



**WPI**

HARVARD



GRADUATE SCHOOL  
OF EDUCATION

# **COACHE 2021**

## **Faculty Satisfaction Survey: Findings and Recommendations**

### **Steering Committee:**

Prof. Chrys Demetry (Co-Chair, ME), Prof. Tanja Dominko (Co-Chair, BBT)

Prof. Rick Brown (DH, ECE)

Prof. Drew Brodeur (CBC)

Prof. Fabienne Miller (BUS)

Prof. Rodica Neamtu (CS)

Prof. David Spanagel (HUA)

Prof. Karen Troy (BME)

# Overview of timeline

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- Feb - Apr 2021: Survey administered to all full-time faculty
- Aug 2021: Preview Report and CAO Digital Report received and made available on Canvas site: <https://canvas.wpi.edu/courses/8752>
- Sep 2021: Steering committee formed
- Jan – Feb 2022: Steering committee report
- 2022 – 2023: Deeper dives into a few areas for improvement

*Ongoing interaction with Harvard COACHE team and partners*

# Charge to our steering committee: A first phase of study

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## **Conduct “top level” review**

- Overall results
- Results by demographics
- Within-group comparisons by demographics and discipline
- Changes since 2017

## **Recommend priority areas for additional inquiry and action**

- Areas of success to celebrate
- Areas to improve

# WPI's comparison groups

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## Cohort

- 80 COACHE partners who identify as generally similar to WPI

## Selected Peers

Five institutions most similar to WPI in the faculty labor market:

- Clarkson University (2020)
- Purdue University (2018)
- Rochester Institute of Technology (2019)
- University of Massachusetts - Amherst (2020)
- Virginia Polytechnic Institute and State University (2020)

# WPI had high response rates

## Faculty Demographics

	WPI	Peers	Cohort
All Faculty	64%	44%	43%
Tenured	66%	45%	45%
Pre-tenure	57%	45%	46%
Non-tenure track	65%	40%	38%
Full Professor	69%	45%	46%
Associate Professor	58%	46%	43%
Men	57%	44%	40%
Women	77%	60%	49%
White	69%	52%	46%
Faculty of Color*	53%	45%	40%
Asian/Asian-American	48%	38%	35%
Underrepresented Minorities**	58%	56%	44%

\*"Faculty of color" = all except White

\*\* "Underrepresented minorities" = neither White nor Asian/Asian-American

# Summary of Overall Data

Benchmark	Compared to 2017	Compared to Peers	Compared to Cohort
Nature of Work – Research	+	=	=
Nature of Work – Service	+	+	+
Nature of Work – Teaching	+	+	+
Facilities / Work Resources	+	+	+
Personal / Family Policies	=	+	+
Health/Retirement Benefits	-	=	=
Interdisciplinary Work	+	+	+
Collaboration	+	+	+
Mentoring	+	+	+
Tenure Policies	=	+	+
Tenure Expectations: Clarity	+	+	+
Promotion to Full	+	=	=

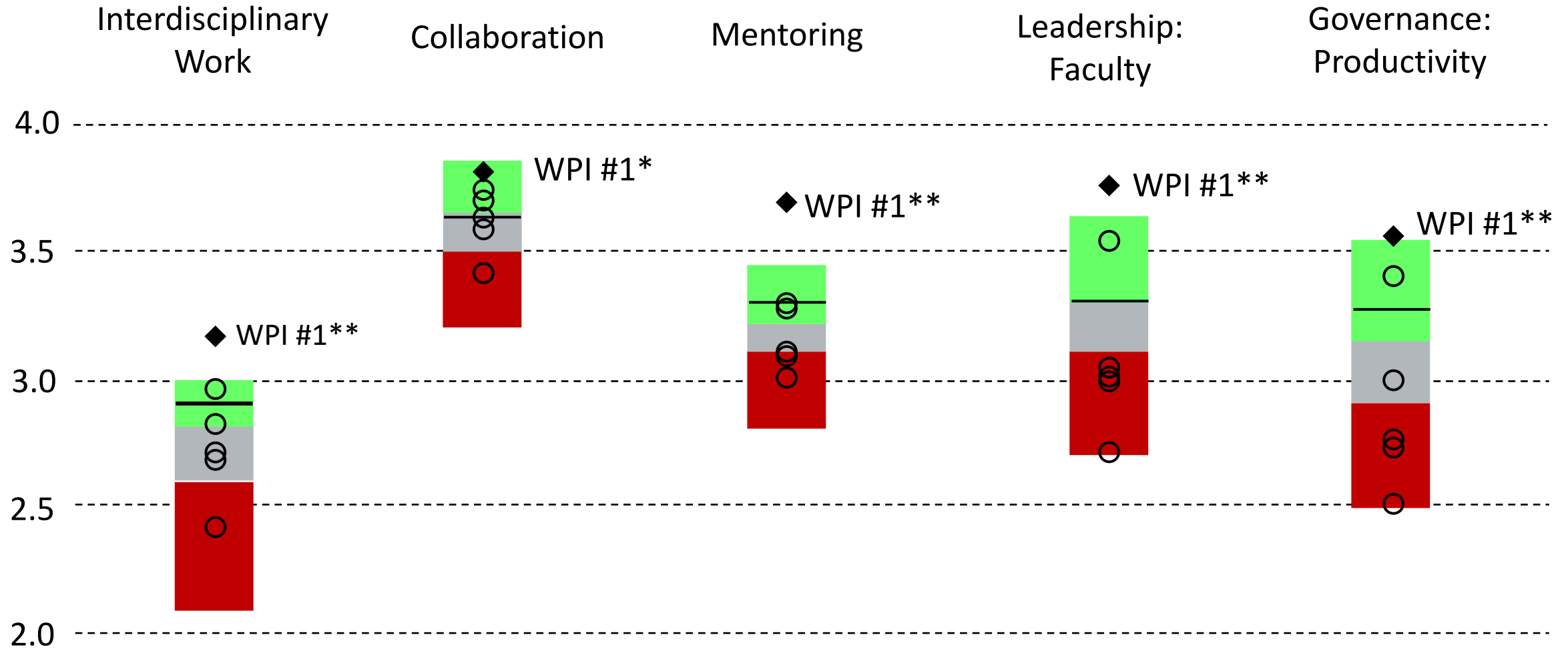
Benchmark	Compared to 2017	Compared to Peers	Compared to Cohort
Leadership: Senior	+	+	=
Leadership: Divisional	+	+	+
Leadership: Departmental	+	+	+
Leadership: Faculty	+	+	+
Governance: Trust	+	+	+
Governance: Shared Purpose	+	+	+
Governance: Understand Issues	+	+	+
Governance: Adaptability	+	+	+
Governance: Productivity	+	+	+
Departmental Collegiality	+	+	=
Departmental Engagement	+	+	+
Departmental Quality	+	+	+
Appreciation and Recognition	+	+	+

# Reasons to celebrate

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- Our ratings fall within the top 30% of the cohort and top 2 among our peers in 20/25 areas
- There are no areas of concern (bottom 30% of the cohort)
- Compared to 2017, WPI faculty satisfaction is higher in all areas but one
- Areas of most improvement (2017- 2021):
  - Department quality, collegiality, leadership; appreciation and recognition (in the bottom 30% of the cohort in 2017)
  - Divisional leadership (in the bottom 30% of the cohort in 2017)
  - Promotion to Full: greatest gain in satisfaction (at the bottom of the cohort in 2017)

# Areas of particular strength



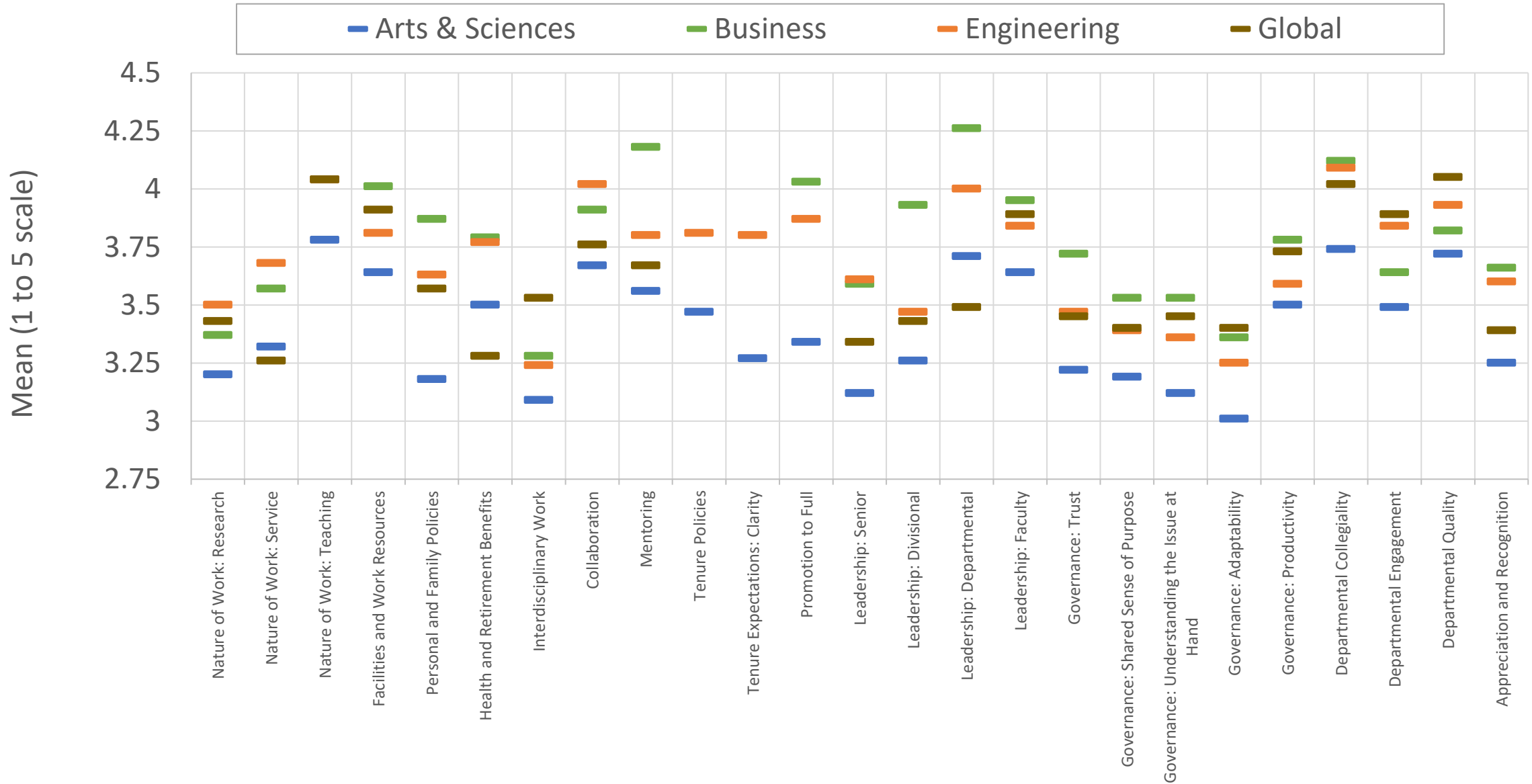
\*\* compared to peers and cohort

\* compared to peers

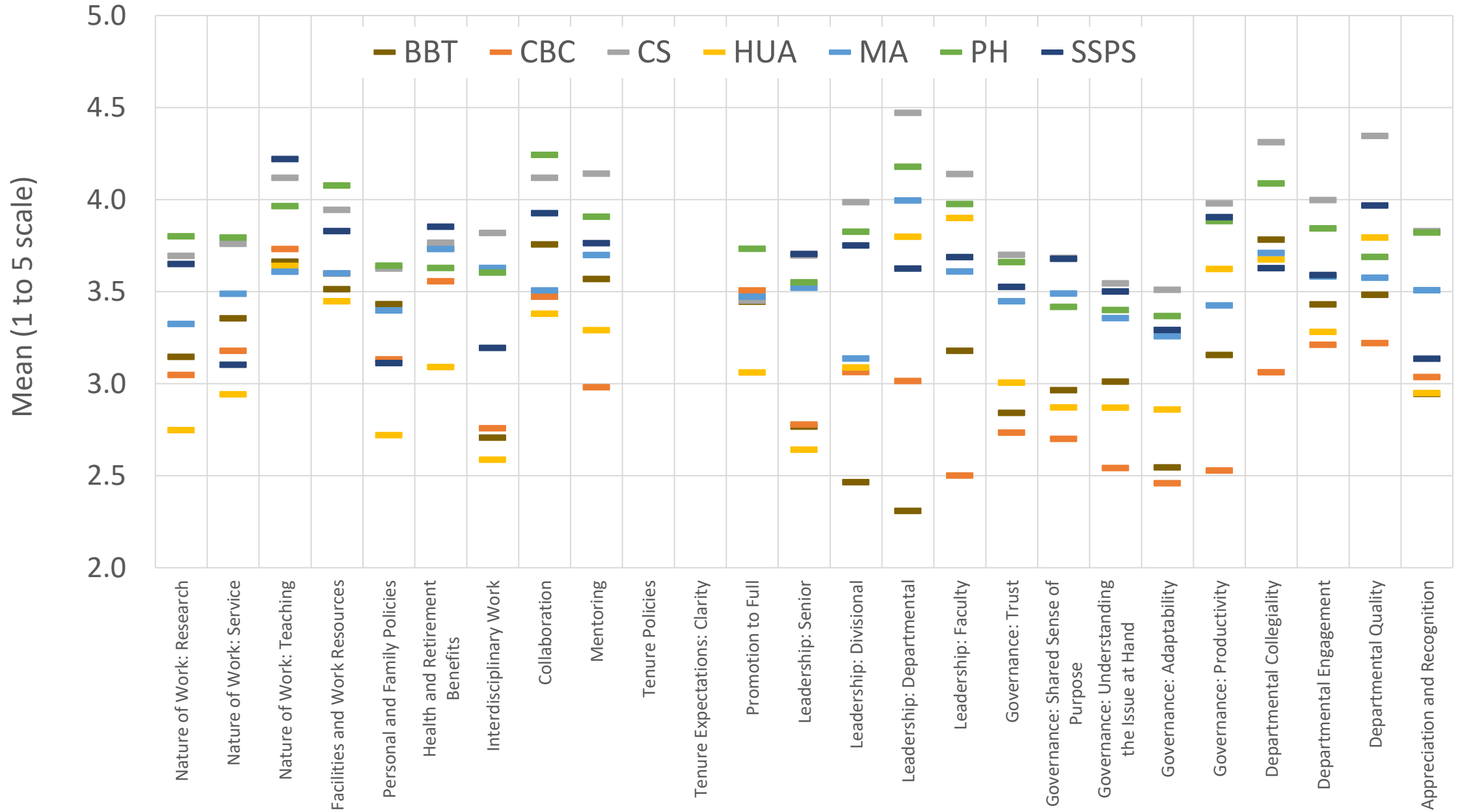


# Benchmarks by School

## Lowest satisfaction among faculty in Arts & Sciences



# Dissatisfaction within A&S clustered in HUA, BBT, CBC







# Recommendations for additional inquiry and action planning

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- **Investigate retirement benefits**
  - FAP to FBC for analysis and recommendations
- **Explore relative dissatisfaction in particular departments\***
  - Identify root causes of dissatisfaction in BBT, CBC, HUA
- **Continue improving tenure and promotion systems\***
  - Identify root causes of dissatisfaction with Tenure, especially among FOC, Asian, URM faculty
  - Identify root causes of dissatisfaction with Promotion to Full, especially among FOC, URM faculty
- **Explore differences by rank\***
  - Identify root causes of dissatisfaction w/ leadership and governance among Associate Professors

\*Recommended mechanism:  
Fellows working with depts, CTAF, COAP, Provost

# Recommendations to leverage strengths

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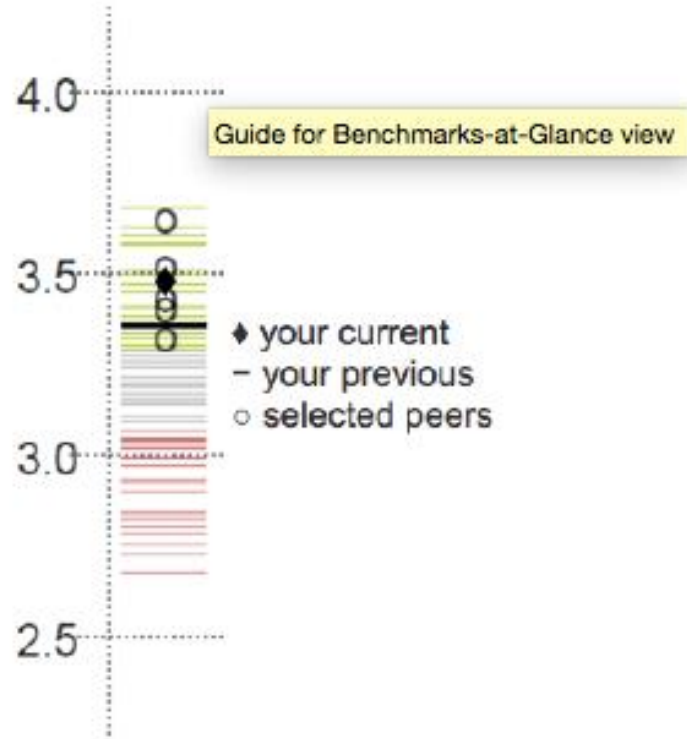
- Identify and lessen remaining barriers for interdisciplinary work, enhance opportunities
- Create uniform communication strategy for faculty recruitment to "brand" WPI faculty experience with our strengths (mentoring, collaboration, faculty leadership)

# Feedback and Questions

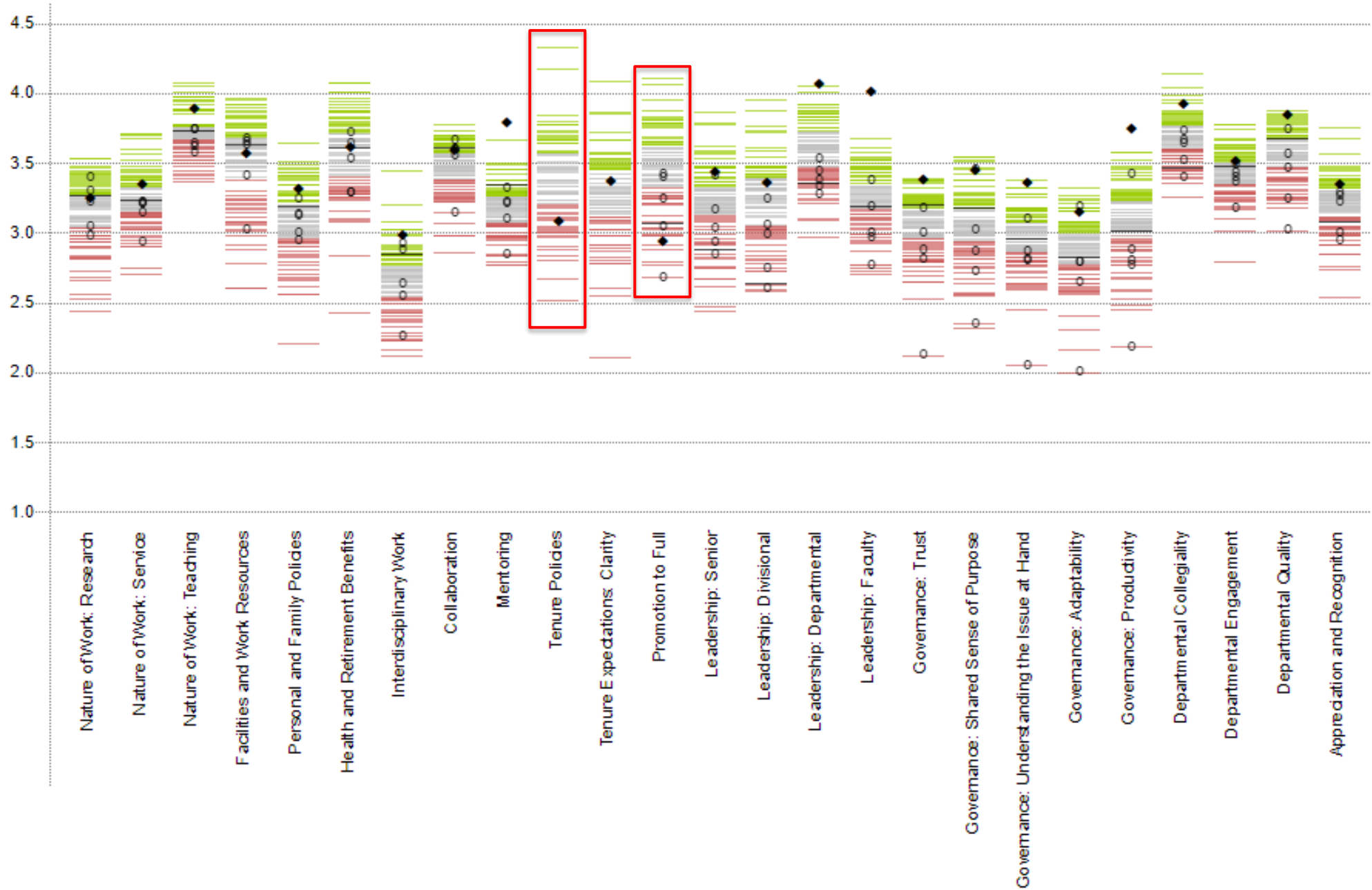
Details that may be of interest



top 30% of institutions  
middle 40% of institutions  
bottom 30% of institutions



# Benchmarks at a Glance – URM Faculty – External Comparisons



# Benchmarks at a Glance – NTT Faculty – External Comparisons



# Overview of Internal Comparisons by Demographic Groups\*

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	2017
Nature of Work: Research	tenured	tenured	assoc	women	white	white		+
Nature of Work: Service	tenured	tenured	assoc	women	white	white	urm	+
Nature of Work: Teaching		tenured	assoc		white	white		+
Facilities and Work Resources	pre-ten	tenured	assoc			white	urm	
Personal and Family Policies		tenured	assoc	women			urm	
Health and Retirement Benefits	pre-ten		assoc	women				-
Interdisciplinary Work			full		foc		urm	+
Collaboration		ntt	assoc	men		white	urm	+
Mentoring	tenured	tenured	assoc		white	white	white	+
Tenure Policies	N/A	N/A	N/A	women	foc		urm	
Tenure Expectations: Clarity	N/A	N/A	N/A		foc	asian	urm	+
Promotion to Full	N/A	N/A	assoc	women	foc		urm	+
Leadership: Senior	tenured	tenured	assoc		white	white	white	+
Leadership: Divisional	tenured	tenured	assoc					+
Leadership: Departmental	tenured	tenured		women	white		white	+
Leadership: Faculty	tenured		full		white		white	+
Governance: Trust	tenured	tenured	assoc		white	white		
Governance: Shared Sense of Purpose	tenured	tenured	assoc		white	white	white	
Governance: Understanding the Issue at Hand	tenured	tenured	assoc		white	white	white	+
Governance: Adaptability	tenured	tenured	assoc		white	white		+
Governance: Productivity	tenured	tenured	assoc	men	white	white	white	+
Departmental Collegiality	pre-ten		assoc	women	foc	asian		+
Departmental Engagement		ntt	assoc	women	foc	asian	urm	
Departmental Quality			assoc		foc	asian		+
Appreciation and Recognition	tenured	tenured	assoc	women				+

\*text in cell indicates the group with the LOWER satisfaction