2023 COACHE Survey Results

Missouri S&T Town Hall

November 1, 2023
Agenda

- Chancellor’s Welcome
- Provost’s Welcome
- Introduction of COACHE committee members and presentation of survey results
- Questions, comments, suggestions from the audience
- Please send feedback and ideas to coache@mst.edu
2023 COACHE Committee Members

- **Kate Drowne, co-chair**, Special Assistant to the Provost for Faculty Development
- **Wayne Jones, co-chair**, Associate Vice Chancellor of Institutional Effectiveness
- **Bih-Ru Lea**, Board of Trustees’ IDEA sub-committee
- **Jessica Cundiff**, ADVANCE Program
- **Kate Sheppard**, Faculty Senate
- **Sahra Sedigh Sarvestani**, Faculty Ombuds
- **Bill Gillis**, Non-tenure track faculty
- **Clair Kueny**, Campus Climate Survey, I/O specialist
What is the COACHE survey?

- Collaborative on Academic Careers in Higher Education (Harvard U)
- Survey is part of COACHE’s Faculty Job Satisfaction Project
- S&T participated in 2008 (just pre-tenured faculty), 2016, 2020, and 2023
- Survey was issued to all full-time faculty in spring 2023
- Results sent to S&T in August 2023
- Today’s Town Hall was scheduled to align with the roll-out of the Campus Climate Survey results on October 19 and to avoid the intensity of Advising Week (October 23-27)
- This presentation and the COACHE summary report will be posted on the Provost’s website
Who are we comparing ourselves with?

- The national cohort of 86 universities that are generally similar to us (four-year, doctoral granting) and that took the COACHE survey in the last three years.

- Five comparator, or “peer,” institutions from among those 86 who are considered most similar to S&T:
  - Clemson University
  - Iowa State University
  - North Carolina State University
  - Purdue University
  - Virginia Tech
# Who participated in the COACHE survey?

## General Response Rates

<table>
<thead>
<tr>
<th></th>
<th>overall</th>
<th>tenured</th>
<th>pre-ten</th>
<th>ntt</th>
<th>full</th>
<th>assoc</th>
<th>men</th>
<th>women</th>
<th>white</th>
<th>foc</th>
<th>asian</th>
<th>urm</th>
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<tr>
<td><strong>Your Institution</strong></td>
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<tr>
<td>population</td>
<td>293</td>
<td>186</td>
<td>48</td>
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<td>209</td>
<td>82</td>
<td>177</td>
<td>110</td>
<td>88</td>
<td>22</td>
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<td>responders</td>
<td>157</td>
<td>97</td>
<td>20</td>
<td>40</td>
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<td>13</td>
</tr>
<tr>
<td>response rate</td>
<td>54%</td>
<td>52%</td>
<td>42%</td>
<td>60%</td>
<td>60%</td>
<td>51%</td>
<td>48%</td>
<td>67%</td>
<td>63%</td>
<td>40%</td>
<td>35%</td>
<td>59%</td>
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<td><strong>Selected Comparison Institutions</strong></td>
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<tr>
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<td>2537</td>
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<td>6515</td>
<td>2707</td>
<td>1624</td>
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<td>2499</td>
<td>803</td>
<td>988</td>
<td>1595</td>
<td>1216</td>
<td>2398</td>
<td>1792</td>
<td>3205</td>
<td>1068</td>
<td>604</td>
<td>464</td>
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<tr>
<td>response rate</td>
<td>46%</td>
<td>46%</td>
<td>46%</td>
<td>43%</td>
<td>48%</td>
<td>48%</td>
<td>42%</td>
<td>52%</td>
<td>49%</td>
<td>39%</td>
<td>37%</td>
<td>43%</td>
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<tr>
<td><strong>Cohort Comparison Institutions</strong></td>
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<tr>
<td>population</td>
<td>98931</td>
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<td>14727</td>
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<td>41893</td>
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<td>29221</td>
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<td>41988</td>
<td>21738</td>
<td>6609</td>
<td>13641</td>
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<td>11474</td>
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<td>20519</td>
<td>30191</td>
<td>11393</td>
<td>5161</td>
<td>6232</td>
</tr>
<tr>
<td>response rate</td>
<td>42%</td>
<td>45%</td>
<td>45%</td>
<td>39%</td>
<td>46%</td>
<td>43%</td>
<td>39%</td>
<td>49%</td>
<td>47%</td>
<td>39%</td>
<td>35%</td>
<td>43%</td>
</tr>
</tbody>
</table>

## Divisional Response Rates

- College of Arts, Sciences, and Education: 67%
- College of Engineering and Computing: 43%
- Kummer College of Innovation, Entrepreneurship, and Economic Development: 57%

## Selected Institutions

You selected 5 institutions as peers against whom to assess your COACHE Survey results. The results at these institutions are included throughout this report in the aggregate or, when cited individually, in random order.

- Clemson University (2022)
- Iowa State University (2021)
- North Carolina State University (2021)
- Purdue University (2022)
- Virginia Polytechnic Institute and State University (2023)
What did the COACHE survey ask about?

- Questions across 25 themes related to workplace satisfaction, grouped into 8 larger categories.
- What are the two best things about working at S&T?
- What are the two worst things about working at S&T?
- What is one thing the university could do to improve the workplace for faculty?
- Would you choose to work at S&T if you could do it all over again?
- Would you recommend your department to a potential colleague?
How does COACHE present the survey results?

- Your current score
- Your previous score
- Selected peers
- Top 30% of institutions
- Middle 40% of institutions
- Bottom 30% of institutions

X = score from 2016
College Participation

- Arts, Sciences, & Education
- Engineering & Computing
- Kummer College

Analyses indicate no statistical differences across colleges
Better than 2020: 12

Worse than 2020: 11
S&T outperformed our peers and improved from 2020 in four categories:

• Tenure Policies
• Tenure Expectations: Clarity
• Leadership: Departmental
• Department: Collegiality
# Most Improved Benchmarks

<table>
<thead>
<tr>
<th>MOST IMPROVED BENCHMARKS</th>
<th>2020</th>
<th>2023</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership: Departmental</td>
<td>3.36</td>
<td>3.76</td>
<td>11.90%</td>
</tr>
<tr>
<td>Tenure Expectations: Clarity</td>
<td>3.22</td>
<td>3.48</td>
<td>8.07%</td>
</tr>
<tr>
<td>Tenure Policies</td>
<td>3.46</td>
<td>3.67</td>
<td>6.07%</td>
</tr>
<tr>
<td>Interdisciplinary Work</td>
<td>2.64</td>
<td>2.79</td>
<td>5.30%</td>
</tr>
<tr>
<td>Promotion to Full</td>
<td>3.50</td>
<td>3.67</td>
<td>4.86%</td>
</tr>
</tbody>
</table>
COACHE Team in 2020

Dr. Daniel Forciniti (Provost Office)
Dr. Wayne Jones (Provost Office)
Dr. Stephen Raper (Faculty Senate)
Dr. Shannon Fogg (CASB)
Ms. Kelly Tate (NTT)

Dr. Joel Burken (Chair, FRRC)
Dr. Bih-Ru Lea (FRRC)
Dr. Francisca Oboh-Ikuenobe (CEC, FRRC)
Dr. Sahra Sedigh Sarvestani (FRRC)
Dr. V.A. Samaranayake (Chair, FRRC)
The 2020 COACHE Team:

> Conducted an internal survey on clarity of P&T expectations;

> Interviewed 105 assistant professors (TT & NTT);

> Started an Action Suggestion Box to collect feedback/ideas;

> Posted an extensive report in 2022 with recommendations, including publishing P&T expectations at the department and college level.

This report is available at: https://provost.mst.edu/faculty/coachesurvey/
Significant changes from 2020 to 2023

Formal feedback on progress toward tenure

Have you received formal feedback on your progress toward tenure?

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>you</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>peers</td>
<td>30%</td>
<td>60%</td>
</tr>
<tr>
<td>cohort</td>
<td>0%</td>
<td>100%</td>
</tr>
</tbody>
</table>

No  Yes
2023 Benchmarks on P&T

- Pre-tenure faculty offered significantly higher scores on these questions in 2023.
- S&T outscored all five of our peer institutions and is solidly in the top 30% of the national cohort in these categories.
Departmental Leadership Improvement

Initiatives taken to address department leadership issues:

• Department chair terms and succession plans
• College-led annual dept. chair evaluations by faculty

<table>
<thead>
<tr>
<th>All faculty</th>
<th>Pre-tenure faculty</th>
<th>NTT faculty</th>
<th>Associate professors</th>
<th>Full professors</th>
<th>Men</th>
<th>Women</th>
<th>Faculty of Color</th>
<th>Asian or Asian-American faculty</th>
</tr>
</thead>
</table>

Missouri University of Science and Technology
S&T underperformed compared to our peer group in 16 categories.
## Least Improved Benchmarks

<table>
<thead>
<tr>
<th>LEAST IMPROVED BENCHMARKS</th>
<th>2020</th>
<th>2023</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance: Trust</td>
<td>2.79</td>
<td>2.58</td>
<td>-7.52%</td>
</tr>
<tr>
<td>Governance: Understanding the Issue at Hand</td>
<td>2.55</td>
<td>2.36</td>
<td>-7.45%</td>
</tr>
<tr>
<td>Governance: Productivity</td>
<td>2.69</td>
<td>2.49</td>
<td>-7.43%</td>
</tr>
<tr>
<td>Senior Leadership</td>
<td>2.65</td>
<td>2.50</td>
<td>-5.66%</td>
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</tbody>
</table>
Best Aspects of the S&T Experience
# Best Aspects of the S&T Experience

Out of a list of 26 aspects provided by COACHE, faculty were asked to choose two. The following four were identified as the overall best aspects of the S&T experience:

<table>
<thead>
<tr>
<th>Best Aspect</th>
<th>Overall</th>
<th>Pre-tenure</th>
<th>NTT</th>
<th>Assoc</th>
<th>Full</th>
<th>Women</th>
<th>Men</th>
<th>FOC</th>
<th>Asian/Asian Am</th>
<th>White</th>
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</thead>
<tbody>
<tr>
<td>Quality of Undergrad Students</td>
<td>28%</td>
<td>18%</td>
<td>42%</td>
<td>25%</td>
<td>30%</td>
<td>29%</td>
<td>27%</td>
<td>18%</td>
<td>22%</td>
<td>31%</td>
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<tr>
<td>Cost of Living</td>
<td>26%</td>
<td>24%</td>
<td>24%</td>
<td>34%</td>
<td>21%</td>
<td>37%</td>
<td>20%</td>
<td>39%</td>
<td>34%</td>
<td>20%</td>
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<tr>
<td>Support of Colleagues</td>
<td>22%</td>
<td>12%</td>
<td>33%</td>
<td>27%</td>
<td>20%</td>
<td>33%</td>
<td>17%</td>
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<td>Quality of Colleagues</td>
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<tr>
<td>Quality of leadership</td>
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<tr>
<td>Compensation</td>
<td>28%</td>
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<td>Geographic location</td>
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<td>Quality of graduate students</td>
<td>20%</td>
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<td>Too much service/too many assignments</td>
<td>10%</td>
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<td>Quality of facilities</td>
<td>10%</td>
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<td>Support for research/creative work</td>
<td>7%</td>
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<td>Unrelenting pressure to perform</td>
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<td>Lack of diversity</td>
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<td>Teaching load</td>
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<tr>
<td>Quality of colleagues</td>
<td>3%</td>
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<td>Support for teaching</td>
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<tr>
<td>My sense of “fit” here</td>
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<td>Assistance for grant proposals</td>
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<tr>
<td>Commute</td>
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<td>Opportunities to collaborate with colleagues</td>
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<tr>
<td>Quality of undergraduate students</td>
<td>2%</td>
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<tr>
<td>Support of colleagues</td>
<td>2%</td>
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<tr>
<td>There are no positive aspects</td>
<td>1%</td>
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<tr>
<td>Academic freedom</td>
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<td>Childcare policies</td>
<td>1%</td>
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<tr>
<td>Cost of living</td>
<td>1%</td>
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<tr>
<td>Spousal/partner hiring program</td>
<td>1%</td>
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<tr>
<td>Support for professional development</td>
<td>1%</td>
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</tbody>
</table>
Worst Aspects of the S&T Experience

Out of a list of 26 aspects provided by COACHE, faculty were asked to choose two. The following four were identified as the worst aspects of the S&T experience:

<table>
<thead>
<tr>
<th>Worst Aspect</th>
<th>Overall</th>
<th>Pre-tenure</th>
<th>NTT</th>
<th>Assoc</th>
<th>Full</th>
<th>Women</th>
<th>Men</th>
<th>FOC</th>
<th>Asian/Asian Am</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of Leadership</td>
<td>32%</td>
<td>6%</td>
<td>28%</td>
<td>27%</td>
<td>47%</td>
<td>31%</td>
<td>33%</td>
<td>29%</td>
<td>34%</td>
<td>33%</td>
</tr>
<tr>
<td>Compensation</td>
<td>26%</td>
<td>35%</td>
<td>31%</td>
<td>36%</td>
<td>11%</td>
<td>31%</td>
<td>24%</td>
<td>13%</td>
<td>17%</td>
<td>31%</td>
</tr>
<tr>
<td>Geographic Location</td>
<td>21%</td>
<td>41%</td>
<td>17%</td>
<td>21%</td>
<td>15%</td>
<td>23%</td>
<td>19%</td>
<td>29%</td>
<td>28%</td>
<td>19%</td>
</tr>
<tr>
<td>Quality of Grad. Students</td>
<td>14%</td>
<td>24%</td>
<td>0%</td>
<td>11%</td>
<td>15%</td>
<td>10%</td>
<td>16%</td>
<td>26%</td>
<td>24%</td>
<td>9%</td>
</tr>
</tbody>
</table>
What is the one thing that S&T could do to improve the workplace for faculty?

➢ Faculty were asked this open-ended question, and responses were coded across 25 themes and plotted by frequency of those themes.
COACHE: What is the one thing that S&T could do to improve the workplace for faculty?

Most Common Themes:

1. Nature of Work: General 24%
2a. Culture 20%
2b. Leadership: General 20%
2c. Compensation 20%
3a. Leadership: Senior 15%
3b. Facilities and resources for work 15%
2023 Faculty/Staff Climate Survey Concerns

Broad Category Frequencies

<table>
<thead>
<tr>
<th>Concerns</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Investment</td>
<td>32%</td>
</tr>
<tr>
<td>Pay/rewards/benefits</td>
<td>25%</td>
</tr>
<tr>
<td>Leadership</td>
<td>22%</td>
</tr>
<tr>
<td>Work Structures</td>
<td>14%</td>
</tr>
<tr>
<td>Resources</td>
<td>7%</td>
</tr>
</tbody>
</table>
2023 Faculty/Staff Climate Survey Wish Actions

Wish Action Frequencies

- Better Pay/Pay Procedures
- Better Recognition
- Improve Strategy
- Improve Communication
- Better Benefits
- Improve Professional Development
- Improve Equity
- Improve Workload Balance
- More Support
- Hire More
- Address Campus Climate
- Improve Work-Life Balance
- Change Leadership
- Improve Funding
- Reduce Red-Tape
- Better Equipment/Space/Resources
- Greater Accountability
- Improve Collaboration
- More Autonomy
### Top 5 Wish Actions: Faculty/Staff Climate Survey

<table>
<thead>
<tr>
<th>2022 Top 5</th>
<th>2023 Top 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better Pay/Pay Procedures</td>
<td>Better Pay/Pay Procedures</td>
</tr>
<tr>
<td>Improve Communication</td>
<td>Better Recognition</td>
</tr>
<tr>
<td>Better Recognition</td>
<td>Improve Strategy</td>
</tr>
<tr>
<td>Improve Professional Development</td>
<td>Improve Communication</td>
</tr>
<tr>
<td>Hire More</td>
<td>Improve Professional Development</td>
</tr>
<tr>
<td>Better Equipment/Space/Resources</td>
<td>Better Benefits</td>
</tr>
</tbody>
</table>
COACHE: How do I feel about my department?

Department as a place to work

**2023**
- **You**
- **Peers**
- **Cohort**

**2020**
- **You**
- **Peers**
- **Cohort**

Legend:
- Very dissatisfied
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied
- Very satisfied
Would I recommend my department to a colleague?

If a candidate for a faculty position asked you about your department as a place to work, would you...

2023

- **You**
  - Not recommend your department: 10%
  - Recommend your department with reservations: 60%
  - Strongly recommend your department: 30%

- **Peers**
  - Not recommend your department: 10%
  - Recommend your department with reservations: 90%
  - Strongly recommend your department: 0%

- **Cohort**
  - Not recommend your department: 3%
  - Recommend your department with reservations: 37%
  - Strongly recommend your department: 60%

2020

- **You**
  - Not recommend your department: 10%
  - Recommend your department with reservations: 60%
  - Strongly recommend your department: 30%

- **Peers**
  - Not recommend your department: 10%
  - Recommend your department with reservations: 90%
  - Strongly recommend your department: 0%

- **Cohort**
  - Not recommend your department: 0%
  - Recommend your department with reservations: 100%
  - Strongly recommend your department: 0%
How do I feel about S&T?

Institution as a place to work

2023

2020
Would I choose S&T again?

If I had it to do all over, I would again choose to work at this institution.

2023
- You: 80% Strongly agree, 10% Somewhat agree, 0% Neither agree nor disagree, 0% Somewhat disagree, 0% Strongly disagree
- Peers: 90% Strongly agree, 10% Somewhat agree, 0% Neither agree nor disagree, 0% Somewhat disagree, 0% Strongly disagree
- Cohort: 90% Strongly agree, 10% Somewhat agree, 0% Neither agree nor disagree, 0% Somewhat disagree, 0% Strongly disagree

2020
- You: 80% Strongly agree, 10% Somewhat agree, 0% Neither agree nor disagree, 0% Somewhat disagree, 0% Strongly disagree
- Peers: 90% Strongly agree, 10% Somewhat agree, 0% Neither agree nor disagree, 0% Somewhat disagree, 0% Strongly disagree
- Cohort: 90% Strongly agree, 10% Somewhat agree, 0% Neither agree nor disagree, 0% Somewhat disagree, 0% Strongly disagree
COACHE Custom Questions

- Six questions were aligned with ADVANCE Program goals of increasing female representation in STEM departments and of making S&T a destination of choice for all.

- The questions related to issues of inclusivity, welcomeness, belonging, and instances of discriminatory behavior.

- Results from 3 of the custom questions follow.
My department is a welcoming place for faculty from historically underrepresented groups.
The university is an inclusive environment for all community members

All Faculty

Women

Men

FOC

White

Strongly disagree
Somewhat disagree
Neither agree nor disagree
Somewhat agree
Strongly agree

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
In the last three years, how often have you experienced discriminatory behavior?

- **All Faculty**
  - Frequently: 20%
  - Regularly: 20%
  - Occasionally: 30%
  - Seldom: 10%
  - Never: 40%

- **Women**
  - Frequently: 10%
  - Regularly: 30%
  - Occasionally: 40%
  - Seldom: 10%
  - Never: 20%

- **Men**
  - Frequently: 10%
  - Regularly: 30%
  - Occasionally: 40%
  - Seldom: 10%
  - Never: 20%

- **FOC**
  - Frequently: 10%
  - Regularly: 30%
  - Occasionally: 40%
  - Seldom: 10%
  - Never: 20%

- **White**
  - Frequently: 10%
  - Regularly: 30%
  - Occasionally: 40%
  - Seldom: 10%
  - Never: 20%
COACHE data on Retention of Faculty

Intent to leave: Tenured
How long do you plan to remain at this institution?

Intent to leave: Pre-tenure
Assuming you achieve tenure, how long do you plan to remain at this institution?
ADVANCE data on Retention of Faculty

To what extent, if any, have you seriously considered leaving Missouri S&T for reasons other than retirement? 1 = Not at all, 4 = A lot

- **Women**: 3.43
- **Men**: 2.97

In the next three years, how likely are you to leave Missouri S&T for reasons other than retirement?
1 = very unlikely, 4 = very likely

- **Women**:
  - Very Unlikely: 2.41
  - Very Likely: 2.98
- **Men**:
  - Very Unlikely: 2.41
  - Very Likely: 2.98
Next Steps...

- Please send feedback/suggestions to coache@mst.edu
- Presentation to Department Chairs’ Council on Nov. 14.
- Faculty Senate/Staff Council, the ADVANCE Program, the Board of Trustees’ IDEA sub-committee, and the COACHE committee are all committed to improving campus climate for all faculty.
  - Interested faculty are welcome to join/participate in these groups to recommend solutions and help with implementation
- Chancellor Dehghani will commit a portion of December’s General Faculty Meeting to discuss responses to the climate data from all our 2023 surveys (CCS, COACHE, ADVANCE).
Thank you for participating in the surveys, and in this Town Hall!