

2012-2013 President and Executive Team Online Evaluation Summary

by

Administrative Policy Committee

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Survey Layout

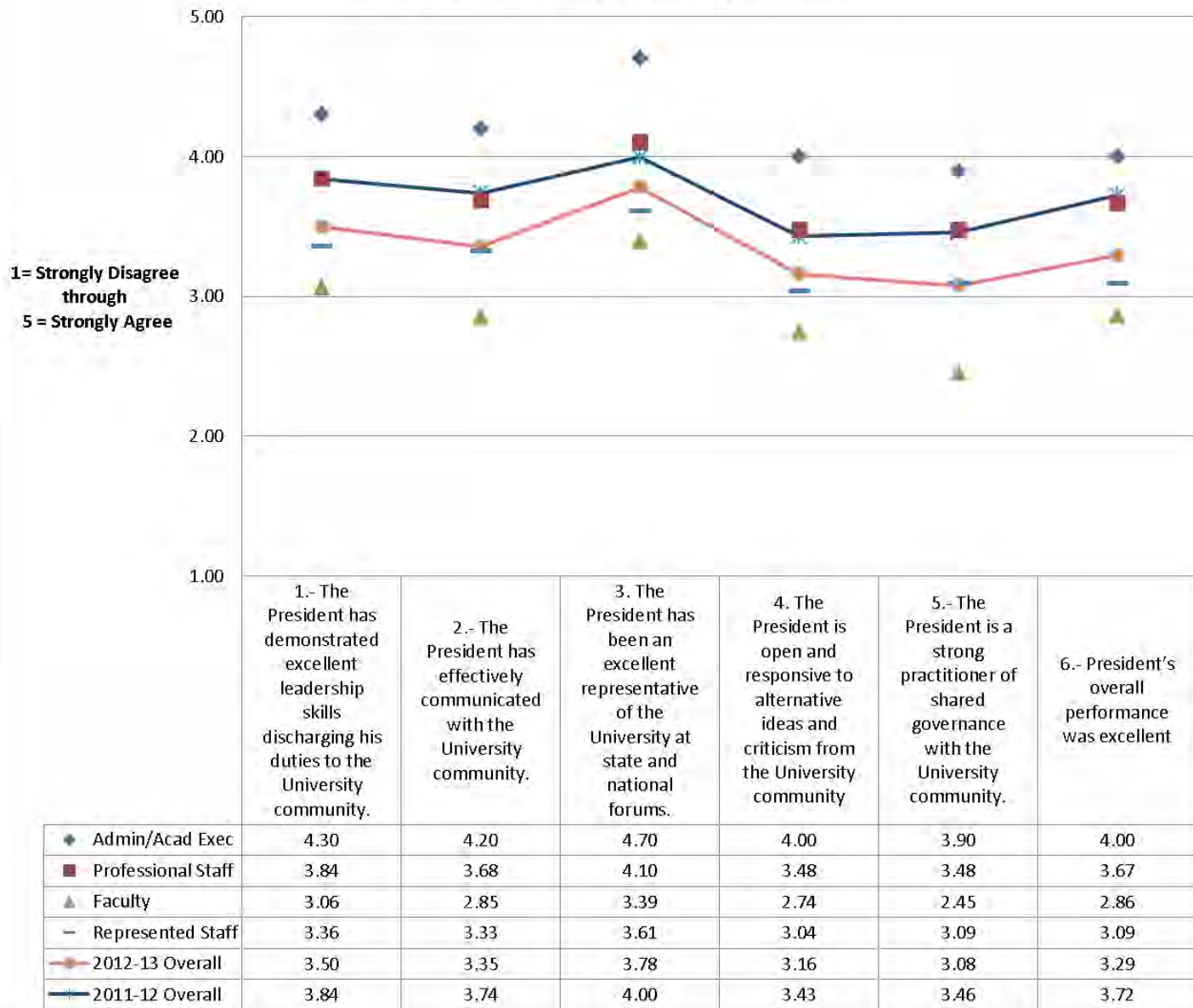
- 27 total survey questions plus comment boxes are provided for each of survey questions
- Questions # 1-6 pertain to president's performance
- Questions # 7-9 are issue questions
- Questions # 10-24 pertain to performance of executive team as a whole
- Questions # 25-27 are additional questions suggested by Pres. Mroz

Survey Announcements and Responses

- Online survey response period: March 18–29, 2013
- Total counted electronic survey responses: 621 out of 1330 invitations
- Responses relative to Invitations (faculty, executive/academic administration, staff): 46.7% (45.2% in 2011-12, 34% in 2010-11, 23% in 2009-10 and 18% in 2008-9)

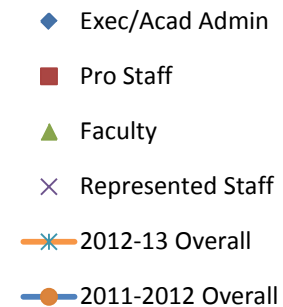
Faculty, Executive/Academic Admin, Professional Staff, Represented Staff respondents –
196/444(44%), 10/17(59%), 281/544(52%),
134/324(41%), respectively

1 - 6. Evaluation of the President



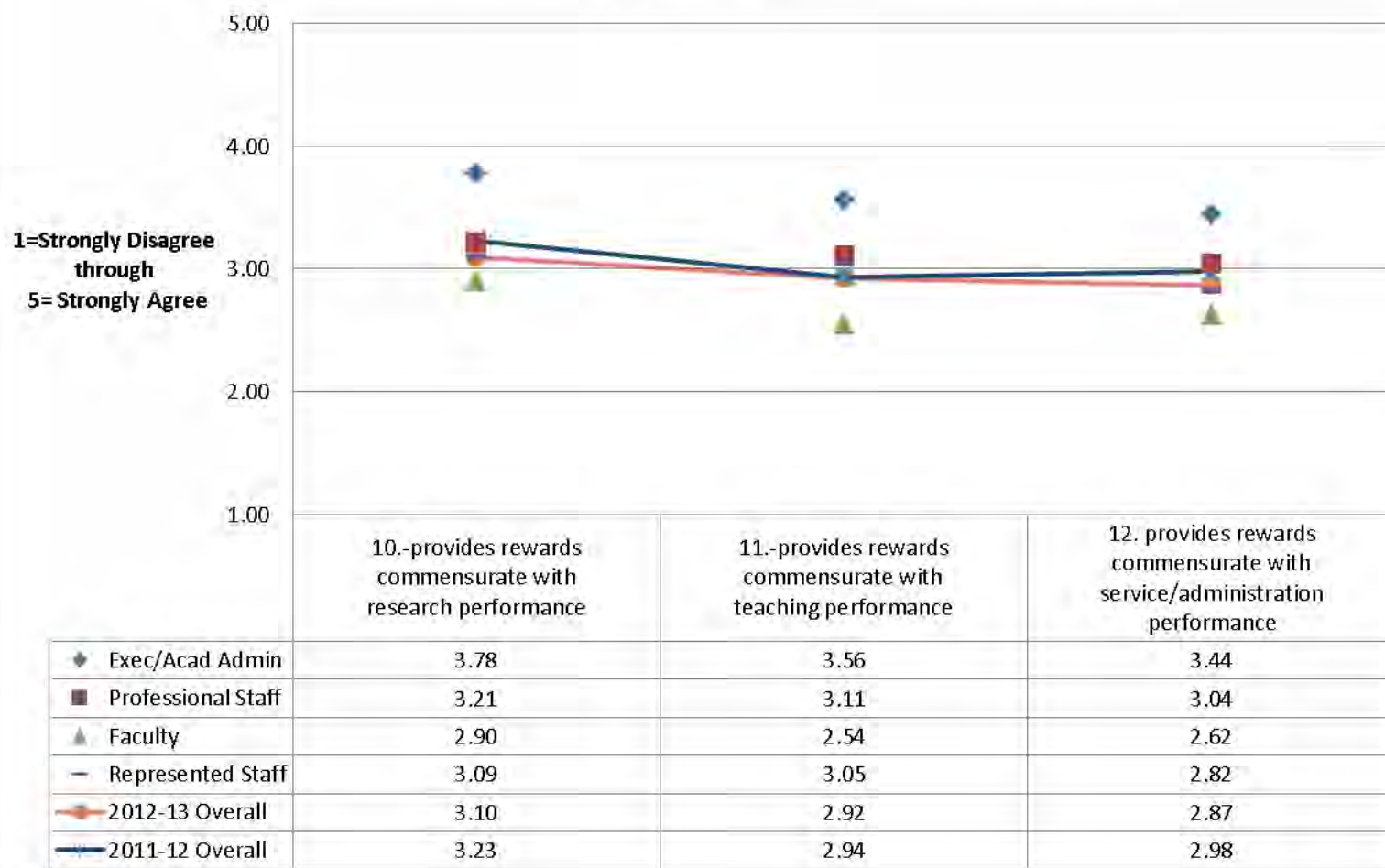
7 - 9. Issue Questions

**1 = Strongly Agree
through
5 = Strongly Agree**

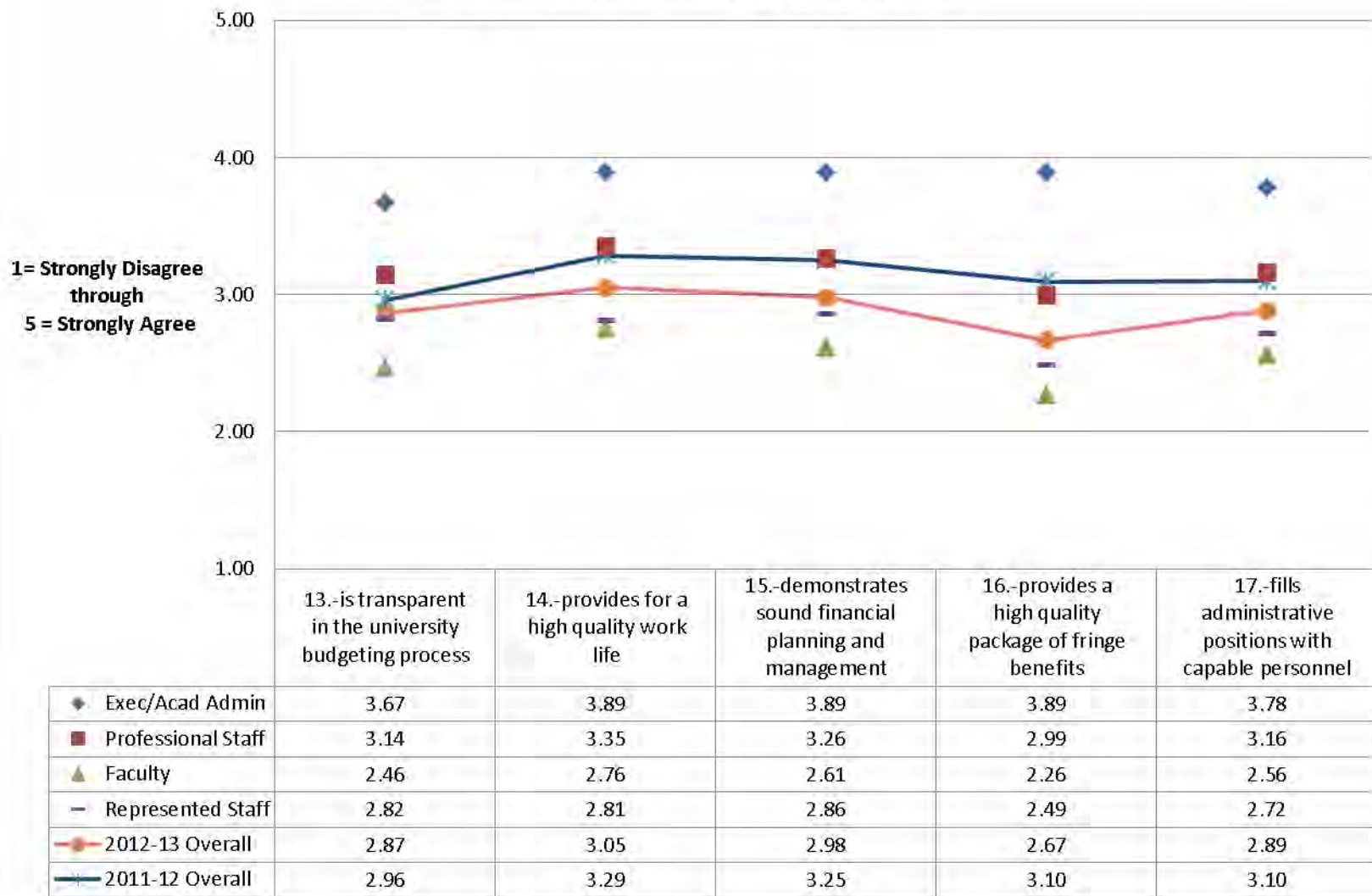


7 - The level of transparency is satisfactory within the various academic and administrative units within the University (In 2011-12, Q7 pertained to the cost of healthcare insurance); 8 – There is fairness in the allocation of salaries and benefits withi

10 - 12. With respect to Academic Affairs, the executive team as a whole...

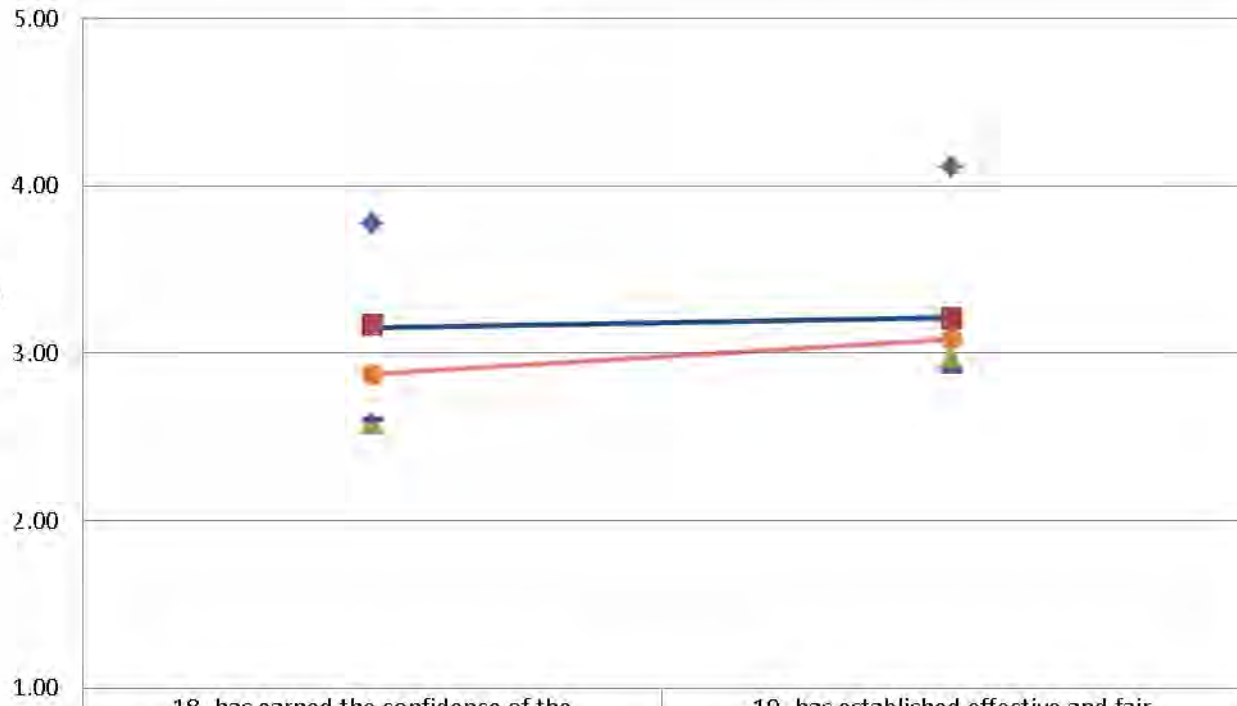


13 - 17. With respect to administration of **Administrative Affairs**, the executive team as a whole...



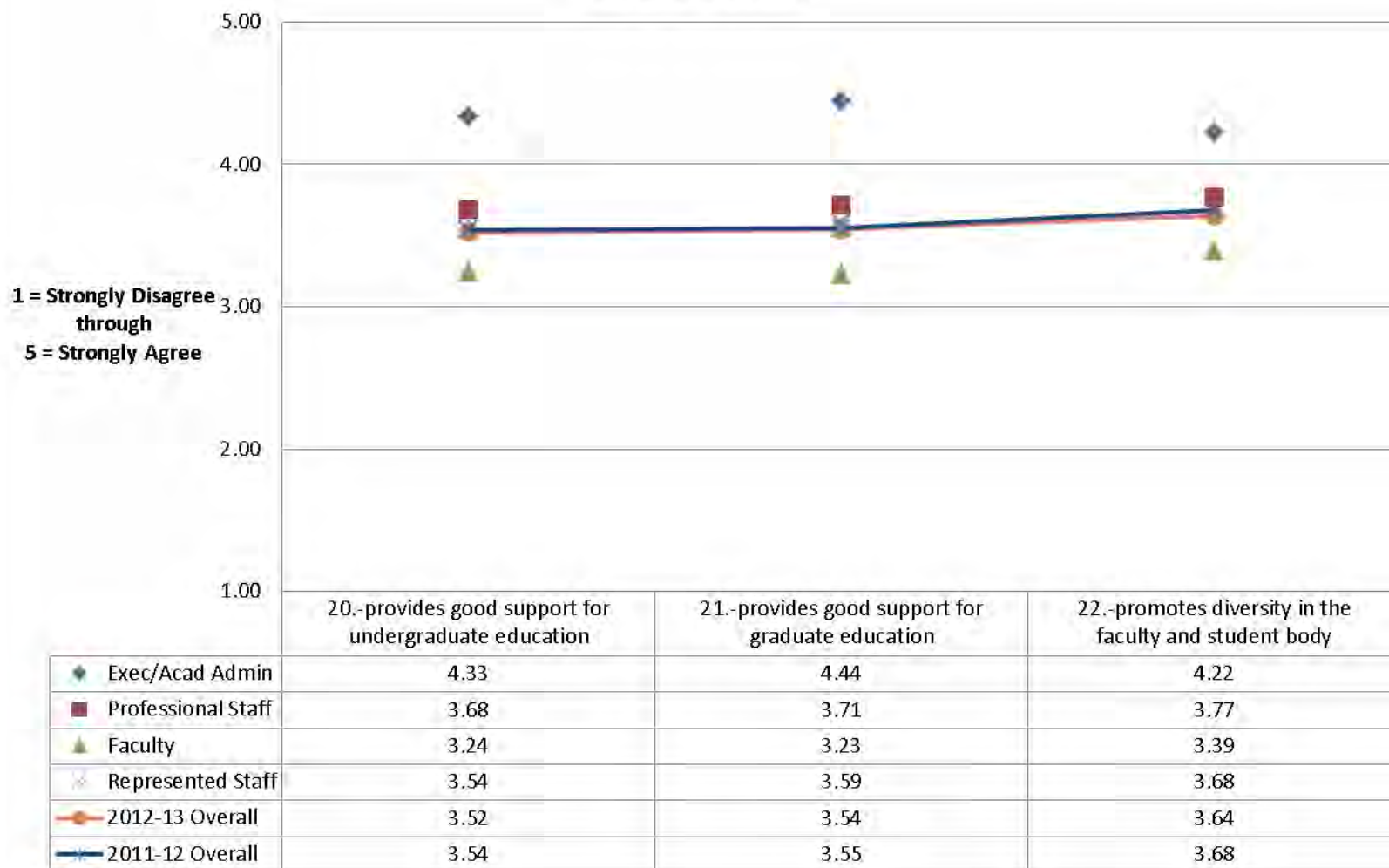
18, 19. With respect to **Personnel, the executive team as a whole...**

1= Strongly Disagree
through
5 = Strongly Agree

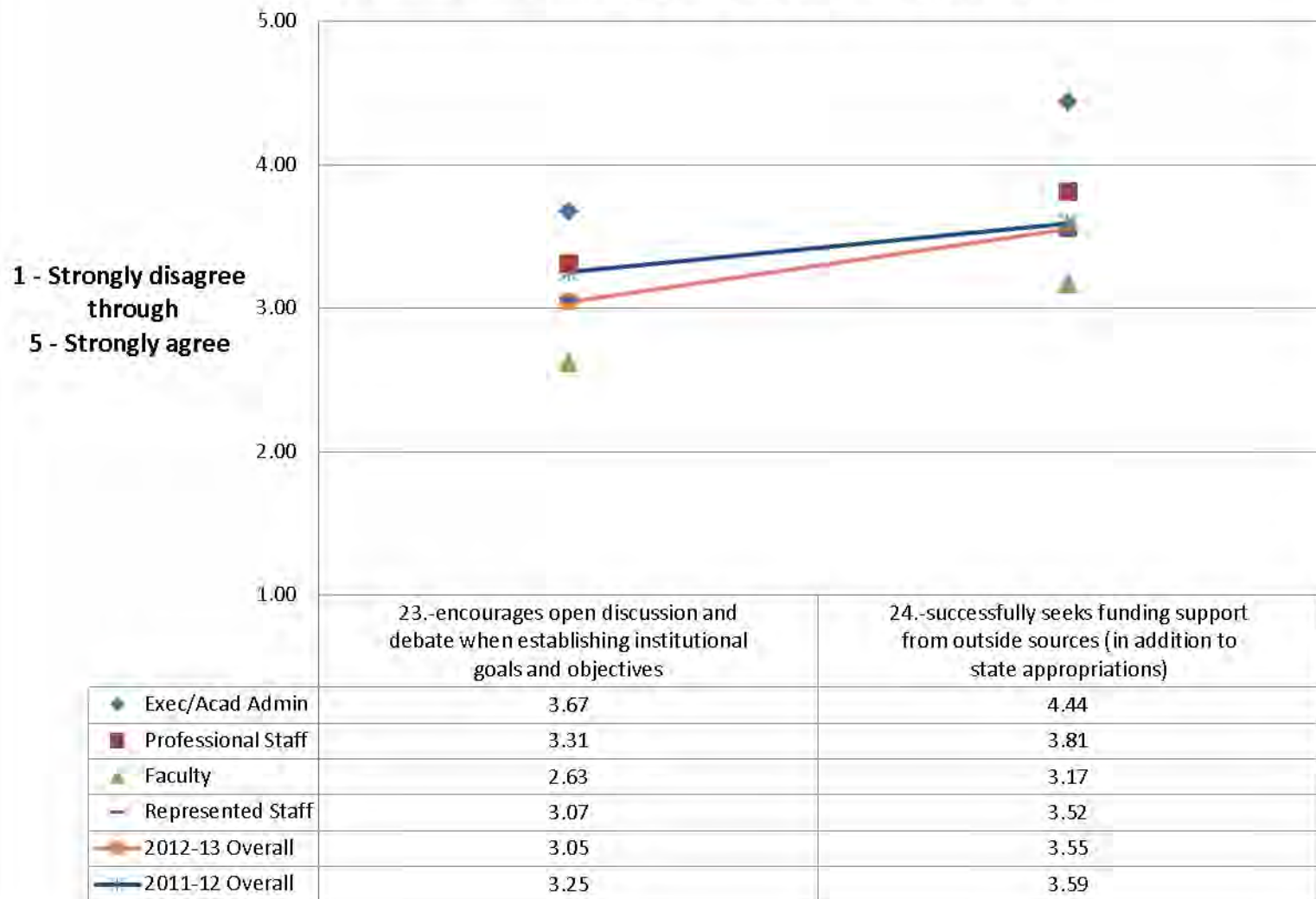


	18.-has earned the confidence of the faculty and staff	19.-has established effective and fair grievance procedures
◆ Exec/Acad Admin	3.78	4.11
■ Professional Staff	3.17	3.21
▲ Faculty	2.58	2.97
— Represented Staff	2.61	2.90
→ 2012-13 Overall	2.87	3.08
← 2011-12 Overall	3.15	3.21

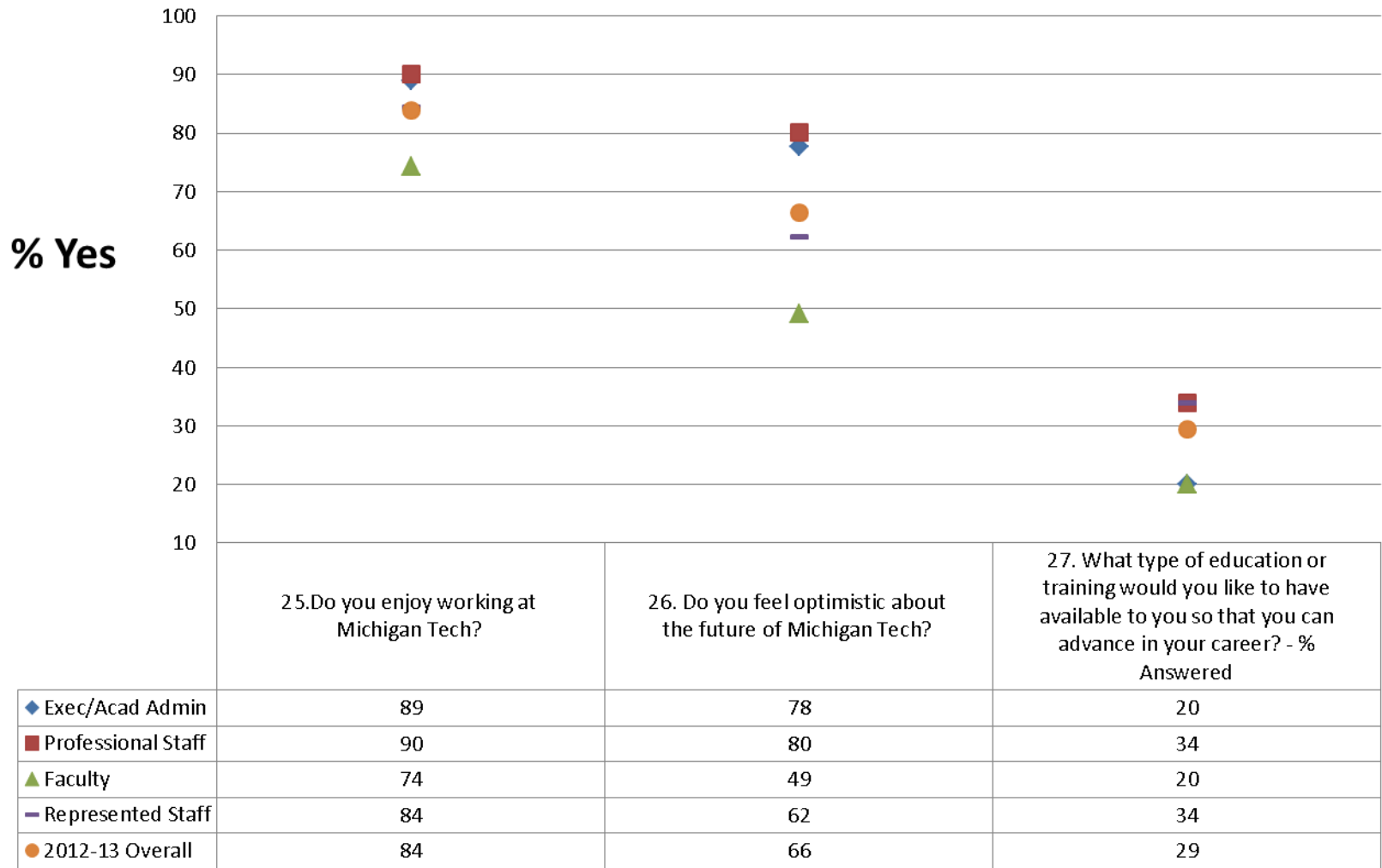
20 - 22. With respect to **Balance and Diversity**, the executive team as a whole...



23. Communication & 24. External Relations



25 - 27. Questions submitted by the President



Summary of Q1-6 Comments

- #1 - The president is credited for steady leadership amidst uncertain times, although financial concerns were cited along with lack of transparency and consideration of inputs from suggestions (82 Comments, 13%).
- #2 – The president communicates through emails and a few forums; however, there is a need to use these venues to listen to the university community not just to tell us and explain decisions (85 Comments, 14%).
- #3 – The president represents the university and higher education effectively in state and national forums, but is urged to spend more time on local issues, where the effort is more appreciated (42 Comments, 7%).
- #4 – The president is commented to lack consideration to outside ideas, especially those coming from faculty/staff, as seen in the way new smoking and parking regulations were formulated (65 Comments, 10%).
- #5 – The president practice shared governance mainly through the senate; however, he still decides against prevailing opinion, as exemplified in the smoking ban issue (57 Comments, 9%).
- #6 – The president enjoys significant support, but has been suffering from erosion of credibility due to a combination of tough national/state economies, handling of benefits, parking, smoking ban, as well as negative effects of perceived systemic management/financial practices (59 Comments, 10%).

Summary of Q7-12Comments

#7 – Lack of transparency was cited; such as decision on plateau tuition system, questionable staff hires, university finances, and perceived backroom deals (57 Comments, 9%).

#8 – Administrators have been perceived to have gotten disproportionate % of salary increases at the expense of faculty and staff. Also, inflation-adjusted salaries and benefits have been steadily reduced in order to pay for costly initiatives and building projects (104 Comments, 17%).

#9 – The university has been kept financially afloat through tough economic times; but it comes at the expense of low morale due to perceived fiscal inefficiencies, salary disparities, and lack of communication of current and evolution of the university's fiscal state (88 Comments, 14%).

#10 – Steady decline in inflation-adjusted overall annual compensation has had a negative effect in research-based reward system, and there are some who say that such reward system is heavily tilted towards externally funded research (32 Comments, 5%).

#11 – Teaching is not adequately recognized, and it is based on a critically flawed evaluation system (36 Comments, 6%).

#12 – Service is perceived as an unrewarded activity, except in the case of administrators, when rewards are cited to be quite excessive (44 Comments, 7%).

Summary of Q13-19 Comments

#13 – The university budgeting process is not perceived to be transparent, or financial numbers being disseminated have been hard to interpret (37 Comments, 6%).

#14 - Compared to very positive responses to this question in the recent past, this year resulted in a relatively high number of negative comments (65 Comments, 10%).

#15 – There seems to be an elevated level of mistrust, skepticism, and cynicism about how the university has been handling its finances; due to perceived missteps in benefits, parking, hiring, IT restructuring, compensation inequities (bonus and salary compression), tuition levels, etc (43 Comments, 7%).

#16 – Benefits have been eroding steadily and people took negative exception to the disappearance of the PPO health plan (93 Comments, 15%).

#17 – The filling of administrative positions seems to be improving, but there are persistent charges of nepotism, cronyism, and favoritism (79 Comments, 13%).

#18 – The Executive Team does not seem to have the confidence of faculty and staff, due to persistently perceived inequities, nepotism, and favoritism (47 Comments, 8%).

#19 – The grievance process is not perceived to be fair, useful, and cited not to have resulted in improvement in working conditions (36 Comments, 6%).

Summary of Q20-25 Comments

#20 – Undergraduate education has been cited to be deteriorating steadily while we make inroads in diversity issues and graduate student numbers (33 Comments, 5%).

#21 – Graduate education support seems to be barely adequate, but there are concerns where we get resources to increase graduate student population (33 Comments, 5%).

#22 – We seem to be making good progress in gender diversity, but still lag in diversity based on underrepresented minorities; the lack of turnover in highly responsible positions is a headwind over our desire for overall diversity in the university system (41 Comments, 7%).

#23 - There is the perception that open two-sided communication is either inadequate, superficially used, or used as smokescreen to justify decisions that are already made; except in some cases when there was good open discussion and debate on less important matters that nevertheless resulted in new policies and/or goals (51 Comments, 8%).

#24 – Some improvements are acknowledged especially with efforts from the president, VP of Advancement, and VP of Government Relations, but the impression is that we have fallen short of our goals in this undertaking (33 Comments, 5%).

#25 – Students and coworkers make working enjoyable enough, in the midst of compensation erosion; as well as administration demands, excesses, and cost-cutting schemes. The physical environment has been a big plus, but the aforementioned negatives have been increasing every year (233 Comments, 38%).

Summary of Q26-27 Comments

#26 – People want to be optimistic because of quality of students and employees, but steady erosion of benefits, salaries, and trust of administration are taking their toll (209 Comments).

#27 –

Total Comments – 214

Positive Comments – 17 (8%)

Neutral Comments – 17 (8%)

Negative Comments – 25 (12%)

Number who desire continuing education of some kind, travel/training (includes given time for them and following through with recognition and advancement) – 135 (63%)

Summary of Comments from 2011-2012

- In general, the university community is supportive of the president and performance of his duties; but concerns were raised about reduction in benefits, redistribution of University budget for SFHl, ageing research infrastructure, selecting and supporting weak leaders, inability to articulate and obtain consensus on academic/scholarly vision for the university, and the use of top-down approach instead of bottom up or matrix management approaches.
- Communication was primarily portrayed as a one-way mass-assembly communication rather than two-way communication between administration and faculty/staff. Informal and small group interaction including departmental meetings was suggested
- There is the sense that the university is drifting towards an administration-driven organization.
- Respondents stated that promotion/recognition is mostly based on research and the ability to bring in external funding—specifically the ‘quantity’ of research projects/initiatives and the amount of funding
- A lot of constructive and positive comments were provided, especially in regard to work environment
- Comments indicate wide resentment over the alleged lack of transparency on operations, budget, reward system, and various decisions in hiring more administrative personnel

Presentation of 2012-2013

Summary of Comments from 2011-2012 - Cont

- Many respondents stated that there is not enough transparency. Some commented that, while the final result is communicated, there should be more discussion and input from the University community throughout the budgeting process
- Undergraduate tuition is too high. Budget cuts occur at the expense of undergraduate education.
- In terms of diversity, some respondents wrote that the university is doing a good job in this area. Most respondents had at least a complaint. Some would like a clearer definition of diversity and see a clearer plan.
- Most respondents felt that upper administrators' efforts in obtaining external resources for the university needed improvement

Proposed Fate of Survey Results

- All data has been forwarded to Pres. Mroz and the BOC
- Data presented here will be available for mass distribution
- Comments can be analyzed by the Administrative Policy Committee for future course of actions.

Questions/Reactions?