



MIDWESTERN

STATE UNIVERSITY

Presidential Transition Survey

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ModernThink

Surveys as Strategic Tools

- **Strategic Planning**
- **Board Mandate**
- **Change in Leadership**
- **Accreditation**
- **Values Metric**

*"It isn't that they
can't see
the solution.
It's that they can't
see
the problem."*

- G. K. Chesterton

Survey Overview

Survey Instrument

- 26 core belief statements
- 10 demographic questions
- 4 open-ended questions

Methodology

- Online survey administered August 17 – August 31, 2015

Response Rates

- Overall response rate: 594/1179 - 50%
- Employee response rate: 496/618 - 80%
- External constituents response rate: 98/561 - 17%

Benchmarks

- 2015 Honor Roll 3,000-9,999 Enrollment – Great Colleges Program
- 2015 Carnegie Master's – Great Colleges Program
- 2015 Peer Benchmark

Open Ended Questions

Faculty and Staff

1. What do you appreciate most about Midwestern State University?
2. What would make this university better?

External Constituents

1. What are the three greatest opportunities before MSU today?
2. What should be President Shipley's first priority?

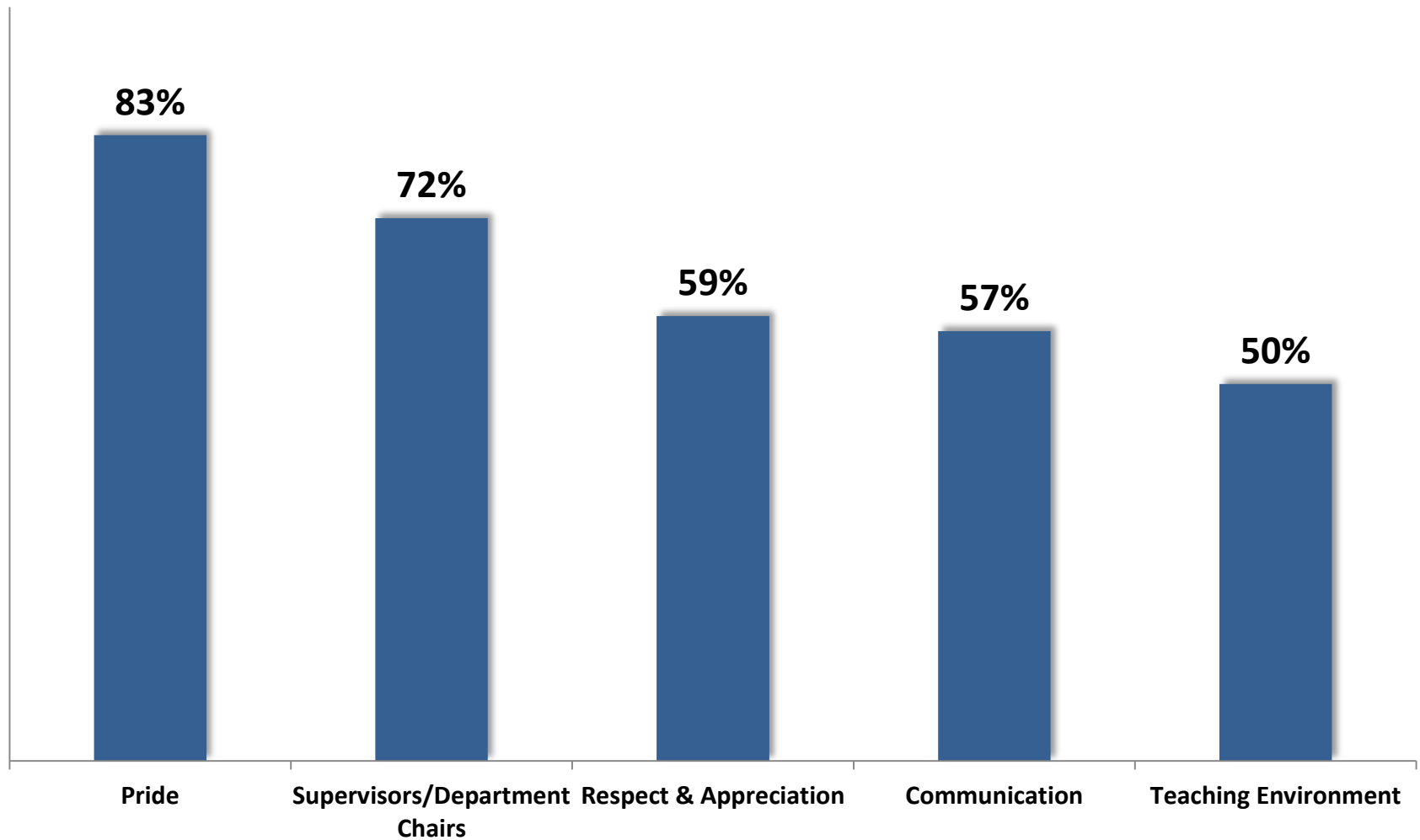
Overarching Themes

- Faculty and staff report a strong sense of connection to Midwestern State University. They appreciate and are proud of the commitment to the liberal arts, the focus on students and lifelong learning and the role the University plays in the Wichita Falls Community.
- While there is a strong sense of community within many departments, the strength of that camaraderie does not consistently translate to strong cross-functional collaboration or a sense of all being on the same team at MSU.
- Resource constraints, particularly those regarding staffing and compensation, are pain points for many faculty and staff. For some this contributes to a feeling of being unappreciated.
- Faculty and staff express a need for improved communications. There is a desire for more transparency regarding the rationale with which decisions are made and an interest in greater participation in those decisions which directly impact their work.
- For many there is a sense of optimism with the new administration. Faculty and staff are eager for clarity regarding strategic direction and alignment across leadership.

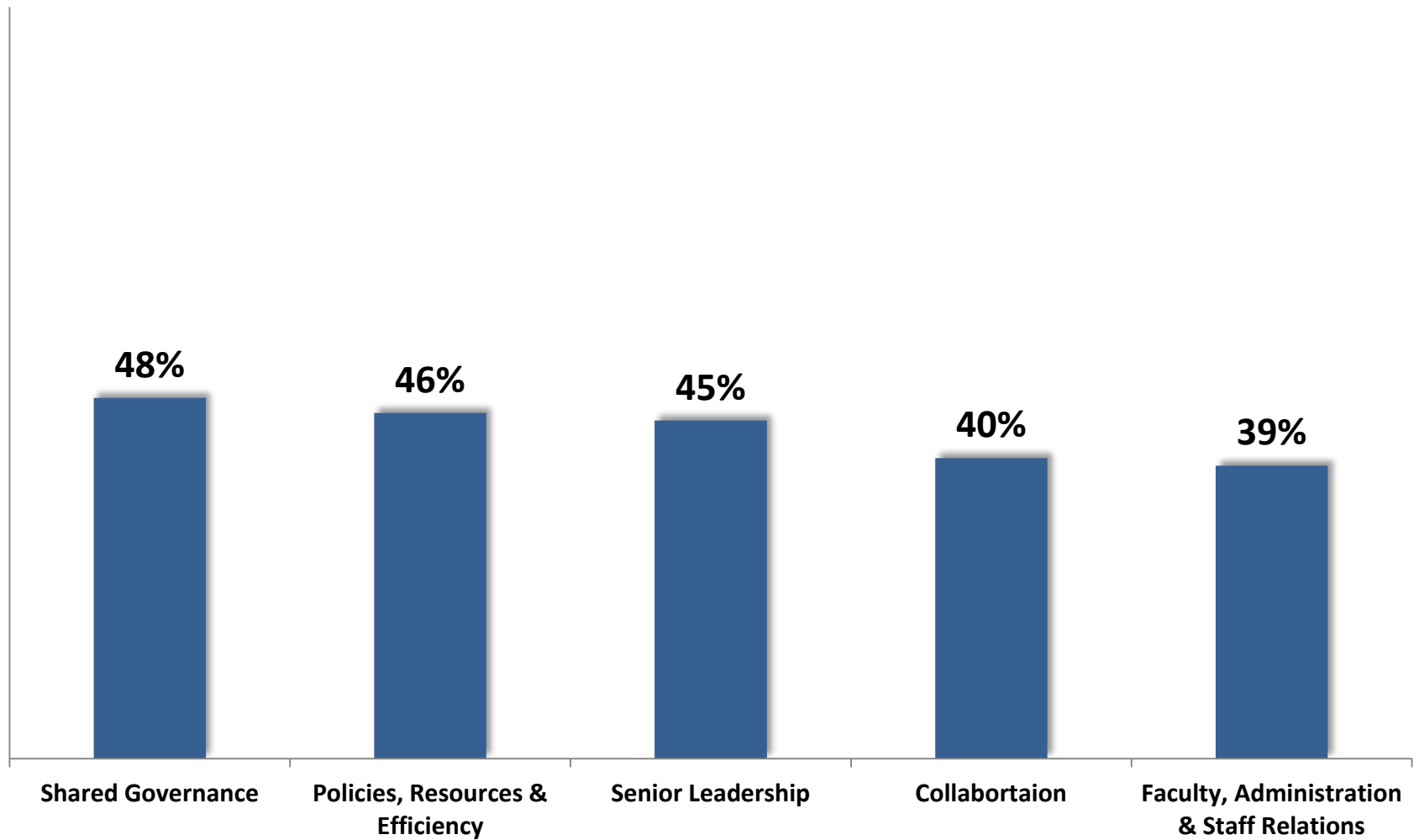
In their own words...Faculty & Staff

- *“I love working at a place that feels like my extended family. I love working with the students and my co-workers. And I especially love, knowing that we make a difference in people's lives.”*
- *“I came from a large university with a small town feel. Here it is a small university with a small town feel, and I appreciate that!”*
- *“I love the autonomy that I am given in respect to planning and teaching my courses. I also appreciate the confidence the university has in me by allowing me to conduct research, attend and present at conferences, and most importantly, represent MSU in a positive manner.”*
- *“The mission and my department. The COPLAC mission of MSU is what drew me to this university, and the fantastic colleagues in my department are the team members that keep me here.”*
- *“As for the job, I appreciate the insurance, retirement benefits, and holidays. These things give me peace of mind. For the working environment, I appreciate the variety of employees across departments who work together as a team, the programs for both students and employees, and the beautiful campus. I also really enjoy how connected we are to the community.”*

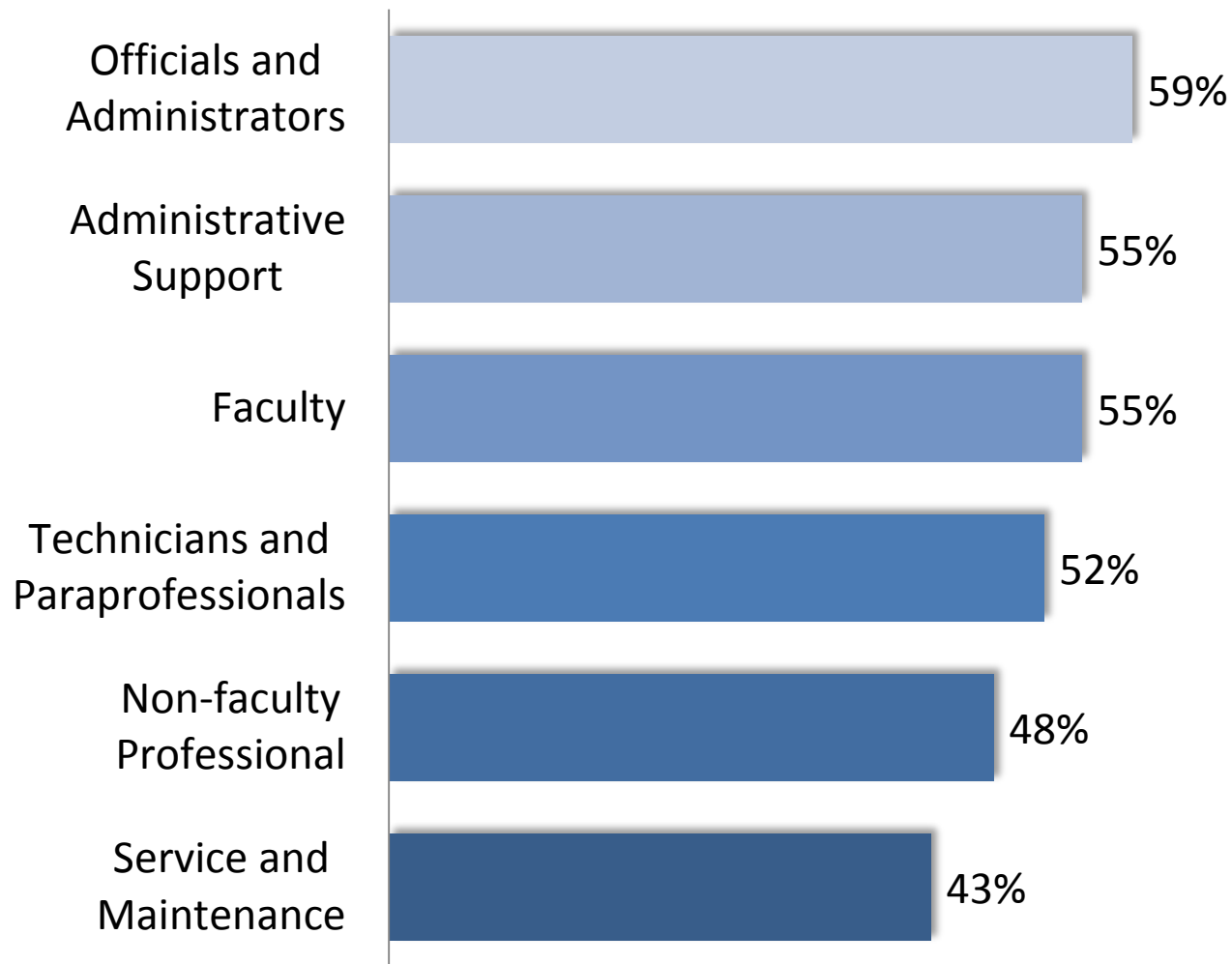
Dimensions (Overall % Positive)



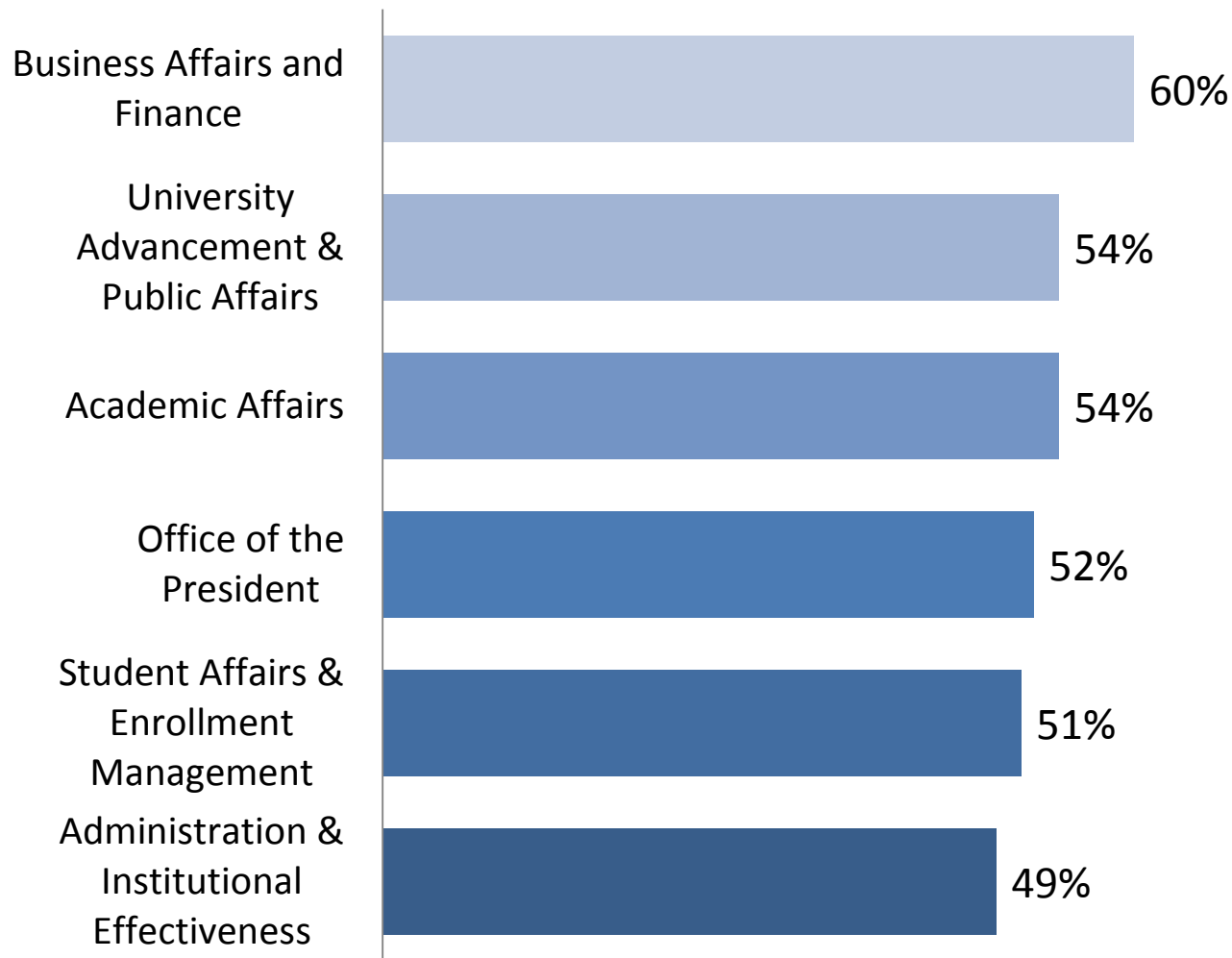
Dimensions (Overall % Positive)



Job Category (Overall % Positive)



Division (Overall % Positive)



Top Five Statements

Survey Statement		MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
9	I am proud to be part of Midwestern State University.	87	3	88	79	86
8	Overall, my department is a good place to work.	80	4	88	80	85
11	My supervisor/department chair regularly models MSU's values.	78	6	83	77	81
26	At Midwestern State University, people are supportive of their colleagues regardless of their heritage or background.	73	6	89	82	86
12	My supervisor/department chair actively solicits my suggestions and ideas.	70	11	79	73	75

Bottom Five Statements

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
3 My department has adequate faculty/staff to achieve our goals.	28	48	54	40	43
20 There is regular and open communication among faculty, administration and staff.	31	27	71	56	63
16 Senior leadership communicates openly about important matters.	34	28	71	57	68
7 Faculty, administration and staff are meaningfully involved in institutional planning.	36	28	68	57	63
24 There's a sense that we're all on the same team at MSU.	37	20	71	54	66

Teaching Environment

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
1 There is a good balance of teaching, service, and research at Midwestern State University.	53	18	81	67	72
2 There is appropriate recognition of innovative and high quality teaching and mentoring of students.	48	22	84	70	72

“A better balance between teaching, service, and research. The latter one is often hard to achieve due to the previous two. It seems that the expectations to do research have recently been increased while the teaching duties have not been adjusted.”

“Better balance between teaching and research expectations. More recognition of teaching excellence.”

Policies, Resources & Efficiency

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
3 My department has adequate faculty/staff to achieve our goals.	28	48	54	40	43
4 MSU places sufficient emphasis on having a diverse faculty, administration and staff.	64	11	82	74	79

"I believe increased staffing would be beneficial to MSU, providing an opportunity to lessen the burden in areas of heavy workload as well as provide an opportunity for cross-training so that essential job duties and university functions are not handled and known by only one person."

"I appreciate the diversity of peoples represented in our student body and employees."

Shared Governance

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
5 The role of faculty and staff in shared governance is clearly stated and publicized.	44	23	76	66	70
6 Faculty are appropriately involved in decisions related to the education program (e.g. curriculum development and evaluation).	65	12	82	73	79
7 Faculty, administration and staff are meaningfully involved in institutional planning.	36	28	68	57	63

“Faculty here generally feel that they are not given the ability to share in decision-making about issues that impact students, faculty, and the university. There has been some improvement in this area over the last few years, but there is still a long way to go for the faculty to feel truly involved and heard in making these decisions.”

Pride

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
8 Overall, my department is a good place to work.	80	4	88	80	85
9 I am proud to be part of Midwestern State University.	87	3	88	79	86

“MSU was an amazing place to learn and grow when I was an undergraduate student, and now it is wonderful place to work. I do not consider MSU my workplace; it is a significant part of my life and who I am as a person. I am extremely proud of the changes and growth that this university has experienced in the last 15 years and I excited about the future.”

“My coworkers in my department as well as staff, faculty, and administrators across the campus are warm, friendly, open and willing to help out whenever needed. They are proud of MSU, proud of the work they do... I see and meet inspirational people every day who work hard to ensure the continued success of this university.”

Supervisors/Department Chairs

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
10 I receive feedback from my supervisor/department chair that helps me.	69	12	77	68	71
11 My supervisor/department chair regularly models MSU's values.	78	6	83	77	81
12 My supervisor/department chair actively solicits my suggestions and ideas.	70	11	79	73	75

“My immediate supervisor is honest, fair, and treats staff w/professionalism.”

“My direct supervisor ensures the processes we have in place will streamline the overall college experience for the students and the expectation is that we will continue to improve our processes for the betterment of the students.”

Senior Leadership

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
13 Senior leadership provides a clear direction for Midwestern State University's future.	44	16	73	57	71
14 Our senior leadership has the knowledge, skills and experience necessary for institutional success.	57	10	81	67	80
15 Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	45	21	79	61	74
16 Senior leadership communicates openly about important matters.	34	28	71	57	68
17 Senior leadership regularly models MSU's values.	52	14	83	69	80
18 I believe what I am told by senior leadership.	40	19	75	61	72

In their own words...Faculty & Staff

“Senior leadership has to consult faculty and staff more on policies that would affect them directly or indirectly, and better communicate future directions and new policies with all constituencies of MSU.”

“Better communication from the top down may make faculty feel more included and appreciated as well.”

“More open communication and everyone pulling in the same direction. I don't see cohesion among the senior leadership and that needs to change.”

“There are some trust issues involving senior management, which can trickle down to the departments. We need more information - no matter what the subject. Too much seems to go on behind closed doors. By the time decisions are made, it's too late to point out potential flaws, etc.”

“Better communication and transparency from senior leadership as well as consideration of ideas of how to progress the university from faculty and staff would help make the university better.”

Faculty, Administration & Staff Relations

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
19 Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	47	13	81	67	76
20 There is regular and open communication among faculty, administration and staff.	31	27	71	56	63

“There have been several discussions over the years about silo's built between departments, There is not a general conscientious that we are all a Team unit at MSU and all need to work together.”

“Better communication and working within the departments/colleges and across the University. Everyone seems to be an island and I think so much more could be accomplished by working together for common goals.”

Communication

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
21 In my department, we communicate openly about issues that impact each other's work.	70	11	77	68	72
22 At Midwestern State University, we discuss and debate issues respectfully to get better results.	45	15	71	57	59

“Increased communication and access to information would greatly help. Like any university, we go through a number of seemingly small changes that turn out to have bigger implications. We have a fairly robust means to communicate news to the campus through the web, newsletters (e.g. the Update), and postmaster, but it could be used more effectively to provide information about changes to administrative organization and policy.”

“The communication between administration and faculty has been lacking in the past, but it's improved over the past two to three years. I still think it can be better, and I think the new president has this as one of her goals.”

Collaboration

Survey Statement	MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
23 I can count on people to cooperate across departments.	44	18	70	58	65
24 There's a sense that we're all on the same team at MSU.	37	20	71	54	66

“Better communication among faculty, administration, and staff would improve MSU. At times, communication barriers exist, and there have been rare instances of competing demands that serve to divide the staff from the faculty in an “us against them” mentality. That is neither healthy nor productive in our common goals of educating and serving the needs of our students.”

“Despite the personal camaraderie I believe there remains that divide between the faculty and the staff; and liberal arts education versus professional education. There are paradigms and attitudes which need to shift to allow movement and creativity outside of the box. Moving beyond “we’ve always done it this way” would help to make the university better.”

Respect & Appreciation

Survey Statement		MSU Overall (% Positive)	MSU Overall (% Negative)	2015 Honor Roll Benchmark 3,000-9,999 (% Positive)	2015 Carnegie Master's Benchmark (% Positive)	2015 Peer Benchmark (% Positive)
25	I am regularly recognized for my contributions.	45	28	69	57	63
26	At Midwestern State University, people are supportive of their colleagues regardless of their heritage or background.	73	6	89	82	86

"I think the staff is often times considered second class citizens to the faculty. We don't always get the same representation on committees and certainly don't have the power to force raises as the faculty seemed to have been able to do."

"I just wish that the faculty and staff were better recognized for the contributions and sacrifices that they make for the students. I also think that in some departments there needs to be a breath of fresh air breathed into them. It's never a bad idea to have some new ideas and find some fresh and innovative ways to make the Midwestern State experience more enjoyable for everyone."

Open-ended Questions

External Constituents

1. What are the three greatest opportunities before MSU today?
2. What should be President Shipley's first priority?

In their own words...Alumni

“ Enhance reputation for quality of educational and campus life experience.”

“ Keep MSU in forefront of letting Texas and Oklahoma students know what a great education you can get if you attend MSU. ”

“ Outreach into the community.”

“ Building skilled applicants for jobs needed in the Wichita Falls area.”

“ Affordability of programs & working to build community relations. ”

“ Ensuring the quality of the undergraduate education experience--that has always been Midwestern's bread-and-butter. ”

“ Get to know certainly the faculty and staff as well as the community. Prioritize the goals and challenges ahead. Have an action plan on how to get there. Collaboration with academics and athletics needs tweaked in a big way. ”

In their own words...Board Members

“ Controlling costs, providing valuable degrees to students, growing the university. ”

“ Building on the many great degree programs already in place - international business, petroleum industry degrees and the health field. ”

“ Become better recognized in the community, region and state (marketing - high priority) - tell our story. ”

“ Build (and recognize) the history of the university and begin implementing the strategic plan while offering new opportunities for funding/growth. ”

“ Growth. ”

*“ Get to know the campus, faculty and students (be seen & available) TOP Priority!
Listen, observe and recognize the attributes of the university (and faculty); build on it
Become familiar with our community -- be a "cheerleader" for the university and your new home. ”*

In their own words...Community Leaders

“ To grow as a university in numbers, academic offerings, and as an asset to the community.”

“ Getting into the community to educate people about MSU in order to gather needed visibility and support which would include financial as well as teaming together with business, industry and SAFB.”

“ More connections with the business community, creating more of a campus feel by providing amenities on and near campus, getting Wichita Falls to feel more like a college town.”

“ Get out in the public and meet the leaders of Wichita Falls and the demographic area where students come to attend MSU. And do not forget Sheppard Air Force Base. Get out from behind her desk and meet the wonderful people in North Central Texas. ”

“ Work with faculty and staff to earn trust and loyalty. Spend as much time as is required to accomplish this. ”

In their own words...Donors

“ ...shape its image as the ONLY liberal arts school in TX priced at public rates - opportunity to compete for students who might otherwise choose SMU, TCU, Southwestern, etc. ”

“ Continued development of housing and a more robust campus life. ”

“ It's critical that MSU increase awareness/opportunities at Midwestern. Graduating HS seniors and parents need information on the benefits of a college education. ...a college education benefits individuals with financial stability...The benefit is abundant and far-reaching in every vein, creating a productive, progressive and prosperous community. ”

“ Connecting with the student body, staff, community leaders, businesses, civic groups, alumni and donors (present and potential). ”

“ To show faculty support and let them know it is a team effort. ”

“ Maintaining it's affordability without sacrificing it's educational experience . Although the price is important, care should be given to keep the school financially solvent. ”

The Value of Relationships

“The world is becoming more technologically complex, interdependent, and culturally diverse, which makes the building of relationships more and more necessary to get things accomplished, and at the same time, more difficult. Relationships are the key to good communication; good communication is the key to successful task accomplishment...”

Edgar Schein
Humble Inquiry

Additional Resources

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10 Core Dimensions

- ***Teaching Environment*** – with a particular focus on faculty, this dimension consists of statements that address the balance between teaching, research and service; the support for advising/mentoring students; and recognition for outstanding teaching
- ***Policies, Resources & Efficiency*** – assesses the perceived effectiveness of various systems, policies and infrastructure
- ***Participation in College Governance*** – captures information about the perception of inclusion and cooperation as related to shared governance
- ***Connection to Institution & Pride*** – evaluates the sense of pride and connection faculty/employees report regarding their affiliation with the institution
- ***Supervisor/Department Chair Relationship*** – provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies

10 Core Dimensions

- ***Confidence in Senior Leadership*** – measures the confidence faculty and employees report in the capabilities and credibility of senior leadership; senior leadership was defined as the most senior members of the institution
- ***Faculty, Administration & Staff Relations*** – provides insight into the quality of faculty, administration and staff relations with a focus on the perception of support, cooperation and
- ***Internal Communications*** – assesses the quality of internal communications specifically as related to transparency, clarity and interactivity
- ***Collaboration*** – measures the perceived cooperation and collegiality within workgroups and across the institution
- ***Respect & Appreciation*** – provides insight into the degree to which faculty/employees feel respected and valued