2023 COACHE Senior Leadership Summary Report

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ISSUE ADDRESSED AND WHY
Our team addressed satisfaction with Senior Leadership (SL), which plays a critical role in the retention and success of faculty. The COACHE survey revealed lower confidence in UMKC's senior leadership (Chancellor and Provost level) compared to cohort institutions as well as the prior COACHE (2017) survey.

DATA USED TO INFORM DISCUSSIONS AND RECOMMENDATIONS
Analysis of COACHE survey data and sentiment analysis, and topic modeling of the written comments delivered through the COACHE survey was used to inform the work of this committee. Sentiment analysis is the process of analyzing large volumes of text to determine whether it expresses *positive, neutral, or negative* sentiment. Topic modeling is a statistical, *unsupervised* method for discovering "abstract" topics that exist within a collection of documents. It detects frequently used words or phrases and groups them to provide a summary of what best represents the information in the document.

The analysis of COACHE survey data revealed the following trends:
Data by academic discipline reveal that the Social Sciences and Medical fields generally express neutral opinions, while Engineering, Computer Science and Math, and Business show a relatively high degree of confidence in SL.
There is a notably low confidence from faculty within the Humanities, Physical Sciences, Biological Sciences, Visual and Performing Arts.
Lower satisfaction is more pronounced among women and faculty from underrepresented minorities (URM).
Tenured faculty are moderately more dissatisfied with SL than non-tenured track faculty and URM faculty are more dissatisfied than White faculty.
Priorities stated by SL do not resonate with many faculty. The disconnect is a pervasive issue that spans nearly every faculty category and demographic.

KEY RECOMMENDATIONS THAT WOULD LIKELY STRENGTHEN FACULTY SATISFACTION

RECOMMENDATION	ACTION ITEMS
Establish focus groups with women faculty and URM faculty from the dissatisfied fields/units to discuss the themes that revealed a negative sentiment (*Equality* and *Respect* and *Support for Faculty*). The discussion should aim at identifying specific sources of discontent (i.e. unequal access to resources necessary for professional	CAFE will host a faculty engagement series with female faculty and URM faculty to explore their perceptions of work satisfaction at UMKC. The DICES initiative will result in a strategic plan for faculty retention, particularly women in stem and URM

development; unequal recognition; unequal access to support services; fairness in evaluating faculty work).	faculty. A grant proposal is currently in development based on the DICES Catalyst Project, which if awarded will allow for a number of new initiatives designed to support the recruitment, retention, and success of women faculty in STEM and URM faculty. Deans will be asked to assess unit-specific and discipline-specific concerns as it relates to work equity and the support of continued success.
Each unit has its own culture and sets its own parameters for faculty involvement; our group proposes conducting a study of the state of faculty participation in committees and governance (at the campus and unit levels) to assess whether they provide opportunities for involvement in the decision-making process for faculty from all demographics, tracks, and ranks. Faculty Affairs and/or CAFE could facilitate this study. This study should be complemented with the study and discussion of the documents addressing the role of SL, the Board of Curators, and faculty governance bodies at all instances of the decision-making process.	The Faculty Senate will be asked to undertake a study of the University, focusing on varying practices across the units as it relates to self-governance, and faculty participation in committees. While the primary focus will be on maximizing faculty self-governance and the opportunities for faculty involvement in decision making, this study will also work toward addressing inequity in service loads.

HOW RECOMMENDATIONS WOULD IMPROVE FACULTY LIVES/JOB SATISFACTION

Focus groups aim at gaining insight into the experiences and perspectives of various stakeholders and deliver more in-depth information on their perceptions, attitudes, experiences and beliefs. Additionally, they provide a better understanding of differences and perspectives. Our team believes that the proposed focus groups will help SL better understand the sources of dissatisfaction among women and URM faculty within the units in which higher levels of discontent has been detected. Understanding who is expected to participate and who really does at every instance in the decision-making process will enhance transparency, trust, and collaboration between the SL and faculty.