COACHE RESULTS 2023

Atia Newman, Co-Chair, COACHE Task Force

Sarah Sarchet, Co-Chair, COACHE Task Force

LaVerne McQuiller Williams, Associate Provost for Faculty Affairs

Prabu David, Provost and Senior Vice President for Academic Affairs

COACHE Task Force

Betsy Dell
Professor, College of Engineering Technology
AdvanceRIT Director, and Sr. Faculty Associate
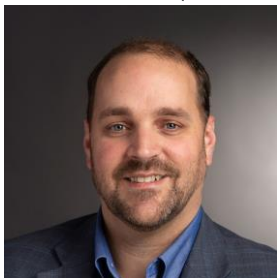Women (2020-2023)

Hamad Ghazle
Department Head, Clinical Health Professions
College of Health Sciences and Technology
Operations Officer, Faculty Senate

Mindy Magyar
Associate Professor, College of Art and Design
Faculty Associate for AALANA Faculty (2020-2023)

Samuel Malachowsky
Principal Lecturer, Golisano College of Computing
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Vice Chair, Faculty Senate

Atia Newman, Co-Chair
Associate Professor, College of Art and Design
Chair, Faculty Senate

Sarah Sarchet, Co-Chair
Principal Lecturer, National Technical Institute for the Deaf
Faculty Associate for NTT Faculty (2020-2023)

Response Rates

|	You	Peers	Cohort
All Faculty	47%	47%	42%
Tenured	52%	48%	45%
Pre-tenure	41%	44%	45%
Non-tenure Track	43%	48%	38%
Full Professor	52%	49%	46%
Associate Professor	52%	47%	43%
Men	42%	42%	39%
Women	54%	54%	49%
White	49%	51%	47%
Faculty of Color	43%	38%	39%
Asian/Asian-American	41%	34%	35%
Underrepresented Minorities	46%	43%	43%

Peer Schools

- Clemson University (2022)
- Lehigh University (2022)
- Missouri University of Sciences and Technology (2023)
- Virginia Polytechnic Institute and State University (2023)
- Worcester Polytechnic Institute (2021)

"Faculty of color" are those individuals not categorized as White, non-Hispanic.

"Underrepresented minorities" are individuals who identify as neither White, non-Hispanic nor Asian/Asian-American.
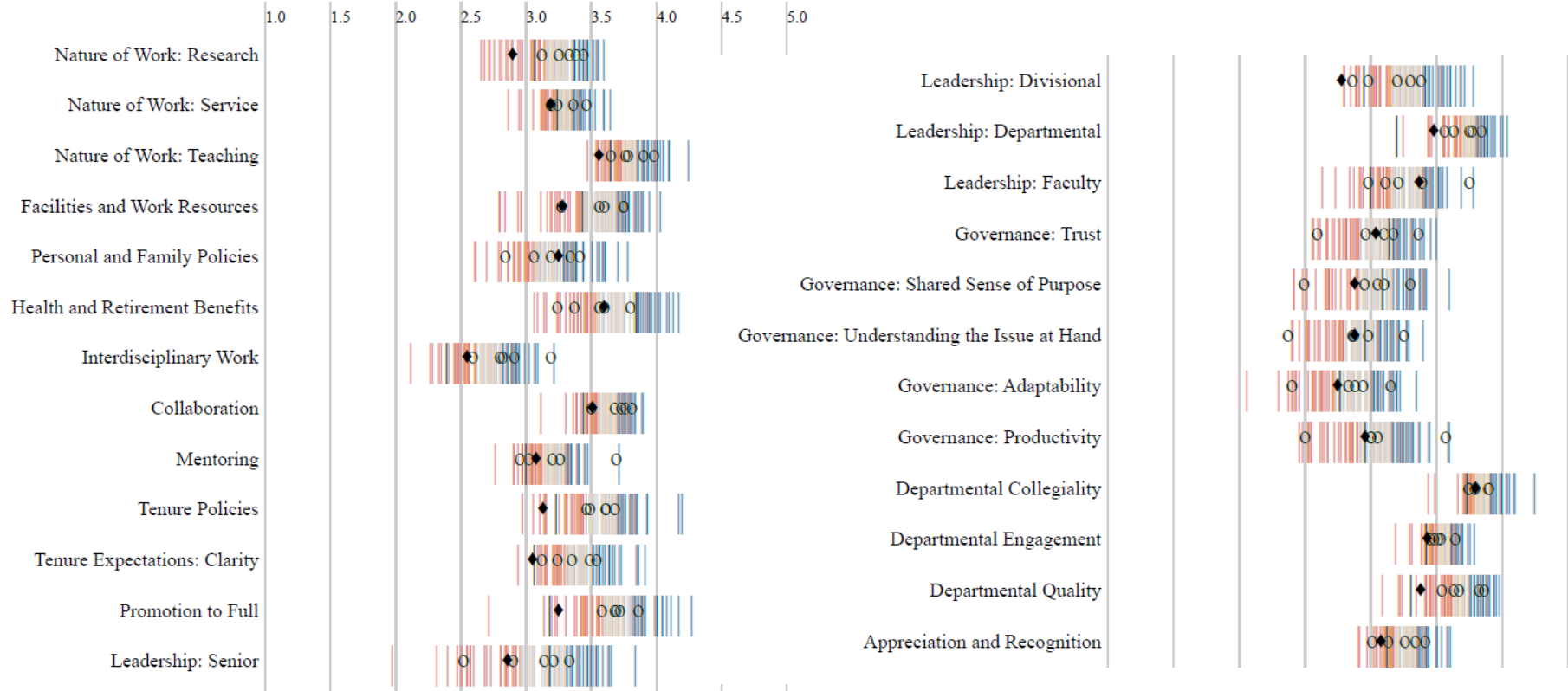
COACHE Results at a Glance
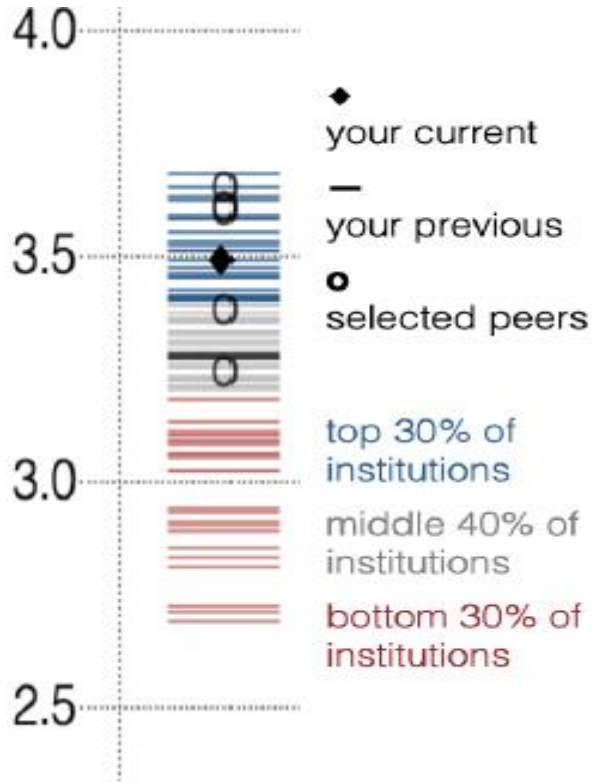
Peer Schools

- Clemson University (2022)
- Lehigh University (2022)
- Missouri University of Sciences and Technology (2023)
- Virginia Polytechnic Institute and State University (2023)
- Worcester Polytechnic Institute (2021)

Benchmarks at a Glance

Benchmarks at a Glance: 2023

Areas of strength (all faculty combined)
(No areas of strength)

Areas of concern (all faculty combined)
Appreciation and Recognition
Collaboration
Departmental Engagement
Departmental Quality
Facilities and Work Resources
Governance: Shared Sense of Purpose
Interdisciplinary Work
Leadership: Departmental
Leadership: Divisional
Leadership: Senior
Nature of Work: Research
Nature of Work: Service
Nature of Work: Teaching
Promotion to Full
Tenure Expectations: Clarity
Tenure Policies

Benchmarks at a Glance

⭐ Improvement since 2019 COACHE Assessment

⭐ RIT satisfaction among the lowest of peer & cohort schools

Areas of Moderate Satisfaction (all faculty combined)
Personal and Family Policies
Health and Retirement Benefits
Leadership: Faculty
Governance: Trust

Areas of Concern (all faculty combined)
Appreciation and recognition
Collaboration
Departmental Engagement
Department Quality
Facilities and Work Resources
Governance: Shared Sense of Purpose
Interdisciplinary work
Leadership: Departmental, Divisional, Senior
Nature of Work: Research, Teaching, Service
Promotion to Full
Tenure Expectations: Clarity
Tenure Policies

How to read the data

COACHE DASHBOARD GUIDE

This is the overall score *(between 1 and 5)* for all faculty respondents at your institution.

These columns describe how your faculty's responses compare to similar faculty at other COACHE institutions: tenured vs. tenured, men vs. men, faculty of color vs. faculty of color, etc.

These columns compare groups on your campus: pre-tenure/tenured, associate/full, women/men, white/faculty of color.

	mean	overall	tenured	pre-ten	full	assoc	men	women	white	foc	tenure	rank	gender	race	2008
Health and retirement benefits	3.43										pre-ten	full	women		
Interdisciplinary work	3.00										pre-ten	assoc	women	white	
Collaboration	3.46										tenured		women	white	
Mentoring	3.18										tenured	assoc		foc	
Tenure policies	3.64		N/A		N/A	N/A				N<5	N/A	N/A			+
Tenure clarity	3.33		N/A		N/A	N/A				N<5	N/A	N/A	men		

WHAT DO THESE WEDGES MEAN?

These symbols represent results that fit COACHE's criteria for "areas of strength" (in **blue**) and "areas of concern" (in **red**).

Your ranking among peers: *Your percentile among your cohort:*

1st or 2nd ◄ ► Top 30%
3rd or 4th ◄ ► Middle 40%
5th or 6th ◄ ► Bottom 30%
insufficient data for reporting ◄

This result, for example, shows that your female faculty are less satisfied than are women at your peers (◄), but more satisfied than are women at 70% of other institutions (►). Although the women at your institution are "less satisfied" than women at peers, they still fare better than most.

AND THESE RESULTS?

Here, the faculty subgroup with the *lower* rating appears. Shading conveys the *magnitude* of sub-group differences: small effects appear as text only, moderate effects are shaded yellow with a dotted underline, and large effects are shaded orange with a solid underline. Trivial differences remain blank. Change over time appears as +/-.

Regardless of your results compared to peers and others (on the left), you should direct your concern to subgroups who consistently appear here in yellow or orange shaded cells.

RIT

Benchmark dashboard
Demographic data

Your results compared to PEERS ◖

Your results compared to COHORT ◗

Areas of strength in **BLUE**

Areas of concern in **RED**

	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm
Nature of Work: Research	2.89												
Nature of Work: Service	3.18												
Nature of Work: Teaching	3.55												
Facilities and Work Resources	3.27												
Personal and Family Policies	3.24												
Health and Retirement Benefits	3.59												
Interdisciplinary Work	2.54												
Collaboration	3.50												
Mentoring	3.07												
Tenure Policies	3.12		N/A		N/A	N/A	N/A						
Tenure Expectations: Clarity	3.04		N/A		N/A	N/A	N/A						
Promotion to Full	3.24			N/A	N/A								
Leadership: Senior	2.85												

Benchmark dashboard
Demographic data

Your results compared to PEERS ◗
Your results compared to COHORT ◗

Areas of strength in **BLUE**
Areas of concern in **RED**

	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm
Leadership: Divisional	2.77												
Leadership: Departmental	3.47												
Leadership: Faculty	3.37												
Governance: Trust	3.03												
Governance: Shared Sense of Purpose	2.87												
Governance: Understanding the Issue at Hand	2.87												
Governance: Adaptability	2.74												
Governance: Productivity	2.95												
Departmental Collegiality	3.79												
Departmental Engagement	3.42												
Departmental Quality	3.37												
Appreciation and Recognition	3.07												

Benchmark dashboard Demographic data

Within campus differences

sm (.1)   med. (.3)   lrg. (.5)

	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2019
Nature of Work: Research	tenured		assoc	women	white	white	white	-
Nature of Work: Service	tenured	tenured	assoc	women				
Nature of Work: Teaching			assoc		foc	asian	urm	-
Facilities and Work Resources		tenured	assoc	women				-
Personal and Family Policies	pre-ten	tenured	assoc	women	foc	asian		-
Health and Retirement Benefits	pre-ten	tenured			foc	asian		-
Interdisciplinary Work	tenured	tenured		women				+
Collaboration	pre-ten	ntt	assoc			white		
Mentoring	tenured	tenured	assoc				urm	
Tenure Policies	N/A	N/A	N/A	women	white		white	-
Tenure Expectations: Clarity	N/A	N/A	N/A		white		white	
Promotion to Full	N/A	N/A	assoc	women	foc		urm	
Leadership: Senior	tenured	tenured	assoc		white	white	white	-

RIT

Benchmark dashboard Demographic data

	Within campus differences
	sm (.1) med. (.3) lrg. (.5)

	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2019
Leadership: Divisional	tenured	tenured	assoc	women	white	white	white	-
Leadership: Departmental	tenured	tenured				asian	white	+
Leadership: Faculty		tenured	full	men		asian	white	+
Governance: Trust		tenured	assoc				white	-
Governance: Shared Sense of Purpose	tenured	tenured	assoc		white		white	-
Governance: Understanding the Issue at Hand	tenured	tenured			white	white	white	-
Governance: Adaptability	tenured	tenured					white	
Governance: Productivity		tenured					white	
Departmental Collegiality	pre-ten		assoc	women	foc	asian		
Departmental Engagement	pre-ten	ntt	assoc					
Departmental Quality	pre-ten	ntt						
Appreciation and Recognition	tenured	tenured	assoc	women	white		white	

Best Aspects

Faculty selected the two best aspects of working at RIT – four most frequently cited are highlighted in red

- Quality of colleagues
- Support of colleagues
- Quality of undergraduate students
- Cost of living

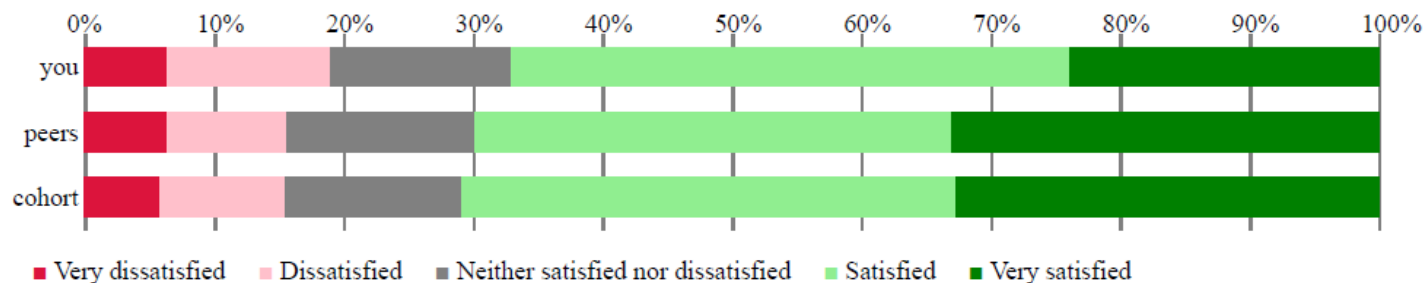|	Overall	Pre-tenure	Associate	Women	FOC
Quality of colleagues	24%	22%	25%	18%	22%
Support of colleagues	21%	22%	19%	24%	18%
Opportunities to collaborate with colleagues	7%	16%	9%	11%	7%
Quality of graduate students	4%	8%	3%	4%	5%
Quality of undergraduate students	21%	12%	20%	18%	15%
Quality of facilities	5%	0%	3%	2%	6%
Compensation	5%	2%	3%	7%	0%
Support for research/creative work	2%	4%	2%	2%	2%
Support for teaching	4%	0%	8%	5%	3%
Support for professional development	2%	4%	3%	3%	2%
Assistance for grant proposals	1%	2%	3%	2%	3%
Childcare policies	0%	0%	0%	1%	0%
Spousal/partner hiring program	0%	2%	1%	0%	1%
Diversity	3%	6%	3%	5%	5%
Presence of others like me	3%	0%	3%	3%	1%
My sense of "fit" here	8%	6%	6%	11%	11%
Geographic location	16%	8%	25%	15%	10%
Commute	4%	0%	4%	6%	7%
Cost of living	20%	22%	25%	17%	23%
Protections from service/assignments	0%	0%	0%	0%	0%
Teaching load	5%	12%	1%	7%	8%
Manageable pressure to perform	7%	10%	7%	6%	6%
Academic freedom	16%	16%	21%	15%	18%
Tenure/promotion clarity or requirements	1%	4%	0%	1%	2%
Quality of leadership	1%	2%	1%	1%	1%
There are no positive aspects	2%	2%	1%	2%	2%
Decline to answer	3%	4%	0%	2%	4%

Most Challenging Aspects

Faculty selected the two worst aspects of working at RIT – four most frequently cited are highlighted in red

- Compensation
- Teaching Load
- Too much service/too many assignments
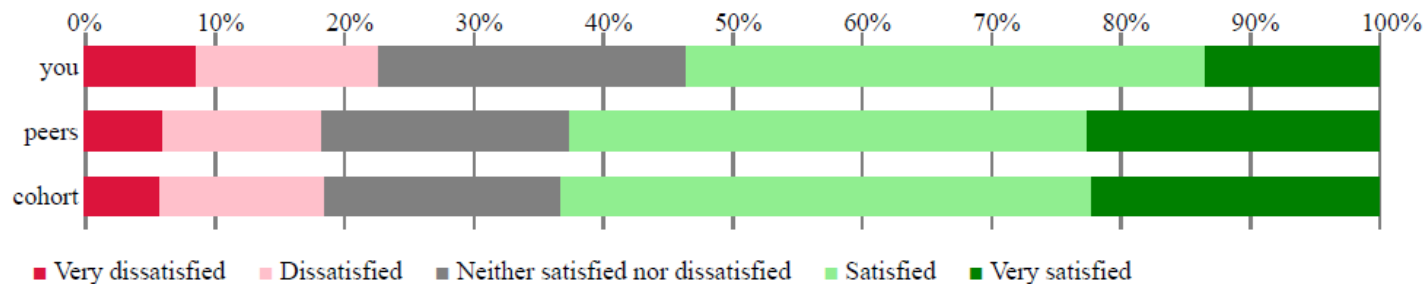- Quality of Leadership

	Overall	Pre-tenure	Associate	Women	FOC
Quality of colleagues	4%	6%	3%	3%	4%
Support of colleagues	2%	4%	1%	3%	3%
Opportunities to collaborate with colleagues	2%	2%	3%	2%	4%
Quality of graduate students	6%	12%	4%	5%	12%
Quality of undergraduate students	4%	4%	4%	5%	7%
Quality of facilities	8%	14%	9%	10%	2%
Compensation	30%	26%	30%	21%	32%
Lack of support for research/creative work	14%	10%	20%	15%	18%
Lack of support for teaching	4%	0%	5%	5%	3%
Lack of support for professional development	5%	8%	4%	8%	6%
Lack of assistance for grant proposals	4%	6%	5%	3%	5%
Childcare policies	1%	4%	2%	1%	1%
Spousal/partner hiring program	2%	0%	0%	1%	1%
Lack of diversity	4%	4%	5%	5%	7%
Absence of others like me	1%	4%	2%	2%	3%
My sense of "fit" here	2%	0%	4%	3%	1%
Geographic location	6%	12%	3%	6%	9%
Commute	0%	2%	0%	1%	1%
Cost of living	1%	2%	1%	1%	2%
Too much service/too many assignments	15%	12%	18%	15%	10%
Teaching load	18%	4%	20%	18%	19%
Unrelenting pressure to perform	8%	8%	14%	11%	6%
Academic freedom	0%	0%	0%	1%	0%
Tenure/promotion clarity or requirements	5%	10%	5%	5%	3%
Quality of leadership	16%	16%	16%	17%	10%
There are no positive aspects	4%	2%	1%	3%	2%
Decline to answer	3%	6%	1%	2%	5%

The Department and Institution as a Place to Work

Department as a place to work

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

Institution as a place to work

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

**Summary of open-ended comments (L. McQuiller Williams) - major themes:
Q. What is the one thing your institution could do to improve the workplace
for faculty?**

#1 **COMPENSATION AND BENEFITS (26.15%)**

#2 **FACILITIES AND RESOURCES FOR WORK (21.85%)**

#3 **NATURE OF WORK: GENERAL (19.08%)**

#4 **CULTURE (16.92%)**

#5 **NATURE OF WORK: TEACHING (16.62%)**

Summary of open-ended comments (L. McQuiller Williams) - major themes: Q. What is the one thing your institution could do to improve the workplace for faculty?

#1 COMPENSATION AND BENEFITS (26.15%)

- Suggestions for improvement included salary adjustments, remuneration for service/administrative roles, competitive compensation, addressing salary compression, increased base salaries, inflation/cost of living adjustments, salary equity across ranks and colleges, differential compensation for faculty producing high-quality research, increasing the available pool percentage for merit and revising the merit raise to be a truly performance-based program.

#2 FACILITIES AND WORK RESOURCES (21.85%)

- Comments centered on additional resources needed to support research, teaching, professional development, to improve academic facilities, and the need for technology support, more teaching assistants/graduate students, financial support for Ph.D. students, post-award grant support, and staff. Suggestions included moving to an activity-based budgeting model.

Summary of open-ended comments (L. McQuiller Williams) - major themes: Q. What is the one thing your institution could do to improve the workplace for faculty?

#3 NATURE OF WORK: GENERAL (19.08%)

- This major theme reflected the faculty's desire for a balanced workload, clarity of expectations, and clarity of processes for tenure, promotion, and annual review.

- Comments centered on reducing teaching loads, consistent distribution of teaching loads across faculty ranks, prioritizing small class sizes and student success, hiring more faculty and support staff to alleviate faculty workload, and clarifying processes and expectations for tenure and promotion.

Summary of open-ended comments (L. McQuiller Williams) - major themes: Q. What is the one thing your institution could do to improve the workplace for faculty?

#4 CULTURE (16.92%)

- Comments underscored the faculty's aspiration for a culture that values all employees, encompassing faculty of all ranks, disciplines, colleges, appreciates and values shared governance, and the need to uplift faculty and staff morale.

#5 NATURE OF WORK: TEACHING (16.62%)

- Comments centered on the need to recognize and reward teaching excellence, especially in tenure and promotion processes, establish policies that support and recognize interdisciplinary teaching and programs, foster a sense of appreciation and recognition for lecturers, and provide additional resources for teaching to aid faculty with supporting students.

Retrospective: 2019 Open-Ended Comment Analysis

- To assist the RIT leadership in prioritizing which workplace improvement suggestions and key areas to address first, a comparison of the open-ended comment analysis from 2019 and 2023 could be beneficial.

- There are a number of themes (based on the count of associated comments) that coincide with the 2023 analysis. These themes are:
   1. Compensation

   2. Facilities

   3. Faculty Workload

   4. Work Resources

   5. Research Support

   6. Tenure and Promotion Clarity

COACHE Survey: Action items to improve faculty satisfaction

1. **Evaluate Faculty Compensation**

o We are examining faculty compensation, including salary benchmarks.
   - Except for GCCIS and Saunders (who use different benchmarks accepted in their disciplines), RIT benchmarks against all R1 and R2 schools who participate in the College and University Professional Association (CUPA) faculty salary survey. Further, benchmarks by rank and discipline are updated annually and represent a three-year average.

   - The FAQs on this page address many of the questions from our faculty
     https://www.rit.edu/humanresources/faculty-salary-benchmarks-FAQ

Approach: Develop a data-informed plan to discuss compensation.

COACHE Survey: Action items to improve faculty satisfaction

2. Supporting Research

Expansion of Research Facilities

- SHED enabled conversion of 10 existing classrooms to create 23,000 square feet
- Brown Hall, 14,700 sft of research space opened in spring 2023
- New Research Building – 39,000 sft to be added for COS, GCCIS, and KGCOE

Research Infrastructure

- Work with VPR to address needs in grant submission and administration, computational resources, and equipment.

COACHE Survey: Action items to improve faculty satisfaction
3. Nature of Work

o **Tenure and Promotion Guidelines**
   Tenure Policy E05.0 (Completed)
   - Revised to clarify access to mid-tenure review documentation
   - Approved by Faculty Senate, Provost and President in December 2023

   Promotion to Full Professor (Nearing completion)
   - Provost on expectations for promotion to full professor to be distributed in April 2024

o **Travel Support**
   - Travel funding increased to approximately 66% in fall 2023
   - Working on returning travel funding to pre-Covid levels by 2025

o **Workload Guidelines**
   - Provost Priority for AY 24-25: Work with deans and faculty governance to establish faculty workload guidelines to improve transparency and consistency.

COACHE Survey: Action items to improve faculty satisfaction

4. Nature of Work: Teaching

o **Policy E06.0: Non-Tenure Track Faculty Appointments**

   - Pending approval by president
   - Revisions include contract extension
        Senior Lecturers: from 3 to 5 years
        Principal Lecturers: from 5 to 7 years

5. Culture

o **Strengthen Sense of Community and Culture of Caring**

   - Partner with Faculty Senate to create an environment that recognizes contributions of faculty across research, teaching and service missions of the university.

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Questions?