

# 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.

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

- level of courses you teach
- number of students you teach
- teaching services
- professional assistance for improving teaching

#### *Climate, culture, collegiality*

- fairness of immediate supervisor's evaluations
- opportunities to collaborate with tenured faculty
- amount of professional interaction with tenured colleagues
- amount of personal interaction with tenured colleagues
- amount of professional interaction with pre-tenure colleagues
- amount of personal interaction with pre-tenure colleagues
- how well you fit

#### *Global satisfaction*

- department as a place to work
- would again choose to work at this 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.

#### *Tenure practices*

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

#### *Tenure expectations: Clarity*

- clarity of expectations: scholar
- clarity of expectations: colleague in department

#### *Tenure expectations: Reasonableness*

- reasonableness of expectations: scholar

---

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

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

amount of time to conduct research  
 influence over focus of research  
 research services  
 professional assistance in obtaining grants  
 travel funds  
 paid/unpaid research leave

***Work and home***

stop-the-clock

**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  
 upper limit on committee assignments

***Nature of the work: Overall***

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

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

paid/unpaid research leave

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

number of courses you teach  
 upper limit on teaching obligations  
 professional assistance for improving teaching

***Work and home***

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

***Compensation and benefits***

compensation

***Global satisfaction***

institution as a place to work

**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***

- clarity of sense of achieving tenure
- periodic, formal performance reviews

***Tenure expectations: Clarity***

- 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: 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: Overall***

- clerical/administrative services

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

- travel funds

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

- level of courses you teach
- degree of influence over which courses you teach
- discretion over course content

***Work and home***

- institution makes raising children and tenure-track compatible

***Climate, culture, collegiality***

- informal mentoring
- interest tenured faculty take in your professional development
- opportunities to collaborate with tenured faculty
- amount of professional interaction with tenured colleagues
- amount of personal interaction with tenured colleagues

---

# 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	3.49	▼		
	Q20	clarity of tenure criteria	3.42	▼		
	Q21	clarity of tenure standards	3.29			
	Q22	clarity of tenure body of evidence	3.20	▼		
	Q23	clarity of sense of achieving tenure	3.64			
	Q24A	clarity of expectations: scholar	3.39	▼		
	Q24B	clarity of expectations: teacher	3.76			
	Q24C	clarity of expectations: advisor	3.20			
	Q24D	clarity of expectations: colleague in department	3.03	▼	▼	
	Q24E	clarity of expectations: campus citizen	2.92		▼	
	Q24F	clarity of expectations: member of community	2.75	▼	▼	
	Q25A	reasonableness of expectations: scholar	3.51	▼		
	Q25B	reasonableness of expectations: teacher	3.70	▼	▼	
	Q25C	reasonableness of expectations: advisor	3.48			
	Q25D	reasonableness of expectations: colleague in department	3.43	▼	▼	
	Q25E	reasonableness of expectations: campus citizen	3.22	▼	▼	
	Q25F	reasonableness of expectations: member of community	3.23	▼	▼	
Q26	consistent messages about tenure from tenured colleagues	2.86	▼		▼	
Q27A	tenure decisions based on performance	3.63				
NATURE OF THE WORK	Q28	way you spend your time as a faculty member	3.68			
	Q28B	number of hours you work as a faculty member	3.25		▲	▼
	Q29A	level of courses you teach	4.21	▲		
	Q29B	number of courses you teach	3.63			
	Q29C	degree of influence over which courses you teach	4.22			
	Q29D	discretion over course content	4.49			
	Q29E	number of students you teach	4.10	▲		▼
	Q29F	quality of undergraduate students	3.16			
	Q29G	quality of graduate students	3.65			▲
	Q30B	amount of time to conduct research	2.27	▼		▼
	Q30C	expectations for finding external funding	2.87			
	Q30D	influence over focus of research	4.17	▼		
	Q31	quality of facilities	3.18			
	Q32	amount of access to TA's, RA's, etc.	2.75			
	Q33A	clerical/administrative services	3.57			▼
	Q33B	research services	2.78	▼		▲
	Q33C	teaching services	4.07	▲		▲
Q33D	computing services	3.49			▲	

**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**.

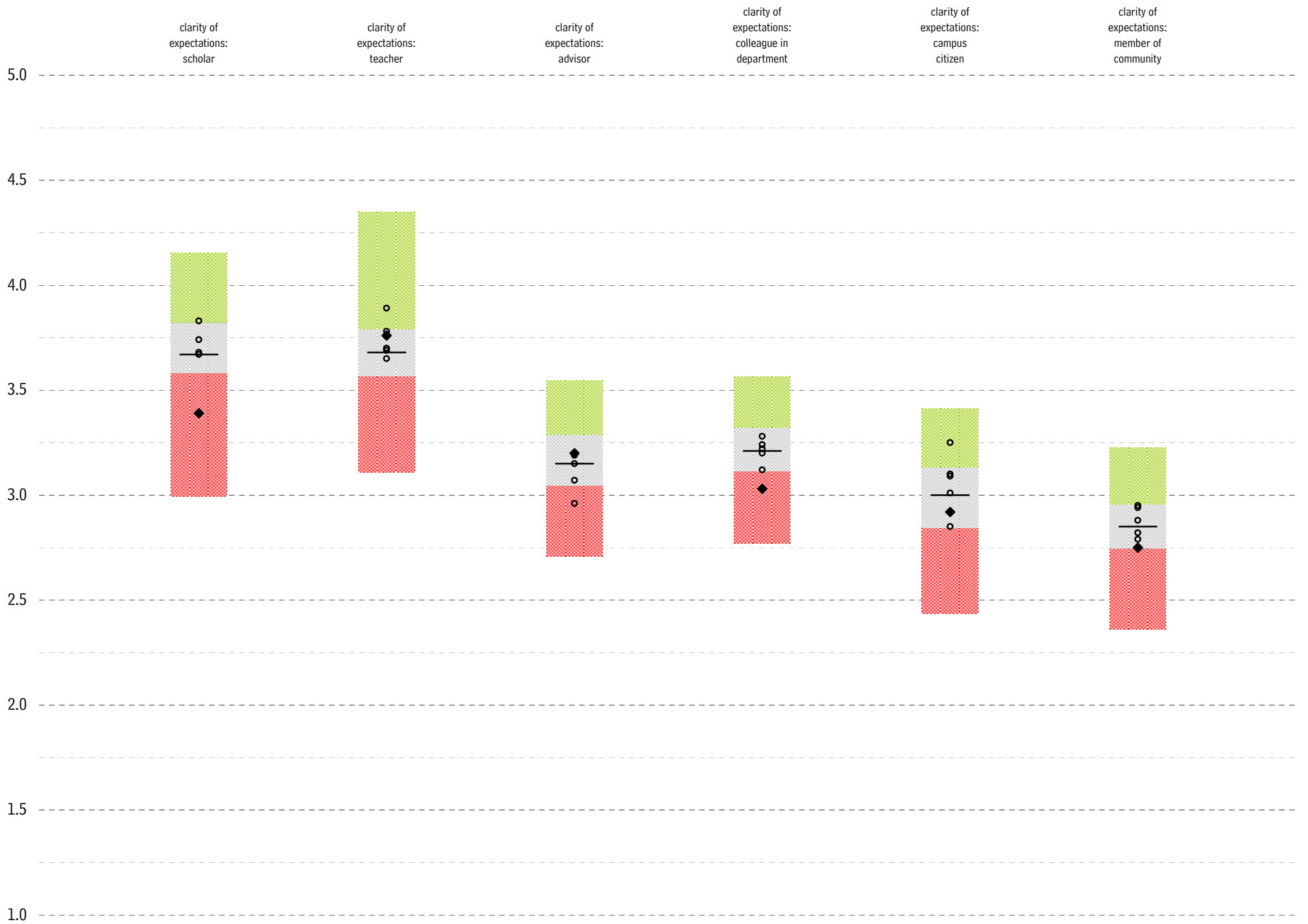
ITEM	NAME	OVERALL RESULTS			SUBGROUPS	
		mean	vs others	vs prior	females	faculty of color
POLICY EFFECTIVENESS	Q34B1	formal mentoring	2.89			▲
	Q34B2	informal mentoring	3.48			
	Q34B3	periodic, formal performance reviews	3.29			▲
	Q34B4	written summary of performance reviews	3.31			
	Q34B5	professional assistance in obtaining grants	2.32	▼		
	Q34B6	professional assistance for improving teaching	4.02	▲		
	Q34B7	travel funds	2.95	▼		▲
	Q34B8	paid/unpaid research leave	2.47	▼	▲	▲
	Q34B9	paid/unpaid personal leave	3.29		▲	▲
	Q34B10	upper limit on committee assignments	2.44	▼		▲
	Q34B11	upper limit on teaching obligations	3.07			▼
	Q34B12	peer reviews of teaching or research	3.21			
	Q34B13	childcare	2.38			▼
	Q34B14	financial assistance with housing	2.16			▲
	Q34B15	stop-the-clock	2.99	▼	▲	▼
	Q34B16	spousal/partner hiring program	2.32			
	Q34B17	elder care	2.37		n/a	▲
	Q34B18	tuition waivers	2.33		n/a	▲
	Q34B19	modified duties for parental or other family reasons	2.84		n/a	▲
	Q34B20	part-time tenure-track position	2.41		n/a	▲
CLIMATE, CULTURE, COLLEGIALITY	Q35A	institution makes having children and tenure-track compatible	2.73			▼
	Q35B	institution makes raising children and tenure-track compatible	2.77			▼
	Q35C	colleagues make having children and tenure-track compatible	3.88			▲
	Q35D	colleagues make raising children and tenure-track compatible	3.80			▼
	Q35E	colleagues are respectful of efforts to balance work/home	3.92		n/a	
	Q36	compensation	3.03		▲	
	Q37	ability to balance between professional and personal time	2.86			▼
	Q38A	fairness of immediate supervisor's evaluations	4.19	▲		
	Q38B	interest tenured faculty take in your professional development	3.57			▼
	Q38C	opportunities to collaborate with tenured faculty	3.58	▲		▼
	Q38D	value faculty in your department place on your work	3.79		n/a	▲
	Q39A	amount of professional interaction with tenured colleagues	3.75	▲		▼
	Q39B	amount of personal interaction with tenured colleagues	3.95	▲		▼
	Q39C	amount of professional interaction with pre-tenure colleagues	4.10	▲		▼
Q39D	amount of personal interaction with pre-tenure colleagues	4.12	▲		▼	
Q40	how well you fit	4.11	▲		▼	
Q41	intellectual vitality of tenured colleagues	3.50		n/a	▼	
Q41A	intellectual vitality of pre-tenure colleagues	4.07		n/a	▼	
Q41B	participation in governance of institution	3.94		n/a		
Q41C	participation in governance of department	3.97		n/a	▼	
Q42	on the whole, institution is collegial	4.22		n/a	▼	
GLOBAL	Q45A	department as a place to work	4.08	▲		
	Q45B	institution as a place to work	3.68			
	Q46B	CAO cares about quality of life for pre-tenure faculty	3.32			▼
	Q48	would again choose to work at this institution	4.10	▲		▼
	Q50	overall rating of institution	3.69			

# Tenure Practices

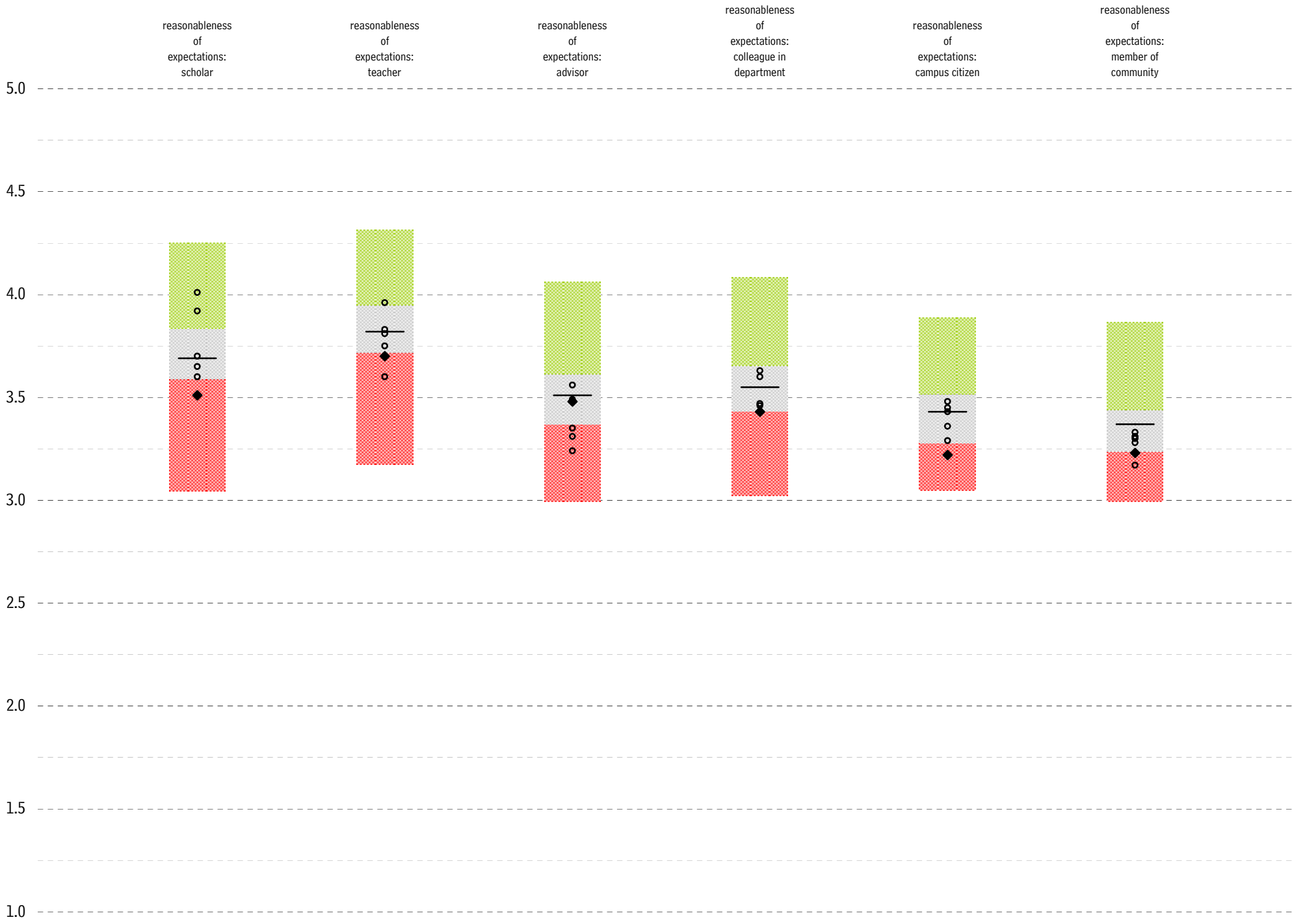




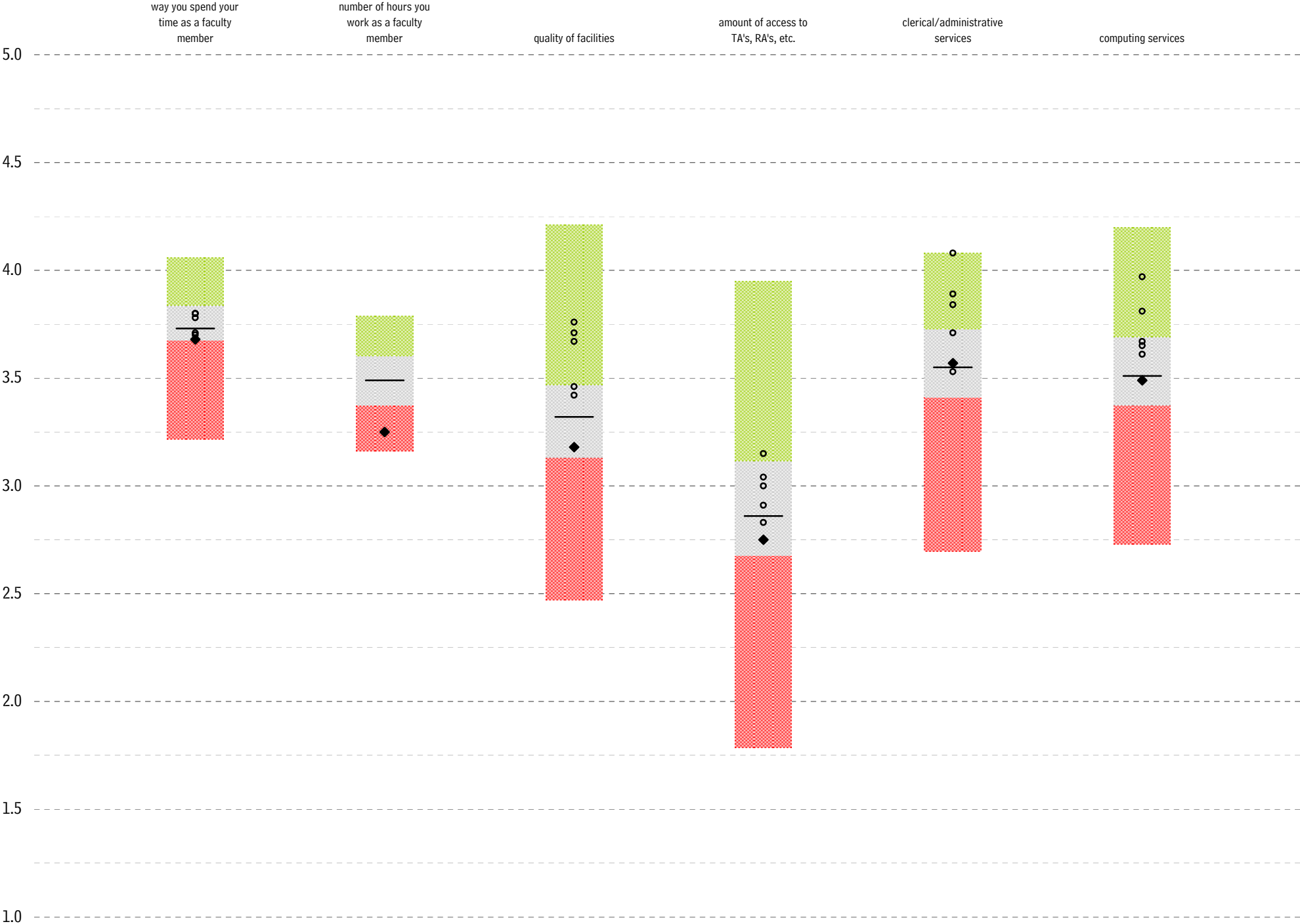
# Tenure Expectations: Clarity



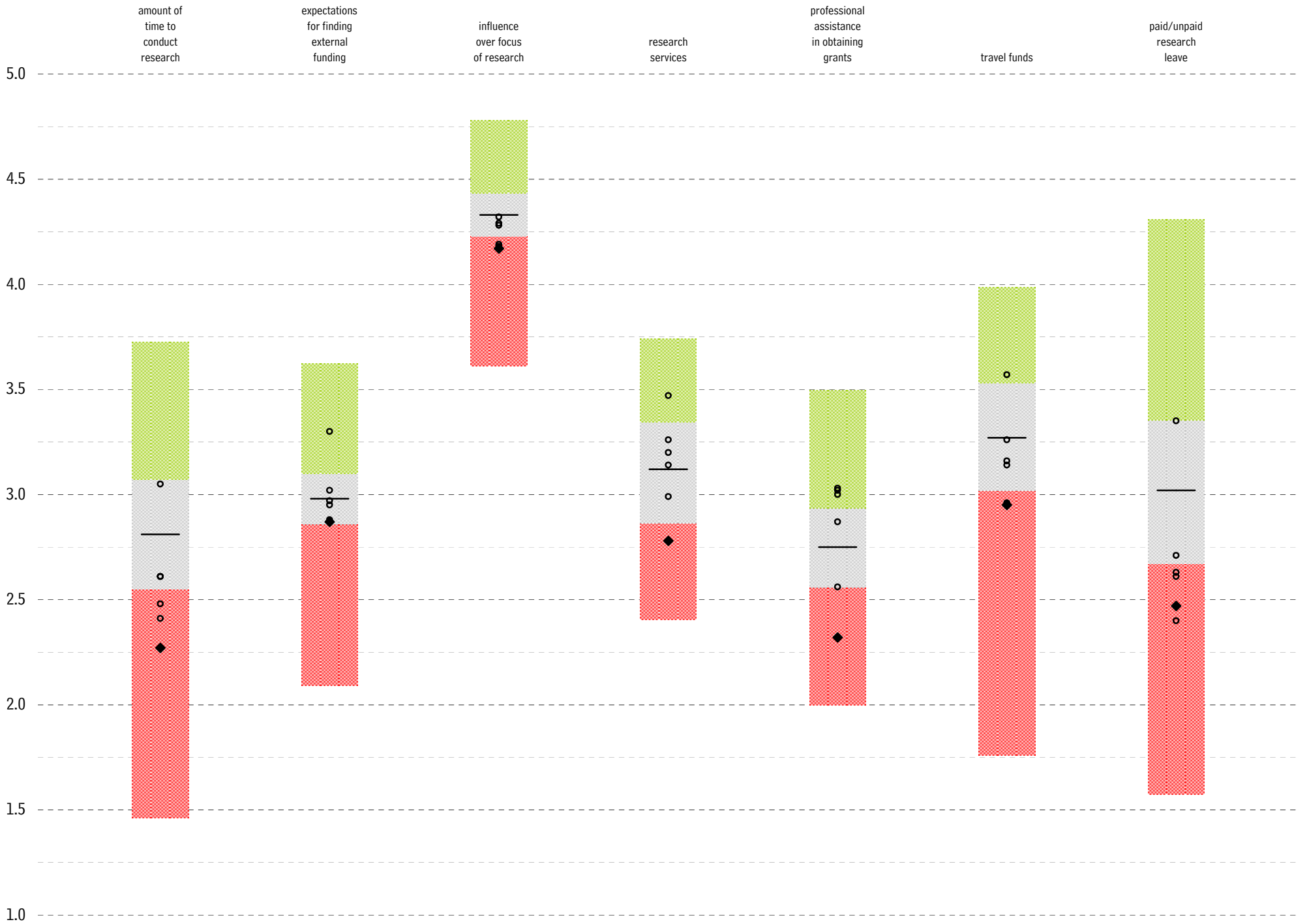
# Tenure Expectations: Reasonableness



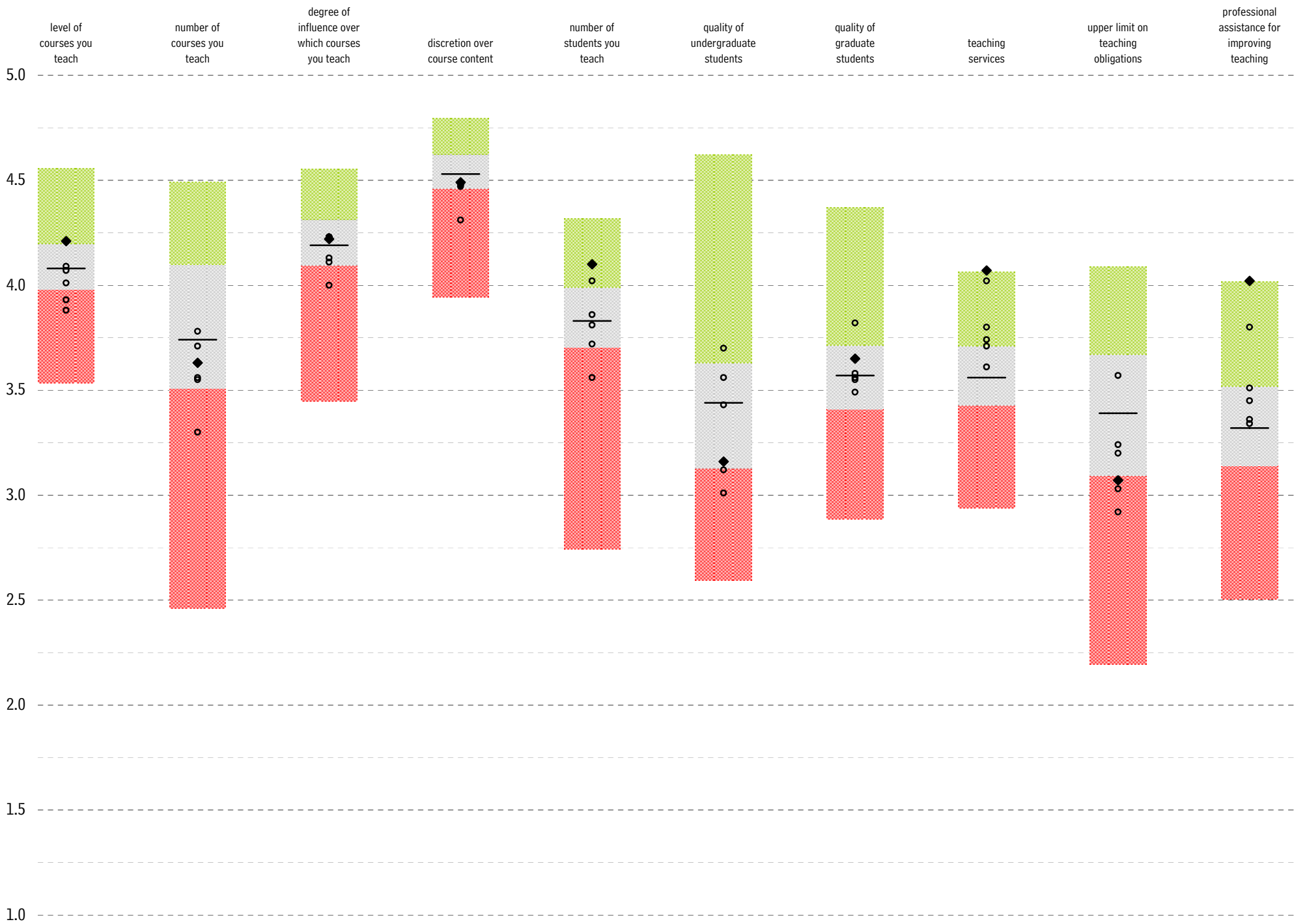
# Nature of Work: Overall



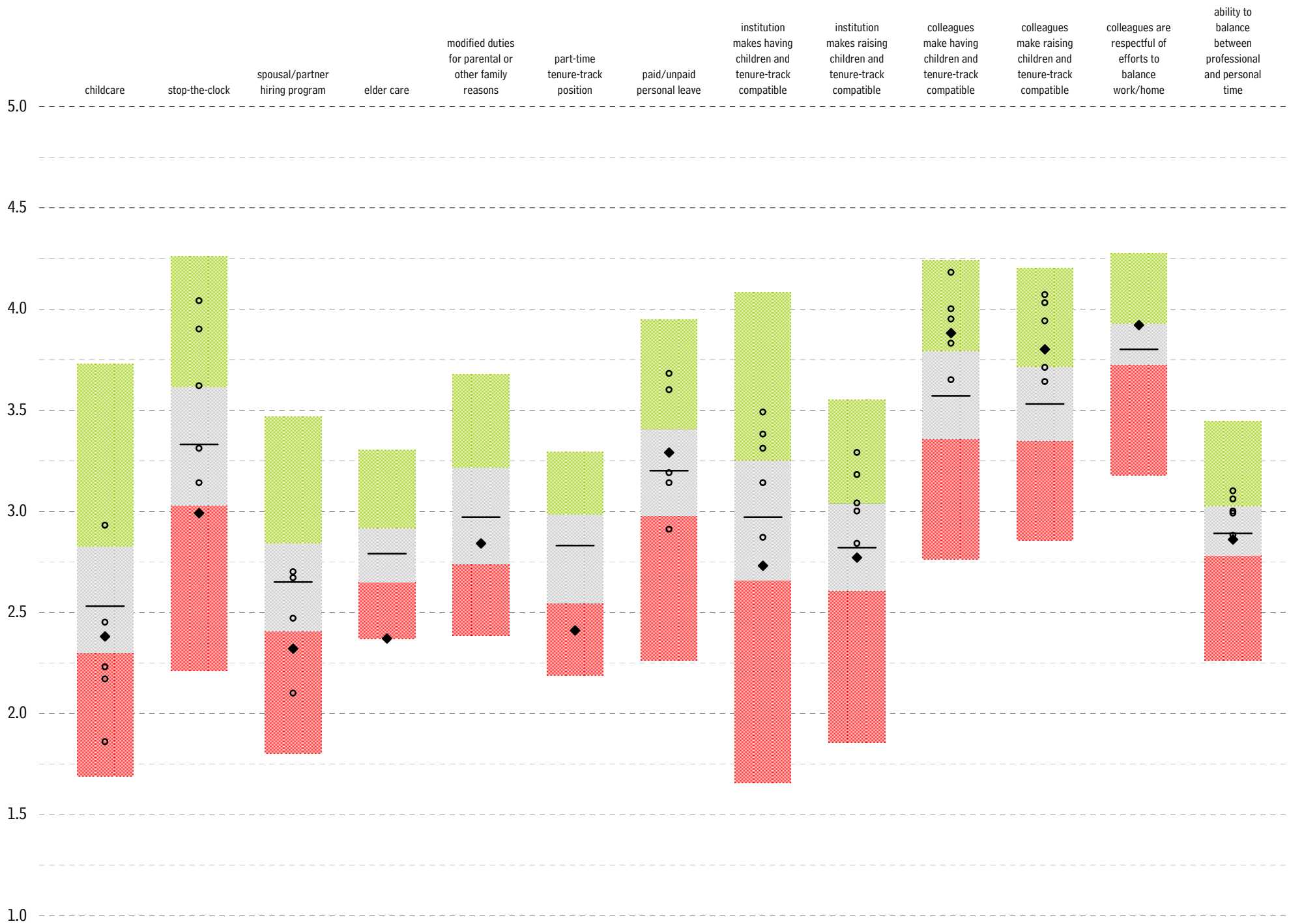
# Nature of Work: Research



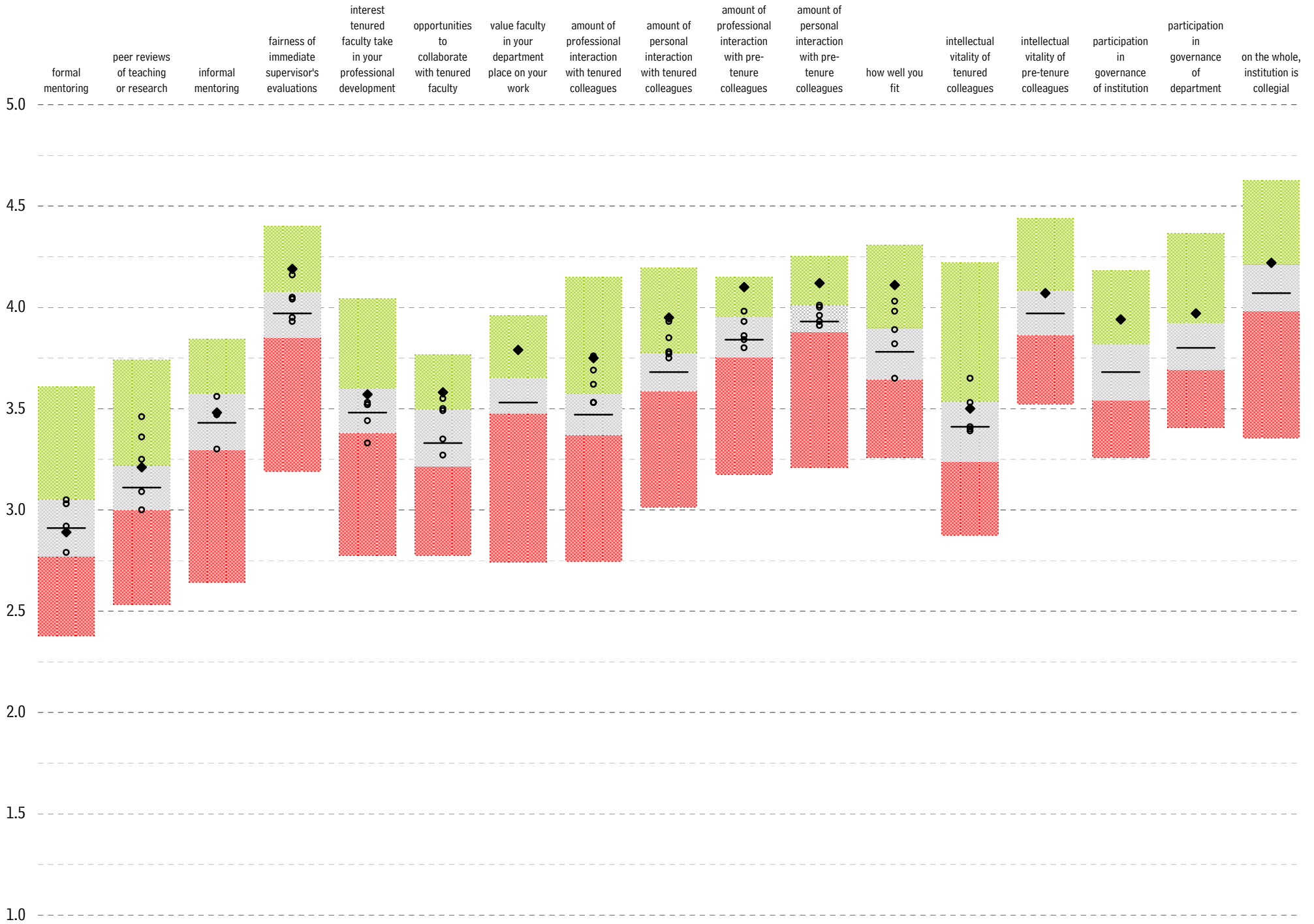
# Nature of Work: Teaching



# Work and Home



# Climate, Culture, Collegiality

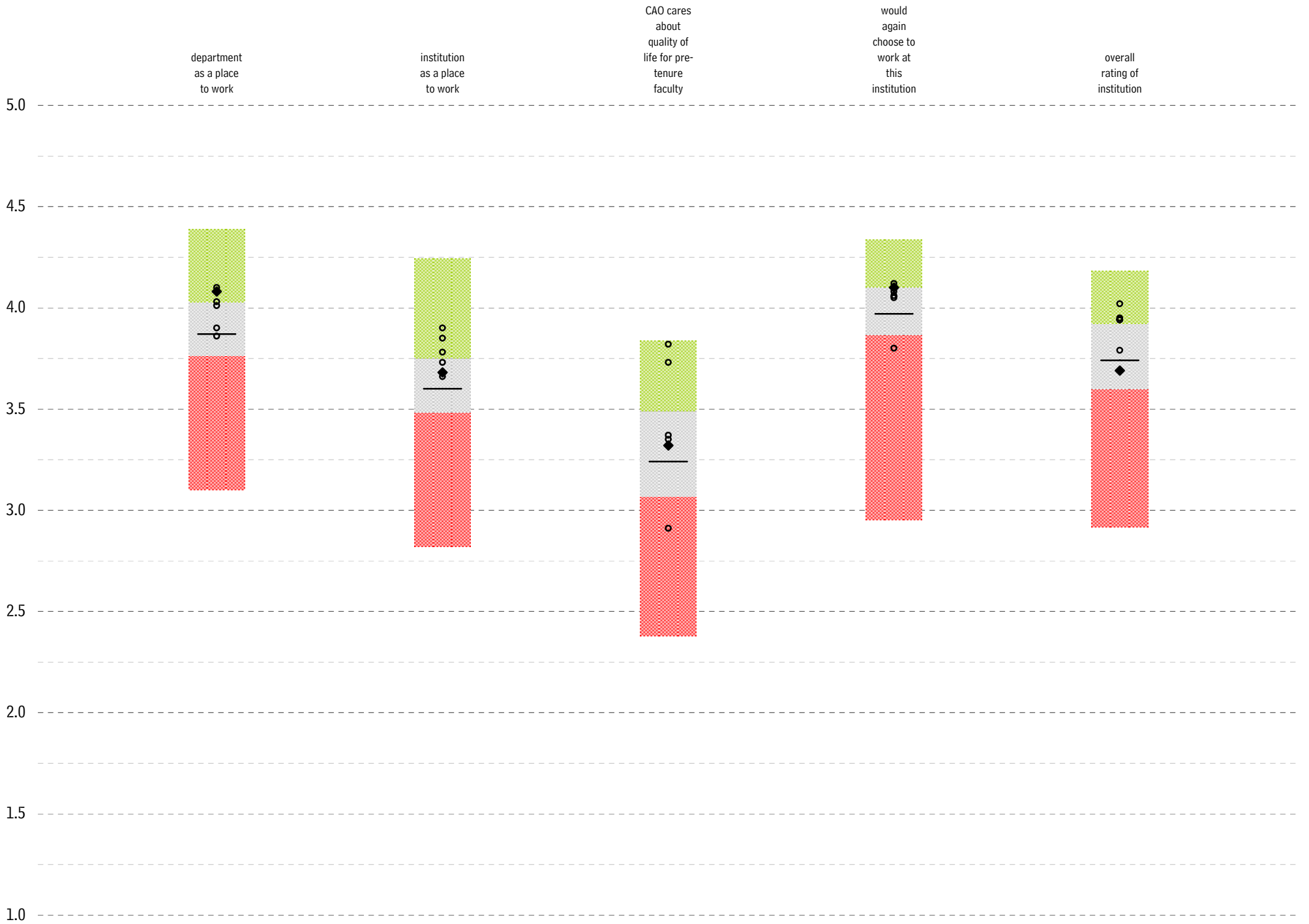


# Compensation and Benefits





# 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
Professional assistance for improving teaching	95	72% ( )	58% ( )	85% ( )	71% ( )	82% ( )
Periodic, formal performance reviews	98	55% (1)	50% (1)	60% (1)	53% (1)	75% (1)
Written summary of periodic performance reviews	99	51% (2)	46% (4)	55% (2)	50% (2)	55% (5*)
Informal mentoring	89	47% (3)	42% (6)	52% (3)	48% (3)	46% (9)
Peer reviews of teaching or research/creative work	96	45% (4)	44% (5)	46% (4)	44% (4)	53% (7)
Travel funds to present papers or conduct research	103	43% (5)	47% (2*)	40% (5)	41% (5)	62% (3)
An upper limit on teaching obligations	93	39% (6)	47% (2*)	32% (7)	37% (6)	58% (4)
Paid or unpaid personal leave	56	34% (7)	33% (8)	34% (6)	29% (7)	64% (2)
Formal mentoring program	78	23% (8)	19% (9)	26% (8)	18% (8)	55% (5*)
Stop-the-clock for parental or other family reasons	42	16% (9)	35% (7)	4% (16*)	13% (11)	52% (8)
Modified duties for parental or other family reasons (e.g., course release)	45	15% (10*)	13% (12)	17% (9)	14% (9*)	44% (10)
An upper limit on committee assignments for tenure-track faculty	80	15% (10*)	15% (10)	14% (11*)	12% (12)	36% (12)
Paid or unpaid research leave	72	14% (12)	14% (11)	13% (13)	11% (13)	37% (11)
Spousal/partner hiring program	50	12% (13)	8% (14*)	16% (10)	14% (9*)	0% (15*)
Professional assistance in obtaining externally funded grants	80	10% (14)	8% (14*)	12% (14)	7% (15)	29% (13)
Tuition waivers (e.g., for child, spouse/partner)	70	9% (15)	3% (17)	14% (11*)	9% (14)	0% (15*)
Childcare	45	7% (16)	9% (13)	5% (15)	5% (16*)	18% (14)
Part-time tenure-track position	43	5% (17)	5% (16)	4% (16*)	5% (16*)	0% (15*)
Financial assistance with housing	57	0% (18*)	0% (18*)	0% (18*)	0% (18*)	0% (15*)
Elder care	39	0% (18*)	0% (18*)	0% (18*)	0% (18*)	0% (15*)

**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)	70	64% ( )	63% ( )	66% (1*)	63% ( )	83% ( )
An upper limit on committee assignments for tenure-track faculty	80	54% (1)	41% (4)	66% (1*)	57% (1)	37% (5)
Spousal/partner hiring program	50	50% (2)	48% (1*)	52% (3*)	48% (3*)	65% (1)
Paid or unpaid research leave	72	46% (3)	40% (5)	52% (3*)	49% (2)	27% (8*)
Modified duties for parental or other family reasons (e.g., course release)	45	45% (4)	43% (3)	46% (6*)	46% (5)	0% (13*)
Financial assistance with housing	57	44% (5)	48% (1*)	40% (10*)	43% (6)	50% (3)
Stop-the-clock for parental or other family reasons	42	43% (6)	30% (9)	53% (2)	48% (3*)	0% (13*)
Part-time tenure-track position	43	40% (7)	35% (6)	43% (8)	40% (7*)	0% (13*)
An upper limit on teaching obligations	93	38% (8*)	26% (11)	50% (5)	40% (7*)	27% (8*)
Professional assistance in obtaining externally funded grants	80	38% (8*)	33% (7)	42% (9)	37% (10)	40% (4)
Travel funds to present papers or conduct research	103	37% (10)	28% (10)	46% (6*)	38% (9)	31% (7)
Elder care	39	36% (11)	31% (8)	40% (10*)	35% (11)	56% (2)
Childcare	45	29% (12)	21% (13*)	36% (12)	28% (12)	32% (6)
Peer reviews of teaching or research/creative work	96	23% (13)	21% (13*)	25% (14)	25% (13)	10% (12)
Written summary of periodic performance reviews	99	21% (14)	22% (12)	20% (15*)	20% (15)	27% (8*)
Formal mentoring program	78	20% (15)	11% (16)	26% (13)	23% (14)	0% (13*)
Periodic, formal performance reviews	98	18% (16)	19% (15)	18% (17)	18% (16)	17% (11)
Informal mentoring	89	12% (17)	2% (19)	20% (15*)	13% (17*)	0% (13*)
Paid or unpaid personal leave	56	11% (18)	10% (17)	12% (18)	13% (17*)	0% (13*)
Professional assistance for improving teaching	95	4% (19)	4% (18)	4% (19)	5% (19)	0% (13*)

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

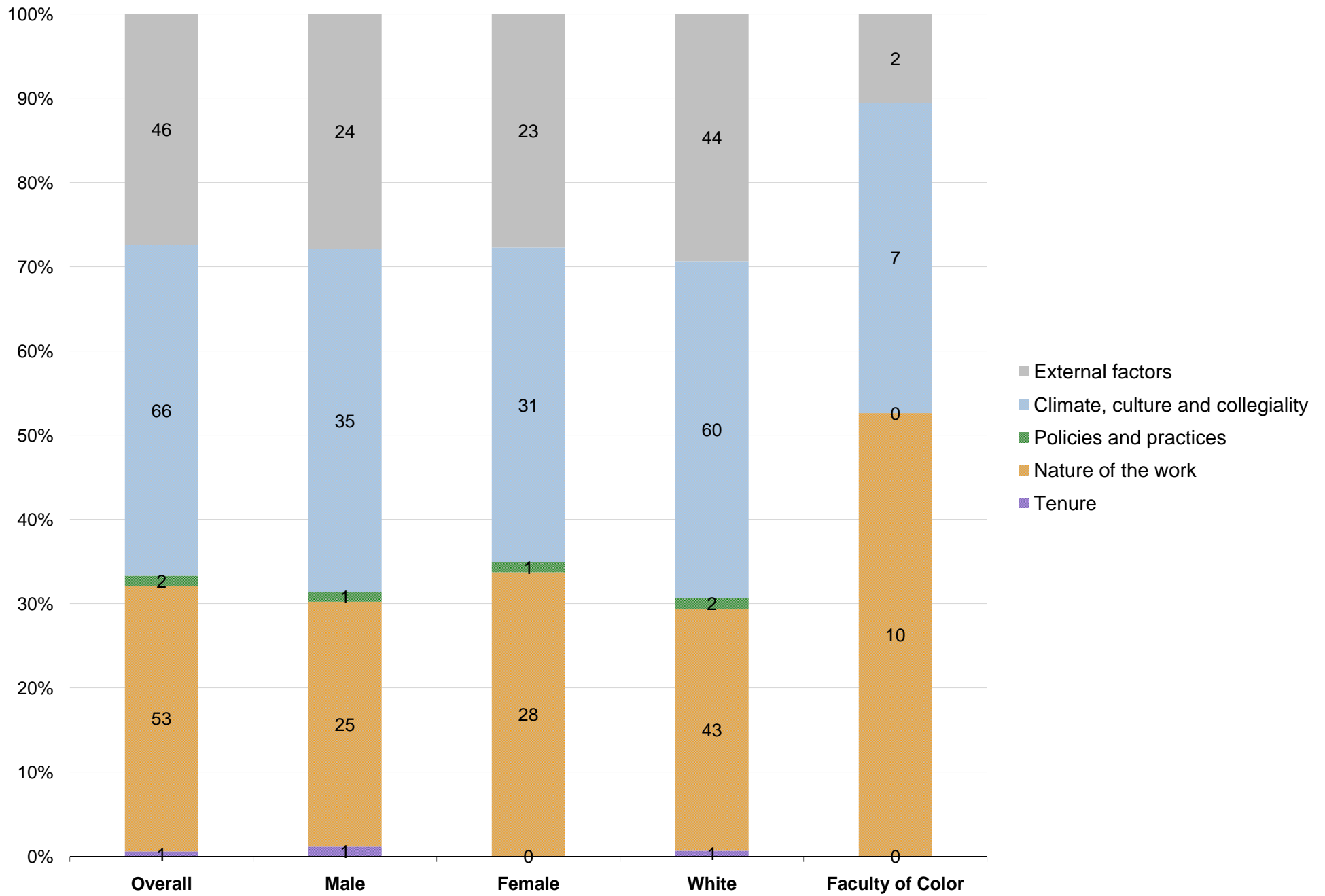
**The Collaborative on Academic Careers in Higher Education**  
Tenure-Track Faculty Job Satisfaction Survey  
Survey Administration 2008-09

**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	3	42
	2	climate, culture and collegiality	my sense of "fit" here	4	62
	3	climate, culture and collegiality	quality of colleagues	4	56
	4	climate, culture and collegiality	support of colleagues	5	53
<b>Male</b>	1	external factors	geographic location	4	48
	2	climate, culture and collegiality	quality of colleagues	5	60
	2	climate, culture and collegiality	my sense of "fit" here	5	68
	4	climate, culture and collegiality	support of colleagues	0	37
	4	nature of the work	academic freedom	3	36
<b>Female</b>	1	external factors	geographic location	3	42
	2	nature of the work	support for teaching	1	2
	3	climate, culture and collegiality	support of colleagues	5	57
	3	climate, culture and collegiality	my sense of "fit" here	3	57
<b>White Faculty</b>	1	external factors	geographic location	4	46
	2	climate, culture and collegiality	my sense of "fit" here	4	67
	3	climate, culture and collegiality	quality of colleagues	5	61
	4	climate, culture and collegiality	support of colleagues	4	51
<b>Faculty of Color</b>	1	nature of the work	academic freedom	2	33
	2	climate, culture and collegiality	support of colleagues	2	46
	3	nature of the work	manageable pressure to perform	2	5
	4	nature of the work	quality of facilities	1	8
	4	climate, culture and collegiality	my sense of "fit" here	3	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 support for research/creative work (e.g., leave)	3	37
	2	policies and practices	too much service/too many assignments	4	31
	3	policies and practices	compensation	4	55
	4	climate, culture and collegiality	lack of diversity	1	11
<b>Male</b>	1	nature of the work	lack of support for research/creative work (e.g., leave)	2	31
	2	policies and practices	compensation	4	54
	2	policies and practices	too much service/too many assignments	1	18
	4	nature of the work	quality of facilities	0	32
<b>Female</b>	1	nature of the work	lack of support for research/creative work (e.g., leave)	4	42
	2	tenure	research/creative work requirements for tenure	0	3
	3	policies and practices	too much service/too many assignments	4	38
	4	climate, culture and collegiality	lack of diversity	1	21
<b>White Faculty</b>	1	nature of the work	lack of support for research/creative work (e.g., leave)	3	41
	2	policies and practices	too much service/too many assignments	4	35
	3	policies and practices	compensation	3	55
	4	climate, culture and collegiality	lack of diversity	1	5
	4	nature of the work	quality of facilities	0	27
<b>Faculty of Color</b>	1	nature of the work	quality of undergraduate students	2	12
	2	climate, culture and collegiality	lack of diversity	3	26
	2	nature of the work	lack of support for research/creative work (e.g., leave)	3	35
	4	tenure	research/creative work requirements for tenure	0	2
	4	nature of the work	teaching load	2	33
	4	nature of the work	unrelenting pressure to perform	0	7
	4	policies and practices	childcare policies/practices (or lack thereof)	0	3
	4	policies and practices	spousal/partner hiring program (or lack thereof)	0	11
	4	external factors	geographic location	0	29
	4	tenure	tenure criteria clarity	0	17

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

