

## University Senate

To: Board of Control  
From: Rudy Luck, University Senate President  
Re: University Senate Report  
Date: April 27, 2012

---

- Listing of meeting presentations
- Action on the Research Survey Report by VP Reed
- Reports received from University Committees
- Proposals up to Apr. 11, 2012
- Comparison and significance of the Presidential evaluation

## **Meeting presentations this year**

2011 Michigan Tech Research Award Winner - [Dr. Chandrashekhar Joshi](#)

Carl Walker Report on Parking

Michigan Tech 2011 Teaching Award Recipient: [Dr. Brian Barkdoll](#)

Michigan Tech 2011 Teaching Award Recipient: **Michael Meyer**

Enrollment Statistics: by **John Lehman**

2035 Vision and [Enrollment](#) Target Discussion by **Provost Max Seel**

Update on AQIP Projects by **Associate Provost Christa Walck**

Provost Report on the Graduate Program by **Provost Max Seel**

Report by Technology-Rich Teaching/Learning Environment and Campus Support Systems Task Force by **Dr. Christa Walck**

Graduate Student Fee Differential by **Dr David Reed**

2012 Health Benefit Changes by **Renee Hiller**

Annual Report from the Sabbatical Leave Committee by **Dr Susan Bagley**

Progress of the IT Consolidation by **Dr. Walt Milligan**

Graduate Student Government by [Kevin Cassell](#)

Undergraduate Student Government by [Lucia Gregorakis](#)

Update on AQIP presented by [Dr Christa Walck](#)

SFHI Update by **Provost Max Seel**

Understanding Michigan Tech Finances by **Dr. Michael Mullins** (Chair, Senate Finance Committee)

Overview of MTEC [SmartZone](#) by **CEO Marilyn Clark**

"President's Address" by [President Glenn Mroz](#)

*Enrollment Update* **Les Cook**???

## Research Survey Action

The Vice President for Research and the Senate Research Policy Committee administered a survey on research productivity several weeks ago. Thanks so much to all of you who participated. Below are links to the results of that survey.

There are 4 files:

This link gives a summary of how many respondents commented on each item.

[http://www.admin.mtu.edu/hro/survey\\_info/ranked\\_categories\\_for\\_question\\_1\\_and\\_2.xls](http://www.admin.mtu.edu/hro/survey_info/ranked_categories_for_question_1_and_2.xls)

This link gives the complete responses of every respondent on what to improve.

[http://www.admin.mtu.edu/hro/survey\\_info/SenateResearchPolicySurveySummary\\_Q1\\_2012.pdf](http://www.admin.mtu.edu/hro/survey_info/SenateResearchPolicySurveySummary_Q1_2012.pdf)

This link gives the complete responses of every respondent on what is going well.

[http://www.admin.mtu.edu/hro/survey\\_info/SenateResearchPolicySurveySummary\\_Q2\\_2012.pdf](http://www.admin.mtu.edu/hro/survey_info/SenateResearchPolicySurveySummary_Q2_2012.pdf)

This link gives responses to the most commonly-mentioned items by the Vice President for Research.

[http://www.admin.mtu.edu/hro/survey\\_info/VP\\_response.pdf](http://www.admin.mtu.edu/hro/survey_info/VP_response.pdf)

## UNIVERSITY COMMITTEE ANNUAL REPORTS

ACADEMIC INTEGRITY COMMITTEE	2010-11	2011-12	2012-13	2013-14
ATHLETIC COUNCIL	<a href="#">2010-11</a>	2011-12	2012-13	2013-14
COMMITTEE ON ACADEMIC TENURE, PROMOTION, AND REAPPOINTMENT (CATPR)	<a href="#">2010-11</a>	2011-12	2012-13	2013-14
CONFLICT OF INTEREST COMMITTEE	<a href="#">2010-11</a>	2011-12	2012-13	2013-14
FACULTY DISTINGUISHED SERVICE AWARD COMMITTEE	2010-11	2011-12	2012-13	2013-14
FACULTY REVIEW COMMITTEE	<a href="#">2010-11</a>	2011-12	2012-13	2013-14
MICHIGAN TECH ENTERPRISE CORPORATION	2010-11	2011-12	2012-13	2013-14
MISCONDUCT IN RESEARCH, SCHOLARLY, AND CREATIVE ENDEAVORS INQUIRY COMMITTEE	2010-11	2011-12	2012-13	2013-14
PUBLIC SAFETY OVERSIGHT COMMITTEE	2010-11	2011-12	2012-13	2013-14
SABBATICAL LEAVE COMMITTEE	<a href="#">2010-11</a>	2011-12	2012-13	2013-14

## Local News

/ News / Local News /

< Mroz: Evaluation 'humbling,...

Congressman visits Copper Co...>

- **Local News**
- Obituaries
- Features
- Outdoors
- Business
- Michigan News
- National News
- International News
- SUBMIT NEWS

## Clark makes MTEC presentation

April 5, 2012

By STACEY KUKKONEN - DMG writer (skukkonen@mininggazette.com) , The Daily Mining Gazette

Save | [SHARE](#)    

HOUGHTON - The Michigan Tech Enterprise Corporation SmartZone is a business incubator designed to help people succeed in technology and the board is seeking new representation from Michigan Technological University's Academic Senate.

Marilyn Clark, CEO of the SmartZone, attended the regular meeting of the Academic Senate Wednesday and said the board is seeking a member of the Academic Senate to be on the board.

The SmartZone came into existence in the early 2000s during Gov. Jennifer Granholm's administration.

"An incubator is a location where a group of companies are situated in one location," she said.

In this case, business within the SmartZone are located in the Jutila Center in Hancock, and the Powerhouse, Lakeshore Center and Advanced Technology Development Complex in Houghton.

"An incubator also provides coaching to help companies succeed," she said.

Houghton, MI



39°F

[Extended Forecast](#)  
[Find Another Location](#)

Data provided by The Weather Channel ©

## News, Blogs & Events

I am looking for:

**SEARCH**

in:

News, Blogs & Events  Web

## Article Photo FIND



Stacey Kukkonen/Daily Mining Gazette

Faculty At Large Senators (2 Seats Available):

Academic Integrity Committee (2 Seats Available):

Athletics Council (1 Seat Available):

Conflict of Interest Committee (1 Seat Available):

Faculty Distinguished Service Award Committee (2 Seats Available):

Faculty Review Committee (1 Seat Available):

Misconduct in Research, Scholarly, and Creative Endeavors Inquiry Committee (2 Seats Available - 1 Full/1 Alternate):

Michigan Tech Enterprise Corporation (MTEC) Board (1 Seat Available):

Public Safety Oversight Committee (1 Seat Available)

Sabbatical Leave Committee (1 seat available):

## 2011-2012 Senate Proposals

Proposal # and Title	Date Received in Senate Office	Committee Referral and Date	Senate Floor Introduction	Senate Result	Administrative Response
<a href="#">1-12</a> : "Proposal to Modify Senate Policy 413.1: Accelerated Master's Program "	09/19/11	Curricular Policy Committee 09/19/11	09/21/11	Approved by Senate w/friendly & clarifying amendments 10/05/11	Approved by Admin with grammatical clarifications 10/21/11 Senate approved clarifications 11/02/11
<a href="#">2-12</a> : "Graduate Appeals of Suspension or Dismissal"	09/19/11	Instructional Policy 09/19/11	09/21/11	Approved by Senate 10/05/11	Approved by Admin 10/21/11
<a href="#">3-12</a> : "Graduate Good Academic Standing and Dismissal "	09/19/11	Instructional Policy 09/19/11	09/21/11	Approved by Senate w/clarifying amendment 10/05/11	Approved by Admin with clarifications 10/21/11 Senate approved clarifications 11/02/11
<a href="#">4-12</a> : "Graduate Scholastic Standards "	09/19/11	Instructional Policy 09/19/11	09/21/11	Approved by Senate 10/05/11	Approved by Admin with grammatical suggestion 20/21/11 Senate approved clarifications 11/02/11
<a href="#">5-12</a> : "Graduate Grievances "	09/19/11	Instructional Policy 09/19/11	09/21/11	Approved by Senate w/clarifying amendments 10/05/11	Approved by Admin 10/21/11
<a href="#">6-12</a> : "Proposal for a non-departmental Ph.D Program in Biochemistry and Molecular Biology (BMB)"	09/21/11	Curricular Policy Committee 09/21/11	10/05/11	Approved by Senate 11/02/11	Approved by Admin 11/11/11 Approved by BOC 12/09/11
<a href="#">7-12</a> : "Master's Program in Biomedical Engineering "	09/21/11	Curricular Policy Committee 09/21/11	10/05/11	Approved by Senate 11/02/11	Approved by Admin 11/11/11 Approved by BOC 12/09/11 Approved by State 01/20/12

<a href="#">8-12</a> : "Master of Science in Medical Informatics"	09/30/11	Curricular Policy Committee 09/30/11	11/02/11	Approved by Senate 11/16/11	Approved by Admin 11/23/11 Approved by BOC 12/09/11 Approved by State: 01/20/12
<a href="#">9-12</a> : "Proposal for a New Bachelor's Degree: Bachelor of Arts in Physics"	10/12/11	Curricular Policy & Finance Committee 10/12/11	11/02/11	Approved by Senate 12/07/11	Approved by Admin 12/08/11 Approved by BOC 12/09/11 Approved by State: 01/20/12
<a href="#">10-12</a> : "Proposal for a New Bachelor's Degree: Bachelor of Arts in Physics with a Concentration in Secondary Education"	10/12/11	Curricular Policy & Finance Committee 10/12/11	11/02/11	Approved by Senate 12/07/11	Approved by Admin 12/08/11 Approved by BOC 12/09/11 Approved by State: 01/20/12
<a href="#">11-12</a> : "Evaluation Procedure for the University Senate"	01/24/12	Executive Committee 01/24/12	02/01/12 revised and re-introduced 03/21/12	Approved by Senate 04/04/12	Approval not needed
<a href="#">12-12</a> : "BS in Engineering Management"	01/12/12	Curricular Policy and Finance Committee 01/12/12	02/01/12	Approved by Senate 02/15/12	Approved by Admin 02/20/12 Approved by BOC 02/23/12
<a href="#">13-12</a> : "Constitution Revision"	02/08/12	Executive Committee 02/08/12	02/15/12	Approved by Senate 03/21/12 Ratified by Senate Constituents 04/04/12	
<a href="#">14-12</a> : "Minor in Global Business"	01/23/12	Curricular Policy and Finance Committee 01/23/12	02/15/12	Approved by Senate 03/21/12	Approved by Admin 04/04/12



<a href="#">15-12</a> : "Proposal to Revise General Education Reuirements"	03/21/12	Curricular Policy and Finance Committee 03/21/12	03/21/12 Revised and reintroduced 03/22/12 & 04/04/12
<a href="#">16-12</a> : "Proposal to Ratify the Final Version of Proposal 25-10: Guide to Completing a Graduate Degree and Preparing and Submitting a Dissertation, Thesis, or Report at Michigan Technological University"	03/23/12	Instructional Policy Committee 03/23/12	04/04/12
<a href="#">17-12</a> : "Proposal to Amend Senate Procedures 101.1.1: Guidelines for an Academic Calendar of 14 Instructional Weeks"	03/28/12	Instructional Policy Committee 03/28/12	04/04/12
<a href="#">18-12</a> : "Proposal to Amend Senate Policy 301.1: Course Add and Drop Policy"	03/28/12	Instructional Policy Committee 03/28/12	04/04/12
<a href="#">19-12</a> : "Academic Calendar 2013-14 and Provisional Calendar 2014-15"	03/28/12	Instructional Policy Committee 03/28/12	04/04/12
<a href="#">20-12</a> : "Proposal to Amend Senate Policy 304.1 and 311.1"	04/03/12	Instructional Policy Committee 04/03/12	04/04/12
<a href="#">21-12</a> : "Proposal to Amend the Senate Bylaws"	04/03/12	Professional Staff Policy Committee 04/03/12	04/04/12
<a href="#">22-12</a> : "Proposal to Establish Committees to Recommend Guidelines for Communication Intensive and Global Learning Content of Courses"	04/04/12	Curricular Policy Committee 04/04/12	04/04/12
<a href="#">23-12</a> : "Proposal to Establish and Empower a Committee to Improve Performance, Reduce Costs, and Recommend a Broad Set of Reforms and Changes to Achieve These Goals"	04/04/12	Finance Committee 04/04/12	04/04/12

# The University Senate of Michigan Technological University

## Proposal 23-12

(Voting Units: Full Senate)

**“Proposal to establish and empower a committee to improve performance, reduce costs, and recommend a broad set of reforms and changes to achieve these goals”**

**Background:** In a time of diminishing state resources and increasing costs, it would be appropriate to investigate ways by which Michigan Tech can continue progress towards achievement of its strategic goals, and provide an excellent education for students at all levels. The input and suggestions of a broadest constituency of the university including faculty, staff, alumni, and students should be given full consideration. To this end the University Senate recommends that an *ad hoc* committee be established to broadly examine the finances, operation, and functions of the university, and make strategic recommendations which include the following areas:

- Administrative organization and services.
- Undergraduate and graduate tuition.
- Staff services and facilities.
- IT and other support costs.
- Energy consumption and efficiency.
- Human resources, benefits, and health care.
- Engaging alumni and friends.
- Interfacing with state and federal government.
- Teaching loads and class size.
- Research resources including space and facilities

**Proposal:** In recognition of the importance of these issues, and to involve a wide variety of stakeholders in the process, the administration shall constitute an *ad hoc* committee with participants from all levels of the institution by September 2012 which would then have four months to solicit, collect and summarize ideas which could be implemented for improvement in the areas listed above.

# 2006-2012 PRESIDENTIAL EVALUATION

## % response return

Year	Eligible	% Partic	# quests	Pres Statement
2006	806	19.40	16	15 pp
2007	884	11.80	31	27 pp
2008	1339	27	14	5 pp
2009	1387	18	23	4 pp
2010	1375	23	23	6 pp
2011	1418	37	38	5 pp
<b>2012</b>	<b>1355</b>	<b>45.2*</b>	<b>27</b>	<b>4.3 pp</b>

\*74 pages of comments, size 11 font, singly spaced.

Administrative Policy Committee formulated the questions

Inspected by Associate Provost Christa Walck (AQIP purposes)

Changes and questions suggested by President Mroz

Problems encountered initially in getting the survey conducted

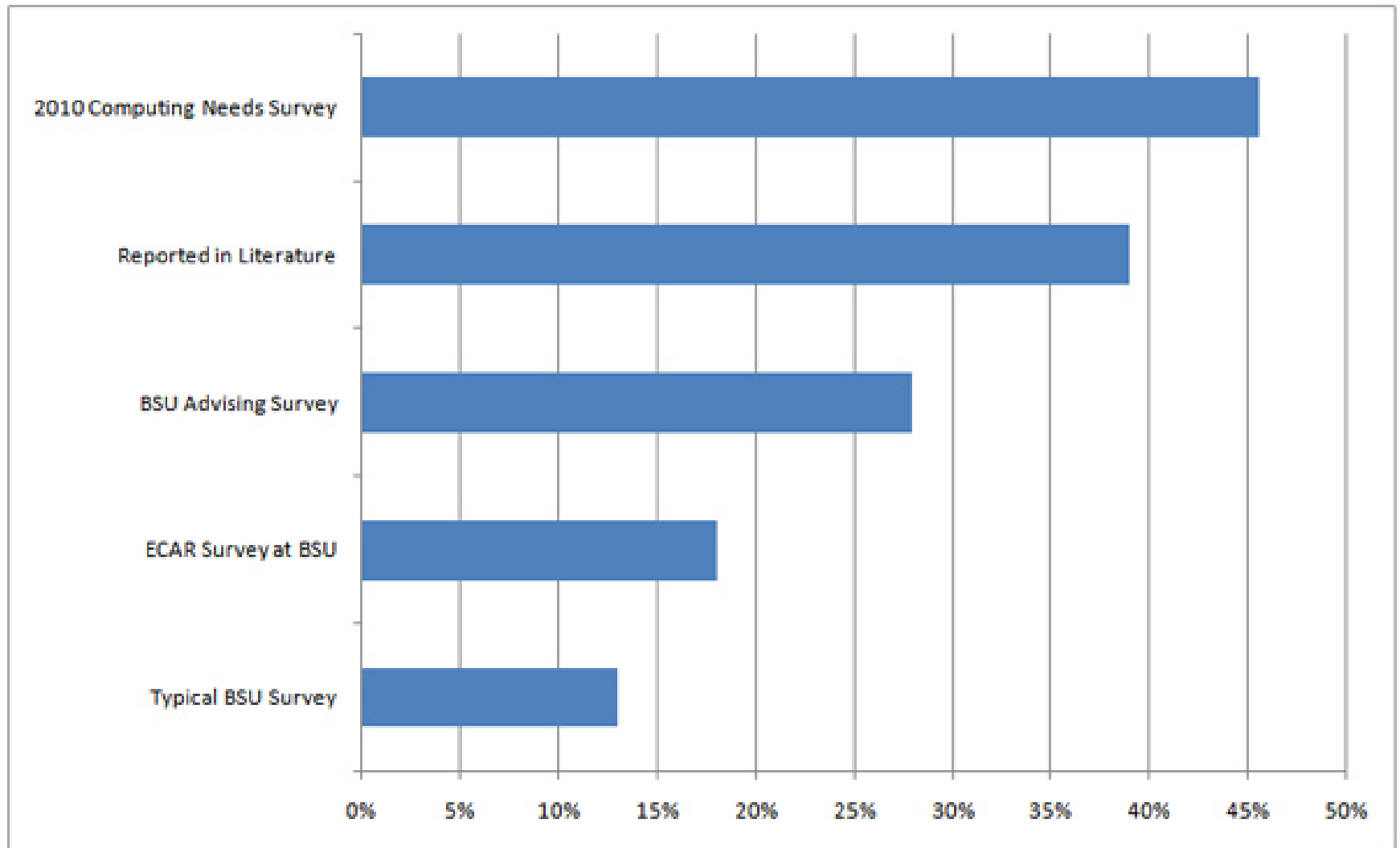
Senate Assistant Judi Smigowski and Survey Monkey (\$24/one month)

AFSCME: Jim Condratovich

POA: Doug Jones

UAW: Barb Ruotsala

Distributed on 3/7 and closed on 3/16. No extensions.



**Figure 2. A Comparison of Response Rates for Surveys at Boise State University**

## Evaluation of Administrators by University of Michigan Faculty

John T. Lehman, AAUP Executive Committee Member

The University of Michigan Faculty Senate conducted a precedent-setting campus-wide evaluation of academic administrators during December 2004, and results were formally reported to the faculty during the March 2005 meeting of the Senate Assembly.

- **Results for Specific Administrators**
- *President* - The overall response rate was 16%. The highest median score concerned representing the University to the outside constituency; the lowest median score concerned consulting with faculty. Schools and Colleges that gave low marks to their deans tended to give lower marks to the President, too.
- *Provost* - The overall response was 18%. The highest median score concerned promoting scholarly environment; the lowest concerned consulting with faculty. Schools and Colleges that gave low marks to their deans tended to give lower marks to the Provost, too.

<b>Requested</b>	<b>468.00</b>	<b>542.00</b>	<b>328.00</b>	<b>17.00</b>
<b>Responded</b>	<b>202.00</b>	<b>276.00</b>	<b>125.00</b>	<b>10.00</b>
<b>Percentage</b>	<b>43.16</b>	<b>50.92</b>	<b>38.11</b>	<b>58.82</b>
<b>Question</b>	<b>Faculty</b>	<b>Pro Staff</b>	<b>Union</b>	<b>Admin</b>
1	3.61	4.08	3.66	4.40
2	3.44	3.95	3.71	4.10
3	3.79	4.18	3.85	4.80
4	3.24	3.61	3.30	3.90
5	3.22	3.62	3.43	4.10
6	3.51	3.92	3.56	4.30
7	2.68	2.97	2.68	3.70
8	2.62	3.31	3.22	3.70
9	3.24	3.56	3.39	3.90
10	3.18	3.23	3.25	3.90
11	2.61	3.05	3.14	3.60
12	2.84	3.07	2.97	3.30
13	2.71	3.07	3.10	3.30
14	3.17	3.40	3.18	3.70
15	3.04	3.41	3.16	4.00
16	2.82	3.30	3.02	3.80
17	2.93	3.24	3.03	3.40
18	3.02	3.32	2.98	3.30
19	3.20	3.25	3.10	3.70
20	3.35	3.65	3.60	3.70
21	3.35	3.66	3.62	4.00
22	3.50	3.77	3.71	4.00
23	3.10	3.38	3.17	3.60
24	3.38	3.74	3.55	4.40
25	141/63	233/45	98/27	8/2
26	110/93	138/140	46/79	4/6
27	165/42	241/39	109/16	8/2
	<b>yes/no</b>	<b>yes/no</b>	<b>yes/no</b>	<b>yes/no</b>

**Calculated as follows:**

Each question has 5 choices. Say it looked like 1. 10; 2. 20; 3. 30; 4. 20; 5. 15. In this case, the total number of responses was 10+20+30+20+15 = 95. The numbers above were calculated as follows:  
 $((1*10)+(2*20)+(3*30)+(4*20)+(5*15))/95 = 3.11$ .  
 The Administrative Policy Committee discussed these results at the Senate meeting on April 4, 2012.



# Administration Evaluation

President, Mary Sue Coleman

## combined report for all faculty

		SA	A	N	D	SD	NBJ	AY2011/12 median	AY2010/11 median	AY2009/10 median	AY2008/09 median	AY2007/08 median
Q1	actively promotes an environment for scholarly excellence.	182	215	81	31	34	50	4.08	4.05	3.94	3.88	3.94
Q2	actively promotes an environment for teaching excellence.	152	207	98	41	35	57	3.95	3.90	3.76	3.75	3.77
Q3	consults the faculty adequately before making important decisions.	63	76	123	92	81	156	2.86	2.88	2.74	2.71	2.52
Q4	makes excellent administrative appointments.	102	137	113	61	59	117	3.52	3.56	3.29	3.36	3.28
Q5	effectively represents the interests of the university to the Regents and state officials.	206	178	60	28	38	84	4.22	4.24	4.07	3.98	3.93
Q6	is attentive to long-term, strategic issues that affect the university.	206	196	72	39	34	44	4.16	4.21	4.02	3.94	3.84
Q7	successfully raises funds to support the mission of the university.	218	194	69	9	17	84	4.32	4.36	4.24	4.26	4.15
Q8	inspires confidence in leadership overall.	187	200	87	52	49	19	4.00	4.00	3.82	3.78	3.67

Response rate: 11%    Responded 604    Eligible 5448    (3937 Senate, 1511 non-Senate)



**combined report for all faculty**

		SA	A	N	D	SD	NBJ	AY2011/12 median
Q1	Services provided by the Rackham Graduate School meet my needs.	79	188	110	52	55	194	3.63
Q2	Services provided by the Office of Vice President for Research meet my needs.	61	198	133	60	46	180	3.55
Q3	Services provided by CTools meet my needs.	125	337	92	51	27	55	3.93
Q4	Services provided by the University Library meet my needs.	245	328	48	17	10	31	4.26
Q5	Services provided by Facilities & Operations meet my needs.	82	279	124	75	30	87	3.74
Q6	Services provided by the Department of Public Safety meet my needs.	104	299	114	26	12	119	3.92
Q7	The Regents recently voted to extend the maximum tenure probationary period to ten years. I was aware of this discussion prior to the decision.	257	283	30	39	44	32	4.25
Q8	I support the decision of the Regents to extend the maximum tenure probationary period to ten years.	109	151	122	99	150	53	3.05
Q9	A current topic of interest to many faculty is potential collective bargaining for GSRA's. I favor efforts by some GSRA's to unionize.	104	80	85	116	243	58	2.11
Q10	I favor use of electronic polling of the members of the University Senate by the Senate Assembly for advisory purposes.	199	321	82	11	8	57	4.15
Q11	Administrative decisions about changes to my health and retirement benefits have been transparent.	56	173	159	149	111	37	2.90

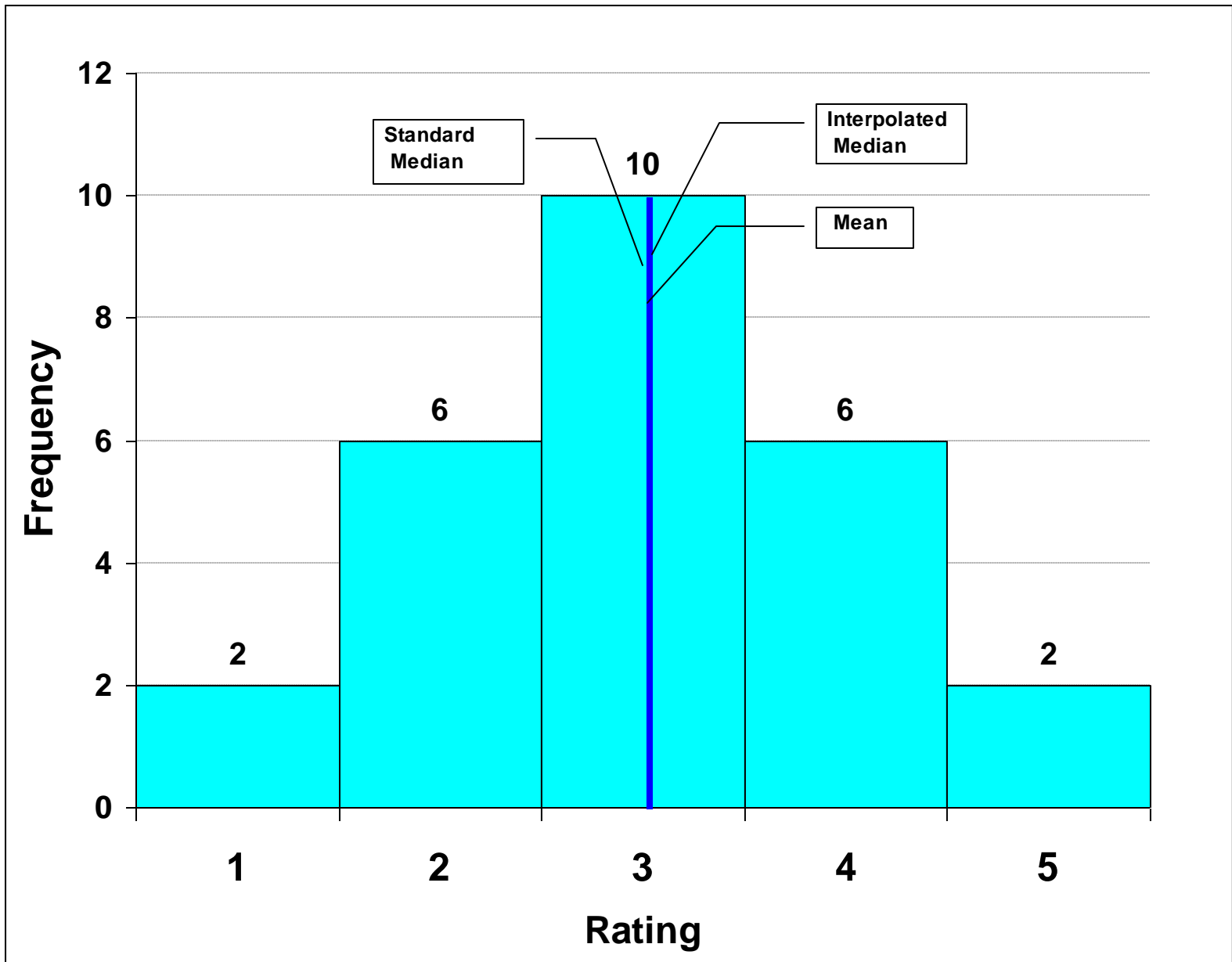
Response rate: 13%    Responded 700    Eligible 5448    (3937 Senate, 1511 non-Senate)

**The Use of the Interpolated Median in Institutional Research by Beiling Xiao of  
Northern Illinois University  
Paper presented at the Association for Institutional Research Annual Forum,  
Chicago, IL, May, 2006.**

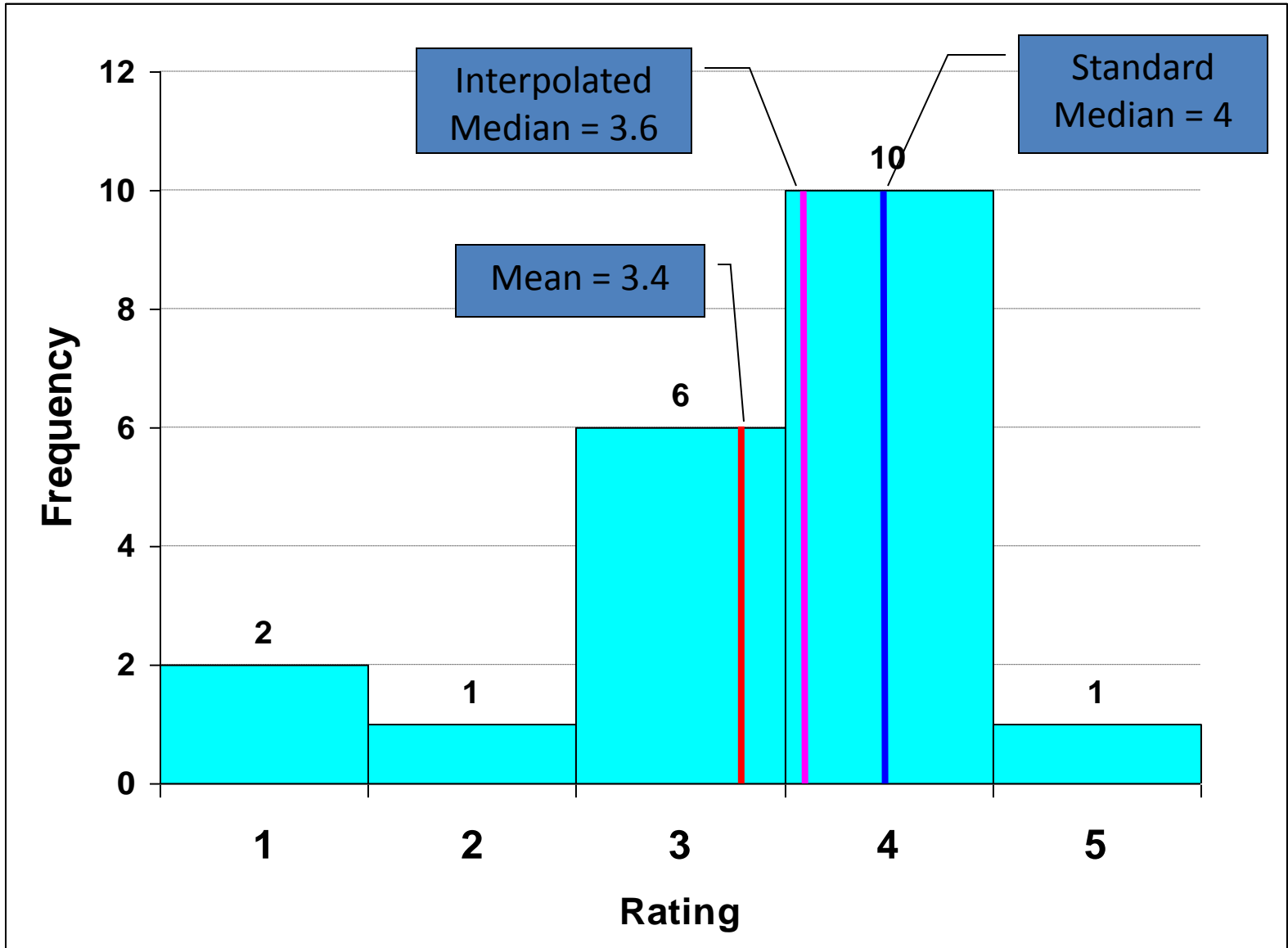
Median: The 50th percentile of the frequency distribution or the score that divides the distribution into halves

Mean: Arithmetic average

Mode: The most frequently occurring score in a distribution of scores



Beiling Xiao of Northern Illinois University



Beiling Xiao of Northern Illinois University

## **NON-SYMMETRICAL DISTRIBUTION OF DISCRETE SCORES:**

Five-point Likert scale: (1, 2, 3, 4, 5)

or

Grouped data: (5 or less, 6 to 10, 11 to 50, 51 to 100, 101 to 500, and over 500 (in miles))

**The standard mean and median may not reflect the skewed distribution of the scores.**



## Administration Evaluation

### The Interpolated Median

A numerical column labeled **Median** is included in the AEC results. This value represents an **Interpolated Median** as these provide more information than a standard median. This is similar to the way numerical scores are computed for course evaluations.

In computing numerical summaries for responses, the following scale is used:

- 5 SA Strongly Agree
- 4 A Agree
- 3 N Neutral
- 2 D Disagree
- 1 SD Strongly Disagree

NBJ (No Basis for Judgment) responses and responses left blank are not included when computing numerical summaries.

The *median* is the middle observation in a sorted list of data. Half of the values in the data set are less than or equal to the median and half are greater than or equal to it. The *interpolated median* (IM) which is used in these reports adjusts the median slightly upward or downward.

For example, any interpolated median between 3.5 and 4.5 indicates that the actual median rating for the question was 4. An interpolated median between 4.0 and 4.5 also indicates that there were more ratings above 4 than below 4. Similarly, an interpolated median between 3.5 and 4.0 indicates that there were fewer ratings above 4 than below 4.

*How is the interpolated median actually computed?*

Define variables as follows:

$M$  = the standard median of the responses

$nl$  = number of responses strictly less than  $M$

$ne$  = number of responses equal to  $M$

$ng$  = number of responses strictly greater than  $M$

The interpolated median  $IM$  is then computed as follows:

If  $ne$  is nonzero:

$$IM = M + (ng - nl) / (2ne)$$

If  $ne$  is zero:

$$IM = M$$

[Back to Administration Evaluation Committee home](#)

**Calculate the  $IM$  using Excel formulas:**

**Formula 1:**

**= IF( $CF \geq N/2$ , (IF( $PreviousCF \leq N/2$ , IF( $F > 0$ , ( $L + W*(N/2-PreviousCF)/F$ ),  
(IF( $F = ""$ , "",  $L + W/2$ ))), " ")), " ")**

**where**

**$L$  = lower limit of the group**

**$W$  = width of the interval of the group**

**$F$  = frequency in the group**

**$CF$  = cumulative frequency**

**$N$  = total number of frequency**

## Standard Mean

## Interpolated Median

<u>Question</u>	Faculty	Pro Staff	Union	Admin		Faculty	<u>ProStaff</u>	Union	Admin
1	3.61	4.08	3.66	4.40	1	3.81	4.16	3.78	4.67
2	3.44	3.95	3.71	4.10	2	3.69	4.05	3.84	4.30
3	3.79	4.18	3.85	4.80	3	3.83	4.25	3.85	4.88
4	3.24	3.61	3.30	3.90	4	3.28	3.65	3.36	4.10
5	3.22	3.62	3.43	4.10	5	3.26	3.69	3.45	4.17
6	3.51	3.92	3.56	4.30	6	3.68	4.03	3.69	4.50
7	2.68	2.97	2.68	3.70	7	2.63	2.98	2.49	3.90
8	2.62	3.31	3.22	3.70	8	2.62	3.47	3.41	4.00
9	3.24	3.56	3.39	3.90	9	3.41	3.57	3.38	4.00
10	3.18	3.23	3.25	3.90	10	3.25	3.14	3.14	4.00
11	2.61	3.05	3.14	3.60	11	2.55	3.04	3.13	3.83
12	2.84	3.07	2.97	3.30	12	2.89	3.07	3.02	3.50
13	2.71	3.07	3.10	3.30	13	2.78	3.10	3.09	3.75
14	3.17	3.40	3.18	3.70	14	3.37	3.63	3.20	3.83
15	3.04	3.41	3.16	4.00	15	3.12	3.56	3.20	4.07
16	2.82	3.30	3.02	3.80	16	2.82	3.60	3.07	4.00
17	2.93	3.24	3.03	3.40	17	3.04	3.45	3.08	3.50
18	3.02	3.32	2.98	3.30	18	3.15	3.52	3.01	3.75
19	3.20	3.25	3.10	3.70	19	3.16	3.20	3.15	3.75
20	3.35	3.65	3.60	3.70	20	3.63	3.75	3.70	4.00
21	3.35	3.66	3.62	4.00	21	3.59	3.71	3.66	4.17
22	3.50	3.77	3.71	4.00	22	3.72	3.87	3.78	4.07
23	3.10	3.38	3.17	3.60	23	3.18	3.53	3.16	4.00
24	3.38	3.74	3.55	4.40	24	3.45	3.81	3.54	4.50



	Interpolated Median		Standard Mean													
	2011-2012		2011-2012		2010-2011		2009-2010		2008-2009		2007-2008	2006-2007		2005-2006		
	Faculty	ProStaff	Faculty	ProStaff	Faculty	ProStaff	Faculty	ProStaff	Faculty	ProStaff	Faculty/ProStaff	Faculty	ProStaff	Faculty	ProStaff	
<b>1. Excellent leadership skills</b>	3.81	4.16	3.61	4.08	3.83	3.89	3.43	4.06	3.37	3.82	3.41	3.25	3.54	3.18	2.80	
<b>2. Effective communication</b>	3.69	4.05	3.44	3.95	3.73	3.82	3.06	3.94	3.73	4.13	3.90					
<b>3. Excellent representative</b>	3.83	4.25	3.79	4.18	4.12	4.11	3.78	4.24				3.88	4.28	3.79	4.35	
<b>4. Open and responsive</b>	3.28	3.65	3.24	3.61	3.46	3.58	2.98	3.66	3.24	3.92	3.60	3.56	3.56	2.91	3.64	
<b>5. Practitioner of shared gov.</b>	3.26	3.69	3.22	3.62	3.46	3.57	2.84	3.76								
<b>6. Overall performance</b>	3.68	4.03	3.51	3.92	3.72	3.85	3.18	4.00	3.67	4.15	3.93					
<b>7. Health care costs</b>	2.63	2.98	2.68	2.97	3.06	2.99	2.75	3.03								
<b>8. Hiring admins within</b>	2.62	3.47	2.62	3.31	2.94	2.91	2.10	2.24								
<b>9. SFHI</b>	3.41	3.57	3.24	3.56	3.51	3.48	3.24	3.63								
<b>10. Rewards research</b>	3.25	3.14	3.18	3.23	3.20	3.32						3.94	4.34	3.73	4.26	
<b>11. Rewards teaching</b>	2.55	3.04	2.61	3.05	2.53	2.78						4.12	4.38	3.98	4.24	
<b>12. Rewards service/admin</b>	2.89	3.07	2.84	3.07	2.51	2.77										
<b>13. Transparent in budget</b>	2.78	3.10	2.71	3.07	2.81	2.93	2.95	3.50				3.69	3.78	3.54	3.60	
<b>14. High quality work life</b>	3.37	3.63	3.17	3.40	3.21	3.36										
<b>15. Sound financial planning</b>	3.12	3.56	3.04	3.41	3.17	3.25										
<b>16. High quality fringe benefits</b>	2.82	3.60	2.82	3.30	3.30	3.27	2.19	2.70								
<b>17. Capable administrators</b>	3.04	3.45	2.93	3.24	2.79	3.10			3.16	3.90	3.58					
<b>18. Confidence of faculty and staff</b>	3.15	3.52	3.02	3.32	3.12	3.29										
<b>19. Effective and fair grievance</b>	3.16	3.20	3.20	3.25	2.99	3.28										
<b>20. Undergraduate education</b>	3.63	3.75	3.35	3.65	3.65	3.60										
<b>21. Graduate education</b>	3.59	3.71	3.35	3.66	3.82	3.80										
<b>22. Diverse faculty and students</b>	3.72	3.87	3.50	3.77	3.74	3.76			2.69	3.70	3.65	3.06	3.32			
<b>23. Open discussion and debate</b>	3.18	3.53	3.10	3.38	3.13	3.20										
<b>24. Funding from outside</b>	3.45	3.81	3.38	3.74	3.81	3.84										
<b>% response return</b>	<b>45.20%</b>		<b>45.20%</b>		<b>37.00%</b>		<b>23.00%</b>		<b>18.00%</b>		<b>27.00%</b>	<b>12.00%</b>		<b>19.40%</b>		