Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Texas A&M University-Corpus Christi

Results:
Fall 2007 vs. Fall 2005
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Demographic Data
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

690 Full-time, benefits eligible employees invited to participate

Number of Respondents

- 2005: 322
- 2007: 365

Respondents

[Graph showing the number of respondents for 2005 and 2007]
Response by Employment Category

(n=19 respondents did not indicate category)

EXEC/ADMIN
Executive, Administrative, Managerial

PROFESSIONAL
Academic, student or institutional support work requiring either college graduation or advanced experience.

SECRETARIAL/CLERICAL
Associate with clerical activities or are specifically of a secretarial nature.

TECHNICAL
Technical, Paraprofessional to include “specialized field positions”.

SERVICE
Non “specialized” Maintenance/Security

SKILLED TRADES
Special manual skills often acquired through apprenticeships or other formal training.
### Response by Work Group

(n=40 respondents did not identify their work group)

<table>
<thead>
<tr>
<th>Work Group</th>
<th>2005</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>STIA</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Executive/ Administrative/ Managerial</td>
<td>18</td>
<td>23</td>
</tr>
<tr>
<td>Enrollment Services</td>
<td>20</td>
<td>28</td>
</tr>
<tr>
<td>Dean of Students</td>
<td>21</td>
<td>31</td>
</tr>
<tr>
<td>Institutional Advancement</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Core/ Tutor/ Title V</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Library</td>
<td>18</td>
<td>21</td>
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<tr>
<td>College of LA</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>College of ED</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>College of BU</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>College of NHS</td>
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<td>11</td>
</tr>
<tr>
<td>College of ST</td>
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<td>23</td>
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<tr>
<td>ST Centers</td>
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<tr>
<td>Outreach</td>
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<td>16</td>
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<tr>
<td>CMS</td>
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<td>33</td>
</tr>
<tr>
<td>Fiscal Affairs</td>
<td>6</td>
<td>16</td>
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<tr>
<td>Unv Services</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>PP-Support</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Police</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Athletics</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>HR/EEO</td>
<td>6</td>
<td>1</td>
</tr>
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</table>

### Departments

- Art Museum of South Texas
- Executive/ Administrative/ Managerial
- Enrollment Services
- Dean of Students
- Institutional Advancement
- Core/ Tutor/ Title V
- Library
- College of Liberal Arts
- College of Education
- College of Business
- College of Nursing
- College of S&T- Staff
- Science & Tech Institute
- Community Outreach
- Computing & Media Services
- Fiscal Affairs/ Accounting/ Bursar/ Purchasing
- University Services
- Physical Plant/ PP Support Services
- University Police Department
- Athletic Department
- Human Resources/ EEO
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Survey Design &
Key Findings
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Survey Report Scoring:

400-500
Superior Performance; demonstrates substantial strength and excelled performance in measured category.

351-399
Above Average Performance; demonstrates advanced abilities or strength in measured category

300-350
Average/ Acceptable Performance; demonstrates adequate level of strength in measured category

200-299
Strong Area of Concern; scoring reflects negative performance perceptions by employees in measured category
<table>
<thead>
<tr>
<th>Measures</th>
<th>Score</th>
</tr>
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<tbody>
<tr>
<td>Work Group Perceptions</td>
<td>360</td>
</tr>
<tr>
<td>Accommodations (Benefits)</td>
<td>351</td>
</tr>
<tr>
<td>Organizational Features</td>
<td>373</td>
</tr>
<tr>
<td>Information</td>
<td>362</td>
</tr>
<tr>
<td>Personal Demands</td>
<td>377</td>
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</tbody>
</table>

### Survey Report Organization

Higher Education Excellence Survey
Survey of Organizational Excellence 2007
TAMU-CC Top 5 Constructs:

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>Accommodations: Physical Environment</td>
<td>395</td>
</tr>
<tr>
<td>Accommodations: Benefits</td>
<td>384</td>
</tr>
<tr>
<td>Organizational Features: Strategic</td>
<td>384</td>
</tr>
<tr>
<td>Personal: Burnout</td>
<td>384</td>
</tr>
<tr>
<td>Accommodations: Employee Development</td>
<td>383</td>
</tr>
</tbody>
</table>

*All 5 items are in the above average range of performance/ strength.*
TAMU-CC Bottom 5 Constructs:

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations: Fair Pay</td>
<td>245</td>
</tr>
<tr>
<td>Information: Internal Communication</td>
<td>339</td>
</tr>
<tr>
<td>Work Group: Team Effectiveness</td>
<td>348</td>
</tr>
<tr>
<td>Work Group: Fairness</td>
<td>360</td>
</tr>
<tr>
<td>Organizational Features: Change Oriented</td>
<td>360</td>
</tr>
</tbody>
</table>

*4 of the 5 items are within the average to above average range of performance/ strength.
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Breakout Data by
Dimension/Construct & Department
Work Group Dimension
(Score: 360)

This dimension relates to the immediate work environment. It involves how employees interact with peers, supervisors, and all of the persons involved in day-to-day work activity.

- Supervisor Effectiveness (365)
- Fairness (360)
- Team Effectiveness (348)
- Diversity (368)
Supervisor Effectiveness

- Employee insight into the nature of supervisory relationships, including the quality of communication, leadership & fairness.

TAMUCC 2005
Overall rating achieved by the TAMUCC campus in 2005.

TAMUCC 2007
Overall rating achieved by the TAMUCC campus in 2007.

STATEWIDE 2007
Overall rating achieved by all state entities (agencies, institutions) participating in the survey.

SIMILAR SIZE 2007
Overall rating achieved by participating organizations with 301 to 1000 staff/employees.

HIGHER ED 2007
Overall rating achieved by universities, colleges, institutes and other agencies involved with students, teachers and administrators in the area of learning.
High Education Excellence Survey
Survey of Organizational Excellence 2007

Supervisor Effectiveness by Employment Category

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Year 2005 Year 2007 Year 2007 Mean
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Supervisor Effectiveness by Work Group

Art Museum of South Texas
Executive/ Administrative/ Managerial
Enrollment Services
Dean of Students
Institutional Advancement
Core/ Tutor/ Title V
Library
College of Liberal Arts
College of Education
College of Business
College of Nursing
College of S&T- Staff
Science & Tech I Institute
Community Outreach
Computing & Media Services
Fiscal Affairs/ Accounting/ Bursar/ Purchasing
University Services
Physical Plant/ PP Support Services
University Police Department
Athletic Department
Human Resources/ EEO
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Fairness

-The extent to which employees believe that equal opportunity exists for all members in the organization.

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Higher Education Excellence Survey
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Fairness by Employment Category

<table>
<thead>
<tr>
<th>Employment Category</th>
<th>2005</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXEC/ADMIN</td>
<td>362</td>
<td>397</td>
<td>388</td>
</tr>
<tr>
<td>PROFESSIONAL</td>
<td>370</td>
<td>364</td>
<td>367</td>
</tr>
<tr>
<td>SECRETARY/CLERICAL</td>
<td>346</td>
<td>358</td>
<td>352</td>
</tr>
<tr>
<td>TECHNICAL</td>
<td>358</td>
<td>366</td>
<td>362</td>
</tr>
<tr>
<td>SERVICE</td>
<td>318</td>
<td>273</td>
<td>295</td>
</tr>
<tr>
<td>SKILLED TRADES</td>
<td>326</td>
<td>315</td>
<td>319</td>
</tr>
</tbody>
</table>

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PROFESSIONAL: Academic, student or institutional support work requiring either college graduation or advanced experience.

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Survey of Organizational Excellence 2007

Fairness by Work Group

- Art Museum of South Texas
- Executive/ Administrative/ Managerial
- Enrollment Services
- Dean of Students
- Institutional Advancement
- Core/ Tutor/ Title V
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- College of Liberal Arts
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- College of Business
- College of Nursing
- College of S&T- Staff
- Science & Tech I Institute
- Community Outreach
- Computing & Media Services
- Fiscal Affairs/ Accounting/ Bursar/ Purchasing
- University Services
- Physical Plant/ PP Support Services
- University Police Department
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- Human Resources/ EEO

2005  2007  2007 Mean
Team Effectiveness

- Employee perceptions of the effectiveness of their work group, & the extent to which the organizational environment supports teamwork among employees.

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Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Team Effectiveness by Employment Category

- **EXEC/ADMIN**
  - Executive, Administrative, Managerial

- **PROFESSIONAL**
  - Academic, student or institutional support work requiring either college graduation or advanced experience.

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Team Effectiveness by Work Group

Art Museum of South Texas
Executive Administrative Managerial
Enrollment Services
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Diversity

- The extent to which employees feel that individual differences, including ethnic or lifestyle, may result in alienation and/or missed opportunities for learning or advancement.

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Diversity by Employment Category

<table>
<thead>
<tr>
<th>Category</th>
<th>2005</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXEC/ADMIN</td>
<td>363</td>
<td>395</td>
<td></td>
</tr>
<tr>
<td>PROFESSIONAL</td>
<td>364</td>
<td>369</td>
<td></td>
</tr>
<tr>
<td>SECRETARIAL/Clerical</td>
<td>370</td>
<td>372</td>
<td></td>
</tr>
<tr>
<td>TECHNICAL</td>
<td>367</td>
<td>364</td>
<td>384</td>
</tr>
<tr>
<td>SERVICE</td>
<td>298</td>
<td>325</td>
<td>317</td>
</tr>
<tr>
<td>SKILLED TRADES</td>
<td>334</td>
<td>337</td>
<td></td>
</tr>
</tbody>
</table>

**EXEC/ADMIN**
Executive, Administrative, Managerial

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Survey of Organizational Excellence 2007

Diversity by Work Group
Accommodations
(Score: 351)

The physical work setting and factors associated with compensation, benefits, work technology and tools – the TBP = “Total Benefit Package” provided by the institution.

Fair Pay (245)
Adequacy of Physical Environment (395)
Benefits (384)
Employee Development (383)
Employee perceptions of the competitiveness of the total compensation package, and how well it compares to similar jobs elsewhere.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Fair Pay by Employment Category

- **EXEC/ADMIN**
  - Executive, Administrative, Managerial

- **PROFESSIONAL**
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  - Special manual skills often acquired through apprenticeships or other formal training.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Fair Pay by Work Group

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<th></th>
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</thead>
<tbody>
<tr>
<td>Art Museum of South Texas</td>
<td>285</td>
<td>267</td>
<td>241</td>
<td>259</td>
<td>229</td>
<td>292</td>
<td>235</td>
<td>258</td>
<td>278</td>
<td>255</td>
<td>239</td>
<td>300</td>
<td>285</td>
<td>266</td>
<td>239</td>
<td>285</td>
<td>266</td>
<td>290</td>
<td>272</td>
<td>205</td>
</tr>
</tbody>
</table>
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Adequacy of Physical Environment

-Degree to which employees believe that a safe and pleasant working environment exists.

- TAMU-CC 2005
  Overall rating achieved by the TAMU-CC campus in 2005.

- TAMU-CC 2007
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- Statewide 2007
  Overall rating achieved by all state entities (agencies, institutions) participating in the survey.

- Similar Size 2007
  Overall rating achieved by participating organizations with 301 to 1000 staff/employees.

- Higher Ed 2007
  Overall rating achieved by universities, colleges, institutes and other agencies involved with students, teachers and administrators in the area of learning.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Physical Environment by Employment Category

<table>
<thead>
<tr>
<th>Employment Category</th>
<th>2005</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exec/ADMIN</td>
<td>390</td>
<td>385</td>
<td>397</td>
</tr>
<tr>
<td>Professional</td>
<td>417</td>
<td>394</td>
<td>395</td>
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<tr>
<td>Cler/Secy</td>
<td>383</td>
<td>391</td>
<td>393</td>
</tr>
<tr>
<td>Technical</td>
<td>393</td>
<td>401</td>
<td>394</td>
</tr>
<tr>
<td>Service</td>
<td>338</td>
<td>383</td>
<td>362</td>
</tr>
<tr>
<td>Skill Trades</td>
<td>347</td>
<td>390</td>
<td>395</td>
</tr>
</tbody>
</table>

EXEC/ADMIN
Executive, Administrative, Managerial

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Physical Environment by Work Group
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Benefits

- Indication of the role that the employment benefit package plays in attracting & retaining employees.

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Benefits by Employment Category

<table>
<thead>
<tr>
<th>Category</th>
<th>2005</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
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<td>380</td>
<td>403</td>
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</tr>
<tr>
<td>PROFESSIONAL</td>
<td>389</td>
<td>385</td>
<td></td>
</tr>
<tr>
<td>SECRETARIAL/CLERICAL</td>
<td>393</td>
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<tr>
<td>TECHNICAL</td>
<td>405</td>
<td>384</td>
<td>383</td>
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<tr>
<td>SERVICE</td>
<td>384</td>
<td>383</td>
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</tr>
<tr>
<td>SKILLED TRADES</td>
<td>383</td>
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Benefits by Work Group

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Employee Development

-Perceptions of the priority given to the career & development of employees by the organization

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Overall rating</td>
<td>TAMU-CC 2005</td>
<td>385</td>
<td>383</td>
<td>357</td>
<td>354</td>
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<tr>
<td></td>
<td>TAMU-CC 2007</td>
<td>383</td>
<td>383</td>
<td>357</td>
<td>354</td>
</tr>
<tr>
<td></td>
<td>Statewide 2007</td>
<td>357</td>
<td>383</td>
<td>357</td>
<td>354</td>
</tr>
<tr>
<td></td>
<td>Similar Size 2007</td>
<td>357</td>
<td>383</td>
<td>357</td>
<td>354</td>
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<tr>
<td></td>
<td>Higher Ed 2007</td>
<td>354</td>
<td>354</td>
<td>357</td>
<td>354</td>
</tr>
</tbody>
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Employee Development by Employee Category

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#### Employee Development by Work Group

<table>
<thead>
<tr>
<th>Work Group</th>
<th>2005</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art</td>
<td></td>
<td></td>
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<tr>
<td>Exec</td>
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<td></td>
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<td>Enroll</td>
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<tr>
<td>DOS</td>
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- **Art Museum of South Texas**
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- **Dean of Students**
- **Institutional Advancement**
- **Core/ Tutor/ Title V**
- **Library**
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- **College of Nursing**
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- **Science & Tech I Institute**
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- **University Police Department**
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- **Human Resources/ EEO**
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

General Organizational Features (Score: 373)

An internal evaluation of the organization’s ability to assess & respond to changes in its environment. Also included are employee assessments of the quality of the institution’s relations with the public. This dimension captures key components of the “Institutional Culture.”

Change Oriented (360)

Goal Oriented (372)

Coherence (369)

Strategic Orientation (384)

Quality (383)
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Change Oriented

- Employee perceptions of the institution’s capability & readiness to change based on new information and ideas.

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Overall rating achieved by the TAMUCC campus in 2005.

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STATEWIDE 2007
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SIMILAR SIZE 2007
Overall rating achieved by participating organizations with 301 to 1000 staff/employees.

HIGHER ED 2007
Overall rating achieved by universities, colleges, institutes and other agencies involved with students, teachers and administrators in the area of learning.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Change Oriented by Employment Category

- **EXEC/ADMIN**
  Executive, Administrative, Managerial

- **PROFESSIONAL**
  Academic, student or institutional support work requiring either college graduation or advanced experience.

- **SECRETARIAL/CLERICAL**
  Associate with clerical activities or are specifically of a secretarial nature.

- **TECHNICAL**
  Technical, Paraprofessional to include “specialized field positions”.

- **SERVICE**
  Non “specialized” Maintenance/Security

- **SKILLED TRADES**
  Special manual skills often acquired through apprenticeships or other formal training.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Change Oriented by Work Group

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Human Resources/ EEO
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Goal Oriented

- The institution’s ability to include all its members in focusing resources towards goal accomplishments

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Higher Education Excellence Survey
Survey of Organizational Excellence 2007

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Goal Oriented by Work Group

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Human Resources/ EEO
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Coherence
- The degree to which all sections of the institution “hang together” & are understood by all. Perceptions of the consistency of decision-making & activity within the institution

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Higher Education Excellence Survey
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Coherence by Employment Category

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Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Coherence by Work Group

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Physical Plant/ PP Support Services
University Police Department
Athletic Department
Human Resources/ EEO
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Strategic Orientation

- Employee perceptions about how the organization responds to external influences, & an assessment of the institution’s ability to seek out & work with external entities.

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Higher Education Excellence Survey
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Strategic Orientation by Work Group

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Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Employee perceptions of the degree to which quality principles, such as customer service & continuous improvement, are part of the institutional culture.

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- TAMUCC 2007
  Overall rating achieved by the TAMUCC campus in 2007.

- Statewide 2007
  Overall rating achieved by all state entities (agencies, institutions) participating in the survey.

- Similar Size 2007
  Overall rating achieved by participating organizations with 301 to 1000 staff/employees.

- Higher Ed 2007
  Overall rating achieved by universities, colleges, institutes and other agencies involved with students, teachers and administrators in the area of learning.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Quality by Employment Category

<table>
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<th>Category</th>
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</table>

**EXEC/ADMIN**
Executive, Administrative, Managerial

**PROFESSIONAL**
Academic, student or institutional support work requiring either college graduation or advanced experience.

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Higher Education Excellence Survey
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Quality by Work Group

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Fiscal Affairs/ Accounting/ Bursar/ Purchasing
University Services
Physical Plant/ PP Support Services
University Police Department
Athletic Department
Human Resources/ EEO
Information
(Score: 362)

How consistent & structured communication flow is, both within the institution & to outside groups. How directed work concerns, focused, & effective communication is, as well as how accessible information is to employees.

Internal Communication (339)
Availability of Information (366)
External Communication (381)
- The extent to which employees view information exchanges as open and productive, and the extent to which computerized information is efficiently exchanged across the entire institution.

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Overall rating achieved by universities, colleges, institutes, and other agencies involved with students, teachers, and administrators in the area of learning.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Internal Communication by Employment Category

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<thead>
<tr>
<th>Employment Category</th>
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<th>2007 Mean</th>
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**EXEC/ADMIN**
Executive, Administrative, Managerial

**PROFESSIONAL**
Academic, student or institutional support work requiring either college graduation or advanced experience.

**SECRETARY/CLERICAL**
Associate with clerical activities or are specifically of a secretarial nature.

**TECHNICAL**
Technical, Paraprofessional to include “specialized field positions”.

**SERVICE**
Non “specialized” Maintenance/Security

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Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Internal Communication by Work Group

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- Science & Tech I Institute
- Community Outreach
- Computing & Media Services
- Fiscal Affairs/ Accounting/ Bursar/ Purchasing
- University Services
- Physical Plant/ PP Support Services
- University Police Department
- Athletic Department
- Human Resources/ EEO
Employees know where to get needed information & have the ability to access it in a timely manner.

**Availability of Information**

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Higher Education Excellence Survey
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Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Availability of Information by Work Group

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<tr>
<th>Work Group</th>
<th>2005</th>
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<th>2007 Mean</th>
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</table>

Art Museum of South Texas
Executive/ Administrative/Managerial
Enrollment Services
Dean of Students
Institutional Advancement
Core/ Tutor/ Title V
Library
College of Liberal Arts
College of Education
College of Business
College of Nursing
College of S&T-Staff
Science & Tech I Institute
Community Outreach
Computing & Media Services
Fiscal Affairs/ Accounting/ Bursar/ Purchasing
University Services
Physical Plant/ PP Support Services
University Police Department
Athletic Department
Human Resources/ EEO
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

External Communication

- The ability of the institution to synthesize & apply external communication to work performed by the institution.

TAMU-CC 2005
Overall rating achieved by the TAMUCC campus in 2005.

TAMU-CC 2007
Overall rating achieved by the TAMUCC campus in 2007.

STATEWIDE 2007
Overall rating achieved by all state entities (agencies, institutions) participating in the survey.

SIMILAR SIZE 2007
Overall rating achieved by participating organizations with 301 to 1000 staff/employees.

HIGHER ED 2007
Overall rating achieved by universities, colleges, institutes and other agencies involved with students, teachers and administrators in the area of learning.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

External Communication by Employment Category

EXEC/ADMIN
Executive, Administrative, Managerial

PROFESSIONAL
Academic, student or institutional support work requiring either college graduation or advanced experience.

SECRETARIAL/CLERICAL
Associate with clerical activities or are specifically of a secretarial nature.

TECHNICAL
Technical, Paraprofessional to include “specialized field positions”.

SERVICE
Non “specialized” Maintenance/Security

SKILLED TRADES
Special manual skills often acquired through apprenticeships or other formal training.

2005 2007 2007 Mean
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

External Communication by Work Group

Art Museum of South Texas
Executive/ Administrative/ Managerial
Enrollment Services
Dean of Students
Institutional Advancement
Core/ Tutor/ Title V
Library
College of Liberal Arts
College of Education
College of Business
College of Nursing
College of S&T- Staff
Science & Tech I Institute
Community Outreach
Computing & Media Services
Fiscal Affairs/ Accounting/ Bursar/ Purchasing
University Services
Physical Plant/ PP Support Services
University Police Department
Athletic Department
Human Resources/ EEO
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Personal Demands
(Score: 377)

How much internalization of stress is occurring, & the extent to which debilitating social & psychological conditions appear to be developing at the level of the individual employee.

Job Satisfaction (380)

Time & Stress Management (375)

Burnout (384)

Empowerment (371)
Job Satisfaction

- Employee satisfaction with the overall work situation, especially the availability of time & resources to perform jobs effectively.

TAMUCC 2005
Overall rating achieved by the TAMUCC campus in 2005.

TAMUCC 2007
Overall rating achieved by the TAMUCC campus in 2007.

STATEWIDE 2007
Overall rating achieved by all state entities (agencies, institutions) participating in the survey.

SIMILAR SIZE 2007
Overall rating achieved by participating organizations with 301 to 1000 staff/employees.

HIGHER ED 2007
Overall rating achieved by universities, colleges, institutes and other agencies involved with students, teachers and administrators in the area of learning.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Job Satisfaction by Employment Group

<table>
<thead>
<tr>
<th>Employment Group</th>
<th>2005</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXEC/ADMIN</td>
<td>360</td>
<td>394</td>
<td></td>
</tr>
<tr>
<td>Executive, Administrative, Managerial</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>PROFESSIONAL</td>
<td>380</td>
<td>380</td>
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</tr>
<tr>
<td>Academic, student or institutional support work requiring either college graduation or advanced experience.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SECRETARIAL/CLERICAL</td>
<td>387</td>
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<tr>
<td>Associate with clerical activities or are specifically of a secretarial nature.</td>
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<tr>
<td>TECHNICAL</td>
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<tr>
<td>Technical, Paraprofessional to include “specialized field positions”.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SERVICE</td>
<td>380</td>
<td>380</td>
<td></td>
</tr>
<tr>
<td>Non “specialized” Maintenance/Security</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SKILLED TRADES</td>
<td>348</td>
<td>343</td>
<td>344</td>
</tr>
<tr>
<td>Special manual skills often acquired through apprenticeships or other formal training.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Job Satisfaction by Work Group

<table>
<thead>
<tr>
<th>Work Group</th>
<th>2005</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art Museum of South Texas</td>
<td>376</td>
<td>372</td>
<td>378</td>
</tr>
<tr>
<td>Executive/ Administrative/Managerial</td>
<td>378</td>
<td>376</td>
<td>378</td>
</tr>
<tr>
<td>Enrollment Services</td>
<td>368</td>
<td>382</td>
<td>385</td>
</tr>
<tr>
<td>Dean of Students</td>
<td>387</td>
<td>392</td>
<td>390</td>
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<tr>
<td>Institutional Advancement</td>
<td>401</td>
<td>390</td>
<td>389</td>
</tr>
<tr>
<td>Core/ Tutor/ Title V</td>
<td>38</td>
<td>36</td>
<td>37</td>
</tr>
<tr>
<td>Library</td>
<td>409</td>
<td>392</td>
<td>390</td>
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<td>College of Liberal Arts</td>
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<td>363</td>
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<td>College of Education</td>
<td>301</td>
<td>297</td>
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<tr>
<td>College of Business</td>
<td>388</td>
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<tr>
<td>College of Nursing</td>
<td>385</td>
<td>382</td>
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<tr>
<td>Science &amp; Tech Institute</td>
<td>385</td>
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<td>Community Outreach</td>
<td>380</td>
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<td>380</td>
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<tr>
<td>Computing &amp; Media Services</td>
<td>368</td>
<td>363</td>
<td>365</td>
</tr>
<tr>
<td>Fiscal Affairs/ Accounting/Bursar/ Purchasing</td>
<td>392</td>
<td>392</td>
<td>392</td>
</tr>
<tr>
<td>University Services</td>
<td>407</td>
<td>402</td>
<td>404</td>
</tr>
<tr>
<td>Physical Plant/ PP Support Services</td>
<td>380</td>
<td>380</td>
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</tr>
<tr>
<td>University Police Department</td>
<td>395</td>
<td>395</td>
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<tr>
<td>Athletic Department</td>
<td>417</td>
<td>417</td>
<td>417</td>
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<tr>
<td>Human Resources/ EEO</td>
<td>398</td>
<td>398</td>
<td>398</td>
</tr>
</tbody>
</table>
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Time & Stress Management

-The extent to which employees feel that job demands are realistic, given time & resource constraints.

Note: (High score = lower stress)

- TAMUCC 2005
  Overall rating achieved by the TAMUCC campus in 2005.

- TAMUCC 2007
  Overall rating achieved by the TAMUCC campus in 2007.

- STATEWIDE 2007
  Overall rating achieved by all state entities (agencies, institutions) participating in the survey.

- SIMILAR SIZE 2007
  Overall rating achieved by participating organizations with 301 to 1000 staff/employees.

- HIGHER ED 2007
  Overall rating achieved by universities, colleges, institutes and other agencies involved with students, teachers and administrators in the area of learning.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Time & Stress Management by Employment Category

<table>
<thead>
<tr>
<th>Employment Category</th>
<th>2005</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exec/ Admin</td>
<td>357</td>
<td>387</td>
<td>365</td>
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<tr>
<td>Professional</td>
<td>365</td>
<td>386</td>
<td>372</td>
</tr>
<tr>
<td>Cler/Secy</td>
<td>386</td>
<td>389</td>
<td>386</td>
</tr>
<tr>
<td>Technical</td>
<td>371</td>
<td>371</td>
<td>371</td>
</tr>
<tr>
<td>Service</td>
<td>381</td>
<td>381</td>
<td>381</td>
</tr>
<tr>
<td>Skill Trades</td>
<td>327</td>
<td>341</td>
<td>334</td>
</tr>
<tr>
<td></td>
<td>325</td>
<td>350</td>
<td>338</td>
</tr>
</tbody>
</table>

EXE C/ AD M I N
Executive, Administrative, Managerial

PROFESS I ONAL
Academic, student or institutional support work requiring either college graduation or advanced experience.

SECRETARI AL/ CLERICAL
Associate with clerical activities or are specifically of a secretarial nature.

TECHNICAL
Technical, Paraprofessional to include “specialized field positions”.

SERVICE
Non “specialized” Maintenance/Security

SKI LLED TRADES
Special manual skills often acquired through apprenticeships or other formal training.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Time & Stress Management by Work Group

(High score = Lower level of stress)

Art Museum of South Texas
Executive/ Administrative/ Managerial
Enrollment Services
Dean of Students
Institutional Advancement
Core/ Tutor/ Title V
Library
College of Liberal Arts
College of Education
College of Business
College of Nursing
College of S&T- Staff
Science & Tech I Institute
Community Outreach
Computing & Media Services
Fiscal Affairs/ Accounting/ Bursar/ Purchasing
University Services
Physical Plant/ PP Support Services
University Police Department
Athletic Department
Human Resources/ EEO
-The extent to which employees are **not** experiencing extreme mental exhaustion that can negatively impact physical health & job performance.

(High score = low burnout)
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Burnout by Employment Category (high score = low burnout)

<table>
<thead>
<tr>
<th>Employment Category</th>
<th>2005</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXEC/ADMIN (Managerial)</td>
<td>386</td>
<td>409</td>
<td>390</td>
</tr>
<tr>
<td>PROFESSIONAL (Academic)</td>
<td>390</td>
<td>385</td>
<td>387</td>
</tr>
<tr>
<td>SECRETARIAL/Clerical</td>
<td>372</td>
<td>387</td>
<td>384</td>
</tr>
<tr>
<td>TECHNICAL (Technical)</td>
<td>374</td>
<td>374</td>
<td>374</td>
</tr>
<tr>
<td>SERVICE (Maintenance)</td>
<td>362</td>
<td>384</td>
<td>374</td>
</tr>
<tr>
<td>SKILLED TRADES (Skilled)</td>
<td>331</td>
<td>353</td>
<td>340</td>
</tr>
</tbody>
</table>

EXEC/ADMIN
Executive, Administrative, Managerial

PROFESSIONAL
Academic, student or institutional support work requiring either college graduation or advanced experience.

SECRETARIAL/CLERICAL
Associate with clerical activities or are specifically of a secretarial nature.

TECHNICAL
Technical, Paraprofessional to include “specialized field positions”.

SERVICE
Non “specialized” Maintenance/Security

SKILLED TRADES
Special manual skills often acquired through apprenticeships or other formal training.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Burnout by Work Group
(high score = low burnout)

Art Museum of South Texas
Executive/ Administrative/ Managerial
Enrollment Services
Dean of Students
Institutional Advancement
Core/ Tutor/ Title V
Library
College of Liberal Arts
College of Education
College of Business
College of Nursing
College of S&T - Staff
Science & Tech I Institute
Community Outreach
Computing & Media Services
Fiscal Affairs/ Accounting/ Bursar/ Purchasing
University Services
Physical Plant/ PP Support Services
University Police Department
Athletic Department
Human Resources/ EEO
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Empowerment

- The degree to which employees feel that they have some control over their jobs & the outcome of their efforts.

TAMUCC 2005
Overall rating achieved by the TAMUCC campus in 2005.

TAMUCC 2007
Overall rating achieved by the TAMUCC campus in 2007.

STATEWIDE 2007
Overall rating achieved by all state entities (agencies, institutions) participating in the survey.

SIMILAR SIZE 2007
Overall rating achieved by participating organizations with 301 to 1000 staff/employees.

HIGHER ED 2007
Overall rating achieved by universities, colleges, institutes and other agencies involved with students, teachers and administrators in the area of learning.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Empowerment by Employment Category

EXEC/ADMIN
Executive, Administrative, Managerial

PROFESSIONAL
Academic, student or institutional support work requiring either college graduation or advanced experience.

SECRETARIAL/CLERICAL
Associate with clerical activities or are specifically of a secretarial nature.

TECHNICAL
Technical, Paraprofessional to include “specialized field positions”.

SERVICE
Non “specialized” Maintenance/Security

SKILLED TRADES
Special manual skills often acquired through apprenticeships or other formal training.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Local Items for 2007

Results by EEO and Workgroup Categories
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Local Items for 2007

Results by EEO and Workgroup Categories

In summer 2007 the Office of Planning and Institutional Effectiveness collaborated with the University’s Staff Advisory Council in the development of 20 local questions.

The 20 local questions were designed in an attempt to acquire information from campus staff regarding their perceptions of importance, satisfaction & effectiveness regarding campus policies, procedures and processes.

The following slides contain the ratings received by each EEO and workgroup category. Ratings are based on the scale identified earlier in this presentation.
1. I am satisfied with the Employee Betterment Program for Tuition Assistance.

- Exec: 339
- Professional: 353
- Cler/Secy: 360
- Technical: 344
- Service: 332
- Skill Trades: 356

**EXEC/ADMIN**
Executive, Administrative, Managerial

**PROFESSIONAL**
Academic, student or institutional support work requiring either college graduation or advanced experience.

**SECRETARIAL/CLERICAL**
Associate with clerical activities or are specifically of a secretarial nature.

**TECHNICAL**
Technical, Paraprofessional to include “specialized field positions”.

**SERVICE**
Non “specialized” Maintenance/Security

**SKILLED TRADES**
Special manual skills often acquired through apprenticeships or other formal training.
1. I am satisfied with the Employee Betterment Program for Tuition Assistance.

- Art Museum of South Texas
- Executive/ Administrative/ Managerial
- Enrollment Services
- Dean of Students
- Institutional Advancement
- Core/ Tutor/ Title V
- Library
- College of Liberal Arts
- College of Education
- College of Business
- College of Nursing
- College of S&T Staff
- Science & Tech Institute
- Community Outreach
- Computing & Media Services
- Fiscal Affairs/ Accounting/ Bursar/ Purchasing
- University Services
- Physical Plant/ PP Support Services
- University Police Department
- Athletic Department
- Human Resources/ EEO
2. My supervisor uses approved University policies & procedures when performing employee evaluations.

- **EXEC/ADMIN**
  Executive, Administrative, Managerial

- **PROFESSIONAL**
  Academic, student or institutional support work requiring either college graduation or advanced experience.

- **SECRETARIAL/CLERICAL**
  Associate with clerical activities or are specifically of a secretarial nature.

- **TECHNICAL**
  Technical, Paraprofessional to include “specialized field positions”.

- **SERVICE**
  Non “specialized” Maintenance/Security

- **SKILLED TRADES**
  Special manual skills often acquired through apprenticeships or other formal training.
2. My supervisor uses approved University policies & procedures when performing employee evaluations.
3. The complaint and grievance procedure is fair & equitable to all employees.

- **EXEC/ADMIN**: Executive, Administrative, Managerial
- **PROFESSIONAL**: Academic, student or institutional support work requiring either college graduation or advanced experience.
- **SECRETARIAL/CLERICAL**: Associate with clerical activities or are specifically of a secretarial nature.
- **TECHNICAL**: Technical, Paraprofessional to include “specialized field positions”.
- **SERVICE**: Non “specialized” Maintenance/Security
- **SKILLED TRADES**: Special manual skills often acquired through apprenticeships or other formal training.

Bar chart comparing 2007 survey responses and the 2007 mean for different job categories.
3. The complaint and grievance procedure is fair & equitable to all employees.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

4. My morale at work is good.

<table>
<thead>
<tr>
<th>Category</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exec</td>
<td>381</td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td>375</td>
<td></td>
</tr>
<tr>
<td>Cler/Secy</td>
<td>388</td>
<td></td>
</tr>
<tr>
<td>Technical</td>
<td>368</td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td>310</td>
<td></td>
</tr>
<tr>
<td>Skill Trades</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

EXEC/ADMIN
Executive, Administrative, Managerial

PROFESSIONAL
Academic, student or institutional support work requiring either college graduation or advanced experience.

SECRETARIAL/CLERICAL
Associate with clerical activities or are specifically of a secretarial nature.

TECHNICAL
Technical, Para-professional to include "specialized field positions".

SERVICE
Non "specialized" Maintenance/Security

SKILLED TRADES
Special manual skills often acquired through apprenticeships or other formal training.
4. My morale at work is good.
5. Teamwork is encouraged & practiced by my supervisor.

Higher Education Excellence Survey
Survey of Organizational Excellence 2007

Executive, Administrative, Managerial

Academic, student or institutional support work requiring either college graduation or advanced experience.

Associate with clerical activities or are specifically of a secretarial nature.

Technical, Paraprofessional to include “specialized field positions”.

Non “specialized” Maintenance/Security

Special manual skills often acquired through apprenticeships or other formal training.
5. Teamwork is encouraged & practiced by my supervisor.
6. The University provides employees with the training necessary to perform their jobs effectively.

- EXEC/ADMIN: Executive, Administrative, Managerial
- PROFESSIONAL: Academic, student or institutional support work requiring either college graduation or advanced experience.
- SECRETARIAL/CLERICAL: Associate with clerical activities or are specifically of a secretarial nature.
- TECHNICAL: Technical, Paraprofessional to include “specialized field positions”.
- SERVICE: Non “specialized” Maintenance/Security
- SKILLED TRADES: Special manual skills often acquired through apprenticeships or other formal training.
6. The University provides employees with the training necessary to perform their jobs effectively.
7. I am satisfied with the variety of training opportunities for my professional development.
7. I am satisfied with the variety of training opportunities for my professional development.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

8. I have a good understanding of the Employee Wellness Program.

<table>
<thead>
<tr>
<th>Category</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exec/ADMIN</td>
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</tr>
<tr>
<td>Proffesional</td>
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<td>363</td>
</tr>
<tr>
<td>Cler/Secy</td>
<td>368</td>
<td>330</td>
</tr>
<tr>
<td>Technical</td>
<td>368</td>
<td>368</td>
</tr>
<tr>
<td>Service</td>
<td>368</td>
<td>368</td>
</tr>
<tr>
<td>Skill Trades</td>
<td>368</td>
<td>368</td>
</tr>
</tbody>
</table>

EXEC/ADMIN: Executive, Administrative, Managerial

PROFESSIONAL: Academic, student or institutional support work requiring either college graduation or advanced experience.

SECRETARIAL/CLERICAL: Associate with clerical activities or are specifically of a secretarial nature.

TECHNICAL: Technical, Paraprofessional to include “specialized field positions”.

SERVICE: Non “specialized” Maintenance/Security

SKILLED TRADES: Special manual skills often acquired through apprenticeships or other formal training.
8. I have a good understanding of the Employee Wellness Program.
9. I understand how my work directly contributes to the overall success of this University.
9. I understand how my work directly contributes to the overall success of this University.
Higher Education Excellence Survey
Survey of Organizational Excellence 2007

10. Employee performance evaluations are fair and appropriate.

EXEC/ADMIN
Executive, Administrative, Managerial

PROFESSIONAL
Academic, student or institutional support work requiring either college graduation or advanced experience.

SECRETARIAL/CLERICAL
Associate with clerical activities or are specifically of a secretarial nature.

TECHNICAL
Technical, Paraprofessional to include “specialized field positions”.

SERVICE
Non “specialized” Maintenance/Security

SKILLED TRADES
Special manual skills often acquired through apprenticeships or other formal training.
10. Employee performance evaluations are fair and appropriate.
11. The employee performance evaluation helps me to improve my job.

- Executive, Administrative, Managerial (EXEC/ADMIN)
- Professional (PROFESSIONAL)
- Secretarial/Clerical (SECRETARI AL/CLERICAL)
- Technical (TECHNICAL)
- Service (SERVICE)
- Skilled Trades (SKILLED TRADES)

2007 Mean
11. The employee performance evaluation helps me to improve my job.
12. I have input in the evaluation of my Administrator or Supervisor.

**EXEC/ADMIN**
Executive, Administrative, Managerial

**PROFESSIONAL**
Academic, student or institutional support work requiring either college graduation or advanced experience.

**SECRETAIRIAL/CLERICAL**
Associate with clerical activities or are specifically of a secretarial nature.

**TECHNICAL**
Technical, Paraprofessional to include “specialized field positions”.

**SERVICE**
Non “specialized” Maintenance/Security

**SKILLED TRADES**
Special manual skills often acquired through apprenticeships or other formal training.
12. I have input in the evaluation of my Administrator or Supervisor.
13. The University Administration should provide additional permanent funding to expand the Employee Wellness Program (which includes 20 employees per semester).
13. The University Administration should provide additional permanent funding to expand the Employee Wellness Program (which includes 20 employees per semester).
14. My workload and job responsibilities are manageable.

EXEC/ADMIN
Executive, Administrative, Managerial

PROFESSIONAL
Academic, student or institutional support work requiring either college graduation or advanced experience.

SECRETARIAL/CLERICAL
Associate with clerical activities or are specifically of a secretarial nature.

TECHNICAL
Technical, Paraprofessional to include “specialized field positions”.

SERVICE
Non “specialized” Maintenance/Security

SKILLED TRADES
Special manual skills often acquired through apprenticeships or other formal training.
14. My workload and job responsibilities are manageable.
15. My Supervisor has clearly defined the role of my position and my performance expectations.
15. My Supervisor has clearly defined the role of my position and my performance expectations.
16. Overall, I believe that the communication between management and employees has improved over the past 2 years.
16. Overall, I believe that the communication between management and employees has improved over the past 2 years.
17. I am satisfied with the TAMUCC smoke-free policy which prohibits smoking in University buildings, entryways, eating areas and housing.
17. I am satisfied with the TAMUCC smoke-free policy which prohibits smoking in University buildings, entryways, eating areas and housing.
18. I would support designated smoking areas for smokers on campus.

Higher Education Excellence Survey
Survey of Organizational Excellence 2007

EXEC/ADMIN
Executive, Administrative, Managerial

PROFESSIONAL
Academic, student or institutional support work requiring either college graduation or advanced experience.

SECRETARIAL/CLERICAL
Associate with clerical activities or are specifically of a secretarial nature.

TECHNICAL
Technical, Paraprofessional to include “specialized field positions”.

SERVICE
Non “specialized” Maintenance/Security

SKILLED TRADES
Special manual skills often acquired through apprenticeships or other formal training.
18. I would support designated smoking areas for smokers on campus.
19. I am satisfied with the enforcement of the TAMUCC smoke-free policy.
19. I am satisfied with the enforcement of the TAMUCC smoke-free policy.
20. I am satisfied with the quantity of training opportunities for my professional development.

<table>
<thead>
<tr>
<th>Category</th>
<th>2007</th>
<th>2007 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive/Admin</td>
<td>366</td>
<td>349</td>
</tr>
<tr>
<td>Professional</td>
<td>349</td>
<td>354</td>
</tr>
<tr>
<td>Cler/Secy</td>
<td>354</td>
<td>368</td>
</tr>
<tr>
<td>Technical</td>
<td>368</td>
<td>315</td>
</tr>
<tr>
<td>Service</td>
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<td>322</td>
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<tr>
<td>Skilled Trades</td>
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</tbody>
</table>

**EXEC/ ADMIN**
Executive, Administrative, Managerial

**PROFESSIONAL**
Academic, student or institutional support work requiring either college graduation or advanced experience.

**SECRETARY/CLERICAL**
Associate with clerical activities or are specifically of a secretarial nature.

**TECHNICAL**
Technical, Paraprofessional to include “specialized field positions”.

**SERVICE**
Non “specialized” Maintenance/Security

**SKILLED TRADIES**
Special manual skills often acquired through apprenticeships or other formal training.
20. I am satisfied with the quantity of training opportunities for my professional development.
End of Presentation:

For additional information please refer to the “Survey Results” section of our website, or call Dr. Bridgette Hardin at ext. 5989.