Faculty Senate 2016 & 2018

Faculty Climate Survey

2019-2020 FS Survey Committee Members: Kristy Csavina, Amy Landis, Jon A. Leydens (Chair, Senator), Justin Shaffer, and Angie Sower (Senator)

Acknowledgment: Dr. Megan Sanders, Trefny Center
### Frequencies

**Respondents Per Year**

<table>
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### Length at Mines

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<th>Year</th>
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### Positions

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### Department/unit

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### Primary College

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<td>Female</td>
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<tr>
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<td>26</td>
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Faculty Climate Survey Subsections

Workload

Satisfaction

Climate/Opportunities

Evaluation, Promotion, and Tenure
Workload

Please indicate the extent to which each of the following aspects of work has been a source of STRESS for you over the past twelve months:

**Stress Scale:**
1 - Not at all
2 - Somewhat
3 - Extensive
Workload

Work Overall as a Source of Stress
Average of 12 questions on specific aspects of work

Has your total workload changed over the last five years and two years, if at all?

Top 3 Sources of Stress

2016
1. Securing funding for research
2. Paperwork/bureaucracy
3. Service and/or administrative responsibilities

2018
1. Paperwork/bureaucracy
2. Securing funding for research
3. Service and/or administrative responsibilities

Overall, how would you rate the reasonableness of your workload?

Stress Scale:
1 - Not at all
2 - Somewhat
3 - Extensive

Reasonable Workload Scale:
1 - Much too light
2 - Too light
3 - About right
4 - Too heavy
5 - Much too heavy

Workload Change Scale:
1 - Workload decreased
2 - Workload stayed the same
3 - Workload increased
Workload

Work Overall as a Source of Stress
Average of 12 questions on specific aspects of work

Overall, how would you rate the reasonableness of your workload?
Stress Scale:
1. Not at all
2. Somewhat
3. Extensive
Reasonable Workload Scale:
1. Much too light
2. Too light
3. About right
4. Too heavy
5. Much too heavy

Has your total workload changed over the last five years and two years, if at all?
Workload Change Scale:
1. Workload decreased
2. Workload stayed the same
3. Workload increased

Top 3 Sources of Stress
2016
1. Securing funding for research
2. Paperwork/bureaucracy
3. Service and/or administrative responsibilities

2018
1. Paperwork/bureaucracy
2. Securing funding for research
3. Service and/or administrative responsibilities
Workload

Work Overall as a Source of Stress
Average of 12 questions on specific aspects of work

Overall, how would you rate the reasonableness of your workload?

Top 3 Sources of Stress

2016
1. Securing funding for research
2. Paperwork/bureaucracy
3. Service and/or administrative responsibilities

2018
1. Paperwork/bureaucracy
2. Securing funding for research
3. Service and/or administrative responsibilities

Has your total workload changed over the last five years and two years, if at all?

Workload Change Scale:
1. Workload decreased
2. Workload stayed the same
3. Workload increased
Open-Ended Responses on Workload

“Making sure that all [faculty] members have equal [implied: service] loads ... is necessary. The lack of fairness is a major problem.”

“It seems as though workload is ever increasing, without the ability to hire staff and faculty to share the burden. I think this contributes to problems with retention and also a reduction in quality of instruction and research productivity.”

“The level of non-functioning or barely functional electronic systems at Mines has skyrocketed. These badly designed systems eat up enormous amounts of time, and are much slower than older paper systems. Every single electronic system with the exception of Mines Mail has had significant problems. Filing a travel expense report used to take 5-10 min. It can now take up to hours depending on how TEM is doing that day. This is true of all the systems.”
Overall Satisfaction with Being a Faculty Member at Mines

Satisfaction Scale:
1. Very dissatisfied
2. Somewhat dissatisfied
3. Neutral
4. Somewhat satisfied
5. Very satisfied

Agreement Scale:
1. Strongly disagree
2. Somewhat disagree
3. Neutral
4. Somewhat agree
5. Strongly agree

Overall, how satisfied are you being a faculty member at Mines?

If I had to decide all over again to be a faculty member at Mines, I would again choose to be here.
Overall Satisfaction with Being a Faculty Member at Mines continued

In the next three years, how likely are you to leave (or try to leave) Mines?

Top 3 Reasons to Leave Mines

2016
1. To enhance your career in other ways
2. To increase your salary
3. To find a more supportive work environment

2018
1. To enhance your career in other ways
2. To increase your salary
3. To find a more supportive work environment

Top 3 Reasons to Stay at Mines

2016
1. Living in the area
2. Benefits
3. Open intellectual environment

2018
1. Living in the area
2. Benefits
3. Open intellectual environment
Satisfaction with Specific Aspects of Being a Faculty Member at Mines

**Satisfaction Scale:**
1. Very dissatisfied
2. Somewhat dissatisfied
3. Neutral
4. Somewhat satisfied
5. Very satisfied

**Overall Satisfaction with Job Responsibilities**
Average of 7 questions on specific job responsibilities

- **2016:**
  - Highest: Teaching responsibilities
  - Lowest: Time available for scholarly work

- **2018:**
  - Highest: Teaching responsibilities
  - Lowest: Time available for scholarly work

**Overall Satisfaction with Resources**
Average of 12 questions on specific resources

- **2016:**
  - Highest: Transparency in decision-making
  - Lowest: Open environment for discussing differing ideas

- **2018:**
  - Highest: Transparency in decision-making
  - Lowest: Open environment for discussing differing ideas

**Most Important Aspects of Job (See Appendix pg. 2)**

- **2016:**
  1. Transparency in decision-making
  2. Academic freedom
  3. Teaching undergraduate students

- **2018:**
  1. Transparency in decision-making
  2. Academic freedom
  3. Teaching undergraduate students

**Resources with the Lowest Satisfaction**

- **2016:**
  1. Support for graduate students
  2. Number or breadth of faculty within department to deliver curriculum
  3. Number or breadth of faculty within department to advance research

- **2018:**
  1. Support for graduate students
  2. Number or breadth of faculty within department to deliver curriculum
  3. Number or breadth of faculty within department to advance research
Satisfaction with Specific Aspects of Being a Faculty Member at Mines continued

Overall Satisfaction with Compensation
Average of 6 questions on specific aspects of compensation

Aspects of Compensation with the Highest and Lowest Satisfaction

2016
Highest: Benefits
Lowest: Salary Raises

2018
Highest: Benefits
Lowest: Cost-of-Living Adjustments
Overall Satisfaction with Being a Faculty Member at Mines

Satisfaction Scale:
1. Very dissatisfied
2. Somewhat dissatisfied
3. Neutral
4. Somewhat satisfied
5. Very satisfied

Agreement Scale:
1. Strongly disagree
2. Somewhat disagree
3. Neutral
4. Somewhat agree
5. Strongly agree

Overall, how satisfied are you being a faculty member at Mines?

If I had to decide all over again to be a faculty member at Mines, I would again choose to be here.
Satisfaction with Specific Aspects of Being a Faculty Member at Mines

Satisfaction Scale:
1. Very dissatisfied
2. Somewhat dissatisfied
3. Neutral
4. Somewhat satisfied
5. Very satisfied

Overall Satisfaction with Job Responsibilities
Average of 7 questions on specific job responsibilities

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<th>2018</th>
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<tr>
<td>Teaching Faculty</td>
<td>3.49</td>
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<td>Tenured &amp; Tenured-track Faculty</td>
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Overall Satisfaction with Resources
Average of 12 questions on specific resources

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<td>Teaching Faculty</td>
<td>3.15</td>
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<tr>
<td>Tenured &amp; Tenured-track Faculty</td>
<td>3.04</td>
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Overall Satisfaction with Being a Faculty Member at Mines

Satisfaction Scale:
1. Very dissatisfied
2. Somewhat dissatisfied
3. Neutral
4. Somewhat satisfied
5. Very satisfied

Agreement Scale:
1. Strongly disagree
2. Somewhat disagree
3. Neutral
4. Somewhat agree
5. Strongly agree

Overall, how satisfied are you being a faculty member at Mines?

If I had to decide all over again to be a faculty member at Mines, I would again choose to be here.
Satisfaction with Specific Aspects of Being a Faculty Member at Mines

Satisfaction Scale:
1. Very dissatisfied
2. Somewhat dissatisfied
3. Neutral
4. Somewhat satisfied
5. Very satisfied

Overall Satisfaction with Job Responsibilities
Average of 7 questions on specific job responsibilities

Overall Satisfaction with Resources
Average of 12 questions on specific resources
Overall Satisfaction with Being a Faculty Member at Mines continued

Likelihood Scale:
1. Very unlikely
2. Somewhat unlikely
3. Neutral
4. Somewhat likely
5. Very likely

In the next three years, how likely are you to leave (or try to leave) Mines?

2016
Male: 2.74
Female: 3.12

2018
Male: 2.86
Female: 2.91
Satisfaction with Specific Aspects of Being a Faculty Member at Mines continued

**Satisfaction Scale:**
1. Very dissatisfied
2. Somewhat dissatisfied
3. Neutral
4. Somewhat satisfied
5. Very satisfied

**Overall Satisfaction with Compensation**
Average of 6 questions on specific aspects of compensation

- **2016**
  - Teaching Faculty: 2.91
  - Tenured & Tenured-track Faculty: 3.02

- **2018**
  - Teaching Faculty: 2.86
  - Tenured & Tenured-track Faculty: 3.24

**Agreement Scale:**
1. Strongly disagree
2. Somewhat disagree
3. Neutral
4. Somewhat agree
5. Strongly agree

**Aspects of Compensation with the Highest and Lowest Satisfaction**

- **2016**
  - Highest: Benefits
  - Lowest: Salary Raises

- **2018**
  - Highest: Benefits
  - Lowest: Cost-of-Living Adjustments

Please indicate your agreement or disagreement with the following statements:

- **My salary is comparable to that of peers at other institutions**
- **Salaries are an important factor in my job satisfaction**
- **The allocation of salary increases reflects the university’s strategic priorities and goals**

**2016**
- Teaching Faculty: 2.64
- Tenured & Tenured-track Faculty: 2.20

**2018**
- Teaching Faculty: 2.43
- Tenured & Tenured-track Faculty: 1.93

**Salaries**
- **2016**
  - Teaching Faculty: 4.09
  - Tenured & Tenured-track Faculty: 3.95

- **2018**
  - Teaching Faculty: 4.03
  - Tenured & Tenured-track Faculty: 4.16

**Salary Increases**
- **2016**
  - Teaching Faculty: 3.15
  - Tenured & Tenured-track Faculty: 3.12

- **2018**
  - Teaching Faculty: 3.21
  - Tenured & Tenured-track Faculty: 3.13
Satisfaction with Specific Aspects of Being a Faculty Member at Mines continued

Overall Satisfaction with Compensation
Average of 6 questions on specific aspects of compensation

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Aspects of Compensation with the Highest and Lowest Satisfaction

**2016**
- Highest: Benefits
- Lowest: Salary Raises

**2018**
- Highest: Benefits
- Lowest: Cost-of-Living Adjustments

Agreement Scale:
1 - Strongly disagree
2 - Somewhat disagree
3 - Neutral
4 - Somewhat agree
5 - Strongly agree

Please indicate your agreement or disagreement with the following statements:

- My salary is comparable to that of peers at other institutions
- Salaries are an important factor in my job satisfaction
- The allocation of salary increases reflects the university's strategic priorities and goals
Open-Ended Responses on Satisfaction

“I enjoy and respect the faculty that I work with directly. They are all very competent and caring and we do a fantastic job as a team even though we are somewhat underfunded in terms of support staff and facilities. For these reasons, I am mostly satisfied with my work at Mines. I feel that the administrative bureaucracy and politics (for example: lack of transparency in decision making and biased hiring) are my largest areas of dissatisfaction. Lastly, one of my biggest areas of concerns is the low pay rates for adjunct faculty members. [...] if CSM wants to attract high-caliber talent and turn out world-class leaders in STEM fields, low adjunct pay rates will suppress these efforts. Attracting and rewarding quality adjunct staff is critical to the success of our students.”

“Again, I love it here. I love my students. But I mostly feel like faculty here are seen as cogs in the greater wheel, rather than resources that need to be protected and valued and compensated at the same rates (imagine THAT day!!!) as administration.”
Climate and Opportunities

Overall Agreement about a Positive Climate at Mines
Average of 16 questions on specific aspects of Mines' climate

Overall Agreement about a Positive Climate in Department
Average of 12 questions on specific aspects of the Department Climate

Highest and Lowest Rated Aspects of Climate at Mines
2016
Highest: I feel I am given the opportunity to serve on important committees.
Lowest: Decision making is efficient.

2018
Highest: I am able to make decisions about my areas of responsibility.
Lowest: I have a voice in decision-making

Highest and Lowest Rated Aspects of Climate in Department
2016
Highest: Interdisciplinary research is valued and supported
Lowest: I fear retaliation for what I say or do

2018
Highest: Department/unit creates a collegial and supportive environment
Lowest: I fear retaliation for what I say or do
Climate and Opportunities

Agreement Scale:
1 - Strongly disagree
2 - Somewhat disagree
3 - Neutral
4 - Somewhat agree
5 - Strongly agree

Overall Agreement about a Positive Climate at Mines
Average of 16 questions on specific aspects of Mines’ climate

Overall Agreement about a Positive Climate in Department
Average of 12 questions on specific aspects of the Department Climate
Climate and Opportunities

Agreement Scale:
1 - Strongly disagree
2 - Somewhat disagree
3 - Neutral
4 - Somewhat agree
5 - Strongly agree

Overall Agreement about a Positive Climate at Mines
Average of 16 questions on specific aspects of Mines’ climate

Overall Agreement about a Positive Climate in Department
Average of 12 questions on specific aspects of the Department Climate
Open-Ended Responses on Climate/Opportunities

“[The current college structure] has not improved anything compared to no colleges. Structure doesn't matter- implementation and leadership does. If we had strong leadership with good vision and effective implementation, structure wouldn't matter.”

“I really love my students, and many of my colleagues. Mines has a leadership issue and regularly creates overworked, ineffective, dictatorial leaders with little to no accountability.”

“For all the problems, I believe in this institution. There is so much potential here, but much of it has been absorbed by administrative bloat.”
Evaluations, Promotions, and Tenure

Agreement Scale:
1 - Strongly disagree
2 - Somewhat disagree
3 - Neutral
4 - Somewhat agree
5 - Strongly agree

Overall Satisfaction with Annual Review
Average of 5 questions on specific aspects of annual review

Overall Satisfaction with Promotion and Tenure
Average of 7 questions on specific aspects of promotion and tenure
Evaluations, Promotions, and Tenure

Agreement Scale:
1 - Strongly disagree
2 - Somewhat disagree
3 - Neutral
4 - Somewhat agree
5 - Strongly agree

Overall Satisfaction with Annual Review
Average of 5 questions on specific aspects of annual review

Overall Satisfaction with Promotion and Tenure
Average of 7 questions on specific aspects of promotion and tenure
Evaluations, Promotions, and Tenure

Agreement Scale:
1 - Strongly disagree
2 - Somewhat disagree
3 - Neutral
4 - Somewhat agree
5 - Strongly agree

Overall Satisfaction with Annual Review
Average of 5 questions on specific aspects of annual review

Overall Satisfaction with Promotion and Tenure
Average of 7 questions on specific aspects of promotion and tenure
Open-Ended Responses on Evaluations, Promotion, and Tenure

“It seems as though any amount of external funding is never enough[....] Administration/Guggenheim has to understand that not every department is the same. I strongly encourage that MINES conduct a survey of resources/responsibilities/returns/benefits/raises/salary in every discipline among our peers. This will help the administration to develop an understanding of where things are in each academic unit of MINES when compared to other places.”

“Consistent faculty mentoring and departmental leadership following progress of tenure track faculty needs improvement in at least several departments. Not all our young faculty are well served in this regard.”

“The promotion process for [Teaching Faculty] is vague and not as well defined compared to T/TT faculty.”
Open-Ended Responses - Overall

**Final survey question:** Are there any comments you wish to make about faculty issues, or about this survey in particular?

Received 40 (out of 171) responses

Sample Responses of Recurring Issues
Open-Ended Responses - Overall

“The bean-counting of workload indices seems like a bad idea for campus culture and productivity. We need more efficient processes and more (efficient) staff support so that faculty can concentrate on the things that make this university great: pursuing funding, (interdisciplinary) research, and quality teaching. Few of us are reaching our full potential in these aspects because the associated service and administrative workload is far too high. This means that the university isn't reaching its full potential either.”

“Appropriate classroom space is a significant issue that is not being addressed. Students are being taught and tested in classrooms that are too crowded and cramped.”

“Since the departure of the previous provost, things have improved. Uncertainty lies in the new provost and what the President might do next.”
Summary of Key Findings

Many responses averaged out at/near the neutral range, indicating neither strong (dis)satisfaction, neither highly positive nor negative climate, etc.

Overall satisfaction with being a faculty member at Mines declined somewhat between 2016 and 2018. (One goal would be to see that trend reversed.)

Faculty tend to resent (bureaucratic) tasks that take time from research and teaching.
Action Items from the FC Survey...
Comments and Questions
Appendix
Sources of Stress APPENDIX

Please indicate the extent to which each of the following aspects of work has been a source of STRESS for you over the past twelve months:
Sources of Stress APPENDIX

Please indicate the extent to which each of the following aspects of work has been a source of STRESS for you over the past twelve months:
Sources of Stress APPENDIX

Please indicate the extent to which each of the following aspects of work has been a source of STRESS for you over the past twelve months:
Satisfaction

Specify the degree to which you are satisfied with each of the following, related to compensation:

Please indicate your agreement or disagreement with the following statements:

Specify the degree to which you are satisfied with each of the following, related to resources:
Satisfaction continued

Specify the degree to which you are satisfied with each of the following, related to job responsibilities:

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<th>Satisfaction Scale:</th>
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<tbody>
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<td>1: Very dissatisfied</td>
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<td>2: Somewhat dissatisfied</td>
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<tr>
<td>3: Neutral</td>
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<tr>
<td>4: Somewhat satisfied</td>
</tr>
<tr>
<td>5: Very satisfied</td>
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<tr>
<td>4: Somewhat important</td>
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<td>5: Very important</td>
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How important are the following to you?

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<th>Value</th>
<th>Academic freedom</th>
<th>Conducting research/scholarship</th>
<th>Diversity on campus</th>
<th>Engage in service/committee work</th>
<th>Engage in student life/activities</th>
<th>Faculty input in decision-making</th>
<th>Open environment for discussing differing ideas</th>
<th>Opportunities for increased responsibilities at Mines</th>
<th>RTD Ecopass</th>
<th>Sustainability at Mines</th>
<th>Teaching graduate students</th>
<th>Teaching undergraduate students</th>
<th>Transparency in decision-making</th>
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<tr>
<td>2016</td>
<td>4.60</td>
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<td>4.25</td>
<td>4.44</td>
<td>4.73</td>
</tr>
</tbody>
</table>
Hiring and Retention

**To what extent, if at all, have you considered the following reasons to leave?**

**Likelihood Scale:**
1. Very unlikely
2. Somewhat unlikely
3. Neutral
4. Somewhat likely
5. Very likely

In the next three years, how likely are you to leave (or try to leave) Mines?

**To what extent, if at all, have the following reasons encouraged you to stay at Mines?**
Overall Satisfaction with Being a Faculty Member at Mines APPENDIX

To what extent, if at all, have you considered the following reasons to leave?

To what extent, if at all, have the following reasons encouraged you to stay at Mines?
Overall Satisfaction with Being a Faculty Member at Mines APPENDIX

To what extent, if at all, have you considered the following reasons to leave?

To what extent, if at all, have the following reasons encouraged you to stay at Mines?
Satisfaction with Other Aspects of Being a Faculty Member at Mines APPENDIX

Specify the degree to which you are satisfied with each of the following, related to resources:

Specify the degree to which you are satisfied with each of the following, related to compensation:
Satisfaction with Other Aspects of Being a Faculty Member at Mines APPENDIX

Specify the degree to which you are satisfied with each of the following, related to resources:

Specify the degree to which you are satisfied with each of the following, related to compensation:
Job Responsibilities APPENDIX

Specify the degree to which you are satisfied with each of the following, related to job responsibilities:

How important are the following to you?
Satisfaction with Other Aspects of Being a Faculty Member at Mines APPENDIX

Specify the degree to which you are satisfied with each of the following, related to resources:

Specify the degree to which you are satisfied with each of the following, related to compensation:
Job Responsibilities APPENDIX

Specify the degree to which you are satisfied with each of the following, related to job responsibilities:

How important are the following to you?
Job Responsibilities APPENDIX

Specify the degree to which you are satisfied with each of the following, related to job responsibilities:

**Value**

- Access to students for research projects
- Access to teaching assistants
- Committee and administrative responsibilities
- Intellectual stimulation of your work environment
- Quality of graduate students
- Teaching responsibilities
- Time available for scholarly work

**How important are the following to you?**

- Academic freedom
- Conducting research/scholarship
- Diversity on campus
- Engage in service/committee work
- Engage in student life/activities
- Faculty input in decision-making
- Open environment for discussing differing ideas
- Opportunities for increase
- RTD Ecoppas
- Sustainabilily at Mines
- Teaching graduate students
- Teaching undergraduate students
- Transparency in decision-making

**Value**

- 2016
- 2018
Satisfaction with Other Aspects of Being a Faculty Member at Mines APPENDIX

Specify the degree to which you are satisfied with each of the following, related to resources:

Specify the degree to which you are satisfied with each of the following, related to compensation:
Satisfaction with Other Aspects of Being a Faculty Member at Mines APPENDIX

Specify the degree to which you are satisfied with each of the following, related to resources:

![Bar chart showing satisfaction levels for different resources and years for males and females.]

Specify the degree to which you are satisfied with each of the following, related to compensation:

![Bar chart showing satisfaction levels for different compensation aspects and years for males and females.]

49
College Structure APPENDIX

Overall, how satisfied are you with the current college structure?
College Structure APPENDIX

Overall, how satisfied are you with the current college structure?
Climate and Opportunities

Please indicate your agreement or disagreement with the following statements:

With respect to your DEPARTMENT/UNIT, indicate your agreement or disagreement with the following statements:
Climate and Opportunities continued

Overall, how satisfied are you with the current college structure?

Overall, how satisfied are you being a faculty member at Mines?

With respect to Mines, indicate your agreement or disagreement with the following statements:

Decision-making is collaborative and transparent: 2.50 (2016), 2.51 (2018)
Decision-making is efficient: 2.31 (2016), 2.46 (2018)
Decision-making is fair: 2.40 (2016), 2.79 (2018)
Decision-making reflects sound priorities and relevant data: 2.38 (2016), 2.30 (2018)
Diversity of opinion is respected and valued: 2.72 (2016), 2.71 (2018)
I fear retaliation for what I say or do: 2.54 (2016), 2.53 (2018)
I feel comfortable, included, and valued: 2.60 (2016), 2.88 (2018)
I have a Voice in decision-making: 2.51 (2016), 2.71 (2018)
I understand the strategic priorities and goals of the university: 2.93 (2016), 2.79 (2018)
Interdisciplinary research is valued and supported: 2.71 (2016), 2.30 (2018)
Mines creates a collegial and supportive environment: 2.95 (2016), 2.79 (2018)
Mines helps me obtain or manage the resources I need: 3.44 (2016), 3.22 (2018)
Climate of Mines APPENDIX

Please indicate your agreement or disagreement with the following statements:

<table>
<thead>
<tr>
<th>Statement</th>
<th>2016</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am able to make decisions about my areas of responsibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel I am given the opportunity to serve on important committees</td>
<td></td>
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<tr>
<td>I feel comfortable expressing my views openly</td>
<td></td>
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<tr>
<td>I feel comfortable raising personal and/or family responsibilities within my department</td>
<td></td>
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</tr>
<tr>
<td>If I had to decide all over again to be a faculty member at Mines, I would again choose to be here</td>
<td></td>
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</tr>
<tr>
<td>The creation of colleges has made my professional life better</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The development of workload and productivity metrics will improve quality and productivity of teaching and scholarship</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The development of workload and productivity metrics will improve equity on campus</td>
<td></td>
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</tbody>
</table>

With respect to Mines, indicate your agreement or disagreement with the following statements:

<table>
<thead>
<tr>
<th>Statement</th>
<th>2016</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision-making is collaborative and transparent</td>
<td></td>
<td></td>
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<tr>
<td>Decision-making is efficient</td>
<td></td>
<td></td>
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<tr>
<td>Decision-making is fair</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision-making reflects sound priorities and relevant data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversity of opinion is respected and valued</td>
<td></td>
<td></td>
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<tr>
<td>I fear retaliation for what I say or do</td>
<td></td>
<td></td>
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<tr>
<td>I feel comfortable, included, and valued</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have a voice in decision-making</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I understand the strategic priorities and goals of the university</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mines creates a collegial and supportive environment</td>
<td></td>
<td></td>
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<tr>
<td>Mines helps me obtain or manage the resources I need</td>
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</table>
Climate of Mines APPENDIX

Please indicate your agreement or disagreement with the following statements:

<table>
<thead>
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<tr>
<td>I am able to make decisions about my areas of responsibility</td>
<td>3.79</td>
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<td>3.62</td>
<td>3.67</td>
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<tr>
<td>I feel I am given the opportunity to serve on important committees</td>
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<td>3.51</td>
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<tr>
<td>I feel comfortable expressing my views openly</td>
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<tr>
<td>The creation of colleges has made my professional life better</td>
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<td>The development of workload and productivity metrics will improve equity on campus</td>
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</table>

With respect to Mines, indicate your agreement or disagreement with the following statements:

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<tr>
<td>Decision-making is efficient</td>
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<tr>
<td>Decision-making reflects sound priorities and relevant data</td>
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<tr>
<td>I feel comfortable, included, and valued</td>
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<tr>
<td>I understand the strategic priorities and goals of the university</td>
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</tbody>
</table>
Climate of Department APPENDIX

With respect to your DEPARTMENT/UNIT, indicate your agreement or disagreement with the following statements:
Climate of Department APPENDIX

With respect to your DEPARTMENT/UNIT, indicate your agreement or disagreement with the following statements:

<table>
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<tbody>
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<td>Decision-making is collaborative and transparent</td>
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<tr>
<td>Department/unit creates a collegial and supportive environment</td>
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<tr>
<td>Department/unit helps me obtain or manage the resources I need</td>
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<tr>
<td>Diversity of opinion is respected and valued</td>
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<td>I fear retaliation for what I say or do</td>
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<tr>
<td>I feel comfortable, included, and valued</td>
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<tr>
<td>I have a voice in decision-making</td>
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<tr>
<td>I understand the strategic priorities and goals of my department/unit</td>
<td>3.78</td>
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</tbody>
</table>
Climate of Department APPENDIX

With respect to your DEPARTMENT/UNIT, indicate your agreement or disagreement with the following statements:

[Bar chart showing responses]

- Decision-making is collaborative and transparent
- Decision-making is efficient
- Decision-making reflects sound priorities and relevant data
- Department/unit creates a collegial and supportive environment
- Department/unit helps me obtain or manage the resources I need
- Diversity of opinion is respected and valued
- I fear retaliation for what I say or do
- I feel comfortable, included, and valued
- I have a voice in decision-making
- I understand the strategic priorities and goals of my department/ unit
- Interdisciplinary research is encouraged

[Bar chart values for 2016 and 2018 for males and females]
Evaluations, Promotions, and Tenure

With respect to the annual faculty review process, indicate your agreement or disagreement with the following statements:

How appropriately are these items valued in the PROMOTION AND/OR TENURE PROCESS FOR YOUR RANK?

With respect to PROMOTION AND/OR TENURE FOR YOUR RANK, indicate your agreement or disagreement with the following statements:
Annual Review, Promotion, and Tenure APPENDIX

With respect to the annual faculty review process, indicate your agreement or disagreement with the following statements:

<table>
<thead>
<tr>
<th>Criteria reflect university priorities and strategic goals</th>
<th>Salary increases are allocated according to performance</th>
<th>The process incentivizes excellence</th>
<th>The process is fair</th>
<th>The process is transparent</th>
</tr>
</thead>
</table>

How appropriately are these items valued in the PROMOTION AND/OR TENURE PROCESS FOR YOUR RANK?

<table>
<thead>
<tr>
<th>Research funding</th>
<th>Scholarship</th>
<th>Service (i.e., committee work, etc.)</th>
<th>Teaching contributions</th>
</tr>
</thead>
</table>

With respect to PROMOTION AND/OR TENURE FOR YOUR RANK, indicate your agreement or disagreement with the following statements:

<table>
<thead>
<tr>
<th>Criteria are assessed fairly at all levels</th>
<th>Criteria are clearly communicated</th>
<th>Criteria are reasonable</th>
<th>Criteria reflect norms and standards of my discipline</th>
<th>Process and procedures are efficient</th>
<th>Process and procedures are fair</th>
<th>Process and procedures are open and transparent</th>
</tr>
</thead>
</table>
Annual Review, Promotion, and Tenure APPENDIX

With respect to the annual faculty review process, indicate your agreement or disagreement with the following statements:

How appropriately are these items valued in the PROMOTION AND/OR TENURE PROCESS FOR YOUR RANK?

With respect to PROMOTION AND/OR TENURE FOR YOUR RANK, indicate your agreement or disagreement with the following statements:
Annual Review, Promotion, and Tenure APPENDIX

With respect to the annual faculty review process, indicate your agreement or disagreement with the following statements:

How appropriately are these items valued in the PROMOTION AND/OR TENURE PROCESS FOR YOUR RANK?

With respect to PROMOTION AND/OR TENURE FOR YOUR RANK, indicate your agreement or disagreement with the following statements: