For the first time, CUNY community college faculty participated in the COACHE survey administered in April 2015. The results were emailed to all faculty on October 19, 2015 by Provost Paul Arcario. The Survey revealed that faculty at LaGuardia were more dissatisfied in certain categories than their counterparts at the other CUNY community colleges. Provost Arcario charged Faculty Council to delve into the results of the COACHE Survey and come up with feasible recommendations. More specifically, Faculty Council was asked “… to plan and sponsor venues for discussion and further research as needed, along with formulating suggested action steps.” (For full letter, see Appendix A.) This report will first summarize the results of the COACHE Survey and how Faculty Council fulfilled its charge and then present our recommendations.

The COACHE Survey analyzed the following nine benchmarks:

1. Nature of work in research, service, teaching
2. Resources in support of faculty work – facilities and support
3. Benefits, compensation, and work/life balance - personal and family policies, health and retirement benefits
4. Interdisciplinary work and collaboration
5. Mentoring
6. Tenure and promotion practices
7. Leadership at the senior, divisional, and departmental level
8. Departmental collegiality, quality, engagement
9. Appreciation and recognition

As the COACHE report explains: “For each benchmark, your report displays a series of three inter-campus comparisons: the mean for all CUNY community colleges, compared to the mean for the entire CUNY system; the mean for your institution compared to the mean for the entire CUNY system; and the mean for your institution compared to all CUNY community colleges” (COACHE Faculty Satisfaction Survey Provost’s Report LaGuardia Community College, 2015, page 3; hereinafter cited as COACHE Provost’s Report). The LaGuardia response rate was 50% (159 responses out of a population of 320); for a full analysis of response rates by demographic characteristics, see the snapshot below: (COACHE Provost’s Report, page 6)
MAJOR AREAS OF CONCERN
The following three benchmarks (listed above as 1, 3, and 6) represent areas in which LaGuardia faculty are more dissatisfied than their counterparts at the CUNY community colleges surveyed:

Benchmark 1: Nature of work: Service:
The two sub-areas of greatest concern are:
1. Time spent on service; and
2. Number of committees.
More specifically, dissatisfaction was compared for pre-tenured vs. tenured faculty, tenure stream vs. non-tenured stream, associate vs. full and women vs. men (COACHE Provost’s Report, pages 11 and 28)

For these two sub-areas, the overall dissatisfaction is more significant among pre-tenured faculty, associate professors and women.

Benchmark 1: Nature of work: Teaching: The sub-area of greatest concern is:
1. Ability to balance teaching/research/service.
   All LaGuardia faculty were the most dissatisfied compared to all of CUNY and all of the community colleges.
The teaching load is a contractual CUNY issue, so Faculty Council did not address it, although the excessive number of courses faculty have to teach came up repeatedly (COACHE Provost’s Report, pages 12 and 28).

Benchmark 3: Benefits, compensation, and work/life balance: Personal and family policies: The three sub-areas of concern are:
1. Stop-the-clock policies:
   Greatest dissatisfaction among women vs. men and among faculty of color vs. white faculty.
2. Institution does what it can for work/life compatibility:
   Dissatisfaction among pre-tenure vs. tenured, associate vs. full, women vs. men, and faculty of color vs. white faculty.
3. I found personal and professional balance:
   Dissatisfaction among pre-tenure vs. tenured, tenure stream vs. non-tenure stream, associate vs. full, and women vs. men.
Overall, women were more dissatisfied than men and faculty of all ranks have not found personal and professional balance (COACHE Provost’s Report, page 14).

Benchmark 6: Tenure and promotion practices: Tenure Policies: The sub-area of greatest concern is:
1. Consistency of messages about tenure.
   Women were more dissatisfied with the consistency of messages about tenure than men. (COACHE Provost’s Report, page 20).

AREAS OF STRENGTH
The following three benchmarks (2, 4, and 6) represent areas in which LaGuardia faculty were more satisfied than their counterparts at the CUNY community colleges surveyed:

Benchmark 2: Resources in support of faculty work (COACHE Provost’s Report, page 14):
   Facilities and work resources
   Faculty were more satisfied than other CUNY faculty in the following sub-areas:
1. Support for improving teaching;
2. Laboratory, research, and studio space;
3. Classrooms; and
4. Computing and technical support.

Benchmark 4: Interdisciplinary work and collaboration (COACHE Provost’s Report, page 17):
A. Interdisciplinary Work. In this category, LaGuardia faculty were more satisfied than their CUNY Community College counterparts in the following sub-areas:
   1. Budgets encourage interdisciplinary work;
   2. Interdisciplinary work is rewarded in merit;
   3. Interdisciplinary work is rewarded in promotion; and
   4. Interdisciplinary work is rewarded in tenure.

B. Collaboration. In this category, the highest ratings were for:
   1. Opportunities for collaboration within department; and
   2. Opportunities for collaboration outside department.

Benchmark 6: Tenure and promotion practices (COACHE Provost’s Report, page 20):
Promotion
Faculty were more satisfied than their CUNY Community College counterparts with:
1. Department culture encourages promotion;
2. Clarity of promotion process;
3. Clarity of promotion criteria;
4. Clarity of promotion standards; and
5. Clarity of body of evidence for promotion.
Women were more satisfied than men in this category.

FACULTY COUNCIL’S APPROACHES

Faculty Council undertook a multi-pronged approach to promoting venues for discussions with a view to coming up with “feasible” solutions to issues troubling LaGuardia faculty. The fall of 2015 was devoted to publicizing the results of the COACHE Survey and spring was devoted to addressing the concerns highlighted in the COACHE Survey. Focus groups with outside consultants were organized and Faculty Council representatives led discussions in their individual departments. A list of activities in response to the COACHE Survey follows:

Fall 2015:
• Two COACHE 101 info sessions
   After Dr. Bastas presented LaGuardia’s major areas of concerns and strengths (see COACHE 101 flyer, Appendix B), the following topics came up during the discussion period:
   1st session (November 2, 2015) – 12 faculty
   Faculty mentioned the erosion of release time specifically for professional development and extra departmental assignments, as well as the need for additional travel funds to support conference attendance.

   2nd session (November 10, 2015) – 19 faculty
   Faculty reported lack of transparency within and across departments regarding release time, as
well as the lack of release time for additional research for faculty in their 5th to 7th years of their march towards tenure.

- **Middle States Meeting** (November 17, 2015)
  Professor Egger-Sider presented an overview of the COACHE Survey results and suggested more support be given to faculty in their 5th to 7th year of appointment as well as more transparency in tenure and promotion requirements.

- **Tenure and Promotion Forum** (November 19, 2015)
  COACHE Survey results were addressed in the Q&A section. Faculty asked for written expectations for publication requirements. Provost Arcario announced that he was working with the Chairs to create a formula for release time for program directors and others.

- **Institutional Research and Assessment** (December 2, 2015)
  Professor Egger-Sider and Dr. Bastas met with Nathan Dickmeyer, Director of Institutional Research and Assessment, to request a demographical profile of LaGuardia faculty: who is our faculty by gender, rank, and tenure status across all departments.

  **IR data:** Using CUNYfirst data, a spreadsheet of raw data represents the actual numbers of faculty in each department (see Appendix C).

  **COACHE data:** For the major areas of concern, each question of the Survey (example: Q45A for Time spent on teaching, COACHE Provost’s Report, page 12), data was reported by gender, rank and tenure status. Women assistant professors answered the questions in the areas of concern in greater numbers than any other category of faculty (see Appendix D).

- **Chairs Meeting** (December 15, 2015)
  Professor Egger-Sider presented the results of the COACHE Survey to department Chairs.

Spring 2016:

- **Departmental activities**
  a) Several departments conducted their own surveys based on the COACHE results and issued specific recommendations. In order to respect the privacy of the faculty, the responses have been compiled into one document (see Appendix E).

  b) Using CUNYfirst data, MEC faculty created charts of the proportional representation of faculty in each department and across all departments. These charts illustrate the composition of each department in terms of gender, rank, and tenure status (see Appendix F).

- **Focus groups** (May 18, 2016 and May 24, 2016) – 59 faculty
  Faculty Council representatives suggested names for possible consultants to conduct the focus groups. The selection process took longer than expected and the team chosen consisted of: Dr. Rani Varghese, Dr. Michael Funk, and Dr. Patricia Romney. For their full biographies, see Appendix G.
The questions for the focus groups were developed by the consultants to find out why dissatisfaction regarding service, teaching, and research varied by gender and race/ethnicity among LaGuardia faculty.

The report uses descriptive and interpretive data drawn from the interviews to identify broad themes and patterns related to the questions under discussion. The focus groups revealed the concerns about the following:

1. Respondents’ experiences at LaGuardia
2. Typical work week
3. Evaluation/SIRS
4. Mentoring
5. Gender and racial identity and bias
6. Lack of transparency, consistency and clarity
7. Governance/top down/autonomy
8. Lack of appreciation, respect, recognition, and support
9. Money

CONSULTANTS’ RECOMMENDATIONS

1. Pursue all means to reduce workload
   - Adopt a “Do Less and Accomplish More” philosophy for faculty.
   - Consider course reductions.
   - Provide more course release time. For example, those pursuing research could be provided 3 hours of course release time on a rotating or competitive basis.
   - Decrease faculty time spent in meetings. Use technology (Skype or GotoMeeting) to decrease the waste of resources (time and money) spent in commuting.

2. Undertake a discussion of SIRs results at LaGuardia
   - Ensure that faculty are evaluated only against their peer groups in community colleges and not against the overall national statistics for four-year colleges and other types of institutions.
   - Determine how the College, in looking at SIRS results, will take into account the well-documented race and gender bias that appears in student evaluations.

3. Increase clarity about tenure requirements
   - Work toward equity across departments.
   - Consider publishing tenure requirements so that all faculty will have access to these.

4. Increase equity and reduce bias and preferential treatment
   - Conduct a comparative review and analysis of years to promotion for all faculty of color and women faculty, comparing faculty of color to whites and males to females.
   - Identify departments where problems such as gender and racial microaggressions appear to exist. Make achieving racial and gender equity in promotion one of the goals to be met in the annual performance review of the Chair, Division Head, and other relevant administrators.
- Provide coaching, mentoring, and necessary supports for women and faculty members who have been delayed or stuck on their road to tenure and promotion.
- Conduct an additional comparative review to analyze the number and quality of service and committee assignments by race and gender.
- Set term limits for Chairs. We suggest appointments should be for two years and renewable for no more than two additional terms, based on satisfactory performance reviews as measured by 360° evaluation processes which would include feedback from faculty in the department and from the dean who supervises the department Chair, as well as a self-evaluation by the department Chair him or herself.

5. **Build collaborative structures and decrease administrative top-down management**
   - Encourage collaborative work around programming so that teams of faculty can collaborate on projects and each of them can be credited for the work.
   - Conduct a specific survey of the Center for Teaching and Learning asking faculty to identify what courses are useful, what timeframes are useful, and what courses and supports would be most beneficial to them.

6. **Find all possible ways to appreciate, recognize, and celebrate the work of the faculty**
   - Celebrations of publications, grants received and other success.
   - Reward collaboration by including collaboration efforts in annual as well as tenure and promotion reviews.
   - Acknowledge teamwork publicly.
   - Celebrate team achievements with dinners and greater exposure to senior leaders at LaGuardia.

7. **Increase faculty salaries/Decrease faculty expenses**
   - Continue to maximize the positive impact of the recent salary increases.
   - Provide free parking for all LaGuardia faculty in an easily accessible safe space adjacent to campus.
   - Allow telecommuting (Skype or GoToMeeting) to decrease the cost of parking and gas.
   - Subsidize day care for all faculty members.
   - Pay department Chairs a stipend for their additional work.

**RECOMMENDATIONS forwarded by President and Vice-President of Faculty Council:**

In consideration of the recommendations put forth by the consultants regarding the various issues troubling faculty at LaGuardia, these additional specific recommendations from Faculty Council appear below:

1. **Alleviation of heavy service requirements at LaGuardia**
   An area that needs closer attention at the College and departmental levels is the amount of service and the population of committees. Presently, the same faculty are tapped for committee work; there are no tenured faculty on many committees, thus leaving the bulk of service work to junior faculty; a greater load is placed on women than on men; men are chosen for the plum committees; and whites are privileged above faculty of color.
Faculty Council recommends a systematic re-evaluation of the amount and type of service performed by each faculty member and of the selection process for committees to ensure and reflect more equity across all social identities.

2. **Greater support for research by faculty between their 5th and 7th year of reappointment**
   Faculty Council recommends giving additional release time for research and/or lighter service load during the last two years before tenure.

3. **Conference travel**
   Faculty Council recommends full reimbursement for conference travel and related expenses.

4. **Standardization of release time within and across departments**
   Faculty Council recommends that the Provost, in conjunction with the department Chairs, expand the closer examination of release time beyond program directors ensure and reflect equity across all social identities.

5. **Transparency of Chairs’ and program directors’ responsibilities**
   To create more equity and consistency among departments, Faculty Council recommends that clear, accessible job descriptions be written for Chairs and program directors.

6. **Greater transparency for tenure**
   Faculty Council recommends more specific guidelines for tenure requirements in the service and research categories.
   Faculty Council also recommends a shorter time period between a letter of reappointment and a letter of concern.

7. **Strengthen Faculty Council**
   As the only faculty-specific voice on campus, Faculty Council needs a more visible presence to consistently provide a venue for discussion of issues raised by the COACHE Survey.
   Faculty Council recommends that participation and contributions to Faculty Council initiatives (such as addressing work/life balance) count as service contributions toward promotion and tenure.

**NEXT STEPS**
Faculty Council representatives have approved the above recommendations at their meeting of September 28, 2016.
Faculty Council would like to thank Provost Arcario for his early distribution of the COACHE Survey results in October 2015 and for charging Faculty Council with the task of reporting on the areas of dissatisfaction at LaGuardia and offering feasible recommendations. This report documents the scope of the problem areas brought up by the COACHE Survey and initial suggestions for the resolution of these problems.
APPENDICES

A. Provost Arcario’s initial email re the COACHE Survey to the College Community on October 29, 2015
B. COACHE 101 flyer
C. Institutional Research & Assessment, demographic profile of LaGuardia faculty based on CUNYfirst data
D. Institutional Research & Assessment, demographic profile of respondents to selected COACHE Survey questions
E. Departmental survey results
F. Proportional representation of faculty
G. Biographies of consultants