

# COACHE

## Tenure-Track Faculty Job Satisfaction Survey Executive Summary

# COACHE

The Collaborative on Academic Careers in Higher Education

## EXECUTIVE SUMMARY

### **Areas of strength**

Your faculty's ratings of the following survey dimensions placed your institution **first or second (out of six) compared to peers and in the top quartile** compared to all comparable COACHE participants. We recommend sharing these findings (e.g., in job postings, with search committees and prospective faculty) as compelling aspects of your institution as a workplace.

#### *Tenure practices*

- clarity of tenure process
- clarity of tenure criteria
- clarity of tenure standards
- clarity of tenure body of evidence
- clarity of sense of achieving tenure
- consistent messages about tenure from tenured colleagues
- upper limit on committee assignments

#### *Tenure expectations: Clarity*

- clarity of expectations: scholar
- clarity of expectations: advisor
- clarity of expectations: member of community

#### *Tenure expectations: Reasonableness*

- reasonableness of expectations: scholar
- reasonableness of expectations: advisor
- reasonableness of expectations: member of community

#### *Nature of the work: Teaching*

- quality of graduate students

#### *Work and home*

- paid/unpaid personal leave
- colleagues make raising children and tenure-track compatible
- ability to balance between professional and personal time

#### *Climate, culture, collegiality*

- fairness of immediate supervisor's evaluations
- opportunities to collaborate with tenured faculty
- amount of professional interaction with tenured colleagues

#### *Global satisfaction*

- would again choose to work at this institution
- overall rating of institution

---

### **Areas of concern**

Your faculty's ratings of the following survey dimensions placed your institution **fifth or sixth (out of six) compared to peers and in the bottom quartile** compared to all comparable COACHE participants. We recommend targeting these areas for intervention.

---

*Nature of the work: Research*

- travel funds

*Work and home*

- childcare

*Climate, culture, collegiality*

- amount of personal interaction with tenured colleagues

- amount of personal interaction with pre-tenure colleagues

**Improving trends**

Compared to your prior survey results, the following dimensions appear to have improved to an extent you might consider meaningful (i.e., by five percent or more).

*Tenure practices*

- consistent messages about tenure from tenured colleagues

- tenure decisions based on performance

*Nature of the work: Overall*

- quality of facilities

- amount of access to TA's, RA's, etc.

*Nature of the work: Research*

- paid/unpaid research leave

*Work and home*

- stop-the-clock

- spousal/partner hiring program

- paid/unpaid personal leave

- institution makes having children and tenure-track compatible

- institution makes raising children and tenure-track compatible

- colleagues make having children and tenure-track compatible

- colleagues make raising children and tenure-track compatible

- ability to balance between professional and personal time

*Climate, culture, collegiality*

- amount of professional interaction with tenured colleagues

- intellectual vitality of tenured colleagues

*Compensation and benefits*

- compensation

*Global satisfaction*

- institution as a place to work

- CAO cares about quality of life for pre-tenure faculty

- overall rating of institution

**Worsening trends**

Compared to your prior survey results, the following dimensions appear to have worsened to an extent you might consider meaningful (i.e., by five percent or more).

*Tenure practices*

- upper limit on committee assignments

***Tenure expectations: Clarity***

clarity of expectations: scholar  
clarity of expectations: advisor  
clarity of expectations: campus citizen

***Tenure expectations: Reasonableness***

reasonableness of expectations: scholar  
reasonableness of expectations: teacher  
reasonableness of expectations: advisor  
reasonableness of expectations: colleague in department  
reasonableness of expectations: campus citizen  
reasonableness of expectations: member of community

***Nature of the work: Research***

travel funds

***Climate, culture, collegiality***

peer reviews of teaching or research  
informal mentoring

---

# Benchmarks



**The Collaborative on Academic Careers in Higher Education**

Tenure-Track Faculty Job Satisfaction Survey

Survey Administration 2008-09

This table summarizes your mean results for each survey dimension. The overall mean is shown. In the "vs others" column, a green arrow signifies that your institution places **first or second amongst peers and in the top quartile overall**; a red arrow indicates that you ranked **fifth or sixth amongst peers and the bottom quartile overall**. In all other columns, the arrows demonstrate that the mean is better (green) or worse (red) than the comparable group's mean by **10 percent or more**.

ITEM	NAME	OVERALL RESULTS			SUBGROUPS	
		mean	vs others	vs prior	females	faculty of color
TENURE	Q19	clarity of tenure process	3.93	▲		
	Q20	clarity of tenure criteria	3.80	▲		
	Q21	clarity of tenure standards	3.45	▲		
	Q22	clarity of tenure body of evidence	3.76	▲		
	Q23	clarity of sense of achieving tenure	3.75	▲		
	Q24A	clarity of expectations: scholar	3.88	▲		
	Q24B	clarity of expectations: teacher	3.71			
	Q24C	clarity of expectations: advisor	3.34	▲		
	Q24D	clarity of expectations: colleague in department	3.27			
	Q24E	clarity of expectations: campus citizen	2.94			
	Q24F	clarity of expectations: member of community	3.07	▲		
	Q25A	reasonableness of expectations: scholar	3.88	▲		
	Q25B	reasonableness of expectations: teacher	3.84		▼	
	Q25C	reasonableness of expectations: advisor	3.67	▲	▼	
	Q25D	reasonableness of expectations: colleague in department	3.50		▼	
	Q25E	reasonableness of expectations: campus citizen	3.42		▼	
	Q25F	reasonableness of expectations: member of community	3.48	▲		
Q26	consistent messages about tenure from tenured colleagues	3.44	▲	▲		
Q27A	tenure decisions based on performance	3.91		▲		
NATURE OF THE WORK	Q28	way you spend your time as a faculty member	3.80			
	Q28B	number of hours you work as a faculty member	3.52		▲	
	Q29A	level of courses you teach	4.17			
	Q29B	number of courses you teach	4.10			
	Q29C	degree of influence over which courses you teach	4.25			
	Q29D	discretion over course content	4.48			
	Q29E	number of students you teach	3.82			
	Q29F	quality of undergraduate students	3.42			▼
	Q29G	quality of graduate students	3.81	▲		▼
	Q30B	amount of time to conduct research	3.06			
	Q30C	expectations for finding external funding	3.04			
	Q30D	influence over focus of research	4.34			
	Q31	quality of facilities	3.42			
	Q32	amount of access to TA's, RA's, etc.	3.06			▼
	Q33A	clerical/administrative services	3.63			
	Q33B	research services	3.28			
	Q33C	teaching services	3.55			
Q33D	computing services	3.67				

**The Collaborative on Academic Careers in Higher Education**

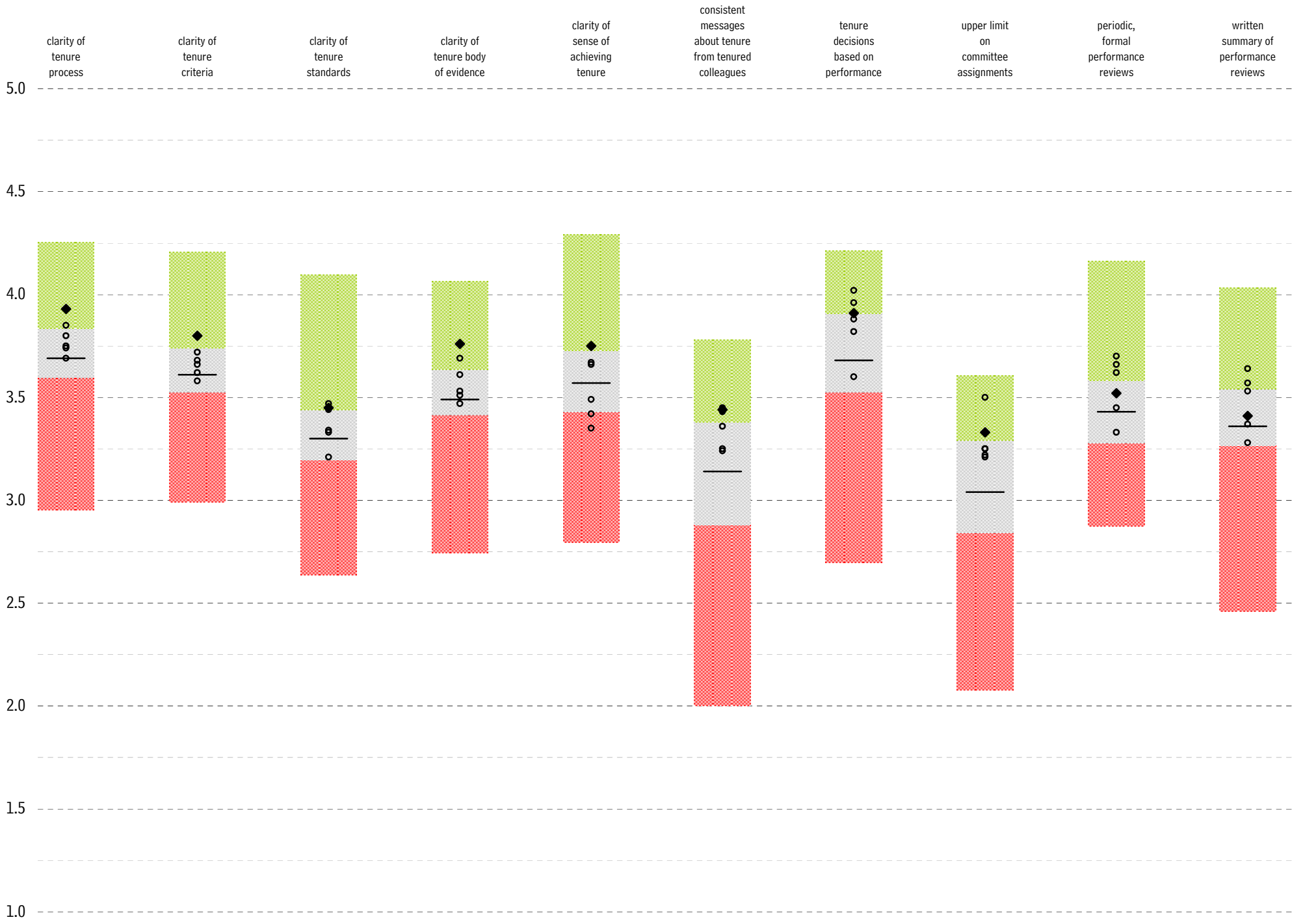
Tenure-Track Faculty Job Satisfaction Survey

Survey Administration 2008-09

This table summarizes your mean results for each survey dimension. The overall mean is shown. In the "vs others" column, a green arrow signifies that your institution places **first or second amongst peers and in the top quartile overall**; a red arrow indicates that you ranked **fifth or sixth amongst peers and the bottom quartile overall**. In all other columns, the arrows demonstrate that the mean is better (green) or worse (red) than the comparable group's mean by **10 percent or more**.

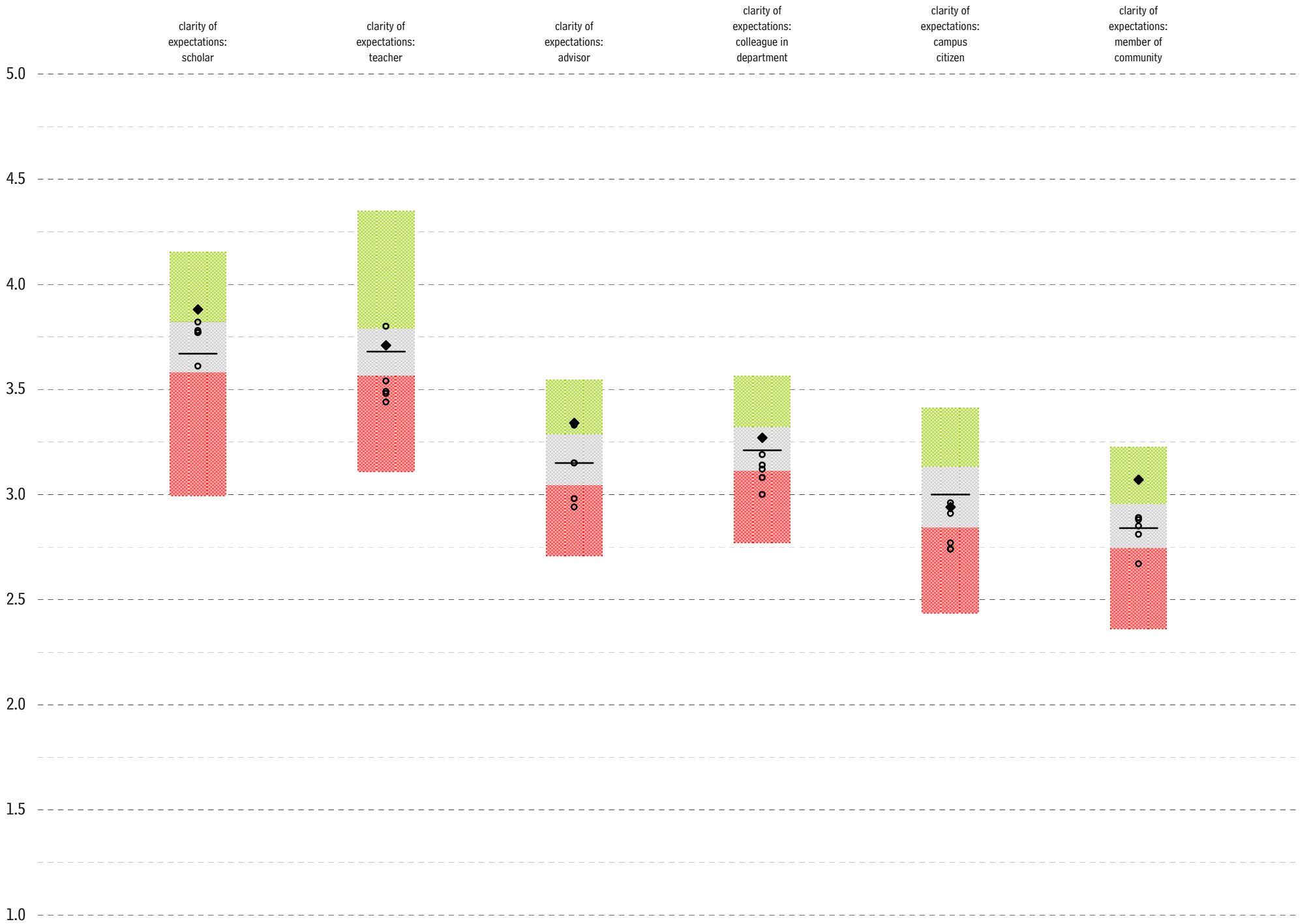
ITEM	NAME	OVERALL RESULTS			SUBGROUPS		
		mean	vs others	vs prior	females	faculty of color	
POLICY EFFECTIVENESS	Q34B1	formal mentoring	3.01				
	Q34B2	informal mentoring	3.50				
	Q34B3	periodic, formal performance reviews	3.52				
	Q34B4	written summary of performance reviews	3.41				
	Q34B5	professional assistance in obtaining grants	2.75				
	Q34B6	professional assistance for improving teaching	3.30				
	Q34B7	travel funds	2.83	▼	▼		
	Q34B8	paid/unpaid research leave	3.11				
	Q34B9	paid/unpaid personal leave	3.43	▲	▲	▼	
	Q34B10	upper limit on committee assignments	3.33	▲			
	Q34B11	upper limit on teaching obligations	3.69				
	Q34B12	peer reviews of teaching or research	3.15				
	Q34B13	childcare	2.21	▼			
	Q34B14	financial assistance with housing	2.13				
	Q34B15	stop-the-clock	3.68		▲		
	Q34B16	spousal/partner hiring program	2.58				
	Q34B17	elder care	2.88		n/a		▲
	Q34B18	tuition waivers	1.81		n/a	▲	▲
	Q34B19	modified duties for parental or other family reasons	3.01		n/a	▼	
	Q34B20	part-time tenure-track position	2.62		n/a		
CLIMATE, CULTURE, COLLEGIALITY	Q35A	institution makes having children and tenure-track compatible	3.22		▲	▼	
	Q35B	institution makes raising children and tenure-track compatible	3.04		▲	▼	
	Q35C	colleagues make having children and tenure-track compatible	3.69		▲	▼	
	Q35D	colleagues make raising children and tenure-track compatible	3.76	▲	▲	▼	
	Q35E	colleagues are respectful of efforts to balance work/home	4.01		n/a		
	Q36	compensation	3.38	▲			▼
	Q37	ability to balance between professional and personal time	3.04	▲		▼	
	Q38A	fairness of immediate supervisor's evaluations	4.18	▲			
	Q38B	interest tenured faculty take in your professional development	3.54				
	Q38C	opportunities to collaborate with tenured faculty	3.56	▲		▼	
	Q38D	value faculty in your department place on your work	3.66		n/a		
	Q39A	amount of professional interaction with tenured colleagues	3.66	▲		▼	
	Q39B	amount of personal interaction with tenured colleagues	3.50	▼			
	Q39C	amount of professional interaction with pre-tenure colleagues	3.89				
	Q39D	amount of personal interaction with pre-tenure colleagues	3.83	▼			
	Q40	how well you fit	3.76				
	Q41	intellectual vitality of tenured colleagues	3.53	▲	n/a		
	Q41A	intellectual vitality of pre-tenure colleagues	4.08		n/a		
Q41B	participation in governance of institution	3.75		n/a			
Q41C	participation in governance of department	3.91		n/a			
Q42	on the whole, institution is collegial	4.23		n/a			
GLOBAL	Q45A	department as a place to work	3.96				
	Q45B	institution as a place to work	3.72				
	Q46B	CAO cares about quality of life for pre-tenure faculty	3.34			▼	
	Q48	would again choose to work at this institution	4.16	▲			
	Q50	overall rating of institution	3.96	▲			

# Tenure Practices

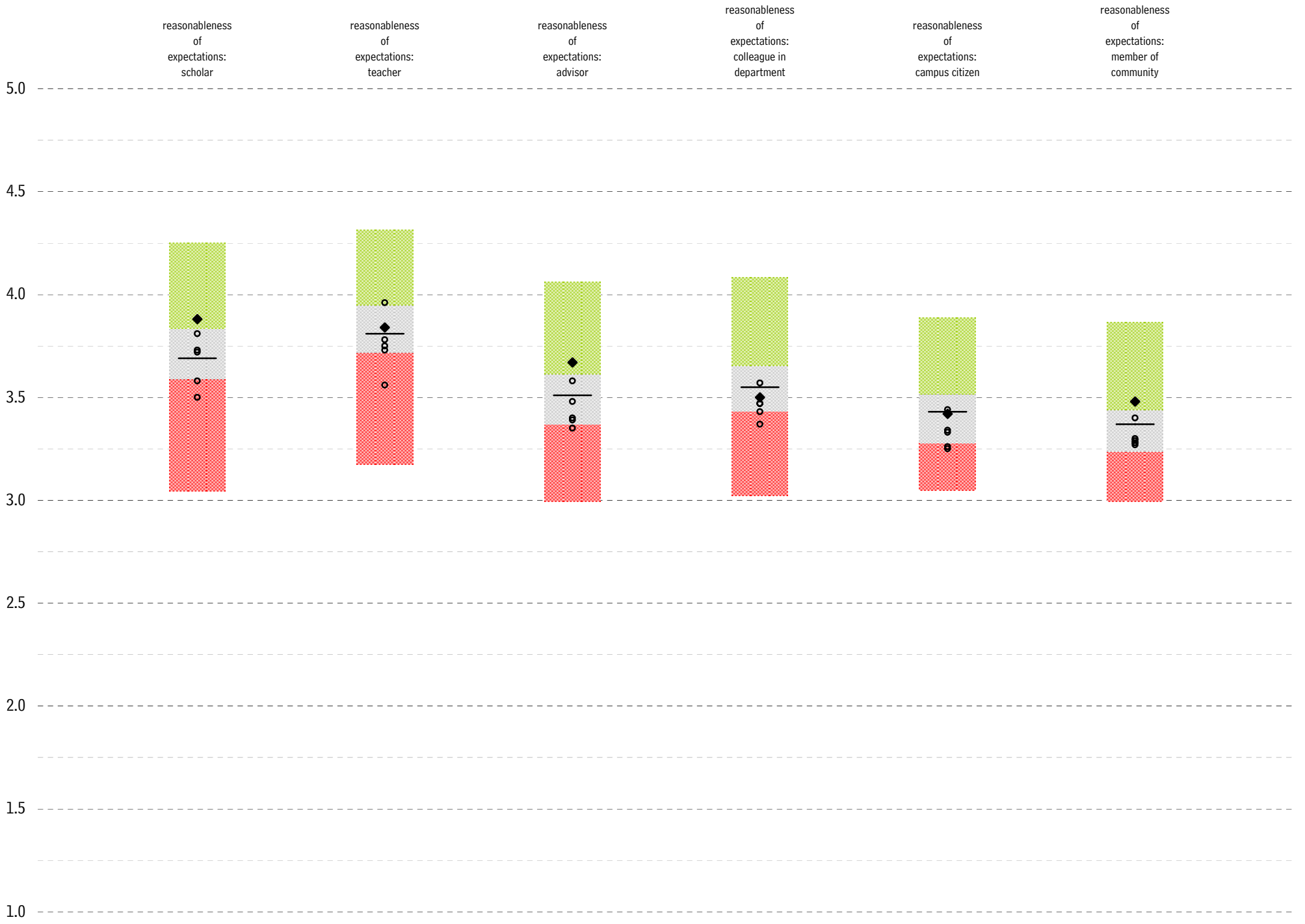




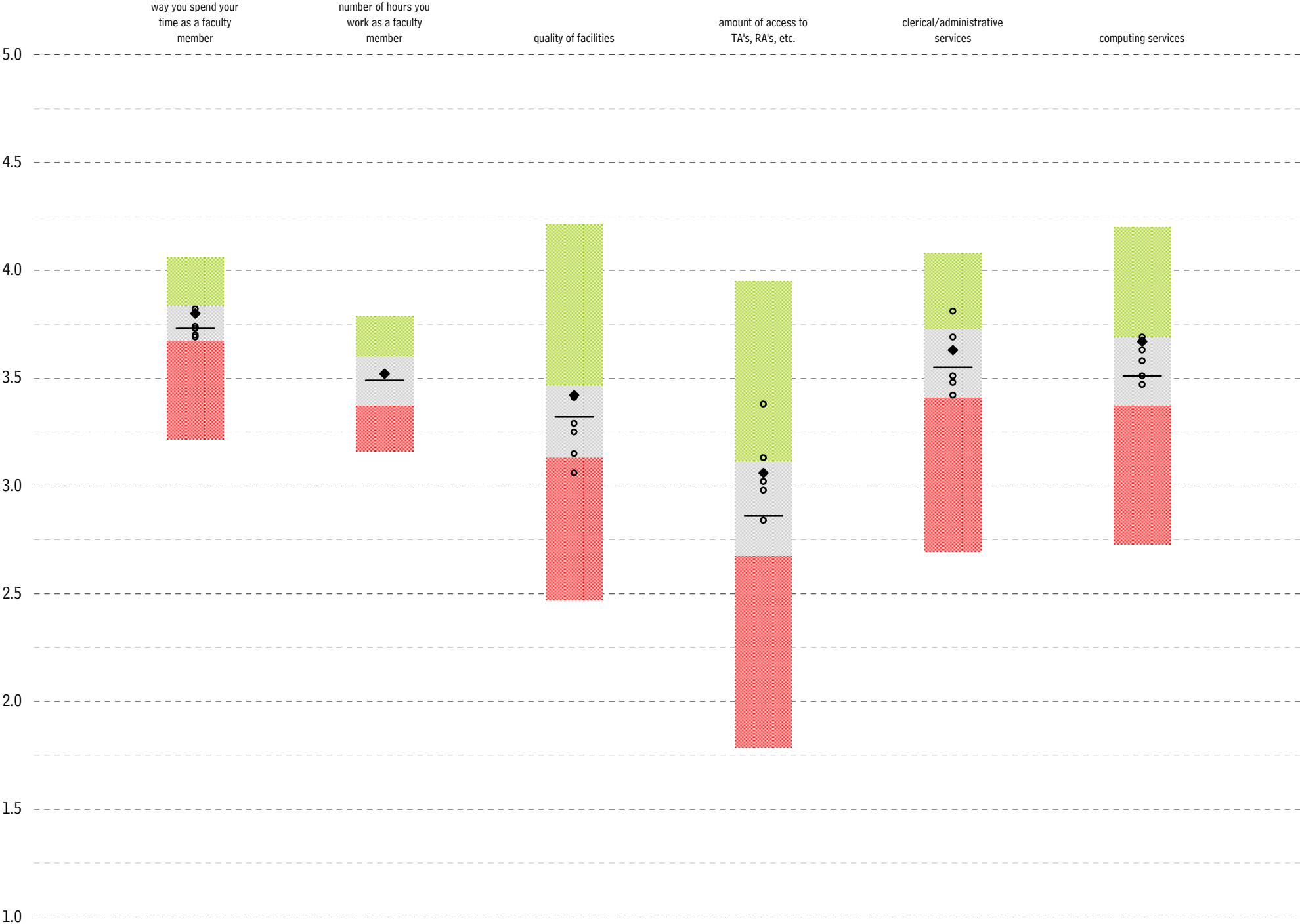
# Tenure Expectations: Clarity



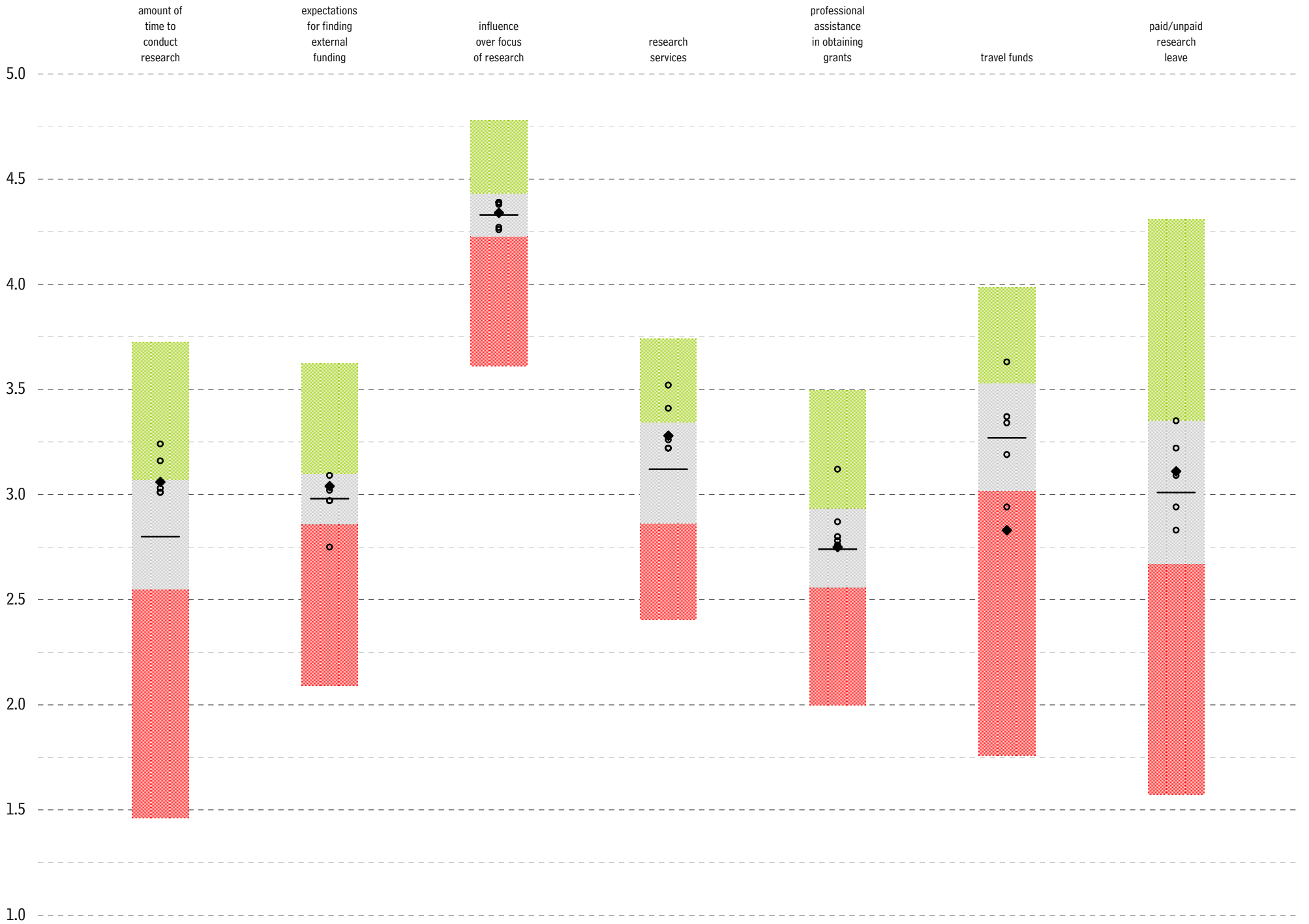
# Tenure Expectations: Reasonableness



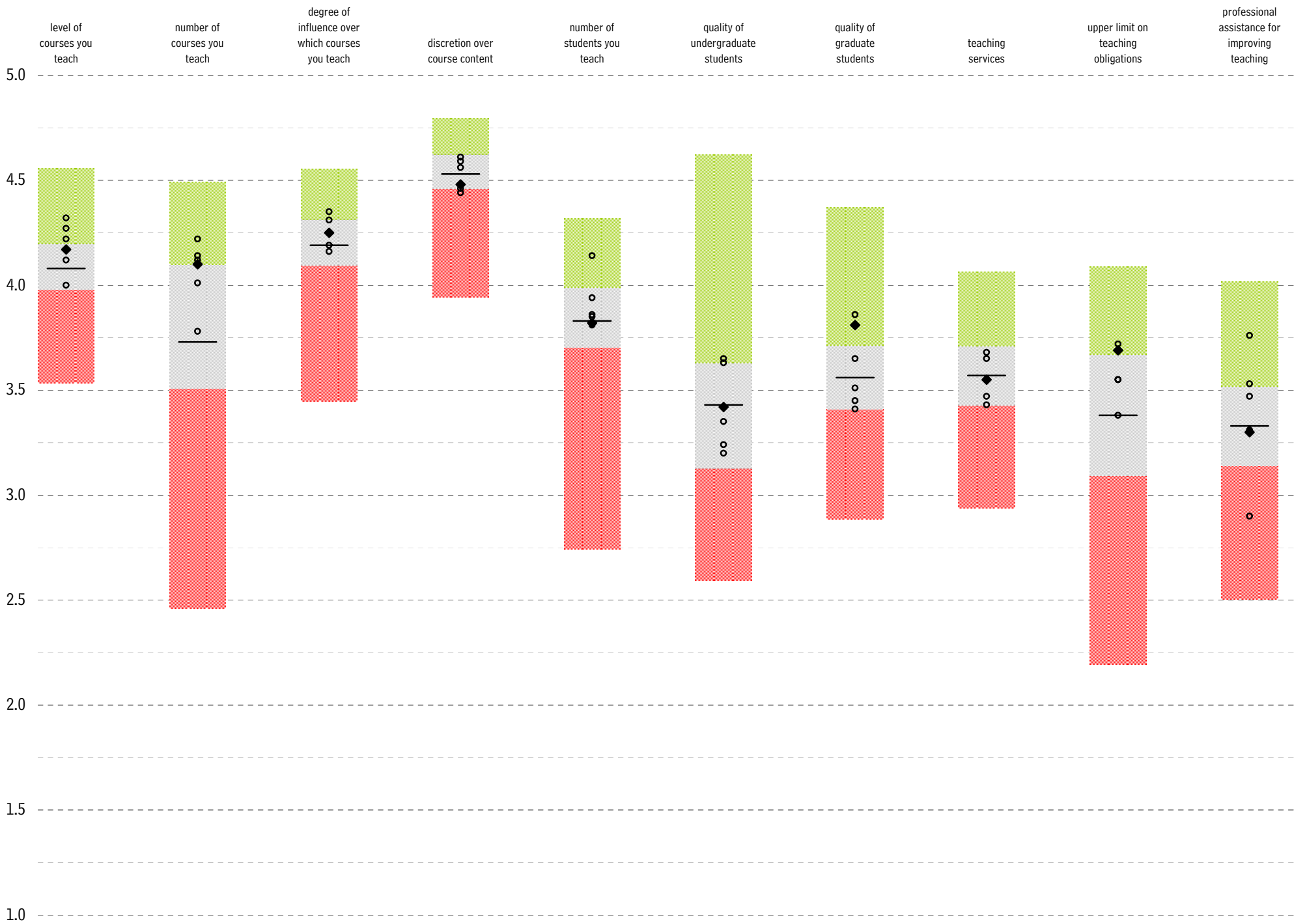
# Nature of Work: Overall



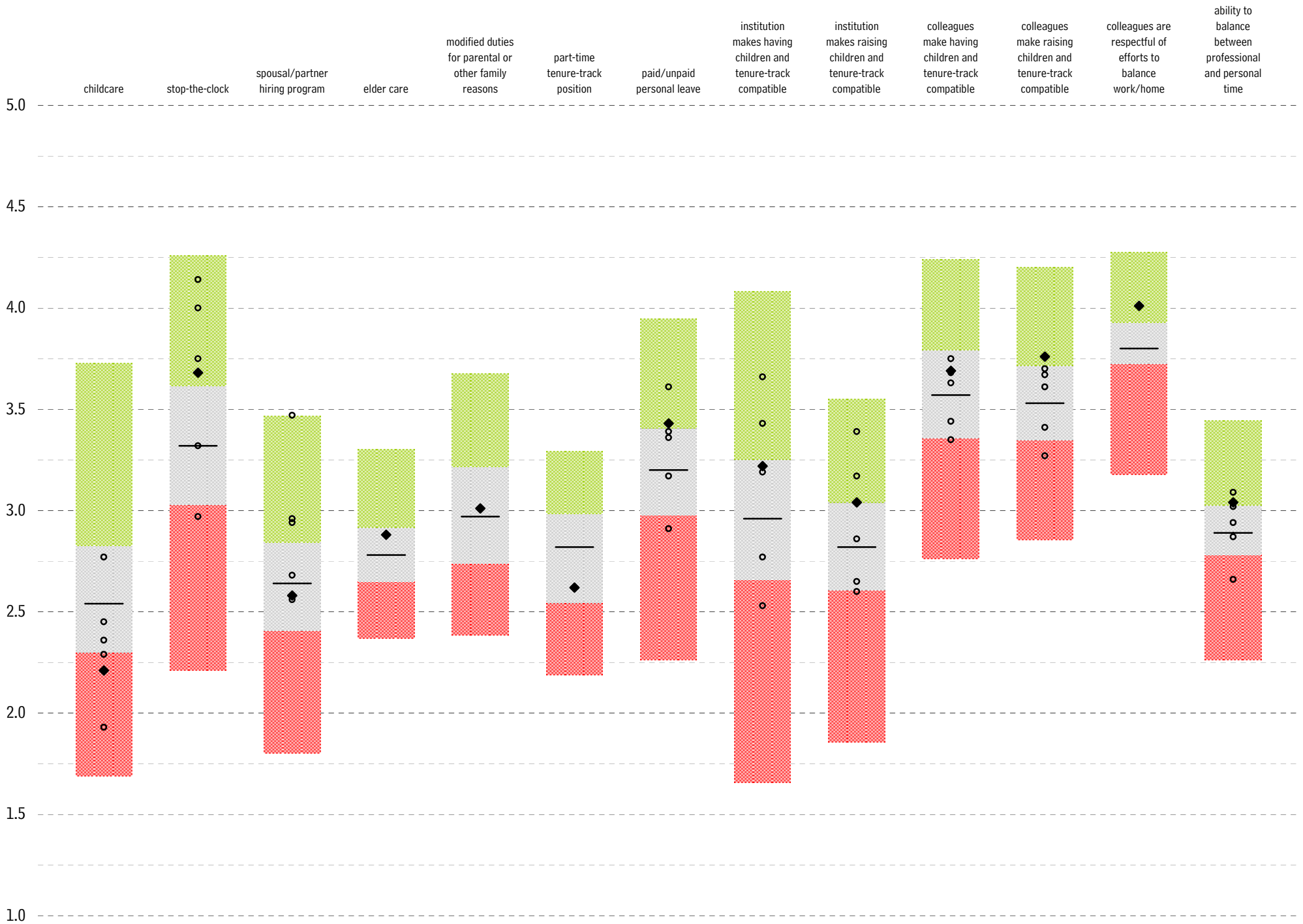
# Nature of Work: Research



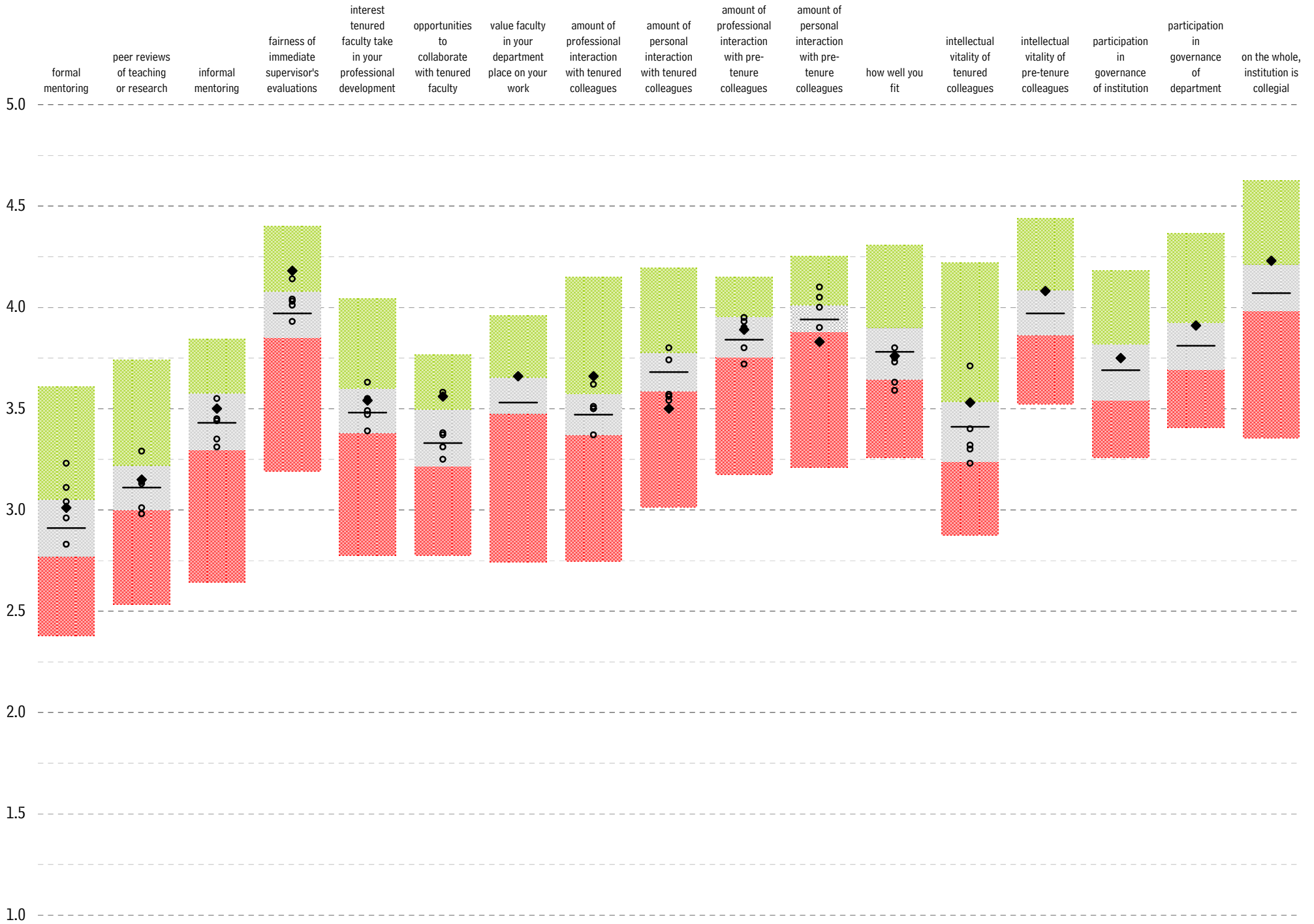
# Nature of Work: Teaching



# Work and Home



# Climate, Culture, Collegiality

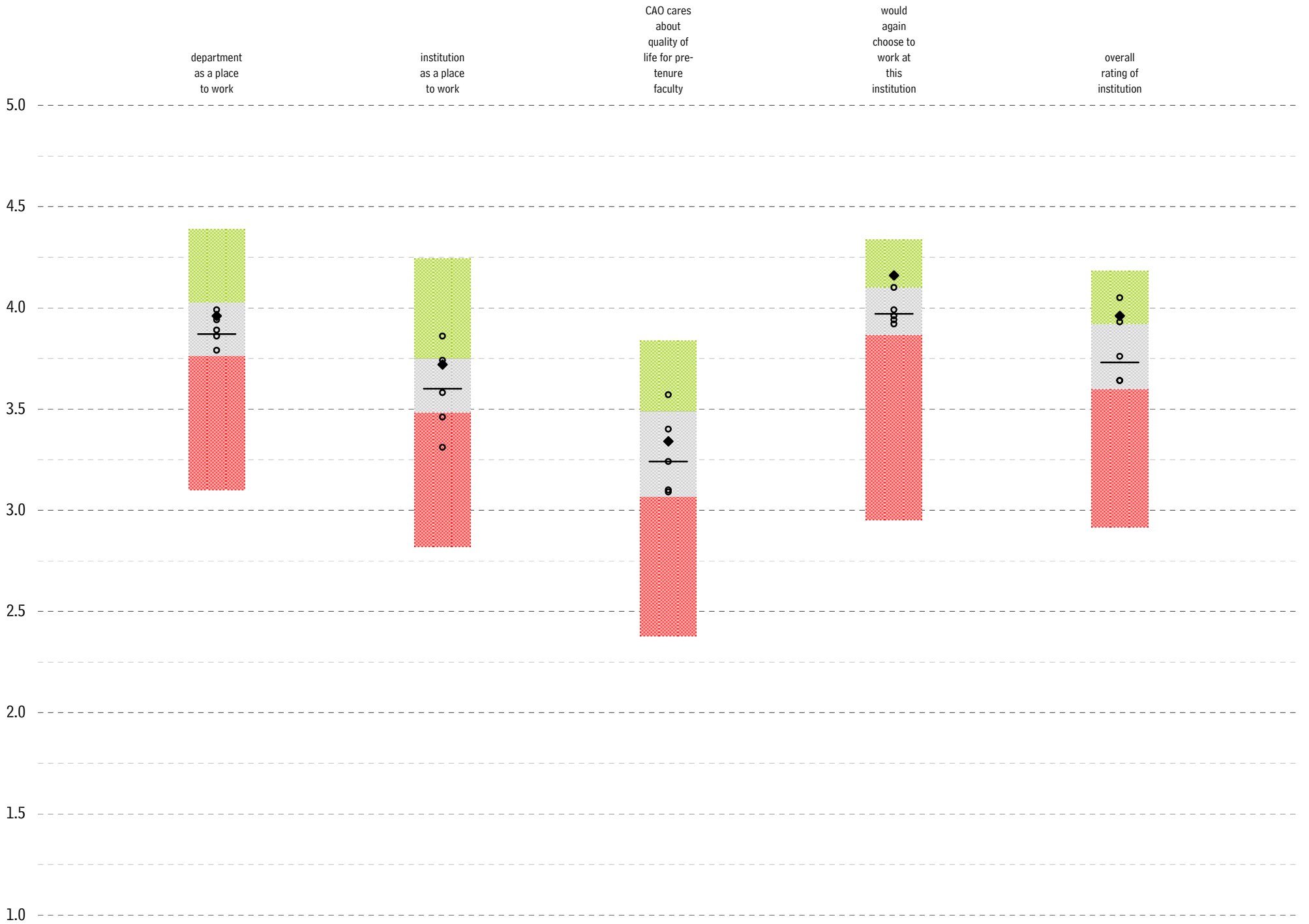


# Compensation and Benefits





# Global Satisfaction



The Collaborative on Academic Careers in Higher Education  
Tenure-Track Faculty Job Satisfaction Survey  
Survey Administration 2008-09

**Table 1. Policies rated by faculty as *important* and *effective***

This table shows, for each of 20 policies, 1) the number of faculty who provided a valid response for both the importance and the effectiveness questions (34a and 34b); and 2) the percent of your junior faculty (overall and grouped by gender and race) who rated the policy as *important or very important to their success*, and *effective or very effective*. The policies and practices with the highest percent of faculty with this response pattern can be viewed as exemplars of successful policies at your institution.

Policy/Practice	Valid <i>n</i>	At Your Institution				
		Overall	Males	Females	White Faculty	Faculty of Color
An upper limit on teaching obligations	128	64% ()	62% ()	67% ()	64% ()	63% ()
Periodic, formal performance reviews	142	61% (1)	63% (1)	58% (1)	62% (1)	58% (2*)
Informal mentoring	136	57% (2)	60% (2)	52% (3*)	58% (2)	53% (4)
Stop-the-clock for parental or other family reasons	68	53% (3)	51% (3)	55% (2)	47% (4)	65% (1)
Written summary of periodic performance reviews	136	49% (4)	47% (4)	52% (3*)	49% (3)	49% (5)
Professional assistance for improving teaching	119	43% (5)	42% (5)	46% (5)	36% (9)	58% (2*)
Peer reviews of teaching or research/creative work	136	41% (6)	41% (6)	42% (6*)	40% (7)	45% (6)
Paid or unpaid personal leave	85	40% (7*)	39% (8)	42% (6*)	41% (5*)	39% (7)
An upper limit on committee assignments for tenure-track faculty	115	40% (7*)	40% (7)	39% (8)	41% (5*)	37% (9)
Paid or unpaid research leave	88	36% (9)	34% (9*)	38% (9)	38% (8)	31% (10)
Travel funds to present papers or conduct research	143	32% (10)	34% (9*)	31% (10)	30% (11)	38% (8)
Formal mentoring program	135	26% (11)	31% (11)	18% (12)	31% (10)	14% (13)
Professional assistance in obtaining externally funded grants	132	23% (12)	19% (13)	29% (11)	22% (12)	25% (11)
Modified duties for parental or other family reasons (e.g., course release)	57	21% (13)	24% (12)	16% (13)	19% (13)	24% (12)
Spousal/partner hiring program	74	13% (14)	12% (14)	15% (14)	15% (14)	8% (17)
Childcare	71	8% (15)	6% (15)	11% (15*)	6% (15)	10% (16)
Elder care	43	7% (16)	4% (16)	11% (15*)	4% (16)	13% (14)
Tuition waivers (e.g., for child, spouse/partner)	84	5% (17)	2% (17*)	9% (17)	2% (18)	12% (15)
Part-time tenure-track position	48	2% (18)	0% (19)	4% (18)	3% (17)	0% (19)
Financial assistance with housing	84	1% (19)	2% (17*)	0% (19)	0% (19)	3% (18)

**Table 2. Policies rated by faculty as *important*, but *ineffective***

This table shows, for each of 20 policies, 1) the number of faculty who provided a valid response for both the importance and the effectiveness questions (34a and 34b); and 2) the percent of your junior faculty (overall and grouped by gender and race) who rated the policy as *important or very important to their success*, but *ineffective or very ineffective (or not offered)* at your institution. The policies and practices with the highest percent of faculty with this response pattern should be targeted for improvement.

Policy/Practice	Valid <i>n</i>	At Your Institution				
		Overall	Males	Females	White Faculty	Faculty of Color
Tuition waivers (e.g., for child, spouse/partner)	84	74% ()	80% ()	65% ()	75% ()	73% ()
Childcare	71	54% (1)	50% (1)	63% (1)	57% (1)	50% (3)
Travel funds to present papers or conduct research	143	45% (2*)	41% (3)	51% (4)	48% (2)	36% (7)
Modified duties for parental or other family reasons (e.g., course release)	57	45% (2*)	34% (6)	59% (2)	46% (3*)	42% (4)
Professional assistance in obtaining externally funded grants	132	44% (4*)	36% (5)	57% (3)	46% (3*)	39% (5)
Spousal/partner hiring program	74	44% (4*)	39% (4)	50% (5)	41% (5)	51% (2)
Financial assistance with housing	84	42% (6)	42% (2)	43% (7)	35% (7)	54% (1)
An upper limit on committee assignments for tenure-track faculty	115	35% (7)	32% (7)	39% (9*)	40% (6)	24% (13)
Paid or unpaid research leave	88	34% (8)	31% (8)	39% (9*)	33% (8)	37% (6)
Part-time tenure-track position	48	33% (9)	17% (13)	48% (6)	32% (9)	34% (9)
Formal mentoring program	135	31% (10)	25% (11)	41% (8)	29% (11)	35% (8)
Elder care	43	29% (11)	29% (9)	30% (11)	31% (10)	26% (10*)
Peer reviews of teaching or research/creative work	136	24% (12)	26% (10)	23% (13)	24% (12)	26% (10*)
Written summary of periodic performance reviews	136	17% (13*)	15% (14)	20% (16)	13% (16*)	26% (10*)
An upper limit on teaching obligations	128	17% (13*)	18% (12)	15% (17)	15% (14)	21% (14)
Informal mentoring	136	15% (15*)	11% (17)	21% (14*)	13% (16*)	20% (15*)
Paid or unpaid personal leave	85	15% (15*)	6% (19)	28% (12)	14% (15)	17% (17)
Stop-the-clock for parental or other family reasons	68	13% (17*)	14% (15)	13% (19)	16% (13)	9% (18*)
Periodic, formal performance reviews	142	13% (17*)	12% (16)	14% (18)	10% (19)	20% (15*)
Professional assistance for improving teaching	119	12% (19)	7% (18)	21% (14*)	13% (16*)	9% (18*)

Note: The values in parenthesis indicate the vertical rank of that response. A "\*" indicates a tie.

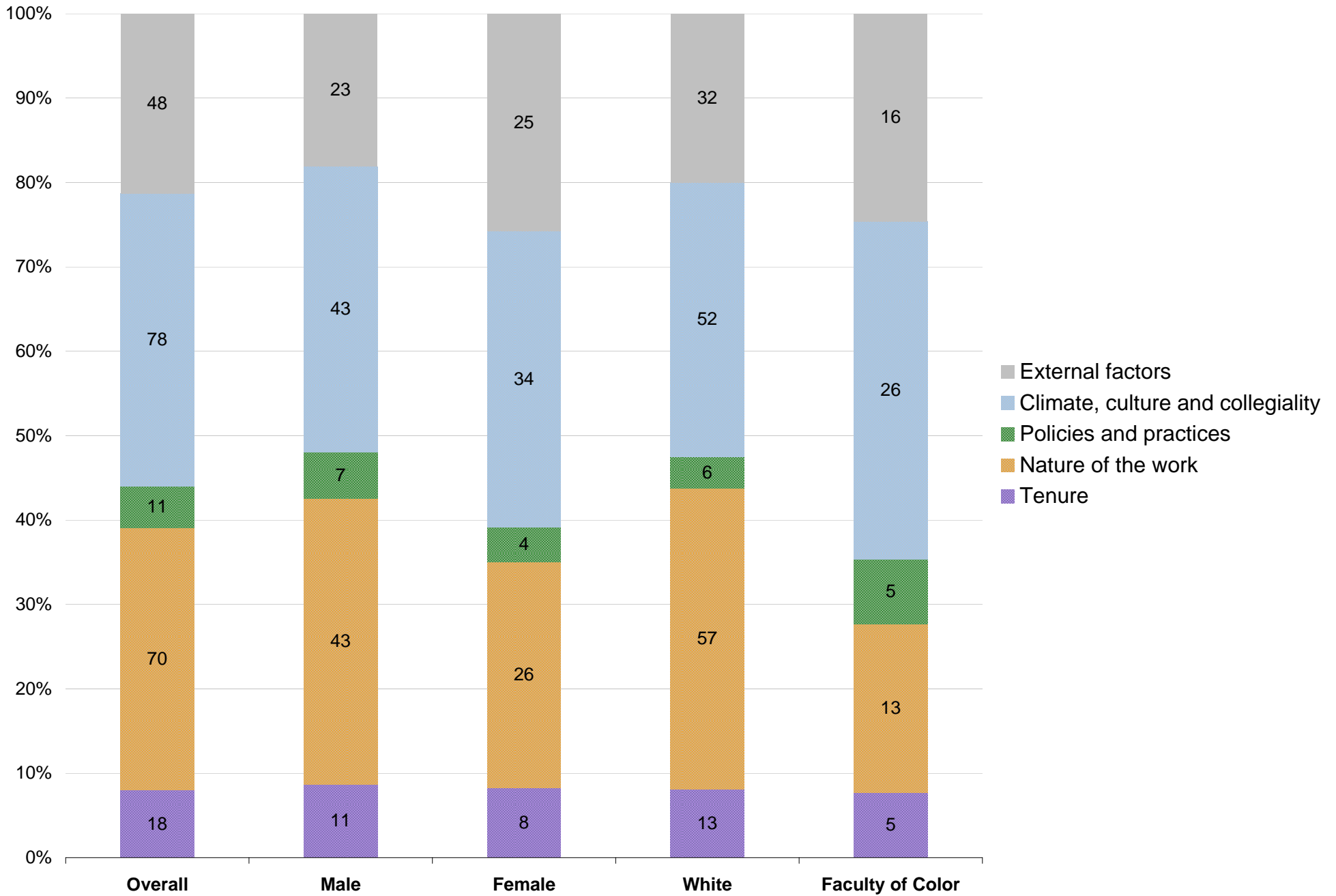
**The Collaborative on Academic Careers in Higher Education**  
Tenure-Track Faculty Job Satisfaction Survey  
Survey Administration 2008-09

**Most frequently cited *best aspects* about working at your institution (Q44a)**

**# of institutions where item ranked  
among the top four responses**

	<i>rank</i>	<i>category</i>	<i>name</i>	<i>Selected peers</i>	<i>All comparables</i>
<b>Overall</b>	1	external factors	geographic location	2	42
	2	climate, culture and collegiality	quality of colleagues	3	56
	3	climate, culture and collegiality	my sense of "fit" here	4	62
	3	climate, culture and collegiality	support of colleagues	2	53
<b>Male</b>	1	external factors	geographic location	2	48
	2	climate, culture and collegiality	quality of colleagues	5	60
	3	climate, culture and collegiality	my sense of "fit" here	5	68
	4	nature of the work	academic freedom	2	36
<b>Female</b>	1	external factors	geographic location	2	42
	2	climate, culture and collegiality	quality of colleagues	2	52
	3	climate, culture and collegiality	support of colleagues	4	57
	4	climate, culture and collegiality	my sense of "fit" here	2	57
	4	nature of the work	academic freedom	2	31
<b>White Faculty</b>	1	external factors	geographic location	2	46
	2	climate, culture and collegiality	my sense of "fit" here	4	67
	3	nature of the work	academic freedom	2	30
	3	climate, culture and collegiality	quality of colleagues	3	61
<b>Faculty of Color</b>	1	external factors	geographic location	2	40
	2	climate, culture and collegiality	quality of colleagues	3	45
	3	climate, culture and collegiality	support of colleagues	2	46
	4	nature of the work	academic freedom	3	33
	4	climate, culture and collegiality	my sense of "fit" here	4	47

# Best aspects about working at your institution, by category (Q44a)



**The Collaborative on Academic Careers in Higher Education**  
Tenure-Track Faculty Job Satisfaction Survey  
Survey Administration 2008-09

**Most frequently cited *worst aspects* about working at your institution (Q44b)**

**# of institutions where item ranked  
among the top four responses**

	<i>rank</i>	<i>category</i>	<i>name</i>	<i>Selected peers</i>	<i>All comparables</i>
<b>Overall</b>	1	nature of the work	lack of assistance for grant proposals	2	7
	1	policies and practices	compensation	4	55
	3	nature of the work	quality of graduate students	4	25
	4	nature of the work	quality of facilities	3	23
<b>Male</b>	1	nature of the work	lack of assistance for grant proposals	2	12
	2	policies and practices	compensation	5	54
	3	nature of the work	quality of graduate students	4	37
	4	nature of the work	lack of support for research/creative work (e.g., leave)	0	31
<b>Female</b>	1	nature of the work	teaching load	0	33
	2	nature of the work	quality of facilities	2	18
	3	nature of the work	quality of graduate students	2	14
	4	nature of the work	lack of assistance for grant proposals	0	4
	4	policies and practices	compensation	2	41
	4	nature of the work	quality of undergraduate students	0	6
<b>White Faculty</b>	1	nature of the work	lack of assistance for grant proposals	0	5
	2	nature of the work	quality of graduate students	2	22
	3	policies and practices	compensation	5	55
	3	nature of the work	quality of facilities	3	27
<b>Faculty of Color</b>	1	policies and practices	compensation	3	46
	2	nature of the work	teaching load	1	33
	3	climate, culture and collegiality	opportunities to collaborate with colleagues	1	5
	4	nature of the work	lack of assistance for grant proposals	1	12

# Worst aspects about working at your institution, by category (Q44b)

