“Open Discussion of Faculty Climate Survey Results”

CSM Faculty Forum
September 24, 4p.m.
Senate Actions: Spring 2014

• Faculty Climate Survey (Feb-Apr)
• Teaching faculty recommendations
• Mentorship recommendations
• Faculty “helpdesk” created
Senate Actions: Fall 2014

- Climate survey analysis & follow-up survey disseminated
- Meetings with president, and some BOT representatives, deans, faculty, and department heads
- Faculty Forum
Upcoming Senate Actions

- Proposal to president to improve faculty climate & enhance accountability and collaboration
- Meetings w/ VPs, deans, DHDDs, and president
- Senate private meeting with full BOT at Oct 31 meeting (to be confirmed)
- Additional Faculty forum (date TBA)
Today’s Forum

• Brief overview of Climate Survey

• Focus on proposals for actions to:
  ➢ restore faculty morale
  ➢ enhance accountability and collaboration
  ➢ improve workload and support
Survey Overview

- Origins/purpose:
  - inform work on teaching faculty, mentorship, and P&T
  - broader insights into campus climate
  - modeled after Boston University survey
  - developed and implemented by Faculty Senate
Survey Overview

• Survey open Feb-Apr 2014
  – ~185 responses
  – ~¾ of the faculty
  – 311 written comments
Most Salient Concerns

- Morale and retention
- Decision-making and workplace climate
- Workload and support
Satisfaction and Retention

• Overall, how satisfied are you being a faculty member at CSM?
  – 35% dissatisfied
  – 56% satisfied
  – 9% neutral

• In the next three years, how likely are you to leave (or try to leave) CSM?
  – 38% likely
  – 38% unlikely
  – 24% neutral
Dissatisfaction highest among:

• Tenured faculty:
  – 47% dissatisfied (39% satisfied, 14% neutral)

• Women:
  – 44% dissatisfied (46% satisfied, 10% neutral)

• Faculty who have been at CSM 10+ years:
  – 42% dissatisfied (48% satisfied, 10% neutral)
# Decision-making at CSM

<table>
<thead>
<tr>
<th></th>
<th>Agree or strongly agree</th>
<th>Disagree or strongly disagree</th>
<th>Neutral</th>
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<tbody>
<tr>
<td>Decision-making is collaborative and transparent</td>
<td>11%</td>
<td>71%</td>
<td>17%</td>
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<tr>
<td>Decision-making is efficient</td>
<td>14%</td>
<td>61%</td>
<td>24%</td>
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<tr>
<td>Decision-making is fair</td>
<td>15%</td>
<td>61%</td>
<td>23%</td>
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<tr>
<td>Decision-making reflects sound priorities and relevant data</td>
<td>17%</td>
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View of 64 Faculty in Leadership Roles*

Decision-making at CSM:

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<tr>
<td>...is collaborative and transparent</td>
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<td>73%</td>
<td>18%</td>
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<tr>
<td>... is efficient</td>
<td>9%</td>
<td>69%</td>
<td>22%</td>
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<tr>
<td>... is fair</td>
<td>14%</td>
<td>59%</td>
<td>27%</td>
</tr>
<tr>
<td>... reflects sound priorities and relevant data</td>
<td>16%</td>
<td>59%</td>
<td>25%</td>
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* Department heads, division directors, assistant/associate DHDDs, program/institute directors, other administrative capacities in 2013
### Openness / Academic Freedom

I feel comfortable expressing my views openly:

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<th>Disagree or strongly disagree</th>
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<tbody>
<tr>
<td>49%</td>
<td>38%</td>
<td>12%</td>
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Diversity of opinion is respected and valued [at CSM]:

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<tr>
<td>26%</td>
<td>45%</td>
<td>30%</td>
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Comparing job satisfaction:

- 81% of U.S. employees in 2012*
- 56% of CSM faculty
- 65% of tenure-line faculty at Boston University’s College of Engineering*
- 47% of CSM tenure-line faculty

* Sources: Society for Human Resource Management, Boston University Faculty Climate Survey 2007.
Why does this matter?

- Yes, the survey isn’t perfect.
- But, it says there is a problem on campus.

- What are costs to innovation, creativity, and productivity?
- What is impact on our students, alumni, and supporters?
How to move forward?

• How do we fix decision-making on campus?
• How do we improve morale among faculty?
• How do we address workload and support?

➤ Let’s focus on constructive proposals.
Additional data

• For reference.
RESPONSE TO SURVEY

• 196 total responses
  – ~3/4 of the faculty
  – Not all 50 questions answered by all respondents, but most questions received 175-189 responses
  – All departments represented; 14% did not identify department
  – 62% male; 23% female; 15% did not identify
  – 60% tenure-line; 26% teaching faculty; 6% research faculty
  – 311 written comments
### Faculty Values

**Top five most important things to faculty:**

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<th>Somewhat or very important</th>
<th>Somewhat unimportant or not important</th>
<th>Neutral</th>
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<tbody>
<tr>
<td>Faculty input in decision-making</td>
<td>96%</td>
<td>2%</td>
<td>3%</td>
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<tr>
<td>Academic Freedom</td>
<td>94%</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>Teaching undergraduate students</td>
<td>91%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Open environment for discussing differing ideas</td>
<td>87%</td>
<td>2%</td>
<td>11%</td>
</tr>
<tr>
<td>Conducting research / scholarship</td>
<td>85%</td>
<td>6%</td>
<td>6%</td>
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Positive Results

• High-levels of interdisciplinary collaboration
• Faculty strongly value teaching at both undergraduate and graduate levels (91%/75% view as important, respectively)
• Faculty appreciate benefits; living in the area (top two reasons for staying at CSM)
• Some recent initiatives highly valued, e.g. CASA (69% view as important), Writing Center (85% view as important)
• Teaching faculty generally satisfied at CSM (72%)
Survey reveals wariness about speaking out, being identified:

• 14% did not indicate their department
• 15% did not indicate gender
• 12% did not indicate how long they had been at CSM
• 19% did not indicate race/ethnicity
New faculty:

- **Tenure track, untenured:**
  - 37% dissatisfied, 61% satisfied, 3% neutral
  - 29% likely to leave or try to leave CSM in next 3 years

- **Faculty who have been at CSM 1-3 years:**
  - 29% dissatisfied, 65% satisfied, 6% neutral
  - 35% likely to leave or try to leave CSM in next 3 years
Why focus on decision-making?

Those faculty who indicated they were dissatisfied were much more likely to “strongly disagree” that decision-making:

<table>
<thead>
<tr>
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<th>Dissatisfied faculty / all faculty</th>
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<tr>
<td>... is collaborative and transparent</td>
<td>60% strongly disagree / 39% strongly disagree</td>
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<tr>
<td>... is efficient</td>
<td>52% strongly disagree / 36% strongly disagree</td>
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<tr>
<td>... is fair</td>
<td>55% strongly disagree / 29% strongly disagree</td>
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<td>48% strongly disagree / 26% strongly disagree</td>
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### View of 10 Department Heads / Division Directors

Department heads & Division Directors generally share faculty concerns about decision-making at CSM, in some ways more strongly:

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<tr>
<td>20%</td>
<td>60%</td>
<td>20%</td>
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| Decision-making is efficient                     |                         |                               |         |
| 20%                                              | 80%                     | 10%                           |

| Decision-making is fair                          |                         |                               |         |
| 20%                                              | 50%                     | 30%                           |

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## Faculty view of decision-making at departmental level

When asked about decision-making at the departmental level, faculty express fewer concerns:

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