

2008 COACHE Survey of Pre-Tenure Faculty

Faculty Senate

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Survey Administration

- Developed by Collaborative on Academic Careers in Higher Education (Harvard Graduate School of Education)
- Online survey available October 2008-January 2009
- Over 120 participating colleges/universities and 10,000+ respondents
- NC State and other UNC campuses awarding tenure also participated in 2005-2006 survey

Survey Population and Comparison Groups

- Population:
 - Full-time
 - Pre-tenure Tenure-Track; not in terminal year
 - Hired prior to Summer 2008
- Comparison Groups
 - Peers among participating institutions
 - Clemson University
 - University of Illinois at Urbana-Champaign
 - University of Missouri-Columbia
 - University of Tennessee
 - Virginia Tech
 - All participating 4-year universities
 - NC State 2005-2006 survey responses

Response Rates

		Overall	Male	Female	White, non- Hispanic	Faculty of Color
NC State	population	259	157	102	186	73
	responders	149	87	62	107	42
	response rate	58%	55%	61%	58%	58%
All selected peers	response rate	57%	61%	52%	60%	50%
All comparables	response rate	59%	57%	63%	61%	56%

Reports

http://www2.acs.ncsu.edu/UPA/survey/reports/coache/COACHE.AY08_09.TOC.htm

- NC State Results (means and frequencies)
 - Overall
 - By gender
 - By race
 - By academic area
 - Trends 2005-6 to 2008-9
- NC State Results Compared to Peers (means, frequencies & rank)
 - Selected peers
 - Aggregate peers
 - All universities

“Notable Differences”

- Calculated by
 - Relative difference in mean ratings
 - 5% difference (10% for smaller groups) is notable
 - If $(\text{Group 1 mean} - \text{Group 2 mean}) / \text{range of response options} > .05$: Group 1's ratings are “notably higher” than Group 2
 - Ranking
 - High: mean rating is 1st or 2nd among peers and in top 25% of comparable groups
 - Low: mean ratings is 5th or 6th among peers and in bottom 25% of comparison group

Survey Themes: Satisfaction in Five Areas

- Tenure (e.g., clarity and reasonableness of expectations)
- Nature of Work (e.g., workload and support for teaching and research)
- Policy and Practices Importance and Effectiveness (e.g., leave, funding, work and home)
- Climate, Culture and Collegiality (e.g., interaction with peers)
- Global Satisfaction

Areas of Relative Strength

(first or second [out of six] compared to peers and in the top quartile compared to all 2008-9 participating universities)

- *Tenure Practices Overall*
 - clarity of tenure process, criteria, standards, and 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 for tenure as a scholar, advisor and member of community
- *Tenure Expectations: Reasonableness*
 - reasonableness of expectations for tenure as a scholar, advisor and member of community
- *Nature of the Work: Teaching*
 - quality of graduate students

Areas of Relative Strength

(continued)

- *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, and 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 Relative Concern

(fifth or sixth [out of six] compared to peers and in the bottom quartile compared to all 2008-9 participating universities)

- *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

(improvement by five percent or more of the response scale over NC State 2005-6 COACHE survey)

- *Tenure Practices*
 - consistent messages about tenure from tenured colleagues
 - tenure decisions based on performance
- *Nature of the Work*
 - quality of facilities
 - amount of access to TA's, RA's, etc.
 - paid/unpaid research leave
- *Climate, Culture, Collegiality*
 - amount of professional interaction with tenured colleagues
 - intellectual vitality of tenured colleagues

Improving Trends

(continued)

- *Work and Home*
 - stop-the-clock for parental or other family reasons
 - spousal/partner hiring program
 - paid/unpaid personal leave
 - institution and colleagues make having /raising children and tenure-track compatible
 - ability to balance between professional and personal time
- *Compensation and Benefits*
 - compensation
- *Global Satisfaction*
 - institution as a place to work
 - overall rating of institution

Worsening Trends

(worsened by five percent or more of the response scale compared to NC State 2005-6 COACHE Survey)

- *Tenure*
 - upper limit on committee assignments
 - clarity of expectations as a scholar, advisor, and campus citizen
 - reasonableness of expectations as a scholar, teacher, advisor, colleague in department, campus citizen and member of the community
- *Nature of the Work: Research*
 - travel funds
- *Climate, Culture, Collegiality*
 - peer reviews of teaching or research
 - informal mentoring

Tenure: NC State vs Peers

NC State

- ranked among the **top four** in 2005-2006 COACHE survey among 31 doctoral universities on the items in the Tenure theme
- ranked among the **top four** among 57 doctoral universities that have participated in the survey since 2006 on *clarity of expectations for tenure*
- ranked first or second among peers on all but one item in the Tenure theme in 2008-9

Importance and Effectiveness of Policies and Practices

50% or more of NC State faculty rated these policies and practices as *important* or *very important to their success* and *effective* or *very effective*:

- an upper limit on teaching obligations (64%)
- periodic, formal performance reviews (61%)
- informal mentoring (57%)
- stop-the-clock for parental or other family reasons (53%)

Effectiveness Gap for Policies and Practices

Fifty percent or more of NC State faculty reported an “effectiveness gap” for these policies and practices (that is, faculty rated the policy or practice as *important* or *very important* but *ineffective* or *very ineffective* or *not offered*)

- tuition waivers (e.g., for child, spouse/partner) (74%)
- childcare (54%)

Global Satisfaction: Best and Worst Aspects

NC State faculty cited the following as the *best* aspects about working at their institution as opposed to a comparable institution

- geographic location
- quality of colleagues
- sense of "fit"
- support of colleagues

They cited the following as the *worst* aspects:

- lack of assistance for grant proposals
- compensation
- quality of graduate students
- quality of facilities

Selected Gender Differences

Tenure and Nature of Work: NC State male faculty members' mean responses were notably *higher* than those of female faculty on the following:

- tenure decisions based on performance
- clarity of tenure criteria
- clarity of sense of achieving tenure
- consistent messages about tenure from tenured colleagues
- amount of access to TA's and RA's
- amount of time they have to conduct research

Gender Differences

(continued)

Effectiveness of Policies and Practices:

Male faculty rated the effectiveness of these items notably *higher*:

- formal mentoring
- paid/unpaid personal leave
- modified duties for parental or other family reasons
- spousal/partner hiring program
- childcare
- financial assistance with housing

Female faculty were more likely to find an *effectiveness gap* for:

- childcare
- travel funds to present papers or conduct research
- modified duties for parental or other family reasons (e.g., course release)
- professional assistance in obtaining externally funded grants
- spousal/partner hiring program

Gender Differences (continued)

Climate, Culture and Collegiality: Males had notably higher ratings for

- fairness of immediate supervisor's evaluations
- how well you fit in
- value faculty in department place on your work
- amount of professional and personal interaction with tenured colleagues
- opportunities to collaborate with tenured faculty
- interest tenured faculty take in your professional development

Global Satisfaction: Males had notably higher ratings for

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

Selected Differences by Race

Tenure: No notable differences between mean responses of white faculty and faculty of color

Climate, Culture and Collegiality: White faculty ratings were notably *higher* than those of faculty of color for

- fairness of immediate supervisor's evaluations
- participation in governance of the institution
- amount of professional interaction with tenured colleagues
- opportunities to collaborate with tenured faculty

Global Satisfaction: White faculty were notably *more likely* to say they would again choose to work at this institution

Implications and Areas for Discussion: Recruitment and Retention

COACHE survey results can help identify areas in which NC State could be more competitive in recruiting and retaining junior faculty:

- Tenure and Trend: gap between junior faculty members' satisfaction with the *clarity* and *reasonableness* of expectations
- Collegiality: amount of personal interaction with colleagues, peer reviews of teaching and research, and informal mentoring
- Policies and practices ranked as important but not currently offered by NC State: tuition waivers, assistance with housing, elder care, and part-time tenure
- “Effectiveness gap” for available policies and practices that may not be well-known or may not meet the needs of junior faculty: childcare, spousal/partner hiring, and modified duties for family/personal reasons.

Implications and Areas for Discussion: Differences by Gender and Race

- Male faculty gave notably higher ratings to items reflecting institutional and collegial support for work-life integration:
 - Colleagues are respectful of efforts to balance work/home
 - Colleagues make having/raising children and tenure-track compatible
 - Institution makes having/raising children and tenure-track compatible
 - Ability to balance between professional and personal time
- In general, ratings by female faculty and faculty of color improved 2005-6 to 2008-9 at lower rates or even declined compared to those of male and white faculty members.

Implications and Next Steps

Differences by Gender and Race

(continued)

- Male and white faculty members gave notably higher ratings than female faculty and faculty of color on whether, if they had it to do over again, they would choose to work at NC State.
- The pattern of gender and racial differences suggests females and faculty of color experience the university as a workplace differently from male and white faculty.
- Additional effort may be needed to meet the needs of female faculty in balancing their professional and personal responsibilities and the needs of both female faculty and faculty of color for improved support and collegiality from their senior colleagues.

Next Steps

- Academic areas reports available on website and have been given to deans: use with caution because of small numbers and mismatch with some NC State colleges
- Use by ADVANCE project, Provost's Office, ODI and others to identify areas of concern
- UNC institutions will likely participate again in junior faculty survey and may participate in a new COACHE survey of tenured faculty in 2011-12