

# COACHE

The Collaborative on Academic Careers in Higher Education

California State University at Fullerton

The initiative to improve faculty  
recruitment, retention,  
and work/life quality

Tenure-Track Faculty Job  
Satisfaction Survey  
Institutional Report  
2010-2011



**HARVARD**  
**GRADUATE SCHOOL OF EDUCATION**

8 Story Street, 5th Floor • Cambridge, Mass. 02138 • 617.496.9348 • [coache@gse.harvard.edu](mailto:coache@gse.harvard.edu) • [www.coache.org](http://www.coache.org)

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*Contact information:*

The Collaborative on Academic Careers in Higher Education (COACHE)  
Harvard Graduate School of Education  
8 Story Street, 5<sup>th</sup> Floor  
Cambridge, MA 02138

Email: [coache@gse.harvard.edu](mailto:coache@gse.harvard.edu)  
URL: <http://www.coache.org>  
Voice: 617-496-9348  
Fax: 617-496-9350

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# COACHE

The Collaborative on Academic Careers in Higher Education

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## PREFACE

One of the great strengths of an institution of higher education is its faculty. A consensus has emerged that college faculty are affected by their perception of the values and rewards in their workplace, and that supportive environments promote faculty satisfaction, which can lead to increased productivity and retention. With this understanding, the Collaborative on Academic Careers in Higher Education (COACHE) at the Harvard Graduate School of Education developed the *Tenure-Track Faculty Job Satisfaction Survey*.

Since 2003, this core instrument of COACHE has been tested, validated, and continually improved with assistance from participating institutions. Our survey assesses early-career faculty experiences in several areas deemed critical to their success, including:

- Clarity and reasonableness of tenure processes and review
- Workload and support for teaching and research
- Integration and balance of work and home responsibilities
- Climate, culture and collegiality on campus
- Compensation and benefits
- Global satisfaction

The result is this COACHE Institutional Report, a diagnostic and comparative management tool for college and university leaders. This report pinpoints problem areas, whether within a particular policy, practice or demographic. Each of the more than 150 institutions in the Collaborative receives a custom version of this benchmarking report and analysis of our job satisfaction database with responses of over 10,000 pre-tenure faculty nationwide.

Membership in the Collaborative, however, does not conclude with delivery of this document. Our mission to make the academy a more attractive place to work is advanced only when supported by institutional action. To that end, academic leaders use COACHE results to focus attention, spot successes and weaknesses, and then take concrete steps to make policies and practices more effective and more prevalent.

Therefore, for the duration of your membership and beyond, let COACHE be your partner and a resource for maximizing the ability of your data to initiate dialogue, recruit talented new scholars, and further the work satisfaction of *all* faculty at your institution. For our advice on making the most of your participation, please review the supplementary material provided with this report, then, contact us with any questions or new ideas that have emerged.

# COACHE

The Collaborative on Academic Careers in Higher Education

## GUIDE TO YOUR REPORT

The data, summary tables, and visual displays provided here tell the story of your pre-tenure faculty's satisfaction and experiences working at your institution. Your report is comprised of three sections:

### I. Executive summary

The executive summary gives an overview of what your pre-tenure, tenure-track faculty members think about working at your institution. It shows, in a condensed fashion, your institution's strengths and weaknesses, in relation to the five peer institutions you chose for comparison, as well as in relation to all COACHE colleges or universities.

#### *Areas of strength and areas of concern*

Translating the visual displays into text produced these lists of survey dimensions for which your faculty's responses overall ranked your institution particularly well or poorly relative to your peers *and* to comparable COACHE sites. If you read nothing else in this report, you will learn the general thrust of your results from this synopsis.

#### *Improving trends and worsening trends*

For institutions that have administered the survey more than once, we have compared your current survey results to your prior data by highlighting the dimensions that, overall, have improved or worsened by ten percent or more.

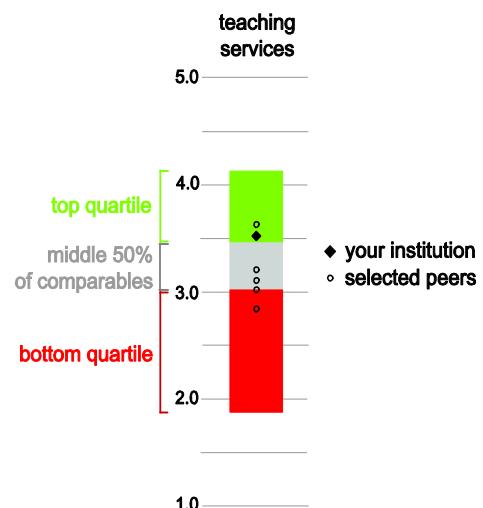
#### *Differences by gender and race*

In addition to comparing your results to peers and your cohort, this section will note any survey dimensions with at least a ten percent difference between men and women and between white faculty and faculty of color at your institution. (These results are reported only if your institution has at least five respondents in *both* comparable subgroups, e.g., men *and* women.)

#### *Dashboards*

The benchmark dashboard identifies your institution's results across the ten COACHE benchmarks of tenure-track faculty success. Each benchmark is the average score—along five-point scales—of several survey dimensions that share a common theme. Additional dashboards present the individual components making up the benchmark scores. All dashboards are simplified views of your absolute and comparative results overall; to grasp the nuances of your results by demographic group and over time (where applicable), we encourage further exploration of the means and frequency data.

The dashboard's visual display represents your mean rating as a black diamond (◆) and your selected peer ratings as circles (○) on a five-point scale. The green box signifies the performance of the



top quartile of campuses in your comparable institutional group; the grey box, the middle 50 percent; and the red box, the bottom quartile.\* As you read across the data display, train your eye on the black diamond to discover a) your highest and lowest scores, and b) whether those scores place your faculty among the top, middle, or bottom of your peers and all others. (Note, however, that comparisons are not available for some questions new to the survey since 2008-09 due to insufficient data.)

### *Index of results*

With this list of overall results for nearly all survey dimensions, we have paired comparisons beyond your walls to comparisons within. Alongside the overall mean results, green (▲) and red (▼) arrows suggest where your results are most positive, most negative, or mixed. This table serves best as an index to the fine-grained data tables of your report.

### *Policies and practices: effectiveness gaps*

For the faculty who rated various policies as important to their success, we report the percentage (and rank order) who rated the policy as effective or ineffective (or not offered) at your institution. Higher percentages in the first chart indicate relatively successful policies, but in the second chart indicate policies currently absent or not working well.

### *Best and worst aspects about working at your institution*

From a list of common characteristics of the academic workplace, your faculty chose two “best” and two “worst” aspects about working at your institution. We report the four aspects (or more, if there are ties) most frequently cited in each case and the percentage of your peers and comparable COACHE sites who share your best or worst qualities.

### *Thematic analysis of open-ended responses*

Your report includes faculty responses to several open-ended survey questions (see below). In this portion of the Executive Summary, we preview the results of the final, open-ended question on improving the workplace by counting the number of times faculty mentioned a particular theme. We include results for your campus and for all comparable institutions since the 2009-10 cohort. Note that responses often touch upon multiple themes, so the total number of comments reported in this thematic summary is likely to exceed the actual number of faculty who responded to this question.

### *Views of global satisfaction*

Several survey dimensions in the Global Satisfaction section of the survey instrument do not utilize a response scheme along a five-point Likert scale, and thus, do not lend themselves to mean comparisons. These survey dimensions are reported here for easier interpretation and comparison to other institutions. These visual displays of items without means will help you to identify quickly differences in *proportion* of faculty responses. Note that, because these items are based on the frequency tables, they represent the aggregate of unweighted responses and that the response set for question 47b includes only the subgroup of faculty who are considering leaving the institution for employment elsewhere.

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\* If you have selected a peer institution outside of your institutional type’s “comparables” (e.g., you are a university and selected a college as a peer in the faculty labor market), some peer symbols (○) may fall outside the shaded percentile boxes. This is because the range of “comparables” includes only institutions of your same type. (See *Appendix A* for a list of institutions in your type.)

II. Data tables and other results

*Descriptive data*

We provide the survey response rates for your institution, your peers, and for all comparable sites. You will also find here the range of weights used in calculating your results, as well as the names of the five institutions you selected as your peers. (Peer data, however, is kept anonymous throughout this report.)

*Demographic data*

This is the report of the survey’s initial questions, which ask respondents to provide background information about their careers, family status, and other personal characteristics. COACHE analysts are available for follow-up analysis that takes into account any of these demographics variables.

*Mean comparisons*

The mean comparisons are based on results from all survey respondents at your institution, at the five peer institutions you selected, and at all other comparable institutions participating in this study (i.e., all colleges or all universities). For each survey dimension, the mean is the weighted arithmetic average of faculty responses on a particular item. Means are provided for your institution overall, for your peer institutions individually and overall, for all comparable institutions overall, and—where population size allows—for groups by gender, by race (white faculty or faculty of color), and by academic area.\* If your institution has administered the survey more than once, the report includes comparisons against your past results. In separate columns, the relative position of your results is provided by a rank against your five peers and by a percentile among all comparable institutions. For further context (i.e., the distribution of results), the means of the institutions at the 75<sup>th</sup> and 25<sup>th</sup> percentiles are provided.

**Mean results at your institution are shaded in yellow**

**The shaded areas contain mean comparisons between groups within your institution. Differences of 10 percent or more (of the response scale’s range) are highlighted in green or red, depending on the direction of the difference.**

Survey item	GENDER															
	MALES								FEMALES							
	You		All selected peers		All comparables				You		All selected peers		All comparables			
description	mean	mean	peer rank	mean	25th %tile mean	75th %tile mean	your %tile	mean	net diff (vs M)	% diff (vs M)	mean	peer rank	mean	25th %tile mean	75th %tile mean	your %tile
I find the tenure process in my department to be...	3.64	3.78	5	3.74	3.63	3.90	28	3.02	-0.62	-16%	3.34	5	3.85	3.48	3.82	4

**The white areas display mean results at your peers and at all comparable institutions. The means of the schools at the 25th and 75th percentiles provide context for your results.**

**Be sure to consider both your rank among peers and your percentile among all comparables. A favorable result in one comparison could be mitigated by an unfavorable result in another.**

*Frequency distributions*

As with the mean comparisons, these frequency distribution tables are based on results from all survey respondents at your institution and at all other institutions participating in this study. Provided here are the actual (unweighted) number and percentage of faculty responses on each survey dimension. We provide

\* Note that, for any given question, the “All comparables” mean is calculated from the mean ratings of every institution with at least one valid respondent. Your percentile, however, places your mean among “All comparables” with at least five respondents. As a result, the “All comparables” mean may be greater than the “75<sup>th</sup> %tile mean” or lower than the “25<sup>th</sup> %tile mean”. This is most likely to happen in questions with small base populations, e.g., where many respondents selected “N/A” or “Decline to answer.”

comparisons overall and between the same sub-groups identified in the mean comparisons (i.e., by gender, race/ethnicity, academic area, and current/prior survey administrations).

*A note on interpreting means and frequencies*

Relative frequencies of responses for each item can provide crucial information not given by the mean score alone. While a group's mean score gives valuable information about the group's central tendency, the frequency can tell you the extent to which the group is polarized in their responses. For example, consider two hypothetical cases:

*Case #1:* Half of a group of pre-tenure faculty chose "Very dissatisfied" (1) on a 5-point scale, and half chose "Very satisfied" (5);

*Case #2:* Every respondent in the group chose "Neither satisfied nor dissatisfied" (3).

In both cases, the mean score is 3.0; however, whereas in the second case the mean reflects individuals' attitudes perfectly, in the first case, the mean value ("Neither satisfied nor dissatisfied") does not actually reflect the attitude of *anyone* in the group. Rather, these respondents seem to be made up of two sub-groups with very different attitudes. It is important to take into account the polarization of scores when considering major policy changes in order to accurately anticipate how faculty members will be affected.

*Policies and practices: detail*

These tables provide a deeper glimpse at your faculty's ratings of the importance and effectiveness of twenty policies and practices at your institution.

*Responses to open-ended questions*

This section shows the comments written by your pre-tenure faculty in response to follow-up questions to five survey items and to one open-ended question:

*Q27b. In your opinion, on what non-performance-based criteria are tenure decisions in your department primarily made?* Subjects were asked this follow-up question if they responded "Somewhat disagree" or "Strongly disagree" to Question 27a, which states, "In my opinion, tenure decisions here are made primarily on performance-based criteria (e.g., research/creative work, teaching, and/or service) rather than on non-performance-based criteria (e.g., politics, relationships, and/or demographics)."

*Q44a. Please check the two (and only two) best aspects about working at your institution.* Subjects responding "Other" were asked to specify.

*Q44b. Please check the two (and only two) worst aspects about working at your institution.* Subjects responding "Other" were asked to specify.

*Q46a. Who serves as the chief academic officer at your institution?* Subjects responding "other" were asked to specify.

*Q47b. Why do you plan to remain at your institution for no more than five years (after earning tenure)?* Subjects responding "For no more than 5 years after earning tenure" to Q47 ("Assuming you achieve tenure, how long do you plan to remain at your institution?") were prompted here to specify their reasons.

*Q51. Please use the space below to tell us the number one thing that you, personally, feel your institution could do to improve the workplace.*

### III. Appendices

#### *A. Participating institutions*

A list of institutions, by type, control, and cohort, whose data comprise the COACHE database. If your institutional type is “college,” then your comparables in this report are all colleges; if your type is “university,” your “comparables” are all universities.

#### *B. Survey instrument*

A static, coded version of the web-based instrument is provided in the first appendix. Please note that this medium does not accurately indicate survey “adaptive branching” behavior, where some items are skipped because of responses to previous questions.

#### *C. Suggestions for action*

Selections from COACHE’s extensive policy response database (a resource for COACHE members) are included here to provide a range of possible next steps as you involve your campus in discussions around your COACHE results.

#### *D. Results of custom questions (if applicable)*

For institutions that appended additional, custom questions to the COACHE survey, the results are displayed here in cross-tabulations and/or open-ended narrative.

## METHOD

### *Background*

The principal purposes of the Collaborative on Academic Careers in Higher Education (COACHE) survey are two-fold: (1) to enlighten academic leaders about the experiences and concerns of full-time, tenure-track faculty; and (2) to provide data that lead to informed discussions and appropriate actions to improve the quality of work/life for those faculty. Over time, we hope these steps will make the academy an even more attractive and equitable place for talented scholars and teachers to work.

The core element of COACHE is a web-based survey designed and tested in focus groups and a rigorous pilot study with twelve sites (see *Survey Design* below). The survey asked full-time tenure-track faculty to rate the attractiveness of various terms and conditions of employment and to assess their own level of work satisfaction. While there are many faculty surveys, the COACHE instrument is unique in that it was designed expressly to take account of the concerns and experiences of full-time, pre-tenure, tenure-track faculty, especially with regard to the promotion and tenure process, work-family balance, and organizational climate and culture.

This COACHE *Tenure-Track Job Satisfaction Survey* provides academic leaders with a powerful lever to enhance the quality of work life for pre-tenure faculty. Each report provides not only interesting data, but also actionable diagnoses. The data are a springboard to workplace improvements, more responsive policies and practices, and an earned reputation as a great place for pre-tenure faculty to work.

### *Survey design*

The chief aim in developing the COACHE *Tenure-Track Faculty Job Satisfaction Survey* was to assess, in a comprehensive and quantitative way, pre-tenure faculty’s work-related quality of life. The survey addresses multiple facets of job satisfaction and includes specific questions that would yield unambiguous, actionable



data on key policy-relevant issues. The COACHE instrument was developed and validated in stages over a period of several years.

First, six focus groups were conducted with a total of 57 tenure-track faculty to learn how they view certain work-related issues, including specific institutional policies and practices, work climate, the ability to balance professional and personal lives, issues surrounding tenure, and overall job satisfaction.

Drawing from the focus groups, prior surveys on job satisfaction among academics and other professionals, and consultation with Harvard University and advisory board experts on survey development, COACHE researchers developed a web-based survey prototype that was then tested in a pilot study of 1,188 pre-tenure faculty members at 12 institutions.

COACHE solicited feedback about the survey by conducting follow-up interviews with a sub-sample of the respondents of the pilot study. The survey was revised in light of this feedback. The current version of the survey was revised further, taking into account feedback provided by respondents in survey administrations since the pilot study.

#### *Survey administration*

All eligible subjects at participating institutions were invited to complete the survey. Eligibility was determined according to the following criteria:

- Full-time
- Tenure-track/ladder rank
- Pre-tenure
- Hired prior to 2010 (new hires are unable to respond meaningfully to many questions)
- Not *clinical* faculty in such areas as Medicine, Dentistry, Nursing, Pharmacy, and Veterinary Medicine
- Not in terminal year after being denied tenure

See “Descriptive data” in your report for response rates at your institution overall, by gender, and by race.

Subjects first received a message about the survey from a senior administrator (e.g., president, provost, or dean) at their institution. Next, subjects received an email from COACHE inviting them to complete the survey. Over the course of the survey administration period, up to four automated reminders were sent via email to all subjects who had not completed the survey.

Participants accessed a secure web server through their own unique link provided by COACHE and responded to a series of multiple-choice and open-ended questions (see *Appendix B*). The median survey completion time was approximately 19 minutes; the mode (most frequent) completion time was approximately 14 minutes.

#### *Data conditioning*

In order for a participant to be considered a valid respondent, the responses must meet several criteria. First, the respondent had to provide at least one meaningful response beyond the demographic section of the instrument. Next, the responses of faculty who either terminated the survey before completing the demographic section or chose only *N/A* or *Decline to Respond* for all questions were removed from the data set. The impact of such deletions, however, was relatively small: on average, greater than 90 percent of respondents who enter the COACHE survey go on to complete it in its entirety.

The next step in identifying valid respondents consists of reviewing response patterns for individuals who completed the survey in a significantly shorter time span than the rest of the survey cohort; who chose the same response for at least 85 percent of the survey; or who followed a highly improbable pattern of responses throughout the survey. These “speeders” and “cheaters” were flagged for review and removed from the data when appropriate.

In responses to open-ended questions, individually-identifying words or phrases that would compromise the respondent’s anonymity were either excised or emended by COACHE analysts. Where this occurred, the analyst substituted that portion of the original response with brackets containing an ellipsis or alternate word or phrase (e.g., [...] or [under-represented minority]).

If your institution appended custom open-ended questions, comments were not altered in any way. Prior to completing any open-ended questions, faculty were warned, “You have completed the main questionnaire. Your campus leadership appended the next few questions to delve into specific topics related to your institution. In some cases, these questions ask for open text responses. COACHE reports the full unedited response for these items. Please keep in mind that COACHE never directly links your contact information to a response, however, some comments may inadvertently disclose the identity of respondents. We encourage you to use your best judgment to balance candor and confidentiality.”

## DEFINITIONS

### *All comparables*

Within the report, comparisons between your institution and the comparable cohort group provide context for your results in the broader faculty labor market. Because the experiences, demands, and expectations for faculty vary by institutional type, COACHE differentiates colleges and universities by size and institutional mission and compares your scores with only those schools in your comparable cohort. “Colleges” typically refer to smaller institutions with a primary focus on undergraduate education. “Universities” refer to larger institutions with a greater emphasis on research and graduate degree production.

### *Data weighting or “weight scale”*

A weighting scale was developed for each institution to adjust for the under- or over-representation in the data of subgroups defined by race and gender (e.g., White males, Asian females, etc.). Applying these weights to the data thus allowed the relative proportions of subgroups in the data for each institution to more accurately reflect the proportions in that institution’s actual population of pre-tenure faculty. See “Descriptive Data” in your report for your institution’s weight scale.

In some cases, small numbers of some groups with strong over- or under-representation in the response set can unintentionally influence the mean scores overall and/or within the subgroups. In such cases, the weights of these smaller groups were merged with other subgroups to create weights that are more balanced.

### *Faculty of color*

Any respondent identified by his or her institution or self-identifying in the survey as non-White.

### *n < 5*

To protect the identity of respondents and in accordance with procedures approved by Harvard University’s Committee on the Use of Human Subjects, cells with fewer than five data points (i.e., mean scores for

questions that were answered by fewer than five faculty from a subgroup within an institution) are not reported. Instead, “n < 5” will appear as the result.

#### *Percentage difference (% diff)*

In reporting comparisons of means, many studies express the result as a percentage difference based on one of the subgroup means. For example, if females (group1) rated clarity of the tenure criteria at 2.40 on a five-point scale, and males (group2) rated the same dimension at 2.00, one might report that “women find tenure criteria 20 percent clearer than do men.”

$$\frac{\text{group1} - \text{group2}}{\text{group2}}$$

By this method, however, the same difference in rating (0.40) at the higher end of the five-point scale would seem narrower if expressed as a percentage. If we compare a female (group1) mean of 4.40 against a male (group2) mean of 4.00, we find just a 10 percent difference—half the difference of our earlier example—even though the absolute difference between the results is the same. Thus, using a variable divisor (group2) exaggerates differences at the low end of a scale, or conversely, mutes differences at the high end of a scale.

Another problem caused by this method is that the percentage value of the difference changes depending on how you express the comparison: “Women find tenure clarity 20 percent clearer than do men,” but “Men find tenure clarity 16.7 percent less clear than do women.”

Still, expressing comparative results as a percentage is a universal method of deciding whether or not a difference is “important,” “practical,” or “meaningful.” Therefore, your COACHE report expresses differences as a percentage of the *range* on our five point scale.

$$\frac{\text{group1} - \text{group2}}{\text{scale high} - \text{scale low}}$$

To cite the examples above, the 0.40 that separates female and male results—whether at the low or high end of the scale—will always be 10 percent of the range of possible clarity responses, or  $5 - 1 = 4$ . Likewise, a 10 percent difference always translates into a 0.40 difference in means.

Arguably, the fixed divisor could be the number (5), not the range (4) of responses. We provide your data in Excel format, should you wish to substitute your own assumptions. (Be aware that such a change will make smaller the relative differences between groups.) However, we believe that these assumptions strengthen the consistency of the analysis from item to item across the dimensions of the survey.

#### *Response rate*

The percent of all eligible pre-tenure faculty, by gender and by race, whose responses, following the data conditioning process, were deemed eligible to be included in this analysis. These response rates determine the weight scale used to balance the sample.

**Please contact COACHE with any additional questions about methodology and definitions, about survey administration, or about any aspects of this institutional report.**



# COACHE

## Tenure-Track Faculty Job Satisfaction Survey Executive Summary

# COACHE

The Collaborative on Academic Careers in Higher Education

## EXECUTIVE SUMMARY

The *COACHE Tenure-Track Faculty Job Satisfaction Survey* was administered online from October 2010 through January 2011. This executive summary highlights faculty responses to most items in the survey, which fall into ten primary survey domains:

Tenure practices	Nature of the work: Overall
Tenure expectations: Clarity	Nature of the work: Teaching
Tenure expectations: Reasonableness	Nature of the work: Research
Work and home	Compensation & Benefits
Climate, Culture, Collegiality	Global Satisfaction

### Population data and completion rates

	Overall	Male	Female	White, non-Hispanic	Faculty of Color
<b>California State at Fullerton</b>					
<i>population</i>	299	152	147	182	117
<i>responders</i>	135	63	72	92	43
<i>response rate</i>	45%	41%	49%	51%	37%
<b>All selected peers</b>					
<i>population</i>	826	425	401	652	174
<i>responders</i>	503	267	236	407	96
<i>response rate</i>	61%	63%	59%	62%	55%
<b>All comparables<sup>1</sup></b>					
<i>population</i>	13579	7691	5888	9225	4045
<i>responders</i>	7716	4134	3582	5372	2183
<i>response rate</i>	57%	54%	61%	58%	54%

### Peer group

Your institution selected five institutions as peers against whom to compare your survey results. The results of COACHE survey administration at these peer institutions are included throughout this report in the aggregate or, when cited individually, in a randomized order. Your peer institutions are:

- Appalachian State University
- Ball State University
- California Polytechnic State University at San Luis Obispo
- James Madison University
- Montclair State University

<sup>1</sup> Comparisons between your institution and the comparable cohort group provide context for your results. COACHE differentiates colleges and universities by size and institutional mission and compares your scores with only those comparable schools.

## 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
- tenure decisions based on performance
- written summary of performance reviews

### *Tenure expectations: Clarity*

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

### *Tenure expectations: Reasonableness*

- reasonableness of expectations: colleague in department
- reasonableness of expectations: campus citizen
- reasonableness of expectations: member of community

### *Nature of the work: Overall*

- computing services

### *Work and home*

- childcare
- institution makes having children and tenure-track compatible
- institution makes raising children and tenure-track compatible
- colleagues make raising children and tenure-track compatible

### *Climate, culture, collegiality*

- interest tenured faculty take in your professional development
- amount of personal interaction with pre-tenure colleagues
- how well you fit

### *Compensation and benefits*

- financial assistance with housing

## 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: Overall*

- way you spend your time as a faculty member
- amount of access to TA's, RA's, etc.

### *Nature of the work: Research*

- amount of time to conduct research
- paid/unpaid research leave

### *Nature of the work: Teaching*

- number of courses you teach
- number of students you teach
- quality of undergraduate students
- quality of graduate students
- upper limit on teaching obligations

### *Global satisfaction*

- institution as a place to work
- would again choose to work at this institution

## 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 10% or more).

### *Work and home*

- stop-the-clock
- paid/unpaid personal leave
- institution makes having children and tenure-track compatible
- institution makes raising children and tenure-track compatible

### *Global satisfaction*

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

## 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 10% or more).

### *Nature of the work: Teaching*

- number of courses you teach



## Differences by gender at your institution

Female faculty at your institution rated the following survey dimensions **at least 10% higher** than did male faculty at your institution.

*Nature of the work: Research*

paid/unpaid research leave

*Nature of the work: Teaching*

quality of graduate students

*Work and home*

stop-the-clock

paid/unpaid personal leave

*Compensation and benefits*

tuition waivers

Male faculty at your institution rated the following survey dimensions **at least 10% higher** than did female faculty at your institution.

*Tenure practices*

consistent messages about tenure from tenured colleagues

*Nature of the work: Teaching*

number of courses you teach

*Climate, culture, collegiality*

interest tenured faculty take in your professional development

*Compensation and benefits*

compensation

*Global satisfaction*

CAO cares about quality of life for pre-tenure faculty

## Differences by race/ethnicity at your institution

White faculty at your institution did not rate any survey dimensions **at least 10% higher** than faculty of color at your institution.

Faculty of color at your institution rated the following survey dimensions **at least 10% higher** than did white faculty at your institution.

*Nature of the work: Overall*

way you spend your time as a faculty member

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

computing services

*Nature of the work: Research*

travel funds

*Nature of the work: Teaching*

quality of graduate students

*Work and home*

childcare

stop-the-clock

modified duties for parental or other family reasons

# Benchmarks



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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 vs males	faculty of color vs white
<b>Tenure practices</b>						
Q19	clarity of tenure process	4.25	▲			
Q20	clarity of tenure criteria	4.12	▲			
Q21	clarity of tenure standards	3.98	▲			
Q22	clarity of tenure body of evidence	4.05	▲			
Q23	clarity of sense of achieving tenure	4.07	▲			
Q26	consistent messages about tenure from tenured colleagues	3.70	▲		▼	
Q27A	tenure decisions based on performance	4.02	▲			
Q34B3	periodic, formal performance reviews	3.66				
Q34B4	written summary of performance reviews	3.65	▲			
Q34B10	upper limit on committee assignments	3.03				
<b>Tenure expectations: Clarity</b>						
Q24A	clarity of expectations: scholar	4.13	▲			
Q24B	clarity of expectations: teacher	4.16	▲			
Q24C	clarity of expectations: advisor	3.33	▲			
Q24D	clarity of expectations: colleague in department	3.61	▲			
Q24E	clarity of expectations: campus citizen	3.58	▲			
Q24F	clarity of expectations: member of community	3.40	▲			
<b>Tenure expectations: Reasonableness</b>						
Q25A	reasonableness of expectations: scholar	3.82				
Q25B	reasonableness of expectations: teacher	3.81				
Q25C	reasonableness of expectations: advisor	3.53				
Q25D	reasonableness of expectations: colleague in department	3.85	▲			
Q25E	reasonableness of expectations: campus citizen	3.79	▲			
Q25F	reasonableness of expectations: member of community	3.67	▲			
<b>Nature of the work: Overall</b>						
Q28	way you spend your time as a faculty member	3.64	▼			▲
Q28B	number of hours you work as a faculty member	3.42	N/A	N/A		
Q31	quality of facilities	3.27				
Q32	amount of access to TA's, RA's, etc.	2.40	▼			▲
Q33A	clerical/administrative services	3.83				
Q33D	computing services	3.82	▲			▲
<b>Nature of the work: Teaching</b>						
Q29A	level of courses you teach	3.82				
Q29B	number of courses you teach	2.73	▼	▼	▼	
Q29C	degree of influence over which courses you teach	4.08				
Q29D	discretion over course content	4.37				
Q29E	number of students you teach	3.27	▼			
Q29F	quality of undergraduate students	2.94	▼			
Q29G	quality of graduate students	3.30	▼		▲	▲
Q33C	teaching services	3.52				
Q34B6	professional assistance for improving teaching	3.43				
Q34B11	upper limit on teaching obligations	2.70	▼			

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ITEM	NAME	OVERALL RESULTS			SUBGROUPS	
		mean	vs others	vs prior	females vs males	faculty of color vs white
<b>Nature of the work: Research</b>						
Q30B	amount of time to conduct research	2.32	▼			
Q30C	expectations for finding external funding	3.04				
Q30D	influence over focus of research	4.22				
Q33B	research services	2.92				
Q34B5	professional assistance in obtaining grants	2.85				
Q34B7	travel funds	2.79				▲
Q34B8	paid/unpaid research leave	2.44	▼		▲	
<b>Work and home</b>						
Q34B9	paid/unpaid personal leave	3.44		▲	▲	
Q34B13	childcare	2.90	▲			▲
Q34B15	stop-the-clock	3.47		▲	▲	▲
Q34B16	spousal/partner hiring program	2.59				
Q34B17	elder care	2.88	N/A	N/A		N<5
Q34B19	modified duties for parental or other family reasons	3.05	N/A	N/A		▲
Q34B20	part-time tenure-track position	3.30	N/A	N/A		
Q35A	institution makes having children and tenure-track compatible	3.40	▲	▲		
Q35B	institution makes raising children and tenure-track compatible	3.17	▲	▲		
Q35C	colleagues make having children and tenure-track compatible	3.91				
Q35D	colleagues make raising children and tenure-track compatible	4.01	▲			
Q35E	colleagues are respectful of efforts to balance work/home	3.99	N/A	N/A		
Q37	ability to balance between professional and personal time	2.94				
<b>Climate, culture, and collegiality</b>						
Q34B1	formal mentoring	2.93				
Q34B2	informal mentoring	3.54				
Q34B12	peer reviews of teaching or research	3.10				
Q38A	fairness of immediate supervisor's evaluations	4.07				
Q38B	interest tenured faculty take in your professional development	3.58	▲		▼	
Q38C	opportunities to collaborate with tenured faculty	3.36				
Q38D	value faculty in your department place on your work	3.65	N/A	N/A		
Q39A	amount of professional interaction with tenured colleagues	3.47				
Q39B	amount of personal interaction with tenured colleagues	3.67				
Q39C	amount of professional interaction with pre-tenure colleagues	3.89				
Q39D	amount of personal interaction with pre-tenure colleagues	4.00	▲			
Q40	how well you fit	3.99	▲			
Q41	intellectual vitality of tenured colleagues	3.21				
Q41A	intellectual vitality of pre-tenure colleagues	4.03	N/A	N/A		
Q41B	participation in governance of institution	3.85	N/A	N/A		
Q41C	participation in governance of department	3.99	N/A	N/A		
Q42	on the whole, institution is collegial	4.06	N/A	N/A		
<b>Compensation and benefits</b>						
Q34B14	financial assistance with housing	2.59	▲			
Q34B18	tuition waivers	3.66	N/A	N/A	▲	
Q36	compensation	2.76			▼	
<b>Global satisfaction</b>						
Q45A	department as a place to work	3.99				
Q45B	institution as a place to work	3.47	▼			
Q46B	CAO cares about quality of life for pre-tenure faculty	3.42		▲	▼	
Q48	would again choose to work at this institution	3.80	▼			
Q50	overall rating of institution	3.65				

# Tenure Practices



# Tenure Expectations: Clarity



# Tenure Expectations: Reasonableness





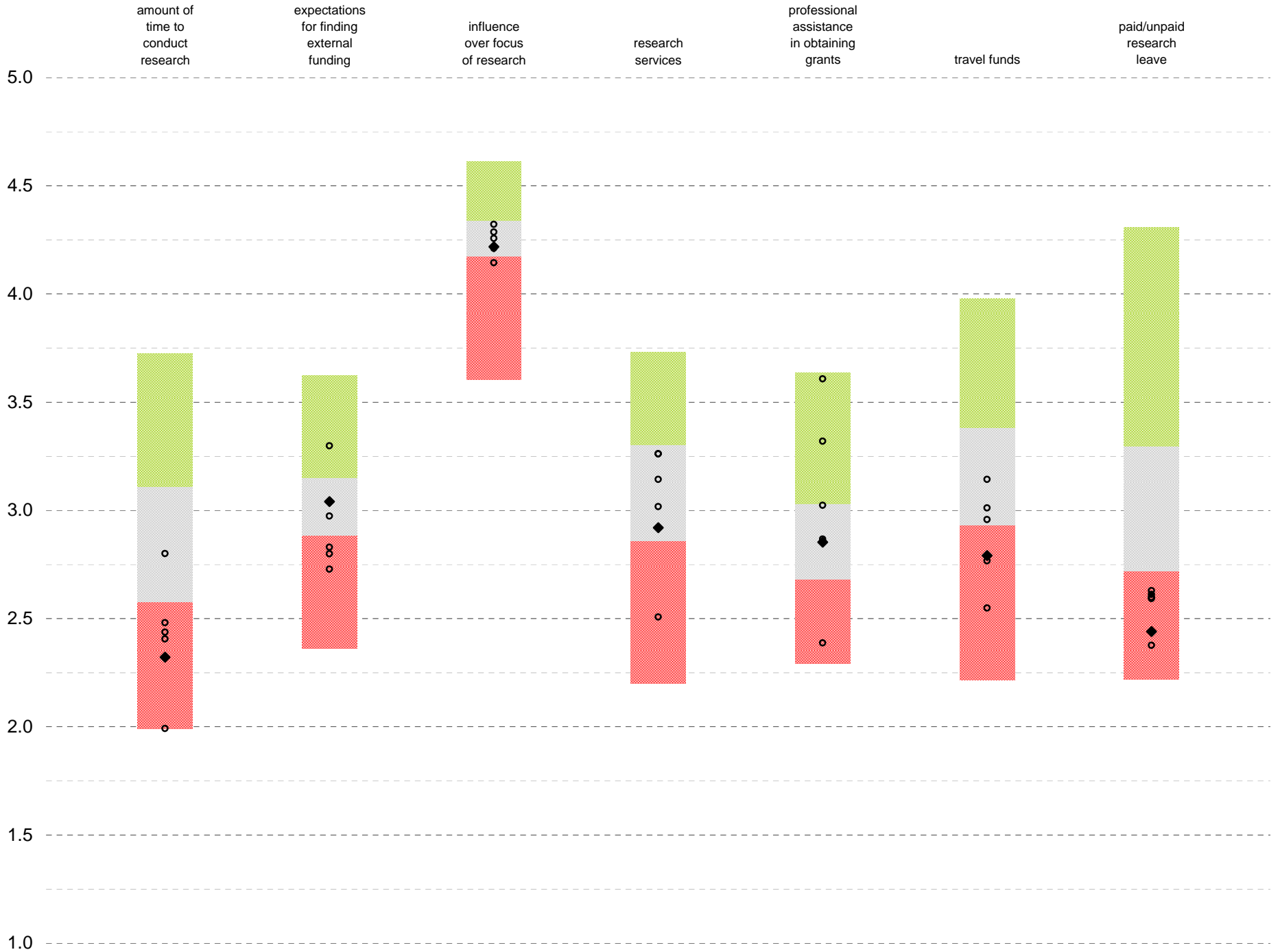
# Nature of Work: Overall



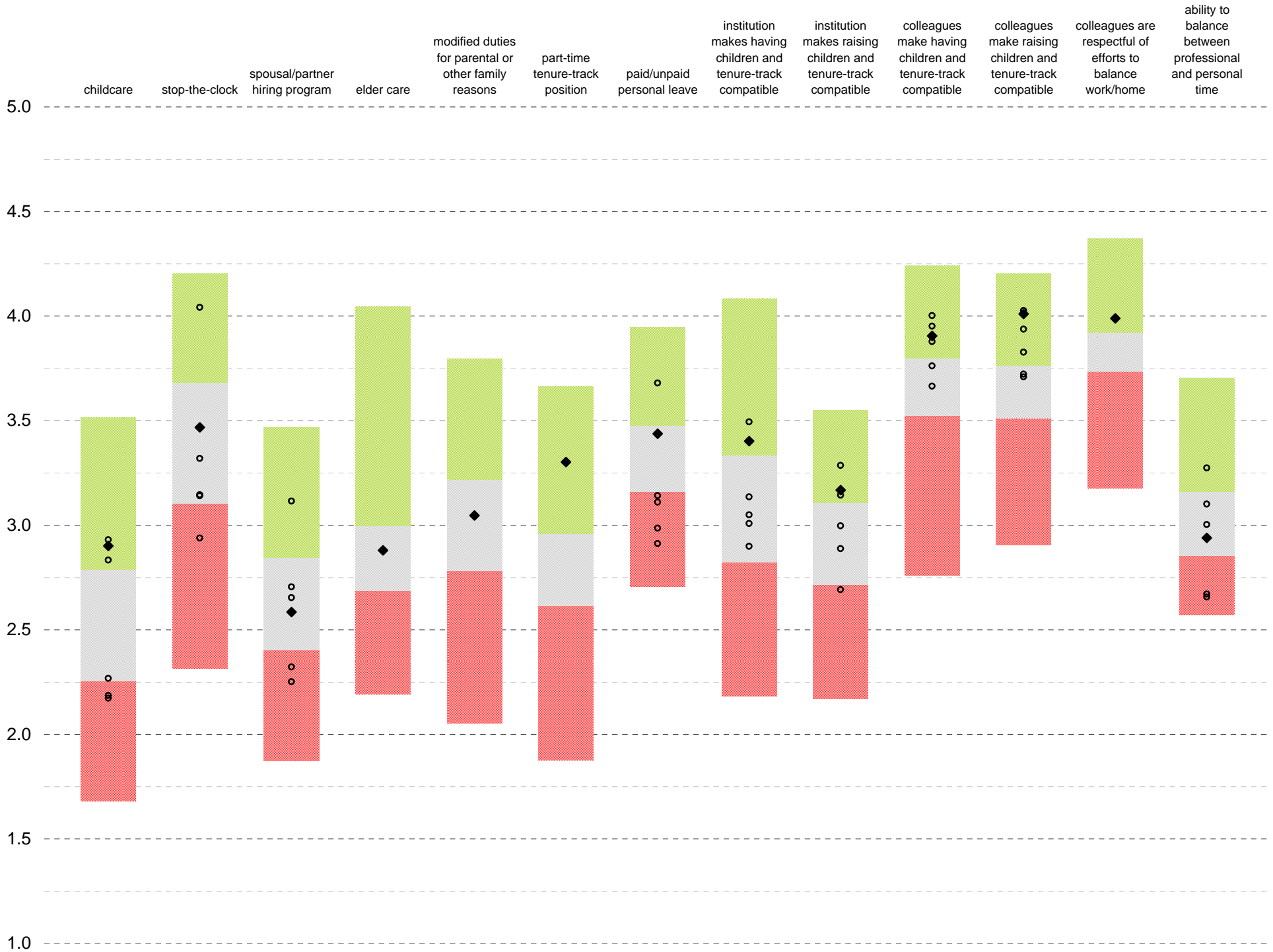
# Nature of Work: Teaching



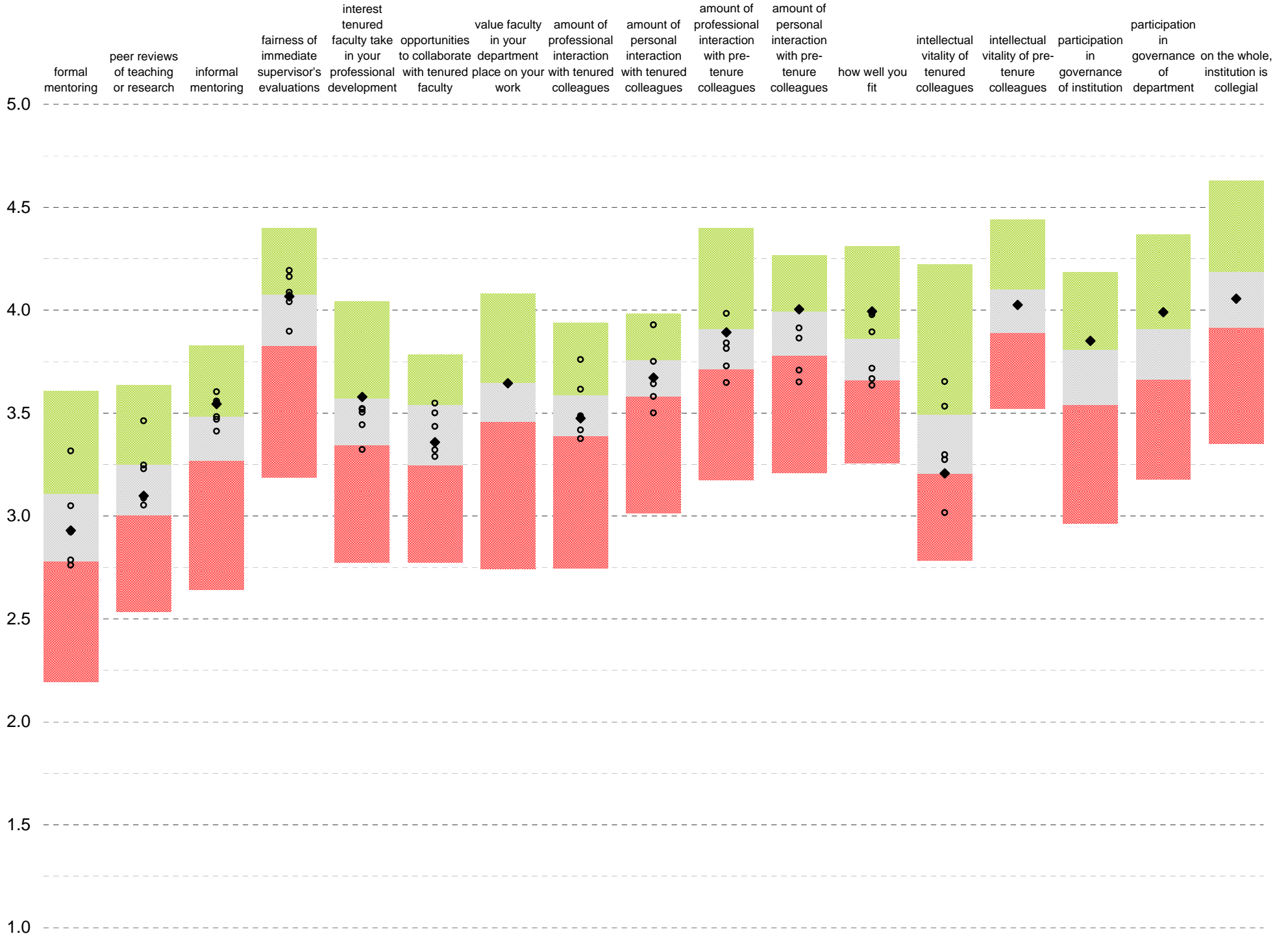
# Nature of Work: Research



# Work and Home



# Climate, Culture, Collegiality



# Compensation and Benefits



# Global Satisfaction

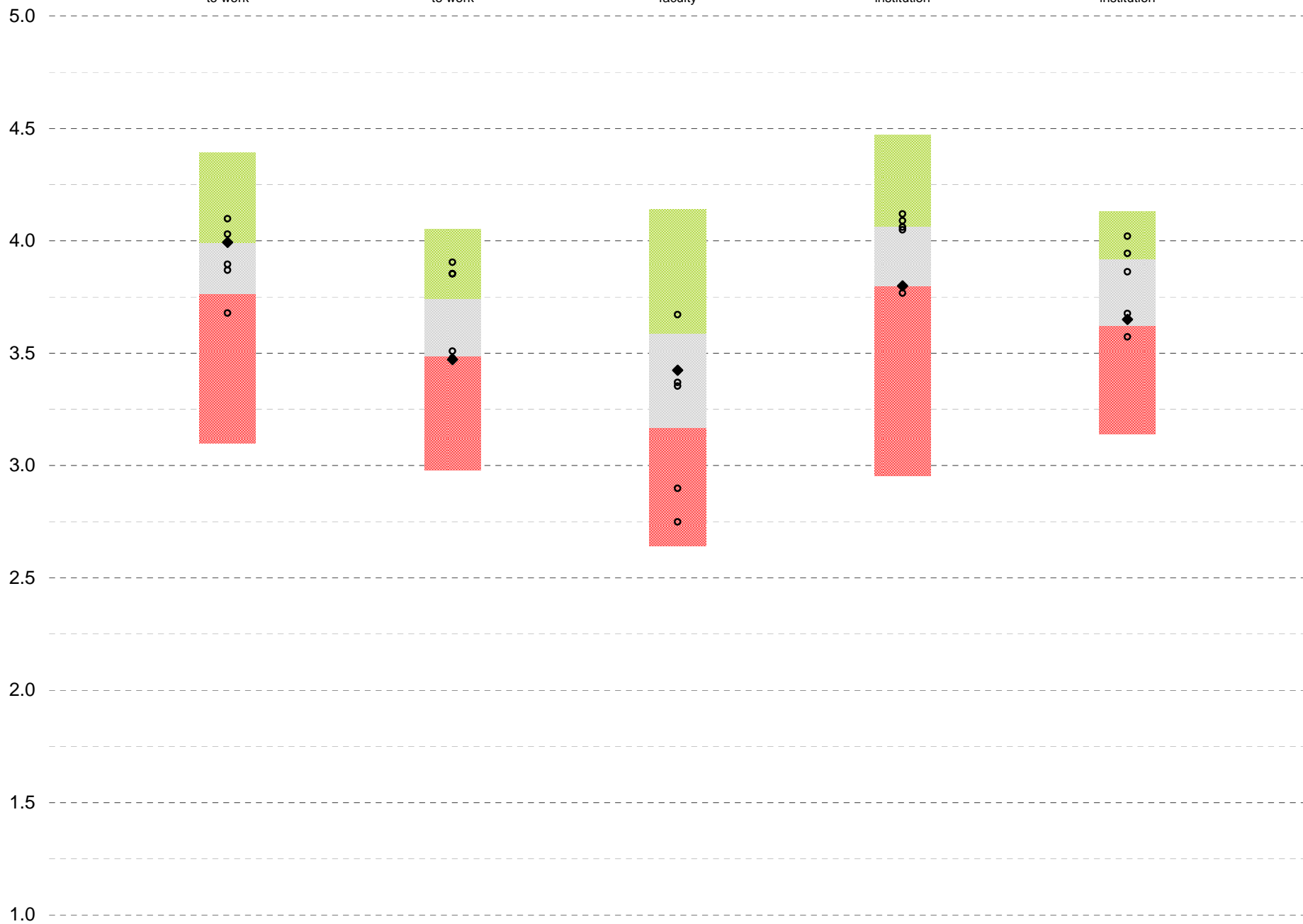
CAO cares  
about  
quality of  
life for pre-  
tenure  
faculty

would  
again  
choose to  
work at this  
institution

department  
as a place  
to work

institution  
as a place  
to work

overall  
rating of  
institution



**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 by subgroups) 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
Periodic, formal performance reviews	117	61% (1)	64% (2)	59% (3*)	57% (2)	68% (1)
Written summary of periodic performance reviews	114	60% (2)	65% (1)	55% (5)	59% (1)	63% (2)
Tuition waivers (e.g., for child, spouse/partner)	61	54% (3)	44% (4)	69% (1)	50% (4)	61% (3)
Informal mentoring	118	52% (4)	54% (3)	50% (6*)	55% (3)	49% (7)
Professional assistance for improving teaching	113	47% (5)	36% (5*)	59% (3*)	43% (5)	53% (5)
Paid or unpaid personal leave	83	43% (6)	29% (10)	64% (2)	31% (7*)	60% (4)
Travel funds to present papers or conduct research	121	36% (7)	30% (9)	42% (8)	31% (7*)	44% (8)
Stop-the-clock for parental or other family reasons	52	35% (8)	24% (14)	50% (6*)	26% (10*)	51% (6)
An upper limit on committee assignments for tenure-track faculty	103	34% (9)	36% (5*)	32% (10)	32% (6)	37% (11*)
Peer reviews of teaching or research/creative work	109	33% (10)	32% (7*)	34% (9)	31% (7*)	36% (13)
Formal mentoring program	115	29% (11)	32% (7*)	26% (13)	23% (12)	37% (11*)
An upper limit on teaching obligations	115	27% (12)	26% (11)	28% (11*)	26% (10*)	29% (15)
Modified duties for parental or other family reasons (e.g., course release)	52	26% (13)	25% (12*)	28% (11*)	17% (14)	39% (10)
Professional assistance in obtaining externally funded grants	110	25% (14)	25% (12*)	25% (14*)	22% (13)	30% (14)
Childcare	53	23% (15)	20% (15)	25% (14*)	9% (19)	41% (9)
Financial assistance with housing	91	17% (16*)	18% (16)	17% (18)	12% (15*)	26% (16)
Paid or unpaid research leave	91	17% (16*)	15% (17)	19% (17)	12% (15*)	25% (17)
Spousal/partner hiring program	52	13% (18)	10% (18*)	20% (16)	12% (15*)	15% (19)
Part-time tenure-track position	50	12% (19)	10% (18*)	13% (19)	11% (18)	13% (20)
Elder care	30	7% (20)	8% (20)	7% (20)	4% (20)	17% (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 by subgroups) 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
Financial assistance with housing	91	56% (1*)	61% (1*)	50% (2)	53% (3)	61% (1)
Paid or unpaid research leave	91	56% (1*)	61% (1*)	49% (3*)	56% (1)	56% (2)
An upper limit on teaching obligations	115	49% (3)	50% (3)	49% (3*)	55% (2)	40% (5)
Modified duties for parental or other family reasons (e.g., course release)	52	48% (4)	38% (8)	59% (1)	52% (4)	43% (3)
Travel funds to present papers or conduct research	121	44% (5)	43% (4*)	46% (6*)	49% (5)	37% (9)
Spousal/partner hiring program	52	43% (6)	43% (4*)	42% (10)	44% (7)	39% (6*)
An upper limit on committee assignments for tenure-track faculty	103	41% (7)	39% (6*)	43% (8*)	46% (6)	32% (11)
Childcare	53	38% (8)	34% (9)	43% (8*)	37% (9)	39% (6*)
Professional assistance in obtaining externally funded grants	110	35% (9)	23% (11)	48% (5)	38% (8)	31% (12)
Elder care	30	34% (10)	31% (10)	37% (12)	30% (12)	42% (4)
Formal mentoring program	115	32% (11)	18% (14)	46% (6*)	31% (11)	33% (10)
Stop-the-clock for parental or other family reasons	52	29% (12)	39% (6*)	16% (16*)	33% (10)	24% (14)
Part-time tenure-track position	50	28% (13)	16% (15)	41% (11)	21% (14)	39% (6*)
Peer reviews of teaching or research/creative work	109	26% (14)	21% (12)	32% (13)	26% (13)	28% (13)
Informal mentoring	118	17% (15)	15% (16)	19% (15)	18% (15)	15% (16)
Tuition waivers (e.g., for child, spouse/partner)	61	15% (16)	20% (13)	7% (19)	17% (16)	10% (18)
Periodic, formal performance reviews	117	12% (17*)	9% (19)	16% (16*)	16% (17)	6% (20)
Written summary of periodic performance reviews	114	12% (17*)	5% (20)	20% (14)	11% (18*)	13% (17)
Professional assistance for improving teaching	113	12% (17*)	10% (18)	14% (18)	9% (20)	16% (15)
Paid or unpaid personal leave	83	9% (20)	13% (17)	5% (20)	11% (18*)	7% (19)

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



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**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	60%	59%
	2	climate, culture and collegiality	support of colleagues	80%	68%
	3	climate, culture and collegiality	quality of colleagues	80%	56%
	4	climate, culture and collegiality	my sense of "fit" here	80%	70%
<b>Male</b>	1	external factors	geographic location	80%	63%
	2	climate, culture and collegiality	support of colleagues	40%	54%
	3	climate, culture and collegiality	quality of colleagues	60%	66%
	4	tenure	tenure criteria clarity	0%	0%
<b>Female</b>	1	external factors	geographic location	60%	52%
	2	climate, culture and collegiality	support of colleagues	100%	68%
	3	climate, culture and collegiality	my sense of "fit" here	80%	68%
	4	climate, culture and collegiality	diversity	0%	17%
<b>White Faculty</b>	1	climate, culture and collegiality	support of colleagues	80%	59%
	2	external factors	geographic location	60%	63%
	3	climate, culture and collegiality	quality of colleagues	80%	65%
	4	climate, culture and collegiality	my sense of "fit" here	80%	76%
<b>Faculty of Color</b>	1	external factors	geographic location	80%	51%
	2	climate, culture and collegiality	support of colleagues	60%	56%
	3	climate, culture and collegiality	diversity	20%	16%
	4	climate, culture and collegiality	quality of colleagues	60%	44%

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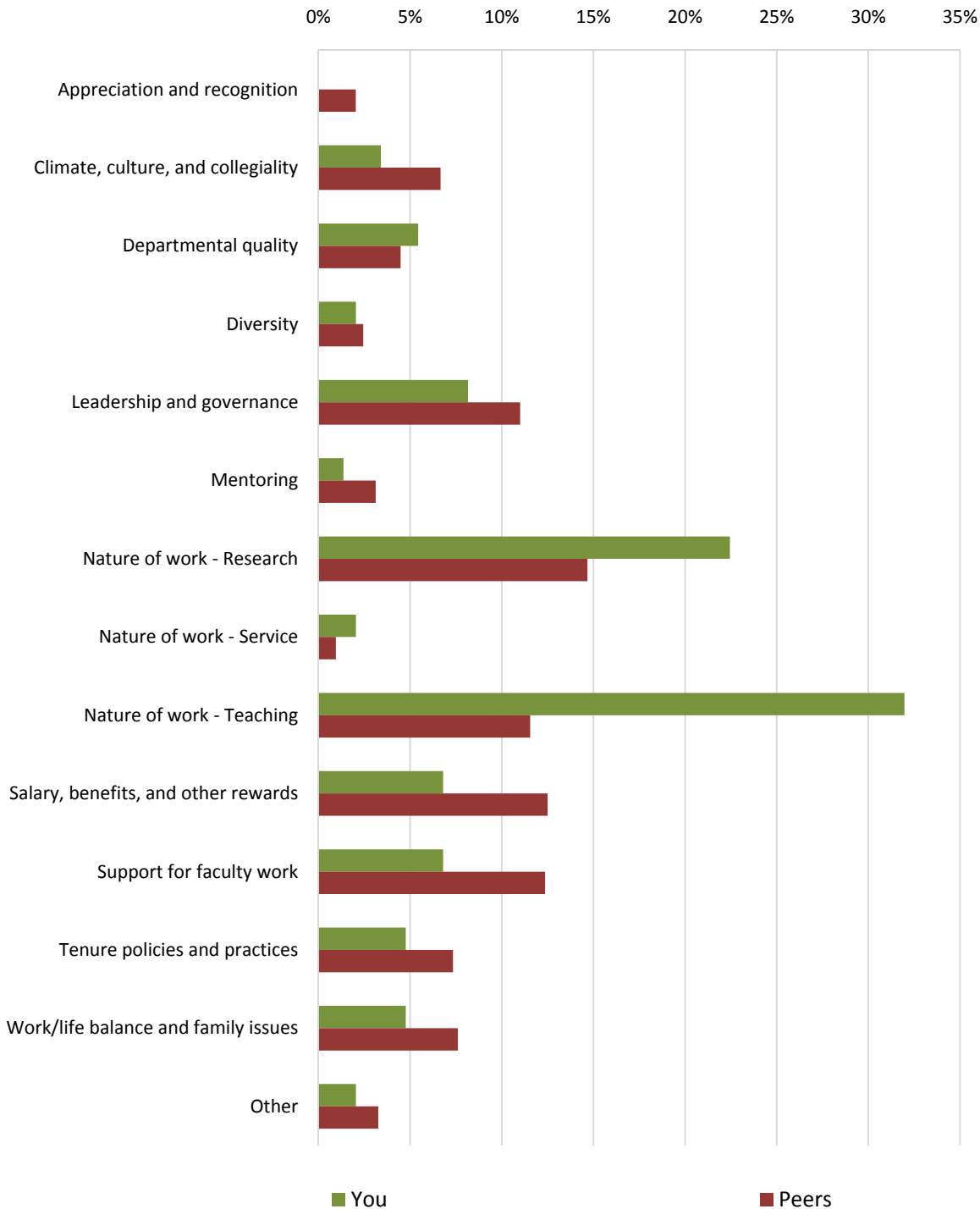
**Most frequently cited *worst aspects* about working at your institution (Q44b)**

**% 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	teaching load	80%	43%
	2	external factors	cost of living	60%	27%
	3	nature of the work	lack of support for research/creative work (e.g., leave)	80%	45%
	3	policies and practices	compensation	100%	72%
<b>Male</b>	1	nature of the work	teaching load	80%	40%
	2	external factors	cost of living	60%	32%
	3	policies and practices	compensation	80%	66%
	4	nature of the work	lack of support for research/creative work (e.g., leave)	60%	29%
<b>Female</b>	1	nature of the work	teaching load	60%	45%
	2	external factors	cost of living	20%	20%
	3	nature of the work	lack of support for research/creative work (e.g., leave)	80%	57%
	4	nature of the work	quality of undergraduate students	0%	13%
	4	policies and practices	compensation	80%	52%
<b>White Faculty</b>	1	nature of the work	teaching load	80%	39%
	2	external factors	cost of living	40%	24%
	3	policies and practices	compensation	80%	61%
	4	nature of the work	quality of undergraduate students	20%	32%
<b>Faculty of Color</b>	1	nature of the work	teaching load	60%	45%
	2	external factors	cost of living	40%	29%
	3	nature of the work	lack of support for research/creative work (e.g., leave)	20%	43%
	4	policies and practices	compensation	80%	55%
	4	nature of the work	quality of undergraduate students	0%	24%

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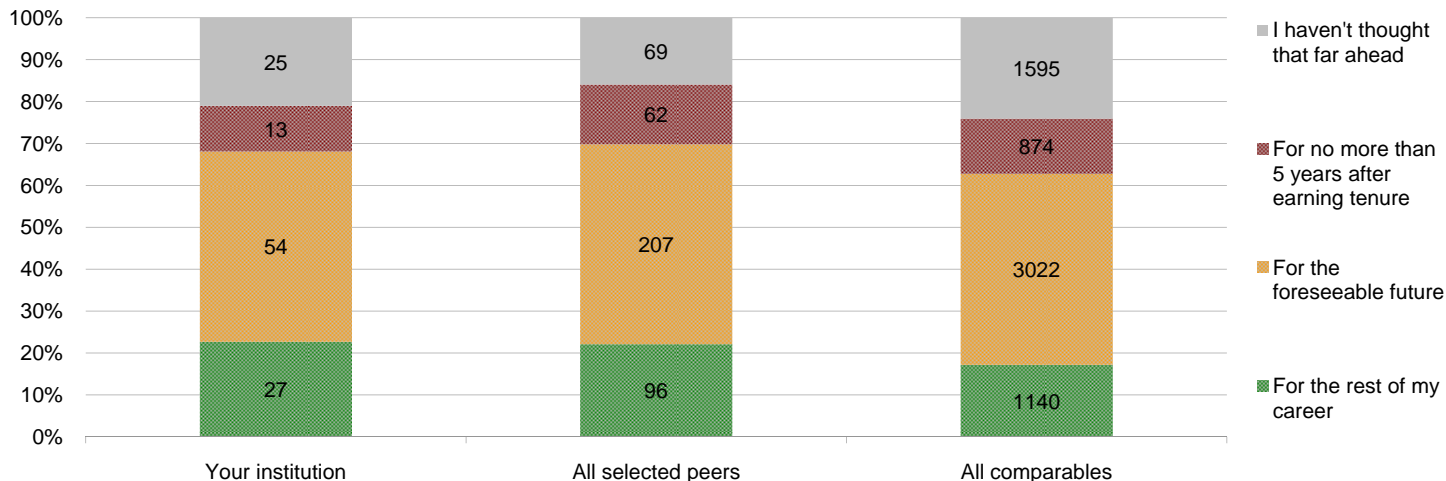
The chart below summarizes the responses to the final question in the survey which asks about the **one thing** your institution can do to improve the workplace for faculty. Open text responses were coded and summarized for your institution (green) and your peers (red).



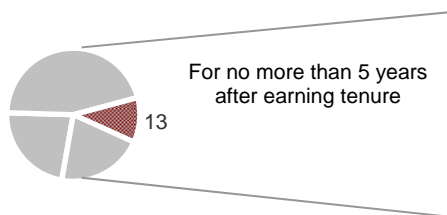
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The following charts report data for non-likert survey items (Q47, Q47b, and Q49). For Items Q47 and Q49, the graphs display the distribution of responses for your institution, your peers, and all respondents in your cohort. Q47b examines the subgroup of respondents to Q47 who do not plan to remain at your institution for more than five years after receiving tenure.

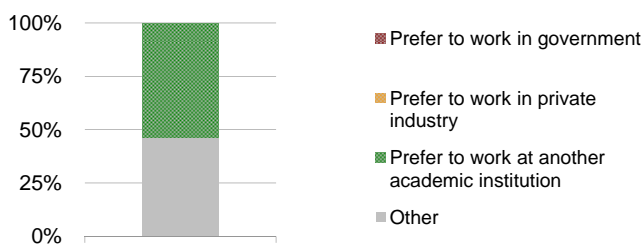
Q47. Assuming you achieve tenure, how long do you plan to remain at your institution?



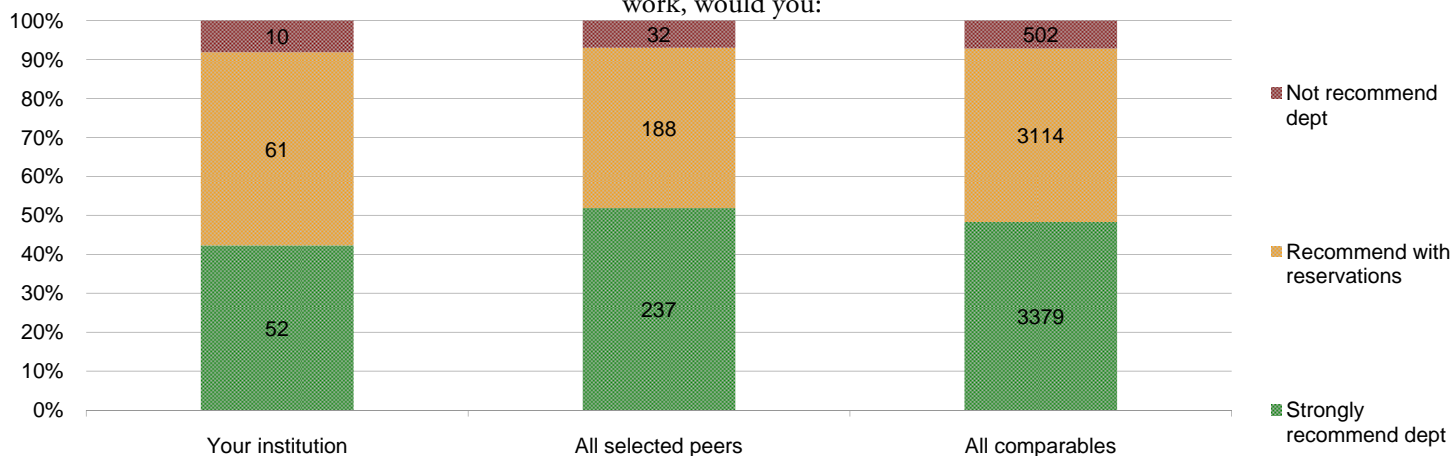
Q47. Assuming you achieve tenure, how long do you plan to remain at your institution?



Q47b. Why do you plan to remain at your institution for no more than five years after earning



Q49. If a candidate for a tenure-track faculty position asked you about your department as a place to work, would you:







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

Harvard Graduate School of Education

8 Story Street, 5th Floor

Cambridge, MA 02138

Phone: 617.496.9344 or 617.496.9348

[coache@gse.harvard.edu](mailto:coache@gse.harvard.edu)

<http://www.coache.org>



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