



RETREAT 2016: ACTIVITY 2 — INVESTMENT OF NEW RESOURCES

Summary of Findings

January 2017

As part of its Fall 2016 Conference Week Retreat, Cal Poly's Academic Senate asked attendees to provide feedback on their priorities for allocation of future campus resources. The activity asked participants to rank specific campus needs within and across several areas: students, faculty, staff, buildings/facilities, and academic infrastructure. In each of these five areas, a short list of specific needs was presented, and respondents were asked to prioritize these items. For example, the faculty area included items on number of faculty, salary, and diversity of faculty. In addition, respondents indicated the importance of addressing their top-ranked item in each general area on a scale ranging from optional to important to urgent. The item rankings and the area-importance judgments are presented below for each of the five areas.

A final section asked respondents to indicate where they would place the emphasis between more tenure-line faculty on campus and greater faculty pay overall. They also listed their top three items from across all areas in the survey. This overview section allowed for open-ended comments from individuals and the retreat working-group tables, and these comments are reproduced as well. Forty-one respondents participated in the activity. A copy of the instrument is attached.

STUDENTS

Table 1 shows that health and well-being along with diversity were tied for the most first-choice endorsements (15) in the student area. These two items received nearly identical first- and second-choice totals as well (24 and 25, respectively). On the importance scale—where 0 represented an optional need, 1 an important need, and 2 a critical need—this area received a mean score of 1.63 with well over half the respondents in Table 2 finding this an area of critical need.

Table 1.

STUDENTS					
	Student health/wellbeing	Student career services	Student academic support	Student diversity	Other
1st choice	15	2	7	15	1
2nd choice	9	6	16	10	0
3rd choice	7	9	14	9	0
4th choice	9	21	1	6	0
5th choice	0	0	0	0	2

Table 2.

STUDENTS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Optional	1	2.4	2.6	2.6
	Important	12	29.3	31.6	34.2
	Urgent	25	61.0	65.8	100.0
	Total	38	92.7	100.0	
Missing	9	3	7.3		
Total		41	100.0		

FACULTY

Within the faculty area, Table 3 shows that salaries received the most first-choice responses (16) as well as the largest first- plus second-choice total (32). The faculty area received a mean importance value of 1.90, the highest rated of the five areas. In fact, Table 4 shows that none of the respondents considered addressing faculty concerns to be an optional issue.

Table 3.

FACULTY				
	Number of faculty	Faculty salaries	Faculty diversity	Other
1st choice	11	16	14	2
2nd choice	17	16	8	1
3rd choice	11	7	16	1
4th choice	1	1	2	4

Table 4.

FACULTY					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Important	4	9.8	10.0	10.0
	Urgent	36	87.8	90.0	100.0
	Total	40	97.6	100.0	
Missing	9	1	2.4		
Total		41	100.0		

STAFF

Within the staff area, too, Table 5 shows that salary was the most endorsed first-choice item (18). Table 6 shows that well over three quarters of the respondents felt staff-related needs were important or urgent. On the 0–2 scale, the mean importance rating for this area was 1.26.

Table 5.

STAFF				
	Number of staff	Staff salaries	Staff diversity	Other
1st choice	11	18	7	2
2nd choice	15	15	12	0
3rd choice	13	5	17	0
4th choice	0	0	2	0

Table 6.

STAFF					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Optional	6	14.6	15.4	15.4
	Important	17	41.5	43.6	59.0
	Urgent	16	39.0	41.0	100.0
	Total	39	95.1	100.0	
Missing	9	2	4.9		
Total		41	100.0		

BUILDINGS/FACILITIES

Although the buildings/facilities area had the most options to rank, Table 7 shows that class/lab space clearly emerged as the leading concern in this area with 30 first-choice endorsements. A strong follow-up need was office space. Table 8 shows this area was rated urgent by more than a 2:1 ratio. It had a mean importance rating of 1.65.

Table 7.

BUILDINGS/FACILITIES							
	Office space	Class/lab space	Parking	Air transp	Enhance outdoor spaces	Retrofit vent-cooling	Other
1st choice	1	30	3	3	0	3	1
2nd choice	18	4	5	3	1	9	0
3rd choice	10	2	4	9	3	10	3
4th choice	6	3	6	5	10	8	0
5th choice	5	2	7	13	6	4	1
6th choice	0	0	11	5	18	3	0
7th choice	0	0	1	1	1	1	0

Table 8.

BUILDINGS/FACILITIES					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Optional	1	2.4	2.5	2.5
	Important	12	29.3	30.0	32.5
	Urgent	27	65.9	67.5	100.0
	Total	40	97.6	100.0	
Missing	9	1	2.4		
Total		41	100.0		

ACADEMIC INFRASTRUCTURE

Table 9 indicates that computing support had the most first-choice responses (27) within the academic infrastructure area. It received more than twice as many such rankings than the next highest item, library support. The mean importance rating for this area was 1.22 on the 0–2 scale, the lowest average importance among the five areas.

Table 9.

ACADEMIC INFRASTRUCTURE				
	Computing support	CTLT	Library support	Other
1st choice	27	1	11	2
2nd choice	13	6	19	0
3rd choice	1	31	6	1
4th choice	0	1	3	1

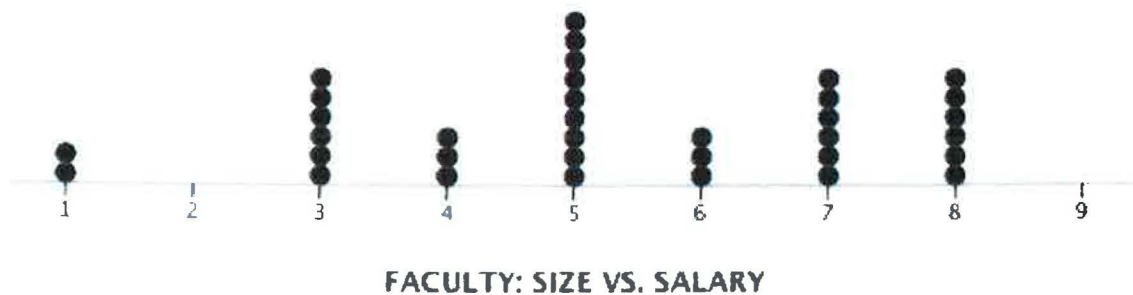
Table 10.

ACADEMIC INFRASTRUCTURE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Optional	4	9.8	9.8	9.8
	Important	24	58.5	58.5	68.3
	Urgent	13	31.7	31.7	100.0
	Total	41	100.0	100.0	

OVERALL

In this section, respondents were asked to indicate on an unnumbered interval where “they personally would place the emphasis between more tenure-line faculty on campus versus greater pay overall.” The interval ranged from “more faculty” on the left to “greater faculty pay” on the right. For analysis purposes, responses on the interval were coded into a 9-point scale, 1 representing more faculty, 9 representing greater faculty pay. Figure 1 shows the distribution of the 35 responses, whose mean was 5.29.

Figure 1.



OVERALL (cont.)

Table 11 shows the items from across the entire survey that were rated as the top three campus needs. Classroom/lab space received the most endorsement across ranks (23) followed by faculty salary (16) and the number of tenure-line faculty (15). The balance between the faculty-salary and number-of-faculty responses is consistent with the pattern in Figure 1 above.

Table 11.

	First Choice	Second Choice	Third Choice	Overall
Diversity (not specified)	2	0	4	6
Diversity (faculty)	4	2	1	7
Diversity (students)	2	4	2	8
Diversity (staff)	0	0	1	1
Salary (not specified)	4	1	4	9
Salary (faculty)	12	2	2	16
Salary (staff)	0	4	1	5
# of tenure-line faculty	7	7	1	15
Workload	1	0	0	1
Class size	1	1	0	2
Computing/support	0	2	3	5
Student health/well being	2	6	4	12
Classroom/lab space	6	8	9	23
Infrastructure	0	2	1	3
Sustainability	0	0	1	1
Alternate transportation	0	1	0	1
Ventilation/Cooling	0	0	3	3
# of staff	0	1	1	2

OVERALL (cont.)

Because Table 11 includes many variations on responses concerning salary and campus diversity, these have been collapsed into two general groups in Table 12. Table 12 shows that salary concerns in general were the most frequently expressed (30). This was followed by a set of concerns that stood out among the others: classroom/lab space (23), campus diversity (22), the number of tenure-line faculty (15), and student health and well-being (12).

Table 12.

	First Choice	Second Choice	Third Choice	Overall
All diversity responses	8	6	8	22
All salary responses	16	7	7	30
# of tenure-line faculty	7	7	1	15
Workload	1	0	0	1
Class size	1	1	0	2
Computing/support	0	2	3	5
Student health/well being	2	6	4	12
Classroom/lab space	6	8	9	23
Infrastructure	0	2	1	3
Sustainability	0	0	1	1
Alternate transportation	0	1	0	1
Ventilation/Cooling	0	0	3	3
# of staff	0	1	1	2

SUMMARY

Among the five general areas of campus need, faculty concerns were rated the most pressing overall. The two areas of buildings/facilities and student needs were close to one another with the second and third highest ratings.

Within the area of faculty needs, there was essentially an even split over whether the number of faculty or overall faculty salary was the more critical concern. The other most frequently cited specific needs included classroom/lab space, campus diversity, and student well-being.

INDIVIDUAL COMMENTS

- More faculty is impossible to achieve without higher pay.
- These are choices between rocks and hard places.
- No growth. We are at capacity.
- I realize there are balances to be struck when attempting to diversify our students/faculty/staff while providing everyone with the fiscal and human resources necessary to be successful.
- Students are increasingly stressed as they feel more and more boxed into a lockstep curriculum and registration system engineered by the registrar.
- Fewer administrators. Lower pay and benefits for admin III & IVs.
- If health is concern, that should be top priority. IF is difficult for a faculty members to assess, but I trust that we will ensure the health of our students first.
- I want a list of things we can cut.

GROUP-DISCUSSION COMMENTS

- There was no mention of items related to faculty, staff and student development that could enhance retention or improve campus climate.
- The mechanics of recruiting are increasingly problematic (interface with H.R.) and the increasing numbers of review steps and documentation. Targeted recruiting and the timeline of H.R. is problematic.
- There needs to be a better balance between teaching and research
- To provide access to adequate child-care would improve our recruiting success. A little money will go a long way here.
- We conduct these kinds of exercises frequently, but does not seem as though the Administration's follow our recommendations. Actions speak louder than words.
- Non-car based, active transportation
- Active sustainability in mind for all decisions
- Deferred maintenance not mentioned (or is that assumed with ventilation/cooling, classroom/lab space).
- Taking care of faculty and staff in other ways beyond salary- access to health services, possible loan programs for down payments, child care.

STUDENTS

Part I

Please rank the following items in order of priority with 1 being the highest priority and 4 or 5 the lowest.

_____ Health & Wellbeing

_____ Career Services

_____ Academic Support

_____ Diversity of Students

Part II

Thinking of the item ranked 1 above; please choose one of the following:

_____ An urgent need

_____ An important need

_____ An optional need

FACULTY

Part I

Please rank the following items in order of priority with 1 being the highest priority and 3 or 4 the lowest.

_____ Number of Faculty

_____ Salary

_____ Diversity of Faculty

_____ _____

Part II

Thinking of the item ranked 1 above; please choose one of the following:

_____ An urgent need

_____ An important need

_____ An optional need

STAFF

Part I

Please rank the following items in order of priority with 1 being the highest priority and 3 or 4 the lowest.

_____ Number of Staff

_____ Salary

_____ Diversity of Staff

_____ _____

Part II

Thinking of the item ranked 1 above; please choose one of the following:

_____ An urgent need

_____ An important need

_____ An optional need

BUILDINGS/FACILITIES

Part I

Please rank the following items in order of priority with 1 being the highest priority and 6 or 7 the lowest.

- _____ Office Space
- _____ Classroom/Lab Space
- _____ Parking
- _____ Alternative Transportation
- _____ Enhance outdoor spaces
- _____ Retrofit ventilation/cooling
- _____ _____

Part II

Thinking of the item ranked 1 above; please choose one of the following:

- _____ An urgent need
- _____ An important need
- _____ An optional need

ACADEMIC INFRASTRUCTURE

Part I

Please rank the following items in order of priority with 1 being the highest priority and 3 or 4 the lowest.

_____ Computing: Software/Hardware

_____ CTLT

_____ Library

_____ _____

Part II

Thinking of the item ranked 1 above; please choose one of the following:

_____ An urgent need

_____ An important need

_____ An optional need

OVERALL

INDIVIDUAL RESPONSE

- Indicate on the line below where you personally would place the emphasis between more tenure-line faculty on campus versus greater faculty pay overall.

MORE FACULTY

GREATER FACULTY PAY

- Among the needs indicated on prior pages, what are your top three?

1. _____
2. _____
3. _____

- Are you an elected member of the Academic Senate? YES / NO
- Other Comments:

GROUP DISCUSSION

Please have your table's scribe open the document titled < **activity_2_retreat2016** > on the laptop and save this information. Please leave laptop on when finished.

- What are your group's thoughts about the balance between the number of tenure-line faculty versus the general level of faculty pay? Why?
- What are your group's top three needs among those listed in the prior pages? Why?
- Other comments?