

# FACULTY/STAFF WORKLIFE AND DIVERSITY STUDY



University of Tennessee at Chattanooga  
2009

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**Faculty/Staff Worklife and Diversity Study  
2009 (FSWDS)**

**University of Tennessee at Chattanooga  
Presentation of Findings**

**to**

**Chancellor Roger Brown  
and Executive Team**

**July 1, 2009**



## PURPOSE OF STUDY

- To support the need for data that would help UTC improve the recruitment and retention of a diverse faculty and administration
- Includes issues that could impact gender, multi-racial, and multicultural diversity at UTC
- To inform the UTC Strategic Plan Implementation process



# SURVEY SOURCES

- Mississippi State University Survey
- University of Rhode Island Diversity Survey
- Campus input



# METHODOLOGY

- Three employee surveys – Faculty, Administrator, Staff –
- Questionnaires (69 and 75 main questions)
- Sub-questions (within given questions) resulted in:
  - Faculty Survey – **328** questions
  - Administrator Survey – **330** questions
  - Staff Survey – **273** questions



# 12 QUESTION AREAS

- The Recruitment and Hiring Process
- Tenure and Promotion
- Support for Professional Growth and Performance
- Work Satisfaction
- Communication and Decision-Making
- Compensation
- Employee Programs and Resources
- Balancing Family and Worklife
- Diversity Issues: Gender, Race and Ethnicity
- Sexual Harassment
- Diversity Issues: Multiculturalism
- University Mission



# KEY FINDINGS



# RECRUITMENT & HIRING

- Chattanooga region key draw for employees
- Main concerns:
  1. Negotiation for salaries
  2. Negotiation for work responsibilities, and resources needed to do the job well





# TENURE AND PROMOTION

- Most employees satisfied with tenure process
- 33% of faculty did not feel supported in their progress toward tenure
- 24% of faculty received no reduction in teaching responsibilities for research needs
- Inadequate support for research although this is an evaluation requirement for most faculty



# PROFESSIONAL GROWTH & PERFORMANCE

- Long work week for most faculty and administrators - average 50 hours for faculty, 49 hours for administrators.
- Problems:
  1. Insufficient office and support staff
  2. Only 34.8% of faculty have sufficient teaching support
  3. Less than 1/3<sup>rd</sup> of faculty and administrators view the current evaluation system as fair and equitable



# COMMUNITY SERVICE & ENGAGEMENT

- How to carry out engagement effectively and within existing workloads?
- Need a system of recognition and reward for engagement
- Support for service-learning mixed: 57% of administrators agree this is desirable; only 35% of faculty.
- Faculty ambivalent due to questions about what program would entail and how they will be affected.



# WORK SATISFACTION

- Good news: Employees like their jobs and enjoy their work. Receive considerable fulfillment from their work.
- Positive relationships key factor in work satisfaction.
- Concerns:
  1. Low salaries
  2. Lack of reward and recognition
  3. Lack of promotion and advancement
  4. Lack of professional development



## EMPLOYEE RECOMMENDATIONS:

- Show employees that they are valued, giving recognition for accomplishments and contributions.
- Treat employees with respect
- Have a better distribution of workloads
- Have improved opportunities for cross-campus interaction and communication
- Improve opportunities for professional development
- 



# COMMUNICATION & DECISION- MAKING

- Lack of communication about “what is going on” at the university level
- Greater involvement and communication at the departmental level
- UTC not as open and transparent in communication and decision-making as needed



# COMPENSATION

- Only 30% of faculty, 38.5% of administrators, and 35.9% of staff feel they are fairly compensated.
- Majority: Best way to improve pay equity is through combination of merit increases and cost of living raises.
- Majority: Not really clear about what is meant by salary compression.
- Majority: Satisfied with benefits, and see this as a major plus at UTC.



# PROGRAMS AND SERVICES

- Need stronger, more effective Affirmative Action Office.
- Need to examine how we are training all levels of employees about sexual harassment issues.
- Need to inform employees about programs and services – high percentages unaware of what is available to them.





# DIVERSITY ISSUES

- UTC has made good progress in gender diversity
- Less progress in the area of racial ethnic diversity, especially in faculty and administrative leadership
- Support for minority faculty minimal and little effort to enhance the work environment for minority faculty.
- Student diversity has improved over past few years.
- Problems of bias evident in comments and attitudes.



# UTC MISSION

- Most respondents familiar with Mission, understand it, and agree with it.
- To accomplish mission, majority feel teaching should be prioritized.
- Need improved support for research as well.
- Service Learning a viable approach for engagement, but needs to be structured appropriately.
- Mission is in line with the direction for higher education in the future.



# RECURRING THEMES FROM 2005 STUDY:

- Communication issues continue
- UTC still has trust issues due mainly to concerns for lack of openness in communication and decision-making
- Space allocations for laboratory needs and other resources to support research still lacking.
- Continuing concern for lack of employee recognition, valuation, and reward.



# CONCLUSIONS AND RECOMMENDATIONS

- See handout

