2015 COACHE Report on Faculty Job Satisfaction

Faculty Assembly, Feb 12, 2016

Presiding: Carolyn Barry, Professor of Psychology & Chair of Faculty/Academic Senate

Presentation: Brian Norman, Professor of English & Associate VP for Faculty Affairs and Diversity

Conversation: Moderated by Kathy Forni, Professor of English, Chair of Faculty Affairs Committee

WHAT IS THE COACHE SURVEY?

Top-Flight Instrument to Gauge Faculty Satisfaction

- Administered by the Collaborative on Academic Careers in Higher Education, Harvard Graduate School of Education

Faculty experiences and perceptions on work-life areas:

- Research, teaching, service
- Resources in support of faculty work
- Benefits, compensation, and work/life
- Interdisciplinary work and collaboration
- Mentoring
- Tenure and promotion practices
- Leadership and governance
- Departmental collegiality, quality, engagement
- Appreciation and recognition

Kinds of Information

Mean dissatisfaction – satisfaction (1 – 5 scale)

National Context: 112 participating institutions

Peer Context: Comparisons among 5 peer institutions
  ▪ [Franklin & Marshall, Gonzaga, Holy Cross, Providence, Richmond]

Longitudinal Context: comparison to 2011 survey

Inter-Group Context: within and between institutions
  · rank, tenure status, gender, race, division (limited)

Leadership Tool & Faculty Opportunity

The COACHE survey is intended to be a diagnostic and comparative management tool

Snapshot, not report card.
Opportunity for further conversation and action.

Underlying premise: When leaders and faculty themselves improve faculty life, that improves the student experience, institutional climate, and educational quality.

WHAT ARE THE HIGHLIGHTS?

Today: Big Take-Aways, Context for FAC Conversation

Always: COACHE Team is happy to get elbow-deep in the data with your group/department

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Institutional Strength
(potential bragging rights*)

- Personal and Family Policies
- Mentoring
- Tenure Policies
- Promotion
- Department Leadership
- Department Collegiality

* Brag with caution: some inter-group differences

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Areas of Concern / Opportunities
General

- Senior Leadership
- Nature of Work: Time Spent on Teaching
- Nature of Work: Time Spent on Research
- Nature of Work: Time Spent on Service

Areas of Concern / Opportunities
Group Differences (effect size: medium, large)

Women Faculty
- Nature of Work: Service & Research (m)
- Department Collegiality (m)

Faculty of Color
- Tenure clarity (l)
- Department Leadership & Collegiality (l)

Tenure-Track Faculty
- No large categorical patterns
- Some targeted areas of group difference

Associate Professors
- Department Leadership (m)
- Department Collegiality (m)
- Promotion (l)

Tenured Faculty
- Senior leadership (l)
- Health and Retirement Benefits (m)
- Mentoring (m)

Full Professors
- Senior Leadership (m)

A Closer Look: Negotiation and Retention

Top reasons: "If you could negotiate adjustments to employment"
- #1 & #2 for all groups: salary & teaching load (true nationally)
- #3 for women: administrative responsibilities (12% vs. 5% men; 4% peers)

Top reasons: "If you were to choose to leave your institution"
- Tenured: Retire (30%), improve salary (15%)
- Tenure-Track: Increase resources to support work (21%), Move to preferred geographic location (17%)
- Faculty of Color: Improve Salary/Benefits (35%)
- White faculty: Retire (26%)

Best aspects (mostly similar to peer/national institutions)
- Quality of Colleagues & Support of Colleagues: #1 & #2 for all groups
- Geographic Location and Sense of "Fit": #3 or #4 depending on group
- Peer institutions also tend to cite quality of ug students, less so at Loyola

Worst aspects (mostly similar to peer/national institutions)
- All groups cite: Compensation, Service Assignments, Teaching Load
- Women, faculty of color, pre-tenure faculty more likely to cite "lack of diversity"
- Men, white faculty, and tenured faculty more like to cite "quality of leadership"

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SOME FOLLOW-UP INSTITUTIONAL INFORMATION

Faculty Demographics (AY 15-16):
A changing professoriate

Faculty hired since fall 2008
- 37% overall

Ratio of Tenure-Track to Tenured Faculty
- Fall 2008: 54 TT / 180 T (2008 Fact Book)
- Fall 2015: 90 TT / 186 T

Women Faculty
- Overall: 51%, including all full-time (2015 Fact Book)
- By rank: 53% Assistant, 50% Associate, 32% Full

Faculty of Color
- Overall: 18%, including all full-time (2015 Fact Book)
- By rank: 31% Assistant, 23% Associate, 4% Full

Chairs
- 52% Associate; 28% women

Academic Senior Leadership (Academic Affairs/Deans Offices)
- 54% women

Faculty Who Have Held Tenured/Tenure-Track Positions Elsewhere
- 17% at Loyola vs. 27% peers and 33% nationally

Responses to COACHE, past and present

2011 COACHE Report (2014-15)

Tenure-Track Faculty Mentoring
- Universal mentoring for all first-year faculty
- Year-round, collective mentoring for all TT faculty
- Tenure Dossier Library

Mid-Career Faculty Advancement
- Finding the Path: Peer Support Network &Senior Mentoring
- Mid-Career Summer Grants

Faculty Writing Retreats

2015 COACHE Report (2015-16)

Faculty salary equity study

Annual chairs workshop (best practices in faculty evaluation, e.g.)

Faculty recognition: Internal awards – Chair committee recommendations

Faculty Affairs Committee – recommendations and timeline

Other groups receiving COACHE data – Collated in late spring

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WHAT IS THE PLAN?

The COACHE Team

- **Amy Wolfson, Ph.D**.
  Academic Vice President

The COACHE Advisory Team:
- **Jeff Barnett, PsyD, ABPP**
  Professor of Psychology and Associate Dean LCAS

- **Kathy Forni, Ph.D.**
  Professor of English and Chair of the Faculty Affairs Committee

- **Lorie Holtgrave, M.A.**
  Director of Budgets and Data Management; Office of Academic Affairs

- **Brian Norman, Ph.D.**
  Associate Professor of English and Associate VP for Faculty Affairs and Diversity

Dissemination and Engagement Plan

- **Survey Faculty** – Spring 2015
- **Receive Report** – August 2015
- **Share Results** – Early Fall 2015
  - Website & VPAA letter to all faculty
  - All Chairs conversation
  - Acting President and Academic Leadership Team
- **Targeted Dissemination** – Mid Fall 2015
  - Relevant Strategic Plan Working Groups
  - Relevant Governance and Administrative Bodies/Offices
- **Engage Faculty and Others** – Early Spring 2016
  - Faculty Affairs Committee Charge—Directed Questions and Recommendations
  - VPAA Conversations with Faculty of Color, Tenure-Track, Women (Jan-Feb)
  - Faculty Assembly (Feb 12)
  - VPAA/AVPFAD query and collate various group uses of COACHE report (April)
- **Report Back**– Late Spring 2016

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CONVERSATION

Moderated by
Kathy Forni, Professor of English & Chair of the
Faculty Affairs Committee

Helpful Framing Questions for Conversations

- **First takes**: What is surprising? How are the data consistent with your perceptions of our institution?

- **Group trends**: Are there significant differences in the perception of some faculty (by gender, rank, tenure status, or within divisions) that create opportunities or raise concerns?

- **Priorities and Comparisons**: Considering the current circumstances at Loyola, are some ingredients or areas more important than others?

- **Responsibility**: For any matter, what is the role of faculty, academic leaders, and shared governance?

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Further Questions to Guide Decisions Moving Forward

- What has the biggest impact on the lives of faculty?

- Are there areas of strength we want to nonetheless improve or cultivate in comparison to peer institutions, perhaps to be distinct?

- Are there areas of relative weakness or dissatisfaction that nonetheless don't warrant our attention right now?

- Is there one item that can be addressed relatively quickly that you would prioritize?

- Is there one item that would be your top priority, even if it requires focused effort over time or additional resources?

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Today: Topics Identified by Faculty Affairs Cmte

Topics by Cohort

- **Women Faculty**: service, research, tenure policies
- **Full Professors**: senior leadership
- **Faculty of Color**: tenure clarity, departmental collegiality, departmental leadership
- **Associate Professors**: promotion, departmental leadership, departmental collegiality
- **Tenured Faculty**: mentoring
- **School of Education**: all areas

Table Assignments

1. Pick 1- 2 cohorts
2. What are likely causes for differences in perceptions or experiences? Ideas about how to address group concerns or differences?
3. For each idea
   - Who would be responsible? (faculty, admin, shared gov)
   - What would be the likely timeline? (short-term, medium-term, long-term)
   - What resources would it require? (funding, people, time / minimal, modest, a lot)

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