The primary purpose of the meeting was to begin the discussion on faculty morale. The SC used a framework to guide the discussion. Using an article by Richardson and Blocker (1963)[1], 12 issues with the potential to affect morale were placed into 4 categories:

* Supervision: Communication, confidence in administration, relations with immediate supervisor;
* Self-integration: Relations with fellow employee, status and recognition, identification with the institution;
* Institutional environment: Relations with students, professional growth, work environment, work load; and
* Employment rewards: Adequacy of salary and adequacy of fringe benefits.

Results from a discourse study by Norman, Ambrose, & Huston (2006)[2] were used to add dimensions of faculty morale. Four issues for academic institutions were identified for consideration: ineffective leadership, lack of collegiality, lack of mentorship, and a flawed RTP process. Against this background, the SC looked at the results of the climate study which was conducted in the College. A preliminary factor analysis of the data indicated 6 broad categories: proactive culture (innovation and flexibility, outward focus, responsiveness), effective decision making process (involvement, autonomy, clarity of organizational goals, efficiency),
pressure to produce, trust supervisors and colleagues (integration and supervisory support), repressive environment (training, tradition, performance feedback), and formalization. To generate discussion, the SC looked at a proactive culture as a positive outcome and regressed it against the remaining factors. Effective decision making process and trust were associated with higher levels of a proactive culture. A discourse then emerged around the issues of effective decision making and trust.

The SC is encouraged with a systematic analysis of the issue of faculty morale and has scheduled the following dates for subsequent meetings:

* 11/24, 1-3PM, Manchester Hall Conference Room;
* 12/15, 9-11AM, Manchester Hall Conference Room; and
* 12/19, 1-3PM, Dean Conference Room.

All SC meeting are open to the faculty and we encourage you to attend or share your ideas with a member of the SC. We are particularly interested in your ideas on how to improve faculty morale.
