



STEVENS
INSTITUTE *of* TECHNOLOGY
THE INNOVATION UNIVERSITY

Fall 2013 Faculty and Staff Survey

Summary Report

Office of Planning and Assessment
Agata K. Wolfe, Director

October 18, 2013

Office of the President
Stevens Institute of Technology
Annual Faculty and Staff Survey
September 2013

Section I: Our Mission (Teaching/Research/Service)

1. The quality of undergraduate education at Stevens is excellent
2. The quality of graduate education at Stevens is excellent
3. Innovation and new directions in teaching are appropriately rewarded at Stevens
4. The quality of our research programs is excellent
5. Scholarly endeavors are strongly encouraged at Stevens
6. Academic excellence is adequately acknowledged and rewarded
7. Stevens' academic entrepreneurship and technology commercialization programs are excellent
8. Faculty service beyond teaching and research is appropriately rewarded
9. The faculty and staff have sufficient say in defining the mission of the Institute
10. Co-curricular programs support student personal and professional development

Section II: Our Attitudes about Stevens

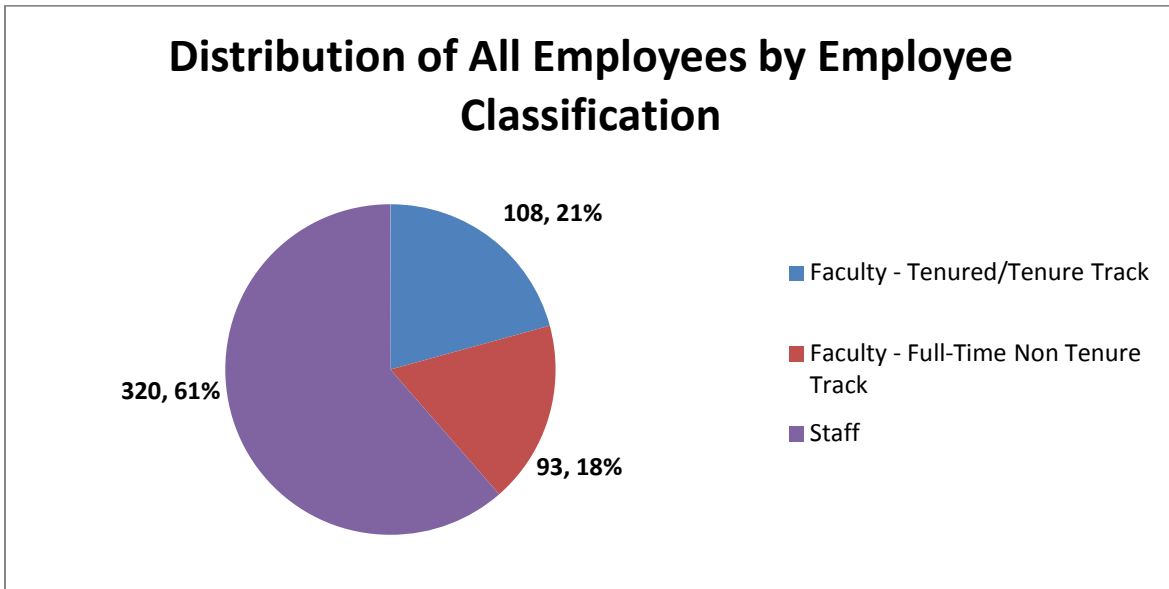
1. The morale of our staff is excellent
2. The Institute administration is responsive to the needs of the staff
3. The morale of our faculty is excellent
4. The Institute administration is responsive to the needs of the faculty
5. There is a sense of positive movement in the Institute
6. There is clear and well-articulated vision framing the course of action for Stevens
7. There is a clear understanding that the faculty need to be supported in their teaching and research
8. There is an appropriate level of transparency in the decision making process at Stevens
9. Stevens is effective in marketing its academic and research programs
10. Stevens has an effective and efficient administration

Section III: Our Working Environment

1. Classroom facilities and equipment are excellent
2. Teaching laboratory facilities and equipment are excellent
3. Research laboratory facilities and equipment are excellent
4. The Institute environment is generally clean and attractive
5. The information technology support at Stevens is excellent
6. There are generally positive interactions among faculty, staff and students
7. Support services for students are excellent
8. Support services for faculty are excellent
9. Campus culture supports student achievement and success
10. Stevens is an excellent place to work

Distribution of All Employees by Employee Classification

Present Position	Total Population(N)	Position as % of Total Population
Faculty – Tenured/Tenure Track	143	18%
Faculty – Full-Time non Tenure Track	107	14%
Staff	528	68%
Total	778	100%



Distribution of All Employees versus Respondents by Employee Classification

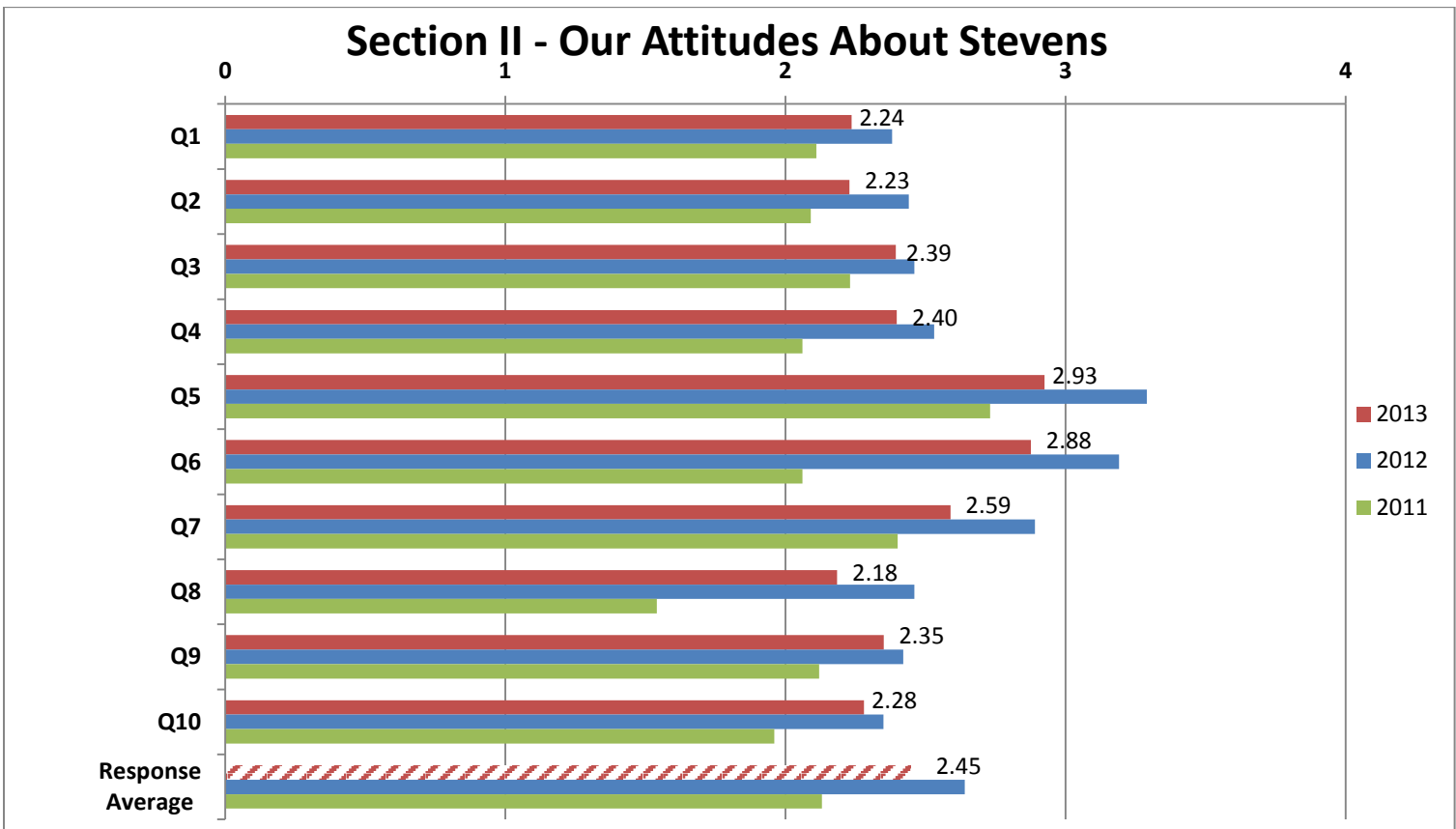
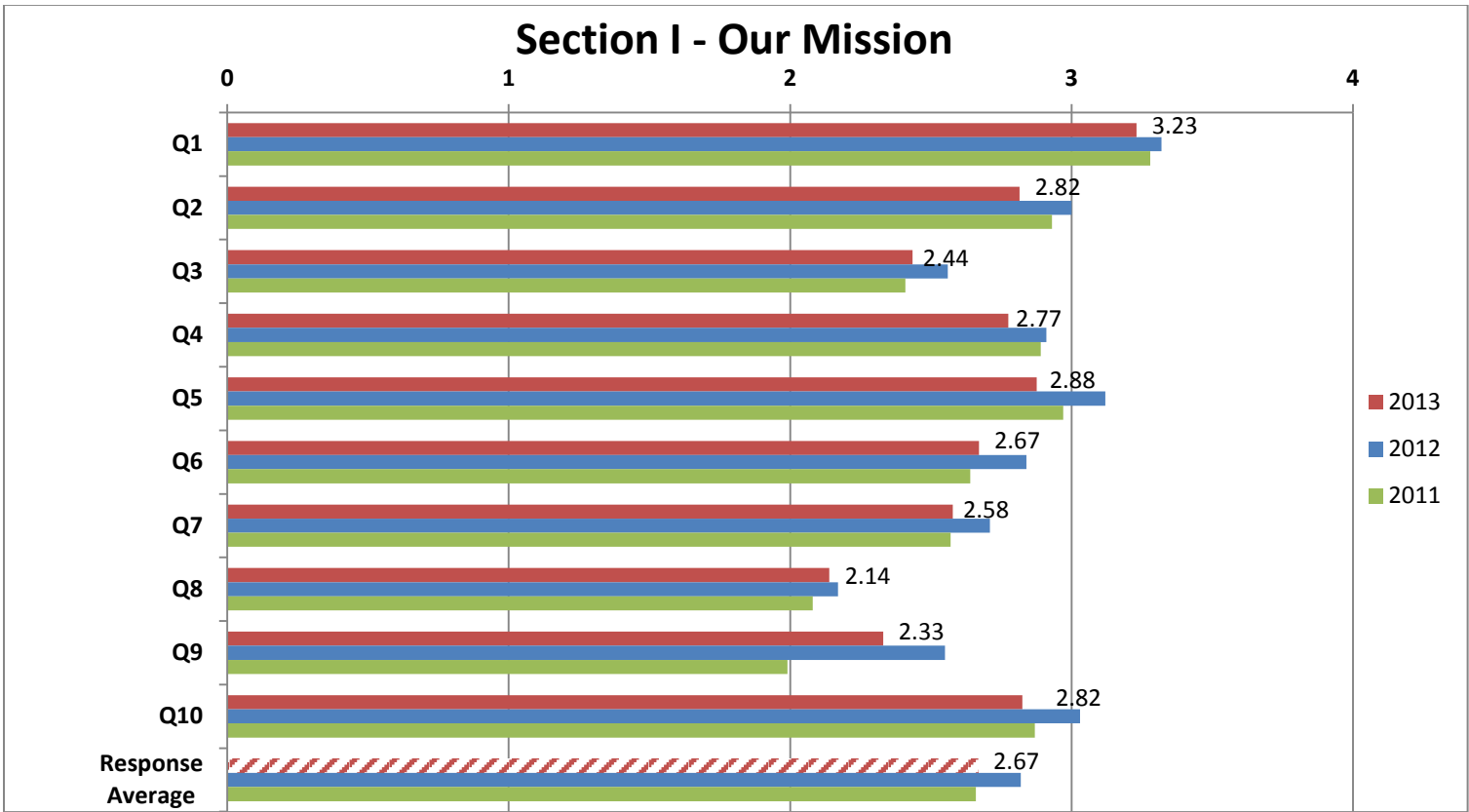
Present Position	Total Population	Total Respondents	Response Ratio
Faculty – Tenured/Tenure Track	143	108	76%
Faculty – Full-Time non Tenure Track	107	93	87%
Staff	528	320	61%
Total	778	521	67%

Years of Experience at Stevens

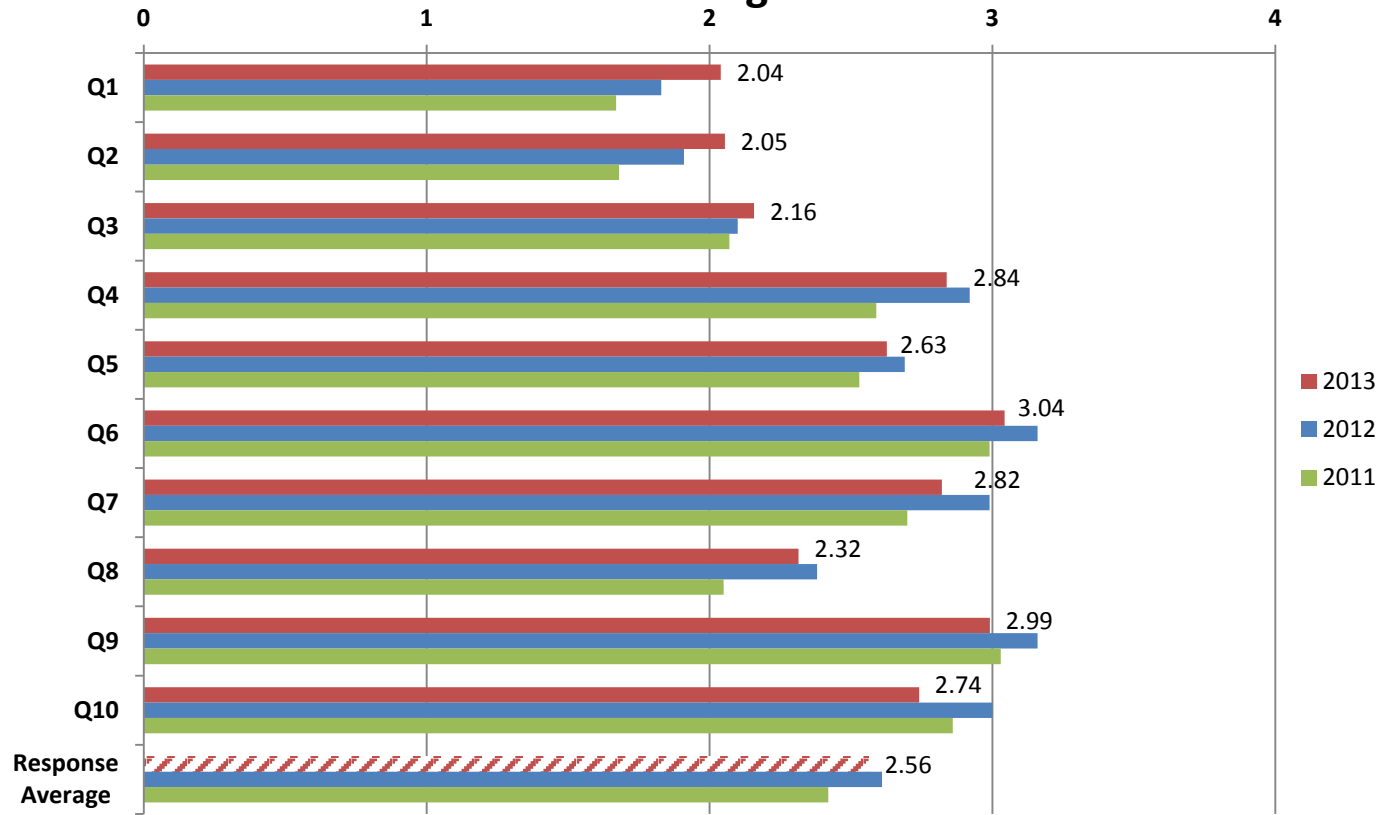
	Total Respondents	Response Ratio
0 – 5	224	43%
6 – 10	115	22%
11 - 15	77	15%
16 - 20	27	5%
20 plus	78	15%
Total	521	100%

Mean Score of Responses – By Section

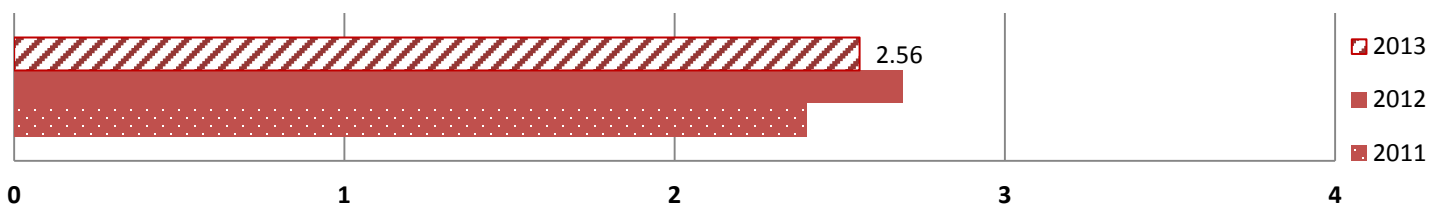
(0) - Strongly Disagree (1) – Disagree (2) – Neutral (3) – Agree (4) – Strongly Agree



Section III - Our Working Environment



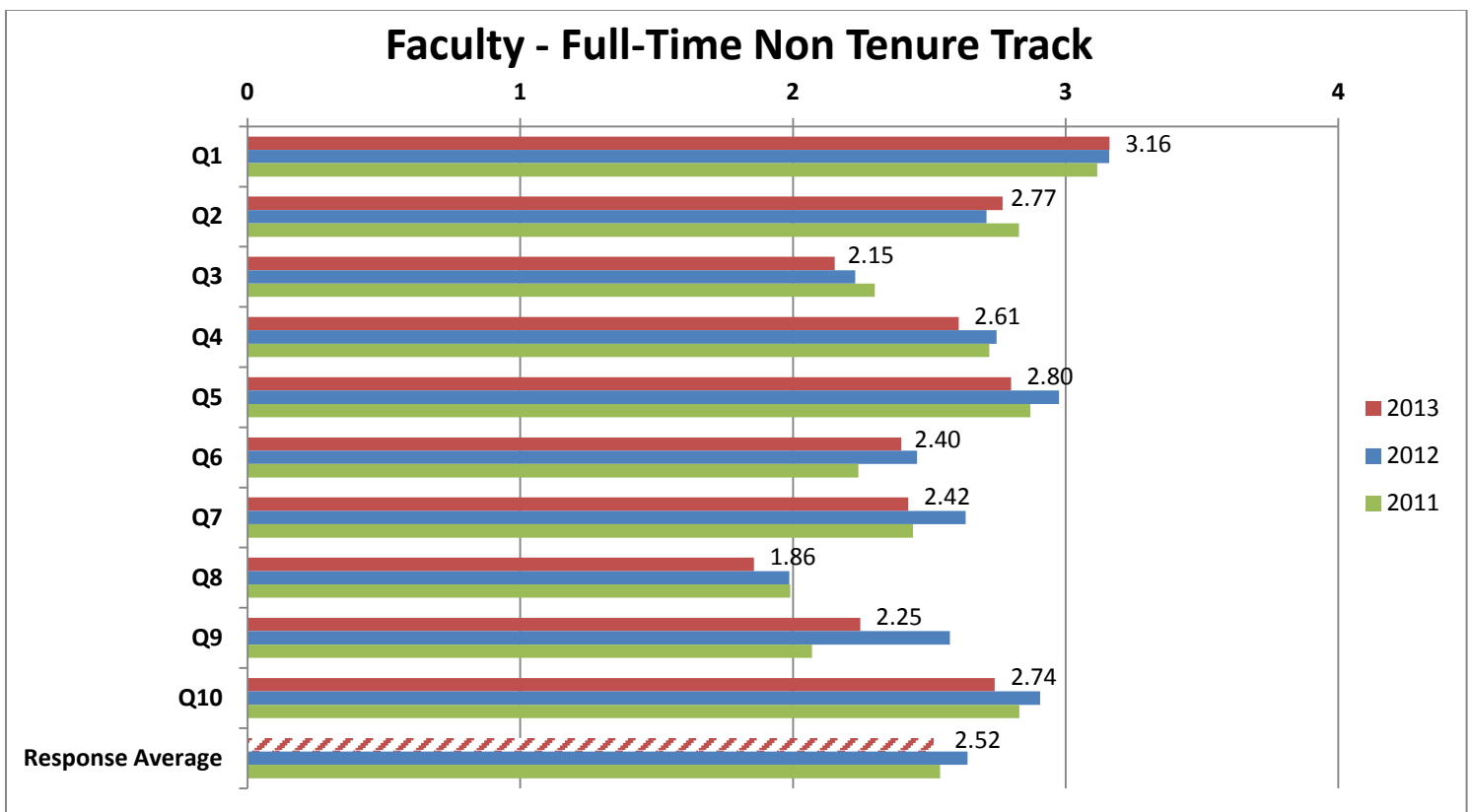
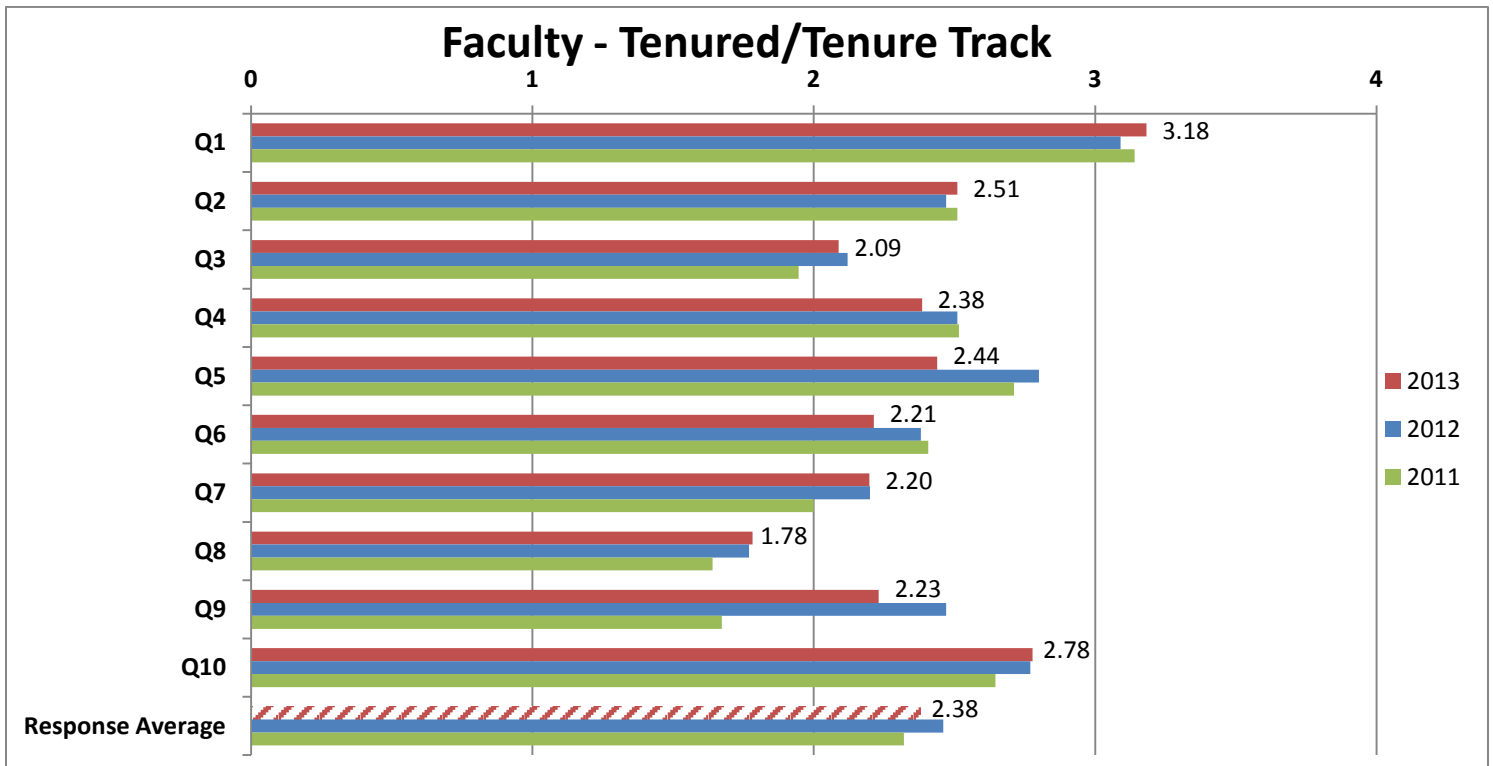
Total Response Average - Section I - III



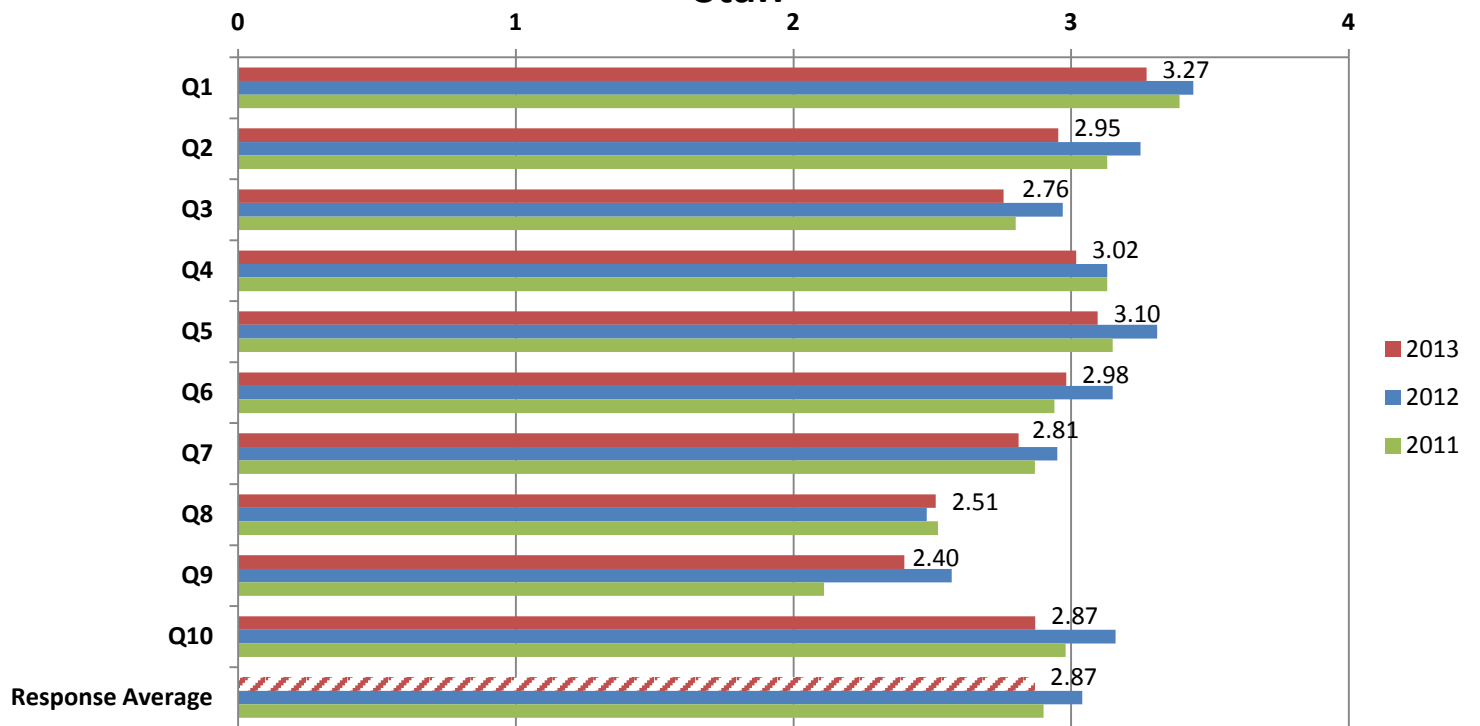
Mean Score of Responses - By Employee Classification

Section I: Our Mission

(0) - Strongly Disagree (1) - Disagree (2) - Neutral (3) - Agree (4) - Strongly Agree

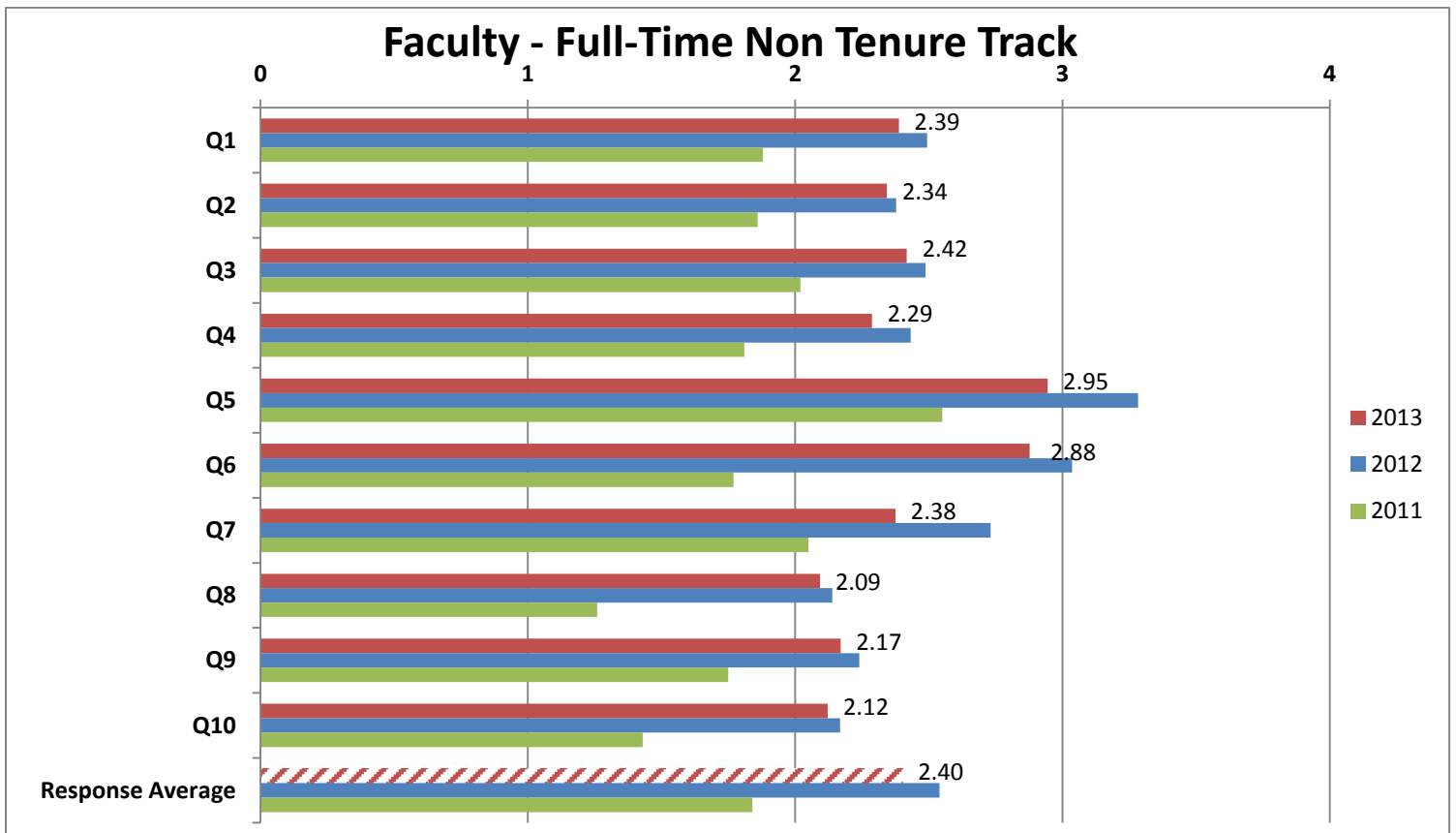
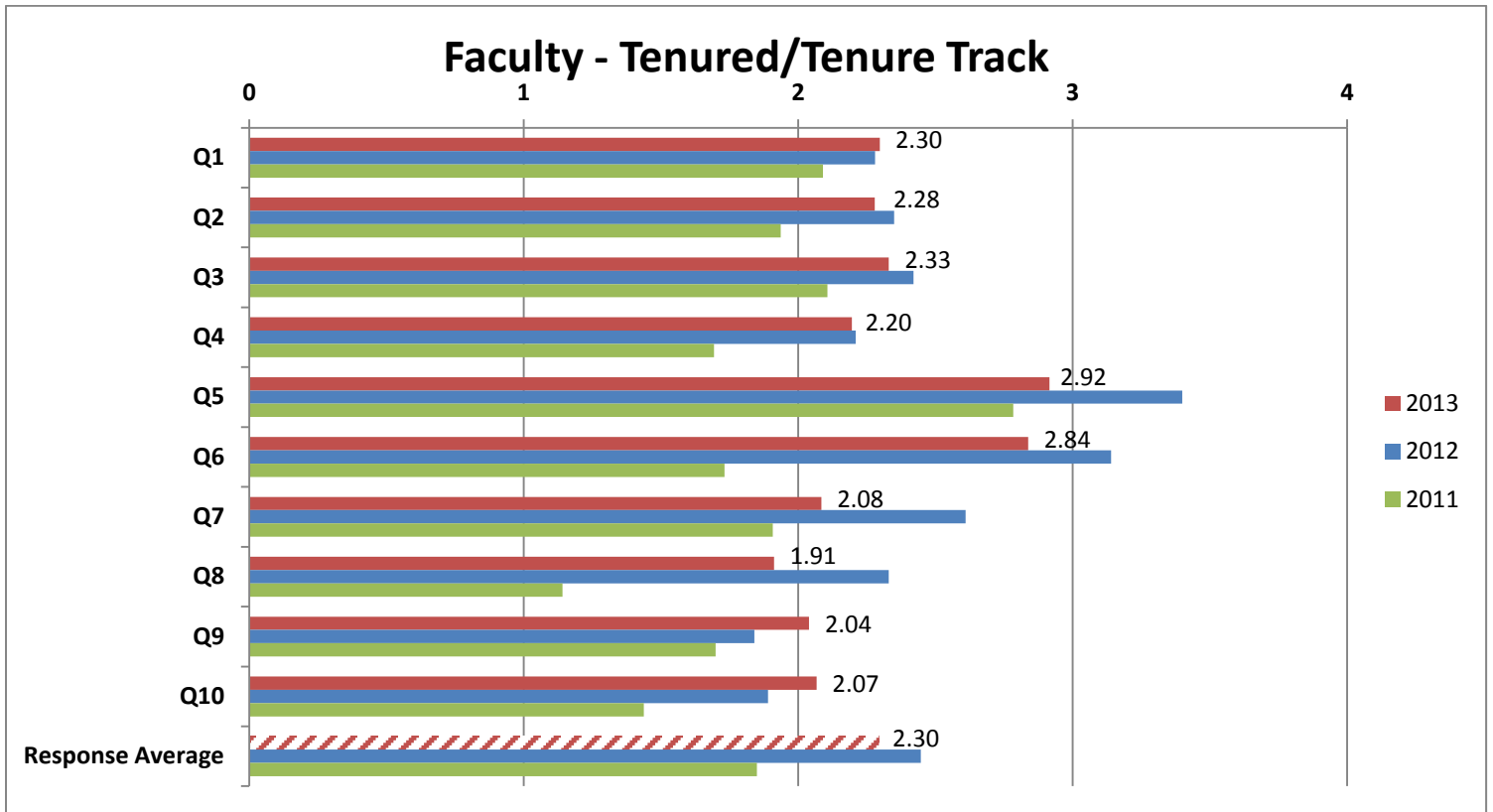


Staff

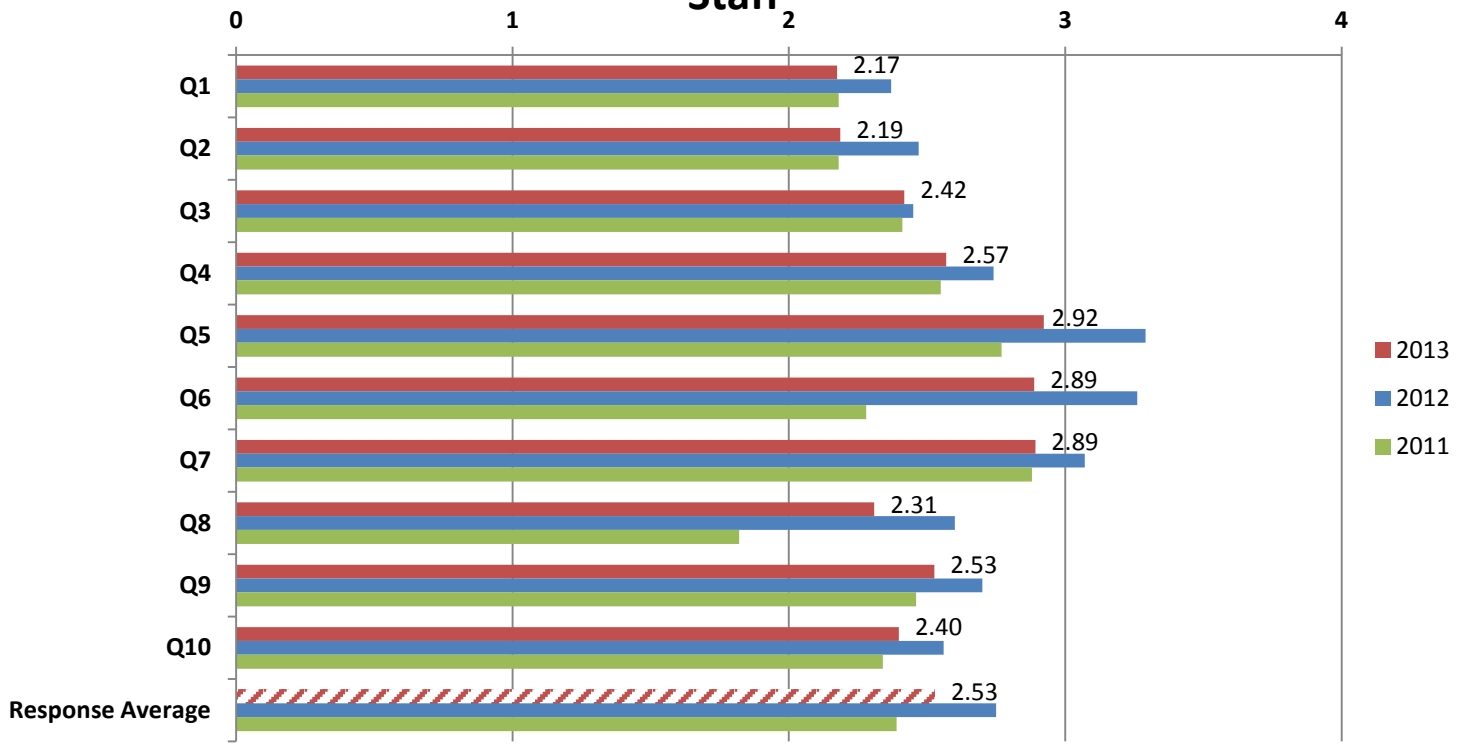


Section II: Our Attitudes about Stevens

(0) - Strongly Disagree (1) - Disagree (2) - Neutral (3) - Agree (4) - Strongly Agree

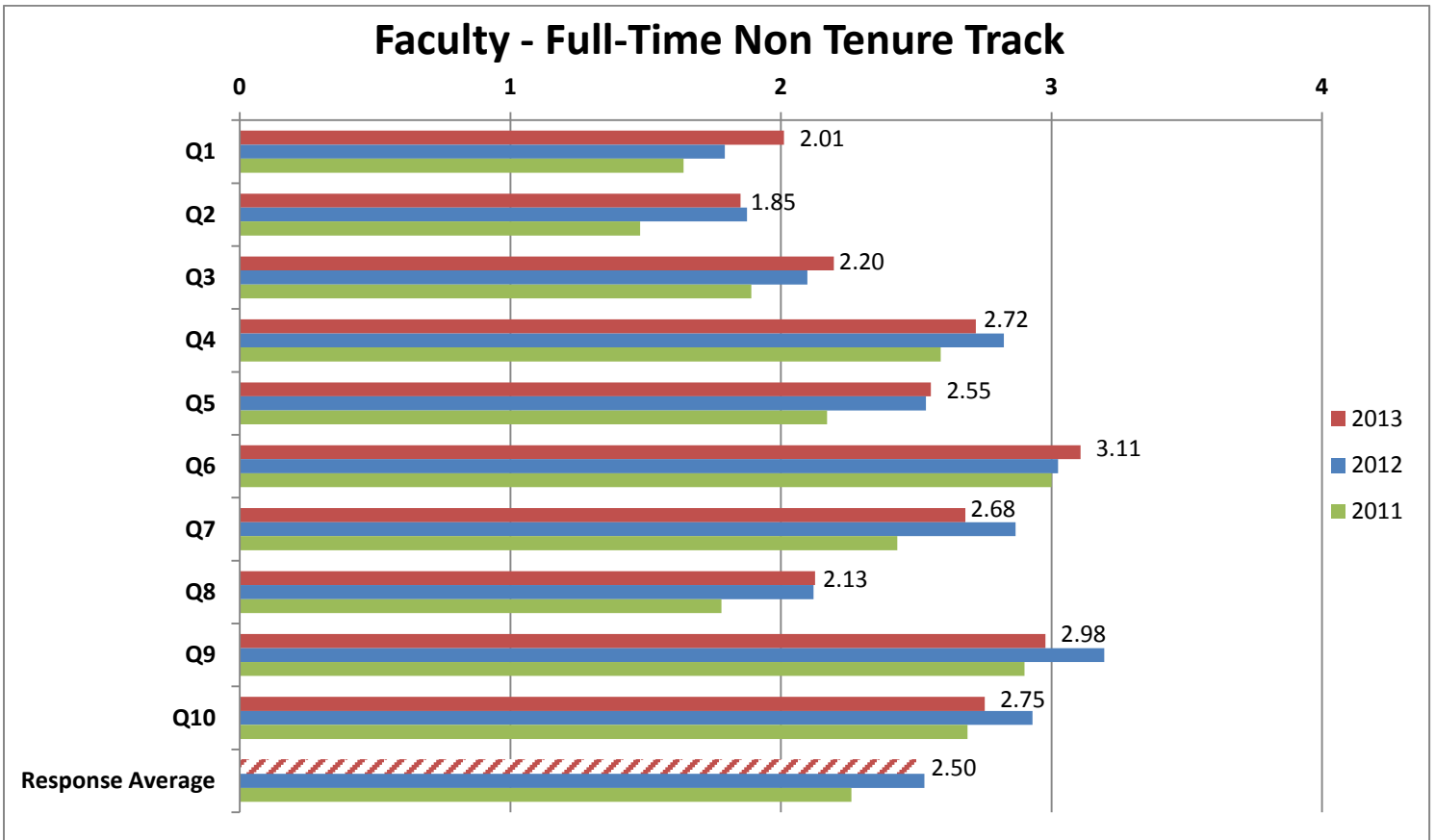
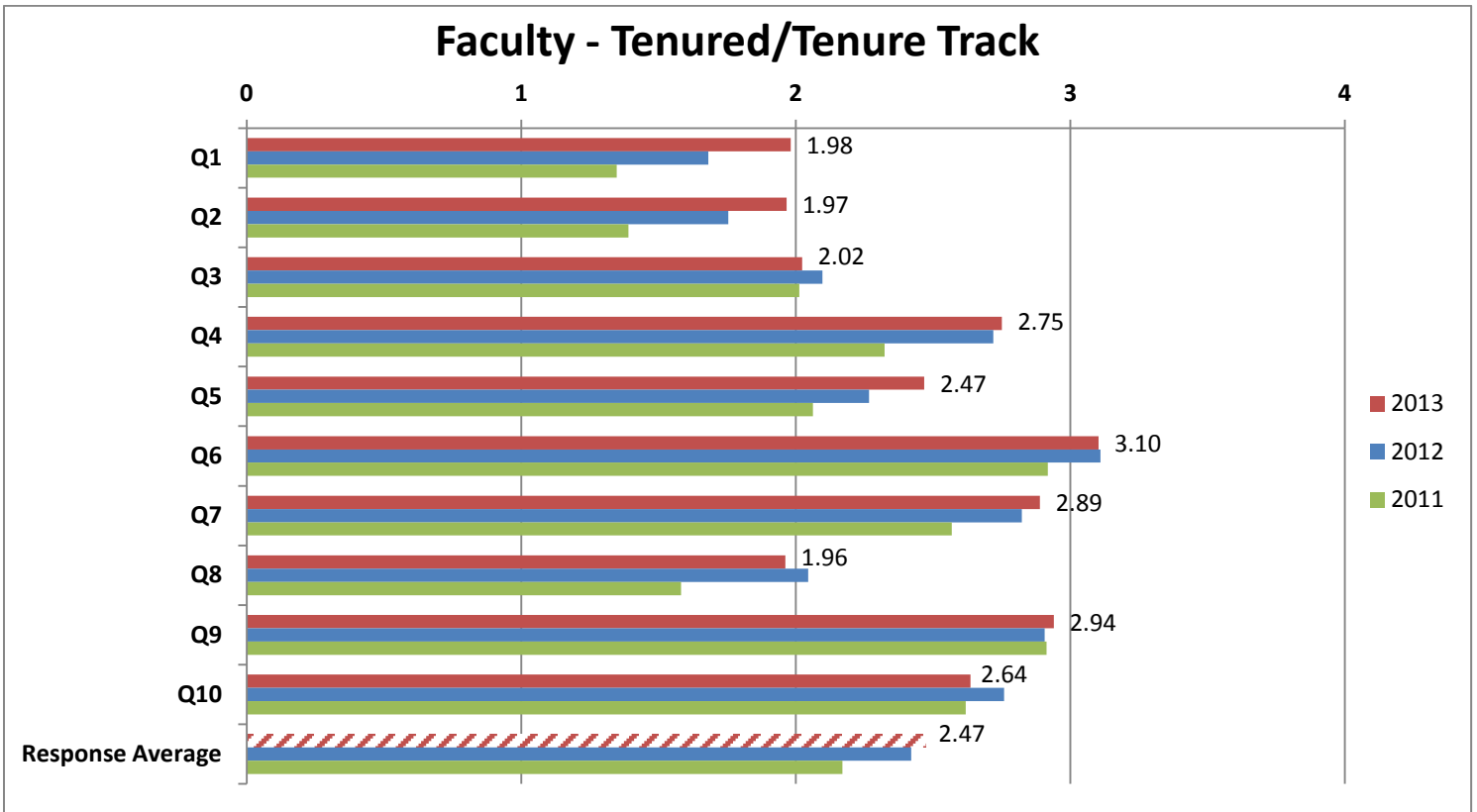


Staff

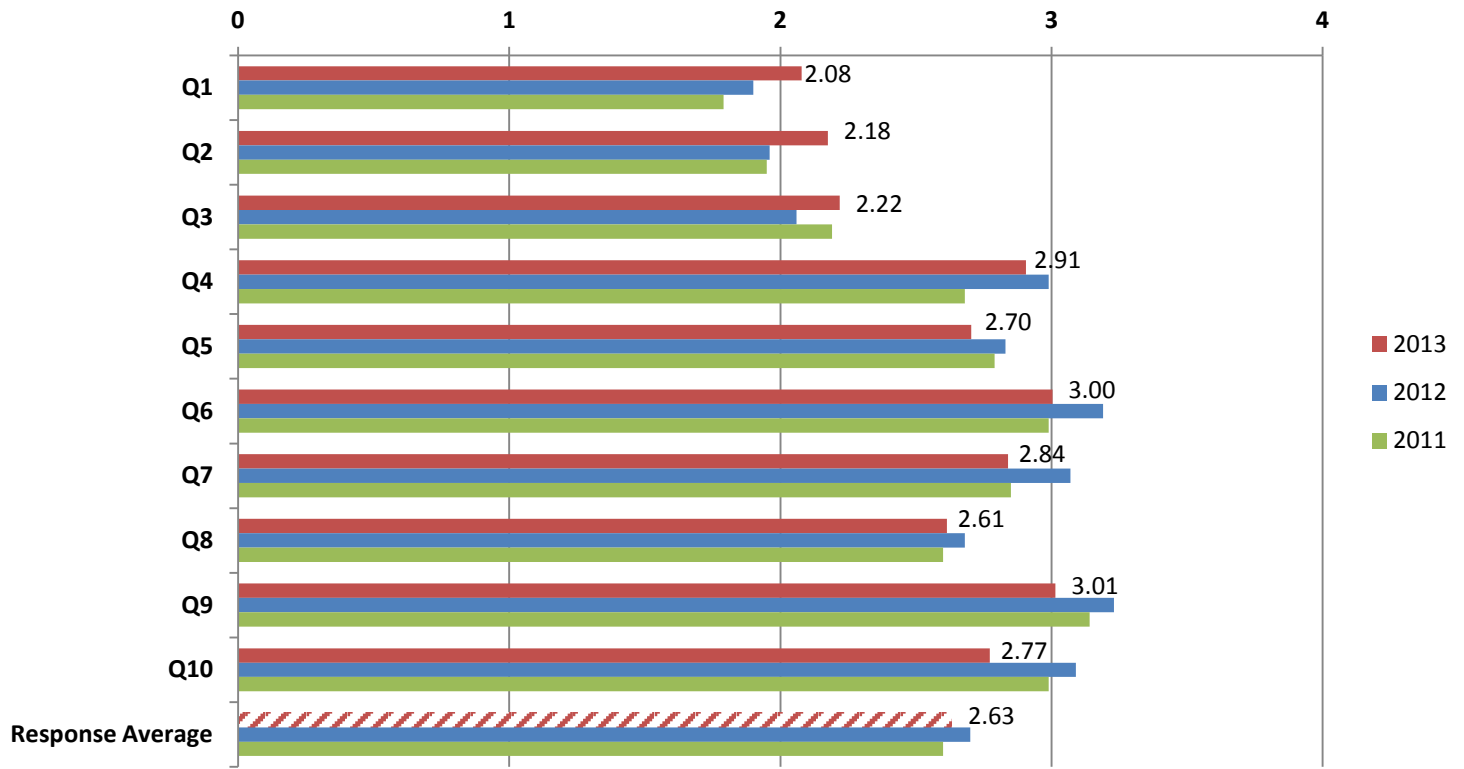


Section III: Our Working Environment

(0) - Strongly Disagree (1) - Disagree (2) - Neutral (3) - Agree (4) - Strongly Agree



Staff



Part II

Open Ended Question Summary Report

1. What do you think would most improve the instructional component of the Stevens education?

1. Faculty Quality

- Ensure an even distribution of teaching loads among tenure track faculty
- Provide adequate TA assistance consistent with the growth in enrollment
- Implement professional development workshops for all faculty ranks
- Offer mentoring/support of new faculty/faculty who need help with becoming effective teachers by those well-experienced who have demonstrated strong teaching skills
- Reward “excellence in teaching” at a level comparable to research activities
- Implement a fair and comprehensive evaluation process to assess teaching effectiveness
- Expand the breadth of participation in the selection of new educational leaders and faculty
- Ensure faculty correlate theory with practical examples/projects
- Emphasize English language proficiency in present and future faculty

2. Educational Offerings

- Assess current offerings, improve/eliminate courses where necessary to enhance instruction

3. University Facilities

- Modernize - although progress is visible, many classrooms still do not have the equipment to classify them as “smart”
- Ensure adequate seating to accommodate stated classroom/laboratory capacity
- Increase focus on cleanliness/upkeep of all instructional spaces

4. IT Infrastructure/Support

- Improve present scheduling processes
- Assess current Student Information System and bring up to “industry standards”
- Examine Moodle and its effectiveness
- Offer larger scale faculty support in online instruction
- Strengthen present wireless capabilities

5. Communication

- Increase information flow
- Develop a uniform, University wide communications strategy
- Continue to improve transparency in decision making
- Eliminate presently evident “top heavy” management structure

2. What could be done to enhance the research strength of the Schools and Centers?

1. Re-evaluate teaching loads of research faculty – decrease , provide flexible scheduling
2. Recruit expert faculty with proven research experience, engaged in their field
3. Improve technical infrastructure - more labs, access to computational clusters
4. Encourage collaboration among schools and centers – ensure uniformity of process
5. Establish professional development opportunities – grant writing workshops
6. Expand access to funding opportunities - increase external collaborations and connections
7. Expand research opportunities to undergraduate students
8. Increase efforts to recruit top quality PhD students
9. Restructure OSP to better meet growing demands of the faculty
10. Evaluate present leadership structure – large number of vice provosts, deans, senior administrators

3. Given the limited resources available, what should be done to accelerate progress toward excellence at Stevens?

- Increase the number of faculty and staff – assess critical gaps and fill quickly
- Appropriately reward promising researchers
- Update IT infrastructure and align with “industry standards” – SIS, assess efficiency of multiple platforms
- Develop a strong marketing campaign to build reputation and national presence
- Promote departmental collaboration geared toward achieving the goals of the Strategic Plan
- Ensure accountability at all levels of administration
- Improve transparency in decision making
- Continue to increase alumni engagement
- Explore creative ways to reward employees if raises and equity adjustments are not available
- Significantly improve the human resources function for faculty, staff and administration:
 1. Develop a detailed on-boarding program
 2. Provide consistent training and support for administrative staff
 3. Establish new and existing employee mentorship programs

4. What are the three strongest characteristics of Stevens?

- High quality faculty
- Student centricity
- Location – proximity to NYC and fortune 500 companies
- Strong academic reputation
- Deeply rooted history of excellence
- Successful, dedicated alumni
- Small size of the institution
- Beautiful campus

4. What are the three weakest characteristics of Stevens?

- Continued lack of name recognition
- Outdated technology infrastructure
- Lack of transparency and accountability
- High cost of tuition
- Lack luster facilities in need of significant improvement – classrooms, offices, laboratories
- Low staff morale leading to significant employee turnover
- Salary inequity – faculty and staff
- Large number of top administrators with little accountability