



2019 COACHE Survey

A Summary of the Key Findings

COACHE COMMITTEE MEMBERS

- Michael Cavagnero, Dean of Science and Technology
- Ellen-ge Denton, Associate Professor, Psychology
- Jimmie Fata, Associate Professor, Biology
- Seokyoung Hwang, Assistant Professor, Accounting and Finance
- Wilma Jones, Professor, Library
- Tara Mastrorilli, Director of Institutional Research
- Mel Pipe, Associate Provost
- Liqing Tao, Professor, Education, Curriculum and Instruction

1. **WHAT IS THE COACHE SURVEY**
2. HOW WE COMPARE WITH PEER INSTITUTIONS AND CUNY SENIOR COLLEGES
3. CSI COHORT AND SCHOOL/DIVISION COMPARISONS
4. 2015 vs. 2019 SURVEY COMPARISONS
5. DISCUSSION

COACHE Faculty Job Satisfaction Survey

The COACHE survey gathers information from faculty on their experiences, perceptions, and views in the following areas:

- Research, Service, and Teaching
- Facilities and Work Resources
- Benefits, compensation, and work/life
- Interdisciplinary Work
- Collaboration
- Mentoring
- Tenure and promotion practices
- Leadership and Governance
- Departmental Collegiality, Engagement, and Quality
- Appreciation and Recognition
- Custom Questions



Survey Administration

The COACHE Survey was administered online:

- In spring 2015 and 2019
- To all full-time tenure-tracked faculty, employed at the CSI for at least one year

CSI COACHE Response Rates

Year	N Responded	Total Faculty	Response Rate
2015	130	234	56%
2019	163	357	46%

2019 COACHE Response Rates

Group	Response Rate
Peer Institutions	58%
CUNY Overall	55%
COACHE Overall	46%

CSI Response Rates by Group

Group	N Responded	Total Faculty	Response Rate
Tenured	118	271	44%
Pre-Tenured	44	85	52%
Full Professor	52	126	41%
Associate Professor	55	111	50%
Men	71	190	37%
Women	87	162	54%
White	110	243	45%
Faculty of Color	53	114	46%
Asian	23	62	37%
Underrepresented Minority	30	52	58%
Overall	163	357	46%

COACHE Survey Report

The COACHE survey results include:

- A snapshot of current faculty's perceptions about the College
- A breakdown by key subgroups (e.g., tenure status, rank, gender, race/ethnicity, discipline) and a comparison to 2015 results
- A comparison to peer institutions, which include:
 - New Jersey City University
 - Lehman College
 - New York City College of Technology
 - San Jose State University
 - University of Missouri – St. Louis
- The results can be viewed at: https://webdocs.csi.cuny.edu/campus_info
- CUNY Benchmark Analysis
 - <https://www.cuny.edu/academics/faculty-affairs/the-collaborative-on-academic-careers-in-higher-education-coache/>

COACHE HIERARCHY AND BENCHMARKS

Workplace Area Addressed

Research, Teaching, Service

Benchmarks (showing 1 of 25)

Nature of Work:
Service

Questions (>200)

1. Time spent on service
2. Support for faculty in leadership roles
3. Number of committees
4. Attractiveness of committees
5. Discretion to choose committees
6. Equitability of committee assignments
7. Number of student advisees

COACHE Scoring

Likert Score

1 = Strongly disagree

2 = Disagree

3 = Neither agree nor disagree

4 = Agree

5 = Strongly agree

This report focuses only on those benchmarks for which average scores deviated from their comparison group by at least 0.3 (defined by COACHE to indicate a significant difference).

QUICK SUMMARY OF COACHE RESULTS

CSI response rates are a relatively **low** as compared to Peer Institutions and the CUNY Senior Colleges.

Of the 25 benchmarks, CSI Faculty perceived **7 benchmarks positively** and **3 benchmarks negatively**, relative to the average.

In general, CSI scores are similar to other CUNY Senior Colleges but are **lower than** the scores from Peer Institutions.

There are differences in benchmark scores among the CSI Divisions and Schools.

There are no major differences in Benchmark scores for CSI between the 2015 and 2019 COACHE Survey administrations.

RANKING BENCHMARKS (All Faculty)

Departmental Collegiality	3.78
Departmental Leadership	3.68
Promotion to Full	3.63
Nature of Work - Teaching	3.47
Health and Retirement Benefits	3.46
Departmental Quality	3.46
Departmental Engagement	3.40
Collaboration	3.23
Tenure Policies	3.15
Division Leadership	3.15
Appreciation and Recognition	3.14
Governance Trust	3.13
Nature of Work - Service	3.12
Tenure Clarity	3.11
Governance Purpose	3.07
Faculty Leadership	3.04
Governance Understanding	2.98
Mentoring	2.96
Governance Productivity	2.94
Personal and Family Benefits	2.85
Senior Leadership	2.83
Facilities and Work Resources	2.81
Governance Adaptability	2.71
Nature of Work - Research	2.70
Interdisciplinary Work	2.29

7 Highly Ranked Benchmark (+1std from the average)

Average Benchmark Score = 3.12 +- 0.34 (std)

3 Lower Ranked Benchmarks (-1std from the average)

SPECIFIC QUESTIONS (Highest scores for All Faculty)

Discretion over course content	4.37
Being a mentor is fulfilling	4.35
Importance of mentoring within dept.	4.31
How serious was consideration of outside offer?	4.11
Meeting times compatible with personal needs	4.10
Influence over focus of research	4.09
Colleagues committed to diversity/inclusion	4.03
Importance of mentoring outside inst.	3.99
Teaching schedule	3.94
Effectiveness of mentoring outside the inst.	3.90
Intellectual vitality of pre-tenure faculty	3.90
Head/Chair: Fairness in evaluating work	3.88
Clarity of body of evidence for promotion	3.85
Scholarly productivity of pre-tenure faculty	3.84
Teaching effectiveness of pre-tenure faculty	3.84

SPECIFIC QUESTIONS (Lowest scores for All Faculty)

Housing benefits	1.53
Support for faculty to be good mentors	1.87
Support for travel to present/conduct research	1.93
Budgets encourage interdiscip. work	2.05
Support for securing grad student assistance	2.06
Facilities conducive to interdiscip. work	2.08
Childcare	2.12
Outside offers are NOT necessary in negotiations	2.12
Spousal/partner hiring program	2.14
Interdiscip. work is rewarded in merit	2.14
Interdiscip. work is rewarded in tenure	2.19
Dept. culture encourages promotion to Associate	2.20
Reasonableness of expectation for promotion to Associate	2.20
Tuition waivers, remission, or exchange	2.22

1. WHAT IS THE COACHE SURVEY
- 2. HOW WE COMPARE WITH PEER INSTITUTIONS AND CUNY SENIOR COLLEGES**
3. CSI COHORT AND SCHOOL/DIVISION COMPARISONS
4. 2015 vs. 2019 SURVEY COMPARISONS
5. DISCUSSION

	1	2
Nature of Work: Research	3.18	2.70
Nature of Work: Service	3.30	3.12
Nature of Work: Teaching	3.79	3.47
Facilities and Work Resources	3.49	2.81
Personal and Family Policies	3.13	2.85
Health and Retirement Benefits	3.65	3.46
Interdisciplinary Work	2.67	2.29
Collaboration	3.58	3.23
Mentoring	3.17	2.96
Tenure Policies	3.49	3.15
Tenure Expectations: Clarity	3.38	3.11
Promotion to Full	3.60	3.63
Leadership: Senior	3.16	2.83
Leadership: Divisional	3.25	3.15
Leadership: Department	3.68	3.71
Leadership: Faculty	3.21	3.04
Governance: Trust	3.12	3.13
Governance: Shared Sense of Purpose	3.11	3.07
Governance: Understanding the Issue at Hand	2.99	2.98
Governance: Adaptability	2.88	2.71
Governance: Productivity	3.07	2.94
Departmental Collegiality	3.88	3.78
Departmental Engagement	3.54	3.40
Departmental Quality	3.63	3.47
Appreciation and Recognition	3.29	3.14
Column 1 = Peer All Faculty		
Column 2 = CSI All Faculty		
if green then CSI > Peers by at least 0.3		
if red then CSI < Peers by at least 0.3		

CSI vs. PEER INSTITUTIONS: TOTAL FACULTY

Peer Institutions

- New Jersey City University
- Lehman College, CUNY
- New York City College of Technology
- San Jose State University
- University of Missouri – St. Louis

CSI Faculty scored **lower** for the following Benchmarks when compared to Peer Institutions.

Nature of Work: Research

Nature of Work: Teaching

Facilities and Work Resources

Interdisciplinary Work

Collaboration

Tenure Policies

Leadership: Senior

CSI scores are similar to Peer Institutions for the remaining Benchmarks.

	1	2	3	4
Nature of Work: Research	3.14	2.76	3.26	2.53
Nature of Work: Service	3.23	3.18	3.34	2.95
Nature of Work: Teaching	3.78	3.54	3.77	3.24
Facilities and Work Resources	3.46	2.84	3.46	2.70
Personal and Family Policies	3.04	2.86	3.13	2.83
Health and Retirement Benefits	3.59	3.44	3.69	3.54
Interdisciplinary Work	2.60	2.31	2.77	2.22
Collaboration	3.59	3.33	3.62	2.96
Mentoring	3.05	2.88	3.44	3.16
Tenure Policies	N/A	N/A	3.49	3.15
Tenure Expectations: Clarity	N/A	N/A	3.38	3.11
Promotion to Full	3.60	3.63	N/A	N/A
Leadership: Senior	3.05	2.80	3.33	2.90
Leadership: Divisional	3.13	3.12	3.46	3.23
Leadership: Department	3.61	3.64	3.88	3.79
Leadership: Faculty	3.14	2.98	3.32	3.19
Governance: Trust	3.07	3.22	3.14	2.88
Governance: Shared Sense of Purpose	3.00	3.04	3.28	3.12
Governance: Understanding the Issue at Hand	2.90	2.98	3.13	2.94
Governance: Adaptability	2.77	2.67	3.04	2.82
Governance: Productivity	2.97	2.94	3.21	2.93
Departmental Collegiality	3.86	3.81	3.93	3.72
Departmental Engagement	3.55	3.48	3.56	3.18
Departmental Quality	3.62	3.54	3.68	3.25
Appreciation and Recognition	3.21	3.12	3.43	3.17
Column 1 = Peer Tenured				
Column 2 = CSI Tenured				
Column 3 = Peer Pretenured				
Column 4 = CSI Pretenured				
if green then CSI > Peers by at least 0.3				
if red then CSI < Peers by at least 0.3				

CSI vs. PEER INSTITUTIONS: TENURED STATUS

Pre-tenured Faculty at CSI are **less satisfied** in 11 out of 25 Benchmarks when compared to similar faculty at Peer Institutions .

There were fewer differences found among Tenured Faculty at CSI with comparable faculty at Peer Institutions.

	1	2	3	4	5	6	7	8
Nature of Work: Research	3.19	2.74	3.16	2.61	3.21	2.82	3.14	2.44
Nature of Work: Service	3.29	3.17	3.34	3.04	3.42	3.22	3.31	2.91
Nature of Work: Teaching	3.82	3.54	3.72	3.32	3.68	3.21	3.76	3.4
Facilities and Work Resources	3.5	2.85	3.47	2.72	3.45	2.86	3.50	2.61
Personal and Family Policies	3.14	2.89	3.09	2.77	3.15	2.93	3.08	2.66
Health and Retirement Benefits	3.68	3.52	3.55	3.32	3.51	3.40	3.59	3.26
Interdisciplinary Work	2.65	2.3	2.75	2.26	2.89	2.45	2.66	2.12
Collaboration	3.61	3.29	3.51	3.11	3.57	3.27	3.48	2.98
Mentoring	3.16	2.93	3.21	3.03	3.3	3.13	3.16	2.95
Tenure Policies	3.49	3.37	3.58	2.89	3.73	3.02	3.46	2.67
Tenure Expectations: Clarity	3.34	3.43	3.52	2.75	3.7	3.13	3.38	2.11
Promotion to Full	3.63	3.69	3.49	3.44	3.51	3.23	3.47	3.59
Leadership: Senior	3.13	2.91	3.25	2.66	3.31	2.95	3.23	2.44
Leadership: Divisional	3.23	3.18	3.34	3.11	3.39	3.46	3.31	2.82
Leadership: Department	3.73	3.79	3.7	3.42	3.71	3.97	3.70	2.97
Leadership: Faculty	3.19	3.09	3.24	2.92	3.29	3.15	3.20	2.77
Governance: Trust	3.11	3.27	3.12	2.83	3.19	2.82	3.10	2.84
Governance: Shared Sense of Purpose	3.09	3.19	3.14	2.78	3.21	3.09	3.10	2.56
Governance: Understanding the Issue at Hand	2.97	3.07	3.04	2.77	3.12	2.89	3.01	2.69
Governance: Adaptability	2.86	2.83	2.93	2.44	3.02	2.84	2.88	2.16
Governance: Productivity	3.04	3.02	3.15	2.75	3.21	3.09	3.10	2.53
Departmental Collegiality	3.92	3.89	3.76	3.54	3.79	3.69	3.76	3.41
Departmental Engagement	3.56	3.46	3.47	3.27	3.48	3.18	3.47	3.34
Departmental Quality	3.65	3.53	3.55	3.31	3.50	3.49	3.60	3.18
Appreciation and Recognition	3.30	3.24	3.27	2.88	3.35	3.31	3.24	2.54

Column 1 = Peer White

Column 2 = CSI White

Column 3 = Peer FOC (non-White)

Column 4 = CSI FOC (non-White)

Column 5 = Peer Asian

Column 6 = CSI Asian

Column 7 = Peer URM (non-White and non-Asian)

Column 8 = CSI URM (non-White and non-Asian)

if green then CSI > Peers by at least 0.3

if red then CSI < Peers by at least 0.3

CSI vs. PEER INSTITUTIONS: RACE

Underrepresented Minorities, Asians, and Faculty of Color at CSI are significantly **less satisfied** than comparable faculty at Peer Institutions.

There were fewer differences found among White Faculty at CSI with comparable faculty at Peer Institutions.

	1	2	3	4
Nature of Work: Research	3.27	2.85	3.05	2.73
Nature of Work: Service	3.35	3.26	3.15	3.12
Nature of Work: Teaching	3.86	3.64	3.71	3.47
Facilities and Work Resources	3.52	2.89	3.40	2.78
Personal and Family Policies	3.12	2.82	3.00	2.82
Health and Retirement Benefits	3.63	3.41	3.56	3.45
Interdisciplinary Work	2.66	2.44	2.54	2.23
Collaboration	3.68	3.49	3.50	3.22
Mentoring	3.17	3.02	2.93	2.85
Tenure Policies	N/A	N/A	N/A	N/A
Tenure Expectations: Clarity	N/A	N/A	N/A	N/A
Promotion to Full	3.96	3.94	3.20	3.32
Leadership: Senior	3.08	2.85	3.07	2.74
Leadership: Divisional	3.18	3.06	3.12	3.19
Leadership: Department	3.66	3.56	3.57	3.76
Leadership: Faculty	3.12	3.04	3.17	2.81
Governance: Trust	3.12	3.27	3.06	3.19
Governance: Shared Sense of Purpose	3.01	3.04	3.02	3.07
Governance: Understanding the Issue at Hand	2.90	2.99	2.91	2.98
Governance: Adaptability	2.79	2.70	2.79	2.64
Governance: Productivity	2.98	2.97	3.00	2.92
Departmental Collegiality	3.93	3.72	3.80	3.93
Departmental Engagement	3.61	3.33	3.50	3.57
Departmental Quality	3.68	3.55	3.56	3.59
Appreciation and Recognition	3.33	3.22	3.13	3.10
Column 1 = Peer Professor				
Column 2 = CSI Professor				
Column 3 = Peer Assoc. Prof.				
Column 4 = CSI Assoc. Prof.				
if green then CSI > Peers by at least 0.3				
if red then CSI < Peers by at least 0.3				

CSI vs. PEER INSTITUTIONS: PROFESSOR AND ASSOC. PROF.

There were few differences found among Associate Professors and Professors at CSI when compared with faculty at Peer Institutions.

	1	2	3	4
Nature of Work: Research	3.25	2.8	3.1	2.62
Nature of Work: Service	3.37	3.21	3.23	3.09
Nature of Work: Teaching	3.81	3.43	3.77	3.52
Facilities and Work Resources	3.51	2.85	3.48	2.8
Personal and Family Policies	3.17	2.90	3.08	2.81
Health and Retirement Benefits	3.64	3.35	3.67	3.58
Interdisciplinary Work	2.73	2.56	2.61	2.11
Collaboration	3.63	3.45	3.53	3.06
Mentoring	3.17	3.02	3.18	2.94
Tenure Policies	3.56	3.02	3.45	3.24
Tenure Expectations: Clarity	3.42	2.97	3.36	3.21
Promotion to Full	3.69	3.87	3.45	3.37
Leadership: Senior	3.16	2.84	3.15	2.85
Leadership: Divisional	3.26	3.24	3.24	3.06
Leadership: Department	3.78	3.94	3.64	3.49
Leadership: Faculty	3.16	2.94	3.26	3.12
Governance: Trust	3.14	3.11	3.09	3.17
Governance: Shared Sense of Purpose	3.09	3.04	3.12	3.12
Governance: Understanding the Issue at Hand	2.98	2.97	3.00	3.02
Governance: Adaptability	2.87	2.66	2.89	2.78
Governance: Productivity	3.02	2.83	3.12	3.07
Departmental Collegiality	3.92	3.92	3.84	3.73
Departmental Engagement	3.54	3.43	3.53	3.4
Departmental Quality	3.63	3.60	3.63	3.38
Appreciation and Recognition	3.34	3.24	3.24	3.08

Column 1 = Peer Men

Column 2 = CSI Men

Column 3 = Peer Women

Column 4 = CSI Women

if green then CSI > Peers by at least 0.3

if red then CSI < Peers by at least 0.3

CSI vs. PEER INSTITUTIONS: MEN AND WOMEN

There were also fewer differences found among Men and Women at CSI when compared with faculty at Peer Institutions.

Total Faculty Scores

	Senior Colleges	CSI
Nature of Work - Service	3.18	3.12
Nature of Work - Teaching	3.61	3.47
Nature of Work - Research	2.92	2.70
Facilities And Work Resources	3.04	2.80
Personal And Family Benefits	2.89	2.85
Health And Retirement Benefits	3.53	3.46
Interdisciplinary Work	2.50	2.29
Collaboration	3.38	3.23
Mentoring	3.12	2.96
Tenure Policies	3.38	3.15
Tenure Clarity	3.26	3.11
Promotion	3.46	3.63
Senior Leadership	3.05	2.83
Division Leadership	3.13	3.15
Departmental Leadership	3.76	3.68
Faculty Leadership	3.20	3.04
Governance Trust	3.06	3.13
Governance Purpose	3.02	3.07
Governance Understanding	2.93	2.98
Governance Adaptability	2.80	2.71
Governance Productivity	3.03	2.94
Departmental Engagement	3.49	3.40
Departmental Quality	3.58	3.46
Departmental Collegiality	3.83	3.78
Appreciation And Recognition	3.25	3.14

CSI vs. CUNY SENIOR COLLEGES: TOTAL FACULTY

CUNY Senior Colleges (Baruch, Brooklyn, CSI, Hunter, John Jay, Lehman, Medgar Evers, NYCT, Queens, CCNY, York).

When Total Faculty Scores are analyzed, CSI had no major differences in Benchmark Scores when compared with CUNY Senior Colleges.

There were no major differences in Benchmark Scores by gender or rank when compared with CUNY Senior Colleges.

Pre-Tenure Faculty Scores

	Senior Colleges	College of Staten Island
Nature of Work - Service	3.21	2.95
Nature of Work - Teaching	3.61	3.24
Nature of Work - Research	2.98	2.53
Facilities And Work Resources	3.00	2.70
Personal And Family Benefits	2.96	2.83
Health And Retirement Benefits	3.67	3.54
Interdisciplinary Work	2.55	2.22
Collaboration	3.44	2.96
Mentoring	3.46	3.16
Tenure Policies	3.38	3.15
Tenure Clarity	3.26	3.11
Promotion	N/A	N/A
Senior Leadership	3.24	2.90
Division Leadership	3.31	3.22
Departmental Leadership	3.95	3.79
Faculty Leadership	3.32	3.19
Governance Trust	3.03	2.88
Governance Purpose	3.20	3.13
Governance Understanding	3.03	2.94
Governance Adaptability	2.92	2.82
Governance Productivity	3.13	2.93
Departmental Engagement	3.46	3.18
Departmental Quality	3.57	3.25
Departmental Collegiality	3.87	3.72
Appreciation And Recognition	3.39	3.17

CSI vs. CUNY SENIOR COLLEGES: PRE-TENURE FACULTY

Relative to Senior CUNY Colleges, CSI Faculty scored less than 0.3 for the following Benchmarks

- Nature of Work: Research
- Nature of Work: Teaching
- Interdisciplinary Work
- Collaboration
- Mentoring
- Departmental: Quality
- Leadership: Senior

Faculty of Color Faculty Scores

	Senior Colleges	College of Staten Island
Nature of Work - Service	3.13	3.03
Nature of Work - Teaching	3.53	3.48
Nature of Work - Research	2.88	2.91
Facilities And Work Resources	2.99	2.65
Personal And Family Benefits	2.90	2.70
Health And Retirement Benefits	3.48	3.29
Interdisciplinary Work	2.51	2.34
Collaboration	3.29	3.10
Mentoring	3.17	2.87
Tenure Policies	3.32	2.91
Tenure Clarity	3.27	2.96
Promotion	3.38	3.07
Senior Leadership	3.07	2.97
Division Leadership	3.20	2.84
Departmental Leadership	3.68	3.38
Faculty Leadership	3.24	3.17
Governance Trust	3.03	2.74
Governance Purpose	3.01	2.72
Governance Understanding	2.94	2.72
Governance Adaptability	2.82	2.64
Governance Productivity	3.08	2.78
Departmental Engagement	3.42	3.21
Departmental Quality	3.49	3.27
Departmental Collegiality	3.72	3.49
Appreciation And Recognition	3.18	2.99

CSI vs. CUNY SENIOR COLLEGES: FACULTY OF COLOR

Relative to Senior CUNY Colleges, CSI Faculty scored **less than or equal to 0.3** for the following Benchmarks

- Facilities and Work Resources
- Tenure Policy
- Tenure Clarity
- Promotion
- Division Leadership
- Governance Productivity

1. WHAT IS THE COACHE SURVEY
2. HOW WE COMPARE WITH PEER INSTITUTIONS AND CUNY SENIOR COLLEGES
- 3. CSI COHORT AND SCHOOL/DIVISION COMPARISONS**
4. 2015 vs. 2019 SURVEY COMPARISONS
5. DISCUSSION

DIFFERENCES BETWEEN CSI GROUPS (Pre-Tenured vs Tenured, Assoc. vs Full, Men vs Woman, FOC vs White)

Nature of Work - Service	Pre-ten	Assoc.	Women	FOC
Nature of Work - Teaching	Pre-ten	Assoc.	Men	FOC
Nature of Work - Research	Pre-ten	Assoc.	Women	FOC
Facilities And Work Resources	Pre-ten	Assoc.		FOC
Personal And Family Benefits			Women	FOC
Health And Retirement Benefits	Tenured		Men	FOC
Interdisciplinary Work		Assoc.	Women	
Collaboration	Pre-ten	Assoc.	Women	FOC
Mentoring	Tenured	Assoc.		
Tenure Policies	N/A	N/A	Men	FOC
Tenure Clarity	N/A	N/A	Men	FOC
Promotion	N/A	Assoc.	Women	FOC
Senior Leadership	Tenured	Assoc.		FOC
Division Leadership		Full	Women	
Departmental Leadership	Tenured	Full	Women	FOC
Faculty Leadership	Tenured	Assoc.	Men	FOC
Governance Trust	Pre-ten			FOC
Governance Purpose	Tenured			FOC
Governance Understanding				FOC
Governance Adaptability	Tenured		Men	FOC
Governance Productivity			Men	FOC
Departmental Engagement	Pre-ten	Full		FOC
Departmental Quality	Pre-ten		Women	FOC
Departmental Collegiality		Full	Women	FOC
Appreciation And Recognition		Assoc.	Women	FOC

Faculty of Color, Pre-Tenured Faculty, Associated Professors and Women are less satisfied than their comparison group at CSI.

Empty cell = parity

Text = less satisfied group

Red = Difference greater than or equal to 0.3

COACHE Benchmark Scores by CSI Division/School

COACHE Benchmark	Humanities and Social Sciences (n=65)	Science and Technology (n=36)	School of Business (n=21)	School of Education (n=15)	School of Health Sciences (n=16)	Overall Average (n=163)
Nature of Work: Research	2.6	3.1	3.1	2.3	2.6	2.7
Nature of Work: Service	3.1	3.3	3.4	2.8	3.0	3.1
Nature of Work: Teaching	3.5	3.4	3.7	3.5	3.6	3.5
Facilities and Work Resources	2.6	2.8	3.3	3.1	2.9	2.9
Personal and Family Benefits	2.5	3.2	3.4	2.6	3.1	3.0
Health and Retirement Benefits	3.4	3.4	3.6	3.7	3.6	3.5
Interdisciplinary Work	2.1	2.7	2.6	2.6	1.7	2.3
Collaboration	3.0	3.8	3.5	3.2	2.6	3.2
Mentoring	3.0	2.9	3.4	2.8	2.7	3.0
Tenure Policies	3.4					3.4
Tenure Expectations: Clarity	3.2					3.2
Promotion to Full	3.8	3.6	3.7	3.0		3.5
Leadership: Senior	2.6	2.9	3.4	2.9	2.8	2.9
Leadership: Divisional	3.2	2.9	3.7	2.9	3.0	3.1
Leadership: Departmental	3.6	3.9	3.7	3.7	3.6	3.7
Leadership: Faculty	3.0	3.1	3	3.4	2.9	3.1
Governance: Trust	3.1	3.1	3.3	3.7	3.0	3.2
Governance: Share Sense of Purpose	3.0	3.0	3.4	3.3	2.9	3.1
Governance: Understanding the Issue at Hand	2.9	3.0	3.3	3.3	2.7	3.0
Governance: Adaptability	2.6	2.7	3.1	3.2	2.6	2.8
Governance: Productivity	2.9	3.0	3.3	3.2	2.6	3.0
Departmental Collegiality	3.8	3.8	3.8	3.8	3.6	3.8
Departmental Engagement	3.3	3.5	3.3	3.5	3.6	3.4
Departmental Quality	3.7	3.5	3.5	3.2	3.2	3.4
Appreciation and Recognition	3.0	3.4	3.5	3.2	3.2	3.3

Averages with less than 10 responses are not reported.

Green highlights scores ≥ 0.3 over the average

Red highlights scores ≤ 0.3 under the average

There are major differences between Schools/Divisions when comparing Benchmark Scores to the Overall Average Scores.

School of Business
10 Benchmarks Higher than
Average Faculty Score

Science and Technology
3 Higher

School of Education
4 Higher
4 Lower

Humanities/Social Sciences
3 Lower

School of Health Sciences
5 Lower

1. WHAT IS THE COACHE SURVEY
2. HOW WE COMPARE WITH PEER INSTITUTIONS AND CUNY SENIOR COLLEGES
3. CSI COHORT AND SCHOOL/DIVISION COMPARISONS
- 4. 2015 vs. 2019 SURVEY COMPARISONS**
5. DISCUSSION

CSI Response Rates by Group

Group	2015 Response Rate	2019 Response Rate
Tenured	130 (56%)	118 (44%)
Pre-Tenured		44 (52%)
Full Professor	55 (59%)	52 (41%)
Associate Professor	60 (56%)	55 (50%)
Men	72 (53%)	71 (37%)
Women	58 (59%)	87 (54%)
White	100 (56%)	110 (45%)
Faculty of Color	30 (53%)	53 (46%)
Asian		23 (37%)
Underrepresented Minority		30 (58%)
Overall	130 (56%)	163 (46%)

	2015 CSI	2019 CSI
Nature of Work - Service	3.21	3.12
Nature of Work - Teaching	3.46	3.47
Nature of Work - Research	2.97	2.70
Facilities And Work Resources	3.05	2.80
Personal And Family Benefits	2.67	2.85
Health And Retirement Benefits	3.27	3.46
Interdisciplinary Work	2.56	2.29
Collaboration	3.42	3.23
Mentoring	3.06	2.96
Tenure Policies	3.40	3.15
Tenure Clarity	3.26	3.11
Promotion	3.69	3.63
Senior Leadership	3.06	2.83
Division Leadership	3.11	3.15
Departmental Leadership	3.91	3.68
Faculty Leadership		3.04
Governance Trust		3.13
Governance Purpose		3.07
Governance Understanding		2.98
Governance Adaptability		2.71
Governance Productivity		2.94
Departmental Engagement	3.54	3.40
Departmental Quality	3.63	3.46
Departmental Collegiality	3.99	3.78
Appreciation And Recognition	3.26	3.14

CSI 2015 vs. 2019 SCORES: TOTAL FACULTY

No major differences were found between 2015 and 2019
CSI Benchmark Scores.

2015 Average Score = 3.3 +/- 0.4 (std)

2019 Average Score = 3.1 +/- 0.3 (std)

Best & Worst Aspects of CSI

Percentage of faculty identifying the two best and two worst aspects at CSI.

Best Aspects at CSI 2015	Best Aspects at CSI 2019
Quality of colleagues (35%)	Quality of colleagues (36%)
Geographic location (33%)	Geographic location (36%)
Support of colleagues (26%)	Support of colleagues (20%)
Worst Aspects at CSI 2015	Worst Aspects at CSI 2019
Compensation (37%)	*Quality of facilities (30%)
Teaching Load (19%)	*Lack of support for research/creative work (26%)
Quality of undergraduate students (15%)	Compensation (19%)
* Consistent response for tenured, pre-tenure, men, women, white, and FOC.	

SUMMARY OF COACHE RESULTS

Of the 25 benchmarks, CSI Faculty perceived **7 Benchmarks positively** and **3 Benchmarks negatively**.

- **High ranked benchmarks:** Departmental Collegiality, Departmental Leadership, Departmental Quality, Promotion to Full, and Health and Retirement Benefits.
- **Low ranked benchmarks:** Governance Adaptability, Nature of Work: Research, and Interdisciplinary Work.

Overall, CSI Faculty are less satisfied as compared to Faculty at our Peer Institutions. This is especially evident for CSI Pre-Tenured Faculty, Faculty of Color, Asian Faculty, and Underrepresented Minority Faculty.

CSI Faculty have similar scores to other CUNY Senior Colleges. However, disaggregated by group CSI Pre-Tenure Faculty and Faculty of Color are less satisfied than faculty at other CUNY Senior Colleges.

SUMMARY OF COACHE RESULTS - CONTINUED

Overall, CSI Faculty of Color are less satisfied. Benchmarks that consistently appear with large differences include: **Tenure Policies**, **Tenure Expectations: Clarity**, **Governance Productivity**, and **Appreciation and Recognition**.

For Pre-Tenure Faculty, Benchmarks that consistently appear with large differences include: **Nature of Work: Teaching**, **Collaboration**, and **Departmental Quality**.

There are substantial differences in Benchmark Scores among the CSI Divisions and Schools.

There are no major differences in Benchmark Scores between the 2015 and 2019 COACHE Surveys.

1. WHAT IS THE COACHE SURVEY
2. HOW WE COMPARE WITH PEER INSTITUTIONS AND CUNY SENIOR COLLEGES
3. CSI COHORT AND SCHOOL/DIVISION COMPARISONS
4. 2015 vs. 2019 SURVEY COMPARISONS
- 5. DISCUSSION**

DISCUSSION

General

- What is surprising?
- How are the data consistent with your perceptions of CSI?

Targets for Change

- What are our areas of strength and how can we build on our successes?
- What are areas of weakness that we want to target for improvement?
- What should we prioritize?

Send comments and recommendations to survey@csi.cuny.edu.

APPENDIX

COACHE RESPONSE RATES

Relative to CUNY institutions CSI response rates for the COACHE Survey were lower in all categories.

Overall Response Rate 46% (47% in 2015)

Lowest Response Rate in Men (37%)

		Tenure Status			Senior Ranks		Gender		Race	
		Overall	Tenured	Pre-tenure	Full	Associate	Men	Women	White	FOC
CUNY	Respondent	3699	2630	940	1133	1260	1704	1970	2281	1418
	Non-respondent	3030	2340	685	952	855	1760	1269	1874	1156
	Response Rate	55%	53%	58%	54%	60%	49%	61%	55%	55%
Senior Colleges	Respondent	2425	1841	491	773	880	1181	1232	1558	867
	Non-respondent	2019	1637	378	692	596	1211	807	1288	731
	Response Rate	55%	53%	57%	53%	60%	49%	60%	55%	54%
CUNY - College of Staten Island	Valid Respondent	163	118	44	52	55	71	87	110	53
	Invalid Respondent	194	153	41	74	56	119	75	133	61
	Response Rate	46%	44%	52%	41%	50%	37%	54%	45%	46%

	Senior Colleges	College of Staten Island
Nature of Work - Service	3.01	3.12
Nature of Work - Teaching	3.52	3.47
Nature of Work - Research	2.81	2.73
Facilities And Work Resources	2.96	2.77
Personal And Family Benefits	2.76	2.82
Health And Retirement Benefits	3.45	3.45
Interdisciplinary Work	2.46	2.23
Collaboration	3.26	3.22
Mentoring	2.87	2.85
Tenure Policies	N/A	N/A
Tenure Clarity	N/A	N/A
Promotion	3.07	3.32
Senior Leadership	2.94	2.74
Division Leadership	3.06	3.19
Departmental Leadership	3.59	3.76
Faculty Leadership	3.08	2.81
Governance Trust	2.96	3.19
Governance Purpose	2.92	3.07
Governance Understanding	2.84	2.98
Governance Adaptability	2.71	2.64
Governance Productivity	2.95	2.92
Departmental Engagement	3.43	3.57
Departmental Quality	3.50	3.59
Departmental Collegiality	3.74	3.93
Appreciation And Recognition	3.09	3.10

CSI vs. CUNY SENIOR COLLEGES: ASSOCIATE PROFESSORS

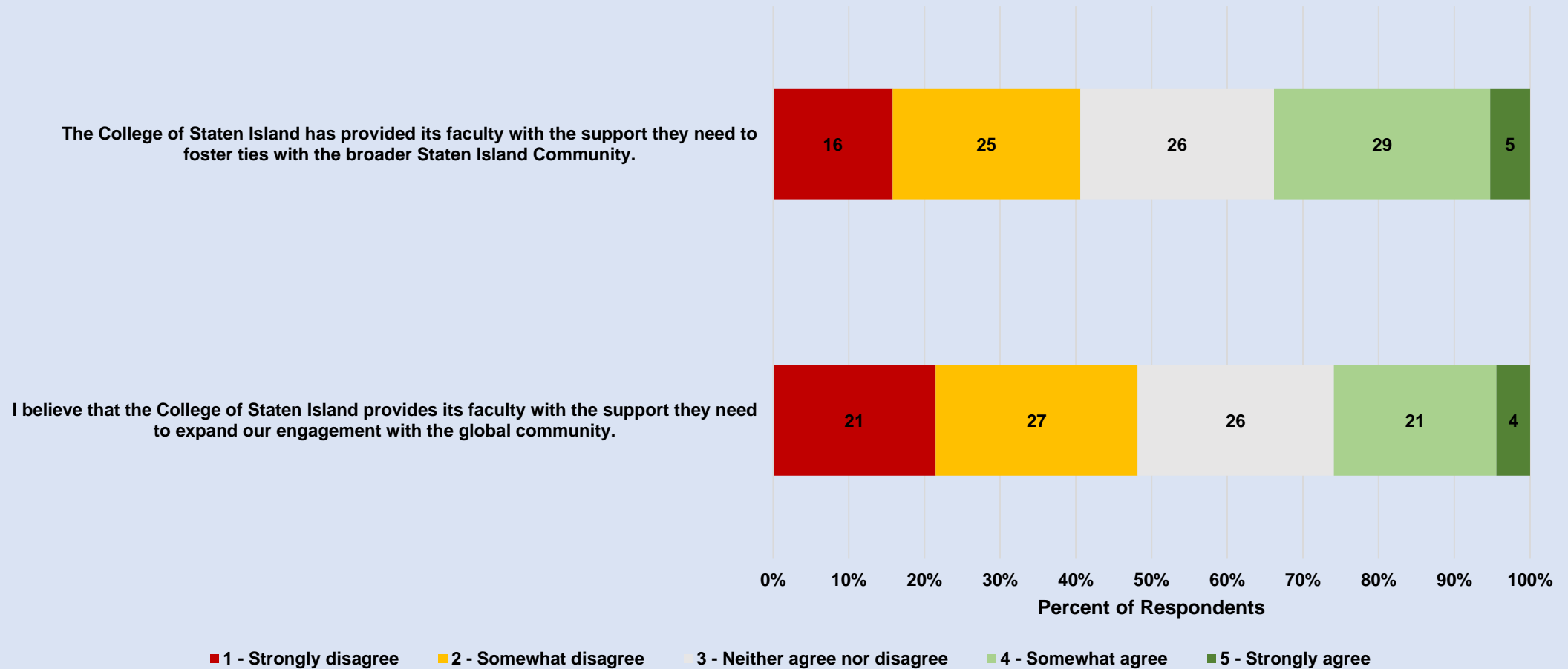
Relative to CUNY Senior Colleges, CSI has no Benchmarks that scored **greater than or equal to 0.3** or **less than or equal to 0.3**

	Senior Colleges	College of Staten Island
Nature of Work - Service	3.08	3.09
Nature of Work - Teaching	3.60	3.52
Nature of Work - Research	2.82	2.62
Facilities And Work Resources	2.98	2.80
Personal And Family Benefits	2.80	2.80
Health And Retirement Benefits	3.52	3.58
Interdisciplinary Work	2.39	2.11
Collaboration	3.30	3.06
Mentoring	3.09	2.94
Tenure Policies	3.29	3.24
Tenure Clarity	3.23	3.21
Promotion	3.30	3.37
Senior Leadership	3.00	2.85
Division Leadership	3.08	3.06
Departmental Leadership	3.63	3.49
Faculty Leadership	3.19	3.12
Governance Trust	3.00	3.17
Governance Purpose	3.02	3.12
Governance Understanding	2.90	3.02
Governance Adaptability	2.77	2.78
Governance Productivity	3.06	3.07
Departmental Engagement	3.47	3.40
Departmental Quality	3.56	3.38
Departmental Collegiality	3.77	3.73
Appreciation And Recognition	3.16	3.08

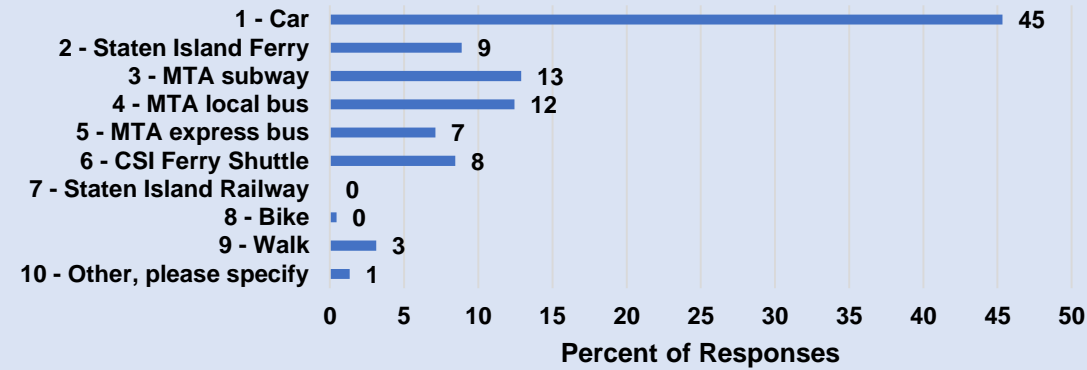
CSI vs. CUNY SENIOR COLLEGES: WOMEN

Relative to CUNY Senior Colleges, CSI has no Benchmarks that scored **greater than or equal to 0.3** or **less than or equal to 0.3**

CSI Custom Questions



**What modes of transportation do you typically use to get to and from College of Staten Island?
(Please check all that apply)**



About how much do you spend on commuting in an average month?

