



draft 0.3.4

University of Houston Downtown

Faculty Senate Climate Survey

Report from the Faculty Senate

2005 - 2006

Contents

- 1. The Survey**
 - 1.1 Composition and Administration
 - 1.2 The Items
 - 1.3 Data Analysis

- 2. The Results**
 - 2.1 Workload
 - 2.2 Rank and Tenure Procedures
 - 2.3 Support for Research and Scholarship
 - 2.4 Shared Governance and the Provost/VPAA
 - 2.5 Compensation
 - 2.6 The Academic Climate
 - 2.7 Professional Satisfaction
 - 2.8 Name Change at UHD
 - 2.9 The Deans
 - 2.10 The President
 - 2.11 The Faculty Senate
 - 2.12 The VP for Administration
 - 2.13 The Colleges and Favorable Ratings
 - 2.14 The Colleges and Unfavorable Ratings
 - 2.16 Minorities and Rank and Tenure Procedures
 - 2.17 Ethnicity, Fair Treatment and Compensation
 - 2.18 Gender
 - 2.19 Longevity
 - 2.20 Longevity and a Name Change
 - 2.21 Longevity and Compensation
 - 2.22 Longevity and Fair Treatment
 - 2.23 Longevity and the Administration
 - 2.24 Mid-Career and the UHD climate

- 3. Correlates And Trends**

- 4. Data Reduction**
 - 4.1 Administration and Shared Governance
 - 4.2 Fair Treatment and Professional Satisfaction
 - 4.3 Rank and Tenure and Scholarship
 - 4.4 Workload and Compensation
 - 4.5 The VP for Administration

- 5. Written Comments**

- 6. Recommendations**

- 7. Appendix**

1. The Survey

In 2003 the UH-Downtown Faculty Senate administered its first-ever climate survey for the purpose of assessing faculty views on the state of UHD. When the Faculty Senate reconvened in 2004, we decided to make the survey a permanent part of the senate's business. We hope now that at least once every two years the senate will use the survey to monitor faculty attitudes, and to identify the most pressing concerns on campus.

<u>RANK</u>		<u>ALL</u>
1	Concerning current workload	1.85
2	Concerning rank and tenure procedures	2.08
3	Concerning research and scholarship	2.2
4	Concerning shared governance	2.3
	Concerning the Provost/VPAA	2.3
5	Concerning adequate compensation	2.44
6	Concerning the general academic climate	2.68
7	Concerning hiring and personnel decisions	2.73
8	Concerning the VP for Planning	2.79
9	Concerning rank and tenure policies	2.95
10	Concerning high academic standards	3.01
11	Concerning a name change	3.02
12	Concerning professional satisfaction	3.16
13	Concerning your Dean	3.18
14	Concerning the President	3.19
15	Concerning the Faculty Senate	3.28
16	Concerning the VP for Administration	3.36
17	Concerning fair treatment	3.94

1.1 Composition and Administration of the Survey

Table 1: Survey Results by Urgency

The Faculty Senate is keenly aware of the time constraints on its constituents – workload turns out to be far and away the most urgent concern on campus – and did not want to add excessively to that burden at the end of an academic semester. Thus our 2005 survey was pared down compared to the 2003 survey. Our objective was a survey flexible enough to address the concerns of the moment, but stable enough to monitor changes in attitudes over time. To that end, the Faculty Senate Executive Committee began by soliciting suggestions for the survey in early 2005. After some haggling, we arrived at a two-page document that included 18 Likert-Scale items and five others on demographics. A fac-simile of the survey, as it was sent to the faculty, is shown in the appendix to this document. The items were to be evaluated on a five-point scale, with lower numbers indicating unfavorable opinions. We also invited faculty members to include written comments on a separate sheet of paper, and asked that no one include personally identifiable information. All surveys were anonymous and confidential. We received 108 completed surveys, for a return rate of about 60%.

1.2 The Items

1. UHD maintains **high academic standards for its students**.
2. The UHD administration promotes and supports **research and scholarship**.
3. The UHD **rank and tenure policies** assure **high professional standards** for tenured and tenure-track professors.
4. The UHD **rank and tenure procedures** are fair and equally applied to all tenured and tenure-track professors.
5. Consider the following statement from Dr. Gogue, Chancellor of the UH System:
Your culture and your traditions in shared governance are different than mine. I have never worked in any university in which the basic decisions of the university did not gravitate to the Faculty Senate in all areas; research, teaching or whatever. So this is a little different for me. The greatest protection that a President of a university has is to be able to sense the will of the faculty.... The Senate is extremely important in what we do. Shared governance to me is clearly very important. I have never been anywhere in which it was not an integral part of the president making a decision.
Do you agree that the UHD administration is **maintaining a professional environment consistent with the chancellor's position on shared governance**?
6. UHD Administrators (i.e., Deans and above) **take the advice and expertise of the faculty seriously** in hiring and personnel decisions.
7. The **general academic climate** at UHD has improved since the last climate survey, administered in Spring 2003.
8. Your **current workload** at UHD is reasonable.
9. You are **treated fairly** by your immediate supervisor.
10. You are **adequately compensated** for your responsibilities at UHD.
11. How would you describe your overall level of **professional satisfaction**?
12. How do you rate the overall job performance of the **President of the University** during the past two years?
13. How do you rate the overall job performance of the **Vice President for Academic Affairs/Provost of the University** during the past two years?
14. How do you rate the overall job performance of the **Associate Vice President for Planning and Analysis** during the past two years?
15. How do you rate the overall job performance of the **Vice President for Administration of the University** during the past two years?
16. How do you rate the overall job performance of the **Dean of your college** during the past two years?
17. How do you rate the overall performance of the **Faculty Senate** during the past two years?
18. Would you favor a **name change** for UHD if it helped us distinguish our university from others with similar names?

The demographic items are:

19. Please indicate your **gender**.
20. Please indicate your **ethnicity**.
21. What is your **current rank** at UHD?
22. In **years**, how long have you been employed at UHD?
23. What is your **college affiliation**?

1.3 Data Analysis

The data from the 2005 climate survey were analyzed in four ways. First, we show the results as averages in cross-tabulated format by (a) college affiliation, (b) ethnicity, (c) gender, and (d) longevity. These are shown in Tables 2, 3, 4, and 5. Second, we present correlates for each item using the familiar Pearson's *r* coefficient. We arbitrarily established a minimum magnitude of .4 for inclusion in the list of correlated items. Third, where applicable we show comparative data from the 2003 that reveal trends in faculty sentiments (e.g., their views of support for research and scholarship in 2003 compared to 2005). The trends and correlates are shown under rubric 3 below. Fourth, we include the matrix of a factor analysis that shows how faculty responses to survey items cluster. These can be found in section 4 below. Written comments are summarized in section 5. Finally, in section 6 we include the recommendations of the Faculty Senate with respect to the survey's outcome.

2. The Results

2.1 Workload (item 8) emerged as the most pressing concern among faculty by a substantial margin (Table 1). The means for all four colleges were well below mid-point on the scale (Table 2). Item 8 correlates with item 10, concerning adequate compensation. Thus there is a noticeable perception among faculty that the work expected of them is disproportionate to their compensation. Workload correlates negatively with approval of the faculty senate. That is, those who feel they are adequately compensated tend to have a more negative opinion of the senate, while those who feel that are not adequately compensated have more favorable opinions. Significantly, workload does not correlate with professional satisfaction (item 11). The faculty apparently find their work rewarding even though it has become burdensome.

2.2 The second most urgent concern expressed by the faculty has to do with **rank and tenure procedures** (item 3). This is not at all unexpected. As the senate minutes from 2004-2005 reveal, rank and tenure procedures have become a vexing problem campus-wide. The 2005 survey reveals a precipitous drop in faculty attitudes from the 2003 survey (down 18%). The only correlate for item 3 is item 4, which asks for opinions on rank and tenure *policies*. What is especially noteworthy is that the latter is far down the list of urgent concerns; ninth overall (Table 1). This suggests that, in the view of the faculty, simply rewriting policies will not solve rank and tenure problems. It is the implementation of those policies that is most problematic.

2.3 The climate survey shows a drop of 11% in faculty approval rating of **administrative support for research and scholarship** (item 2). This is the third most urgent concern that turns up in the data, and

this too was a contentious topic during faculty senate meetings in 2003-2004. The mean for the College of Humanities and Social Sciences is the lowest of the four colleges by a substantial margin. The correlates for this item include high standards for students (item 1), rank and tenure policies (item 3), shared governance (item 5) and administrative respect for faculty advice concerning personnel decisions (item 6). Together, the results paint a picture of a faculty that views research and scholarship as an vital part of academic life for students and faculty alike. They do not believe that rank and tenure policies place enough emphasis on scholarship. The correlation with item 6 further suggests a perception among faculty that top-level administrators do not fully appreciate the importance of research as a essential qualification for the professoriat. It is important to note, in this regard, that approval ratings for Deans *do not* correlate highly with opinions on administrative support for research.

	COB	CHSS	CPS	CST	ALL
1. Concerning high academic standards	3.18	2.85	3.63	2.96	3.01
2. Concerning research and scholarship	2.31	1.96	2.5	2.52	2.2
3. Concerning rank and tenure policies	2.69	3	4	2.89	2.95
4. Concerning rank and tenure procedures	2.07	2.05	2.5	2.25	2.08
5. Concerning shared governance	2.65	2.11	2.71	2.35	2.3
6. Concerning hiring and personnel decisions	2.88	2.67	3.75	2.65	2.73
7. Concerning the general academic climate	2.75	2.78	3.14	2.35	2.68
8. Concerning current workload	1.73	1.78	2	1.96	1.85
9. Concerning fair treatment	4.06	3.98	4.63	3.56	3.94
10. Concerning adequate compensation	2.12	2.35	3	2.42	2.44
11. Concerning professional satisfaction	3	3.1	4.25	2.96	3.16
12. Concerning the President	3.19	2.86	3.71	3.62	3.19
13. Concerning the Provost/VPAA	1.81	2.32	3.29	2.35	2.3
14. Concerning the VP for Planning	2.14	2.84	3.6	3.05	2.79
15. Concerning the VP for Administration	3.23	3.39	3.6	3.63	3.36
16. Concerning your Dean	3.31	3.57	3.38	2.31	3.18
17. Concerning the Faculty Senate	3.94	3.27	2.63	3.04	3.28
18. Concerning a name change	3.94	3.04	1.86	3.04	3.02

Table 2: Survey Results by College

2.4 Shared governance and job approval ratings for the Provost/VPAA are fourth on the list of most urgent faculty concerns. The mean rating for each was 2.3. For the Provost/VPAA, that number is unchanged from 2003. Faculty opinions on shared governance are related to their views on research and scholarship, as we noted above, and to the administration's willingness to accept advice from the faculty. The factor matrix in section 4 shows a single factor with moderate to strong loadings on items 5 (shared governance), 6 (faculty advice on personnel decisions), 11 (job approval for the President of the university), 13 (the Provost/VPAA), and 14 (the Associate VP for Planning). The job approval ratings for the VP for Administration *did not* correlate highly with views on shared governance; nor did ratings for

the Deans. This suggests that the faculty view shared governance and the lack of meaningful faculty input have to do primarily with the upper-level academic administration.

2.5 Adequate compensation continues to be an important concern for faculty, in spite of the substantial pay raises awarded for academic year 2004-2005. Item 10 on the survey correlates with item 6 (concerning faculty advice on hiring decisions), item 8 (workload) and item 11, which reflects the professional satisfaction of the faculty.

2.6 In general, the faculty do not believe that the **general academic climate** has improved significantly from 2003 (see item 7, Table 1). This correlates with views on the administration's willingness to take advice on hiring decisions (item 6), with the faculty's sense of professional satisfaction (item 11), and with job approval of the Dean (item 16). Evidently, hiring decisions at the level of Deans have a substantial impact on faculty perceptions of the general academic climate.

2.7 Faculty views of **professional satisfaction** are down 10% from the 2003 climate survey but remain generally favorable. Not surprisingly, professional satisfaction is related to a wide number of factors including high standards for students, rank and tenure policies, shared governance, fair treatment by supervisors, and adequate compensation.

2.8 The survey reveals a deep ambivalence among faculty concerning a **possible name change for UHD**. The overall ratings on item 18 are almost exactly in the middle, at 3.02. That item 18 does not correlate with any other item on the survey suggests that this ambivalence runs across the board.

2.9 Job approval ratings for **Deans** surged by almost 30% from 2003. This may reflect personnel changes at UHD since 2003. Item 16 correlates with items 1, 7 and 9. The faculty thus tend to view the Deans as responsible for academic standards, the general academic climate, and for fair treatment of professors. The highest ratings for Deans were in the College of Humanities and Social Sciences.

	1 to 4	5 to 8	9 to 12	13 to 16	17 to 20	>= 21
1. Concerning high academic standards	2.82	3.08	3.08	3.25	3.38	2.73
2. Concerning research and scholarship	2.12	2.27	1.92	1.83	2.75	2.45
3. Concerning rank and tenure policies	2.85	3.08	3.17	2.5	3.13	3
4. Concerning rank and tenure procedures	2.07	1.91	2.55	1.2	2	2.89
5. Concerning shared governance	2.48	2.24	1.91	1.92	2.38	2.36
6. Concerning hiring and personnel decisions	2.69	3.08	2.42	1.83	2.86	3.36
7. Concerning the general academic climate	2.76	2.68	2.5	2.5	2.75	2.55
8. Concerning current workload	1.69	1.82	1.73	1.73	3	2
9. Concerning fair treatment	4.06	4	3.83	3.67	3.88	3.45
10. Concerning adequate compensation	2.29	2.35	2.08	2.42	2.86	3.09
11. Concerning professional satisfaction	3.09	3.23	2.92	3.08	3.38	3.27
12. Concerning the President	3.14	3	3.17	3.18	3.25	3.64
13. Concerning the Provost/VPAA	2.36	2.16	2.33	2.25	2.38	2.45
14. Concerning the VP for Planning	2.71	2.95	2.7	2.14	2.71	3.2
15. Concerning the VP for Administration	2.76	3.38	3.67	3.86	3.29	4.27
16. Concerning your Dean	3.5	3.19	3.17	2.8	3	2.18
17. Concerning the Faculty Senate	3.68	3.12	3.33	3.45	3.25	2.55
18. Concerning a name change	3.42	2.83	3.7	3.17	2.63	2.64

Table 3: Survey Results by Longevity

2.10 The **President's approval rating**, at 3.19, is essentially unchanged from 2003.

2.11 The **Faculty Senate's approval rating** is 3.28, also essentially unchanged from 2003.

2.12 The approval ratings for the **VP for Administration** are among the highest on the survey and are not related to job approval ratings for other upper-level administrators. This suggests that faculty views on academic matters are quite distinct from their views on the financial management of the university.

2.13 Faculty in the **College of Public Service** are the most content on campus (see Table 2). Their ratings were the highest of any college on thirteen of the items on the survey. Faculty in CPS are, however, the least likely to support an name change, and the most likely to have negative opinions of the Faculty Senate.

	<u>WHITE</u>	<u>H/AA</u>	<u>ASIAN</u>	<u>OTHER</u>
1. Concerning high academic standards	2.86	3	3.21	3.6
2. Concerning research and scholarship	2.14	2	2.38	2.4
3. Concerning rank and tenure policies	2.9	3.13	3	2.6
4. Concerning rank and tenure procedures	1.97	1.6	2.33	2.2
5. Concerning shared governance	2.19	2.5	2.36	2.75
6. Concerning hiring and personnel decisions	2.63	2.88	2.93	2.8
7. Concerning the general academic climate	2.51	3	3	2.6
8. Concerning current workload	1.84	2	1.57	1.6
9. Concerning fair treatment	3.96	3.38	3.86	3.2
10. Concerning adequate compensation	2.53	2.25	2.07	2.2
11. Concerning professional satisfaction	3.15	3	3.07	2.8
12. Concerning the President	2.98	3.43	3.33	3.4
13. Concerning the Provost/VPAA	2.28	2.71	2.5	2.2
14. Concerning the VP for Planning	2.72	3.4	3.09	3
15. Concerning the VP for Administration	3.54	3	3.1	3.2
16. Concerning your Dean	3.07	3.25	3.08	3.4
17. Concerning the Faculty Senate	3.19	3.75	3.54	4
18. Concerning a name change	3	3.67	3.57	2.8

Table 4: Survey Results by Ethnicity

2.14 Faculty in the **College of Business** are the least content on campus (Table 2). They gave the lowest ratings on six of the eighteen items. They were the most likely to support a name change, and the most likely to express positive views of the Faculty Senate.

2.15 In our cross-tabulation of ethnic data (Table 3), we have combined Hispanic and African-American professors into a single category. This simply reflects the regrettable fact that we have very few professors from these groups to begin with. By tabulating the two groups separately, we would come unacceptably close to identifying people individually. The results from the survey show that **Hispanic and African-American** professors tended to respond more favorably to survey items than other groups. Whites offered the most unfavorable opinions on eight of the eighteen items; more than any other ethnic group.

2.16 Items 3 (rank and tenure policies) and 4 (rank and tenure procedures) are of special concern with respect to ethnicity. **Hispanics and African-Americans** give the *highest approval ratings on policies* (3.16, just above mid-point) of any ethnic group on campus. Conversely, they give the *lowest approval ratings on procedures* (1.6, well below mid-point) of any ethnic group. In other words, they have no quarrel with what is expected of them at UHD, but in general they do not feel that they are treated fairly when it comes to the process of evaluation. Since Hispanics and African-Americans offer the highest approval ratings of upper-level administrators of any group, it seems that their concerns are most acute at the level of the department, the Chair or the Dean.

2.17 White professors are more likely than other ethnic groups to feel they are **treated fairly** by their immediate supervisors, and are more likely to feel they are **adequately compensated**.

	MALE	FEMALE	DIFFERENCE
1. Concerning high academic standards	2.82	3.23	12.63%
2. Concerning research and scholarship	2.25	2.15	4.49%
3. Concerning rank and tenure policies	2.78	3.13	10.98%
4. Concerning rank and tenure procedures	2	2.08	3.80%
5. Concerning shared governance	2.51	2.02	19.42%
6. Concerning hiring and personnel decisions	2.74	2.68	2.19%
7. Concerning the general academic climate	2.66	2.67	0.51%
8. Concerning current workload	1.89	1.83	3.16%
9. Concerning fair treatment	3.88	3.96	2.11%
10. Concerning adequate compensation	2.48	2.36	4.85%
11. Concerning professional satisfaction	3.04	3.25	6.59%
12. Concerning the President	3.52	2.8	20.44%
13. Concerning the Provost/VPAA	2.23	2.38	6.37%
14. Concerning the VP for Planning	2.7	2.87	5.71%
15. Concerning the VP for Administration	3.48	3.28	5.64%
16. Concerning your Dean	2.98	3.33	10.58%
17. Concerning the Faculty Senate	3.21	3.35	4.25%
18. Concerning a name change	3.43	2.6	24.11%

Table 5: Survey Results by Gender

2.18 Women respondents were more likely than men to have a favorable opinion of academic standards (by 13%), rank and tenure policies (11%) and the job performance of the Dean (11%). Men were more likely to have a favorable opinion of shared governance than were women (by 19%), although the averages were below mid-point for both groups. Men were also more likely to have a favorable opinion of the President (by 20%), and were more likely to support a name change (24%). The differences for all other items were less than 10% on all other items.

2.19 The cross-tabulated data on longevity (Table 3) show both linear and curvilinear relations. In general, the **longer a professor has been at UHD**, the more likely she is to believe that we are maintaining **high academic standards**.

2.20 In general, **the longer you have been at UHD**, the **less likely you are to support a name change**, though the data are not compelling on this point.

2.21 In general (and not surprisingly) **the longer you have been at UHD**, the more likely you are to feel that you are **adequately compensated**, though opinions dip noticeably in the 9 to 12 year cohort.

2.22 A professor's conviction that he is being **treated fairly by supervisors** declines with longevity, from a high of 4.06 for professors in the 1 to 4 year cohort, to a low of 3.45 in the 21+ year cohort.

2.23 Ironically, with respect to 2.22, professors in the 21+ cohort are the **most likely to approve of the job performance of upper-level administrators**.

2.24 The **mid-career years** seem to be the greatest time of professorial discontent. Opinions of rank and tenure procedures increase steadily up to the 13 to 16 year cohort, and then drop in half. Those who have been at UHD for 21 years or longer are the most satisfied with rank and tenure procedures. It may be relevant to note that this sudden drop occurs around the time when one would be expected to be a candidate for full professor.

3. Correlates and Trends

3.1 UHD maintains **high academic standards for its students.** (3.01)

Correlates:

2:	Concerning research and scholarship	.48
3:	Concerning high professional standards for professors	.41
11:	Concerning professional satisfaction	.42
16:	Concerning the dean	.42

3.2 The UHD administration promotes and supports **research and scholarship.** (2.2)¹

Correlates:

1:	Concerning high standards for students	.48
3:	Concerning rank and tenure policies	.41
5:	Concerning shared governance	.49
16:	Concerning the administration and faculty advice	.51

Trends:

<u>FALL 2003</u>	<u>FALL 2005</u>	<u>DIFFERENCE</u>
2.46	2.20	-11% ▽

3.3 The UHD **rank and tenure policies** assure **high professional standards** for tenured and tenure-track professors. (2.95)

Correlates:

1:	Concerning high standards for students	.41
2:	Concerning research and scholarship	.50
4:	Concerning rank and tenure procedures	.56
16:	Concerning professional satisfaction	.51

¹ See Item 5 from the 2003 Faculty Climate Survey.

3.4 The UHD **rank and tenure procedures** are fair and equally applied to all tenured and tenure-track professors. (2.08)²

Correlates:		
3.	Concerning rank and tenure policies	.56

Trends:		
<u>FALL 2003</u>	<u>FALL 2005</u>	<u>DIFFERENCE</u>
2.56	2.08	-18% ▽

3.5 Do you agree that the UHD administration is **maintaining a professional environment consistent with the chancellor's position on shared governance?** (2.3)

Correlates:		
2.	Concerning research and scholarship	.50
6.	Concerning the advice of the faculty	.60
12.	Concerning the president of the university	.55
13.	Concerning the VPAA/Provost	.47

3.6 UHD Administrators (i.e., Deans and above) **take the advice and expertise of the faculty seriously** in hiring and personnel decisions. (2.73)

Correlates:		
2.	Concerning research and scholarship	.52
5.	Concerning shared governance	.60
7.	Concerning the general academic climate	.43
10.	Concerning adequate compensation	.40
11.	Concerning professional satisfaction	.56
12.	Concerning the President	.52
13.	Concerning the VPAA	.48
14.	Concerning the Associate VP for Planning	.42

3.7 The **general academic climate** at UHD has improved since the last climate survey, administered in Spring 2003. (2.68)

Correlates:		
6:	Concerning the advice of the faculty	.43
11:	Concerning professional satisfaction	.48
16:	Concerning the Dean of your college	.41

² See item 20 from the 2003 Faculty Climate Survey.

3.8 Your current workload at UHD is reasonable. (1.85)

Correlates:

10: Concerning adequate compensation	.43
17: The faculty senate	-.44

3.9 You are treated fairly by your immediate supervisor. (3.94)

Correlates:

11. Concerning professional satisfaction	.49
16: Concerning the Dean of your college	.46

3.10 You are adequately compensated for your responsibilities at UHD. (2.44)

Correlates:

6. Concerning the advice of the faculty	.40
8. Concerning workload	.43
11. Concerning professional satisfaction	.46

3.11 How would you describe your overall level of professional satisfaction? (3.16)³

Correlates:

1. Concerning high academic standards for students	.42
3. Concerning rank and tenure policies	.40
6. Concerning shared governance	.56
7. Concerning the general academic climate	.48
9. Concerning fair treatment by supervisors	.49
10. Concerning adequate compensation	.46

Trends:

<u>FALL 2003</u>	<u>FALL 2005</u>	<u>DIFFERENCE</u>
3.53	3.16	-10% ▽

³ See Item 107 from the 2003 Faculty Climate Survey.

3.12 How do you rate the overall job performance of the **President of the University** during the past two years? (3.19)⁴

Correlates:			
5.	Concerning shared governance		.55
6.	Concerning faculty advice		.52
13.	Concerning the VPAA		.42
Trends:			
	<u>FALL 2003</u>	<u>FALL 2005</u>	<u>DIFFERENCE</u>
	3.24	3.19	-2% ▽

3.13 How do you rate the overall job performance of the **Vice President for Academic Affairs/Provost of the University** during the past two years? (2.3)⁵

Correlates:			
5.	Concerning shared governance.		.47
6:	Concerning the advice of the faculty.		.48
12:	Concerning the president.		.42
14:	Concerning the Associate VP for Planning.		.59
Trends:			
	<u>FALL 2003</u>	<u>FALL 2005</u>	<u>DIFFERENCE</u>
	2.3	2.3	0 < >

3.14 How do you rate the overall job performance of the **Associate Vice President for Planning and Analysis** during the past two years? (2.79)

Correlates:			
6.	Concerning the advice of the faculty		.42
13:	Concerning the VPAA		.59
15.	Concerning the VP for Administration		.46

3.15 How do you rate the overall job performance of the **Vice President for Administration of the University** during the past two years? (3.36)

Correlates:			
6.	Concerning the Associate VP for Planning		.46

⁴ See Item 61 from the 2003 Faculty Climate Survey.

⁵ Item 74 from the 2003 Faculty Climate Survey.

3.16 How do you rate the overall job performance of the **Dean of your college** during the past two years? (3.18)⁶

Correlates:		
1.	Concerning high standards for students	.42
7.	Concerning the general academic climate	.41
9.	Concerning fair treatment	.46

Trends:		
<u>FALL 2003</u>	<u>FALL 2005</u>	<u>DIFFERENCE</u>
2.27	3.18	29% Δ

3.17 How do you rate the overall performance of the **Faculty Senate** during the past two years? (3.28)⁷

Correlates:		
8.	Concerning workload	-.44

Trends:		
<u>FALL 2003</u>	<u>FALL 2005</u>	<u>DIFFERENCE</u>
3.34	3.28	2% ∇

3.18 Would you favor a **name change** for UHD if it helped us distinguish our university from others with similar names? (3.02)

No correlates

⁶ Item 86 from the 2003 Faculty Climate Survey.

⁷ Here we have averaged items 39 through 42 from the 2003 survey since there was no single item for assessing the senate.

4. Data Reduction

Rotated Factor Matrix(a)

	Factor					
	1	2	3	4	5	6
1. Concerning high academic standards	.236	.370	.262	.038	.027	.247
2. Concerning research and scholarship.	.247	.125	.461	.362	.060	.507
3. Concerning rank and tenure policies.	.146	.200	.789	-.019	-.088	.191
4. Concerning rank and tenure procedures.	.031	.124	.778	.068	.121	-.167
5. Concerning shared governance.	.780	-.063	.101	.193	-.195	-.024
6. Concerning advice of the faculty.	.646	.347	.218	.205	.088	-.275
7. Concerning the general academic climate.	.086	.398	.298	.072	-.268	.156
8. Concerning workload.	-.026	.015	.146	.730	-.034	-.189
9. Concerning fair treatment.	.058	.802	-.034	.090	.108	-.105
10. Concerning adequate compensation	.224	.318	-.221	.503	.149	-.036
11. Concerning professional satisfaction.	.172	.612	.260	.137	.048	-.209
12. Concerning the President.	.745	.021	.183	.148	.109	-.264
13. Concerning the VPAA	.757	.109	-.018	-.091	.093	.068
14. Concerning the Associate VP for Planning.	.614	.192	-.034	-.106	.286	.207
15. Concerning the VP for Administration.	.191	.192	.034	-.155	.657	.095
16. Concerning the Dean of your College.	-.033	.625	.400	-.215	-.224	.100
17. Concerning the Faculty Senate.	-.047	-.001	-.020	-.658	-.014	-.058
18. Concerning a name change.	-.241	-.166	-.007	-.211	.014	.481
22. Years at UHD.	.000	-.186	.012	.246	.694	-.060
Extraction Method: Maximum Likelihood.						
Rotation Method: Varimax with Kaiser Normalization.						
a Rotation converged in 21 iterations.						

4.1 Administration and Shared Governance.

The factor analysis yielded six distinct factors underlying the data collected in the 2005 survey. The first of these is associated shared governance and upper-level academic administration. The faculty tended to respond in like manner to items 5, 6, 12, 13 and 14, as is shown in the moderate to high factor loadings shown in boldface. As we noted above, faculty opinions of the VP for Administration are not associated with opinions for other upper-level administrators.

4.2 Fair Treatment and Professional Satisfaction

The second factor in the matrix has to do with the general academic climate, fair treatment, professional satisfaction, and the Deans. The faculty tended to respond in like manner to items 7, 9, 11 and 16. As we noted in 2.9 above, the data suggest that it is the faculty's perception that problems related to fair treatment and professional satisfaction need to be dealt with at the level of Deans. This factor does not have high loadings for any upper-level administrators.

4.3 Rank and Tenure and Scholarship

Many at UHD feel that research and scholarship is the most important issue underlying rank and tenure matters at UHD. While grievance hearings are confidential, one of our most respected senators who is familiar with the recent history of the grievance committee told the senate that the vast majority of cases have been about scholarship. The data from the survey, especially factor 3, confirm that the perception exists among faculty in general. There are moderate to high factor loadings on items 2, 3, 4 and, importantly, on item 16, which expresses job approval ratings of the Deans.

4.4 Workload and Compensation

The fourth factor reveals moderate to high loadings on items concerning workload, compensation and the faculty senate. The faculty senate was instrumental in securing significant pay raises during academic year 2003-2004, and the faculty assembly appears to acknowledge that important role. There are moderate to high factor loadings on items 8, 10 and 17.

4.5 The VP for Administration

The fifth factor is of nostalgic interest and will probably surprise no one. The survey ratings for VP for Administration, who recently retired after many years of service, were among the most favorable of any item on the survey. Item 15 concerning the VP for Administration correlates with one variable only; longevity. In plain English, the longer one has known CA, the more one admires him.

5. Written Comments

We received seven pages of written comments, many of which were directed to the faculty senate itself. One comment expressed concern that the faculty senate in general and the FSEC and the faculty senate president in particular had retreated from a position of activism and was no longer representing the faculty forcefully enough. This respondent was critical of the senate's failure to get involved in the VP hiring process, even though the UHD President gave them the opportunity to do so.

Another respondent stated that the President had "shanghaied" the administrative search process, and that the faculty senate had tried to whitewash the process. The faculty senate president was also criticized for "distorting and misrepresenting" the views of the full senate. This respondent also felt that item 5 concerning shared governance was designed to beat up on the administration. Another respondent noted simply, with respect to survey item 17, concerning the faculty senate, "2003-2004 AY rating of 4, 2004-2005 AY rating of 1."

One respondent was critical of internal processes for hiring departmental chairs, and singled out the lack of transparency in the process as a special point of concern. This individual further expressed concern over grade inflation and the late add/drop deadlines.

There was concern expressed in written comments about the lack of cultural sensitivity among faculty on campus.

Another respondent spelled out seven points of concern, including (1) that full-time professors, but not adjunct, maintain high academic standards, (2) that the heavy teaching load is undermining scholarship, (3) that the administration is ignoring faculty rank and tenure decisions, (4) that the administration is encouraging unfairness in the rank and tenure process, (5) that there is no longer any shared governance at UHD, (6) that the UHD President ignores the University rank and tenure committee, and (7) that bureaucracy is further adding to faculty workload.

In other written comments, a faculty member expressed concern over grade inflation and and lack of high academic standards. This individual recommend that the Faculty Senate look into the matter.

One respondent asserted that academic standards vary from department to department, and expressed concern that for some students, low academic standards have become an expectation. This respondent further stated that administrative support for research is strong in the sciences and technology, but not in other disciplines. Finally, the respondent suggested that both UH and Downtown should be kept in the university's name.

6. Recommendations

The numbers in angle brackets at the end of each item below reference those sections of the Climate Survey that motivate the Faculty Senate's recommendations.

The University Administration

6.1 The University Administration should rescind all recent increases in course enrollment caps (sometimes called "Academic maximums") and reset them to the levels of the beginning of the fall semester 2005. [2.1]

6.2 The University Administration should commit to full compliance with P.S. 01.A.03 "Academic Shared Governance," specifically section 2.1 "Policy:" [2.4]

Academic personnel should have primary responsibility for developing those policies which directly affect the academic environment. In developing these policies, processes should be followed which encourage a free and open exchange of ideas, promote collegiality, and ensure understanding and consideration of all institutional perspectives. The processes followed should also provide mechanisms for deciding issues in a timely and accountable manner.

6.3 The University Administration should justify, in writing, any future proposed increases in enrollment caps, and should negotiate any such increases with the faculty. [2.1]

6.4 In cases where the Provost's or the President's recommendations concerning tenure or promotion run contrary to the recommendations of the University-Wide Rank and Tenure Committee (or contrary to any future college-wide rank and tenure committees), the Provost or the President should support those decisions in writing. [2.3; 2.4]

6.5 In matters concerning tenure and promotion, the President of the University should act upon recommendations of the UHD Grievance Committee promptly and must inform all parties to the grievance of administrative decisions in a timely manner. [2.2]

6.6 The President and the Chancellor should institute a meaningful, transparent and systematic method of reviewing job performance of all senior administrators. This review should identify any shortcomings in job performance and should include a plan for correcting any such shortcomings. [2.4; 2.10]

The Faculty Assembly

6.7 The Faculty Affairs Council should conduct a comprehensive and open review of P.S. 10.A.01 "Rank and Tenure System," especially section 2.3.7 "Procedures of the University Rank and Tenure Committee." Faculty Affairs should investigate the feasibility and desirability of dissolving the University-Wide Rank and Tenure Committee and replacing it with college-wide rank and tenure committees. [2.1; 2.2]

6.8 In the course of the review referenced in 6.7 above, the Faculty Affairs Council should consider whether any future college-wide rank and tenure committees ought to have a binding vote on rank and tenure decisions in the same sense that individual departments, department chairs, and deans currently have binding votes (e.g. of the department, the chair, the dean, the college, and the provost, candidates must have at least three affirmative votes before their requests for tenure and promotion may be considered by the president). [2.2; 2.3; 2.4]

6.9 In the course of the review referenced in 6.7 above, the Faculty Affairs Council should consider whether or not membership on the University-Wide Rank and Tenure Committee or on any future college-wide rank and tenure committees should be limited to active scholars who have demonstrable research credentials. [2.2; 2.3]

6.10 The Faculty Senate, in collaboration with the Faculty Affairs Council and academic departments, should establish guidelines and standards for assembling and submitting dossiers for tenure and promotion, and a common lexicon for terms used in representing professional activities on faculty credentials. [2.2]

6.11 Faculty Affairs should set as its top priority a complete revision of the UHD grievance policy. [2.4; 2.6]

6.12 The Faculty Senate, the Academic Affairs Council, the Academic Policies Committee, and the Faculty Affairs Council should review (a) all UHD policy statements that deal with shared governance, and (b) all shared governance policies of other universities in the UH system. Those groups should propose changes in policy that will bring the faculty back into the decision-making process at UHD in a manner consistent with policies of the other universities within the UH system. [2.4]

The Faculty Assembly and The Administration

6.13 The University Administration should join the faculty in an effort to identify cost-effective ways of reducing faculty workload. [2.1]

6.14 Reductions in faculty workload should serve the purpose of improving and promoting research and scholarship at UHD. [2.1; 2.3]

6.15 The University Administration, in collaboration with the Faculty Assembly and its elected representatives, should identify an independent and objective external auditor to review ranks and tenure decisions within the past 5 years in light of official UHD policy. This auditor should then submit a written report on the extent to which rank and tenure decisions (a) have been consistent with the university's missions and its approved policies, (b) have worked to ensure a highly qualified professoriat at UHD, and (c) have been fair and equitable to candidates for promotion and tenure. [2.2]

6.16 The UHD community should defer consideration of a name change for the university for two years. [2.8]

7. Appendix

UHD Faculty Senate Climate Survey 2005

Please indicate your opinion on the following statements and questions by **filling in** one of the numbers on the right. Note that lower numbers correspond to unfavorable opinions and higher numbers correspond to favorable opinions. Leave items blank if you have no opinion, or if you feel you are unable to make an assessment. Feel free to include anonymous comments typed on a separate sheet of paper. *Please do not include any personally identifiable information on your submissions.*

- | | | | | | |
|--|---------------------------|---|---|---|------------------------|
| 1. UHD maintains high academic standards for its students. | ①
strongly
disagree | ② | ③ | ④ | ⑤
strongly
agree |
| 2. The UHD administration promotes and supports research and scholarship | ①
strongly
disagree | ② | ③ | ④ | ⑤
strongly
agree |
| 3. The UHD rank and tenure policies assure high professional standards for tenured and tenure-track professors. | ①
strongly
disagree | ② | ③ | ④ | ⑤
strongly
agree |
| 4. The UHD rank and tenure procedures are fair and equally applied to all tenured and tenure-track professors. | ①
strongly
disagree | ② | ③ | ④ | ⑤
strongly
agree |
| 5. Consider the following statement from Dr. Gogue, Chancellor of the UH System: | | | | | |
| <i>Your culture and your traditions in shared governance are different than mine. I have never worked in any university in which the basic decisions of the university did not gravitate to the Faculty Senate in all areas; research, teaching or whatever. So this is a little different for me. The greatest protection that a President of a university has is to be able to sense the will of the faculty.... The Senate is extremely important in what we do. Shared governance to me is clearly very important. I have never been anywhere in which it was not an integral part of the president making a decision.</i> | | | | | |
| Do you agree that the UHD administration is maintaining a professional environment consistent with the chancellor's position on shared governance? | ①
strongly
disagree | ② | ③ | ④ | ⑤
strongly
agree |
| 6. UHD Administrators (i.e., Deans and above) take the advice and expertise of the faculty seriously in hiring and personnel decisions. | ①
strongly
disagree | ② | ③ | ④ | ⑤
strongly
agree |
| 7. The general academic climate at UHD has improved since the last climate survey, administered in Spring 2003. | ①
strongly
disagree | ② | ③ | ④ | ⑤
strongly
agree |
| 8. Your current workload at UHD is reasonable. | ①
strongly
disagree | ② | ③ | ④ | ⑤
strongly
agree |
| 9. You are treated fairly by your immediate supervisor. | ①
strongly
disagree | ② | ③ | ④ | ⑤
strongly
agree |
| 10. You are adequately compensated for your responsibilities at UHD. | ①
strongly
disagree | ② | ③ | ④ | ⑤
strongly
agree |

