

Southern Connecticut State University  
**FACULTY SENATE**

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APPROVED MINUTES OF FEBRUARY 12, 2020

<https://inside.southernct.edu/faculty-senate/meetings>

The 9<sup>th</sup> meeting of the Faculty Senate AY 2019-2020 was held on February 12, 2020 at 12:10 p.m. in the Seminar Room of Connecticut Hall.

Attendance

Dave Allen <i>Accounting</i> 6/9	Matthew Ouimet <i>Counseling</i> 9/9	Sandip Dutta <i>Finance</i> 3/9	Robert Forbus <i>Marketing</i> 6/9	David Pettigrew <i>Philosophy</i> 6/9	Angela Lopez-Velasquez <i>Special Education</i> 7/9
William Farley <i>Anthropology</i> 6/9	Natalie Starling <i>Counseling &amp; School Psychology</i> 9/9	Peter Latchman <i>Health &amp; Movement Sciences</i> 8/9	Joe Fields <i>Mathematics</i> 8/9	Binlin Wu <i>Physics</i> 5/9	Douglas Macur <i>Theatre</i> 5/9
Jeff Slomba <i>Art</i> 8/9	Beena Achhpal <i>Curriculum &amp; Learning</i> 5/9	Robert Gregory <i>Health &amp; Movement Sciences</i> 8/9	Klay Kruczek <i>Mathematics</i> 9/9	Jon Wharton <i>Political Science</i> 7/9	Luke Eilderts <i>World Languages &amp; Literatures</i> 9/9
Kevin Siedlecki <i>Athletics</i> 8/8	Maria Diamantis <i>Curriculum &amp; Learning</i> 8/9	Tom Radice <i>History</i> 9/9	Jonathan Irving* <i>Music</i> 0/9	Michael Nizhnikov <i>Psychology</i> 7/9	
Sarah Crawford <i>Biology</i> 7/9	Dushmantha Jayawickreme <i>Earth Science</i> 9/9	Darcy Kern* <i>History</i> 4/9	Frances Penny <i>Nursing</i> 8/9	Kate Marsland <i>Psychology</i> 8/9	Cindy Simoneau* <i>Undergraduate Curriculum Forum</i> 8/9
Mina Park <i>Business Information Systems</i> 6/8	Sanja Grubacic <i>Economics</i> 7/9	Yan Liu <i>Information &amp; Library Science</i> 5/9	Joanne Roy <i>Nursing</i> 1/1	William Faraclas <i>Public Health</i> 8/9	Cynthia O'Sullivan <i>Graduate Council</i> 4/9
Jeff Webb <i>Chemistry</i> 9/9	Peter Madonia <i>Educational Leadership</i> 4/9	Jerry Dunklee <i>Journalism</i> 9/9	Obiageli Okwuka <i>Part-time Faculty</i> 8/9	Michael Dodge <i>Recreation, Tourism &amp; Sport Management</i> 8/9	Aidan Coleman <i>Student Government Association</i> 6/9
Barbara Cook <i>Communication Disorders</i> 9/9	Mike Shea <i>English</i> 8/9	Parker Fruehan <i>Library Services</i> 9/9	VACANT <i>Part-time Faculty</i>	Paul Levatino <i>Social Work</i> 7/9	Dr. Joe Bertolino <i>SCSU President</i>
Derek Taylor <i>Communication, Media &amp; Screen Studies</i> 8/9	Paul Petrie <i>English</i> 9/9	Jacqueline Toce <i>Library Services</i> 9/9	Mary Ellen Minichiello* <i>Part-time Faculty</i> 6/9	Stephen Monroe Tomczak <i>Social Work</i> 9/9	
Mohammad T. Islam* <i>Computer Science</i> 5/9	Matthew Miller <i>Environment, Geography &amp; Marine Studies</i> 9/9	Carol Stewart <i>Management, International Business &amp; Public Utilities</i> 6/9	Walter Stutzmann <i>Part-time Faculty</i> 8/9	Cassi Meyerhoffer <i>Sociology</i> 1/1	
<u>Guests:</u> R. Prezant (Provost) C. Bielitz (AA)	B. Kale (Dean A&S) M. Singh (Dean Grad)	J. Edstrom (Enrollment Mgt) D. Reiman (IT)	M. Kingan (Institutional Advancement) T. Brolliar (IT)	S. Hegedus (Dean EDU)	

An asterisk denotes an absence. Overall attendance recorded below each member.

Faculty Senate President D. Weiss called meeting to order at 12:10 p.m.

#### I. Announcements

1. M. Shea: 2020 Faculty Advisory Committee Conference: The Challenges to Public Higher Education in the Era of Globalization. O'Neill/Feldman Center, Westside Campus. Western Connecticut State University. April 3, 2020, 8:00 am – 4:00pm.

#### II. Minutes of the previous meeting held on January 29, 2020 were accepted as distributed.

<https://inside.southernct.edu/faculty-senate/meetings>

#### III. President's Report

<https://inside.southernct.edu/faculty-senate/meetings>

#### IV. Standing Committees

1. Academic Policy (P. Petrie): Minutes received; no announcements.
2. Elections (K. Kruczek): Faculty will begin receiving emails alerting them when a student withdraws from a course after the add/drop period.
3. Finance (W. Faraclas): Minutes received; clarification on AAUP-Travel funds period: funds begin on the first day of the academic year and run until the day before the beginning of the next academic year.
4. Personnel Policy (N. Starling): Minutes received; no announcements.
5. Rules (D. Weiss for R. Gregory): Minutes received; Bylaws and constitution are going through their final revisions. Once finished, the committee will join Academic Policy and begin working on P&T issues.
6. Student Policy (K. Marsland): Minutes received; no announcements.
7. Technology (P. Fruehan): Minutes received; Shared modifications to the Candidate Information Form (CIF) to bring it in line with the version that Digital Measures (DM) produces.
  - a. D. Weiss **asked if there were any objections to moving the discussion on the CIF under New Business.** Hearing none, **the motion was tabled.**

#### V. New Business

1. K. Kruczek and J. Wharton: Presentation on (Full-time) Faculty Opinion Survey of Administrative Effectiveness (see presentation/data slides after minutes).
  - a. Presented data and shared their interpretations; acknowledged that more faculty participation would have produced more robust reporting; shared that for the vice-president offices, not enough data to interpret accurately, many responses indicated that the respondent did not have enough knowledge to rate the offices' effectiveness.
  - b. Questions/comments from Senators included:
    - i. What are the next steps?
    - ii. What can we do to improve communication between faculty and administration?
    - iii. How can we interpret the low response rate for some schools/colleges? How can we interpret the low response rate or the number of "not enough information" responses?
    - iv. How was the survey created? Was there consultation with the administration? What is the history of this tool?

- v. President Bertolino: thanked K. Kruczek and J. Wharton for their work and analysis, and Faculty leadership for engaging in the survey. Asked that the body think about the goals of the exercise, as well as its possible impact on the University and wider community. Shared that he initially struggled with the clarity of purpose however felt that ultimately the survey provided useful information. Looking forward, asked that the Faculty Senate consider engaging in a conversation about future surveys, their goals, and their outcomes. Asked body to consider looking at leadership across campus, administration and faculty together.

#### VI. Guests

1. Dr. Helen Marx and Dr. Olcay Yavuz: Global Education Advisory Committee (GEAC) presentation on American Council on Education (ACE) 2017-2019 Internationalization Laboratory Report (see presentation slides after minutes).

#### VII. Adjournment

- Adjourned at 1:54 p.m.

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L. Eilderts  
Secretary

## DOCUMENTS TO ACCOMPANY MINUTES (FEBRUARY 12, 2020 MEETING)

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American Council on Education (ACE) 2017-2019 Internationalization Laboratory Report



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### AMERICAN COUNCIL ON EDUCATION (ACE) 2017-2019 INTERNATIONALIZATION LABORATORY REPORT

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SOUTHERN CONNECTICUT STATE UNIVERSITY

**Dr. Helen Marx, GEAC Chair**  
**Dr. Olcay Yavuz, Data Reporter**  
**Dr. Erin Heidkamp, IOE Director**  
**Dr. Sobeira Latorre**  
**Dr. Angela Lopez-Velasquez**  
**Dr. Elena Schmitt**  
**Dr. Jean Breny**  
**Dr. Antoinette Towle**  
**Dr. Allison Wall**  
**Dr. Chulguen Yang**

**Dr. Charles Baraw**  
**Dr. James Aselta**  
**Dr. Marian Evans**  
**Dr. Louise Shaw**  
**Dr. Kely Mabry**  
**Dr. Xiaomei Yang**  
**Dr. Zheni Wang**  
**Ms. Sarah Hammond**  
**Ms. Brooke Mercaldi**

SCSU Faculty Senate Presentation, February 12, 2020



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## Purpose and Background of The Report

### Dr. Helen Marx, GEAC Chair

Associate Vice President for Academic Affairs Dr. Ilene Crawford and Director of the Office of International Education Dr. Erin Heidkamp secured approval from President Bertolino and Provost Prezant to participate in the 2017-19 ACE Internationalization Laboratory (see Appendix 1: The ACE Internationalization Laboratory) because the ACE IL experience presented SCSU with the opportunity to assess the international activities in which Southern's students, faculty, and staff currently engage in the context of new senior leadership at SCSU and a mission, a strategic plan, and a strategic enrollment management plan that explicitly name internationalization goals.

#### APPENDIX 1: AMERICAN COUNCIL ON EDUCATION (ACE) INTERNATIONALIZATION LABORATORY "CIGE MODEL FOR COMPREHENSIVE INTERNATIONALIZATION"

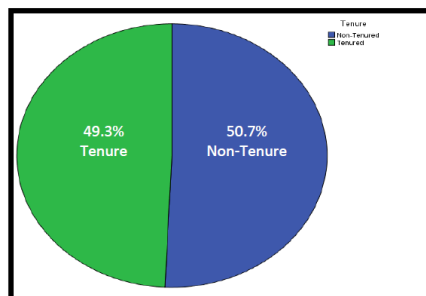
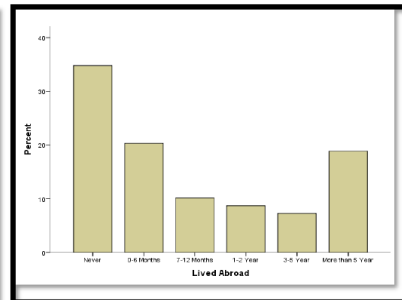
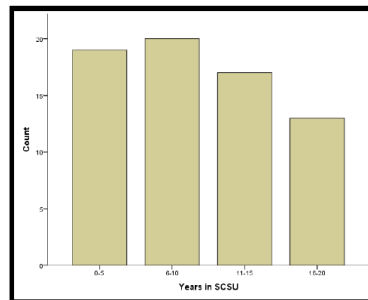




International Partnership and Field Studies at SCSU  
 Faculty Engagement in International Issues  
 Resources and Support for Internationalization  
 Technology, Global Awareness and Internationalization  
 General Attitudes Towards Internationalization Data Summary  
 International and Global Learning Activities  
 Lecturers and Research Scholars from Abroad  
 Study Abroad Programs at SCSU  
 International Work and International Students at SCSU  
 International Grants and Scholar Programs  
 Curriculum and Training for International Students at SCSU  
 Faculty Policies and Practices for International Education






# SCSU FACULTY PERCEPTION DATA

Dr. Olcay Yavuz



# Faculty Perception on International Education

## Resources and Support for Internationalization

My department/college/school encourages me to participate in study abroad programs.			Response Total	Response Percent
Strongly disagree			12	17%
somewhat disagree			6	8%
neither agree nor disagree			35	49%
somewhat agree			10	14%
strongly agree			8	11%



Southern Connecticut  
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## General Overview Faculty Perception on International Education

**Unaware: 15%**

**Knowledge Ready: 35%**

**Perform Ready: 40%**

**Impact Ready: 10%**

# RECOMMENDATIONS

Dr. Helen Marx, GEAC Chair

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**1. HIRE AN INTERNATIONAL RECRUITMENT COORDINATOR** (ACE MODEL FOR COMPREHENSIVE INTERNATIONALIZATION TARGET AREAS: 1] ADMINISTRATIVE LEADERSHIP, STRUCTURE, AND STAFFING; 2] STUDENT MOBILITY)

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**1A. COMMIT SCHOLARSHIP/ASSISTANTSHIP FUNDS TO SUPPORT INTERNATIONAL STUDENT RECRUITMENT/FACILITATE PARTNERSHIP BUILDING WITH EDUCATIONAL RECRUITMENT AGENCIES**

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# RECOMMENDATIONS

**2. ADDITIONAL STRATEGIES TO INCREASE INTERNATIONAL (F-1) STUDENT RECRUITMENT, ENROLLMENT, AND RETENTION** (ACE MODEL FOR COMPREHENSIVE INTERNATIONALIZATION TARGET AREAS: 1] ADMINISTRATIVE LEADERSHIP, STRUCTURE, AND STAFFING; 2] STUDENT MOBILITY)

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**2A. ENHANCE STUDENT ENGAGEMENT, CO-CURRICULAR LEARNING AND UTILIZATION OF SUPPORT SERVICES FOR INTERNATIONAL STUDENTS** (ACE MODEL FOR COMPREHENSIVE INTERNATIONALIZATION TARGET AREA: CURRICULUM, CO-CURRICULUM, AND LEARNING OUTCOMES)

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# RECOMMENDATIONS

**3. IMPLEMENT FACULTY SUPPORT MECHANISMS FOR CAMPUS INTERNATIONALIZATION (ACE Model for Comprehensive Internationalization Target Area: Faculty Policies and Practices)**

**4. ALIGN INSTITUTIONAL ASPIRATIONS OF INTERNATIONALIZATION With University Curriculum (ACE Model for Comprehensive Internationalization Target Area: Faculty Policies and Practices)**

## THE OFFICE OF INTERNATIONAL EDUCATION

**Dr. Erin Heidkamp**

			
<b>INBOUND J-1/F-1</b>	<b>STUDY ABROAD</b>	<b>INTER- NATIONAL</b>	<b>FACULTY RESOURCES</b>
COMING TO SOUTHERN!	EXPERIENCING THE WORLD!	EARN A DEGREE AT SOUTHERN	FACULTY & DEPARTMENT RESOURCE
<a href="#">LEARN MORE</a>	<a href="#">LEARN MORE</a>	<a href="#">LEARN MORE</a>	<a href="#">LEARN MORE</a>

## ACE IL LEADERSHIP TEAM AND SUBCOMMITTEE MEMBERSHIP

### Leadership Team

Dr. Ilene Crawford, Assoc. Vice President for Academic Affairs  
 Dr. Erin Heidkamp, Director, Office of International Education  
 Dr. Helen Marx, Associate Professor, Curriculum and Learning, Faculty Director, Academic Advising  
 Dr. Luke Eilderts, Associate Professor, World Languages and Literatures  
 Alexis Haakonsen, Director, Undergraduate Admissions  
 Lisa Galvin, Director, Graduate Admissions  
 Admission and Retention Working Group (partial overlap with SEMP-C International Recruitment Working Group)  
 Dr. Lisa Galvin, Director of Graduate Admissions  
 Dr. Erin Heidkamp, Director, Office of International Education  
 Registration and Credit Transfer Procedure Information Provided by:  
 Dr. Terri Bennett, Director, LEP Advisement and Policy  
 Alicia Carroll, Registrar  
 Student Affairs Working Group:  
 Katie D'Oliveira, Director, Academic Success Center  
 Dr. Diane Morgenthaler, Director, Granoff Health Center  
 Sal Rizza, Director, New Student and Sophomore Programs

### Global Education Advisory Council Working Group:

Dr. Helen Marx, Associate Professor, Curriculum and Learning  
 Dr. Peter Bodo, Professor, Economics and Finance  
 Dr. Mehdi Hossain, Assistant Professor, Marketing  
 Dr. Kelly Mabry, Associate Professor, Communication Disorders  
 Dr. Sobeira Latorre, Associate Professor, World Languages and Literatures  
 Dr. Angela Lopez-Velasquez, Associate Professor, Curriculum and Learning  
 Dr. Andrew Smyth, Professor, English  
 Dr. Antoinette Towle, Associate Professor, Nursing  
 Dr. Charles Baraw, Associate Professor, English  
 Dr. Jean Breny, Professor, Public Health  
 Dr. Allison Wall, Assistant Professor, Management  
 Dr. Chulguen Yang, Associate Professor, Management / MGT Information Systems  
 Dr. Yan Wei, Assistant Professor, Special Education and Reading  
 Dr. Nicholas Edgington, Associate Professor, Biology  
 Dr. Elaine Martin, Professor, Nursing  
 Dr. Louise Shaw, Assistant Professor, Special Education and Reading  
 Dr. Marian Evans, Associate Professor, Public Health  
 Dr. Han Yu, Associate Professor, Finance  
 Dr. Elena Schmitt, Professor, World Languages and Literature  
 Dr. James Aselta, Professor, Accounting

## AMERICAN COUNCIL ON EDUCATION (ACE) 2017-2019 INTERNATIONALIZATION LABORATORY REPORT

SOUTHERN CONNECTICUT STATE UNIVERSITY

**Dr. Helen Marx, GEAC Chair**  
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**Ms. Brooke Mercaldi**



SCSU Faculty Senate Presentation, February 12, 2020



**(Full-Time) Faculty Opinion Survey of  
Administrative Effectiveness**

February 10, 2020

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## Survey Dissemination and Analysis

- During the 2018 - 2019 academic year, the Personnel Policy Committee (PPC) drafted a Faculty Opinion Survey of Administrative Effectiveness.
- Before dissemination of the survey, members of the Faculty Senate Executive Committee and members of the administration met to discuss the purpose of a Faculty Opinion Survey of Administrative Effectiveness, its contents, and the desired outcomes.
- Based on these meetings, the PPC modified the survey.
- President Diamantis announced the survey and sent the survey link to all full-time faculty on April 11, 2019.
- The results were analyzed during the fall 2019 semester by the Elections Committee.

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## Survey highlights

- Faculty responses to executive level and dean positions are based on a survey pool of 168 respondents
- More than  $\frac{1}{2}$  of that pool were unresponsive to knowing certain VP and CIO roles
- Hence, only President, Provost, AVP-AA, VP-SA, SGPS, and deans data are provided.

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#### Survey highlights

- Depending on their time at SCSU, the percentage of faculty satisfied with SCSU ranged from 67% (those here 11 – 20 years) and 77% (those here less than 10 or over 20 years here).
- For the President, overall faculty find him to be 50 – 70% effective in said areas.
- For the Provost, overall faculty find him to be 38 – 57% effective in said areas.
- For VP's, faculty find them to be 43 – 60% effective in said areas (many respondents had insufficient knowledge of the roles of VP's).

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#### Survey highlights

- Arts and Sciences faculty are evenly divided about their dean.
- Business faculty feel their dean is effective (although only 6 faculty responded).
- Health and Human Services found their dean to be effective.
- Faculty reported higher percentages of insufficient knowledge and had mixed opinions about the effectiveness of the Dean of Education and the School of Graduate and Professional Studies.

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## Survey highlights

- We need more consistent participation from each college.
- Many faculty members are not familiar with the responsibilities and daily work of administrators, so it may be difficult for faculty to accurately evaluate administrators.
- Not surprisingly, the results varied for each administrator.

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## SURVEY DEMOGRAPHICS

A&S	BUS	EDU	HHS	Lib	Couns	Athl	Total
88/229 (38.4%)	8/50 (16%)	25/54 (46.3%)	38/92 (41.3%)	5	1	1	166

Years Employed		
1 to 10 years	11 to 20 years	20+ years
71	55	40

Race Identity			
White	Black or African American	Asian	Latinx
131	8	8	5

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## OVERALL SATISFACTION

	Highly Satisfied	Somewhat Satisfied	Somewhat Unsatisfied	Highly Unsatisfied	Total #
All	28.57%	45.24%	17.86%	8.33%	168
A&S	24.42%	52.33%	12.79%	10.47%	86
BUS	42.86%	28.57%	0.00%	28.57%	7
EDU	28.00%	44.00%	20.00%	8.00%	25
HHS	36.84%	36.84%	21.05%	5.26%	38
# years					
0 – 10	29.58%	47.89%	14.08%	8.45%	71
11 – 20	24.07%	42.59%	25.93%	7.41%	54
21+	35.00%	42.50%	12.50%	10.00%	40

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## UNIVERSITY PRESIDENT

Note: Results for All Faculty

Very Effective	Effective	Minimally Effective	Ineffective	Insufficient Knowledge to Rate	Total #
<b>Engages in Shared Governance</b>					
16.41%	42.19%	12.50%	11.72%	17.19%	128
<b>Advocates for the Needs of the University</b>					
17.83%	34.11%	9.30%	9.30%	29.46%	129
<b>Supports Student Retention</b>					
23.08%	46.92%	13.85%	3.85%	12.31%	130
<b>Responds to Faculty Needs</b>					
13.28%	34.38%	25.00%	17.19%	10.16%	128
<b>Promotes a Positive Working Environment</b>					
24.22%	42.19%	12.50%	15.63%	5.47%	128

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Note: Results for All Faculty

Very Effective	Effective	Minimally Effective	Ineffective	Insufficient Knowledge to Rate	Total #
<b>Engages in Shared Governance</b>					
13.60%	32.80%	24.00%	16.00%	13.60%	125
<b>Advocates for the Academic Vision</b>					
17.07%	39.84%	12.20%	14.63%	16.26%	123
<b>Maintains Accessibility to the Faculty</b>					
22.13%	30.33%	19.67%	17.21%	10.66%	122
<b>Responds to Faculty Needs</b>					
10.57%	31.71%	21.14%	26.02%	10.57%	123

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Note: Results for All Faculty

Very Effective	Effective	Minimally Effective	Ineffective	Insufficient Knowledge to Rate	Total #
<b>Treats Faculty with Fairness</b>					
15.70%	33.06%	14.88%	23.14%	13.22%	121
<b>Supports Teaching Mission</b>					
16.26%	34.15%	18.70%	18.70%	12.20%	123
<b>Supports Creative Activity</b>					
20.49%	34.43%	18.03%	15.57%	11.48%	122
<b>Supports Service</b>					
11.57%	26.45%	22.31%	23.97%	15.70%	121
<b>Promotes a Positive Working Environment</b>					
14.88%	29.75%	18.18%	25.62%	11.57%	121

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## ACADEMIC AFFAIRS ASSOCIATE VP

Note: Results for All Faculty

Very Effective	Effective	Minimally Effective	Ineffective	Insufficient Knowledge to Rate	Total #
<b>Engages in Shared Governance</b>					
18.49%	29.41%	9.24%	9.24%	33.61%	119
<b>Implements Solutions to University-Wide Problems</b>					
18.80%	25.64%	11.97%	6.84%	36.75%	117
<b>Responds to Faculty Needs</b>					
16.95%	27.97%	11.86%	11.86%	31.36%	118
<b>Promotes a Positive Working Environment</b>					
19.33%	28.57%	10.92%	11.76%	29.41%	119

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## VP of STUDENT AFFAIRS

Note: Results for All Faculty

Very Effective	Effective	Minimally Effective	Ineffective	Insufficient Knowledge to Rate	Total #
<b>Engages in Shared Governance</b>					
20.00%	30.91%	4.55%	5.45%	39.09%	110
<b>Advocates for the Needs of the Students</b>					
45.05%	21.62%	4.50%	1.80%	27.03%	111
<b>Functions in a Way that Supports Student Persistence</b>					
36.04%	27.03%	3.60%	5.41%	27.93%	111
<b>Responds to Faculty Needs</b>					
24.32%	24.32%	7.21%	7.21%	36.94%	111
<b>Promotes a Positive Working Environment</b>					
34.55%	24.55%	3.64%	5.45%	31.82%	111

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Note: Results for All Faculty

Very Effective	Effective	Minimally Effective	Ineffective	Insufficient Knowledge to Rate	Total #
<b>Responds Respectfully to Inquiries from the Faculty</b>					
9.91%	20.72%	17.12%	9.91%	42.34%	111
<b>Maintains Accessibility to the Faculty</b>					
11.82%	21.82%	14.55%	12.73%	39.09%	110
<b>Communicates an Academic Vision for Grad. Education</b>					
8.26%	18.35%	13.76%	22.94%	36.70%	109
<b>Demonstrates Willingness to Implement Solutions</b>					
15.89%	18.69%	7.48%	6.54%	42.99%	107
<b>Functions in a Way that Supports Student Success</b>					
9.17%	19.27%	11.93%	20.18%	39.45%	109

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Note:

VE = Very Effective; E = Effective; ME = Minimally Effective;  
I = Ineffective; IK = Insufficient Knowledge to Rate

	VE	E	ME	I	IK	Total #
<b>Engages in Shared Governance</b>						
A&S	19.35%	33.87%	12.90%	24.19%	9.68%	62
BUS	60.00%	20.00%	20.00%	0.00%	0.00%	5
EDU	0.00%	38.46%	30.77%	23.08%	7.69%	13
HHS	51.72%	24.14%	13.79%	10.34%	0.00%	29
<b>Communicates an Academic Vision for the College</b>						
A&S	14.75%	26.23%	21.31%	27.87%	9.84%	61
BUS	60.00%	20.00%	20.00%	0.00%	0.00%	5
EDU	7.69%	23.08%	30.77%	23.08%	15.38%	13
HHS	65.52%	17.24%	13.79%	3.45%	0.00%	29

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Note:

VE = Very Effective; E = Effective; ME = Minimally Effective;

I = Ineffective; IK = Insufficient Knowledge to Rate

	VE	E	ME	I	IK	Total #
<b>Maintains Accessibility to the Faculty</b>						
A&S	29.51%	26.23%	16.39%	19.67%	8.20%	61
BUS	60.00%	20.00%	0.00%	20.00%	0.00%	5
EDU	7.69%	0.00%	30.77%	23.08%	38.46%	13
HHS	75.00%	14.29%	10.71%	0.00%	0.00%	28
<b>Responds to Faculty Needs</b>						
A&S	22.95%	18.03%	24.59%	27.87%	6.56%	61
BUS	40.00%	40.00%	0.00%	20.00%	0.00%	5
EDU	7.69%	0.00%	30.77%	23.08%	38.46%	13
HHS	55.71%	31.03%	6.90%	6.90%	0.00%	29

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Note:

VE = Very Effective; E = Effective; ME = Minimally Effective;

I = Ineffective; IK = Insufficient Knowledge to Rate

	VE	E	ME	I	IK	Total #
<b>Treats the Faculty with Fairness</b>						
A&S	29.51%	19.67%	11.48%	31.15%	8.20%	61
BUS	33.33%	33.33%	16.67%	16.67%	0.00%	6
EDU	7.69%	7.69%	30.77%	7.69%	46.15%	13
HHS	55.71%	31.03%	6.90%	6.90%	0.00%	29
<b>Supports Teaching Mission</b>						
A&S	26.23%	27.87%	14.75%	19.67%	11.48%	61
BUS	50.00%	25.00%	25.00%	0.00%	0.00%	4
EDU	7.69%	61.54%	7.69%	15.38%	7.69%	13
HHS	60.17%	28.57%	10.71%	0.00%	0.00%	28

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Note:

VE = Very Effective; E = Effective; ME = Minimally Effective;

I = Ineffective; IK = Insufficient Knowledge to Rate

	VE	E	ME	I	IK	Total #
<b>Supports Creative Activity</b>						
A&S	25.42%	28.81%	16.95%	16.95%	11.86%	59
BUS	50.00%	0.00%	50.00%	0.00%	0.00%	6
EDU	21.43%	28.57%	35.71%	7.14%	0.00%	14
HHS	65.52%	27.59%	3.45%	3.45%	0.00%	29
<b>Supports Service</b>						
A&S	20.00%	28.33%	11.67%	23.33%	16.67%	60
BUS	40.00%	20.00%	40.00%	0.00%	0.00%	5
EDU	0.00%	46.15%	30.77%	23.08%	0.00%	13
HHS	62.07%	17.24%	17.24%	3.45%	0.00%	29

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Note:

VE = Very Effective; E = Effective; ME = Minimally Effective;

I = Ineffective; IK = Insufficient Knowledge to Rate

	VE	E	ME	I	IK	Total #
<b>Dean Promotes a Positive Working Environment</b>						
A&S	19.67%	27.87%	18.03%	18.03%	26.23%	61
BUS	60.00%	0.00%	20.00%	20.00%	0.00%	5
EDU	0.00%	30.77%	15.38%	53.85%	0.00%	13
HHS	65.52%	17.24%	10.34%	6.90%	0.00%	29

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