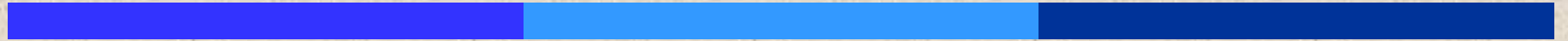


W&M Faculty Survey 2006



Conducted by the
Faculty Assembly of the
College of William and Mary

W&M Faculty Survey 2006

- W&M Faculty Survey Report 2006 is the sixth in a series based on surveys of full-time tenured & tenure-eligible instructional faculty.
- The Faculty Survey is written & administered by members of Faculty Assembly @ 3 years
- 2006 Survey Response Rate = 72.7%
- 2003 Survey Response Rate = 62%

Table 1. Survey Response Rates by Academic Area

Academic Area	2006
A&S Humanities	85%
A&S Social Sciences	70%
A&S Natural Sciences	86%
School of Business	81%
School of Education	76%
School of Law	32%
School of Marine Science	54%

Overview of Survey Topics

- ✧ Job satisfaction
- ✧ Balancing Teaching, Research & Governance
- ✧ Faculty retention issues
- ✧ Faculty role in College governance
- ✧ Priorities for the future
- ✧ Views on internationalization, research support, etc.

Overall job satisfaction

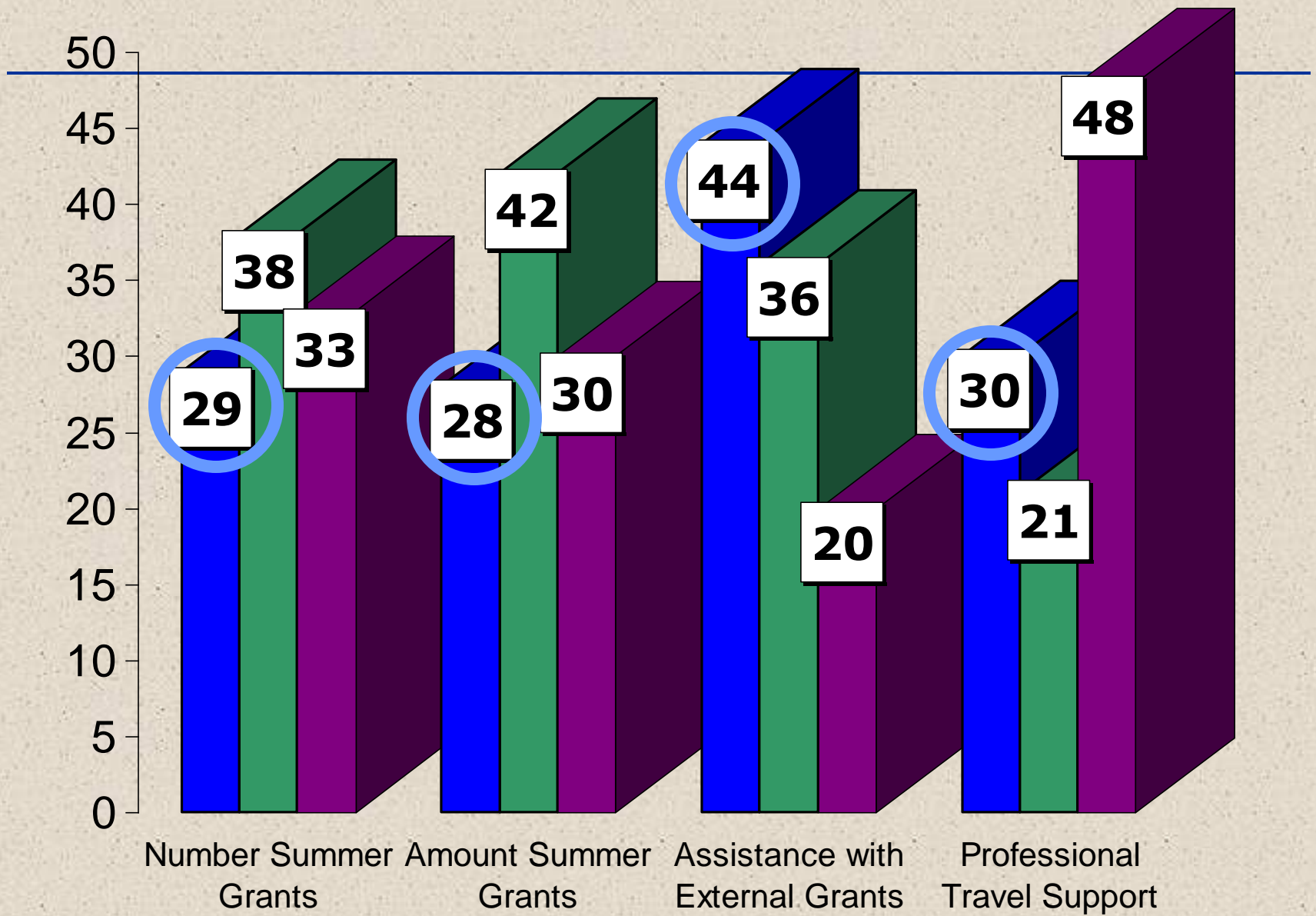
"On the whole, how satisfied are you with your position at the College?"

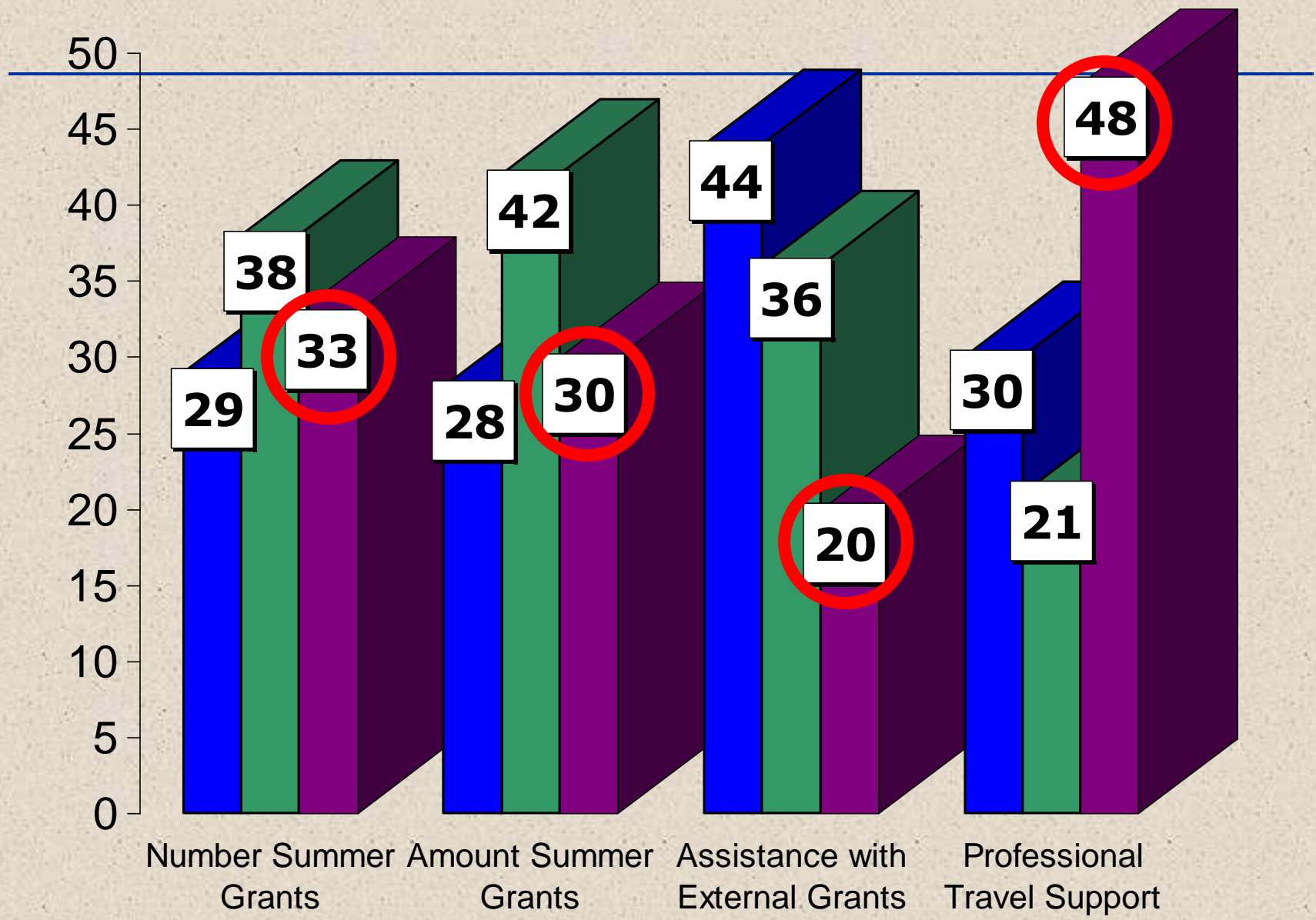
81% of faculty are "very satisfied" or "moderately satisfied"

Table 6. Job Satisfaction Levels Over Time

	2006	2003	1999
Very satisfied	41%	30%	44%
Moderately satisfied	40%	48%	42%
A little dissatisfied	16%	16%	9%
Very dissatisfied	3%	5%	4%
Total	100%	99%	99%

% VS+S **% Neutral** **% D+VD**

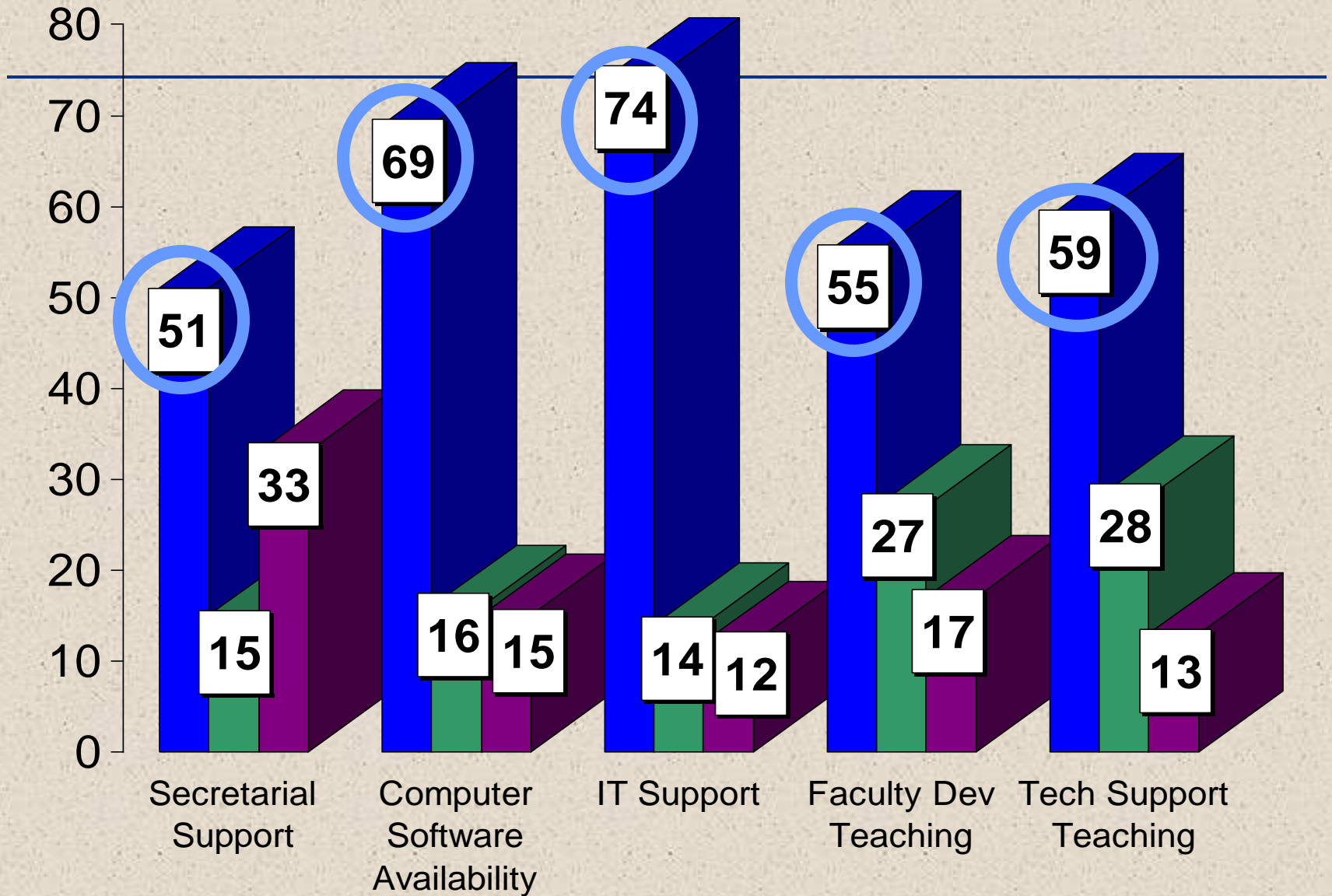




■ % VS+S

■ % Neutral

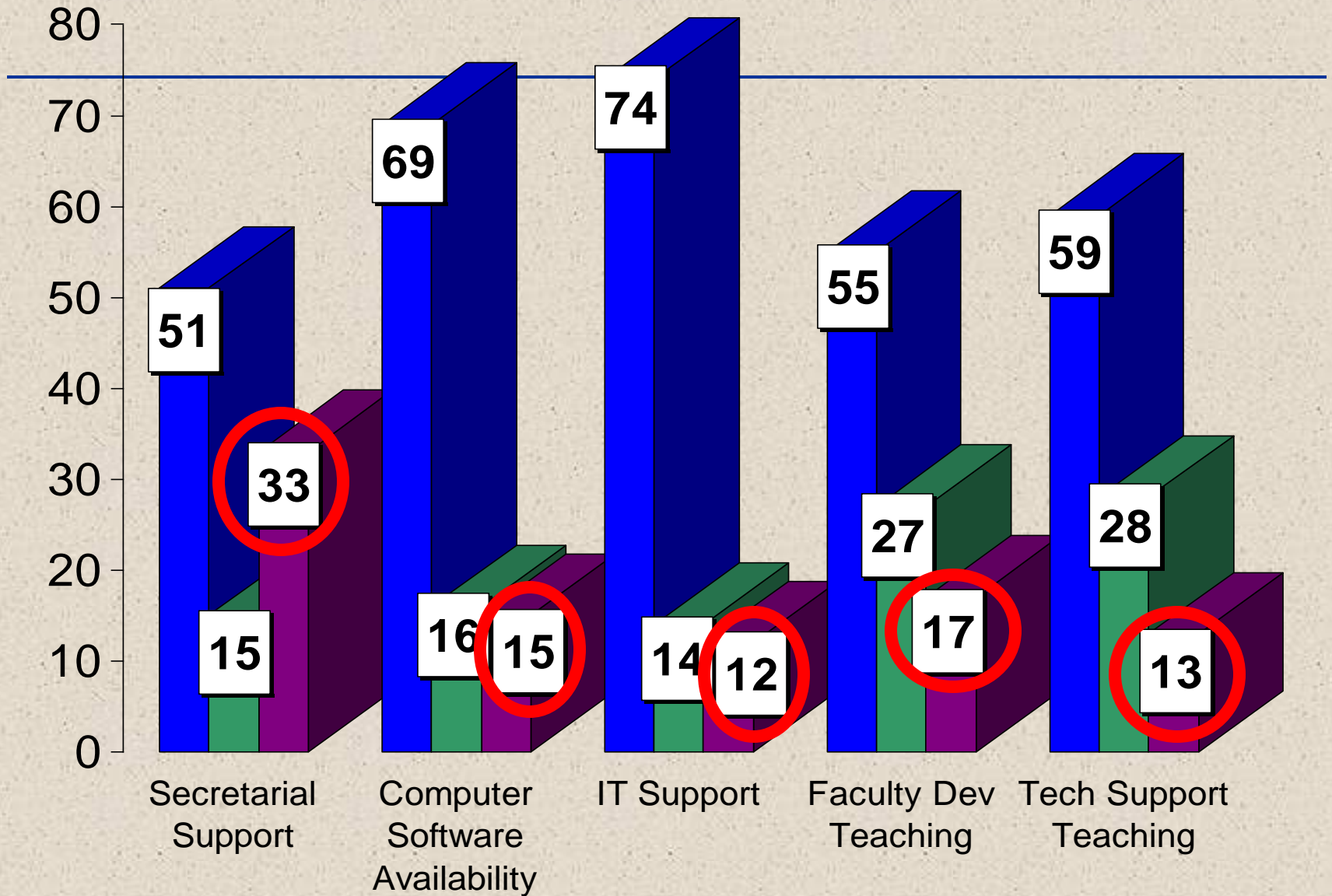
■ % D+VS



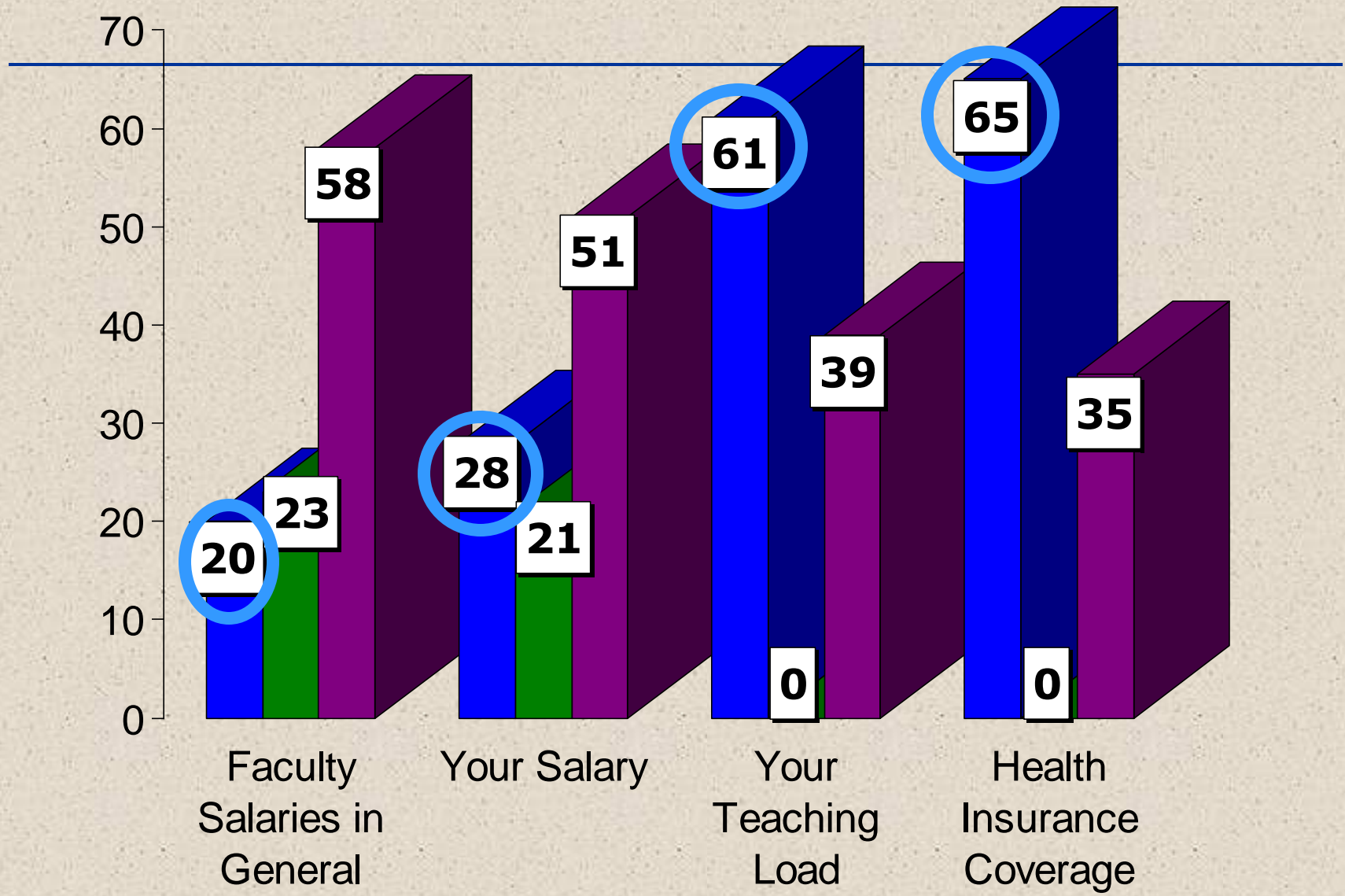
■ % VS+S

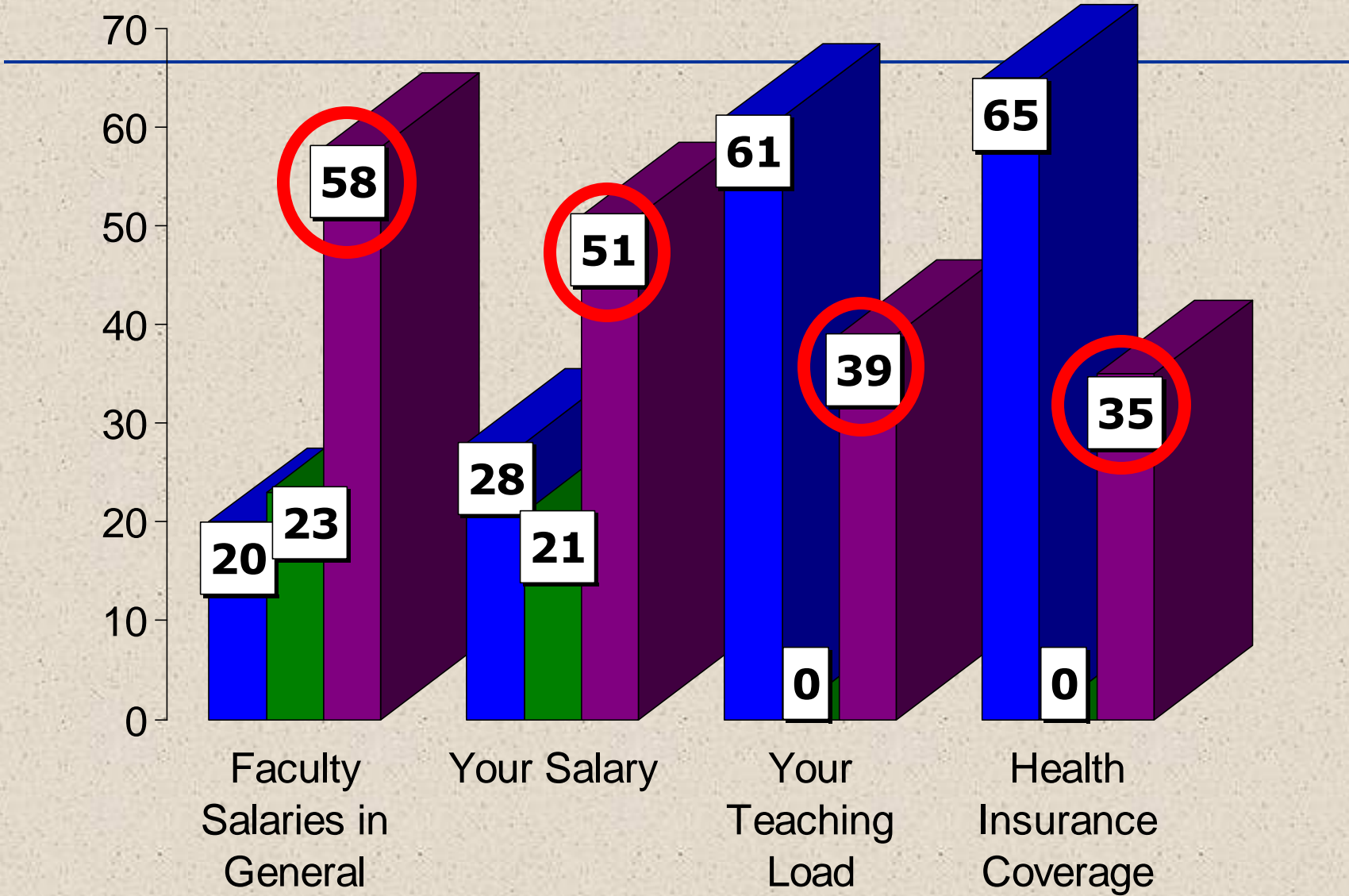
■ % Neutral

■ % D+VS



■ % VS+S ■ % Neutral ■ % D+VD



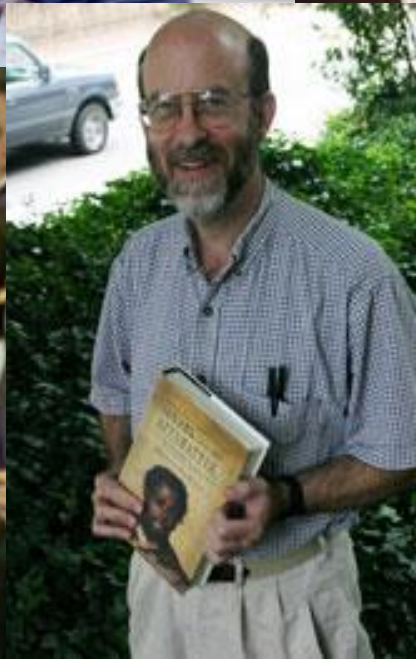


Voices from the faculty . . .

"...It is very demoralizing to be told that the average salary raise is going to be 5%, to receive a better-than-average merit rating and to get a raise that is only 3-3.5%."

"My workload has increased in the 10 or so years that I have been at the College, as has pressure to publish and 'perform' in other ways. My salary has not kept up."

Balancing faculty roles. . . in teaching & research....



with more teaching & research, and
faculty governance & service.



Balancing Teaching, Research & Governance

All responses combined	SA+A)	(D+SD)	Not sure	N
I spend <u>same time for teaching & research</u>	28%	71%	1%	381
I spend <u>more time on teaching</u> than research	51%	47%	1%	373
I spend <u>more time on research</u> than teaching	26%	73%	1%	373
<u>Satisfied with current balance</u> between teaching and research	53%	43%	4%	380

Balancing Teaching, Research & Governance

All responses combined	SA+A)	(D+SD)	Not sure	N
I spend <u>same time for teaching & research</u>	28%	71%	1%	381
I spend <u>more time on teaching</u> than research	51%	47%	1%	373
I spend <u>more time on research</u> than teaching	26%	73%	1%	373
<u>Satisfied with current balance</u> between teaching and research	53%	43%	4%	380

Table 22. *Currently, I spend more time on teaching than on research.*

Academic Areas	SA+A	D+SD	NS	N
A&S Humanities	81%	19%	0%	98
A&S Social Sciences	60%	38%	2%	84
A&S Natural Sciences	30%	68%	1%	91
School of Business	46%	51%	3%	36
School of Education	48%	52%	0%	28
School of Law	20%	80%	0%	10
School of Marine Science	8%	92%	0%	26
All Faculty	51%	47%	1%	373

Balancing Teaching, Research & Governance

All responses combined	SA+A)	(D+SD)	Not sure	N
I spend <u>same time for teaching & research</u>	28%	71%	1%	381
I spend <u>more time on teaching</u> than research	51%	47%	1%	373
I spend <u>more time on research</u> than teaching	26%	73%	1%	373
<u>Satisfied with current balance</u> between teaching and research	53%	43%	4%	380

Table 23. *Currently, I spend more time on research than on teaching.*

Academic Areas	SA+A	D+SD	NS	N
A&S Humanities	8%	92%	0%	98
A&S Social Sciences	20%	78%	2%	84
A&S Natural Sciences	30%	69%	1%	90
School of Business	36%	61%	3%	35
School of Education	24%	76%	0%	28
School of Law	55%	45%	0%	11
School of Marine Science	78%	22%	0%	27
All Faculty	26%	73%	1%	373

Balancing Teaching, Research & Governance

All responses combined	SA+A)	(D+SD)	Not sure	N
I spend <u>same time for teaching & research</u>	28%	71%	1%	381
I spend <u>more time on teaching</u> than research	51%	47%	1%	373
I spend <u>more time on research</u> than teaching	26%	73%	1%	373
<u>Satisfied with current balance</u> between teaching and research	53%	43%	4%	380

Table 24. *I am satisfied with my current balance between teaching & research.*

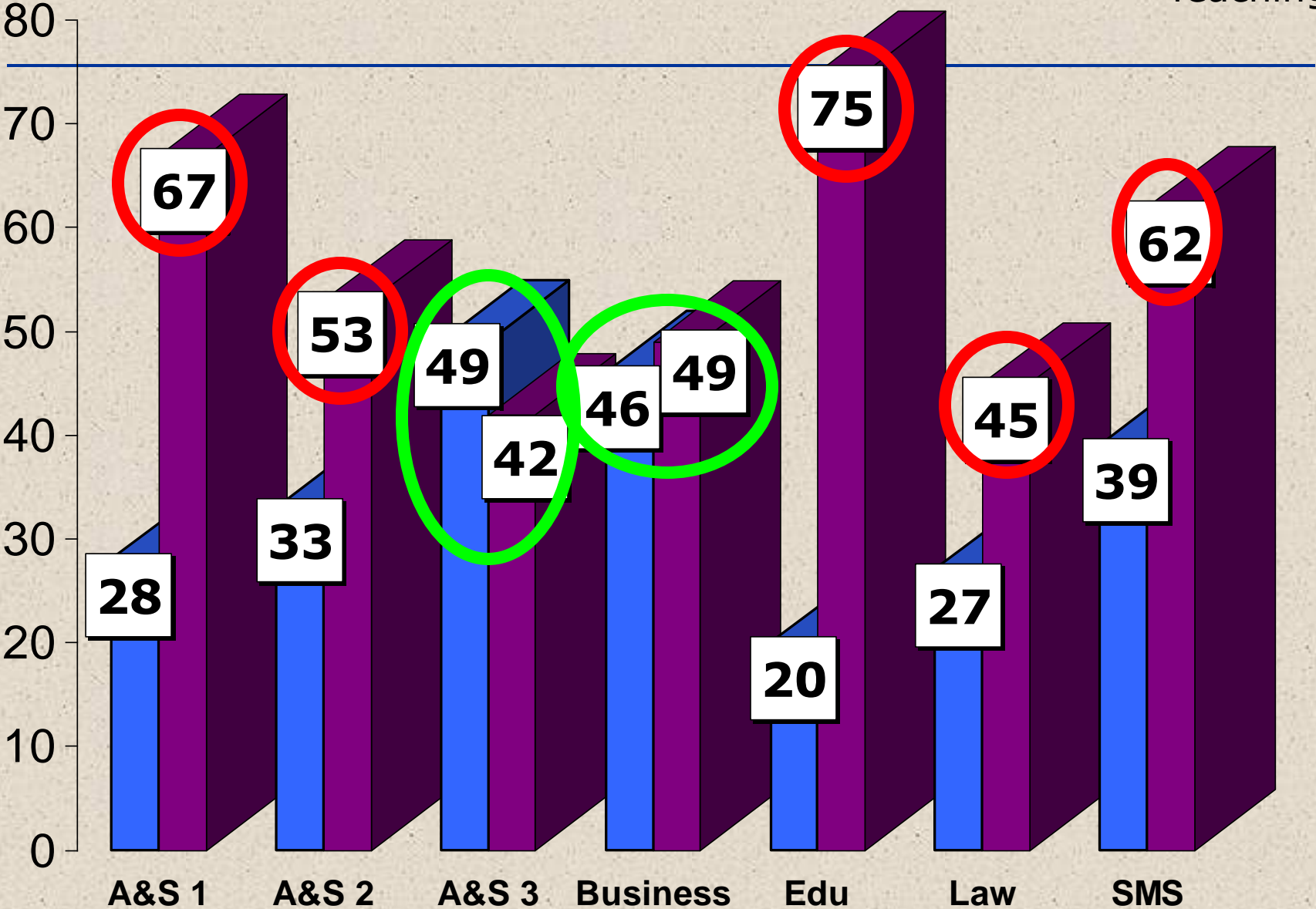
Academic Areas	SA+A	D+SD	NS	N
A&S Humanities	26%	71%	3%	99
A&S Social Sciences	42%	55%	3%	85
A&S Natural Sciences	74%	22%	3%	93
School of Business	56%	33%	10%	38
School of Education	53%	43%	3%	29
School of Law	83%	17%	0%	11
School of Marine Science	100%	0%	0%	25
All Faculty	53%	43%	4%	380

Faculty Perspectives on Teaching

All responses combined	(SA+A)	(D+SD)	Not sure
I would like to increase time on teaching	7%	90%	4%
I feel pressure to do more teaching	19%	78%	3%
Merit system effectively evaluates teaching	36%	56%	9%
Merit system places appropriate weight on teaching	59%	33%	8%



Effective Evaluation Teaching



Faculty Perspectives on Research

All responses combined	(SA+A)	(D+SD)	NS
I would like to increase time on research	73%	24%	2%
I feel pressure to do more research	56%	42%	2%
Merit system effectively evaluates research, scholarship & creative act.	51%	40%	8%
Merit system places appropriate weight on research, scholarship & creative activity	59%	33%	8%

Table 27. *I feel pressure to do more research than I am currently doing.*

Academic Areas	SA+A	D+SD	NS	N
A&S Humanities	58%	40%	2%	95
A&S Social Sciences	53%	45%	2%	86
A&S Natural Sciences	54%	44%	2%	92
School of Business	68%	27%	5%	36
School of Education	63%	37%	0%	29
School of Law	50%	50%	0%	10
School of Marine Science	46%	54%	0%	25
All Faculty	56%	42%	2%	373

Table 26. *I would like to increase the time I spend on research.*

Academic Areas	SA+A	D+SD	NS	N
A&S Humanities	88%	11%	1%	100
A&S Social Sciences	80%	16%	3%	85
A&S Natural Sciences	61%	37%	2%	91
School of Business	73%	24%	3%	36
School of Education	70%	30%	0%	29
School of Law	67%	33%	0%	11
School of Marine Science	44%	48%	8%	25
All Faculty	73%	24%	2%	377

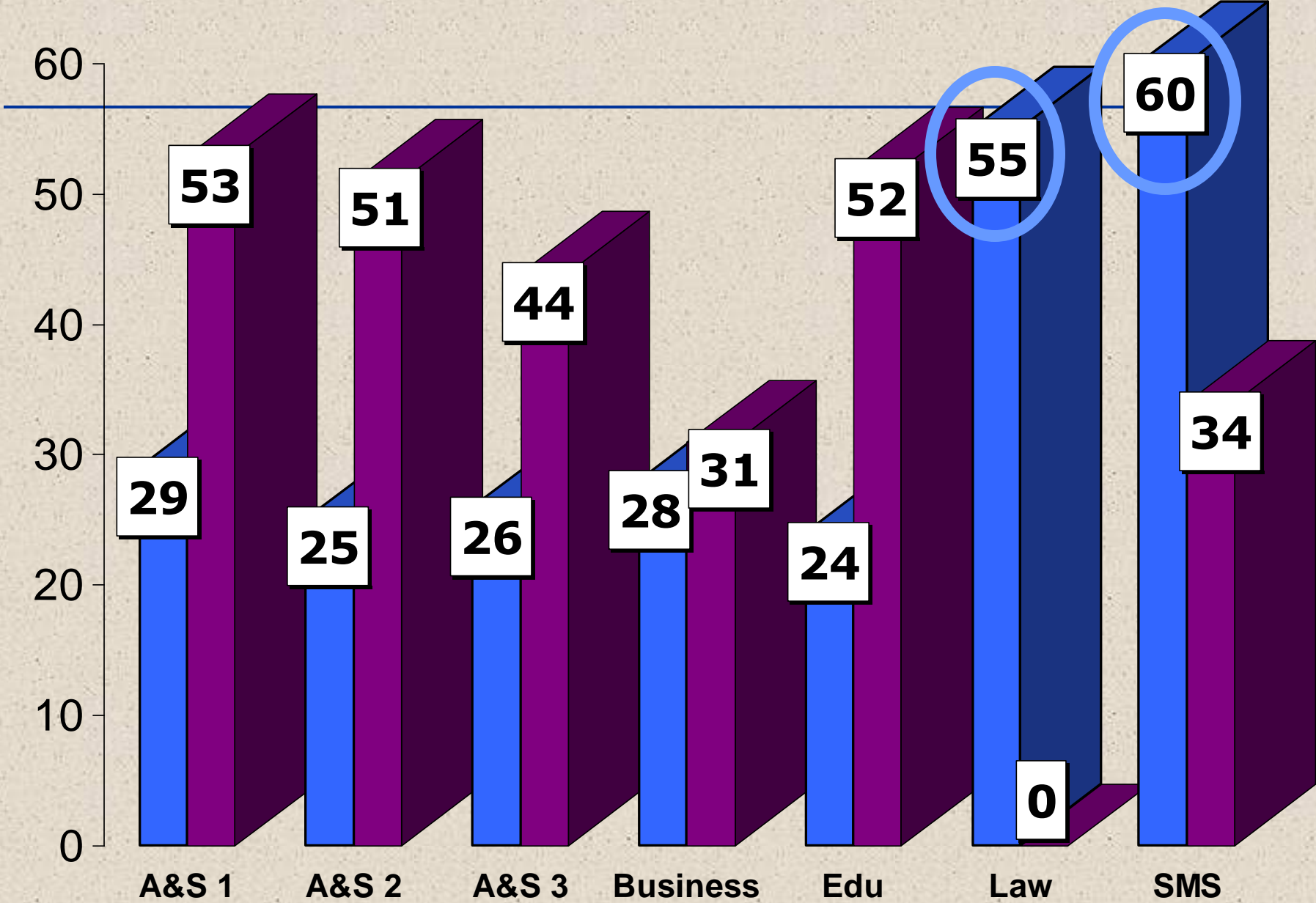
Interdisciplinary Work & Overall Satisfaction with Merit System

The merit evaluation system. . .

- ▣ *Places appropriate weight on interdisciplinary work*
- ▣ *I am satisfied with the overall functioning of the merit system.*

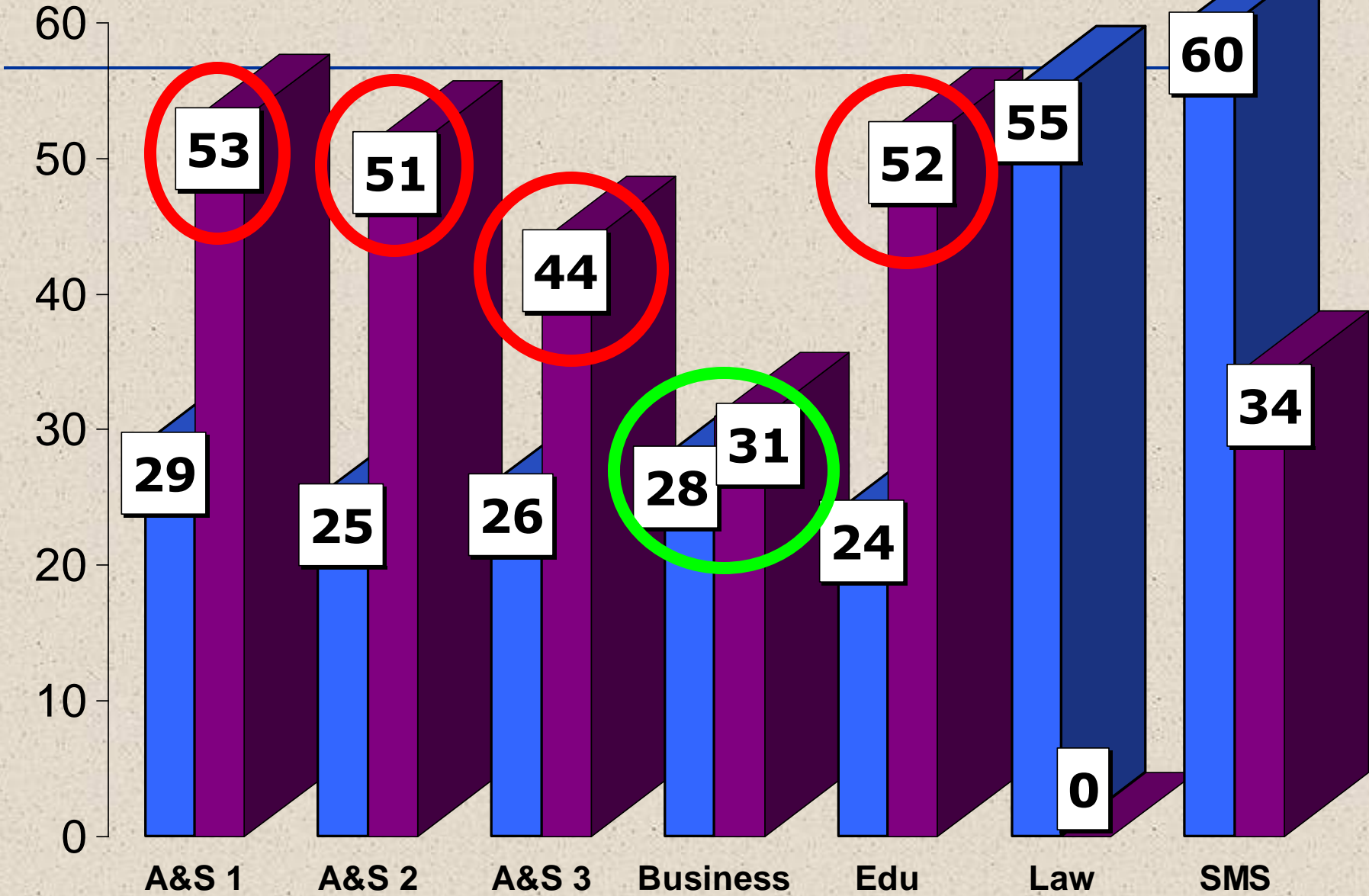


Appropriate Weight on Interdisciplinary Work





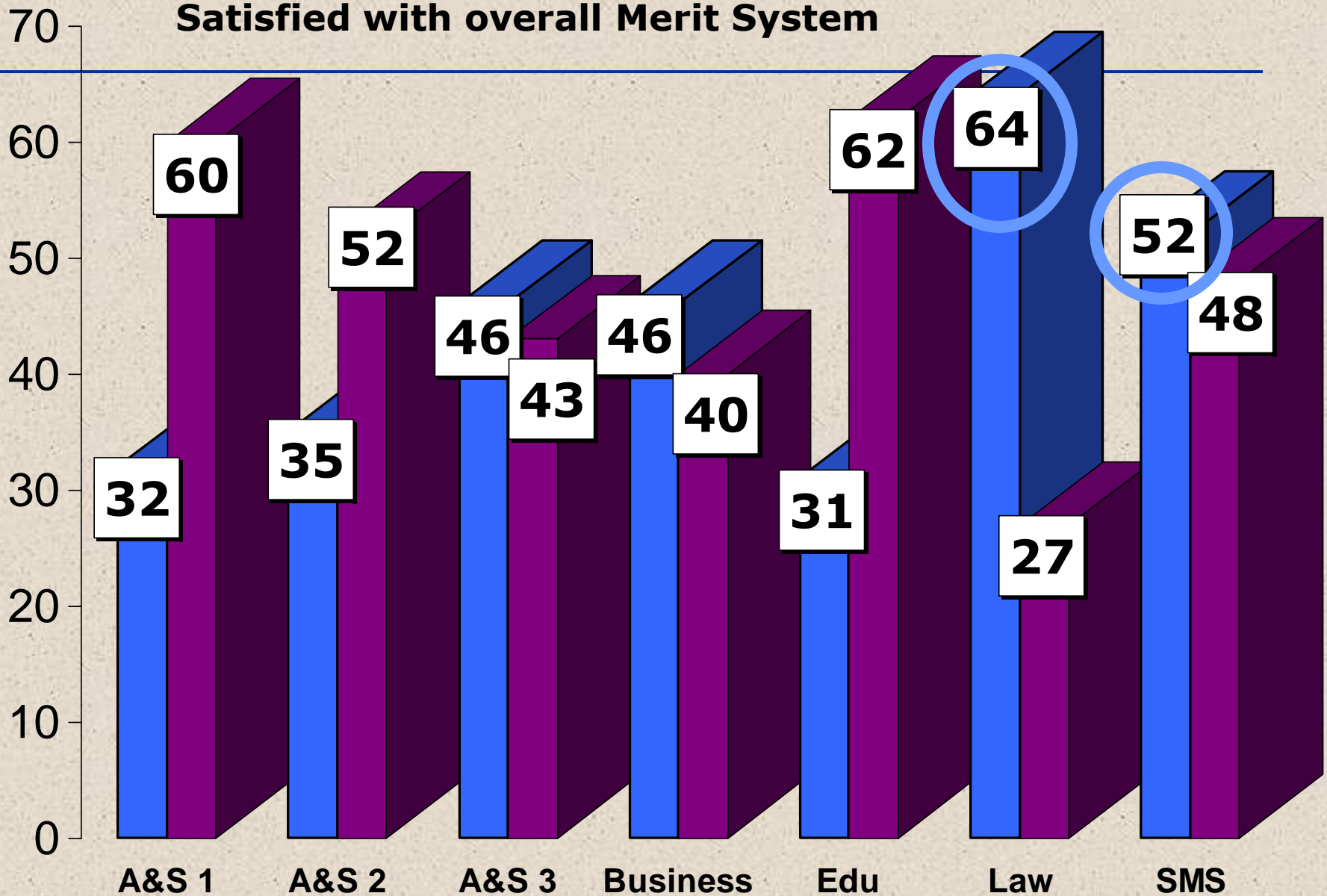
Appropriate Weight on Interdisciplinary Work



% SA+A

% D+SD

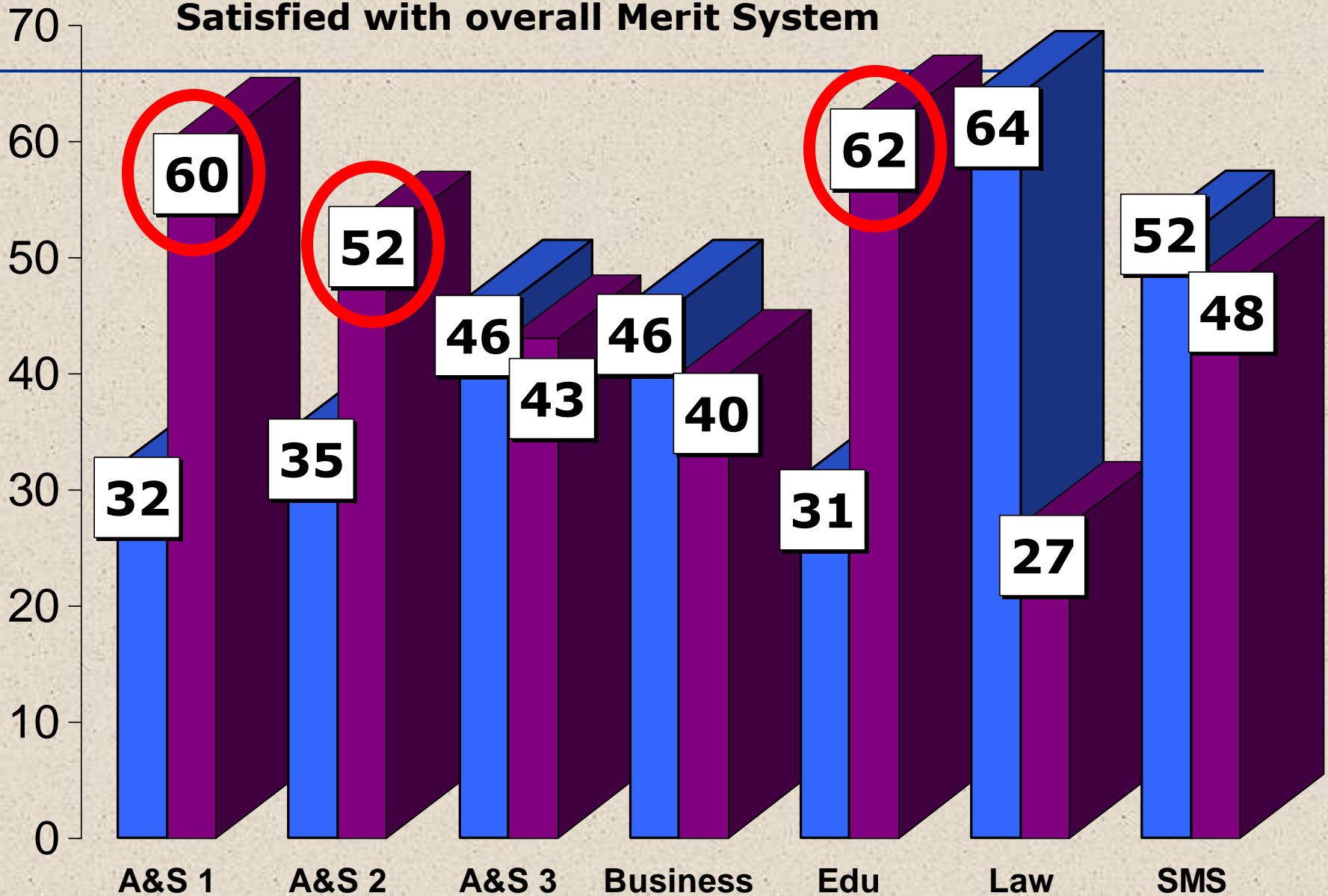
Satisfied with overall Merit System



■ % SA+A

■ % D+SD

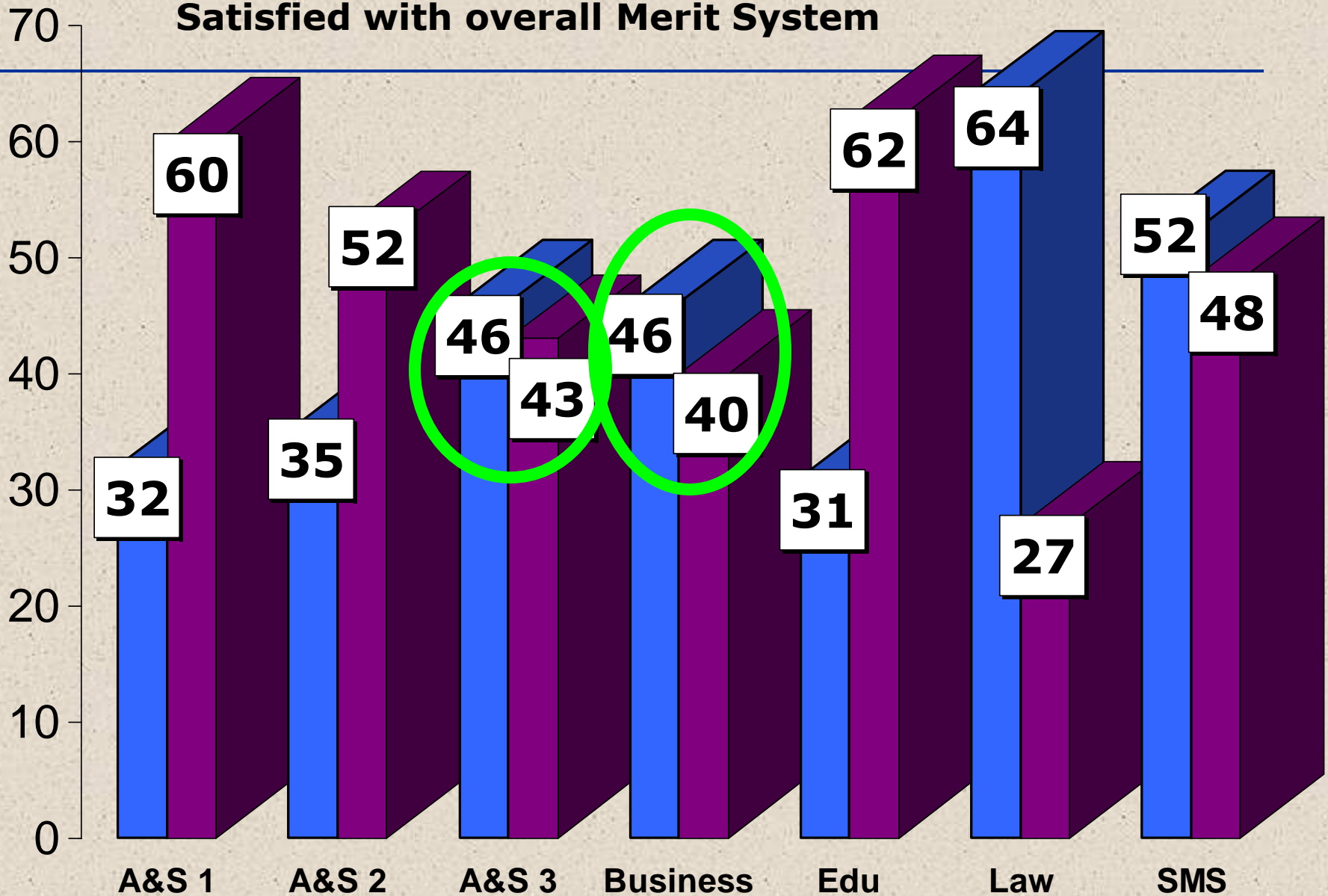
Satisfied with overall Merit System



% SA+A

% D+SD

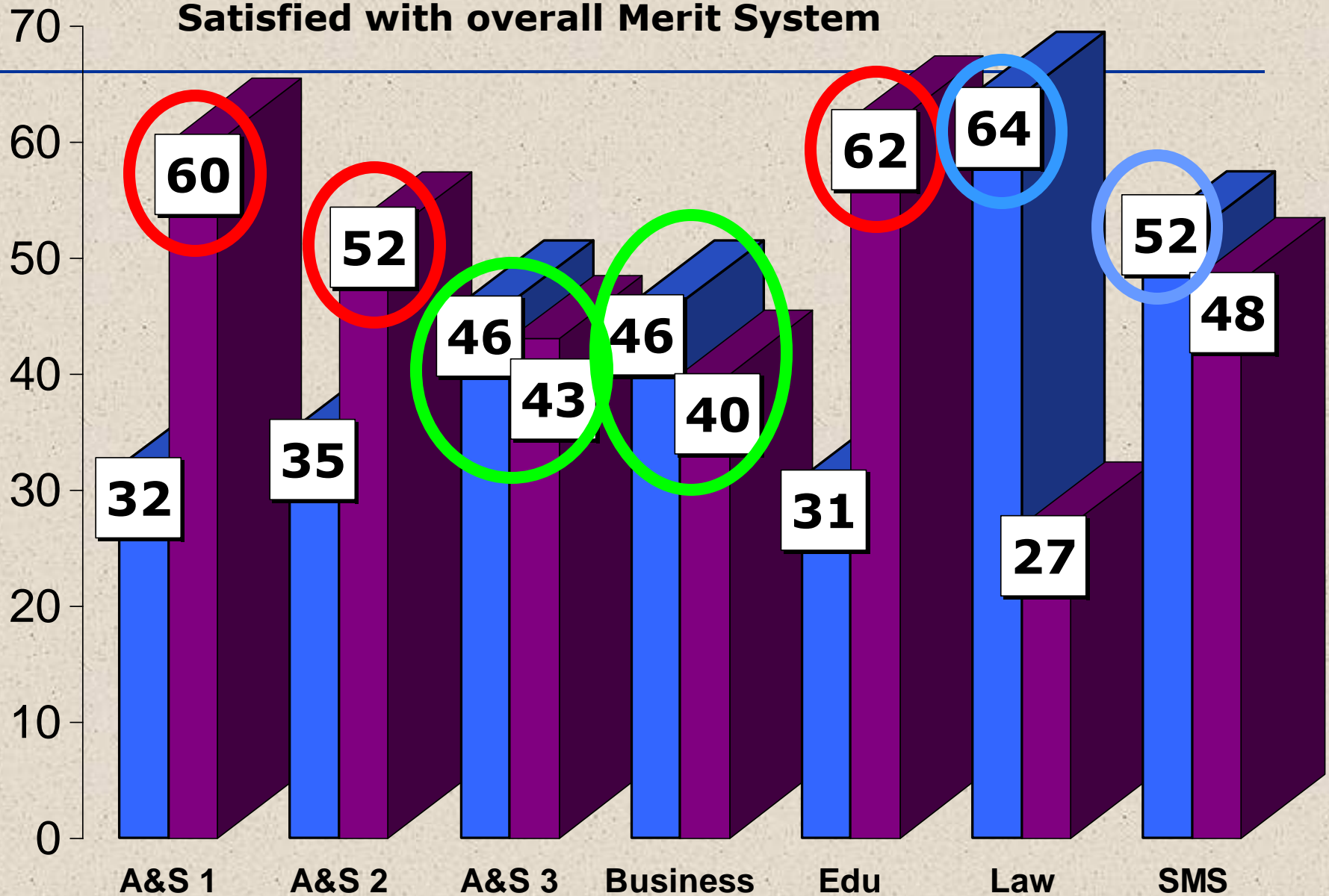
Satisfied with overall Merit System



% SA+A

% D+SD

Satisfied with overall Merit System



Faculty comments: merit system

"Student evaluations are inadequate to measure excellence in teaching."

"less reliance on student teaching evaluations"

"Put more emphasis on the quality of research, less on quantity" [the current system] "discourages long-term projects that require time."

"No worthwhile research project can be completed in a single year. Only a brave few face their hammering in the annual merit reviews & persevere in a long-term project."

Faculty comments: merit system

"Merit is fine but it NEVER results in a pay increase of any significance. (...) probably should do away with annual merit reviews and just do evaluations every three years."

"There seems to be a disconnect between our evaluation scores and our merit raises."

"We should have a distinct pool for salary raises and another pool for faculty retention (matching offers) and retirement incentives."

"We are behind in salaries because we don't pass on the annual percentage more directly to ALL faculty. It creates low morale and makes us waste a lot of time on the job market."

Faculty Retention

“During the last two years, have you considered leaving (permanently) your position at the College?”

62% = “yes” Faculty Survey 2006

69% = “yes” Faculty Survey 2003

Comparison with National Survey

<i>"During the past two years, have you considered leaving (...)?"</i>	% Yes	Response Rate
<u>H.E.R.I. 2004-2005 Survey</u> All 4-year universities All public universities All private universities	43.2% 46.6% 40.7%	37.8% 30.8% 31.7%
<u>W&M Faculty Survey</u> 2006 2003	61.5% 69.0%	72.9% 62.1%

Faculty Retention

Of the survey respondents *who have considered leaving....*

40% have applied to other institutions

Of **ALL** survey respondents...

24% have applied to other institutions

"Are you actively on the job market?"

21% of all survey respondents = "yes"

Please explain why.

Reasons for being on job market

Dissatisfaction with my salary	60%
Dissatisfaction with research support	63%
Greater emphasis on my research area	58%
Dissatisfaction with research facilities	44%
Seek reduced teaching assignments	35%
Prefer a graduate program	46%
Higher national prestige of institution	30%
I'm untenured & always looking	14%

Voices from the faculty . . .

"...the Williamsburg housing market is such that I realize on my present salary I will never be able to afford a house within a reasonable distance from the College."

"...I have lost half of my research space...it is extremely frustrating and has resulted in my doing laboratory work in my garage at home..."

"...it would be nice to have colleagues that could be collaborators; to an outsider it may seem that there are several people who 'do what I do' – but they are far enough from my area of research that collaborations have not developed."

Faculty Governance

"To what degree is 'faculty governance' an important part of the W&M tradition and culture?"

81% = Very Important + Important

"Is your current level of involvement in faculty governance appropriate for your rank?"

79% = Yes, appropriate for my rank

84% Assistant professors replied "yes"

Table 73. Faculty Influence on Specific Policies and Issues

Overall Responses	AD	IN	NS
Undergraduate general education requirements	60%	7%	33%
Undergrad major requirements	75%	2%	23%
Periodic evaluation of academic programs	65%	10%	25%

Table 73. Faculty Influence on Specific Policies and Issues

Professional Schools - only	AD	IN	NS
Graduate admissions	70%	7%	24%
Graduate financial aid	37%	26%	36%
Grad curriculum requirements	80%	8%	13%

Table 77. Faculty Influence - Personnel Issues

■ Adequate ■ Not Sure ■ Inadequate

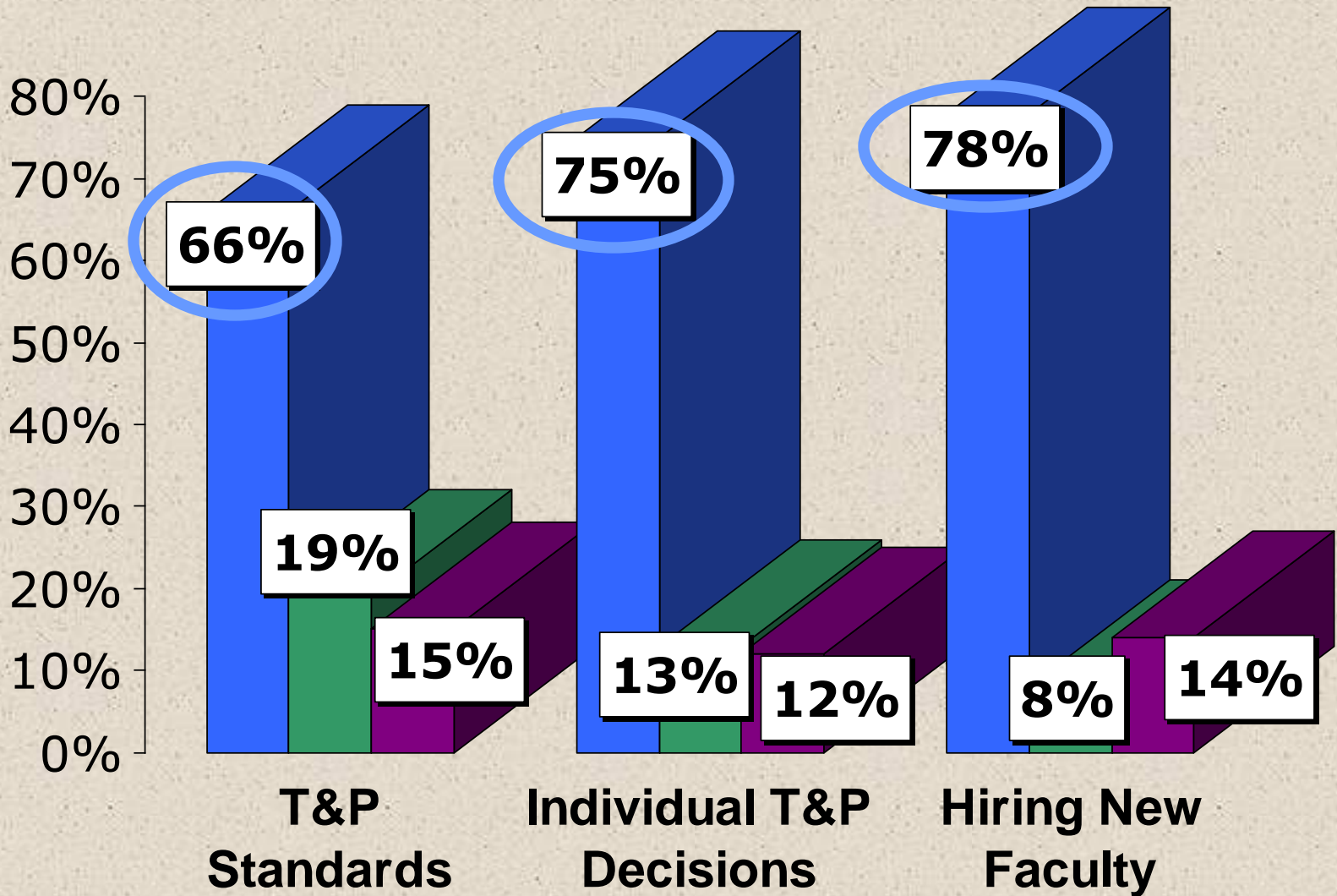
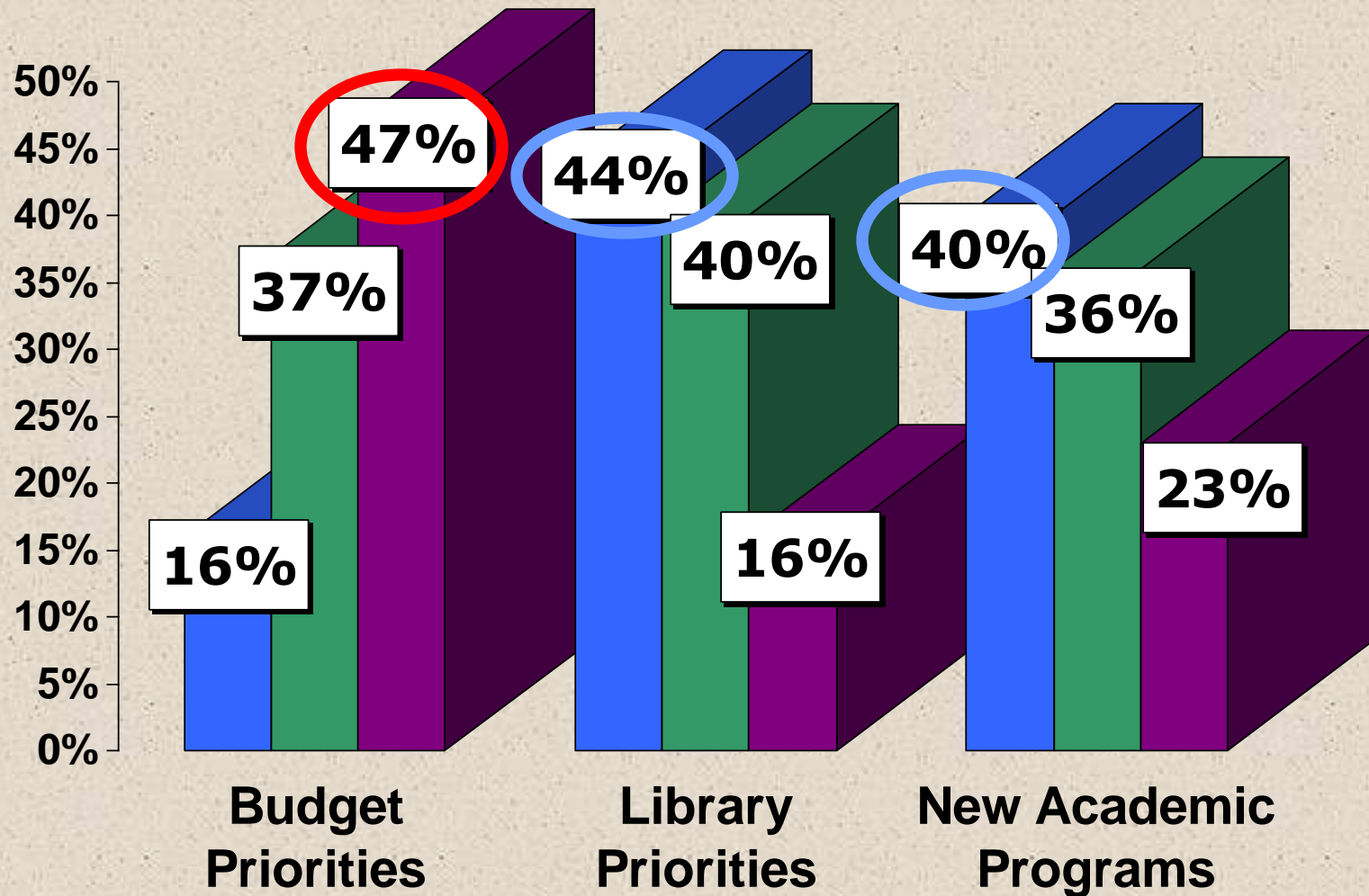


Table 78. Faculty Influence – Priorities & Issues

■ Adequate ■ Not Sure ■ Inadequate



Faculty Priorities



Faculty priority ratings of 16 selected goals

Top 3 Ranked Faculty Priorities

Comparison of priority rankings from
Faculty Surveys: 1999, 2003 and 2006

Top Three Faculty Priorities

From the previous list, which goal, in your opinion, should be

- ✓ **the overall highest priority?**
(1) faculty salaries
- ✓ **the second highest priority?**
(2) faculty research
- ✓ **the third highest priority?**
(3) student financial aid

Top Priorities by Academic Area

A&S Humanities

Salaries,

Faculty Research,

Student Financial Aid

A&S Soc. Sciences

Salaries, Faculty Research, Student Financial Aid

A&S Nat. Sciences

Salaries, Faculty Research, Facilities

Business Faculty Research, Salaries, Facilities

Education

Student Financial Aid, Salaries, Faculty Research

Law Salaries, Student Financial Aid, Faculty Research

**Marine Science Salaries, Student Financial Aid,
Support for Interdisciplinary work**

Top Priorities by Academic Area

A&S Humanities

Salaries, Faculty Research, Student Financial Aid

A&S Soc. Sciences

Salaries, Faculty Research, Student Financial Aid

A&S Nat. Sciences

Salaries, Faculty Research, Facilities

Business

Faculty Research, **Salaries,** Facilities

Education

Student Financial Aid, **Salaries,** Faculty Research

Law

Salaries, Student Financial Aid, Faculty Research

Marine Science

Salaries, Student Financial Aid,
Support for Interdisciplinary work

Voices from the faculty . . .

"When I first got here 5 or so years ago, I heard the Provost & my Dean say that faculty salaries were going to be brought up to the 60th percentile of our peer group, and was assured that this would be "soon". I watched older faculty roll their eyes and I thought to myself – "what cynics!" I now understand why they roll their eyes.

That said, I love it here. Students are terrific, the culture is supportive, the President and Provost are outstanding, and our institution is second to none. Go Tribe!"

Top Priorities by Academic Area

A&S Humanities

Salaries, Faculty Research, Student Financial Aid

A&S Soc. Sciences

Salaries, Faculty Research, Student Financial Aid

A&S Nat. Sciences

Salaries, Faculty Research, Facilities

Business

Faculty Research, Salaries, Facilities

Education

Student Financial Aid, Salaries, Faculty Research

Law

Salaries, Student Financial Aid, Faculty Research

Marine Science

Salaries, Student Financial Aid,
Support for Interdisciplinary work

Voices from the faculty . . .

"The new initiatives from the President and the Provost on funding for research in all its dimensions are admirable."

"The biggest impediment is the lack of time. I spend so much time writing proposals and doing the administrative tasks associated with my grants that little time is left to actually do the research and writing that I want to do."

"The new leave program is a great improvement and I welcome the change. (...) Summer grants are wonderful, but they should be available to any faculty member able to produce a compelling research proposal."

Top Priorities by Academic Area

A&S Humanities

Salaries, Faculty Research, Student Financial Aid

A&S Soc. Sciences

Salaries, Faculty Research, Student Financial Aid

A&S Nat. Sciences

Salaries, Faculty Research, Facilities

Business Faculty Research, Salaries, Facilities

Education

Student Financial Aid, Salaries, Faculty Research

Law

Salaries, Student Financial Aid, Faculty Research

Marine Science

Salaries, Student Financial Aid,
Support for Interdisciplinary work

Voices from the faculty . . .

"If we cannot pay our graduate students at nationally competitive levels, we cannot maintain competitive graduate science programs."

"Stipends and housing for undergraduate students to do research over the summer with faculty would be invaluable for both parties, and for the institution."

"I think it's essential that we diversify the student body in terms class, age and experience – something more financial aid will, of course, help."

Top Priorities by Academic Area

A&S Humanities

Salaries, Faculty Research, Student Financial Aid

A&S Soc. Sciences

Salaries, Faculty Research, Student Financial Aid

A&S Nat. Sciences

Salaries, Faculty Research, Facilities

Business

Faculty Research, Salaries, Facilities

Education

Student Financial Aid, Salaries, Faculty Research

Law Salaries, Student Financial Aid, Faculty Research

**Marine Science Salaries, Student Financial Aid,
Support for Interdisciplinary work**

Top Priorities by Academic Area

A&S Humanities

Salaries, Faculty Research, Student Financial Aid

A&S Soc. Sciences

Salaries, Faculty Research, Student Financial Aid

A&S Nat. Sciences

Salaries, Faculty Research, Facilities

Business Faculty Research, Salaries, Facilities

Education

Student Financial Aid, Salaries, Faculty Research

Law Salaries, Student Financial Aid, Faculty Research

Marine Science

**Salaries, Student Financial Aid,
Support for Interdisciplinary work**

Faculty Top 3 Priorities – over time

1999 Faculty Survey - top three priorities:

Faculty Salaries, Student Financial Aid, and Faculty Research Support.

2003 Faculty Survey - top three priorities:

Faculty Salaries, Faculty Research Support and Student Financial Aid.

2006 Faculty Survey - top three priorities:

Faculty Salaries, Faculty Research Support and Student Financial Aid.

Faculty Top 3 Priorities – over time

1999 Faculty Survey - top three priorities:

Faculty Salaries, Student Financial Aid, and
Faculty Research Support.

2003 Faculty Survey - top three priorities:

Faculty Salaries, Faculty Research Support and
Student Financial Aid.

2006 Faculty Survey - top three priorities:

Faculty Salaries, Faculty Research Support and
Student Financial Aid.

Faculty Top 3 Priorities – over time

1999 Faculty Survey - top three priorities:

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2003 Faculty Survey - top three priorities:

Faculty Salaries, Faculty Research Support and Student Financial Aid.

2006 Faculty Survey - top three priorities:

Faculty Salaries, Faculty Research Support and Student Financial Aid.

Faculty Top 3 Priorities – over time

1999 Faculty Survey - top three priorities:

Faculty Salaries, Student Financial Aid, and Faculty Research Support.

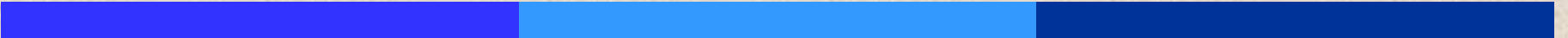
2003 Faculty Survey - top three priorities:

Faculty Salaries, Faculty Research Support, and Student Financial Aid.

2006 Faculty Survey - top three priorities:

Faculty Salaries, Faculty Research Support, and Student Financial Aid.

Open-ended Survey Questions



Faculty views on “internationalization”

Faculty suggestions to further support
faculty research

Other faculty remarks



Internationalization

- ✓ More than half of all survey respondents wrote a narrative reply to this question
- ✓ Multiple interpretations of the question
- ✓ Survey findings have been turned over to committee established to focus on "internationalization"



Faculty Research

- ✓ More than 200 faculty (approximately 70% of all survey respondents) answered this optional question
- ✓ Responses offered both new ideas as well as suggestions for improving our existing research support system
- ✓ Two common threads: more time & more funding

"What does it mean to you to 'internationalize' the College?"

- ❖ Definitions
- ❖ Implications for Faculty Hiring
- ❖ Opportunities Beyond U.S. Borders
- ❖ W&M Reputation: Implications for Research
- ❖ Implications for the Curriculum
- ❖ Implications for Diversity on Campus
- ❖ Implications for Student Admissions
- ❖ Cultural Experiences on Campus
- ❖ Expressions of concern, caution, etc.

"What could be done to further support faculty research at the College?"

- ❖ Suggestions for finding more time
- ❖ Research support that includes students
- ❖ External funding, Grant Writing & Grant Office
- ❖ Facilities and Start-up Funds
- ❖ Support for research presentations at professional conferences
- ❖ Suggestions regarding "research grants"
- ❖ Faculty recruitment/hiring
- ❖ Library Support
- ❖ Ideas: Interdisciplinary & Collaborative Res.

Final comments from the faculty . . .

"William and Mary is a great place."

"Overall William and Mary is a fantastic place to work. My students and colleagues are absolutely super."

"William and Mary is a 'great' institution for teaching and research. I am very satisfied with my employment here."

"William and Mary sure likes surveys and assessments."

Thank you *to all who contributed to the 2006 Faculty Survey*

- ▶ Tina Coleman, Senior Web Consultant
- ▶ Lorne Kuffel, Associate Provost for Institutional Research
- ▶ Provost Feiss, Chief Academic & Budget Officer
- ▶ Shirley Aceto, Assistant to the Provost
- ▶ Will Hausman, Chancellor Professor of Economics
- ▶ David Lutzer, Chancellor Professor of Mathematics
- ▶ Faculty Assembly 2006-07 & 2007-08
- ▶ 388 full-time tenured & tenure eligible W&M faculty