



# ***Faculty Satisfaction Survey***

**Report**

**Department of Quality Assurance and Institutional Research**

**KIMEP, 2012**

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## SURVEY BACKGROUND

### *Purpose*

Opinion of faculty body – KIMEP’s main asset – is of particular importance to the accurate mapping of University’s future development and informed decision-making. Therefore, since AY 2005-2006 it was endorsed by top management that all academic staff without exception would be invited to take part in Faculty Satisfaction Survey (FSS).

FSS aims to measure the level of faculty satisfaction with working conditions, professional development and quality of management at KIMEP in order to support decisions for making university a better place to work.

### *Technique*

This year the survey was carried out during February 14 – March 6 according to standard procedure: paper based mode, voluntary approach and in conditions of strict confidentiality.

### *Questionnaire*

The current version of the Questionnaire is based on the content of analogous FSS questionnaires of North American universities. To be properly adjusted to KIMEP realities, it was thoroughly discussed by KIMEP academic community presented by Dr. Bruce Taylor, Dr. Leon Taylor, Mrs. Aigerim Ibrayeva, Dr. Dana Stevens and Dr. Ewan Simpson.

This year the 2011 questionnaire was slightly revised to reflect the administrative changes which took place since last survey (renaming of the institute into KIMEP University, inclusion of General Education Department into CSS structure, closing of Advising, Internship, and Career Center). Overall, the instrument includes 55<sup>1</sup> questions (*attachment 1*). The questions are distributed into 11 clusters:

- Cluster A. Background information
- Cluster B. Involvement in Academic Processes
- Cluster C. Workplace Values and Environment
- Cluster D. Teaching and Learning
- Cluster E. Students
- Cluster F. Research
- Cluster G. Workload
- Cluster H. Performance Appraisal
- Cluster I. Support
- Cluster J. Facilities
- Cluster K. General opinion

### *Data treatment*

All hard-copy inputs are manually keyed in. Data from numerical questions is processed with Microsoft Excel tools. Written comments are separately analyzed following the standard approach: faculty’s comments are decomposed into number of opinions/messages, which are then compiled up to their content.

## RESULTS

### *Response rate*

About 73% of KIMEP faculty members answered the questionnaire: 145 out of 200 targeted (*attachment 2, table 1*). Over 34% of them - 50 out of 145 - provided comments.

The respondent pool is mostly presented by full-time faculty (~83%). Over 54% of respondents work in the rank of instructor/lecturer and over one third – in professorial rank. The larger shares of survey participants are from LC (~32%), BCB and CSS (~27% each) (*attachment 2, table 2*).

### *Satisfaction with areas of working environment*

In general, KIMEP faculty members appreciate following areas of Institute’s environment:

- Support from KIMEP units and staff (4.00, cluster I) - especially, the Library (4.32, Q44.3<sup>2</sup>)
- Facilities (3.97, cluster J) – above all, classroom space (4.15, Q45)

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<sup>1</sup> Together with sub-questions of questions 44 and 53, the current instrument consists of 68 question items.

<sup>2</sup> Q stands for abbreviation of the word “Question”.

- Involvement in academic process (3.76, cluster B) – especially, course/program development (4.07, Q5; *graph 2; attachment 2, table 3*).

Their least appreciated areas include:

- Research opportunities (2.87, cluster F) – notably, lack of time for research (2.31, Q28)
- Workload (3.22, cluster G) - notably, lack of possibilities to undertake personal professional development (3.15, Q32)
- Performance appraisal (3.27, cluster H) - notably, amount of the benefits (2.89, Q41).

#### *Level of satisfaction up to respondents' unit, rank and status*

By units, respondents from BCB and CSS demonstrate preferences and concerns similar to the KIMEP-wide trend (*graph 2; attachment 2, table 3*).

As for faculty of EEC, LC and SL – they have varying most and least preferred areas. In their opinion the most appreciated areas include: workplace values and environment (EEC - 4.62), involvement in academic processes (SL - 4.10), support from units (LC - 4.04). Among the least satisfactory ones they mention research opportunities (EEC-3.83; SL – 3.31; LC-3.27).

Both professors and instructors/lecturers express opinions similar with overall KIMEP trends (*graph 4; attachment 2, table 3*).

Divided by employment status, respondents' answers give varying pictures: full-timers strictly follow the KIMEP general trend: demonstrate highest satisfaction with support from KIMEP units and KIMEP facilities and the least satisfaction - with research opportunities. Part-timers are most satisfied with teaching and learning opportunities and their workload, and least – with research opportunities and performance appraisal process (*graph 5; attachment 2, table 3*).

#### *Overall satisfaction*

KIMEP-wide level of satisfaction based on Question 54 “Overall, I am satisfied with my job” is 3.93. Among units, EEC faculty members give the highest evaluation (5.00), while BCB – the lowest one (3.63). Compared with professors, instructors/lecturers give higher assessments (3.68 and 4.08 accordingly). Full-timers are less satisfied than part-timers (3.84 and 4.27 correspondingly; *graph 1; attachment 2, table 4*).

#### *Recommending KIMEP*

In general, faculty members appreciate KIMEP as the place of work: almost 84% of them would recommend KIMEP as an employer to a friend (*attachment 2, table 5*).

By units, EEC, LC, BCB faculty members are most willing to recommend KIMEP (100%, 90.24%, and 81.08% accordingly). The frequency of CSS and LS faculties intentions to recommend KIMEP is slightly lower (79.41% and 71.43% respectively).

In terms of ranks, instructors/lecturers recommend KIMEP more often than professorial faculty (87.84% and 75.61%).

Part-timers are more willing to recommend the Institute than full-timers (90.91% and ~82% accordingly).

## **FACULTY SATISFACTION DYNAMICS 2007-2012**

To identify the dynamics of the level of faculty satisfaction, the five years' survey results have been reviewed. Based on questions of 2012 Survey instrument, a list of 45 comparable items was compiled (*attachment 2, table 6*).

#### *Data treatment*

Out of 45 aspects under review, three groups can be determined based on the comparison of current results with those at the beginning of observed period (*attachment 2, table 6*):

- aspects with positive dynamics (6)– the level of satisfaction increased by over 0.2 points

- aspects with no significant change over time (23) – the level of satisfaction changed by less than 0.2 points
- aspects with negative dynamics (16) - the level of satisfaction declined by over 0.2 points.

#### *Aspects with positive dynamics*

The satisfaction with following aspects increased:

1. *Library* – students' access to textbooks (Q19)
2. *Students' quality* – competence in English language (Q22)
3. *Medical centre* – quality of medical service (Q44.11)
4. *Facilities* –classroom space (Q45)
5. *Support* – quality of HR department service (Q44.2)
6. *Quality of management* by Dean of College or School / Director of Center (Q53.1)

Compared to the beginning of observations, the highest increases were noticed in faculty satisfaction with students' level of English (+0.5), medical centre's support (+0.39), library's services in providing students an access to textbooks (+0.38).

In terms of growth dynamics, the following trends were noticeable:

- appreciation for over half of aspects was consistently increasing throughout the period, reaching the peak in 2012
- Satisfaction with management of Dean of College or School / Director of Center peaked in 2010 and went slightly on decline, although still higher than at the beginning of observations (*graph 6*).

#### *Aspects with negative dynamics*

Faculty satisfaction declined with regard to the following aspects:

1. *Involvement in Academic Process* – faculty's participation in academic planning (Q4)
2. *Teaching* - guidance on teaching from University's documents (Q16) and support to development of teaching practices (Q17)
3. *Students' discipline*- timely submission of works by students (Q24)
4. *Research activity* – time, funding, physical resources available for research (Qs27-29)
5. *Workload* – reasonability of teaching load (Q31), opportunity for professional development (Q32), the adequacy of support in advising students on course choices (Q33)
6. *Performance appraisal* – clear understanding of job outcomes (Q34), adequacy of appeal process (Q39)
7. *Facilities* - Library (Q44.3), Legal office (Q44.9).
8. *Mission fulfilment* (Q49)
9. *Institutional morale* (Q50)

The largest decreases in satisfaction related to time available for research (-0.73) and regarding students' advising (- 0.71).

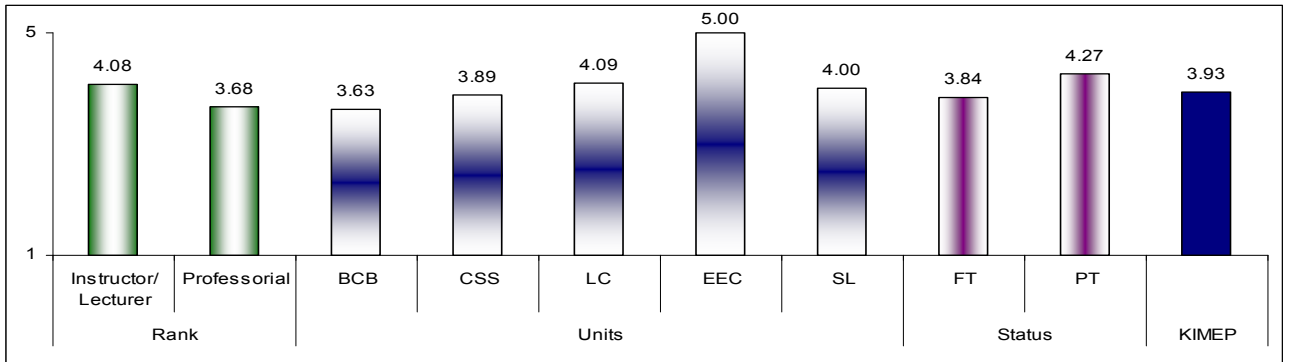
Satisfaction with most of these aspects fluctuated during the period and was on decline in 2012 (*graph 7*).

### **RESUME**

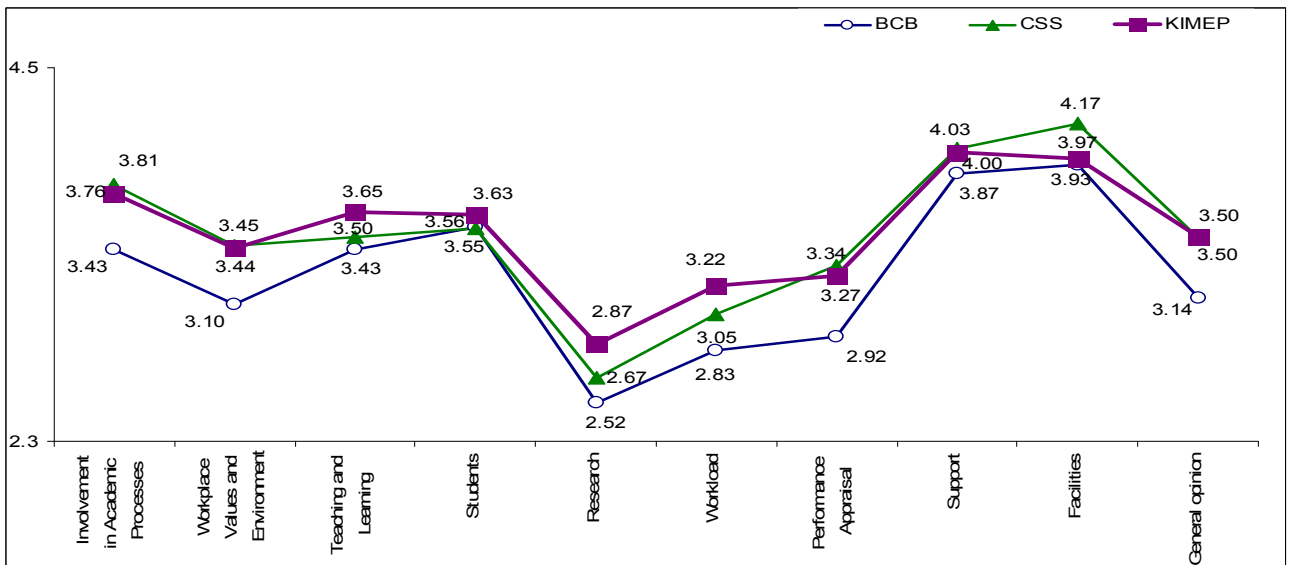
For the betterment of KIMEP working environment the following recommendations could be proposed:

- To focus on improving the level of satisfaction with key areas of concern: teaching load, time for research, research funding, KIMEP management and administration policies
- Keep on increasing the level of satisfaction with quality of services by support departments, quality of facilities and textbooks availability.

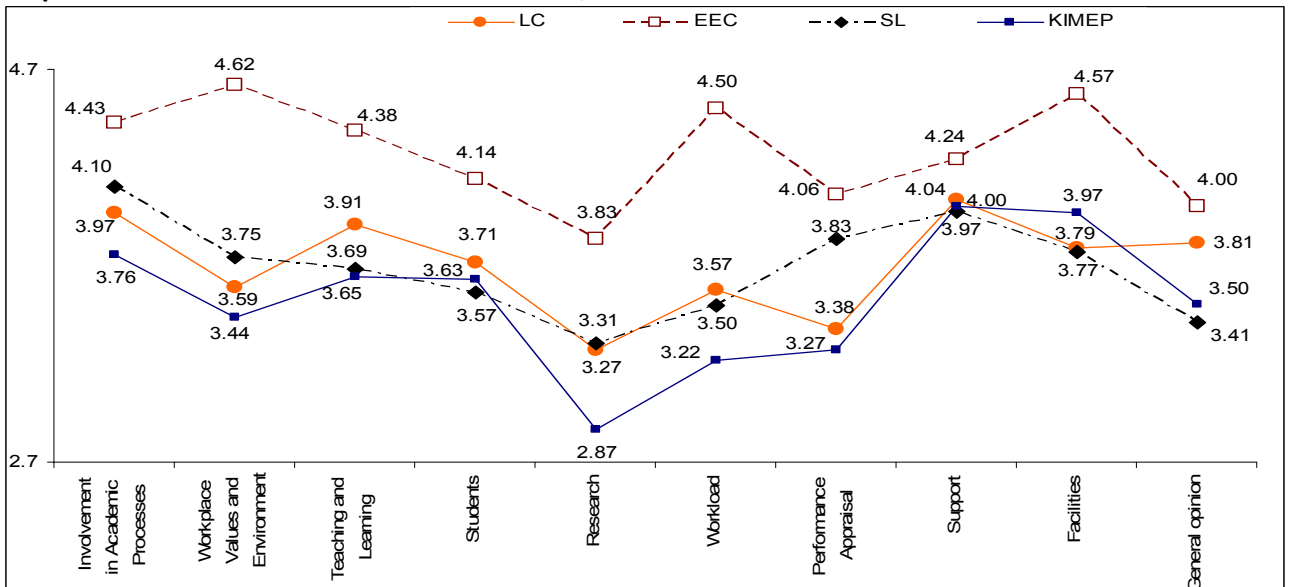
**Graph 1. Overall level of satisfaction (Q54): by ranks, by units and by status**



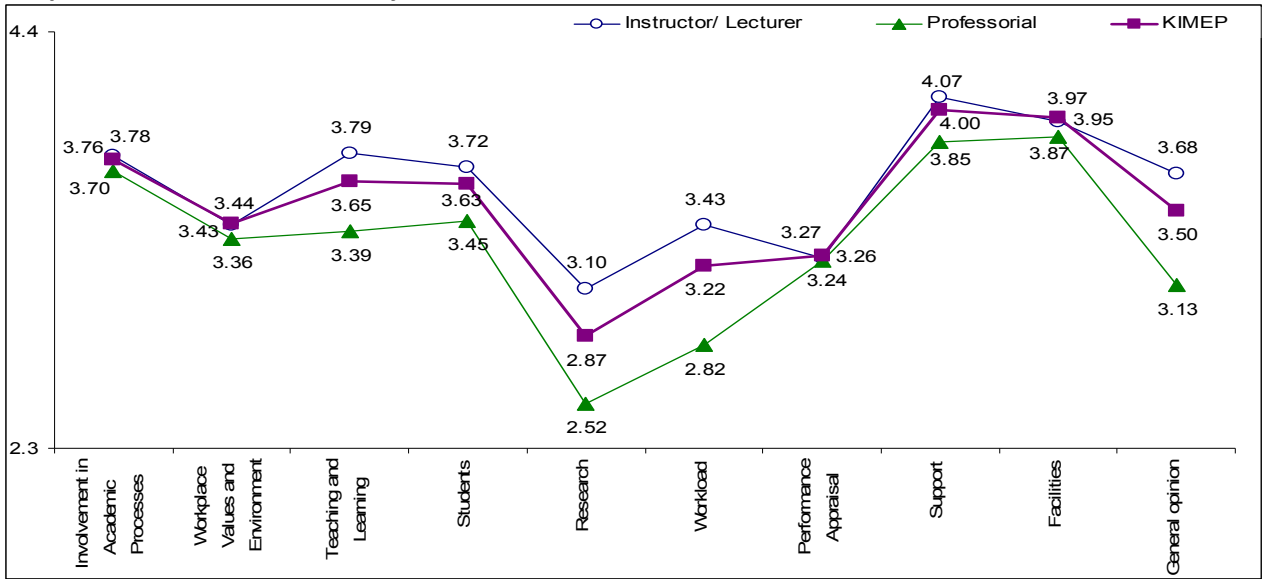
**Graph 2. Level of satisfaction: KIMEP versus BCB and CSS**



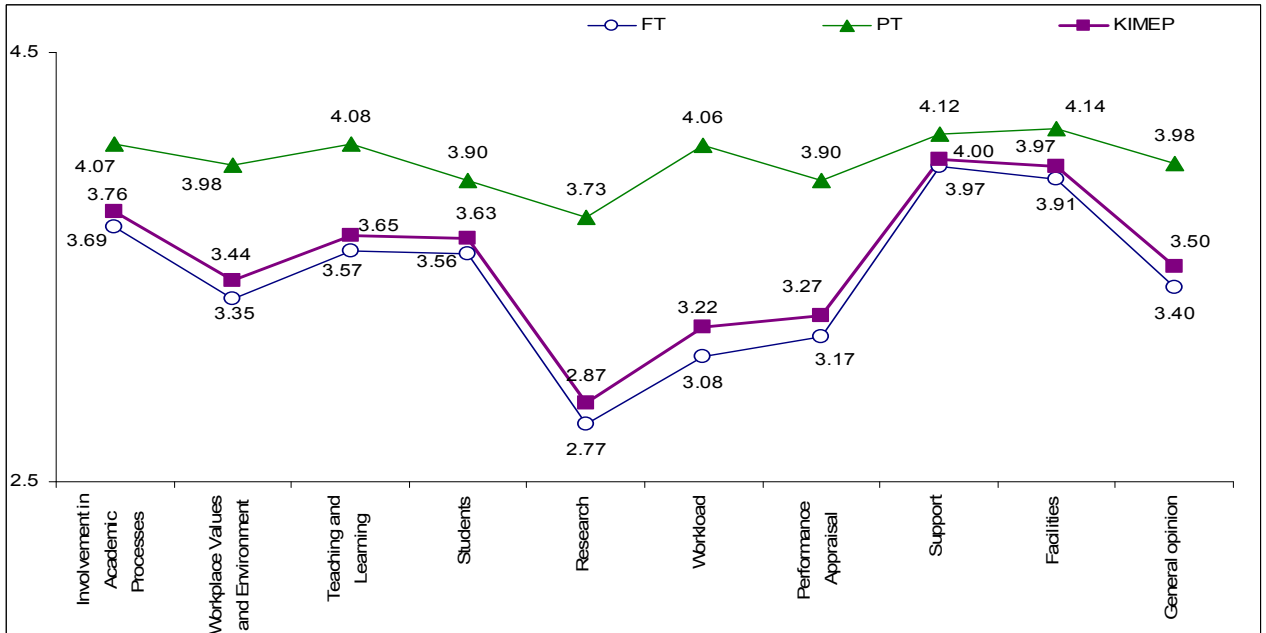
**Graph 3. Level of satisfaction: KIMEP versus EEC, LC and SL**



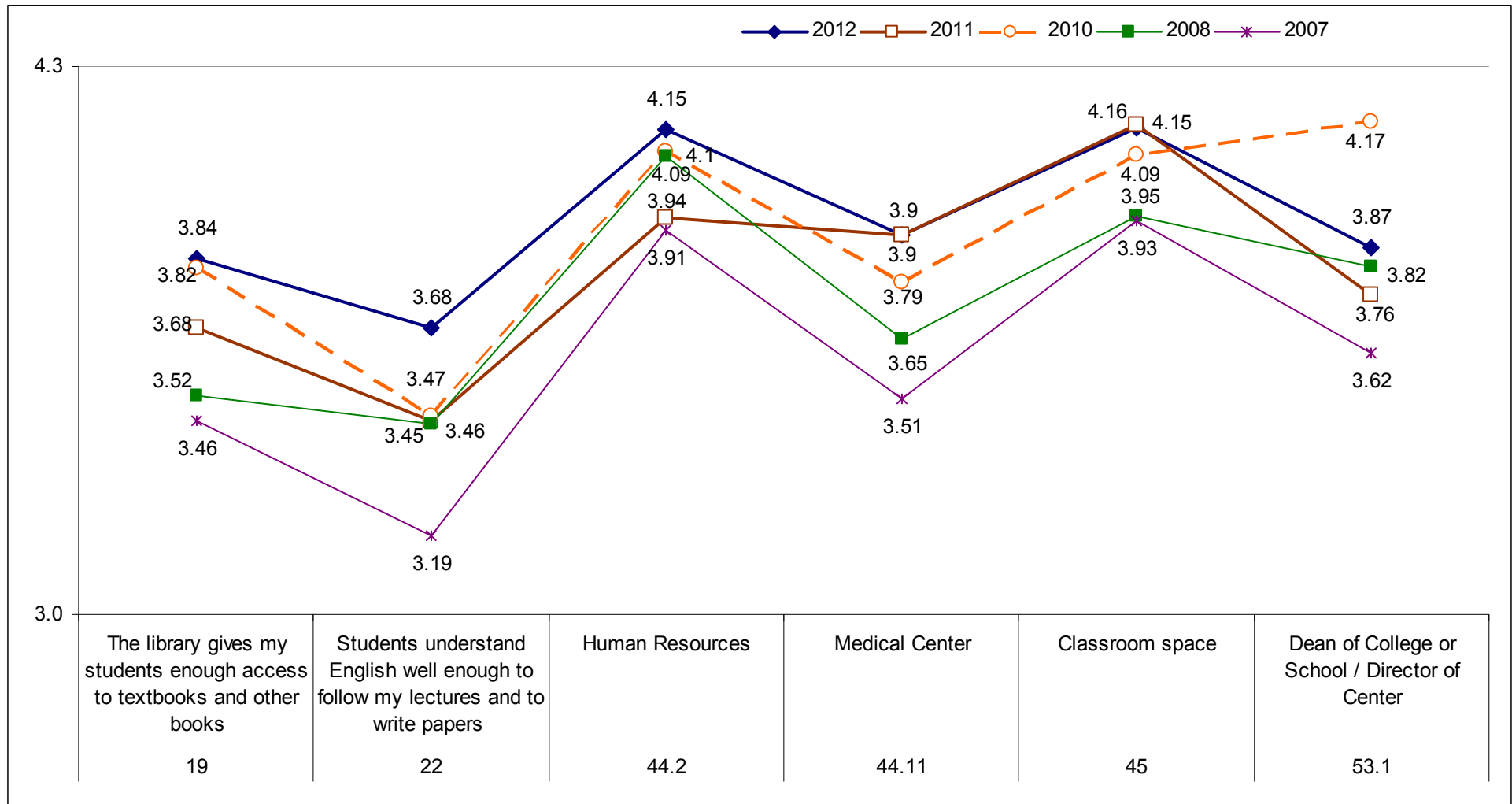
**Graph 4. Level of satisfaction: by ranks**



**Graph 5. Level of satisfaction: by employment status**

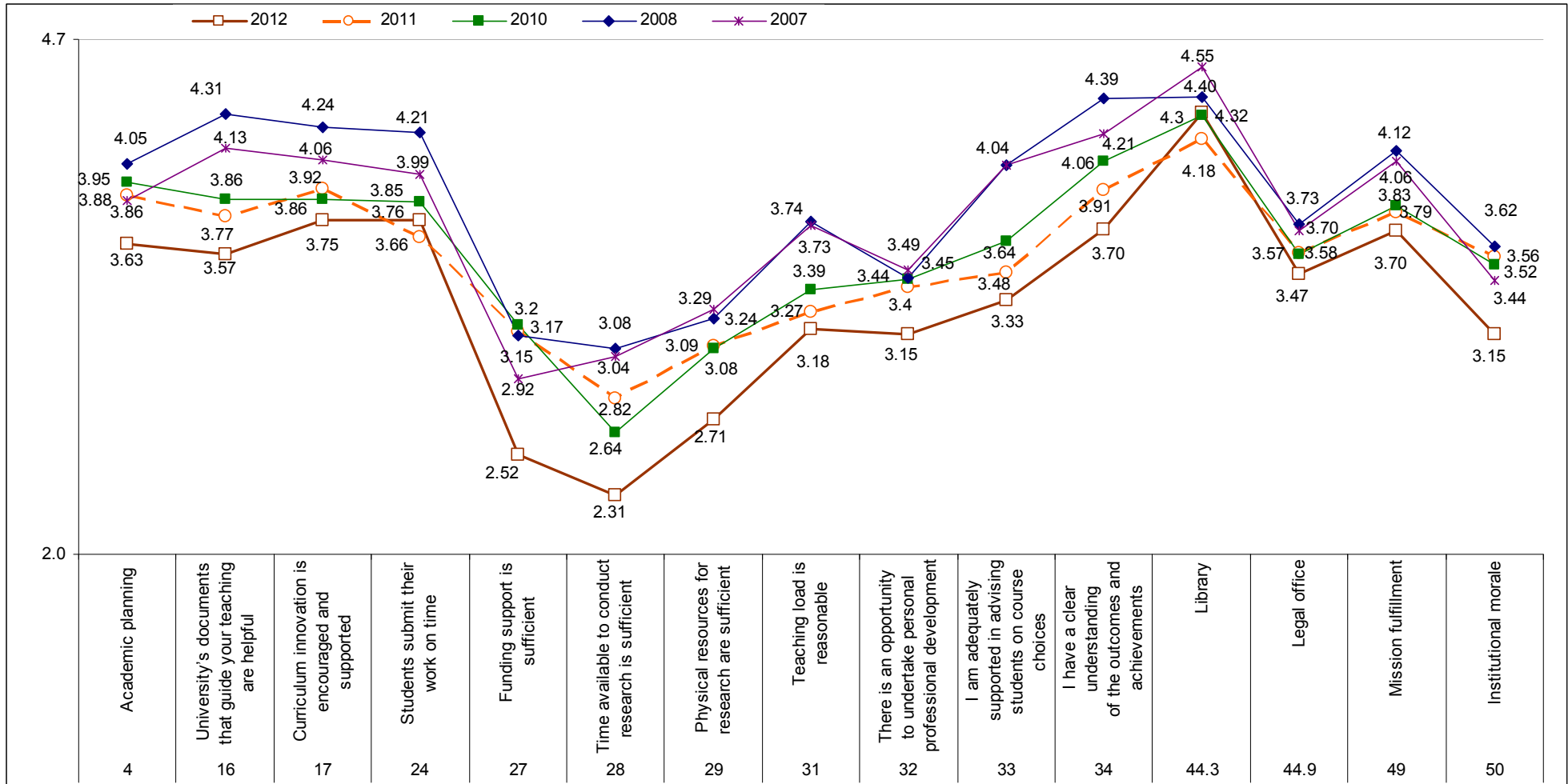


Graph 6. Aspects with positive dynamics of satisfaction





Graph 7. Aspects with negative dynamics of satisfaction



## ATTACHMENT I

## FACULTY SATISFACTION SURVEY QUESTIONNAIRE, SPRING 2012

KIMEP University Faculty Satisfaction Survey – Spring 2012									
<b>A. Background Information</b>									
1. Your employment status:			1. Full-time	2. Part-time					
2. What is your rank?		1. Instructor or Lecturer/Senior Lecturer		2. Professorial					
3. Unit of employment:		1. Bang College of Business	3. Language Center	5. School of Law					
		2. College of Social Sciences, including GED	4. Executive Education Center						
<b>B. Involvement in Academic Processes</b>									
<b>To what extent would you agree that you have enough opportunity for involvement in the following aspects of academic process?</b>				<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
4. Academic planning									
5. Course / program development									
6. Research planning									
<b>C. Workplace Values and Environment</b>									
<b>To what extent would you agree with the following statements?</b>									
7. I am given the opportunity to participate in the decisions that affect me									
8. I am kept well informed of matters important to faculty									
9. I can freely express my opinion and it is valued by KIMEP									
10. The dean facilitates the work and development of my department and academic programs									
11. I feel appreciated by chair of department (only for CSS faculty)									
12. I can freely express my disagreement with my supervisor									
13. I can freely express my disagreement with KIMEP administration									
14. I don't feel discriminated against at work									
15. I feel that my job is secure									
<b>D. Teaching and Learning</b>									
<b>To what extent would you agree with the following statements?</b>				<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
16. University's documents that guide your teaching are helpful									
17. Curriculum innovation is encouraged and supported									
18. Development of teaching and learning practices is supported									
19. The library gives my students enough access to textbooks and other books									
20. Accomplishments in teaching are appropriately recognized									

<b>E. Students</b>						
<b>To what extent would you agree with the following statements?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
21. Students are well prepared for my courses in terms of pre-requisite subject knowledge						
22. Students understand English well enough to follow my lectures and to write papers						
<b>To what extent would you agree with the following statements?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
23. Student attendance is good						
24. Students submit their work on time						
<b>F. Research</b>						
<b>To what extent would you agree with the following statements?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
25. Principles of KIMEP research policy are clear						
26. The process for obtaining research funding is transparent						
27. Funding support is sufficient						
28. Time available to conduct research is sufficient						
29. Physical resources for research are sufficient						
30. Research outcomes are appropriately recognized						
<b>G. Workload</b>						
<b>To what extent would you agree with the following statements?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
31. The teaching load is reasonable						
32. There is an opportunity to undertake personal professional development						
33. I am adequately supported in advising students on course choices						
<b>H. Performance Appraisal</b>						
<b>To what extent would you agree with the following statements?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
34. I have a clear understanding of the outcomes and achievements expected of me in my job						
35. The annual review process is transparent						
36. The promotion process is fair and transparent						
37. Opportunities for advancement are adequate						
38. Compensation levels for rank advancement are appropriate						
39. The appeals process is adequate						
40. The salary level is adequate						
41. Benefits are appropriate						
<b>I. Support</b>						
<b>To what extent would you agree that you receive adequate support from the following parties?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
42. Colleagues (i.e., do you feel comfortable in your department or academic unit?)						
43. Administrative assistants						

44. Support units:						
44.1. Finance / payroll						
44.2. Human Resources (incl. visa and work permit)						
44.3. Library						
44.4. Computer and Information Systems Center						
44.5. Security						
44.6. Quality Assurance and Institutional Research						
44.7. Registrar						
44.8. Admissions						
<b>To what extent would you agree that you receive adequate support from the following parties?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
44.9. Legal office						
44.10. International Office						
44.11. Medical Center						
<b>J. Facilities</b>						
<b>To what extent would you agree that the following facilities are adequate?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
45. Classroom space						
46. Classroom equipment						
47. Office space						
48. Social and relaxation facilities						
<b>K. General opinion</b>						
<b>To what extent would you agree that KIMEP achieves high standing in the following areas?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral or mixed opinion</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>
49. Mission fulfillment						
50. Institutional morale						
51. Unity and cohesion						
52. The university's integrity						
53. Quality of management by:						
53.1. Dean of College or School / Director of Center						
53.2. Associate Dean for undergraduate program (for BCB faculty only)						
53.3. Associate Dean for graduate programs (for BCB faculty only)						
53.4. Chair of your department (for CSS faculty only)						
<b>To what extent would you agree with the following statement?</b>						
54. Overall, I am satisfied with my job						
55. Would you recommend working at KIMEP to a friend?	<b>Yes</b>			<b>No</b>		
What are KIMEP's biggest challenges?						

ATTACHMENT II

DATA TABLES

Table 1. Response rate: KIMEP-wide and by units

Data	Units						Unit not indicated	Total
	BCB	CSS	LC	EEC	SL			
# faculty	63	57	63	10	7	-	200	
% of faculty out of total	31.5	28.5	31.5	5	3.5	-	100	
# of faculty responded	39	38	46	3	8	11	145	
response rate, %	19.5	19	23	1.5	4	5.5	72.5	

Table 2. Background information of respondents' pool: KIMEP versus units

Background information		Units							KIMEP
		BCB	CSS	LC	EEC	SL	Unit not indicated		
Rank	Instructor/ Lecturer	#	17	13	42	3	1	3	79
		%	11.72	8.97	28.97	2.07	0.69	2.07	54.48
	Professorial	#	19	20	2		7		48
		%	13.1	13.79	1.38%		4.83		33.1
	Rank not indicated	#	3	5	2			8	18
		%	2.07	3.45	1.38			5.52	12.41
Employment status	Full-time	#	37	34	40		6	3	120
		%	25.52	23.45	27.59		4.14	2.07	82.76
	Part-time	#	1	4	3	3	2		13
		%	0.69	2.76	2.07	2.07	1.38		8.97
	Status not indicated	#	1		3			8	12
		%	0.69		2.07			5.52	8.28
	Total	#	39	38	46	3	8	11	145
		%	26.9	26.21	31.72	2.07	5.52	7.59	100

Table 3. Level of satisfaction: by ranks, by units and by status

#	Question	Rank		Units					Status		KIMEP
		Instructor / Lecturer	Prof.	BCB	CSS	LC	EEC	SL	FT	PT	
<b>Cluster B. Involvement in Academic Processes</b>											
<i>To what extent would you agree that you have enough opportunity for involvement in the following aspects of academic process?</i>											
4	Academic planning	3.64	3.63	3.29	3.60	3.86	4.00	4.00	3.54	3.88	3.63
5	Course/program development	4.09	3.94	3.85	4.14	4.20	4.67	4.14	4.03	4.25	4.07
6	Research planning	3.56	3.52	3.13	3.68	3.81	4.33	4.17	3.47	4.00	3.54
Subtotal of cluster B		3.78	3.70	3.43	3.81	3.97	4.43	4.10	3.69	4.07	3.76
<b>Cluster C. Workplace Values and Environment</b>											
<i>To what extent would you agree with the following statements?</i>											
7	I am given the opportunity to participate in the decisions that affect me	3.26	3.04	2.87	3.06	3.48	4.67	3.57	3.09	4.09	3.22
8	I am kept well informed of matters important to faculty	3.74	3.04	2.87	3.42	4.00	4.67	3.86	3.42	4.18	3.53
9	I can freely express my opinion and it is valued by KIMEP	3.25	3.06	2.95	3.08	3.47	4.67	3.43	3.10	4.09	3.22

#	Question	Rank		Units					Status		KIMEP
		Instructor / Lecturer	Prof.	BCB	CSS	LC	EEC	SL	FT	PT	
10	The dean facilitates the work and development of my department and academic programs	3.97	3.80	3.43	4.14	4.07	5.00	4.57	3.89	4.22	3.97
11	I feel appreciated by chair of departments (only for CSS faculty)	3.91	4.35		4.18				4.19	4.00	4.17
12	I can freely express my disagreements with my supervisor	3.47	3.76	3.41	4.00	3.50	5.00	3.57	3.63	3.80	3.64
13	I can freely express my disagreements with KIMEP administration	2.97	2.98	2.87	2.86	3.10	4.50	3.43	2.87	3.70	2.97
14	I don't feel discriminated against at work	3.51	3.96	3.59	3.62	3.76	4.67	4.33	3.68	4.09	3.71
15	I feel that my job is secure	3.16	2.87	2.87	2.75	3.37	4.00	3.29	2.92	3.64	3.05
Subtotal of cluster C		3.43	3.36	3.10	3.45	3.59	4.62	3.75	3.35	3.98	3.44
<b>Cluster D. Teaching and Learning</b>											
<i>To what extent would you agree with the following statements?</i>											
16	University's documents that guide your teaching are helpful	3.75	3.29	3.41	3.43	3.78	4.67	3.43	3.47	4.18	3.57
17	Curriculum innovation is encouraged and supported	3.82	3.57	3.44	3.73	3.96	4.33	4.00	3.67	4.27	3.75
18	Development of teaching and learning practices is supported	3.91	3.36	3.21	3.75	4.14	4.33	3.57	3.64	4.18	3.71
19	The library gives my students enough access to textbooks and other books	3.95	3.70	3.97	3.53	4.02	4.00	3.86	3.81	3.88	3.84
20	Accomplishments in teaching are appropriately recognized	3.51	3.04	3.13	3.08	3.66	4.33	3.57	3.26	3.82	3.36
Subtotal of cluster D		3.79	3.39	3.43	3.50	3.91	4.38	3.69	3.57	4.08	3.65
<b>Cluster E. Students</b>											
<i>To what extent would you agree with the following statements?</i>											
21	Students are well prepared for my courses in terms of pre-requisite subject knowledge	3.51	3.19	3.13	3.42	3.69	4.00	3.43	3.34	3.82	3.43
22	Students understand English well enough to follow my lectures and to write papers	3.86	3.43	3.56	3.56	3.90	5.00	3.14	3.61	4.13	3.68
23	Students attendance is good	3.74	3.48	3.69	3.55	3.63	4.00	3.88	3.60	3.83	3.67
24	Students submit their work on time	3.77	3.70	3.85	3.68	3.65	4.00	3.75	3.69	3.91	3.76
Subtotal of cluster E		3.72	3.45	3.56	3.55	3.71	4.14	3.57	3.56	3.90	3.63
<b>Cluster F. Research</b>											
<i>To what extent would you agree with the following statements?</i>											
25	Principles of KIMEP research policy are clear	3.54	2.80	2.90	3.03	3.73	4.00	3.00	3.13	3.86	3.23
26	The process for obtaining research funding is transparent	3.24	2.84	2.84	2.97	3.33	4.00	3.50	3.00	3.83	3.10
27	Funding support is sufficient	2.88	1.95	2.08	2.14	3.15	4.00	2.67	2.38	3.50	2.52

#	Question	Rank		Units					Status		KIMEP
		Instructor / Lecturer	Prof.	BCB	CSS	LC	EEC	SL	FT	PT	
28	Time available to conduct research is sufficient	2.59	1.84	2.00	1.91	2.79	3.00	2.83	2.19	3.33	2.31
29	Physical resources for research are sufficient	2.90	2.51	2.29	2.66	3.00	4.00	3.67	2.60	3.83	2.71
30	Research outcomes are appropriately recognized	3.43	3.18	3.03	3.32	3.59	4.00	4.17	3.28	4.00	3.33
Subtotal of cluster F		3.10	2.52	2.52	2.67	3.27	3.83	3.31	2.77	3.73	2.87
<b>Cluster G. Workload</b>											
<i>To what extent would you agree with the following statements?</i>											
31	The teaching load is reasonable	3.43	2.72	2.77	3.08	3.47	4.33	3.57	3.06	4.00	3.18
32	There is an opportunity to undertake personal professional development	3.35	2.81	2.74	2.75	3.67	4.67	3.29	2.97	4.30	3.15
33	I am adequately supported in advising students on course choices	3.52	2.95	3.00	3.33	3.59	4.50	3.63	3.23	3.90	3.33
Subtotal of cluster G		3.43	2.82	2.83	3.05	3.57	4.50	3.50	3.08	4.06	3.22
<b>Cluster H. Performance Appraisal</b>											
<i>To what extent would you agree with the following statements?</i>											
34	I have a clear understanding of the outcomes and achievements expected of me in my job	3.86	3.47	3.28	3.73	4.04	4.33	3.57	3.62	4.18	3.70
35	The annual review process is transparent	3.38	3.36	2.86	3.70	3.61	4.00	3.86	3.37	3.80	3.42
36	The promotion process is fair and transparent	3.19	3.38	2.82	3.66	3.34	4.00	4.00	3.25	4.00	3.32
37	Opportunities for advancement are adequate	3.20	3.16	2.84	3.19	3.34	4.00	3.86	3.09	4.00	3.19
38	Compensation levels for rank advancement are appropriate	3.20	3.21	2.95	3.16	3.30	3.00	4.00	3.11	3.67	3.21
39	The appeals process is adequate	3.33	3.14	2.75	3.15	3.62	4.00	3.83	3.13	4.14	3.23
40	The salary level is adequate	3.05	3.34	3.05	3.37	2.86	4.33	3.86	3.05	3.83	3.18
41	Benefits are appropriate	2.86	2.86	2.76	2.69	2.88	4.00	3.67	2.74	3.57	2.89
Subtotal of cluster H		3.26	3.24	2.92	3.34	3.38	4.06	3.83	3.17	3.90	3.27
<b>Cluster I. Support</b>											
<i>To what extent would you agree that you receive adequate support from the following parties?</i>											
42	Colleagues (i.e., do you feel comfortable in your department or academic unit?)	4.12	3.98	3.69	4.28	4.07	4.67	4.63	4.02	4.42	4.09
43	Administrative assistants	4.18	4.02	4.00	4.31	4.07	4.50	4.17	4.13	4.22	4.12
44.1	Finance/payroll	4.09	3.69	3.84	3.94	4.13	4.33	3.33	3.93	4.22	3.97
44.2	Human Resources (incl. visa and work permit)	4.20	4.07	4.05	4.14	4.19	4.00	4.33	4.14	4.38	4.15
44.3	Library	4.37	4.22	4.23	4.33	4.33	4.33	4.50	4.32	4.10	<b>4.32</b>
44.4	Computer and Information Systems Center	4.34	3.98	4.11	4.20	4.27	4.33	4.20	4.19	4.11	4.23
44.5	Security	4.11	3.96	3.95	4.03	4.20	4.00	4.00	4.04	4.25	4.09
44.6	Quality assurance and Institutional Research	3.92	3.55	3.80	3.69	3.78	4.00	3.50	3.71	4.14	3.77

#	Question	Rank		Units					Status		KIMEP
		Instructor/ Lecturer	Prof.	BCB	CSS	LC	EEC	SL	FT	PT	
44.7	Registrar	4.04	3.82	3.97	4.22	3.79	4.00	3.50	3.95	4.13	3.97
44.8	Admissions	4.17	3.95	3.86	4.23	4.15	4.00	3.60	4.06	4.00	4.06
44.9	Legal Office	3.61	2.96	3.21	3.17	3.71	4.00	3.50	3.38	3.57	3.47
44.10	International Office	3.67	3.64	3.45	3.67	3.72	4.00	4.17	3.62	3.83	3.70
44.11	Medical Center	3.92	3.81	3.95	3.71	3.93	4.00	3.80	3.87	3.86	3.90
Subtotal of cluster I		4.07	3.85	3.87	4.03	4.04	4.24	3.97	3.97	4.12	4.00
<b>Cluster J. Facilities</b>											
<i>To what extent would you agree that the following facilities are adequate?</i>											
45	Classroom space	4.08	4.15	4.13	4.32	3.96	4.50	4.13	4.13	4.25	4.15
46	Classroom equipment	4.12	3.89	4.00	4.24	3.91	4.50	3.63	3.99	4.27	4.06
47	Office space	4.03	4.21	4.13	4.47	3.87	4.50	3.71	4.11	3.91	4.13
48	Social and relaxation facilities	3.56	3.14	3.45	3.52	3.41	5.00	3.57	3.38	4.13	3.49
Subtotal of cluster J		3.95	3.87	3.93	4.17	3.79	4.57	3.77	3.91	4.14	3.97
<b>Cluster K. General opinion</b>											
<i>To what extent would you agree that KIMEP achieves high standing in the following areas?</i>											
49	Mission fulfillment	3.93	3.32	3.43	3.47	4.02	4.00	3.50	3.60	4.25	3.70
50	Institutional morale	3.43	2.57	2.58	3.03	3.60	4.00	2.86	3.02	3.80	3.15
51	Unity and cohesion	3.39	2.62	2.58	3.03	3.52	4.00	3.14	2.99	3.75	3.12
52	The university's integrity	3.66	3.09	3.08	3.35	3.93	4.00	3.14	3.37	4.11	3.48
53.1	Dean of College or School/Director of Center	3.94	3.65	3.43	3.97	4.00	4.00	4.43	3.81	4.00	3.87
53.2	Associate Dean for undergraduate programs (for BCB faculty only)	3.71	2.95	3.36	3.00				3.34	4.00	3.44
53.3	Associate Dean for graduate program (for BCB faculty only)	3.71	3.33	3.55					3.56	4.00	3.60
53.4	Chair of your department (for CSS faculty only)	4.08	4.17		4.20				4.21	4.00	4.22
Subtotal of cluster K		3.68	3.13	3.14	3.50	3.81	4.00	3.41	3.40	3.98	3.50

**Table 4. Level of satisfaction: overall averages by ranks, by units and by status**

Q54. Overall, I am satisfied with my job	Rank		Units					Status		KIMEP
	Instructor/ Lecturer	Prof.	BCB	CSS	LC	EEC	SL	FT	PT	
Overall average grade	4.08	3.68	3.63	3.89	4.09	5.00	4.00	3.84	4.27	3.93

**Table 5. Recommending KIMEP\***

Q55. Would you recommend working at KIMEP to a friend?		Rank		Units					Status		KIMEP
		Instructor/ Lecturer	Prof.	BCB	CSS	LC	EEC	SL	FT	PT	
No	#	9	10	7	7	4		2	20	1	22
	%	12.16	24.39	18.92	20.59	9.76		28.57	18.35	9.09	16.79
Yes	#	65	31	30	27	37	2	5	89	10	109
	%	87.84	75.61	81.08	79.41	90.24	100	71.43	81.65	90.91	83.21

14 persons out of all respondents didn't answer the question



**Table 6. Comparison of survey results in corresponding questions (2007-2012)**

# and text of question in 2012 instrument		2012	2011	2010	2008	2007	2012 vs. beginning of observed period	
4	Academic planning	AVG	3.63	3.88	3.95	4.05	3.86	-0.23
		#	139	125	136	183	133	
5	Course / program development	AVG	4.07	4.11	4.24	4.17	4.11	+/-0.2
		#	143	132	153	180	136	
6	Research planning	AVG	3.54	3.72	3.63	3.71	3.55	+/-0.2
		#	136	127	129	171	130	
16	University's documents that guide your teaching are helpful	AVG	3.57	3.77	3.86	4.31	4.13	-0.56
		#	144	133	149	188	141	
17	Curriculum innovation is encouraged and supported	AVG	3.75	3.92	3.86	4.24	4.06	-0.31
		#	143	134	152	186	139	
18	Development of teaching and learning practices is supported	AVG	3.71	3.85	3.85	3.98	3.88	+/-0.2
		#	140	136	155	180	136	
19	The library gives my students enough access to textbooks and other books	AVG	3.84	3.68	3.82	3.52	3.46	0.38
		#	144	134	153	183	137	
21	Students are well prepared for my courses in terms of pre-requisite subject knowledge	AVG	3.43	3.3	3.48	3.51	3.45	+/-0.2
		#	143	132	159	184	138	
22	Students understand English language well enough to follow my lectures and to write papers	AVG	3.68	3.46	3.47	3.45	3.19	0.50
		#	140	125	147	173	129	
23	Student attendance is good	AVG	3.67	3.69	3.8	4.18	3.85	+/-0.2
		#	144	127	159	188	139	
24	Students submit their work on time	AVG	3.76	3.66	3.85	4.21	3.99	-0.24
		#	143	126	155	183	135	
25	Principles of KIMEP research policy are clear	AVG	3.23	3.56	3.57	3.45	3.34	+/-0.2
		#	143	131	135	159	127	
27	Funding support is sufficient	AVG	2.52	3.17	3.2	3.15	2.92	-0.40
		#	141	126	124	160	127	
28	Time available to conduct research is sufficient	AVG	2.31	2.82	2.64	3.08	3.04	-0.73
		#	142	126	131	164	133	
29	Physical resources for research are sufficient	AVG	2.71	3.09	3.08	3.24	3.29	-0.58
		#	141	123	121	160	125	
30	Research outcomes are appropriately recognized	AVG	3.33	3.39	3.23	3.36	3.25	+/-0.2
		#	143	124	117	161	124	
31	Teaching load is reasonable	AVG	3.18	3.27	3.39	3.74	3.73	-0.54
		#	143	134	153	182	135	
32	There is an opportunity to undertake personal professional development	AVG	3.15	3.4	3.44	3.45	3.49	-0.34
		#	141	132	152	178	138	
33	I am adequately supported in advising students on course choices	AVG	3.33	3.48	3.64	4.04	4.04	-0.71
		#	140	127	136	178	132	
34	I have a clear understanding of the outcomes and achievements expected of me in my job	AVG	3.7	3.91	4.06	4.39	4.21	-0.51
		#	142	130	156	187	139	
37	Opportunities for advancement are adequate	AVG	3.19	3.44	3.5	3.2	3.15	+/-0.2
		#	142	127	136	172	130	
38	Compensation levels for rank advancement are appropriate	AVG	3.21	3.4	3.55	3.43	3.35	+/-0.2
		#	140	129	128	173	136	
39	The appeals process is adequate	AVG	3.23	3.47	3.65	3.53	3.48	-0.25
		#	139	125	122	163	126	
41	Benefits are appropriate	AVG	2.89	3.15	3.12	2.97	2.8	+/-0.2
		#	141	127	137	170	136	
42	Colleagues	AVG	4.09	4	4.19	4.2	4.12	+/-0.2
		#	141	134	154	182	140	

43	Administrative assistants	AVG	4.12	4.14	4.2	4.17	4.14	+/-0.2
		#	140	129	156	184	139	
44.1	Finance / payroll	AVG	3.97	3.97	4.11	4.12	4.02	+/-0.2
		#	142	124	140	176	137	
44.2	Human Resources (including visa and work permit issues)	AVG	4.15	3.94	4.1	4.09	3.91	0.24
		#	138	124	134	316	251	
44.3	Library	AVG	4.32	4.18	4.3	4.4	4.55	-0.24
		#	141	128	146	181	141	
44.4	Computer and Information Systems Center	AVG	4.23	4.11	4.15	4.41	4.42	+/-0.2
		#	140	129	149	180	136	
44.5	Security	AVG	4.09	4.12	3.88	4.06	3.95	+/-0.2
		#	139	125	146	156	129	
44.6	Quality Assurance and Institutional Research	AVG	3.77	3.84	3.67	3.93	3.89	+/-0.2
		#	139	119	109	147	119	
44.7	Registrar	AVG	3.97	3.93	4.06	4.21	4.12	+/-0.2
		#	139	125	142	168	129	
44.8	Admissions	AVG	4.06	3.99	4.02	3.94	3.89	+/-0.2
		#	138	119	123	151	120	
44.9	Legal office	AVG	3.47	3.58	3.57	3.73	3.7	-0.23
		#	139	118	93	139	112	
44.11	Medical Center	AVG	3.9	3.9	3.79	3.65	3.51	0.39
		#	141	119	134	173	135	
45	Classroom space	AVG	4.15	4.16	4.09	3.95	3.93	0.22
		#	144	137	159	185	138	
46	Classroom equipment	AVG	4.06	4.09	3.97	4.03	4	+/-0.2
		#	143	135	157	186	137	
47	Office space	AVG	4.13	4.09	4.25	4.28	3.98	+/-0.2
		#	144	135	156	187	139	
48	Social and relaxation facilities	AVG	3.49	3.56	3.31	3.4	3.48	+/-0.2
		#	142	130	139	173	137	
49	Mission fulfillment	AVG	3.7	3.79	3.83	4.12	4.06	-0.36
		#	135	128	145	186	138	
50	Institutional morale	AVG	3.15	3.56	3.52	3.62	3.44	-0.28
		#	138	131	148	182	137	
51	Unity and cohesion	AVG	3.12	3.49	3.43	3.52	3.28	+/-0.2
		#	138	128	144	180	134	
52	The university's integrity	AVG	3.48	3.56	3.6	3.68	3.53	+/-0.2
		#	139	130	143	176	135	
53.1	Dean of College or School / Director of Center	AVG	3.87	3.76	4.17	3.82	3.62	0.25
		#	133	122	132	159	132	