



LOYOLA
UNIVERSITY MARYLAND

2015 COACHE Report on Faculty Job Satisfaction

VPAA Conversation with Faculty of Color
January 21, 2016

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, compensation, mentoring, leadership, recognition, etc.

Kinds of Information

National Context: 112 participating institutions

Peer Context: Comparisons among 5 peer institutions

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?

(Very Brief:
Fuller Presentation at the Faculty Assembly)

Institutional Strength (potential bragging rights*)

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

*** Brag with caution: some inter-group differences**

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

Women Faculty

Faculty of Color – to be covered today

Associate Professors

Tenured Faculty

Full Professors

A Closer Look: Faculty of Color Group Differences (effect size: **medium/large**)

Nature of Work: Teaching

- Area of satisfaction but less satisfaction compared to peer & national institutions
- Largest effect size in “discretion over course content”

Tenure Policies, Tenure Clarity, Promotion

- Area of institutional strength compared to peer institutions and 2011 responses.
- Group differences cluster around criteria

Department: Engagement, Quality, Leadership, Collegiality

- Area of institutional strength compared to peer & national institutions, satisfaction generally increasing from 2011 responses.

Related data

- Interdisciplinary work: rewarded in tenure
- Appreciation and Recognition: From Chair
- **Colleagues Committed to Diversity/Inclusion** (general area of satisfaction)
- Mentoring: area of relative satisfaction for FOC compared to white peers

A Closer Look: Faculty of Color

Group Differences in Retention and Negotiation

Top reason: “If you were to choose to leave your institution”

- Faculty of Color: Improve Salary/Benefits (35% v. 10% WF)
- White Faculty: Retire (26% v. 6% FOC)

How long to you plan to remain at this institution

- Zero faculty of color selected “no more than five years” compared to over 15% of white peers

Best aspects:

- Quality of colleagues (29% FOC, 52% WF)
- Support of colleagues (26% FOC, 26% WF)
- Geographic Location (26% FOC, 16% WF)
- Academic Freedom (23% FOC, 12% WF)

SOME FOLLOW-UP INSTITUTIONAL INFORMATION

Faculty Demographics: A changing professoriate

Faculty Demographics (self-identified)

- Faculty of Color:
 - Overall: 18 %, including all full-time (2015 Fact Book)
 - By rank: 31% Assistant, 23% Associate, 4% Full
 - COACHE respondents: 30% FOC (tenured/tenure track)
 - COACHE peer institutions: ~ 10 % FOC
- Faculty hired since fall 2008: 37% overall

Question/Conversation

- Distribution of faculty of color across curricula/departments

Faculty Retention

Turnover Quotient (TQ)

- best practice to track replacement rates, not just departures (net change/new hires)
- TQ suggests FOC not leaving at a higher rate compared to white peers.
- Context: Big hiring years.
- See: 2006 AAC&U report, “Revolving Door for Underrepresented Minority Faculty in Higher Education”

Question/Conversation

- Retention: faculty who *stay* or faculty who *stay thriving*?
- High profile departures versus overall landscape (perception/local experience)

COACHE Recommendations

Focus on Associate Professors

- Midcareer mentoring/advancement initiatives
 - Finding the Path: semester alliance meetings and individual mentoring
 - Midcareer summer grants
 - Chair workshops

Pay attention to “formation of intent to leave”

Question/Conversation

- How best to create cross-department networking and support.

Faculty Compensation & Evaluation

Faculty salary equity study

Chair workshop on faculty evaluation best practices

- Annual workshop (new)
- Implicit bias
- Teaching Evaluations
- Annual Review / Tenure and Promotion
- Hiring: Diversity and Inclusion best practices

CONVERSATION