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2023 COACHE SURVEY CAMPUS RESPONSE and ACTION PLAN

**Prepared by City Tech's COACHE Task Force
October 29, 2025**

COACHE and the New York City College of Technology

New York City College of Technology (City Tech) has participated in the Collaborative on Academic Careers in Higher Education (COACHE) Faculty Job Satisfaction Survey since 2008. All survey results have been openly shared with the college community with particular emphasis on providing opportunities for faculty engagement, discussion, and feedback to the issues unearthed by the surveys. Additionally, action taken as a result of prior COACHE survey results is always highlighted so that progress and change may be openly assessed. One of the overarching priorities of the COACHE survey for City Tech is to foster a workplace that is valued by our faculty, students and staff. There is no doubting that the pressures of an academic career are significant – especially during periods of constraint such as those as we have experienced in recent times. Nonetheless it is important that we continuously strive to do more to support our community and, periodically, assess how we are performing and what further might be done to enhance faculty job satisfaction at the department, division, and college-wide levels.

2023 COACHE Survey Results

The last CUNY-wide COACHE survey was administered in Spring 2023, and City Tech was one of many CUNY institutions to participate in the survey. Survey responses were grouped into several themes, including the nature of the teaching, research, the clarity and reasonableness of the tenure and promotion processes, satisfaction with personal and family supports, levels of climate and collegiality, facilities and work resources, governance, and other aspects of the faculty work-life. With a 52% response rate (a rate 3.1% higher than our COACHE peer institutions), City Tech's Areas of Strength and Areas of Concern were identified as:

Areas of Strength (all faculty combined)

- Appreciation and Recognition
- Governance: Adaptability
- Governance: Productivity
- Governance: Shared Sense of Purpose
- Governance: Trust
- Governance: Understanding the Issue at Hand
- Leadership: Divisional
- Mentoring
- Tenure Expectations: Clarity

Areas of Concern (all faculty combined)

- Departmental Collegiality
- Facilities and Work Resources

Plan In Action

Since the COACHE release of the 2023 survey results, City Tech's COACHE Task Force has:

1. Disseminated the results by gender, ethnicity and rank, to the college community, through a variety of forums
2. Convened focus groups to better understand the causes of areas of concern, in order to develop actions plans

Resulting from the 2023 survey results, below are both explicit practices that are currently being executed and ideas that will be executed at the college more widely:

A. Departmental Collegiality

1. During *Good and Welfare* at monthly department meetings, all are encouraged to share good news about scholarship. In so doing, faculty members celebrate each other's efforts and are also spurred to do more, if relevant.
2. The Faculty Commons Monthly now shares all submitted announcements of publications, awards, performances/exhibitions, honors, etc. This month's issue can be found at: <https://mailchi.mp/99b08f69c406/the-faculty-commons-monthly-october-2025>

Archives are available at: <https://facultycommons.citytech.cuny.edu/monthly/>

3. L632 is a common space where faculty can sit together, share snacks, and learn about each other's scholarly efforts. Many departments also schedule events and activities promoting scholarship and community. This engenders a basic level of human interaction and mutual respect for --and comprehension of ---each other's work in informal settings.

4. Many departments ensure that photos of all faculty are displayed on the board at the entrance to the department. By doing so, it is hoped that passer byes see departmental cohesiveness and adjuncts do not feel as if they are anonymous and under-valued.
5. Many departments display faculty publications in the corridor leading to the department, using journal covers for maximum visual variety.
6. Some departments have developed a department handbook (updated every couple of years) to include specific departmental information to help orient new members and that would be of use to all faculty.
7. Some departments and offices have set up a communal coffee/tea station and make it a gathering place.
8. Some departments celebrate monthly birthdays with a cake or some other treat.
9. Many departments send e-cards that all are invited to sign, with birthday, get-well, sympathy, and happy retirement messages.
10. Many departments hold a holiday party before the end of the fall semester and invite colleagues from around campus, to express the department's appreciation for their support throughout the year. All instructors are encouraged to contribute food/time. The party then becomes a potluck affair.

New Ideas

1. In May, at a nearby park, convene a year's end department picnic at which no one cooks. Everyone brings drinks and order pizza.
2. Develop a games night. Host a trivia event or board-games and have a ping-pong table, in the Faculty Lounge, and open the event to all faculty.
3. Have gym hours for faculty/staff, 5-7pm.
4. Create a campus-wide faculty discussion session (perhaps as a seminar or a town hall) that addresses ***Departmental Collegiality***. Focus would be placed on issues and questions such as:
 - Think you know how to support your colleagues in departmental meetings? Come share with us.
 - Ways to de-escalate departmental disagreements? Non-violent resolution.
 - Ways to be collegial in departmental affairs when they are disagreements.
 - Best language to use in disagreement discussions or to respectfully make a point while recognizing the views of others.
 - Giving everyone a voice in a department meeting: allocating time to hear from a few, many, most or all faculty (depending on department size). Sharing can be: a) one fun thing I did in class; b) one success story with a class, student, committee, event; or c) or it can be publishing, presentation, artwork, collegial noteworthy gathering, etc.
 - How to properly communicate (caring, compassionate...) at an annual evaluation Meeting
5. Present the ideas that work at the CAA (the college-wide meeting for Chairs).
6. Invite someone from another CUNY campus to share what they have done to improve collaboration and collegiality within their department.

7. Conduct Professional Development workshops on Departmental Culture.
8. Have faculty participate in the CUNY-wide ***Constructive Dialogues*** Initiative.

B. Facilities and Work Resources

As an institution aspiring to increase its research enterprise, as well as requiring research and scholarly work for tenure and promotion, the college has expanded its research facilities; however, this expansion has not kept pace with its burgeoning research ecosystem. Therefore, City Tech is undertaking a comprehensive Campus Planning effort to develop a strategic long-term framework for the stewardship of its campus and its facilities. The proposed strategic priority of developing facilities and research implementation plans will go a long way toward addressing facilities and work resources needs. To this end, the college has engaged a multidisciplinary architecture and planning firm (FCA) to lead the development of the Campus Plan throughout 2025. In collaboration with CUNY and NYCCT leadership, FCA will assess existing conditions, identify opportunities and constraints, and work with the campus community to create actionable strategies to align facilities with City Tech’s academic, research, student, community priorities, institutional goals, and future aspirations.

The Campus Plan consists of the following five phases:

Phase 1: Project Initiation	Spring 2025
Phase 2: Inventory & Facilities Assessment	Spring/Summer 2025
Phase 3: Programming & Space Needs Analysis	Summer/Fall 2025
Phase 4: Synthesis & Recommendations	Fall 2025
Phase 5: Final Report & Implementation Framework	Fall 2025 / Winter 2026

Guided by input from the college community and particularly from the faculty, all spaces on campus, inclusive of classrooms, labs, offices, study, special use, etc. will be carefully scrutinized for efficiency, for realignment and consolidations, and for redistribution. This meticulous approach will go a long way in enhancing the institution’s facilities and work resources.

In addition to the Campus Plan, faculty are encouraged and assisted in establishing external partnerships and collaborations with entities such as the CUNY ASRC, the Brookhaven National Laboratory, other universities, and with industry partners. These external connections serve to provide facilities that will aid in City Tech’s expanding research footprint.

C. Dissemination of COACHE Findings

- As a baseline, the survey results were posted on our college’s website (<https://www.citytech.cuny.edu/aire/coache.aspx>). In addition to the 2023 report, we have also posted historical reports going back to 2012 so our users can see how our college has progressed. The webpage also provides a brief background of the survey while highlighting the key themes the survey addresses.
- We have also Planned a college Open Lab site that will be used to house and display all the work faculty have done to address COACHE specific areas of need. The content of the

site will be arranged around our COACHE committee groups, and an effort will be made to correlate survey findings with the actions being made on campus. The website will be: <https://openlab.citytech.cuny.edu/groups/city-techs-coache-task-force/>

- In an effort to keep the COACHE survey findings and results fresh in the minds of faculty, we have maintained a component of the Faculty Commons Monthly entitled 'COACHE's Corner'. COACHE's Corner' aims to keep the conversation going, focusing on the concerns raised in the survey. Each semester 'COACHE's Corner' addresses a different theme of the COACHE survey with a short survey. Valuable insights garnered from faculty responses guide our outreach and planning. For example, a prompt centered around 'Celebrating Success' asked faculty to share how their department has celebrated the success of its faculty. This information was taken into account during planning discussions for the Scholar on Campus and the Teaching Award ceremonies. For samples see:

<https://us20.campaign-archive.com/?u=e20720c1aa2834ffebfd76973&id=07ebbf7c6>

<https://us20.campaign-archive.com/?u=e20720c1aa2834ffebfd76973&id=36785d64c5>

<https://us20.campaign-archive.com/?u=e20720c1aa2834ffebfd76973&id=23b3282a30>

A sample solicitation that rotates through COACHE focuses, celebrating success:

https://docs.google.com/forms/d/e/1FAIpQLSeXj4wFhLE3nCJqN1GOHoV7oRSCQYn-F0e-TKh23DOcM5fKrQ/viewform?usp=sf_link

D. Mentoring and Mid-Career Faculty

- As an outcome of our 2022-2023 mentoring program initiative, we built and maintained a Mentoring Network website, a searchable resource where mid-career faculty can connect with full professors for guidance on specific topics (promotion, scholarship, grant-writing, etc.);
- Broader impacts — we shared our mentoring program structure and website with CUNY Faculty Affairs Advisory Board, and had follow-up discussions with the Director of Faculty Affairs at Baruch wishing to implement a similar program (fall 2023).
- Organized a special invited session for associate professors, at which recently promoted full professors shared their experiences and portions of their application files as examples (February 2025)
- Held a special invited session for department chairs wishing to apply for promotion, where former department chairs shared experiences and portions of their application files (spring 2023)
- Continued to refine, update, and run our mid-career [faculty publication support workshop series](#) (every other year — 2023-2024, 2025-2026)

- Held annual workshops for faculty seeking to submit clear and effective promotion applications (PARSE workshops held each spring)
- Added components to ongoing activities to emphasize the chair and DAC role in encouraging and mentoring mid-career faculty (new chair orientations each — annually each June, department appointments committee (DAC) workshops — annually each January)

COACHE Task Force Subcommittee Activities

Asian American, Hispanic, LGBTQ, and African American Faculty have responded to the COACHE 2023 survey results and now feel even more liberated to embrace and to celebrate their identities and personhoods. Here are some of their activities and plans:

E. Asian American and Pacific Islanders Activities

1. Launched Campus Group - Confronting Religious and Ethnic Discrimination on CUNY Campuses:
 - Rising Against Anti-Asian Racism (RAAR)
 - The group
 - i. formally established a City Tech Asian-American & Pacific Islander (AAPI) Faculty and Staff Association
 - ii. created an AAPI student-based club with AAPI Faculty & Staff Association member as sponsor to mentor students,
 - iii. organized a film screening of the film, ***Not Your Model Minority***; it was opened to the City Tech community, and it was followed by a discussion about the film
 - iv. conducted a bystander training workshop session to support AAPI community against Anti-Asian hate.
 - Held Bystander training on May 10, 2023 had 17 attendees
2. RAAR 2: Rising Against Anti-Asian Racism - Advancing Conversations for an Inclusive Community , 2023-2024
 - Building on the groundwork laid by the 2023 RAAR project and the 2022 AAPI Heritage Month events that helped launch this important initiative, RAAR 2 aimed to examine, educate and inform the City Tech community and beyond regarding the experience and challenges facing the AAPI members and provide a space for sharing.
 - The conference objectives included:

- i. examining the issues and providing the resources and strategies to combat anti-Asian discrimination in higher education.
 - ii. offering a platform for the AAPI community within higher education to share and voice their experiences, challenges, and best practices.
 - iii. empowering members of the AAPI community by advocating equity and inclusion in the academic setting.
 - iv. promoting networking and inter-campus conversations in a larger community of practice and support.
3. 2024-2025 - adding events from CUNY Asian American/Asian Research Institute (AAARI) <https://aaari.info/> on the Faculty Commons Website and FC Monthly.
4. 2025 - added a subpage for **Asian American/Native American Pacific Island Serving Institution (AANAPISI)** on the [About City Tech](#) Page
5. Promoted CUNY AAPI student scholarships, events, and awards on campus.

F. Hispanic Serving Institution (HSI) Activities

The following is a list of events that the HSI group has organized since 2023 and that are achieved on their website: <https://openlab.citytech.cuny.edu/hsi/upcoming-events/>

2023 Hispanic Heritage Month Celebration Events (September 15th - October 15th)

- National Science Foundation, Hispanic Serving Institution CUNY Conference. Promoting Servingness Across CUNY HSIs
- 50th Anniversary of Hip Hop and Hispanic Heritage Month (Library Showcase Hip Hop and The Latinx Community)
- Hispanic Heritage Month Celebration, An afternoon of music, food and more! by the African American Studies and Entertainment Technology.
- English 1101, Puerto Rican Writers and Poets - Physics, Highlighting Hispanic Scientists Presentation Series
- Chemistry Club, Youtube videos about Hispanic Chemistry
- Biological Sciences, Hispanic/ Latinx Microbiologist Student Poster Display
- Free Salsa and Bachata dance class

2024 HSI Events

- HSI General Meeting March 27 (1-2pm -A517), community building as a Hispanic serving Institution.

2024 Hispanic Heritage Month Celebration Events (September 15 - October 15)

- Annual HSI Forum - Conference, The Road Ahead: Crafting a career path by Dr. Melvilí Cintrón
- Conference, Unpacking/ Undoing Imperialism by Prof. Javiela Evangelista
- Library Exhibit, Trajes Tipicos.

HSI 2024 Other Events:

- Día de los Muertos a Library Art Display, Oct 17th
- Nov 8th - "Si se puede" Dreamers Art Gallery
- We are here" Photoshoot
- "Una Comidita", A little Dinner event
- Undocu Carrers by CUNY Undocumented and Immigrant Student Programs

2025 HSI Events HSI Hispanic Heritage Month Events:

- Hispanic-Serving Institute (HSI) Annual Forum, The Past, Present and Future of City as a Hispanic-Serving Institution. Thurs, Sept 18th (1:00-2:00 pm in A209)
- Latinx Professional Career Event: "Unconventional paths: The Making of a Research Scientist" with Dr. Lenny Negrón-Piñero, (Tue Sept. 30, 3pm-3:50pm)
- Preserving Archives, Dr. Wendy Barrales, John Jay, CUNY, Wednesday, Oct 15, 12:30-2:00 pm, Room A209 (AFR collaboration).
- Library Display: Archiving and Preserving Cultural Knowledge. Sept. 15-Oct.15.
- Open call to all faculty and staff: Highlight a Hispanic Latin American Professional

G. LGBTQ Activities

The following two events were recently held:



[VogueBallPoster-FINALREV2.pdf](#) Vogue Ball (May 23, 2025)

[Sexuality and Gender Working Group - PSC CUNY.pdf](#) Sexuality and Gender (October 10, 2025)

H. African American Activities

- A powerful, moving, and thought-provoking presentation by Prof. George Larkins entitled, "**Trauma Visualized.**" The presentation was made on November 28, 2023. **Synopsis:** In contemporary society, the trauma endured by Black individuals is often painfully evident in the form of racial injustices, violence, and systemic discrimination. However, what remains largely unexamined is the intricate tapestry of emotions and experiences that reside within the hearts and minds of those who bear this trauma. "Black Trauma Visualized (The Beast in the Room)" aims to shine a spotlight on this internal world, providing a platform for Black voices to share their stories, perceptions, and coping mechanisms in the face of adversity. This project delves deep into the internal effects of trauma experienced by black individuals, shedding light on the often unseen and unexplored aspects of their experiences. While external manifestations of trauma are widely recognized, this endeavor seeks to unravel what trauma looks like from within a black body.
- **Unveiling Wisdom: Voices of Black Professors:** A Journal Project by African American Professors at City Tech. This project is currently in development.

- **Fall 2025 COACHE FOCUS GROUP** (September 19, 2025)
 - African-American & Hispanic Faculty Call to Action
 - Workshop: Building Trust and Community - A Faculty Reset
 - This interactive 2-hour workshop was designed for faculty to address the challenges of trust, trauma, and division within academic spaces. Through guided dialogue, community-building activities, and practical tools, participants will explore ways to heal from past harms, strengthen connections, and create a culture of accountability and collaboration. The session will close with clear, faculty-driven actionable steps to support ongoing renewal and recommitment.

Celebrating Faculty Success

To more intentionally celebrate faculty success, new initiatives have been created or extant initiatives have been improved to highlight faculty success. The links below showcase evidence of the college community acknowledging and celebrating faculty achievements. Please see below:

- City Tech News: <https://www.citytech.cuny.edu/news/#>
- See the New and Kudos section in the Faculty Commons Monthly Archive of messages: <https://us20.campaign-archive.com/home/?u=e20720c1aa2834ffebfd76973&id=414b755984>
Or here: <https://facultycommons.citytech.cuny.edu/pdac/news-and-kudos/>
- City Tech Today: <https://www.citytech.cuny.edu/citytechtoday/> video series encapsulates student, faculty, and alumni achievements in 2-3 minutes
- Works in the Works: <https://www.citytech.cuny.edu/humanities/works-in-works.aspx>
Works in the Works flyers can be downloaded from this page
- Scholars on Campus: <https://www.citytech.cuny.edu/about-us/scholars.aspx>

Additionally, each year faculty are honored at the Teacher Recognition Award Ceremony (Fall) and at the Scholarship on Campus Ceremony (Spring). The Teacher Recognition Award has recently been extended to the adjunct faculty, and video monitors across campus will soon be used to showcase faculty success for a variety of accomplishments that include grant funding, peer reviewed journal publications, book publications, patents, etc.

I. Report Conclusion

City Tech certainly has much to accomplish in its quest to address the issues raised from the 2023 COACHE survey and from the focus group sessions that have been conducted as a result of the survey. The college takes the issues that have been raised very seriously, and it is tackling them with forthrightness, with determination, with urgency, and with wisdom.

City Tech COACHE Task Force Members

- Associate Provost Reginald Blake, Chair
- Professor Mary Ann Biehl (Communication Design Department)
- Professor Candido Cabo (Computer Systems Technology Department)
- Professor Peter Capatano (History Department)
- Professor Ann Delilkan (Humanities Department)
- Professor Joseph Jeyaraj (English Department)
- Professor George Larkins (Communication Design Department)
- Mr. Christopher Lee (Office of Assessment, Institutional Research, & Effectiveness)
- Professor Anne Leonard (Library)
- Professor Amit Mehrotra (Hospitality Department)
- Professor Shelley Smith (Architecture Department)
- Professor Abubakar Tidal (Library)
- Professor Miguel Valderrama (Entertainment Technology Department)
- Professor Delia Williams-Gunpot (Health Science Department)
- Dr. Yongchao Zhao (Office of Assessment, Institutional Research, & Effectiveness)
- Provost Pamela Brown