



# **Faculty Campus Climate Survey Summary Report**

June 20, 2017

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## **Faculty Campus Climate Survey**

The Faculty Campus Climate Survey was conducted in March 2017 to measure the faculty perspective on the climate at the Texas A&M College of Dentistry. Included within this assessment were the diversity/inclusiveness of college/department leaders and colleagues, workload, inappropriate workplace behaviors, physical and emotional health and job satisfaction. There was a 52% response rate (145/277).

The following are the major findings of this survey.

1. Faculty experience a positive climate where diversity is valued, is collegial and does not include sexism, racism, inappropriate workplace behaviors, incivility, ostracism and work withdrawal behaviors.
2. A portion of the faculty report having more work than they can do well and being very stressed.
3. Faculty reported that expression of political beliefs was frequently observed as an inappropriate behavior.
4. The majority of faculty members reported good to excellent physical health and emotional well-being.
5. Some faculty members indicated a significantly lower level of physical health- Hispanics and Asians.
6. Faculty in some departments/offices reported a significantly lower level of emotional well-being.
7. The majority reported being satisfied with their job and liking to work at the College.
8. The majority would be happy to stay at the College until they retire.
9. Safety concerns were expressed by the majority, specifically the danger of crossing the street to the College.

## Faculty Campus Climate Survey

This report first presents the results in terms of number/proportions. A target of 15 or more faculty members being “dissatisfied/unhappy” was chosen by the IDEA team as an indication that further investigation and possible improvements are necessary. This represents 10% or more of the 145 faculty members who responded to the survey. These  $\geq 10\%$  results are highlighted in the tables with additional figures. Finally, this report presents results related to respondent groups who are less satisfied with the climate, and then themes and numbers for the comments.

### PARTICIPANT DEMOGRAPHICS

#### Department/Office

Academic Affairs	1
AEGD	1
Biomedical Sciences	15
Business Office	0
Clinical Services	0
Dental Hygiene	11
Diagnostic Sciences	13
Endodontics	1
General Dentistry	8
Oral & Maxillofacial Surgery	4
Orthodontics	11
Pediatric Dentistry	14
Periodontics	7
Public Health Sciences	14
Restorative Sciences	29
Other ( Library, Professional Services, Prefer not to respond)	6
<b>Total Responses</b>	<b>145</b>

## Appointment

Full-time (80% or more)	71.7%
Part-time (less than 70%)	28.3%
<b>Total Responses</b>	<b>145</b>

## Sex/Gender

Male	52.4%
Female	41.4%
Intersex	0.0%
Transgender	0.0%
I prefer not to respond.	6.2%
Not listed. Please specify.	0.0%
<b>Total Responses</b>	<b>145</b>

## Sexual Orientation

Heterosexual	82.8%
Bisexual	1.4%
Asexual	0.0%
Homosexual, lesbian, or gay	2.8%
Questioning	0.0%
I prefer not to respond	13.1%
Not listed. Please specify:	0.0%
<b>Total Responses</b>	<b>145</b>

## Race/Ethnicity Identification (check all that apply)

White	88	59.9%
Asian	24	16.3%
Latina/o or Hispanic	5	3.4%
African-American/Black	5	3.4%
Middle Eastern/Arab	4	2.7%
Native American or Alaskan Native	0	0.0%
Native Hawaiian or Other Pacific Islander	0	0.0%
I prefer not to respond.	21	14.3%
<b>Total Responses</b>	<b>147</b>	<b>100%</b>

## Religion or Spiritual Belief

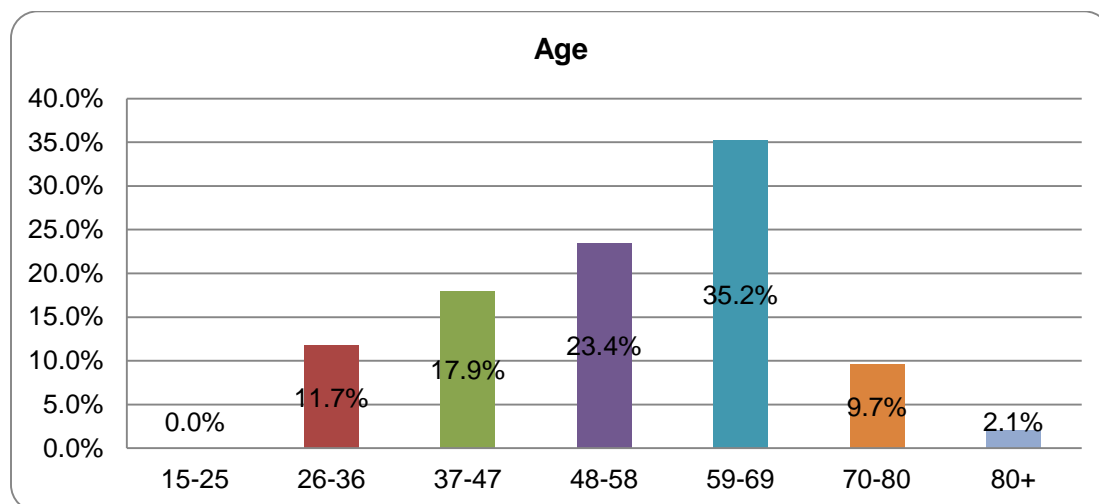
Protestant (Baptist = 14)	62
Catholic	23
Atheist	7
Jewish	6
Hindu	4
Agnostic	3
Buddhist	3
Islamic	2
Mormon	1
None	1
I prefer not to respond.	33
<b>Total Responses</b>	<b>145</b>

## Citizenship Status

US citizen	90.3%
Permanent resident	2.8%
Non US citizen or permanent resident	1.4%
I am not comfortable responding	5.5%
<b>Total Responses</b>	<b>145</b>

## Age

15-25	0.0%
26-36	11.7%
37-47	17.9%
48-58	23.4%
59-69	35.2%
70-80	9.7%
80+	2.1%
<b>Total Responses</b>	<b>145</b>



## Member of a Historically Underrepresented Group at AM College of Dentistry

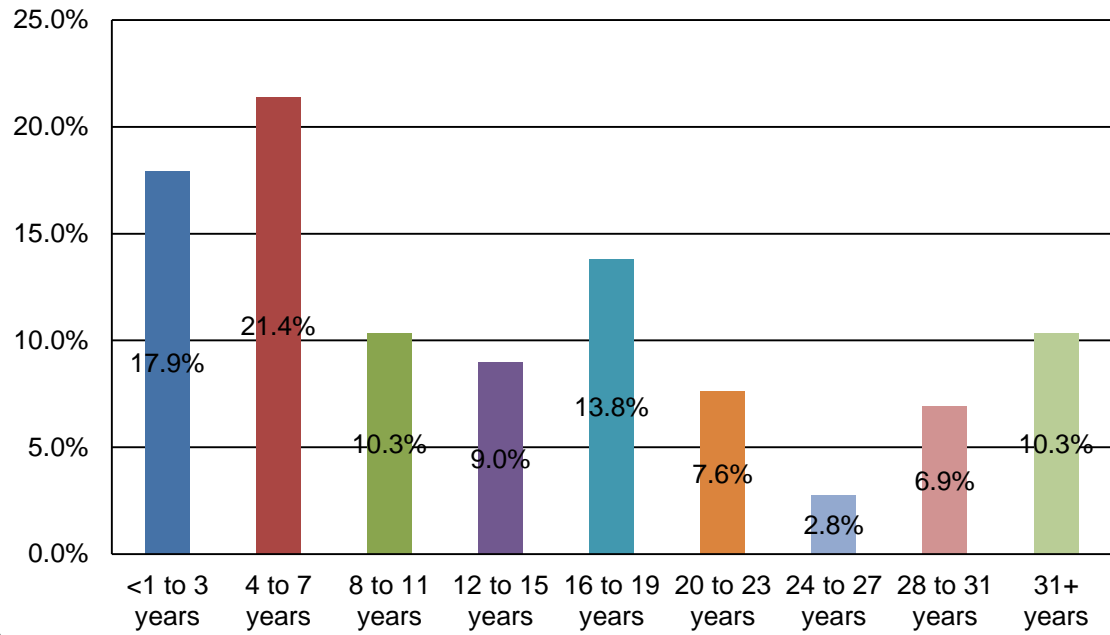
(Examples include but are not limited to: age, gender, religious preference, sexual orientation, citizenship, race/ethnicity, etc.)

Yes	26.1%
No	64.1%
I prefer not to respond	9.9%
<b>Total Responses</b>	<b>142</b>

## Years of Service at AM College of Dentistry

<1 to 3 years	17.9%
4 to 7 years	21.4%
8 to 11 years	10.3%
12 to 15 years	9.0%
16 to 19 years	13.8%
20 to 23 years	7.6%
24 to 27 years	2.8%
28 to 31 years	6.9%
31+ years	10.3%
<b>Total Responses</b>	<b>145</b>

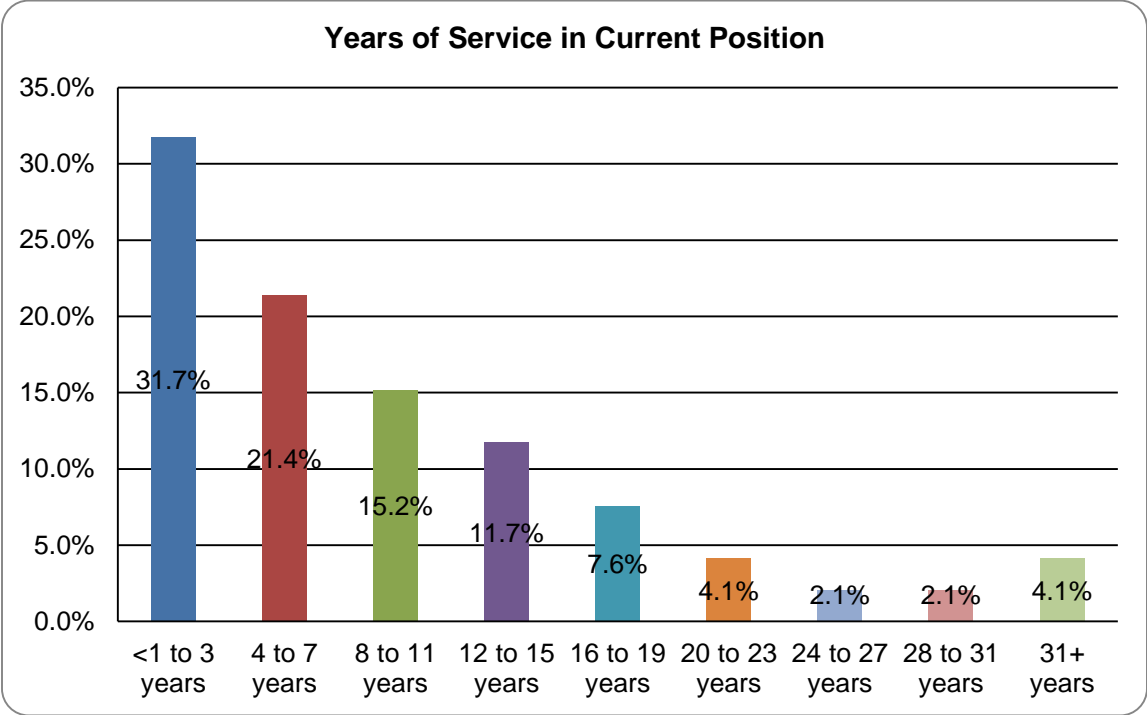
### Years of Service at AM College of Dentistry





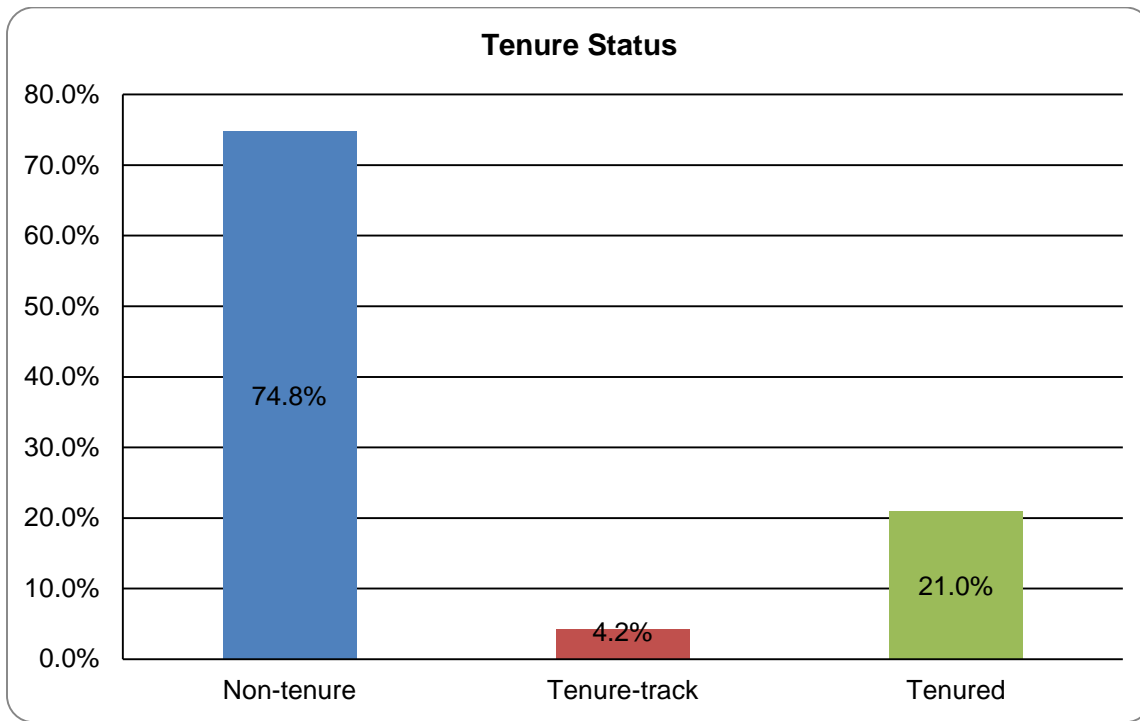
# Years of Service in Current Position

<1 to 3 years	31.7%
4 to 7 years	21.4%
8 to 11 years	15.2%
12 to 15 years	11.7%
16 to 19 years	7.6%
20 to 23 years	4.1%
24 to 27 years	2.1%
28 to 31 years	2.1%
31+ years	4.1%
<b>Total Responses</b>	<b>145</b>



## Tenure Status

Non-tenure	<b>74.8%</b>
Tenured	<b>21.0%</b>
Tenure-track	<b>4.2%</b>
<b>Total Responses</b>	<b>143</b>

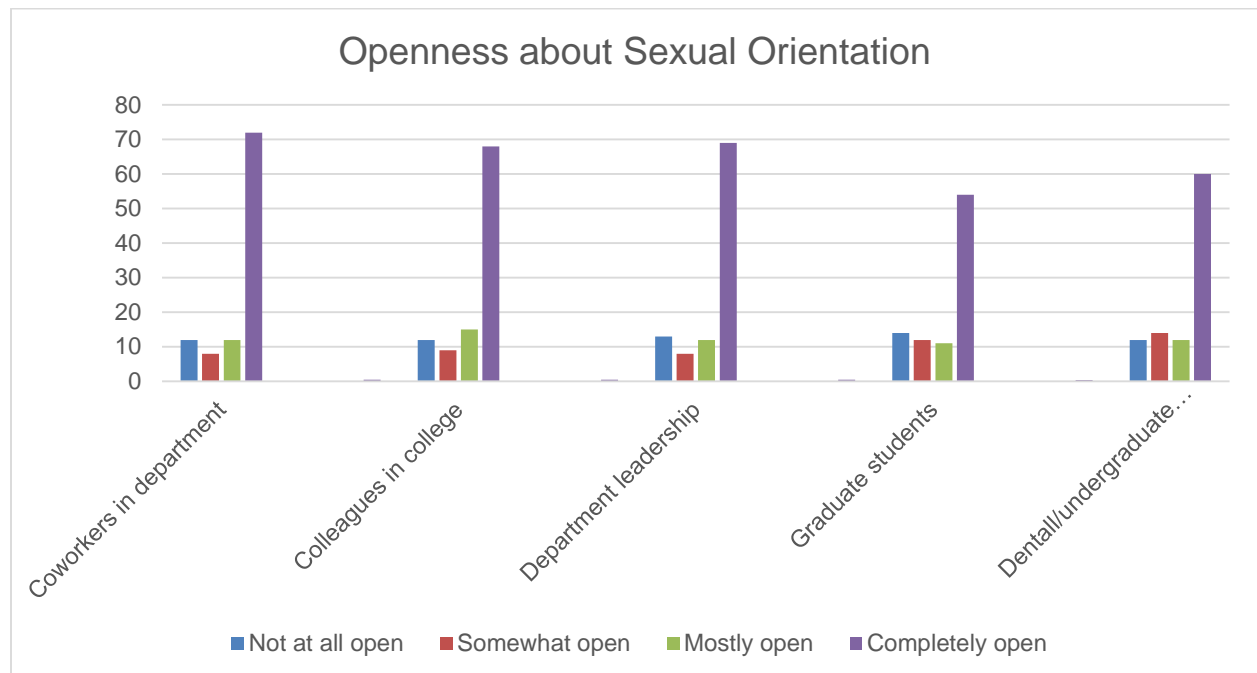


## Earned a Degree from Texas AM University-College Station

yes	<b>12.4%</b>
no	<b>80.7%</b>
I prefer not to respond	<b>6.9%</b>
<b>Total Responses</b>	<b>145</b>

## Openness about Sexual Orientation with Groups of People

	Not at all open (1)	Somewhat open (2)	Mostly open (3)	Completely open (4)	Not applicable	I prefer not to respond	Total Responses	Mean
Coworkers in your department	12	8	12	72	18	23	145	3.38
	8%	6%	8%	50%	12%	16%		
Colleagues in your college	12	9	15	68	18	23	145	3.34
	8%	6%	10%	47%	12%	16%		
Your department leadership	13	8	12	69	20	23	145	3.34
	9%	6%	8%	48%	14%	16%		
Your graduate students	14	12	11	54	31	23	145	3.15
	10%	8%	8%	37%	21%	16%		
Your predoctoral/ undergraduate students	12	14	12	60	23	24	145	3.22
	8%	10%	8%	41%	16%	17%		



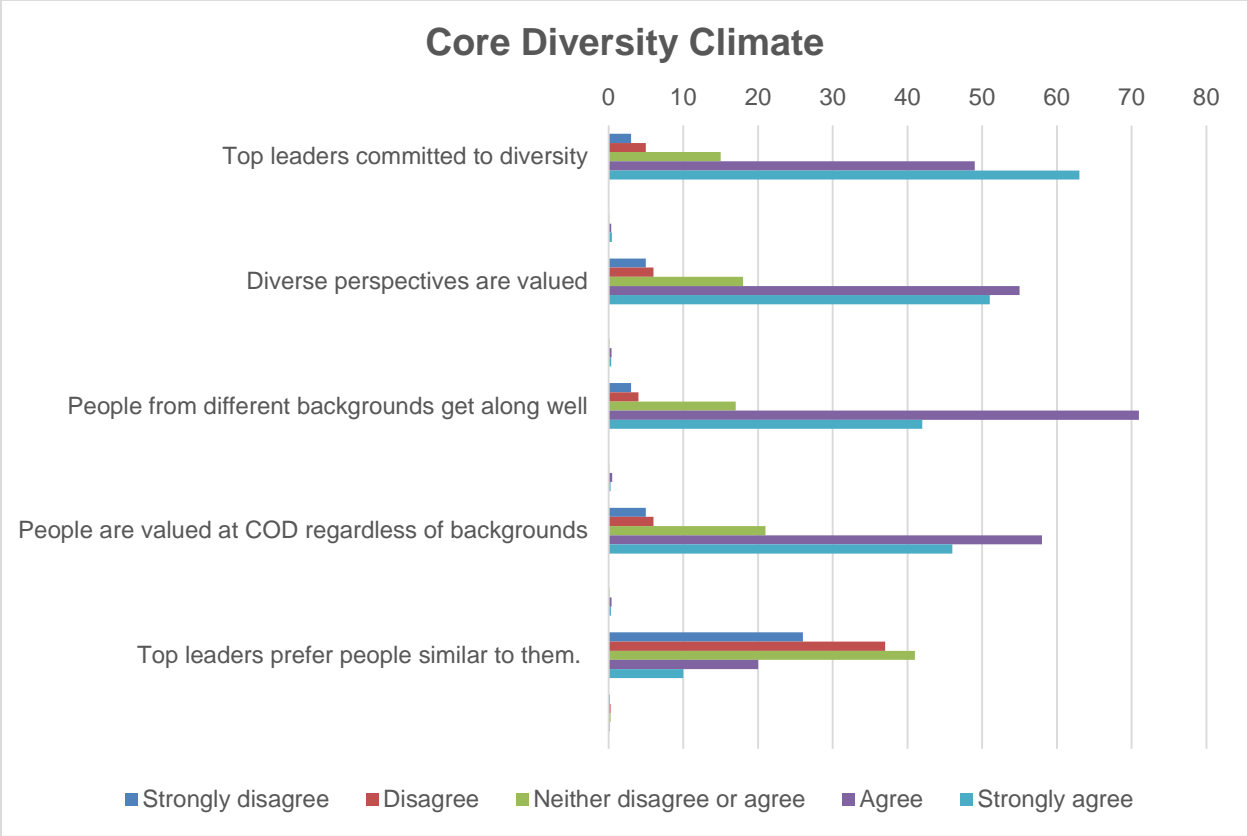
\*Categories of “not applicable” & “I prefer not to respond” excluded in graph

# CLIMATE ASSESSMENT

## Core Diversity Climate

In the College of Dentistry:	Strongly disagree (1)	Disagree (2)	Neither disagree or agree (3)	Agree (4)	Strongly agree (5)	I prefer not to respond.	Total Responses	Mean
Top leaders are committed to diversity.	3 2%	5 3%	15 10%	49 34%	63 43%	10 7%	145	4.21
Diverse perspectives are valued.	5 3%	6 4%	18 12%	55 38%	51 35%	10 7%	145	4.04
People from different backgrounds get along well.	3 2%	4 3%	17 12%	71 49%	42 29%	8 6%	145	4.06
People are valued at Texas A&M COD regardless of their backgrounds.	5 3%	6 4%	21 14%	58 40%	46 32%	9 6%	145	3.99
Top leaders prefer people who are similar to them. [reverse-scored]	26 18%	37 26%	41 28%	20 14%	10 7%	11 8%	145	2.63

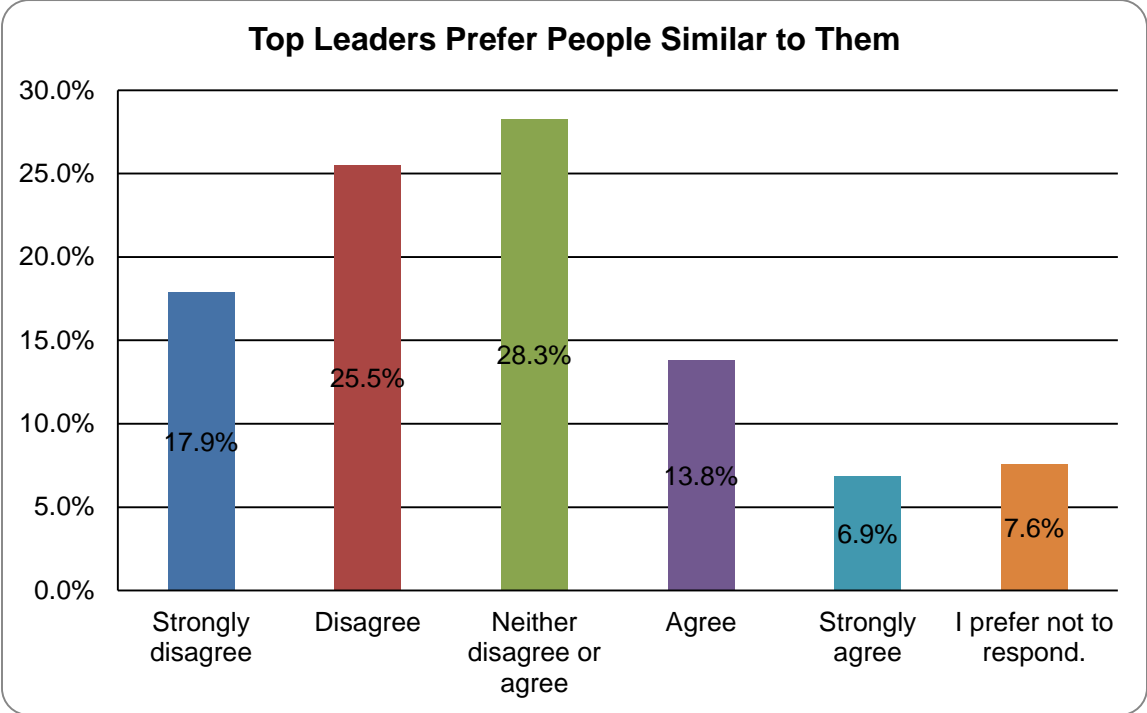
\*Data highlighted where the combined categories of “agree” and “strongly agree” total 15 (10%) or more



\*Category "I prefer not to respond" excluded in graph

### Top Leaders Prefer People Similar to Them. [reverse-scored]

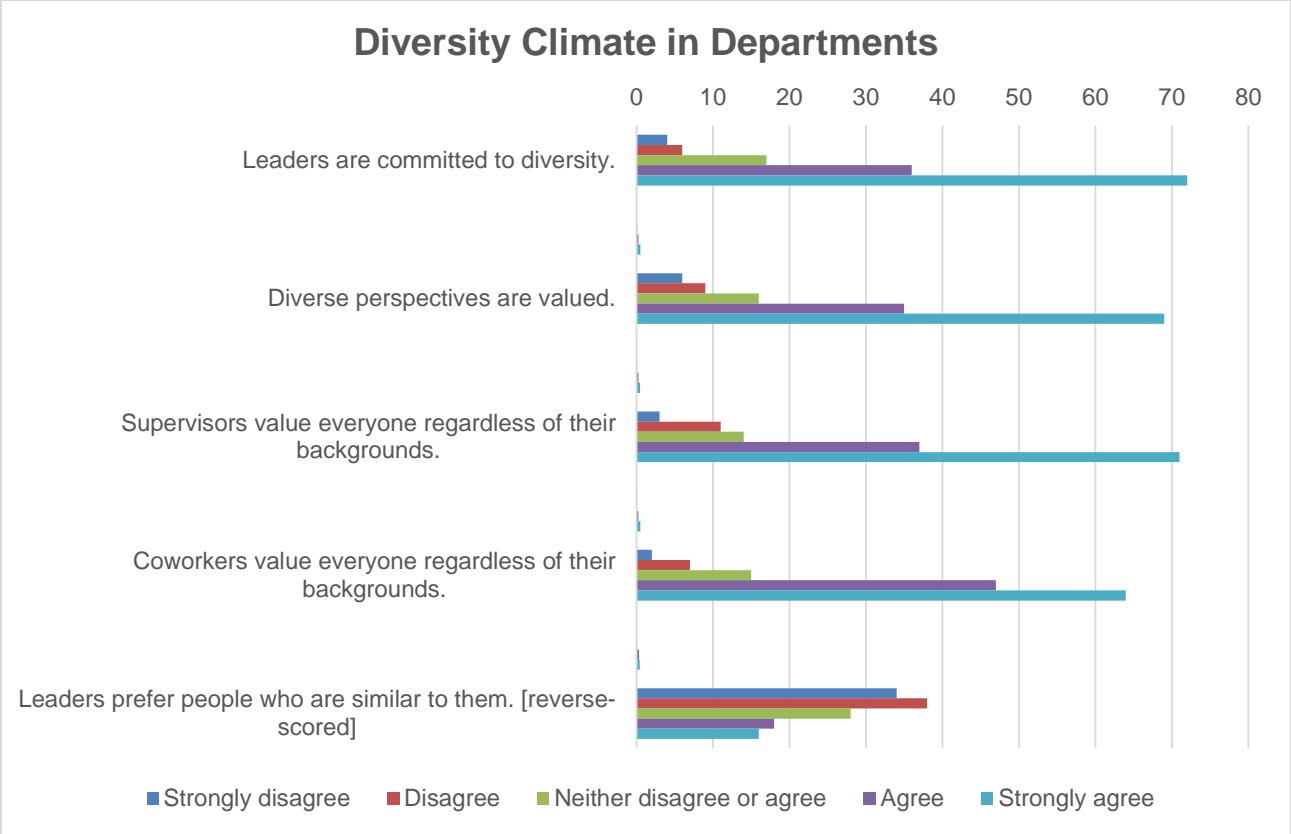
Strongly disagree	17.9%
Disagree	25.5%
Neither disagree or agree	28.3%
Agree	13.8%
Strongly agree	6.9%
I prefer not to respond.	7.6%
<b>Total Responses</b>	<b>145</b>



# Department Diversity Climate

In my department:	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree	I prefer not to respond.	Total Responses	Mean
Leaders are committed to diversity.	4 3%	6 4%	17 12%	36 25%	72 50%	10 7%	145	4.23
Diverse perspectives are valued.	6 4%	9 6%	16 11%	35 24%	69 48%	10 7%	145	4.19
Supervisors value everyone regardless of their backgrounds.	3 2%	11 8%	14 10%	37 26%	71 49%	9 6%	145	4.19
Coworkers value everyone regardless of their backgrounds.	2 1%	7 5%	15 10%	47 32%	64 44%	10 7%	145	4.21
Leaders prefer people who are similar to them. [reverse-scored]	34 23%	38 26%	28 19%	18 12%	16 11%	11 8%	145	2.51

\*Data highlighted where the combined categories of “agree” and “strongly agree” total 15 (10%) or more

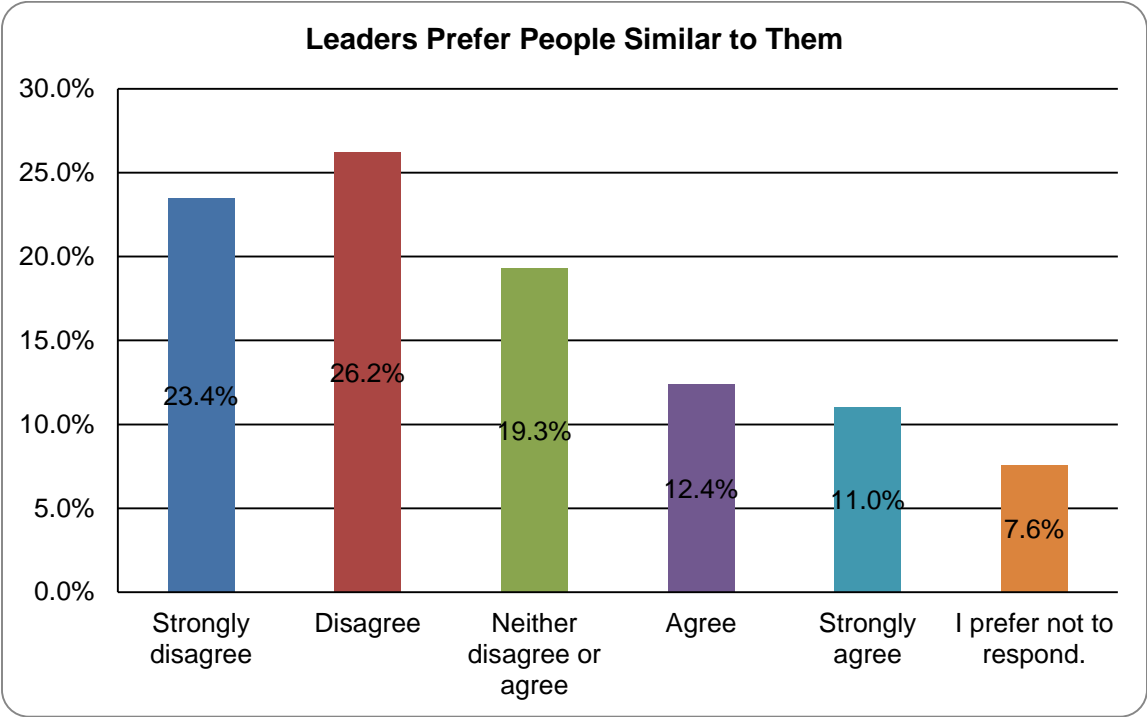


\*Category "I prefer not to respond" excluded in graph



# Leaders Prefer People Similar to Them. [reverse-scored]

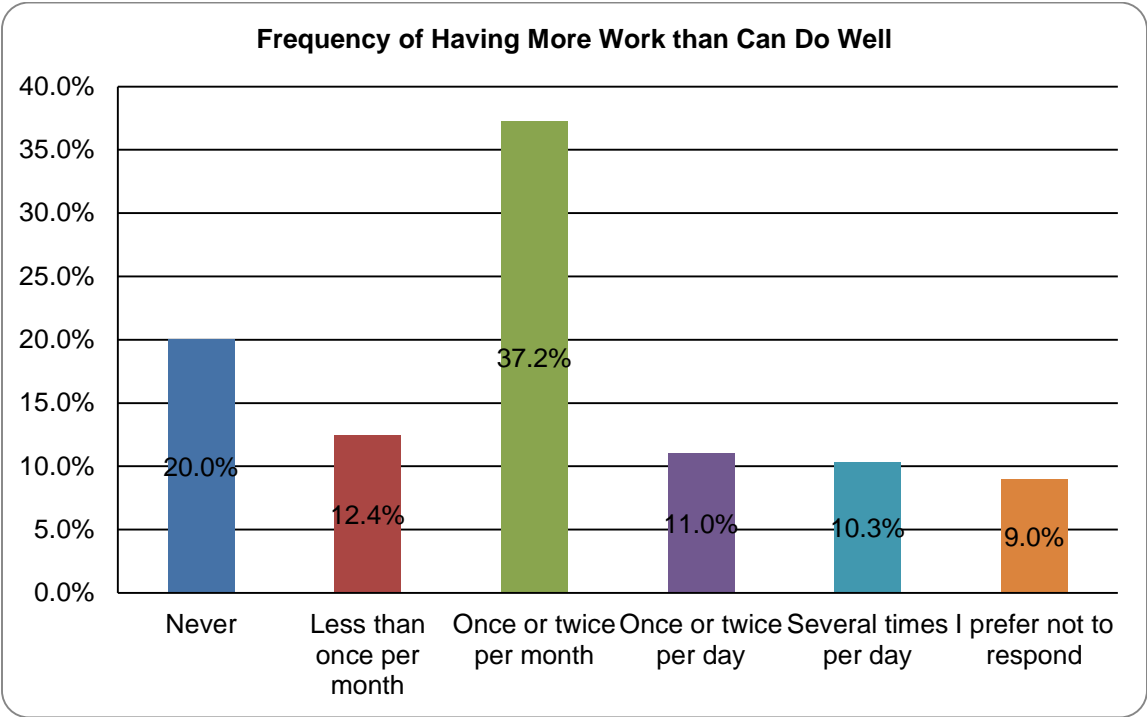
Strongly disagree	23.4%
Disagree	26.2%
Neither disagree or agree	19.3%
Agree	12.4%
Strongly agree	11.0%
I prefer not to respond.	7.6%
<b>Total Responses</b>	<b>145</b>



# Frequency of Having More Work than Can Do Well

Never	20.0%
Less than once per month	12.4%
Once or twice per month	37.2%
Once or twice per day	11.0%
Several times per day	10.3%
I prefer not to respond	9.0%
<b>Total Responses</b>	<b>145</b>

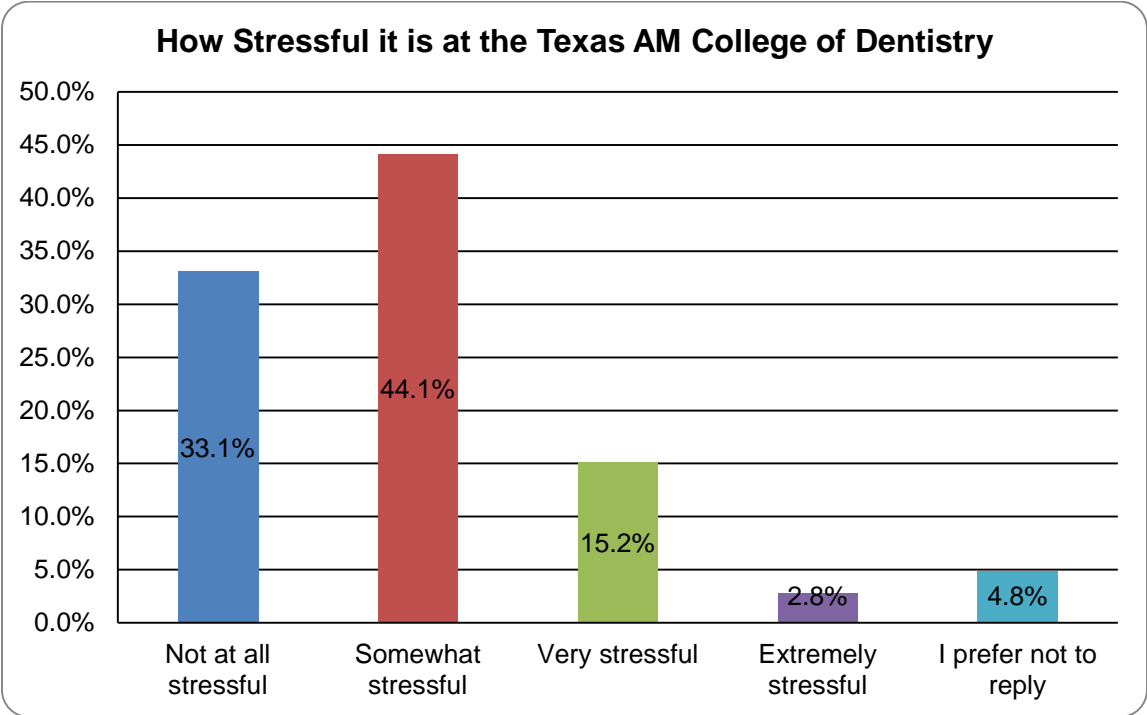
\*Data highlighted where 10% or more report too much work daily



# Stress Level at Texas AM College of Dentistry

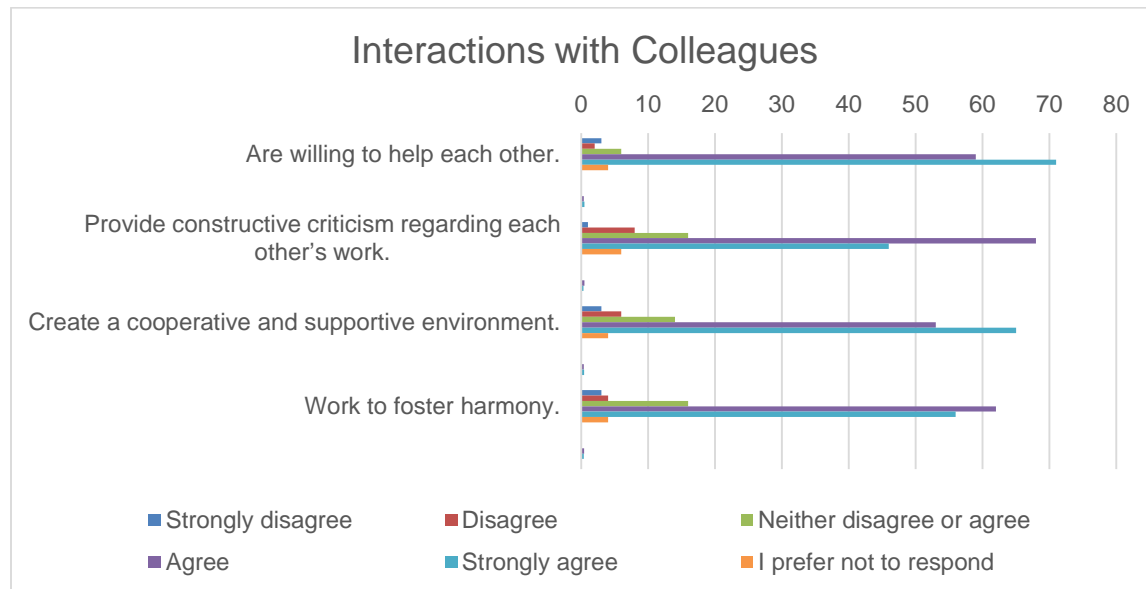
Not at all stressful	33.1%
Somewhat stressful	44.1%
Very stressful	15.2%
Extremely stressful	2.8%
I prefer not to reply	4.8%
<b>Total Responses</b>	<b>145</b>

\*Data highlighted where 10% or more report too much stress



## Collegiality

My colleagues:	Strongly disagree (1)	Disagree (2)	Neither disagree or agree (3)	Agree (4)	Strongly agree (5)	I prefer not to respond	Total Responses	Mean
Are willing to help each other.	3 2%	2 1%	6 4%	59 41%	71 49%	4 3%	145	4.37
Provide constructive criticism regarding each other's work.	1 1%	8 6%	16 11%	68 47%	46 32%	6 4%	145	4.08
Create a cooperative and supportive environment.	3 2%	6 4%	14 10%	53 37%	65 45%	4 3%	145	4.21
Work to foster harmony.	3 2%	4 3%	16 11%	62 43%	56 39%	4 3%	145	4.16

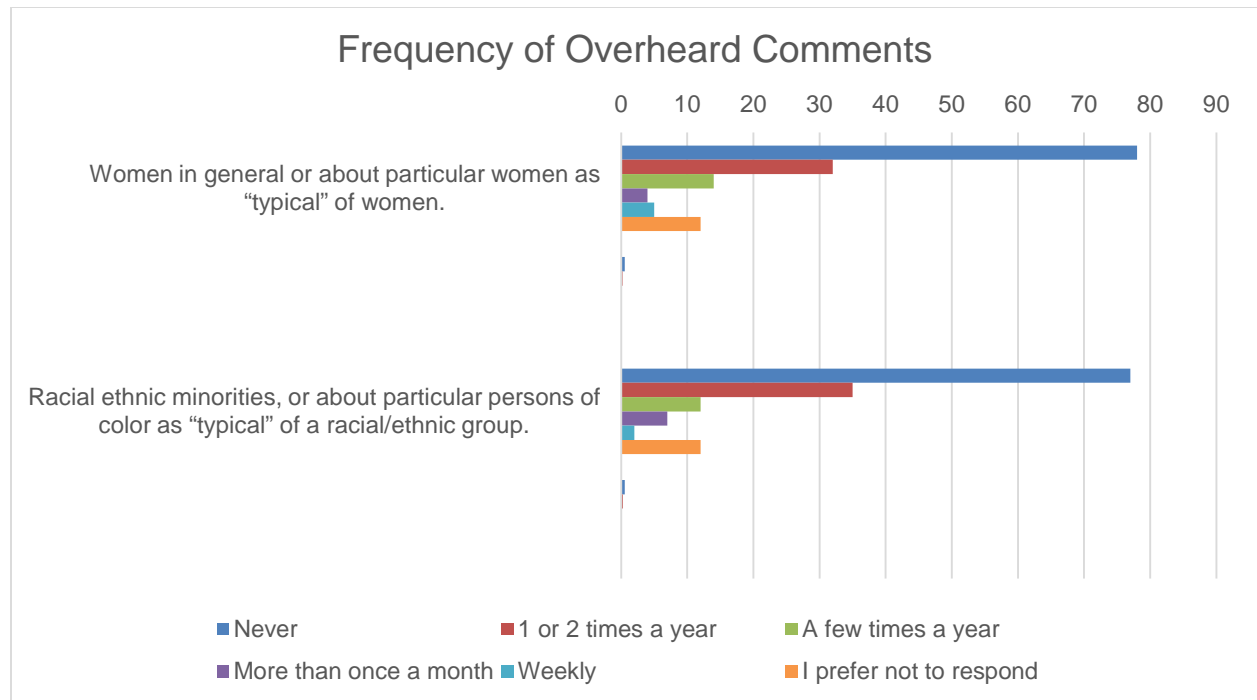


\*Category "I prefer not to respond" excluded in graph

## INAPPROPRIATE WORKPLACE BEHAVIORS

### Frequency of Overhearing Insensitive or Disparaging Comments

About:	Never (1)	1 or 2 times a year (4)	A few times a year (3)	More than once a month (2)	Weekly (1)	I prefer not to respond	Total Responses	Mean
Women in general or about particular women as “typical” of women.	78 54%	32 22%	14 10%	4 3%	5 3%	12 8%	<b>145</b>	4.31
Racial ethnic minorities, or about particular persons of color as “typical” of a racial/ethnic group.	77 53%	35 24%	12 8%	7 5%	2 1%	12 8%	<b>145</b>	4.34

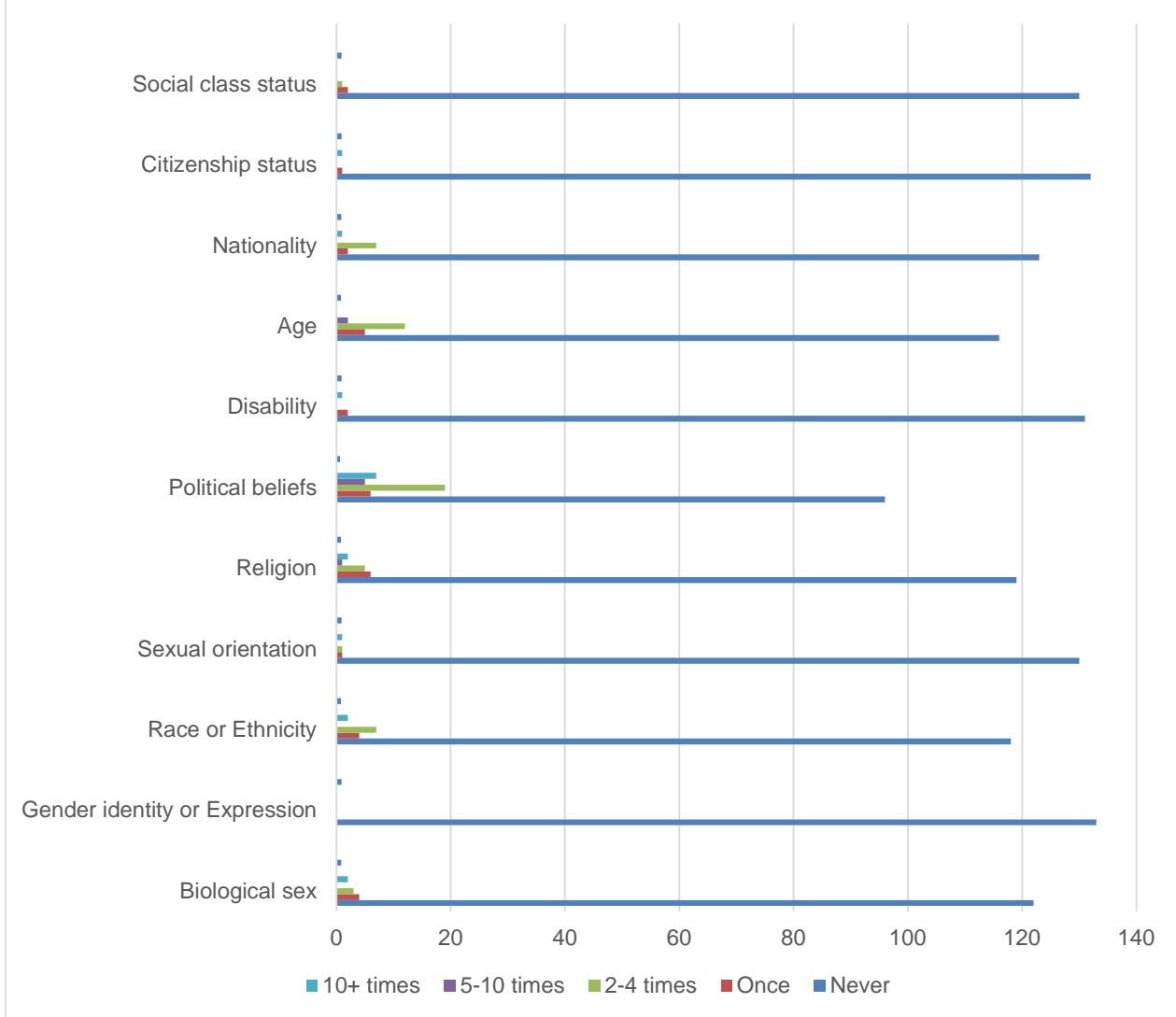


\*Category “I prefer not to respond” excluded in graph

## Frequency of Experiencing Inappropriate Behaviors and/or Comments

Regarding:	Never (5)	Once (4)	2-4 times (3)	5-10 times (2)	10+ times (1)	I prefer not to respond	Total Responses	Mean
Biological sex	122 84%	4 3%	3 2%	0 0%	2 1%	14 10%	145	4.86
Gender identity or Expression	133 92%	0 0%	0 0%	0 0%	0 0%	12 8%	145	5.00
Race or Ethnicity	118 81%	4 3%	7 5%	0 0%	2 1%	14 10%	145	4.80
Sexual orientation	130 90%	1 1%	1 1%	0 0%	1 1%	12 8%	145	4.95
Religion	119 82%	6 4%	5 3%	1 1%	2 1%	12 8%	145	4.80
Political beliefs	96 66%	6 4%	19 13%	5 3%	7 5%	12 8%	145	4.35
Disability	131 90%	2 1%	0 0%	0 0%	1 1%	11 8%	145	4.96
Age	116 80%	5 3%	12 8%	2 1%	0 0%	10 7%	145	4.74
Nationality	123 85%	2 1%	7 5%	0 0%	1 1%	12 8%	145	4.85
Citizenship status	132 91%	1 1%	0 0%	0 0%	1 1%	11 8%	145	4.96
Social class status	130 90%	2 1%	1 1%	0 0%	0 0%	12 8%	145	4.97

## Experienced Inappropriate Behavior



\*Category "I prefer not to respond" excluded in graph

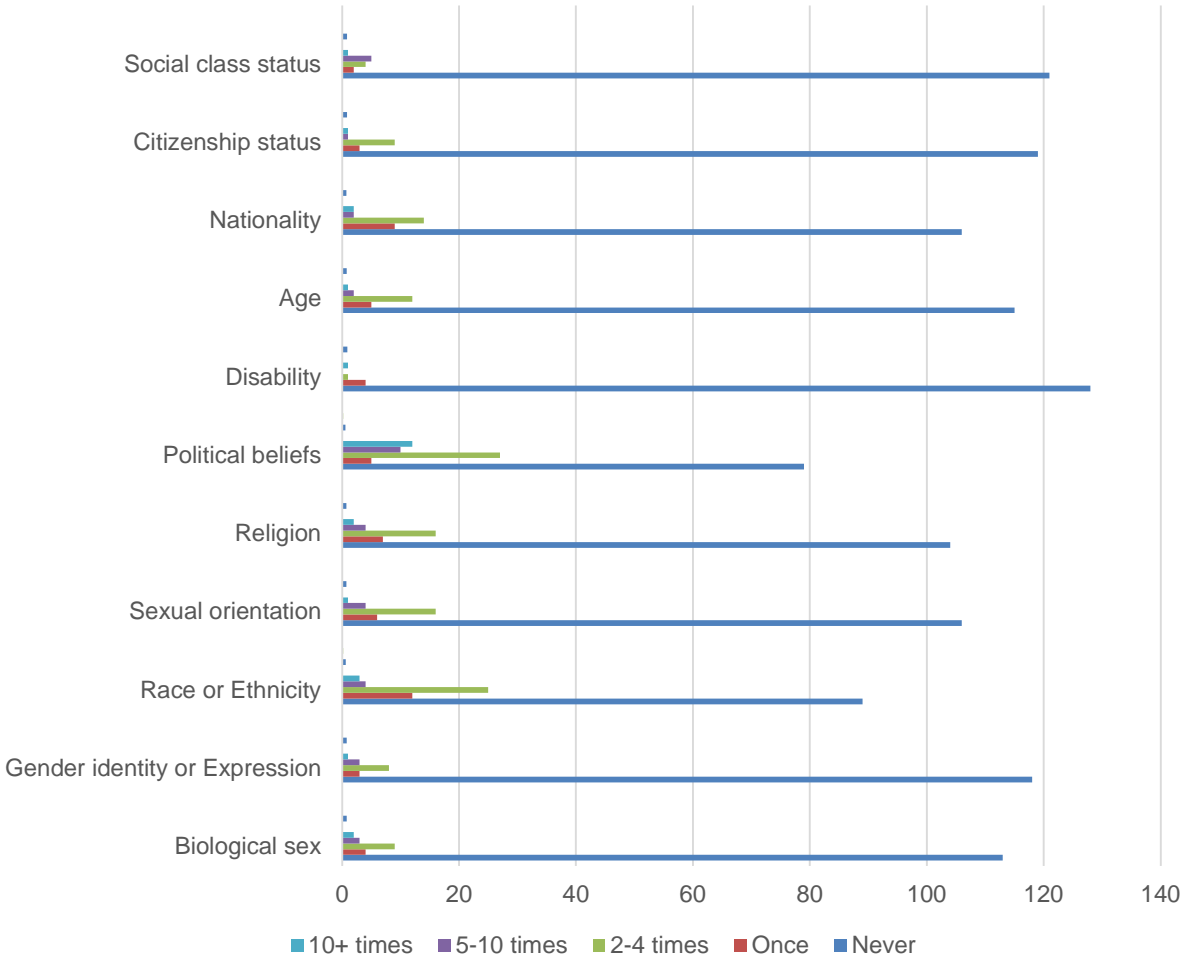
## Frequency of Observing Inappropriate Behaviors and/or Comments

Regarding:	Never (5)	Once (4)	2-4 times (3)	5-10 times (2)	10+ times (1)	I prefer not to respond	Total Responses	Mean
Biological sex	113 78%	4 3%	9 6%	3 2%	2 1%	14 10%	145	4.70
Gender identity or Expression	118 81%	3 2%	8 6%	3 2%	1 1%	12 8%	145	4.76
Race or Ethnicity	89 61%	12 8%	25 17%	4 3%	3 2%	12 8%	145	4.35
Sexual orientation	106 73%	6 4%	16 11%	4 3%	1 1%	12 8%	145	4.59
Religion	104 72%	7 5%	16 11%	4 3%	2 1%	12 8%	145	4.56
<b>Political beliefs</b>	79 54%	5 3%	27 19%	10 7%	12 8%	12 8%	145	3.97
Disability	128 88%	4 3%	1 1%	0 0%	1 1%	11 8%	145	4.93
Age	115 79%	5 3%	12 8%	2 1%	1 1%	10 7%	145	4.71
Nationality	106 73%	9 6%	14 10%	2 1%	2 1%	12 8%	145	4.62
Citizenship status	119 82%	3 2%	9 6%	1 1%	1 1%	12 8%	145	4.79
Social class status	121 83%	2 1%	4 3%	5 3%	1 1%	12 8%	145	4.78

\*Data highlighted where the combined categories of “5-10” and “10+” total 15 (10%) or more



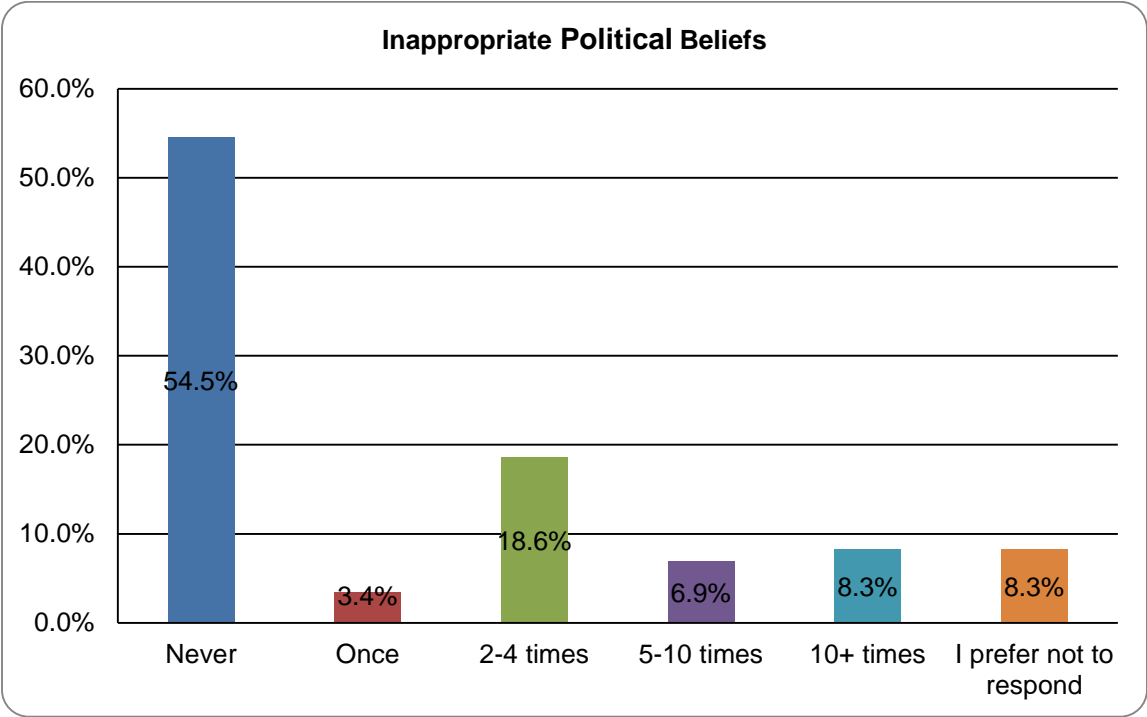
# Observed Inappropriate Behavior



\*Category "I prefer not to respond" excluded in graph

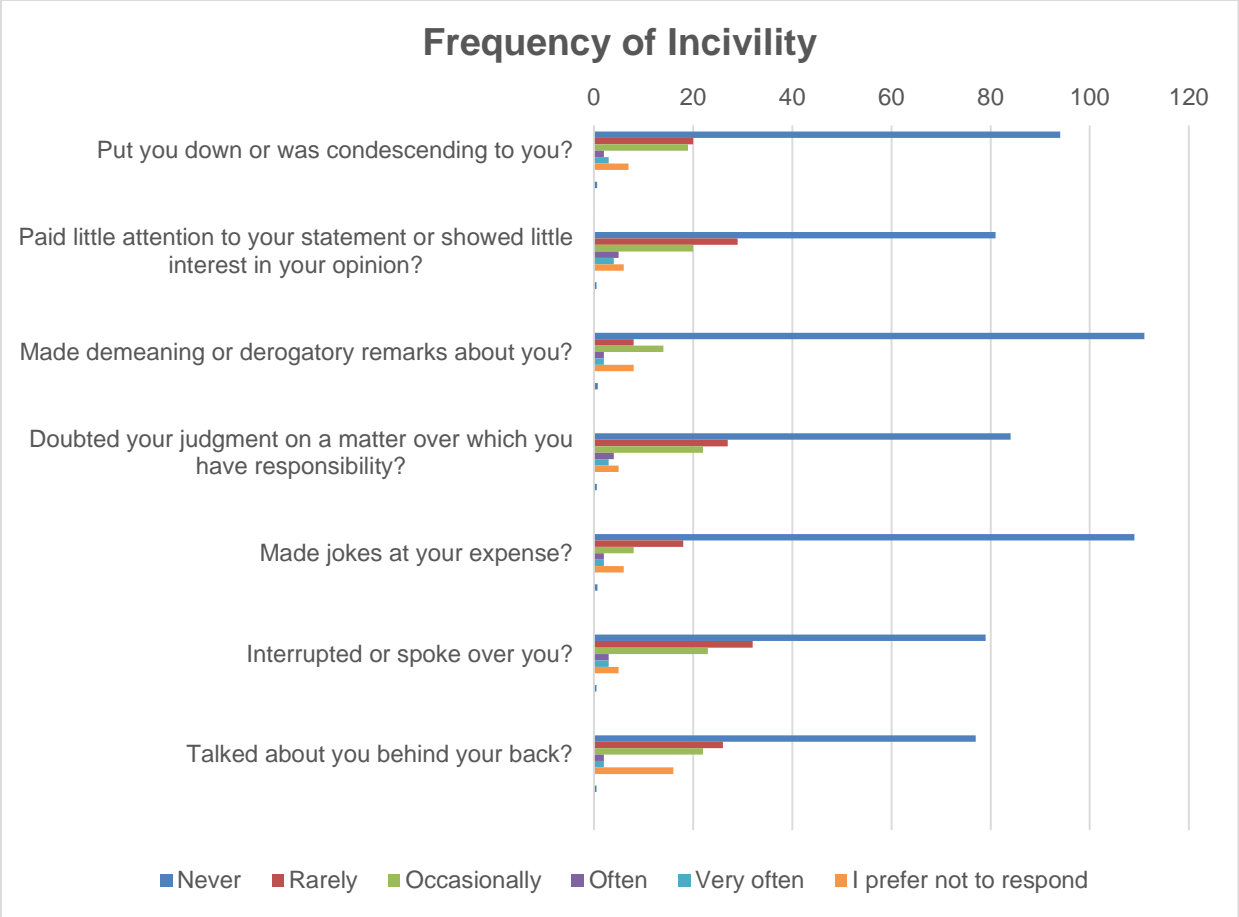
# Inappropriate Political Beliefs - Observed Towards Others

Never	54.5%
Once	3.4%
2-4 times	18.6%
5-10 times	6.9%
10+ times	8.3%
I prefer not to respond	8.3%
<b>Total Responses</b>	<b>145</b>



## Frequency of Incivility in Departments/Units

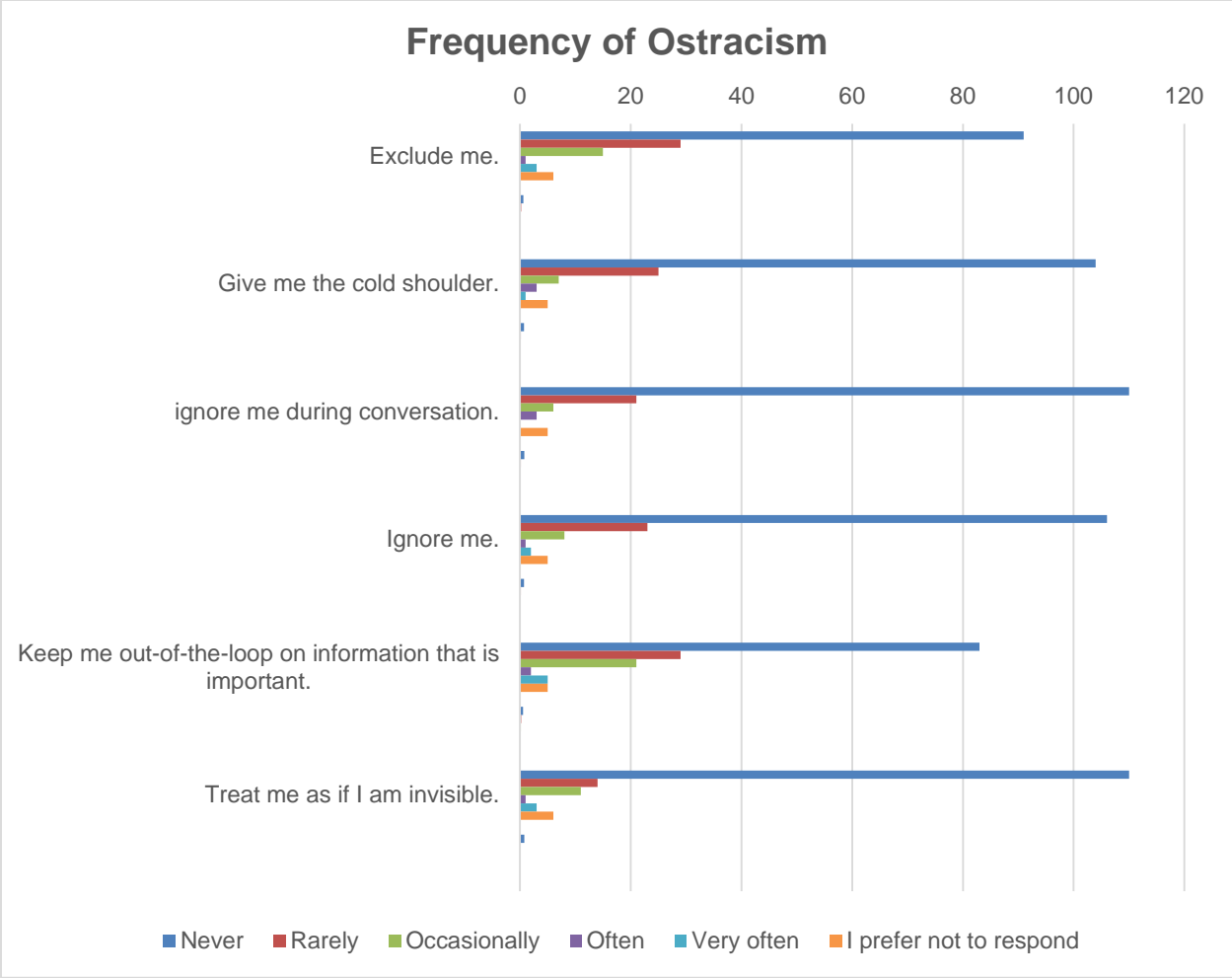
where someone:	Never (5)	Rarely (4)	Occasionally (3)	Often (2)	Very often (1)	I prefer not to respond	Total Responses	Mean
Put you down or was condescending to you?	94 65%	20 14%	19 13%	2 1%	3 2%	7 5%	145	4.45
Paid little attention to your statement or showed little interest in your opinion?	81 56%	29 20%	20 14%	5 3%	4 3%	6 4%	145	4.28
Made demeaning or derogatory remarks about you?	111 77%	8 6%	14 10%	2 1%	2 1%	8 6%	145	4.64
Doubted your judgment on a matter over which you have responsibility?	84 58%	27 19%	22 15%	4 3%	3 2%	5 3%	145	4.32
Made jokes at your expense?	109 75%	18 12%	8 6%	2 1%	2 1%	6 4%	145	4.65
Interrupted or spoke over you?	79 54%	32 22%	23 16%	3 2%	3 2%	5 3%	145	4.29
Talked about you behind your back?	77 53%	26 18%	22 15%	2 1%	2 1%	16 11%	145	4.35



\*Category "I prefer not to respond" excluded in graph

## Frequency of Ostracism

In general, others in my department/unit...	Never (5)	Rarely (4)	Occasionally (3)	Often (2)	Very often (1)	I prefer not to respond	Total Responses	Mean
Exclude me.	91 63%	29 20%	15 10%	1 1%	3 2%	6 4%	145	4.47
Give me the cold shoulder.	104 72%	25 17%	7 5%	3 2%	1 1%	5 3%	145	4.63
Ignore me during conversation.	110 76%	21 14%	6 4%	3 2%	0 0%	5 3%	145	4.70
Ignore me.	106 73%	23 16%	8 6%	1 1%	2 1%	5 3%	145	4.64
Keep me out-of-the-loop on information that is important.	83 57%	29 20%	21 14%	2 1%	5 3%	5 3%	145	4.31
Treat me as if I am invisible.	110 76%	14 10%	11 8%	1 1%	3 2%	6 4%	145	4.63

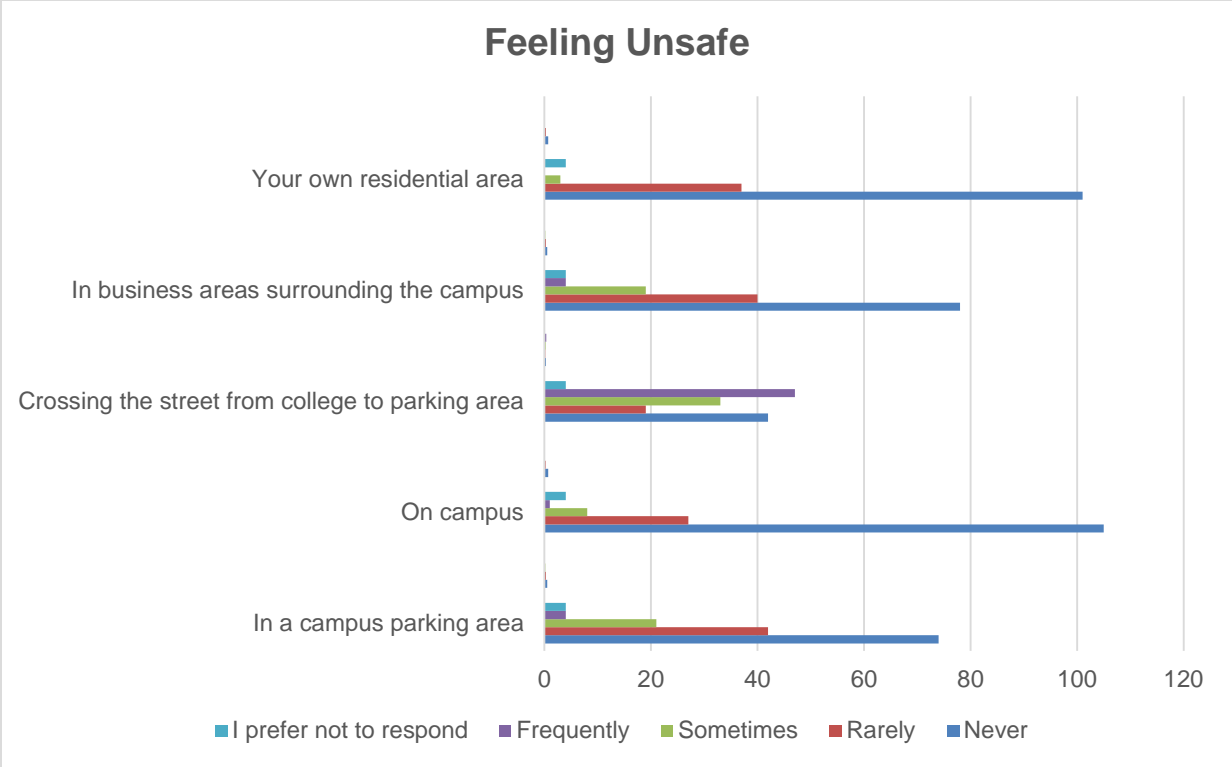


\*Category "I prefer not to respond" excluded in graph

# Feeling Safe/Unsafe on Campus

Have you ever experienced a concern for your personal safety:	Never (4)	Rarely (3)	Sometimes (2)	Frequently (1)	I prefer not to respond	Total Responses	Mean
In a campus parking area	74 51%	42 29%	21 14%	4 3%	4 3%	145	3.32
On campus	105 72%	27 19%	8 6%	1 1%	4 3%	145	3.67
Crossing the street from college to parking area	42 29%	19 13%	33 23%	47 32%	4 3%	145	2.40
In business areas surrounding the campus	78 54%	40 28%	19 13%	4 3%	4 3%	145	3.36
Your own residential area	101 70%	37 26%	3 2%	0 0%	4 3%	145	3.70

\*Data highlighted where 15 (10%) or more responded “frequently”

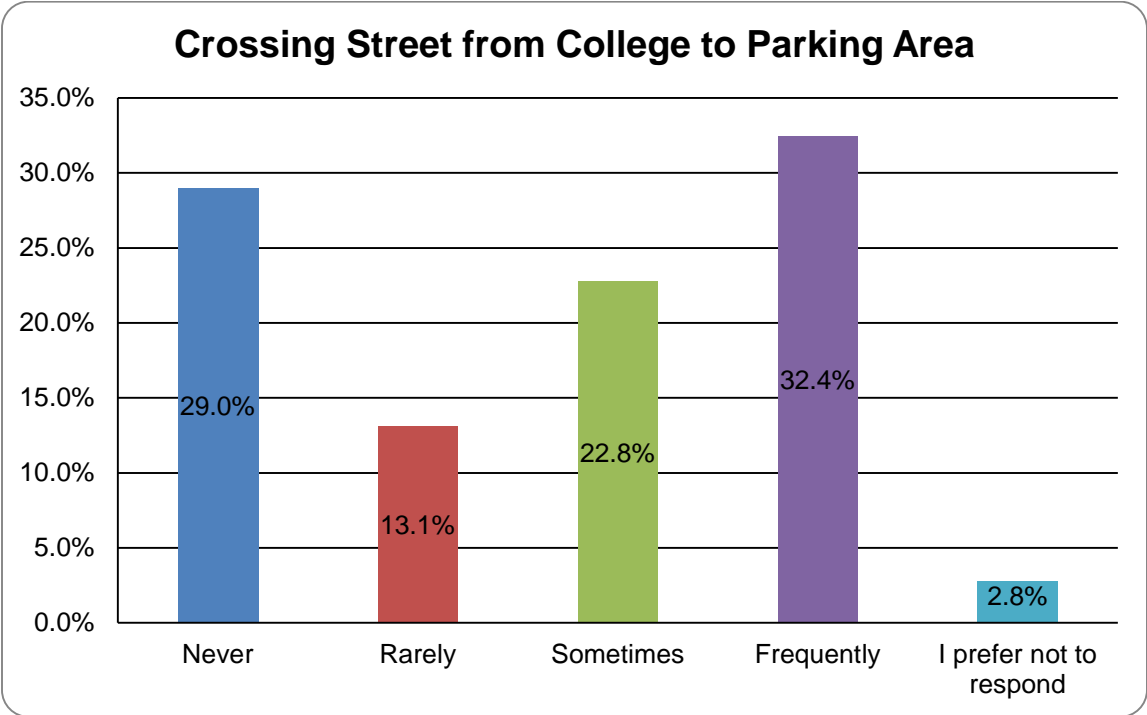


\*Category "I prefer not to respond" excluded in graph



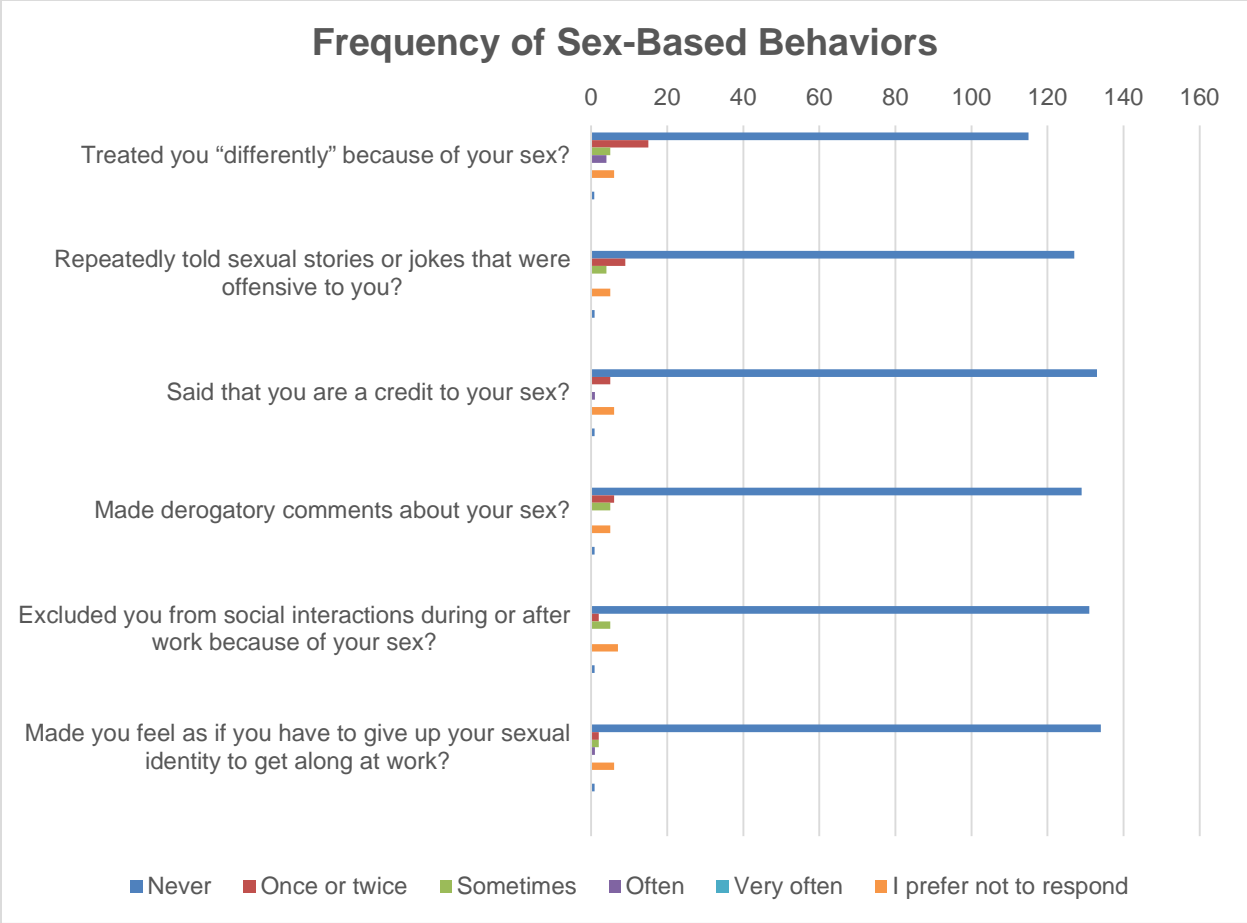
### Crossing the Street from College to Parking Area

Never	29.0%
Rarely	13.1%
Sometimes	22.8%
Frequently	32.4%
I prefer not to respond	2.8%
<b>Total Responses</b>	<b>145</b>



# Frequency of Sex-Based Behaviors

How frequently have others at TAMU COD done the following to you?	Never (5)	Once or twice (4)	Sometimes (3)	Often (2)	Very often (1)	I prefer not to respond	Total Responses	Mean
Treated you "differently" because of your sex?	115 79%	15 10%	5 3%	4 3%	0 0%	6 4%	145	4.73
Repeatedly told sexual stories or jokes that were offensive to you?	127 88%	9 6%	4 3%	0 0%	0 0%	5 3%	145	4.88
Said that you are a credit to your sex?	133 92%	5 3%	0 0%	1 1%	0 0%	6 4%	145	4.94
Made derogatory comments about your sex?	129 89%	6 4%	5 3%	0 0%	0 0%	5 3%	145	4.89
Excluded you from social interactions during or after work because of your sex?	131 90%	2 1%	5 3%	0 0%	0 0%	7 5%	145	4.91
Made you feel as if you have to give up your sexual identity to get along at work?	134 92%	2 1%	2 1%	1 1%	0 0%	6 4%	145	4.94

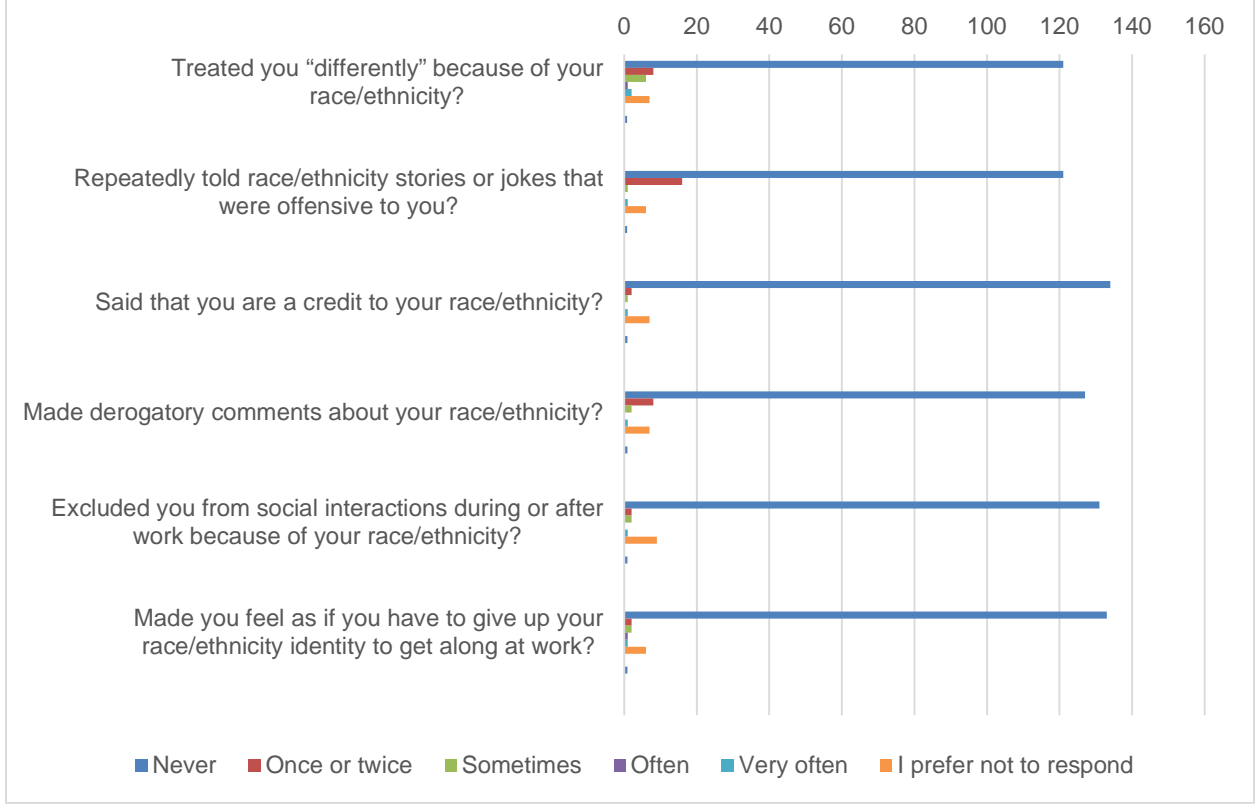


\*Category "I prefer not to respond" excluded in graph

# Frequency of Race-Based Behaviors

How frequently have others at TAMU COD done the following to you?	Never (5)	Once or twice (4)	Sometimes (3)	Often (2)	Very often (1)	I prefer not to respond	Total Responses	Mean
Treated you “differently” because of your race/ethnicity?	121 83%	8 6%	6 4%	1 1%	2 1%	7 5%	145	4.78
Repeatedly told race/ethnicity stories or jokes that were offensive to you?	121 83%	16 11%	1 1%	0 0%	1 1%	6 4%	145	4.84
Said that you are a credit to your race/ethnicity?	134 92%	2 1%	1 1%	0 0%	1 1%	7 5%	145	4.94
Made derogatory comments about your race/ethnicity?	127 88%	8 6%	2 1%	0 0%	1 1%	7 5%	145	4.88
Excluded you from social interactions during or after work because of your race/ethnicity?	131 90%	2 1%	2 1%	0 0%	1 1%	9 6%	145	4.93
Made you feel as if you have to give up your race/ethnicity identity to get along at work?	133 92%	2 1%	2 1%	1 1%	1 1%	6 4%	145	4.91

## Frequency of Race-Based Behaviors

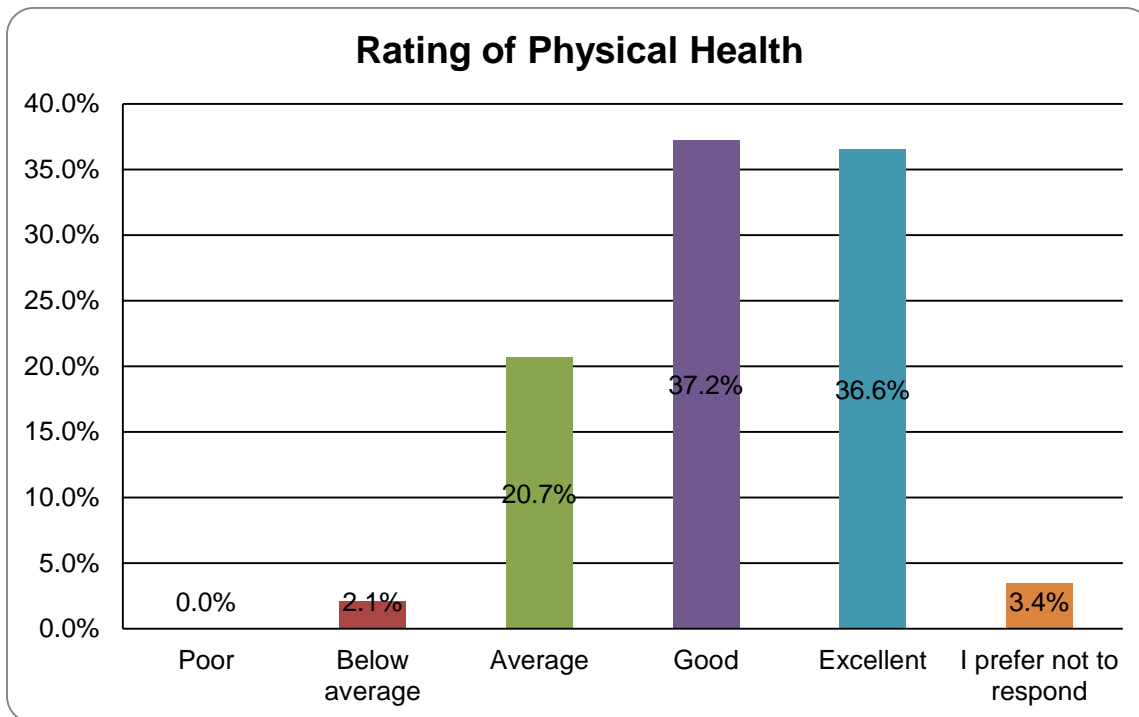


\*Category "I prefer not to respond" excluded in graph

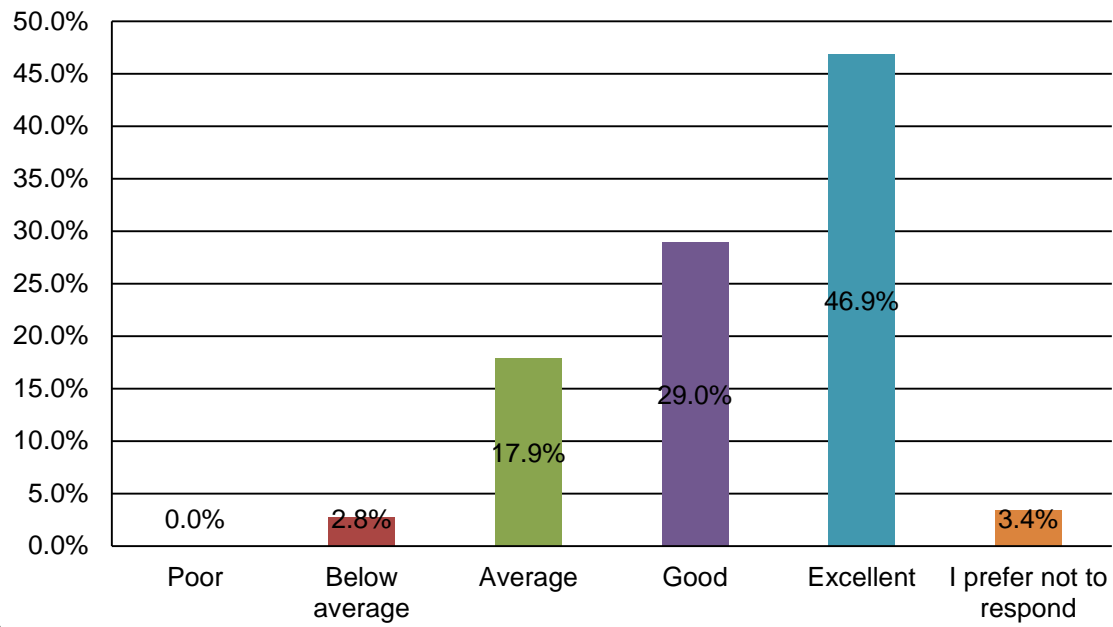
# OUTCOMES

## Physical/Emotional Health

	Poor	Below average	Average	Good	Excellent	I prefer not to respond	Total Responses	Mean
How would you rate your physical health?	0	3	30	54	53	5	145	4.12
	0%	2%	21%	37%	37%	3%		
How would you rate your emotional well-being?	0	4	26	42	68	5	145	4.24
	0%	3%	18%	29%	47%	3%		

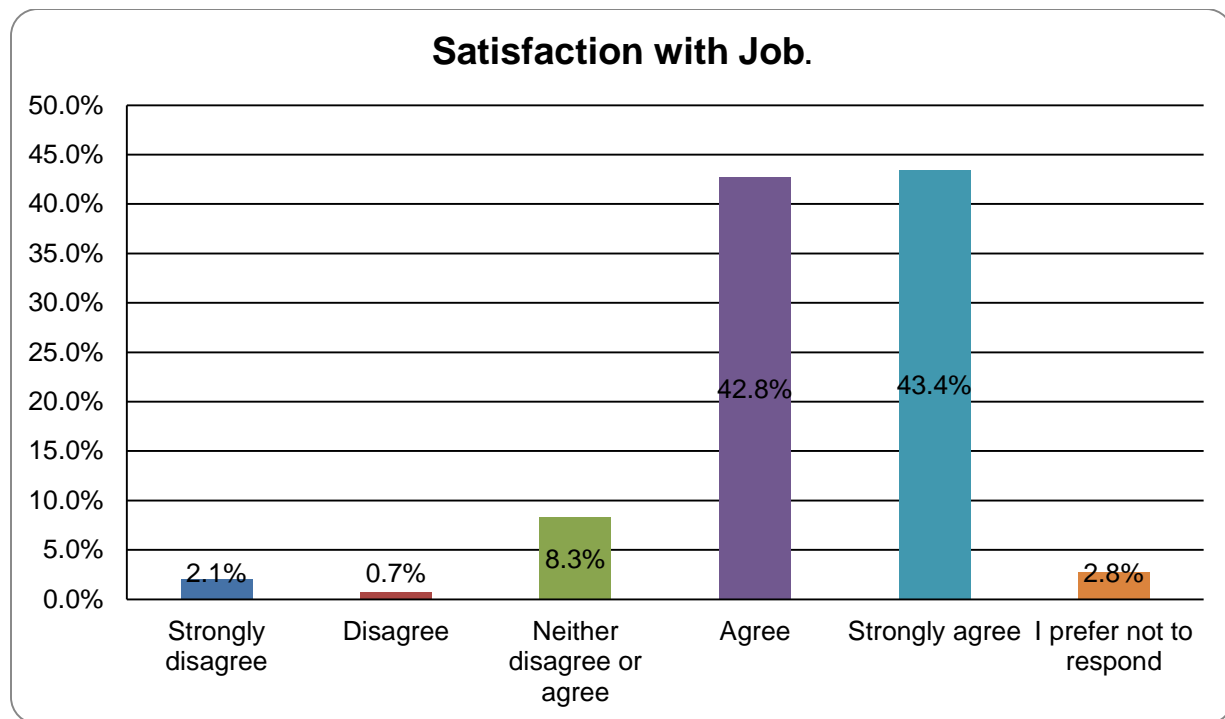


### Rating of Emotional Well-Being



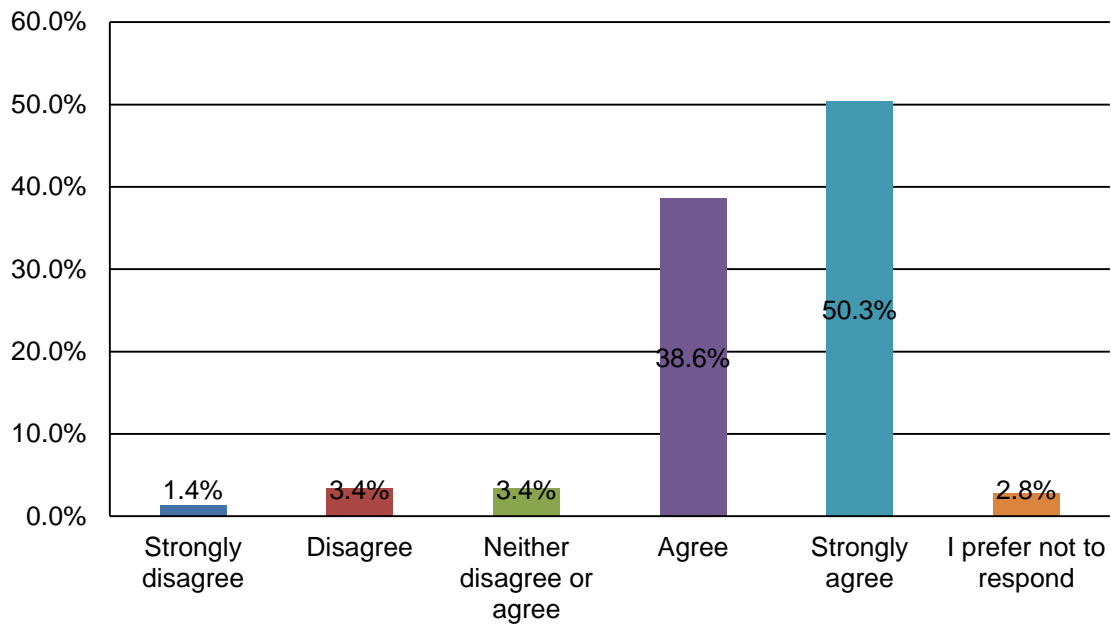
## Job Satisfaction

	Strongly disagree (1)	Disagree (2)	Neither disagree or agree (3)	Agree (4)	Strongly agree (5)	I prefer not to respond	Total Responses	Mean
All in all, I am satisfied with my job.	3 2%	1 1%	12 8%	62 43%	63 43%	4 3%	145	4.28
In general, I like working here.	2 1%	5 3%	5 3%	56 39%	73 50%	4 3%	145	4.37
In general, I don't like my job. [reverse-scored]	76 52%	50 34%	8 6%	2 1%	4 3%	5 3%	145	1.63

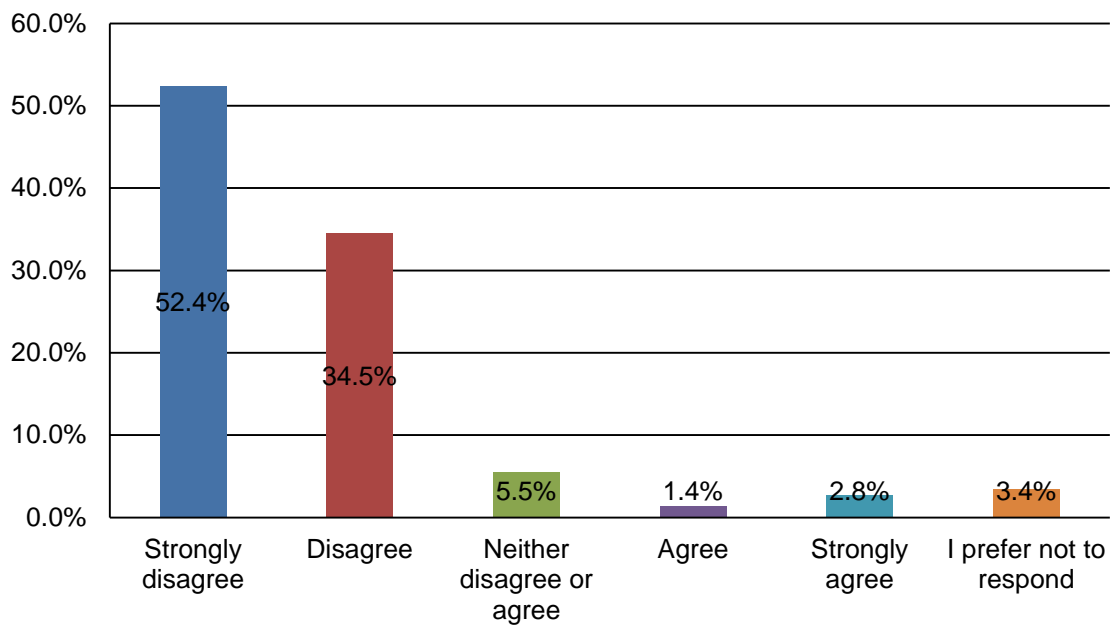




### Like Working at COD

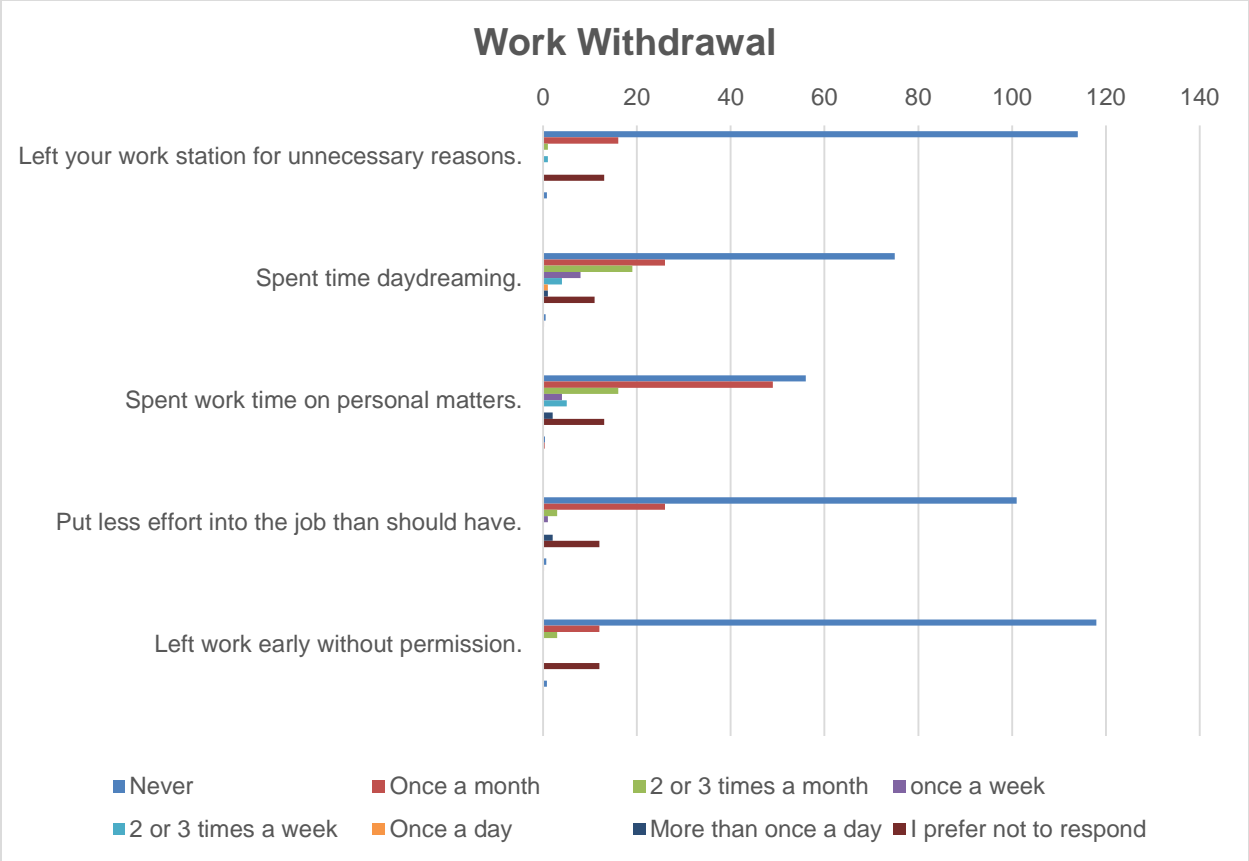


### Don't Like Job



# Work Withdrawal

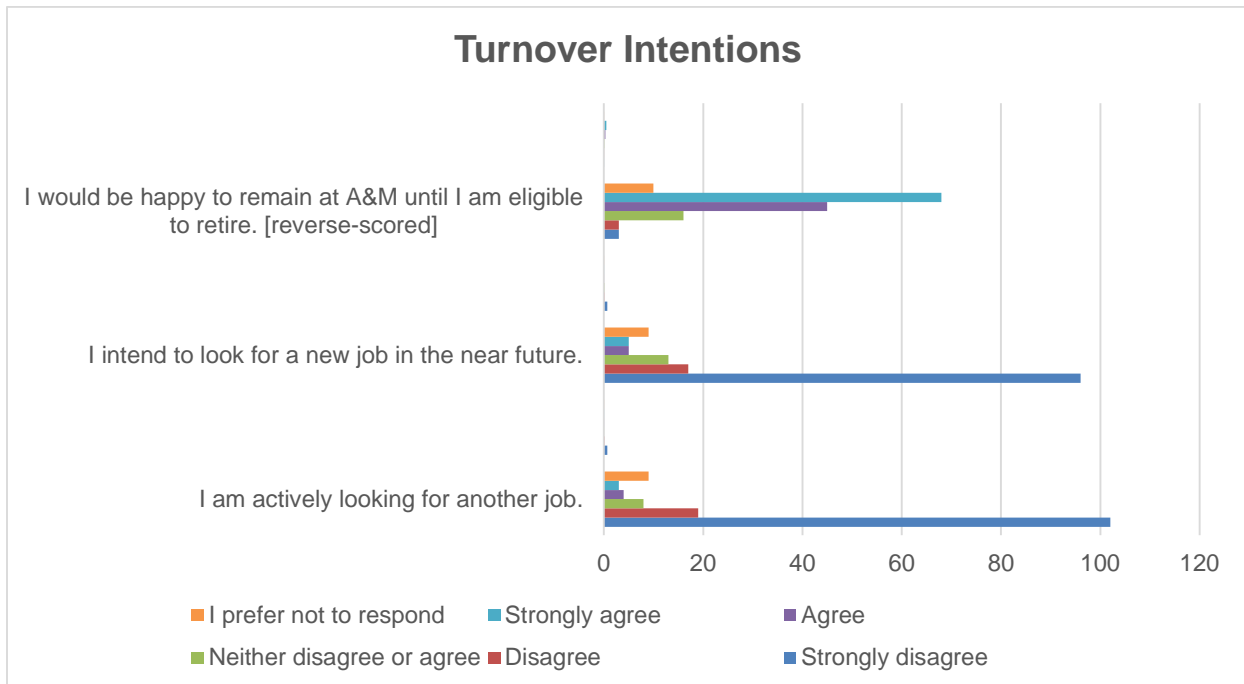
During the past 12 months, how often have you:	Never (1)	Once a month (2)	2 or 3 times a month (3)	once a week (4)	2 or 3 times a week (5)	Once a day (6)	More than once a day (7)	I prefer not to respond	Total Responses	Mean
Left your work station for unnecessary reasons.	114 79%	16 11%	1 1%	0 0%	1 1%	0 0%	0 0%	13 9%	145	6.83
Spent time daydreaming.	75 52%	26 18%	19 13%	8 6%	4 3%	1 1%	1 1%	11 8%	145	6.14
Spent work time on personal matters.	56 39%	49 34%	16 11%	4 3%	5 3%	0 0%	2 1%	13 9%	145	6.05
Put less effort into the job than should have.	101 70%	26 18%	3 2%	1 1%	0 0%	0 0%	2 1%	12 8%	145	6.65
Left work early without permission.	118 81%	12 8%	3 2%	0 0%	0 0%	0 0%	0 0%	12 8%	145	6.86



\*Category "I prefer not to respond" excluded in graph

## Turnover Intentions

	Strongly disagree (1)	Disagree (2)	Neither disagree or agree (3)	Agree (4)	Strongly agree (5)	I prefer not to respond	Total Responses	Mean
I am actively looking for another job.	102	19	8	4	3	9	145	1.43
	70%	13%	6%	3%	2%	6%		
I intend to look for a new job in the near future.	96	17	13	5	5	9	145	1.57
	66%	12%	9%	3%	3%	6%		
I would be happy to remain at A&M until I am eligible to retire. [reverse-scored]	3	3	16	45	68	10	145	4.27
	2%	2%	11%	31%	47%	7%		



\*Category "I prefer not to respond" excluded in graph

## Faculty Groups with Differing Climate Experiences

In order to identify individuals who might be experiencing a less than ideal climate here at the College, the respondent demographics were used to test for group differences (chi square analysis with Bonferroni corrections) in terms of four outcome survey questions:

1. How would you rate your physical health?
2. How would you rate your emotional well-being?
3. All in all, I am satisfied with my job.
4. Overall, I like working here.

While physical health were overall reported as “good” or “excellent” for the majority of faculty members (74%), two groups reported significantly lower ratings, Hispanics (n=5, p=.024) and Asians (n=23, p=.038). Emotional well-being was also reported as “good” or “excellent” for the majority of faculty members (76%), but there were some overall differences between the various college units (p=.017). Of the ten units that had  $\geq 4$  faculty reporting, five units had more than 85% reporting their well-being as “good” or “excellent,” and five had less than 80% reporting “good” or “excellent.”

No differences were found in the demographic variables related to job satisfaction and liking to work at the college.

## Comments by Themes

All the comments were organized by themes. Below are the themes and the number of comments for each.

- Safety (n=36, mostly about the dangers of crossing the street.)
- There is an Inclusive, Positive Climate at COD (n=18)
- Political Biases (n=13, political conversations were uncomfortable or worse)
- There is not an Inclusive Climate at COD (n=10)
- No Room for Advancement & Change (n=7)
- Did Not Like the Survey (n=6)
- TAMU/HSC Control is Negative (n=4)
- Over Worked/Underpaid (n=4)
- Lowering of Student Quality Due to Diversity (n=3)
- Clinic (n=2, lack of patients & silo effect in departments)