



The COACHE Faculty Satisfaction Survey

CUNY System Data

CUNY College Task Force Members
December 15, 2023

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2023 - 2024 CUNY COACHE Task Force Charge

2023 – 2024 CUNY COACHE Task Force Charge

The CUNY COACHE Task Force is charged with

- reviewing, interpreting and contextualizing the system-wide results of the 2023 COACHE Faculty Satisfaction Survey
- consulting broadly and facilitating discussions of the system-wide COACHE results in various forums
- appraising best practices in areas identified by the survey as needing improvement
- making pragmatic recommendations that are aligned with [CUNY Lifting New York – the University’s 2023 – 2030 Strategic Roadmap](#) and aimed at ensuring that CUNY is a place where faculty are supported and recognized for their essential contributions to our students, their colleges and the University.

Example: Recommendation from the 2019 CUNY COACHE Task Force & CUNY Response**

CUNY COACHE Task Force Recommendation 3

Given that satisfaction with facilities and work resources at CUNY are in the bottom 30% of all COACHE institutions and in 2015 and 2019 quality of facilities was among the top three worst aspects of working at CUNY, we recommend that CUNY prioritize the improvement of facilities that faculty need to conduct their research and ensure a safe and productive learning environment for our students.

CUNY Response

CUNY recognizes the importance of quality research facilities and providing a safe and productive learning environment for our students. As a result, in its Fiscal Year (FY) 2022 Budget Request and FY 2023 Budget Request, CUNY requested and advocated for

- \$350 million over five years for information technology
- \$250 million over five years for a university-wide upgrade of science labs
- \$4.418 billion over five years for capital rehabilitation at CUNY's senior colleges, professional and graduate schools
- \$1.256 million over five years for capital rehabilitation at CUNY's community colleges

** All recommendations & CUNY responses are posted: <https://www.cuny.edu/academics/faculty-affairs/the-collaborative-on-academic-careers-in-higher-education-coache/2019-survey/>

2023 COACHE Overview

Participating Colleges

Senior Colleges

- Baruch College
- Brooklyn College
- City College
- College of Staten Island
- Hunter College
- John Jay College
- Lehman College
- Medgar Evers College
- City Tech
- Queens College
- York College

Community Colleges

- Borough of Manhattan Community College
- Bronx Community College
- Guttman Community College
- Hostos Community College
- Kingsborough Community College
- LaGuardia Community College
- Queensborough Community College

Specialized Programs

- Graduate Center
- School of Journalism
- School of Labor and Urban Studies
- School of Law
- School of Public Health & Health Policy

CUNY's response rate among senior colleges was 42%

	Tenured	Pre-tenure	Full Prof.	Associate Prof.	Male	Female	White	FOC
Baruch College	37%	33%	40%	36%	31%	47%	40%	30%
Brooklyn College	54%	58%	56%	54%	45%	63%	52%	60%
City College	26%	33%	34%	24%	22%	35%	28%	25%
College of Staten Island	39%	54%	40%	40%	37%	42%	47%	26%
Hunter College	40%	31%	43%	43%	33%	46%	40%	38%
John Jay College	44%	52%	51%	45%	46%	43%	47%	39%
Lehman College	54%	43%	54%	62%	48%	55%	55%	46%
Medgar Evers College	39%	48%	47%	43%	30%	51%	21%	44%
City Tech	51%	59%	60%	52%	49%	54%	51%	49%
Queens College	35%	29%	36%	44%	31%	38%	35%	33%
York College	58%	49%	67%	58%	52%	60%	62%	48%
Senior Colleges, Total	42%	41%	45%	45%	36%	47%	43%	39%
CUNY, Overall	42%	45%	47%	46%	38%	48%	43%	41%

Note: FOC = Faculty of Color

CUNY's response rate among community colleges was 46%

	Tenured	Pre-tenure	Full Prof.	Associate Prof.	Male	Female	White	FOC
Borough of Manhattan Community College	47%	55%	52%	51%	43%	52%	50%	47%
Bronx Community College	52%	62%	53%	59%	51%	55%	50%	54%
Guttman Community College	62%	67%	***	74%	***	73%	63%	68%
Hostos Community College	40%	52%	49%	47%	33%	49%	40%	42%
Kingsborough Community College	34%	49%	37%	41%	35%	40%	34%	42%
LaGuardia Community College	53%	65%	60%	54%	43%	62%	61%	47%
Queensborough Community College	30%	32%	35%	31%	30%	30%	30%	30%
Community Colleges, Total	44%	52%	50%	47%	40%	49%	44%	45%
CUNY, Overall	42%	45%	47%	46%	38%	48%	43%	41%

Legend: *** Cells with a base of 10 or fewer

Note: Overall, CUNY's response rates were on par with the rest of COACHE colleges.

CUNY's response rate among specialized programs was 48%

Legend:

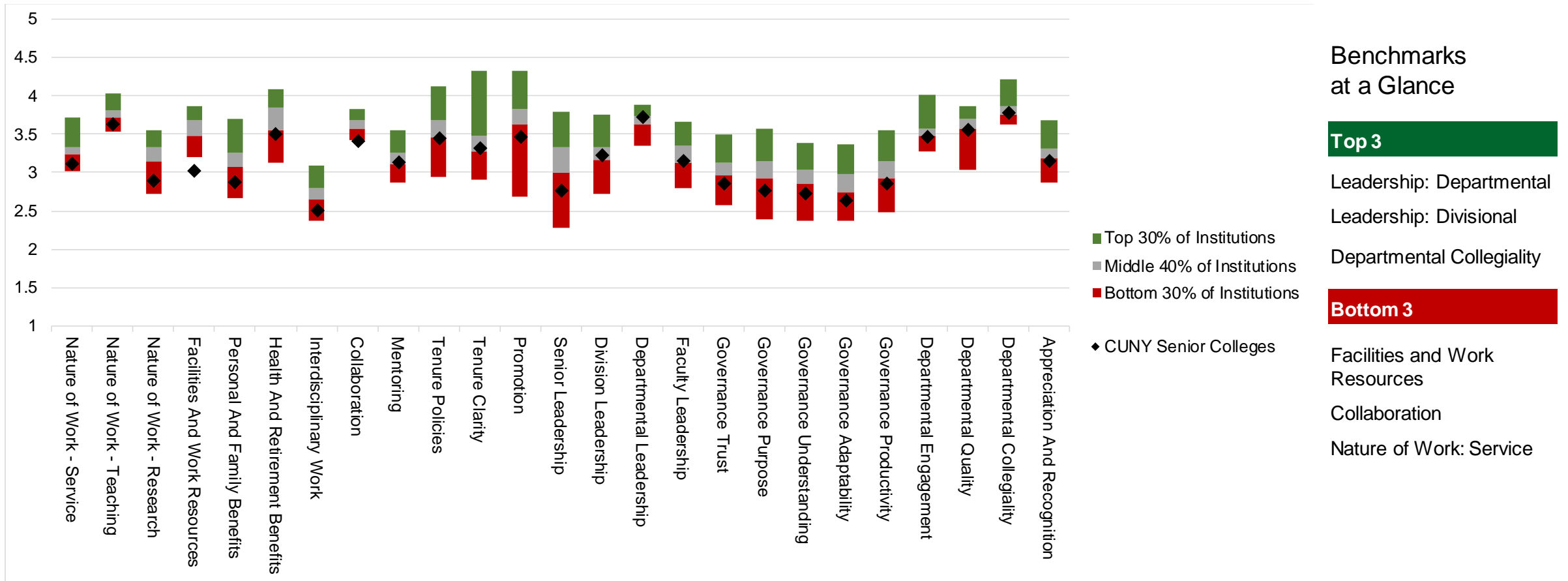
* Calculated on a base of fewer than 25

*** Cells with a base of 10 or fewer are not shown

	Tenured	Pre-tenure	Full Prof.	Associate	Male	Female	White	FOC
Graduate Center	35%	40%	43%	62%	36%	31%	31%	50%
School of Journalism	31%*	***	***	***	***	***	***	***
School of Labor and Urban Studies	***	***	***	***	***	***	***	***
School of Law	41%	33%*	43%	33%*	47%*	35%	39%	43%
School of Public Health & Health Policy	60%	***	45%*	67%*	58%*	64%	62%	53%
Specialized Programs, Total	45%	43%	40%	55%	44%	48%	45%	48%
CUNY, Overall	42%	45%	47%	46%	38%	48%	43%	41%

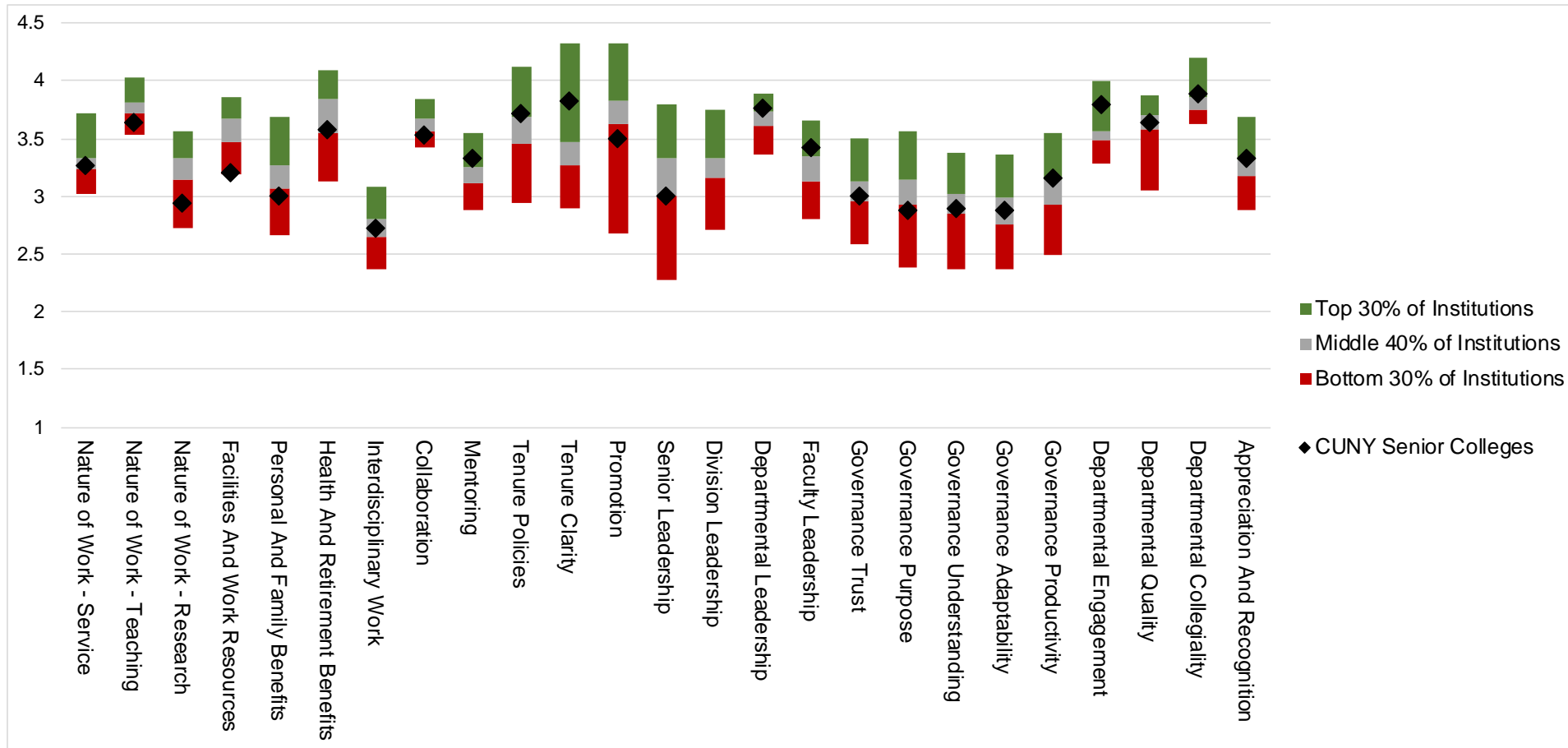
Note: Overall, CUNY's response rates were on par with the rest of COACHE colleges.

Overall Benchmark Performance: Senior Colleges vs. All COACHE Institutions



Note: Appendix B1 has the underlying numeric values for this chart.

Overall Benchmark Performance: Community Colleges vs. All COACHE Institutions



Benchmarks at a Glance

Top 3

- Departmental Engagement
- Tenure Expectations: Clarity
- Leadership: Faculty

Bottom 3

- Facilities and Work Resources
- Nature of Work: Research
- Nature of Work: Teaching

Note: Appendix B2 has the underlying numeric values for this chart.

Benchmark Internal Comparisons, Senior Colleges: Gender

	Baruch	Brooklyn	City College	City Tech	Staten Island	Hunter	John Jay	Lehman	Medgar Evers	Queens	York
Nature of Work: Research	Women ¹	Women ¹	Women ³			Women ²	Women ¹	Women ¹	Women ²	Women ¹	Women ²
Nature of Work: Service		Women ²	Women ²					Women ¹	Women ³	Women ¹	Women ²
Nature of Work: Teaching		Men		Women ¹	Men ¹				Women ³	Men ¹	
Facilities and Work Resources			Women ¹	Men ¹	Men ¹	Women ¹	Women ¹		Women ³	Women ²	
Personal and Family Policies	Women ¹	Women ¹		Men ¹	Men ¹	Women ²	Women ¹		Women ³		Women ¹
Health and Retirement Benefits		Women ¹	Women ¹		Men ¹	Women ¹	Women ¹		Women ³		Women ¹
Interdisciplinary Work		Women ²	Women ²		Women ¹	Women ¹	Women ³		Women ¹	Women ²	Women ²
Collaboration	Women ¹	Women ¹	Women ³	Men ¹	Women ¹	Women ¹	Women ¹	Women ¹	Men ¹	Women ¹	
Mentoring		Women ¹			Men ¹		Women ¹	Men ¹	Men ¹		
Tenure Policies	Men ¹	N/A	Men ¹	N/A	Women ²	Men ¹	Men ¹	Men ¹	N/A	Women ²	N/A
Tenure Expectations: Clarity	Men ¹	N/A	Men ¹	N/A		Men ¹	Women ¹	Men ²	N/A	Women ¹	N/A
Promotion to Full	Women ¹	Women ²	Women ³		Women ²	Women ¹	Women ¹	Women ¹	Women ³	Women ³	
Leadership: Senior			Women ¹	Women ¹	Men ²	Women ¹	Women ¹	Women ¹	Women ³		Women ¹
Leadership: Divisional		Women ¹	Women ¹	Women ¹		Women ¹	Women ¹		Women ²	Women ¹	Women ³
Leadership: Departmental		Women ²	Women ²			Women ¹	Women ¹	Women ¹	Men ²	Women ¹	Women ¹
Leadership: Faculty			Women ¹	Women ¹	Men ²		Women ¹	Women ¹	Women ¹		
Governance: Trust		Women ¹	Women ²	Women ¹	Men ²	Women ¹	Women ²	Women ¹	Women ²	Women ¹	Women ²
Governance: Shared Sense of Purpose		Women ¹	Women ²		Men ²		Women ¹			Women ¹	Women ¹
Governance: Understanding the Issue at Hand		Women ¹	Women ²	Women ¹	Men ¹	Women ¹	Women ¹	Women ¹	Women ²	Women ¹	Women ²
Governance: Adaptability		Women ¹	Women ²		Men ²	Women ¹	Women ²		Women ²		Women ²
Governance: Productivity			Women ²		Men ²		Women ¹		Women ²		Women ¹
Departmental Collegiality			Women ¹						Women ²	Women ¹	
Departmental Engagement	Men ²				Men ¹						
Departmental Quality	Men ¹		Men ²						Women ¹	Women ¹	Men ¹
Appreciation and Recognition		Women ¹	Women ²	Women ¹		Women ¹	Women ¹		Women ²	Women ²	Women ²

Legend

Group named refers to the least satisfied group

Color indicates between-group difference (eff size)

Empty cell = No difference

White¹

Small difference (eff size .1 - .3)

Yellow²

Moderate difference (eff size .3 - .5)

Orange³

Large difference (eff size >.5)

Grey / NA

Insufficient data

Benchmark Internal Comparisons, Community Colleges: Gender

	BMCC ¹	Bronx ¹	Gutman ³	Hostos ³	Kingsborough ¹	Queensborough ¹	LaGuardia ¹
Nature of Work: Research	Women ¹	Women ¹	Women ³	Women ³	Men ¹	Women ¹	Women ¹
Nature of Work: Service		Women ¹	Women ³	Women ²	Women ¹		Women ²
Nature of Work: Teaching	Women ¹			Women ²	Women ¹		Women ¹
Facilities and Work Resources	Women ¹	Women ¹	Women ³	Women ¹	Women ¹		Women ¹
Personal and Family Policies				Women ²	Women ²	Women ¹	Women ²
Health and Retirement Benefits	Men ¹	Men ¹	Men ¹		Women ²		Women ¹
Interdisciplinary Work	Women ¹	Women ¹		Women ³	Women ²		Women ¹
Collaboration			Women ³	Women ¹	Women ¹	Men ¹	Women ¹
Mentoring	Women ¹	Men ¹	Women ²	Women ³	Women ²		Women ¹
Tenure Policies		Women ³	N/A	Women ¹	Women ³	N/A	N/A
Tenure Expectations: Clarity	Women ¹	Women ³	N/A	Women ³	Men ¹	Men ¹	N/A
Promotion to Full	Women ²		N/A	Women ³	Women ²		Women ¹
Leadership: Senior		Women ¹	Women ¹	Women ²			Women ¹
Leadership: Divisional	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Leadership: Departmental		Men ¹	N/A	Women ²	Women ²	Women ¹	
Leadership: Faculty			Men ³	Women ¹		Men ¹	Men ¹
Governance: Trust				Women ¹		Women ¹	
Governance: Shared Sense of Purpose				Women ¹	Women ¹	Women ¹	Women ¹
Governance: Understanding the Issue at Hand			Women ¹				Women ¹
Governance: Adaptability		Men ²	Women ²	Women ²			Men ¹
Governance: Productivity		Men ¹	Men ²	Women ¹	Women ¹		
Departmental Collegiality			Men ¹	Women ³	Women ¹	Women ¹	Women ²
Departmental Engagement	Men ¹			Women ¹			Women ²
Appreciation and Recognition			Men ¹	Women ²	Women ¹		Women ¹
Nature of Work: Research	Women ¹	Women ¹		Women ³	Women ²		Women ¹

Legend

Group named refers to the least satisfied group

Color indicates between-group difference (eff size)

Empty cell = No difference

White¹

Small difference (eff size .1 -.3)

Yellow²

Moderate difference (eff size .3 - .5)

Orange³

Large difference (eff size >.5)

Grey / NA

Insufficient data

Benchmark Internal Comparisons, Senior Colleges: Race/Ethnicity

	Baruch	Brooklyn	City College	City Tech	Staten Island	Hunter	John Jay	Lehman	Medgar Evers	Queens	York
Nature of Work: Research		FOC ¹			FOC ²	FOC ¹			N/A		FOC ¹
Nature of Work: Service	White ¹	FOC ²	White ¹		FOC ¹		White ²	FOC ¹	N/A	White ¹	
Nature of Work: Teaching		FOC ¹	FOC ¹	White ¹	FOC ²	FOC ¹			N/A		
Facilities and Work Resources		FOC ²	White ²	White ¹	FOC ¹				N/A	White ¹	
Personal and Family Policies	White ¹	FOC ¹	White ¹		FOC ³	FOC ¹	White ¹	FOC ¹	N/A		FOC ¹
Health and Retirement Benefits	White ¹	FOC ²	White ¹	FOC ¹			FOC ¹	FOC ¹	N/A	FOC ¹	
Interdisciplinary Work	White ¹	FOC ¹					FOC ¹		N/A	White ¹	
Collaboration		FOC ²	White ¹		FOC ³	FOC ²		FOC ¹	N/A		
Mentoring	White ¹	FOC ¹		White ¹			White ¹	White ¹	N/A	White ¹	White ²
Tenure Policies	White ³	FOC ³	N/A	FOC ³	FOC ³				N/A		White ²
Tenure Expectations: Clarity	White ³	FOC ³	N/A	FOC ³	FOC ¹	FOC ³			N/A	White ¹	White ³
Promotion to Full	FOC ¹	FOC ²	FOC ¹	White ¹	FOC ²	FOC ²	FOC ¹	FOC ¹	N/A	FOC ¹	FOC ²
Leadership: Senior	White ¹		White ¹	White ¹	FOC ²		White ¹	White ¹	N/A	White ³	
Leadership: Divisional			FOC ¹	White ¹	FOC ¹		White ¹		N/A	White ¹	White ¹
Leadership: Departmental	White ¹		White ¹		FOC ¹	FOC ²			N/A		
Leadership: Faculty	White ¹	FOC		White ²			White ¹	FOC ¹	N/A	White ¹	White ²
Governance: Trust	White ¹	FOC ¹	FOC ¹	White ²	FOC ³	FOC ¹	White ¹	White ¹	N/A	White ¹	White ¹
Governance: Shared Sense of Purpose	White ²	FOC ¹	FOC ¹	White ²	FOC ³	FOC ¹	White ¹	White ¹	N/A	White ¹	White ¹
Governance: Understanding the Issue at Hand	White ¹	FOC ¹		White ²	FOC ³		White ¹	White ¹	N/A	White ¹	White ¹
Governance: Adaptability	White ¹		FOC ¹	White ²	FOC ³		White ¹	White ¹	N/A	White ¹	
Governance: Productivity	White ²	FOC ¹		White ²	FOC ²		White ¹	White ¹	N/A	White ¹	White ²
Departmental Collegiality		FOC ¹	FOC ¹		FOC ¹	FOC ³	White ¹	FOC ²	N/A	FOC ¹	FOC ¹
Departmental Engagement		FOC ³	FOC ²		FOC ²	FOC ²	FOC ¹	FOC ¹	N/A	FOC ²	White ²
Appreciation and Recognition	White ¹	FOC ²	FOC ¹		FOC ¹	FOC ¹	White ¹	White ¹	N/A	White ¹	

Legend

Group named refers to the least satisfied group

Color indicates between-group difference (eff size)

Empty cell = No difference

White¹
Small difference (eff size .1-.3)

Yellow²
Moderate difference (eff size .3-.5)

Orange³
Large difference (eff size >.5)

Grey / NA
Insufficient data

Benchmark Internal Comparisons, Community Colleges: Race/Ethnicity

	BMCC	Bronx	Gutman	Hostos	Kingsborough	Queensborough	LaGuardia
Nature of Work: Research	White ¹	White ¹	White ¹		White ¹	White ¹	FOC ¹
Nature of Work: Service	White ²	White ¹	White ¹	FOC ²		White ¹	FOC ¹
Nature of Work: Teaching		White ²	White ¹	White ¹	White ¹	White ¹	FOC ¹
Facilities and Work Resources	White ¹	White ¹	White ¹	FOC ¹	White ²	White ¹	
Personal and Family Policies	White ¹	White ¹	White ²	FOC ²	White ²	White ³	FOC ¹
Health and Retirement Benefits		FOC ¹	White ³				FOC ²
Interdisciplinary Work	White ²	White ¹		White ¹	White ²	White ¹	
Collaboration	White ¹			FOC ¹	White ¹	FOC ¹	
Mentoring	White ²	White ¹	FOC ¹	White ¹	White ²	FOC ¹	
Tenure Policies	White ¹	N/A	N/A	N/A	White ²	N/A	FOC ¹
Tenure Expectations: Clarity	White ¹	N/A	N/A	N/A	White ³	White ²	FOC ³
Promotion to Full		FOC ²		FOC ¹	White ²		FOC ¹
Leadership: Senior	White ²	White ³		White ¹	White ³	White ¹	FOC ¹
Leadership: Divisional	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Leadership: Departmental			N/A	White ¹	White ¹		
Leadership: Faculty	White ²	White ²			White ²	White ³	
Governance: Trust	White ²	White ¹	White ²	White ¹	White ³	White ¹	
Governance: Shared Sense of Purpose	White ²	White ³			White ³	White ¹	
Governance: Understanding the Issue at Hand	White ²	White ²	White ¹		White ³	White ²	
Governance: Adaptability	White ²	White ¹		White ¹	White ³	White ²	
Governance: Productivity	White ²	White ²		White ¹	White ³	White ²	
Departmental Collegiality	White ¹	FOC ²	FOC ²		White ²	FOC ¹	FOC ¹
Departmental Engagement		FOC ¹	FOC ²	FOC ²		FOC ¹	FOC ²
Appreciation and Recognition	White ¹	White ¹	FOC ¹		White ²		

Legend
Group named refers to the least satisfied group
Color indicates between-group difference (eff size)
Empty cell = No difference
White ¹ Small difference (eff size .1 -.3)
Yellow ² Moderate difference (eff size .3 - .5)
Orange ³ Large difference (eff size >.5)
Grey / NA Insufficient data

2015 vs. 2019 vs. 2023 Comparisons

Benchmark Comparisons, Caveats

- **The 2023 survey was conducted after the pandemic, which may have affected faculty responses**
- **Sampled faculty may be different in each survey administration**
- **Response rates are different from each survey administration**

Benchmark Comparisons, Part 1

	CUNY Overall (2015-2019)	CUNY Overall (2019-2023)	Senior Colleges (2015-2019)	Senior Colleges (2019-2023)	Community Colleges (2015-2019)	Community Colleges (2019-2023)	Specialized Programs (2015-2019)	Specialized Programs (2019-2023)
Nature of Work - Service							0.12	-0.11
Nature of Work - Teaching	0.15		0.14		0.18			-0.34
Nature of Work - Research						-0.14		-0.14
Facilities And Work Resources								
Personal And Family Benefits	0.10				0.10		0.11	0.11
Health And Retirement Benefits	0.17		0.17		0.15		0.37	
Interdisciplinary Work								
Collaboration							0.11	
Mentoring								-0.13
Tenure Policies	0.11	0.12	0.10		0.14	0.23	NA	NA
Tenure Clarity		0.12				0.21	NA	NA
Promotion							0.11	

Legend
Empty cell = No difference
Green (positive value) Small to Moderate difference (eff size .1 - .5)
2019 > 2015 or 2023 > 2019
Red (negative value) Small to Moderate difference (eff size .1 - .5)
2019 < 2015 or 2023 < 2019
Grey / NA Insufficient data

Benchmark Comparisons, Part 2

	CUNY Overall (2015-2019)	CUNY Overall (2019-2023)	Senior Colleges (2015-2019)	Senior Colleges (2019-2023)	Community Colleges (2015-2019)	Community Colleges (2019-2023)	Specialized Programs (2015-2019)	Specialized Programs (2019-2023)
Senior Leadership	0.11	-0.22	0.12	-0.21		-0.26		-0.11
Division Leadership		0.13		0.14	NA	NA	0.22	-0.30
Departmental Leadership						0.11	0.26	
Faculty Leadership	0.12		0.11				0.33	-0.32
Departmental Engagement							-0.11	
Departmental Quality					0.15		0.14	
Departmental Collegiality							0.17	-0.17
Appreciation And Recognition								-0.22
Governance Trust		-0.16		-0.19		-0.11	0.24	-0.16
Governance Purpose	0.11	-0.22	0.12	-0.23		-0.21	0.20	-0.11
Governance Understanding	0.11	-0.17	0.10	-0.19	0.10	-0.14	0.22	-0.13
Governance Adaptability	0.11	-0.15		-0.13	0.14	-0.17	0.24	-0.41
Governance Productivity	0.12	-0.15	0.11	-0.15		-0.14	0.35	-0.36

Legend
Empty cell = No difference
Green (positive value) Small to Moderate difference (eff size .1 - .5)
2019 > 2015 or 2023 > 2019
Red (negative value) Small to Moderate difference (eff size .1 - .5)
2019 < 2015 or 2023 < 2019
Grey / NA Insufficient data

Best and Worst Aspects of Working at CUNY: 2015 vs. 2019

2015

2019

	Senior Colleges	Community Colleges	Specialized Programs
Best	Geographic Location	Quality of Colleagues	Quality of Graduate Students
	Quality of Colleagues	Geographic Location	Quality of Colleagues
	Diversity	Diversity	Geographic Location
Worst	Compensation	Teaching Load	Compensation
	Teaching Load	Compensation	Cost of Living
	Quality of Facilities	Lack of Support for Research/Creative Work	Quality of Facilities/Commute

Senior Colleges	Community Colleges	Specialized Programs
Geographic Location	Quality of Colleagues	Quality of Graduate Students
Quality of Colleagues	Quality of Undergraduate Students	Quality of Colleagues
Quality of Undergraduate Students	Geographic Location	Geographic Location
Quality of Facilities	Teaching Load	Cost of Living
Lack of Support for Research/Teaching Load	Quality of Facilities	Compensation
Compensation	Too Much Service/Too Many Assignments	Too Much Service/Too Many Assignments

Best and Worst Aspects of Working at CUNY: 2023

	Senior Colleges	Community Colleges	Specialized Programs
Best	Departmental Collegiality	Departmental Collegiality	Tenure Expectations: Clarity
	Leadership: Departmental	Tenure Expectations: Clarity	Nature of Work: Teaching
	Nature of Work: Teaching	Leadership: Departmental	Departmental Collegiality
Worst	Interdisciplinary Work	Interdisciplinary Work	Governance: Adaptability
	Governance: Adaptability	Governance: Adaptability	Interdisciplinary Work
	Governance: Understanding the Issue at Hand	Governance: Shared Sense of Purpose	Mentoring

2015 Group Differences: Specified CUNY Group vs. CUNY Mean

Benchmark	Pre-Tenure	Associate	Women	Faculty of Color
Nature of Work – Service	*	-	*	*
Nature of Work – Teaching	*	-	*	*
Nature of Work – Research	*	-	*	*
Facilities And Work Resources	+	*	*	*
Personal And Family Benefits	+	*	*	*
Health And Retirement Benefits	+	-	*	*
Collaboration	*	-	-	-
Mentoring	+	*	*	*
Promotion	+	-	*	*
Senior Leadership	*	*	*	-
Division Leadership	+	*	*	*
Departmental Leadership	+	-	*	*
Faculty Leadership	+	*	*	*
Departmental Collegiality	+	*	*	*
Appreciation And Recognition	+	*	*	*
Governance Trust	+	*	*	*
Governance Purpose	*	*	*	-
Governance Understanding	*	*	*	-

+

Higher than CUNY Mean,
Effect Size > .1

-

Lower than CUNY Mean,
Effect Size > .1

*

Similar to CUNY Mean,
Effect Size < .1

2019 Group Differences: Specified CUNY Group vs. CUNY Mean

Benchmark	Pre-Tenure	Associate	Women	Faculty of Color
Nature of Work – Service	*	-	-	*
Nature of Work – Teaching	*	-	*	*
Nature of Work – Research	*	-	-	*
Facilities And Work Resources	*	-	*	*
Personal And Family Benefits	*	-	*	*
Health And Retirement Benefits	+	*	*	*
Collaboration	*	-	*	*
Mentoring	+	-	*	*
Promotion	*	-	-	*
Senior Leadership	+	-	*	*
Division Leadership	+	*	*	*
Departmental Leadership	+	-	-	*
Faculty Leadership	+	-	*	*
Departmental Collegiality	*	-	*	*
Appreciation And Recognition	+	-	*	*
Governance Trust	*	-	*	*
Governance Purpose	+	-	*	*
Governance Understanding	+	-	*	*
Governance Adaptability	+	-	*	*
Governance Productivity	+	*	*	*

+

Higher than CUNY Mean,
Effect Size > .1

-

Lower than CUNY Mean,
Effect Size > .1

*

Similar to CUNY Mean,
Effect Size < .1

2023 Group Differences: Specified CUNY Group vs. CUNY Mean

Benchmarks	Pre-Tenure	Associate	Women	Faculty Of Color
Nature of Work: Research	+	-	-	*
Nature of Work: Service	+	-	-	+
Nature of Work: Teaching	+	-	*	*
Facilities and Work Resources	+	-	*	+
Personal and Family Policies	+	-	-	+
Health and Retirement Benefits	+	*	*	*
Interdisciplinary Work	+	-	-	+
Collaboration	+	-	*	-
Mentoring	+	-	*	+
Promotion to Full		-	-	-
Leadership: Senior	+	-	-	+
Leadership: Divisional	+	*	-	*
Leadership: Departmental	+	-	-	*
Leadership: Faculty	+	-	*	+
Governance: Trust	+	-	-	+
Governance: Shared Sense of Purpose	+	-	*	+
Governance: Understanding the Issue at Hand	+	-	-	+
Governance: Adaptability	+	-	*	+
Governance: Productivity	+	-	*	+
Departmental Collegiality	+	-	-	-
Departmental Engagement	+	-	*	-
Departmental Quality	+	-	*	-
Appreciation and Recognition	+	-	-	*

+

Higher than CUNY Mean,
Effect Size > .1

-

Lower than CUNY Mean,
Effect Size > .1

*

Similar to CUNY Mean,
Effect Size < .1

Specified CUNY Group Comparison: 2015 vs. 2019 vs. 2023

	2015	2019	2023
Women	53.1% (48.1%)	53.3% (48.1%)	53.0% (48.2%)
FOC	32.8% (32.6%)	38.3% (38.3%)	38.6% (38.7%)

Notes:

1. Percentages represent: Respondents (Faculty Population)
2. Group coding varies by year. See Appendix for details.

Next Steps

CUNY colleges can learn from each other, Senior Colleges

	CUNY Overall	Senior Colleges	Baruch	Brooklyn	City	City Tech	Staten Island	Hunter	John Jay	Lehman	Medgar Evers	Queens	York
Nature of Work: Research	2.91	2.89	*					*	*				
Nature of Work: Service	3.17	3.1	*					*		*			
Nature of Work: Teaching	3.62	3.6				*		*					*
Facilities and Work Resources	3.11	3.03	*					*	*				
Personal and Family Policies	2.90	2.85				*				*			*
Health and Retirement Benefits	3.51	3.5	*					*					*
Interdisciplinary Work	2.56	2.48				*			*	*			
Collaboration	3.43	3.4	*					*		*			
Mentoring	3.19	3.12				*			*		*		
Tenure Policies	3.54	3.44	*		*			*	*				
Tenure Expectations: Clarity	3.53	3.35				*		*	*				*
Promotion to Full	3.49	3.49		*				*	*				
Leadership: Senior	2.87	2.83	*			*			*				
Leadership: Divisional	3.29	3.29	*							*		*	
Leadership: Departmental	3.75	3.74	*				*	*		*			
Leadership: Faculty	3.23	3.16		*						*			*
Governance: Trust	2.92	2.88	*			*			*				
Governance: Shared Sense of Purpose	2.83	2.8	*			*			*				
Governance: Understanding the Issue at Hand	2.80	2.75	*			*			*				
Governance: Adaptability	2.73	2.67				*			*	*			
Governance: Productivity	2.96	2.89				*			*	*			
Departmental Collegiality	3.81	3.79	*					*		*			
Departmental Engagement	3.57	3.49	*					*			*		
Departmental Quality	3.59	3.57	*					*		*			
Appreciation and Recognition	3.21	3.16				*		*		*			

Legend:

Between-college differences

Green * Top 30% of CUNY Senior Colleges

Note: Differences in means can be very small.

CUNY colleges can learn from each other, Community Colleges

	CUNY Overall	Community Colleges	BMCC	Bronx	Gutman	Hostos	Kingsborough	LaGuardia	Queensborough
Nature of Work: Research	2.91	2.92					*		*
Nature of Work: Service	3.17	3.27		*					*
Nature of Work: Teaching	3.62	3.63					*		*
Facilities and Work Resources	3.11	3.26	*						*
Personal and Family Policies	2.90	2.98					*		*
Health and Retirement Benefits	3.51	3.53			*				*
Interdisciplinary Work	2.56	2.7					*		*
Collaboration	3.43	3.48			*				*
Mentoring	3.19	3.35		*			*		
Tenure Policies	3.54	3.7			*	*			
Tenure Expectations: Clarity	3.53	3.83				*	*		
Promotion to Full	3.49	3.47		*			*		
Leadership: Senior	2.87	2.94				*			*
Leadership: Divisional	3.29	--							
Leadership: Departmental	3.75	3.77		*		*			
Leadership: Faculty	3.23	3.38				*			*
Governance: Trust	2.92	3				*			*
Governance: Shared Sense of Purpose	2.83	2.86					*		*
Governance: Understanding the Issue at Hand	2.80	2.89					*		*
Governance: Adaptability	2.73	2.85				*			*
Governance: Productivity	2.96	3.1				*			*
Departmental Collegiality	3.81	3.84			*				*
Departmental Engagement	3.57	3.74			*				*
Departmental Quality	3.59	3.61			*				*
Appreciation and Recognition	3.21	3.29				*	*		

Legend:

Between-college differences

Green * Top 30% of CUNY Community Colleges

Note: Differences in means can be very small.

Progress to Date and Next Steps

Timeframe	CUNY	Colleges
August – September 2023	CUNY System Report received	College Report received
By end of October/early November 2023	<ul style="list-style-type: none"> • CUNY COACHE Task Force formed • CUNY System Report posted on Blackboard • Names of all Task Force members posted 	<ul style="list-style-type: none"> • College COACHE report shared with faculty • College COACHE Task Force formed
October 2023 – May 2024	CUNY COACHE Task Force <ul style="list-style-type: none"> • Reviews system data • Solicits feedback on system data/draft recommendations from stakeholders • Investigates best practices 	College Task Force <ul style="list-style-type: none"> • Reviews college data • Solicits feedback on college data/draft recommendations from stakeholders • Investigates best practices
By end of May 2024	CUNY Task Force offers recommendations for university actions to the EVC&UP	College Task Force offers recommendations for college actions to the President/Provost
By end of Fall 2024	OAA announces initial university actions	President/Provost announce initial college actions

Questions?

CUNY COACHE website: <https://www.cuny.edu/academics/faculty-affairs/the-collaborative-on-academic-careers-in-higher-education-coache/>

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Appendices

Appendix A: Coding for Gender Identity and Race/Ethnicity (FOC): 2015 vs. 2019 vs. 2023

Administration	Gender Identity
2015	Two groups: 1) Male, 2) Female
2019	Four groups: 1) Male, 2) Female, 3) Transgender, 4) Other
2023	Five groups: 1) Woman or Trans woman, 2) Man or Trans man, 3) Transgender, 4) Genderqueer or Gender non-conforming, 5) Not listed

Administration	Race/Ethnicity (FOC)
2015	FOC=all non-White, including Other
2019	FOC=all non-White, including Other
2023	FOC=all non-White, excluding Other

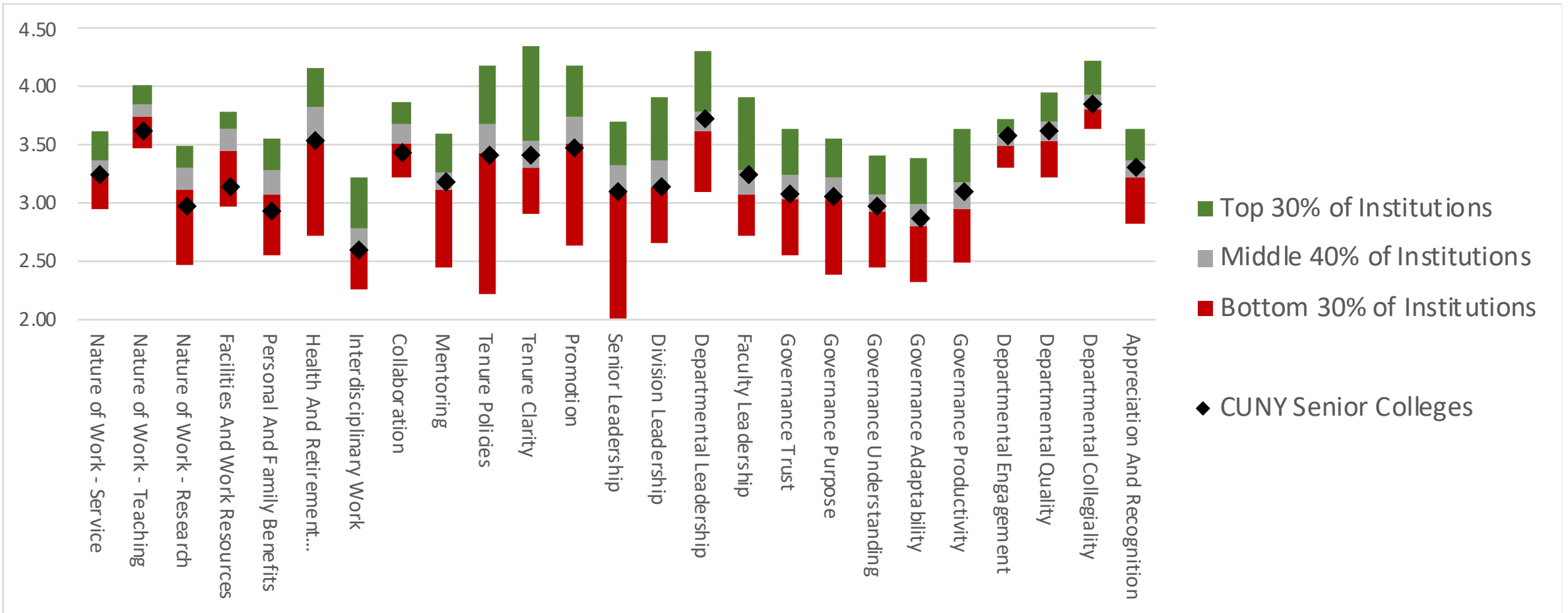
Appendix B1: 2023 Overall Benchmark Performance: CUNY Senior Colleges vs. All COACHE Institutions

	Minimum	30th Percentile	Median	70th Percentile	Max	Min	Diff to 30th	Diff to 70th	Dif to Max	CUNY Overall Institution Level	CUNY Overall Individual Level
Nature of Work - Service	3.022	3.2328	3.2933	3.3265	3.7132	3.022	0.2108	0.0937	0.3867	3.114792	3.1
Nature of Work - Teaching	3.5401	3.7131	3.7521	3.8109	4.0258	3.5401	0.173	0.0978	0.2149	3.634575	3.6
Nature of Work - Research	2.7215	3.1497	3.2293	3.3334	3.5604	2.7215	0.4282	0.1837	0.227	2.895375	2.89
Facilities And Work Resources	3.195	3.4727	3.5841	3.6751	3.8585	3.195	0.2777	0.2024	0.1834	3.022508	3.03
Personal And Family Benefits	2.6641	3.0737	3.1494	3.2664	3.6952	2.6641	0.4096	0.1927	0.4288	2.869475	2.85
Health And Retirement Benefits	3.1226	3.5526	3.7212	3.838	4.0894	3.1226	0.43	0.2854	0.2514	3.493233	3.5
Interdisciplinary Work	2.3654	2.6558	2.7184	2.7987	3.0883	2.3654	0.2904	0.1429	0.2896	2.503725	2.48
Collaboration	3.4267	3.5688	3.6141	3.6749	3.8372	3.4267	0.1421	0.1061	0.1623	3.412342	3.4
Mentoring	2.8744	3.1076	3.1696	3.2563	3.5497	2.8744	0.2332	0.1487	0.2934	3.12975	3.12
Tenure Policies	2.9364	3.4524	3.5799	3.6875	4.1311	2.9364	0.516	0.2351	0.4436	3.440158	3.44
Tenure Clarity	2.9022	3.2742	3.3784	3.4734	4.3333	2.9022	0.372	0.1992	0.8599	3.313508	3.35
Promotion	2.681	3.6328	3.6999	3.8291	4.3193	2.681	0.9518	0.1963	0.4902	3.463708	3.49
Senior Leadership	2.2775	3.0011	3.1958	3.324	3.7998	2.2775	0.7236	0.3229	0.4758	2.765183	2.83
Division Leadership	2.7163	3.16472	3.2294	3.33664	3.75	2.7163	0.44842	0.17192	0.41336	3.22525	3.29
Departmental Leadership	3.3556	3.6172	3.6873	3.7367	3.8897	3.3556	0.2616	0.1195	0.153	3.723883	3.74
Faculty Leadership	2.8004	3.1327	3.2202	3.3441	3.6539	2.8004	0.3323	0.2114	0.3098	3.141417	3.16
Governance Trust	2.5819	2.9542	3.0572	3.1306	3.4975	2.5819	0.3723	0.1764	0.3669	2.848858	2.88
Governance Purpose	2.3844	2.9205	3.0494	3.1438	3.5631	2.3844	0.5361	0.2233	0.4193	2.755492	2.8
Governance Understanding	2.3637	2.8457	2.9339	3.0286	3.3791	2.3637	0.482	0.1829	0.3505	2.715275	2.75
Governance Adaptability	2.3719	2.7495	2.881	2.9847	3.3697	2.3719	0.3776	0.2352	0.385	2.634683	2.67
Governance Productivity	2.4907	2.9218	3.0294	3.1447	3.5545	2.4907	0.4311	0.2229	0.4098	2.846117	2.89
Departmental Engagement	3.2836	3.4823	3.5189	3.5665	4.005	3.2836	0.1987	0.0842	0.4385	3.464517	3.49
Departmental Quality	3.0452	3.575	3.6504	3.6986	3.8718	3.0452	0.5298	0.1236	0.1732	3.549375	3.57
Departmental Collegiality	3.6298	3.7523	3.8027	3.8619	4.2071	3.6298	0.1225	0.1096	0.3452	3.7816	3.79
Appreciation And Recognition	2.8763	3.1838	3.271	3.3089	3.6868	2.8763	0.3075	0.1251	0.3779	3.143408	3.16

Appendix B2: 2023 Overall Benchmark Performance: CUNY Community Colleges vs. All COACHE Institutions

	Minimum	30th Percentile	Median	70th Percentile	Max	Min	Diff to 30th	Diff to 70th	Dif to Max	CUNY Overall Institution Level	CUNY Overall Individual Level
Nature of Work - Service	3.022	3.2328	3.2933	3.3265	3.7132	3.02	0.21	0.09	0.39	3.256786	3.27
Nature of Work - Teaching	3.5401	3.7131	3.7521	3.8109	4.0258	3.54	0.17	0.10	0.21	3.641271	3.63
Nature of Work - Research	2.7215	3.1497	3.2293	3.3334	3.5604	2.72	0.43	0.18	0.23	2.930529	2.92
Facilities And Work Resources	3.195	3.4727	3.5841	3.6751	3.8585	3.20	0.28	0.20	0.18	3.200186	3.26
Personal And Family Benefits	2.6641	3.0737	3.1494	3.2664	3.6952	2.66	0.41	0.19	0.43	3.002771	2.98
Health And Retirement Benefits	3.1226	3.5526	3.7212	3.838	4.0894	3.12	0.43	0.29	0.25	3.572114	3.53
Interdisciplinary Work	2.3654	2.6558	2.7184	2.7987	3.0883	2.37	0.29	0.14	0.29	2.712614	2.7
Collaboration	3.4267	3.5688	3.6141	3.6749	3.8372	3.43	0.14	0.11	0.16	3.523671	3.48
Mentoring	2.8744	3.1076	3.1696	3.2563	3.5497	2.87	0.23	0.15	0.29	3.318143	3.35
Tenure Policies	2.9364	3.4524	3.5799	3.6875	4.1311	2.94	0.52	0.24	0.44	3.719086	3.7
Tenure Clarity	2.9022	3.2742	3.3784	3.4734	4.3333	2.90	0.37	0.20	0.86	3.823886	3.83
Promotion	2.681	3.6328	3.6999	3.8291	4.3193	2.68	0.95	0.20	0.49	3.500543	3.47
Senior Leadership	2.2775	3.0011	3.1958	3.324	3.7998	2.28	0.72	0.32	0.48	2.992586	2.94
Division Leadership	2.7163	3.16472	3.2294	3.33664	3.75	2.72	0.45	0.17	0.41		--
Departmental Leadership	3.3556	3.6172	3.6873	3.7367	3.8897	3.36	0.26	0.12	0.15	3.759329	3.77
Faculty Leadership	2.8004	3.1327	3.2202	3.3441	3.6539	2.80	0.33	0.21	0.31	3.418743	3.38
Governance Trust	2.5819	2.9542	3.0572	3.1306	3.4975	2.58	0.37	0.18	0.37	2.991014	3
Governance Purpose	2.3844	2.9205	3.0494	3.1438	3.5631	2.38	0.54	0.22	0.42	2.870186	2.86
Governance Understanding	2.3637	2.8457	2.9339	3.0286	3.3791	2.36	0.48	0.18	0.35	2.891229	2.89
Governance Adaptability	2.3719	2.7495	2.881	2.9847	3.3697	2.37	0.38	0.24	0.39	2.8811	2.85
Governance Productivity	2.4907	2.9218	3.0294	3.1447	3.5545	2.49	0.43	0.22	0.41	3.160386	3.1
Departmental Engagement	3.2836	3.4823	3.5189	3.5665	4.005	3.28	0.20	0.08	0.44	3.785414	3.74
Departmental Quality	3.0452	3.575	3.6504	3.6986	3.8718	3.05	0.53	0.12	0.17	3.641729	3.61
Departmental Collegiality	3.6298	3.7523	3.8027	3.8619	4.2071	3.63	0.12	0.11	0.35	3.8845	3.84
Appreciation And Recognition	2.8763	3.1838	3.271	3.3089	3.6868	2.88	0.31	0.13	0.38	3.3308	3.29

Appendix C1: 2019 Overall Benchmark Performance: Senior Colleges vs. All COACHE Institutions

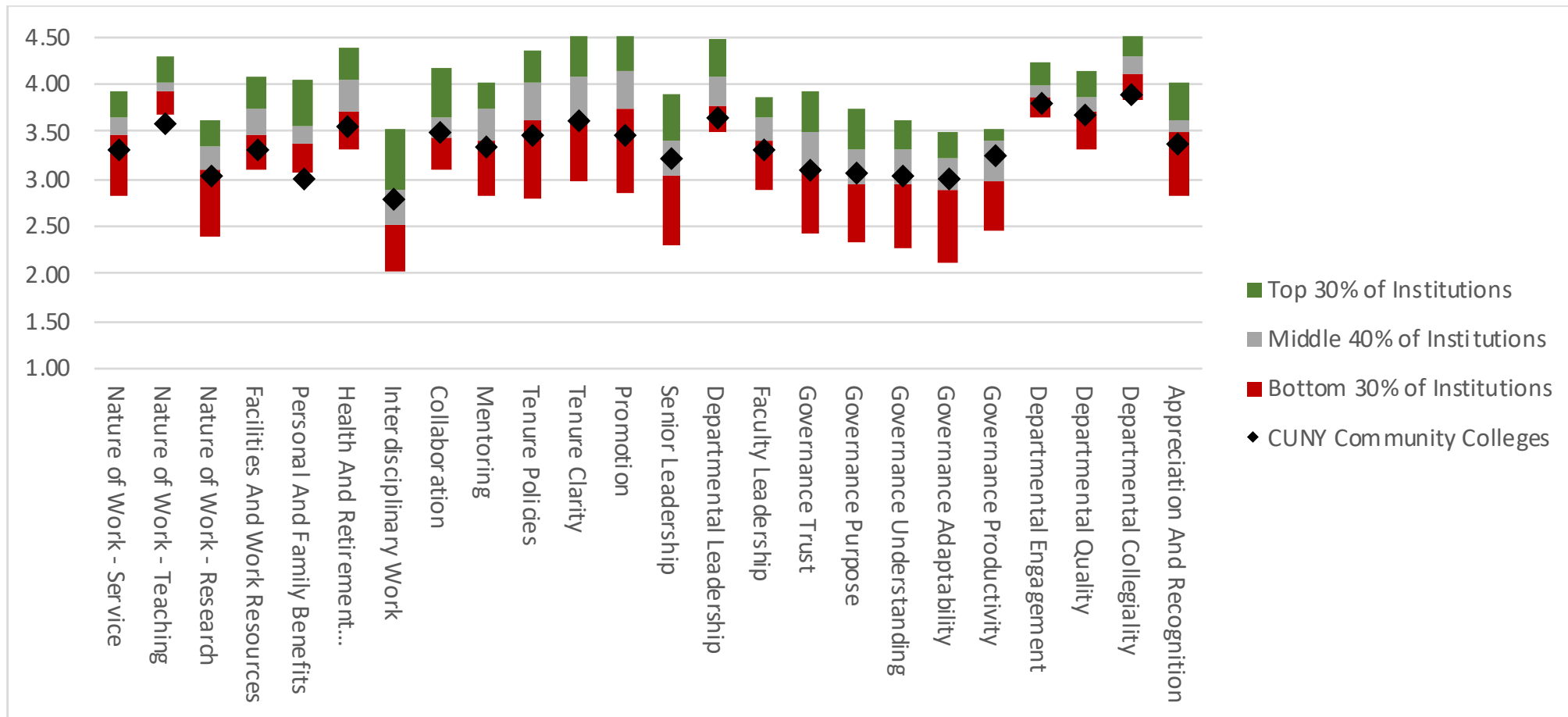


Note: Appendix C2 has the underlying numeric values for this chart.

Appendix C2: 2019 Overall Benchmark Performance: CUNY Senior Colleges vs. All COACHE Institutions

	Minimum	30th Percentile	Median	70th Percentile	Max	Min	Diff to 30th	Diff to 70th	Dif to Max	CUNY Senior Colleges
Nature of Work - Service	2.95	3.25	3.33	3.36	3.62	2.95	0.30	0.12	0.25	3.24
Nature of Work - Teaching	3.48	3.74	3.78	3.84	4.01	3.48	0.26	0.10	0.17	3.63
Nature of Work - Research	2.48	3.11	3.24	3.31	3.50	2.48	0.63	0.21	0.19	2.98
Facilities And Work Resources	2.98	3.45	3.57	3.64	3.79	2.98	0.47	0.18	0.16	3.14
Personal And Family Benefits	2.56	3.07	3.16	3.27	3.56	2.56	0.51	0.20	0.29	2.93
Health And Retirement Benefits	2.73	3.53	3.76	3.83	4.17	2.73	0.80	0.30	0.34	3.53
Interdisciplinary Work	2.27	2.60	2.69	2.79	3.22	2.27	0.33	0.19	0.43	2.60
Collaboration	3.21	3.52	3.62	3.68	3.87	3.21	0.31	0.16	0.19	3.43
Mentoring	2.45	3.11	3.17	3.25	3.61	2.45	0.66	0.15	0.35	3.19
Tenure Policies	2.21	3.43	3.59	3.69	4.19	2.21	1.22	0.26	0.50	3.40
Tenure Clarity	2.92	3.30	3.41	3.55	4.35	2.92	0.38	0.25	0.80	3.40
Promotion	2.64	3.52	3.63	3.75	4.18	2.64	0.88	0.23	0.44	3.47
Senior Leadership	2.01	3.12	3.22	3.32	3.71	2.01	1.10	0.20	0.39	3.11
Division Leadership	2.67	3.14	3.24	3.36	3.92	2.67	0.47	0.23	0.55	3.14
Departmental Leadership	3.10	3.61	3.68	3.78	4.30	3.10	0.51	0.17	0.52	3.73
Faculty Leadership	2.72	3.08	3.19	3.28	3.91	2.72	0.36	0.20	0.62	3.24
Governance Trust	2.56	3.04	3.12	3.24	3.63	2.56	0.47	0.20	0.40	3.08
Governance Purpose	2.39	3.03	3.13	3.23	3.56	2.39	0.63	0.21	0.33	3.05
Governance Understanding	2.46	2.93	3.00	3.08	3.41	2.46	0.47	0.15	0.33	2.97
Governance Adaptability	2.31	2.81	2.91	2.99	3.40	2.31	0.50	0.18	0.41	2.87
Governance Productivity	2.49	2.96	3.11	3.19	3.65	2.49	0.47	0.23	0.46	3.11
Departmental Engagement	3.31	3.49	3.53	3.59	3.72	3.31	0.18	0.10	0.13	3.58
Departmental Quality	3.23	3.54	3.65	3.71	3.94	3.23	0.31	0.17	0.23	3.62
Departmental Collegiality	3.65	3.81	3.88	3.93	4.23	3.65	0.17	0.12	0.30	3.85
Appreciation And Recognition	2.82	3.22	3.28	3.37	3.64	2.82	0.39	0.16	0.27	3.30

Appendix C3: 2019 Overall Benchmark Performance: Community Colleges vs. All COACHE Institutions



Note: Appendix C4 has the underlying numeric values for this chart.

Appendix C4: 2019 Overall Benchmark Performance: CUNY Community Colleges vs. All COACHE Institutions

	Minimum	30th Percentile	Median	70th Percentile	Max	Min	Diff to 30th	Diff to 70th	Diff to Max	CUNY Community Colleges
Nature of Work - Service	2.82	3.45	3.48	3.64	3.92	2.82	0.64	0.18	0.28	3.32
Nature of Work - Teaching	3.68	3.93	3.98	4.03	4.29	3.68	0.25	0.09	0.26	3.60
Nature of Work - Research	2.41	3.10	3.14	3.34	3.63	2.41	0.69	0.24	0.29	3.04
Facilities And Work Resources	3.09	3.46	3.64	3.74	4.08	3.09	0.36	0.28	0.34	3.31
Personal And Family Benefits	3.07	3.36	3.50	3.57	4.03	3.07	0.29	0.20	0.47	3.00
Health And Retirement Benefits	3.31	3.72	3.89	4.03	4.38	3.31	0.42	0.31	0.35	3.54
Interdisciplinary Work	2.02	2.53	2.71	2.87	3.54	2.02	0.51	0.34	0.67	2.79
Collaboration	3.11	3.44	3.61	3.65	4.17	3.11	0.32	0.21	0.52	3.50
Mentoring	2.83	3.41	3.52	3.74	4.01	2.83	0.58	0.33	0.27	3.33
Tenure Policies	2.80	3.62	3.84	4.02	4.34	2.80	0.82	0.40	0.32	3.46
Tenure Clarity	2.98	3.60	3.93	4.07	4.50	2.98	0.62	0.47	0.43	3.61
Promotion	2.84	3.73	3.94	4.14	4.50	2.84	0.89	0.41	0.35	3.45
Senior Leadership	2.30	3.03	3.23	3.42	3.89	2.30	0.73	0.39	0.48	3.21
Departmental Leadership	3.49	3.76	3.93	4.06	4.49	3.49	0.27	0.30	0.42	3.64
Faculty Leadership	2.88	3.41	3.49	3.66	3.87	2.88	0.53	0.25	0.21	3.31
Governance Trust	2.43	3.14	3.29	3.50	3.92	2.43	0.71	0.36	0.42	3.11
Governance Purpose	2.33	2.94	3.15	3.30	3.73	2.33	0.61	0.36	0.43	3.06
Governance Understanding	2.26	2.94	3.08	3.31	3.62	2.26	0.68	0.38	0.30	3.03
Governance Adaptability	2.13	2.88	3.00	3.21	3.50	2.13	0.75	0.34	0.29	3.02
Governance Productivity	2.45	2.98	3.26	3.41	3.53	2.45	0.53	0.43	0.12	3.24
Departmental Engagement	3.66	3.88	3.93	4.00	4.23	3.66	0.22	0.12	0.23	3.79
Departmental Quality	3.33	3.71	3.82	3.87	4.15	3.33	0.39	0.16	0.28	3.67
Departmental Collegiality	3.83	4.11	4.16	4.29	4.49	3.83	0.27	0.18	0.20	3.88
Appreciation And Recognition	2.83	3.48	3.52	3.63	4.03	2.83	0.65	0.14	0.40	3.38

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