



# *Forum on Faculty Satisfaction and Path Forward*

# Vision

The COACHE Team at KU is committed to improve support of faculty across career phases and for all demographics by examining the data and understanding faculty experiences through the lenses of equity and excellence.

The team is driven to offer actionable recommendations in response to faculty feedback.



# Why are we here today?

**To reflect on the key findings from the COACHE Faculty Job Satisfaction Survey administered at KU in the Spring of 2022.**

**To get broad faculty input on the ways to improve support of faculty across career phases and for all demographics.**

**We are invested in hearing your ideas and addressing solutions with you. Your ideas will directly help inform recommendations by the COACHE Advisory Committee to improve faculty satisfaction.**

# Summary of Survey Results

- Widespread dissatisfaction relative to our peer institutions, the cohort of institutions surveyed by COACHE, and past KU COACHE survey results
- Tenured faculty are more dissatisfied than tenure track and non-tenure track faculty\*
- Associate professors are the most dissatisfied among tenure stream faculty
- LGBTQIA+ faculty are significantly more dissatisfied than non-LGBTQIA+ faculty

\* This may change when the aggregated results of the NTT group inadvertently omitted are available.

## The data being presented today

- Quantitative survey results are in the 1-5 Likert Scale, with 1 being very dissatisfied and 5 being very satisfied. A mean in the range of 1.0-2.5 was categorized as “dissatisfied or very dissatisfied,” and a mean in the range of 3.5-5.0 inclusive was categorized as “satisfied or very satisfied.
- We will consider how we rank in our peer groups [1-6] with 1 being the best in cohort and 6 being the lowest.
- KU chose the following 5 peer institutions: Indiana University, Bloomington; Iowa State University; SUNY-Buffalo; University of Missouri, Columbia; University of North Carolina, Chapel Hill.
- We will also share data compiled from comments.



## Changes since the last COACHE survey

**Change from 2011 COACHE Survey to 2022, sorted by largest negative change**  
(Not all scales were present in the 2011 COACHE Survey, and many of the sample characteristics were different in 2011)

	2011 Mean	2022 Mean	Change	Percentage Change
Senior Leadership	3.12	2.28	-0.84	-27%
KU as a place to work	3.55	2.91	-0.64	-18%
Division Leadership	3.23	2.76	-0.47	-15%
Mentoring	3.48	3.08	-0.40	-11%
Salary	2.73	2.40	-0.33	-12%
Health and Retirement Benefits	3.58	3.34	-0.24	-7%
Interdisciplinary Work	2.59	2.52	-0.07	-3%
Tenure Policies	3.76	3.69	-0.07	-2%
Teaching	3.79	3.73	-0.06	-2%
Research	3.25	3.19	-0.06	-2%
Facilities and Work Resources	3.49	3.43	-0.06	-2%
Departmental Engagement	3.53	3.5	-0.03	-1%
Collaboration	3.54	3.53	-0.01	0%
Service	3.17	3.16	-0.01	0%
Departmental Quality	3.58	3.59	0.01	0%
Tenure Clarity	3.41	3.44	0.03	1%
Promotion	3.73	3.79	0.06	2%

## Insights

- **Declines in satisfaction in most categories compared to 2011.**
- **Increases in satisfaction in relation to tenure clarity and promotion.**
- **Important to consider changing context: A decade of state funding reductions, decreasing enrollments, the COVID-19 pandemic and its aftermath, and continuous turnover in senior leadership**

## KU Compared to Other Institutions

**Overall Means Comparison to Other Institutions Ordered by Overall KU Mean**  
(1 is “Very Dissatisfied” and 5 is “Very Satisfied”)

	Overall Mean (SD)	Peer Institution Mean (SD)	Rank in Peer Group	Percentile in Cohort
Promotion	3.79 (1.04)	3.75 (0.85)	4	72
Departmental Collegiality	3.74 (0.85)	3.82 (0.80)	6	17
Teaching	3.73 (0.68)	3.81 (0.67)	6	35
Departmental Leadership	3.69 (1.20)	3.75 (1.11)	6	40
Tenure Policies	3.69 (0.94)	3.52 (0.84)	1	80
Departmental Quality	3.59 (0.84)	3.68 (0.80)	6	28
Collaboration	3.53 (0.87)	3.69 (0.84)	6	35
Departmental Engagement	3.50 (0.82)	3.53 (0.79)	6	33
Tenure Clarity	3.44 (1.03)	3.35 (0.84)	2	70
Facilities and Work Resources	3.43 (0.78)	3.61 (0.71)	5	32
Faculty Leadership	3.34 (0.95)	3.24 (0.92)	2	70
Health and Retirement Benefits	3.34 (0.89)	3.75 (0.79)	5	10
Research	3.19 (0.74)	3.29 (0.78)	4	48
Service	3.16 (0.81)	3.28 (0.80)	6	10
Mentoring	3.08 (1.02)	3.23 (1.03)	5	23

Faculty survey responses reflected the most dissatisfaction in the following categories. Rank 6 (lowest) in peer group:

- Department Collegiality
- Teaching
- Department Leadership
- Department Quality
- Collaboration
- Department Engagement Service

Faculty survey responses reflected the most satisfaction in the following categories. Rank 1 (highest) in peer group:

- Tenure Policies

Faculty survey responses reflected the most dissatisfaction in the following categories. Rank 6 (lowest) in peer group:

- **Appreciation and Recognition**
- **Division Leadership**
- **Personal and Family Benefits**
- **Governance Trust**
- **Interdisciplinary Work**
- **Salary**
- **Senior Leadership**

Appreciation and Recognition	2.88 (0.91)	3.24 (0.90)	6	0
Division Leadership	2.76 (1.21)	3.12 (1.23)	6	4
Personal and Family Benefits	2.75 (0.94)	3.19 (0.94)	6	5
Governance-Trust	2.67 (0.87)	3.01 (0.91)	6	2
Governance-Understanding	2.56 (0.86)	2.90 (0.89)	5	5
Interdisciplinary Work	2.52 (0.98)	2.77 (0.98)	6	18
Governance-Productivity	2.51 (0.92)	2.91 (0.94)	5	4
Governance-Purpose	2.47 (0.89)	2.99 (0.90)	5	2
Governance-Adaptability	2.42 (0.88)	2.82 (0.89)	5	4
Salary*	2.40 (1.25)	3.00 (1.25)	6	4
Senior Leadership	2.28 (0.99)	3.07 (0.96)	6	0

*Rank in Peer Group is from 1 to 6, with 1 being the most satisfied faculty, with 6 being the least satisfied faculty. Percentile in Cohort is from 0 to 100 with 0 being the least satisfied faculty, and 100 being the most satisfied faculty.*

*\*Salary is not a scale score but an individual item*



# Detailed results by select themes

We will share data about the following specific categories.

- Compensation
- Leadership/Shared Governance
- Nature of work
- Appreciation and recognition
- Family policies

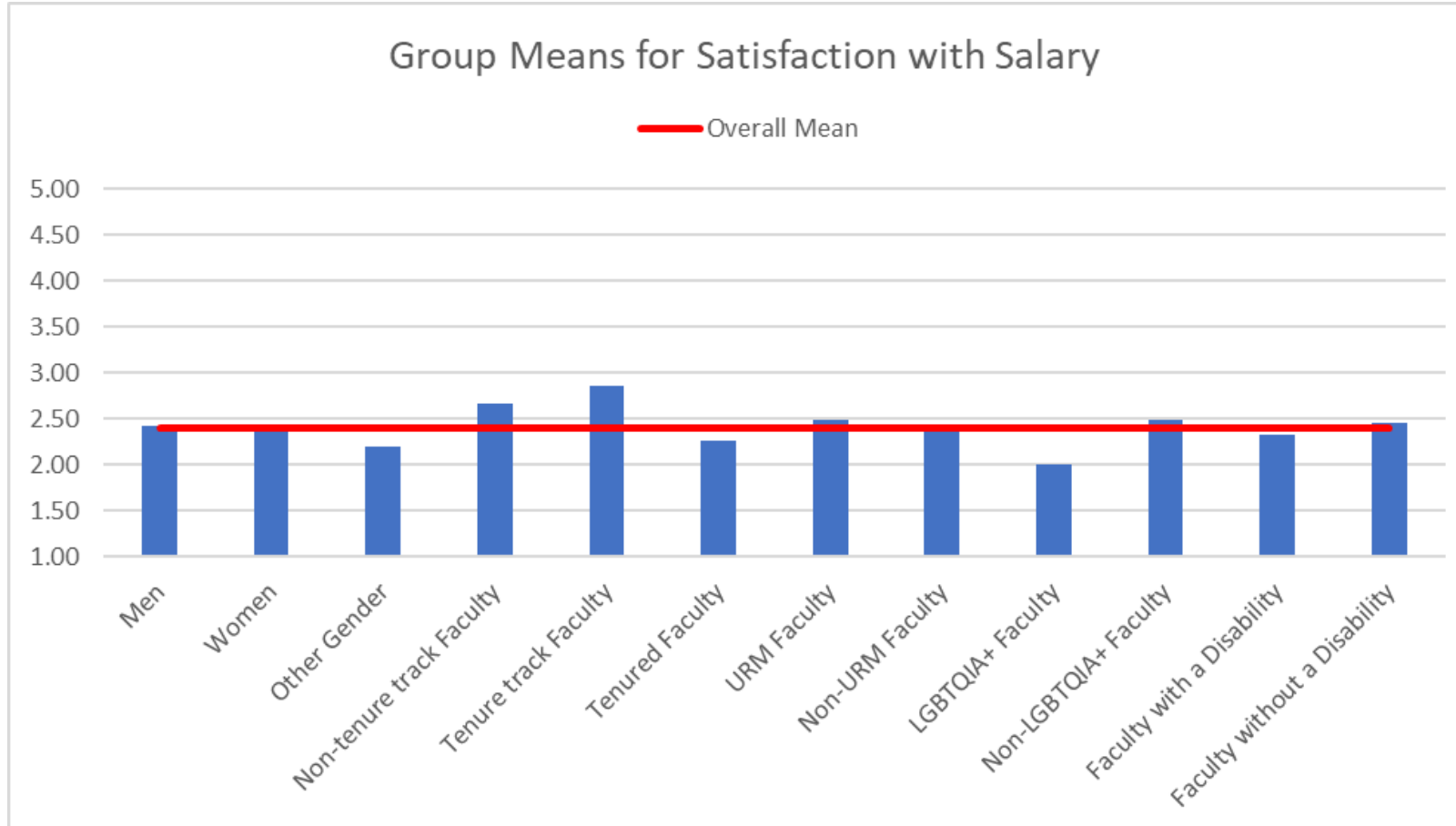


## Summary of Survey Results: Compensation

*On this category, below are some insights reflected by the qualitative comments.*

- Almost all qualitative responses associated with “Resources and Support,” explicitly mentioned faculty dissatisfaction with “salary,” “compensation,” “pay,” or “wages.”
- Respondents characterized their salaries as generally inadequate and stagnant after years without merit increases.
- Salary compression was another significant concern, and faculty expressed frustration about their wages as they progressed through their time and careers at KU. Respondents also noted limited opportunities to address compression besides leaving KU.

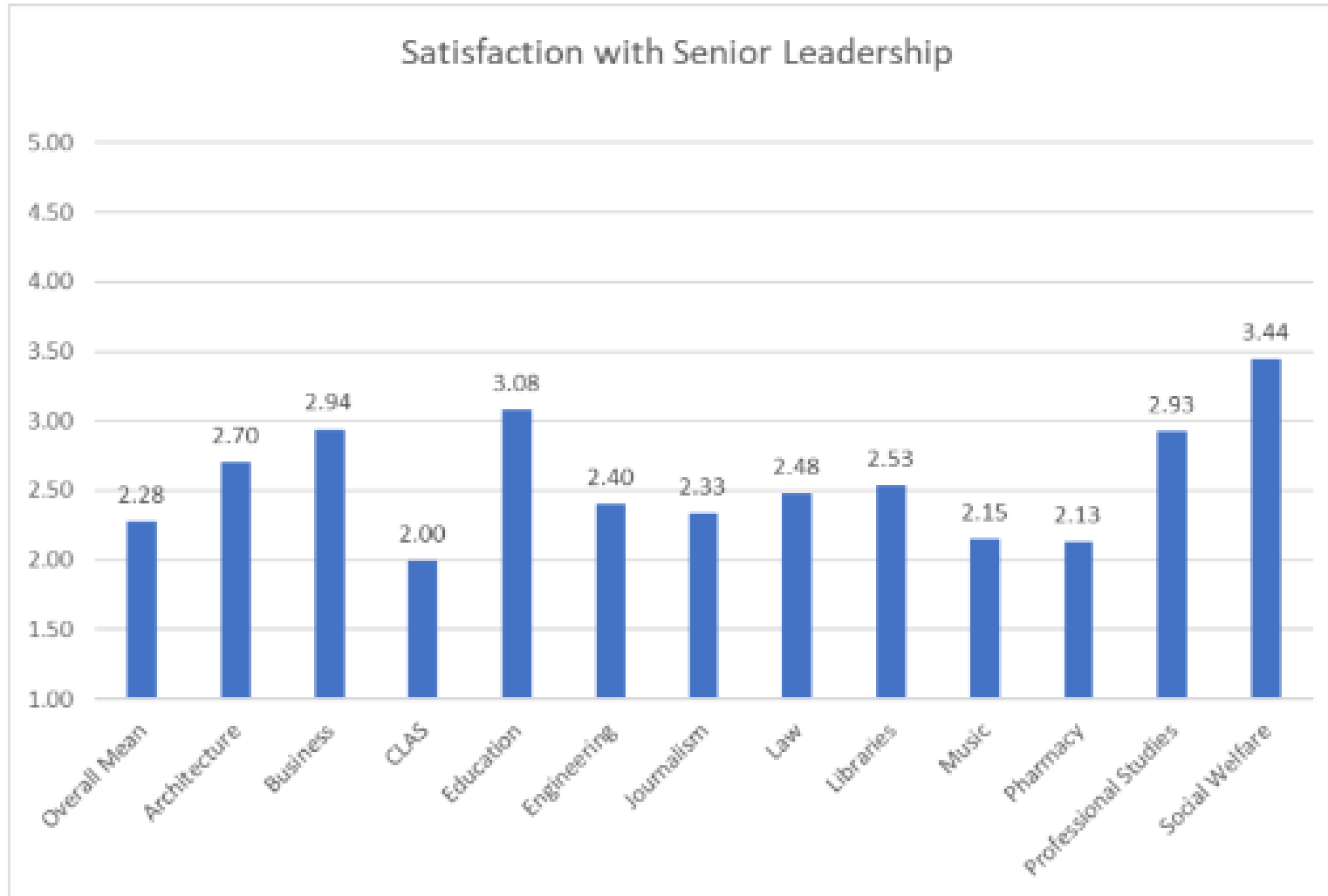
# Insights



- All demographic categories show dissatisfaction (mean approximately 2.5)
- Tenured faculty, LGBTQIA+ and Other Gender show more dissatisfaction than other groups

# Insights

## Summary of Survey Results: Leadership/Shared Governance



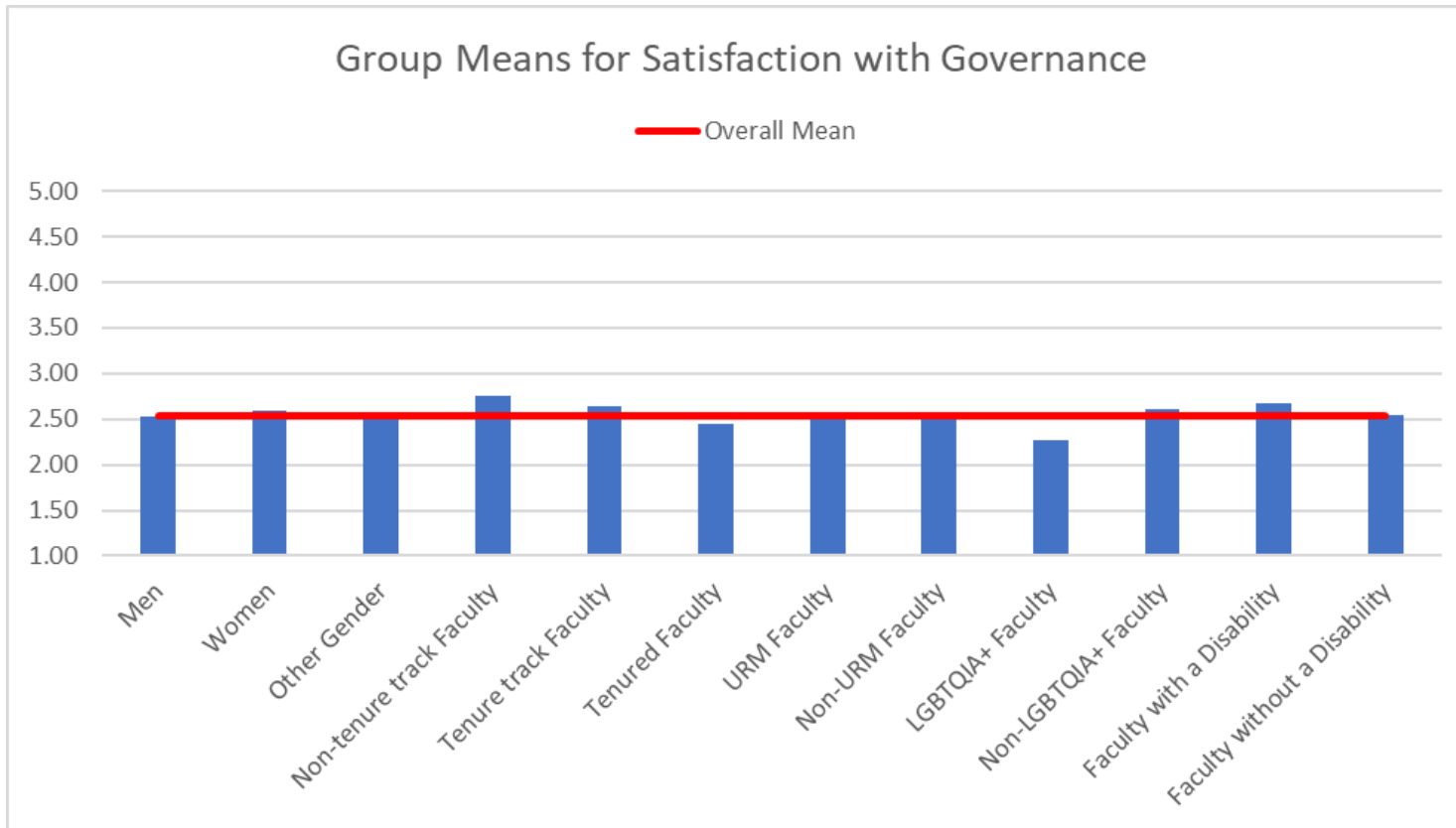
Qualitative responses suggest:

- Leadership do not demonstrate understanding of faculty work and perspectives
- Leadership do not demonstrate that they value the faculty and do not communicate effectively with faculty

*In the “one thing” that faculty thought would improve their experiences at KU, improved communication among administration and between administration and faculty was a popular response.*

\* Libraries were inadvertently omitted on an early version of this slide. This was updated on 3.2.23

## Summary of Survey Results: Leadership/Shared Governance



## Insights

- “Shared Governance” was a separate theme in the Faculty Job Satisfaction survey.
- There were only a few responses associated with “Shared Governance” that were not also associated with “Institutional Leadership.”
- The category included questions examining five factors that contribute to the vitality of shared governance: *trust, shared sense of purpose, understanding of the issues at hand, adaptability, and productivity.*

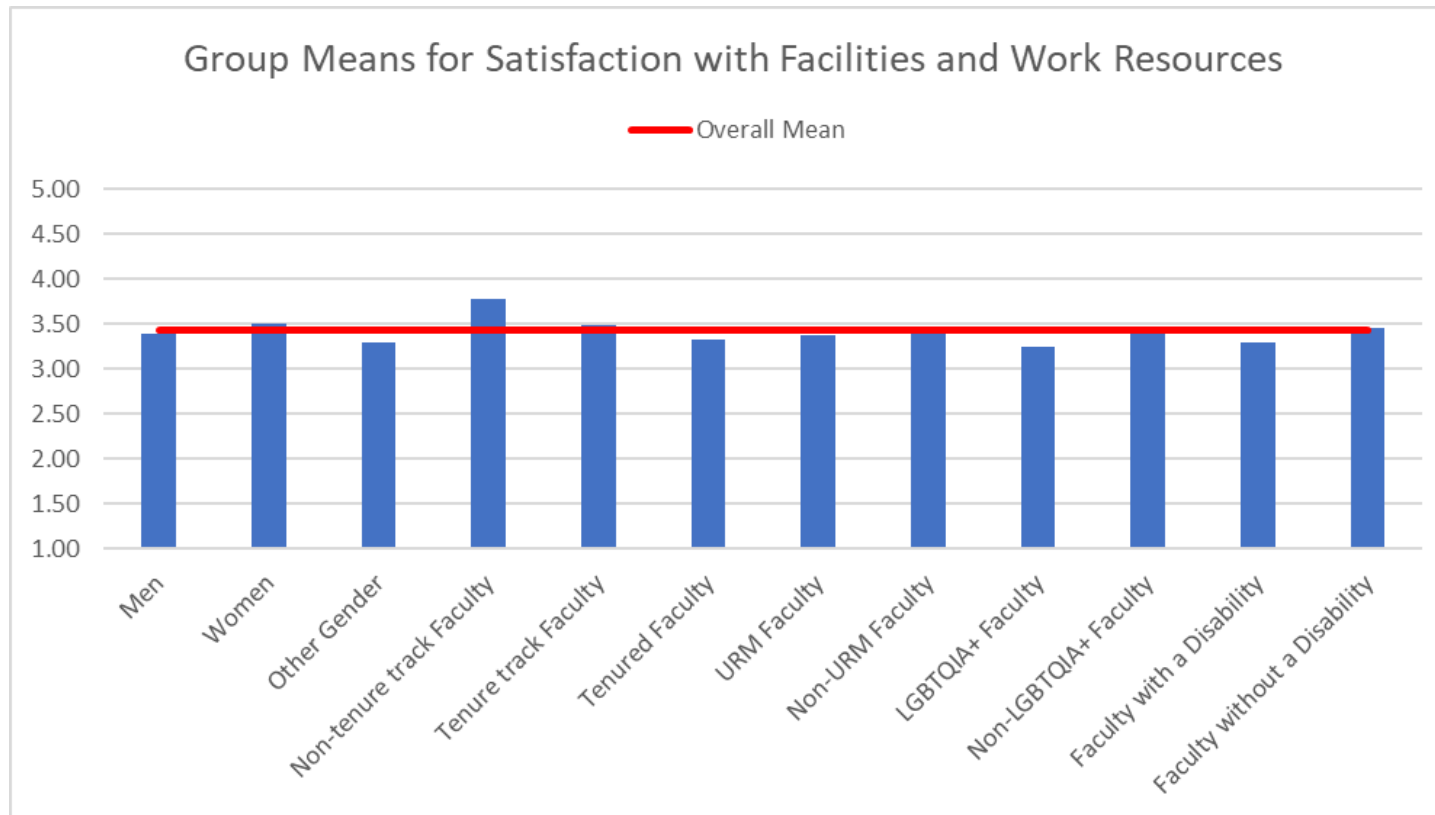




## Summary of Survey Results: Nature of Work

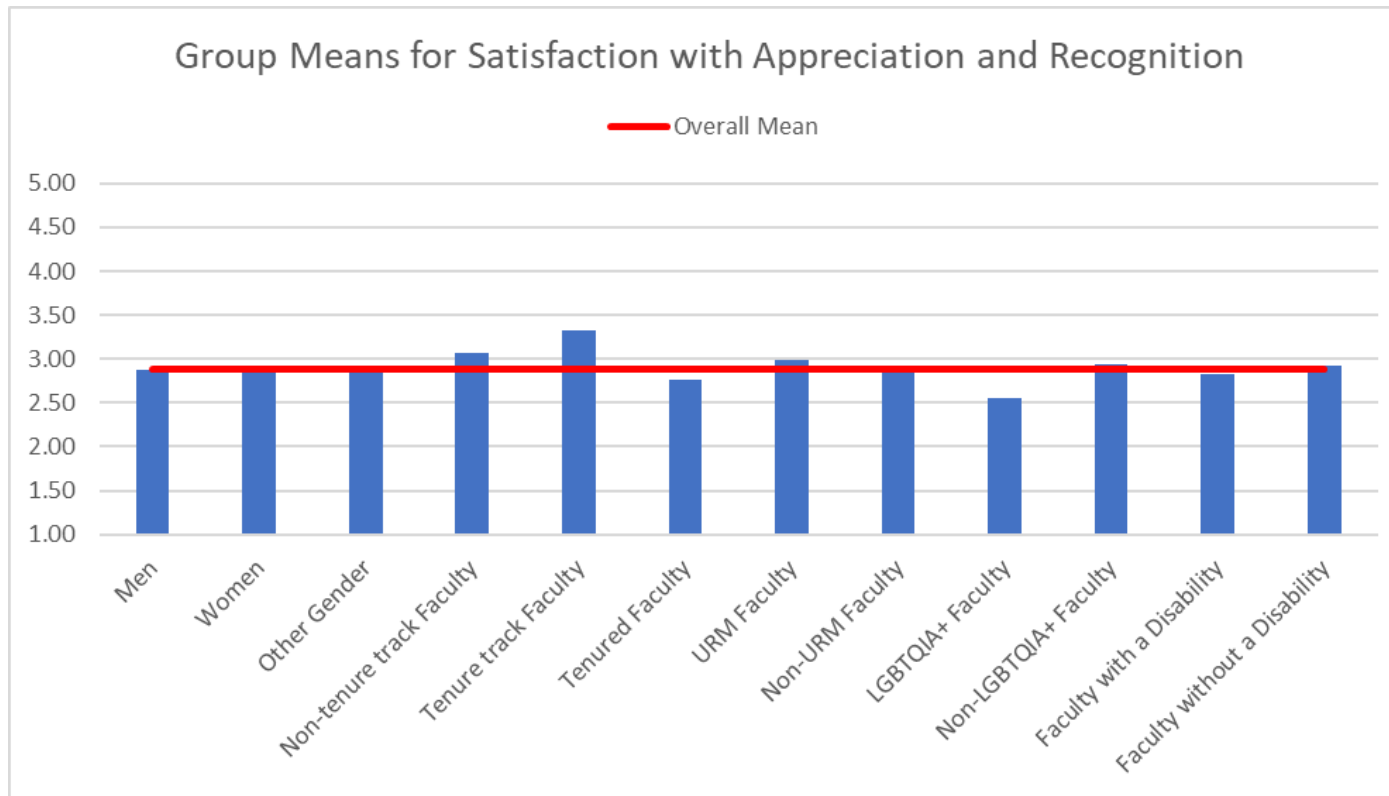
- On a 5-point Likert scale where 1 is “very dissatisfied” and 5 is “very satisfied,” faculty reported moderate satisfaction with teaching (3.7) and somewhat less satisfaction with research (3.2) and service (3.2), on average.
- Respondents discussed heavy workloads and the challenge of negotiating work expectations and work-life balance (predating the COVID-19 pandemic) for some of the following reasons:
  - 1) The impact of faculty retirements and turnover
  - 2) Reduced staff support
  - 3) Increased student needs
  - 4) The demands of technological or procedural reporting systems that fall on faculty to maintain

## Summary of Survey Results: Facilities and Work Resources



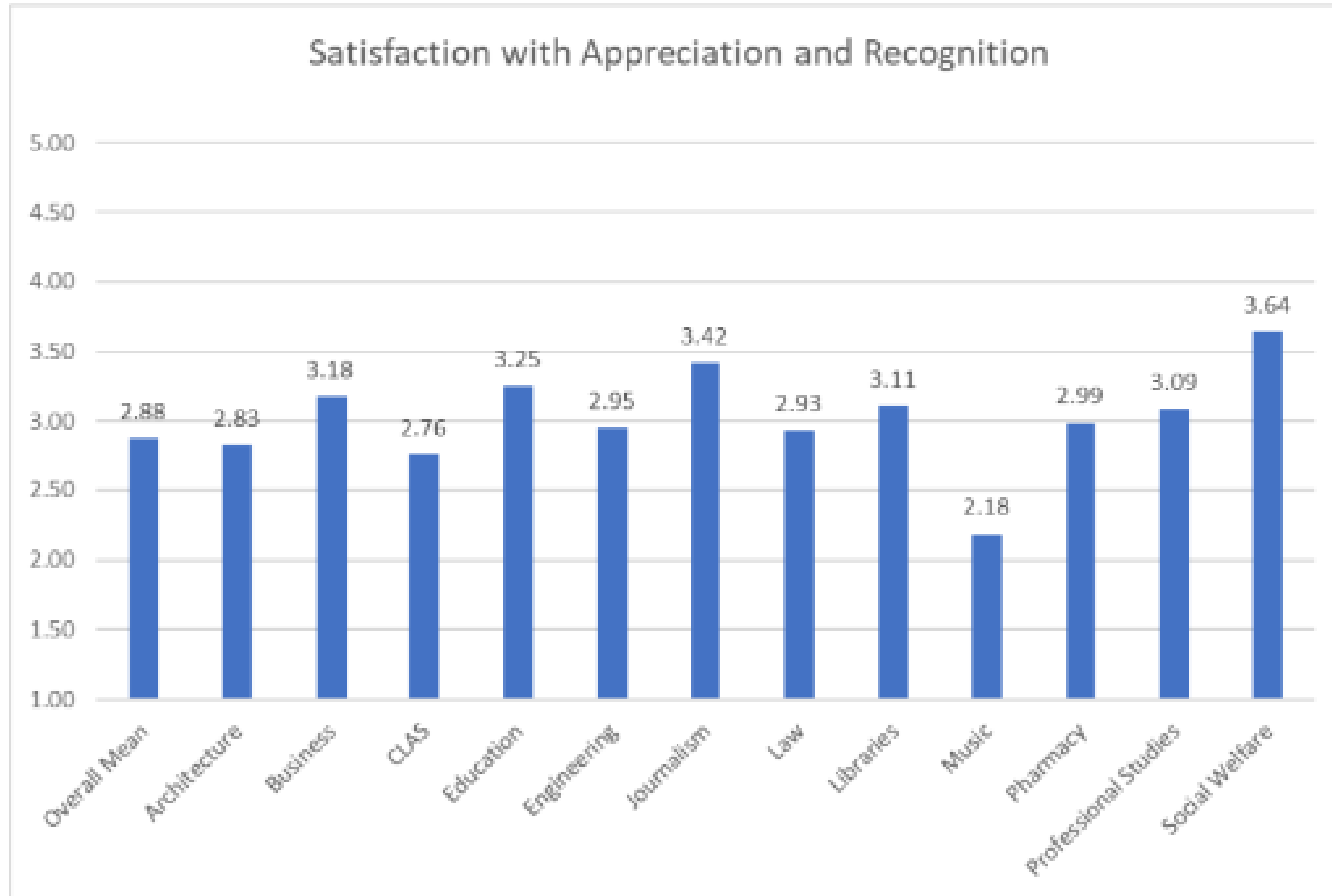
- Faculty expressed concerns about what some respondents referred to as the “infrastructure” at KU needed to support grant development and management, travel, and the time and materials needed for research.

## Summary of Survey Results: Appreciation & Recognition



- Comments on the status and state of non-tenure track faculty were especially frequent in this thematic area. Of particular concern were issues of career progression and promotion for non-tenure track faculty.
- Faculty voiced frustration about the disciplinary favoritism they felt was given by institutional leaders to STEM and business rather than arts, humanities, and fields for which there is limited external funding.

## Satisfaction with Appreciation & Recognition by Division




- Faculty in the College of Liberal Arts and Sciences and the School of Music were more dissatisfied than faculty in other divisions.

\* Libraries were inadvertently omitted on an early version of this slide. This was updated on 3.2.23

## Summary of Survey Results: Personal & Family Policies

- In qualitative responses, faculty identified other personal and family benefits desired:
  - 1) The provision of dependent tuition
  - 2) Assistance with spousal hiring
  - 3) Options for flexible work
  - 4) More affordable health insurance.





**Over 20% of the pre-tenure faculty who responded to the survey anticipate they will stay at KU for “more than 5 years but less than 10,” with the majority of them planning to stay “no more than 5 years.”**

**Among tenured faculty, more than 40% indicate they plan to stay less than 10 years, with almost 30% indicating they will leave within 5 years.**



## Working Themes Identified and Working Groups Created from Results

- **Compensation**
- **Leadership & Shared Governance**
- **Nature of work**
  - Research support, balancing service and other obligations
  - Support for non-tenure track faculty
  - Interdisciplinary work
- **Personal and Family Policies**
- **Appreciation & Recognition**





## Existing Activities that address some of these issues

- Cost of Living Raise
- Employee & Dependent Tuition Assistance
- Shared Governance Advisory Group
- Wage and Salary Study





# *Comments/ Feedback/ Recommendations*

- Compensation
- Leadership & Shared Governance
- Nature of work
- Personal and Family Policies
- Appreciation & Recognition



A night-time photograph of the University of Kansas campus, featuring the Old Chapel and the Campanile tower, with a blue color overlay and red diagonal lines.

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