

Faculty Perception of President, Provost, and Dean 2017

Tarleton's faculty senate administered the following survey to measure satisfaction levels among Tarleton faculty members in relation to the administrative environment in which they function. The three sections will develop faculty satisfaction profiles for the three administrative strata above the department head—the respective college dean, the provost and executive vice president of academic affairs, and the university president. In order to validate the legitimacy of the data collected, extreme care has been taken to establish and maintain respondents' anonymity. No personal identifying information was collected. The survey ran from February 17, 2017 to March 15, 2017. The survey was distributed to 355 faculty members via email, and there were a total of 186 responses.

The findings this survey are broken down into 3 main sections:

- Responses regarding President Dottavio
 - Mean and standard deviation by college
 - Responses to each evaluated statement – comparison by college
 - Overall performance evaluation percentages by college
 - Overall performance mean and standard deviation by college and all colleges
 - Unable to evaluate
 - Comments, suggestions or concerns
- Responses regarding Provost Murray
 - Mean and standard deviation by college
 - Responses to each evaluated statement – comparison by college
 - Overall performance evaluation percentages by college
 - Overall performance mean and standard deviation by college and all colleges
 - Unable to evaluate
 - Comments, suggestions or concerns
- Responses regarding Deans
 - 12 evaluated statements graphed in groups of 3 statements each graph by college
 - College of Agriculture and Environmental Sciences
 - College of Business Administration
 - College of Education
 - College of Health Sciences and Human Services
 - College of Fine Arts
 - College of Science and Technology
 - Responses regarding Deans overall performance percentage by college
 - Responses regarding Deans comments, suggestions and concerns by college

SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Mean and Standard Deviation by College

College of Agriculture and Environmental Sciences			
<i>(1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree; 5=Strongly Agree)</i>	N	Mean	Std. Deviation
To what extent do you agree or disagree with the following statements.			
I believe President Dottavio:			
Has an appropriate vision for this University.	20	3.50	1.43
Sets meaningful goals and objectives for achieving the vision.	17	3.47	1.33
Provides sufficient resources for attaining the goals and objectives.	18	2.61	1.25
Develops adequate strategic plans for fulfilling the goals and objectives.	18	2.94	1.43
Provides effective, candid organizational communication.	18	3.11	1.59
Creates an ethical decision-making environment.	19	2.95	1.61
Selects qualified, effective and ethical administrators.	20	2.75	1.51
Recognizes and promotes the role of faculty in academic governance.	18	2.89	1.52
Acts fairly in tenure/promotion and post tenure review considerations.	15	3.27	1.24
Is committed to leadership supporting high-quality faculty teaching and research.	19	3.26	1.48
Encourages and promotes faculty development.	19	2.95	1.50
Maintains faculty morale.	19	2.89	1.68

College of Business Administration			
<i>(1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree; 5=Strongly Agree)</i>	N	Mean	Std. Deviation
To what extent do you agree or disagree with the following statements.			
I believe President Dottavio:			
Has an appropriate vision for this University.	22	3.91	0.85
Sets meaningful goals and objectives for achieving the vision.	21	3.67	0.99
Provides sufficient resources for attaining the goals and objectives.	20	3.10	1.14
Develops adequate strategic plans for fulfilling the goals and objectives.	21	3.62	1.09
Provides effective, candid organizational communication.	22	3.55	1.23
Creates an ethical decision-making environment.	22	3.77	0.95
Selects qualified, effective and ethical administrators.	22	3.18	1.15
Recognizes and promotes the role of faculty in academic governance.	22	3.09	1.38
Acts fairly in tenure/promotion and post tenure review considerations.	16	3.63	0.70
Is committed to leadership supporting high-quality faculty teaching and research.	21	3.62	1.21
Encourages and promotes faculty development.	22	3.64	1.11
Maintains faculty morale.	22	3.18	1.27

SATISFACTION PROFILE – PRESIDENT DOTTAVIO

College of Education			
<i>(1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree; 5=Strongly Agree)</i>	N	Mean	Std. Deviation
To what extent do you agree or disagree with the following statements.			
I believe President Dottavio:			
Has an appropriate vision for this University.	26	4.00	0.73
Sets meaningful goals and objectives for achieving the vision.	24	3.88	0.83
Provides sufficient resources for attaining the goals and objectives.	25	3.04	1.11
Develops adequate strategic plans for fulfilling the goals and objectives.	25	3.72	0.96
Provides effective, candid organizational communication.	26	3.58	1.08
Creates an ethical decision-making environment.	25	3.52	1.30
Selects qualified, effective and ethical administrators.	26	3.31	1.32
Recognizes and promotes the role of faculty in academic governance.	25	3.20	1.33
Acts fairly in tenure/promotion and post tenure review considerations.	22	3.86	0.92
Is committed to leadership supporting high-quality faculty teaching and research.	25	3.28	1.37
Encourages and promotes faculty development.	26	3.54	1.25
Maintains faculty morale.	27	2.89	1.40

College of Health Sciences and Human Services			
<i>(1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree; 5=Strongly Agree)</i>	N	Mean	Std. Deviation
To what extent do you agree or disagree with the following statements.			
I believe President Dottavio:			
Has an appropriate vision for this University.	19	4.47	0.75
Sets meaningful goals and objectives for achieving the vision.	19	4.42	0.88
Provides sufficient resources for attaining the goals and objectives.	18	3.50	1.07
Develops adequate strategic plans for fulfilling the goals and objectives.	19	4.16	0.93
Provides effective, candid organizational communication.	18	4.17	0.96
Creates an ethical decision-making environment.	18	4.22	0.92
Selects qualified, effective and ethical administrators.	18	3.61	1.11
Recognizes and promotes the role of faculty in academic governance.	16	3.75	1.03
Acts fairly in tenure/promotion and post tenure review considerations.	8	4.00	1.00
Is committed to leadership supporting high-quality faculty teaching and research.	18	4.17	0.90
Encourages and promotes faculty development.	19	3.74	1.12
Maintains faculty morale.	19	3.42	0.99

SATISFACTION PROFILE – PRESIDENT DOTTAVIO

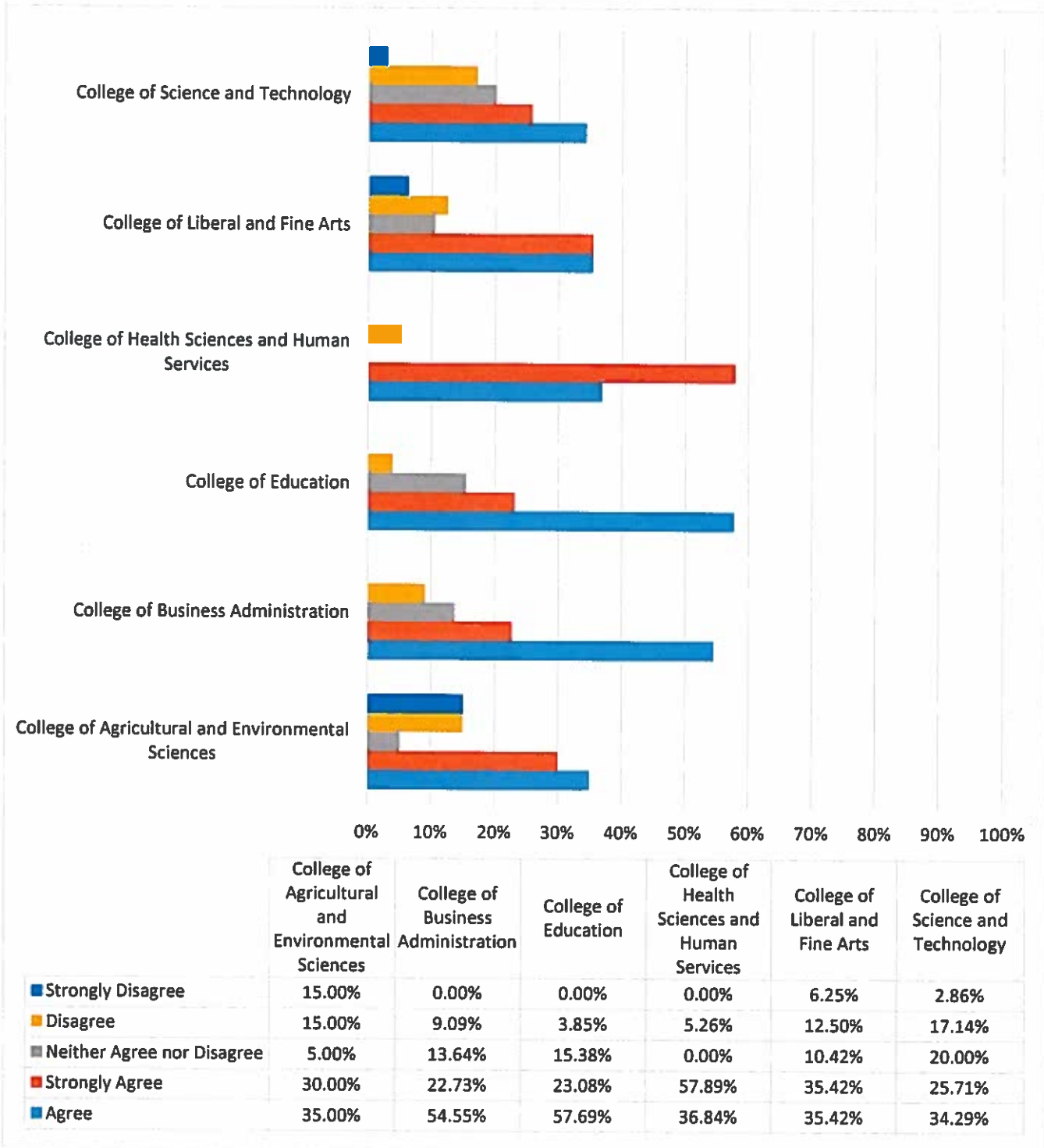
College of Liberal and Fine Arts			
<i>(1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree; 5=Strongly Agree)</i>	N	Mean	Std. Deviation
To what extent do you agree or disagree with the following statements.			
I believe President Dottavio:			
Has an appropriate vision for this University.	48	3.81	1.22
Sets meaningful goals and objectives for achieving the vision.	45	3.84	1.17
Provides sufficient resources for attaining the goals and objectives.	46	3.11	1.37
Develops adequate strategic plans for fulfilling the goals and objectives.	43	3.44	1.24
Provides effective, candid organizational communication.	51	3.49	1.26
Creates an ethical decision-making environment.	45	3.78	1.33
Selects qualified, effective and ethical administrators.	51	3.10	1.22
Recognizes and promotes the role of faculty in academic governance.	47	2.96	1.43
Acts fairly in tenure/promotion and post tenure review considerations.	30	4.03	0.87
Is committed to leadership supporting high-quality faculty teaching and research.	49	3.51	1.36
Encourages and promotes faculty development.	48	3.33	1.31
Maintains faculty morale.	51	3.00	1.36

College of Science and Technology			
<i>(1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree; 5=Strongly Agree)</i>	N	Mean	Std. Deviation
To what extent do you agree or disagree with the following statements.			
I believe President Dottavio:			
Has an appropriate vision for this University.	35	3.63	1.12
Sets meaningful goals and objectives for achieving the vision.	32	3.50	1.12
Provides sufficient resources for attaining the goals and objectives.	31	2.77	1.16
Develops adequate strategic plans for fulfilling the goals and objectives.	32	3.38	1.17
Provides effective, candid organizational communication.	36	3.22	1.23
Creates an ethical decision-making environment.	33	3.42	1.16
Selects qualified, effective and ethical administrators.	32	2.91	1.16
Recognizes and promotes the role of faculty in academic governance.	34	2.94	1.24
Acts fairly in tenure/promotion and post tenure review considerations.	24	3.71	1.06
Is committed to leadership supporting high-quality faculty teaching and research.	35	3.31	1.21
Encourages and promotes faculty development.	33	3.18	1.19
Maintains faculty morale.	35	2.89	1.28

SATISFACTION PROFILE – PRESIDENT DOTTAVIO

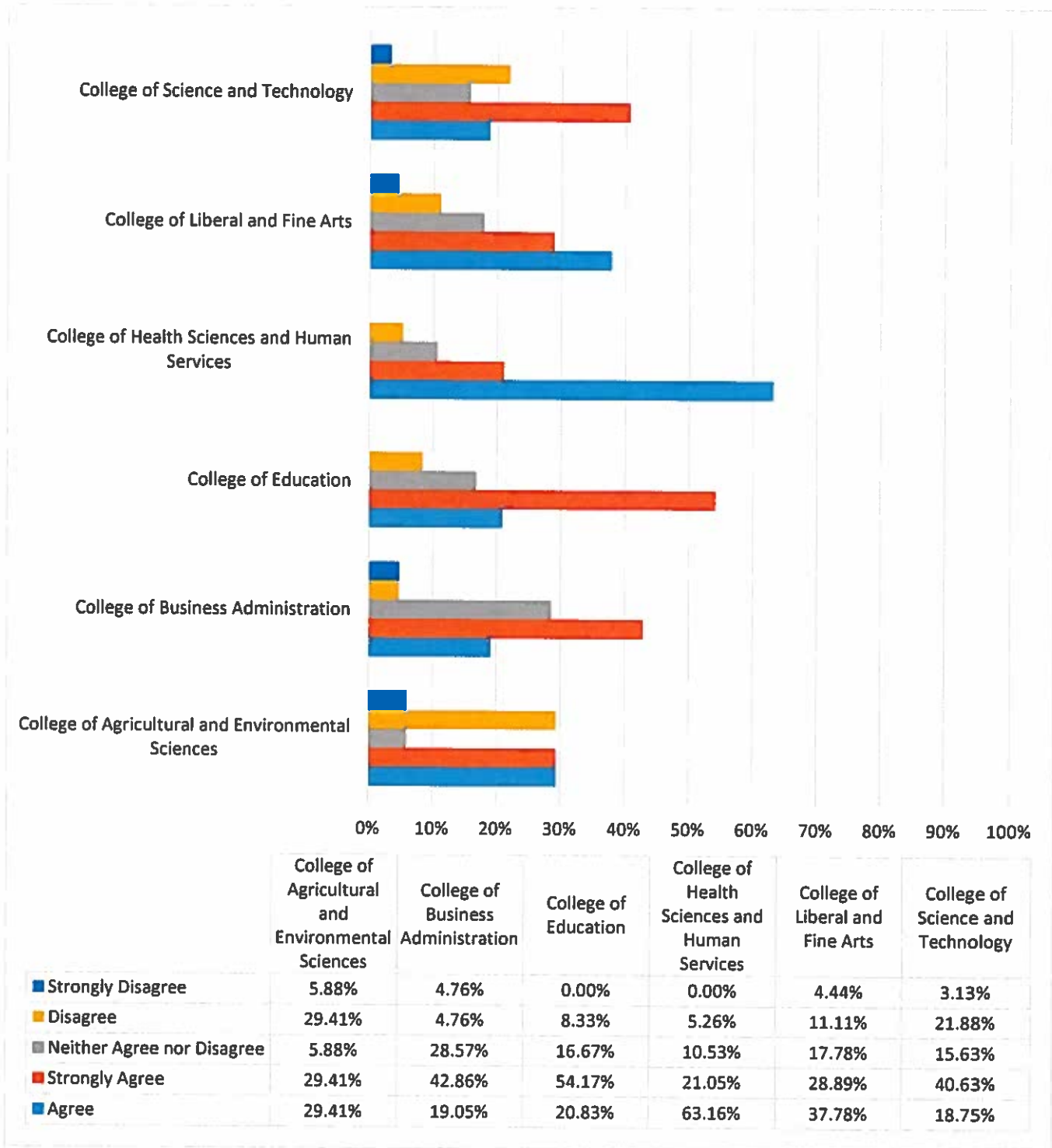
Responses to Each Evaluated Statement – Comparison by College

Has an appropriate vision for this University



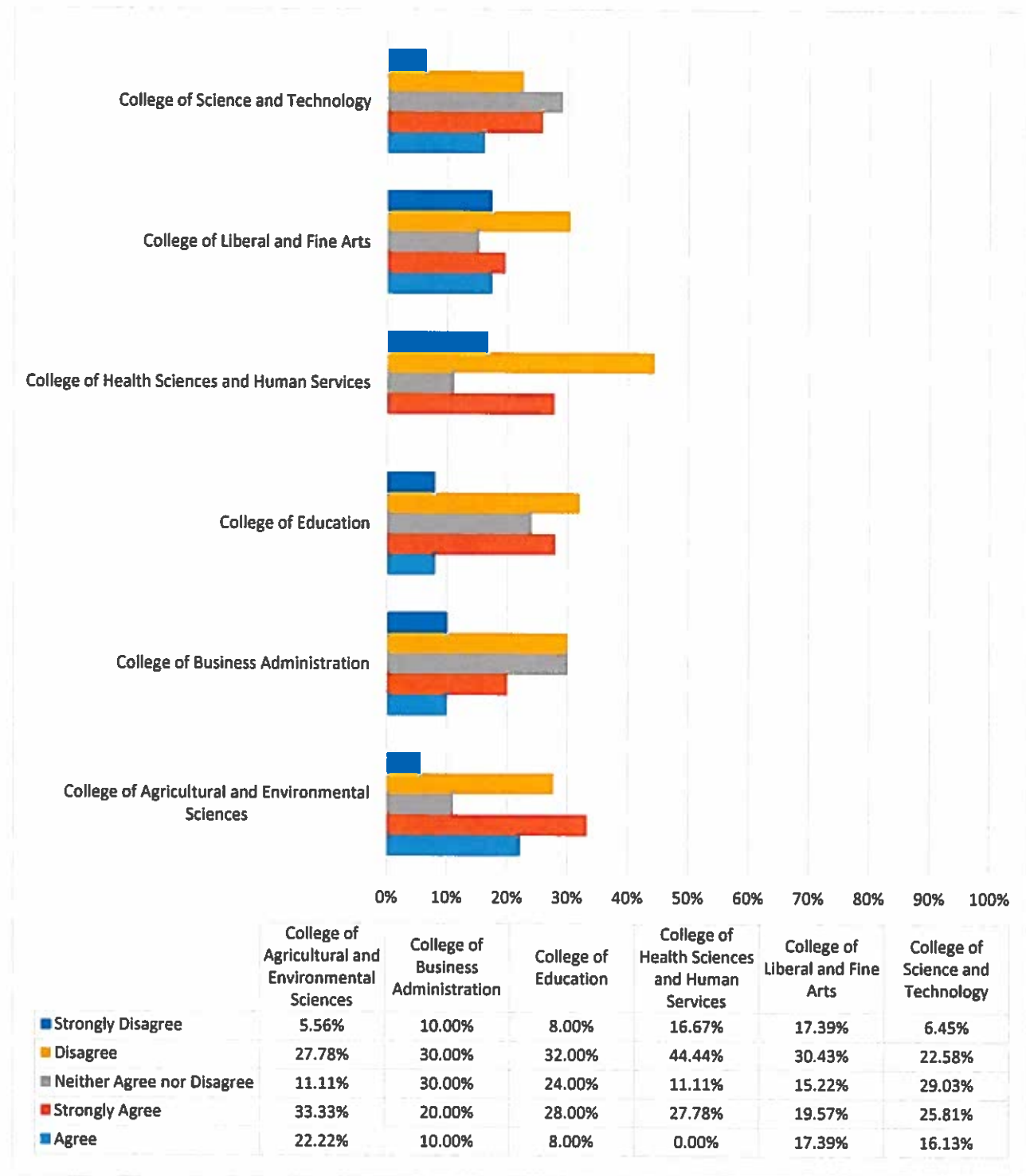
SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Sets meaningful goals and objectives for achieving the vision



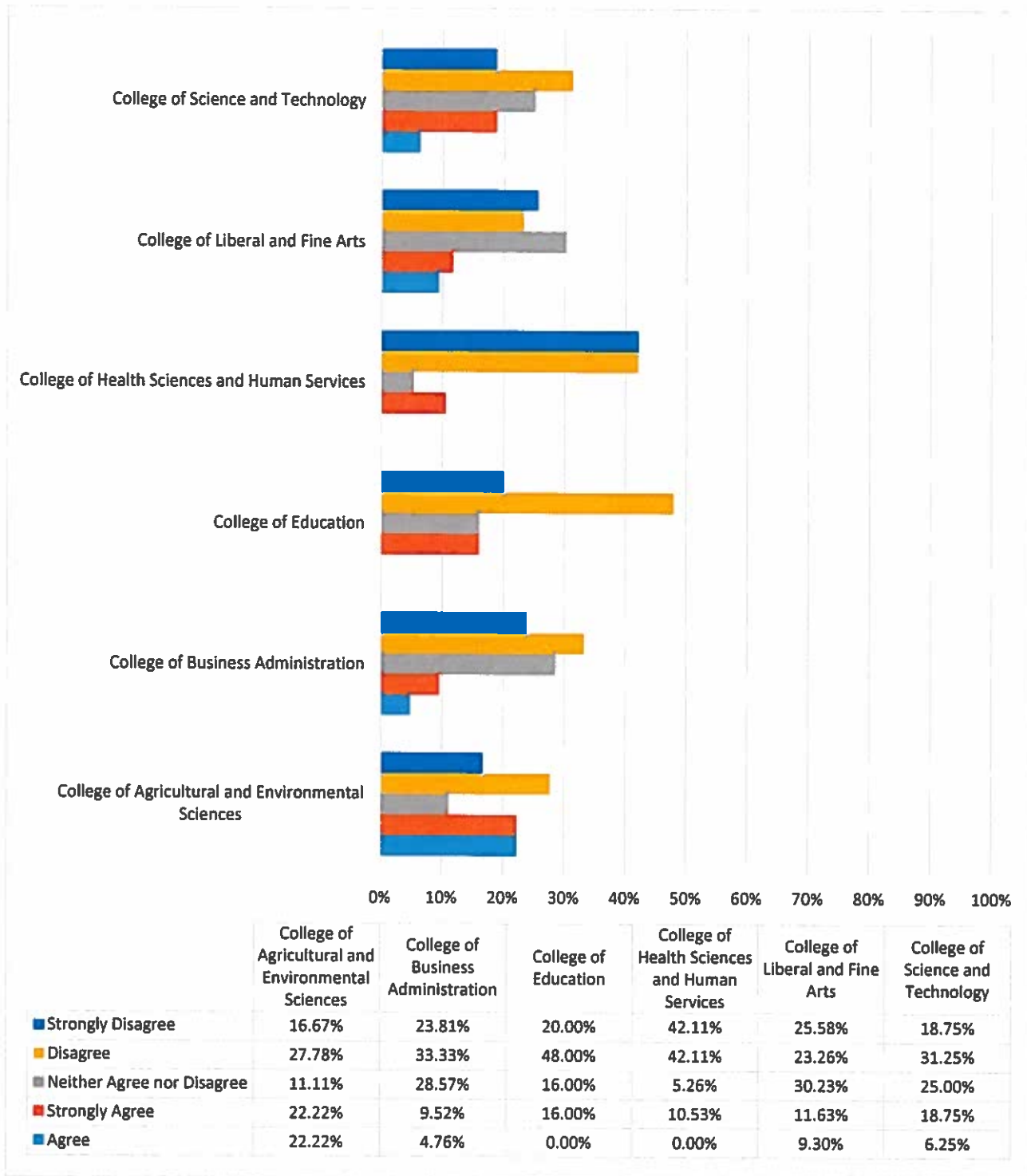
SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Provides sufficient resources for attaining the goals and objectives



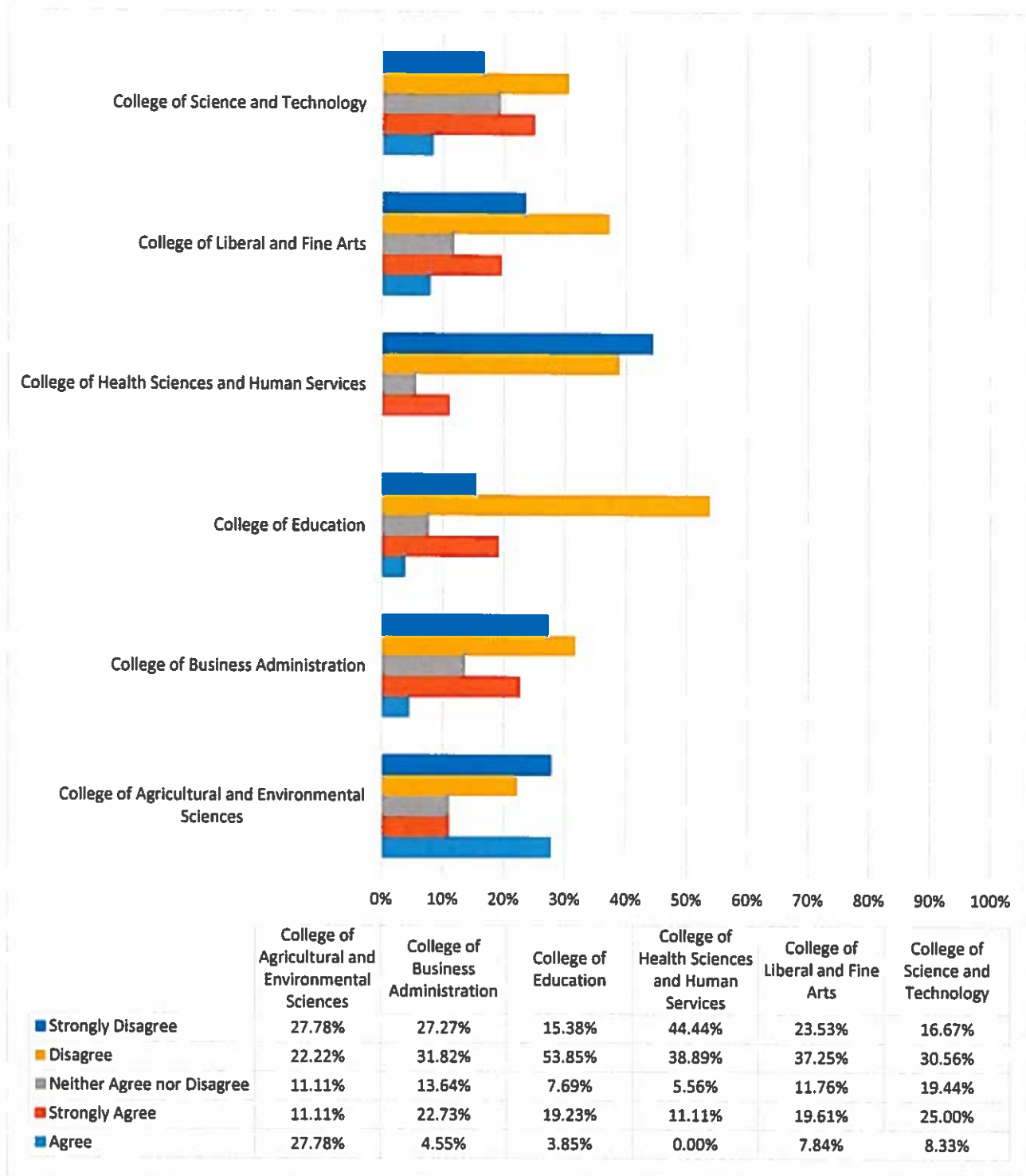
SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Develops adequate strategic plans for fulfilling the goals and objectives



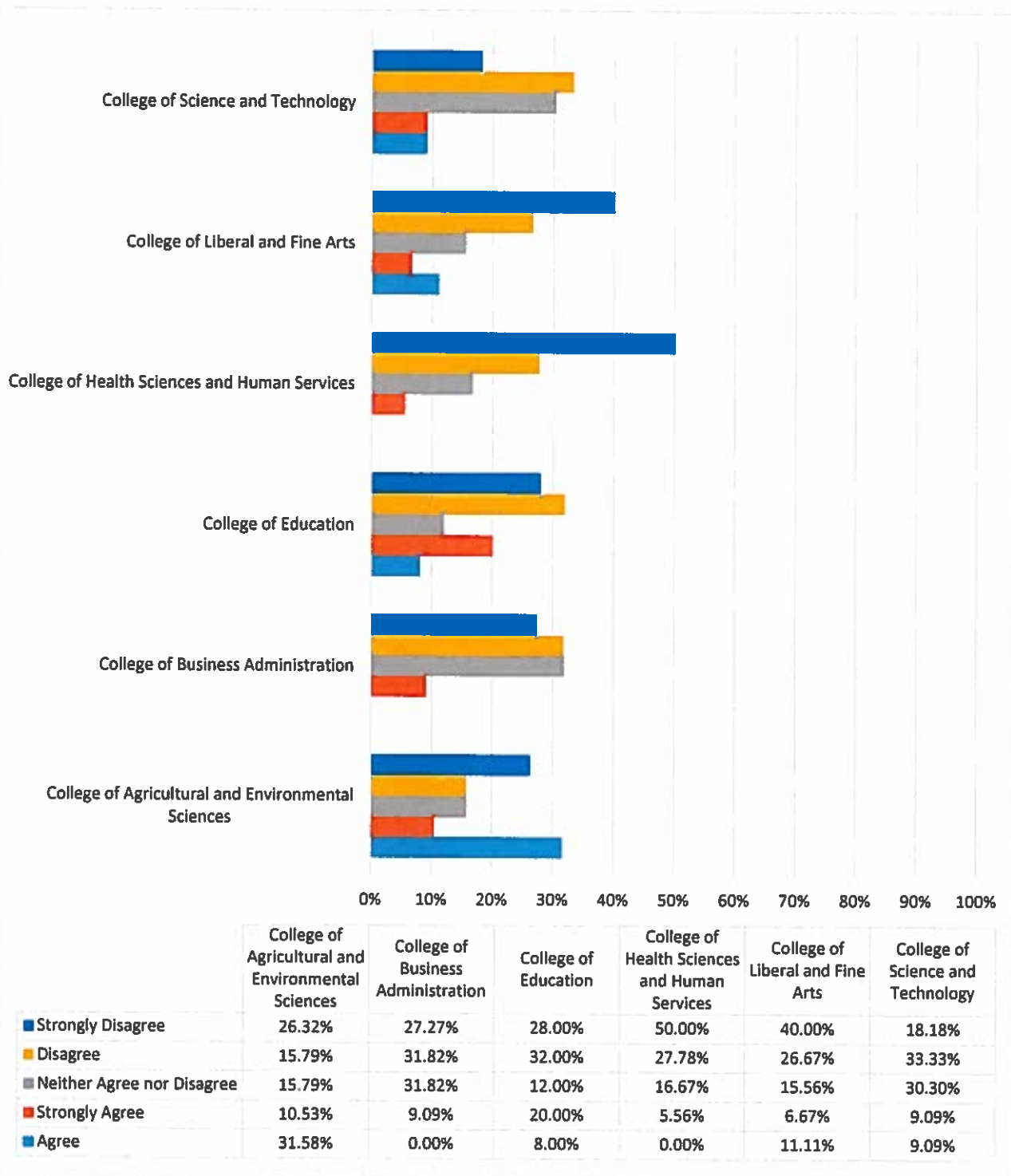
SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Provides effective, candid organizational communication



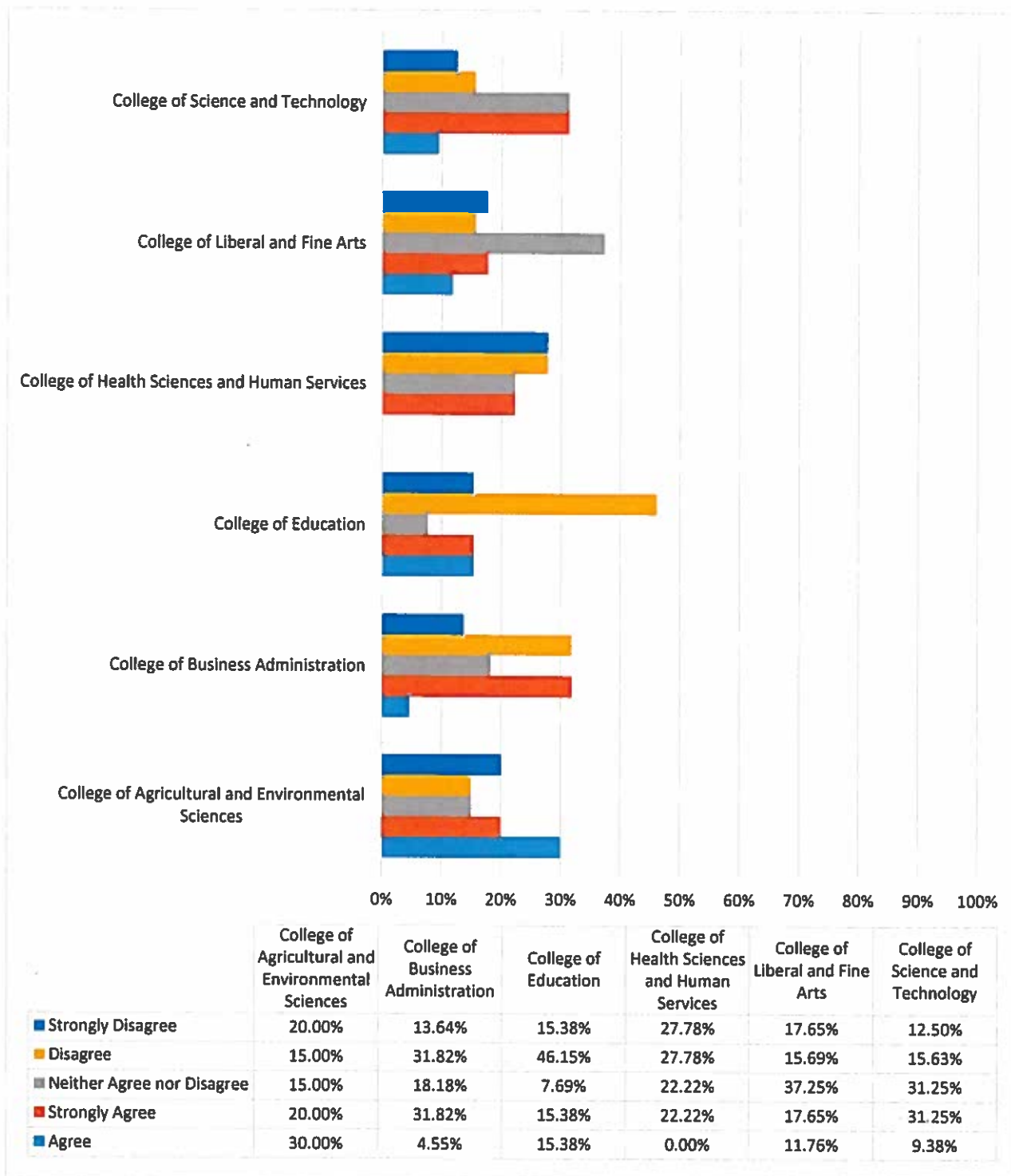
SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Creates an ethical decision-making environment



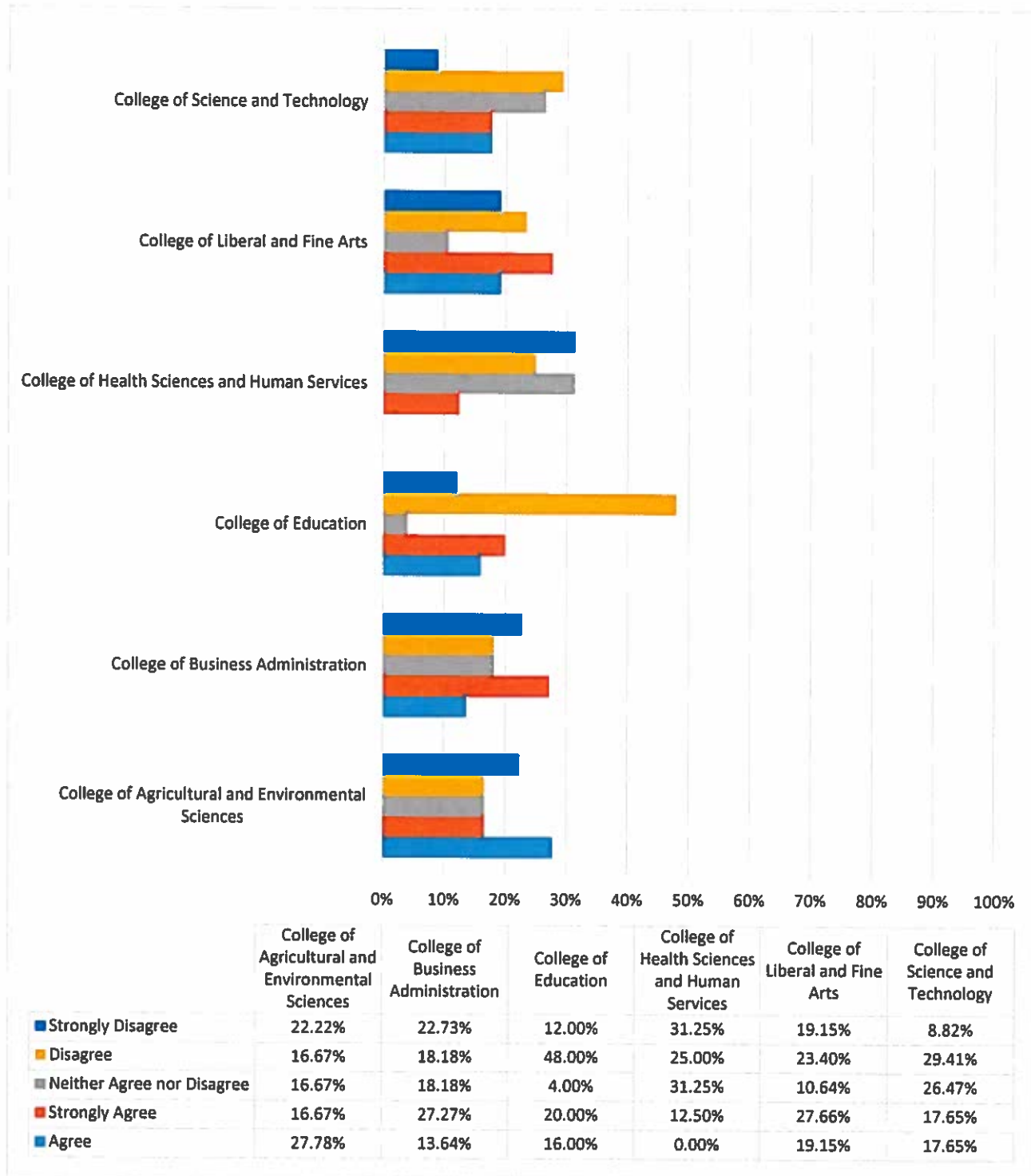
SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Selects qualified, effective and ethical administrators



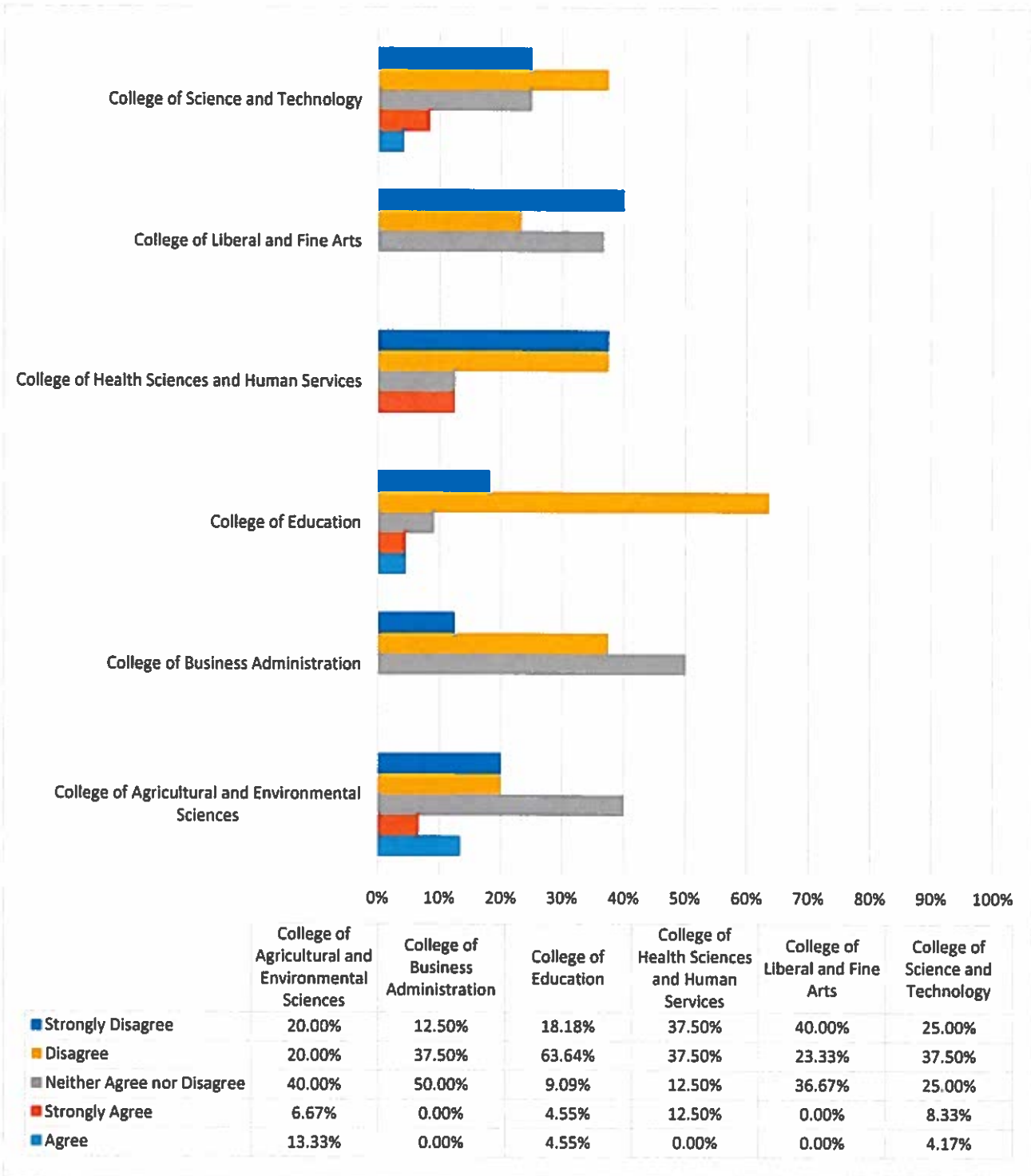
SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Recognizes and promotes the role of faculty in academic governance



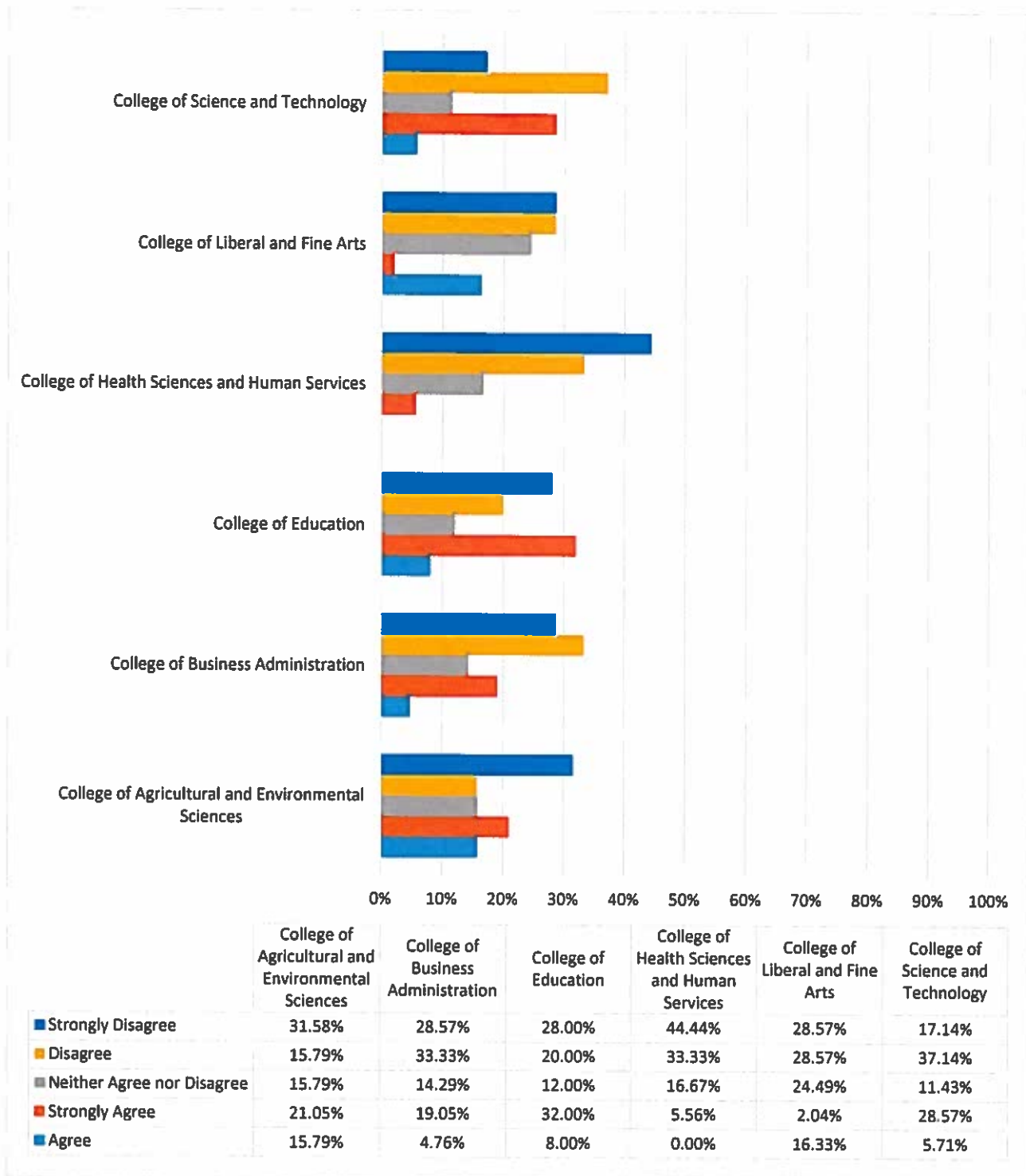
SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Acts fairly in tenure/promotion and post tenure review considerations



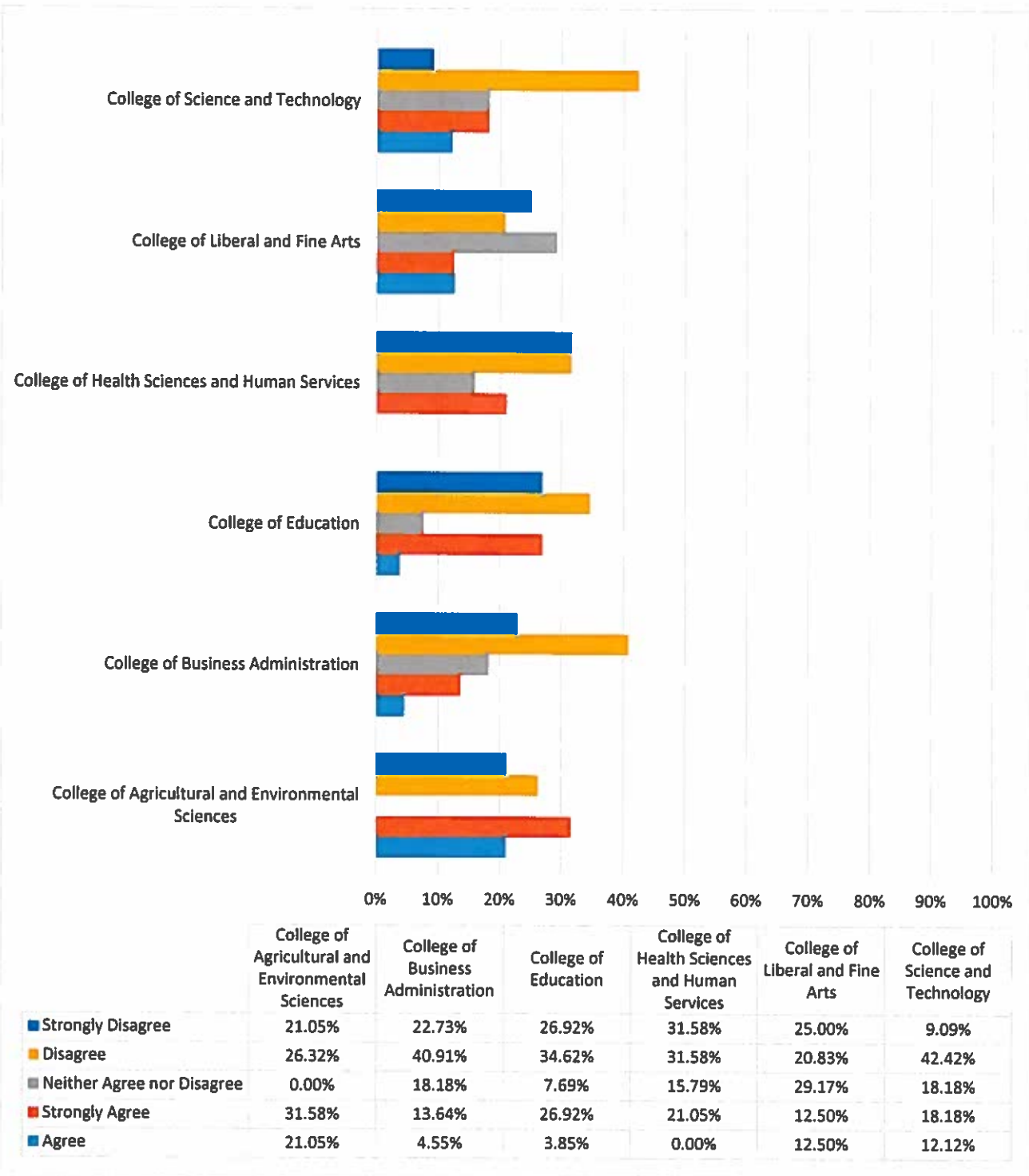
SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Creates an ethical decision-making environment



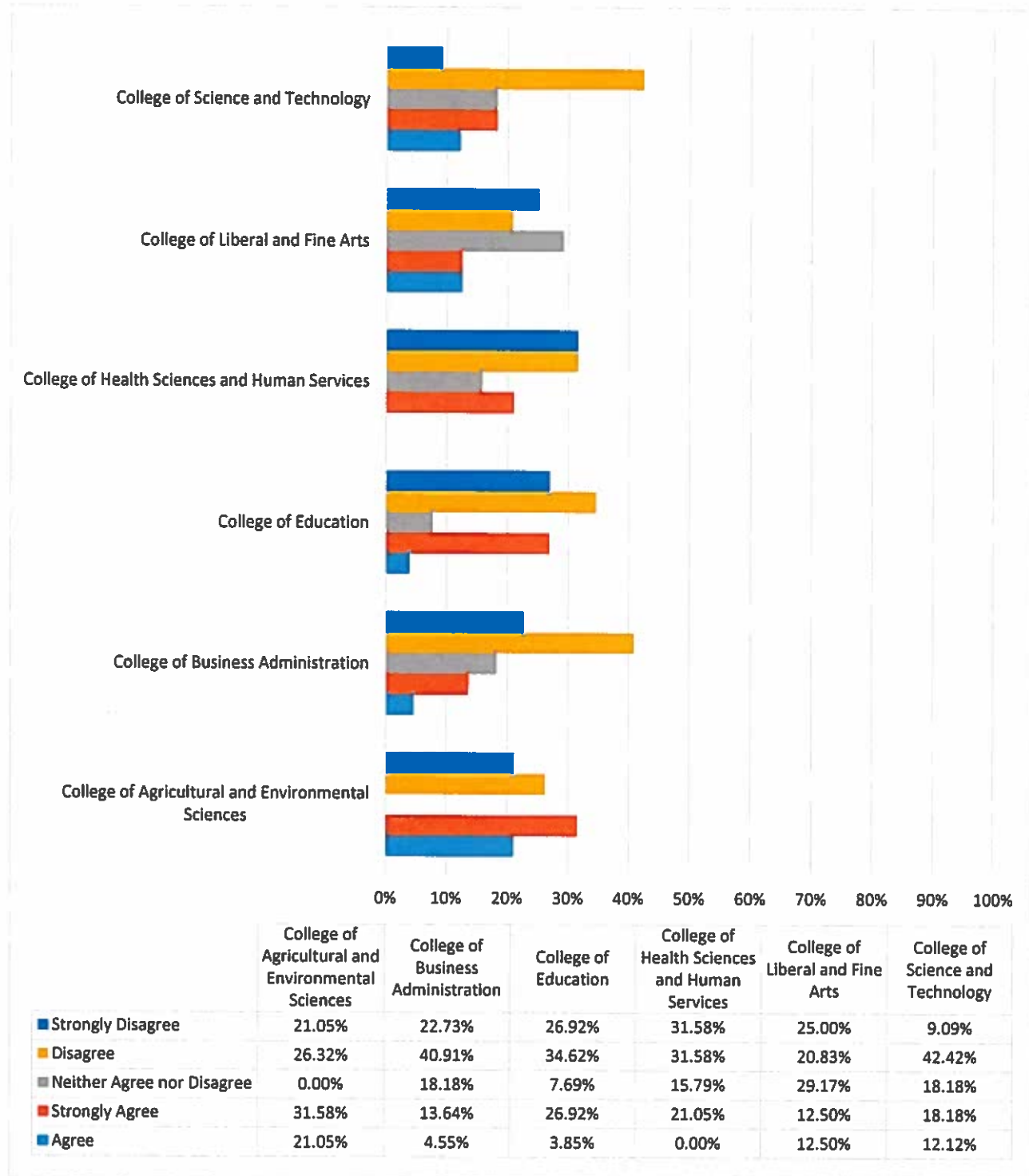
SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Encourages and promotes faculty development



SATISFACTION PROFILE – PRESIDENT DOTTAVIO

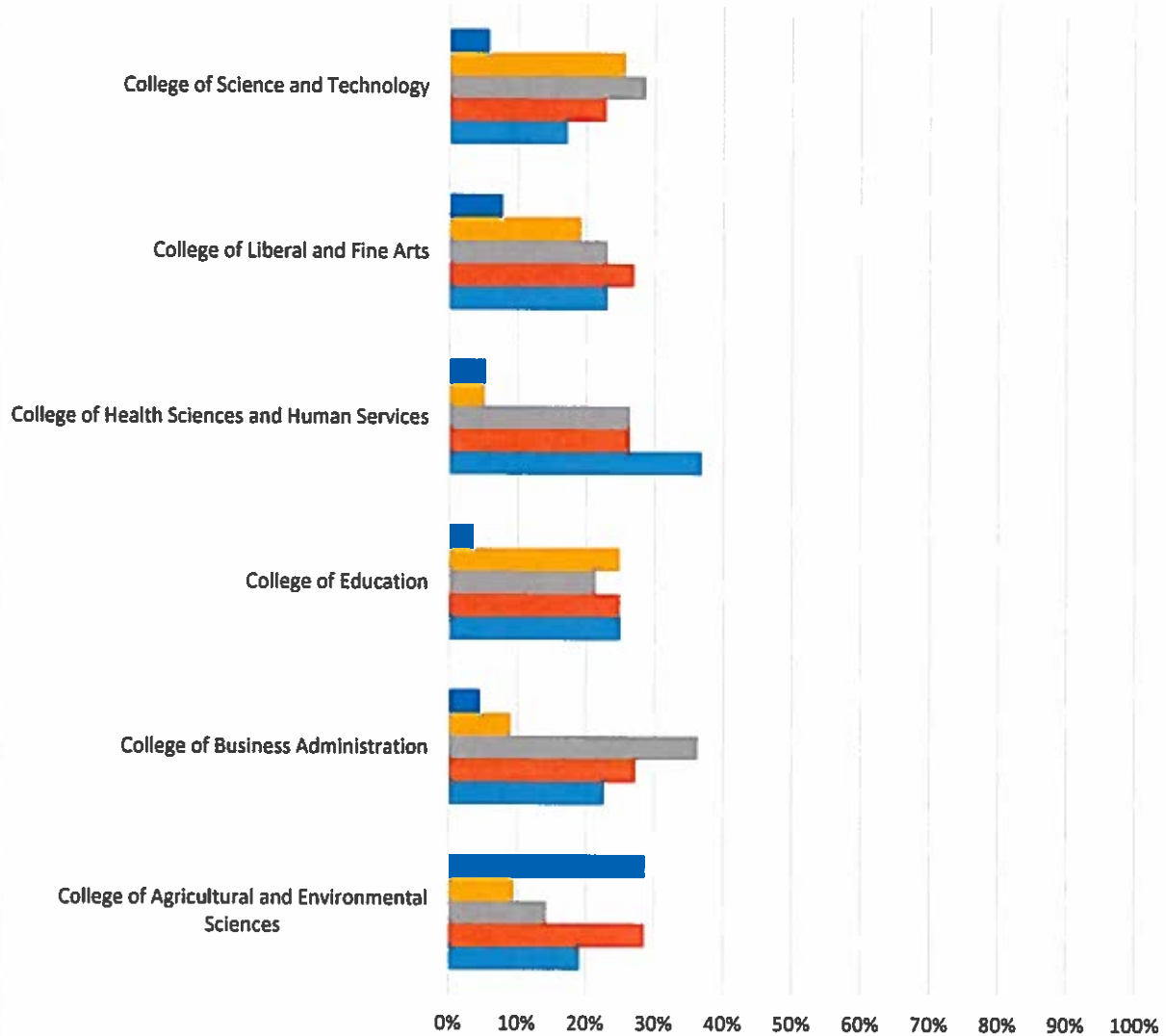
Maintains faculty morale



SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Overall Performance Evaluation Percentages by College

Overall, how would you rate President Dottavio's performance?

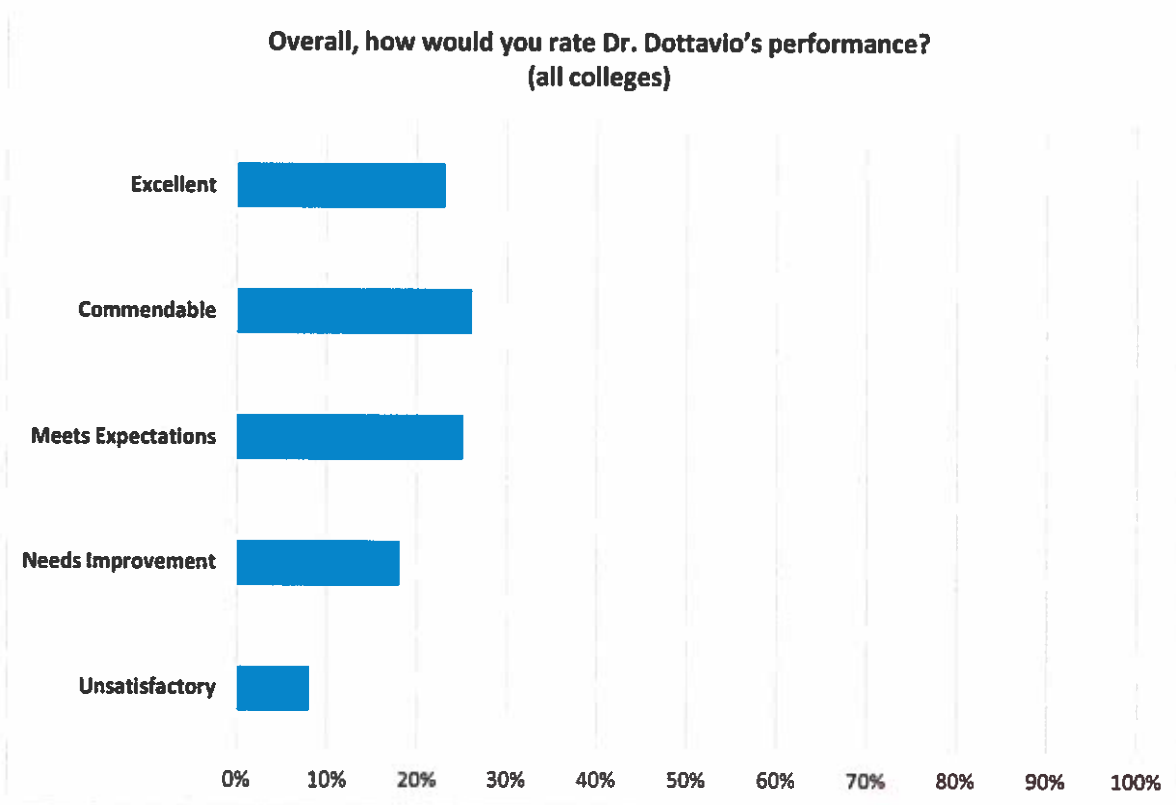


	College of Agricultural and Environmental Sciences	College of Business Administration	College of Education	College of Health Sciences and Human Services	College of Liberal and Fine Arts	College of Science and Technology
■ Unsatisfactory	28.57%	4.55%	3.57%	5.26%	7.69%	5.71%
■ Needs Improvement	9.52%	9.09%	25.00%	5.26%	19.23%	25.71%
■ Meets Expectations	14.29%	36.36%	21.43%	26.32%	23.08%	28.57%
■ Commendable	28.57%	27.27%	25.00%	26.32%	26.92%	22.86%
■ Excellent	19.05%	22.73%	25.00%	36.84%	23.08%	17.14%

SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Overall Performance Mean and Standard Deviation by College and All Colleges

Overall, how would you rate Dr. Dottavio's performance? (1=Unsatisfactory; 2=Needs Improvement; 3=Meets Expectations; 4=Commendable; 5=Excellent)			
	N	Mean	Std. Deviation
College of Agricultural and Environmental Sciences	21	3.00	1.51
College of Business Administration	22	3.55	1.08
College of Education	28	3.43	1.21
College of Health Sciences and Human Services	19	3.84	1.14
College of Liberal and Fine Arts	52	3.38	1.24
College of Science and Technology	35	3.20	1.17



SATISFACTION PROFILE – PRESIDENT DOTTA VIO

Unable to evaluate due to lack of information by College

College of Agricultural and Environmental Sciences	Unable to Evaluate Due to Lack of Information	Count	Total
<i>Has an appropriate vision for this University.</i>	4.76%	1	21
<i>Provides sufficient resources for attaining the goals and objectives.</i>	14.29%	3	21
<i>Develops adequate strategic plans for fulfilling the goals and objectives.</i>	14.29%	3	21
<i>Provides effective, candid organizational communication.</i>	14.29%	3	21
<i>Creates an ethical decision-making environment.</i>	9.52%	2	21
<i>Sets meaningful goals and objectives for achieving the vision.</i>	19.05%	4	21
<i>Recognizes and promotes the role of faculty in academic governance.</i>	14.29%	3	21
<i>Acts fairly in tenure/promotion and post tenure review considerations.</i>	28.57%	6	21
<i>Is committed to leadership supporting high-quality faculty teaching and research.</i>	9.52%	2	21
<i>Encourages and promotes faculty development.</i>	9.52%	2	21
<i>Maintains faculty morale.</i>	9.52%	2	21
<i>Selects qualified, effective and ethical administrators.</i>	4.76%	1	21

College of Business Administration	Unable to Evaluate Due to Lack of Information	Count	Total
<i>Has an appropriate vision for this University.</i>	4.35%	1	23
<i>Sets meaningful goals and objectives for achieving the vision.</i>	8.70%	2	23
<i>Provides sufficient resources for attaining the goals and objectives.</i>	9.09%	2	22
<i>Develops adequate strategic plans for fulfilling the goals and objectives.</i>	4.55%	1	22
<i>Provides effective, candid organizational communication.</i>	0.00%	0	22
<i>Creates an ethical decision-making environment.</i>	0.00%	0	22
<i>Recognizes and promotes the role of faculty in academic governance.</i>	0.00%	0	22
<i>Acts fairly in tenure/promotion and post tenure review considerations.</i>	27.27%	6	22
<i>Is committed to leadership supporting high-quality faculty teaching and research.</i>	4.55%	1	22
<i>Encourages and promotes faculty development.</i>	0.00%	0	22
<i>Maintains faculty morale.</i>	0.00%	0	22
<i>Selects qualified, effective and ethical administrators.</i>	0.00%	0	22

SATISFACTION PROFILE – PRESIDENT DOTTAVIO

College of Education	Unable to Evaluate Due to Lack of Information	Count	Total
<i>Has an appropriate vision for this University.</i>	7.14%	2	28
<i>Provides sufficient resources for attaining the goals and objectives.</i>	10.71%	3	28
<i>Develops adequate strategic plans for fulfilling the goals and objectives.</i>	10.71%	3	28
<i>Provides effective, candid organizational communication.</i>	7.14%	2	28
<i>Creates an ethical decision-making environment.</i>	10.71%	3	28
<i>Sets meaningful goals and objectives for achieving the vision.</i>	14.29%	4	28
<i>Recognizes and promotes the role of faculty in academic governance.</i>	10.71%	3	28
<i>Acts fairly in tenure/promotion and post tenure review considerations.</i>	21.43%	6	28
<i>Is committed to leadership supporting high-quality faculty teaching and research.</i>	10.71%	3	28
<i>Encourages and promotes faculty development.</i>	7.14%	2	28
<i>Maintains faculty morale.</i>	3.57%	1	28
<i>Selects qualified, effective and ethical administrators.</i>	7.14%	2	28
College of Health Sciences and Human Services	Unable to Evaluate Due to Lack of Information	Count	Total
<i>Has an appropriate vision for this University.</i>	0.00%	0	19
<i>Provides sufficient resources for attaining the goals and objectives.</i>	5.26%	1	19
<i>Develops adequate strategic plans for fulfilling the goals and objectives.</i>	0.00%	0	19
<i>Provides effective, candid organizational communication.</i>	5.26%	1	19
<i>Creates an ethical decision-making environment.</i>	5.26%	1	19
<i>Sets meaningful goals and objectives for achieving the vision.</i>	0.00%	0	19
<i>Recognizes and promotes the role of faculty in academic governance.</i>	15.79%	3	19
<i>Acts fairly in tenure/promotion and post tenure review considerations.</i>	57.89%	11	19
<i>Is committed to leadership supporting high-quality faculty teaching and research.</i>	5.26%	1	19
<i>Encourages and promotes faculty development.</i>	0.00%	0	19
<i>Maintains faculty morale.</i>	0.00%	0	19
<i>Selects qualified, effective and ethical administrators.</i>	5.26%	1	19

SATISFACTION PROFILE – PRESIDENT DOTTAVIO

College of Liberal and Fine Arts	Unable to Evaluate Due to Lack of Information	Count	Total
<i>Has an appropriate vision for this University.</i>	9.43%	5	53
<i>Creates an ethical decision-making environment.</i>	15.09%	8	53
<i>Recognizes and promotes the role of faculty in academic governance.</i>	11.32%	6	53
<i>Provides sufficient resources for attaining the goals and objectives.</i>	11.54%	6	52
<i>Develops adequate strategic plans for fulfilling the goals and objectives.</i>	17.31%	9	52
<i>Provides effective, candid organizational communication.</i>	1.92%	1	52
<i>Sets meaningful goals and objectives for achieving the vision.</i>	13.46%	7	52
<i>Acts fairly in tenure/promotion and post tenure review considerations.</i>	42.31%	22	52
<i>Is committed to leadership supporting high-quality faculty teaching and research.</i>	5.77%	3	52
<i>Encourages and promotes faculty development.</i>	7.69%	4	52
<i>Maintains faculty morale.</i>	1.92%	1	52
<i>Selects qualified, effective and ethical administrators.</i>	1.92%	1	52

College of Science and Technology	Unable to Evaluate Due to Lack of Information	Count	Total
<i>Has an appropriate vision for this University.</i>	2.78%	1	36
<i>Provides sufficient resources for attaining the goals and objectives.</i>	13.89%	5	36
<i>Develops adequate strategic plans for fulfilling the goals and objectives.</i>	11.11%	4	36
<i>Provides effective, candid organizational communication.</i>	0.00%	0	36
<i>Creates an ethical decision-making environment.</i>	8.33%	3	36
<i>Sets meaningful goals and objectives for achieving the vision.</i>	11.11%	4	36
<i>Encourages and promotes faculty development.</i>	8.33%	3	36
<i>Acts fairly in tenure/promotion and post tenure review considerations.</i>	33.33%	12	36
<i>Is committed to leadership supporting high-quality faculty teaching and research.</i>	2.78%	1	36
<i>Maintains faculty morale.</i>	2.78%	1	36
<i>Selects qualified, effective and ethical administrators.</i>	11.11%	4	36
<i>Recognizes and promotes the role of faculty in academic governance.</i>	2.86%	1	35

SATISFACTION PROFILE – PRESIDENT DOTTAVIO

Comments, Suggestions, or Concerns regarding Dr. Dottavio. Please explain.

College of Agricultural and Environmental Sciences

1. The only resource that the president fails to provide to achieve his goals are additional faculty so that teaching loads can be reduced to allow scholarly activity goals.
2. Dr. Dottavio is self-serving and always looking for the photo opt. He has the worse communication skills of any administrator ever work under or he is a dictator. He hires his buddies and incompetent people only to try and make him look good and not for the good of the university. Time for him to go he is hurting the university more than helping.
3. As a young faculty member I feel "in the dark" regarding most University wide programs, goals, and faculty development. Although I was in the rookie club program, very little information was provided to help me be successful my first two years. Mostly it is what is seeming simple things, like printing a roster, entering final grades, setting up a voice mail (only took three years to learn we had that option), and travel. Although these are not directly controlled by the president, at the end of the day one of the 50 people working in his office should be in charge of these things.
4. Completely out of touch with education, faculty, and students. All decisions are filtered thru the prism of facade and photo opportunities. Dr. Dottavio only seems interested in only supporting things that improve the facade of our campus facilities or creating another whimsical photo opportunity. It's all about the looks with little substance. When it comes to providing the resources that students and faculty need to enhance educational opportunities, this administration has been eerily silent.
5. As this university becomes more research-focused, meaning that faculty tenure and promotion is based on research and department funds are based on IDCs from research grants, the university should expend more funds to ensure that the Faculty Research support office is reliable, functional, and provides timely and informed assistance to researchers submitting proposals. It also should be willing to provide a reduced teaching load to faculty who are engaged in research.
6. The president has made appointments for positions based upon cronyism and not for the betterment of the university. The appointments include vice presidents who were not selected for their actual qualifications and education and should not be in the positions for which they are appointed. He has created a climate of fear among staff and faculty by demoting and eliminating people who fail to be silent minions. The consensus among faculty and staff is to remain silent or else you will be eliminated. The core values are preached, but not lived by most in the administrative building. There is a sense that the core values were created to force faculty and staff into submission while allowing those in administration to do as they please. Ethics are preached but not lived. I do not have confidence in the president to make the right decisions for the betterment of our university. Instead, he has strived to make Tarleton more similar to a private university while pricing us out of many students' budgets. In his time as president, many great individuals who were here for the best interests of the university have been pushed out due to not falling in line with the president's agenda.
7. While he is to be commended for the unprecedented growth of the university, there is a complete disregard of ethics in the upper administration. It is his duty to lead by example and ensure that all his administrators are conducting themselves with integrity and civility. There is also a severe lack of foresight in the planning and construction of all projects on campus which results in wasted funds.
8. The Strategic Plan is a mess and does not reflect the intentions of the UPC. Additionally, the Strategic Plan seems to change on a whim with the current trends in Higher Education. Those involved in the original Plan are not kept updated with changes that directly impact their

SATISFACTION PROFILE – PRESIDENT DOTTAVIO

initiatives.

There are still administrators outside of Academics who are unqualified to hold their respective offices and have proven time and again that they are incapable of making appropriate decisions for their units.

I like Dr. Dottavio and personally have never been on the receiving end of his wrath, but I have seen others fall and leave the university due to his action (or inaction in some cases).

9. I understand his "student focused" priorities, but we have seen multiple occasions where "squeaky wheel" students that don't care to follow our rules and protocols are given an exception from his office. I don't agree with the message that sends to our students. They need to go through the proper channels, but we have a culture developing where students will directly email the President's office when they have an issue.
10. Agriculture is necessary
11. I have a job to do...I do not have time to worry about what Dr. Dottavio is doing.
12. For all of the criticism of President Dottavio, I feel it is quite unjust. In the past seven years this institutions enrollment has increased, new buildings and remodeling have increased, and resources for most applications has increased. Additionally, President Dottavio has sought means of increasing faculty salaries and merit raises.

College of Business Administration

1. Other Comments, Suggestions, or Concerns
2. More resources for faculty research.
3. The strategic goal of 5 ALEs to graduate was not achievable. The effort to implement the goal illustrated how poorly it was conceived. It seemed that the goal was for Dr. Dottavio to impress others with the ALEs without giving thought to the additional time and effort faculty would need to provide them.
The holding and spending of the pay increase in the Fall of 2016, while telling the Deans it was a system-wide policy was deceptive. It showed a lack of appreciation to the faculty for their work. The class sizes have increased and the faculty workload is increasing with additional programs and reporting requirements. Apparently Tarleton has a lower staff number than other schools. This understaffing puts increasing workload on the faculty.
4. Dr. Dottavio has done a great job growing the student population and building buildings on our campus. Tarleton is more beautiful now than when he arrived. I do not believe that our strategic direction is adequate as it does not fully address the need for our students to be globally minded and prepared for competing in an international arena. Also, the goal of being student focused is not supported in ways beyond declaring that is who we want to be. How are we supposed to achieve that student focus?
5. Seems to have his favorites within Academic Affairs (e.g. rocket team, fine arts, military science)

College of Education

1. There is a great deal of seemingly intentional obfuscation with regard to budget allocations and the way budgets are swept. This results in widespread mistrust with regard to the entire division (Finance and Administration). With regard to morale, there is a culture on campus of ballooning administrative salaries, while faculty salaries remain stagnant, and more importantly, a lack of interest in fighting for more adequate salaries. The discrepancy between administrator salaries and faculty salaries (when salary studies are conducted with the express intent to depress faculty

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- salaries) significantly damages faculty morale. Finally, the culture of requiring faculty to pay for their own development (conferences, etc.) functionally depresses salaries further.
2. Faculty pay was goofed-up this year. No salary letters. No raise until January. No explanation. We were kept in the dark. I talked to my faculty senator. She indicated having received a confused briefing on the subject.
 3. I think that he has a wonderful personality, and I appreciate everything that he does as President. He seems to be extremely involved with the students, which I appreciate. The only thing that I would like to see change is areas associated with workload and faculty, and faculty salary changes. I would like to see a more equitable disbursement between the departments.
 4. My major concern with Dr. Dottavio is that his stated vision for Tarleton of "being the premier student centered university in Texas" is at odds with his actions. Or maybe his definition is different than mine as an educator. Student centered or student focused means providing an educational experience which will prepare the student to be a functioning, productive member of society in the area of their training, however, Dr. Dottavio's actions seem to demonstrate his understanding of student centered or student focused to mean catering to the whims of the students without considering what is best for them in the long term or making decisions based on financial reasons. Dr. D. feels online instruction is what students want, however, when you ask the students what they want, they state they DO NOT want their major classes online. Freshman and sophomore lectures classes are what the students want online but Tarleton has a policy that freshman and sophomores aren't allowed to take online courses. Is that student centered or is that driven by finances?

I am concerned that the direction of the University is being powered by the desire to increase enrollment at the cost of programs. In the past five years, I have seen a dramatic increase in class size without any consideration to the how increased enrollment affects instruction. Courses that require discussion and personal interaction are being compromised by increased enrollment. Is this student centered or is this driven by financial concerns? Are we here to make money or are we here to help prepare young people to be successful in their field of study?

5. Regarding the role of faculty in governance, a CEO acting in accordance with organizational (System) values does not necessarily mean he/she has the same professional or personal values. Dr. Dottavio gets the benefit of the doubt from me.
Regarding the maintenance of faculty morale: how much of our faculty morale problem is DIRECTLY attributable to the President is something I do not know. I do perceive the morale is slipping in many areas and the president is, of course, ultimately responsible. I also recognize that one remedy for poor morale in organizations is to replace those with the poor morale.
Overall "Meets Expectations" rating...and my expectations are very high.
6. As a new(ish) faculty member in one of the outreach centers, it is extremely difficult to evaluate Dr. Dottavio's performance from afar.
7. I believe some of the questions are hard to answer from a faculty perspective since most faculty have not had experience in university administration. For example, some of these statements are hard to rate due to the fact there isn't a plethora of money. I believe Dr. Dottavio does the best he can with the resources provided.
A little unfair.
8. Dr. Dottavio is not accessible to all faculty and relies heavily on administrators who are not always ethical and forthcoming in their own actions and communication. The values he espouses are not embodied in action
9. Seems to care more about buildings and staff than faculty. Seems totally unaware of the resources needed to recruit, keep and reward faculty.

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10. More time and attention please to outreach centers. Often just the small celebrations of success of the university are not mindfully inclusive of outreach centers; students and faculty.
11. Dr. Dottavio is upbeat and people focused. His constant presence across the campus (as opposed to hidden away in his office) and at functions shows that his dedication goes beyond the business side of this university, and that he understands what it is that really makes Tarleton tick; it's people and community. Hats off to this amazing man with a vision for the future of Tarleton!

College of Health Sciences and Human Services

1. The focus on growth, marketing and fiscal rewards while sacrificing academic standards has resulted in an unmanageable growth to education situation. Many of the tenured educators that tried to promote controlled growth were reassigned or forced into retirement. The Provost seems to act as the TSU version of the CIA, controlling what facts are presented to Dr Dottavio in regards to the faculty and educational matters.

All the while the state senate is blamed for the pressures and "forced changes or hiring freezes" occurring. It is the responsibility of our educated leadership to educate our state leadership so that prudent decisions are made. One of the Tarleton tenets is to develop leaders. Most great leaders lead by example.

Monies have been allocated and positions created for additional management/administration. Like top heavy financial intuitions this is a situation that will sink itself evidently. The true educators have been required to increase workload, administrative duties and travel without increased compensation. While simultaneously receiving less assistance with clerical and supportive services. The pressure is building with little to no actual relief in sight.

This evaluation is brutal but I am tired of not being heard at any level of administration. In the last few years I have been pressured and ignored about the numbers and preparation with which the students are coming into the classroom. Cheating has become almost accepted as a cultural norm. Other faculty and I have been pressured to let students who have failed a course have another chance or extra assignments to bring up their grades. This is a University not a middle school. Students need to be taught that it is important to apply themselves to succeed the first time. Many situations in the real world result in devastation and death if the product or skills the TSU graduate applies are substandard.

2. Don't think he is aware what is happened further down the pipe
3. I feel like the President does an outstanding job within his role. I would love to see him more engaged with the outreach campuses and getting to know us and celebrate the work we do; however, I acknowledge his busy schedule and commitment to the University.
4. There are issues taking place with faculty members that include bullying and a large amount of racial tension that Dr. Dottavio needs to be aware of and address.
5. Staff and faculty morale has declined in the past two years. Leadership plays a vital role in morale. An effective leader must address these concerns and develop transparent communication with faculty, staff, administrators and other stakeholders.
6. Dr. Dottavio's greatest gift is his caring and compassion for all.

He has not been a faculty member in a fulltime position, so at times it seems he does not have a realistic view of what constitutes faculty role

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College of Liberal and Fine Arts

1. I would like to see the president as close to faculty as he is to students. As a faculty member, I feel as an afterthought. He needs to be more aware of how from the top down is the decision making process at the Provost's level.
2. I appreciate that Pres. Dottavio does what a university president should do--and does it extremely well--while largely separating himself from the university's academic life. He does not attempt to exercise what I would see as inappropriate control over the faculty as I believe some past presidents have done. He tries to support us in doing our jobs rather than telling us how to do them.
3. As a faculty member some of the above points are next to impossible to evaluate. It's not like I see him every day or once a week. I think he means well and his coffee mornings are great as are the walks but they only work for those who aren't in a classroom at that time. I do think he supports the faculty though and I think growing the campus is a good thing. I think he tries to do a good job. In the end, that is perhaps all anyone can expect.
4. I believe that Dr. Dottavio has the best interests of the University at heart and does all that he can accomplish to support students, staff, and faculty members.
5. I do not have a sense of Dottavio's activities, goals, or plans. There could be more effective communication with the faculty. He could provide a clear vision for Tarleton and explain his understanding of how faculty fit into this vision.
6. I would like to see more communication from President Dottavio regarding current events related to our student body. Two recent examples where I would have liked some sort of presidential response are the racist responses to the Black Lives Matter campus protest in the fall (those responses did not reflect Tarleton's core values), and the Trump executive order related to immigration (Texas A&M has one of the highest percentages of students from the formerly-banned countries. I'm sure many of our students were feeling anxious and could have used words of encouragement from the administration).
7. I very much like and support the direction the University has been going since Dr. Dottavio started at Tarleton. The campus has been given a much needed facelift and I believe the ideals he sets forth (student-focused, core values) are exactly what we should be doing. It is time, however, to build a stronger faculty. Decisions being made that are financial are NOT student-focused. The money being spent on our infrastructure has been great. It is time we put the same emphasis on our faculty, which more directly influences our students' education.
8. work on strengthening faculty morale
9. In many ways, Dr. Dottavio's work (e.g. campus involvement with students, responding to crises like the storm damaging the farm) has been exemplary. However, faculty concerns remain. For example, our institutional lack of resources is a major contributing factor to low faculty morale (especially with respect to issues like reliance on adjuncts, treatment of instructors, etc.). To some extent, that isn't Dottavio's fault. However, more communication with the faculty and more attempts to raise faculty morale would help.
10. Pres needs to focus more on academics rather than sports and technology.
11. Adequate resources to support the mission of becoming the premier student-centered institution requires adequate number of faculty and sufficient resources for the classroom. This does not seem to be the focus of some members of the cabinet and should be corrected.
12. I think Dr. Dottavio makes huge and frequent efforts to reach out to faculty. One example would be the weekly walks around campus he's recently incorporated with faculty and students. He participates personally in activities on campus and is quite visible. I have always felt that his decision to live in the Trogdon House showed such a commitment to the university, and is such a morale boost for students and faculty alike. I have found him to be a tremendously likeable, dynamic person, and admire him greatly. I'm also so impressed with the beautification and

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building projects on campus. The face of Tarleton has completely changed for the better during his tenure, and, I believe will attract larger numbers of students in the future. Also, Dr. Dottavio's bringing the large donations of land in Fort Worth to add to our legacy is impressive. I would say I've never worked under a better leader!

13. I think Dr. Dottavio cares deeply about Tarleton and has done great things to push this university in new directions. That was probably not an easy task in this conservative town. I would assume faculty judge the administration based off how well they serve the specific programs the faculty are involved in, and in that case the administration has been good to us. I just don't know for sure how much Dr. Dottavio is involved in any of that. I don't know a lot about his daily responsibilities. This might be my fault for not investigating him or reaching out, but I am just really busy doing my day to day faculty duties. I do know he has had at least a couple members of his administration participate in unethical and illegal acts, so I can't give him my full vote of confidence in the people he surrounds himself with. As a figure head for the university he does a pretty good job. I wish he would take a leadership role in promoting tolerance and progressive issues on campus, but he doesn't seem like the type who is comfortable taking political stands. Or maybe that would just not be smart politically for a man in his position. Anyways, that is my two cents.
14. I'm so tired of hearing that we are family while buildings are built without any regard for how they will impact the campus. The students are tired of having to fight for parking, the faculty are tired of not having enough financial support for research yet we can't get a 3-3 or 3-2 workload to get research done. We have no clear mission because we are NOT student-focused, we are administration-focused. He doesn't care about faculty and we see this constantly.
15. I really don't know what he does except that he hosts a lot of events. Seems to really be into events.
16. There is no shared governance at this university. Our president does not respect faculty. Any respect he does have is not communicated successfully to us. There are things he does support, but only with regard to helping students, and only in public. Any respect for us is only linked to whether it gains good public relations for recruiting or students. He does not know the main aspect of education, which is that if faculty is not respected and supported by admins, then you do not have a good school. Faculty has no access to this president that is the biggest problem here. There is a university where the president opens his door once each week for two hours, and anyone can go to talk, about any topic. Not here!
17. By hiring administrators some of questionable validity to public higher education with generous pay raises who lack appropriate academic and professional qualifications and uphold the usual, customary and reasonable academic freedoms, and who do not uphold the publicized values explicated in University publications, etc. and authorizing expenditures extravagantly....Perhaps for these and other observations, his "Tarleton" family has become utterly dysfunctional....Moreover, he and his administrative colleagues seem to engage in the art of microaggressive or bullying. To find an example of what is termed "administrative bloat...look no further.... behavior. I am not confident in this form's anonymity and confidentiality.
18. Make sure the faculty is informed and involved in the decision making process. The most recent example is the change instituted in class times for Tuesday/Thursday classes. This was VERY poorly rolled out and creates problems that I am sure were not considered such as lab times.

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College of Science and Technology

1. The infrastructure growth in dorms and the look of the campus is extremely commendable. The University is increasingly a more attractive place to work and learn. On the other hand, the money presently available to maintain classroom equipment appears to be insufficient. We have projectors which are going out, lab equipment that is becoming obsolete or broken, lights out in class rooms, and facilities that are not clean. It is extremely difficult to find a classroom available for many class times.

I would also prefer to see a greater emphasis on increasing academic quality at the University across all programs and keeping down expanding fees that make school more expensive. At present almost every aspect of our University activities are focused on other areas of a University experience from social to recreational. While these additions have value, there appears to be no comparable emphasis on raising the quality of our institution's academics. We have added programs giving the student's more choice, but the emphasis appears on student numbers or publicity and not on advancing academic quality of our graduates. Future expansion of athletics and its full cost is also a concern.

2. With higher expectations for tenure and promotion, more money needs to be made available to the faculty for travel to conferences. The president and his staff would not expect to travel on university business and have to pay out of their pocket and neither should the faculty!
3. Communications between faculty and administration needs improvement.
4. If we are serious about being a quality university, I would like to see the admission criteria increase so that the image of Tarleton is a better one. We still have the image with area high school students as being the university they will come to if they don't get in anywhere else. We say that we are raising standards but it is not apparent in the classrooms.

From my understanding, we want to offer programs that on the cutting edge. The data mining program is just that--cutting edge. The program could attract students from around the world. However, the scholarships have been cut for the program. If we are serious about having a program that no one else has--why cut the scholarships? Why not expand the program instead?

5. Always available for a photo op but doesn't provide incentives or money to keep good faculty!
6. I feel he is out of touch with the daily operations affecting the faculty and students. His visions and ideas are very good but do not really represent what is really happening at the university. It appears his delegation of responsibility has left him sheltered from reality. There are WAY TOO MANY VP's and Directors.
7. Just a little more attention to academics and less to "other aspects of student experience". Fight to the extent it is possible the growing (national) trend toward the use of adjuncts over permanent faculty they just are not as committed to any aspect of TSU as real faculty
8. Too much emphasis on growth; not enough on actual support of teaching and research. The president does an excellent job of what he does; I personally disagree with some of his priorities, such as Division 1. He does select quality administrators - just too many of them. The expectations of faculty and staff performance have increased without support from the administration, and this is negatively affecting faculty morale.
9. I have no suggestions or concerns - Dr. D. is highly effective and promotes a positive learning environment for our students as well as the faculty.
10. The question about "is committed to leadership supporting high-quality faculty teaching and research" should be split into two questions - one for teaching and one for research as support for these two very different areas is quite different.
11. More interested in physical appearances rather than substantial progressive change.