



Collaborative on Academic Careers in Higher Education (COACHE) Faculty Satisfaction Survey

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NSF ADVANCE ADAPTATION: Advancement through Healthy Empowerment, Networking, and Awareness at University of Louisville

Acknowledgements:

- *ATHENA Team* (Faye Jones, Tracy Eells, Carson Byrd, Bob Cohn, Sidney Williams, Oliver Rollins, Bob Goldstein, Rob Keynton, David Owen, Brian Buford, Manju Ahuja, Will Metcalfe, Baylee Pulliam, Diana Whitlock, Mariann Vasser, Ryan Simpson)
- *Office of President + Executive Vice President and University Provost + Office of VP for Institutional Research, Effectiveness and Analytics + Office of VP for Faculty Affairs + Office of EVP of Research & Innovation + College Deans*

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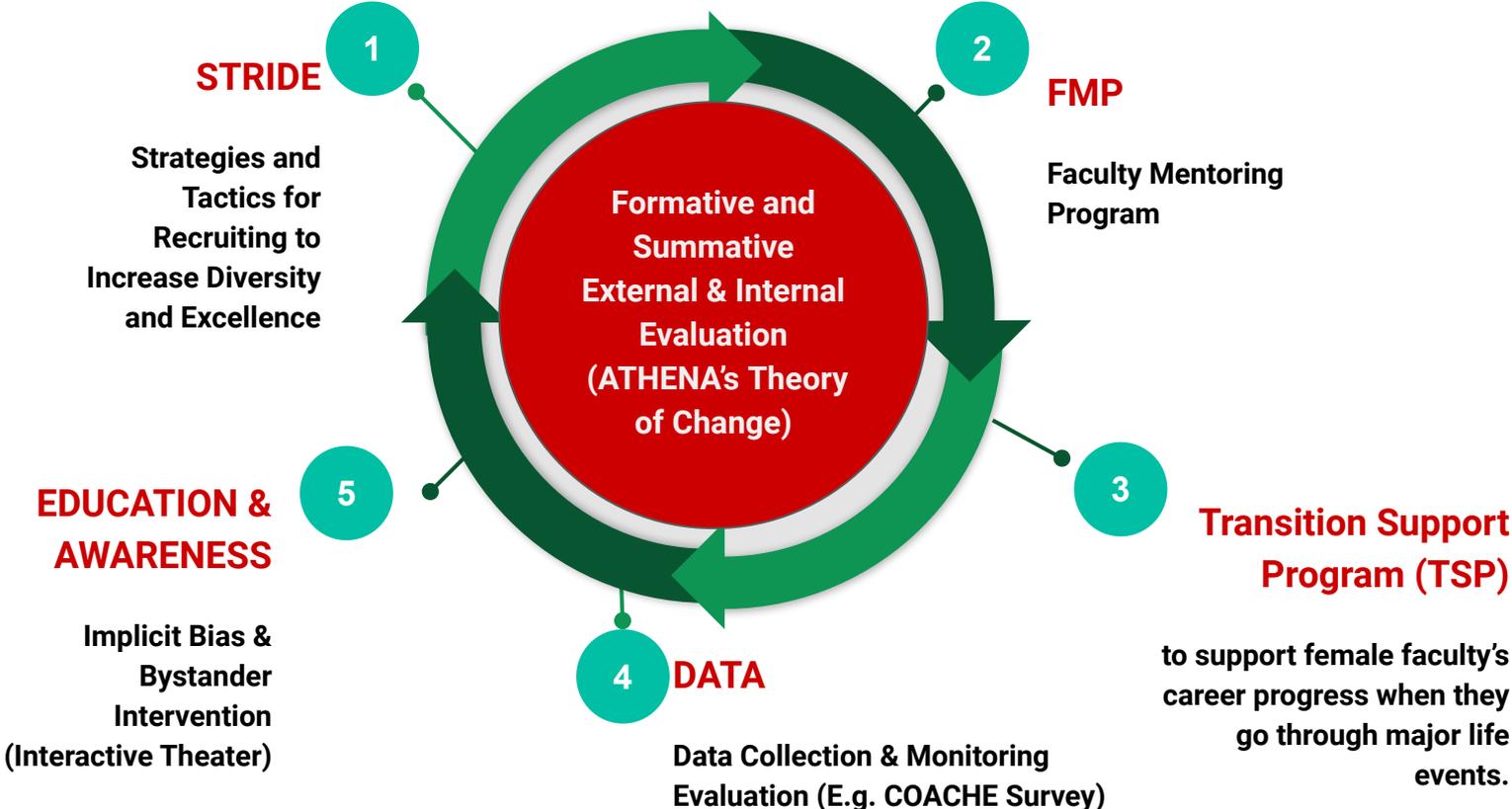
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ATHENA's Interventions:

Interconnected - Feedback - System

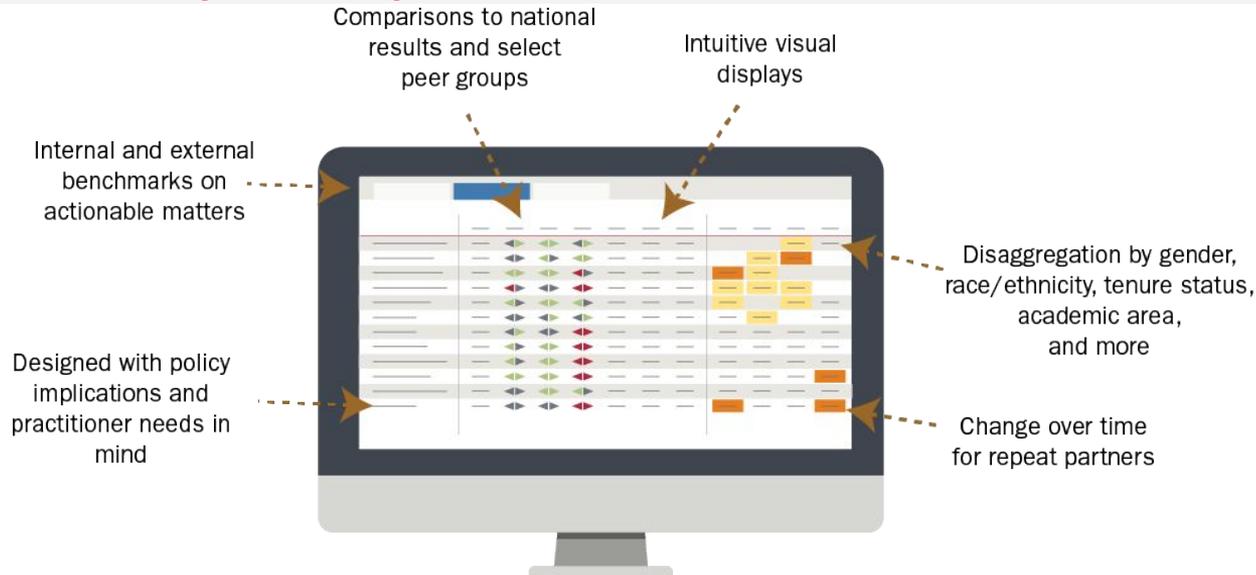


COACHE Faculty Job Satisfaction Survey

Feb 17 - Apr 3, 2020

ATHENA + Office of Executive Vice President and University Provost (Beth Boehm)
+ Office of VP for Institutional Research, Effectiveness and Analytics (Bob Goldstein)
+ Office of VP for Faculty Affairs (Tracy Eells) + Various Colleges (Deans)

- COACHE: Collaborative on Academic Careers in Higher Education
 - Based at Harvard, Member Institutions
 - Specialized to **Faculty** issues
 - **Survey themes:** curated **based on research** and **ability to effect change**
 - **Comparison to peer institutions**



COACHE surveys helped Clemson University's ADVANCE team identify barriers preventing women from persisting in faculty career paths. Clemson is now better positioned as an institution to reverse the trend and create a wider path for more women to become faculty members.

Sez Atamturktur, Ph.D.
Distinguished Professor
of Intelligent Infrastructure
Clemson University

COACHE Survey Themes

- **Nature of Work: Research**
- **Nature of Work: Teaching**
- **Nature of Work: Service**
- **Resources & Support**
- **Interdisciplinary Work, Collaboration, & Mentoring**

- **Tenure & Promotion**
- **Institutional Leadership**
- **Shared Governance**
- **Department Engagement, Quality, & Collegiality**
- **Appreciation & Recognition**
- **Retention & Negotiation**

COACHE Survey Sample Themes

● Nature of Work: Service

- **Tenured faculty often express dissatisfaction with their service work:**
 - too many committees,
 - too many reports sitting unread,
 - too many faculty picking up the slack of those who somehow evade service commitments.
- **Meanwhile, institutions are often encouraged to "protect" pre-tenure faculty** from too many time commitments.
- Module explores **tensions between institutional expectations for service** and **recognition received in faculty evaluations** through:
 - **questions about the quantity, quality, and equitable distribution of their service work**, as well as their **institutions' efforts to help faculty be service leaders** and while sustaining their other commitments.

● Interdisciplinary Work, Collaboration, & Mentoring

- A **great deal for institutions to gain by embracing interdisciplinary and collaborative work**
 - **Widespread growth in research collaboration** within and between institutions and with off-campus partners
 - **Public and private funding** for interdisciplinary research **has increased**
 - Interdisciplinary research **attracts many graduate students and early-career faculty**
- **Mentoring on the other hand has always been important in the academic workplace, but has only recently evolved into an intentional practice**
- Module Serves as a clear barometer of **how new and evolving policies in this arena are affecting the faculty experience**

COACHE Survey Sample Themes

● Tenure & Promotion

- The **bar to achieve tenure has risen over time.**
- **While it is impossible to eliminate anxiety + pressure** of all pre-tenure faculty members,
 - **Academic leaders can improve the clarity of tenure policies and expectations, and faculty satisfaction, without sacrificing rigor.**
- Module sheds **insight into the clarity and quality of policies surrounding tenure and promotion.**

● Shared Governance

- "Shared governance" means something different to each group on a college campus.
 - Whatever the definition, **we know that governance is working when** faculty, administrators, and other stakeholders **listen respectfully to different perspectives and then work together to make decisions aligned with their shared understanding** of their **institution's best interests.**
- Module **draws specific attention to the faculty's own communication and decision-making structures,** on the **culture among faculty,** and on the **working interactions between faculty leaders and senior administrators.**