



## Climate Surveys: COACHE, HERI, GCTWF

**Bob Goldstein**  
Vice Provost, Assessment and University Decision Support/Analytics

**Katie Partin**  
Director, Office of Institutional Effectiveness

**Emily Spoden**  
Coordinator, Office of Institutional Effectiveness

# University of Louisville 2022-23 Climate-related Surveys

## Overview

- Met with then President Schatzel and Provost Bradley on 10/21/24
- Provided high-level overview of Climate Survey data
- The following additions were explored and presented to the Senior Leadership Team:
  - ✓ Create a simplified breakdown of data for HERI to mirror COACHE and GCTWF format
  - ✓ Review survey items and, where possible, create themes
  - ✓ Where possible/meaningful, break data out into subgroups (e.g. faculty/staff, gender, race, time in grade, college, division)
  - ✓ Create separate **“Areas of Interest”** for faculty and staff
  - ✓ Investigate whether significance tests can be run and, if so, identify areas of significance
  - ✓ Map the results from the surveys to the University Strategic Plan and the Inclusive Excellence Strategic Plan (draft) and identify areas already being addressed and “gaps” to be explored
- The following presentation was shared with the President and the Senior Leadership Team on 11/19/24
- The presentation was also shared with the Chief Academic Officers on 4/4/25

# University of Louisville 2022-23 Climate-related Surveys

Nationally recognized surveys that provide benchmarking comparative data

- **Collaborative on Academic Careers in Higher Education (COACHE)**
  - 2022-23 Faculty Job Satisfaction Survey
  - In collaboration with Cherie Dawson-Edwards and Faculty Affairs
- **Higher Education Research Institute (HERI)**
  - Spring 2023 Staff Climate Survey
  - Selected by Lee Gill and Institutional Equity
- **Great Colleges to Work For (GCTWF)**
  - Spring 2023 ModernThink Higher Education Insight Survey



**Climate Surveys: COACHE**

# The Collaborative on Academic Careers in Higher Education (COACHE)

*University of Louisville 2022-23 Faculty Job Satisfaction Survey*

## What is COACHE?

- Assesses the experiences of all full-time faculty.
- Studies the work lives of faculty with a focus on actionable data to support academic administrators.
- Studies are conducted in partnership with university leaders (both faculty and administrative) with an emphasis on using the data collected to improve the academic workplace.
- Provides robust comparative data including the option to self-select 5 peer comparison institutions.

# UofL's Strengths: COACHE 2020 & 2023

*(UofL Ranked 1<sup>st</sup> or 2<sup>nd</sup> out of 6 peers)*

## **2020** Areas of strength (Faculty OVERALL):

- Leadership: Senior

## **2023** Areas of strength (Faculty OVERALL):

- None

# UofL's Concerns: COACHE 2020 & 2023

(UofL Ranked 5<sup>th</sup> or 6<sup>th</sup> out of 6 peers)

## 2020 Areas of concern (Faculty OVERALL):

- Departmental Quality
- Mentoring
- Nature of Work: Research
- Nature of Work: Teaching
- Tenure Expectations: Clarity
- Governance: Adaptability
- Leadership: Departmental
- Tenure Policies

## 2023 Areas of concern (Faculty OVERALL):

- Departmental Quality
- Mentoring
- Nature of Work: Research
- Nature of Work: Teaching
- Tenure Expectations: Clarity
- Appreciation and Recognition
- Interdisciplinary Work
- Leadership: Divisional
- Leadership: Faculty
- Leadership: Senior
- Nature of Work: Service

# UofL's “Best Aspects”: COACHE 2020 & 2023

## 2020 “Best Aspects” (Faculty OVERALL):

- Quality of colleagues – 25%
- Cost of living – 23%
- Geographic location – 22%
- Academic freedom – 17%

## 2023 “Best Aspects” (Faculty OVERALL):

- Quality of colleagues – 30%
- Cost of living – 21%
- Geographic location – 20%
- Support of colleagues – 25%



# UofL's "Best Aspects": COACHE 2020 & 2023

## 2023 "Best Aspects" (TENURED Faculty):

- Quality of colleagues – 36%
- Support of colleagues – 18%
- Geographic location – 22%
- Cost of living – 29%

## 2023 "Best Aspects" (NON-TENURE Track):

- Quality of colleagues – 29%
- Support of colleagues – 34%
- Geographic location – 18%
- Quality of undergraduate students – 16%

# Tenured vs. Non-tenure Track: COACHE 2023

**TENURED FACULTY** were meaningfully\* less satisfied with:

- Senior leadership
- Divisional leadership
- Governance:
  - Shared sense of purpose
  - Understanding issues at hand
  - Adaptability
  - Productivity
- Appreciation and recognition

\*Effect size is the magnitude of subgroup difference. Large = 0.50

# UofL's "Worst Aspects": COACHE 2020 & 2023

## **2020 "Worst Aspects" (Faculty OVERALL):**

- **Compensation – 38%**
- **Lack of support: research/creative work – 16%**
- **Quality of facilities – 15%**

## **2023 "Worst Aspects" (Faculty OVERALL):**

- **Compensation – 44%**
- **Lack of support: research/creative work – 17%**
- **Quality of facilities – 15%**
- **Quality of leadership – 14%**

# **"What is the one thing your institution could do to improve the workplace for faculty?": COACHE 2020 & 2023**

## **2020:**

- **Compensation and benefits - 40%**
- **Facilities and resources for work - 31%**
- **Leadership: General - 22%**
- **Culture - 18%**
- **Nature of work: Teaching - 16%**

## **2023:**

- **Compensation and benefits - 41%**
- **Facilities and resources for work - 21%**
- **Leadership: General - 16%**
- **Culture - 19%**
- **Nature of work: Research - 12%**



## Climate Surveys: HERI

# HERI Staff Climate Survey: Spring 2023

The Staff Climate Survey (SCS) is designed to assess the campus climate for diversity from the staff/administrator perspective and touches on levels of stress, satisfaction, and work-related experiences.

- Evaluate the campus climate
- Collect information about institutional cultures and practices
- Assess baseline strengths, identify areas for improvement, and track progress related to diversity efforts
- Foster/initiate dialogue about diversity
- Disaggregate staff perceptions, experiences, and outcomes by different social identities (e.g. race, gender, sexual orientation)

# HERI Staff Climate Survey: Spring 2023

## Highlights

**86% strongly/agree** UofL promotes the appreciation of cultural differences

**85% very/satisfied** with flexibility in relation to family matters or emergencies

**84% very/satisfied** with autonomy and independence

**81% very/satisfied** with professional relationships with coworkers

**81%** would **recommend** a friend work at UofL

**80% very/satisfied** with relationship with supervisor

# HERI Staff Climate Survey: Spring 2023

## Highlights

**91% strongly/agree** they feel respected by other staff members

**91% strongly/agree** their supervisor cares about their well-being

**85% strongly/agree** their supervisor supports their professional development

**90% strongly/agree** their supervisor demonstrates a commitment to diversity and inclusion

**82% strongly/agree** their supervisor provides feedback that assists them in performing job duties



# UofL Areas of Distinction Compared to Peers: HERI 2023

UofL scored meaningfully\* more positive than peers:

- Feeling safe on this campus (overall, 0.59; men, 0.57; women, 0.58; LGBTQIA+, 0.56)

# UofL Areas of Concern Compared to Peers: HERI 2023

UofL scored meaningfully\* **less** positive than peers:

- Improve or maintain physical appearance of campus (overall, -0.58; men, -0.78; women, -0.47)
- Timeliness of administrative responses to sexual assault (LGBTQIA, -0.49)
- Quality of students (overall, -0.49; men, -0.64; women, -0.40; LGBTQIA+, -0.47)
- Timeliness of administrative responses to campus emergencies (men, -0.47)
- Relative equity of salary and job benefits (LGBTQIA+, -0.44)
- Budget cuts in my department [source of stress] (men, 0.44)

# UofL Areas of Concern Compared to Peers: HERI 2023

UofL scored meaningfully\* less positive than peers:

- Outcomes of administrative responses to campus emergencies (men, -0.43; LGBTQIA+, -0.44)
- Outcomes of administrative responses to sexual assault (LGBTQIA -0.42)
- How often you voluntarily interact with students (overall, -0.40; men, -0.44; LGBTQIA+, -0.40)
- Timeliness of administrative responses to discrimination/bias (LGBTQIA+, -0.40)
- Retirement benefits (men, -0.40)
- Salary (overall, -0.40)



# Climate Surveys: Great Colleges

# Great Colleges to Work For: Spring 2023

- The ModernThink Higher Education Insight Survey© is an employee/faculty survey based on the ModernThink Insight Survey©.
- Survey instrument measures the extent to which employees are involved/engaged in the organization and ultimately, the quality of the employees' workplace experience.

# Great Colleges to Work For: Spring 2023

## Top 10 (OVERALL)

% positive			Faculty	Staff
1.	84%	I understand how my job contributes to this institution's mission.	✓	✓
2.	80%	The work I do is meaningful to me.	✓	
3.	80%	In my department, we welcome diversity in all of its forms.	✓	✓
4.	80%	I am given the responsibility and freedom to do my job.	✓	✓
5.	78%	My supervisor/department chair supports my efforts to balance my work and personal life.	✓	✓
6.	75%	This institution actively contributes to the community.		✓
7.	74%	My supervisor/department chair shows genuine interest in my well-being.	✓	✓
8.	72%	I believe what I am told by my supervisor/department chair.	✓	✓
9.	72%	My supervisor/department chair makes their expectations clear.	✓	
10.	72%	This institution's benefits meet my needs.		✓

# Great Colleges to Work For: Spring 2023

## Top 10 Gender Differences (OVERALL)

### Men

- This institution actively contributes to the community.
- My supervisor/department chair makes their expectations clear.
- My job makes good use of my skills and abilities.

### Women

- This institution's benefits meet my needs.
- Overall, my department is a good place to work.

# Great Colleges to Work For: Spring 2023

## Top 10 (FACULTY Overall)

% positive			Staff
1.	81%	The work I do is meaningful to me.	✓
2.	74%	I am given the responsibility and freedom to do my job.	✓
3.	71%	I understand how my job contributes to this institution's mission.	✓
4.	69%	My job makes good use of my skills and abilities.	
5.	69%	In my department, we welcome diversity in all of its forms.	✓
6.	68%	My supervisor/dept chair shows genuine interest in my well-being.	✓
7.	67%	I understand the necessary requirements to advance my career.	
8.	67%	My supervisor/dept chair supports my efforts to balance my work and personal life.	✓
9.	66%	I believe what I am told by my supervisor/dept chair.	✓
10.	65%	My supervisor/dept chair makes their expectations clear.	



# Great Colleges to Work For: Spring 2023

## Top 10 Gender Differences (FACULTY)

### Male Faculty

- I believe what I am told by my supervisor/department chair.
- My supervisor/department chair supports my efforts to balance my work and personal life.
- My supervisor/department chair shows genuine interest in my well-being.
- This institution's policies and practices give me the flexibility to manage my work and personal life.
- My supervisor/department chair makes their expectations clear.

### Female Faculty

- My job makes good use of my skills and abilities.
- My supervisor/department chair is consistent and fair.
- Overall, my department is a good place to work.
- I am given the opportunity to develop my skills at this institution.
- We have opportunities to contribute to important decisions in my department.

# Great Colleges to Work For: Spring 2023

## Top 10 (STAFF/ADMIN Overall)

% positive			Faculty
1.	89%	I understand how my job contributes to this institution's mission.	✓
2.	84%	In my department, we welcome diversity in all of its forms.	✓
3.	81%	I am given the responsibility and freedom to do my job.	✓
4.	81%	My supervisor/department chair supports my efforts to balance my work and personal life.	✓
5.	80%	This institution actively contributes to the community.	
6.	80%	The work I do is meaningful to me.	✓
7.	76%	My supervisor/dept chair shows genuine interest in my wellbeing.	✓
8.	75%	Overall, my department is a good place to work.	
9.	74%	I believe what I am told by my supervisor/department chair.	✓
10.	74%	This institution's benefits meet my needs.	

# Great Colleges to Work For: Spring 2023

## Top 10 Gender Differences (STAFF/ADMIN)

### Male Staff/Admin

- People in my department work well together.
- My supervisor/department chair is consistent and fair.
- My supervisor/department chair makes their expectations clear.

### Female Staff/Admin

- This institution's benefits meet my needs.
- My supervisor/department chair shows genuine interest in my well-being.
- I believe what I am told by my supervisor/department chair.

# Great Colleges to Work For: Spring 2023

## Top 10 Faculty and Staff/Admin Differences (OVERALL)

### Faculty

- This institution places sufficient emphasis on having diverse faculty, administrators and staff.
- At work, I know where to go for help with my mental or emotional well-being.
- This institution's benefits meet my needs.
- There is appropriate recognition of innovative and high quality teaching. (Faculty Only)
- At this institution, diversity in all of its forms is valued.

### Staff/Admin

- In my department, we welcome diversity in all of its forms.
- My supervisor/department chair is consistent and fair.
- I receive feedback from my supervisor/department chair that helps me.
- My supervisor/department chair makes their expectations clear.
- My supervisor/department chair supports my efforts to balance my work and personal life.

# Great Colleges to Work For: Spring 2023

## Bottom 10 (Overall)

% negative			Faculty	Staff
1.	48%	I am paid fairly for my work.	✓	✓
2.	39%	There's a sense that we're all on the same team at this institution.	✓	✓
3.	36%	Our recognition and awards programs are meaningful to me.	✓	✓
4.	36%	This institution's culture is special – something you don't just find anywhere.	✓	✓
5.	36%	Senior leadership provides a clear direction for this institution's future.	✓	✓
6.	36%	Promotions in my department are based on a person's performance.		✓
7.	34%	Senior leadership shows genuine interest in the well-being of faculty, administrators, and staff.	✓	✓
8.	34%	There is a good balance of teaching, service, and research at this institution. (Faculty Only)	✓	
9.	33%	This institution is well run.	✓	
10.	32%	The role of faculty in shared governance is clearly stated and publicized. (Faculty Only)	✓	

# Great Colleges to Work For: Spring 2023

## Bottom 10 Gender Differences (Overall)

### Men

- There is appropriate recognition of innovative and high quality teaching. (Faculty Only)
- The role of faculty in shared governance is clearly stated and publicized. (Faculty Only)
- This institution is well run.

### Women

- There is a good balance of teaching, service and research at this institution. (Faculty Only)
- Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.
- Our onboarding processes prepare new faculty and staff to be effective.
- Issues of low performance are addressed in my department.

# Great Colleges to Work For: Spring 2023

## Bottom 10 (FACULTY Overall)

% negative			Staff
1.	58%	There's a sense that we're all on the same team at this institution.	✓
2.	51%	This institution's culture is special – something you don't find just anywhere.	✓
3.	51%	Senior leadership provides a clear direction for this institution's future.	✓
4.	51%	I am paid fairly for my work.	✓
5.	49%	This institution is well run.	
6.	45%	Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.	✓
7.	44%	Our recognition and awards programs are meaningful to me.	✓
8.	42%	I believe what I am told by senior leadership.	
9.	40%	Senior leadership communicates openly about important matters.	
10.	40%	At this institution, we discuss and debate issues respectfully to get better results.	

# Great Colleges to Work For: Spring 2023

## Bottom 10 Gender Differences (FACULTY)

### Male Faculty

- There's a sense that we're all on the same team at this institution.
- Issues of low performance are addressed in my department.
- Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.

### Female Faculty

- Senior leadership communicates openly about important matters.
- Our onboarding processes prepare new faculty and staff to be effective.
- I believe what I am told by senior leadership.
- This institution takes appropriate steps to protect the health and safety of faculty, staff and students.



# Great Colleges to Work For: Spring 2023

## Bottom 10 (STAFF/ADMIN Overall)

% negative			Faculty
1.	48%	I am paid fairly for my work.	✓
2.	40%	Promotions in my department are based on a person's performance.	
3.	33%	There's a sense that we're all on the same team at this institution.	✓
4.	33%	Our recognition and awards programs are meaningful to me	✓
5.	31%	This institution's culture is special – something you don't find just anywhere	✓
6.	31%	Senior leadership provides a clear direction for this institution's future.	
7.	30%	Senior leadership shows genuine interest in the well-being of faculty, administrators, and staff.	✓
8.	29%	Changes that affect me are discussed prior to being implemented.	
9.	29%	Issues of low performance are addressed in my department.	
10.	28%	Our on-boarding processes prepare new faculty and staff to be effective.	

# Great Colleges to Work For: Spring 2023

## Bottom 10 Gender Differences (STAFF/ADMIN)

### Male Staff/Admin

- This institution is well run.
- Senior leadership has the knowledge, skills and experience necessary for institutional success.
- Senior leadership communicates openly about important matters.

### Female Staff/Admin

- There's a sense that we're all on the same team at this institution.
- Issues of low performance are addressed in my department.
- Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.

# Great Colleges to Work For: Spring 2023

## Bottom 10 FACULTY and STAFF/ADMIN Differences (Overall)

### Faculty

- There is sufficient opportunities to participate in institutional planning.
- At this institution, we discuss and debate issues respectfully to get better results.
- Issues of low performance are addressed in my department.
- I can speak up or challenge a traditional way of doing something without fear of harming my career.
- All things considered, this is a great place to work.

### Staff/Admin

- Our recognition and awards programs are meaningful to me.
- Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.
- Promotions in my department are based on a person's performance.
- I believe what I am told by senior leadership.
- I understand the necessary requirements to advance my career.

# Areas of Concern Compared to Carnegie Peers: GCTWF 2023

## Area: Job Satisfaction & Support

UofL scored meaningfully\* less positive than peers:

- My job makes good use of my skills (UofL = 71%, Peers = 81%)
- I am paid fairly for my work (UofL = 29%, Peers = 42%)

# Areas of Concern Compared to Carnegie Peers : GCTWF 2023

## Area: Performance Management

UofL scored meaningfully\* less positive than peers:

- My job makes good use of my skills (UofL = 71%, Peers = 81%)
- I am paid fairly for my work (UofL = 29%, Peers = 42%)
- Promotions in my department are based on a person's performance (UofL = 40%, Peers = 59%)
- Our review process accurately measures my job performance (UofL = 45%, Peers = 59%)
- Issues of low performance are addressed in my department (UofL = 43%, Peers = 53%)
- Our recognition and awards programs are meaningful to me (UofL = 34%, Peers = 48%)

# Areas of Concern Compared to Carnegie Peers : GCTWF 2023

## Area: Collaboration

UofL scored meaningfully\* less positive than peers:

- Opportunities to contribute to important decisions in my department (UofL = 58%, Peers = 71%)
- People in my department work well together (UofL = 68%, Peers = 78%)
- I can count on people to cooperate across departments (UofL = 43%, Peers = 56%)
- There are sufficient opportunities to participate in institutional planning (UofL = 37%, Peers = 52%)
- There's a sense that we're all on the same team at this institution (UofL = 32%, Peers = 52%)

# Areas of Concern Compared to Carnegie Peers : GCTWF 2023

## Area: Confidence in Senior Leadership

UofL scored meaningfully\* less positive than peers:

- Senior leadership provides a clear direction for this institution's future (UofL = 36%, Peers = 56%)
- Senior leadership has the knowledge, skills, and experience necessary for institutional success (UofL = 47%, Peers = 65%)
- Senior leadership shows genuine interest in the well-being of faculty, administrators and staff (UofL = 39%, Peers = 59%)
- Senior leadership communicates openly about important matters (UofL = 33%, Peers = 55%)
- I believe what I am told by senior leadership (UofL = 40%, Peers = 60%)
- This institution is well run (UofL = 33%, Peers = 55%)

\*Modern Think determined that a 10% difference indicates areas that should be addressed.

# Areas of Concern Compared to Carnegie Peers : GCTWF 2023

## Area: Professional Development

UofL scored meaningfully\* less positive than peers:

- I am given the opportunity to develop my skills at this institution (UofL = 54%, Peers = 67%)
- I have access to the training I need to do my job well (UofL = 55%, Peers = 67%)



# Areas of Concern Compared to Carnegie Peers : GCTWF 2023

## Area: Diversity, Inclusion & Belonging

UofL scored meaningfully\* less positive than peers:

- This institution has clear and effective procedures for dealing with discrimination (UofL = 49%, Peers = 69%)
- I feel a sense of belonging at this institution (UofL = 57%, Peers = 72%)

\*Modern Think determined that a 10% difference indicates areas that should be addressed.

# Areas of Concern Compared to Carnegie Peers : GCTWF 2023

## Area: Faculty Experience

UofL scored meaningfully\* less positive than peers:

- The role of faculty in shared governance is clearly stated and publicized (UofL = 35%, Peers = 59%)
- Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluations) (UofL = 49%, Peers = 64%)
- Advancement and promotion processes are clear (UofL = 52%, Peers = 66%)
- There is a good balance of teaching, service and research at this institution (UofL = 41%, Peers = 55%)

# Areas of Concern Compared to Carnegie Peers : GCTWF 2023

## Area: Communication

UofL scored meaningfully\* **less** positive than peers:

- I can speak up or challenge a traditional way of doing something without fear of harming my career (UofL = 56%, Peers = 68%)
- In my department, we communicate openly about issues that impact each other's work (UofL = 54%, Peers = 71%)
- Changes that affect me are discussed prior to being implemented (UofL = 40%, Peers = 53%)
- At this institution, we discuss and debate issues respectfully to get better results (UofL = 37%, Peers = 56%)

# Areas of Concern Compared to Carnegie Peers : GCTWF 2023

## Area: Mission & Pride

UofL scored meaningfully\* **less** positive than peers:

- Overall, my department is a good place to work (UofL = 69%, Peers = 81%)
- I am proud to be part of this institution (UofL = 60%, Peers = 76%)
- I would recommend working here to my family and/or friends (UofL = 57%, Peers = 68%)
- This institution's culture is special – something you don't find just anywhere (UofL = 35%, Peers = 64%)
- All things considered, this is a great place to work (UofL = 52%, Peers = 71%)

\*Modern Think determined that a 10% difference indicates areas that should be addressed.



# Climate Surveys: Intersection Closing the Loop – Using our Data

# Climate Surveys: Areas of Intersection

## Overlapping Results across the Surveys (OVERALL)

### Negatives:

- Salary/Compensation
- Budget cuts in dept./Funding
- Faculty role in shared governance
- Recognition from admin

### Positives:

- Leadership demonstrates commitment to diversity
- Department support for work/life balance
- Supervisor/Dept. Chair effectiveness

# Climate Surveys: Areas of Intersection

## Overlapping Results across the Surveys (FACULTY)

### Negatives:

- Salary/Compensation
- Budget cuts in dept./Funding
- Faculty role in shared governance
- Quality of leadership
- Recognition
- Communication

### Positives:

- Academic freedom

# Climate Surveys: Areas of Intersection

## Overlapping Results across the Surveys (STAFF/ADMIN)

### Negatives:

- Salary/Compensation
- Communication
- Recognition

### Positives:

- Leadership demonstrates commitment to diversity
- My job makes good use of my skills





## Climate Surveys: Mapping

# Survey Findings Included within Strategic Plans

Topic	Survey	Strategic Plan	Inclusive Excellence Plan
Interdisciplinary collaboration	COACHE, GCTWF	X	X
Career ladder/professional development	HERI, COACHE, GCTWF	X	X
Address equity/salary issues	COACHE, HERI, GCTWF	X	
Shared governance	HERI, COACHE, GCTWF	X	
Transparent policies and procedures	HERI, COACHE	X	
Cultivate effective leadership	HERI, COACHE, GCTWF	X	
Faculty recruitment and retention	COACHE	X	
Improved on-boarding	GCTWF	X	
Improved research support	COACHE	X	
Effective communication	COACHE, GCTWF	X	
Discrimination/racial tension	HERI, GCTWF	X	X

# Survey Findings Included within Campus Initiatives

Topic	Survey	Progress to Date
Budget cuts in departments [source of stress]	HERI	Strategic budget principles have been established
Physical appearance of campus	HERI, COACHE	Asset Preservation Program – renovations are ongoing
Build or modernize facilities	HERI, COACHE	Asset Preservation Program – renovations are ongoing
Response to emergencies, sexual assault	HERI	Constant monitoring by the Title IX Officer: response time is decreasing
Needed resources for job effectiveness	GCTWF	Strategic budget principles have been established
Lack of meaningful recognition	COACHE, GCTWF	Employee Success Center – initiatives are ongoing
Issues of low performance addressed	GCTWF	Merit component for faculty under active discussion; for staff, career ladders are under development

# Limitations of COACHE, HERI, and GCTWF Surveys

- The way in which the data are reported from the national surveys does not allow break out analysis for all units/departments
- Response rates vary across subgroups limit our ability to conduct additional analysis
- Data were collected in 2023 and may need to be updated in some areas