

# Advancing Faculty Success

## Understanding Perspectives on Satisfaction, Climate and Culture at RIT

Department Heads/Chairs Retreat  
September 24

# 2012 Employee Engagement and Climate Survey

- Administration + results provided by Avatar HR Solutions, a national employee-survey consulting firm
- 2012 Engagement + Climate surveys combined in response to faculty and staff feedback
- Administered April 16 – May 4, 2012
- 2012 response rate - 55% (1808/3299)
  - Total Faculty – 423/1047(40%)
    - Tenure/Tenure Track – 327/790 (41%)
    - Non-Tenure Track – 96/257 (37%)

# So ...

- RIT as a community has invested considerable resources to understanding the culture and climate at RIT
- 3 surveys – combined they 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 Affairs 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**
  - SUNY Binghamton**
  - SUNY Buffalo**
  - University of Rochester**
  - Virginia Polytechnic Institute**

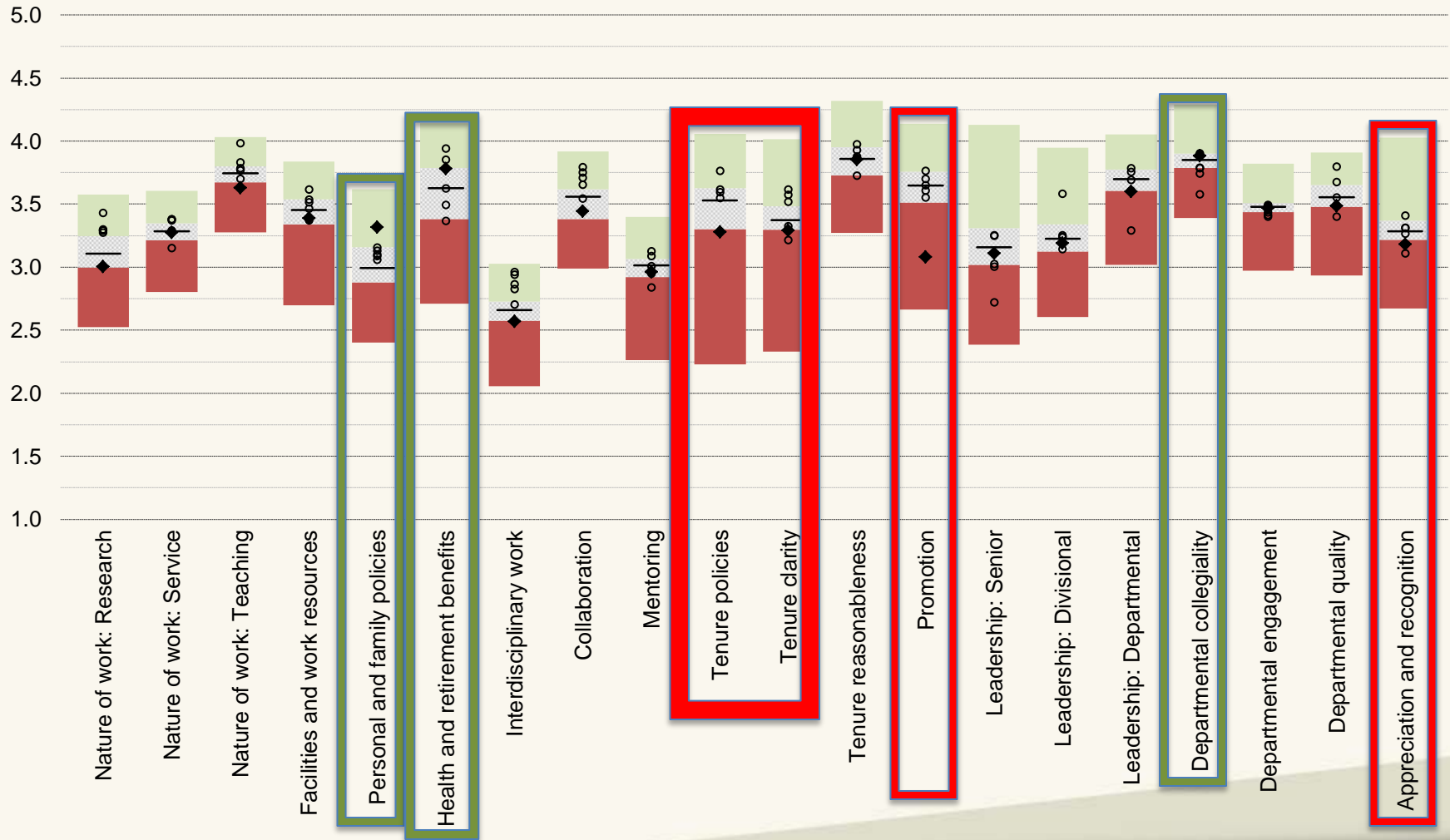
Distinct but related data sources:

- 2012 Engagement and Climate Survey

# Response Rates

- RIT's overall response rate – 59%
- Subpopulations participated at a fairly consistent rate (55% to 65%)

# Results at a Glance



# University “Top” Areas

## Strength

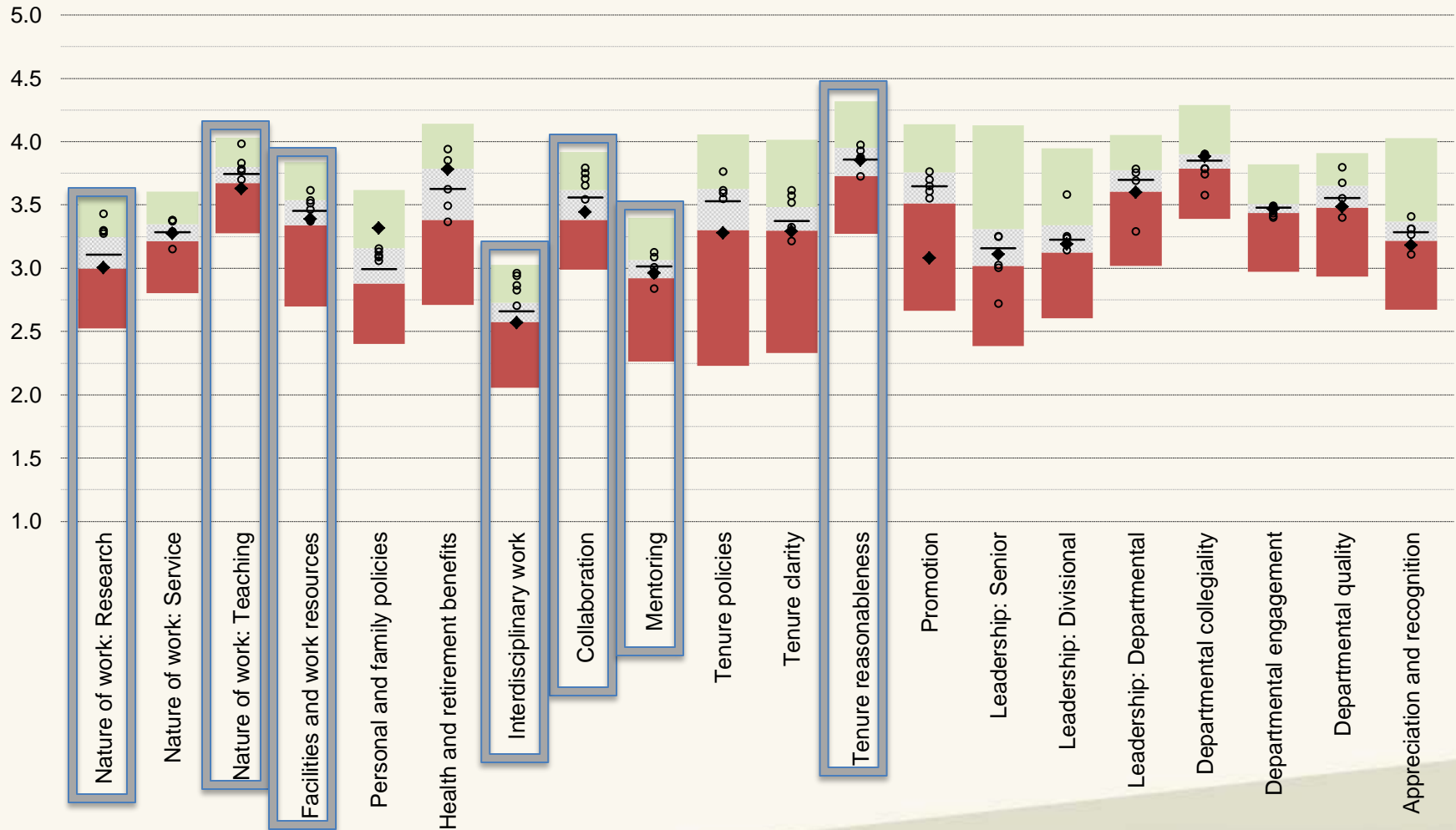
- Departmental Collegiality
  - **Benchmark: 3.88**
- Personal and Family Policies
  - **Benchmark: 3.32**
- Health and Retirement Benefits
  - **Benchmark: 3.78**

## Concern

- Promotion Clarity
  - **Benchmark: 3.08**
- Post-tenure Mentoring
  - **Benchmark: 2.25**
- Tenure Policy Clarity
  - **Benchmark 3.29**
- Appreciation and Recognition
  - **Benchmark 3.18**



# Results at a Glance



# Other areas to consider

## Encouraging

- Collaboration
- Tenure reasonableness
- Mentoring

## Need more information

- Nature of work: Teaching
- Nature of work: Research
- Interdisciplinary work
- Facilities and work resources\*

# Benchmark Dashboard (1)

	mean	AREAS OF STRENGTH IN GREEN					AREAS OF CONCERN IN RED			
		overall	tenured	pre-ten	full	assoc	men	women	white	foc
Nature of work: Research	3.00	●	●	●	●	●	●	●	●	●
Nature of work: Service	3.27	●	●	●	●	●	●	●	●	●
Nature of work: Teaching	3.63	●	●	●	●	●	●	●	●	●
Facilities and work resources	3.39	●	●	●	●	●	●	●	●	●
Personal and family policies	3.32	●	●	●	●	●	●	●	●	●
Health and retirement benefits	3.78	●	●	●	●	●	●	●	●	●
Interdisciplinary work	2.57	●	●	●	●	●	●	●	●	●
Collaboration	3.44	●	●	●	●	●	●	●	●	●
Mentoring	2.96	●	●	●	●	●	●	●	●	●
Tenure policies	3.28	●	N/A	●	N/A	N/A	●	●	●	●
Tenure clarity	3.29	●	N/A	●	N/A	N/A	●	●	●	●
Tenure reasonableness	3.85	●	N/A	●	N/A	N/A	●	●	●	●

# Benchmark Dashboard (2)

	mean	AREAS OF STRENGTH IN GREEN					AREAS OF CONCERN IN RED			
		overall	tenured	pre-ten	full	assoc	men	women	white	foc
Promotion	3.08	●	●	N/A	●	●	●	●	●	●
Leadership: Senior	3.11	●	●	●	●	●	●	●	●	●
Leadership: Senior	3.11	●	●	●	●	●	●	●	●	●
Leadership: Divisional	3.19	●	●	●	●	●	●	●	●	●
Leadership: Departmental	3.60	●	●	●	●	●	●	●	●	●
Departmental collegiality	3.88	●	●	●	●	●	●	●	●	●
Departmental engagement	3.47	●	●	●	●	●	●	●	●	●
Departmental quality	3.48	●	●	●	●	●	●	●	●	●
Appreciation and recognition	3.18	●	●	●	●	●	●	●	●	●

# University Focus for 2013-2014

## • Promotion Clarity

	AREAS OF STRENGTH IN GREEN					AREAS OF CONCERN IN RED				foc
	mean	overall	tenured	pre-ten	full	assoc	men	women	white	
<b>Benchmark: Promotion</b>	<b>3.08</b>	●	●	N/A	●	●	●	●	●	●
Reasonable expectations: Promotion	2.98	●	●	N/A	●	●	●	●	●	●
Dept. culture encourages promotion	3.09	●	●	N/A	●	●	●	●	●	●
Clarity of promotion process	3.31	●	●	N/A	●	●	●	●	●	●
Clarity of promotion criteria	3.17	●	●	N/A	●	●	●	●	●	●
Clarity of promotion standards	2.89	●	●	N/A	●	●	●	●	●	●
Clarity of body of evidence for promotion	3.19	●	●	N/A	●	●	●	●	●	●
Clarity of time frame for promotion	3.05	●	●	N/A	●	●	●	●	●	●
Clarity of whether I will be promoted	2.69	●	●	N/A	N/A	●	●	●	●	●

# University Focus for 2013-2014

## • Post-Tenure Mentoring

	AREAS OF STRENGTH IN GREEN					AREAS OF CONCERN IN RED				
	mean	overall	tenured	pre-ten	full	assoc	men	women	white	foc
<b>Benchmark: Mentoring</b>	<b>2.96</b>	●	●	●	●	●	●	●	●	●
Effectiveness of mentoring within dept.	3.54	●	●	●	●	●	●	●	●	●
Effectiveness of mentoring outside dept.	3.45	●	●	●	●	●	●	●	●	●
Mentoring of pre-tenure faculty	3.12	●	●	●	●	●	●	●	●	●
<b>*Mentoring of associate faculty</b>	2.25	●	●	N/A	●	●	●	●	●	●
Support for faculty to be good mentors	2.31	●	●	N/A	●	●	●	●	●	●
Being a mentor is fulfilling	4.00	●	●	N/A	●	●	●	●	●	●

# University Focus for 2013-2014

- Tenure Policy Clarity

	AREAS OF STRENGTH IN GREEN					AREAS OF CONCERN IN RED				foc
	mean	overall	tenured	pre-ten	full	assoc	men	women	white	
<b>Benchmark: Tenure policies</b>	<b>3.28</b>	●	N/A	●	N/A	N/A	●	●	●	●
Clarity of tenure process	3.45	●	N/A	●	N/A	N/A	●	●	●	●
Clarity of tenure criteria	3.32	●	N/A	●	N/A	N/A	●	●	●	●
Clarity of tenure standards	2.93	●	N/A	●	N/A	N/A	●	●	●	●
Clarity of body of evidence for deciding tenure	3.48	●	N/A	●	N/A	N/A	●	●	●	●
Clarity of whether I will achieve tenure	3.43	●	N/A	●	N/A	N/A	●	●	●	●
Consistency of messages about tenure	2.75	●	N/A	●	N/A	N/A	●	●	●	●
Tenure decisions are performance-based	3.63	●	N/A	●	N/A	N/A	●	●	●	●

# University Focus for 2013-2014

## • Appreciation and Recognition

	AREAS OF STRENGTH IN GREEN					AREAS OF CONCERN IN RED				
	mean	overall	tenured	pre-ten	full	assoc	men	women	white	foc
<b>Benchmark: Appreciation and recognition</b>	<b>3.18</b>	●	●	●	●	●	●	●	●	●
Recognition: For teaching	3.36	●	●	●	●	●	●	●	●	●
Recognition: For advising	3.07	●	●	●	●	●	●	●	●	●
Recognition: For scholarship	3.23	●	●	●	●	●	●	●	●	●
Recognition: For service	3.14	●	●	●	●	●	●	●	●	●
Recognition: For outreach	3.03	●	●	●	●	●	●	●	●	●
Recognition: From colleagues	3.69	●	●	●	●	●	●	●	●	●
Recognition: From CAO	2.78	●	●	N/A	●	●	●	●	●	●
Recognition: From Dean	2.96	●	●	N/A	●	●	●	●	●	●
Recognition: From Head/Chair	3.56	●	●	●	●	●	●	●	●	●
School/college is valued by Pres/Provost	3.03	●	●	N/A	●	●	●	●	●	●
Dept. is valued by Pres/Provost	2.87	●	●	N/A	●	●	●	●	●	●
CAO cares about faculty of my rank	2.92	●	●	●	●	●	●	●	●	●



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# Tenure and Promotion

## Engagement and Climate Survey

**Question 16:** My supervisor regularly gives me feedback on my performance.

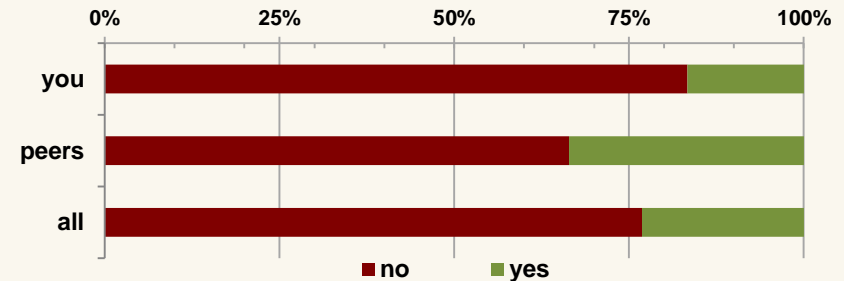
- 60-63% across all faculty ranks favorably agreed.

**Question 10:** My supervisor encourages my career growth.

- Assistant Professors agreed more favorably than tenured faculty

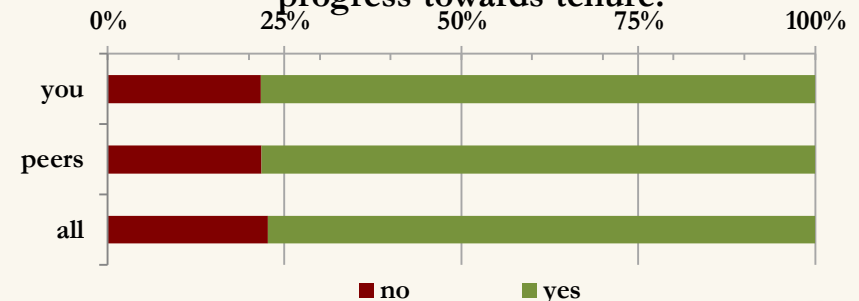
## COACHE

Have you received formal feedback on your progress towards promotion to full professor?



**Areas of Concern:** Promotion clarity, standards, and reasonable expectations

Have you received formal feedback on your progress towards tenure?



**Areas of Concern:** Tenure standards, criteria and process

# Appreciation and Recognition

## Engagement and Climate Survey

**Question 5:** My supervisor lets me and my colleagues know when we've done a good job.

- 67-70% across all faculty ranks - favorably agreed
- **Tenured Faculty** - Slightly less satisfied with dept. chair/head recognition, compared to tenure-track and assistant professors.

## COACHE

	MEAN
<b>Appreciation and Recognition</b>	<b>3.18</b>
Recognition: For teaching	3.36
Recognition: For advising	3.07
Recognition: For scholarship	3.23
Recognition: For service	3.14
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Recognition: From colleagues	3.69
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Recognition: From Head/Chair	3.56
School/college is valued by Pres/Provost	3.03
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CAO cares about faculty of my rank	2.92

# Facilities and Work Resources

## Engagement and Climate Survey

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

- 55-63% across all faculty ranks favorably agreed.
- Lower % favorable scores when compared with rest of the organization

## COACHE

### MEAN

### Facilities and Work Resources

3.39

Support for improving teaching

3.33

Office

3.71

Laboratory, research, studio space

3.01

Equipment

3.21

Classrooms

3.13

Library resources

3.56

Computing and technical support

3.49

Clerical/administrative support

3.57

# Additional Data Parallels

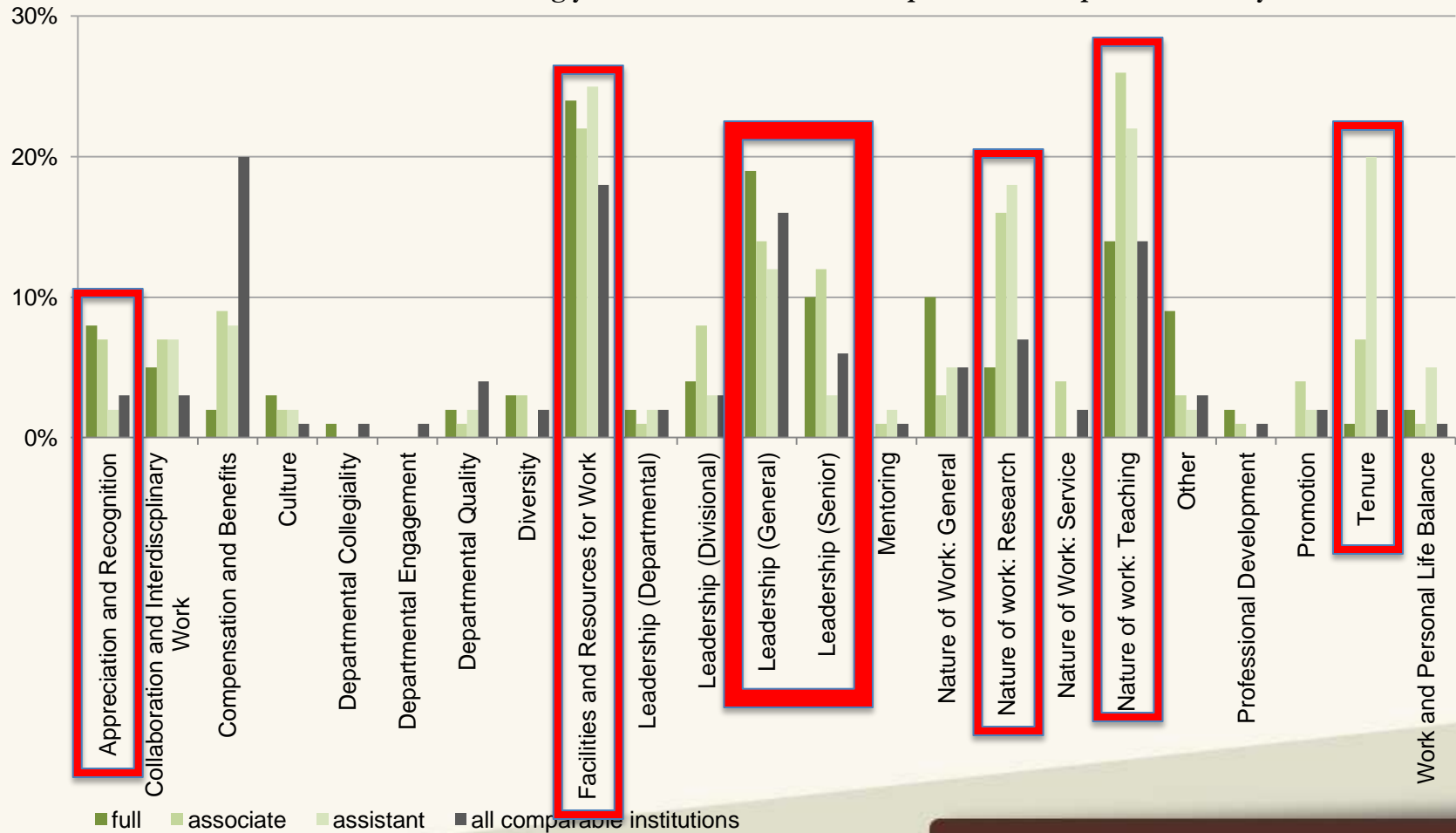
- **Collegiality/Co-Worker Performance**
  - **Favorable Scores (3.88/Over 80% Favorable)**
- **Overall Job Satisfaction**
  - **Lower for tenured, professor/associate professor rank**
- **Diversity**
  - **Effectiveness in promoting diversity**
    - 75% overall RIT
  - **Colleagues committed to promoting diversity**
    - 4.07

# Details: Drilling Down

## Rochester Institute of Technology

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. The full comments are available elsewhere in the Digital Report Portfolio.

Tell us the number one thing your institution can do to improve the workplace for faculty.



# 2013 – 2014 Next Steps

## *Fall Semester 2013*

- *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.

# 2013 – 2014 Next Steps

## ***Intersession***

- Provost reports out on progress and implementation plans for spring.

## ***Spring Semester 2014***

- Best practices and recommendations on promotion clarity/post-tenure mentoring, tenure policy clarity and appreciation and recognition implemented.

## ***Summer Semester 2014***

- Assess implementation of best practices and recommendations and share results. Identify next areas for improvement to be addressed (or continue to work on first three if needed) in 2014-15.



# 2013 – 2014 Next Steps

- *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.

# Small Group Activity

1. Please move to your designated college table
2. Identify a person to scribe
3. Identify a person to report to the larger group
4. Discuss:
  - **What has worked well within your department/college re: promotion policies/processes for post-tenure faculty**
  - **What post-tenure mentoring for faculty is currently taking place**
5. Write two best practices of each on flipchart