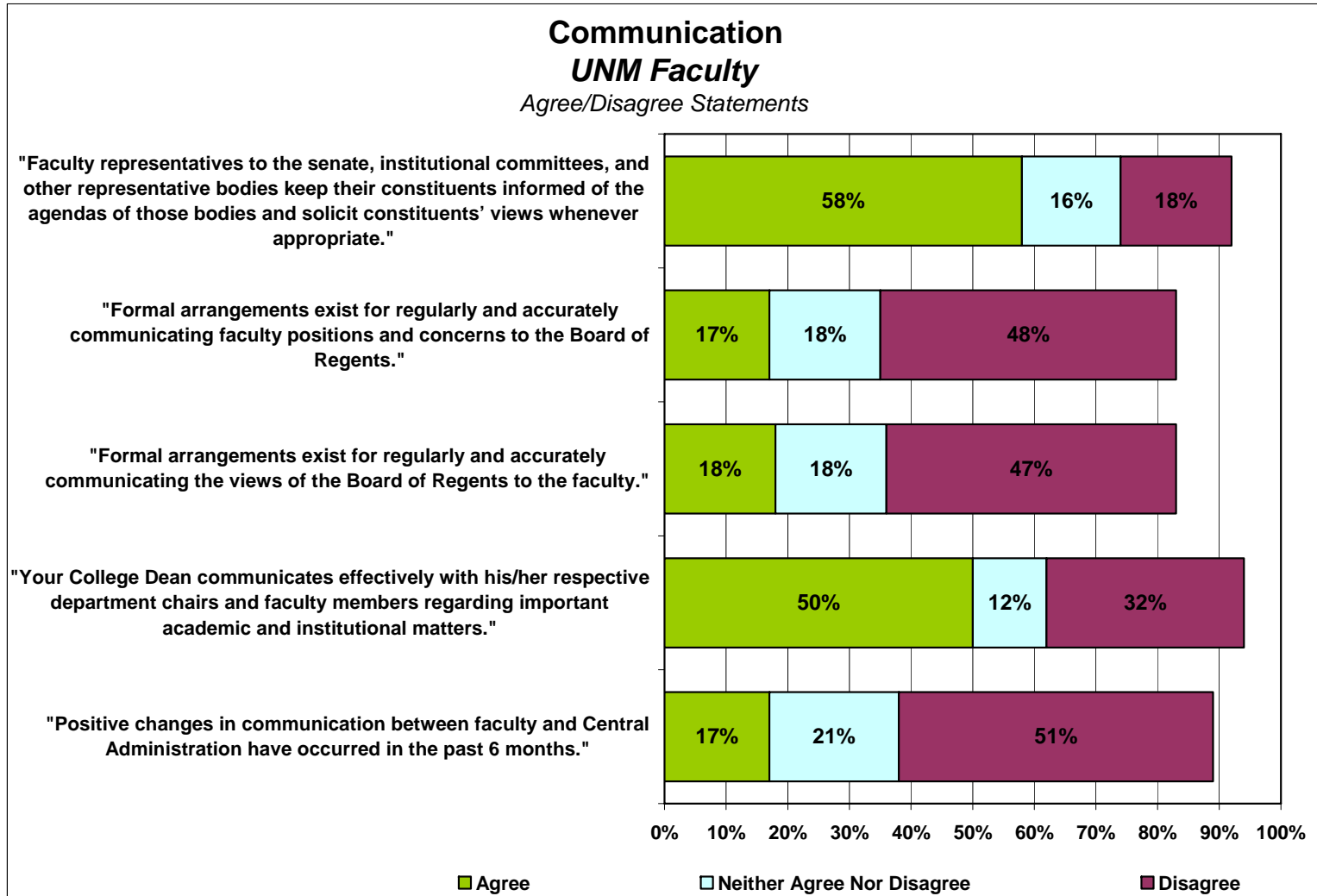
The majority of faculty members disagree (56%) when asked if Central Administration uses established mechanisms to ensure a faculty voice in matters of shared concern, consulting either the faculty as a whole or representatives who have been selected or approved by the faculty (34% *strongly disagree*). Sixteen percent of faculty agrees with this statement. When asked this same question with regard to the Board of Regents, the percentage who disagree increases to 63%, with 41% who *strongly disagree*. Just 7% agree with this statement. Aside from University College faculty, the demographic subgroups that tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with these statements.

Some faculty members commented on faculty voice in the following ways:

“The primary frustration with many of the faculty on main campus at UNM is the perception that the Board of Regents and the State Legislature truly do not understand (nor perhaps care to understand) the complex role of faculty in a research institution. Many faculty are truly overwhelmed with the multitude of simultaneous responsibilities that include but are not limited to: 1) teaching multiple classes, 2) trying to keep up with a research agenda requiring national/international presentations and academic journal publication, 3) advising undergraduate and graduate students, 4) staying abreast of technological advancements and their applications in teaching and research, 5) chairing doctoral dissertations, 6) writing grants, 7) leading or contributing regularly to professional service activities inside the university, in the profession and in the community and 8) often taking on administrative responsibilities that include coordinating programs and/or chairing departments. For many faculty, the level of responsibility described above along with consistent compensation below peer institutions and a perception that Central Administration And the Board of Regents do not truly 'hear' their concerns is an issue that needs to be more effectively addressed at this institution.”

“The key question is not whether or not there is consultation, it is that the advice of the faculty is largely ignored, that major decisions have been taken before consulting the faculty and that the decisions of the Regents and administration have been bad in many key regards.”

“Central Administration sometimes hears faculty concerns but the overwhelming impression is that this has no effect on decisions made.”



In review of the graph above, it should be noted that approximately half of faculty members (50% and 58% respectively) agree with the two statements that pertain to effective communication between either faculty representatives and general faculty or Deans communicating with department chairs. Nearly three-fifths of faculty members (58%) feel that faculty representatives to the senate, institutional committees, and other representative bodies keep their constituents informed of the agendas of those bodies and solicit constituents' views whenever appropriate. Furthermore, half of faculty agrees that their College Dean communicates effectively with his/her respective department chairs and faculty members regarding important academic and institutional matters. Interestingly, faculty members in the College of Education are more likely than others to agree that their college dean communicates effectively with his/her respective department chairs and faculty members regarding important academic and institutional matters (69%).

Faculty members who are more apt than others to *strongly disagree* that their college dean communicates effectively with his/her respective department chairs and faculty members regarding important academic and institutional matters include:

- ◆ those employed since 2005 and before (22%);
- ◆ full-time faculty (20%);
- ◆ tenured faculty (22%);
- ◆ senior faculty (22%);
- ◆ those who self-report being *very active* in shared governance activities (27%); and
- ◆ faculty in the College of Arts and Sciences (25%).

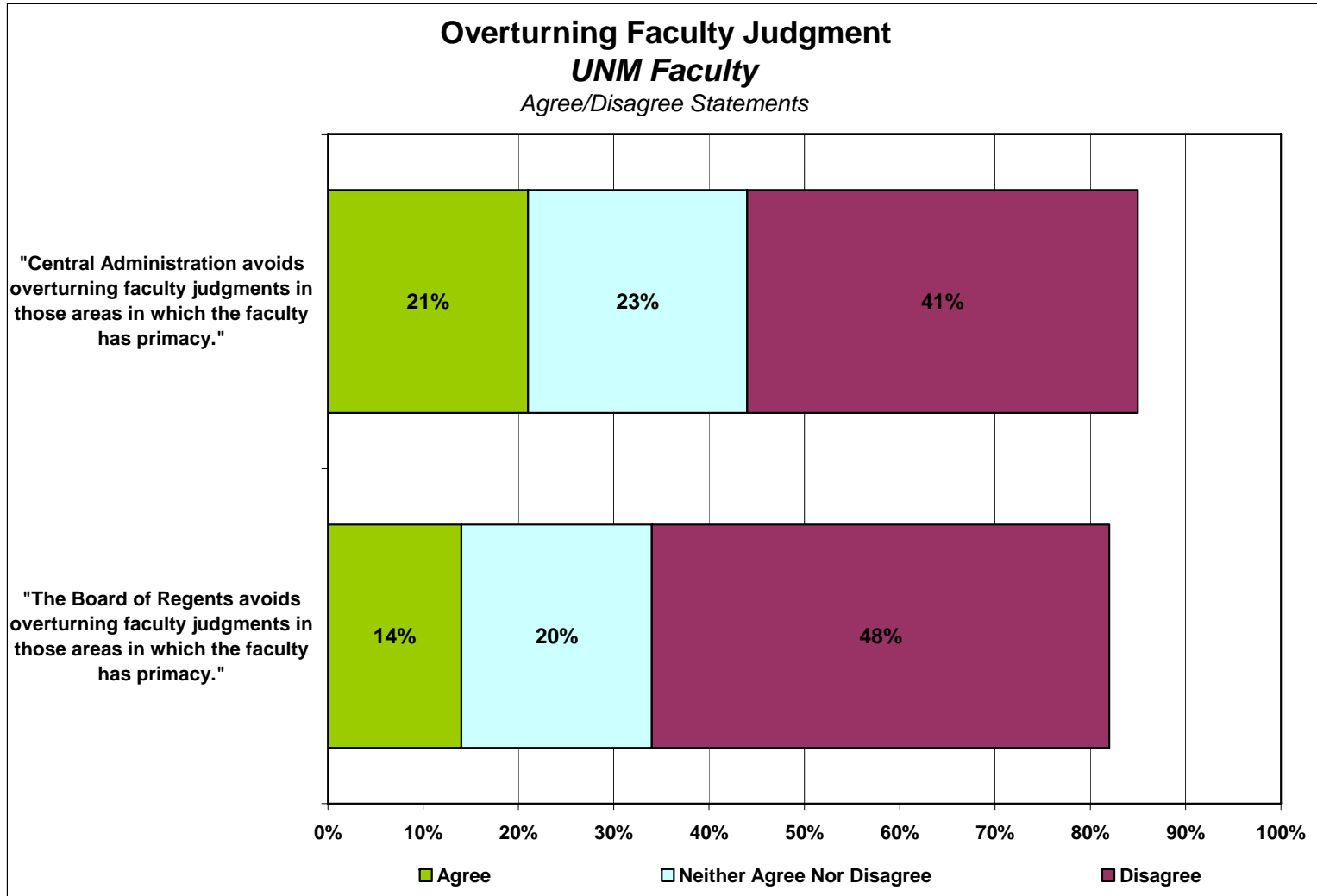
When it comes to communication between faculty and the Board of Regents, agreement levels drop significantly. For instance, when asked if formal arrangements exist for regularly and accurately communicating faculty positions and concerns to the Board of Regents, only 17% of faculty members agree, while 48% disagree with this statement. Similarly, just under one-fifth of faculty (18%) agree that formal arrangements exist for regularly and accurately communicating the views of the Board of Regents to the faculty (3% *strongly agree*), while 47% disagree. Notably, faculty members who have an executive/senior/mid-level office classification and those who self-report being *very active* in shared governance activities are more apt than others to *strongly agree* that formal arrangements exist for regularly and accurately communicating the views of the Board of Regents to the faculty (12% and 8%, respectively). Generally speaking, the demographic subgroups that tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with these statements.

The majority of faculty disagrees (51%) when asked if positive changes in communication between faculty and Central Administration have occurred in the past six months (prior to the time the survey was conducted). However, 17% of faculty agrees, while one-fifth of faculty members *neither agree nor disagree*. Executive/senior/mid-level officers are more apt than others to agree that positive changes in communication between faculty and Central Administration have occurred in the past six months (54%). Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with this statement.

Disagreement with this statement is explained partly through the following comments from faculty members:

“I think the administration has tried to communicate to the faculty (the Monday Morning Messages come to mind), but that communication is often either statements about decisions the administration has already made or announcements which are nice to have in one place but don't really pertain to shared governance.”

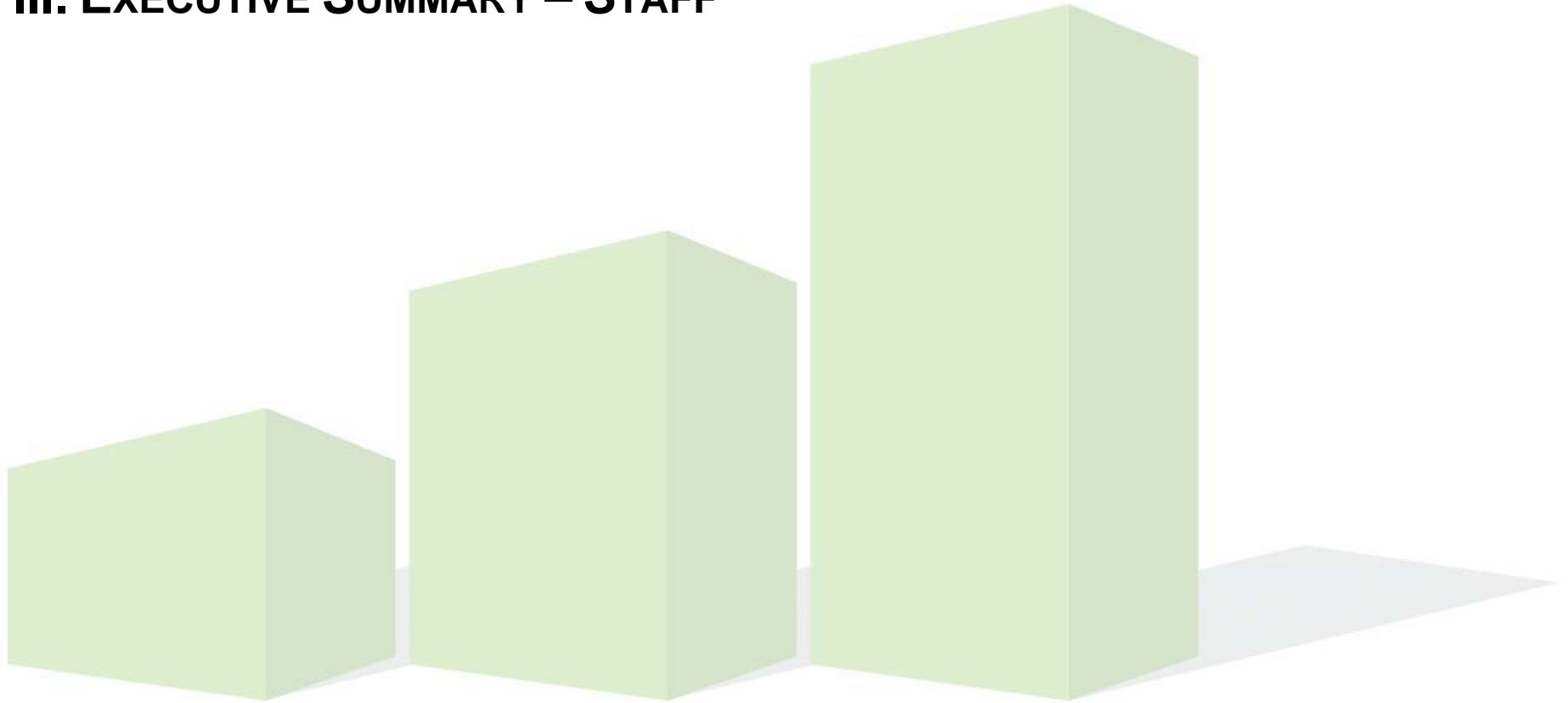
“Over the past several years, there has certainly been an attempt by members of the Central Administration to produce an image of communication. The President's weekly messages and the calling of special faculty meetings have helped create this image. However, in practice, there is little that resembles genuine communication. Facts and details are presented to the UNM community, but genuine communication requires listening, and it is this feature of communication that is almost entirely lacking. This charge holds for both the Central Administration and faculty leaders on campus. Different parties hold different priorities (whether budgets, research or teaching), and the inability to listen to others -- to process and understand why other priorities are in fact priorities -- leaves us at a frustrating standstill.”

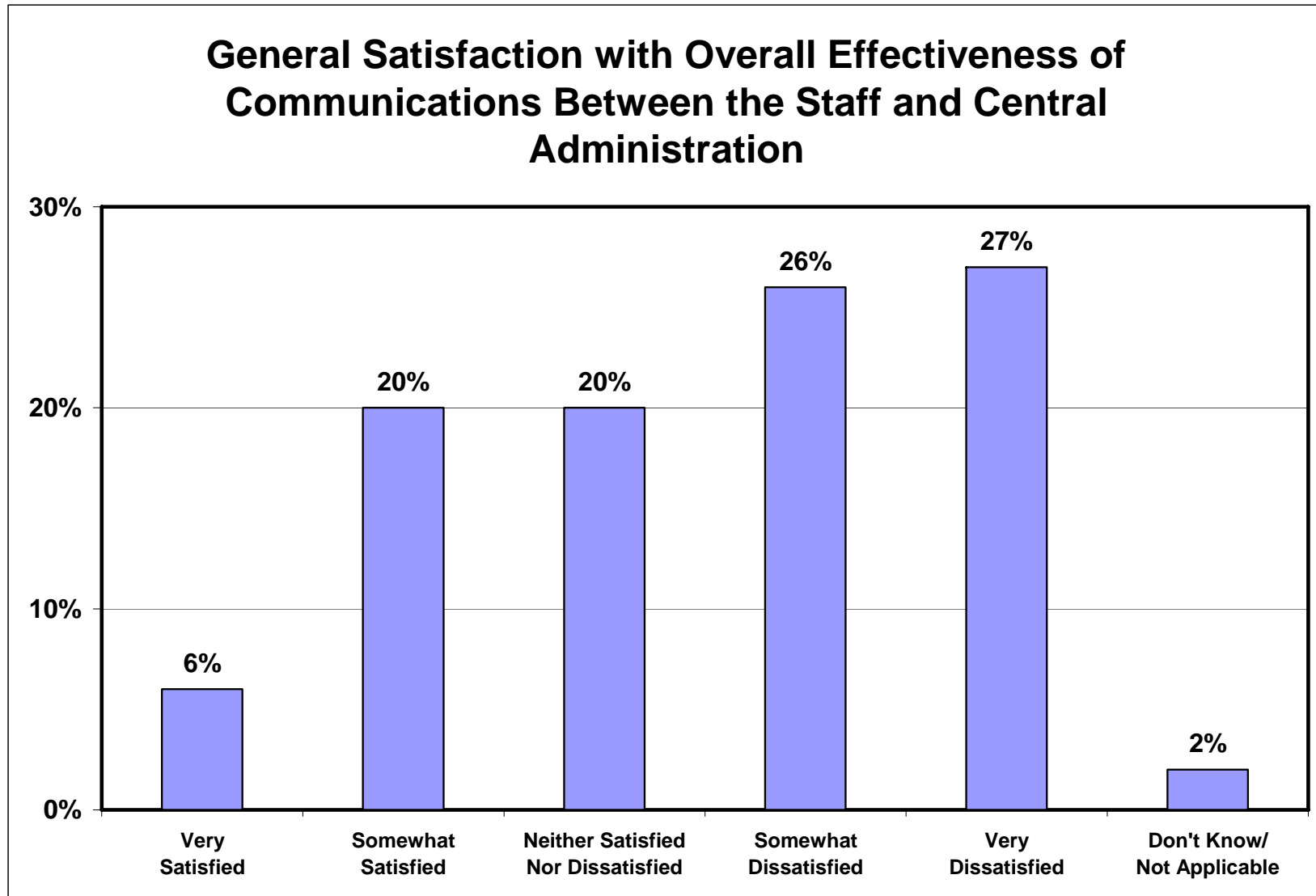


As shown in the graph above, faculty members are twice as likely to disagree as they are to agree with the statement that Central Administration avoids overturning faculty judgments in those areas in which the faculty has primacy (41% versus 21%). Nearly one-quarter of faculty members *neither agree nor disagree* with this statement.

When asked if the Board of Regents avoids overturning faculty judgments in those areas in which the faculty has primacy, faculty members are more than three times as likely to disagree as they are to agree (48% versus 14%) and one-fifth *neither agree nor disagree*. Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of shared governance and communication at UNM (see pages 10-11) also are more apt to *strongly disagree* with this statement.

III. EXECUTIVE SUMMARY – STAFF





As shown in the graph above, staff members are twice as likely to be dissatisfied than they are to be satisfied when it comes to the overall effectiveness of communications between the staff and Central Administration. Approximately one-quarter of staff members (26%) express being either *somewhat satisfied* (20%) or *very satisfied* (6%) with the overall effectiveness of communications between the staff and Central Administration. However, the majority of staff (53%) indicates they are dissatisfied with the overall effectiveness of communications, with 27% who express being *very dissatisfied*. One-fifth of staff members say they are *neither satisfied nor dissatisfied*.

Certain types of staff members are more apt to express being satisfied with the overall effectiveness of communications between the staff and Central Administration. These include:

- ◆ Staff members in Intercollegiate Athletics (58%);
- ◆ Staff members in Human Resources (57%);
- ◆ Contract staff (50%);
- ◆ Those who are in an executive/senior/mid-level office position (45%);
- ◆ Staff members in the Controller office (40%);
- ◆ Staff members at branch campuses (39%);
- ◆ Those employed in the continuing education department (39%);
- ◆ Staff members who self-report being *very active* participants in institutional committee/staff committee meetings (37%); and
- ◆ Staff members employed in the department of the Associate VP for Student Affairs (37%).

One staff member explained their issue with communication between staff and Central Administration by stating:

“Although Central Administration frequently communicates with staff, it is virtually a one-way street. The only time staff are asked for feedback is when a change of official business policy is in the works. Even then, it feels like a sham. I feel as though the, “You are invited to comment ...” exercise is pointless and that the decision to change or keep the present policy has already been made. We are never informed as to how a decision was reached, nor who had any input while it was being discussed.”

On a positive note, one staff member explained:

“I appreciate the effort Dr. Schmidly does every week with his newsletter. It helps me understand my university better and I salute him for taking time from his busy schedule to keep us informed.”

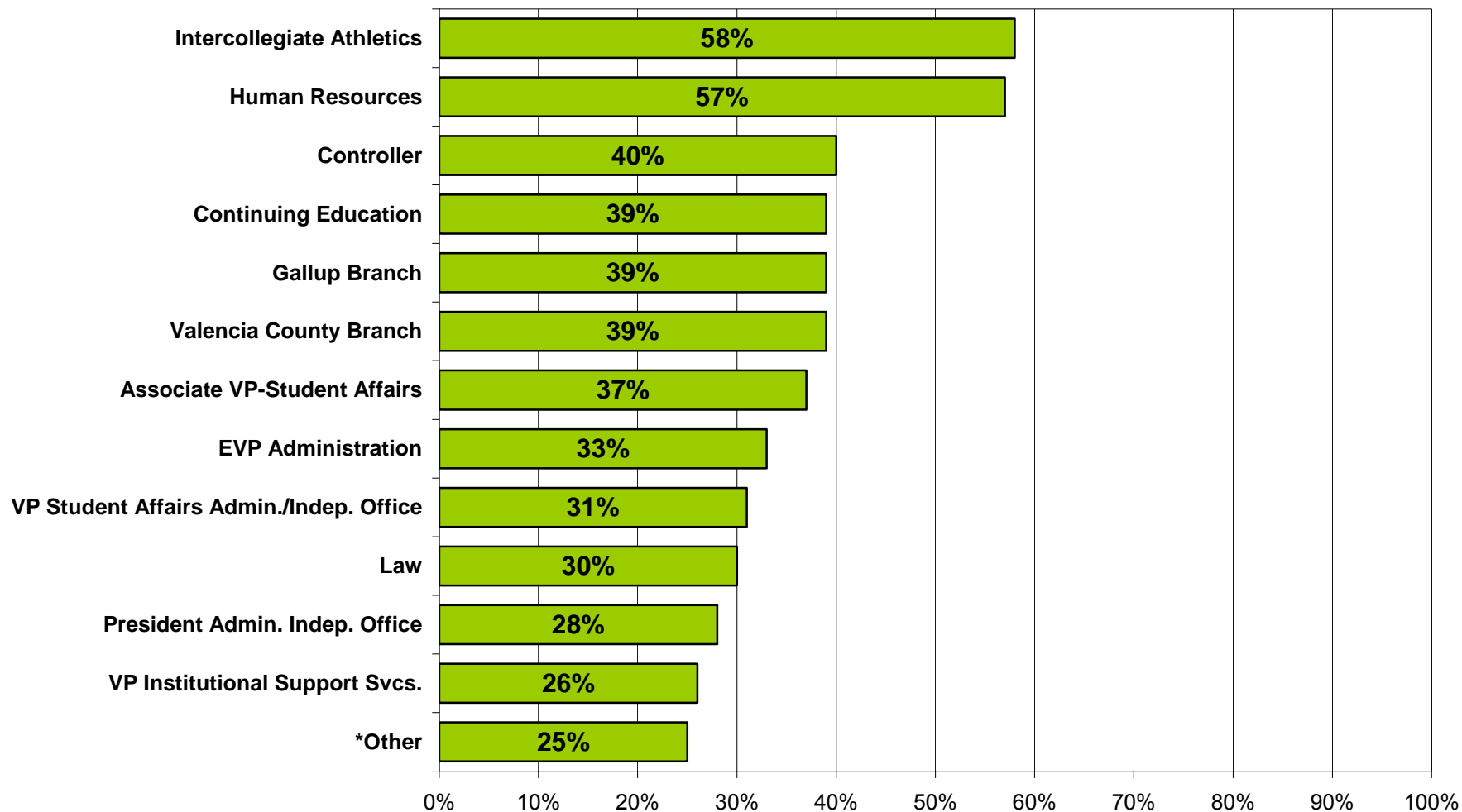
Interestingly, some staff members pointed out the following regarding the extent of communication with Central Administration and the Board of Regents:

“Most of the discussion here is about communication and involvement with Central Administration, which is far removed from the day-to-day work that most of us do. For us in the trenches, most of the barriers or problems occur with communication and implementation of processes at the dean level. Most of us have no interaction with Central Administration.”

“The President and the Board of Regents Should be more visible to the staff. A past president had brown bag lunches once a month. At another university, the president would visit various departments on Friday afternoons. This was not to “check up” on the department but to see the staff and any issues that they had. If there was a party, he joined in, and if they were working, that was fine also. It was nice for the president to come see us in our working conditions. Both of these events were very informal -- no notes, no reservations or advanced notice. I think President Schmidly would excel at these. The Board of Regents could do the same and take turns on the lunches and/or visits.”

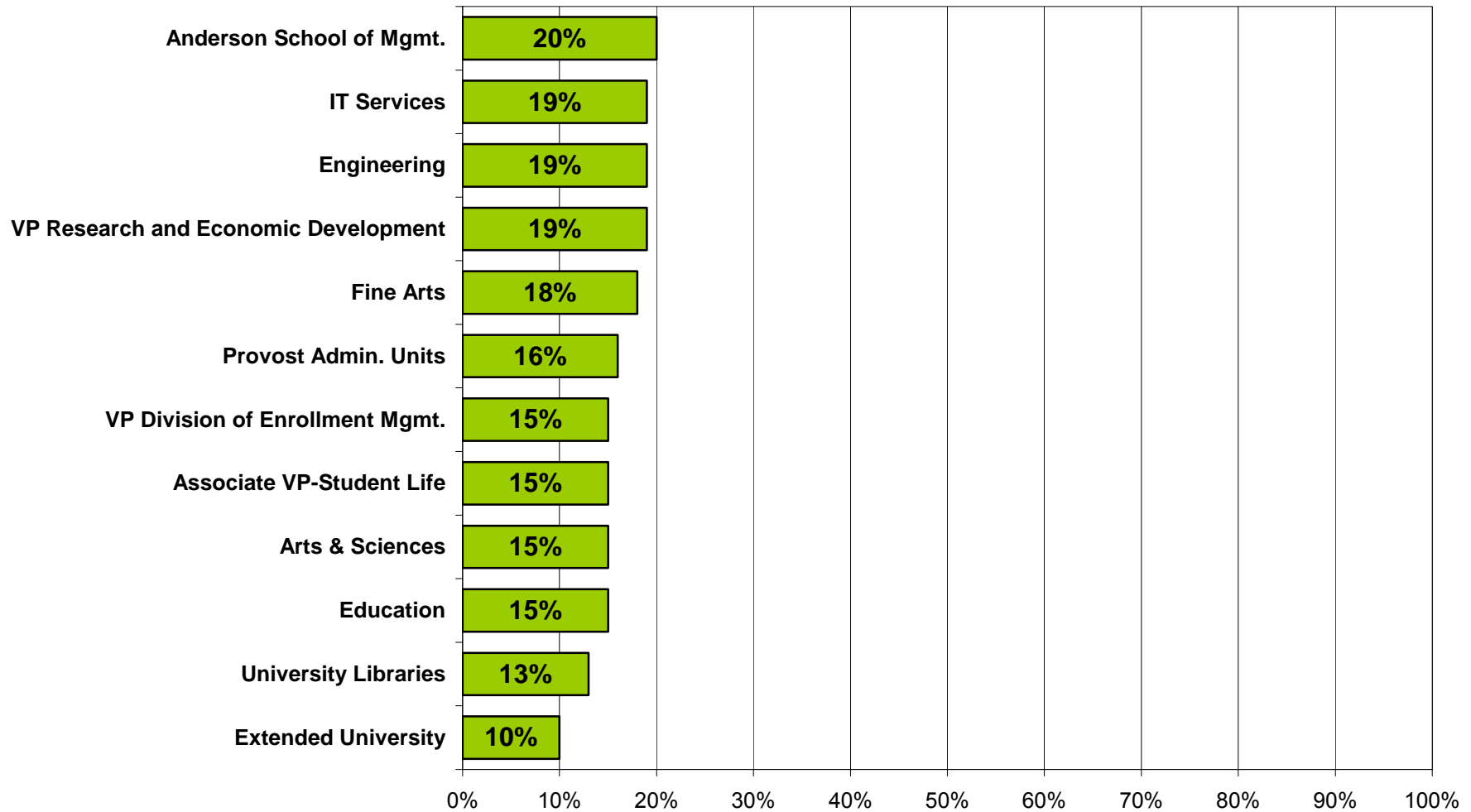
“I suggest that the Central Administration meet the hard-working, dedicated, loyal staff members who do the work that allows the University to educate the people of New Mexico. The President and Regents could make impromptu visits to offices on campus, large and small, and see what challenges the staff members deal with, with few resources.”

Department/Branch Comparison: % Satisfied with Overall Effectiveness of Communications Between Staff and Central Administration



**Smaller schools/branches have been combined either due to small cell sizes or to ensure anonymity of respondents.*

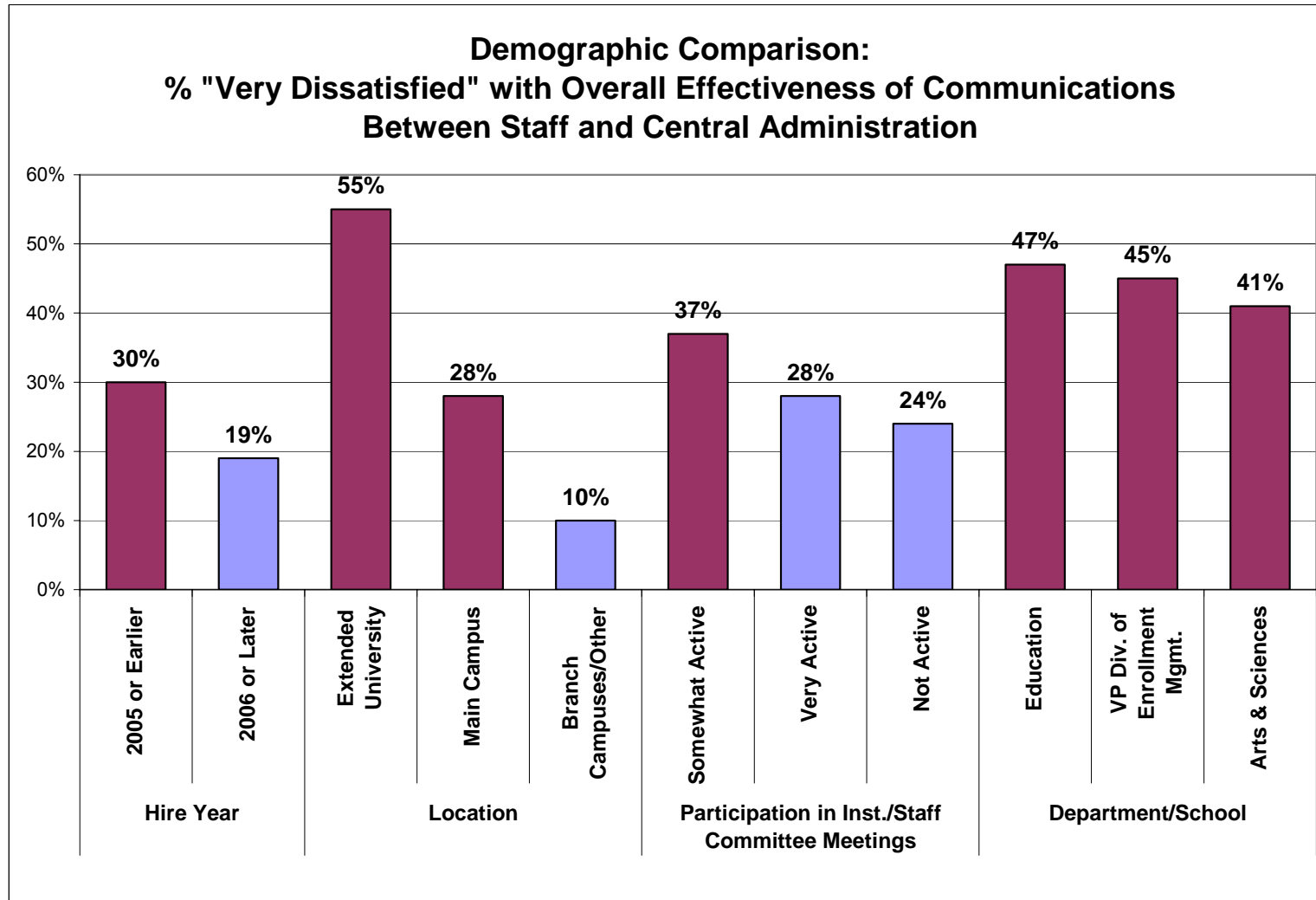
Department/Branch Comparison: % Satisfied with Overall Effectiveness of Communications Between Staff and Central Administration (*continued*)



The graphs on the two preceding pages show, for each department/branch at UNM, the percentage of staff members who express satisfaction with the overall effectiveness of communications between staff and Central Administration at UNM. As shown in the graphs, satisfaction is higher among staff members in the following departments/branches:

- ◆ Intercollegiate Athletics (58%);
- ◆ Human Resources (57%);
- ◆ Controller (40%);
- ◆ Continuing Education (39%);
- ◆ Gallup Branch (39%); and
- ◆ Valencia County Branch (39%).

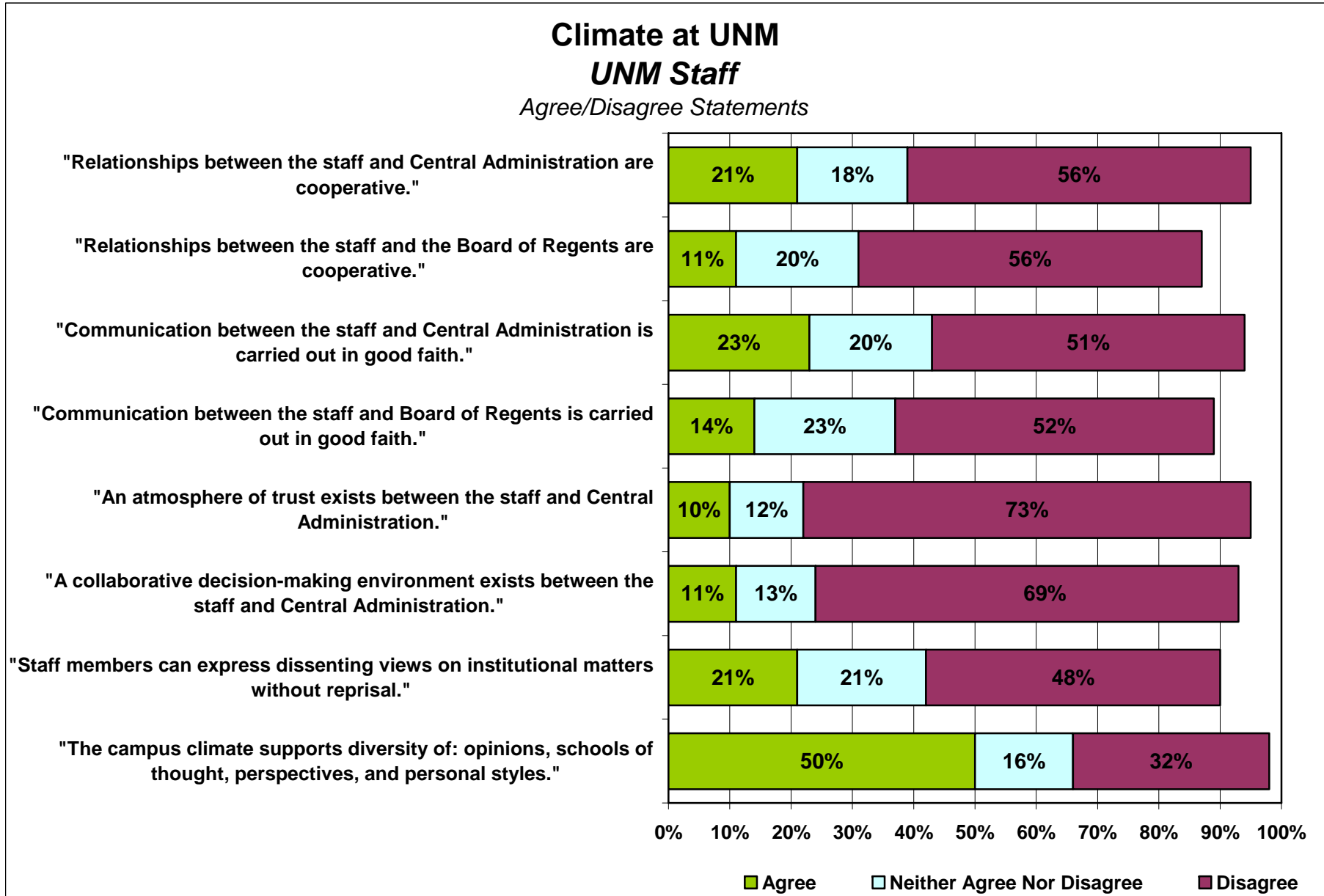
Satisfaction with the overall effectiveness of communications between staff and Central Administration is lowest among staff members in Extended University (10%) and University Libraries (13%).



Notably, those who are more likely to be *very dissatisfied* with the overall effectiveness of communications between the staff and Central Administration include:

- ◆ Staff who have been employed at UNM since 2005 or earlier (30%);
- ◆ Those who are employed through Extended University (55%) and on Main Campus (28%) as compared to those who are branch campus and Continuing Education employees (10%);
- ◆ Staff members who self-report having "somewhat active" participation in institutional committee and staff committee meetings (37%); and
- ◆ Staff in the College of Education (47%), VP Division of Enrollment Management Department (45%), and College of Arts and Sciences (41%).

The findings from the survey show that the demographic groups on the preceding page that are significantly more likely to be *very dissatisfied* with the overall effectiveness of communications between staff and Central Administration in general also tend to be more likely to disagree with many of the positive statements pertaining to specific aspects of communication throughout the questionnaire. This is especially the case when it comes to relationships with, and the performance of, Central Administration and the Board of Regents regarding communication issues. Due to the consistency in the findings among these subgroups to these questions, the variations among these demographic groups are not being highlighted within the analysis of each question. However, in the event that other demographic subgroups are more likely to disagree or *strongly disagree* with a positive statement about a specific aspect of shared governance/communication, this is noted within the analysis.



As shown in the graph on the preceding page, the majority of staff (56%) disagree that relationships between the staff and Central Administration are cooperative, while just over one-fifth of staff agrees with this statement (4% *strongly agree*). Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement. Interestingly, clerical/office staff are also more likely than others to *strongly disagree* with this statement (36%).

Staff members who are more likely to *strongly agree* with this statement include:

- ◆ Those who self-report *very active* participation in institutional and staff committee meetings (10%);
- ◆ Contract staff (10%);
- ◆ Human Resources staff (19%); and
- ◆ Intercollegiate Athletics staff (11%).

When asked this question regarding the relationship between staff and the Board of Regents, half as many staff members agree (11%) as compared to the preceding question. The majority of staff members disagree that relationships between the staff and the Board of Regents are cooperative (56%). Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement. Interestingly, exempt staff are also more likely than others to *strongly disagree* with this statement (37%).

Staff members who are more likely to *strongly agree* with this statement include:

- ◆ Those who self-report *very active* participation in institutional and staff committee meetings (11%);
- ◆ Contract staff (7%);
- ◆ Executive/senior/mid-level office staff (10%); and
- ◆ Human Resources staff (11%).

A similar pattern emerges when asked about communication being carried out in good faith. The majority of staff (51%) members disagree that communication between the staff and Central Administration is carried out in good faith, while approximately one-quarter of staff members agree with this statement. Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement.

Staff members who are more likely to *strongly agree* with this statement include:

- ◆ Those who self-report *very active* participation in institutional and staff committee meetings (14%);
- ◆ Contract staff (19%);
- ◆ Executive/senior/mid-level office staff (17%); and
- ◆ Staff members in the Executive Vice President of Administration office (16%), Human Resources (28%), Intercollegiate Athletics (14%), and President Administration Independent Office (18%).

When asked their level of agreement with the statement that communication between the staff and the Board of Regents is carried out in good faith, the majority of staff disagrees (52%), while just 14% agrees.

Staff members who are more likely to strongly agree with this statement include:

- ◆ Those who self-report *very active* participation in institutional and staff committee meetings (10%);
- ◆ Contract staff (15%);
- ◆ Executive/senior/mid-level office staff (15%); and
- ◆ Staff members in the Executive Vice President of Administration office (14%), Human Resources (15%), Intercollegiate Athletics (11%), and President Administration Independent office (10%).

Here is one comment from a staff member regarding communication: “As a staff member, I feel there is little communication, regard, respect, feedback or acknowledgement of our needs and ideas from faculty or the Central Administration. If staff concerns are sought, little is done in rectifying or addressing a situation.”

Nearly three-quarters of staff members (73%) disagree that an atmosphere of trust exists between the staff and Central Administration (47% strongly disagree). Just one-in-ten staff members agree with this statement. Notably, the demographic subgroups that tend to strongly disagree with many aspects of communication at UNM (see pages 43-44) also are more apt to strongly disagree with this statement. Interestingly, exempt staff are also more likely than others to strongly disagree with this statement (50%).

Staff members who are more likely to strongly agree with this statement include:

- ◆ Those who self-report *very active* participation in institutional and staff committee meetings (8%);
- ◆ Continuing Education staff (9%); and
- ◆ Staff members in Human Resources (13%) and Intercollegiate Athletics (8%).

As a few staff members illustrated:

“We need truth and honesty around what affects UNM. Clearly. No sugar-coating. No ‘Pause and Hold for everyone except faculty and students’; give us truth. Give us respect. Acknowledge the outcomes of a Pause and Hold and pass that down to deans. We are doing more with less; give us time to complete tasks. Give us lead time so we can better manage our work load. Give staff -- from school/college administrators on down -- reliable information and get it distributed through the channels. Not knowing or no news is often much harder to take than the tough news. Tell us what is going on!”

“I believe the issue is about transparency of the Central Administration (VP units) in matters of direction (expressed in terms of desired outcomes), budget, staffing priorities, use of consultants, etc. Could VPs make the criteria by which they make decisions more transparent, identify divisional goals and alignment with the President’s direction, and be transparent about the allocation of staff to services provided?”

“Whether founded or unfounded, there is a climate of distrust between the Central Administration and at least the staff and faculty that I can discern. Most of this distrust is in the form of the budget and how the money that comes into the University from the state or the students' tuition does not seem to be equitably dispersed. That is, certain personnel, especially the upper administration, seem to glean large salaries that may not always be commensurate with their experience or the difficulty of their job. I see many staff members who put in an inordinate number of hours but are never compensated by way of meritorious raises. I see part-time instructors who spend hundreds of hours preparing for and delivering their course(s) with a meager salary and no benefits. I see professors who are strained to the limit with their teaching and research responsibilities. It seems that for several years now, the upper administration has been loaded down with unnecessary layers of vice presidents and associate vice presidents, to the point that it appears these salaries may be taking away from the salaries of faculty and staff who may be more deserving.”

“I've been at UNM long enough to see many different presidents/administrations, and each one brought different things to the table, both good and bad. The biggest "issue" I see currently happening at UNM is a complete lack of community on campus. There are trust issues down/up and up/down the chain of command and this leads to little to no collaboration for the benefit of our students or the campus community as a whole. Upper administration has brought on lots of new VPs, Associate VPs, and directors (high-paying positions) during hiring freezes.”

Similarly, approximately seven-in-ten staff members (69%) disagree that a collaborative decision-making environment exists between the staff and Central Administration (44% *strongly disagree*), while just one-in-ten (11%) agrees with this statement. Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement. Interestingly, staff in the School of Engineering are also more apt to *strongly disagree* (62%).

Some staff members made comments regarding the decision making environment:

“Decisions, processes, recommendations, etc. that are made by upper administration are carried out with little input by people in departments with firsthand knowledge of the needs of students. Consequently, often what has been handed down impacts departments and those of us working directly with students and the community very negatively, and the students suffer.”

“I believe that staff as a whole doesn't deny that there is access to committee meetings, etc. regarding Central Administration. I believe the issue remains that while staff may attend meetings and offer information, staff opinions are completely disregarded by Central Administration.”

“The ‘President's Advisory Team’, heavy with upper administration, is an illustration of the Central Administration's propensity to dominate the discourse while providing an illusion of participation and shared governance.”

When asked if staff members can express dissenting views on institutional matters without reprisal, staff members are more than twice as likely to disagree as they are to agree with this statement (48% versus 21%). In fact, only 5% of staff members *strongly agree* with this statement. One-fifth of staff members *neither agree nor disagree*.

Staff members who are more apt to *strongly disagree* that staff members can express dissenting views on institutional matters without reprisal include:

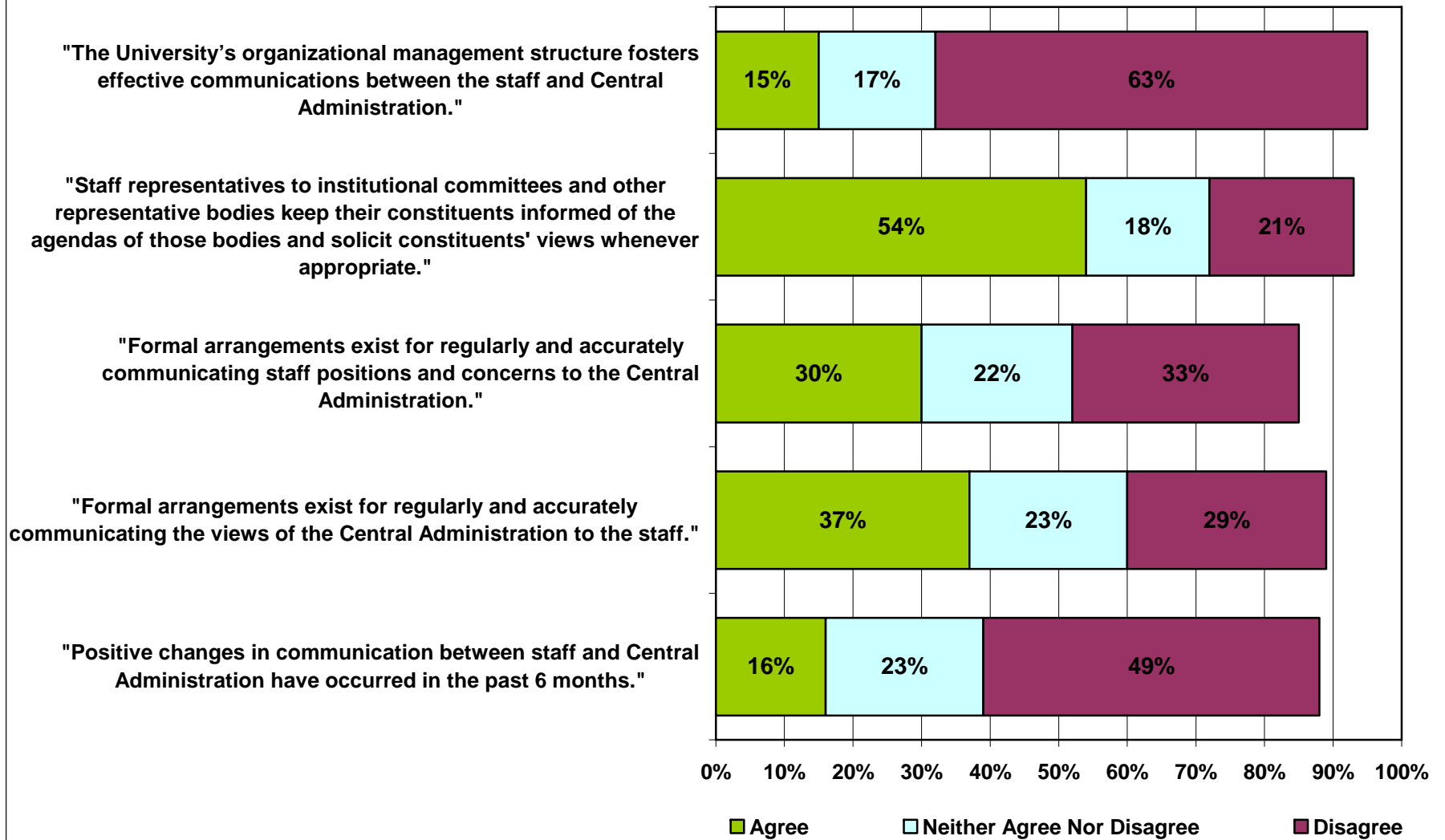
- ◆ Those who have been employed since 2005 and before (28%);
- ◆ Full-time employees as compared to part-time employees (26% compared to 15%);
- ◆ Those who self-report at least *somewhat active* participation in institutional and staff committee meetings (35%);
- ◆ Main campus staff (27%); and
- ◆ Those in the School of Engineering and the Enrollment Management department (39% and 56%, respectively).

Some groups are more likely to strongly agree that staff members can express dissenting views on institutional matters without reprisal. These include:

- ◆ Contract staff (21%);
- ◆ Executive/senior/mid-level office staff (21%);
- ◆ Staff in the Continuing Education Department (14%); and
- ◆ Staff in the following departments: Executive Vice President for Administration (14%); Human Resources (25%); Intercollegiate Athletics (14%); and President Administrative Independent Office (18%).

Half of staff members agree that the campus climate supports a diversity of: opinions, schools of thought, perspectives, and personal styles. One-third of staff members disagree with this statement (14% strongly disagree), while 16% *neither agree nor disagree*. Staff members who are more apt to strongly disagree that the campus climate supports a diversity of opinions, schools of thought, perspectives, and personal styles includes: full-time staff (14%) and those who self-report being at least *somewhat active* participants in institutional committee/staff committee meetings (21%). Furthermore, staff members in the Vice President Division of Enrollment Management are more apt to strongly disagree with this statement (31%). Conversely, contract staff (26%) and staff in the Human Resources and Intercollegiate Athletics departments (40% and 31%, respectively) are more likely to strongly agree with this statement.

Communication at UNM UNM Staff Agree/Disagree Statements



Over three-fifths of staff members (63%) disagree that the University's organizational management structure fosters effective communications between the staff and Central Administration (34% *strongly disagree*), while just 15% of staff members agree. Seventeen percent of staff members *neither agree nor disagree* with this statement. Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement. Interestingly, full-time staff are also more likely than others to *strongly disagree* with this statement (35%). Conversely, those who self-report *very active* participation in institutional and staff committee meetings (9%) as well as staff members in the Human Resources and Intercollegiate Athletics departments (13% and 20%, respectively) are more apt to *strongly agree* with this statement.

The majority of staff members (54%) agree that staff representatives to institutional committees and other representative bodies keep their constituents informed of the agendas of those bodies and solicit constituents' views whenever appropriate. One-fifth of staff members (21%) disagree with this statement, while just under one-fifth (18%) *neither agree nor disagree*.

Staff members who are more apt to *strongly agree* that staff representatives to institutional committees and other representative bodies keep their constituents informed of the agendas of those bodies and solicit constituents' views whenever appropriate include:

- ◆ Exempt staff (19%);
- ◆ Those in the School of Arts and Sciences (22%); and
- ◆ Staff in the Human Resources Department (26%).

Notably, staff members who self-report being *somewhat active* participants in institutional committee/staff committee meetings are more likely than others to *strongly disagree* with this statement (12%).

Staff members are split when asked if formal arrangements exist for regularly and accurately communicating staff positions and concerns to the Central Administration, as 30% agree and one-third disagree with this statement (14% *strongly disagree*).

Staff members who are more apt to *strongly disagree* with this statement include:

- ◆ Those who have an EEO status of "clerical/secretarial" (24%);
- ◆ Full-time staff (15%);
- ◆ Those who self-report *somewhat active* participation in institutional and staff committee meetings (21%);
- ◆ Main campus staff (16%); and
- ◆ Staff in the College of Arts and Sciences (21%) and College of Education (31%).

Staff members who are more apt to *strongly agree* with this statement include:

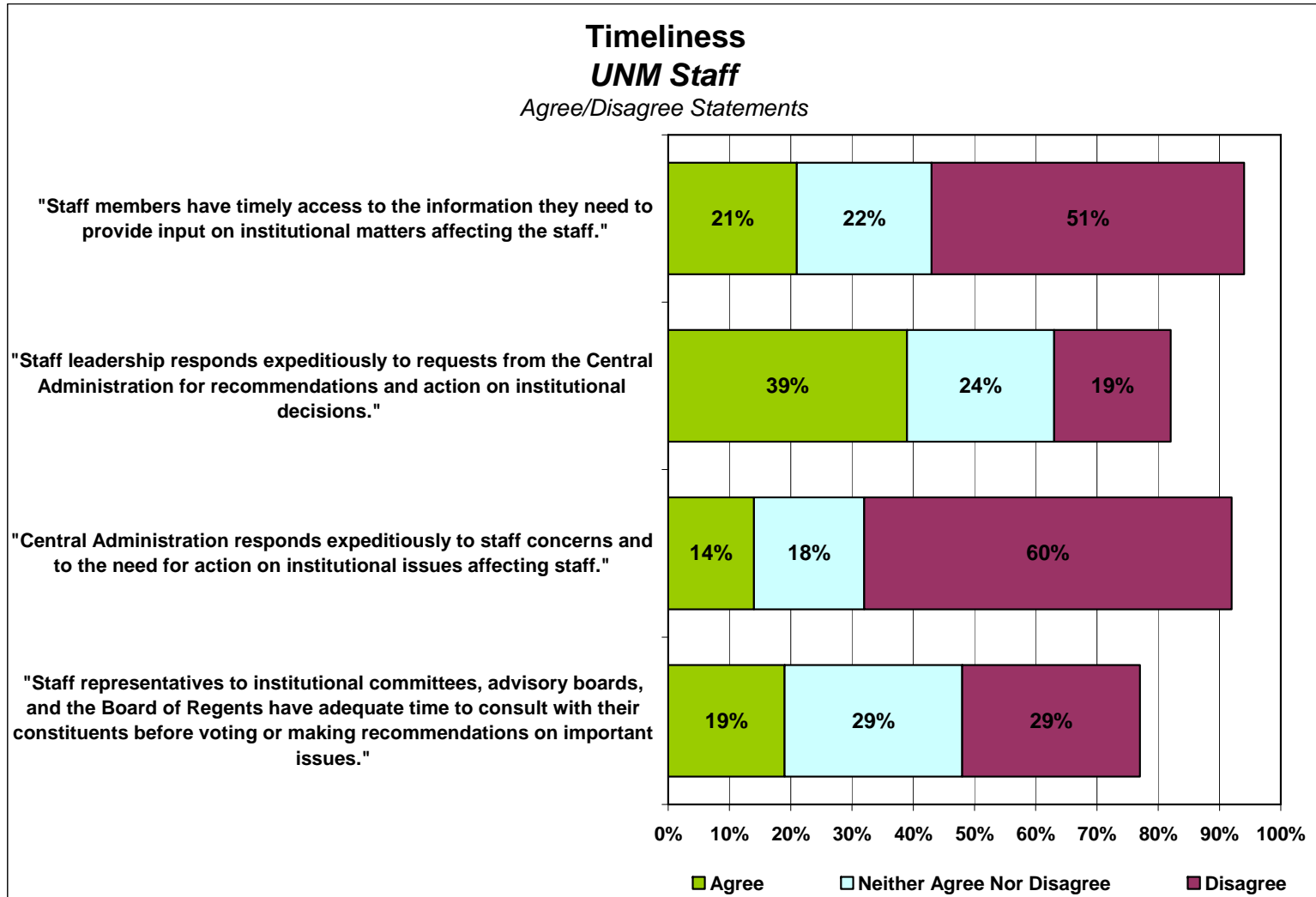
- ◆ Those who report *very active* participation in institutional and staff committee meetings (17%);
- ◆ Contract staff (20%);
- ◆ Those who are executive/senior/mid-level office staff (23%); and
- ◆ Staff in the Human Resources Department (28%).

When asked if formal arrangements exist for regularly and accurately communicating the views of the Central Administration to the staff, levels of agreement increase to 37%. Twenty-nine percent of staff members disagree with this statement (11% *strongly agree*). Notably, full-time staff members are four times as likely as part-time staff to *strongly disagree* with this statement (12% versus 3%).

Sixteen percent of staff members agree that positive change in communication between staff and Central Administration have occurred in the past six months (prior to the time the survey was conducted). Meanwhile, nearly half of staff members disagree with this statement (29% *strongly disagree*) and nearly one-quarter *neither agree nor disagree*. Notably, clerical/secretarial staff are more apt than others to *strongly disagree* with this statement (46%). This is illustrated through one comment from a staff member. “At times, we as staff read about important issues concerning staff at the University in the newspaper first rather than internal communication within the University.”

On a more positive note, one staff member explained their feelings regarding changes in communication:

“Since the new President has been on board at UNM, I have felt very informed of important decisions that are made at the executive level. Although these decisions usually didn't pertain to me, it was nice to know that I was in the loop of things. I really have felt as if I am now a part of a bigger community within UNM. I have been at UNM as a staff member and student for more than 13 years and I never felt engaged in the mission/values of the university until President Schmidly came on board.”



As shown in the graph above, the majority of staff members (51%) disagree that staff members have timely access to the information they need to provide input on institutional matters affecting the staff. One-fifth of staff members agree with this statement, while 22% *neither agree nor disagree*. Full-time staff members are more likely than part-time staff to *strongly disagree* that staff members have timely access to the information they need to provide input on institutional matters affecting the staff (27% versus 17%). Aside from Main Campus staff, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement. Furthermore, staff in the “technical/para-professional” EEO status are more apt than others to *strongly disagree* with this statement (30%).

Conversely, staff members who are more likely to *strongly agree* with this statement include:

- ◆ Staff members who self-report *very active* participation in institutional and staff committee meetings (13%);
- ◆ Executive/senior/mid-level office staff (13%); and
- ◆ Staff in the Human Resources and Intercollegiate Athletics departments (25% and 14%, respectively).

Staff members are twice as likely to agree as they are to disagree that staff leadership responds expeditiously to requests from the Central Administration for recommendations and action on institutional decisions (39% compared to 19%). One-quarter of staff members (24%) *neither agree nor disagree*. Interestingly, staff members at Extended University and in the Human Resources Department are more apt to *strongly agree* with this statement (26% and 23%, respectively), as are staff members who self-report being at least *somewhat active* participants in institutional committee/staff committee meetings (17%). Conversely, staff members in “skilled crafts” are more apt to *strongly disagree* with this statement (15%).

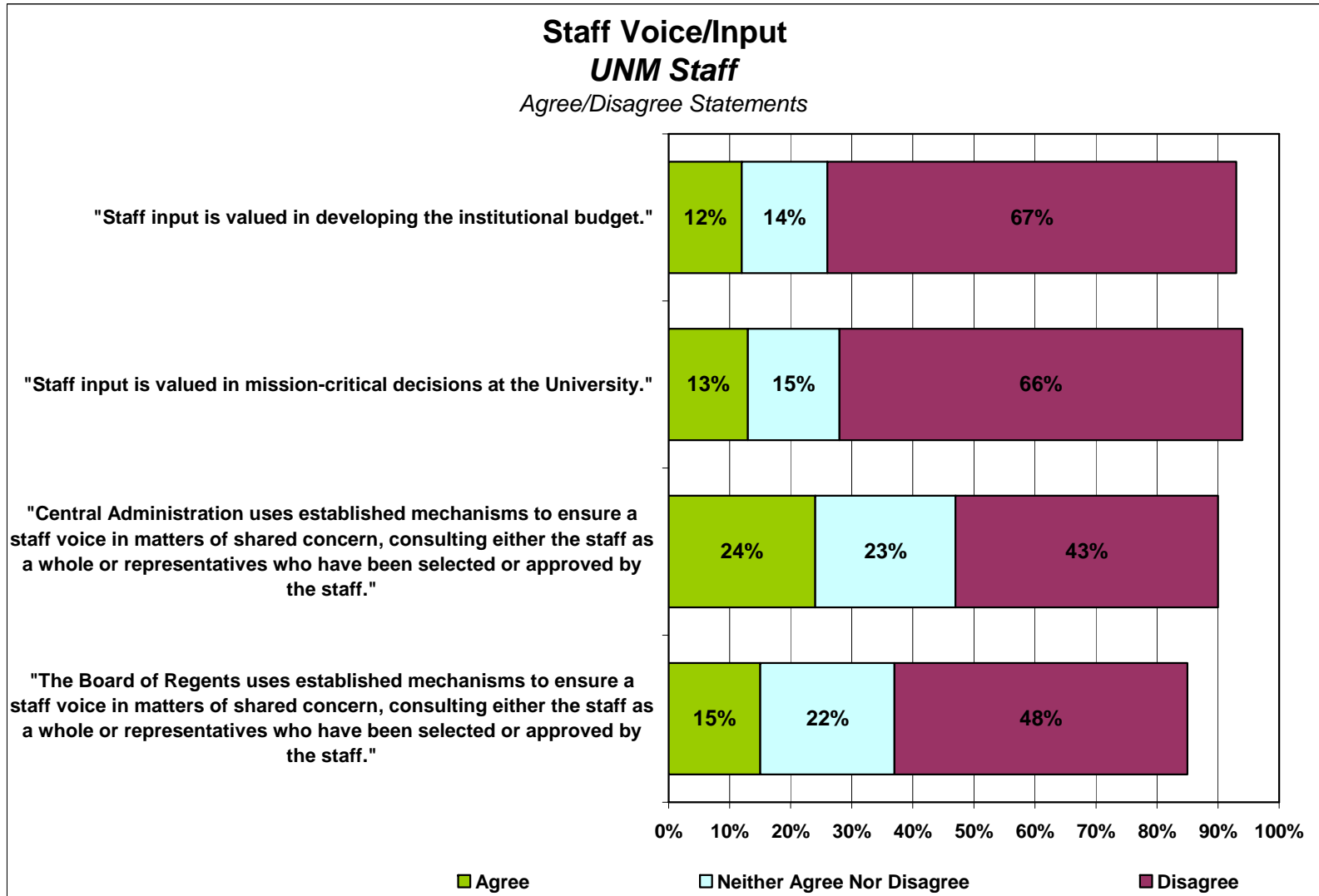
It should be noted that approximately one-fifth of staff members (19%) have not formed an opinion when asked if staff leadership responds expeditiously to requests from the Central Administration for recommendations and action on institutional decisions.

However, when staff members are asked if Central Administration responds expeditiously to staff concerns and to the need for action on institutional issues affecting staff, they are more than four times as likely to disagree with this statement (as they are to agree) (60% versus 14%). In fact, 32% *strongly disagree* with this statement. Aside from Extended University staff, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement. Staff members whose employee class is “USUNM Bargaining Unit” and those in the “Provost Administrative Units” department are more apt than others to *strongly disagree* with this statement (39% and 44%, respectively) as are those whose EEO status is “technical/para-professional” (37%).

Twenty-nine percent of staff members disagree that staff representatives to institutional committees, advisory boards, and the Board of Regents have adequate time to consult with their constituents before voting or making recommendations on important issues (12% *strongly disagree*). Approximately one-fifth of staff members agree with this statement, while 29% *neither agree nor disagree*. Notably, nearly one-quarter of staff members (23%) have not formed an opinion regarding this statement. Aside from Extended University staff and those who are employed in the Vice President Division of Enrollment Management, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement. Furthermore, staff members in the University Libraries department are more apt than others to *strongly disagree* that staff representatives have adequate time to consult with their constituents before voting or making recommendations on important issues (22%).

Staff members who are more apt to *strongly agree* that staff representatives to institutional committees, advisory boards, and the Board of Regents have adequate time to consult with their constituents before voting or making recommendations on important issues include:

- ◆ Those who self-report *very active* participation in institutional and staff committee meetings (13%);
- ◆ Contract staff (14%);
- ◆ Those in executive/senior/mid-level office positions (15%); and
- ◆ Staff in the Human Resources and President Administration Independent Office (17% and 11%, respectively).



Just 12% of staff members feel that staff input is valued in developing the institutional budget. Meanwhile, two-thirds of staff members disagree with this statement (43% *strongly disagree*). Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement. Interestingly, staff members in the “USUNM Bargaining Unit” and staff in the Provost Administrative Unit department are also more likely than others to *strongly disagree* with this statement (54% and 56%, respectively). Furthermore, staff in the School of Engineering are more likely to *strongly disagree* with this statement (59%).

Staff members who are more apt to *strongly agree* that staff input is valued in developing the institutional budget include:

- ◆ Staff in the “CWA Bargaining Unit” (10%);
- ◆ Continuing Education staff (14%); and
- ◆ Staff in the Human Resources and Intercollegiate Athletics departments (15% and 17%, respectively).

One staff member illustrated their concern regarding staff input being valued in developing the institutional budget by stating:

“Since we are ‘in the trenches’, I believe we can make budget cuts better in our positions working with the Central Administration. In other words, if you want a 3 percent reduction in spending in a certain area, I believe we could help you make those decisions since we have a good feel for cost-cutting measures in our own department. If you make cuts from high above, then we feel as though we had no input in the process and this can be somewhat demoralizing.”

Similarly, 13% of staff members agree that staff input is valued in mission-critical decisions at the University, while two-thirds of staff members disagree with this statement (42% *strongly disagree*). Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement. Additionally, staff members in the “USUNM Bargaining Unit” and Provost Administrative Unit are more apt to *strongly disagree* with this statement (51% and 54%, respectively).

Conversely, staff members who are more apt to *strongly agree* with this statement include:

- ◆ Those who self-report *very active* participation in institutional and staff committee meetings (14%);
- ◆ Staff in the “CWA Bargaining Unit (10%);
- ◆ Continuing Education staff (14%); and
- ◆ Staff in the Human Resources and Intercollegiate Athletics departments (15% and 17%, respectively).

A few staff members explained this issue by stating:

“I believe that avenues for communication between staff and Central Administration/Board of Regents exist; rather, the problem is that the decisions made by the Central Administration/Board of Regents do not adequately address or reflect the priorities and principles of the staff in terms of what the University’s primary missions are. Central Administration tends to give lip service to those principles, but in reality, they hire whom they want and pay them as they want, with not enough regard for departments and academics.”

“I feel that staff are often the “lost or forgotten” voice at the university, given the focus on faculty, students and administration. It’s true that the students are our main priority, that the faculty are the backbone of the university, and that administration SHOULD be our inspiring, guiding force. However, it’s often forgotten that the staff support all of these groups. We tend to be the first group to suffer major cuts, the first group to have additional work piled upon us, and the first group to be affected by negative changes in benefits. We are all committed to the university and would like to see positive change, beginning with increased morale and true recognition of our efforts.”

“The Central Administration must realize that it is dedicated staff who are indispensable in performing the mission of the university, whatever that mission is, be it instruction, research, public service or in any other way related to the mission goals of the university. Staff must be recognized and appropriately compensated for the hard work and dedication they provide to this university.”

“The UNM Staff Council works hard and does its best to effectively represent the interests of staff at UNM. Unfortunately, there are barriers to effectively representing staff interests at UNM. First, staff are often regarded as less important to UNM than they really are. There is much discussion about the importance of talented faculty and high-level administrators, but the work and needs of the average staff member seem to be irrelevant and unimportant. This is especially ironic, as the real day-to-day work that makes UNM run smoothly is performed by lower-grade staff, and those staff are the ones actually helping our students succeed. Second, when it comes to participating in decision-making, it is incredibly difficult to get staff feedback "up the chain" effectively at any level of the organization. Leadership simply does not request or integrate staff input in any meaningful way. Staff Council has made valiant efforts to speak out on our behalf, but whether they are heard (and I mean heard in a non-superficial way) is another matter.”

“There is not a mechanism in place to hear widespread staff input. It is isolated to Staff Council.”

Conversely, one staff member pointed out the following:

“Overall, I think the President and some of the VPs have open communication and try to incorporate them. It can be difficult getting and receiving the entire campus' opinions and making everyone happy. Part of being a President or VP is making hard decisions. Also, the staff, faculty and students don't 'walk in their shoes', so they don't see the 'whole' picture. The President and VPs have to look at the whole picture and the pros and cons related to the planning and problem-solving and their decision-making. I must say that the staff and faculty have not been considerate regarding their opinions towards the President and Central Administration. I feel they have lashed out at the President, in many cases unfairly. Even if they do not agree with the decisions, they should not be on the attack mode!”

Over two-fifths of staff members (43%) disagree that Central Administration uses established mechanisms to ensure a staff voice in matters of shared concern, consulting either the staff as a whole or representatives who have been selected or approved by the staff (20% *strongly disagree*). One-quarter of staff members (24%) agree with this statement, while another one-quarter (23%) *neither agree nor disagree*. Notably, the demographic subgroups that tend to *strongly disagree* with many aspects of communication at UNM (see pages 43-44) also are more apt to *strongly disagree* with this statement.

Conversely, the following staff members are more apt to *strongly agree* with this statement:

- ◆ Those who self-report *very active* participation in institutional and staff committee meetings (13%);
- ◆ Contract staff (14%);
- ◆ Those in executive/senior/mid-level office positions (15%);
- ◆ Continuing Education staff (15%); and
- ◆ Staff in the Human Resources and Intercollegiate Athletics departments (19% and 14%, respectively).

When asked this same statement pertaining to the Board of Regents, the percentage who disagree increases to 48% (27% *strongly disagree*), while only 15% agree that the Board of Regents uses established mechanisms to ensure a staff voice in matters of shared concern (22% *neither agree nor disagree*). Generally speaking, the demographic variations are similar for this attribute as they are for the previous statement.

Additional Comments/Suggestions

Although there was not a question in the staff survey that addressed compensation and recognition, many staff members expressed their views regarding this issue in the verbatim section of the survey. Below are a few examples of the comments pertaining to staff compensation and recognition to help illustrate the importance of this issue among staff at UNM:

“The hiring pause is not making an attempt to distribute the labor. If one department loses one-third of its staff and another, one-tenth, they are both asked to pause. As people leave a department and are not replaced, we are simply expected to do more.”

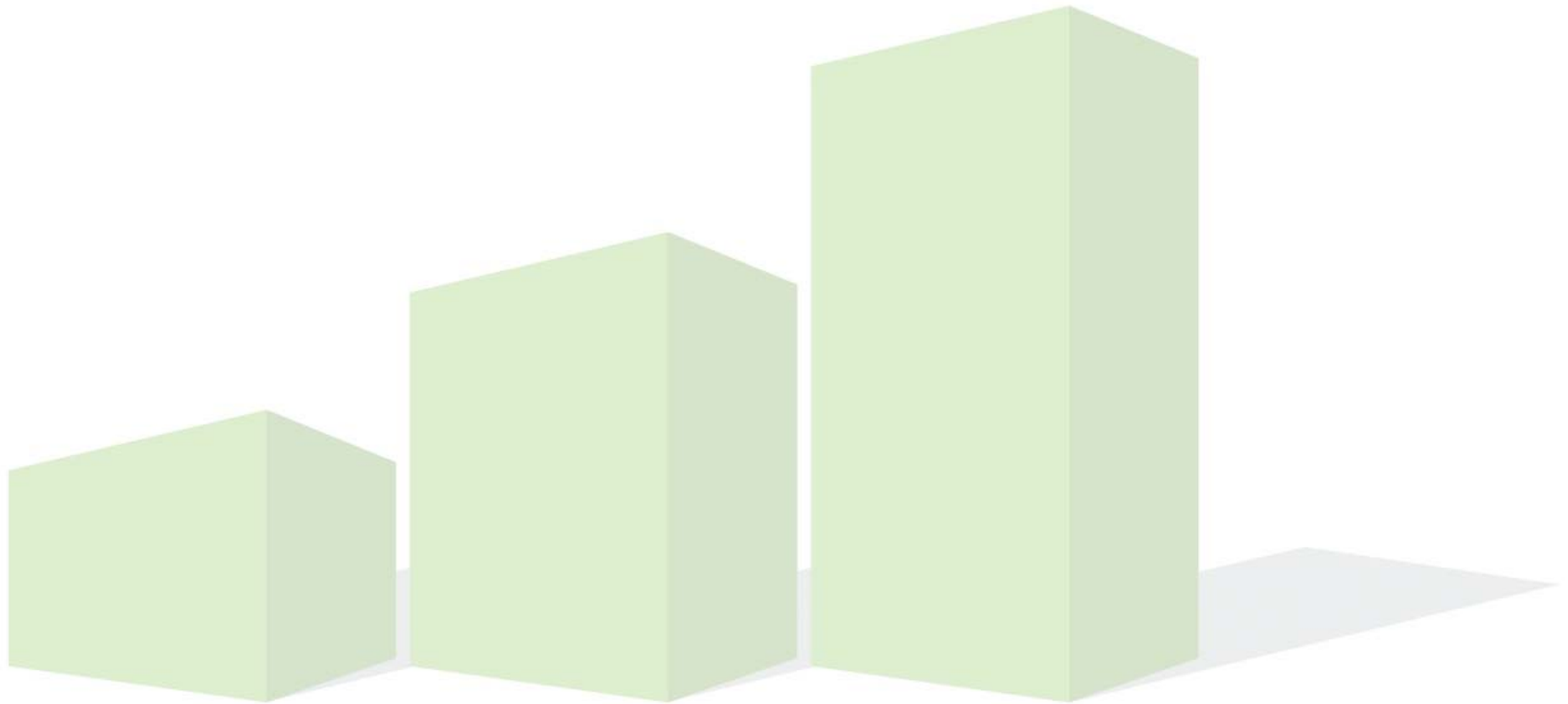
“I share some responsibility for what I perceive to be a negative relationship between Central Administration and especially the Regents. I should be more involved and more aware of what is happening on campus. However, as I suspect is true for most UNM staff, I am underpaid and overworked, with the problem constantly getting worse. We are required to do more and more with less and less. This problem makes it difficult to be involved in institutional activities outside of my job. I also suspect that this problem is at the root of a lot of the negativity between the staff and administration. I know that in these economic times, it will be difficult to address this problem, and I feel fortunate to have a job and not to have experienced mandatory furloughs or pay cuts at this point. However, I hope that the administration is aware of how significant an issue this is at UNM and will make plans to address it strongly in the future.”

“There are far too many high-ranking and highly-paid individuals in the Central Administration. The proliferation of VPs, associate VPs, assistant VPs, etc. over the past several years has not improved the operations of UNM. The high salaries have plundered the University's resources and have not added value to the quality of instruction and/or research. UNM's Central Administration is too top heavy. By trimming down the number of VPs, the University's budget woes would be more manageable. Instead, the staff are the first to be hurt by the hiring pauses and salary increase freezes. Staff are the individuals who run the University on a daily basis, and yet they are the least appreciated population at UNM.”

“If the administration would highlight staff contributions on a regular basis and show that we are appreciated with real rewards and not just words, this could help increase staff morale.”

“With no cost-of-living adjustments and health insurance payment increases, I earn significantly less than I did when I began working here three years ago. Meanwhile, my responsibilities have nearly doubled.”

IV. SUMMARY OF RESULTS – FACULTY



Overall Satisfaction with the Faculty's Role in Shared Governance

Question 1: In general, how satisfied are you with the faculty's role in shared governance?

	Total Responses (n=696)	Hire Year			EEO Classification		Employment Status		Tenure Status			Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Very satisfied	3%	-	2%	1%	4%	6%	2%	2%	3%	2%	2%	3%	1%	2%	6%	4%
Somewhat satisfied	10%	3%	9%	4%	13%	15%	9%	9%	12%	6%	8%	15%	14%	8%	15%	11%
Neither satisfied nor dissatisfied	15%	5%	14%	10%	19%	35%	14%	13%	21%	10%	13%	23%	22%	11%	36%	21%
Somewhat dissatisfied	24%	27%	21%	31%	22%	26%	24%	23%	27%	25%	28%	22%	28%	23%	27%	24%
Very dissatisfied	42%	65%	54%	53%	32%	15%	44%	49%	19%	57%	42%	24%	27%	54%	15%	19%
Don't know/not applicable	6%	-	1%	1%	11%	3%	6%	3%	18%	-	6%	14%	8%	2%	-	20%

	Total Responses (n=696)	Location		Faculty Status					Level of Activity in Shared Governance				
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Very satisfied	3%	2%	6%	2%	1%	5%	2%	4%	-	3%	4%	1%	1%
Somewhat satisfied	10%	8%	23%	9%	16%	9%	6%	11%	41%	7%	9%	8%	14%
Neither satisfied nor dissatisfied	15%	13%	32%	13%	25%	27%	10%	21%	18%	6%	11%	24%	25%
Somewhat dissatisfied	24%	25%	23%	27%	22%	18%	25%	24%	6%	22%	25%	32%	15%
Very dissatisfied	42%	46%	10%	43%	32%	23%	56%	19%	24%	62%	49%	33%	24%
Don't know/not applicable	6%	6%	6%	6%	4%	18%	-	20%	12%	-	1%	3%	20%

Level of Agreement or Disagreement with Various Statements: Participation in Shared Governance Is a Worthwhile Faculty Responsibility

Question 2: Please give a rating for your level of agreement or disagreement with each statement: **Participation in shared governance is a worthwhile faculty responsibility**

	Total Responses (n=675)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	70%	84%	78%	77%	63%	53%	71%	74%	55%	79%	73%	57%	72%	76%	55%	51%
Somewhat agree	21%	8%	19%	15%	27%	47%	20%	20%	26%	18%	24%	24%	18%	18%	45%	27%
Neither agree nor disagree	4%	8%	2%	4%	4%	-	4%	3%	8%	2%	-	8%	6%	3%	-	8%
Somewhat disagree	1%	-	1%	1%	1%	-	1%	1%	3%	*	-	3%	1%	1%	-	2%
Strongly disagree	1%	-	1%	2%	1%	-	1%	1%	1%	1%	1%	2%	1%	1%	-	2%
Don't know/not applicable	3%	-	-	-	5%	-	3%	1%	8%	-	2%	6%	1%	1%	-	10%

	Total Responses (n=675)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	70%	72%	59%	71%	64%	55%	79%	51%	75%	85%	74%	66%	49%
Somewhat agree	21%	20%	29%	26%	25%	10%	18%	27%	19%	13%	20%	29%	27%
Neither agree nor disagree	4%	3%	11%	-	5%	20%	2%	8%	-	-	4%	4%	9%
Somewhat disagree	1%	1%	-	-	4%	5%	*	2%	-	-	1%	-	3%
Strongly disagree	1%	1%	-	1%	1%	5%	1%	2%	-	2%	1%	2%	-
Don't know/not applicable	3%	3%	1%	2%	1%	5%	-	10%	6%	-	-	-	11%

* Less than 1% reported.

Level of Agreement or Disagreement with Various Statements: The University Fosters Shared Governance by Supporting Faculty Development of Governance Skills and Acknowledging/Rewarding Participation in Governance Work

Question 3: Please give a rating for your level of agreement or disagreement with each statement: **The University fosters shared governance by supporting faculty development of governance skills and acknowledging/rewarding participation in governance work**

	Total Responses (n=675)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	4%	-	3%	4%	5%	-	4%	3%	7%	2%	3%	6%	4%	4%	-	6%
Somewhat agree	13%	8%	13%	10%	14%	26%	12%	12%	17%	11%	9%	17%	17%	10%	27%	18%
Neither agree nor disagree	14%	14%	10%	11%	16%	18%	13%	13%	15%	10%	18%	17%	13%	13%	18%	17%
Somewhat disagree	26%	30%	24%	28%	26%	24%	26%	26%	26%	27%	30%	24%	35%	26%	24%	21%
Strongly disagree	36%	46%	50%	45%	26%	26%	36%	41%	17%	48%	29%	22%	24%	44%	27%	18%
Don't know/not applicable	8%	3%	1%	1%	13%	6%	8%	5%	17%	2%	12%	14%	8%	4%	3%	21%

	Total Responses (n=675)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	4%	3%	8%	2%	5%	15%	3%	6%	6%	6%	4%	2%	4%
Somewhat agree	13%	11%	29%	9%	20%	10%	10%	18%	6%	9%	11%	10%	24%
Neither agree nor disagree	14%	12%	20%	18%	14%	20%	10%	17%	25%	6%	15%	20%	13%
Somewhat disagree	26%	27%	20%	30%	27%	20%	27%	21%	25%	24%	27%	33%	23%
Strongly disagree	36%	39%	13%	28%	30%	20%	48%	18%	25%	55%	41%	27%	16%
Don't know/not applicable	8%	7%	9%	12%	4%	15%	1%	21%	13%	1%	2%	8%	19%

Level of Agreement or Disagreement with Various Statements: The University's Organizational Management Structure Fosters Shared Governance Between Faculty and Central Administration

*Question 4: Please give a rating for your level of agreement or disagreement with each statement: **The University's organizational management structure fosters shared governance between faculty and Central Administration***

	Hire Year					EEO Classification		Employment Status		Tenure Status			Employee Class			
	Total Responses (n=675)	Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	2%	3%	3%	1%	2%	9%	2%	2%	3%	2%	1%	2%	1%	1%	9%	4%
Somewhat agree	9%	5%	10%	9%	10%	29%	8%	9%	10%	6%	7%	15%	11%	7%	27%	11%
Neither agree nor disagree	9%	3%	7%	6%	11%	15%	8%	7%	16%	5%	11%	13%	17%	5%	15%	15%
Somewhat disagree	25%	24%	22%	26%	26%	21%	25%	25%	24%	27%	21%	25%	29%	26%	21%	23%
Strongly disagree	48%	62%	58%	58%	38%	26%	49%	53%	29%	59%	51%	32%	36%	58%	27%	26%
Don't know/not applicable	7%	3%	-	1%	12%	-	7%	4%	17%	1%	10%	13%	6%	3%	-	21%

	Location			Faculty Status						Level of Activity in Shared Governance			
	Total Responses (n=675)	Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	2%	4%	1%	-	5%	2%	4%	-	4%	2%	1%	1%
Somewhat agree	9%	8%	21%	7%	20%	5%	6%	11%	25%	8%	9%	5%	18%
Neither agree nor disagree	9%	6%	27%	10%	7%	25%	5%	15%	13%	3%	8%	10%	12%
Somewhat disagree	25%	25%	25%	22%	30%	10%	26%	23%	31%	20%	21%	42%	24%
Strongly disagree	48%	52%	15%	49%	40%	40%	59%	26%	25%	64%	57%	39%	26%
Don't know/not applicable	7%	6%	8%	10%	2%	15%	1%	21%	6%	1%	3%	3%	19%

Level of Agreement or Disagreement with Various Statements: Relationships Between the Faculty and Central Administration Are Cooperative

Question 5: Please give a rating for your level of agreement or disagreement with each statement: **Relationships between the faculty and Central Administration are cooperative**

	Total Responses (n=675)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	2%	3%	-	1%	2%	3%	2%	1%	6%	1%	1%	3%	-	*	3%	6%
Somewhat agree	9%	-	6%	9%	10%	21%	8%	8%	12%	7%	5%	12%	15%	6%	21%	12%
Neither agree nor disagree	10%	3%	9%	7%	13%	12%	10%	9%	15%	8%	11%	13%	15%	8%	12%	15%
Somewhat disagree	31%	27%	31%	36%	29%	26%	31%	33%	22%	33%	36%	26%	39%	33%	24%	19%
Strongly disagree	43%	68%	54%	48%	35%	35%	44%	47%	30%	52%	41%	33%	29%	51%	36%	27%
Don't know/not applicable	6%	-	-	1%	10%	3%	6%	3%	16%	1%	5%	12%	1%	2%	3%	21%

	Total Responses (n=675)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	1%	5%	1%	-	-	1%	6%	-	3%	2%	1%	2%
Somewhat agree	9%	7%	20%	6%	10%	20%	7%	12%	19%	5%	5%	11%	21%
Neither agree nor disagree	10%	8%	21%	12%	10%	25%	7%	15%	6%	6%	9%	11%	11%
Somewhat disagree	31%	31%	31%	36%	39%	10%	33%	19%	38%	32%	32%	36%	21%
Strongly disagree	43%	47%	12%	39%	39%	40%	52%	27%	31%	55%	50%	36%	29%
Don't know/not applicable	6%	5%	11%	6%	2%	5%	1%	21%	6%	-	2%	4%	16%

* Less than 1% reported.

Level of Agreement or Disagreement with Various Statements: Relationships Between the Faculty and the Board of Regents Are Cooperative

Question 6: Please give a rating for your level of agreement or disagreement with each statement: **Relationships between the faculty and the Board of Regents are cooperative**

	Total Responses (n=675)	Hire Year				EEO Classification	Employment Status		Tenure Status			Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of. Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty	
Strongly agree	1%	3%	-	1%	2%	3%	1%	1%	3%	1%	1%	2%	-	1%	3%	4%
Somewhat agree	4%	-	3%	3%	6%	6%	4%	3%	9%	2%	1%	8%	8%	2%	6%	8%
Neither agree nor disagree	7%	3%	3%	5%	10%	9%	7%	6%	13%	3%	8%	13%	8%	5%	9%	14%
Somewhat disagree	18%	19%	14%	20%	18%	24%	17%	18%	16%	16%	18%	20%	21%	18%	21%	15%
Strongly disagree	60%	70%	79%	68%	50%	56%	60%	67%	36%	76%	64%	38%	53%	70%	58%	32%
Don't know/not applicable	9%	5%	2%	3%	15%	3%	10%	6%	22%	2%	9%	19%	10%	4%	3%	27%

	Total Responses (n=675)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	1%	1%	4%	1%	-	-	1%	4%	-	3%	2%	-	-
Somewhat agree	4%	3%	11%	1%	5%	20%	2%	8%	6%	1%	4%	5%	13%
Neither agree nor disagree	7%	5%	24%	8%	11%	15%	3%	14%	19%	4%	5%	9%	12%
Somewhat disagree	18%	17%	21%	19%	27%	10%	16%	15%	31%	18%	14%	26%	15%
Strongly disagree	60%	65%	23%	62%	49%	40%	76%	32%	31%	73%	70%	54%	35%
Don't know/not applicable	9%	8%	17%	9%	8%	15%	2%	27%	13%	1%	6%	7%	24%

Level of Agreement or Disagreement with Various Statements: Negotiations and Communication Between the Faculty and Central Administration Are Carried Out in Good Faith

Question 7: Please give a rating for your level of agreement or disagreement with each statement: **Negotiations and communication between the faculty and Central Administration are carried out in good faith**

	Total Responses (n=675)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	2%	3%	2%	1%	3%	9%	2%	2%	3%	2%	1%	3%	1%	1%	9%	4%
Somewhat agree	14%	-	15%	13%	15%	35%	12%	13%	15%	14%	7%	16%	25%	10%	33%	16%
Neither agree nor disagree	17%	11%	13%	17%	19%	9%	18%	16%	21%	12%	25%	21%	26%	16%	9%	20%
Somewhat disagree	25%	24%	32%	26%	23%	26%	25%	27%	20%	29%	21%	21%	21%	28%	27%	18%
Strongly disagree	32%	59%	36%	39%	25%	18%	33%	36%	20%	39%	35%	23%	17%	40%	18%	21%
Don't know/not applicable	9%	3%	2%	3%	15%	3%	10%	6%	20%	4%	11%	16%	10%	6%	3%	22%

	Total Responses (n=675)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	2%	5%	1%	2%	5%	2%	4%	-	6%	2%	1%	2%
Somewhat agree	14%	12%	24%	8%	18%	10%	13%	16%	13%	12%	13%	10%	19%
Neither agree nor disagree	17%	16%	27%	25%	20%	30%	13%	20%	25%	12%	16%	26%	19%
Somewhat disagree	25%	25%	25%	21%	25%	20%	29%	18%	31%	20%	28%	36%	15%
Strongly disagree	32%	36%	8%	34%	30%	10%	39%	21%	25%	45%	39%	23%	18%
Don't know/not applicable	9%	9%	11%	11%	5%	25%	4%	22%	6%	5%	3%	5%	27%

Level of Agreement or Disagreement with Various Statements: Communication Between the Faculty and the Board of Regents Is Carried Out in Good Faith

Question 8: Please give a rating for your level of agreement or disagreement with each statement: **Communication between the faculty and the Board of Regents is carried out in good faith**

	Total Responses (n=663)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	2%	-	-	1%	3%	-	2%	1%	4%	*	2%	3%	1%	1%	-	5%
Somewhat agree	7%	3%	7%	5%	8%	15%	7%	6%	11%	5%	-	11%	13%	4%	12%	13%
Neither agree nor disagree	14%	8%	12%	14%	15%	24%	13%	13%	17%	10%	13%	19%	13%	12%	24%	18%
Somewhat disagree	25%	31%	21%	27%	24%	26%	25%	25%	25%	26%	28%	22%	23%	26%	27%	21%
Strongly disagree	43%	56%	56%	48%	34%	32%	43%	48%	21%	54%	44%	27%	34%	51%	33%	20%
Don't know/not applicable	11%	3%	4%	6%	15%	3%	11%	8%	22%	5%	12%	18%	16%	6%	3%	24%

	Total Responses (n=663)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	1%	4%	2%	-	5%	*	5%	-	2%	2%	-	1%
Somewhat agree	7%	6%	12%	1%	11%	16%	5%	13%	-	7%	4%	5%	14%
Neither agree nor disagree	14%	12%	26%	13%	19%	11%	10%	18%	33%	10%	12%	22%	12%
Somewhat disagree	25%	24%	26%	29%	26%	11%	26%	21%	20%	21%	26%	30%	22%
Strongly disagree	43%	47%	12%	43%	37%	26%	54%	20%	33%	57%	50%	34%	20%
Don't know/not applicable	11%	9%	19%	13%	7%	32%	5%	24%	13%	3%	5%	10%	31%

* Less than 1% reported.

Level of Agreement or Disagreement with Various Statements: An Atmosphere of Trust Exists Between the Faculty and Central Administration

Question 9: Please give a rating for your level of agreement or disagreement with each statement: **An atmosphere of trust exists between the faculty and Central Administration**

	Total Responses (n=663)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	1%	-	-	-	2%	-	1%	*	3%	-	1%	2%	-	*	-	4%
Somewhat agree	4%	-	3%	2%	5%	6%	3%	3%	7%	2%	2%	6%	4%	2%	6%	8%
Neither agree nor disagree	6%	-	5%	4%	8%	12%	6%	5%	9%	4%	8%	9%	11%	4%	12%	9%
Somewhat disagree	26%	11%	27%	26%	27%	44%	25%	26%	24%	26%	24%	26%	29%	25%	42%	23%
Strongly disagree	59%	89%	65%	68%	50%	38%	60%	64%	42%	68%	62%	46%	50%	68%	39%	40%
Don't know/not applicable	4%	-	-	-	8%	-	5%	2%	14%	*	3%	10%	6%	1%	-	17%

	Total Responses (n=663)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	1%	1%	1%	1%	-	-	-	4%	-	1%	1%	1%	1%
Somewhat agree	4%	2%	15%	3%	5%	5%	2%	8%	-	2%	2%	4%	11%
Neither agree nor disagree	6%	4%	23%	8%	7%	16%	4%	9%	13%	3%	6%	8%	7%
Somewhat disagree	26%	26%	26%	23%	29%	21%	26%	23%	47%	20%	25%	31%	26%
Strongly disagree	59%	63%	29%	61%	58%	47%	68%	40%	33%	73%	66%	54%	38%
Don't know/not applicable	4%	4%	5%	3%	1%	11%	*	17%	7%	-	1%	2%	16%

* Less than 1% reported.

Level of Agreement or Disagreement with Various Statements: A Collaborative Decision-Making Environment Exists Between the Faculty and Central Administration

Question 10: Please give a rating for your level of agreement or disagreement with each statement: **A collaborative decision-making environment exists between the faculty and Central Administration**

	Total Responses (n=663)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	1%	-	-	1%	1%	-	1%	1%	1%	-	1%	2%	-	*	-	2%
Somewhat agree	5%	-	4%	3%	6%	12%	4%	4%	9%	3%	2%	9%	7%	3%	12%	10%
Neither agree nor disagree	9%	-	7%	9%	11%	26%	8%	8%	14%	6%	9%	13%	14%	6%	24%	14%
Somewhat disagree	24%	8%	24%	22%	27%	26%	24%	25%	21%	22%	30%	25%	33%	24%	27%	18%
Strongly disagree	56%	92%	65%	64%	46%	32%	57%	61%	38%	68%	53%	41%	39%	66%	33%	38%
Don't know/not applicable	5%	-	-	2%	9%	3%	5%	3%	15%	1%	4%	11%	7%	2%	3%	17%

	Total Responses (n=663)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	1%	1%	1%	1%	1%	-	-	2%	-	1%	1%	1%	1%
Somewhat agree	5%	4%	11%	2%	6%	16%	3%	10%	7%	4%	2%	4%	11%
Neither agree nor disagree	9%	6%	30%	10%	10%	16%	6%	14%	13%	4%	8%	11%	11%
Somewhat disagree	24%	24%	26%	30%	35%	16%	22%	18%	40%	17%	25%	33%	21%
Strongly disagree	56%	60%	23%	52%	46%	37%	68%	38%	33%	73%	62%	48%	36%
Don't know/not applicable	5%	5%	8%	5%	2%	16%	1%	17%	7%	-	2%	3%	20%

* Less than 1% reported.

Level of Agreement or Disagreement with Various Statements: Faculty Members Have Timely Access to the Information They Need to Make Informed Decisions or Recommendations on Institutional Matters

Question 11: Please give a rating for your level of agreement or disagreement with each statement: **Faculty members have timely access to the information they need to make informed decisions or recommendations on institutional matters**

	Total Responses (n=663)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/ Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	2%	-	1%	-	3%	3%	2%	1%	4%	*	3%	3%	1%	1%	3%	5%
Somewhat agree	11%	6%	8%	10%	13%	32%	10%	10%	14%	8%	9%	16%	14%	7%	33%	16%
Neither agree nor disagree	14%	6%	11%	10%	17%	12%	14%	12%	20%	12%	11%	18%	13%	12%	12%	19%
Somewhat disagree	28%	17%	35%	31%	26%	18%	29%	30%	23%	31%	30%	24%	31%	30%	18%	21%
Strongly disagree	36%	69%	43%	43%	27%	26%	37%	41%	19%	46%	35%	23%	24%	44%	27%	17%
Don't know/not applicable	9%	3%	3%	5%	14%	9%	9%	6%	20%	3%	11%	16%	16%	5%	6%	21%

	Total Responses (n=663)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	1%	4%	3%	1%	5%	*	5%	-	3%	3%	-	-
Somewhat agree	11%	9%	26%	9%	15%	11%	8%	16%	20%	6%	12%	7%	21%
Neither agree nor disagree	14%	13%	23%	11%	17%	5%	11%	19%	27%	10%	9%	24%	13%
Somewhat disagree	28%	29%	22%	30%	27%	26%	31%	21%	27%	27%	32%	33%	18%
Strongly disagree	36%	38%	19%	34%	32%	21%	46%	17%	27%	52%	42%	27%	20%
Don't know/not applicable	9%	9%	5%	11%	7%	32%	3%	21%	-	3%	2%	10%	29%

* Less than 1% reported.

Level of Agreement or Disagreement with Various Statements: Faculty Leadership Responds Expeditiously to Requests from the Central Administration for Recommendations and Action on Institutional Decisions

Question 12: Please give a rating for your level of agreement or disagreement with each statement: **Faculty leadership responds expeditiously to requests from the Central Administration for recommendations and action on institutional decisions**

	Total Responses (n=663)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	14%	25%	13%	16%	12%	6%	14%	15%	9%	17%	17%	8%	10%	16%	6%	10%
Somewhat agree	30%	31%	33%	31%	28%	32%	30%	31%	26%	32%	29%	27%	21%	33%	33%	22%
Neither agree nor disagree	20%	17%	24%	19%	20%	26%	20%	19%	23%	18%	18%	24%	23%	18%	24%	25%
Somewhat disagree	8%	11%	8%	9%	7%	21%	7%	8%	8%	9%	4%	8%	7%	7%	21%	8%
Strongly disagree	5%	8%	1%	6%	5%	6%	4%	5%	1%	5%	4%	3%	3%	5%	6%	2%
Don't know/not applicable	24%	8%	21%	19%	28%	9%	24%	22%	32%	18%	27%	30%	36%	20%	9%	33%

	Total Responses (n=663)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	14%	14%	11%	17%	6%	-	17%	10%	13%	26%	16%	6%	7%
Somewhat agree	30%	30%	27%	28%	33%	26%	33%	22%	27%	31%	34%	32%	20%
Neither agree nor disagree	20%	18%	36%	20%	24%	16%	17%	25%	33%	15%	21%	22%	19%
Somewhat disagree	8%	8%	7%	3%	11%	5%	9%	8%	-	8%	8%	8%	9%
Strongly disagree	5%	5%	3%	5%	5%	5%	5%	2%	-	6%	7%	2%	1%
Don't know/not applicable	24%	25%	16%	28%	21%	47%	18%	33%	27%	13%	15%	31%	45%

Level of Agreement or Disagreement with Various Statements: Central Administration Responds Expeditiously to Faculty Concerns and to the Need for Action on Institutional Issues

Question 13: Please give a rating for your level of agreement or disagreement with each statement: **Central Administration responds expeditiously to faculty concerns and to the need for action on institutional issues**

	Total Responses (n=663)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	2%	-	1%	1%	2%	3%	1%	1%	4%	*	1%	3%	3%	1%	-	4%
Somewhat agree	7%	6%	10%	3%	9%	21%	7%	8%	6%	7%	4%	9%	9%	6%	21%	6%
Neither agree nor disagree	13%	6%	12%	12%	15%	21%	13%	13%	14%	12%	17%	14%	11%	12%	21%	15%
Somewhat disagree	26%	31%	27%	27%	25%	32%	26%	25%	30%	27%	24%	27%	30%	25%	33%	25%
Strongly disagree	41%	56%	48%	51%	32%	18%	42%	45%	26%	50%	39%	29%	30%	49%	18%	25%
Don't know/not applicable	11%	3%	3%	5%	17%	6%	11%	8%	21%	4%	15%	18%	17%	6%	6%	25%

	Total Responses (n=663)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	1%	4%	1%	2%	5%	*	4%	-	3%	2%	1%	-
Somewhat agree	7%	8%	5%	5%	13%	11%	7%	6%	-	8%	6%	5%	13%
Neither agree nor disagree	13%	11%	34%	18%	15%	5%	11%	15%	13%	10%	12%	17%	12%
Somewhat disagree	26%	26%	32%	23%	27%	26%	27%	25%	33%	20%	28%	32%	24%
Strongly disagree	41%	45%	11%	38%	33%	32%	51%	25%	33%	55%	47%	32%	23%
Don't know/not applicable	11%	10%	14%	15%	8%	21%	4%	25%	20%	3%	5%	14%	27%

* Less than 1% reported.

**Level of Agreement or Disagreement with Various Statements:
 Faculty Representatives to the Senate, Institutional Committees, and Other Representative Bodies Keep Their Constituents Informed of the Agendas of Those Bodies and Solicit Constituents' Views Whenever Appropriate**

Question 14: Please give a rating for your level of agreement or disagreement with each statement: **Faculty representatives to the senate, institutional committees, and other representative bodies keep their constituents informed of the agendas of those bodies and solicit constituents' views whenever appropriate**

	Total Responses (n=663)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
		Strongly agree	19%	28%	19%	24%	16%	3%	20%	20%	14%	22%	24%	13%	10%	23%
Somewhat agree	39%	42%	50%	40%	34%	47%	38%	41%	29%	43%	37%	33%	46%	40%	48%	26%
Neither agree nor disagree	16%	17%	11%	13%	20%	12%	17%	15%	22%	12%	17%	23%	16%	15%	12%	21%
Somewhat disagree	14%	11%	12%	17%	13%	32%	13%	14%	11%	15%	11%	12%	13%	13%	33%	10%
Strongly disagree	4%	3%	4%	2%	5%	3%	4%	4%	4%	5%	3%	3%	4%	4%	3%	3%
Don't know/not applicable	9%	-	4%	4%	13%	3%	9%	5%	21%	3%	8%	16%	11%	4%	-	24%

	Total Responses (n=663)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
		Strongly agree	19%	19%	16%	23%	14%	5%	22%	15%	-	31%	19%
Somewhat agree	39%	39%	38%	36%	44%	21%	44%	26%	40%	34%	42%	43%	37%
Neither agree nor disagree	16%	16%	16%	16%	20%	32%	12%	21%	33%	17%	12%	20%	19%
Somewhat disagree	14%	14%	15%	13%	14%	11%	15%	10%	20%	11%	18%	12%	8%
Strongly disagree	4%	4%	1%	3%	1%	11%	5%	3%	-	3%	5%	2%	5%
Don't know/not applicable	9%	8%	12%	9%	6%	21%	3%	24%	7%	3%	4%	7%	25%

Level of Agreement or Disagreement with Various Statements: Faculty Committees Are Empowered to Determine Educational Policy, Curriculum Design, Curriculum Review, and Standards and Procedures for Evaluating Teaching and Scholarly Production

Question 15: Please give a rating for your level of agreement or disagreement with each statement: **Faculty committees are empowered to determine educational policy, curriculum design, curriculum review, and standards and procedures for evaluating teaching and scholarly production**

	Total Responses (n=651)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/ Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	17%	25%	23%	17%	14%	41%	16%	19%	11%	21%	15%	12%	12%	18%	39%	10%
Somewhat agree	45%	33%	50%	47%	43%	41%	45%	47%	38%	48%	43%	41%	56%	45%	42%	37%
Neither agree nor disagree	12%	8%	7%	7%	15%	6%	12%	10%	19%	6%	17%	17%	16%	10%	6%	18%
Somewhat disagree	12%	14%	12%	15%	11%	6%	12%	13%	10%	12%	15%	11%	4%	14%	6%	10%
Strongly disagree	8%	19%	6%	11%	6%	6%	8%	8%	5%	10%	4%	5%	3%	9%	6%	5%
Don't know/not applicable	7%	-	2%	3%	11%	-	7%	4%	17%	2%	7%	14%	9%	3%	-	20%

	Total Responses (n=651)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	17%	17%	14%	16%	14%	11%	21%	10%	15%	23%	19%	11%	11%
Somewhat agree	45%	45%	49%	41%	47%	33%	48%	37%	54%	45%	47%	52%	35%
Neither agree nor disagree	12%	11%	14%	17%	12%	33%	6%	18%	15%	8%	8%	17%	19%
Somewhat disagree	12%	12%	9%	14%	14%	6%	12%	10%	8%	11%	15%	10%	9%
Strongly disagree	8%	8%	4%	5%	7%	-	10%	5%	-	12%	9%	4%	5%
Don't know/not applicable	7%	6%	9%	7%	5%	17%	2%	20%	8%	1%	3%	6%	21%

Level of Agreement or Disagreement with Various Statements: Faculty Committees Are Empowered to Largely Determine Standards and Criteria for Retention, Promotion, and Tenure

Question 16: Please give a rating for your level of agreement or disagreement with each statement: **Faculty committees are empowered to largely determine standards and criteria for retention, promotion, and tenure**

	Total Responses Before (n=651)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty	
Strongly agree	18%	19%	24%	19%	16%	44%	17%	21%	8%	25%	17%	10%	15%	20%	42%	7%
Somewhat agree	41%	44%	46%	45%	37%	38%	41%	44%	27%	45%	40%	35%	50%	43%	39%	27%
Neither agree nor disagree	14%	6%	8%	9%	18%	9%	14%	10%	28%	8%	12%	21%	16%	10%	9%	26%
Somewhat disagree	13%	11%	18%	17%	10%	9%	14%	13%	13%	15%	8%	13%	10%	14%	9%	13%
Strongly disagree	5%	19%	4%	5%	5%	-	6%	6%	4%	6%	10%	3%	1%	7%	-	3%
Don't know/not applicable	9%	-	1%	4%	15%	-	9%	6%	21%	2%	12%	18%	7%	6%	-	24%

	Total Responses (n=651)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	18%	19%	9%	17%	14%	11%	24%	7%	8%	29%	18%	11%	12%
Somewhat agree	41%	41%	43%	41%	46%	22%	44%	27%	62%	37%	49%	45%	25%
Neither agree nor disagree	14%	12%	20%	11%	12%	39%	8%	26%	15%	8%	8%	20%	21%
Somewhat disagree	13%	14%	12%	7%	13%	11%	15%	13%	8%	17%	13%	14%	10%
Strongly disagree	5%	6%	4%	10%	4%	-	6%	3%	-	8%	7%	1%	4%
Don't know/not applicable	9%	8%	12%	13%	11%	17%	2%	24%	8%	1%	4%	10%	27%

Level of Agreement or Disagreement with Various Statements: The Faculty Is Empowered to Set Agendas, Choose Representatives and Leadership, and Establish Procedures for Committees That Oversee Those Areas in Which the Faculty Has Primacy

Question 17: Please give a rating for your level of agreement or disagreement with each statement: *The faculty is empowered to set agendas, choose representatives and leadership, and establish procedures for committees that oversee those areas in which the faculty has primacy*

	Total Responses (n=651)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	23%	31%	33%	22%	19%	56%	21%	25%	15%	28%	12%	20%	32%	21%	55%	15%
Somewhat agree	42%	42%	46%	44%	40%	26%	43%	43%	37%	45%	45%	36%	34%	45%	27%	39%
Neither agree nor disagree	14%	3%	13%	12%	17%	12%	14%	13%	20%	10%	18%	18%	18%	13%	12%	15%
Somewhat disagree	9%	14%	4%	11%	8%	6%	9%	8%	9%	8%	9%	10%	9%	9%	6%	8%
Strongly disagree	7%	11%	4%	8%	6%	-	7%	7%	3%	7%	11%	4%	4%	8%	-	4%
Don't know/not applicable	6%	-	1%	3%	10%	-	6%	4%	15%	2%	4%	12%	3%	4%	-	18%

	Total Responses (n=651)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	23%	22%	30%	14%	27%	28%	27%	15%	8%	34%	22%	15%	18%
Somewhat agree	42%	43%	33%	44%	35%	6%	45%	39%	62%	34%	49%	47%	32%
Neither agree nor disagree	14%	13%	20%	17%	16%	56%	11%	15%	8%	10%	11%	19%	22%
Somewhat disagree	9%	9%	6%	9%	13%	6%	8%	8%	8%	10%	7%	10%	9%
Strongly disagree	7%	7%	3%	11%	4%	-	7%	4%	8%	10%	9%	3%	3%
Don't know/not applicable	6%	6%	7%	5%	6%	6%	2%	18%	8%	2%	3%	6%	16%

Level of Agreement or Disagreement with Various Statements: Central Administration Avoids Overturning Faculty Judgments in Those Areas in Which the Faculty Has Primacy

Question 18: Please give a rating for your level of agreement or disagreement with each statement: **Central Administration avoids overturning faculty judgments in those areas in which the faculty has primacy**

	Total Responses (n=651)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	4%	-	6%	5%	4%	21%	4%	5%	4%	4%	3%	5%	3%	3%	18%	5%
Somewhat agree	17%	11%	23%	20%	14%	32%	16%	18%	12%	22%	8%	12%	21%	17%	33%	10%
Neither agree nor disagree	23%	22%	24%	19%	24%	24%	23%	21%	31%	20%	18%	28%	19%	21%	24%	29%
Somewhat disagree	23%	36%	26%	22%	20%	18%	23%	24%	16%	26%	24%	18%	21%	26%	18%	14%
Strongly disagree	18%	28%	16%	22%	15%	3%	18%	19%	12%	20%	24%	12%	15%	21%	3%	12%
Don't know/not applicable	16%	3%	4%	12%	23%	3%	16%	13%	26%	8%	24%	24%	22%	12%	3%	29%

	Total Responses (n=651)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	4%	4%	9%	3%	5%	6%	4%	5%	8%	8%	4%	1%	3%
Somewhat agree	17%	17%	16%	9%	18%	11%	22%	10%	-	19%	21%	13%	11%
Neither agree nor disagree	23%	21%	36%	18%	23%	39%	20%	29%	38%	14%	20%	33%	29%
Somewhat disagree	23%	24%	14%	22%	23%	17%	27%	14%	15%	22%	25%	24%	19%
Strongly disagree	18%	19%	9%	23%	13%	6%	20%	12%	23%	29%	20%	9%	7%
Don't know/not applicable	16%	16%	16%	24%	18%	22%	8%	29%	15%	8%	10%	20%	32%

Level of Agreement or Disagreement with Various Statements: The Board of Regents Avoids Overturning Faculty Judgments in Those Areas in Which the Faculty Has Primacy

Question 19: Please give a rating for your level of agreement or disagreement with each statement: **The Board of Regents avoids overturning faculty judgments in those areas in which the faculty has primacy**

	Total Responses (n=651)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	3%	-	4%	2%	3%	12%	2%	3%	4%	3%	1%	3%	3%	2%	9%	4%
Somewhat agree	11%	8%	10%	14%	11%	6%	12%	12%	10%	12%	6%	12%	13%	12%	6%	9%
Neither agree nor disagree	20%	19%	23%	16%	20%	24%	20%	18%	28%	16%	19%	26%	13%	18%	24%	28%
Somewhat disagree	20%	22%	23%	22%	18%	26%	20%	21%	16%	23%	17%	18%	24%	21%	27%	13%
Strongly disagree	28%	44%	34%	31%	24%	24%	29%	32%	15%	37%	31%	15%	28%	33%	24%	14%
Don't know/not applicable	17%	6%	6%	15%	23%	9%	18%	15%	27%	9%	26%	25%	19%	14%	9%	32%

	Total Responses (n=651)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	3%	3%	4%	1%	2%	6%	3%	4%	-	5%	3%	1%	2%
Somewhat agree	11%	11%	12%	6%	14%	17%	12%	9%	8%	8%	15%	7%	12%
Neither agree nor disagree	20%	17%	45%	20%	24%	17%	15%	28%	38%	15%	17%	29%	21%
Somewhat disagree	20%	22%	10%	16%	24%	28%	23%	13%	15%	20%	20%	26%	18%
Strongly disagree	28%	31%	7%	30%	16%	17%	37%	14%	23%	43%	34%	14%	12%
Don't know/not applicable	17%	17%	22%	28%	19%	17%	9%	32%	15%	9%	11%	24%	35%

Level of Agreement or Disagreement with Various Statements: The Role and Authority of the Provost Have Been Clearly Defined

Question 20: Please give a rating for your level of agreement or disagreement with each statement: **The role and authority of the Provost have been clearly defined**

	Total Responses Before (n=651)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	4%	-	4%	6%	4%	3%	4%	4%	5%	4%	2%	5%	6%	3%	3%	5%
Somewhat agree	14%	6%	15%	14%	15%	26%	13%	13%	18%	14%	12%	15%	13%	12%	27%	18%
Neither agree nor disagree	20%	33%	13%	17%	22%	9%	21%	20%	19%	19%	24%	21%	21%	21%	9%	19%
Somewhat disagree	26%	28%	33%	30%	22%	35%	26%	28%	20%	31%	28%	19%	25%	28%	33%	18%
Strongly disagree	23%	33%	29%	26%	19%	24%	23%	26%	12%	28%	16%	19%	19%	27%	24%	13%
Don't know/not applicable	13%	-	5%	7%	19%	3%	13%	9%	26%	5%	18%	21%	16%	9%	3%	27%

	Total Responses (n=651)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	4%	3%	9%	2%	2%	17%	4%	5%	-	4%	5%	3%	3%
Somewhat agree	14%	14%	17%	13%	12%	11%	14%	18%	8%	20%	13%	12%	10%
Neither agree nor disagree	20%	19%	26%	23%	22%	22%	19%	19%	23%	15%	17%	26%	25%
Somewhat disagree	26%	26%	28%	29%	23%	6%	31%	18%	31%	26%	30%	30%	14%
Strongly disagree	23%	25%	7%	15%	28%	17%	28%	13%	23%	31%	27%	17%	11%
Don't know/not applicable	13%	12%	13%	18%	13%	28%	5%	27%	15%	5%	8%	12%	36%

Level of Agreement or Disagreement with Various Statements: The Provost Is Empowered and Given the Appropriate Level of Authority Regarding Academic Programs

Question 21: Please give a rating for your level of agreement or disagreement with each statement: **The Provost is empowered and given the appropriate level of authority regarding academic programs**

	Total Responses (n=651)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	4%	-	5%	3%	4%	9%	4%	4%	5%	3%	2%	5%	4%	3%	9%	5%
Somewhat agree	17%	14%	17%	16%	18%	35%	16%	17%	15%	18%	19%	15%	22%	16%	33%	14%
Neither agree nor disagree	23%	25%	19%	20%	25%	15%	23%	22%	27%	20%	26%	26%	25%	22%	15%	28%
Somewhat disagree	22%	31%	28%	30%	15%	21%	22%	24%	13%	28%	18%	15%	15%	26%	21%	11%
Strongly disagree	14%	25%	17%	14%	12%	18%	14%	16%	7%	17%	11%	11%	12%	16%	18%	8%
Don't know/not applicable	20%	6%	14%	16%	26%	3%	21%	17%	33%	13%	24%	29%	22%	17%	3%	34%

	Total Responses (n=651)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	4%	3%	9%	2%	4%	11%	3%	5%	8%	6%	5%	2%	2%
Somewhat agree	17%	17%	16%	17%	16%	17%	18%	14%	8%	20%	15%	14%	18%
Neither agree nor disagree	23%	22%	30%	28%	22%	28%	20%	28%	31%	16%	21%	30%	27%
Somewhat disagree	22%	22%	19%	18%	22%	6%	28%	11%	15%	25%	28%	20%	7%
Strongly disagree	14%	16%	1%	10%	14%	6%	18%	8%	23%	24%	15%	8%	8%
Don't know/not applicable	20%	20%	25%	24%	23%	33%	13%	34%	15%	9%	16%	26%	38%

Level of Agreement or Disagreement with Various Statements: The Deans Are Empowered and Given the Appropriate Level of Authority Regarding Academic Programs in Their Departments

Question 22: Please give a rating for your level of agreement or disagreement with each statement: **The Deans are empowered and given the appropriate level of authority regarding academic programs in their departments**

	Total Responses (n=647)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	7%	3%	9%	6%	7%	21%	6%	6%	11%	6%	2%	10%	6%	5%	18%	13%
Somewhat agree	32%	53%	30%	27%	33%	41%	31%	32%	32%	31%	38%	31%	32%	31%	42%	31%
Neither agree nor disagree	14%	6%	12%	15%	15%	3%	15%	13%	20%	12%	13%	17%	12%	14%	3%	18%
Somewhat disagree	22%	19%	22%	27%	21%	18%	23%	24%	14%	24%	28%	17%	29%	24%	18%	14%
Strongly disagree	17%	17%	22%	20%	14%	18%	17%	20%	5%	22%	16%	11%	7%	22%	18%	5%
Don't know/not applicable	8%	3%	5%	4%	10%	-	8%	5%	19%	5%	3%	13%	13%	4%	-	19%

	Total Responses (n=647)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	7%	6%	18%	2%	10%	-	6%	13%	-	10%	6%	5%	5%
Somewhat agree	32%	31%	38%	40%	29%	28%	31%	31%	46%	28%	33%	37%	30%
Neither agree nor disagree	14%	14%	15%	13%	16%	22%	12%	18%	8%	10%	11%	19%	16%
Somewhat disagree	22%	24%	12%	27%	18%	22%	25%	14%	38%	27%	26%	16%	14%
Strongly disagree	17%	18%	10%	15%	22%	6%	22%	5%	8%	22%	20%	16%	8%
Don't know/not applicable	8%	8%	7%	3%	5%	22%	5%	19%	-	2%	3%	8%	26%

Level of Agreement or Disagreement with Various Statements: Academic Interests Guide Financial Decisions

Question 23: Please give a rating for your level of agreement or disagreement with each statement: **Academic interests guide financial decisions**

	Total Responses (n=647)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
		Strongly agree	2%	-	1%	2%	4%	3%	2%	3%	2%	2%	5%	2%	1%	2%
Somewhat agree	5%	-	6%	3%	6%	15%	4%	5%	6%	4%	2%	7%	12%	3%	12%	6%
Neither agree nor disagree	9%	-	8%	5%	11%	18%	8%	8%	12%	6%	11%	11%	10%	7%	18%	11%
Somewhat disagree	19%	14%	17%	22%	19%	38%	18%	20%	16%	20%	23%	17%	16%	19%	39%	17%
Strongly disagree	60%	83%	66%	68%	51%	24%	62%	63%	46%	66%	57%	52%	51%	68%	24%	45%
Don't know/not applicable	5%	3%	1%	1%	8%	3%	5%	2%	17%	2%	2%	10%	9%	1%	3%	18%

	Total Responses (n=647)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	3%	-	5%	-	6%	2%	3%	-	3%	3%	2%	1%
Somewhat agree	5%	4%	12%	2%	9%	11%	4%	6%	8%	6%	6%	-	9%
Neither agree nor disagree	9%	7%	22%	10%	11%	17%	6%	11%	8%	5%	8%	8%	13%
Somewhat disagree	19%	18%	31%	23%	18%	11%	20%	17%	15%	19%	19%	27%	10%
Strongly disagree	60%	64%	28%	57%	61%	44%	66%	45%	69%	66%	62%	59%	49%
Don't know/not applicable	5%	5%	7%	2%	1%	11%	2%	18%	-	1%	2%	5%	18%

Level of Agreement or Disagreement with Various Statements: Protocols Regarding Board of Regents Member Activity and Visibility Have Been Clarified

Question 24: Please give a rating for your level of agreement or disagreement with each statement: **Protocols regarding Board of Regents member activity and visibility have been clarified**

	Total Responses Before (n=647)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	1%	-	-	1%	2%	3%	1%	1%	3%	*	1%	3%	1%	*	3%	3%
Somewhat agree	5%	-	5%	4%	6%	12%	4%	5%	5%	4%	6%	5%	7%	4%	9%	5%
Neither agree nor disagree	14%	11%	13%	14%	14%	12%	14%	12%	20%	10%	11%	20%	10%	13%	12%	18%
Somewhat disagree	22%	22%	23%	27%	20%	35%	22%	22%	23%	26%	15%	21%	18%	22%	36%	22%
Strongly disagree	40%	61%	52%	41%	33%	26%	41%	45%	20%	49%	41%	26%	41%	46%	27%	21%
Don't know/not applicable	18%	6%	8%	14%	25%	12%	18%	15%	30%	11%	26%	25%	22%	14%	12%	31%

	Total Responses (n=647)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	1%	1%	3%	1%	1%	6%	*	3%	-	2%	2%	1%	-
Somewhat agree	5%	4%	10%	6%	4%	11%	4%	5%	8%	3%	6%	3%	7%
Neither agree nor disagree	14%	12%	29%	12%	26%	11%	10%	18%	23%	10%	12%	17%	14%
Somewhat disagree	22%	23%	19%	16%	22%	11%	25%	22%	15%	22%	24%	29%	13%
Strongly disagree	40%	43%	19%	40%	32%	33%	49%	21%	31%	53%	46%	27%	24%
Don't know/not applicable	18%	18%	19%	26%	16%	28%	12%	31%	23%	9%	11%	23%	42%

* Less than 1% reported.

**Level of Agreement or Disagreement with Various Statements:
 The Faculty Has a Voice Regarding the Nature and Goals of Relationships with Outside Entities Such as Accrediting Bodies,
 Athletic Conferences, Etc.**

Question 25: Please give a rating for your level of agreement or disagreement with each statement: **The faculty has a voice regarding the nature and goals of relationships with outside entities such as accrediting bodies, athletic conferences, etc.**

	Total Responses (n=647)	Hire Year				EEO Classification	Employment Status		Tenure Status			Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of. Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty	
Strongly agree	3%	-	3%	1%	4%	6%	2%	3%	3%	2%	2%	4%	4%	2%	3%	3%
Somewhat agree	13%	11%	14%	16%	12%	35%	12%	15%	8%	15%	13%	11%	21%	12%	36%	8%
Neither agree nor disagree	13%	6%	10%	14%	14%	15%	13%	12%	17%	9%	13%	18%	13%	11%	15%	19%
Somewhat disagree	24%	36%	27%	22%	23%	26%	24%	25%	23%	27%	24%	21%	21%	26%	27%	20%
Strongly disagree	35%	47%	40%	41%	29%	15%	36%	37%	26%	41%	35%	27%	29%	41%	15%	23%
Don't know/not applicable	12%	-	6%	6%	17%	3%	12%	9%	23%	6%	14%	19%	12%	8%	3%	26%

	Total Responses (n=647)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	3%	2%	3%	2%	5%	11%	2%	3%	-	3%	3%	2%	2%
Somewhat agree	13%	13%	22%	14%	16%	6%	15%	8%	15%	17%	18%	3%	11%
Neither agree nor disagree	13%	11%	28%	13%	20%	11%	9%	19%	8%	10%	11%	18%	14%
Somewhat disagree	24%	25%	21%	24%	18%	22%	27%	20%	38%	25%	21%	34%	21%
Strongly disagree	35%	38%	13%	33%	29%	39%	41%	23%	31%	41%	40%	27%	24%
Don't know/not applicable	12%	11%	13%	14%	12%	11%	6%	26%	8%	3%	7%	17%	27%

Level of Agreement or Disagreement with Various Statements: The Faculty Has an Influential Role in Developing the Institutional Budget

Question 26: Please give a rating for your level of agreement or disagreement with each statement: **The faculty has an influential role in developing the institutional budget**

	Total Responses (n=647)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	1%	-	2%	-	1%	-	1%	1%	2%	1%	1%	1%	-	1%	-	2%
Somewhat agree	4%	-	3%	2%	5%	6%	3%	3%	8%	2%	1%	7%	7%	2%	3%	8%
Neither agree nor disagree	7%	-	4%	4%	10%	15%	7%	6%	12%	4%	7%	11%	6%	5%	15%	13%
Somewhat disagree	19%	11%	23%	20%	19%	29%	19%	20%	16%	18%	18%	22%	31%	18%	30%	14%
Strongly disagree	62%	89%	68%	71%	53%	47%	63%	67%	43%	73%	65%	45%	46%	71%	48%	41%
Don't know/not applicable	7%	-	1%	2%	12%	3%	7%	4%	20%	2%	8%	15%	10%	3%	3%	22%

	Total Responses (n=647)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	1%	1%	-	1%	-	-	1%	2%	-	1%	2%	-	-
Somewhat agree	4%	2%	15%	1%	2%	17%	2%	8%	8%	3%	3%	2%	8%
Neither agree nor disagree	7%	5%	22%	8%	10%	6%	4%	13%	8%	6%	4%	10%	11%
Somewhat disagree	19%	18%	28%	19%	28%	22%	18%	14%	54%	17%	21%	23%	16%
Strongly disagree	62%	67%	22%	63%	54%	44%	74%	41%	23%	71%	68%	59%	42%
Don't know/not applicable	7%	6%	13%	8%	6%	11%	2%	22%	8%	2%	4%	6%	23%

**Level of Agreement or Disagreement with Various Statements:
 The Faculty Has Strong Influence on the Selection of Academic Administrators, Such as the Deans and Department Chairs**

Question 27: Please give a rating for your level of agreement or disagreement with each statement: **The faculty has strong influence on the selection of academic administrators, such as the Deans and Department Chairs**

	Total Responses (n=647)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	8%	6%	5%	6%	11%	21%	8%	9%	5%	7%	10%	10%	13%	7%	18%	5%
Somewhat agree	27%	22%	33%	27%	26%	32%	27%	28%	23%	29%	25%	26%	24%	28%	33%	26%
Neither agree nor disagree	15%	8%	15%	12%	16%	21%	14%	13%	20%	13%	16%	16%	24%	12%	21%	16%
Somewhat disagree	22%	33%	25%	28%	16%	12%	22%	24%	14%	27%	22%	15%	18%	26%	12%	12%
Strongly disagree	21%	31%	22%	24%	19%	12%	22%	23%	16%	23%	24%	18%	13%	25%	12%	15%
Don't know/not applicable	7%	-	-	3%	12%	3%	7%	3%	22%	2%	3%	16%	9%	2%	3%	25%

	Total Responses (n=647)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	8%	9%	3%	10%	15%	17%	7%	5%	8%	12%	6%	6%	10%
Somewhat agree	27%	26%	40%	28%	26%	11%	28%	26%	38%	31%	28%	30%	21%
Neither agree nor disagree	15%	14%	22%	14%	12%	28%	14%	16%	23%	7%	15%	21%	12%
Somewhat disagree	22%	23%	15%	21%	18%	11%	27%	12%	31%	22%	23%	24%	19%
Strongly disagree	21%	22%	12%	23%	24%	17%	23%	15%	-	26%	25%	13%	15%
Don't know/not applicable	7%	7%	9%	3%	5%	17%	2%	25%	-	1%	3%	6%	23%

Level of Agreement or Disagreement with Various Statements: The Faculty Has Significant Input on the Selection of the Provost and Other Vice Presidents

Question 28: Please give a rating for your level of agreement or disagreement with each statement: **The faculty has significant input on the selection of the Provost and other Vice Presidents**

	Total Responses Before (n=647)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	1%	-	-	1%	2%	9%	1%	1%	1%	1%	1%	2%	3%	*	9%	1%
Somewhat agree	5%	-	5%	4%	7%	15%	5%	5%	9%	3%	2%	10%	7%	4%	12%	9%
Neither agree nor disagree	9%	3%	8%	3%	13%	12%	9%	8%	16%	5%	10%	15%	9%	7%	12%	17%
Somewhat disagree	17%	19%	16%	17%	17%	18%	17%	18%	14%	18%	22%	13%	22%	17%	18%	13%
Strongly disagree	58%	78%	70%	69%	46%	41%	59%	63%	35%	70%	56%	40%	44%	68%	42%	32%
Don't know/not applicable	9%	-	1%	5%	15%	6%	10%	6%	25%	2%	9%	19%	15%	4%	6%	28%

	Total Responses (n=647)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	1%	1%	1%	1%	2%	6%	1%	1%	-	2%	1%	-	1%
Somewhat agree	5%	4%	16%	3%	11%	17%	3%	9%	-	6%	6%	4%	5%
Neither agree nor disagree	9%	7%	26%	10%	13%	17%	5%	17%	8%	3%	8%	14%	15%
Somewhat disagree	17%	17%	15%	20%	12%	6%	19%	13%	38%	15%	17%	19%	18%
Strongly disagree	58%	62%	25%	55%	52%	33%	71%	32%	46%	71%	64%	55%	32%
Don't know/not applicable	9%	9%	16%	10%	9%	22%	2%	28%	8%	3%	5%	8%	29%

* Less than 1% reported.

Level of Agreement or Disagreement with Various Statements: Faculty Input Influences the Evaluation of Academic Administrators, Such as the Deans and Department Chairs

Question 29: Please give a rating for your level of agreement or disagreement with each statement: **Faculty input influences the evaluation of academic administrators, such as the Deans and Department Chairs**

	Total Responses Before (n=644)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty	
Strongly agree	9%	3%	8%	6%	11%	26%	8%	10%	4%	9%	9%	9%	10%	8%	24%	5%
Somewhat agree	33%	33%	35%	34%	33%	41%	33%	33%	33%	33%	36%	32%	40%	32%	42%	32%
Neither agree nor disagree	15%	19%	17%	16%	13%	15%	15%	15%	15%	16%	10%	15%	15%	15%	15%	16%
Somewhat disagree	18%	25%	14%	24%	16%	15%	18%	19%	13%	19%	23%	16%	16%	21%	15%	11%
Strongly disagree	16%	17%	20%	17%	13%	3%	16%	16%	13%	18%	16%	12%	7%	19%	3%	12%
Don't know/not applicable	9%	3%	6%	4%	14%	-	10%	7%	21%	6%	6%	17%	12%	6%	-	24%

	Total Responses (n=644)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	9%	9%	9%	9%	15%	6%	9%	5%	8%	15%	8%	5%	4%
Somewhat agree	33%	33%	41%	35%	33%	28%	34%	32%	38%	34%	34%	37%	26%
Neither agree nor disagree	15%	15%	15%	10%	12%	22%	16%	16%	15%	10%	14%	17%	22%
Somewhat disagree	18%	19%	13%	21%	20%	17%	19%	11%	31%	16%	21%	21%	11%
Strongly disagree	16%	16%	10%	17%	15%	6%	18%	12%	-	23%	16%	11%	8%
Don't know/not applicable	9%	9%	12%	7%	6%	22%	5%	24%	8%	3%	7%	8%	29%

Level of Agreement or Disagreement with Various Statements: Faculty Leadership Has Input in the Evaluation of the Provost and Other Vice Presidents

Question 30: Please give a rating for your level of agreement or disagreement with each statement: **Faculty leadership has input in the evaluation of the Provost and other Vice Presidents**

	Hire Year					EEO Classification		Employment Status		Tenure Status			Employee Class			
	Total Responses Before (n=644)	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty	
Strongly agree	2%	-	1%	2%	3%	9%	2%	2%	3%	2%	1%	3%	3%	1%	6%	4%
Somewhat agree	8%	-	5%	9%	8%	15%	7%	7%	12%	7%	2%	11%	9%	6%	15%	11%
Neither agree nor disagree	13%	17%	11%	11%	15%	15%	13%	12%	20%	9%	19%	18%	12%	12%	15%	19%
Somewhat disagree	20%	39%	21%	22%	18%	12%	21%	21%	17%	21%	25%	18%	25%	22%	12%	16%
Strongly disagree	42%	42%	55%	46%	35%	38%	42%	46%	23%	52%	36%	29%	35%	48%	39%	22%
Don't know/not applicable	15%	3%	6%	11%	21%	12%	15%	12%	25%	10%	16%	21%	16%	11%	12%	28%

	Location			Faculty Status						Level of Activity in Shared Governance			
	Total Responses (n=644)	Main Campus	Branch Campus-	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	2%	4%	1%	1%	6%	2%	4%	-	3%	2%	1%	1%
Somewhat agree	8%	8%	9%	2%	12%	11%	7%	11%	-	8%	7%	6%	12%
Neither agree nor disagree	13%	12%	25%	19%	15%	28%	9%	19%	15%	7%	11%	20%	19%
Somewhat disagree	20%	21%	21%	26%	22%	6%	21%	16%	23%	15%	26%	21%	13%
Strongly disagree	42%	44%	19%	35%	38%	28%	52%	22%	46%	59%	44%	34%	22%
Don't know/not applicable	15%	14%	22%	17%	12%	22%	10%	28%	15%	7%	10%	18%	33%

Level of Agreement or Disagreement with Various Statements: Faculty Members Can Express Dissenting Views on Institutional Matters Without Reprisal

Question 31: Please give a rating for your level of agreement or disagreement with each statement: **Faculty members can express dissenting views on institutional matters without reprisal**

	Total Responses (n=644)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	5%	3%	3%	4%	5%	15%	4%	4%	6%	4%	1%	7%	6%	3%	12%	7%
Somewhat agree	20%	17%	25%	17%	19%	32%	19%	20%	17%	22%	17%	17%	22%	18%	33%	19%
Neither agree nor disagree	19%	22%	18%	19%	19%	21%	19%	18%	21%	18%	14%	23%	12%	20%	21%	20%
Somewhat disagree	21%	28%	24%	24%	19%	12%	22%	22%	19%	22%	27%	19%	26%	22%	12%	18%
Strongly disagree	25%	25%	24%	30%	24%	18%	26%	27%	19%	27%	30%	21%	21%	29%	18%	17%
Don't know/not applicable	10%	6%	6%	6%	14%	3%	11%	8%	17%	8%	11%	14%	13%	8%	3%	19%

	Total Responses (n=644)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	5%	4%	9%	1%	9%	6%	4%	7%	-	6%	4%	4%	3%
Somewhat agree	20%	19%	25%	17%	13%	17%	22%	19%	15%	17%	21%	22%	18%
Neither agree nor disagree	19%	18%	24%	14%	28%	22%	18%	20%	15%	13%	21%	18%	24%
Somewhat disagree	21%	22%	18%	26%	20%	11%	22%	18%	31%	16%	25%	26%	13%
Strongly disagree	25%	26%	19%	30%	27%	17%	27%	17%	31%	41%	24%	18%	13%
Don't know/not applicable	10%	11%	6%	12%	4%	28%	8%	19%	8%	6%	6%	12%	29%

Level of Agreement or Disagreement with Various Statements: The Campus Climate Supports Diversity of: Opinions, Schools of Thought, Perspectives, and Personal Styles

Question 32: Please give a rating for your level of agreement or disagreement with each statement: **The campus climate supports diversity of: opinions, schools of thought, perspectives, and personal styles**

	Total Responses (n=644)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	9%	8%	6%	7%	10%	21%	8%	7%	15%	7%	5%	13%	9%	6%	18%	16%
Somewhat agree	32%	36%	41%	29%	30%	47%	31%	33%	29%	34%	25%	32%	38%	31%	48%	28%
Neither agree nor disagree	19%	11%	13%	18%	23%	6%	20%	19%	21%	15%	32%	20%	16%	20%	6%	20%
Somewhat disagree	18%	25%	18%	22%	15%	21%	17%	18%	17%	20%	19%	14%	15%	18%	21%	17%
Strongly disagree	20%	19%	19%	25%	17%	6%	20%	22%	10%	23%	19%	15%	13%	24%	6%	10%
Don't know/not applicable	3%	-	3%	-	5%	-	3%	2%	9%	2%	-	7%	9%	1%	-	9%

	Total Responses (n=644)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	9%	7%	18%	3%	10%	17%	7%	16%	-	10%	8%	8%	10%
Somewhat agree	32%	32%	35%	26%	38%	28%	33%	28%	38%	24%	34%	36%	35%
Neither agree nor disagree	19%	18%	25%	31%	18%	28%	16%	20%	15%	12%	18%	26%	20%
Somewhat disagree	18%	19%	9%	20%	12%	-	20%	17%	8%	19%	21%	16%	12%
Strongly disagree	20%	20%	12%	20%	21%	6%	23%	10%	31%	34%	19%	11%	11%
Don't know/not applicable	3%	4%	1%	-	1%	22%	2%	9%	8%	1%	*	4%	12%

* Less than 1% reported.

Level of Agreement or Disagreement with Various Statements: Formal Arrangements Exist for Regularly and Accurately Communicating Faculty Positions and Concerns to the Board of Regents

Question 33: Please give a rating for your level of agreement or disagreement with each statement: **Formal arrangements exist for regularly and accurately communicating faculty positions and concerns to the Board of Regents**

	Total Responses (n=644)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	2%	-	2%	1%	3%	6%	2%	2%	4%	2%	3%	3%	1%	2%	3%	4%
Somewhat agree	15%	14%	18%	12%	15%	35%	14%	15%	13%	14%	16%	16%	25%	12%	36%	12%
Neither agree nor disagree	18%	11%	17%	18%	19%	12%	18%	17%	23%	16%	17%	21%	13%	18%	12%	22%
Somewhat disagree	23%	31%	28%	27%	18%	24%	23%	24%	17%	28%	15%	19%	22%	24%	24%	17%
Strongly disagree	25%	44%	30%	33%	18%	21%	26%	29%	11%	32%	24%	16%	19%	31%	21%	10%
Don't know/not applicable	17%	-	5%	9%	26%	3%	18%	13%	31%	9%	25%	25%	19%	13%	3%	34%

	Total Responses (n=644)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	2%	4%	3%	1%	-	2%	4%	-	6%	2%	-	1%
Somewhat agree	15%	14%	22%	16%	18%	28%	14%	12%	15%	19%	16%	9%	14%
Neither agree nor disagree	18%	16%	29%	15%	20%	22%	16%	22%	23%	13%	17%	26%	19%
Somewhat disagree	23%	24%	12%	15%	21%	17%	27%	17%	23%	22%	25%	25%	19%
Strongly disagree	25%	27%	10%	23%	26%	6%	33%	10%	23%	36%	28%	20%	10%
Don't know/not applicable	17%	16%	22%	27%	15%	28%	8%	34%	15%	5%	13%	20%	37%

**Level of Agreement or Disagreement with Various Statements:
 Formal Arrangements Exist for Regularly and Accurately Communicating the Views of the Board of Regents to the Faculty**

Question 34: Please give a rating for your level of agreement or disagreement with each statement: **Formal arrangements exist for regularly and accurately communicating the views of the Board of Regents to the faculty**

	Total Responses Before (n=644)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty	
Strongly agree	3%	3%	3%	4%	12%	3%	3%	5%	3%	3%	4%	6%	2%	9%	5%	
Somewhat agree	15%	19%	15%	13%	15%	32%	14%	16%	13%	16%	14%	18%	14%	33%	13%	
Neither agree nor disagree	18%	19%	19%	16%	19%	15%	18%	16%	25%	15%	16%	7%	19%	15%	24%	
Somewhat disagree	23%	19%	31%	26%	19%	18%	23%	16%	28%	20%	17%	31%	24%	18%	16%	
Strongly disagree	24%	39%	26%	31%	18%	21%	24%	9%	31%	19%	16%	22%	29%	21%	8%	
Don't know/not applicable	17%	-	5%	11%	25%	3%	18%	13%	33%	8%	27%	16%	13%	3%	34%	

	Total Responses (n=644)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	3%	3%	7%	3%	2%	6%	3%	5%	-	8%	3%	2%	-
Somewhat agree	15%	15%	16%	14%	15%	17%	16%	13%	23%	19%	17%	8%	14%
Neither agree nor disagree	18%	16%	35%	15%	24%	22%	15%	24%	23%	13%	16%	24%	21%
Somewhat disagree	23%	24%	13%	20%	18%	22%	28%	16%	8%	25%	24%	27%	14%
Strongly disagree	24%	26%	6%	19%	27%	11%	31%	8%	31%	29%	28%	18%	13%
Don't know/not applicable	17%	16%	22%	29%	13%	22%	8%	34%	15%	6%	11%	21%	37%

**Level of Agreement or Disagreement with Various Statements:
 Central Administration Uses Established Mechanisms to Ensure a Faculty Voice in Matters of Shared Concern, Consulting
 Either the Faculty as a Whole or Representatives Who Have Been Selected or Approved by the Faculty**

Question 35: Please give a rating for your level of agreement or disagreement with each statement: **Central Administration uses established mechanisms to ensure a faculty voice in matters of shared concern, consulting either the faculty as a whole or representatives who have been selected or approved by the faculty**

	Total Responses (n=644)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	2%	-	1%	1%	3%	6%	2%	2%	2%	1%	1%	3%	4%	1%	3%	3%
Somewhat agree	14%	8%	13%	14%	15%	38%	13%	13%	20%	13%	8%	18%	18%	11%	39%	17%
Neither agree nor disagree	16%	14%	11%	16%	19%	6%	17%	16%	19%	14%	22%	18%	10%	18%	6%	18%
Somewhat disagree	22%	25%	30%	24%	18%	24%	22%	23%	19%	24%	20%	20%	22%	23%	24%	18%
Strongly disagree	34%	53%	40%	40%	26%	24%	34%	38%	14%	43%	35%	19%	28%	40%	24%	15%
Don't know/not applicable	12%	-	5%	5%	19%	3%	13%	9%	25%	5%	14%	22%	18%	7%	3%	28%

	Total Responses (n=644)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	1%	4%	1%	4%	6%	1%	3%	-	2%	2%	1%	1%
Somewhat agree	14%	12%	29%	8%	20%	22%	13%	17%	8%	13%	16%	10%	14%
Neither agree nor disagree	16%	15%	26%	21%	22%	6%	14%	18%	8%	10%	15%	22%	20%
Somewhat disagree	22%	22%	21%	21%	21%	11%	24%	18%	38%	21%	23%	30%	14%
Strongly disagree	34%	37%	7%	34%	22%	28%	43%	15%	31%	49%	39%	23%	14%
Don't know/not applicable	12%	12%	12%	15%	12%	28%	5%	28%	15%	5%	5%	14%	36%

**Level of Agreement or Disagreement with Various Statements:
 The Board of Regents Uses Established Mechanisms to Ensure a Faculty Voice in Matters of Shared Concern, Consulting
 Either the Faculty as a Whole or Representatives Who Have Been Selected or Approved by the Faculty**

Question 36: Please give a rating for your level of agreement or disagreement with each statement: **The Board of Regents uses established mechanisms to ensure a faculty voice in matters of shared concern, consulting either the faculty as a whole or representatives who have been selected or approved by the faculty**

	Total Responses (n=642)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/ Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	1%	-	1%	-	2%	9%	1%	1%	2%	1%	1%	2%	1%	*	6%	3%
Somewhat agree	6%	-	4%	4%	7%	15%	5%	5%	10%	4%	2%	10%	9%	3%	16%	10%
Neither agree nor disagree	14%	6%	11%	11%	17%	12%	14%	12%	21%	6%	19%	22%	10%	12%	13%	22%
Somewhat disagree	22%	39%	17%	24%	20%	27%	21%	23%	17%	26%	18%	17%	21%	23%	28%	15%
Strongly disagree	41%	56%	59%	49%	31%	30%	42%	46%	22%	55%	35%	25%	37%	48%	31%	22%
Don't know/not applicable	16%	-	8%	11%	23%	6%	17%	14%	27%	9%	24%	24%	22%	13%	6%	28%

	Total Responses (n=642)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	1%	1%	1%	1%	1%	-	1%	3%	-	1%	2%	-	-
Somewhat agree	6%	5%	12%	2%	9%	17%	4%	10%	-	5%	6%	5%	10%
Neither agree nor disagree	14%	12%	33%	20%	23%	11%	6%	22%	31%	11%	12%	16%	18%
Somewhat disagree	22%	21%	24%	17%	20%	6%	26%	15%	38%	19%	24%	27%	12%
Strongly disagree	41%	46%	6%	34%	27%	33%	55%	22%	23%	59%	47%	30%	20%
Don't know/not applicable	16%	15%	24%	26%	21%	33%	8%	28%	8%	5%	10%	23%	41%

* Less than 1% reported.

**Level of Agreement or Disagreement with Various Statements:
 Faculty Representatives to Institutional Committees, Advisory Boards, and the Board of Regents Have Adequate Time to Consult with Their Constituents Before Voting or Making Recommendations on Important Issues**

Question 37: Please give a rating for your level of agreement or disagreement with each statement: Faculty representatives to institutional committees, advisory boards, and the Board of Regents have adequate time to consult with their constituents before voting or making recommendations on important issues

	Total Responses (n=642)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Strongly agree	2%	-	1%	1%	3%	6%	1%	2%	2%	2%	1%	2%	3%	1%	6%	2%
Somewhat agree	11%	11%	12%	8%	12%	15%	11%	11%	10%	11%	6%	12%	12%	10%	16%	11%
Neither agree nor disagree	23%	28%	23%	25%	21%	15%	23%	22%	26%	21%	18%	27%	21%	22%	16%	28%
Somewhat disagree	22%	31%	30%	21%	18%	27%	22%	23%	18%	24%	20%	19%	18%	24%	28%	15%
Strongly disagree	18%	22%	18%	25%	14%	18%	18%	20%	11%	23%	19%	10%	19%	20%	19%	9%
Don't know/not applicable	25%	8%	16%	20%	32%	18%	25%	23%	33%	18%	35%	30%	28%	23%	16%	34%

	Total Responses (n=642)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	2%	1%	1%	-	11%	2%	2%	-	3%	2%	1%	1%
Somewhat agree	11%	10%	21%	6%	16%	-	11%	11%	15%	15%	12%	7%	5%
Neither agree nor disagree	23%	21%	36%	19%	26%	22%	21%	28%	31%	17%	23%	28%	25%
Somewhat disagree	22%	23%	13%	20%	23%	17%	24%	15%	31%	22%	26%	20%	13%
Strongly disagree	18%	19%	7%	17%	11%	11%	24%	9%	8%	30%	19%	11%	8%
Don't know/not applicable	25%	25%	21%	37%	24%	39%	18%	34%	15%	13%	19%	33%	47%

Level of Agreement or Disagreement with Various Statements: Your College Dean Communicates Effectively with His/Her Respective Department Chairs and Faculty Members Regarding Important Academic and Institutional Matters

Question 38: Please give a rating for your level of agreement or disagreement with each statement: **Your College Dean communicates effectively with his/her respective department chairs and faculty members regarding important academic and institutional matters**

	Total Responses (n=642)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
		Strongly agree	22%	14%	16%	22%	25%	48%	21%	23%	18%	22%	25%	21%	34%	19%
Somewhat agree	28%	33%	28%	25%	28%	18%	28%	28%	27%	26%	36%	27%	31%	29%	19%	23%
Neither agree nor disagree	12%	6%	10%	12%	13%	6%	12%	11%	17%	11%	14%	12%	6%	12%	6%	16%
Somewhat disagree	15%	17%	25%	15%	11%	15%	15%	15%	15%	16%	7%	16%	10%	15%	16%	15%
Strongly disagree	17%	28%	17%	23%	13%	3%	18%	20%	6%	22%	17%	10%	10%	23%	3%	4%
Don't know/not applicable	6%	3%	5%	3%	9%	9%	6%	4%	17%	3%	1%	14%	9%	2%	6%	21%

	Total Responses (n=642)	Location		Faculty Status						Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	22%	19%	49%	27%	24%	11%	22%	21%	15%	26%	26%	17%	13%
Somewhat agree	28%	28%	28%	34%	29%	28%	27%	23%	46%	27%	28%	32%	26%
Neither agree nor disagree	12%	13%	7%	14%	7%	17%	11%	16%	-	8%	10%	14%	20%
Somewhat disagree	15%	15%	7%	7%	15%	17%	16%	15%	38%	11%	15%	21%	12%
Strongly disagree	17%	18%	6%	17%	20%	11%	22%	4%	-	27%	19%	11%	7%
Don't know/not applicable	6%	7%	1%	1%	5%	17%	3%	21%	-	1%	2%	5%	22%

**Level of Agreement or Disagreement with Various Statements:
 Positive Changes in Communication Between Faculty and Central Administration Have Occurred in the Past 6 Months**

Question 39: Please give a rating for your level of agreement or disagreement with each statement: **Positive changes in communication between faculty and Central Administration have occurred in the past 6 months.**

	Total Responses Before (n=642)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty	
Strongly agree	2%	-	4%	1%	3%	6%	2%	2%	4%	2%	1%	3%	6%	1%	6%	3%
Somewhat agree	15%	6%	17%	16%	15%	48%	13%	16%	10%	16%	17%	12%	22%	13%	47%	9%
Neither agree nor disagree	21%	19%	20%	18%	22%	9%	21%	19%	26%	17%	23%	26%	28%	19%	9%	26%
Somewhat disagree	18%	25%	17%	19%	17%	15%	18%	19%	13%	21%	19%	14%	13%	21%	16%	12%
Strongly disagree	33%	50%	41%	41%	25%	15%	34%	36%	21%	41%	26%	24%	16%	40%	16%	21%
Don't know/not applicable	11%	-	1%	5%	18%	6%	11%	7%	26%	3%	14%	21%	15%	6%	6%	28%

	Total Responses (n=642)	Location			Faculty Status					Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Strongly agree	2%	2%	7%	1%	2%	11%	2%	3%	-	3%	3%	2%	-
Somewhat agree	15%	15%	15%	16%	17%	11%	17%	9%	8%	14%	17%	14%	11%
Neither agree nor disagree	21%	19%	33%	23%	26%	28%	17%	26%	23%	11%	19%	28%	26%
Somewhat disagree	18%	18%	21%	20%	16%	6%	20%	12%	31%	17%	18%	23%	15%
Strongly disagree	33%	36%	10%	26%	29%	11%	41%	21%	38%	51%	36%	23%	12%
Don't know/not applicable	11%	11%	13%	14%	10%	33%	3%	28%	-	3%	6%	10%	35%

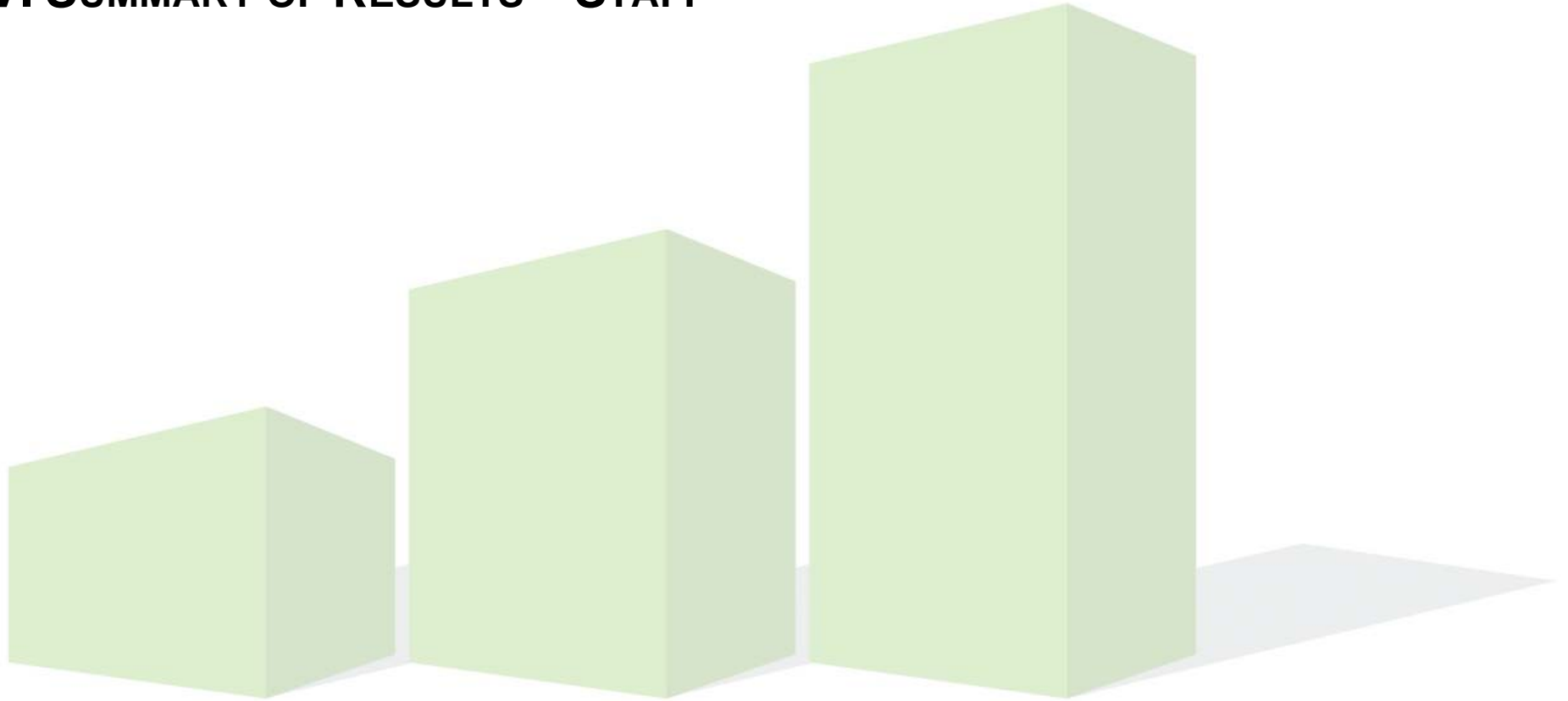
Level of Participation with Shared Governance Activities

Question 40: How active are you in shared governance activities such as participating in institutional committees and/or faculty committee meetings?

	Total Responses (n=642)	Hire Year				EEO Classification		Employment Status		Tenure Status			Employee Class			
		Before 1990	1990-1999	2000-2005	2006 or Later	Exec./Sr./Mid Lvl. Of.	Faculty	Full-time	Part-time	Tenured	Tenure-track	Not Tenured/Ten.-Tr.	12 Month Faculty	9 Month Faculty	Exec. Faculty	Temp. Faculty
Very active	22%	31%	31%	29%	15%	36%	22%	27%	5%	34%	18%	7%	13%	27%	38%	6%
Somewhat active	39%	39%	44%	46%	35%	42%	39%	44%	19%	46%	48%	27%	41%	44%	44%	19%
Not very active	21%	14%	17%	18%	23%	6%	21%	19%	25%	15%	28%	25%	18%	21%	6%	24%
Not at all active	14%	17%	5%	4%	22%	3%	15%	8%	41%	4%	5%	32%	22%	6%	3%	41%
Don't know/not applicable	4%	-	3%	3%	5%	12%	3%	2%	10%	1%	1%	8%	6%	1%	9%	9%

	Total Responses (n=642)	Location				Faculty Status				Level of Activity in Shared Governance			
		Main Campus	Branch Campuses	Junior Faculty	Non-Tenure Faculty	Research Faculty	Senior Faculty	Temp. Faculty	Visiting Faculty	Very Active	Somewhat Active	Not Very Active	Not at All Active
Very active	22%	23%	18%	20%	10%	6%	33%	6%	8%	100%	-	-	-
Somewhat active	39%	39%	45%	47%	39%	11%	46%	19%	38%	-	100%	-	-
Not very active	21%	21%	22%	28%	29%	11%	15%	24%	31%	-	-	100%	-
Not at all active	14%	14%	12%	5%	16%	61%	4%	41%	15%	-	-	-	100%
Don't know/not applicable	4%	4%	3%	1%	6%	11%	1%	9%	8%	-	-	-	-

V. SUMMARY OF RESULTS – STAFF



Overall Satisfaction with the Effectiveness of Communications Between the Staff and Central Administration

Question 1: In general, how satisfied are you with the overall effectiveness of communications between the staff and Central Administration?

	Total Responses (n=1606)	Hire Year			Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class					
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Very satisfied	6%	2%	5%	5%	7%	6%	5%	15%	6%	6%	4%	11%	5%	6%	5%	4%
Somewhat satisfied	20%	16%	19%	19%	22%	20%	21%	22%	19%	18%	20%	39%	21%	21%	18%	13%
Neither satisfied nor dissatisfied	20%	19%	18%	17%	26%	19%	28%	8%	12%	18%	30%	20%	29%	18%	20%	25%
Somewhat dissatisfied	26%	31%	28%	25%	23%	26%	19%	26%	26%	30%	22%	23%	21%	25%	31%	24%
Very dissatisfied	27%	32%	29%	31%	19%	27%	22%	28%	37%	26%	21%	7%	21%	28%	25%	32%
Don't know/won't say	2%	-	2%	2%	2%	2%	5%	1%	*	1%	3%	-	5%	2%	2%	2%

	Total Responses (n=1606)	EEO Status						Location			
		Exec./Sr./Mid Lvl. Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campuses	Cont. Ed.	Ext. Univ.
Very satisfied	6%	10%	6%	1%	6%	5%	2%	5%	11%	9%	-
Somewhat satisfied	20%	35%	21%	14%	16%	21%	28%	19%	28%	30%	10%
Neither satisfied nor dissatisfied	20%	14%	19%	23%	21%	27%	18%	19%	31%	28%	14%
Somewhat dissatisfied	26%	25%	25%	31%	27%	16%	28%	27%	19%	17%	14%
Very dissatisfied	27%	16%	27%	29%	29%	30%	16%	28%	6%	17%	55%
Don't know/won't say	2%	-	2%	2%	2%	-	8%	2%	5%	-	7%

* Less than 1% reported.

Level of Agreement or Disagreement with Various Statements: Relationships Between the Staff and Central Administration Are Cooperative

Question 2: Please give a rating for your level of agreement or disagreement for each of the following statements: **Relationships between the staff and Central Administration are cooperative**

	Total Responses (n=1553)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	4%	1%	2%	4%	5%	4%	1%	10%	4%	3%	2%	10%	-	4%	3%	3%
Somewhat agree	17%	13%	15%	17%	20%	17%	16%	22%	19%	16%	15%	37%	16%	18%	15%	12%
Neither agree nor disagree	18%	18%	16%	17%	21%	18%	25%	11%	12%	19%	23%	22%	26%	15%	23%	19%
Somewhat disagree	31%	32%	35%	29%	28%	31%	27%	30%	29%	34%	30%	21%	25%	33%	28%	29%
Strongly disagree	25%	32%	28%	27%	17%	25%	18%	22%	34%	24%	19%	7%	21%	26%	23%	29%
Don't know/not applicable	6%	5%	4%	5%	9%	5%	13%	4%	2%	3%	12%	3%	11%	4%	7%	9%

	Total Responses (n=1553)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	4%	8%	4%	1%	3%	4%	4%	4%	4%	9%	-
Somewhat agree	17%	31%	17%	8%	15%	24%	18%	17%	27%	16%	3%
Neither agree nor disagree	18%	21%	17%	19%	19%	15%	18%	17%	33%	27%	8%
Somewhat disagree	31%	25%	33%	29%	28%	26%	37%	32%	17%	18%	43%
Strongly disagree	25%	13%	24%	36%	27%	26%	12%	26%	7%	11%	38%
Don't know/not applicable	6%	2%	5%	7%	7%	6%	10%	5%	13%	18%	10%

Level of Agreement or Disagreement with Various Statements: Relationships Between the Staff and the Board of Regents Are Cooperative

Question 3: Please give a rating for your level of agreement or disagreement for each of the following statements: **Relationships between the staff and the Board of Regents are cooperative**

	Total Responses (n=1553)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	2%	-	1%	1%	4%	2%	2%	11%	2%	1%	1%	7%	2%	2%	2%	1%
Somewhat agree	9%	5%	7%	10%	13%	10%	8%	5%	11%	10%	7%	24%	18%	9%	9%	6%
Neither agree nor disagree	20%	21%	18%	19%	24%	20%	21%	14%	15%	20%	27%	16%	23%	19%	23%	21%
Somewhat disagree	23%	21%	26%	24%	21%	23%	22%	29%	22%	26%	21%	28%	18%	22%	25%	23%
Strongly disagree	33%	45%	39%	35%	23%	34%	26%	34%	43%	35%	25%	16%	25%	37%	29%	35%
Don't know/not applicable	12%	8%	9%	12%	16%	11%	22%	8%	8%	7%	19%	9%	15%	11%	12%	14%

	Total Responses (n=1553)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	2%	10%	1%	1%	2%	2%	2%	2%	2%	7%	-
Somewhat agree	9%	15%	9%	7%	8%	17%	18%	9%	15%	11%	3%
Neither agree nor disagree	20%	17%	20%	23%	21%	17%	20%	19%	34%	32%	13%
Somewhat disagree	23%	29%	22%	19%	24%	22%	27%	24%	21%	18%	20%
Strongly disagree	33%	21%	35%	40%	34%	30%	16%	36%	6%	7%	52%
Don't know/not applicable	12%	8%	12%	10%	11%	13%	16%	10%	22%	25%	13%

Level of Agreement or Disagreement with Various Statements: Communication Between the Staff and Central Administration Is Carried Out in Good Faith

Question 4: Please give a rating for your level of agreement or disagreement for each of the following statements: **Communication between the staff and Central Administration is carried out in good faith**

	Total Responses (n=1553)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	5%	2%	4%	5%	7%	5%	2%	14%	6%	4%	4%	19%	2%	5%	3%	3%
Somewhat agree	18%	14%	17%	18%	19%	18%	15%	21%	18%	18%	17%	34%	15%	19%	15%	13%
Neither agree nor disagree	20%	19%	17%	18%	24%	19%	22%	9%	13%	20%	27%	24%	28%	18%	23%	20%
Somewhat disagree	26%	26%	31%	26%	23%	26%	28%	19%	30%	28%	21%	13%	20%	28%	28%	24%
Strongly disagree	25%	34%	28%	27%	17%	25%	22%	32%	30%	26%	19%	7%	25%	25%	23%	31%
Don't know/not applicable	7%	5%	4%	6%	10%	6%	11%	5%	3%	3%	13%	3%	11%	5%	8%	9%

	Total Responses (n=1553)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	5%	17%	6%	-	4%	6%	4%	5%	7%	9%	-
Somewhat agree	18%	38%	18%	12%	16%	19%	12%	17%	25%	16%	8%
Neither agree nor disagree	20%	13%	20%	16%	20%	17%	27%	19%	30%	25%	15%
Somewhat disagree	26%	17%	27%	30%	26%	24%	27%	27%	19%	27%	22%
Strongly disagree	25%	15%	24%	33%	27%	28%	16%	26%	7%	5%	47%
Don't know/not applicable	7%	2%	6%	8%	7%	7%	14%	6%	12%	18%	8%

Level of Agreement or Disagreement with Various Statements: Communication Between the Staff and Board of Regents Is Carried Out in Good Faith

Question 5: Please give a rating for your level of agreement or disagreement for each of the following statements: **Communication between the staff and the Board of Regents is carried out in good faith**

	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class					
	Total Responses (n=1553)	Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	3%	-	3%	3%	5%	3%	4%	10%	4%	3%	1%	15%	3%	3%	2%	1%
Somewhat agree	11%	7%	8%	11%	13%	11%	5%	10%	10%	12%	10%	26%	15%	10%	11%	8%
Neither agree nor disagree	23%	19%	18%	23%	28%	22%	30%	16%	18%	24%	28%	15%	26%	23%	25%	22%
Somewhat disagree	22%	23%	27%	19%	19%	22%	15%	24%	24%	22%	19%	25%	16%	21%	23%	22%
Strongly disagree	30%	43%	36%	32%	19%	31%	29%	35%	37%	33%	22%	12%	28%	33%	27%	32%
Don't know/not applicable	11%	8%	7%	12%	15%	11%	17%	5%	7%	6%	19%	7%	11%	10%	12%	14%

	EEO Status							Location			
	Total Responses (n=1553)	Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	3%	15%	4%	-	3%	2%	2%	3%	5%	7%	-
Somewhat agree	11%	25%	10%	12%	9%	19%	18%	10%	18%	7%	3%
Neither agree nor disagree	23%	13%	24%	19%	24%	19%	22%	22%	37%	32%	15%
Somewhat disagree	22%	25%	21%	22%	21%	26%	24%	22%	13%	20%	20%
Strongly disagree	30%	17%	31%	34%	32%	22%	18%	32%	7%	9%	55%
Don't know/not applicable	11%	6%	11%	12%	11%	13%	14%	10%	20%	25%	8%

Level of Agreement or Disagreement with Various Statements: An Atmosphere of Trust Exists Between the Staff and Central Administration

Question 6: Please give a rating for your level of agreement or disagreement for each of the following statements: **An atmosphere of trust exists between the staff and Central Administration**

	Total Responses (n=1553)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	2%	-	1%	3%	3%	2%	1%	8%	3%	2%	1%	3%	-	2%	2%	2%
Somewhat agree	8%	5%	6%	8%	12%	8%	10%	9%	10%	8%	7%	15%	10%	8%	9%	8%
Neither agree nor disagree	12%	7%	9%	10%	17%	11%	13%	10%	8%	11%	16%	18%	18%	9%	14%	13%
Somewhat disagree	26%	22%	27%	27%	27%	26%	29%	16%	22%	30%	27%	35%	26%	27%	27%	21%
Strongly disagree	47%	62%	53%	48%	36%	48%	35%	54%	56%	47%	41%	25%	36%	50%	43%	51%
Don't know/not applicable	4%	3%	4%	5%	5%	4%	11%	4%	2%	2%	8%	4%	10%	3%	6%	5%

	Total Responses (n=1553)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	2%	4%	2%	-	2%	2%	2%	2%	2%	9%	-
Somewhat agree	8%	17%	6%	4%	11%	13%	4%	7%	21%	16%	3%
Neither agree nor disagree	12%	6%	11%	14%	11%	11%	18%	11%	26%	11%	5%
Somewhat disagree	26%	31%	28%	26%	23%	22%	37%	27%	23%	27%	10%
Strongly disagree	47%	38%	49%	52%	47%	46%	31%	50%	16%	25%	73%
Don't know/not applicable	4%	4%	3%	4%	6%	6%	8%	4%	11%	11%	10%

Level of Agreement or Disagreement with Various Statements: A Collaborative Decision-Making Environment Exists Between the Staff and Central Administration

Question 7: Please give a rating for your level of agreement or disagreement for each of the following statements: **A collaborative decision-making environment exists between the staff and Central Administration**

	Total Responses (n=1553)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	2%	1%	1%	3%	3%	2%	2%	8%	2%	3%	1%	4%	-	3%	2%	2%
Somewhat agree	9%	7%	8%	11%	10%	10%	6%	14%	10%	9%	8%	24%	11%	8%	10%	8%
Neither agree nor disagree	13%	9%	11%	12%	19%	13%	20%	10%	9%	13%	17%	16%	23%	12%	13%	16%
Somewhat disagree	25%	24%	28%	25%	23%	25%	29%	15%	20%	28%	29%	32%	26%	25%	27%	21%
Strongly disagree	44%	57%	48%	44%	36%	45%	32%	50%	56%	45%	35%	19%	30%	48%	40%	47%
Don't know/not applicable	5%	3%	3%	5%	8%	5%	11%	4%	2%	3%	10%	4%	10%	4%	8%	7%

	Total Responses (n=1553)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	2%	4%	3%	-	2%	4%	2%	2%	2%	7%	-
Somewhat agree	9%	25%	8%	10%	10%	11%	10%	9%	20%	11%	-
Neither agree nor disagree	13%	10%	13%	10%	14%	15%	16%	12%	28%	16%	8%
Somewhat disagree	25%	29%	25%	25%	23%	26%	35%	26%	18%	27%	13%
Strongly disagree	44%	27%	47%	49%	44%	39%	24%	46%	19%	20%	73%
Don't know/not applicable	5%	4%	4%	7%	6%	6%	12%	4%	14%	18%	8%

**Level of Agreement or Disagreement with Various Statements:
 Staff Members Have Timely Access to the Information They Need to Provide Input on Institutional Matters Affecting the Staff**

Question 8: Please give a rating for your level of agreement or disagreement for each of the following statements: **Staff members have timely access to the information they need to provide input on institutional matters affecting the staff**

	Total Responses (n=1553)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	4%	1%	3%	5%	6%	4%	5%	13%	4%	4%	3%	10%	2%	4%	4%	3%
Somewhat agree	17%	13%	16%	17%	19%	17%	18%	22%	15%	18%	16%	37%	18%	17%	13%	14%
Neither agree nor disagree	22%	18%	21%	20%	26%	22%	26%	17%	15%	23%	29%	22%	30%	20%	24%	23%
Somewhat disagree	24%	28%	27%	24%	18%	23%	25%	19%	26%	24%	22%	15%	21%	25%	25%	22%
Strongly disagree	27%	34%	27%	27%	23%	27%	17%	26%	36%	25%	21%	13%	23%	27%	25%	31%
Don't know/not applicable	7%	6%	4%	7%	7%	6%	10%	3%	4%	6%	10%	3%	7%	6%	9%	7%

	Total Responses (n=1553)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	4%	13%	5%	-	4%	2%	4%	4%	3%	11%	-
Somewhat agree	17%	33%	17%	11%	15%	26%	20%	16%	22%	23%	13%
Neither agree nor disagree	22%	19%	22%	26%	22%	15%	22%	22%	23%	25%	13%
Somewhat disagree	24%	13%	25%	26%	22%	22%	29%	24%	25%	11%	20%
Strongly disagree	27%	23%	25%	32%	30%	28%	12%	27%	18%	16%	43%
Don't know/not applicable	7%	-	6%	5%	7%	7%	12%	6%	8%	14%	13%

Level of Agreement or Disagreement with Various Statements: The University's Organizational Management Structure Fosters Effective Communications Between the Staff and Central Administration

Question 9: Please give a rating for your level of agreement or disagreement for each of the following statements: **The University's organizational management structure fosters effective communications between the staff and Central Administration**

	Total Responses (n=1520)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	3%	1%	3%	3%	3%	3%	1%	9%	3%	3%	2%	6%	-	3%	2%	2%
Somewhat agree	12%	9%	8%	14%	15%	12%	14%	13%	13%	12%	11%	25%	14%	11%	14%	11%
Neither agree nor disagree	17%	14%	17%	16%	21%	17%	20%	10%	12%	20%	22%	25%	31%	16%	19%	17%
Somewhat disagree	29%	31%	33%	26%	27%	28%	35%	24%	27%	31%	30%	24%	24%	31%	28%	26%
Strongly disagree	34%	43%	35%	36%	27%	35%	20%	40%	44%	32%	26%	15%	19%	35%	32%	39%
Don't know/not applicable	5%	3%	3%	6%	6%	4%	10%	5%	1%	4%	8%	4%	12%	4%	5%	5%

	Total Responses (n=1520)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	3%	4%	4%	1%	2%	2%	4%	3%	3%	10%	-
Somewhat agree	12%	21%	10%	6%	14%	21%	17%	12%	21%	14%	-
Neither agree nor disagree	17%	21%	17%	21%	17%	23%	17%	17%	25%	21%	8%
Somewhat disagree	29%	27%	31%	29%	25%	19%	40%	29%	26%	29%	33%
Strongly disagree	34%	25%	34%	37%	37%	29%	15%	35%	14%	19%	54%
Don't know/not applicable	5%	2%	5%	6%	5%	6%	8%	4%	10%	7%	5%

Level of Agreement or Disagreement with Various Statements: Staff Leadership Responds Expeditiously to Requests from the Central Administration for Recommendations and Action on Institutional Decisions

Question 10: Please give a rating for your level of agreement or disagreement for each of the following statements: **Staff leadership responds expeditiously to requests from the Central Administration for recommendations and action on institutional decisions**

	Total Responses (n=1520)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	12%	16%	12%	12%	11%	12%	10%	22%	16%	10%	9%	13%	7%	13%	10%	12%
Somewhat agree	27%	28%	28%	28%	25%	27%	20%	38%	31%	30%	20%	30%	19%	29%	27%	22%
Neither agree nor disagree	24%	22%	22%	22%	28%	24%	27%	13%	20%	25%	26%	30%	29%	22%	24%	26%
Somewhat disagree	11%	9%	13%	10%	11%	11%	13%	11%	10%	12%	10%	9%	17%	9%	12%	13%
Strongly disagree	8%	8%	8%	7%	8%	8%	4%	8%	11%	5%	6%	7%	12%	7%	8%	9%
Don't know/not applicable	19%	17%	17%	21%	18%	18%	26%	9%	12%	17%	29%	10%	16%	20%	18%	17%

	Total Responses (n=1520)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	12%	13%	12%	9%	13%	6%	6%	12%	4%	17%	26%
Somewhat agree	27%	27%	28%	24%	26%	27%	27%	26%	31%	29%	33%
Neither agree nor disagree	24%	31%	23%	21%	24%	25%	23%	24%	32%	26%	5%
Somewhat disagree	11%	10%	9%	14%	12%	17%	13%	11%	9%	-	10%
Strongly disagree	8%	10%	6%	11%	8%	15%	8%	8%	5%	5%	3%
Don't know/not applicable	19%	8%	21%	20%	17%	10%	23%	18%	19%	24%	23%

**Level of Agreement or Disagreement with Various Statements:
 Central Administration Responds Expeditiously to Staff Concerns and to the Need for
 Action on Institutional Issues Affecting Staff**

Question 11: Please give a rating for your level of agreement or disagreement for each of the following statements: **Central Administration responds expeditiously to staff concerns and to the need for action on institutional issues affecting staff**

	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class					
	Total Responses (n=1520)	Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	3%	2%	3%	2%	3%	3%	2%	9%	3%	2%	1%	3%	-	3%	4%	1%
Somewhat agree	11%	5%	10%	11%	13%	11%	6%	16%	12%	11%	9%	27%	14%	10%	9%	10%
Neither agree nor disagree	18%	17%	14%	16%	25%	18%	20%	10%	13%	18%	24%	28%	24%	16%	20%	18%
Somewhat disagree	28%	33%	33%	27%	23%	28%	32%	21%	26%	32%	27%	19%	21%	31%	24%	25%
Strongly disagree	32%	36%	34%	35%	26%	32%	27%	39%	43%	30%	23%	12%	29%	31%	35%	39%
Don't know/not applicable	9%	8%	7%	9%	10%	8%	13%	5%	4%	7%	15%	10%	12%	9%	8%	7%

	EEO Status							Location			
	Total Responses (n=1520)	Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	3%	4%	3%	-	2%	4%	2%	2%	-	12%	-
Somewhat agree	11%	27%	9%	6%	12%	12%	15%	10%	22%	10%	3%
Neither agree nor disagree	18%	25%	17%	20%	18%	21%	21%	18%	26%	19%	8%
Somewhat disagree	28%	17%	32%	26%	25%	23%	25%	28%	25%	38%	38%
Strongly disagree	32%	21%	29%	40%	37%	33%	19%	34%	11%	12%	41%
Don't know/not applicable	9%	6%	9%	9%	7%	8%	19%	8%	16%	10%	10%

Level of Agreement or Disagreement with Various Statements: Staff Input Is Valued in Developing the Institutional Budget

Question 12: Please give a rating for your level of agreement or disagreement for each of the following statements: **Staff input is valued in developing the institutional budget**

	Total Responses (n=1520)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	3%	2%	4%	4%	4%	4%	1%	10%	4%	3%	2%	6%	10%	3%	3%	1%
Somewhat agree	9%	5%	9%	10%	11%	10%	6%	15%	10%	9%	10%	34%	14%	8%	9%	7%
Neither agree nor disagree	14%	13%	11%	15%	16%	14%	18%	5%	11%	15%	17%	16%	14%	13%	16%	15%
Somewhat disagree	24%	23%	26%	21%	27%	24%	24%	25%	19%	28%	25%	21%	24%	26%	26%	18%
Strongly disagree	43%	54%	47%	45%	33%	43%	40%	41%	53%	42%	35%	18%	29%	44%	40%	54%
Don't know/not applicable	6%	3%	4%	6%	9%	6%	11%	4%	3%	3%	10%	4%	9%	6%	6%	4%

	Total Responses (n=1520)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	3%	6%	3%	3%	4%	2%	-	3%	5%	14%	-
Somewhat agree	9%	31%	8%	9%	9%	10%	15%	9%	16%	7%	3%
Neither agree nor disagree	14%	15%	14%	17%	14%	13%	15%	14%	13%	26%	8%
Somewhat disagree	24%	17%	26%	17%	22%	29%	29%	24%	26%	21%	21%
Strongly disagree	43%	29%	43%	50%	46%	40%	29%	45%	26%	21%	59%
Don't know/not applicable	6%	2%	6%	4%	5%	6%	13%	5%	13%	10%	10%

Level of Agreement or Disagreement with Various Statements: Staff Input Is Valued in Mission-Critical Decisions at the University

Question 13: Please give a rating for your level of agreement or disagreement for each of the following statements: **Staff input is valued in mission-critical decisions at the University**

	Total Responses (n=1520)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	4%	1%	4%	4%	4%	4%	1%	14%	4%	3%	2%	7%	10%	3%	4%	1%
Somewhat agree	9%	6%	7%	9%	13%	10%	8%	9%	10%	10%	9%	30%	16%	9%	9%	5%
Neither agree nor disagree	15%	12%	12%	15%	19%	15%	18%	8%	10%	15%	22%	18%	17%	13%	17%	19%
Somewhat disagree	24%	22%	27%	22%	26%	24%	24%	21%	20%	27%	25%	25%	22%	26%	25%	19%
Strongly disagree	42%	57%	47%	44%	32%	43%	38%	45%	52%	43%	33%	16%	26%	43%	41%	51%
Don't know/not applicable	5%	2%	3%	6%	7%	5%	11%	4%	3%	3%	9%	3%	9%	5%	6%	3%

	Total Responses (n=1520)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	4%	8%	4%	3%	3%	2%	4%	3%	6%	14%	-
Somewhat agree	9%	21%	9%	9%	8%	12%	17%	9%	11%	12%	3%
Neither agree nor disagree	15%	17%	14%	14%	17%	10%	21%	15%	21%	26%	5%
Somewhat disagree	24%	25%	26%	21%	22%	31%	25%	24%	33%	24%	23%
Strongly disagree	42%	27%	42%	50%	45%	40%	23%	45%	17%	17%	64%
Don't know/not applicable	5%	2%	6%	3%	4%	6%	10%	4%	12%	7%	5%

**Level of Agreement or Disagreement with Various Statements:
 Staff Representatives to Institutional Committees and Other Representative Bodies Keep Their Constituents Informed of the
 Agendas of Those Bodies and Solicit Constituents' Views Whenever Appropriate**

Question 14: Please give a rating for your level of agreement or disagreement for each of the following statements: **Staff representatives to institutional committees and other representative bodies keep their constituents informed of the agendas of those bodies and solicit constituents' views whenever appropriate**

	Total Responses (n=1520)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	17%	20%	21%	14%	14%	17%	17%	21%	19%	17%	14%	7%	10%	19%	14%	16%
Somewhat agree	37%	40%	37%	40%	33%	38%	30%	36%	37%	41%	36%	37%	28%	39%	38%	33%
Neither agree nor disagree	18%	16%	15%	18%	21%	17%	27%	14%	15%	20%	19%	19%	22%	16%	19%	22%
Somewhat disagree	13%	9%	14%	11%	15%	13%	10%	14%	13%	13%	12%	18%	17%	13%	13%	11%
Strongly disagree	8%	10%	9%	9%	7%	9%	2%	11%	12%	5%	7%	10%	9%	7%	9%	10%
Don't know/not applicable	7%	6%	5%	7%	10%	7%	15%	4%	5%	4%	13%	7%	14%	6%	8%	8%

	Total Responses (n=1520)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	17%	6%	17%	17%	18%	8%	8%	17%	8%	26%	21%
Somewhat agree	37%	31%	39%	39%	34%	48%	44%	38%	35%	26%	41%
Neither agree nor disagree	18%	23%	17%	16%	20%	12%	15%	18%	22%	19%	10%
Somewhat disagree	13%	21%	13%	10%	12%	12%	6%	12%	16%	14%	13%
Strongly disagree	8%	13%	7%	13%	8%	12%	13%	9%	8%	2%	10%
Don't know/not applicable	7%	6%	7%	6%	7%	10%	15%	7%	11%	12%	5%

Level of Agreement or Disagreement with Various Statements: Staff Members Can Express Dissenting Views on Institutional Matters Without Reprisal

Question 15: Please give a rating for your level of agreement or disagreement for each of the following statements: **Staff members can express dissenting views on institutional matters without reprisal**

	Total Responses (n=1520)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	5%	2%	5%	5%	6%	5%	4%	16%	5%	5%	4%	21%	-	5%	5%	3%
Somewhat agree	16%	13%	13%	17%	18%	16%	12%	11%	15%	19%	16%	24%	16%	16%	17%	13%
Neither agree nor disagree	21%	20%	20%	18%	25%	21%	24%	8%	17%	25%	24%	18%	26%	20%	20%	24%
Somewhat disagree	23%	25%	27%	24%	19%	23%	27%	26%	23%	25%	20%	18%	28%	23%	24%	23%
Strongly disagree	25%	32%	29%	27%	18%	26%	15%	36%	35%	21%	18%	13%	17%	26%	23%	29%
Don't know/not applicable	9%	8%	6%	9%	13%	9%	18%	3%	5%	6%	18%	6%	14%	9%	10%	8%

	Total Responses (n=1520)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	5%	21%	5%	3%	5%	6%	2%	5%	1%	14%	3%
Somewhat agree	16%	15%	16%	11%	15%	25%	21%	16%	23%	10%	8%
Neither agree nor disagree	21%	19%	21%	23%	21%	25%	25%	21%	26%	29%	13%
Somewhat disagree	23%	17%	24%	26%	22%	17%	27%	23%	22%	21%	38%
Strongly disagree	25%	23%	24%	27%	28%	17%	17%	27%	14%	14%	31%
Don't know/not applicable	9%	6%	10%	10%	9%	10%	8%	9%	14%	12%	8%

Level of Agreement or Disagreement with Various Statements: The Campus Climate Supports Diversity of: Opinions, Schools of Thought, Perspectives, and Personal Styles

Question 16: Please give a rating for your level of agreement or disagreement for each of the following statements: **The campus climate supports diversity of: opinions, schools of thought, perspectives, and personal styles**

	Total Responses (n=1495)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	12%	8%	11%	14%	14%	12%	13%	21%	12%	9%	15%	26%	12%	13%	11%	7%
Somewhat agree	38%	35%	34%	38%	41%	37%	42%	35%	33%	44%	37%	50%	28%	37%	40%	37%
Neither agree nor disagree	16%	22%	15%	14%	15%	16%	16%	6%	13%	16%	19%	5%	30%	14%	18%	17%
Somewhat disagree	18%	13%	22%	18%	17%	18%	18%	11%	21%	18%	17%	8%	14%	19%	16%	21%
Strongly disagree	14%	20%	16%	13%	10%	14%	7%	22%	21%	11%	9%	12%	9%	14%	12%	17%
Don't know/not applicable	2%	3%	2%	2%	2%	2%	5%	4%	*	2%	3%	-	7%	2%	2%	1%

	Total Responses (n=1495)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	12%	19%	14%	10%	11%	8%	8%	12%	9%	22%	21%
Somewhat agree	38%	48%	37%	39%	37%	41%	42%	38%	42%	29%	18%
Neither agree nor disagree	16%	6%	14%	21%	16%	29%	19%	16%	16%	22%	16%
Somewhat disagree	18%	10%	19%	14%	19%	6%	19%	18%	17%	20%	24%
Strongly disagree	14%	17%	13%	14%	15%	12%	8%	15%	6%	5%	18%
Don't know/not applicable	2%	-	2%	1%	2%	4%	4%	2%	10%	2%	3%

* Less than 1% reported.

Level of Agreement or Disagreement with Various Statements: Formal Arrangements Exist for Regularly and Accurately Communicating Staff Positions and Concerns to the Central Administration

Question 17: Please give a rating for your level of agreement or disagreement for each of the following statements: **Formal arrangements exist for regularly and accurately communicating staff positions and concerns to the Central Administration**

	Total Responses (n=1495)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	6%	4%	8%	7%	6%	6%	7%	17%	7%	6%	5%	20%	4%	6%	8%	3%
Somewhat agree	24%	29%	22%	22%	26%	24%	21%	34%	23%	28%	20%	38%	18%	25%	20%	22%
Neither agree nor disagree	22%	22%	21%	21%	26%	22%	29%	10%	18%	25%	26%	15%	33%	20%	26%	25%
Somewhat disagree	19%	14%	23%	20%	19%	20%	15%	22%	23%	20%	14%	15%	14%	19%	20%	22%
Strongly disagree	14%	18%	17%	16%	9%	15%	7%	9%	21%	12%	11%	8%	12%	15%	13%	17%
Don't know/not applicable	13%	13%	10%	15%	15%	13%	22%	8%	7%	10%	24%	5%	19%	14%	12%	12%

	Total Responses (n=1495)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	6%	23%	6%	7%	6%	6%	6%	4%	15%	8%	
Somewhat agree	24%	25%	26%	16%	22%	27%	19%	24%	30%	17%	26%
Neither agree nor disagree	22%	17%	21%	29%	23%	37%	17%	21%	32%	32%	18%
Somewhat disagree	19%	21%	20%	19%	20%	6%	25%	20%	11%	17%	32%
Strongly disagree	14%	13%	13%	24%	15%	14%	8%	16%	6%	2%	11%
Don't know/not applicable	13%	2%	14%	6%	14%	10%	25%	13%	18%	17%	5%

Level of Agreement or Disagreement with Various Statements: Formal Arrangements Exist for Regularly and Accurately Communicating the Views of the Central Administration to the Staff

Question 18: Please give a rating for your level of agreement or disagreement for each of the following statements: **Formal arrangements exist for regularly and accurately communicating the views of the Central Administration to the staff**

	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class					
	Total Responses (n=1495)	Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	8%	7%	9%	7%	8%	8%	6%	19%	9%	7%	6%	20%	4%	8%	7%	6%
Somewhat agree	29%	27%	29%	31%	29%	29%	28%	35%	27%	35%	25%	39%	16%	31%	29%	26%
Neither agree nor disagree	23%	23%	22%	22%	26%	23%	32%	10%	21%	25%	24%	15%	32%	21%	28%	27%
Somewhat disagree	18%	19%	21%	16%	17%	18%	16%	17%	19%	18%	17%	17%	18%	18%	17%	19%
Strongly disagree	11%	15%	12%	12%	8%	12%	3%	9%	18%	7%	9%	5%	11%	12%	9%	13%
Don't know/not applicable	11%	9%	7%	13%	12%	10%	16%	10%	6%	8%	18%	5%	21%	11%	11%	10%

	EEO Status						Location				
	Total Responses (n=1495)	Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	8%	21%	8%	4%	7%	6%	8%	8%	4%	17%	11%
Somewhat agree	29%	33%	31%	29%	27%	35%	25%	30%	27%	17%	34%
Neither agree nor disagree	23%	17%	21%	29%	26%	31%	19%	23%	35%	37%	8%
Somewhat disagree	18%	19%	18%	17%	17%	14%	23%	19%	7%	5%	26%
Strongly disagree	11%	8%	12%	14%	11%	8%	4%	12%	7%	2%	18%
Don't know/not applicable	11%	2%	11%	7%	12%	6%	21%	10%	21%	22%	3%

**Level of Agreement or Disagreement with Various Statements:
 Central Administration Uses Established Mechanisms to Ensure a Staff Voice in Matters of Shared Concern, Consulting Either
 the Staff as a Whole or Representatives Who Have Been Selected or Approved by the Staff**

Question 19: Please give a rating for your level of agreement or disagreement for each of the following statements: **Central Administration uses established mechanisms to ensure a staff voice in matters of shared concern, consulting either the staff as a whole or representatives who have been selected or approved by the staff**

	Total Responses (n=1495)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	4%	2%	5%	3%	5%	4%	2%	13%	4%	3%	3%	14%	2%	4%	5%	2%
Somewhat agree	20%	15%	16%	23%	23%	21%	16%	21%	19%	23%	19%	41%	18%	19%	21%	19%
Neither agree nor disagree	23%	23%	21%	21%	28%	23%	30%	13%	22%	24%	25%	23%	32%	21%	26%	25%
Somewhat disagree	23%	25%	28%	22%	17%	22%	25%	17%	23%	25%	20%	11%	18%	25%	22%	21%
Strongly disagree	20%	24%	23%	21%	14%	20%	12%	30%	26%	16%	15%	8%	12%	21%	18%	23%
Don't know/not applicable	10%	10%	7%	10%	12%	10%	16%	6%	5%	8%	18%	5%	19%	10%	10%	10%

	Total Responses (n=1495)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	4%	15%	4%	-	4%	4%	4%	4%	1%	15%	-
Somewhat agree	20%	25%	20%	14%	20%	29%	23%	20%	28%	15%	24%
Neither agree nor disagree	23%	27%	22%	31%	23%	31%	21%	23%	31%	39%	13%
Somewhat disagree	23%	15%	24%	23%	21%	20%	27%	24%	13%	10%	24%
Strongly disagree	20%	15%	20%	24%	22%	10%	6%	20%	8%	10%	34%
Don't know/not applicable	10%	4%	10%	7%	11%	6%	19%	9%	19%	12%	5%

**Level of Agreement or Disagreement with Various Statements:
 The Board of Regents Uses Established Mechanisms to Ensure a Staff Voice in Matters of Shared Concern, Consulting Either the Staff as a Whole or Representatives Who Have Been Selected or Approved by the Staff**

Question 20: Please give a rating for your level of agreement or disagreement for each of the following statements: **The Board of Regents uses established mechanisms to ensure a staff voice in matters of shared concern, consulting either the staff as a whole or representatives who have been selected or approved by the staff**

	Total Responses (n=1495)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	3%	1%	2%	3%	4%	3%	1%	14%	3%	2%	1%	18%	2%	3%	1%	1%
Somewhat agree	12%	9%	10%	14%	14%	13%	10%	14%	11%	15%	11%	24%	14%	11%	14%	13%
Neither agree nor disagree	22%	17%	18%	22%	26%	21%	26%	11%	19%	22%	25%	20%	33%	19%	24%	25%
Somewhat disagree	21%	24%	25%	19%	19%	21%	28%	24%	21%	25%	17%	15%	16%	23%	22%	19%
Strongly disagree	27%	36%	33%	29%	17%	28%	18%	30%	36%	26%	20%	14%	14%	31%	22%	29%
Don't know/not applicable	14%	13%	11%	13%	19%	14%	18%	8%	10%	11%	25%	9%	21%	15%	16%	12%

	Total Responses (n=1495)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	3%	19%	3%	-	2%	2%	2%	3%	1%	10%	-
Somewhat agree	12%	17%	10%	10%	14%	16%	23%	12%	18%	12%	13%
Neither agree nor disagree	22%	21%	19%	29%	23%	33%	25%	21%	35%	29%	11%
Somewhat disagree	21%	17%	23%	21%	20%	18%	17%	22%	16%	12%	26%
Strongly disagree	27%	19%	30%	29%	28%	16%	8%	29%	8%	10%	39%
Don't know/not applicable	14%	8%	15%	11%	14%	16%	25%	14%	22%	27%	11%

**Level of Agreement or Disagreement with Various Statements:
 Staff Representatives to Institutional Committees, Advisory Boards, and the Board of Regents Have Adequate Time to Consult with Their Constituents Before Voting or Making Recommendations on Important Issues**

Question 21: Please give a rating for your level of agreement or disagreement for each of the following statements: **Staff representatives to institutional committees, advisory boards, and the Board of Regents have adequate time to consult with their constituents before voting or making recommendations on important issues**

	Total Responses (n=1495)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	3%	2%	3%	3%	3%	3%	1%	13%	4%	2%	1%	14%	2%	3%	2%	1%
Somewhat agree	16%	16%	15%	16%	17%	16%	15%	22%	18%	18%	11%	33%	14%	15%	18%	15%
Neither agree nor disagree	29%	27%	30%	29%	30%	29%	35%	19%	25%	33%	31%	20%	35%	28%	30%	33%
Somewhat disagree	17%	16%	19%	16%	16%	17%	19%	19%	20%	18%	11%	12%	18%	16%	16%	20%
Strongly disagree	12%	20%	13%	10%	9%	12%	2%	14%	17%	8%	9%	9%	11%	12%	11%	12%
Don't know/not applicable	23%	20%	20%	25%	26%	23%	29%	14%	16%	21%	37%	12%	21%	26%	23%	19%

	Total Responses (n=1495)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	3%	15%	3%	1%	2%	2%	-	3%	1%	7%	-
Somewhat agree	16%	29%	15%	14%	15%	27%	17%	16%	19%	10%	13%
Neither agree nor disagree	29%	21%	28%	39%	30%	25%	35%	29%	33%	32%	24%
Somewhat disagree	17%	10%	16%	11%	18%	24%	15%	16%	17%	17%	24%
Strongly disagree	12%	17%	11%	17%	12%	6%	6%	12%	4%	5%	13%
Don't know/not applicable	23%	8%	26%	17%	23%	16%	27%	23%	26%	29%	26%

**Level of Agreement or Disagreement with Various Statements:
 Positive Changes in Communication Between Staff and Central Administration Have Occurred in the Past Six Months**

Question 22: Please give a rating for your level of agreement or disagreement for each of the following statements: **Positive changes in communication between staff and Central Administration have occurred in the past six months**

	Total Responses (n=1495)	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class				
		Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Strongly agree	4%	2%	4%	5%	4%	5%	1%	19%	6%	3%	2%	15%	2%	5%	3%	3%
Somewhat agree	12%	8%	12%	13%	13%	12%	6%	16%	12%	13%	10%	32%	16%	11%	11%	10%
Neither agree nor disagree	23%	23%	20%	22%	28%	23%	28%	6%	17%	30%	27%	27%	23%	22%	27%	23%
Somewhat disagree	20%	23%	24%	17%	20%	20%	23%	19%	22%	21%	18%	8%	26%	20%	20%	22%
Strongly disagree	29%	34%	31%	32%	21%	29%	23%	36%	36%	26%	22%	14%	18%	30%	27%	32%
Don't know/not applicable	11%	10%	8%	10%	15%	11%	20%	4%	7%	8%	21%	5%	16%	12%	11%	10%

	Total Responses (n=1495)	EEO Status						Location			
		Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Strongly agree	4%	19%	4%	1%	4%	6%	2%	5%	1%	10%	-
Somewhat agree	12%	25%	11%	6%	12%	18%	10%	12%	21%	5%	5%
Neither agree nor disagree	23%	21%	23%	29%	23%	24%	33%	23%	35%	34%	11%
Somewhat disagree	20%	8%	21%	11%	22%	16%	15%	21%	13%	15%	32%
Strongly disagree	29%	23%	29%	46%	28%	22%	19%	30%	12%	17%	47%
Don't know/not applicable	11%	4%	12%	7%	10%	16%	21%	11%	19%	20%	5%

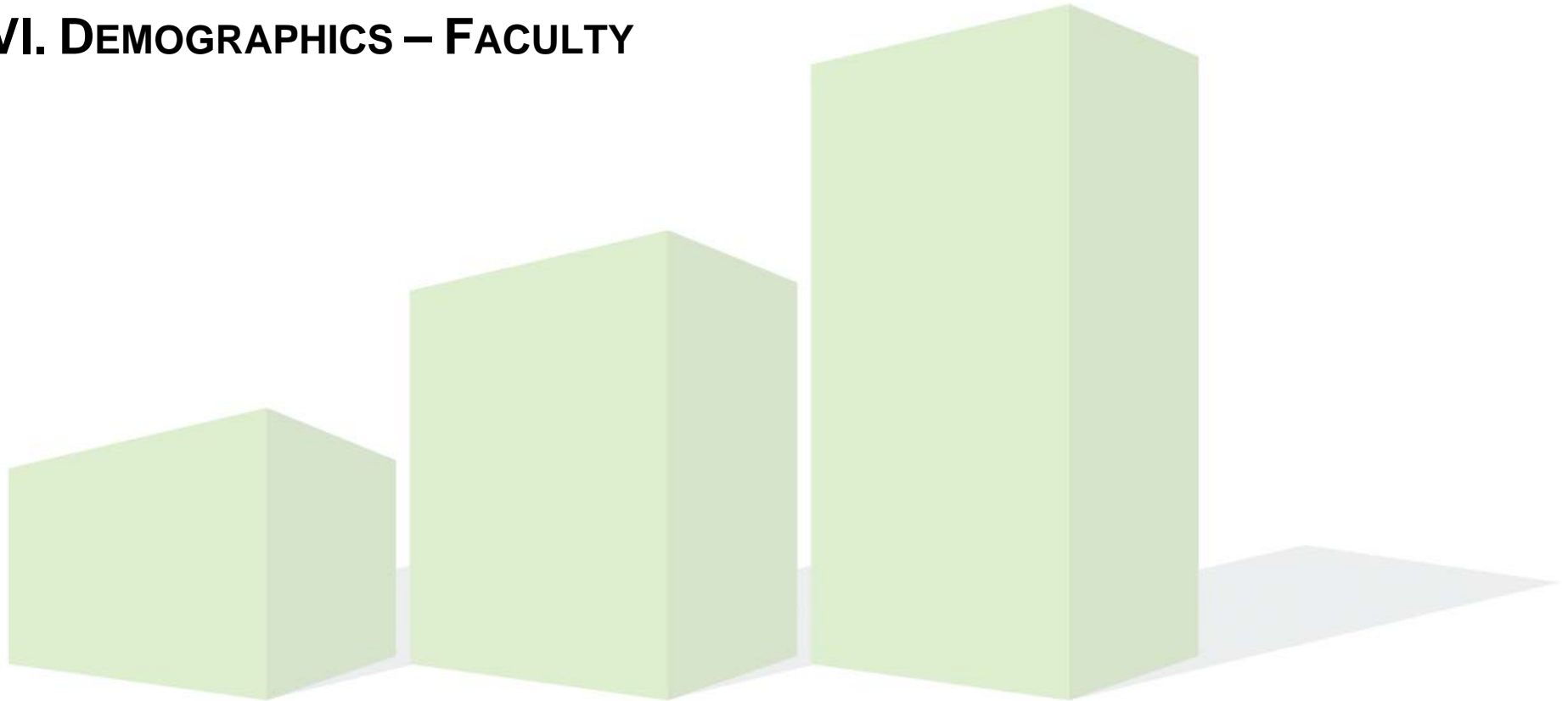
Level of Participation in Institutional Committee and/or Staff Committee Meetings

Question 23: How active are you in activities such as participating in institutional committee and/or staff committee meetings?

	Hire Year				Employment Status		Participation in Inst. Committees/Staff Committee Mtgs.				Employee Class					
	Total Responses (n=1495)	Before 1990	1990-1999	2000-2005	2006 or Later	Full-time	Part-time	Very Active	Somewhat Active	Not Very Active	Not at All Active	Contr. Staff	CWA Barg. Unit	Exempt Staff	Non-Exempt Staff	USUNM Barg. Unit
Very active	5%	6%	6%	4%	5%	6%	3%	100%	-	-	-	20%	-	6%	3%	3%
Somewhat active	30%	33%	28%	30%	30%	31%	16%	-	100%	-	-	42%	19%	33%	23%	26%
Not very active	34%	34%	36%	36%	30%	34%	38%	-	-	100%	-	24%	23%	35%	34%	38%
Not at all active	27%	25%	28%	26%	30%	27%	35%	-	-	-	100%	12%	47%	24%	38%	26%
Don't know/not applicable	3%	2%	2%	3%	5%	3%	9%	-	-	-	-	2%	11%	2%	3%	6%

	EEO Status							Location			
	Total Responses (n=1495)	Exec./Sr./Mid Lvl Of.	Other Prof.	Cler./Secr.	Tech./Para-Prof.	Skilled Crafts	Svc./Maint.	Main Campus	Branch Campus-es	Cont. Ed.	Ext. Univ.
Very active	5%	29%	6%	-	4%	6%	2%	5%	9%	2%	8%
Somewhat active	30%	42%	31%	17%	31%	20%	10%	29%	35%	39%	34%
Not very active	34%	21%	36%	31%	34%	37%	25%	35%	29%	24%	37%
Not at all active	27%	8%	25%	50%	27%	29%	50%	28%	20%	32%	16%
Don't know/not applicable	3%	-	2%	1%	4%	8%	13%	3%	8%	2%	5%

VI. DEMOGRAPHICS – FACULTY



Demographics of Sample Faculty

	<i>Total Sample (n=719)</i>		<i>Total Sample (n=719)</i>
<u>Hire Year</u>		<u>EEO Classification</u>	
Before 1990	5%	Faculty	95%
1990-1999	16%	Executive/Senior Level Officials & Managers/ First/Mid-Level Officials & Managers	5%
2000-2005	23%		
2006 or later	55%		
<u>Employee Class</u>		<u>Employment Status</u>	
12 Month Faculty	11%	Full-time	77%
9 Month Faculty	64%	Part-time	23%
Executive Faculty	5%		
Temporary Faculty	21%		
<u>Faculty Status</u>		<u>Tenure Status</u>	
Junior Faculty	14%	Tenured	47%
Non-Tenure Faculty	12%	Tenure track	14%
Research Faculty	3%	Not tenured/tenure track	39%
Senior Faculty	47%		
Temporary Faculty	21%		
Visiting Faculty	2%		
		<u>Location</u>	
		Main Campus	87%
		Valencia Branch	4%
		Gallup Branch	3%
		Los Alamos Branch	2%
		Taos Branch	2%
		Other	1%

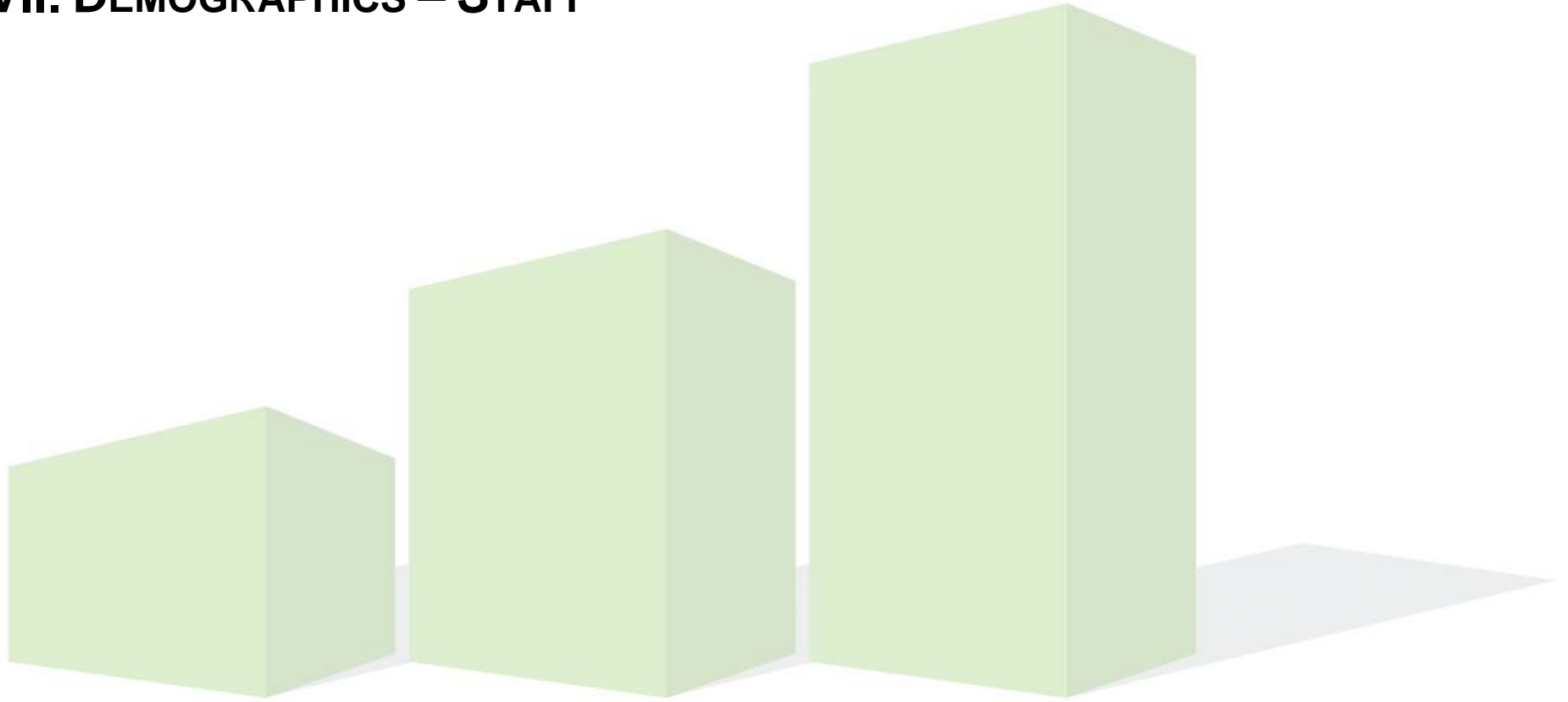
* Less than 1% reported.

The table below shows the distribution of faculty respondents to the survey by department/school/branch compared to the population distribution of faculty by department/school/branch.

**UNM Faculty Survey
 Comparison: Distribution of Survey Respondents versus Distribution of Population**

orgcode_lev3_desc	Survey Respondents		Actual Population		Difference
	Total	Percent	Total	Percent	
Anderson School of Management	38	5.3%	86	4.5%	0.8%
College of Arts Sciences	292	40.6%	618	32.5%	8.1%
College of Education	74	10.3%	188	9.9%	0.4%
College of Fine Arts	50	7.0%	152	8.0%	-1.0%
Continuing Education	1	0.1%	1	0.1%	0.1%
Extended University	4	0.6%	29	1.5%	-1.0%
Gallup Branch	24	3.3%	146	7.7%	-4.3%
Los Alamos Branch	17	2.4%	81	4.3%	-1.9%
President Admin Independent Office	2	0.3%	3	0.2%	0.1%
Provost Administrative Units	7	1.0%	7	0.4%	0.6%
School of Architecture Planning	24	3.3%	62	3.3%	0.1%
School of Engineering	67	9.3%	153	8.0%	1.3%
School of Law	17	2.4%	77	4.0%	-1.7%
School of Public Administration	5	0.7%	11	0.6%	0.1%
Taos Branch	13	1.8%	118	6.2%	-4.4%
University College	18	2.5%	26	1.4%	1.1%
University Libraries	28	3.9%	34	1.8%	2.1%
UNM West and Branch Initiative	1	0.1%	2	0.1%	0.0%
Valencia County Branch	32	4.5%	97	5.1%	-0.6%
VP Division of Enrollment Mgmt	0	0.0%	1	0.1%	-0.1%
VP for Equity & Inclusion	0	0.0%	1	0.1%	-0.1%
VP Research & Econ Development	5	0.7%	8	0.4%	0.3%
VP Student Affairs Administration	0	0.0%	1	0.1%	-0.1%
Grand Total	719	100.0%	1902	100.0%	

VII. DEMOGRAPHICS – STAFF



Demographics of Sample Staff

*Total Sample
(n=1621)*

*Total Sample
(n=1621)*

Employment Status

Full-time	93%
Part-time	7%

Hire Year

Before 1990	12%
1990-1999	24%
2000-2005	33%
2006 or later	31%

Location

Main Campus	88%
Continuing Education	3%
Extended University	3%
Valencia Branch	3%
Gallup Branch	2%
Los Alamos Branch	1%
Taos Branch	1%

Employee Class

Contract Staff	4%
CWA Bargaining Unit	4%
Exempt Staff	55%
Non-Exempt Staff	19%
USUNM Bargaining Unit	18%

EEO Status

Executive/Senior Level Officials and Managers/First/Mid-Level Officials and Managers	3%
Other professionals	48%
Clerical and secretarial	5%
Technical and paraprofessional	37%
Skilled crafts	3%
Service/Maintenance	3%

* Less than 1% reported.

The table below shows the distribution of staff respondents to the survey by department/school/branch compared to the population distribution of staff by department/school/branch.

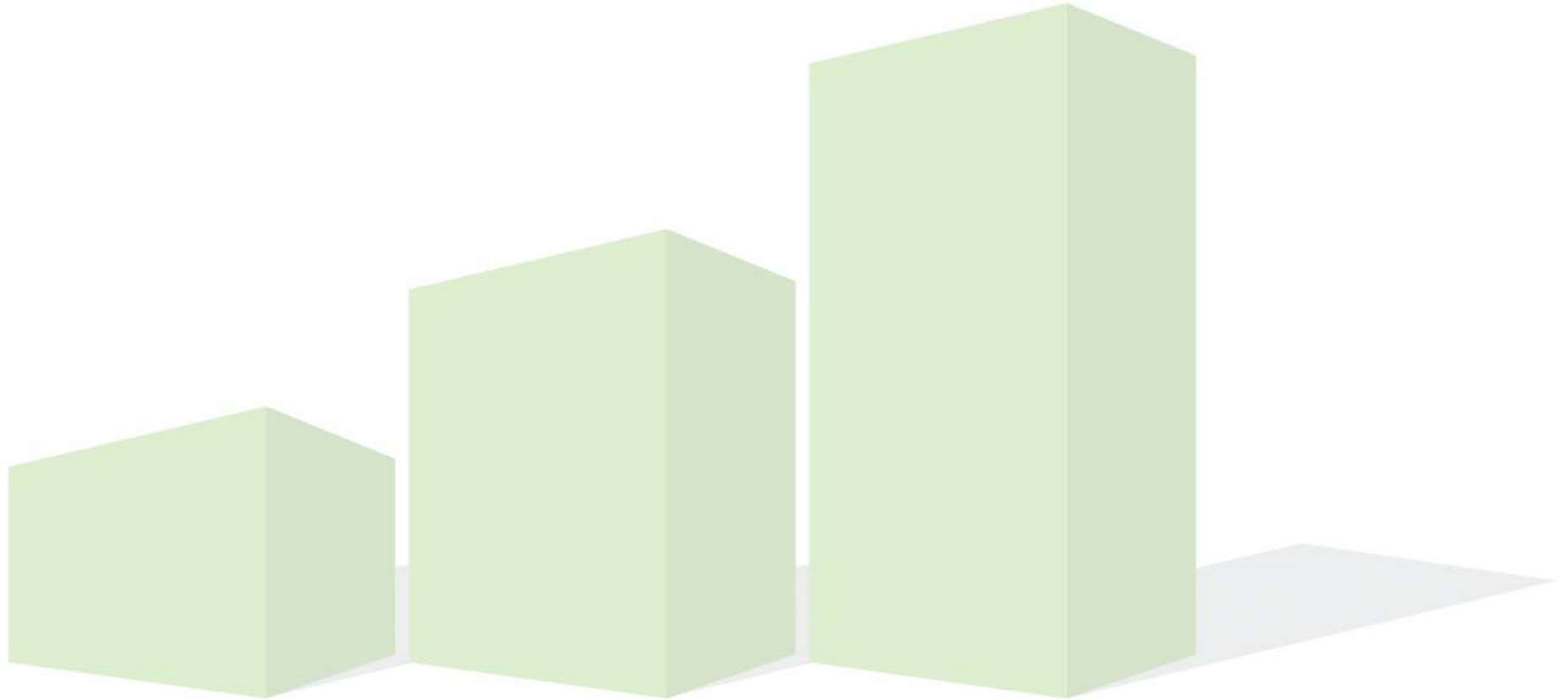
UNM Staff Survey
Comparison: Distribution of Survey Respondents versus Distribution of Population

Department/School/Branch	Survey Respondents		Actual Population		Difference
	Total	Percent	Total	Percent	
Anderson School of Management	20	1.2%	32	1.0%	0.3%
Assoc. VP Student Life	47	2.9%	181	5.5%	-2.6%
Associate VP Student Services	30	1.8%	65	2.0%	-0.1%
College of Arts Sciences	186	11.4%	320	9.6%	1.8%
College of Education	52	3.2%	93	2.8%	0.4%
College of Fine Arts	40	2.5%	65	2.0%	0.5%
Continuing Education	47	2.9%	78	2.3%	0.5%
Controller	108	6.6%	183	5.5%	1.1%
EVP Admin Independent Offices	44	2.7%	93	2.8%	-0.1%
EVP Administration	3	0.2%	5	0.2%	0.0%
Extended University	43	2.6%	63	1.9%	0.7%
Gallup Branch	32	2.0%	123	3.7%	-1.7%
Government & Community Relations	1	0.1%	3	0.1%	0.0%
Human Resources	54	3.3%	76	2.3%	1.0%
Information Technology Service	83	5.1%	156	4.7%	0.4%
Intercollegiate Athletics	37	2.3%	134	4.0%	-1.8%
Los Alamos Branch	16	1.0%	33	1.0%	0.0%
President Admin Independent Office	55	3.4%	68	2.0%	1.3%
Provost Administrative Units	98	6.0%	146	4.4%	1.6%
School of Architecture Planning	8	0.5%	15	0.5%	0.0%
School of Engineering	42	2.6%	70	2.1%	0.5%
School of Law	48	3.0%	74	2.2%	0.7%
School of Public Administration	3	0.2%	3	0.1%	0.1%
Taos Branch	15	0.9%	52	1.6%	-0.6%
University College	18	1.1%	30	0.9%	0.2%

UNM Staff Survey
Comparison: Distribution of Survey Respondents versus Distribution of Population (continued)

Department/School/Branch	Survey Respondents		Actual Population		Difference
	Total	Percent	Total	Percent	
University Libraries	70	4.3%	96	2.9%	1.4%
UNM West and Branch Initiative	2	0.1%	6	0.2%	-0.1%
Valencia County Branch	47	2.9%	98	3.0%	-0.1%
VP Division of Enrollment Mgmt	67	4.1%	117	3.5%	0.6%
VP for Equity & Inclusion	15	0.9%	21	0.6%	0.3%
VP Institutional Support Services	176	10.8%	591	17.8%	-7.0%
VP Research & Econ Development	74	4.5%	153	4.6%	-0.1%
VP Student Affairs Administration	13	0.8%	19	0.6%	0.2%
VP Student Affairs Independent	33	2.0%	58	1.7%	0.3%
Grand Total	1627	100.0%	3320	100.0%	

VIII. QUESTIONNAIRE – FACULTY



UNM Faculty Survey

Definition of Shared Governance

“The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others. The relationship calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort.”

“The governing board of an institution of higher education in the United States operates, with few exceptions, as the final institutional authority.”
“The governing board of an institution of higher education, while maintaining a general overview, entrusts the conduct of administration to the administrative officers—the president and the deans—and the conduct of teaching and research to the faculty.”

“The president shares responsibility for the definition and attainment of goals, for administrative action, and for operating the communications system that links the components of the academic community.” “The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process.”⁵

The University of New Mexico Board of Regents Policy Manual **Section 1.1: Responsibilities of the Board of Regents**

Ultimate Responsibility for the Governance of the University

“The Board of Regents is responsible for the governance of the University of New Mexico. This responsibility may be exercised only by the Board as a unit; individual Regents are without power to act separately in the transaction of University business, except when one of the Board’s officers is specifically authorized to act on behalf of the Board.

The Board’s power to govern the University includes fiduciary responsibility for the assets and programs of the University, establishment of goals and policies to guide the University and oversight of the functioning of the University. The Board vests responsibility for the operation and management of the University in the President of the University.”⁶

Definition of “Central Administration”

Central Administration at UNM includes the President, the Executive Vice President/Provost, and all Vice Presidents.

Please answer the following question:

⁵ Selections from American Association of University Professors’ 1966 *Statement on Governance of Colleges and Universities*

⁶ UNM Regents’ Policy Manual: <http://www.unm.edu/~brpm/>

Very Satisfied *Somewhat Satisfied* *Neither Satisfied Nor Dissatisfied* *Somewhat Dissatisfied* *Very Dissatisfied* *Don't Know/ Not Appl.*

1. In general, how satisfied are you with the faculty's role in shared governance?

The following is a list of statements regarding governance and communication at UNM. Please give a rating for your level of agreement or disagreement with each statement below:

Strongly Agree *Somewhat Agree* *Neither Agree Nor Disagree* *Somewhat Disagree* *Strongly Disagree* *Don't Know/ Not Appl.*

2. Participation in shared governance (as defined in the introduction) is a worthwhile faculty responsibility.

3. The University fosters shared governance by supporting faculty development of governance skills and acknowledging/rewarding participation in governance work.

4. The University's organizational management structure fosters shared governance between the faculty and Central Administration.

5. Relationships between the faculty and Central Administration are cooperative.

6. Relationships between the faculty and the Board of Regents are cooperative.

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neither Agree Nor Disagree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know/ Not Appl.</i>
7. Negotiations and communication between the faculty and Central Administration are carried out in good faith.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Communication between the faculty and the Board of Regents is carried out in good faith.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. An atmosphere of trust exists between the faculty and Central Administration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. A collaborative decision-making environment exists between the faculty and Central Administration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Faculty members have timely access to the information they need to make informed decisions or recommendations on institutional matters.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Faculty leadership responds expeditiously to requests from the Central Administration for recommendations and action on institutional decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Central Administration responds expeditiously to faculty concerns and to the need for action on institutional issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Faculty representatives to the senate, institutional committees, and other representative bodies keep their constituents informed of the agendas of those bodies and solicit constituents' views whenever appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neither Agree Nor Disagree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know/ Not Appl.</i>
15. Faculty committees are empowered to determine educational policy, curriculum design, curriculum review, and standards and procedures for evaluating teaching and scholarly production.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Faculty committees are empowered to largely determine standards and criteria for retention, promotion, and tenure.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. The faculty is empowered to set agendas, choose representatives and leadership, and establish procedures for committees that oversee those areas in which the faculty has primacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Central Administration avoids overturning faculty judgments in those areas in which the faculty has primacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. The Board of Regents avoids overturning faculty judgments in those areas in which the faculty has primacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. The role and authority of the Provost have been clearly defined.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. The Provost is empowered and given the appropriate level of authority regarding academic programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. The Deans are empowered and given the appropriate level of authority regarding academic programs in their departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neither Agree Nor Disagree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know/ Not Appl.</i>
23. Academic interests guide financial decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Protocols regarding Board of Regents member activity and visibility have been clarified.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. The faculty has a voice regarding the nature and goals of relationships with outside entities such as accrediting bodies, athletic conferences, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. The faculty has an influential role in developing the institutional budget.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. The faculty has strong influence on the selection of academic administrators, such as the Deans and Department Chairs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. The faculty has significant input on the selection of the Provost and other Vice Presidents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Faculty input influences the evaluation of academic administrators, such as the Deans and Department Chairs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Faculty leadership has input in the evaluation of the Provost and other Vice Presidents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Faculty members can express dissenting views on institutional matters without reprisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. The campus climate supports diversity of: opinions, schools of thought, perspectives, and personal styles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	<u>Strongly Agree</u>	<u>Somewhat Agree</u>	<u>Neither Agree Nor Disagree</u>	<u>Somewhat Disagree</u>	<u>Strongly Disagree</u>	<u>Don't Know/ Not Appl.</u>
33. Formal arrangements exist for regularly and accurately communicating faculty positions and concerns to the Board of Regents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Formal arrangements exist for regularly and accurately communicating the views of the Board of Regents to the faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Central Administration uses established mechanisms to ensure a faculty voice in matters of shared concern, consulting either the faculty as a whole or representatives who have been selected or approved by the faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. The Board of Regents uses established mechanisms to ensure a faculty voice in matters of shared concern, consulting either the faculty as a whole or representatives who have been selected or approved by the faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Faculty representatives to institutional committees, advisory boards, and the Board of Regents have adequate time to consult with their constituents before voting or making recommendations on important issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Your College Dean communicates effectively with his/her respective department chairs and faculty members regarding important academic and institutional matters.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Strongly Agree *Somewhat Agree* *Neither Agree Nor Disagree* *Somewhat Disagree* *Strongly Disagree* *Don't Know/Not Appl.*

39. Positive changes in communication between faculty and Central Administration have occurred in the past 6 months.

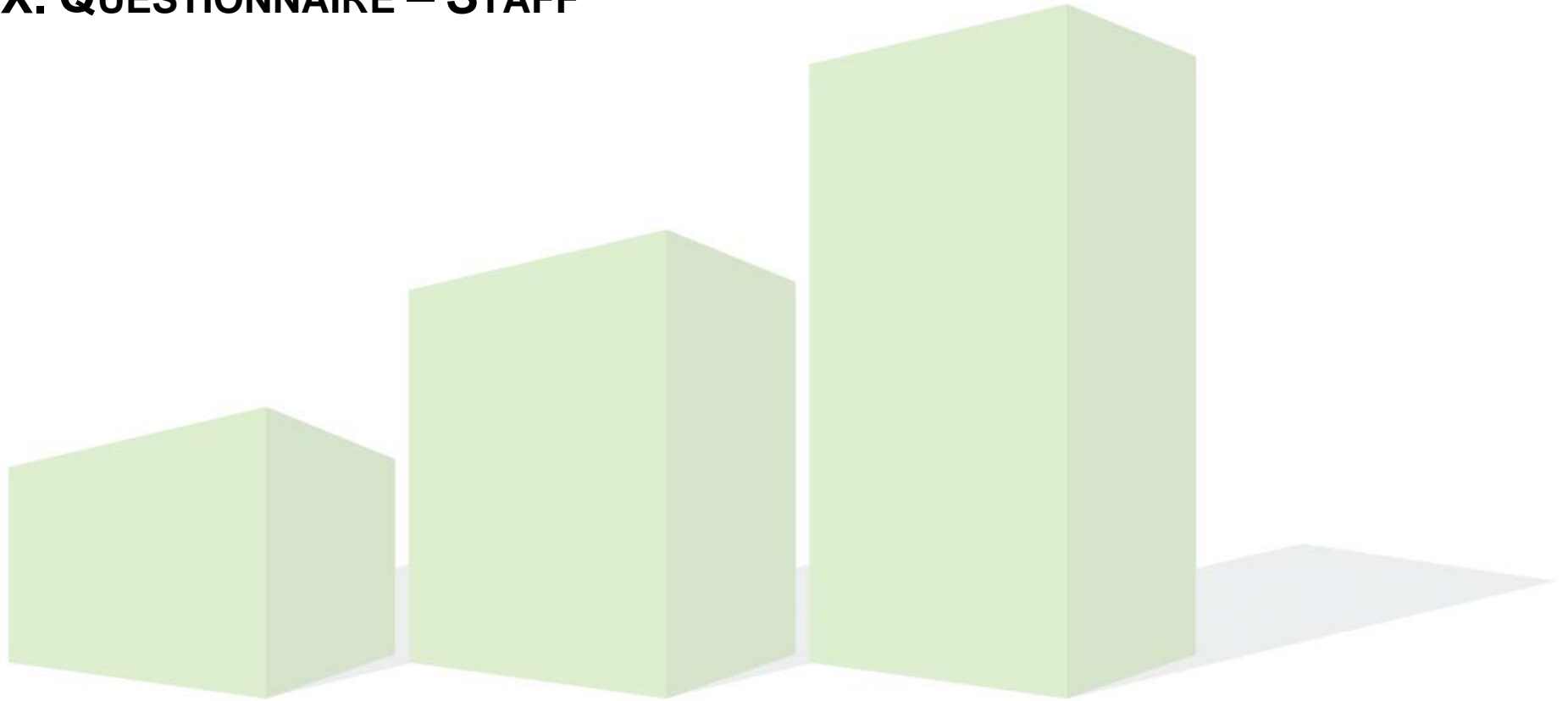
Please answer the following question:

Very Active *Somewhat Active* *Not Very Active* *Not At All Active* *Don't Know/Not Appl.*

40. How active are you in shared governance activities such as participating in institutional committee and/or faculty committee meetings?

41. We are interested in hearing constructive feedback/suggestions from faculty regarding these important issues. Please provide feedback/suggestions that you feel will help the University move forward on shared governance matters.

IX. QUESTIONNAIRE – STAFF



UNM Staff Survey

Definition of “Central Administration”

Central Administration at UNM includes the President, the Executive Vice President/Provost, and all Vice Presidents.

Please answer the following question:

Very Satisfied *Somewhat Satisfied* *Neither Satisfied Nor Dissatisfied* *Somewhat Dissatisfied* *Very Dissatisfied* *Don't Know/ Not Appl.*

1. In general, how satisfied are you with the overall effectiveness of communications between the staff and Central Administration?

The following is a list of statements regarding governance and communication at UNM. Please give a rating for your level of agreement or disagreement with each statement.

Strongly Agree *Somewhat Agree* *Neither Agree Nor Disagree* *Somewhat Disagree* *Strongly Disagree* *Don't Know/ Not Appl.*

2. Relationships between the staff and Central Administration are cooperative.
3. Relationships between the staff and the Board of Regents are cooperative.
4. Communication between the staff and Central Administration is carried out in good faith.
5. Communication between the staff and Board of Regents is carried out in good faith.

Strongly Agree Somewhat Agree Neither Agree Nor Disagree Somewhat Disagree Strongly Disagree Don't Know/ Not Appl.

- 6. An atmosphere of trust exists between the staff and Central Administration.
- 7. A collaborative decision-making environment exists between the staff and Central Administration.
- 8. Staff members have timely access to the information they need to provide input on institutional matters affecting the staff.
- 9. The University's organizational management structure fosters effective communications between the staff and Central Administration.
- 10. Staff leadership responds expeditiously to requests from the Central Administration for recommendations and action on institutional decisions.
- 11. Central Administration responds expeditiously to staff concerns and to the need for action on institutional issues affecting staff.
- 12. Staff input is valued in developing the institutional budget.
- 13. Staff input is valued in mission-critical decisions at the University.

Strongly Agree *Somewhat Agree* *Neither Agree Nor Disagree* *Somewhat Disagree* *Strongly Disagree* *Don't Know/ Not Appl.*

14. Staff representatives to institutional committees and other representative bodies keep their constituents informed of the agendas of those bodies and solicit constituents' views whenever appropriate.
15. Staff members can express dissenting views on institutional matters without reprisal.
16. The campus climate supports diversity of: opinions, schools of thought, perspectives, and personal styles.
17. Formal arrangements exist for regularly and accurately communicating staff positions and concerns to the Central Administration.
18. Formal arrangements exist for regularly and accurately communicating the views of the Central Administration to the staff.
19. Central Administration uses established mechanisms to ensure a staff voice in matters of shared concern, consulting either the staff as a whole or representatives who have been selected or approved by the staff.
20. The Board of Regents uses established mechanisms to ensure a staff voice in matters of shared concern, consulting either the staff as a whole or representatives who have been selected or approved by the staff.

Strongly Agree *Somewhat Agree* *Neither Agree Nor Disagree* *Somewhat Disagree* *Strongly Disagree* *Don't Know/ Not Appl.*

21. Central Administration uses established mechanisms to ensure a staff voice in matters of shared concern, consulting either the staff as a whole or representatives who have been selected or approved by the staff.
22. The Board of Regents uses established mechanisms to ensure a staff voice in matters of shared concern, consulting either the staff as a whole or representatives who have been selected or approved by the staff.
23. Staff representatives to institutional committees, advisory boards, and the Board of Regents have adequate time to consult with their constituents before voting or making recommendations on important issues.
24. Positive changes in communication between staff and Central Administration have occurred in the past 6 months.

Please answer the following question.

Very Active *Somewhat Active* *Not Very Active* *Not At All Active* *Don't Know/ Not Appl.*

25. How active are you in activities such as participating in institutional committee and/or staff committee meetings?
26. We are interested in hearing constructive feedback/suggestions from staff regarding these important issues. Please provide feedback/suggestions that you feel will help the University move forward.
