

COACHE

COLLABORATIVE ON ACADEMIC CAREERS IN HIGHER EDUCATION

**FACULTY JOB SATISFACTION COMMITTEE
2019 REPORT AND RECOMMENDATIONS**

Presented to the Office of the Provost
December 15, 2019



University of Missouri

APPRECIATION

The 2019 COACHE Faculty Job Satisfaction Survey Committee co-chairs, Dr. Leigh Neier (Education) and Dr. Joe Parcell (Agriculture, Food and Natural Resources), would like to thank the following committee members for their valuable input and their commitment to making MU the best it can be.

We would also like to recognize Associate Provost Chris Riley-Tillman and Vice Provost Mardy Eimers for their extensive support and always being only a phone call away. Brandon Wolak, graduate student assistant in Institutional Research & Quality Improvement, provided timely and thorough data analysis to the committee upon request.

Thank you, Provost Ramchand, for sharing your vision with our committee and prioritizing faculty voice.

Co-Chairs



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EXECUTIVE SUMMARY

The purpose of this five-page document is twofold: 1) summarize University of Missouri faculty job satisfaction trends arising from the 2019 Collaborative on Academic Careers in Higher Education (COACHE) survey results and 2) identify potential strengths and opportunities for improvement.

The COACHE survey is an ongoing study coordinated and administered by Harvard University. To date, MU has participated in three COACHE survey cycles: 2013, 2016 and 2019.

The Office of the Provost convened the 2019 COACHE Survey Faculty Job Satisfaction Committee (hereafter referred to as “the committee”) in June 2019 to analyze data obtained from the 2019 survey results. Specifically, the committee sought to address three questions:

1. How should we share the results of the COACHE survey with the campus community?
2. Based on the survey results, what does the committee perceive to be the most important campus-wide issues?
3. What strategies or actions does the committee recommend to address the identified issues?

The committee reviewed the 2019 COACHE survey results, and it made comparisons across 2013, 2016, and 2019 data. The following is a summary of recommendations:

1. *Facilitate consistent, transparent communication directly from the Office of the Provost regarding the 2019 COACHE survey data;*
2. *Create a standing, Provost-appointed, faculty-led committee to advise on COACHE survey implementation, faculty messaging pertaining to COACHE, and COACHE recommendations development;*
3. *Establish the 2022 Coach Committee prior to the survey to promote the COACHE survey and increase response rates, and invite all ranked faculty, including those without professorial designation, to participate in subsequent COACHE survey cycles;*
4. *Charge deans with responsibility for acting on their college-specific data; the Office of the Provost should hold deans accountable for identifying two to three areas of concern that their colleges plan to address beginning in spring 2020;*
5. *Provide relevant COACHE data to respective groups for further discussion specific to priority areas of concern;*
6. *Address college and department quality of leadership by instituting a consistent, transparent review process that is not exclusive to deans; and*
7. *Align the five commitments outlined in MU’s strategic plan with COACHE data relevant to their goals and strategies, and ensure stakeholder groups are accountable for progressing the strategic plan’s goals and strategies and addressing needs highlighted in the COACHE data.*

The remainder of this document has three main sections: 1) campus accomplishments and initiatives since the 2016 COACHE survey; 2) 2019 COACHE survey trends, areas of concern, and best and worst aspects compared with 2013 and 2016 COACHE survey data; and 3) recommendations.

CAMPUS ACCOMPLISHMENTS

CAMPUS ACCOMPLISHMENTS AND INITIATIVES SINCE 2016 COACHE SURVEY

Several initiatives undertaken by MU in response to issues identified in the 2016 COACHE survey are highlighted as follows:

- MU established the Center for Teaching and Learning.
- All departments and programs will update and revise promotion and tenure standards by the end of 2019.
- In collaboration with deans, the Division of Inclusion, Diversity, and Equity continues to work with departments to promote diversity and inclusion in candidate pools, better recognize and promote qualified faculty, and achieve more balance with respect to service commitments.
- MU initiated the Preparing Future Faculty Postdoctoral Program for Faculty Diversity to enhance diversity among rising faculty members.
- UM System Leadership Development pursued initiatives to improve senior leadership, dean, and chair access to best leadership practices, which could lead to increased faculty satisfaction.
- UM System approved NTT faculty multiyear contracts and increased compensation for NTT faculty equal to tenure promotion.
- MU Faculty Council initiated the Shared Governance Award in 2017.
- Research Incentive Task Force developed recommendations to enhance compensation for faculty achieving certain milestones.
- MU's strategic plan, titled "The Flagship of the Future," addresses MU's commitments to Excellence in Student Success; Excellence in Research and Creative Works; Excellence in Engagement and Outreach; Inclusive Excellence; and Excellence in Planning, Operations, and Stewardship.

Campus 2019 COACHE Faculty Job Satisfaction Survey Committee Process

The co-chairs were invited to a preliminary planning meeting in July 2019. At this meeting, both co-chairs, Associate Provost Chris Riley-Tillman, Vice Provost Mardy Eimers, and Faculty Council Chair Clark Peters submitted lists of potential committee members. The committee members, who intentionally represent varying colleges, committed to recognizing the value of consistently sharing the importance of the COACHE survey process. This commitment has been consistent since the committee's formation. The committee's co-chairs also traveled to the COACHE Communication Strategy Workshop to learn best practices.

The committee met as a whole six times during the fall 2019 semester and was provided full access to the 2019 COACHE data. The committee also reviewed best practices according to each benchmark as suggested by COACHE. Additionally, the committee found value in referencing the 2016 COACHE Faculty Satisfaction Committee's report, paying close attention to its qualitative data analysis, to determine 2019 priorities. Office of the Provost personnel and the Faculty Council chair were invited to attend each meeting. The co-chairs met more frequently and occasionally met with Office of the Provost personnel to gather clarifying data and discuss the process of the COACHE survey on the MU campus. During an early committee meeting, Provost Ramchand shared her vision for data transparency, accountability, and action. The Office of the Provost's staff's investment in this process will continue to play a critical role in future accomplishments tied to COACHE findings.

Peer Institutions

For the 2019 survey cycle, MU selected five peer institutions — those most similar to MU in the faculty labor market — to provide points of comparison across each benchmark and demographic group. MU’s peers are Indiana University, Iowa State University, Purdue University, University of Arizona, and the University of Virginia. MU often ranked lower than its five peer institutions across key benchmarks; MU did not lead its peers with respect to any benchmarks. However, it is important to note that MU’s benchmarks trend closely with those of its peer institutions and general areas of concern throughout higher education.

2019 COACHE SURVEY ANALYSIS

Trends, Areas of Concern, and Best and Worst Aspects

Of the eligible population of 1,842 University of Missouri faculty, 759 (41%) completed the 2019 COACHE survey, which is a 13% decrease from 2016. The adjusted response rate reflective of the survey findings reported below is 47%.¹

Trends

From 2016 to 2019, the overall average across all benchmarks (Appendix A) increased (+0.07). Of particular note are increases in the following areas:

- Senior leadership (+0.60)
- Departmental leadership (+0.20)
- Divisional leadership (+0.20)
- Tenure policies (+0.10)
- Health and retirement benefits (+0.10)

Areas of Continued Concern

Based on the 2016 campus COACHE survey report, the 2019 COACHE committee identified six areas of continued concern for the campus. Those six concerns and the extent to which their average scores changed from 2016 to 2019 are as follows:

1. Appreciation and recognition (+0.04)
2. Governance: adaptability (+0.37)
3. Governance: productivity (+0.32)
4. Governance: shared sense of purpose (+0.28)
5. Governance: understanding the issue at hand (+0.25)
6. Leadership: faculty (+0.04)

Best and Worst Aspects

A key consideration of this report is measuring change in faculty job satisfaction over time. Faculty respondents to the Campus COACHE survey were asked to select their top three “best” aspects and top three “worst) aspects of working at MU. “Best” aspects are reported first, followed by “worst” aspects. Across all three survey cycles, best aspects identified by faculty respondents included (a) quality of colleagues and (b) cost of living.

¹The adjusted response rate does not include medical school faculty. The 2013, 2016, and 2019 COACHE reported campus response rates included medical school faculty in the numerator. However, medical school faculty are not in the survey response summary findings. The medical school dean will receive a divisional report that summarizes responses from only medical school faculty. In general, the committee did not understand why some faculty groups were included or excluded both at the sampling and data analysis stages. Therefore, consistent with MU’s diversity and inclusivity goals, the committee recommends that future COACHE campus surveys sample and provide data and results for all faculty groups. Including all faculty groups increases transparency and promotes shared trust between faculty and administration.

There were increases between 2013 and 2019 regarding views on support of colleagues, academic freedom, and collaborative opportunities. However, collaborative opportunities as a best aspect declined somewhat in 2019 relative to 2013 and 2016. (See Table 1). Worst aspects for all three survey cycles (2013, 2016, 2019) included (a) compensation, (b) diversity, (c) quality of leadership (division/department vs. campus), (d) quality of facilities, and (e) research/creative work support. Research and creative work support was noted as a more significant worst aspect in 2019 and 2016 than in 2013. Compensation and quality of facilities were rated similarly in all three survey years. Diversity improved somewhat between 2016 and 2019, but it was still a worst aspect in 2019. (See Table 2).

Best aspects of working at Mizzou (highest ranking: 1 to lowest ranking: 5)

Year	Quality of Colleagues	Support of colleagues	Collaborative opportunities	Cost of living	Academic freedom
2013	1	3	3	1	5
2016	1	3	3	1	n/a
2019	1	3	5	1	3

Worst aspects of working at Mizzou (highest ranking: 1 to lowest ranking: 5)

Year	Compensation	Diversity	Quality of Leadership	Quality of facilities	Research/creative work support
2013	1	2	3	3	3
2016	1	1	1	5	4
2019	1	2	5	4	2

RECOMMENDATIONS

There is significant overlap among the areas of concern identified by the 2019 COACHE Survey (i.e., 6 areas of concern listed on page 5), and the 2016 COACHE Faculty Satisfaction Committee’s findings. The committee recommends MU prioritize efforts to enhance faculty satisfaction in these areas, though colleges should use college-specific data to inform their action plans in areas identified as priorities by their faculty. Committee discussions resulted in the following seven priority areas of concern, which are listed alphabetically:

- Compensation
- Diversity
- Faculty and department leadership
- Interdisciplinary work
- Mentoring
- Recognition
- Research and creative work support

Of note, however, the **committee strongly recommends that diversity be considered the most pressing priority area of concern.** Across each of the 25 COACHE benchmarks, faculty of color and underrepresented minority faculty consistently reported the lowest levels of satisfaction; their assessments almost always ranked behind MU’s peer institutions and in the bottom 30% of COACHE cohort institutions.

Faculty Response Rate and Faculty Invited to Participate

As described, the COACHE survey response rate declined from 2016 to 2019. It was 41% in 2019 — a 13% decrease from 2016. The committee recognizes MU's 2019 response rate as a significant concern to address before campus leadership commits to the 2022 COACHE survey cycle. *As such, the committee recommends that campus leadership form the 2022 Campus COACHE Committee prior to administering the 2022 COACHE survey.* The committee can promote faculty completing the survey. *The committee recommends all ranked faculty, including those without professorial designation, receive invitations to participate in subsequent COACHE survey cycles.* Campus leaders will have the flexibility to partition responses into appropriate divisions. Moreover, the comprehensive COACHE report does not include the NTT faculty breakout as a faculty demographic group. This is a significant concern that Office of the Provost personnel and this committee's co-chairs have communicated to COACHE directors. However, MU-generated reports include NTT faculty when respective sample sizes allow for including NTT data.

The committee remains committed to the role of faculty voice in improving faculty satisfaction; faculty voice begins with the invitation to participate in the survey and dedicated efforts to increase faculty response rate. The committee recognizes the importance of maintaining consistent faculty voice throughout the data collection, analysis, recommendation, and action phases of the COACHE survey process to enhance transparency and faculty-centered outcomes. The committee also recognizes the shared responsibility between faculty and the Office of the Provost to strengthen areas of concern.

COMMUNICATION AND ACCOUNTABILITY

Ongoing, Transparent Communication of and Accountability to Current and Future COACHE Data

The committee recommends consistent, transparent communication related to the 2019 COACHE survey data directly from the Office of the Provost. Such communication will include periodic updates to outline (a) timelines for action, (b) expectations for accountability from deans and colleges, and (c) expectations for accountability from stakeholder groups.

The committee also recognizes the need to create a standing, Provost-appointed, faculty-led committee to advise on COACHE survey implementation, faculty messaging pertaining to COACHE, and COACHE recommendations development. The committee could include the following representation: associate provost, vice provost, Faculty Council faculty affairs committee member, a department chair, and an associate dean. Working in partnership with the Office of the Provost, this committee will encourage survey participation, promote a redesigned COACHE website, and liaise among stakeholder groups to communicate recommendations and accountability expectations. This standing committee should uphold COACHE-related work between survey cycles. Such a standing committee would empower faculty as campus leaders who have a defined stake in the continuous improvement process. The COACHE Standing Committee should be a recognized constituent group working in collaboration with the Office of the Provost; Office of Institutional Review and Effectiveness; Faculty Council; Division of Inclusion, Diversity, and Equity; and other offices as appropriate.

With respect to a redesigned Office of the Provost COACHE webpage, parts of the current webpage are inoperable (i.e., broken links) or require a Box login, which could affect access. The committee recommends creating a “destination” webpage to include periodic updates and accomplishments by the Office of the Provost and the COACHE Standing Committee. The webpage should focus on humanizing the data. That is, instead of providing only numeric updates, the committee recommends sharing the stories behind the numbers that comprise the best aspects of working at MU. The Office of the Provost should designate appropriate strategic communications staff to oversee the webpage redesign and ongoing updates. Aligning the COACHE and strategic plan websites would enable campus to sync progress across recommendations, including the ability to communicate to audiences about strategic plan compacts as they relate to the COACHE survey results.

College-Level Accountability

The committee recognizes that the COACHE survey, by design, provides MU with an understanding of its institutional landscape. It also recognizes that to maintain its best aspects, and improve its worst aspects and priority areas of concern, individual colleges must prioritize areas of concern and determine action plans and strategies. Therefore, *the committee recommends all deans maintain responsibility for acting on their college-specific data; the Office of the Provost should hold deans accountable for identifying two to three areas of concern their colleges can address beginning in spring 2020.* Likewise, deans should also be expected to provide a three-year plan for continuous improvement using their colleges’ benchmark analyses to inform their work. This plan should be clearly and consistently communicated with faculty. A portion of each dean’s annual evaluation should be connected to work meant to advance improvements in their colleges related to COACHE survey data.

Consistent, Transparent Campus, College, and Department Leadership Reviews

Faculty indicated improvement in quality of leadership at the campus level between the 2016 and 2019 survey cycles. Although some improvement characterized assessments of college and department leadership between 2016 and 2019, relative to campus leadership effectiveness faculty expressed concerns about college and department leadership effectiveness. This finding is especially true for faculty of color and underrepresented minorities. Per the Collected Rules and Regulations, Executive Guideline No. 7, *20.110 Department Chair*, department chairs should be reviewed annually, including comprehensive reviews at the midpoint of multiyear appointments. These reviews should include faculty input. Many academic areas have annual review processes in place; however, the committee sees value in all colleges and departments determining review processes with similar frequency and depth to executive- and campus-level administrative reviews. *The committee recommends consistent, transparent leadership reviews for all college and department leadership. Such reviews should include annual evaluations of associate deans, department chairs, division directors, and other administrators with lines of report to deans and include opportunity for faculty input. Similarly, the committee recommends consistent, transparent leadership reviews for all provost titles with lines of report to the Provost and chancellor titles with lines of report to the Chancellor. The opportunity for faculty input should be included with provost and chancellor title positions when applicable.*

The committee recommends the Office of the Provost work closely with college and department leaders to develop review processes and provide expectations for timely communication of review results with faculty. Leadership reviews are briefly mentioned in the Faculty Council Rules of Order; therefore, the committee sees value in involving the Faculty Council in creating department leadership review policy.

Given faculty's persistent concern regarding quality of leadership, involving faculty input in the annual review process for college and department leadership has the potential to shift leadership culture in colleges, which could, in turn, build faculty satisfaction.

FLAGSHIP FOR THE FUTURE

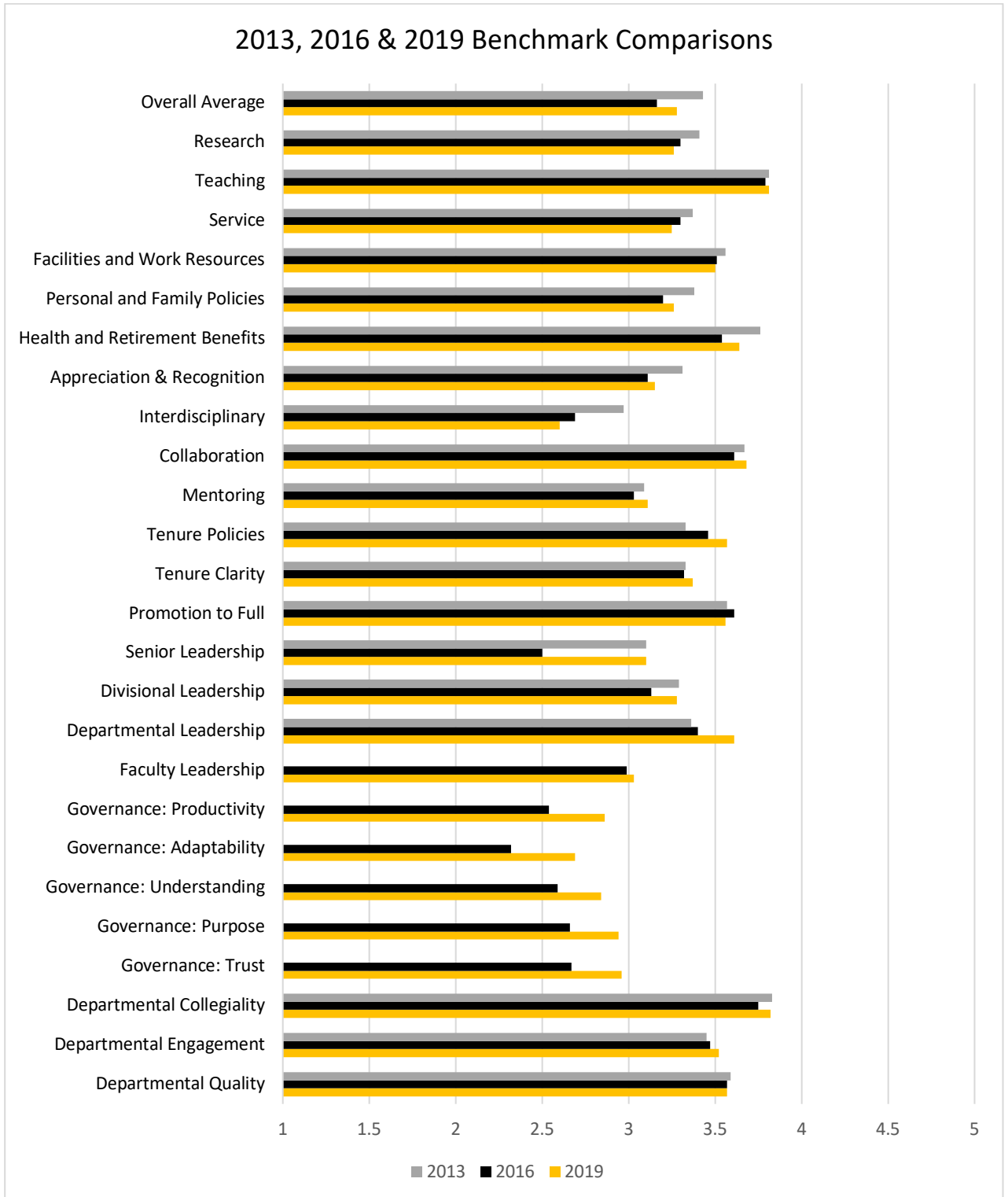
Stakeholder Accountability and Connections to MU's Strategic Plan, "Flagship for the Future"

The committee recognizes diverse stakeholder groups, offices, committees, and initiatives have considerable connections to areas identified by the COACHE survey as priority concerns. Such stakeholder groups include select Chancellor and Provost Standing Committees (e.g. NTT Standing Committee, Council for Inclusive Excellence, Status of Women, Campus Space Utilization, Faculty Development Advisory Committee); the Division of Inclusion, Diversity, and Equity; the Center for Teaching and Learning; and other ad hoc committees created to enhance campus initiatives. *The committee recommends providing relevant COACHE data to respective groups for further discussion about priority areas of concern.*

Appendix B includes additional examples of how priority areas of concern identified in the 2019 COACHE survey align with the goals and strategies in MU's strategic plan. The committee would like to recognize that Appendix B is non-exhaustive of all of MU's valuable committees and stakeholder groups. The committee intends Appendix B to be a starting point to which the Office of the Provost can expand upon further consideration of committees and stakeholder groups.

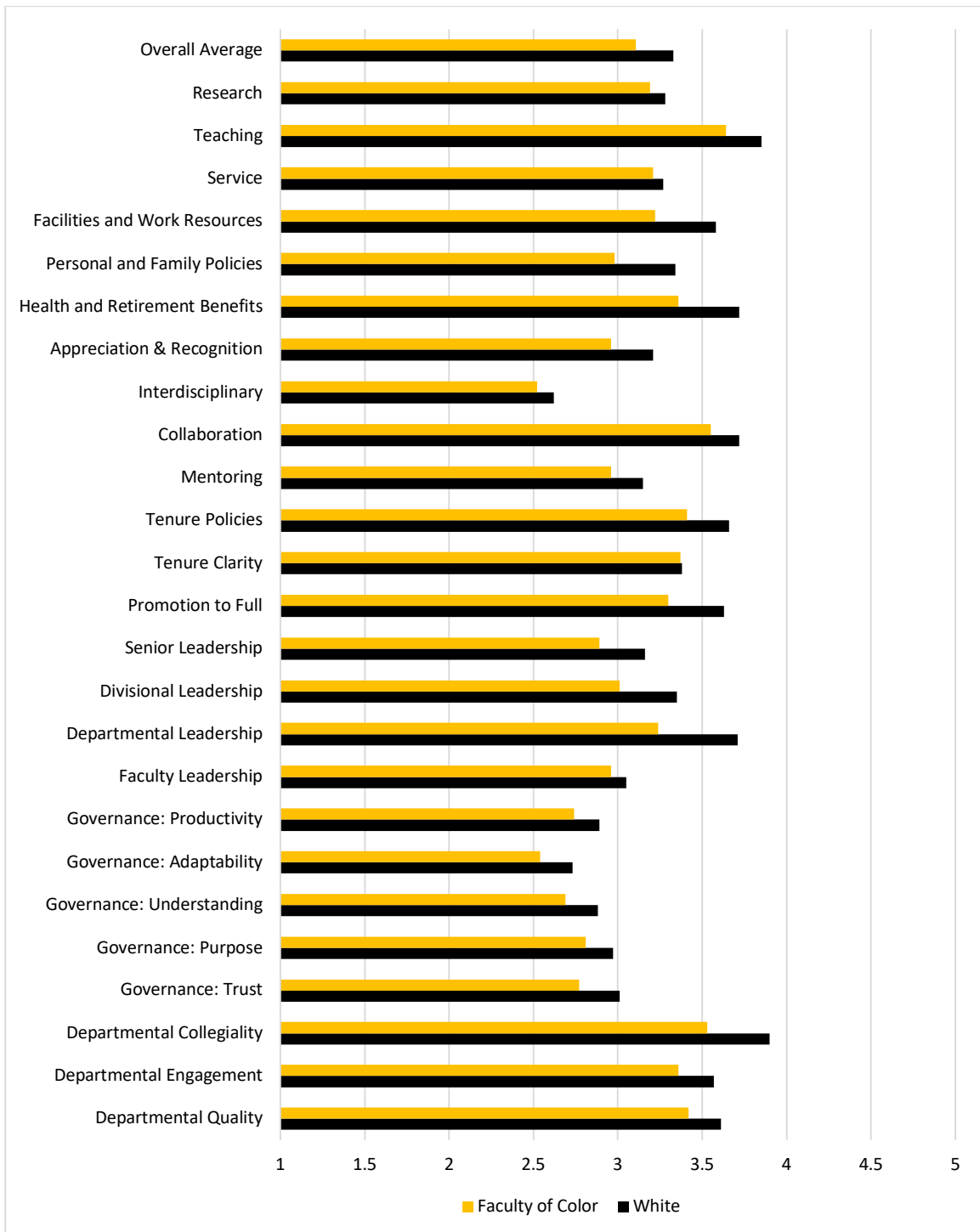
APPENDIX A - BENCHMARK ANALYSIS

2013, 2016, and 2019 Campus Benchmark Comparisons*

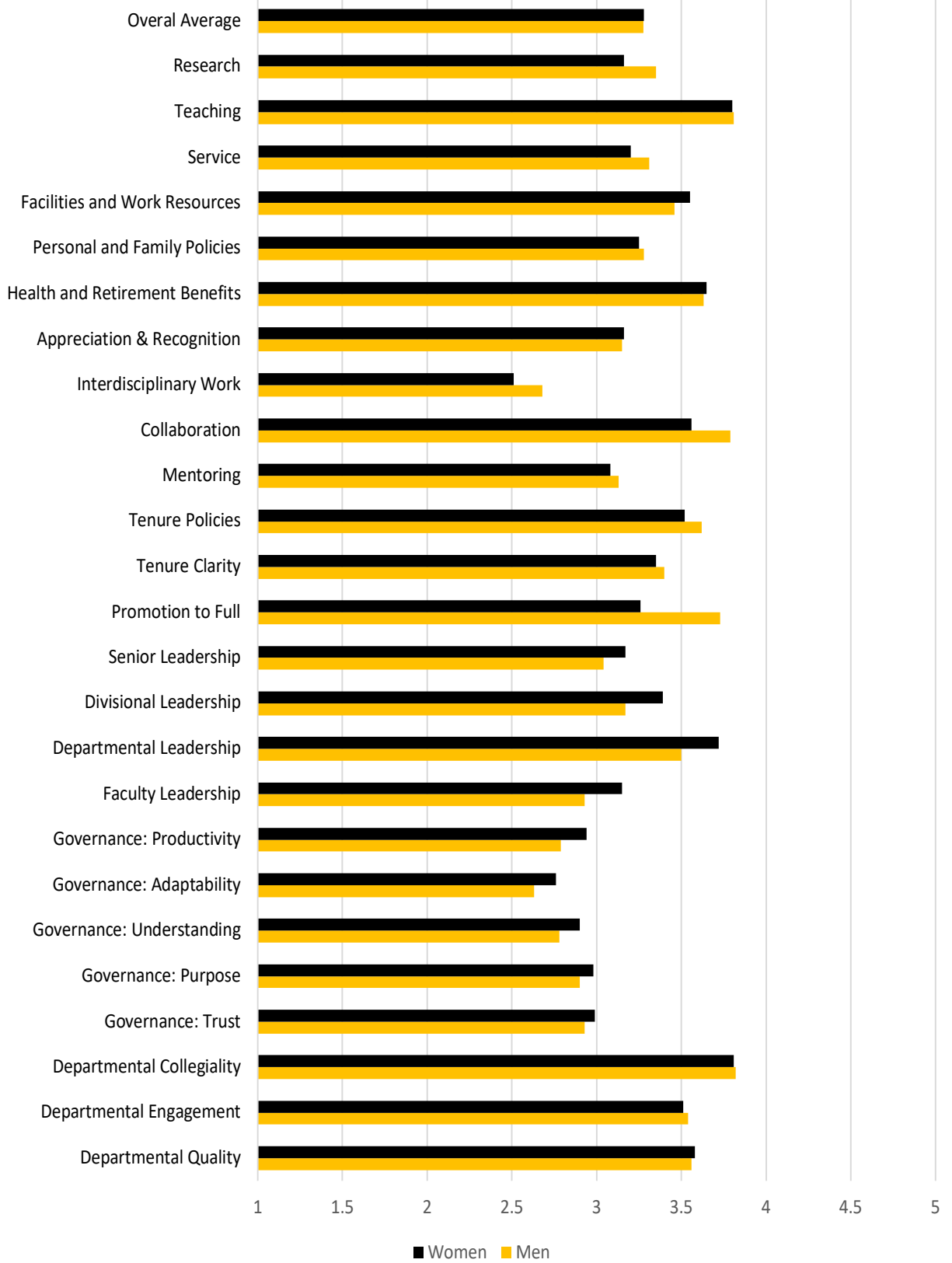


*Benchmarks for governance and faculty leadership were not included in the 2013 survey.

2019 Campus Benchmarks by Race/Ethnicity



Campus Benchmarks by Gender



APPENDIX B

Priority Areas of Concern Aligned with MU Strategic Plan Goals and Strategies

MU’s strategic plan outlines its commitment to these five critical areas:

1. Excellence in Student Success (ESS)
2. Excellence in Research and Creative Works (ERCW)
3. Excellence in Engagement and Outreach (EEO)
4. Inclusive Excellence (IE)
5. Excellence in Planning, Operations, and Stewardship (EPOS)

COACHE Priority Area of Concern	Related Areas of the MU Strategic Plan Goals and Strategies	Related Campus Committee, Task Force, or Stakeholder
Compensation	ERCW 1A: Create a Culture of Excellence Related to Scholarship through Incentive, Recognition and Advancement Programs for Faculty, Staff and Students: Redevelop incentive programs to align with our research goals at MU.	Research Incentive Task Force Division of Inclusion, Diversity, & Equity Faculty Council Committee on Fiscal Affairs Retiree, Health, and Other Benefits Advisory Committee Black Faculty and Staff Organization
Diversity	<p>EPOS 5A: Improve Quality of Services, Effectiveness and Efficiency within Human Resources and Finance: Develop a comprehensive talent management philosophy and framework in order to attract, develop, and retain top talent.</p> <p>EPOS 5B: Improve Quality of Services, Effectiveness and Efficiency within Human Resources and Finance: Foster a culture and work environment that is inclusive, diverse, and collaborative – and one that inspires excellence.</p> <p>IE 1: Increase the Culture Competencies of All Faculty and Staff</p> <p>IE 2: Improve Institutional Infrastructure to Implement Inclusive Excellence Throughout the University</p> <p>IE 3: Increase Faculty from Underrepresented Groups to 15% in 2023 from 8% in 2017; Increase Staff in Professional and Managerial Positions who are from Underrepresented Groups to 15% in 2023 from Less Than 8% in 2017; Increase the Percentage of Staff in Leadership Positions who are from Underrepresented Groups to 15% in 2023 from 11.5% in 2017.</p> <p>IE 9: Become a Leader in Scholarship Related to Diversity, Inclusion, and Equity Research and Will Double its Grant Support in This Area by 2023.</p> <p>IE 10: Increase the Number of Partnerships with Local and State Nonprofits, Businesses, and Agencies to Help Enhance the Lives of All Missourians.</p>	<p>Council for Inclusive Excellence Division of Inclusion, Diversity, & Equity Family-Friendly Campus Non-Tenure Track Faculty Status of Women Campus Promotion & Tenure Advisory Committee Faculty Development Advisory Committee Chancellor’s Task Force on Pregnant and Parenting Policies Faculty Council Committee on Diversity Enhancement Black Faculty and Staff Organization</p>

	IE 11: Increase Response Rate on the Campus Climate Survey to 70% by 2023. Additionally, We Will Increase the Percentage of Faculty, Staff, and Students Answering Favorably on Key Climate Survey Items to 85% or Higher by 2023.	
Faculty and Leadership Development	ERCW 1B: Create a Culture of Excellence Related to Scholarship through Incentive, Recognition, and Advancement Programs for Faculty, Staff, and Students: Build development programs for faculty, students, staff, and postdocs that will support and enable our scholars to develop their research skills.	Faculty Council Committee on Faculty Affairs Faculty Development Advisory Committee Black Faculty and Staff Organization
Interdisciplinary	ERCW 1E: Create a Culture of Excellence Related to Scholarship through Incentive, Recognition, and Advancement Programs for Faculty, Staff, and Students: Review promotion and tenure processes to be more reflective of the many individual contributions to scholarship and creative works, including innovation, entrepreneurship, and collaboration within interdisciplinary groups.	Task Force on Interdisciplinary Degree Program Administration Resource Allocation Model Committee Campus Promotion & Tenure Advisory Committee
	ERCW 4A: Identify and Capitalize on Areas Where Collaboration Can Drive Excellence: Identify new and maximize work on existing opportunities to collaborate across disciplines on campus.	
	ERCW 4D: Identify and Capitalize on Areas Where Collaboration Can Drive Excellence: Expand interdisciplinary, international partnerships, such as the Hidden Treasure of Rome initiative that engages multiple university and industry partners to advance our understanding of culture and history.	
Mentoring	IE 3A: Increase Faculty from Underrepresented Groups to 15% in 2023 from 8% in 2017; Increase Staff in Professional and Managerial Positions who are from Underrepresented Groups to 15% in 2023 from Less Than 8% in 2017; Increase the Percentage of Staff in Leadership Positions who are from Underrepresented Groups to 15% in 2023 from 11.5% in 2017: Improve the hiring and onboarding experience for all faculty and staff.	The Center for Teaching and Learning Preparing Future Faculty Postdoctoral Program For Faculty Diversity Task Force for Enhancing Learning and Teaching (TFELT) Faculty Development Advisory Committee
	ESS 4A: Promote Excellence and Inclusion Through Teaching and Student Academic Experiences, in and out of the Classroom: Maximize the possibilities through the new Teaching for Learning Center that will add programs and resources to help faculty discover, adapt, and adopt proven and innovative teaching practices.	
	ESS 4B: Promote Excellence and Inclusion Through Teaching and Student Academic Experiences, in and out of the Classroom: Support programs that assist faculty and staff in creating inclusive learning environments.	

Recognition	ERCW 2B: Develop Support Systems at the University Through Development, Communications, and Engagement that Respond to the Needs of our Faculty, Staff, and Students who are Involved in Scholarship: Improve communications and marketing of our scholarship.	Campus-level and college-level strategic communication teams Black Faculty and Staff Organization
Research and Creative Work Support	ERCW 1C: Create a Culture of Excellence Related to Scholarship through Incentive, Recognition, and Advancement Programs for Faculty, Staff, and Students: Develop a faculty enhancement program that builds on MU’s research and professional development leave options.	Research and Creative Works Strategic Investment Program Faculty Council Committee on Faculty Affairs Research Incentive Task Force Resource Allocation Model Committee Campus Facilities Planning MU Information Technology
ERCW 1H: Create a Culture of Excellence Related to Scholarship through Incentive, Recognition, and Advancement Programs for Faculty, Staff, and Students: Develop and launch the Office of Research Advancement to help reduce administrative burden on researchers.		
EPOS 6B: Reduce Deficient Facility Square Footage in Order to Reallocate Savings to Buildings that Improve and Support Student Success, Outreach, and Research: Refine Mizzou Stewardship Model to include a process for space reduction and invest recaptured operations dollars to create, support, and maintain existing and future high-performing campus buildings.		