
Virginia Commonwealth University

2013 Faculty & Staff Survey Results

McKnight & Associates / Baird Consulting Corporation

Survey Participation

Faculty

N = 1,714

- Teaching & Research: 938
- Admin & Professional: 776

- Normal rate for full-time:
50%

Staff

N = 2,180

- Normal rate for full-time:
63%

Survey participation:

Group	Responses	Population	Response Rate
Staff:			
• Full-time	1,489	2,651	56%
• Part-time	356	4,304	8%
<u>Faculty total:</u>			
• Full-time	1,311	3,020	43%
• Part-time	122	1,233	10%
A&P Faculty:			
• Full-time	619	973	64%
• Part-time	38	54	70%
T&R Faculty:			
• Full-time	692	2,047	34%
• Part-time	84	1,179	7%

Survey components:

- Items asking for demographic information
- Overall satisfaction measure (7 point scale)
- Items addressing issues (5 point scale)
 - Faculty: 51 items
 - Staff: 49 items
- Four opportunities for additional comments

The “Overall Satisfaction” measure

- Please select the statement that best describes how you feel about your work life at VCU in general.
 - Extremely Satisfied
 - Generally Satisfied
 - Slightly Satisfied
 - Neutral
 - Slightly Dissatisfied
 - Generally Dissatisfied
 - Extremely Dissatisfied

Overall Satisfaction:

Group	Mean Score	Comparable Norms
Staff	5.39 (64th %tile)	5.03 (88,300 staff)
All Faculty	5.32 (54 th %tile)	5.22 (48,450 faculty)
Administrative & Professional Faculty	5.49	
Teaching & Research Faculty	5.18	

General Satisfaction Scores

Demographic category	Staff	A&P Faculty	T&R Faculty
Campus	Off-campus: 5.61 Monroe Park: 5.40 MCV MC: 5.39 Qatar: 4.67	Off-campus: 5.64 Qatar: 5.60 MCV MC: 5.53 Monroe Park: 5.46	Off-campus: 5.88 MCV MC: 5.31 Monroe Park: 5.14 Qatar: 4.56
Supervisory status	DM/D/AD: 5.64 Non-spv: 5.54 Supervisor: 5.29	Pres/Prov/VP: 6.60 Ast/Assoc Prv: 6.00 DHead/Chair: 5.92 Ast/Asso D&D: 5.58 Non-spv: 5.37	DH/DC: 5.60 Dean/ExD/PgmD: 5.42 Ast/Asso D/D: 5.42 Non-spv: 5.25
Employment status	Temporary: 6.15 Part-time: 5.76 Full-time: 5.39	Full-time: 5.52 Part-time: 5.34 Temporary: 5.31	Part-time: 5.78 Full-time: 5.21 Temporary: 4.90
Class/tenure status	Student work: 5.83 Grad asst: 5.61 Hourly: 5.38 Classified: 5.31	A&P faculty: 5.51 Other (Post-Doc): 5.36	Tenure eligible: 5.48 Adjunct: 5.35 Collateral: 5.34 Tenured: 4.88

Note: Not all differences in mean scores are statistically significant. The statistically significant differences are identified with arrows.

General Satisfaction Scores

Demographic	Staff	A&P Faculty	T&R Faculty
Gender	Female: 5.54 Male: 5.44	Female: 5.60 Male: 5.51	Female: 5.32 Male: 5.30
Ethnicity:	International: 5.89 Hispanic: 5.85 Asian: 5.61 White: 5.54 Black/AfAm: 5.37 2 or more: 5.35	International: 6.25 Hispanic: 5.92 Asian: 5.73 Black/AfAm: 5.63 White: 5.63 2 or more: 4.62	Hispanic: 5.91 Asian: 5.65 International: 5.64 White: 5.41 Black/AfAm: 5.25 2 or more: 5.00
Sexual orientation:	Gay/Lesbian: 5.53 Heterosexual: 5.52 Bisexual: 5.09	Gay/Lesbian: 6.00 Heterosexual: 5.61 Bisexual: 4.83	Gay/Lesbian: 5.35 Heterosexual: 5.34 Bisexual: 5.32

General Satisfaction Scores

Demographic	Staff	A&P Faculty	T&R Faculty
Age	20 & under: 6.03	61-70: 5.71	Over 70: 5.87
	Over 70: 5.88	51-60: 5.66	21-30: 5.63
	61-70: 5.53	41-50: 5.65	61-70: 5.56
	51-60: 5.53	21-30: 5.46	31-40: 5.36
	41-50: 5.50	31-40: 5.42	41-50: 5.23
	21-30: 5.49	Over 70: 5.00	51-60: 5.21
	31-40: 5.40		

Format of remaining survey items:

- For most survey items, employees rated their level of agreement. For example: “I feel I have a “voice” in important decisions that affect me.”
 - Strongly Agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly Disagree
 - N/A
- For 4 items, employees commented on trends. For example: “Over the past year, what changes have seen in VCU as a place to work.”
 - Much Better
 - Slightly Better
 - Same
 - Slightly Worse
 - Much Worse
 - N/A

Key findings

Strengths *[positively rated and correlated with overall satisfaction]*

- Relationships with colleagues
- Relationships with department leaders
- The working environment
- A culture of inclusiveness

Positives *[positively rated but not correlated with overall satisfaction]*

- Perceptions of Senior Administration
- Wellness

Opportunities *[negatively rated by a substantial number]*

- Rewards and recognition
 - Opportunities and support for development/advancement
 - Upward communication and fear of reprisal
 - Perceived treatment of Collateral and Adjunct Faculty
-

Strength: relationships with colleagues

Item		Staff	A&P Faculty	T&R Faculty
Coworkers respect me/work	Mean Score → 3.93 % Positive Responses → 79/08 ← % Negative Responses 86/07		4.08 86/07	3.98 80/08
Other depts respect mine		3.66 66/14	3.79 73/12	3.61 62/14
Other depts help & cooperate	Bold indicates high % of positive, neutral, or negative responses → 80/08	3.65 80/08	3.96 84/06	3.75 61/09
Feel included/respected by VCU community		3.63 63/08	3.76 71/10	3.55 60/14
Coworkers like working here	Employees believe a smaller % of their co-workers are satisfied than the % who reported being satisfied on survey → 65/18	3.57 65/18	3.80 74/13	3.53 63/18
(General Satisfaction)		(79/13)	(83/14)	(77/19)

Strength: relationships with dept leaders

Item	Staff <i>My Immediate Supervisor...</i>	A&P Faculty <i>My Department Chair/Program Director...</i>	T&R Faculty <i>My Department Chair/Program Director...</i>
Represents dept effectively	3.98 76/09	3.86 72/10	3.74 67/15
Compliments good job	3.97 88/11	3.77 70/15	3.67 66/18
Gives me helpful feedback	3.89 75/13	3.56 62/19	3.49 60/22
Keeps me informed	3.88 75/14	3.67 66/18	3.67 67/18
Encourages new & better ways	3.81 70/13	3.73 66/15	3.49 56/20
Fosters participatory decision-making	3.71 65/16	3.54 60/21	3.54 62/22
Accepts appropriate criticism	3.63 63/16	3.45 55/20	3.36 54/23

Strengths: working environment

Item	Staff	A&P Faculty	T&R Faculty
Supervisor understanding of family demands	4.29 87/06	4.30 90/06	4.04 79/09
Take time from work to address family issues	4.14 86/07	4.11 86/07	3.85 76/12
Feel safe from accident or injury	4.02 81/08	4.18 90/04	4.03 84/08
Good total benefits package	3.96 81/09	4.13 85/06	3.78 74/14
Physical environment promotes getting work done	3.75 71/13	3.78 73/15	3.55 64/20
Workload expectations & time demands reasonable	3.77 74/16	3.52 66/24	3.25 55/33
Have resources needed to do job well	3.70 72/14	3.48 63/23	3.21 51/31

Strengths: culture of inclusiveness

Item	Staff	A&P Faculty	T&R Faculty
Resources, programs & services equally available	4.05 83/04	4.07 83/05	4.03 81/06
Diversity policies show importance	3.93 79/06	3.96 80/06	3.79 71/10
People treated respectfully	3.81 74/12	3.91 78/08	3.84 73/11
Equal employment opportunities	3.76 71/13	3.83 71/10	3.71 67/14
Know how to communicate discrimination concern	3.76 75/16	3.86 77/13	3.64 70/18
Comfortable communicating discrimination concern	3.56 65/21	3.63 67/18	3.42 59/24

Key findings

Strengths *[positively rated and correlated with overall satisfaction]*

- Relationships with colleagues
- Relationships with department leaders
- The working environment
- A culture of inclusiveness

Positives *[positively rated but not correlated with overall satisfaction]*

- Perceptions of Senior Administration
- Wellness

Opportunities *[negatively rated by a substantial number]*

- Rewards and recognition
- Opportunities and support for development/advancement
- Upward communication and fear of reprisal
- Perceived treatment of Collateral and Adjunct Faculty

Positive: perceptions of Senior Administration

Item	Staff	A&P Faculty	T&R Faculty
Senior Leadership respects people/work of my dept	3.58 57/ 35 /08	3.74 66/24/09	3.45 54/ 33 /13
Senior Admin seems genuinely to care about faculty & staff	3.48 54/ 33 /14	3.63 63/24/13	3.35 51/ 29 /20
Senior Admin strives to be “transparent”	3.42 51/ 33 /16	3.49 56/ 29 /15	3.19 42/ 34 /23

→ % Positive Responses % Negative Responses
 ↑
 % Neutral Responses

Positive: wellness

Item	Staff	A&P Faculty	T&R Faculty
VCU supports/encourages healthy life style	3.71 68/23/09	3.58 61/24/15	3.35 49/35/17
Received sufficient information about wellness programs	3.52 62/18/20	3.43 55/22/23	3.29 49/27/25
I have participated in one or more wellness programs during past year	2.82 34/17/50	2.71 30/54	2.28 18/79

Key findings

Strengths *[positively rated and correlated with overall satisfaction]*

- Relationships with colleagues
- Relationships with department leaders
- The working environment
- A culture of inclusiveness

Positives *[positively rated but not correlated with overall satisfaction]*

- Perceptions of Senior Administration
- Wellness

Opportunities *[negatively rated by a substantial number]*

- Rewards and recognition
- Opportunities and support for development/advancement
- Upward communication and fear of reprisal
- Perceived treatment of Collateral and Adjunct Faculty

Opportunity: rewards and recognition

Item	Staff	A&P Faculty	T&R Faculty
Pay is competitive	2.67 31/50	2.84 40/47	2.49 28/56
VCU does good job recognizing good performance	2.97 34/34	3.01 35/30	2.77 30/42
Evaluations provide fair & accurate assessment	3.57 63/16	3.43 56/19	3.22 49/34/17

Opportunity: opportunities & support for development and advancement

Item	Staff	A&P Faculty	T&R Faculty
Have good opportunities for career advancement	2.99 38/ 35	2.96 37/ 35	2.91 37/ 37
Receive effective mentoring	3.27 50/27	3.17 45/ 31	2.99 39/ 39
VCU provides training/support for professional development	3.50 61/18	3.47 59/21	3.24 49/24
VCU communicates available opportunities	2.90 33/ 39		
Promotion/transfer decisions made fairly	2.87 28/ 39/33		
Promo/tenure policies reflect scholarship/teaching/service		3.20 38/ 44/18	3.14 47/24/ 30
Promo/tenure processes follow policies		3.44 46/ 46/08	3.48 57/ 29/15 ²¹

Opportunities: upward communication & fear of reprisal

Item	Staff	A&P Faculty	T&R Faculty
Have “voice” in important decisions	3.12 45/ 32	3.34 55/25	3.03 43/ 33
Speak up without fear	3.23 52/ 30	3.33 56/27	3.08 47/ 34
Spv/Chair/Dir accepting of criticism, disagreement	3.63 63/16	3.45 55/20	3.36 54/23
Shared governance effective in school/college/unit	3.17 44/27	3.34 54/24	3.05 43/ 34
University Council good model supporting shared governance	3.26 35/ 55 /11	3.27 36/ 52 /11	3.04 27/ 54 /19
Staff / Faculty Senate provides opportunity to participate	3.28 39/ 48 /13	3.38 46/ 42 /12	3.22 41/ 41 /18

Opportunities: perceived treatment of Collateral & Adjunct faculty

Item	A&P Faculty	T&R Faculty
Adjunct faculty treated fairly	3.06 33/ 41 /25	2.86 34/28/ 38 Tenure eligible 3.04 Adjunct 2.97 Collateral 2.87 Tenured 2.74
Collateral faculty (full-time non-tenure) treated fairly	3.20 42/ 35 /23	2.99 39/27/ 34 Tenure eligible 3.26 Tenured 3.09 Adjunct 3.04 Collateral 2.77

Key findings

Strengths *[positively rated and correlated with overall satisfaction]*

- Relationships with colleagues
- Relationships with department leaders
- The working environment
- A culture of inclusiveness

Positives *[positively rated but not correlated with overall satisfaction]*

- Perceptions of Senior Administration
- Wellness programs

Opportunities *[negatively rated by a substantial number]*

- Rewards and recognition
 - Opportunities and support for development/advancement
 - Upward communication and fear of reprisal
 - Perceived treatment of Collateral and Adjunct Faculty
-

What do you like most about working at VCU?

Themes	Staff	A&P Faculty	T&R Faculty
Common	<ul style="list-style-type: none"> • People/colleagues • Flexible schedule • Work itself/my job • Benefits package • Easy going environment • Location • Good supervisor/boss • Dr. Rao's leadership 	<ul style="list-style-type: none"> • People/colleagues • Students • Benefits package • People • Campus environment • Location • Supervisor – treats us like professionals • Work itself/my job • Flexible schedule • Dr. Rao's leadership 	<ul style="list-style-type: none"> • People/colleagues • Students • Teaching • Location • Collaborative environment • Flexible schedule • Benefits package • Dr. Rao's leadership
Unique	<ul style="list-style-type: none"> • Job security • Opportunities for education & development • Work/life balance • Good, caring faculty 	<ul style="list-style-type: none"> • Diversity • Tuition reimbursement • Collaborative environment 	<ul style="list-style-type: none"> • Teaching • Autonomy • Inclusiveness • Good pay (Qatar)

What suggestions, if any, do you have for maintaining or strengthening a culture of collaboration, inclusiveness, and respect at VCU?

Themes	Staff	A&P Faculty	T&R Faculty
Common	<ul style="list-style-type: none"> • Better pay • Eliminate favoritism • Improve communication: <ul style="list-style-type: none"> - Across departments - About VCU direction • More social activities 	<ul style="list-style-type: none"> • Domestic partner benefits • More social activities • Reduce fear of retribution • Eliminate favoritism • Improve communication 	<ul style="list-style-type: none"> • Better pay • Domestic partner benefits • Reduce fear of retribution
Unique	<ul style="list-style-type: none"> • Improve appreciation / recognition • More / mutual respect • Solicit staff input 	<ul style="list-style-type: none"> • Strengthen area leadership 	<ul style="list-style-type: none"> • Increased transparency in workload decisions • Leadership diversity • Increased support (TAs, RAs) • Faculty needs a voice • Adjuncts are abused • Act in response to concerns • Stop leadership intimidation

What suggestions, if any, do you have for improving VCU's Work/Life and Wellness programs and/or policies?

Themes	Staff	A&P Faculty	T&R Faculty
Common	<ul style="list-style-type: none"> • Publicize available programs; central location for information • Gym membership free or discounted • Incentives for healthy lifestyle • More staff, less workload 	<ul style="list-style-type: none"> • Gym membership free or discounted • Better promotion, advertisement of programs • Increase staff, reduce excessive work hours • Incentives for healthy lifestyle (e.g., riding bike to work) 	<ul style="list-style-type: none"> • Increase awareness of programs • Gym membership free
Unique	<ul style="list-style-type: none"> • Decrease healthcare costs • More schedule flexibility • More events • Offer telecommuting • Daycare 		<ul style="list-style-type: none"> • Benefits for domestic partners, adjuncts • Increase pay • Increase support staff; decrease workloads • Extend wellness programs to adjuncts

What suggestions, if any, do you have for making VCU an even better place to learn, work, or live?

Themes	Staff	A&P Faculty	T&R Faculty
Common	<ul style="list-style-type: none"> • Improve pay • Increase recognition • Increase respect • Free/discounted parking • Improve advancement opportunities • Improve facilities • Improve security 	<ul style="list-style-type: none"> • Improve pay • Increase staff • Organization is top-heavy • Increase respect • Benefits for domestic partners, tuition benefit for dependents • Improve security • Advancement for adjunct, collateral faculty 	<ul style="list-style-type: none"> • Improve pay • Increase recognition • Benefits for adjuncts, domestic partners • Free/discounted parking • Advancement for adjunct, collateral faculty • Increase staff • Improve facilities • Improve security • Organization is top-heavy
Unique	<ul style="list-style-type: none"> • Improve health insurance • Improve evaluations • Increase staff input • Fairness from supervisor 	<ul style="list-style-type: none"> • Benefits, training for adjuncts • Act to resolve issues • Leadership should not be bullies 	<ul style="list-style-type: none"> • Stop fear of reprisal • Reasonable class size, workloads



Inclusiveness items: staff

Item	Female 1,215	Male 593	White 1,132	AfAm 390	Asian 71	Hetero 1,496	Gay/Lesb 69
Feel included & respected	64%/10%	66%/10%	64%/10%	65%/12%	74%/10%	66%/10%	60%/16%
Policies show diversity priority	81%/05%	76%/06%	80%/04%	79%/07%	84%/01%	81%/04%	66%/21%
Treated respectfully	76%/11%	78%/10%	79%/09%	68%/16%	90%/04%	79%/10%	54%/27%
Equal employment ops regardless	72%/11%	74%/12%	76%/10%	64%/17%	80%/09%	75%/10%	51%/27%
Pgms, svces available regardless	84%/04%	84%/04%	87%/03%	81%/05%	88%/01%	86%/03%	73%/10%
Know how comm discrimination concern	76%/16%	79%/11%	76%/15%	80%/15%	76%/12%	77%/15%	75%/11%
Comfort communicating	65%/21%	73%/13%	67%/18%	70%/17%	78%/08%	69%/18%	61%/23%
Pay competitiveness	34%/48%	30%/51%	33%/49%	29%/51%	38%/36%	33%/49%	25%/54%
Advancement opportunities	40%/34%	39%/33%	37%/37%	46%/28%	53%/08%	39%/33%	32%/33%
Promotion/transfer decisions fair	28%/31%	33%/32%	31%/30%	27%/34%	48%/16%	31%/29%	20%/43%
Changes in VCU as workplace	36%/12%	38%/14%	30%/14%	50%/12%	71%/05%	37%/12%	32%/20%

Inclusiveness items: A&P Faculty

Item	Female 403	Male 220	White 493	AfAm 52	Asian 15	Hetero 542	Gay/Les 30
Feel included & respected	74%/09%	79%/07%	77%/08%	75%/08%	80%/00%	76%/08%	87%/00%
Policies show diversity priority	82%/05%	82%/03%	84%/03%	80%/12%	65%/00%	85%/04%	60%/07%
Treated respectfully	82%/08%	79%/06%	85%/04%	64%/18%	69%/08%	85%/06%	63%/13%
Equal employment ops regardless	78%/09%	73%/06%	80%/06%	59%/16%	73%/07%	79%/06%	50%/13%
Pgms, svces available regardless	84%/06%	88%/02%	86%/04%	85%/06%	93%/00%	87%/04%	61%/18%
Know how comm discrimination concern	79%/14%	79%/09%	80%/12%	83%/14%	80%/00%	80%/11%	73%/13%
Comfort communicating	70%/18%	74%/14%	73%/15%	73%/20%	80%/07%	73%/15%	57%/23%
Pay competitiveness	40%/46%	43%/43%	43%/43%	43%/46%	53%/33%	43%/44%	33%/47%
Advancement opportunities	42%/31%	38%/36%	41%/31%	37%/37%	60%/14%	40%/31%	46%/30%
Promo/tenure P&P's reflect scholarship/teaching/service	40%/15%	42%/18%	41%/15%	41%/20%	61%/15%	41%/17%	35%/22%
Changes in VCU as workplace	36%/14%	40%/11%	34%/12%	61%/08%	57%/14%	39%/12%	28%/03%

Inclusiveness items: T&R Faculty

Item	Female 387	Male 353	White 584	AfAm 26	Asian 28	Hetero 629	Gay/Les 21
Feel included & respected	62%/13%	64%/13%	65%/12%	61%/15%	71%/07%	64%/13%	57%/19%
Policies show diversity priority	72%/11%	77%/05%	76%/08%	53%/27%	82%/04%	81%/04%	66%/21%
Treated respectfully	70%/12%	80%/07%	78%/09%	50%/24%	78%/04%	78%/09%	34%/29%
Equal employment ops regardless	63%/18%	75%/09%	72%/13%	50%/20%	81%/15%	75%/10%	51%/27%
Pgms, svces available regardless	80%/07%	85%/04%	84%/05%	73%/08%	92%/04%	85%/04%	48%/34%
Know how comm discrimination concern	72%/19%	70%/14%	74%/14%	57%/31%	73%/12%	70%/17%	75%/15%
Comfort communicating concern	59%/26%	66%/16%	65%/20%	54%/27%	63%/15%	64%/20%	38%/48%
Pay competitiveness	29%/56%	31%/52%	31%/54%	43%/42%	32%/36%	30%/53%	15%/77%
Advancement opportunities	37%/39%	43%/32%	40%/36%	32%/32%	57%/21%	39%/35%	43%/34%
Promo/tenure P&P's reflect scholarship/teaching/service	47%/29%	52%/27%	50%/27%	27%/34%	57%/19%	31%/29%	20%/43%
Changes in VCU as workplace	36%/12%	38%/14%	30%/14%	50%/12%	71%/05%	37%/12%	32%/20%

Note: Bold used to designate patterns but differences may not be statistically significant.