Appendix 4.1:
Shared Governance and Communication Survey

Shared Governance Questions

The Higher Learning Commission (HLC) Response Team is charged with the task of addressing questions arising out of the HLC Team visit in 2010. The purpose of this study is to identify areas of shared governance (joint decision-making) and communication that work effectively on campus, as well as to identify those areas of continued concern. Your responses should reflect perceptions since 2008 or since your employment at UCA, whichever is more recent. You were selected to participate in this study because you are either a faculty member, staff member, or an administrator at the University of Central Arkansas (UCA). The following questions were developed through a coordinated effort between the HLC Response Team, the Faculty Senate, and the Staff Senate. It is very important that we are able to reflect the sentiments of our faculty, staff, and administrators in our report to the HLC. Therefore, your participation in this study is highly valued.

1. How transparent is the decision-making process at the following levels?

	Very Transparent (1)	Somewhat Transparent (2)	Not Very Transparent (3)	Not at all Transparent (4)	Don't Know (5)	Doesn't Apply (6)
Departments/Units	○	○	○	○	○	○
College Deans	○	○	○	○	○	○
Provost's Office	○	○	○	○	○	○
Vice Presidents	○	○	○	○	○	○
President's Office	○	○	○	○	○	○
Board of Trustees	○	○	○	○	○	○

For those answering 3 or 4, what could be done at this level to make the decision-making process more transparent?

2. How satisfied are you with the shared governance process at the following levels?

	Very Satisfied (1)	Somewhat Satisfied (2)	Not Very Satisfied (3)	Not at all Satisfied (4)	Don't Know (5)	Doesn't Apply (6)
Departments/Units	○	○	○	○	○	○
College Deans	○	○	○	○	○	○
Provost's Office	○	○	○	○	○	○
Vice Presidents	○	○	○	○	○	○
President's Office	○	○	○	○	○	○
Board of Trustees	○	○	○	○	○	○

For those answering 3 or 4, what could be done at this level to increase your level of satisfaction with the governance process?

3. Concerns expressed by my colleagues or me are taken seriously.

○ Always

○ Sometimes

○ Rarely

○ Never

4. In what area is UCA BEST able to demonstrate shared governance? That is, on what topics do you feel you are best able to have input?

5. In what area is UCA WORST able to demonstrate shared governance? That is, on what topics do you feel you are least able to have input?

Campus Communications Questions

6. Do you think there is a problem with the sharing of information vertically on the campus, that is up and down the various levels?

○ Yes (go to the next question)

○ No (skip to question 9)

7. At what level do you identify the largest break in vertical communication?

○ Departments/Units

○ College Deans

○ Provost's Office

○ Vice Presidents

○ President

○ Board of Trustee

○ Don't Know

8. Do you think the break in communication happens with information being shared downward (from administration to faculty and staff) or upward (from the faculty and staff to the administration)?

○ Downward

○ Upward

9. Do you think there is a problem with the sharing of information horizontally on campus, that is across membership in the same level?

○ Yes (go to the next question)

○ No (go to question 11)

10. At what level do you identify the largest break in horizontal information?

○ Departments/Units

○ College Deans

○ Provost's Office

○ Vice Presidents

○ President's Office

○ Board of Trustees

○ Don't Know

11. From what means do you obtain information as to what is happening on campus?

	Often (1)	Sometimes (2)	Never (3)	Doesn't Apply (4)
Faculty Senate Website	○	○	○	○
Staff Senate Website	○	○	○	○
Faculty Senate Minutes	○	○	○	○
Staff Senate Minutes	○	○	○	○
Faculty Senate Emails	○	○	○	○
Staff Senate Emails	○	○	○	○
Bear Ledger	○	○	○	○
Campus Forums	○	○	○	○
Administrative Emails	○	○	○	○
UCA Website	○	○	○	○
Departmental Meetings	○	○	○	○
Echo	○	○	○	○
Newspapers	○	○	○	○
Television	○	○	○	○
Other	○	○	○	○

Other (please specify)

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12. How effective at sharing information are the following?

	Often (1)	Sometimes (2)	Never (3)	Doesn't Apply (4)
Faculty Senate Website	○	○	○	○
Staff Senate Website	○	○	○	○
Faculty Senate Minutes	○	○	○	○
Staff Senate Minutes	○	○	○	○
Faculty Senate Emails	○	○	○	○
Staff Senate Emails	○	○	○	○
Bear Ledger	○	○	○	○
Campus Forums	○	○	○	○
Administrative Emails	○	○	○	○
UCA Website	○	○	○	○
Departmental Meetings	○	○	○	○
Echo	○	○	○	○
Newspapers	○	○	○	○
Television	○	○	○	○
Other	○	○	○	○

Other (please specify)

[   ]

13. For what types of information is UCA BEST able to share? That is, about what do you receive plenty of information?

14. For what types of information is UCA WORST able to share? That is, about what would you like to receive more information?

15. Do you know where you would go to find information on the following topics?

	Yes (1)	Maybe (2)	No (3)	Doesn't Apply (4)
UCA Budget	○	○	○	○
Employee Benefits	○	○	○	○
Faculty Senate Activities	○	○	○	○
Staff Senate Activities	○	○	○	○
UCA Physical Plant activities	○	○	○	○
Reynolds Performance Hall activities	○	○	○	○
UCA Board of Trustees policies	○	○	○	○
UCA Mission Statement	○	○	○	○
Strategic Plan Initiatives	○	○	○	○

General Questions

16. What is your employment status?

◯ Full-time

◯ Part-time

17. Are you classified primarily as a faculty member, staff member, or an administrator (Chair or higher administrator)?

◯ Faculty

◯ Staff - Classified

◯ Staff - Non-Classified

◯ Administrator

Shared Governance & Communication Survey:

Summary of Survey Results

University of Central Arkansas

2011-2012

During November and December of the Fall 2011 term, a Shared Governance and Communication Survey was developed and administered to the staff, faculty, and administrators on the campus of the University of Central Arkansas. The purpose of this study was four-fold: to obtain a measure of shared governance processes, identifying areas where various constituent groups on campus feel they have a voice and other areas where they feel they do not; to examine vertical and horizontal lines of communication, recognizing where the sharing of information is effective and where information-sharing may stop prematurely; to establish a baseline measure of shared governance and communication on campus, thus allowing for comparison with future administrations of the survey; and to obtain data that will allow for a measured response to the Higher Learning Commission's (HLC) 2010 Team Report concerns.

Respondents were asked to reflect upon their perceptions since 2008, or since their employment at UCA, whichever is more recent. There were a total of 209 survey participants (out of about 1200 emails sent out requesting participation) reflecting a completion rate of about 16.7%. The results below provide a summary of the written comments and a composite response to the questions (see the Appendix for frequencies and percentages for each question). In addition, crosstabs were completed to examine whether major differences could be found across staff, faculty, and administrators. Because the basic trend in responses is found across each of the groups, only the composite responses are provided below. The crosstabs file is also available upon request.

This report is divided into three parts. The first section provides a summary of survey questions 1 through 5. These questions measure issues of transparency and satisfaction regarding shared governance on campus. The second section addresses questions 6 through 15 and relates to the topic of communication. We examine our ability to share information both vertically and horizontally across campus, and evaluate our current means by which we post or release information. The third section, questions 16 and 17, inform us as to the employment status and classification of the respondents.

I. Shared Governance Questions

When asked how transparent the decision-making process is at various administrative levels, for all levels between the department/unit and president's office, the most commonly selected option was "somewhat transparent" (ranging from 28% for vice presidents to 41.1% for departments/units; see question # 1). However, 47.8% of respondents stated the Board of Trustees are "not at all transparent." Respondents are "very satisfied" with the shared governance process at the department/unit level (44.4%), but only "somewhat satisfied" with the college deans through the president's office (ranging from 29.9% at the vice president level to 37.7% at the college dean level; see question #2). Again, the largest group of respondents (42%) were "not at all satisfied" with the shared governance process at the Board of Trustee level. Ultimately, only 18.7% of respondents report that concerns expressed by them or their colleagues are "rarely" or "never" taken seriously (see question # 3). At the other extreme, 21.2% report that these concerns are "always" taken seriously.

Open-ended questions allowed respondents to explain which areas at UCA are best able to demonstrate shared governance (see question # 4) and worst able to demonstrate shared governance (see question # 5). The top three responses for effective shared governance are related to department/unit activities (20.5%), curriculum issues (18.9%), and sharing information (9.1%). The top three responses for ineffective shared governance are related to budget issues

(21.3%), hires/personnel issues (20.6%), and Board to Trustee decision-making (13.5%). It is important to note that comments relating to salary issues (9.2%) were counted separately from general budget comments. If the two are combined, 30.5% of the comments would then be related to budget and salary issues. In addition, it is interesting to note that a number of concerns relating to hires referred to presidential hires prior to President Courtway.

II. Communication Questions

Three questions tap into the effectiveness of vertical communication across campus. Nearly all of the respondents (84.3%) identify a problem with sharing information vertically on the campus (see question # 6). The most commonly identified breaks in vertical communication were found at the level of the Board of Trustees (28.3%), provost's office (18.1%) and college deans (15.7%; see question # 7). Three-fourths (78.5%) of the respondents report that this break in communication happens primarily with information being shared downward from administration to faculty and staff as compared to upward from the faculty and staff to the administration (21.5%; see question # 8).

Two questions tap into the effectiveness of horizontal communication across campus. About one-half (53.9%) of the respondents report there is a problem with sharing information horizontally on campus (see question # 9). The largest breaks are seen at the department/unit level (36.4%) and the level of the college deans (25.2%; see question # 10).

Where respondents obtain their information (see question # 11) and how effective these units are at sharing information (see question # 12) is also measured. While nearly all means of information listed are used "sometimes" (as reported by 38.6% to 54.6% of the respondents), the means used most "often" are departmental meetings (64.2%) and administrative emails (60.3%). In addition, respondents reported that departmental meetings (59.8%) and administrative emails (47.9%) are "often" effective means at sharing information.

Open-ended questions allowed respondents to identify what types of information UCA is best able to share (see question # 13) and worst able to share (see question # 14). The top three types of information we are best able to share concern campus events (30.9%), administrative information (25.2%) and athletics/sports (15.4%). While respondents reported that administrative information is shared with the campus, nearly one-third (32.2%) questioned how administrative decisions are made. In addition, 21.7% reported we are unable to effectively share budget information. Finally, 10.7% were either unsure as to what information is not shared or identified information related to students.

Finally, we wanted to examine whether respondents knew where to go to find various types of information (see question # 15). Generally, three-fourths of respondents know how to find such items as employee benefits, faculty and staff senate activities, the mission statement and Reynolds Performance Hall activities (between 72.1% to 89.9%). However, only one-half of the respondents know where to find the strategic plan initiatives (54.5%) or the Board of Trustee policies (42.9%). Finally, respondents are unclear about where information on the UCA budget and physical plant activities can be found (36.1% and 32.6%, respectively said they could find the information).

III. General Questions

Only one part-time person (.5%) completed the survey, all of the others were full-time (99.5%; see question # 16). One-half (50.3%) of the respondents were faculty, about one-third (34.9%) were staff (19% classified and 15.9% non-classified), and 14.8% were administrators (see question # 17).

Frequencies and Percentages

1. A. How transparent is the decision-making process at the following levels? (N=209)

(VT=Very Transparent, ST=Somewhat Transparent, NVT=Not Very Transparent, NAAT=Not At All Transparent, DK=Don't Know, and DA=Doesn't Apply)

	VT(1)	ST(2)	NVT(3)	NAAT(4)	DK	DA
Departments/Units	39.1% (81)	41.1% (85)	9.7% (20)	5.3% (11)	3.4% (7)	1.4% (3)
College Deans	9.7% (20)	36.4% (75)	23.8% (49)	11.7% (24)	12.6% (26)	5.8% (12)
Provost's Office	2.9% (6)	32.4% (67)	26.6% (55)	19.8% (41)	15.0% (31)	3.4% (7)
Vice Presidents	3.4% (7)	28.0% (58)	25.1% (52)	20.8% (43)	21.3% (44)	1.4% (3)
President's Office	9.7% (20)	34.3% (71)	17.9% (37)	23.7% (49)	14.0% (29)	.5% (1)
Board of Trustees	1.9% (4)	18.4% (38)	18.8% (39)	47.8% (99)	12.6% (26)	.5% (1)

1. B. For those answering 3 or 4, what could be done at this level to make the decision-making process more transparent?

	Frequencies	Percentages
Board of Trustees Openness/Changes	15	14.0%
President Openness/Changes	9	8.4%
Provost Openness/Changes	6	5.6%
Dean Openness/Changes	2	1.9%
Department/Unit Openness/Changes	2	1.9%
Campus-Wide Decision-Making	12	11.2%
Communicate Information	40	37.4%
Follow Procedure	10	9.3%
Don't Know	5	4.7%
Other	6	5.6%
Total	107	100%

2. A. How satisfied are you with the shared governance process at the following levels? (N=207)

(VS=Very Satisfied, SS=Somewhat Satisfied, NVS=Not Very Satisfied, NAAS=Not At All Satisfied, DK=Don't Know, and DA=Doesn't Apply)

	VS(1)	SS(2)	NVS(3)	NAAS(4)	DK	DA
Departments/Units	44.4% (92)	35.7% (74)	10.6% (22)	4.3% (9)	2.4% (5)	2.4% (5)
College Deans	20.8% (43)	37.7% (78)	16.4% (34)	6.8% (14)	11.1% (23)	7.2% (15)
Provost's Office	6.4% (13)	36.6% (74)	25.2% (51)	13.4% (27)	13.9% (28)	4.5% (9)
Vice Presidents	6.9% (14)	29.9% (61)	27.0% (55)	13.2% (27)	20.1% (41)	2.9% (6)
President's Office	12.9% (26)	35.6% (72)	19.8% (40)	18.8% (38)	11.4% (23)	1.5% (3)
Board of Trustees	2.9% (6)	17.6% (36)	24.9% (51)	42.0% (86)	10.2% (21)	2.4% (5)

2. B. For those answering 3 or 4, what could be done at this level to increase your level of satisfaction with the governance process?

	Frequencies	Percentages
Board of Trustees Openness/Changes	20	23.0%
President Openness/Changes	9	10.3%
Provost Openness/Changes	3	3.4%
Dean Openness/Changes	2	2.3%
Department/Unit Openness/Changes	5	5.7%
Campus-Wide Decision-Making	10	11.5%
Communicate Information	12	13.8%
Follow Procedure	5	5.7%
Put Right Personnel in Place	11	12.6%
Don't Know	3	3.4%
See Response to #1	6	6.9%
Other	1	1.1%
Total	87	100%

3. Concerns expressed by my colleagues or me are taken seriously.

	Frequencies	Percentages
Always	44	21.2%
Sometimes	125	60.1%
Rarely	34	16.3%
Never	5	2.4%
Total	208	100%

4. In what area is UCA BEST able to demonstrate shared governance? That is, on what topics do you feel you are best able to have input?

	Frequencies	Percentages
Hires	5	3.8%
Staff Senates Activities	5	3.8%
Faculty Senate Activities	10	7.6%
Committee Activities	9	6.8%
Curriculum Issues	25	18.9%
Strategic Planning	9	6.8%
Department/Unit Activities	27	20.5%
Sharing Information	12	9.1%
Student-Related Issues	3	2.3%
Generally All Areas	2	1.3%
Nothing	6	4.5%
Don't Know	10	7.6%
Other	9	6.8%
Total	132	100%

5. In what area is UCA WORST able to demonstrate shared governance? That is, on what topics do you feel you are least able to have input?

	Frequencies	Percentages
Board of Trustees Decision-Making	19	13.5%
President Decision-Making	6	4.3%
Provost Decision-Making	3	2.1%
College Decision-Making	3	2.1%
Departmental/Unit Decision-Making	7	5.0%
Campus-Wide Communication	11	7.8%
Hires/Personnel Issues	29	20.6%
Budget Issues	30	21.3%
Salaries	13	9.2%
Don't Know	8	5.7%
Other	12	8.5%
Total	141	100%

6. Do you think there is a problem with the sharing of information vertically on campus, that is up and down the various levels?

	Frequencies	Percentages
Yes	161	84.3%
No	30	15.7%
Total	191	100%

7. At what level do you identify the largest break in vertical communication?

	Frequencies	Percentages
Departments/Units	6	3.6%
College Deans	26	15.7%
Provost's Office	30	18.1%
Vice Presidents	21	12.7%
President	11	6.6%
Board of Trustees	47	28.3%
Don't Know	25	15.1%
Total	166	100%

8. Do you think the break in communication happens primarily with information being shared downward (from administration to faculty and staff) or upward (from the faculty and staff to the administration)?

	Frequencies	Percentages
Downward	128	78.5%
Upward	35	21.5%
Total	163	100%

9. Do you think there is a problem with the sharing of information horizontally on campus, that is across membership in the same level?

	Frequencies	Percentages
Yes	103	53.9%
No	88	46.1%
Total	191	100%

10. At what level do you identify the largest break in horizontal information?

	Frequencies	Percentages
Departments/Units	39	36.4%
College Deans	27	25.2%
Provost's Office	10	9.3%
Vice Presidents	9	8.4%
President	3	2.8%
Board of Trustees	6	5.6%
Don't Know	13	12.1%
Total	107	100%

11. A. From what means do you obtain information as to what is happening on campus? (N=192)

	Often	Sometimes	Never	Doesn't Apply
Faculty Senate Website	14.2% (26)	49.2% (90)	25.7% (47)	10.9% (20)
Staff Senate Website	9.9% (17)	38.6% (66)	38.6% (66)	12.9% (22)
Faculty Senate Minutes	31.8% (54)	46.5% (79)	11.8% (20)	10.0% (17)
Staff Senate Minutes	24.9% (42)	41.4% (70)	21.9% (37)	11.8% (20)
Faculty Senate Emails	32.7% (56)	41.5% (71)	11.1% (19)	14.6% (25)
Staff Senate Emails	27.4% (46)	40.5% (68)	20.2% (34)	11.9% (20)
Bear Ledger	25.4% (47)	51.9% (96)	21.6% (40)	1.1% (2)
Campus Forums	25.7% (47)	54.1% (99)	19.7% (36)	.5% (1)
Administrative Emails	60.3% (114)	36.0% (68)	3.7% (7)	0% (0)
UCA Website	42.6% (80)	50.5% (95)	6.9% (13)	0% (0)

	Often	Sometimes	Never	Doesn't Apply
Departmental Meetings	64.2% (122)	25.8% (49)	7.9% (15)	2.1% (4)
Echo	26.2% (48)	54.6% (100)	18.0% (33)	1.1% (2)
Newspapers	40.4% (76)	54.3% (102)	5.3% (10)	0 (0)
Television	19.6% (36)	53.3% (98)	27.2% (50)	0% (0)
Other	27.8% (22)	8.9% (7)	12.7% (10)	50.6% (40)

11. B. From what means do you obtain information as to what is happening on campus? Other

	Frequencies	Percentages
Rumors	24	72.3%
Media	7	21.1%
Other	2	6.1%
Total	33	100%

12. A. How effective at sharing information are the following? (N=173)

	Often	Sometimes	Never	Doesn't Apply
Faculty Senate Website	23.5% (38)	43.2% (70)	9.3% (15)	24.1% (39)
Staff Senate Website	17.0% (28)	44.8% (74)	6.1% (10)	32.1% (53)
Faculty Senate Minutes	37.8% (62)	42.1% (69)	3.7% (6)	16.5% (27)
Staff Senate Minutes	30.5% (51)	42.5% (71)	3.0% (5)	24.0% (40)
Faculty Senate Emails	35.0% (56)	38.8% (62)	5.0% (8)	21.3% (34)

	Often	Sometimes	Never	Doesn't Apply
Staff Senate Emails	31.7% (52)	39.0% (64)	5.5% (9)	23.8% (39)
Bear Ledger	27.3% (45)	50.9% (84)	12.1% (20)	9.7% (16)
Campus Forums	33.9% (56)	54.5% (90)	7.3% (120	4.2% (7)
Administrative Emails	47.9% (80)	46.7% (78)	4.8% (8)	.6% (1)
UCA Website	30.5% (51)	61.1% (102)	7.8% (13)	.6% (1)
Departmental Meetings	59.8% (101)	29.6% (50)	8.3% (14)	2.4% (4)
Echo	15.1% (25)	64.5% (107)	14.55 (24)	6.0% (10)
Newspapers	29.4% (48)	57.1% (93)	11.7% (19)	1.8% (3)
Television	15.5% (25)	53.4% (86)	22.4% (36)	8.7% (14)
Other	14.1% (9)	12.5% (8)	6.3% (4)	67.2% (43)

12. B. How effective at sharing information are the following? Other

	Frequencies	Percentages
Rumors	7	53.8%
Newsletter	1	7.7%
Administrative meetings	1	7.7%
Other	4	30.8%
Total	13	100%

13. For what types of information is UCA BEST able to share? That is, about what do you receive plenty of information?

	Frequencies	Percentages
Staff Senate info	3	2.4%
Faculty Senate info	11	8.9%
Athletics/Sports	19	15.4%
Administrative info	31	25.2%
Campus Events	38	30.9%
Negative info	9	7.3%
Positive info	3	2.4%
Other	9	7.3%
Total	123	100%

14. For what types of information is UCA WORST able to share? That is, about what would you like to receive more information?

	Frequencies	Percentages
Administrative decisions	37	32.2%
Staff-related info	10	8.7%
Faculty-related info	10	8.7%
Academic/Curriculum info	9	7.8%
Budget info	25	21.7%
Nothing	5	4.3%
Negative info	7	6.1%
Other	12	10.4%
Total	115	100%

15. Do you know where you would go to find information on the following topics? (N=191)

	Yes	Maybe	No	Doesn't Apply
UCA Budget	36.1% (69)	30.4% (58)	33.5% (64)	0% (0)
Employee Benefits	85.2% (161)	13.8% (26)	1.1% (2)	0% (0)
Faculty Senate Activities	73.9% (139)	10.6% (20)	6.4% (12)	9.0% (17)
Staff Senate Activities	67.6% (117)	18.5% (32)	1.7% (3)	12.1% (21)

	Yes	Maybe	No	Doesn't Apply
UCA Physical Plant Activities	32.6% (62)	41.6% (79)	24.7% (47)	1.1% (2)
Reynolds Performance Hall Activities	89.9% (170)	9.5% (18)	.5% (1)	0% (0)
UCA Board of Trustees Policies	42.9% (81)	36.0% (68)	20.6% (39)	.5% (1)
UCA Mission Statement	72.1% (137)	21.1% (40)	6.8% (13)	0% (0)
Strategic Plan Initiatives	54.5% (102)	33.2% (62)	12.3% (23)	0% (0)

16. What is your employment status?

	Frequencies	Percentages
Full-time	191	99.5%
Part-time	1	.5%
Total	192	100%

17. Are you classified primarily as a faculty member, staff member, or an administrator (Chair or higher administrator)?

	Frequencies	Percentages
Faculty	95	50.3%
Staff-Classified	36	19.0%
Staff-Non-Classified	30	15.9%
Administrator	28	14.8%
Total	189	100%