Using Faculty Satisfaction Survey Results to Revitalize Governance Structures

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PACE
UNIVERSITY

Our Purpose

- Many instruments are available to assess faculty satisfaction (e.g., HERI)
- But do those assessments buy us the information we want?
- This presentation describes how Pace University faculty designed and implemented their own instrument

  * Our process, our findings and using the survey as a mechanism for change

Pace University: An Overview

- Urban/suburban university

- Three Campuses and three sites in NY metropolitan region

- Major metro area:
  NYC 11.7 million

- Carnegie Class:
  Doctoral Research University

- Size: 12,593 Students
         10,344 FTE

- 63% undergraduate
- 37% graduate/ professional

- 6 Schools/College
  1. Arts and Sciences
  2. Business
  3. Computer Science/Information Systems
  4. Education
  5. Law
  6. Health Professions

The Context

- Multi-Campus nature
- Governance History at Pace
  1986 Faculty Handbook
  1998 & 2009 Middle States Visits
- HERI Faculty Survey as catalyst

Pace needed a survey than could serve as a mechanism for change

Creation of Survey

- With the blessing of the Interim Provost, a Faculty Satisfaction Survey Committee was convened

    *Committee members
    - Faculty Council elected
    - Dean appointed
    - Selected to give equitable representation to each school and campus

The Committee's Process

- Review of previous Pace HERI results

- Review of faculty surveys from other institutions

- Discussion and identification of issues most important to faculty at Pace

Faculty Identify Ten Survey Dimensions

- Teaching
- Research/Scholarship
- Service
- Working Conditions
- Technical Services and Resources

- Compensation
- Benefits
- Faculty Governance
- University Administration
- School/College Administration

Creating the Survey

- Faculty self-selected into Dimension Working Groups

- Over 200 questions developed

- Several hours of discussion

   * Which questions are most important?

   * Which questions are most likely to produce the

      desired change?

Survey Testing

- Qualtrics chosen as survey vehicle

- Draft questions entered into Qualtrics format

- Faculty test survey questions and format

- Further discussion and refinement of questions

- Further testing of format

Data Integrity

Survey Reporting Principles Established
Prior to Survey Administration

The Intent of the Survey is to be a catalyst for process change not to elicit performance appraisal

"Do no harm"

Survey Reporting Principles Established Prior to Survey Administration

- No confidential material or individual identifiers in widely distributed reports
- Identity of all respondents protected
- No verbatim qualitative responses disclosed
- Access to department-level reports restricted
- Department requests for survey information go through relevant dean
- No release of raw data
- Raw data housed in OPAIR

Survey Reporting Principles Established Prior to Survey Administration

- Faculty Survey Committee will recommend what data should be reported in initial report and disseminated widely to faculty.
- OPAIR will verify that sample will allow reporting without jeopardizing confidentiality.
- Sources of faculty satisfaction/dissatisfaction identified on aggregate basis.
- OPAIR will prepare reports for accreditors at request of relevant dean.
- OPAIR will prepare reports for Pace leadership who can effect change

Final Survey

- Final survey contained 46-50 items, depending upon branching
  ** 43 quantitative, 7 qualitative

1   2   3   4   5   6   7

1: Very dissatisfied   4: Neither satisfied nor dissatisfied   7: Very satisfied
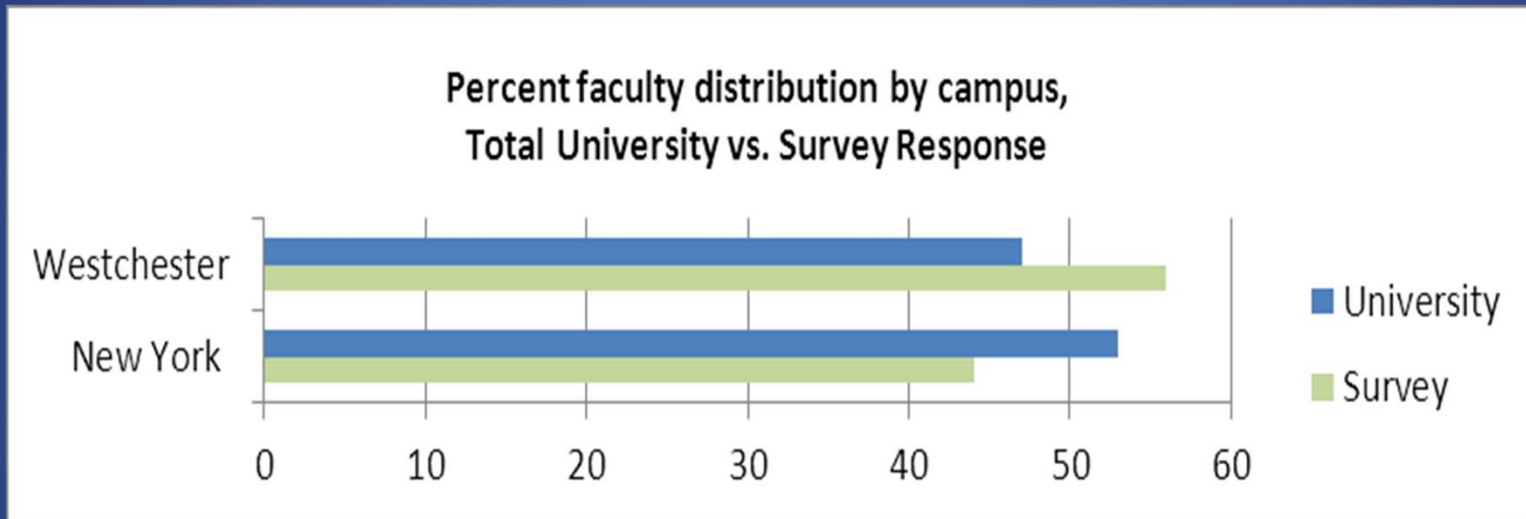
Recruitment/Implementation

- Survey was available 11/1 - 12/3/11
  - Efforts made to increase participation
    - Messages from Provost, announcements at faculty meetings
- Timing with other university events
  - Deferred deployment re: Faculty Handbook
  - Late October snowstorm and associated power outages
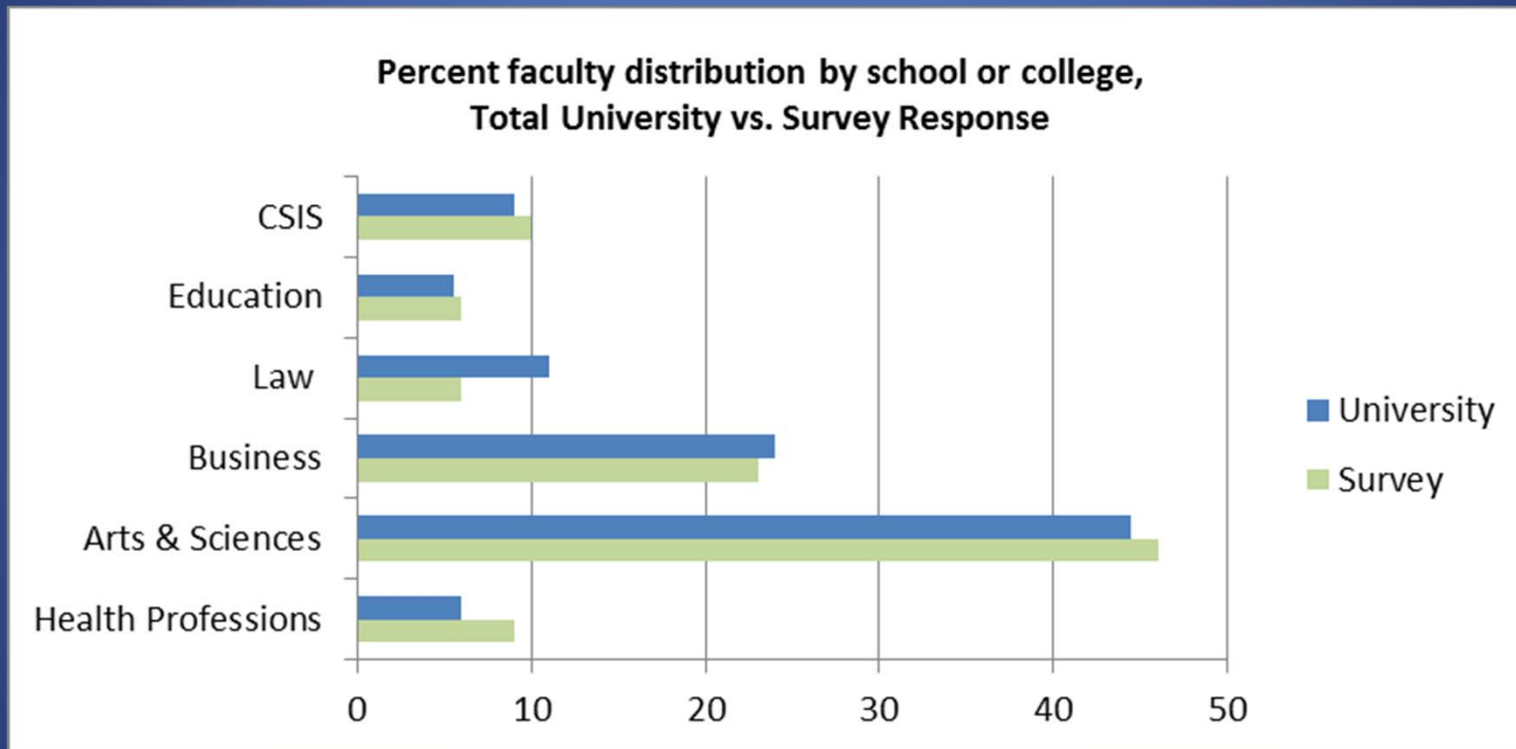 - NCATE accreditation visit

Participants

- Response rate: 59%
  - (265 of 445 full-time faculty)
- Characteristics of respondents
  - Tenured/tenure-track
    - 75% including school of Law, 73% excluding Law
  - Gender
    - 50/50 including Law, 51% female excluding Law
    - Ratio for all FT faculty (with or without Law) in fall 2011 was 44% female, 56% male

Participants by campus

Percent faculty distribution by campus,
Total University vs. Survey Response

Participants by School/College

Percent faculty distribution by school or college,
Total University vs. Survey Response

Satisfaction Results

- Who do you think is most satisfied?
  - The urban faculty or the suburban faculty?
- What are faculty most and least satisfied with?
  - Results by dimension
- What other group analyses would you do?

Findings

- Core Curriculum vs. non-Core

- Tenured vs. non-tenured

- Faculty who teach primarily undergraduate vs. those who teach primarily graduate-level students

- School/College Differences

Was the Survey a Mechanism for Change?

- Findings and Recommendations to Faculty Councils
  - What has been done to date
  - What will be done in the immediate future
  - Any other intangible impacts?

- Meeting with new Provost

- Recommendations to respective Faculty Affairs Committees on each Campus

Lessons Learned

- What would we do differently or the same, if we did it again?
- What do we think the findings mean about the culture at Pace?
  - Interim Provost support
- How do the findings of this faculty-designed survey align with previous surveys (e.g. HERI)?
  - What can we infer from any similarities or differences to prior surveys and their results?

Thank you for attending! Questions?

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