



## Executive Summary

- ✓ A total of 473 faculty and staff completed the survey conducted in Spring 2008.
- ✓ Respondents were primarily from main campus, and represented every college and administrative division.
- ✓ Approximately three-quarters of the faculty and staff said that they were satisfied with their job (72.1% agreed or strongly agreed). However, overall job satisfaction declined slightly from the 2006 survey, where 76.6% of faculty and staff reported satisfaction. Driving this decline was lower overall job satisfaction among staff (from 81.2% in 2006 to 73.3% in 2008). Faculty satisfaction was up slightly from 67.1% to 68.5%. Despite these changes from the last survey administration, staff members still report higher satisfaction on average than faculty members.
- ✓ The main themes of the survey results remain consistent with the results from 2006:
  - Faculty and staff once again highlighted their commitment to quality work. They reported that they know how to measure the quality of their work, they analyze their work for improvement, they have good processes, and they use these analyses to make decisions about their work. The natural result of good processes and measurements is that the work product of faculty and staff meets all requirements (just over 92% of faculty and staff said they agreed or strongly agreed with this statement).
  - Faculty and staff also highlighted their strong commitment to MSU's students again this year. They provided high scores on items such as "I keep in touch with my students/stakeholders" and "I know who my most important students/ stakeholders are." They also strongly agreed that they understand what we are trying to accomplish here at MSU (81.7% agreed or strongly agreed with "I know our organization's mission"). Therefore, students are satisfied with their work, according to 89% of faculty and staff.
  - Once again, faculty and staff focused on the need to remove barriers to progress. In particular, 28% of faculty and staff disagreed that they can get everything they need to do their job, while 26% stated that they disagreed with the statement "my organization removes things that get in the way of progress." These two items garnered the largest percentage of negative responses among faculty and staff; however, fewer respondents had negative responses this year when compared with the last survey. So, while the same areas remain the most problematic, the magnitude of the dissatisfaction seems to have abated somewhat.
  - Faculty and staff also pointed to a lack of engagement in decision-making once more. Just over one-quarter (26.6%) of faculty and staff disagreed that their

organization asks what they think, and a similar number (26.2%) said that their organization does not ask for their ideas as it plans for the future. On a possibly related note, 22% stated that their senior leaders did not create a work environment that helps them do their jobs, and 21% said that the organization does not use their time and talents well.

- Information sharing was another consistent theme that came from the survey results. A substantial portion (22%) of faculty and staff said that they disagreed that university leaders share information about the organization. This result is nearly identical to the proportion in 2006. Similarly, approximately one in five faculty and staff state that they do not know the parts of the organization's plans that affect them and their work, and said that they do not know how well their organization is doing financially (21% disagreed with each statement).
- ✓ Although the general themes remain the same, respondents indicate that improvement has been made. In fact, faculty and staff were directly asked their opinion of the improvement made in the areas of communications and removing barriers to progress, and the majority affirmed there had been improvement. Concerning communications, 80% of faculty and staff thought there had been at least some degree of improvement, with 15% saying this area was very much improved. Likewise, 75% said there had been at least slight improvement in the area of removing barriers to progress, with nearly 12% stating that this area was very much improved.

**Are We Making Progress? – Faculty and Staff Perceptions**  
 Baldrige Criteria for Performance Excellence – Morehead State University  
 Spring 2008



**FACULTY AND STAFF RESPONSES**

**Total Responses = 473**

**Demographics**

<b>Job Category</b>		<b>N=</b>
Faculty	27.1%	128
Tenured Faculty	16.5%	78
Tenured Track Faculty	6.1%	29
Non-Tenured Track Faculty/Librarians	4.4%	21
Staff	71.7%	339
Other	1.3%	6

<b>Primary Campus</b>		<b>N=</b>
Morehead Main Campus	96.4%	456
Regional Campus	3.6%	17

<b>FOR FACULTY ONLY:</b>		<b>N=</b>
College of Business	8.6%	11
College of Education	21.1%	27
College of Humanities	31.2%	40
College of Science & Technology	31.2%	40
IRAPP	1.6%	2
Other (e.g. library)	3.1%	4

**FACULTY ONLY**

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***Top 10 Rated Items (items with the highest percentage of Strongly Agree and Agree):***

1. I ask if my students/stakeholders are satisfied or dissatisfied with my work	Category 3: Student and Stakeholder Focus	95.3%
2. I keep in touch with my students/stakeholders	Category 3: Student and Stakeholder Focus	93.7%
3. My students/stakeholders are satisfied with my work	Category 7: Business Results	92.9%
4. My work product and/or services meet all requirements	Category 7: Business Results	92.0%
5. I know how to analyze (review) the quality of my work to see if changes are needed	Category 4: Measurement, Analysis & Knowledge Management	90.6%
6. I know how to measure the quality of my work	Category 4: Measurement, Analysis & Knowledge Management	90.6%
7. I use these analyses for making decisions about my work	Category 4: Measurement, Analysis & Knowledge Management	90.4%
8. I know our organization's mission (what it is trying to accomplish)	Category 1: Leadership	89.0%
9. I know who my most important students/stakeholders are	Category 3: Student and Stakeholder Focus	88.1%
10. I have good processes for doing my work	Category 6: Process Management	86.5%

***Bottom 10 Rated Items (items with the highest percentage of Strongly Disagree and Disagree):***

1. My organization removes things that get in the way of progress	Category 7: Business Results	40.8%
2. I can get everything I need to do my job	Category 6: Process Management	37.3%
3. My organization uses my time and talents well	Category 7: Business Results	34.6%
4. My senior leaders create a work environment that helps me do my job	Category 1: Leadership	31.5%
5. I know the parts of my organization's plans that will affect me and my work	Category 2: Strategic Planning	28.3%
6. I know how to tell if we are making progress on my work group's part of the plan	Category 2: Strategic Planning	26.4%
7. My organization asks what I think	Category 1: Leadership	26.2%
8. I know how well my organization is doing financially	Category 7: Business Results	25.4%
9. I get the information I need to know about how my organization is doing	Category 4: Measurement, Analysis & Knowledge Management	23.8%
10. As it plans for the future, my organization asks for my ideas	Category 2: Strategic Planning	23.8%

## APPENDIX

### FACULTY RATINGS REPORTED SEPARATELY

#### Category 1: Leadership

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I know our organization's mission (what it is trying to accomplish)	89.0%	7.1%	4.33
My senior leaders use our organization's values to guide us	66.9%	15.0%	3.72
My organization lets me know what it thinks is most important	54.0%	15.9%	3.48
My senior leaders create a work environment that helps me do my job	51.2%	31.5%	3.27
My senior leaders encourage learning that will help me advance in my career	54.5%	21.1%	3.46
My organization's leaders share information about the organization	61.9%	23.0%	3.50
My organization asks what I think	58.7%	26.2%	3.40

#### Category 2: Strategic Planning

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I know the parts of my organization's plans that will affect me and my work	51.2%	28.3%	3.32
I know how to tell if we are making progress on my work group's part of the plan	46.4%	26.4%	3.24
As it plans for the future, my organization asks for my ideas	60.3%	23.8%	3.44

#### Category 3: Student & Stakeholder Focus

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I keep in touch with my students/stakeholders	93.7%	1.6%	4.55
I know who my most important students/ stakeholders are	88.1%	5.6%	4.39
I ask if my students/ stakeholders are satisfied or dissatisfied with my work	95.3%	2.4%	4.46
My students/stakeholders tell me what they need and want	81.9%	5.5%	4.13
I am allowed to make decisions to solve problems for my students/ stakeholders	78.0%	11.8%	3.94

**Category 4: Measurement, Analysis & Knowledge Management**

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I know how to measure the quality of my work	90.6%	3.1%	4.33
I know how to analyze (review) the quality of my work to see if changes are needed	90.6%	3.1%	4.36
I use these analyses for making decisions about my work	90.4%	3.2%	4.41
I know how the measures I use in my work fit into the organization's overall measures of improvement	60.6%	17.3%	3.62
I get all the important information I need to do my work	51.2%	22.8%	3.32
I get the information I need to know about how my organization is doing	46.8%	23.8%	3.26

**Category 5: Human Resource Focus**

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I have a safe workplace	82.3%	7.3%	4.11
I can make changes that will improve my work	85.8%	6.3%	4.13
The people I work with cooperate and work as a team	67.7%	21.3%	3.73
My boss encourages me to develop my job skills so I can advance in my career	77.4%	13.7%	4.02
My boss cares about me	75.0%	12.9%	3.98
I am recognized for my work	63.7%	17.7%	3.56
My organization cares about me	49.6%	23.2%	3.26

**Category 6: Process Management**

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I have good processes for doing my work	86.5%	4.0%	4.13
I have control over my work processes	72.2%	13.5%	3.76
I collect information (data) about the quality of my work	85.7%	4.0%	4.12
I can get everything I need to do my job	42.1%	37.3%	3.02

**Category 7: Business Results**

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
My work product and/or services meet all requirements	92.0%	0.8%	4.24
My students/stakeholders are satisfied with my work	92.9%	0.8%	4.21
My organization obeys laws and regulations	80.6%	8.9%	3.99
<b>I am satisfied with my job</b>	68.5%	7.9%	3.81
My organization has high standards and ethics	64.3%	17.5%	3.62
My organization helps me help my community	68.8%	10.4%	3.72
My organization uses my time and talents well	44.1%	34.6%	3.09
I know how well my organization is doing financially	52.4%	25.4%	3.36
My organization removes things that get in the way of progress	24.8%	40.8%	2.78

**Category 8: Other/Improvements since Last Survey**

	FACULTY		
	Very & Somewhat Likely	Very & Somewhat Unlikely	Mean (Average)
How likely would you be to recommend a career at MSU to a promising colleague?	57.8%	28.1%	3.50
	Very & Somewhat Interested	Very & Somewhat Uninterested	Mean (Average)
How would you rate your interest in pursuing administrative responsibilities?	39.1%	37.5%	2.89

	FACULTY		
	Very Much Improved	Not Improved	Mean (Average) on 4 pt scale
<i>Note this question utilizes the scale listed below</i>			
What is your opinion of the improvement in the area of communications?	14.8%	23.4%	2.39
What is your opinion of the improvement in the area of removing barriers to progress?	10.2%	38.3%	2.12

*Scale for improvement questions:*

- Very Much Improved
- Somewhat Improved
- Slightly Improved
- Not Improved

**FACULTY RATINGS VERSUS 2006 RESULTS**

**Category 1: Leadership**

FACULTY	2008			2006		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I know our organization's mission (what it is trying to accomplish)	89.0%	7.1%	4.33*	86.6%	8.5%	4.12
My senior leaders use our organization's values to guide us	66.9%	15.0%	3.72	59.3%	20.4%	3.49
My organization lets me know what it thinks is most important	54.0%	15.9%	3.48	57.7%	24.5%	3.43
My senior leaders create a work environment that helps me do my job	51.2%	31.5%	3.27	52.4%	33.5%	3.19
My senior leaders encourage learning that will help me advance in my career	54.5%	21.1%	3.46	51.9%	23.4%	3.35
My organization's leaders share information about the organization	61.9%	23.0%	3.50	58.9%	25.2%	3.40
My organization asks what I think	58.7%	26.2%	3.40*	42.1%	35.4%	3.01

**Category 2: Strategic Planning**

FACULTY	2008			2006		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I know the parts of my organization's plans that will affect me and my work	51.2%	28.3%	3.32	56.7%	23.2%	3.43
I know how to tell if we are making progress on my work group's part of the plan	46.4%	26.4%	3.24	43.5%	29.8%	3.17
As it plans for the future, my organization asks for my ideas	60.3%	23.8%	3.44	55.8%	29.4%	3.29

\* Indicates significant difference (at 95% confidence level) between 2008 and 2006 Faculty Ratings.

### Category 3: Student & Stakeholder Focus

FACULTY	2008			2006		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I keep in touch with my students/stakeholders	93.7%	1.6%	4.55	93.9%	0.6%	4.49
I know who my most important students/stakeholders are	88.1%	5.6%	4.39	92.0%	1.2%	4.44
I ask if my students/stakeholders are satisfied or dissatisfied with my work	95.3%	2.4%	4.46	92.0%	1.2%	4.44
My students/stakeholders tell me what they need and want	81.9%	5.5%	4.13	79.9%	6.1%	4.12
I am allowed to make decisions to solve problems for my students/ stakeholders	78.0%	11.8%	3.94	78.0%	12.2%	3.92

### Category 4: Measurement, Analysis & Knowledge Management

FACULTY	2008			2006		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I know how to measure the quality of my work	90.6%	3.1%	4.33	88.3%	7.4%	4.17
I know how to analyze (review) the quality of my work to see if changes are needed	90.6%	3.1%	4.36	87.7%	6.7%	4.20
I use these analyses for making decisions about my work	90.4%	3.2%	4.41	86.4%	4.3%	4.25
I know how the measures I use in my work fit into the organization's overall measures of improvement	60.6%	17.3%	3.62	55.2%	23.3%	3.48
I get all the important information I need to do my work	51.2%	22.8%	3.32	48.2%	30.5%	3.20
I get the information I need to know about how my organization is doing	46.8%	23.8%	3.26	42.1%	34.1%	3.05

\* Indicates significant difference (at 95% confidence level) between 2008 and 2006 Faculty Ratings.

**Category 5: Human Resource Focus**

FACULTY	2008			2006		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I have a safe workplace	82.3%	7.3%	4.11	81.1%	9.8%	4.15
I can make changes that will improve my work	85.8%	6.3%	4.13*	73.8%	14.0%	3.75
The people I work with cooperate and work as a team	67.7%	21.3%	3.73	65.9%	22.6%	3.57
My boss encourages me to develop my job skills so I can advance in my career	77.4%	13.7%	4.02	69.9%	18.4%	3.75
My boss cares about me	75.0%	12.9%	3.98	72.6%	14.6%	3.86
I am recognized for my work	63.7%	17.7%	3.56	59.1%	26.8%	3.27
My organization cares about me	49.6%	23.2%	3.26	47.6%	29.9%	3.15

**Category 6: Process Management**

FACULTY	2008			2006		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I have good processes for doing my work	86.5%	4.0%	4.13	82.1%	5.6%	4.02
I have control over my work processes	72.2%	13.5%	3.76	69.1%	17.3%	3.64
I collect information (data) about the quality of my work	85.7%	4.0%	4.12	90.1%	2.5%	4.14
I can get everything I need to do my job	42.1%	37.3%	3.02	34.0%	46.3%	2.81

\* Indicates significant difference (at 95% confidence level) between 2008 and 2006 Faculty Ratings.

**Category 7: Business Results**

FACULTY	2008			2006		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
My work product and/or services meet all requirements	92.0%	0.8%	4.24	90.9%	2.4%	4.22
My students/stakeholders are satisfied with my work	92.9%	0.8%	4.21	90.9%	2.4%	4.22
My organization obeys laws and regulations	80.6%	8.9%	3.99*	69.3%	14.1%	3.72
<b>I am satisfied with my job</b>	68.5%	7.9%	3.81	67.1%	18.3%	3.65
My organization has high standards and ethics	64.3%	17.5%	3.62	53.0%	23.2%	3.36
My organization helps me help my community	68.8%	10.4%	3.72*	51.6%	23.6%	3.34
My organization uses my time and talents well	44.1%	34.6%	3.09	40.2%	33.5%	3.04
I know how well my organization is doing financially	52.4%	25.4%	3.36	51.2%	31.5%	3.19
My organization removes things that get in the way of progress	24.8%	40.8%	2.78	22.6%	54.3%	2.56

**AREAS OF SIGNIFICANT IMPROVEMENT SINCE 2006 SURVEY**

Faculty		Mean (Average) 2006	Mean (Average) 2008
<b>I know our organization's mission (what it is trying to accomplish)</b>	Category 1: Leadership	4.12	4.33
<b>My organization asks what I think</b>	Category 1: Leadership	3.01	3.40
<b>I can make changes that will improve my work</b>	Category 5: Human Resource Focus	3.75	4.13
<b>My organization obeys laws and regulations</b>	Category 7: Business Results	3.72	3.99
<b>My organization helps me help my community</b>	Category 7: Business Results	3.34	3.72

\* Significant difference (at 95% confidence level) between 2008 and 2006 Faculty Ratings.