

FOR ALL FACULTY...

Following nearly 10 years of successful administration of our Tenure-Track Faculty Job Satisfaction Survey, COACHE has revised its instrument based on a two-year pilot study of associate and full professors. After persistent requests from COACHE members, we developed this survey's improvements from reviews of the extant literature on the attrition and retention of tenured faculty and from focus groups with over 70 randomly-selected, tenured professors. We tested the survey's validity through many hours of cognitive testing with faculty at various institutional types. Following a multi-institutional pilot study, our analyses of the data, including feedback from respondents and advice of academic leaders of various institutional types (e.g., research universities and liberal arts colleges), produced a unified faculty instrument, the COACHE Faculty Job Satisfaction Survey, that includes many questions directed at all tenure-stream faculty, but others asked only of pre-tenure faculty, or of tenured faculty, or of associate professors, and so on. COACHE launched this updated diagnostic tool for college leaders in October 2011.

The survey themes reflecting our findings about the experience of **pre-tenure and tenured** faculty include:

- I. Nature of the Work (Overall, Research, Teaching, Service)
- II. Resources & Support
- III. Interdisciplinary Work
- IV. Collaboration
- V. Mentoring
- VI. Tenure and Promotion
- VII. Institutional Governance & Leadership
- VIII. Engagement
- IX. Work & Personal Life Balance
- X. Climate, Culture & Collegiality
- XI. Appreciation & Recognition
- XII. Recruitment & Retention
- XIII. Global Satisfaction

The survey gathers data along these themes to help participating chief academic officers answer three sets of questions:

1. How do faculty of different career stages experience academic work life at my institution? How do their experiences compare to those of faculty at peer institutions?
2. Do their experiences differ by rank, gender, or race/ethnicity?
3. What policies or practices are associated with high levels of faculty satisfaction and vitality?



COACHE

What is COACHE?

The Collaborative on Academic Careers in Higher Education is a membership organization comprised of provosts and other senior academic officers who believe that sound data make the recruitment and management of faculty talent—and their own leadership—more effective. Under COACHE, over 200 institutions have strengthened their capacity to identify *drivers of faculty success* and to implement informed changes. COACHE’s surveys are designed to generate not simply “interesting” data, but actionable diagnoses. The results, which include comparisons to self-selected peers, provide members with a guide for making targeted investments in their faculty.

What is included in membership?

COACHE membership includes:

Participation:

- in our survey of tenured and tenure-track faculty
- optionally, in a non-tenure-track faculty survey module
- in COACHE strategy sessions at the conferences where senior academic leaders convene (e.g., APLU, AAC&U)
- as panelists or co-presenters at such events and other major conferences
- in our annual, expenses-paid Leaders Workshop at the Harvard Faculty Club

Access:

- to comprehensive custom reports, including benchmarks, peer comparisons, executive summaries, and raw data
- to COACHE news briefs on exemplary practices from high-performing members and insights revealed by our analysis of nationwide results
- to early editions of COACHE’s other research, e.g., studies of Gen X faculty, senior faculty vitality, etc.
- to COACHE researchers’ expertise in using data for grantseeking, board work, and institutional change
- to ad hoc data analyses and on-campus workshops

How is the COACHE survey different?

Some faculty surveys were created primarily to produce scholarly research or to sell newspapers. Such instruments include questions with no correlating policy or practical response. With an eye toward institutional improvement,

provosts helped design the COACHE survey to be *actionable* and *pivotal* in producing data that are of immediate use to academic policymakers. The COACHE survey is also *tailored*. Although a one-size-fits-all survey of faculty and staff offers a greater degree of convenience, we know from research—and you know from experience—that pre-tenure, tenured, and non-tenure-track faculty have many different concerns. These guiding principles shape a highly salient instrument: for every ten faculty who start the survey, nine complete it in the first sitting.

How are COACHE results being used?

COACHE is often described as a toolbox to which academic administrators turn repeatedly for help in:

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| <i>Accreditation</i> | <i>Institutional research</i> |
| <i>Assessment & improvement</i> | <i>Professional development</i> |
| <i>Budget planning & requests</i> | <i>Search committees</i> |
| <i>Faculty retention</i> | <i>State system initiatives</i> |
| <i>Grant seeking</i> | <i>Strategic planning</i> |

Visit www.coache.org for examples of how COACHE data are being used in these ways.

What is the cost?

In light of the search and hiring costs resulting from even a single, preventable faculty departure, the presidents, provosts and deans in the Collaborative are finding membership to be worth the investment many times over.

The total cost to participate in COACHE, however, depends on you, your institution, and your assessment strategy. Factors to consider in estimating cost include:

- *Are you a small college or a large university?*
- *Will you include your full-time, non-tenure-track faculty?*
- *Do you wish to track improvement over time?*
- *Have you already participated in a COACHE survey?*
- *Will you pay the fee now or across multiple fiscal years?*
- *Are you a member of a system or consortium?*

Answers to these questions will help us determine how to make COACHE work within your budget.

How do I enroll?

Just call or email us to schedule a conversation about next steps, or visit www.coache.org to learn more.

coache@gse.harvard.edu or (617) 495-5285