2023 COACHE Survey Results

Missouri S&T Town Hall

November 1, 2023

Agenda

▶ Chancellor's Welcome

▶ Provost's Welcome

▶ Introduction of COACHE committee members and presentation of survey results

▶ Questions, comments, suggestions from the audience

▶ Please send feedback and ideas to coache@mst.edu

2023 COACHE Committee Members

- **Kate Drowne, co-chair,** Special Assistant to the Provost for Faculty Development

- **Wayne Jones, co-chair,** Associate Vice Chancellor of Institutional Effectiveness

- **Bih-Ru Lea,** Board of Trustees' IDEA sub-committee

- **Jessica Cundiff,** ADVANCE Program

- **Kate Sheppard,** Faculty Senate

- **Sahra Sedigh Sarvestani,** Faculty Ombuds

- **Bill Gillis,** Non-tenure track faculty

- **Clair Kueny,** Campus Climate Survey, I/O specialist

What is the COACHE survey?

▶ Collaborative on Academic Careers in Higher Education (Harvard U)

▶ Survey is part of COACHE's Faculty Job Satisfaction Project

▶ S&T participated in 2008 (just pre-tenured faculty), 2016, 2020, and 2023

▶ Survey was issued to all full-time faculty in spring 2023

▶ Results sent to S&T in August 2023

▶ Today's Town Hall was scheduled to align with the roll-out of the Campus Climate Survey results on October 19 and to avoid the intensity of Advising Week (October 23-27)

▶ This presentation and the COACHE summary report will be posted on the Provost's website
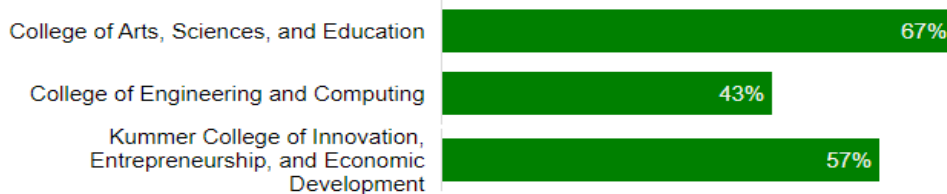
Who are we comparing ourselves with?

▶ The national cohort of 86 universities that are generally similar to us (four-year, doctoral granting) and that took the COACHE survey in the last three years.

▶ Five comparator, or "peer," institutions from among those 86 who are considered most similar to S&T:

- Clemson University

- Iowa State University

- North Carolina State University

- Purdue University

- Virginia Tech

Who participated in the COACHE survey?

General Response Rates

		overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm
Your Institution	population	293	186	48	59	113	113	209	82	177	110	88	22
	responders	157	97	20	40	68	58	100	55	112	44	31	13
	response rate	54%	52%	42%	68%	60%	51%	48%	67%	63%	40%	35%	59%
Selected Comparison Institutions	population	9250	5203	1728	2319	3330	2537	5702	3450	6515	2707	1624	1083
	responders	4280	2489	803	988	1595	1216	2398	1792	3205	1068	604	464
	response rate	46%	48%	46%	43%	48%	48%	42%	52%	49%	39%	37%	43%
Cohort Comparison Institutions	population	98931	48412	14727	35792	29134	26514	52272	41893	64470	29221	14574	14647
	responders	41988	21738	6609	13641	13493	11474	20397	20519	30191	11393	5161	6232
	response rate	42%	45%	45%	38%	46%	43%	39%	49%	47%	39%	35%	43%

Divisional Response Rates

- College of Arts, Sciences, and Education — 67%
- College of Engineering and Computing — 43%
- Kummer College of Innovation, Entrepreneurship, and Economic Development — 57%

Selected Institutions

You selected *5 institutions* as peers against whom to assess your COACHE Survey results. The results at these institutions are included throughout this report in the aggregate or, when cited individually, in random order.

- Clemson University (2022)
- Iowa State University (2021)
- North Carolina State University (2021)
- Purdue University (2022)
- Virginia Polytechnic Institute and State University (2023)
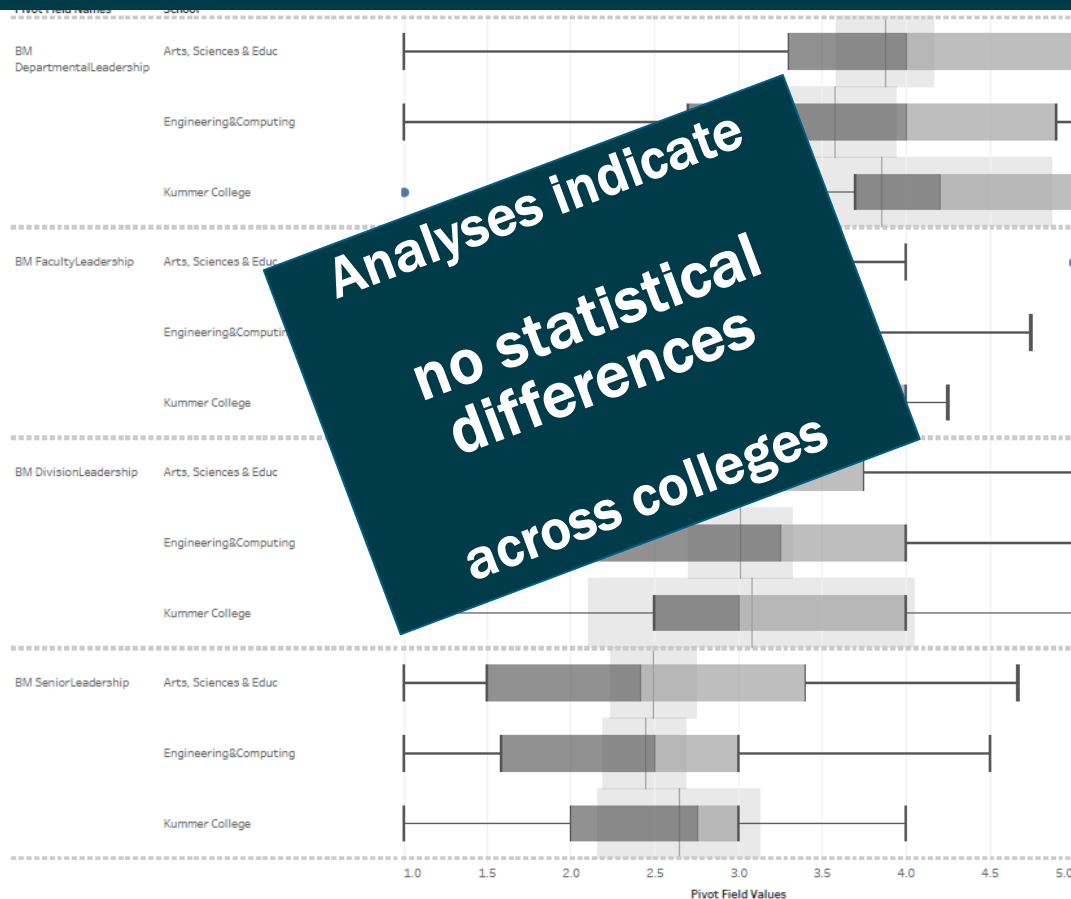
What did the COACHE survey ask about?

▶ Questions across 25 themes related to workplace satisfaction, grouped into 8 larger categories.

▶ What are the two best things about working at S&T?

▶ What are the two worst things about working at S&T?

▶ What is one thing the university could do to improve the workplace for faculty?

▶ Would you choose to work at S&T if you could do it all over again?

▶ Would you recommend your department to a potential colleague?

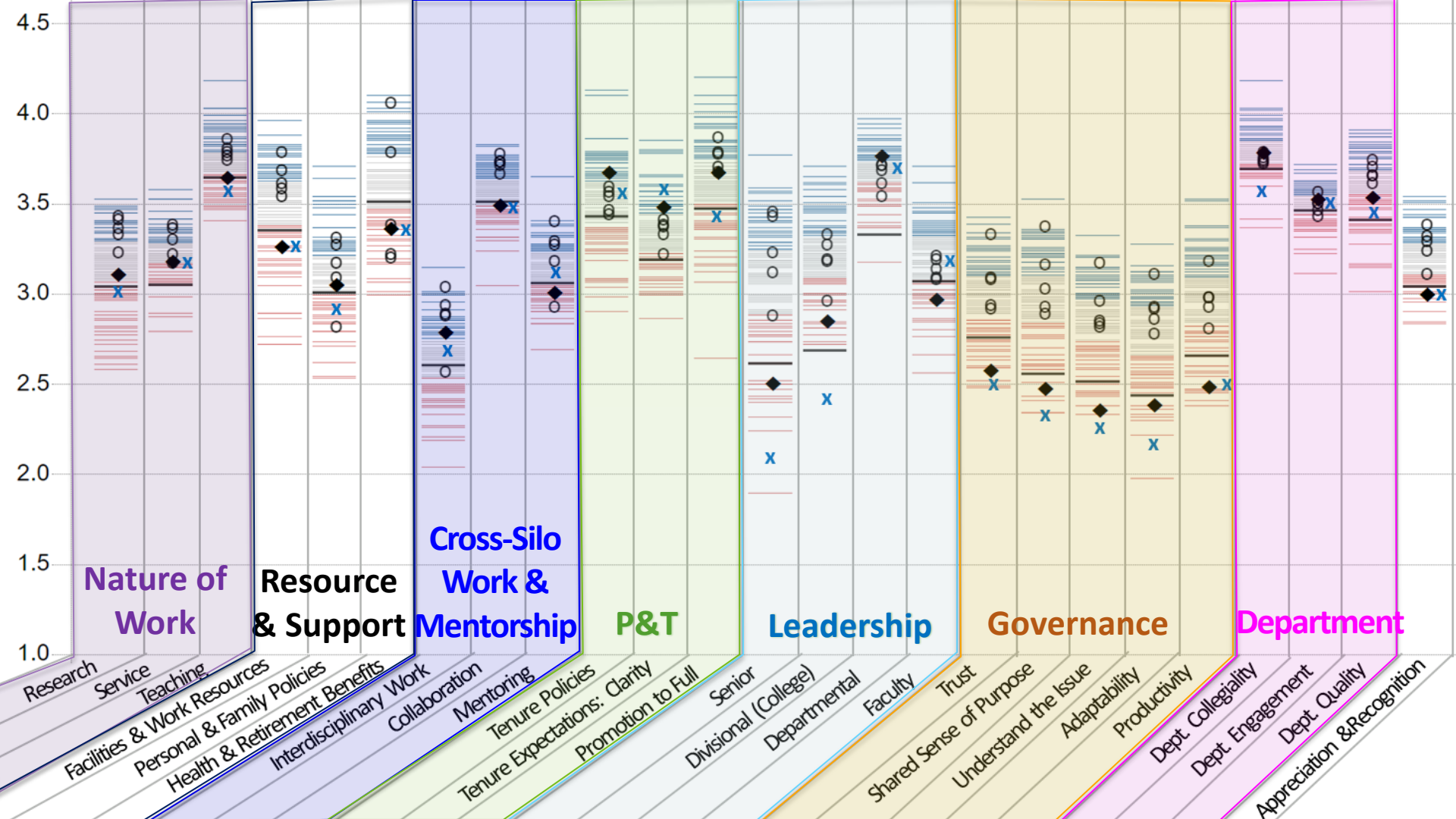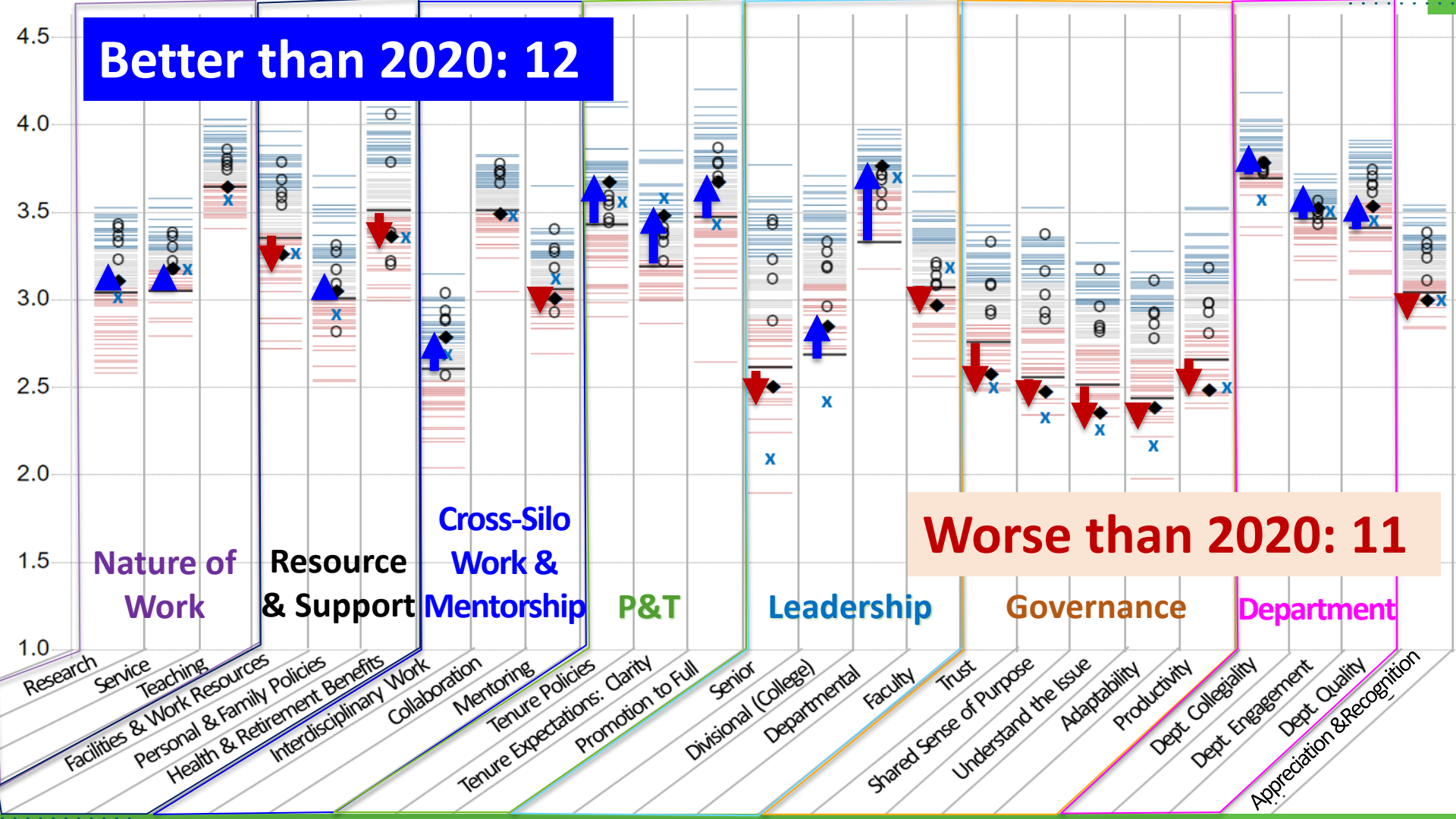# How does COACHE present the survey results?

X = score from 2016
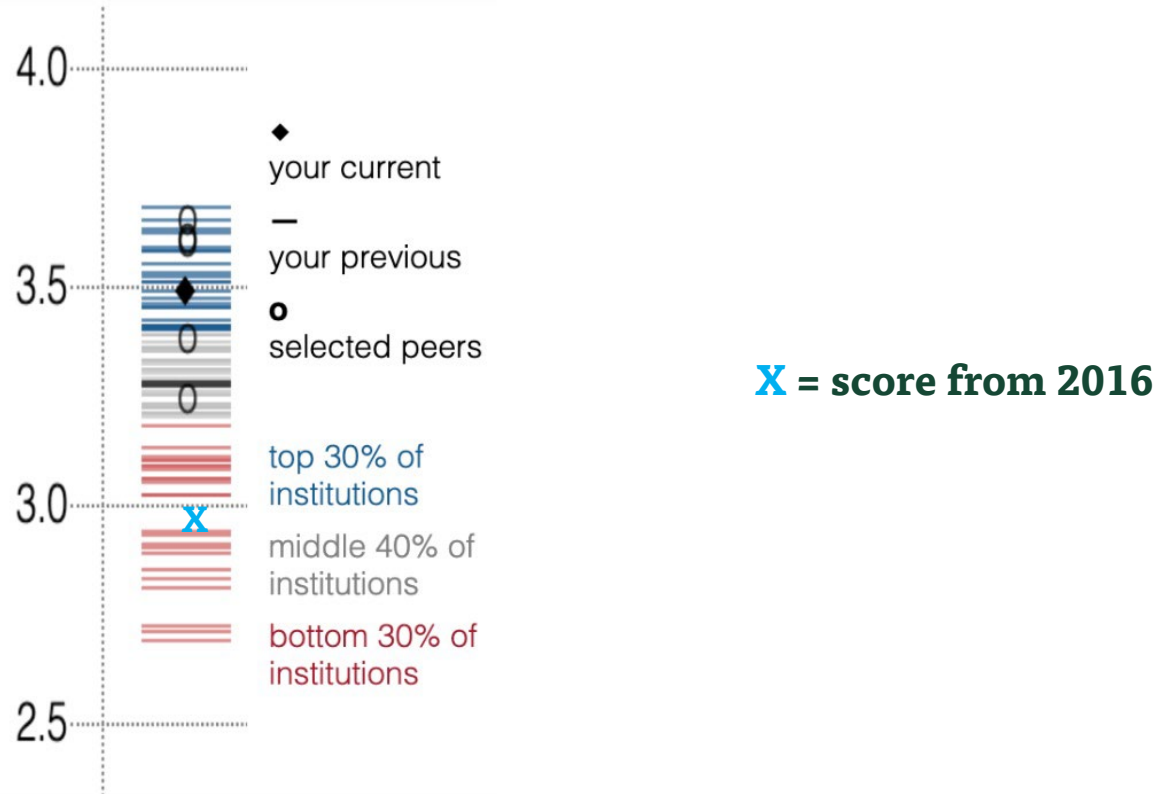
College Participation

- **Arts, Sciences, & Education**

- **Engineering & Computing**

- **Kummer College**

Chart showing distribution of survey responses across categories: Nature of Work (Research, Service, Teaching), Resource & Support (Facilities & Work Resources, Personal & Family Policies, Health & Retirement Benefits), Cross-Silo Work & Mentorship (Interdisciplinary Work, Collaboration, Mentoring), P&T (Tenure Policies, Tenure Expectations: Clarity, Promotion to Full), Leadership (Senior, Divisional (College), Departmental, Faculty), Governance (Trust, Shared Sense of Purpose, Understand the Issue, Adaptability, Productivity), Department (Dept Collegiality, Dept Engagement, Dept Quality, Appreciation & Recognition). Vertical scale ranges from 1.0 to 4.5.

S&T **outperformed** our peers and **improved** from 2020 in four categories:
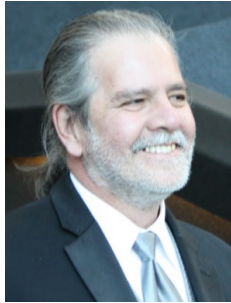
- Tenure Policies
- Tenure Expectations: Clarity
- Leadership: Departmental
- Department: Collegiality
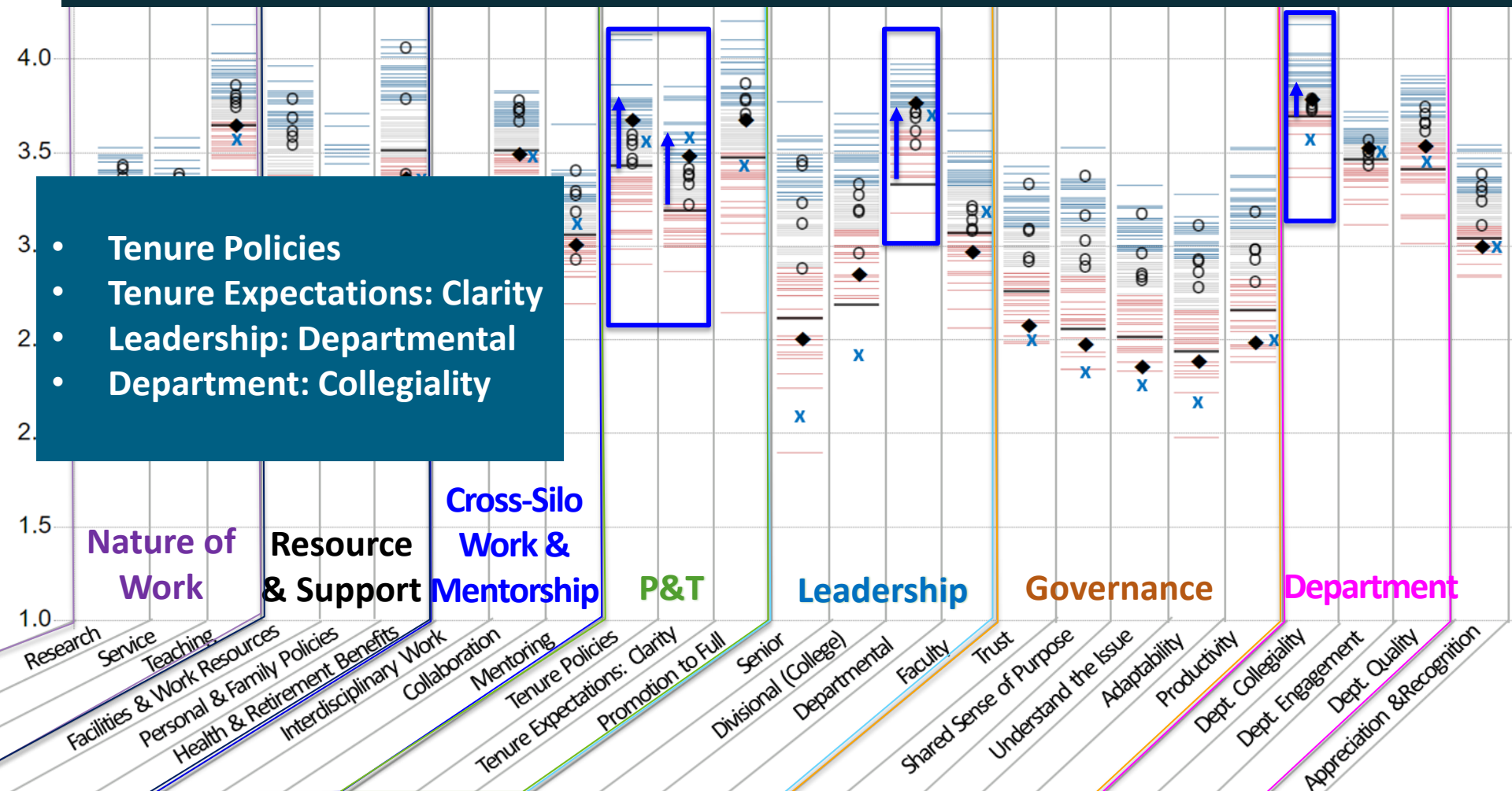
Most Improved Benchmarks

MOST IMPROVED BENCHMARKS	2020	2023	% Change
Leadership: Departmental	3.36	3.76	11.90%
Tenure Expectations: Clarity	3.22	3.48	8.07%
Tenure Policies	3.46	3.67	6.07%
Interdisciplinary Work	2.64	2.79	5.30%
Promotion to Full	3.50	3.67	4.86%

COACHE Team in 2020

Dr. Daniel Forciniti (Provost Office)

Dr. Wayne Jones (Provost Office)

Dr. Stephen Raper (Faculty Senate)

Dr. Shannon Fogg (CASB)

Ms. Kelly Tate (NTT)

Dr. Joel Burken (Chair, FRRC)

Dr. Bih-Ru Lea (FRRC)

Dr. Francisca Oboh-Ikuenobe (CEC, FRRC)

Dr. Sahra Sedigh Sarvestani (FRRC)

Dr. V.A. Samaranayake (Chair, FRRC)

The 2020 COACHE Team:

> Conducted an internal survey on clarity of P&T expectations;

> Interviewed 105 assistant professors (TT & NTT);

> Started an Action Suggestion Box to collect feedback/ideas;

> Posted an extensive report in 2022 with recommendations, including publishing P&T expectations at the department and college level.
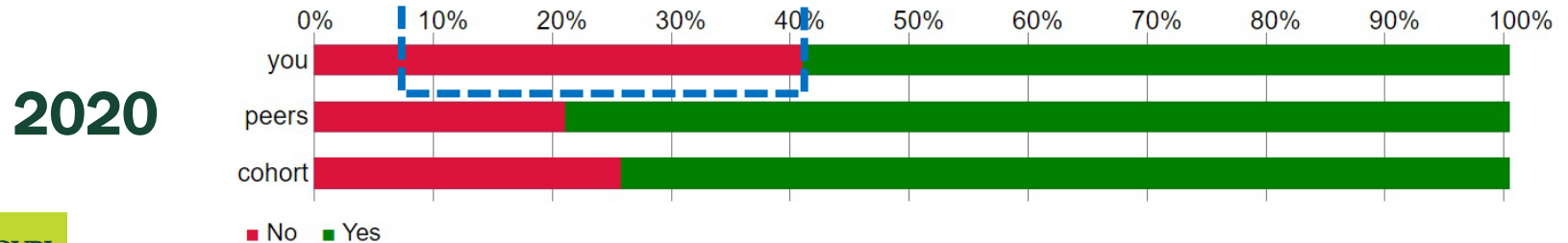
This report is available at: https://provost.mst.edu/faculty/coachesurvey/

Significant changes from 2020 to 2023
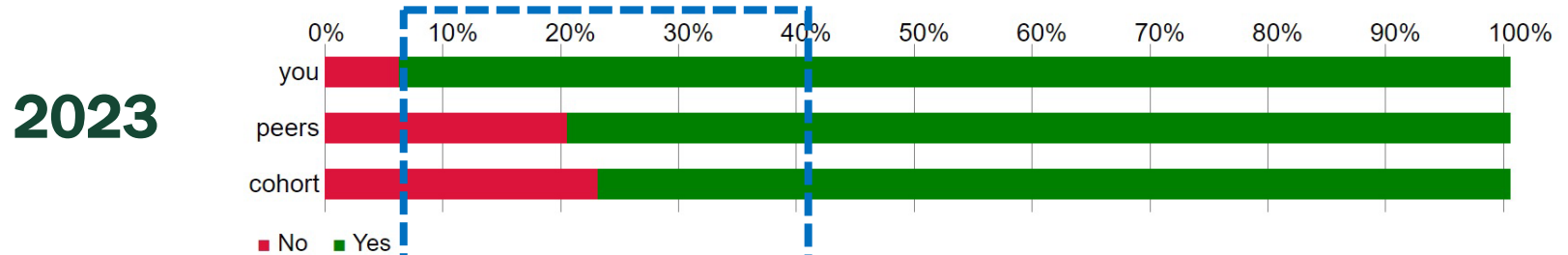
2023 Benchmarks on P&T
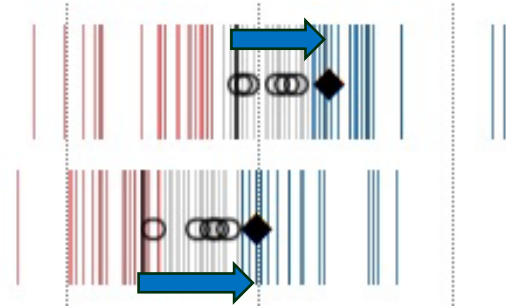
- Pre-tenure faculty offered significantly higher scores on these questions in 2023.
- S&T outscored all five of our peer institutions and is solidly in the top 30% of the national cohort in these categories.

Departmental Leadership Improvement

Initiatives taken to address department leadership issues:

- **Department chair terms and succession plans**

- **College-led annual dept. chair evaluations by faculty**

All faculty

Pre-tenure faculty

NTT faculty

Associate professors

Full professors

Men

Women

Faculty of Color

Asian or Asian-American faculty
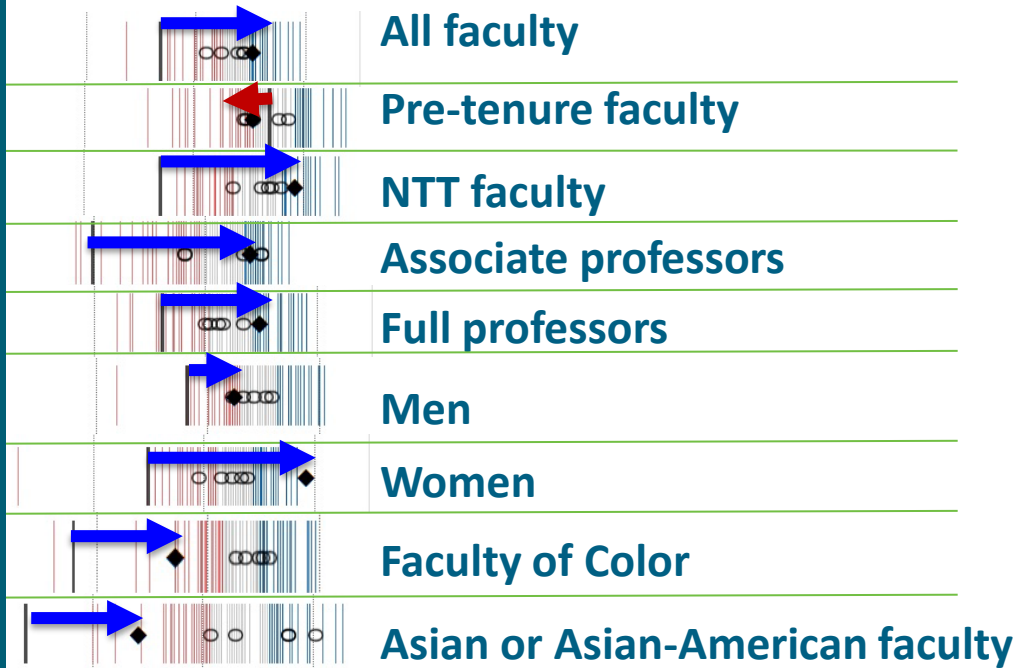
S&T **underperformed** compared to our peer group in 16 categories

better than in 2020
worse than in 2020

Nature of Work

Resource & Support

Cross-Silo Work & Mentorship
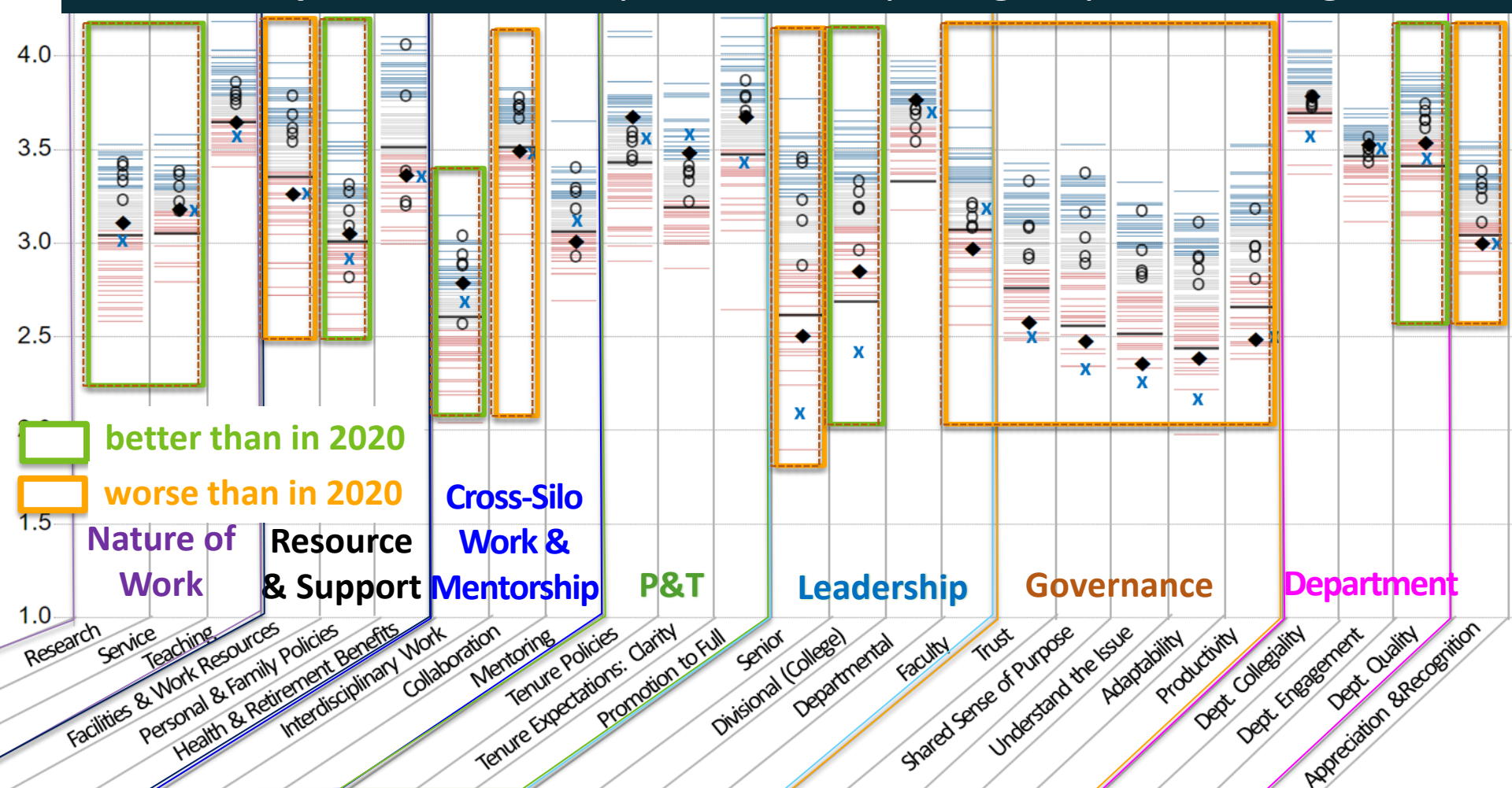
P&T

Leadership

Governance

Department

Research, Service, Teaching, Facilities & Work Resources, Personal & Family Policies, Health & Retirement Benefits, Interdisciplinary Work, Collaboration, Mentoring, Tenure Policies, Tenure Expectations: Clarity, Promotion to Full, Senior, Divisional (College), Departmental, Faculty, Trust, Shared Sense of Purpose, Understand the Issue, Adaptability, Productivity, Dept. Collegiality, Dept. Engagement, Dept. Quality, Appreciation & Recognition

Least Improved Benchmarks

LEAST IMPROVED BENCHMARKS	2020	2023	% Change
Governance: Trust	**2.79**	**2.58**	**-7.52%**
Governance: Understanding the Issue at Hand	**2.55**	**2.36**	**-7.45%**
Governance: Productivity	**2.69**	**2.49**	**-7.43%**
Senior Leadership	**2.65**	**2.50**	**-5.66%**

Best Aspects of the S&T Experience

Quality of undergraduate students
Cost of living
Support of colleagues
Quality of colleagues
Academic freedom
Opportunities to collaborate with colleagues
Geographic location
Commute
My sense of "fit" here
There are no positive aspects
Teaching load
Support for research/creative work
Support for teaching
Spousal/partner hiring program
Quality of graduate students
Quality of facilities
Decline to answer
Compensation
Childcare policies
Tenure/promotion clarity or requirements
Support for professional development
Quality of leadership
Assistance for grant proposals

Best Aspects of the S&T Experience

Out of a list of 26 aspects provided by COACHE, faculty were asked to choose two. The following four were identified as the overall best aspects of the S&T experience:

Best Aspect	Overall	Pre-tenure	NTT	Assoc	Full	Women	Men	FOC	Asian/ Asian Am	White
Quality of Undergrad Students	28%	18%	42%	25%	30%	29%	27%	18%	22%	31%
Cost of Living	26%	24%	24%	34%	21%	37%	20%	39%	34%	20%
Support of Colleagues	22%	12%	33%	27%	20%	33%	17%	13%	14%	26%
Quality of Colleagues	20%	24%	19%	21%	18%	17%	23%	11%	10%	24%

Worst Aspects of the **S&T** Experience

Aspect	Percentage
Quality of leadership	32%
Compensation	26%
Geographic location	21%
Quality of graduate students	14%
Too much service/too many assignments	12%
Quality of facilities	10%
Support for research/creative work	10%
Unrelenting pressure to perform	10%
Lack of diversity	7%
Teaching load	7%
Quality of colleagues	6%
Support for teaching	5%
My sense of "fit" here	4%
Assistance for grant proposals	3%
Commute	3%
Opportunities to collaborate with colleagues	2%
Quality of undergraduate students	2%
Support of colleagues	2%
There are no positive aspects	2%
Academic freedom	1%
Childcare policies	1%
Cost of living	1%
Spousal/partner hiring program	1%
Support for professional development	1%

MISSOURI S&T

Worst Aspects of the S&T Experience

Out of a list of 26 aspects provided by COACHE, faculty were asked to choose two.
The following four were identified as the worst aspects of the S&T experience:

Worst Aspect	Overall	Pre-tenure	NTT	Assoc	Full	Women	Men	FOC	Asian/ Asian Am	White
Quality of Leadership	32%	6%	28%	27%	47%	31%	33%	29%	34%	33%
Compensation	26%	35%	31%	36%	11%	31%	24%	13%	17%	31%
Geographic Location	21%	41%	17%	21%	15%	23%	19%	29%	28%	19%
Quality of Grad. Students	14%	24%	0%	11%	15%	10%	16%	26%	24%	9%

What is the one thing that S&T could do to improve the workplace for faculty?

➢ Faculty were asked this open-ended question, and responses were coded across 25 themes and plotted by frequency of those themes.

One Improvement Area – 2023
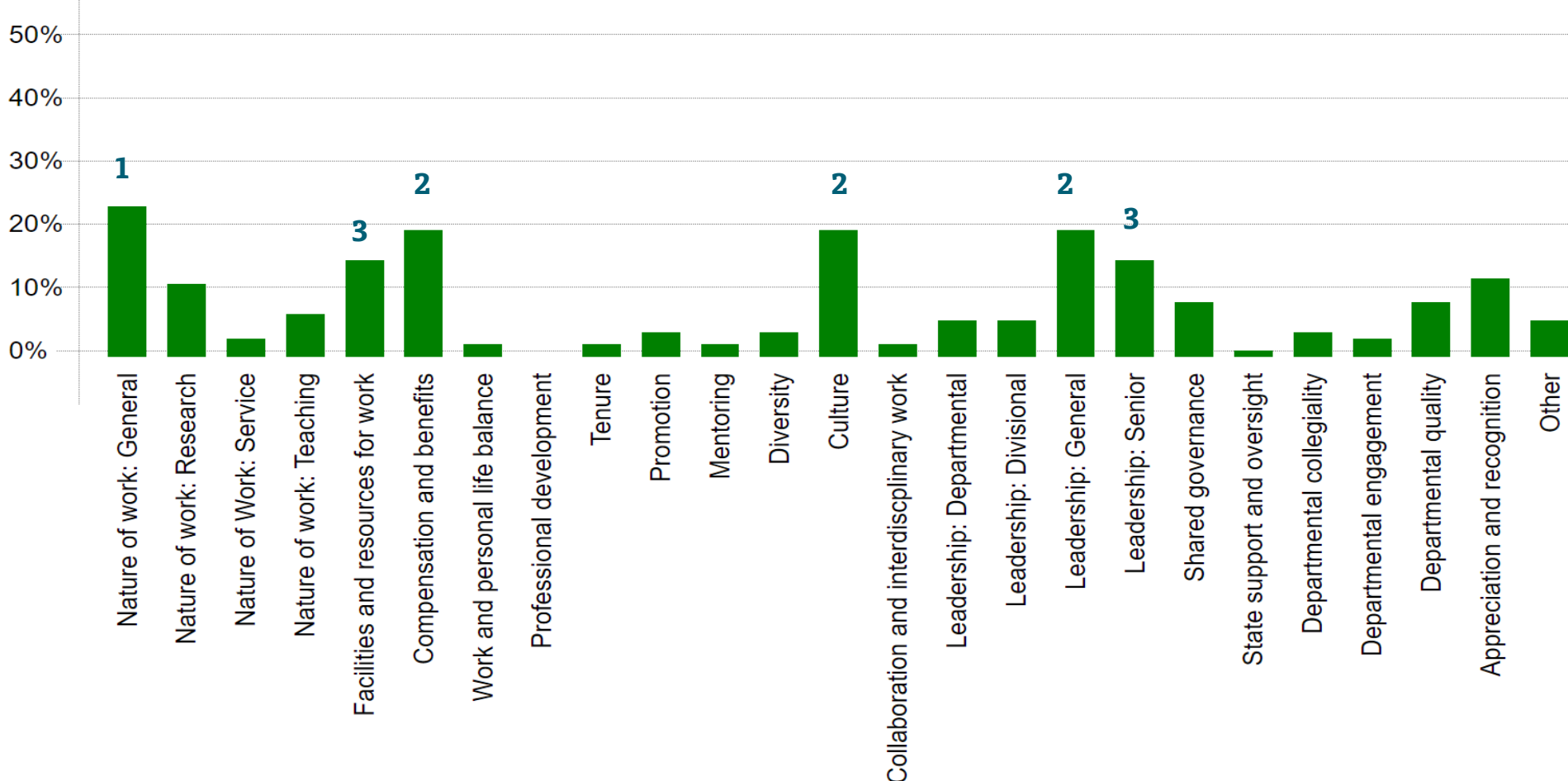
COACHE: What is the one thing that S&T could do to improve the workplace for faculty?

Most Common Themes:

1. Nature of Work: General	24%
2a. Culture	20%
2b. Leadership: General	20%
2c. Compensation	20%
3a. Leadership: Senior	15%
3b. Facilities and resources for work	15%

2023 Faculty/Staff Climate Survey Concerns

Broad Category Frequencies
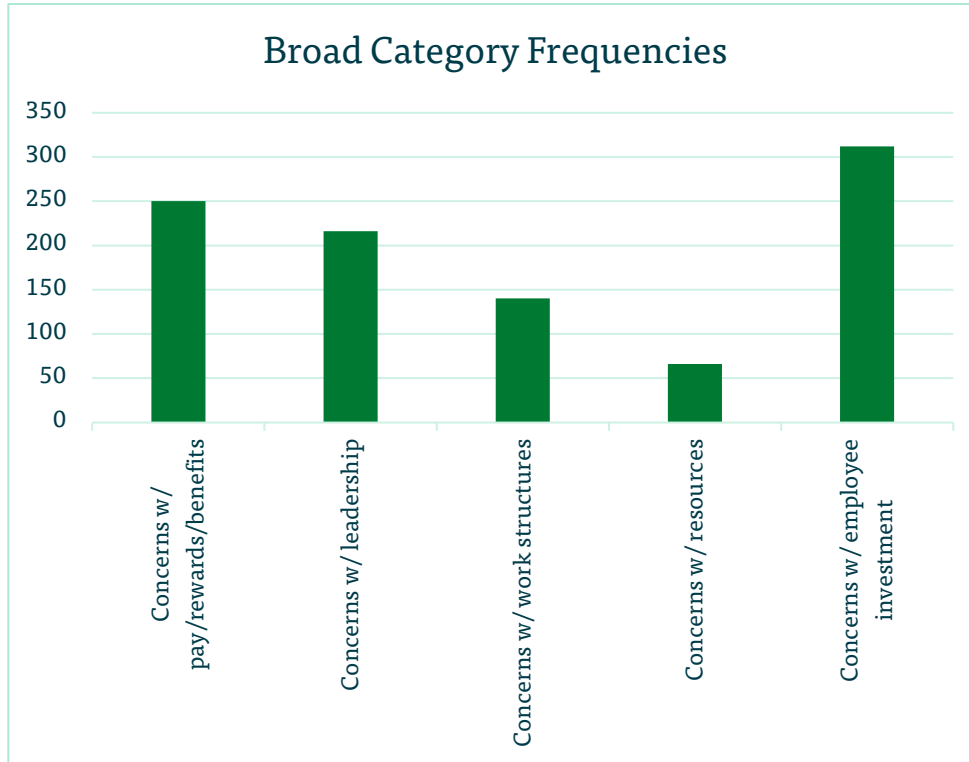
Concerns	%
Employee Investment	32%
Pay/rewards/ benefits	25%
Leadership	22%
Work Structures	14%
Resources	7%

2023 Faculty/Staff Climate Survey Wish Actions

Wish Action Frequencies
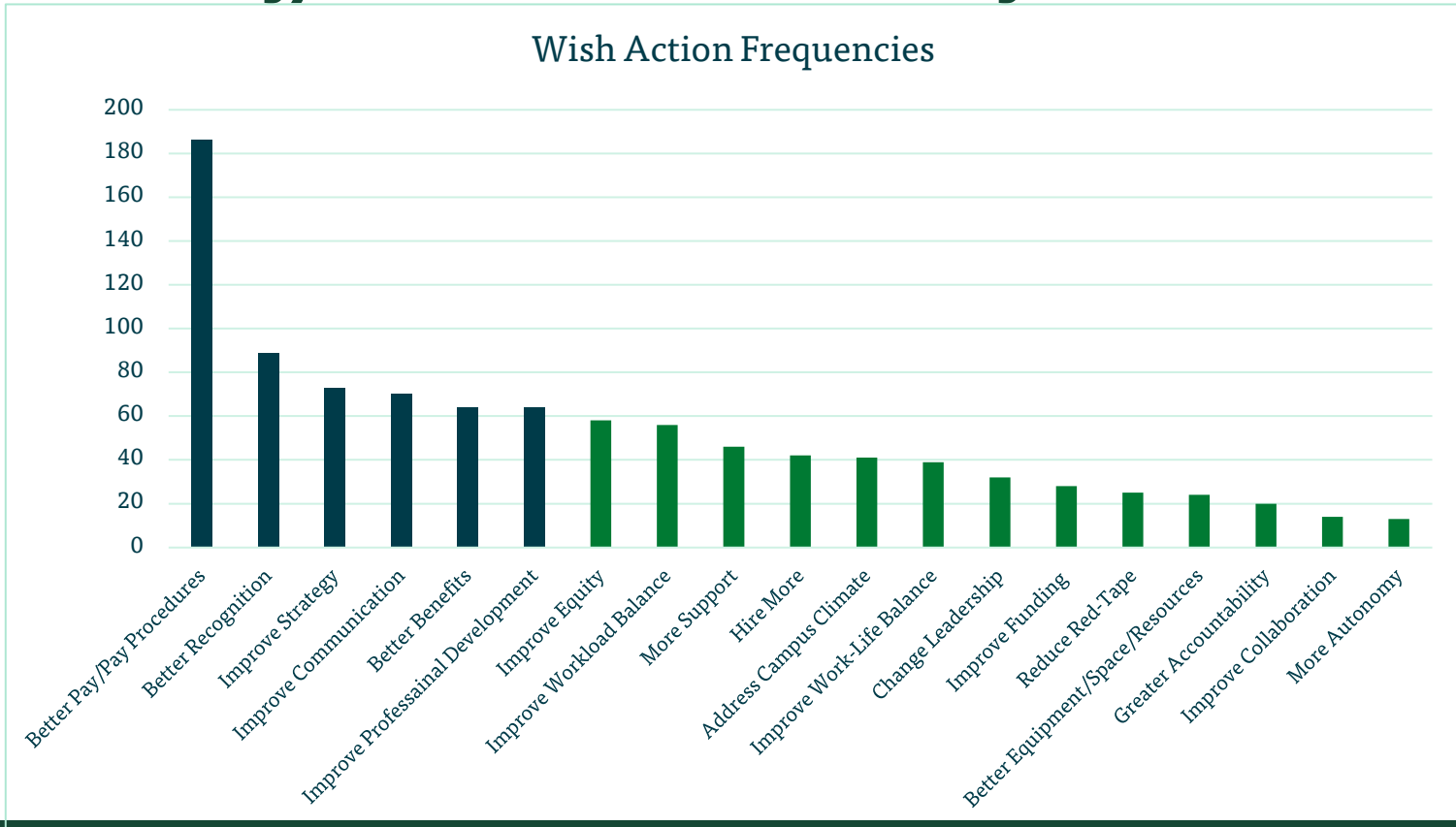
Top 5 Wish Actions: Faculty/Staff Climate Survey

2022 Top 5	2023 Top 5
Better Pay/Pay Procedures	Better Pay/Pay Procedures
Improve Communication	Better Recognition
Better Recognition	Improve Strategy
Improve Professional Development	Improve Communication
Hire More	Improve Professional Development
Better Equipment/Space/Resources	Better Benefits

COACHE: How do I feel about my department?

Department as a place to work

2023

Legend: Very dissatisfied · Dissatisfied · Neither satisfied nor dissatisfied · Satisfied · Very satisfied

Department as a place to work

2020

Legend: Very dissatisfied · Dissatisfied · Neither satisfied nor dissatisfied · Satisfied · Very satisfied
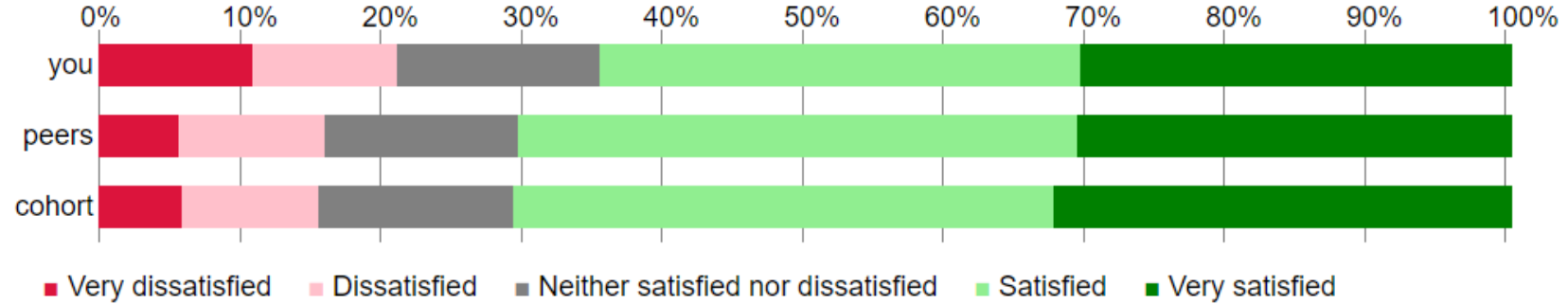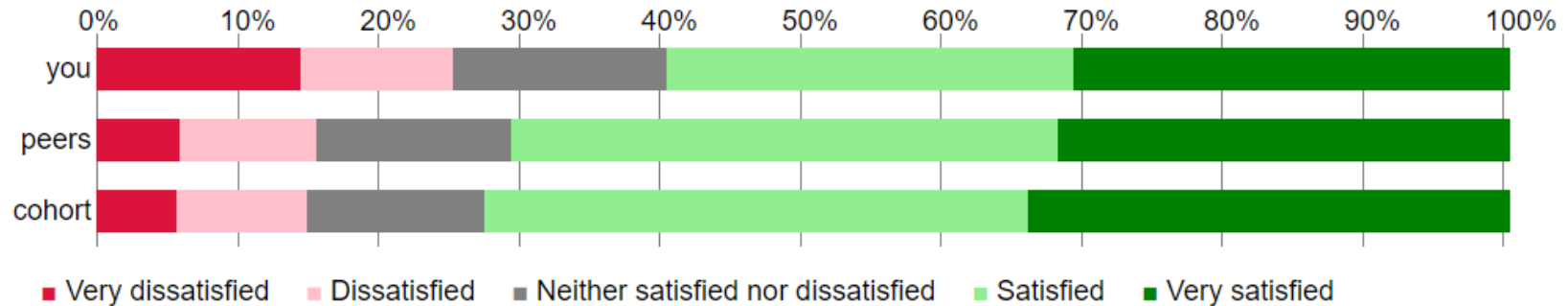
Would I recommend my department to a colleague?

If a candidate for a faculty position asked you about your department as a place to work, would you...

2023

- ■ Not recommend your department as a place to work
- ■ Recommend your department with reservations
- ■ Strongly recommend your department as a place to work

2020

- ■ Not recommend your department as a place to work
- ■ Recommend your department with reservations
- ■ Strongly recommend your department as a place to work

How do I feel about S&T?

Institution as a place to work

2023

you / peers / cohort

- Very dissatisfied
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied
- Very satisfied

Institution as a place to work

2020

you / peers / cohort

- Very dissatisfied
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied
- Very satisfied

Would I choose S&T again?

If I had it to do all over, I would again choose to work at this institution.
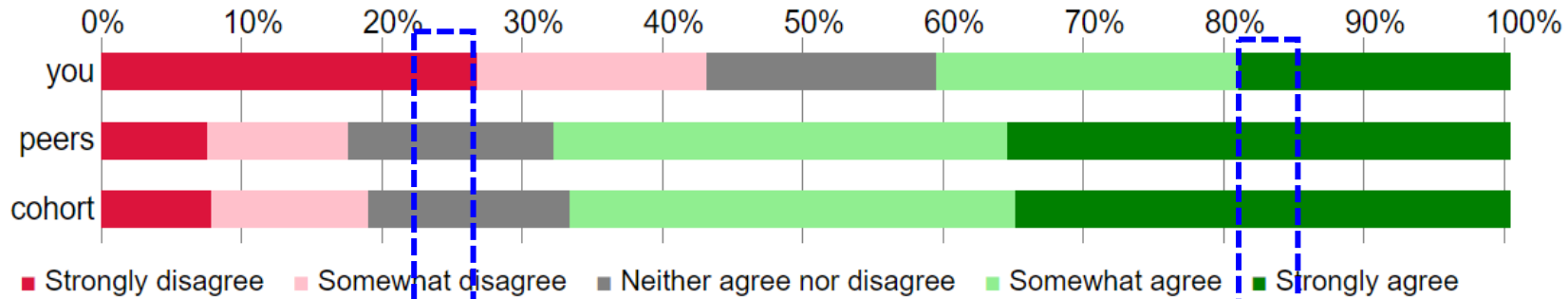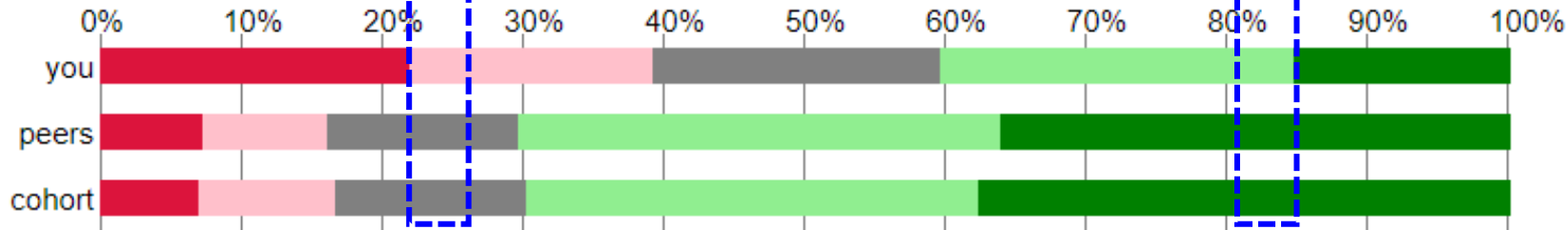
COACHE Custom Questions

➢ Six questions were aligned with ADVANCE Program goals of increasing female representation in STEM departments and of making S&T a destination of choice for all.

➢ The questions related to issues of inclusivity, welcomeness, belonging, and instances of discriminatory behavior.
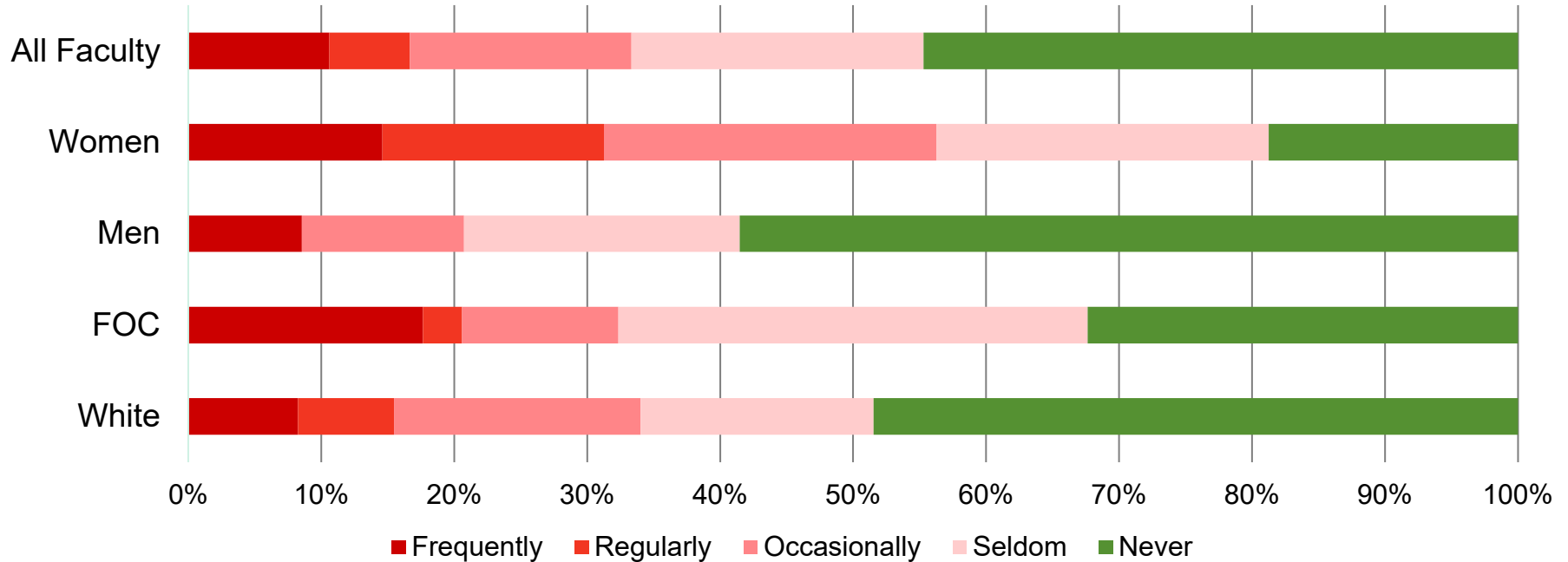
➢ Results from 3 of the custom questions follow.

My department is a welcoming place for faculty from historically underrepresented groups
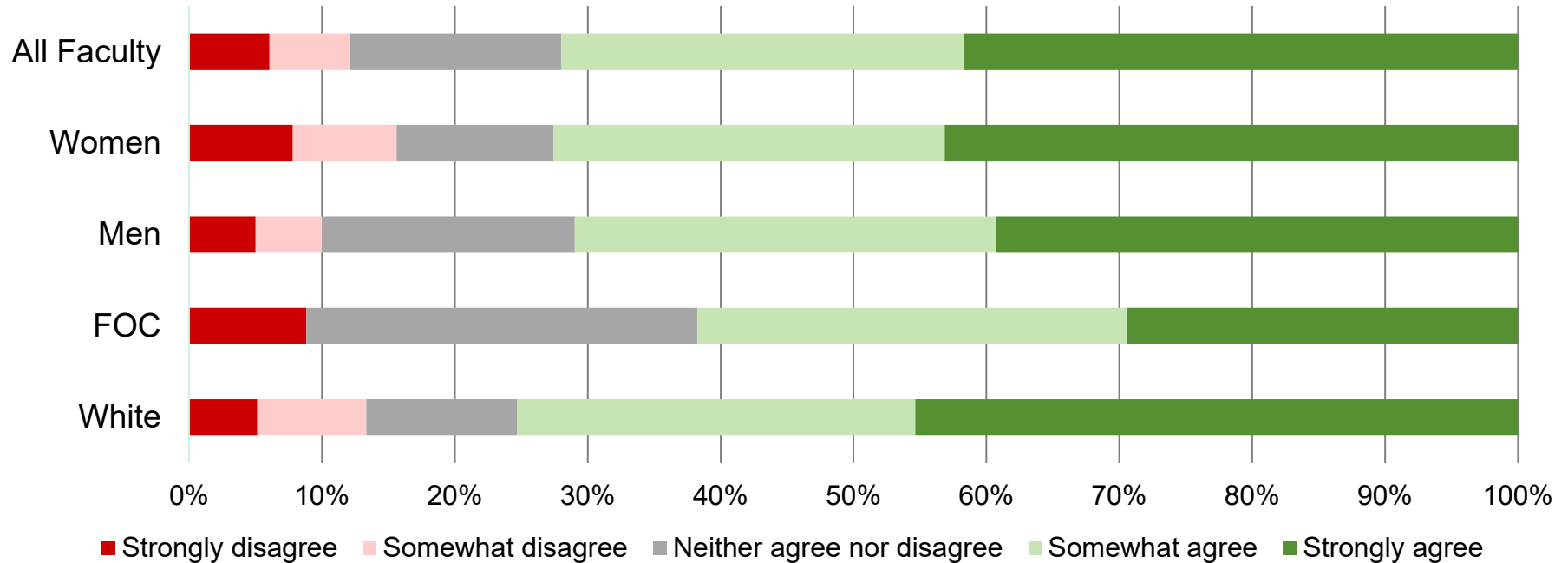
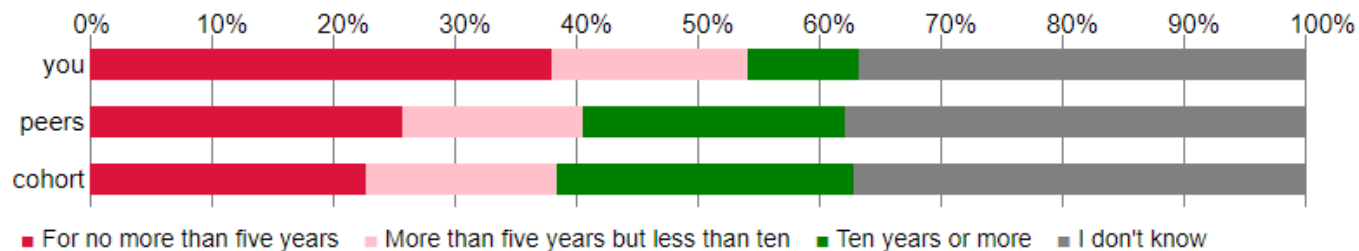# The university is an inclusive environment for all community members
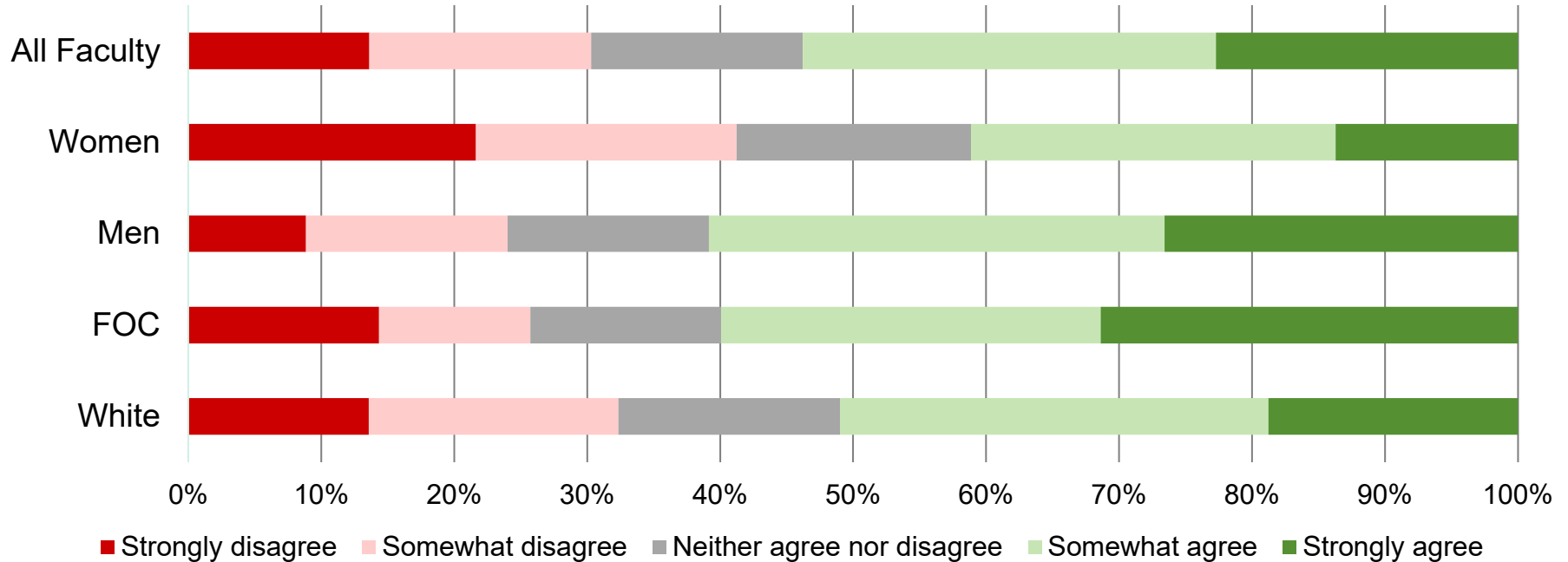
In the last three years, how often have you experienced discriminatory behavior?
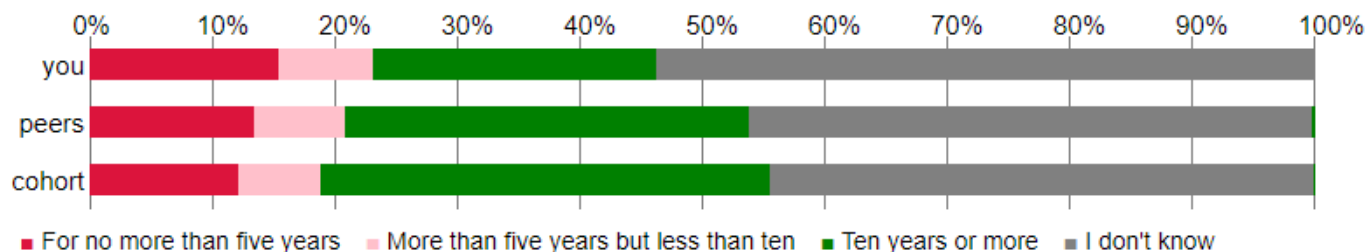
COACHE data on Retention of Faculty

Intent to leave: Tenured

How long do you plan to remain at this institution?

Legend: ■ For no more than five years ■ More than five years but less than ten ■ Ten years or more ■ I don't know

Intent to leave: Pre-tenure

Assuming you achieve tenure, how long do you plan to remain at this institution?

Legend: ■ For no more than five years ■ More than five years but less than ten ■ Ten years or more ■ I don't know
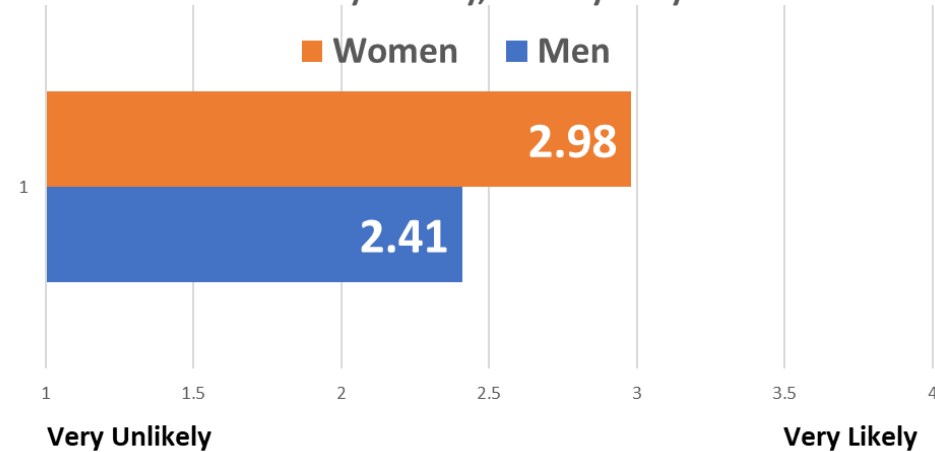
ADVANCE data on Retention of Faculty

To what extent, if any, have you seriously considered leaving Missouri S&T for reasons other than retirement? 1 = Not at all, 4 = A lot

Women: 3.43
Men: 2.97

Not at all — A lot
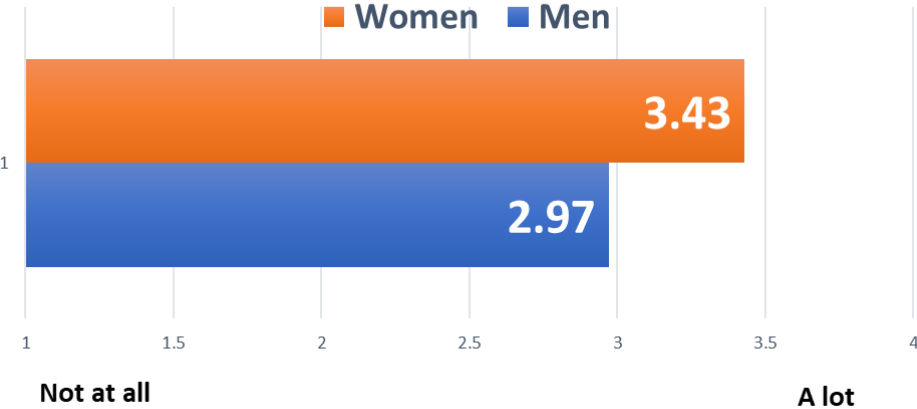
In the next three years, how likely are you to leave Missouri S&T for reasons other than retirement? 1 = very unlikely, 4 = very likely

Women: 2.98
Men: 2.41

Very Unlikely — Very Likely

Next Steps...

▶ Please send feedback/suggestions to coache@mst.edu

▶ Presentation to Department Chairs' Council on Nov. 14.

▶ Faculty Senate/Staff Council, the ADVANCE Program, the Board of Trustees' IDEA sub-committee, and the COACHE committee are all committed to improving campus climate for all faculty.

- Interested faculty are welcome to join/participate in these groups to recommend solutions and help with implementation

▶ Chancellor Dehghani will commit a portion of December's General Faculty Meeting to discuss responses to the climate data from all our 2023 surveys (CCS, COACHE, ADVANCE).

Thank you for participating in the surveys, and in this Town Hall!