

Analysis of Faculty Supervision Survey Data

In Spring 2016, residential faculty were invited to provide feedback related to faculty supervision. Survey participants were invited to respond to three prompts.

- Please select all roles that currently exist within your Department/Division.
- Please select any and all roles that you believe should be added to your Department/Division.
- Please select any and all roles that you feel should not be included in your Department/Division.

Each prompt was followed by a list of ten different leadership roles currently in use in Departments/Divisions across the district. There were 343 residential faculty who opted to respond to the survey. This represents a response rate of approximately 25%.

The purpose of this report is to analyze the survey results and make actionable recommendations to policy makers with a goal of providing a leadership structure that will better help Departments/Divisions achieve their missions.

Which leadership roles presently exist in your Department/Division?

The 343 survey respondents identified current leadership roles within their Department/Division (Table 1).

Table 1

Existing Leadership Roles in Departments/Divisions

Role	Respondents Indicating Role Exists in Department/Division
Department/Division Chair*	334 (97%)
Assistant Chair	101 (29%)
Co-Chair	11 (3%)
Occupational Program Director*	117 (34%)
Academic Program Director	46 (13%)
Service Faculty Director	8 (2%)
Lead Faculty	89 (26%)
Course Coordinator	78 (23%)
Clinical Coordinator	34 (10%)
Adjunct Faculty Evaluator*	73 (21%)

* Addressed or partially addressed in Residential Faculty Policies

These responses reflect the existing variability in the leadership structure across Departments/Divisions. Of the ten leadership roles identified, only three are addressed or partially addressed in the Residential Faculty Policies. The emergence of leadership roles not addressed in the RFP suggests that the leadership structure identified in policy is not sufficiently robust to meet the leadership needs of Departments/Divisions.

Which of the leadership roles not in your Department/Division do you want to add?

Of the 343 survey respondents, 179 (52.2%) recommended that one or more leadership roles should be added to their Department/Division (Table 2).

Table 2

Roles Recommended to Be Added to a Department/Division

Role in Department/Division	Respondents Indicating Role Does Not Exist in Department/Division	Add Role	Did Not Recommend Add Role
Department/Division Chair	4	2 (50%)	2
Assistant Chair	133	45 (34%)	88
Co-Chair	174	24 (14%)	150
Occupational Program Director	119	11 (9%)	108
Academic Program Director	161	35 (22%)	126
Service Faculty Director	176	8 (5%)	171
Lead Faculty	141	49 (35%)	92
Course Coordinator	143	41 (29%)	102
Clinical Coordinator	157	7 (4%)	150
Adjunct Faculty Evaluator	148	69 (47%)	79

It is important to note that failing to recommend that a leadership role be added to a Department/Division is not the same as opposing the addition of a new leadership role. For example, 45 (34%) of the 133 respondents that indicated their Department/Division did not have an Assistant Chair recommended adding an Assistant Chair role. The 88 respondents (66%) who did not recommend adding the role of Assistant Chair are not necessarily opposed to the idea.

It is also important to note that a low percentage of respondents recommending the addition of a role does not necessarily mean the role is not needed by some Department/Divisions. For example, only 7 (4%) of the 157 respondents that indicated their Department/Division did not have a Clinical Coordinator recommended adding a Clinical Coordinator role to their Department/Division. This is not surprising because only a limited number of disciplines (e.g. Nursing) have a need for such a role. For the seven respondents supporting the addition of the role to their Department/Division, the role may be critical for increasing mission effectiveness.

These responses suggest the need for flexibility in the leadership structure across Departments/Divisions. A one-size-fits-all approach will not provide the needed organizational structure to ensure mission effectiveness of Departments/Divisions. It is essential to provide Department/Divisions flexibility in identifying which leadership roles will allow them to best achieve their missions subject to existing levels of faculty supervision funding.

Which of the leadership roles in your Department/Division do you want to eliminate?

Of the 343 survey respondents, 191(55.7%) identified roles that they felt should not be included in their Department/Division. In answering this question, some respondents recommended eliminating roles not currently existent in their Department/Division. To make it easier to interpret the data and take action, the focus of this analysis will be on determining which of the positions which currently exist in the respondent’s Department/Division are recommended to be eliminated.

Table 3

Existing Roles Recommended to Be Eliminated from a Department/Division

Existing Role in Department/Division	Respondents Indicating Role Exists in Department/Division	Eliminate Existing Role	Did Not Recommend Eliminating Role
Division Chair	187	6 (3%)	181 (97%)
Assistant Chair	55	8 (15%)	47 (85%)
Co-Chair	4	0 (0%)	4 (100%)
Occupational Program Director	62	3 (5%)	59 (95%)
Academic Program Director	23	2 (9%)	21(91%)
Service Faculty Director	2	0 (0%)	2 (100%)
Lead Faculty	45	4 (9%)	41 (91%)
Course Coordinator	36	1 (3%)	35 (97%)
Clinical Coordinator	17	2 (12%)	15 (88%)
Adjunct Faculty Evaluator	29	0 (0%)	29 (100%)

It is important to note that failing to recommend that a leadership role be eliminated from a Department/Division is not the same as opposing the elimination of an existing leadership role. For example, 8 (15%) of the 55 respondents that indicated their Department/Division had an Assistant Chair recommended eliminating the Assistant Chair role. The 47 respondents (85%) who did not recommend eliminating the role of Assistant Chair are not necessarily opposed to the idea.

It is also important to note that a low percentage of respondents recommending the elimination of a role does not necessarily mean the role should be retained by all Departments/Divisions. For example, only 3 (5%) of the 62 respondents that indicated their Department/Division had an Occupational Program Director recommended eliminating the Occupational Program Director role in their Department/Division. It may be the case that in some Departments/Divisions that the workload in a particular occupational area doesn’t justify the allocation of additional financial resources for supervision. Allowing the Department/Division to reallocate supervision funds from one role to another role will help the Department/Division to remain nimble in addressing the unit’s unique leadership needs.

What additional leadership roles should be considered?

Survey respondents were invited to identify additional needed leadership roles beyond the ten identified in the survey. There were 103 faculty who responded to the prompt although not all respondents identified additional roles. An additional 27 roles were identified which were in turn grouped into eight focus areas (Table 4).

Table 4

Additional Leadership Roles Identified by Respondents

Role	Respondents
Evening/Summer Supervision	19
Evening supervisor	14
Evening chair	3
Summer chair	1
Night coordinator	1
Program/Discipline Manager/Coordinator/Director	7
Program manager	1
Program coordinators	2
Discipline coordinator	1
Academic program co-director	1
Instructional coordinator	2
Area-Specific Coordinators	6
ESL coordinator	1
Creative writing coordinator	1
Coordinators of individual outreach events.	1
Math Solution (tutoring) coordinator	1
Assessment coordinator	1
Adjunct faculty coordinator	1
Lab Technician Supervisor/Lab Coordinator	4
Lab coordinator	1
Lab technician supervisor	3
Dual Enrollment	4
Dual enrollment supervisor	1
Dual enrollment evaluator	1
Dual enrollment coordinator	2
Department Chairs within Divisions	3
E-Learning Supervisor/Coordinator	3
E-Learning faculty coordinator	1
E-courses supervisor	2
Miscellaneous Roles	4
Facilities and programming administration	1
Lead instructor advisement	1
Principal investigator	1
Community liaison (promotion for division programs)	1

Survey designers considered the existing evening supervision role to be consistent with the Assistant Chair designation in the survey. This nuance was missed by several faculty which resulted in 19 faculty recommending an evening/summer supervision role.

Dual enrollment supervision and evaluation is spelled out separately in the RFP and has not been part of the supervision discussion. Consequently, dual enrollment supervisor/evaluator was not listed in the survey. Four faculty recommended dual enrollment supervision/evaluation roles.

The addition of a Coordinator role to the list of ten roles may provide Departments/Divisions the flexibility to target specific areas of focus without being overly prescriptive. Most if not all of the remaining roles proposed could be listed under this role.

Summary and Recommendation

There is broad variation in how Departments/Divisions provide faculty supervision. The existing supervision structure is not plainly spelled out in the RFP. Because discipline needs vary, there should be sufficient structure and flexibility in policy to allow a Department/Division faculty to identify the organizational structure that will best meet the unique needs of the unit while remaining budget neutral.