Using Faculty and Staff Survey Results to Guide Institutional Change

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Session Overview

- Background
  RIT Faculty and Staff Surveys

- Strategic Planning
  Process
  Committee (s)
  Communication Planning/Dissemination

- Institutional Change and Planning

- Best Practices and Lessons Learned

Taking Data – Bringing it into the Community and Having a Conversation - Change Something...
Charles Blaich, Center for Inquiry Wabash College
Framing the Session

**Strategy**

| goal setting, planning, formulation and implementation processes; analytical in nature, involves synthesis, occurs around the formation of an activity |

**Institutional Change**

| Evaluative Inquiry - On-going process for investigating and understanding critical organization inquiry – Hallie Preskill (Alkin, 2013) |

Preskill & Torres, 1999
Faculty and Staff Surveys

2003  *Climate Study Perceptions of Faculty, Students and Staff*
Total Respondents – 38%
(Students – 26%, Faculty - 64%, Staff - 73%)

2009  *Employee Engagement Survey*
Total Respondents – 54%
*Climate Study Survey*
Total Respondents - 27% (Faculty – 30%, Staff – 68%)

2012  *Climate and Engagement Survey*
Total Respondents - 55% (Faculty – 40%, Staff – 61%)

Faculty

2009  *Climate Survey*
Total Respondents - 66%

2012  *COACHE Faculty Survey*
Total Respondents - 59%
# 2012 SURVEYS

<table>
<thead>
<tr>
<th>Climate and Engagement Survey</th>
<th>COACHE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Human Resources Department</strong></td>
<td>Academic Affairs – Provost</td>
</tr>
<tr>
<td><strong>Office for Diversity and Inclusion</strong></td>
<td>Collaborative on Academic Careers in Higher Education (COACHE) - consortium of over 200 colleges and universities</td>
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<tr>
<td><strong>Avatar HR Solutions, Inc.</strong></td>
<td>Management tool - identifies core strengths and determine areas to improve and enrich the quality of faculty work-life</td>
</tr>
<tr>
<td><strong>Strategic Plan Key Result Area – Achieve best in class in faculty, student and staff satisfaction</strong></td>
<td><strong>Twenty Themes</strong></td>
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<tr>
<td><strong>Five Dimensions</strong></td>
<td><strong>200+ Questions</strong></td>
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<tr>
<td><strong>36 Items</strong></td>
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# Strategic Planning - Process

<table>
<thead>
<tr>
<th>Climate and Engagement Survey</th>
<th>COACHE</th>
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<tbody>
<tr>
<td><strong>Planning</strong></td>
<td>Planning</td>
</tr>
<tr>
<td>o Facilitated by HR based on previous 2009 survey w/Avatar HR</td>
<td>o Facilitated by Academic Affairs Provost Taskforce</td>
</tr>
<tr>
<td><strong>Timeline</strong></td>
<td>Timeline</td>
</tr>
<tr>
<td>o Established by HR</td>
<td>o Predetermined by COACHE cohort</td>
</tr>
<tr>
<td><strong>Implementation</strong></td>
<td>Implementation</td>
</tr>
<tr>
<td>o Driven by institution cycle/KRA</td>
<td>o Predetermined by COACHE cohort</td>
</tr>
<tr>
<td><strong>Data</strong></td>
<td><strong>Data</strong></td>
</tr>
<tr>
<td>o Retained by Avatar HR Solutions</td>
<td>o Retained by Avatar HR Solutions</td>
</tr>
<tr>
<td>o Access to Dashboard</td>
<td>o Access to Dashboard</td>
</tr>
<tr>
<td>o Available to Colleges/Units</td>
<td>o Select items triangulated between survey instruments for analysis</td>
</tr>
<tr>
<td>Climate and Engagement Survey</td>
<td>COACHE</td>
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<tr>
<td>-------------------------------</td>
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</tr>
<tr>
<td><strong>No Committee Involvement</strong></td>
<td></td>
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<tr>
<td>University Assessment Council (UAC)</td>
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<tr>
<td>- Recommended delay in launch from spring to fall, 2012 due to competing year end priorities</td>
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<tr>
<td>- March, 2011 - UAC Campus Climate and Employee Satisfaction Survey Subcommittee recommended merging climate and engagement surveys based analysis of best practices, similarities in purpose and reduction in duplication of cross-divisional efforts and campus survey fatigue</td>
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<tr>
<td><strong>Provost</strong></td>
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<tr>
<td>- Decision to join COACHE</td>
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<td><strong>Provost Council</strong></td>
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<tr>
<td>- Involved in discussions to join COACHE</td>
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<tr>
<td><strong>Academic Affairs Provost Taskforce</strong></td>
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<tr>
<td>- Established in July, 2012 prior to October launch – continues….</td>
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<tr>
<td>- Taskforce members included tenured faculty/dept. chairs, University News, Advance Team Members, Associate Provost for Faculty Career Development and College Associate Dean</td>
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<tr>
<td>Climate and Engagement Survey</td>
<td>COACHE</td>
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<tr>
<td>Communication Guide provided by Avatar HR Solutions</td>
<td>Communication Guide provided by COACHE</td>
</tr>
<tr>
<td>Scripts constructed for Senior Leaders by HR</td>
<td>Scripts constructed for Senior Leaders by Taskforce</td>
</tr>
<tr>
<td>o Multiple pre-survey communications completed; one post-survey (no dissemination update)</td>
<td>o Multiple pre and post survey communications completed</td>
</tr>
<tr>
<td>Link to website off of HR</td>
<td>o Executive Summary Developed</td>
</tr>
<tr>
<td>Dissemination</td>
<td>o Provost Report Posted</td>
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<tr>
<td>October, 2012 – June, 2013</td>
<td>o Web site under development</td>
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<tr>
<td>Dissemination</td>
<td>Dissemination</td>
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<td>July, 2013 – Present</td>
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## Climate and Engagement Survey

- 2 Senior Leadership Mtgs.
- 5 Governance Presentations
- 19 Administrative Unit Presentations
  - 5 Unit/Division – Wide
  - 14 Leadership Team Meetings
- 9 College Dean/Associate Dean Meetings by HR Service Managers and Director, Diversity Assessment

## COACHE

- Provost Annual Retreat Taskforce Presentation
  - Provost Report/College-Level Reports Provided
- Series of Provost Council Meetings
  - Data Interpretation Discussion
  - Construct University – Wide Presentation
  - Determination on standard Ppt.
- Academic Senate Presentation
- Provost Town Hall Meeting
- 10 Pre-College Dean Meetings
  - Co-Construct Presentations w/Taskforce Members
- 9 College Presentations
Engagement & Climate Survey- Next Steps

Fall 2012: University-Level
- Review of university-level engagement and climate results with senior leadership and governance groups
- Additional demographic analysis to understand strengths and challenges specific to divisions, colleges, departments

Winter 2012: College/Division-Level Data Results
- Review of specific results within each division and college

2013 - Ongoing:
- Create action plans for improvements and integrate into organization’s institutional effectiveness map and inclusive excellence framework as appropriate
2013 - 2014

Promotion Clarity and Post-Tenure Mentoring
All departments in each college will identify best practices and recommendations to develop/improve promotion clarity practices/policies and post-tenure mentoring. Results shared within colleges and among Deans and Provost.

Tenure Policy Clarity
The Faculty Affairs Committee of Academic Senate will continue to vet its work on proposed revisions to E5.0 to the full Academic Senate. Proposed revisions address tenure policy concerns raised by members of our faculty and staff.

Appreciation and Recognition
The Provost and Deans will work together to identify best practices for appreciation and recognition. These best practices will be vetted with focus groups of faculty and Department Heads/Chairs.
Tenure Policy Clarity - E5.0 Passed

Stop the Clock Policy Passed

COACHE College Level Action Plans – constructed

COACHE Taskforce - Compiled College Level Action Plans; Plans/Themes shared with Provost

Promotion Clarity – under development

Post-Tenure Mentoring best practices – identified

Appreciation and Recognition – data collection
Institutional Change and Planning

- Annual Work Plans Constructed and Implemented by Units/Departments using Climate and Engagement Survey Results
  - Finance and Administration

- Supervisory Training Program - developed and implemented; offered to university community

- Department/Unit results shared with Supervisors and Deans and Department Chairs
  - College of Applied Science and Technology
Best Practices

 prova

Engagement: Senior Leadership
Dean Engagement
Dean Pre-Meetings
  - Dialogue, Capacity – Building, Ownership, Analysis and Flexibility

External Administration
Consultant Visit
  - Heightens Visibility, Credibility, Dialogue, Capacity – Building

Sustainability – embed within existing organization structure
Communication Planning
Taskforce Composition/Faculty – Led Analysis/Presentations
Lessons Learned

❖ Delivery of Results by Campus Leadership

❖ Data Integrity (Org. Hierarchies) and Peer School Selection
  o Assign Dashboard Access and Construct Survey User Group(s)

❖ Set Expectation of College/Division Results Meetings

❖ Strategic Selection of Taskforce/Committee Members

❖ Assessment/Evaluation Professionals
  o Be involved early and often - in conversations, committees and decision-making
  o Willingness to generate additional data analysis and specific reports
  o Develop ownership and stakeholder engagement through support and flexibility
Questions

Thank you!