Advancing Faculty Success: Understanding Perspectives on Satisfaction, Climate & Culture at RIT

COACHE NTT Faculty Data
What’s this all about?

• The faculty and staff are the most important “resources” of RIT

• RIT has undergone significant change over the past 20 years and this change has accelerated over the past 10 years.

• How has this change impacted faculty and staff?
So ...

• RIT as a community has invested considerable resources to understanding the culture and climate at RIT
• 3 surveys – combined they tell provide a snapshot of our culture
• We discovered a lot – some great, some ok, some not so great and some where we need to make improvements
• ALL OF THIS IS DONE TO MAKE THE UNIVERSITY A BETTER PLACE TO WORK
Ok, now what?

• Share the data
• Celebrate the areas of strength
• Focus on areas of concern
• Academic Affair’s key focus area for AY13-14
• The Department Heads/Chairs will have a direct role in addressing areas for improvement
2012 COACHE Survey

• Collaborative on Academic Careers in Higher Education
  – Over 200 schools participate
    • High intensive research, liberal arts, systems
  – Initiated last fall, open to all - non-administrative
    full-time faculty

• Selected comparison schools include:
  Purdue University  University of Rochester
  SUNY Binghamton   Virginia Polytechnic Institute
  SUNY Buffalo

Distinct but related data sources:
• 2012 Engagement and Climate Survey
Who participated in COACHE

Eligibility to participate in the COACHE survey was determined according to the following:

• Full-time faculty only

• Not hired in the same year as survey administration

• Not clinical faculty in such areas as Medicine, Dentistry, Nursing, Pharmacy, and Veterinary Medicine

• Not in terminal year
Participating Institutions

- Indiana University – Bloomington
- Johns Hopkins University
- Kansas State University
- New School University
- North Carolina State University
- Otterbein University
- Purdue University
- Radford University
- Rochester Institute of Technology
- University of Missouri – Columbia
- University of Washington – Tacoma
- Virginia Polytechnic Institute and State University

*Limited number of participant institutions in the NTT module, as this is a new area for COACHE*
Definitions

- **RIT NTT Mean** = the mean from non-tenure track faculty at RIT (which includes research faculty)
- **RIT T/TT Mean** = the mean for all tenured and tenure track faculty at RIT
- **External Mean** = the aggregated mean for the 11 other schools that participated in the NTT Module
- **Faculty of color or “foc”** = Any respondent identified by his or her institution or self-identifying in the survey as non-White.
Response Rates

- RIT’s T/TT overall response rate – 59%
- RIT’s NTT overall response rate – 46%
  - Subpopulations
    - Men - 47%
    - Women - 46%
    - Faculty of Color (FOC) - 38%
    - Length of Contract
      - 1 – 2 Years: 73%
      - 3 – 4 Years: 15%
      - 2 Semesters: 7%
    - Primary Responsibility
      - Teaching - 85%
      - Research - 4%
  - Fixed–Term Renewable – 58%
  - Rolling – 26%
## Response Rates

<table>
<thead>
<tr>
<th>Rochester Institute of Technology</th>
<th>Overall</th>
<th>Men</th>
<th>Women</th>
<th>White</th>
<th>FOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>RIT Non-Tenured Track</td>
<td>Population</td>
<td>207</td>
<td>126</td>
<td>81</td>
<td>175</td>
</tr>
<tr>
<td></td>
<td>Responders</td>
<td>96</td>
<td>59</td>
<td>37</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>Response Rate</td>
<td>46%</td>
<td>47%</td>
<td>46%</td>
<td>48%</td>
</tr>
<tr>
<td>RIT Tenure &amp; Tenure Track</td>
<td>Population</td>
<td>737</td>
<td>506</td>
<td>231</td>
<td>577</td>
</tr>
<tr>
<td></td>
<td>Responders</td>
<td>438</td>
<td>287</td>
<td>151</td>
<td>345</td>
</tr>
<tr>
<td></td>
<td>Response Rate</td>
<td>59%</td>
<td>57%</td>
<td>65%</td>
<td>60%</td>
</tr>
</tbody>
</table>

*Overall response rates for Non-tenure track faculty at other Institutions unavailable from COACHE*
Results at a Glance
RIT NTT:RIT T/TT Data
Results at a Glance

RIT NTT: External NTT

Nature of work: Research
Nature of work: Service
Facilities and work resources
Personal and family policies
Health and retirement benefits
Interdisciplinary work
Collaboration
Mentoring
Leadership: Senior
Leadership: Divisional
Departmental collegiality
Departmental engagement
Appreciation and recognition

RIT NTT Mean
External Mean
University “Top” Areas

Highest Scores
• Departmental Collegiality
  – RIT NTT Mean: 3.92
• Health and Retirement Benefits
  – RIT NTT Mean: 3.88
• Leadership: Departmental
  – RIT NTT Mean: 3.84

Lowest Scores
• Interdisciplinary Work
  – RIT NTT Mean: 2.86
• Nature of Work: Research
  – RIT NTT Mean: 2.96
• Mentoring
  – RIT NTT Mean: 2.99
Other areas to consider

Encouraging

• Nature of Work: Teaching
• Facilities and Work Resources
• Personal and Family Policies
• Departmental Quality
• Collaboration

Need more information

• Appreciation and Recognition
• Departmental Engagement
• Leadership: Divisional
• Nature of Work: Service
• Leadership: Senior
## Drilling Down: Appreciation and Recognition

<table>
<thead>
<tr>
<th>COACHE</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appreciation and Recognition</td>
<td>3.23</td>
</tr>
<tr>
<td>Recognition: From colleagues</td>
<td>3.63</td>
</tr>
<tr>
<td>Recognition: From Head/Chair</td>
<td>3.63</td>
</tr>
<tr>
<td>Recognition: For teaching</td>
<td>3.37</td>
</tr>
<tr>
<td>Recognition: For service</td>
<td>3.05</td>
</tr>
<tr>
<td>Recognition: For advising</td>
<td>3.00</td>
</tr>
<tr>
<td>Recognition: For outreach</td>
<td>2.95</td>
</tr>
<tr>
<td>Recognition: From CAO</td>
<td>2.87</td>
</tr>
<tr>
<td>Recognition: For scholarship/creative work</td>
<td>2.80</td>
</tr>
</tbody>
</table>
## Drilling Down: Mentoring

<table>
<thead>
<tr>
<th>Mentoring</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentoring: Importance of mentoring within Department</td>
<td>4.28</td>
</tr>
<tr>
<td>Mentoring: Being a mentor is fulfilling</td>
<td>3.82</td>
</tr>
<tr>
<td>Mentoring: Importance of mentoring outside Department</td>
<td>3.56</td>
</tr>
<tr>
<td>Mentoring: Effectiveness within Department</td>
<td>3.54</td>
</tr>
<tr>
<td>Mentoring: Outside Department</td>
<td>3.47</td>
</tr>
<tr>
<td>Mentoring: Effectiveness of mentoring outside the Institution</td>
<td>3.39</td>
</tr>
<tr>
<td>Mentoring: Importance outside the Institution</td>
<td>3.23</td>
</tr>
<tr>
<td>Mentoring: Support for faculty to be good mentors</td>
<td>2.39</td>
</tr>
<tr>
<td>Mentoring: Effectiveness of mentoring NTT faculty</td>
<td>2.34</td>
</tr>
</tbody>
</table>
## Drilling Down: Interdisciplinary Work

<table>
<thead>
<tr>
<th></th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Interdisciplinary Work</strong></td>
<td>2.86</td>
</tr>
<tr>
<td>Facilities are conducive to interdisciplinary work</td>
<td>2.99</td>
</tr>
<tr>
<td>Department knows how to evaluate interdisciplinary work</td>
<td>2.63</td>
</tr>
<tr>
<td>Interdisciplinary work is rewarded in reappointment process</td>
<td>2.62</td>
</tr>
<tr>
<td>Interdisciplinary work is rewarded in merit</td>
<td>2.59</td>
</tr>
<tr>
<td>Budget encourages interdisciplinary work</td>
<td>2.53</td>
</tr>
<tr>
<td>Interdisciplinary work is rewarded in promotion</td>
<td>2.47</td>
</tr>
</tbody>
</table>
Details: Drilling Down

One of the final questions in the COACHE Survey was to check the two **BEST** aspects of working at your institution:

- There are no positive aspects
- Decline to answer
- Other (please specify)
- Quality of leadership
- Tenure/promotion clarity or requirements
- Academic freedom
- Manageable pressure to perform
- Teaching load
- Cost of living
- Commute
- Protections from service/assignments
- My sense of “fit” here
- Presence of others like me
- Diversity
- Geographic location
- Compensation
- Spousal/partner hiring program
- Availability/quality of childcare facilities
- Childcare policies/practices
- Assistance for grant proposals
- Support for professional development
- Support for teaching
- Support for research/creative work
- Quality of the facilities
- Quality of undergraduate students
- Quality of graduate students
- Opportunities to collaborate with colleagues
- Support of colleagues
- Quality of colleagues

RIT NTT  RIT T/TT
One of the final questions in the COACHE Survey was to check the two **WORST** aspects of working at your institution.
One of the final questions in the COACHE Survey asks, “If you were to choose to leave your institution, what would be your primary reason?”

- Decline to answer
- Other (Please specify):
  - move to a preferred geographic location
  - retirement
  - improve your quality of life
  - For other family or personal needs
  - employment opportunities for spouse/partner
  - To pursue a nonacademic job
  - pursue an administrative position
  - work at an institution with different priorities
  - find an employer with more resources
  - find a more collegial work environment
  - improve your salary/benefits
  - There is no reason why I would choose to leave this institution
Facilities and Work Resources

Engagement and Climate Survey

**Question 3:** The necessary materials and equipment are available when I need to perform my job.

- RIT Overall – 74% favorable
  - Tenured 59%
  - On-Tenure Track 57%
  - Non-Tenure Track 65%

% Favorable = Strongly Agree/Agree

<table>
<thead>
<tr>
<th>COACHE</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>NTT</td>
<td>T/TT</td>
</tr>
<tr>
<td>Facilities and Work Resources</td>
<td>3.60</td>
</tr>
<tr>
<td>Support for improving teaching</td>
<td>3.33</td>
</tr>
<tr>
<td>Office</td>
<td>3.77</td>
</tr>
<tr>
<td>Laboratory, research, studio space</td>
<td>3.34</td>
</tr>
<tr>
<td>Equipment</td>
<td>3.22</td>
</tr>
<tr>
<td>Classrooms</td>
<td>3.31</td>
</tr>
<tr>
<td>Library resources</td>
<td>4.06</td>
</tr>
<tr>
<td>Computing and technical support</td>
<td>3.79</td>
</tr>
<tr>
<td>Clerical/administrative support</td>
<td>3.82</td>
</tr>
</tbody>
</table>
Feedback and Promotion

Engagement and Climate Survey

**Question 16:** My supervisor regularly gives me feedback on my performance.
- RIT Overall – 64% favorable
  - Tenured 62%
  - On-Tenure Track 60%
  - Non-Tenure Track 54%

**Question 10:** My supervisor encourages my career growth.
- RIT Overall – 68% favorable
  - Tenured 68%
  - On-Tenure Track 75%
  - Non-Tenure Track 64%

% Favorable = Strongly Agree/Agree

### COACHE

<table>
<thead>
<tr>
<th>Non Tenure Track Promotion</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarity of Promotion Process</td>
<td>2.72</td>
</tr>
<tr>
<td>Clarity of Promotion Criteria</td>
<td>2.57</td>
</tr>
<tr>
<td>Clarity of Promotion Standards</td>
<td>2.59</td>
</tr>
<tr>
<td>Clarity of body of evidence for promotion</td>
<td>2.57</td>
</tr>
<tr>
<td>Clarity of whether I will be promoted</td>
<td>2.79</td>
</tr>
<tr>
<td>Clarity of contract renewal process</td>
<td>3.10</td>
</tr>
<tr>
<td>Clarity of contract renewal criteria</td>
<td>3.02</td>
</tr>
<tr>
<td>Clarity of contract renewals standards</td>
<td>2.91</td>
</tr>
<tr>
<td>Clarity of body of evidence contract renewals standards</td>
<td>2.96</td>
</tr>
<tr>
<td>Clarity of whether my contract will be renewed</td>
<td>3.19</td>
</tr>
</tbody>
</table>
Collegiality

Engagement and Climate Survey

<table>
<thead>
<tr>
<th>Co-Workers Friendly/Helpful</th>
<th>(86%) favorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenured</td>
<td>(83%)</td>
</tr>
<tr>
<td>On-Tenure Track</td>
<td>(86%)</td>
</tr>
<tr>
<td>Non-Tenure Track</td>
<td>(83%)</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>COACHE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental Collegiality</td>
</tr>
<tr>
<td>Non TT 3.92 T/TT 3.88</td>
</tr>
<tr>
<td>Colleagues support work/life balance 3.97 3.79</td>
</tr>
<tr>
<td>Meeting times compatible with personal needs 4.29 4.14</td>
</tr>
<tr>
<td>Amount of personal interaction w/Pre-tenure 3.62 3.71</td>
</tr>
<tr>
<td>How well you fit 3.83 3.79</td>
</tr>
<tr>
<td>Amount of personal interaction w/Tenured 3.57 3.70</td>
</tr>
<tr>
<td>Colleagues pitch in when needed 4.00 3.83</td>
</tr>
<tr>
<td>Dept. is collegial 4.19 4.07</td>
</tr>
<tr>
<td>Colleagues committed to diversity/inclusion 4.03 4.07</td>
</tr>
</tbody>
</table>
### Additional Data Parallels

<table>
<thead>
<tr>
<th>Engagement and Climate Survey</th>
<th>COACHE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Job Satisfaction</strong></td>
<td></td>
</tr>
<tr>
<td>RIT Overall – 73% favorable</td>
<td></td>
</tr>
<tr>
<td>Tenured 63%</td>
<td></td>
</tr>
<tr>
<td>On-Tenure Track 73%</td>
<td></td>
</tr>
<tr>
<td>Non-Tenure Track 74%</td>
<td></td>
</tr>
<tr>
<td>I would again choose to work at this Institution…..</td>
<td></td>
</tr>
<tr>
<td>RIT T/TT Mean 3.69</td>
<td></td>
</tr>
<tr>
<td>Total COACHE Cohort 3.70</td>
<td></td>
</tr>
<tr>
<td>Non-Tenure Track 3.87</td>
<td></td>
</tr>
</tbody>
</table>
Summary

• Celebrate: Collegiality, department leadership, and benefits
• Focus on mentoring, research for research faculty, interdisciplinary work, and part-time (adjuncts)

• Investigate:
  – Appreciation and Recognition
  – Departmental Engagement
  – Leadership: Divisional
  – Nature of Work: Service
  – Leadership: Senior
2014 Lecturer Professional Development Grants

- Committee:
  - Lisa Greenwood (CAST)
  - Tom Hanney (CMS)
  - Tim Landschoot (KGCOE)
  - FCDS team

- 33 submissions from all colleges

- Total funds requested: $62,669
- Maximum award: $2,000
- Original funding: $12,500
- 13 winning awards for a total of $22,325
Faculty Associate for NTT
Faculty: Elena Sommers

- Senior lecturer in Dept of English
- Russian literature, culture, film, Russian graphic novel, transnational feminism
- Ph.D. from UR
- “Strict but outstanding” – Ratemyprofessor
- Liaison, advocate, mentor
- Work with Lynn and myself to develop plan to make progress on addressing concerns