

Responses to the COACHE Faculty Job Satisfaction Report

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Report back to faculty at annual Q&A and Reflections on the Year with the VPAA (May 13, 2016)

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WHAT IS THE COACHE SURVEY?

Administered by the Collaborative on Academic Careers in Higher Education at Harvard Graduate School of Education, the survey is a top-flight instrument to gauge faculty satisfaction (tenured, tenure-track) across all areas of faculty life. The COACHE survey is a snapshot, not a report card. It's an opportunity for further conversation and action. Its underlying premise: When leaders and faculty themselves improve faculty life, that improves the student experience, institutional climate, and educational quality. Loyola participates about every three years: 2008, 2011, and 2015.

Full report, engagement plan, best practices, and more at <http://www.loyola.edu/department/fdd/work/coache>

LOYOLA'S COACHE TEAM, 2015-16

Jeff Barnett, PsyD, ABPP, Professor of Psychology & Associate Dean, Loyola College

Kathy Forni, Ph.D., Professor of English & Chair, Faculty Affairs Committee

Lorie Holtgrave, M.A., Director of Budgets and Operations, Office of Academic Affairs

Brian Norman, Ph.D. (Chair), Professor of English & Associate VP for Faculty Affairs and Diversity

WHAT ARE LOYOLA'S RESPONSES TO THE COACHE RESULTS SO FAR?

2011 COACHE Report (responses, 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 (responses so far, 2015-16)

Academic Affairs

- Equity: Faculty salary equity study, including gender and race/ethnicity, late spring 2016
- Chair development: Annual Chairs Institute (e.g., best practices in faculty evaluation, department leadership, etc.), held May 2016
- Faculty recognition: Additional faculty awards to better capture the scope of excellence across faculty life; Chair committee recommendations in development
- Faculty voice: Faculty Development Advisory Board, in development with Faculty Affairs Committee for fall 2016

Faculty Affairs Committee – recommendations and timeline, reported to Academic Senate April 2016

- Senior faculty/senior leadership dialogue.
- Chair training/gender equity and workload
- Student evaluations/implicit bias and innovative pedagogy (Faculty Evaluation Committee)
- Mid-career advancement/best practices and Full demographics

Faculty Compensation Committee

Concluded that while concern with pay is not yet the significant primary problem in terms of faculty satisfaction, equitable compensation is obviously essential for both employee morale and commitment to mission. We continue to encourage the University to make financial resources available to meet the terms of the salary agreement within two years and reverse the roll-back on benefits incurred over the previous three-years for all employees.

Institutional Planning and Accreditation

COACHE report now playing a key role in institutional assessment around faculty life, including the 2016 Periodic Review Report for Middle States accreditation

Loyola College

Mid-career advancement: During annual review process, dean now asks Chairs about the plans for each associate professor to go up for full professor. In meetings with tenure-track faculty, dean encourages 10-year plan of research with eventual plans for application for full professor.

Annual review, future years: COACHE report will inform approaches to teaching evaluation and multiple measures of success, as well as attention to service loads, experienced by different faculty groups (race, gender, rank, etc.).

Sellinger School of Business and Management

COACHE report will inform the already planned project of revising the faculty annual evaluation system. In addition, the Faculty Development Committee will consider the report information.

Strategic Planning

Report was posted and shared with all Strategic Planning Steering Committee members and made available to all fifteen work groups. The strategic planning process is still in progress and so any direct COACHE responses are to be determined. So far:

- Employer of Choice Strategic Plan Work Group used the report to inform recommendations related to opportunities for mission integration and engagement, leadership and supervisor development, tracking faculty recruitment practices and retention, leadership and governance communication, salary priorities, and faculty recognition.
- Faculty Life Strategic Plan Work Group used the report to better understand and work toward creating that breadth and depth of scholarship, teaching and service and a better work/life balance, especially around leadership, university communication, department collegiality, and faculty appreciation/recognition.
- Vision for Graduate Education Strategic Plan Work Group used the data related to interdisciplinary work to identify opportunities in budget alignment, facilities, rewards related to tenure, and other opportunities. In particular, the group recommended an Interdisciplinary Urban Center.

2015 COACHE Report Dissemination

VPAA and COACHE team provide relevant report sections to key groups working on related questions. Request that groups use the data and best practice recommendations to inform their work, send a delegate to the "How to Read the COACHE Report" session (above), and report back at year end how they are using the data.

- Compensation and Benefits Committee (Loyola Conference)
- Employer of Choice (Strategic Plan working group)
- Faculty Affairs Committee (Academic Senate)
- Faculty Life (Strategic Plan working group)
- Finding the Path to Full (Academic Affairs initiative)
- Graduate Vision (Strategic Plan Working Group)
- ReImagining the Undergraduate Curriculum (Strategic Plan Working Group).

FYI copies:

- All faculty
- Accreditation
- Chairs
- Deans
- Institutional Research and Effectiveness
- Library
- President's Office/Cabinet
- Strategic Planning Steering Committee.