Brooklyn College COACHE Taskforce Town Hall

March 5, 2020

Faculty Job Satisfaction Survey Report

## Today's objectives

- 1. Explain what COACHE is
- 2. Introduce the faculty to the COACHE data how to read it and an overview of the main findings
- 3. Invite faculty to participate in generating an Action Plan for Faculty Satisfaction
- 4. Answer questions and hear faculty concerns

#### What is COACHE?





GRADUATE SCHOOL OF EDUCATION collaborative on academic careers in higher education

## What does COACHE do?

- COACHE is a research-practice partnership and network of peer institutions dedicated to improving outcomes in faculty recruitment, development, and retention.
- More than 300 colleges, universities, and state systems participate.
- The aim is to identify the drivers of faculty success and implement informed changes.

## Topics Covered by the Survey

- Nature of Work: Research
- Nature of Work: Teaching
- Nature of Work: Service

- Resources & Support
- Interdisciplinary Work
- Collaboration & Mentoring
- Tenure & Promotion

## Topics Covered by the Survey

- Institutional Leadership
- Shared Governance
- Department Engagement, Quality & Collegiality
- Appreciation & Recognition
- Recruitment and Retention

## Comparisons

#### Compare perceptions of work life with

- Faculty at CUNY
- Faculty at "peer" institutions
- Faculty across the nation

#### Measure faculty perceptions of academic work life by

- Rank
- Gender
- Race/ethnicity
- Discipline

#### **COACHE** Peers

- Non-CUNY Peer Colleges
  - San José State University
  - SUNY Buffalo State College
  - SUNY New Paltz
  - University of Houston Clear Lake
  - Virginia Commonwealth University
- Criteria used for selection
- Comparisons to CUNY peers are included in the CUNY-wide report

## 2015 COACHE Survey

At Brooklyn College, the Provost created five working groups comprised of faculty and administrators to dig deeply into the data and recommend action items in the following areas:

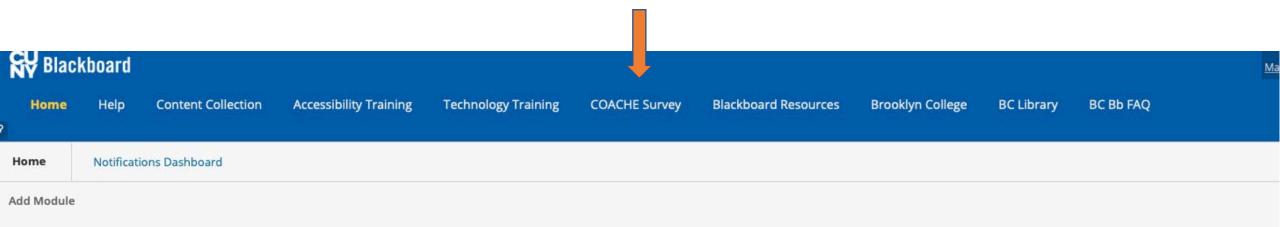
- Personnel, Family Policies, Practices
- Facilities, Infrastructure, Research
- Department Life
- Relationship with Administration
- Promotion/Tenure, Teaching, Research, Service

## 2015 COACHE Outcomes

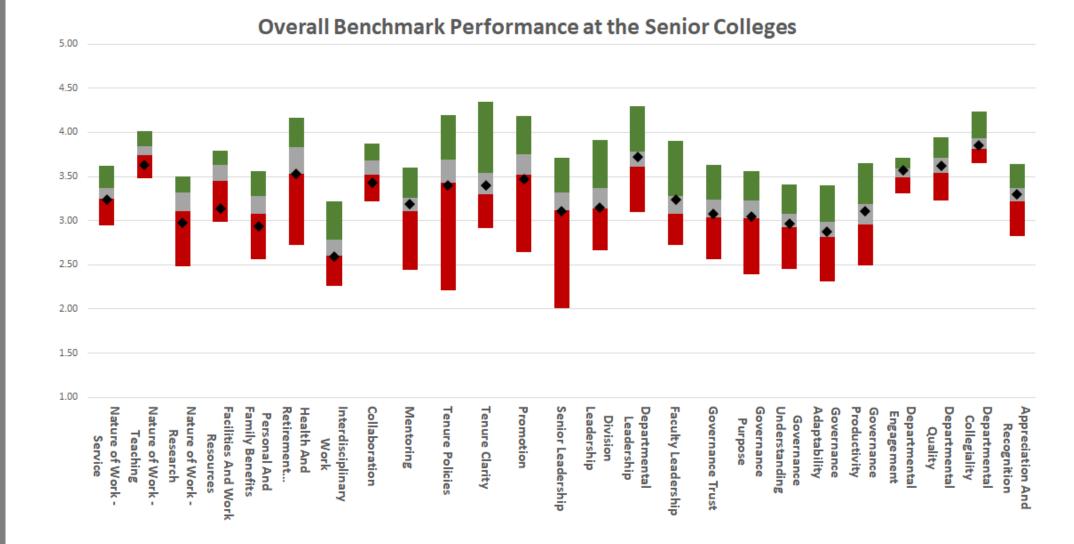
- Incorporated recommendations into the Brooklyn College Strategic Plan
- A working group established to determine progress in Strategic Plan
- Created the BC Fix-it app to respond to problems with facilities
- Increased resources for the Center for Teaching and Learning
- Progressing toward establishing faculty mentoring programs
- Created workshops to support faculty, including Writing Bootcamp and year-long New Faculty Orientation
- Enhanced department chairs training on anti-bullying and progressive discipline
- Developing a plan to retain underrepresented faculty, including establishing the Academic Leadership Council for women and faculty of color

## 2019 COACHE CUNY

- The COACHE Survey is a CUNY-wide initiative
- The response to CUNY-wide issues are being coordinated at the University level
- You can access the CUNY-wide data through our website and on Blackboard



#### 2019 COACHE Survey – CUNY-wide data



#### 2019 COACHE Survey – CUNY-wide data

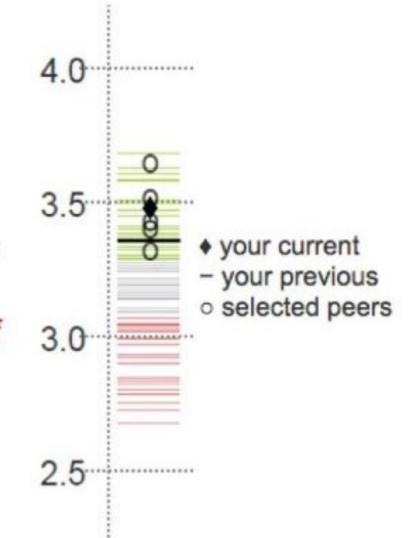
How we compare to CUNY peers

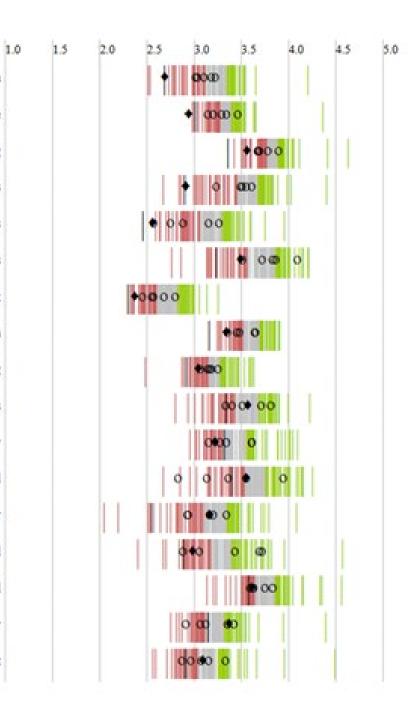
		Benchmark Analysis Overall																		
												,								
	CUNY Overall	Senior Colleges	Specialized Programs	Community Colleges	Bernard M Baruch College	Borough of Manhattan Community College	Bronx Community College	Brooklyn College	City College of New York	College of Staten Island	Graduate Center	Graduate School of Public Health & Health Policy	Guttman Community College	Hostos Community College	Hunter College	John Jay College of Criminal Justice	Kingsborough Community College	LaGuardia Community College	Lehman College	Medgar Evers College
Nature of Work - Service	3.24	3.18	3.56	3.32	3.36	3.3	3.35	2.93	3.01	3.12	3.6	3.34	3.16	3.52	3.3	2.95	3.3	3.1	3.22	3.2
Nature of Work - Teaching	3.63	3.61	4.24	3.6	3.57	3.5	3.57	3.54	3.5	3.47	4.38	3.87	3.62	3.69	3.75	3.39	3.64	3.57	3.71	3.67
Nature of Work - Research	2.98	2.92	3.53	3.04	2.95	2.84	3	2.68	2.84	2.7	3.62	3.04	3.18	3.17	3.18	3.04	3.12	2.99	2.95	2.89
Facilities And Work Resources	3.14	3.04	3.54	3.31	3.29	3.26	3.13	2.9	2.64	2.8	3.5	3.04	3.01	3.46	3.24	3.19	3.19	3.39	3.05	3.13
Personal And Family Benefits	2.93	2.89	3.22	3	2.85	2.83	3.11	2.55	2.7	2.85	3.02	3.1	3	3.09	2.91	2.6	3.06	2.95	2.96	3.29
Health And Retirement Benefits	3.53	3.53	3.63	3.54	3.52	3.43	3.52	3.48	3.38	3.46	3.5	3.5	3.61	3.55	3.54	3.28	3.41	3.62	3.64	3.72
Interdisciplinary Work	2.6	2.5	2.75	2.79	2.43	2.71	2.61	2.36	2.33	2.29	2.87	2.22	3.12	2.76	2.55	2.62	2.61	2.94	2.58	2.53
Collaboration	3.43	3.38	3.71	3.5	3.34	3.4	3.37	3.34	3.24	3.23	3.81	3.36	3.62	3.63	3.45	3.36	3.38	3.61	3.51	3.47
Mentoring	3.19	3.12	3.08	3.33	3.1	3.16	3.39	3.03	2.84	2.96	3.12	2.47	3.01	3.5	3.13	3.13	3.3	3.36	3.14	3.27
Tenure Policies	3.4	3.38	2.33	3.46	3.52	3.32	3.47	3.56	3.3	3.15	1.86	2.57	3.53	3.87	3.37	3.17	3.36	3.28	3.14	3.47
Tenure Clarity	3.4	3.26	2.36	3.61	3.27	3.57	3.56	3.21	3.17	3.11	1.58	2.75	3.5	3.94	3.02	2.92	3.46	3.45	3.22	3.56
Promotion	3.47	3.46	3.69	3.45	3.51	3.32	3.55	3.54	3.14	3.63	3.56	3.5	3	3.43	3.57	3.4	3.65	3.55	3.62	3.3
Senior Leadership	3.11	3.05	3.27	3.21	2.78	3.27	2.91	3.15	2.91	2.83	3.08	3.09	3.32	3.7	2.95	2.79	3.03	3.27	3.33	3.04
Division Leadership	3.14	3.13	3.41	N/A	3.12			2.97	2.81	3.15	2.96	3.5			3.22	3.14			3.51	3.34
Departmental Leadership	3.73	3.76	3.85	3.64	3.85	3.68	3.67	3.6	3.53	3.68	3.76	3.67	3.39	3.63	3.86	3.86	3.67	3.54	3.83	3.17
Faculty Leadership	3.24	3.2	3.42	3.31	3.12	3.35	3.12	3.36	3.05	3.04	3.36	3.14	3.56	3.52	3.28	3	2.82	3.42	3.34	3.23
Governance Trust	3.08	3.06	3.29	3.11	2.87	3.13	3.14	3.08	2.85	3.13	3.06	3	3.14	3.53	3.02	2.91	2.77	3.03	3.17	3.09
Governance Purpose	3.05	3.02	3.35	3.06	2.86	3.08	2.98	3.01	2.83	3.07	3.09	3.07	3.19	3.47	3.02	2.87	2.79	2.98	3.14	2.97
Governance Understanding	2.97	2.93	3.17	3.03	2.75	3.04	3.01	2.93	2.75	2.98	2.92	2.98	3.11	3.42	2.89	2.81	2.69	3.01	3.1	2.96
Governance Adaptability	2.87	2.8	3.01	3.02	2.65	3.07	2.9	2.74	2.59	2.71	2.85	2.84	3.27	3.37	2.79	2.58	2.65	3.02	2.96	2.86
Governance Productivity	3.11	3.03	3.31	3.24	2.87	3.19	3.29	3.11	2.72	2.94	3.15	3.21	3.55	3.57	3.08	2.87	2.79	3.2	3.32	3.06
Departmental Engagement	3.58	3.49	3.35	3.79	3.47	3.71	3.76	3.46	3.27	3.4	3.18	3.23	3.95	3.81	3.68	3.38	3.72	3.84	3.58	3.48
Departmental Quality	3.62	3.58	3.8	3.67	3.67	3.59	3.59	3.49	3.3	3.46	3.76	3.63	3.8	3.65	3.8	3.62	3.65	3.78	3.7	3.31
Departmental Collegiality	3.85	3.83	3.99	3.88	3.86	3.85	3.91	3.73	3.6	3.78	3.94	3.76	3.89	3.89	4	3.74	3.9	3.87	3.92	3.71
Appreciation And Recognition	3.3	3.25	3.56	3.38	3.13	3.28	3.36	3.04	3.04	3.14	3.47	3.23	3.39	3.6	3.38	3.12	3.45	3.32	3.4	3.32

#### Response Rates

		You	Peers	Cohort
All Faculty		44%	48%	46%
Tenured		43%	49%	48%
Pre-tenure		44%	53%	48%
Non-tenure Track		83%	43%	42%
Full Professor		45%	47%	47%
Associate Professor		48%	50%	48%
Men	♣	36%	44%	43%
Women		52%	53%	53%
White		44%	50%	49%
Faculty of Color		44%	44%	43%
Asian/Asian-American	➡	35%	41%	38%
Underrepresented Minorities		51%	46%	49%

Response rates How to read the data top 30% of institutions middle 40% of institutions bottom 30% of institutions





Nature of Work: Research Nature of Work: Service Nature of Work: Teaching Facilities and Work Resources Personal and Family Policies Health and Retirement Benefits Interdisciplinary Work Collaboration Mentoring **Tenure Policies** Tenure Expectations: Clarity Promotion to Full Leadership: Senior Leadership: Divisional Leadership: Departmental Leadership: Faculty Governance: Trust

top 30% of institutions

Brooklyn

Data

institutions middle 40% of institutions bottom 30% of institutions Governance: Shared Sense of Purpose

Governance: Understanding the Issue at Hand

Governance: Adaptability

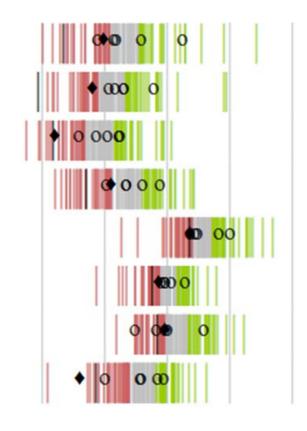
Governance: Productivity

Departmental Collegiality

Departmental Engagement

Departmental Quality

Appreciation and Recognition



Brooklyn Data – cont'd

> top 30% of institutions middle 40% of institutions bottom 30% of institutions

# Each items combines responses to a number of questions:

For example, Leadership: Faculty combines four questions:

#### Leadership: Faculty

- Q186A My institution-wide faculty governing body's: Pace of decision making
- Q186B My institution-wide faculty governing body's: Stated priorities
- Q186C My institution-wide faculty governing body's: Communication of priorities to faculty
- Q186D My institution-wide faculty governing body's: Steps taken to ensure faculty are included in that body's decision making

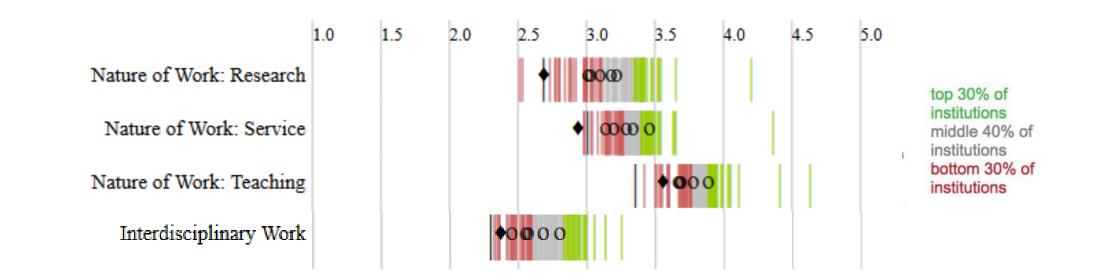
## Best Aspects of the Work

	Overall	Pre-tenure	Associate	Women	FOC
Quality of colleagues	25%	34%	24%	22%	21%
Support of colleagues	20%	31%	17%	20%	27%
Opportunities to collaborate with colleagues	4%	10%	4%	5%	7%
Quality of graduate students	12%	3%	8%	10%	5%
Quality of undergraduate students	34%	34%	32%	36%	38%
My sense of "fit" here	5%	3%	4%	4%	2%
Geographic location	30%	31%	34%	38%	34%

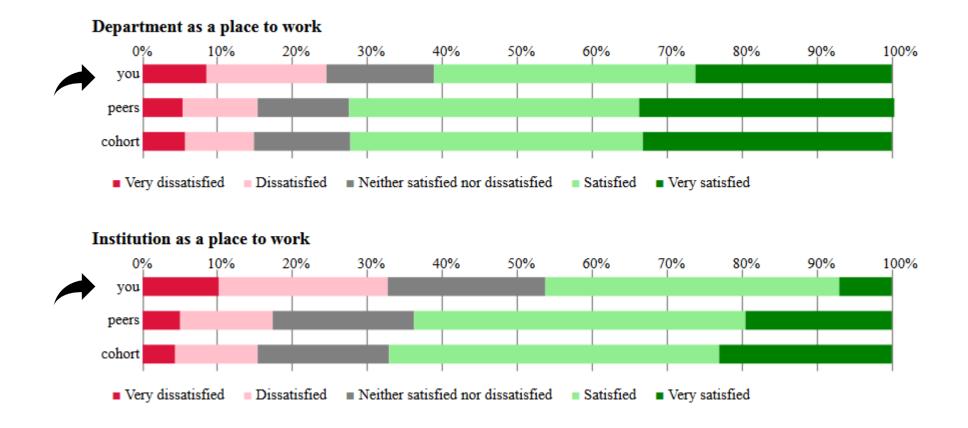
## Worst Aspects of the Work

	Overall	Pre-tenure	Associate	Women	FOC
Cost of living	10%	10%	17%	10%	11%
Too much service/too many assignments	16%	21%	13%	16%	20%
Teaching load	22%	14%	24%	23%	18%
Quality of facilities	41%	41%	37%	38%	41%
Compensation	17%	7%	17%	14%	16%
Lack of support for research/creative work	25%	34%	21%	24%	21%

## Nature of work



#### General Satisfaction



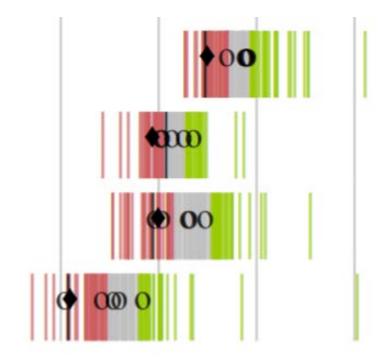
## **Overall Departmental Perceptions**

Departmental Collegiality

**Departmental Engagement** 

**Departmental Quality** 

Appreciation and Recognition



top 30% of institutions middle 40% of institutions bottom 30% of institutions

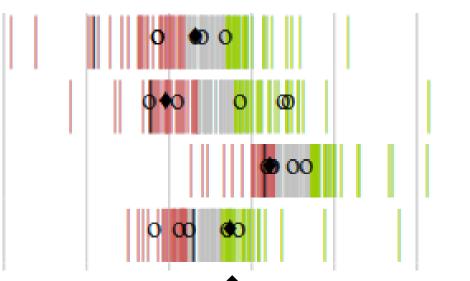
## Leadership

Leadership: Senior

Leadership: Divisional

Leadership: Departmental

Leadership: Faculty



top 30% of institutions middle 40% of institutions bottom 30% of institutions

## Diversity of perspectives – demographics and departments

	Response Rates	
	You	
All Faculty	44%	
Tenured	43%	
Pre-tenure	44%	
Non-tenure Track	83%	
Full Professor	45%	
Associate Professor	48%	
Men	36%	
Women	52%	
White	44%	
Faculty of Color	44%	
Asian/Asian-American	35%	
Underrepresented Minor	ities 51%	

We will analyze differences in levels of satisfaction among various groups.

BC Department	COACHE Academic Area
Biology	Biological Sciences
Accounting	Business
Business Management	Business
Finance	Business
Childhood Ed/Special Ed	Education
Early Childhood Ed/Art Ed	Education
Office of Personal Counseling	Education
Secondary Education	Education
Computer & Information Science	Engineering/Comp Sci/Math/Stats
Mathematics	Engineering/Comp Sci/Math/Stats
Kinesiology	Health & Human Ecology
Classics	Humanities
English	Humanities
History	Humanities
Judaic Studies	Humanities
Library	Humanities
Modern Languages & Literatures	Humanities
Philosophy	Humanities
Television and Radio	Humanities
Health & Nutrition Sciences	Medical Schools & Health Professions
Chemistry	Physical Sciences
Earth and Environment Sciences	Physical Sciences
Physics	Physical Sciences
Africana Studies	Social Sciences
Anthropology & Archaeology	Social Sciences
Comm. Arts Sciences & Disorder	Social Sciences
Economics	Social Sciences
Political Science	Social Sciences
Psychology	Social Sciences
Psychology, Cnslng, and Ldrshp	Social Sciences
Puerto Rican & Latino Studies	Social Sciences
Sociology	Social Sciences
Art	Visual & Performing Arts
Conservatory of Music	Visual & Performing Arts
Feirstein Grad School/Cinema	Visual & Performing Arts
Film	Visual & Performing Arts
Theater	Visual & Performing Arts

				ompared ompared	Areas of strength in GREEN Areas of concern in RED								
	mean	overall	tenured	pre-ten	ntt	women	white	foc	asian	urm			
Departmental Engagement	3.46	•			N<5	•		•		•	<b>▲</b> ►	<b></b>	
Discussions of undergrad student learning	3.85				N<5	<b>.</b>		<►					
Discussions of grad student learning	3.28				N<5				<►			•	<►
Discussions of effective teaching practices	3.52				N<5		•	.∢►					
Discussions of effective use of technology	3.14				N<5	•	•			•			•
Discussions of current research methods	3.05				N<5								
Amount of professional interaction w/Pre-tenure	3.91	<►			N<5					<►			
Amount of professional interaction w/Tenured	3.59				N<5								

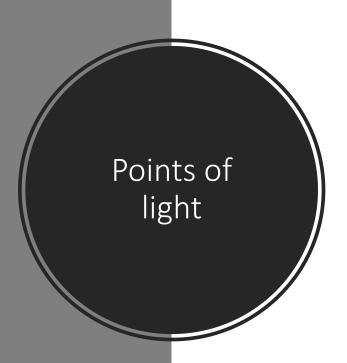
#### How to read sub-group differences

				ompared t ompared t			Areas of strength in GREEN Areas of concern in RED						
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm
Departmental Engagement	3.46		•		N<5		•	•		•		<b>▲</b> ►	
Discussions of undergrad student learning	3.85				N<5				<►				
Discussions of grad student learning	3.28				N<5			$\checkmark \blacktriangleright$					
Discussions of effective teaching practices	3.52				N<5			<b>◄</b> ►					
Discussions of effective use of technology	3.14				N<5								
Discussions of current research methods	3.05				N<5								
Amount of professional interaction w/Pre-tenure	3.91				N<5			$\blacktriangleleft \blacktriangleright$	<b>&lt;</b>				
Amount of professional interaction w/Tenured	3.59				N<5								

#### Points of light

				ompared f			Areas of strength in <b>GREEN</b> Areas of concern in <b>RED</b>						
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm
Departmental Collegiality	3.73				N<5			•					<b>∢</b> ►
Colleagues support work/life balance	3.67	•			N<5	•	•	<b>▲</b> ►				•	
Meeting times compatible with personal needs	4.21				N<5		•	$\blacktriangleleft \blacktriangleright$					
Amount of personal interaction w/Pre-tenure	3.72				N<5	•	<b>•</b>		<b>&lt;</b>				
How well you fit	3.72				N<5								
Amount of personal interaction w/Tenured	3.55			•	N<5	•	•						
Colleagues pitch in when needed	3.38				N<5		•						
Department is collegial	3.78				N<5		•						
Colleagues committed to diversity/inclusion	3.89				N<5			$\blacklozenge \blacktriangleright$	•				

#### Points of light



Faculty were asked if, in the past five years, changes in institutional priorities had a negative impact on their work.

0.0% of faculty at your institution agreed with this statement.

In comparison, **46.3% of faculty at your selected comparison institutions** and **39.9% of faculty in the cohort** agreed with that statement.

			r results cor results cor							Areas of strength in <b>GREEN</b> Areas of concern in <b>RED</b>			
	mean	overall	tenured p	ore-ten	ntt	full	assoc	men	women	white	foc	asian	urm
4	_												
Pres/Chancellor: Pace of decision making	3.15		<►	◀▶	N<5							•	
Pres/Chancellor: Stated priorities	3.22		<►		N<5			.∢►					
Pres/Chancellor: Communication of priorities	3.27		<►		N<5			<b>▲</b> ►	<b>▲</b> ►				
CAO: Pace of decision making	3.03				N<5			. ◄►					•
CAO: Stated priorities	3.06		<►		N<5			<►					
CAO: Communication of priorities	3.13		<►		N<5			. ◄►	<►			•	
CAO: Ensuring faculty input	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Leadership: Divisional	2.97				N<5			•	<►				
Dean: Pace of decision making	3.03		<►		N<5			•	<►				•
Dean: Stated priorities	3.04		<b>∢</b> ►		N<5								
Dean: Communication of priorities	2.92		<►		N<5			•	<►				
Dean: Ensuring faculty input	2.89		<►		N<5			•	<►				
Leadership: Departmental	3.60				N<5				•		<b>∢</b> ►		
Head/Chair: Pace of decision making	3.48				N<5								
Head/Chair: Stated priorities	3.50		<►	<►	N<5	<►			•	•		•	
Head/Chair: Communication of priorities	3.58		<►		N<5				•				
Head/Chair: Ensuring faculty input	3.62		<b>.</b>		N<5		•			•			
Head/Chair: Fairness in evaluating work	3.91				N<5								
Leadership: Faculty	3.36			<b>~</b>	N<5								
Faculty leaders: Pace of decision making	3.21				N<5								
Faculty leaders: Stated priorities	3.45				N<5				•			•	
Faculty leaders: Communication of priorities	3.30				N<5								
Faculty leaders: Ensuring faculty input	3.50				N<5				•				

#### Leadership Details by Demographics

	Your results compared to PEERS ◀ Your results compared to COHORT ►										as of strength in GREEN eas of concern in RED				
	mean	overall	tenured p	ore-ten	ntt	full	assoc	men	women	white	foc	asian	urm		
Tenure Policies	3.56	<b>~</b>	N/A	<b>&lt;</b>	N/A	N/A	N/A		•			N<5			
Clarity of tenure process	3.71		N/A		N/A	N/A	N/A					N<5			
Clarity of tenure criteria	3.61		N/A		N/A	N/A	N/A		<►			N<5			
Clarity of tenure standards	3.50		N/A		N/A	N/A	N/A		<►			N<5			
Clarity of body of evidence for deciding tenure	3.89		N/A		N/A	N/A	N/A					N<5			
Clarity of whether I will achieve tenure	3.54		N/A		N/A	N/A	N/A					N<5			
Clarity of tenure process in department	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
Consistency of messages about tenure	3.14		N/A		N/A	N/A	N/A					N<5	<►		
Tenure decisions are performance-based	3.63		N/A		N/A	N/A	N/A					N<5	N<5		
Tenure Expectations: Clarity	3.21		N/A		N/A	N/A	N/A					N<5			
Clarity of expectations: Scholar	3.50		N/A	<►	N/A	N/A	N/A					N<5			
Clarity of expectations: Teacher	3.58		N/A	<►	N/A	N/A	N/A					N<5			
Clarity of expectations: Advisor	3.16		N/A	<►	N/A	N/A	N/A					N<5	N<5		
Clarity of expectations: Colleague	3.18		N/A	◀▶	N/A	N/A	N/A					N<5			
Clarity of expectations: Campus citizen	3.11		N/A		N/A	N/A	N/A		<►			N<5			
Clarity of expectations: Broader community	2.85	<b>▲</b> ►	N/A		N/A	N/A	N/A					N<5	N<5		
Promotion to Full	3.54		<►	N/A	N/A	<►	<►	<b>∢</b> ►	<►			$\triangleleft$	$\triangleleft \blacktriangleright$		
Dept. culture encourages promotion	3.64	<►	<►	N/A	N/A						<►	$\triangleleft$	$\triangleleft$		
Reasonable expectations: Promotion	3.64			N/A	N/A			$\blacklozenge \blacktriangleright$				$\triangleleft$	$\triangleleft \blacktriangleright$		
Clarity of promotion process	3.73			N/A	N/A			<b>▲</b> ►	<b>~</b>			$\triangleleft$	$\triangleleft \blacktriangleright$		
Clarity of promotion criteria	3.63			N/A	N/A							$\triangleleft \blacktriangleright$	$\triangleleft \blacktriangleright$		
Clarity of promotion standards	3.43			N/A	N/A			.∢►	<►			$\triangleleft$	$\triangleleft \blacktriangleright$		
Clarity of body of evidence for promotion	3.62			N/A	N/A			$\blacklozenge \blacktriangleright$				$\triangleleft \blacktriangleright$	$\triangleleft \blacktriangleright$		
Clarity of time frame for promotion	3.23	<b>&lt;</b>	<►	N/A	N/A	<►		<b>▲</b> ►	<b>~</b>		<►	$\triangleleft$	$\triangleleft \blacktriangleright$		
Clarity of whether I will be promoted	3.03		<►	N/A	N/A	N<5	<►	•			$\triangleleft \blacktriangleright$	$\triangleleft$	$\triangleleft \blacktriangleright$		

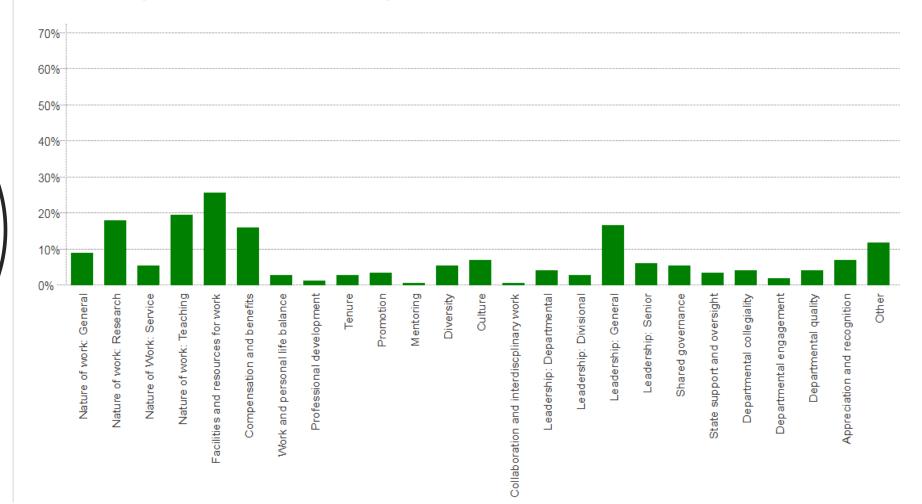
#### Tenure and Promotion by Demographic

				ompared ompared		reas of strength in <b>GREEN</b> Areas of concern in <b>RED</b>							
	mean	overall	Hum	Soc	Phy	Bio	VPA	ECM	HHE	Agr	Bus	Edu	Med
Nature of Work: Research	2.68						$\triangleleft$		$\mathbb{A} = \mathbb{A}$	N<5			
Nature of Work: Service	2.93	•				•	$\triangleleft$		$\triangleleft$	N<5		•	$\triangleleft$
Nature of Work: Teaching	3.54						$\triangleleft$		$\triangleleft$	N<5			$\triangleleft$
Facilities and Work Resources	2.90	•					$\triangleleft$		$\triangleleft$	N<5			$\triangleleft$
Personal and Family Policies	2.55	•					$\triangleleft$		N<5	N<5			$\triangleleft$
Health and Retirement Benefits	3.48	•		<b>~</b>	<b>~</b>		$\triangleleft$		$\triangleleft \blacktriangleright$	N<5			$\triangleleft$
Interdisciplinary Work	2.36						$\triangleleft$		$\triangleleft$	N<5			$\triangleleft$
Collaboration	3.33	•					$\triangleleft$		$\triangleleft$	N<5	•	•	$\triangleleft$
Mentoring	3.03						$\triangleleft$		$\triangleleft$	N<5			$\triangleleft$
Tenure Policies	3.56		$\triangleleft \blacktriangleright$	$\triangleleft \blacktriangleright$	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5
Tenure Expectations: Clarity	3.21	•	$\triangleleft \blacktriangleright$	$\triangleleft$	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5
Promotion to Full	3.54				$\triangleleft \blacktriangleright$	$\triangleleft$	$\triangleleft$		N<5	N<5			$\triangleleft$
Leadership: Senior	3.15						$\triangleleft$		$\triangleleft$	N<5			$\triangleleft \blacktriangleright$
Leadership: Divisional	2.97	•					$\triangleleft$		$\triangleleft$	N<5			$\triangleleft$
Leadership: Departmental	3.60						$\triangleleft \blacktriangleright$		$\triangleleft$	N<5	$\triangleleft$		N<5
Leadership: Faculty	3.36						$\triangleleft$		$\triangleleft$	N<5			$\triangleleft$
Governance: Trust	3.08						$\triangleleft \blacktriangleright$		$\triangleleft$	N<5			$\triangleleft$
Governance: Shared Sense of Purpose	3.01					$\triangleleft$	$\triangleleft$		$\triangleleft$	N<5	•		$\triangleleft$
Governance: Understanding the Issue at Hand	2.93						$\triangleleft \blacktriangleright$		$\triangleleft$	N<5			$\triangleleft$
Governance: Adaptability	2.74	•		<b>~</b>			$\triangleleft$		$\triangleleft$	N<5			$\triangleleft$
Governance: Productivity	3.11						$\triangleleft \blacktriangleright$		$\triangleleft$	N<5			$\triangleleft$
Departmental Collegiality	3.73	•					$\triangleleft$		$\triangleleft$	N<5			$\triangleleft$
Departmental Engagement	3.46						$\triangleleft$		$\triangleleft$	N<5			$\triangleleft$
Departmental Quality	3.49						$\triangleleft$		$\triangleleft$	N<5			$\triangleleft \blacktriangleright$
Appreciation and Recognition	3.04						$\triangleleft$		$\triangleleft$	N<5			$\triangleleft$

#### Differences by Discipline

The final question in the COACHE survey asks faculty to describe the one thing your institution can do to improve the workplace for faculty. COACHE analysts assigned all responses to one or more common themes. Click on the "Comments" tab for the (redacted) responses and more detailed coding.

\* For help understanding this visualization, see video tutorial on "Improving Workplace".



How to Improve the Workplace





#### We want to hear from more voices





We need many hands to make the changes we want to see to improve faculty life – please participate in follow up focus groups...



We are in a period of significant change at this institution. Help steer us in the right direction...

- Review the survey results
- Review ideas from COACHE Best Practices
- Submit suggestions to the COACHE Suggestion Box
- Volunteer to serve on a Working Group to create the COACHE Task Force Action Plan
- Participate in Focus Groups
- Come to the next Town Hall on April 30 when we will report on the work of the working groups and focus groups in creating the COACHE Task Force Action Plan



## Right now... On the notecards that are being passed around, let us know:

1. Which of the following areas you would like to work on?

Nature of Work: Research Nature of Work: Teaching Nature of Work: Service Resources & Support Interdisciplinary Work **Collaboration & Mentoring Tenure & Promotion** Institutional Leadership Shared Governance Department Engagement, Quality & Collegiality **Appreciation & Recognition Recruitment and Retention** Other?

2. A specific issue you'd like to address

3. Your name and department

#### The COACHE Task Force

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