



Faculty Affairs

# Faculty Climate Surveys

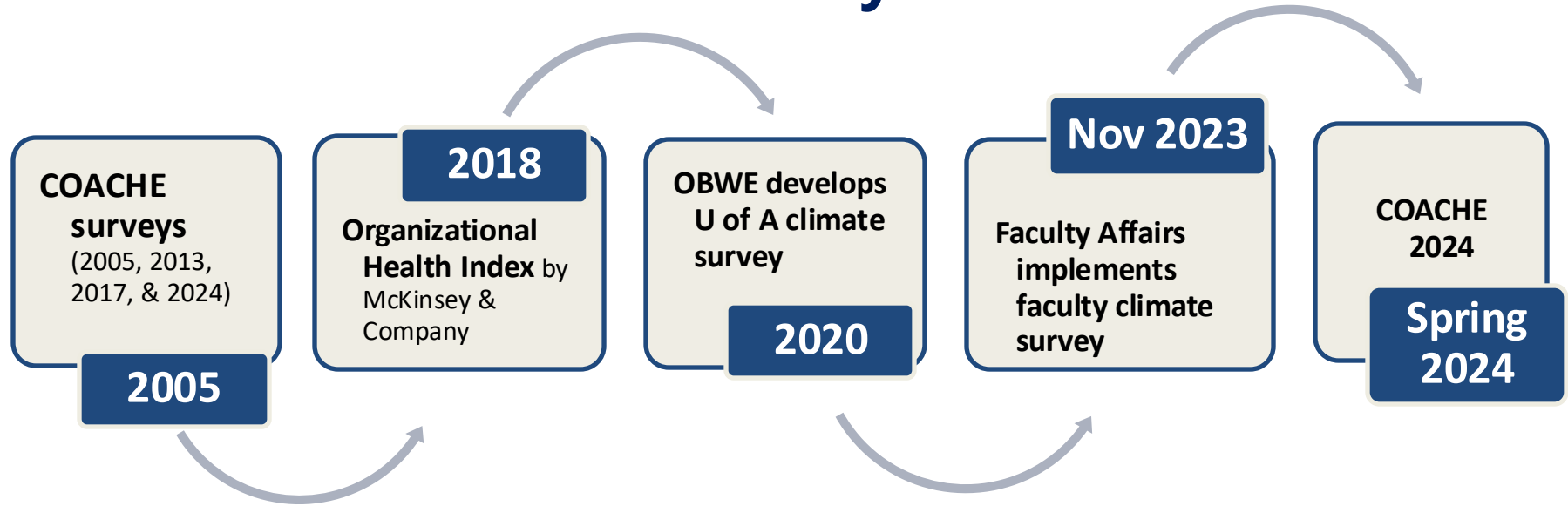
*April 7<sup>th</sup>, 2025*



# Faculty Climate Survey Objectives

- To gather comprehensive information and insights about current experiences and perceptions in areas critical to faculty success
- To develop well-informed strategies that highlight strengths and identify areas for improvement that will foster a positive supportive working environment for faculty at the University of Arizona

# History



The U of A Internal Climate Survey, developed by the OBWE team, was updated through a **shared governance process** with participation from the Faculty Senate Career-track Faculty Ad-Hoc Group, the University Initiatives Office, and the Faculty Affairs team.

# UofA Faculty COACHE Working Group

- **Alicia Allen**, Associate Professor, Family and Community Medicine, College of Medicine - Tucson
- **Amanda Wilson**, Assistant Professor, Public Health, Mel & Enid Zuckerman College of Public Health
- **Diana Newmark**, Associate Scholar, Law, James E. Rogers College of Law
- **Eddy White**, Professor of Practice, Public & Applied Humanities, Professor, Second Language Acquisition, College of Humanities
- **Heather Haeger**, Assistant Professor, Educational Policy Studies and Practice, College of Education
- **Hongyue Jin**, Associate Professor, Systems and Industrial Engineering, College of Engineering
- **Jennifer Church-Duran**, Associate Librarian, University Libraries
- **Jonathan Bean**, Associate Professor, Architecture, College of Architecture, Planning, & Landscape Architecture
- **Julie Ledford**, Associate Professor, Cellular and Molecular Medicine, College of Medicine – Tucson
- **Juyoung Park**, Professor, College of Nursing
- **Matt Williams**, Associate Professor, School of Music, College of Fine Arts
- **Matthew Abraham**, Professor, English, College of Social and Behavioral Sciences
- **Michael Mandel**, Senior Lecturer, Business Communications, Eller College of Management
- **Sarah Eaton**, Associate Professor of Practice, College of Veterinary Medicine
- **Tierra Stimson**, Assistant Professor of Practice, College of Applied Science and Technology
- **Trevor Hedberg**, Assistant Professor of Practice, WA Franke Honors College
- **Vasudeva Kamath**, Assistant Professor, Basic Medical Sciences, College of Medicine – Phoenix

# Brief Overview of Two Surveys

## UA Internal Survey – Fall 2023

**542** Respondents

**11.4% Response Rate** out of 3,943 possible

1. Institutional values
2. Job satisfaction
3. Leadership effectiveness
4. Workplace environment and relationships
5. Bullying and offensive experiences
6. Knowledge of university resources

## COACHE Survey – Spring 2024

**530** respondents

**21% Response Rate** out of 2,558 possible (no Adjuncts)

1. Nature of work
2. Resources and support
3. Cross-silo work and mentorship
4. Tenure and promotion
5. Institutional leadership
6. The department
7. Shared governance
8. Appreciation and recognition
9. Retention and negotiation

# UofA Internal Survey Key Findings

## Strengths

- Professional development
- Work relationships
- Workplace environment
- Mentoring
- Academic Freedom

## Areas for Improvement

- Recognition
- Workload
- Work-life balance
- Leadership effectiveness  
(communication & hiring)

# Highlights by tracks

Responses were **very similar for all faculty tracks.**

## Contrasts

### Career-track

- Feel their jobs were not secure or financially stable.
- Less positive about workplace relationships and collaboration.
- Less likely to have peer mentoring.
- 32% recruited by other institutions.

### Tenure & continuing tracks

- 52% were recruited by other institutions.
- Less likely to feel they could share concerns with the administration without fear of retaliation.

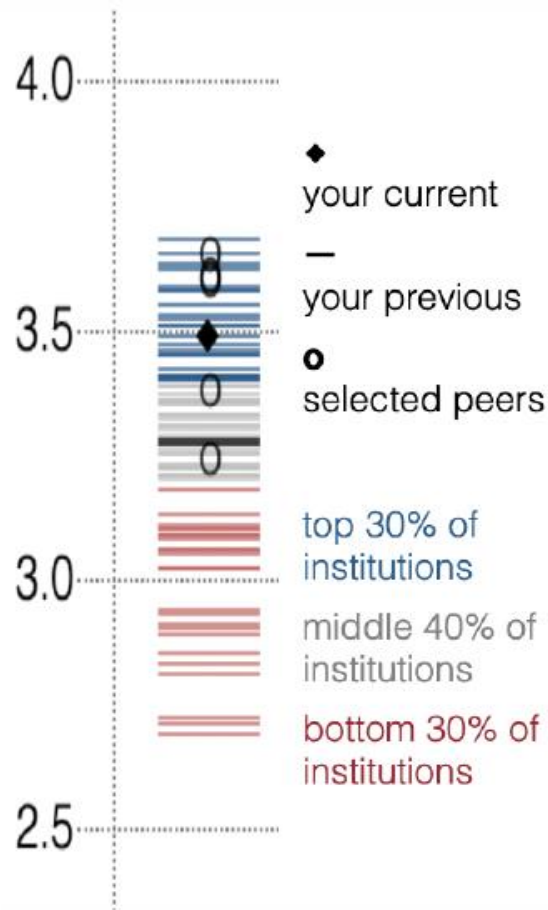
# COACHE 2024 Results

## Strengths

Collaboration  
Interdisciplinary  
Promotion to Full

## Areas of concern

Appreciation & Recognition  
Governance: Adaptability  
Governance: Productivity  
Governance: Shared Sense of Purpose  
Governance: Trust  
Leadership: Departmental  
Leadership: Divisional  
Leadership: Senior:  
Nature of Work: Service



Top 30%  
of cohort

Peers

5 institutions

Cohort

85 institutions

Bottom 30%  
of cohort



# Highlights of Action Items

## Strengths

- Sustain p & t practices, academic freedom, MENTOR Institute
- Sustain positive resources in HR, RII, UCATT, Libraries
- Kind Campus Initiative with Ben's Bells

## Areas of Improvement

- Taskforce for Service Activities
- Implement Workload Guidelines at College level (Summer 2025)
- More daily and unit level recognition
- Merit raises
- Improve quality and effectiveness of shared governance
- Improve leadership communication
- Taskforce to examine bullying/exclusion

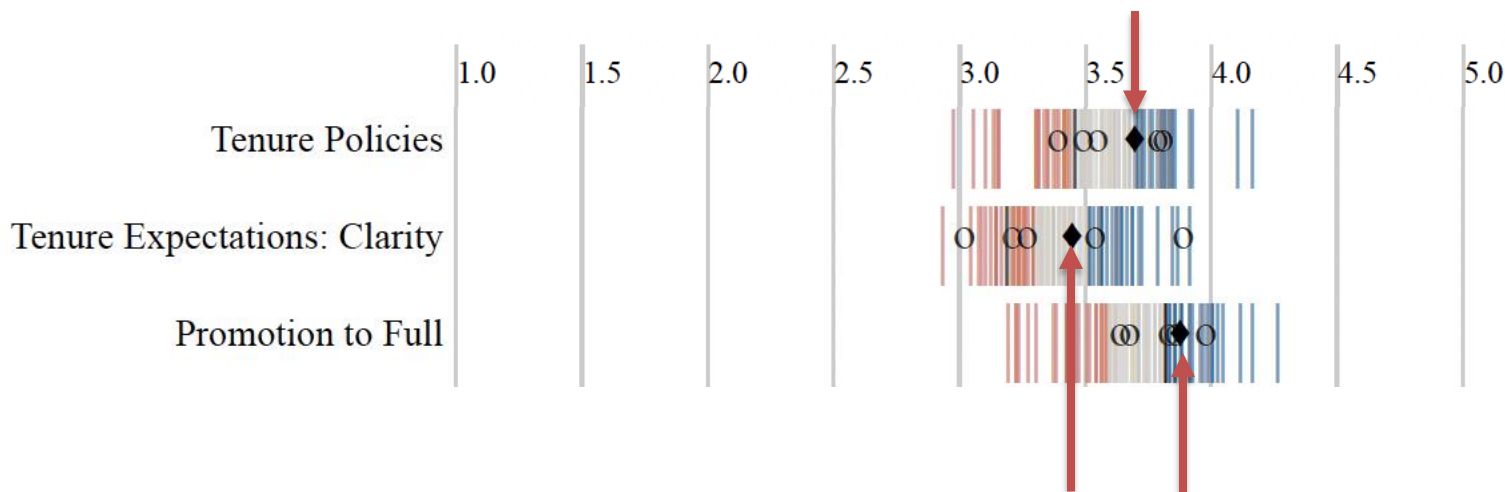
# Strength: Job Satisfaction

## Internal

- Agreement with University Values
- Life/work integration
- **Flexible work schedule**
- Interesting work
- Role at the university
- **Quality of work relationships**
- Facilities and work resources
- **Feeling safe on campus**

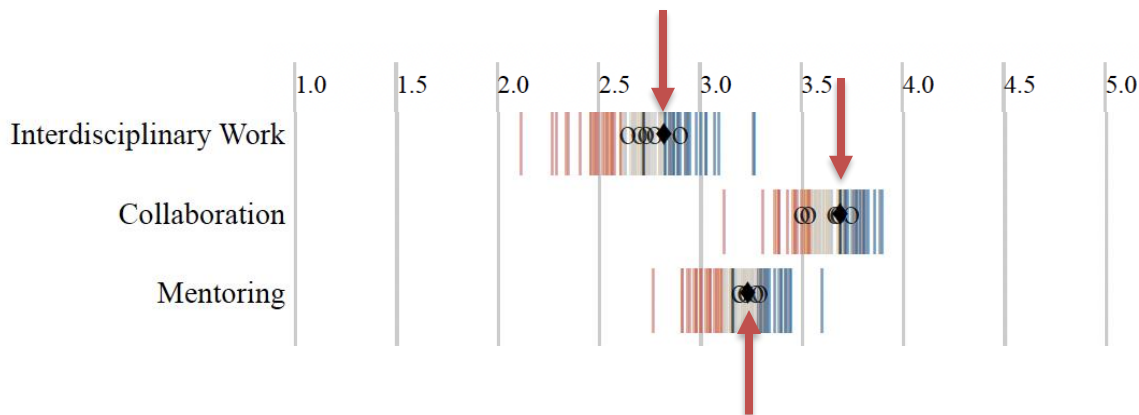
# TENURE & PROMOTION

- Tenure policies: **high improvement** from bottom 30% to top 30% since 2018
- Tenure expectations: **improved** since 2018
- Promotion to full: **improved** since 2018 and went up to top 30% of cohort



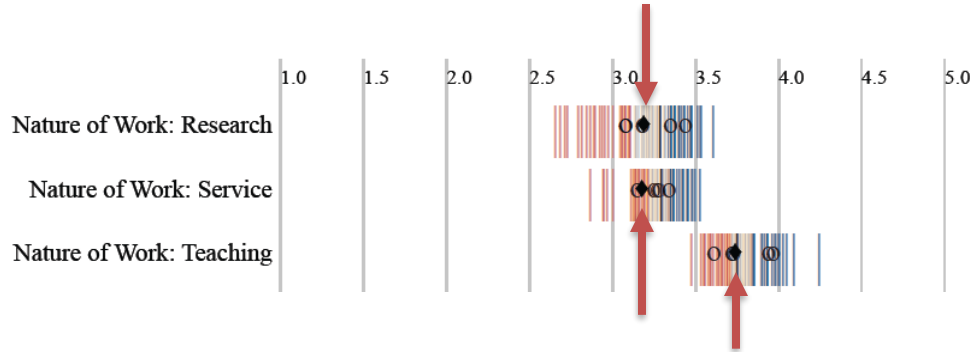
# CROSS-SILO & MENTORSHIP

- Interdisciplinary work: **improved** since 2018 and went up to top 30% of cohort
- Collaboration: **similar** to 2018, top 30% of cohort
- Mentoring: **improved** since 2018, compared to cohort



# NATURE OF WORK

- Research: **declined** since 2018, compared to cohort
- Service: **declined** since 2018 and fell into the bottom 30% of cohort
- Teaching: **no change** observed since 2018 and similar to cohort

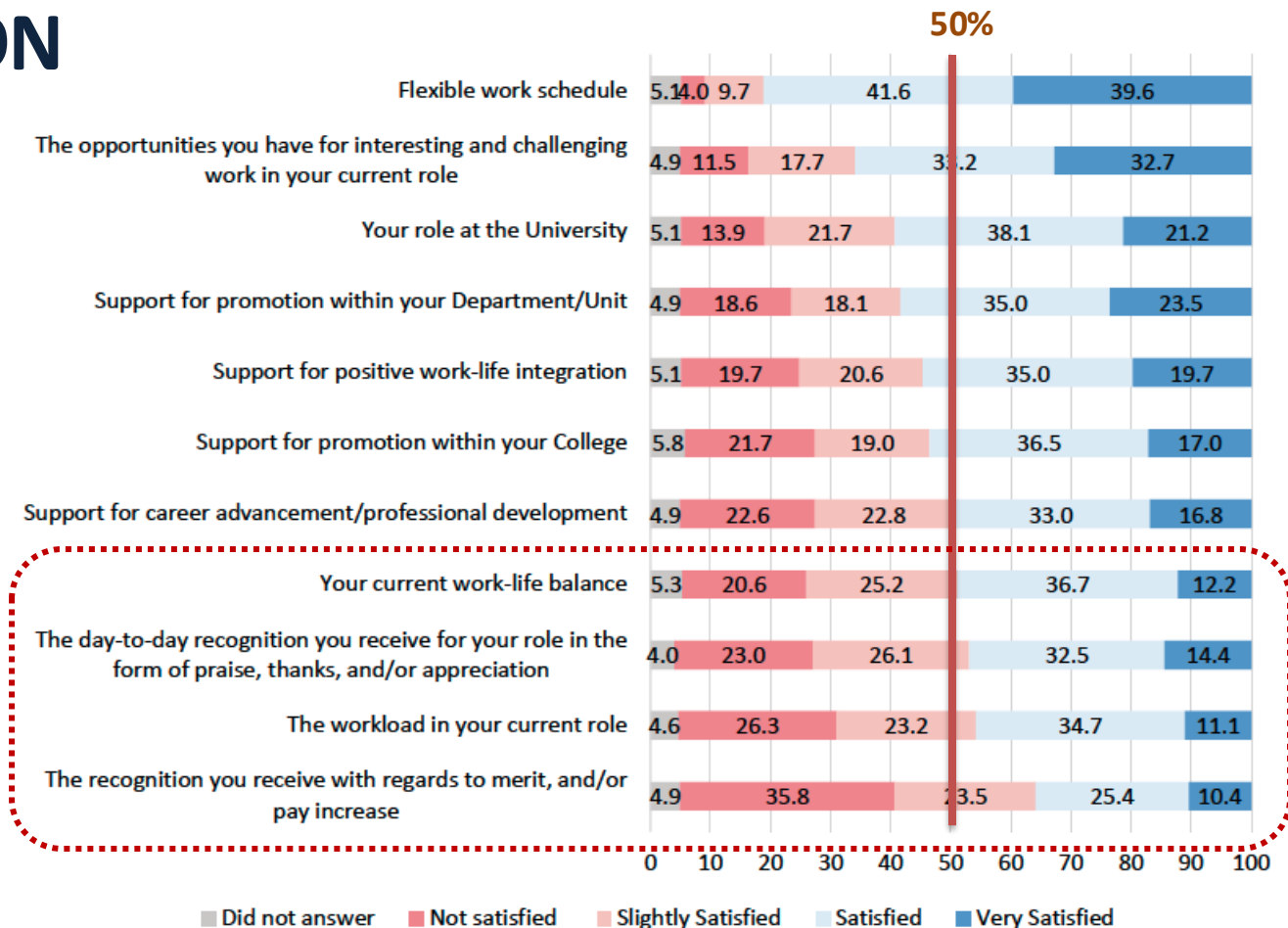


## APPRECIATION & RECOGNITION

- Appreciation and recognition: **declined** since 2018 and fell into the bottom 30% of cohort

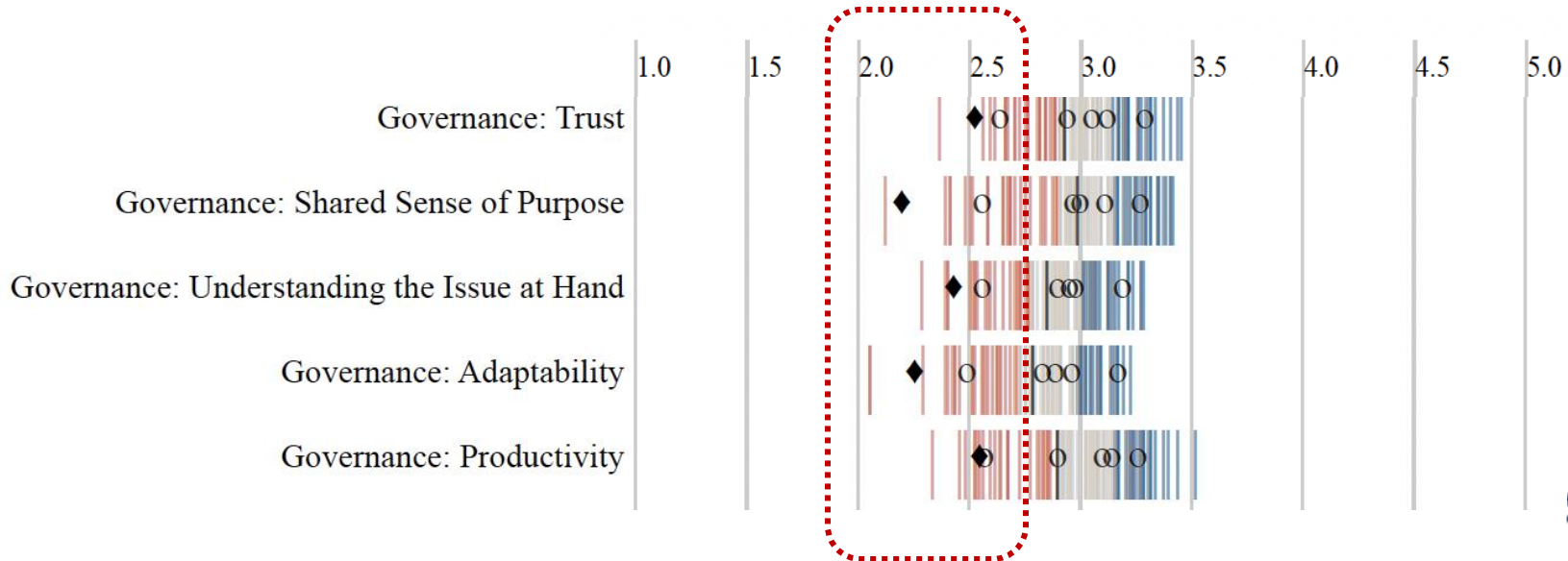


# RECOGNITION



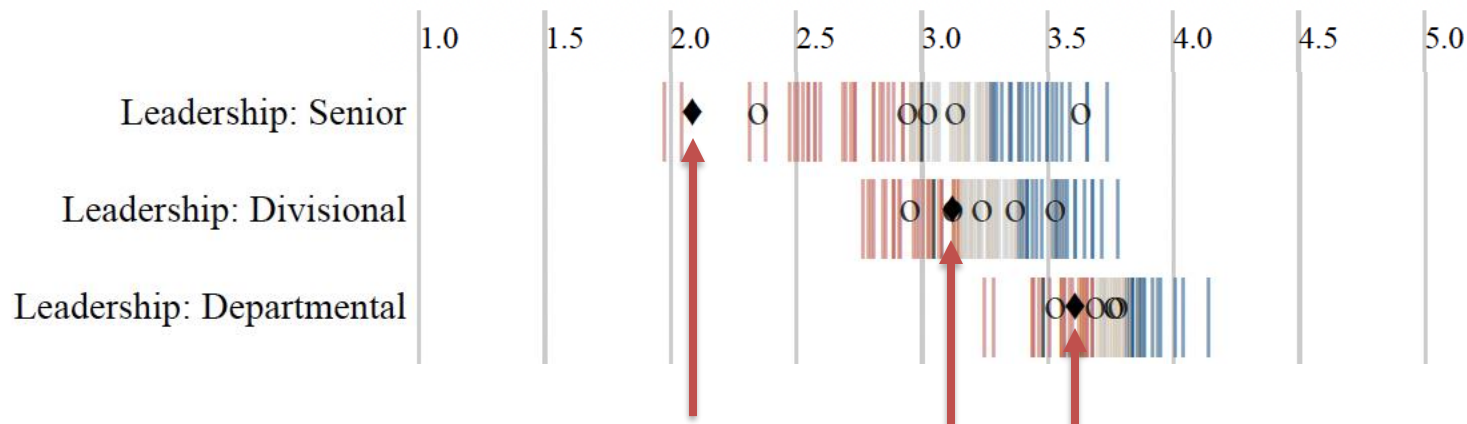
# SHARED GOVERNANCE

All benchmarks declined and fell into the bottom 30% of cohort



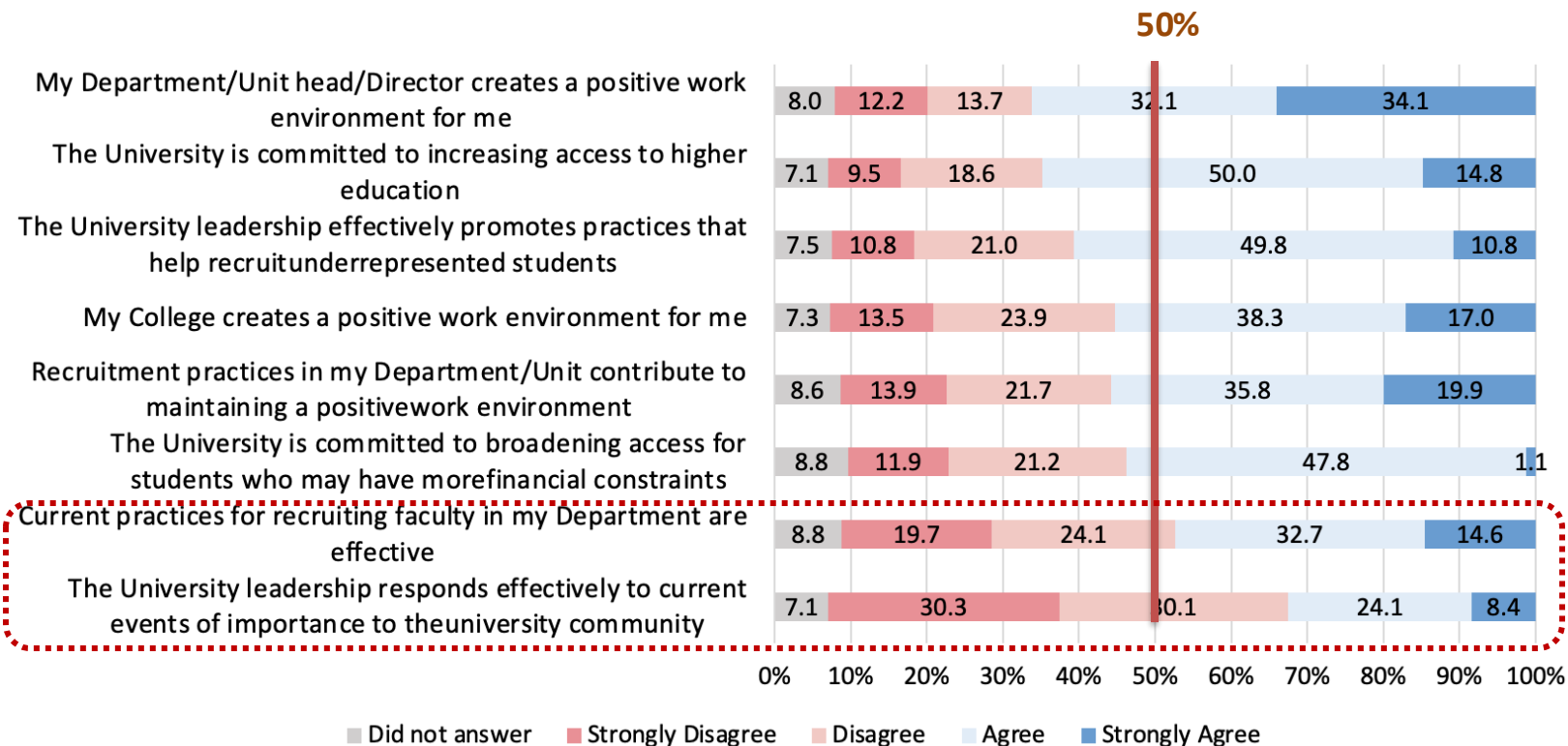
# LEADERSHIP

- Senior: **declined** and fell to the bottom 30% of cohort
- Divisional (college level): **improved** since 2018 but still in the bottom 30%
- Departmental: improved since 2018 but still in the bottom 30%





# LEADERSHIP



# BULLYING EXPERIENCES

69%

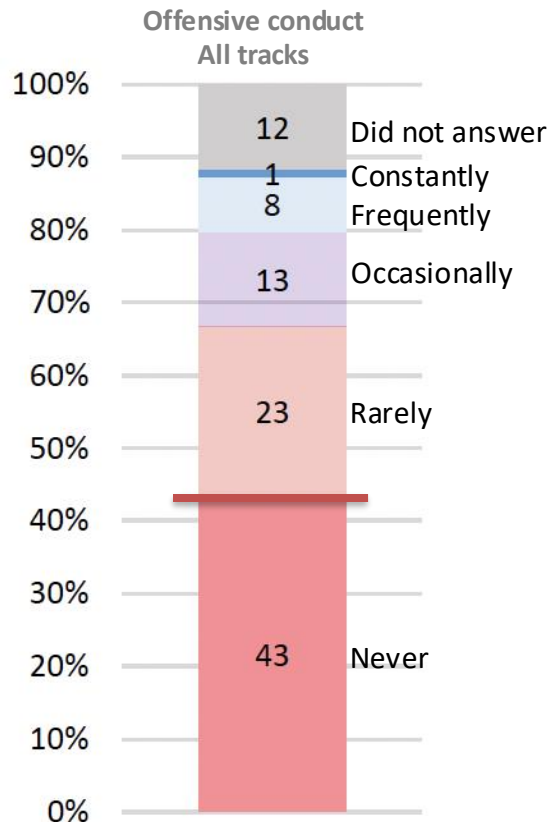
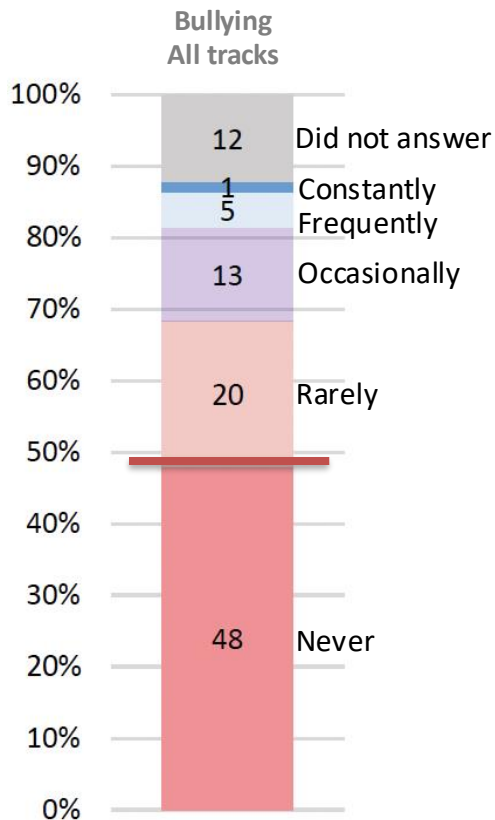
Did **not** report  
the experience

57%

Come from  
administrators

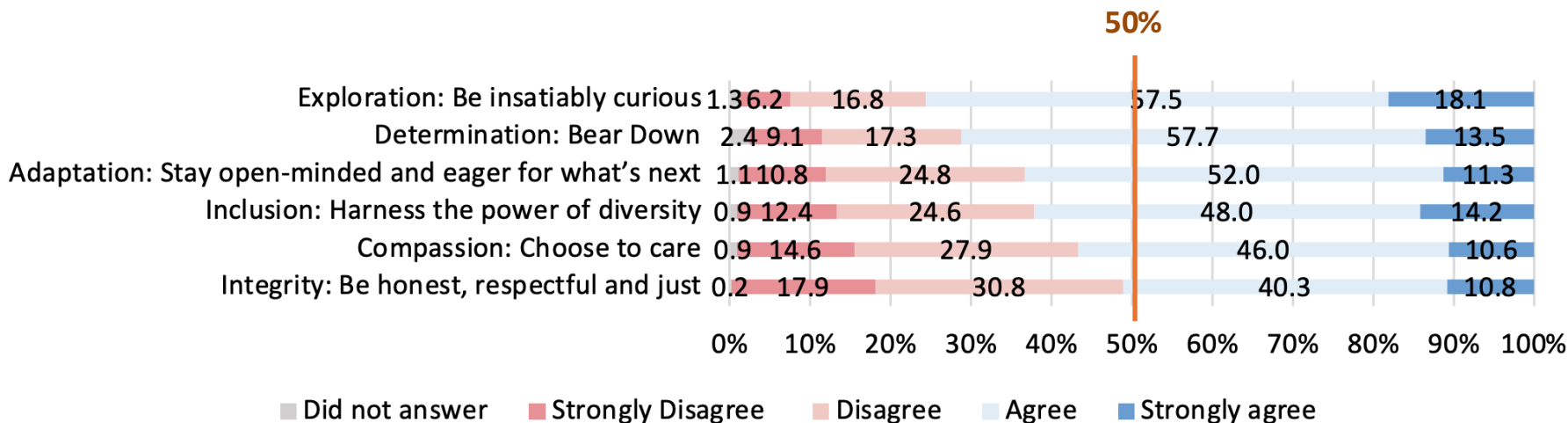
34%

Come from  
faculty



# UNIVERSITY VALUES

Climate reflects all 6 university values at the university, college and department levels.



University values at the institutional level | All faculty tracks



# Questions

Thank you!

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