



## Executive Summary

- ✓ A total of 512 faculty and staff completed the survey conducted in Spring 2006.
- ✓ Respondents were primarily from main campus, and represented every college and administrative division.
- ✓ Over three-quarters of the faculty and staff said that they were satisfied with their work. (76.6% agreed or strongly agreed) Staff members report higher satisfaction on average than faculty members.
- ✓ Faculty and staff confirmed their strong commitment to MSU's student focus, by providing high scores on items such as "I know who my most important students/stakeholders are," "I keep in touch with my students/stakeholders," "I ask if my students/stakeholders are satisfied or dissatisfied with my work" and "my students/stakeholders are satisfied with my work." They also strongly agreed that they understand what we are trying to accomplish here at MSU (84.4% agreed or strongly agreed with "I know our organization's mission").
- ✓ Faculty and staff also demonstrated their commitment to quality work. They reported that they have good processes for doing their work, they know how to measure the quality of their work, they analyze their work for improvement, and they use these analyses to make decisions about their work.
- ✓ The survey results also point to some barriers to progress. In particular, a significant portion of faculty and staff (35%) stated that they disagreed with the statement "my organization removes things that get in the way of progress." Similarly, one-third of faculty and staff disagreed that they can get everything they need to do their job.
- ✓ Faculty and staff also pointed to a lack of engagement in decision-making. One-third of faculty and staff disagreed that their organization asks what they think, and almost as many (31.9%) said that their organization does not ask for their ideas as it plans for the future.
- ✓ Information sharing was another theme that came out of the survey results. Despite ongoing efforts to share information across the University, a significant portion (23%) of faculty and staff said that they disagreed that university leaders share information about the organization. Correspondingly, approximately one-quarter of faculty and staff state that they do not get the information they need to know about how the organization is doing (26% disagreed), while a similar number said that they don't get the important information they need to do their work (24.6% disagreed). Likewise, 24% said they do not know how well their organization is doing financially.

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



**FACULTY AND STAFF RESPONSES**

**Total Responses = 512**

**Demographics**

<b>Job Category</b>		<b>N=</b>
Faculty	32.2%	165
Tenured Faculty	18.9%	97
Tenured Track Faculty	8.4%	43
Non-Tenured Track Faculty/Librarians	4.9%	25
Staff	66.0%	338
Other	1.8%	9

<b>Primary Campus</b>		<b>N=</b>
Morehead Main Campus	95.9%	491
Regional Campus	4.1%	21

<b>FOR FACULTY ONLY:</b>		<b>N=</b>
College of Business	12.3%	19
College of Education	17.4%	27
College of Humanities	34.8%	54
College of Science & Technology	31.0%	48
Other (e.g. IRAPP)	4.5%	7

<b>FOR STAFF ONLY:</b>		<b>N=</b>
Academic Affairs	21.5%	71
Administration & Fiscal Services	37.2%	123
Development	1.8%	6
Planning, Budgets & Technology	9.1%	30
Student Life (includes Enrollment Services)	13.9%	46
University Relations	6.3%	21
Other (no specifics given)	10.3%	34

## FACULTY AND STAFF

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

1. I know how to analyze (review) the quality of my work to see if changes are needed	Category 4: Measurement, Analysis & Knowledge Management	90.9%
2. I know how to measure the quality of my work	Category 4: Measurement, Analysis & Knowledge Management	90.7%
3. My students/stakeholders are satisfied with my work	Category 7: Business Results	88.5%
4. My work product and/or services meet all requirements	Category 7: Business Results	88.3%
5. I know who my most important students/stakeholders are	Category 3: Student and Stakeholder Focus	86.6%
6. I keep in touch with my students/stakeholders	Category 3: Student and Stakeholder Focus	86.5%
7. I use these analyses for making decisions about my work	Category 4: Measurement, Analysis & Knowledge Management	86.2%
8. I have good processes for doing my work	Category 6: Process Management	85.0%
9. I know our organization's mission (what it is trying to accomplish)	Category 1: Leadership	84.4%
10. I have a safe workplace	Category 5: Human Resource Focus	82.7%

### *Bottom 11 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	35.4%
2. I can get everything I need to do my job	Category 6: Process Management	33.3%
3. My organization asks what I think	Category 1: Leadership	33.1%
4. As it plans for the future, my organization asks for my ideas	Category 2: Strategic Planning	31.9%
5. I get the information I need to know about how my organization is doing	Category 4: Measurement, Analysis & Knowledge Management	26.1%
6. I get all the important information I need to do my work	Category 4: Measurement, Analysis & Knowledge Management	24.6%
7. I know how well my organization is doing financially	Category 7: Business Results	24.3%
8. My organization uses my time and talents well	Category 7: Business Results	24.3%
9. My organization's leaders share information about the organization	Category 1: Leadership	23.3%
10. My organization cares about me	Category 5: Human Resource Focus	22.4%
11. My senior leaders create a work environment that helps me do my job	Category 1: Leadership	22.4%

**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)	86.6%	8.5%	4.12
My senior leaders use our organization's values to guide us	59.3%	20.4%	3.49
My organization lets me know what it thinks is most important	57.7%	24.5%	3.43
My senior leaders create a work environment that helps me do my job	52.4%	33.5%	3.19
My organization's leaders share information about the organization	58.9%	25.2%	3.40
My senior leaders encourage learning that will help me advance in my career	51.9%	23.4%	3.35
My organization asks what I think	42.1%	35.4%	3.01

**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	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	43.5%	29.8%	3.17
As it plans for the future, my organization asks for my ideas	55.8%	29.4%	3.29

### Category 3: Student & Stakeholder Focus

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I know who my most important students/ stakeholders are	92.0%	1.2%	4.44
I keep in touch with my students/stakeholders	93.9%	0.6%	4.49
I ask if my students/ stakeholders are satisfied or dissatisfied with my work	92.0%	1.2%	4.44
My students/stakeholders tell me what they need and want	79.9%	6.1%	4.12
I am allowed to make decisions to solve problems for my students/ stakeholders	78.0%	12.2%	3.92

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

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I know how to analyze (review) the quality of my work to see if changes are needed	87.7%	6.7%	4.20
I know how to measure the quality of my work	88.3%	7.4%	4.17
I use these analyses for making decisions about my work	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	55.2%	23.3%	3.48
I get all the important information I need to do my work	48.2%	30.5%	3.20
I get the information I need to know about how my organization is doing	42.1%	34.1%	3.05

**Category 5: Human Resource Focus**

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I have a safe workplace	81.1%	9.8%	4.15
The people I work with cooperate and work as a team	65.9%	22.6%	3.57
My boss cares about me	72.6%	14.6%	3.86
I can make changes that will improve my work	73.8%	14.0%	3.75
My boss encourages me to develop my job skills so I can advance in my career	69.9%	18.4%	3.75
I am recognized for my work	59.1%	26.8%	3.37
My organization cares about me	47.6%	29.9%	3.15

**Category 6: Process Management**

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
I have good processes for doing my work	82.1%	5.6%	4.02
I collect information (data) about the quality of my work	90.1%	2.5%	4.14
I have control over my work processes	69.1%	17.3%	3.64
I can get everything I need to do my job	34.0%	46.3%	2.81

**Category 7: Business Results**

	FACULTY		
	Strongly Agree & Agree	Strongly Disagree & Disagree	Mean (Average)
My students/stakeholders are satisfied with my work	90.9%	2.4%	4.22
My work product and/or services meet all requirements	90.9%	2.4%	4.22
<b>I am satisfied with my job</b>	67.1%	18.3%	3.65
My organization obeys laws and regulations	69.3%	14.1%	3.72
My organization has high standards and ethics	53.0%	23.2%	3.36
My organization helps me help my community	51.6%	23.6%	3.34
My organization uses my time and talents well	40.2%	33.5%	3.04
I know how well my organization is doing financially	51.2%	31.5%	3.19
My organization removes things that get in the way of progress	22.6%	54.3%	2.56

## FACULTY

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

1. I keep in touch with my students/stakeholders	Category 3: Student and Stakeholder Focus	93.9%
2. I know who my most important students/stakeholders are	Category 3: Student and Stakeholder Focus	92.0%
3. I ask if my students/stakeholders are satisfied or dissatisfied with my work	Category 3: Student and Stakeholder Focus	92.0%
4. My students/stakeholders are satisfied with my work	Category 7: Business Results	90.9%
5. My work product and/or services meet all requirements	Category 7: Business Results	90.9%
6. I collect information (data) about the quality of my work	Category 6: Process Management	90.1%
7. I know how to measure the quality of my work	Category 4: Measurement, Analysis & Knowledge Management	88.3%
8. I know how to analyze (review) the quality of my work to see if changes are needed	Category 4: Measurement, Analysis & Knowledge Management	87.7%
9. I know our organization's mission (what it is trying to accomplish)	Category 1: Leadership	86.6%
10. I use these analyses for making decisions about my work	Category 4: Measurement, Analysis & Knowledge Management	86.4%

### *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	54.3%
2. I can get everything I need to do my job	Category 6: Process Management	46.3%
3. My organization asks what I think	Category 1: Leadership	35.4%
4. I get the information I need to know about how my organization is doing	Category 4: Measurement, Analysis & Knowledge Management	34.1%
5. My organization uses my time and talents well	Category 7: Business Results	33.5%
6. My senior leaders create a work environment that helps me do my job	Category 1: Leadership	33.5%
7. I know how well my organization is doing financially	Category 7: Business Results	31.5%
8. I get all the important information I need to do my work	Category 4: Measurement, Analysis & Knowledge Management	30.5%
9. My organization cares about me	Category 5: Human Resource Focus	29.9%
10. I know how to tell if we are making progress on my work group's part of the plan	Category 2: Strategic Planning	29.8%