

Virginia Tech Faculty Perceptions: The 2017 COACHE Survey

Advancing Diversity at Virginia Tech

9 January 2018

What is COACHE?

- The Collaborative on Academic Careers in Higher Education (COACHE) Survey conducted by the Harvard Graduate School of Education
- Intensive focus on **faculty careers**
- Measures **institutional experiences** and **job satisfaction**
- Provides national and peer **benchmarks**
 - Over 40,000 respondents from 112 universities nationwide

What is COACHE?

The screenshot shows the homepage of the Collaborative on Academic Careers in Higher Education (COACHE). At the top, there is a dark navigation bar with the Harvard University logo and name on the left, and the URL HARVARD.EDU on the right. Below this is a light gray header area containing the Harvard Graduate School of Education logo and the text "collaborative on academic careers in higher education". To the right of this text are links for "FACULTY FAQS", "BLOG", and "CONTACT", along with a search bar. A dark red navigation bar below the header contains links for "Home", "Surveys", "Partnership", "Research", and "About".

The main content area features a large graphic with a line graph showing an upward trend. The word "RESULTS:" is written in large, bold, red letters. Below the graph, the text reads "Celebrating a Decade of Research, Practice, and Partnerships" and "COACHE @ 10 Years". A sub-headline says "Hear how our partners are using COACHE data to effect meaningful change".

On the right side of the main content area, there is a section titled "YOUR CAO REPORT TUTORIAL" which includes a video player for "01 Introduction" with a play button and the text "Reporting Overview". Below this is a section titled "UPCOMING EVENTS" with three listed events:

- 2017 OCT 17** Association for Collaborative Leadership
Oct 17 (All day) to Oct 20 (All day)
- 2017 OCT 26** POD Network Conference: Defining What Matters: Understanding and Enhancing the Impact of Educational Development
Oct 26 (All day) to Oct 28 (All day)
- 2017 NOV** Association for the Study of Higher Education (ASHE)

At the bottom left of the main content area, there is an "ABOUT" section with the following text:

ABOUT
The Collaborative on Academic Careers in Higher Education (COACHE) is a Harvard-based consortium of institutional leaders who are taking cost-effective steps to improve outcomes in faculty recruitment, development, and retention. Under COACHE, academic leaders at more than 250 colleges, universities, and systems have strengthened their capacity to identify the drivers of faculty success and to implement informed changes.

Coache.gse.harvard.edu

COACHE Survey Overview

- 1669 instructional and research faculty hired at Virginia Tech before Jan 2016 were surveyed in spring 2017
- Results provide descriptive statistics and significant differences within institution by
 - Gender and race
 - Tenure status
 - Academic rank

Selected Peer Institutions

Virginia Tech chose five peer institutions to compare survey results:

- North Carolina State University
- Purdue University
- Iowa State University
- University of California, Davis
- University of Missouri - Columbia

Population Demographics

	Virginia Tech			All Universities
	Total Population	Responses	Response Rate	Response Rate
Overall	1669	824	49%	47%
Men	1127	516	46%	43%
Women	542	308	57%	52%
White, non-Hispanic	1291	643	50%	49%
Faculty of Color	365	168	46%	41%

COACHE Survey Themes

Survey questions focus on 25 major themes:

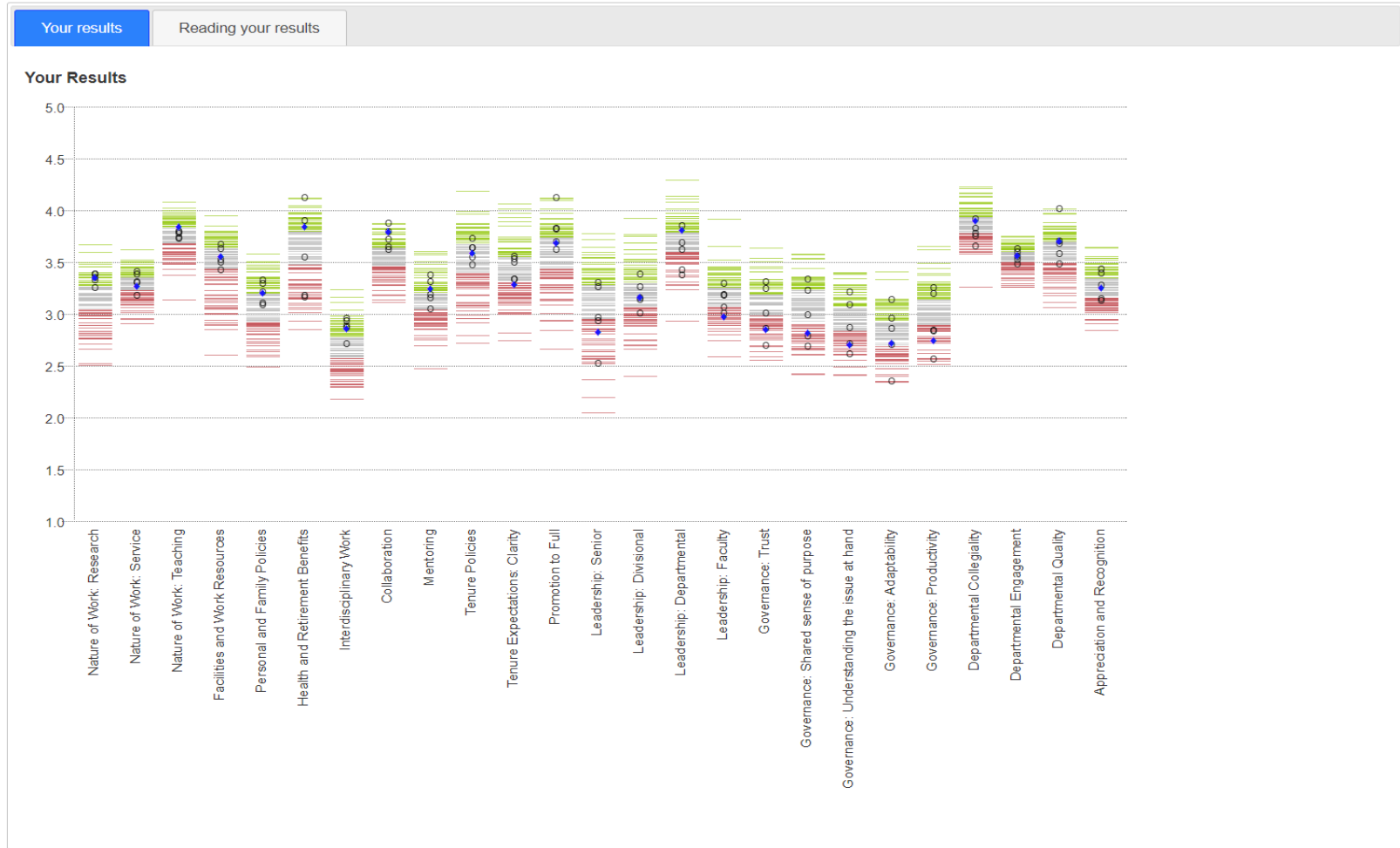
- Nature of work:
 - Research
 - Teaching
 - Service
- Facilities and work resources
- Personal and family policies
- Health and retirement benefits
- Interdisciplinary work
- Collaboration
- Mentoring
- Leadership
 - Senior
 - Divisional
 - Departmental
 - Faculty

COACHE Survey Themes

Survey questions focus on 25 major themes:

- Tenure
 - Policies
 - Clarity
- Promotion
- Governance
 - Trust
 - Adaptability
 - Productivity
 - Shared Purpose
 - Understanding Issues
- Department
 - Engagement
 - Quality
 - Collegiality
- Appreciation and Recognition

Benchmarks at a Glance



collaborative on academic
 careers in higher education

Visit coache.gse.harvard.edu for more partner resources.

© Copyright 2017, The President & Fellows of Harvard College

Areas of Strength at Virginia Tech

(top 30% of universities)

- Nature of work: Teaching
- Department collegiality
- Department quality
- Department leadership



Areas of Concern at Virginia Tech

(below the mean of participating universities)

- Tenure clarity
- Governance productivity
- Senior leadership



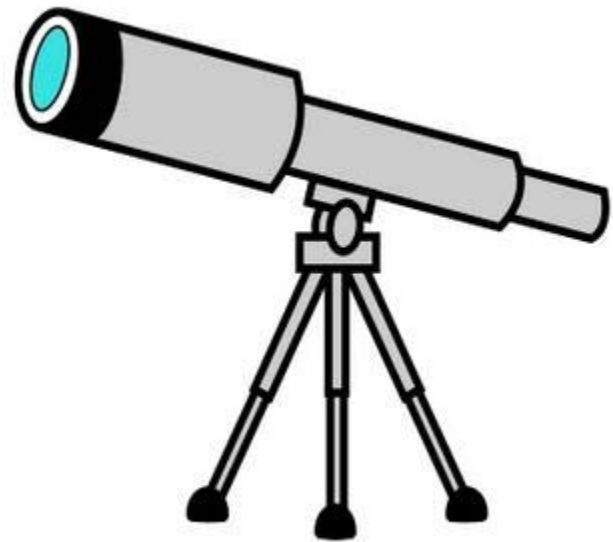
Virginia Tech Trends: 2012 vs. 2017

- Improving
 - Departmental leadership and collegiality
 - *Due to changes in the survey instrument, many questions are not comparable to previous versions*



Today's focus:

- Overall satisfaction
- Personal and family policies
- Climate, culture, collegiality
- Department leadership



Overall Satisfaction

Best Aspects

Top 5 best aspects about working at Virginia Tech by gender:

	Overall	Women	Men
Quality of colleagues	1	2	1
Geographic Location	2	1	2
Academic freedom	3	5	3
Support of colleagues	4	4	4
Quality of undergraduate students	5	3	-
Opportunities to collaborate with colleagues	-	-	5

Best Aspects

Top 5 best aspects about working at Virginia Tech by race/ethnicity:

	Overall	White	Asian	URM
Quality of colleagues	1	2	1	1
Geographic Location	2	1	-	3
Academic freedom	3	5	2	2
Support of colleagues	4	4	4	-
Quality of undergraduate students	5	3	5	-
Opportunities to collaborate with colleagues	-	-	3	-
Commute	-	-	-	4
Quality of graduate students	-	-	-	5

Best Aspects

Top 5 best aspects about working at our peer institutions:

Peer 1	Peer 2	Peer 3	Peer 4	Peer 5
Quality of colleagues	Quality of colleagues	Geographic location	Quality of colleagues	Quality of colleagues
Cost of living	Cost of living	Quality of colleagues	Academic freedom	Geographic location
Opportunities to collaborate with colleagues	Support of colleagues	Support of colleagues	Support of colleagues	Academic freedom
Academic freedom	Opportunities to collaborate with colleagues	Academic freedom	Cost of living	Quality of graduate students
Support of colleagues	Geographic location	My sense of "fit" here	Opportunities to collaborate with colleagues	Opportunities to collaborate with colleagues

Worst Aspects

Top 5 worst aspects about working at Virginia Tech by gender:

	Overall	Women	Men
Compensation	1	1	1
Quality of leadership	2	2	3
Too much service	3	3	2
Quality of facilities	4	-	4
Unrelenting pressure	5	4	-
Geographic location	-	-	5
Lack of support for research	-	5	

Worst Aspects

Top 5 worst aspects about working at Virginia Tech by race/ethnicity:

	Overall	White	Asian	URM
Compensation	1	1	1	1
Quality of Leadership	2	2	-	4
Too much service	3	3	-	5
Quality of facilities	4	4	-	-
Unrelenting pressure	5	5	-	-
Geographic location	-	-	2	2
Quality of graduate students	-	-	3	-
Spousal hiring program	-	-	4	-
Lack of support for research	-	-	5	-
Lack of diversity	-	-	-	3

Worst Aspects

Top 5 worst aspects about working at our peer institutions:

Peer 1	Peer 2	Peer 3	Peer 4	Peer 5
Compensation	Compensation	Compensation	Geographic location	Quality of facilities
Geographic location	Quality of leadership	Other	Compensation	Too much service/too many assignments
Quality of leadership	Other	Lack of support for research/creative work	Too much service/too many assignments	Cost of living
Other	Quality of facilities	Quality of leadership	Lack of support for research/creative work	Compensation
Quality of facilities	Lack of diversity	Quality of facilities	Quality of facilities	Lack of support for research/creative work

Global Satisfaction

Overall, a majority of Virginia Tech faculty are satisfied, similar to faculty at other universities.

	% Satisfied		
	Virginia Tech	Peers	All
How satisfied are you with your department as a place to work	75	70	70
How satisfied are you with the institution as a place to work	65	63	63
	% Agree		
If I had to do it all over, I would again choose to work at Virginia Tech	64	63	62

Departmental Satisfaction

Would you recommend your department as a place to work?

Percentage of respondents who would strongly recommend or recommend their department

Overall	Men	Women	White	Asian	URM
91	93	87	92	89	88

Personal and Family Policies

Personal and Family Policy Questions

Questions in this theme:

Please rate your level of agreement or disagreement with the following statements:

Q200A - I have been able to find the right balance, for me, between my professional life and my personal/family life.

Q200B – My institution does what it can to make personal/family obligations and an academic career compatible.

Please rate your level of satisfaction or dissatisfaction with the following aspects of your employment:

Q95D - Housing benefits (e.g. real estate services, subsidized housing, low-interest mortgage)

Q95E - Tuition waivers, remission, or exchange

Q95F - Spousal/partner hiring program

Q95G - Childcare

Q95H - Eldercare

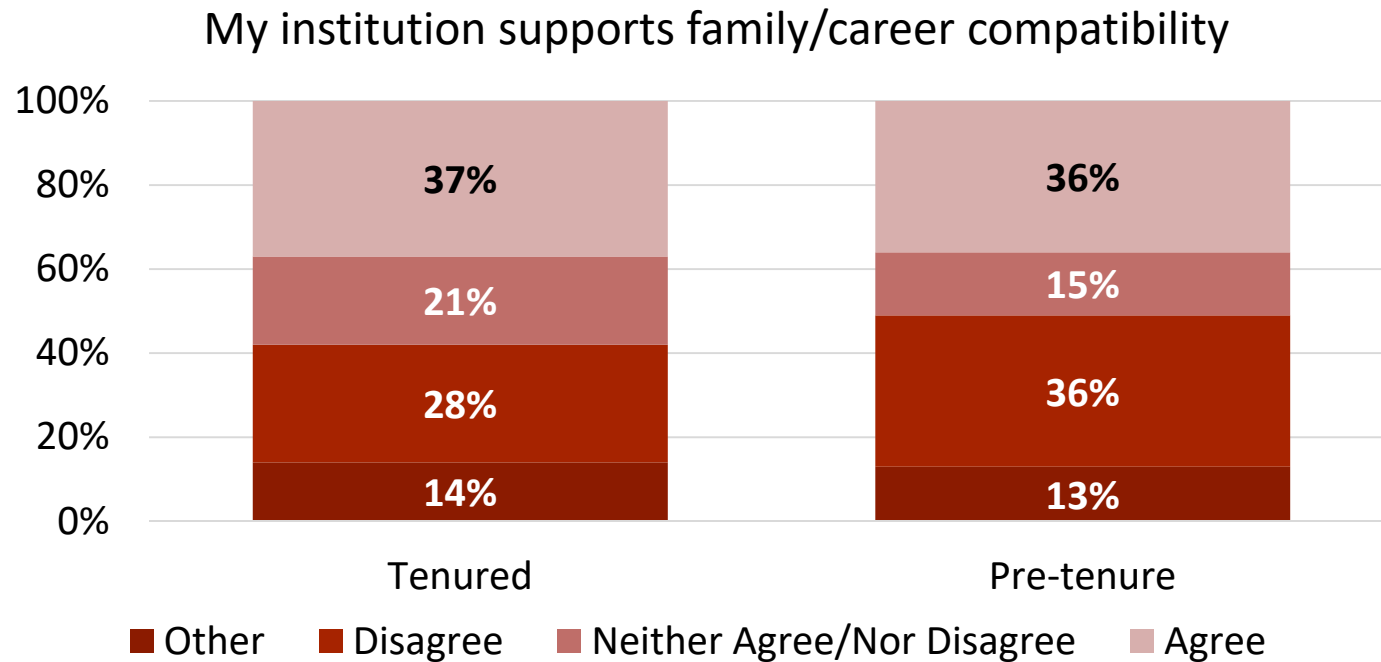
Q95J - Family medical/parental leave

Q95K - Flexible workload/modified duties for parental or other family reasons

Q95L - Stop-the-clock for parental or other family reasons

Satisfaction with Personal/Family Policies by Tenure Status

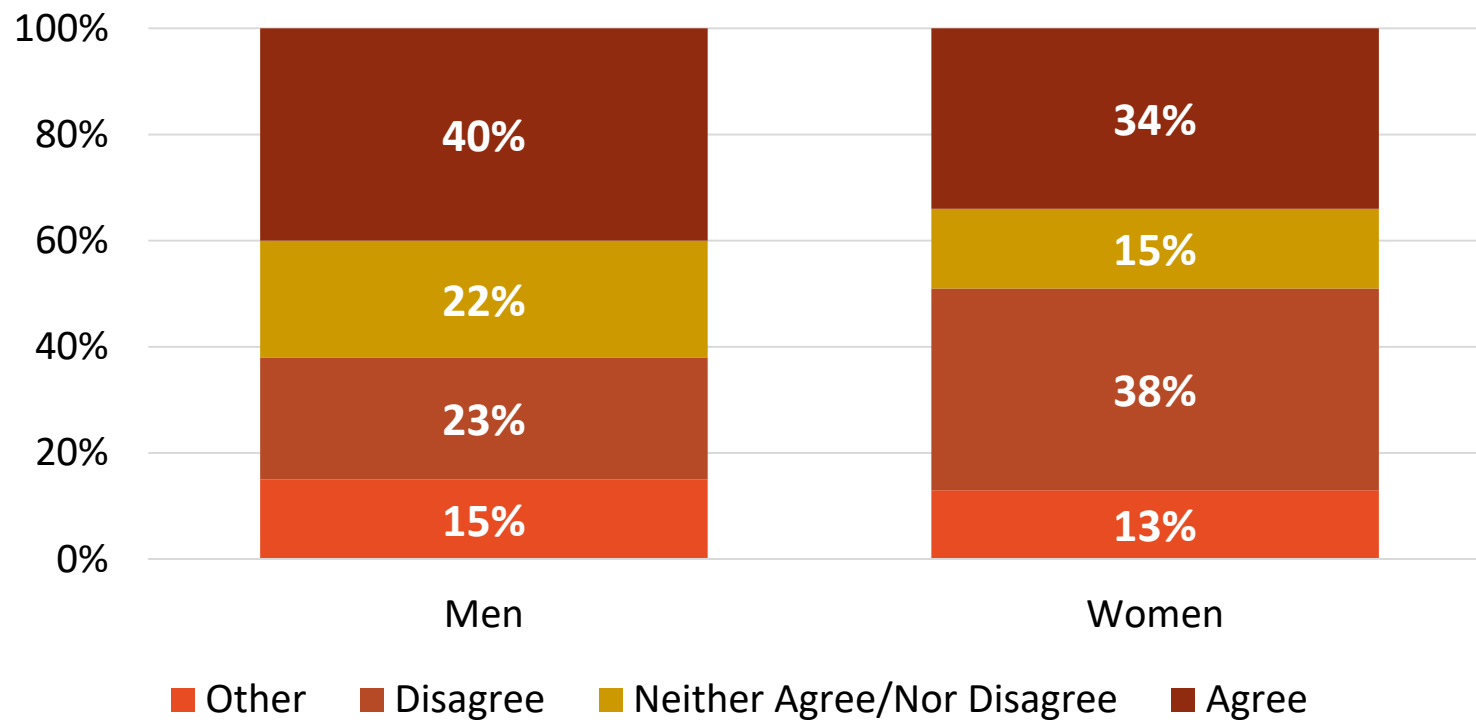
Virginia Tech ranks favorably compared to all participating universities on *institutional* support for balancing personal obligations and academic careers.



(Other = no answer, not applicable, don't know)

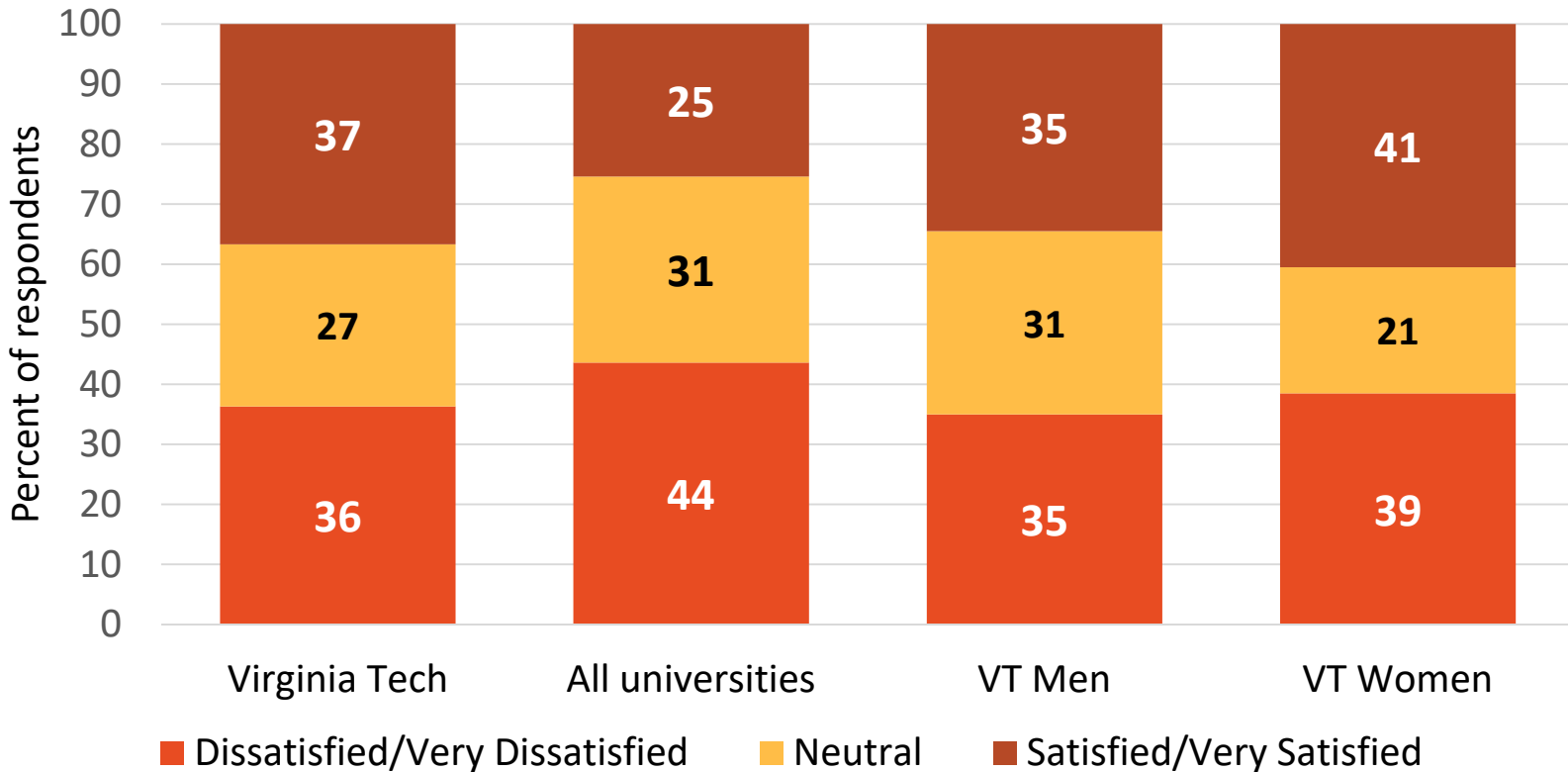
Satisfaction with Personal/Family Policies by Gender

My institution supports family/career compatibility



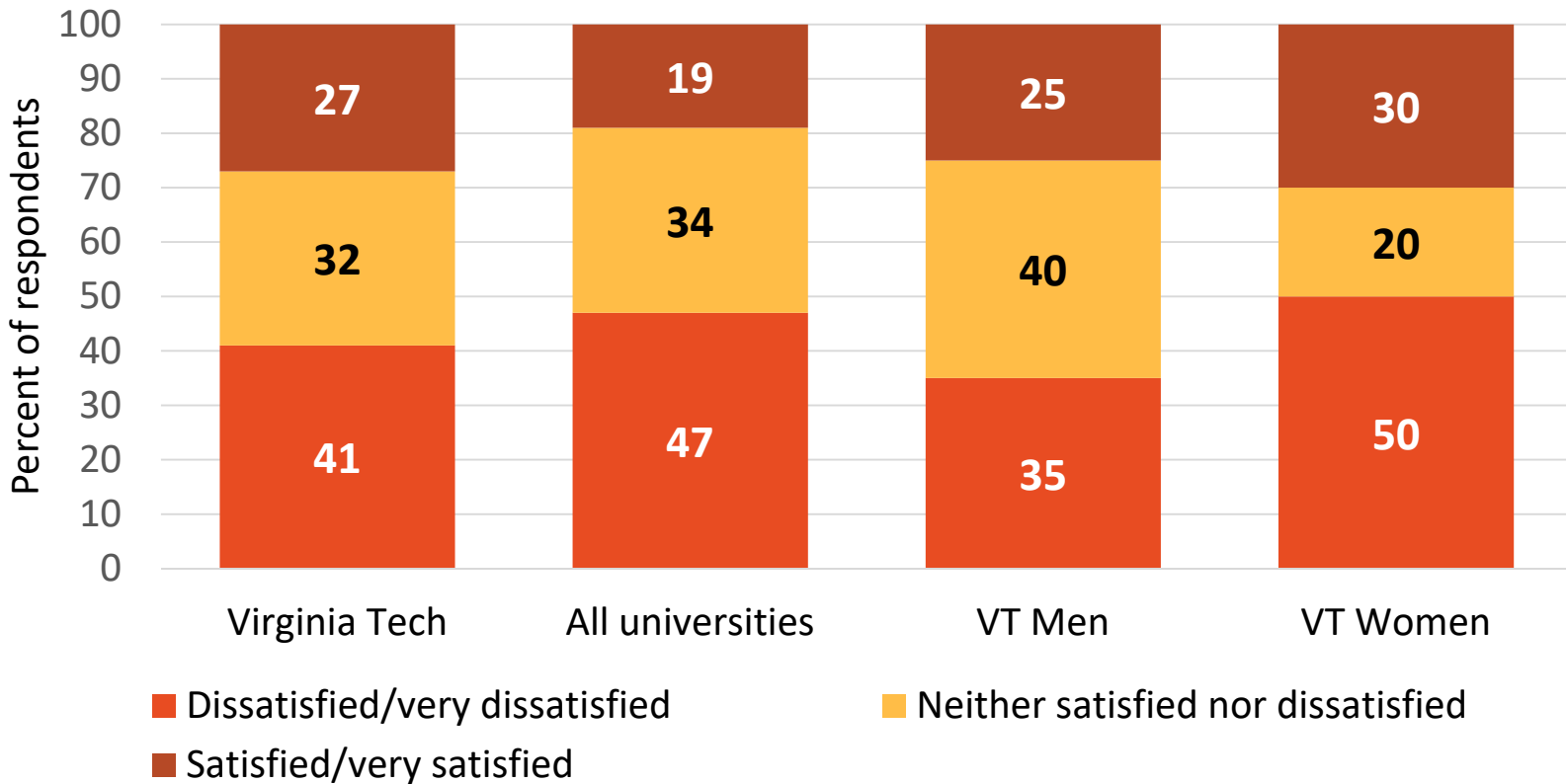
(Other = no answer, not applicable, don't know)

Spousal/partner hiring program



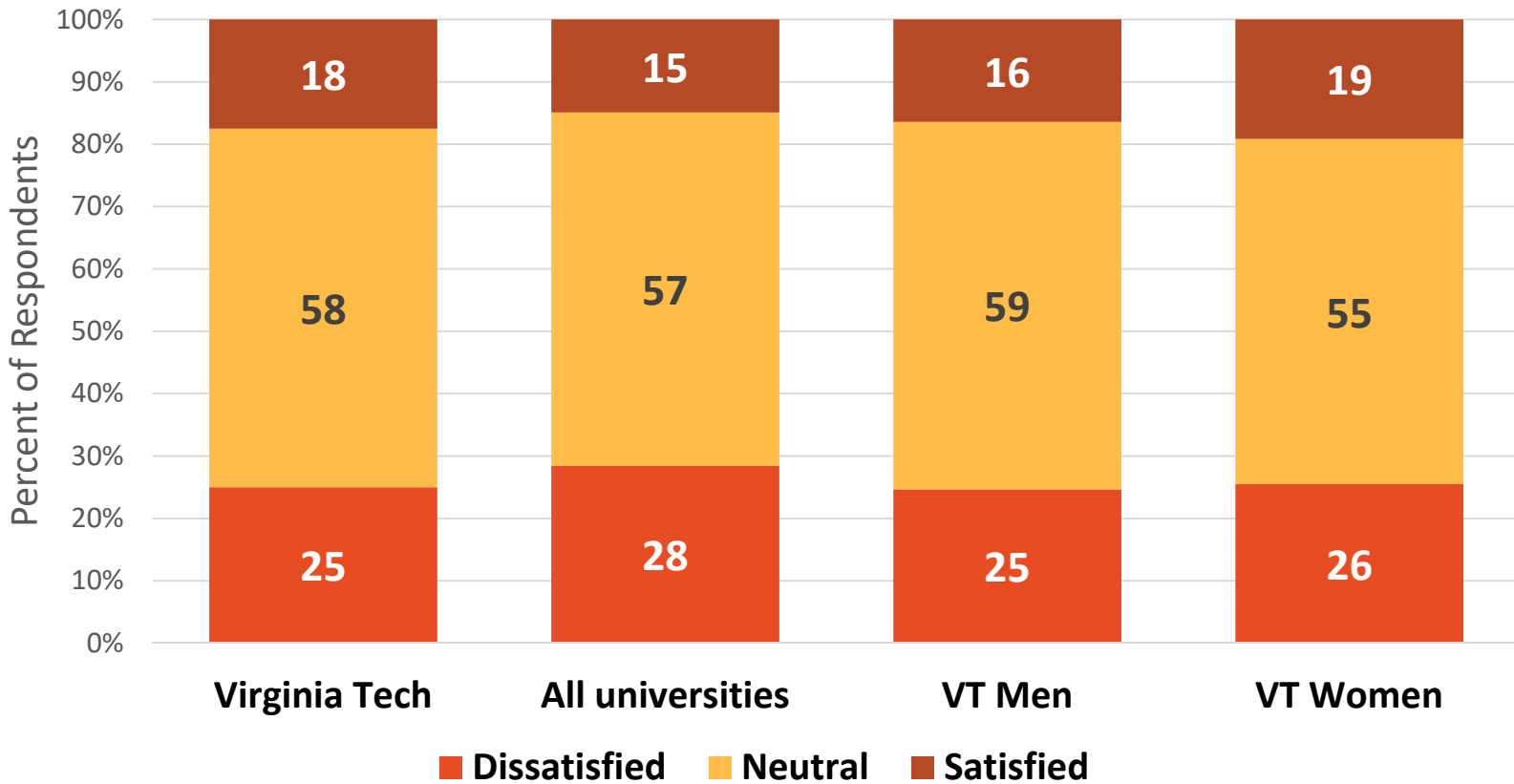
Note: 47% of Virginia Tech respondents and 63% of all respondents indicated “not offered, don’t know, no answer, or not applicable”

Childcare



Note: 66% of Virginia Tech respondents and 61% of all respondents indicated “not offered, don’t know, no answer, or not applicable”

Eldercare

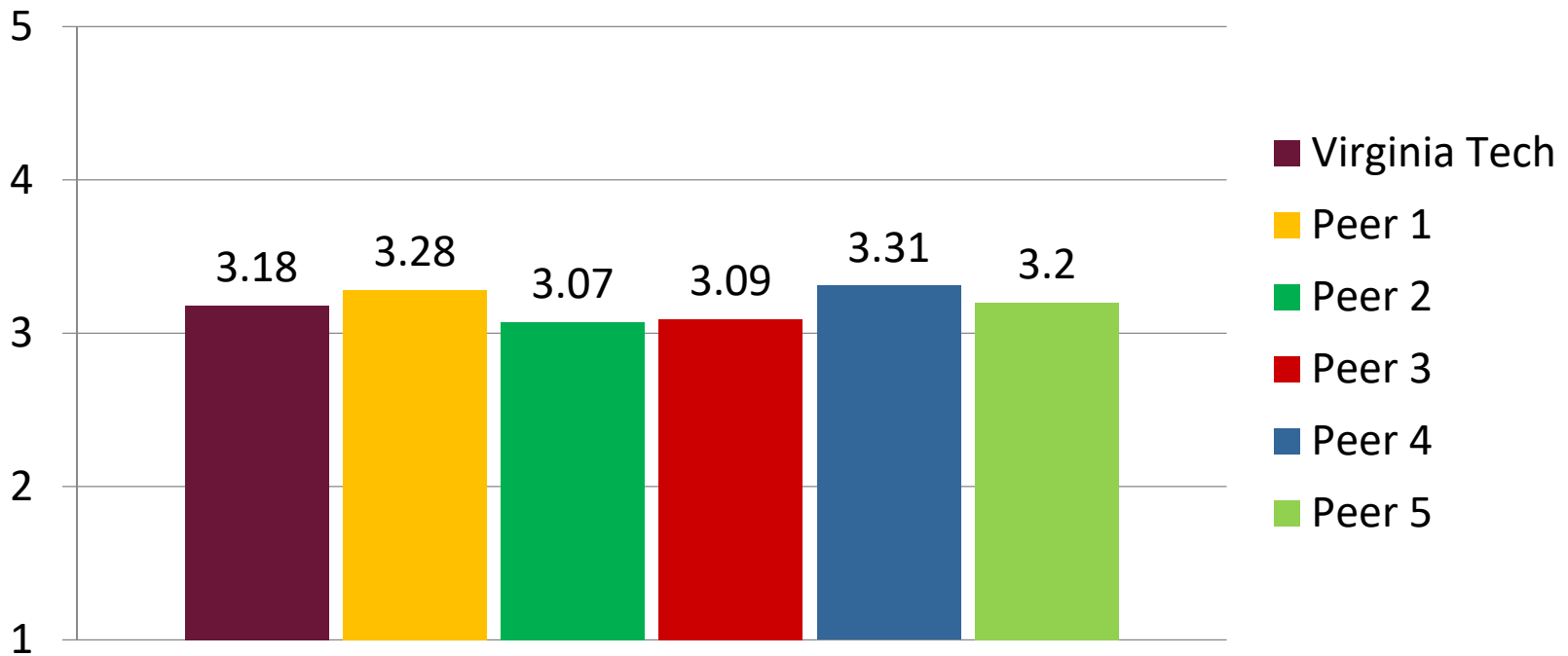


Note: 85% of Virginia Tech respondents and 82% of all respondents indicated “not offered, don’t know, no answer, or not applicable”

Perceptions of Professional/Personal Balance

	% very satisfied or satisfied			
	Tenured	Pre-tenure	Men	Women
I am able to find the right balance between professional life and personal/family life	55	45	58	47

Overall Perception of Personal and Family Policies (Peer comparison)



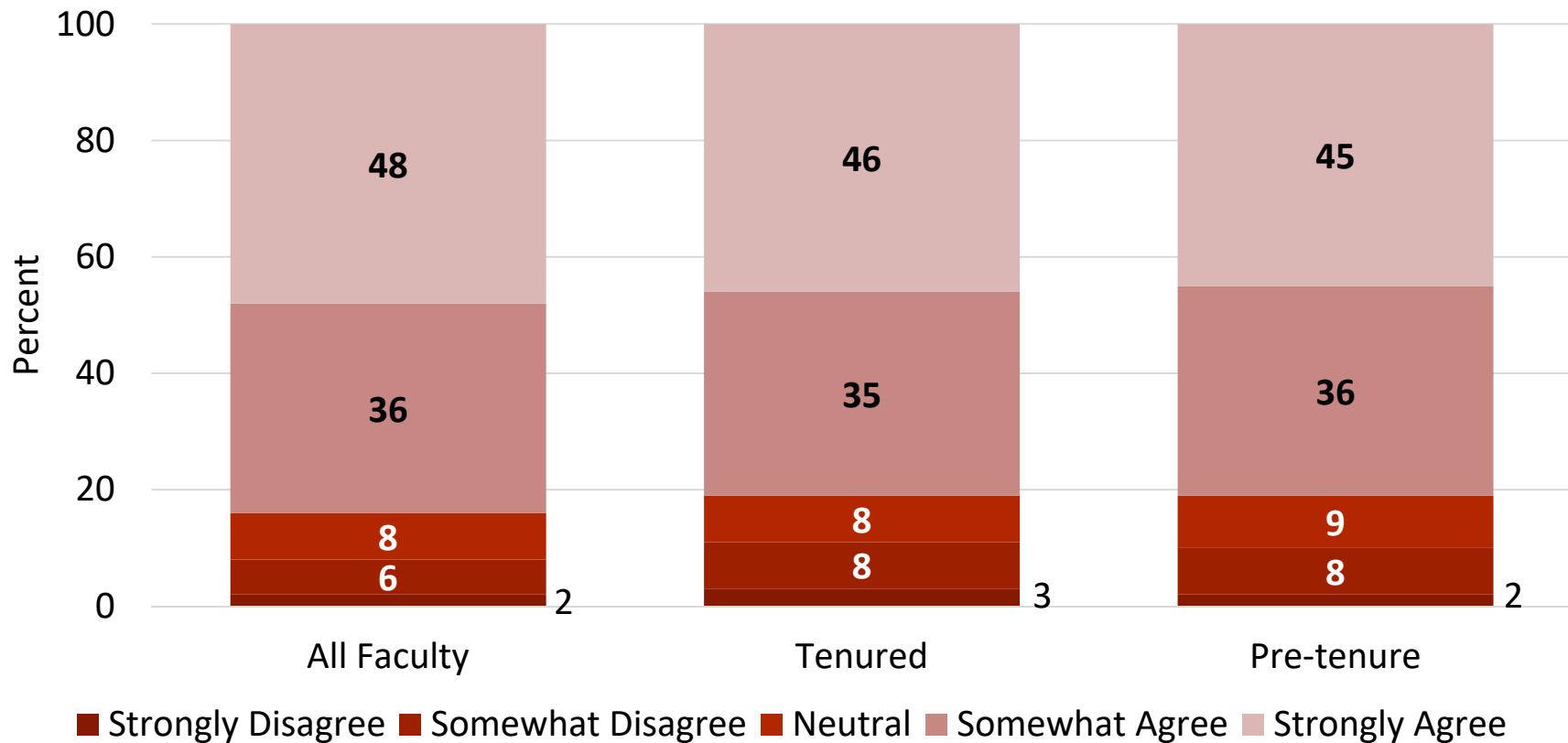
Climate, Culture, Collegiality

Collegiality Questions

- Q200C My department colleagues do what they can to make personal/family obligations and an academic career compatible.
- Q200D Department meetings occur at times that are compatible with my personal/family needs.
- Q205B The amount of personal interaction you have with pre-tenure faculty in your department
- Q205C How well you fit in your department (e.g. your sense of belonging in your department)
- Q205E The amount of personal interaction you have with tenured faculty in your department
- Q210A My department colleagues "pitch in" when needed.
- Q210C On the whole, my department is collegial.
- Q212A On the whole, my department colleagues are committed to supporting, promoting diversity and inclusion in the dept.

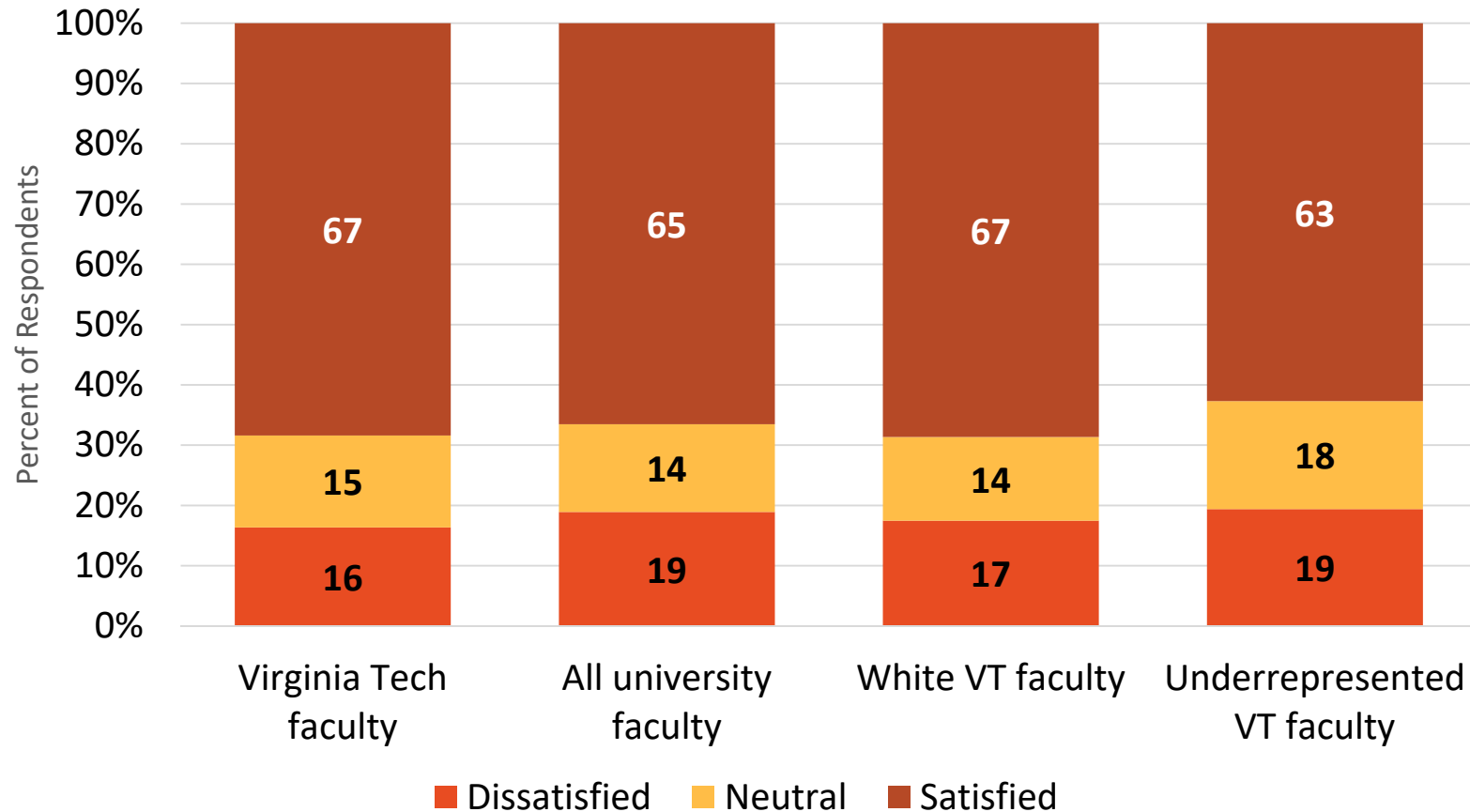
Climate, Culture, and Collegiality

On the whole, my department is collegial
(by tenure status)



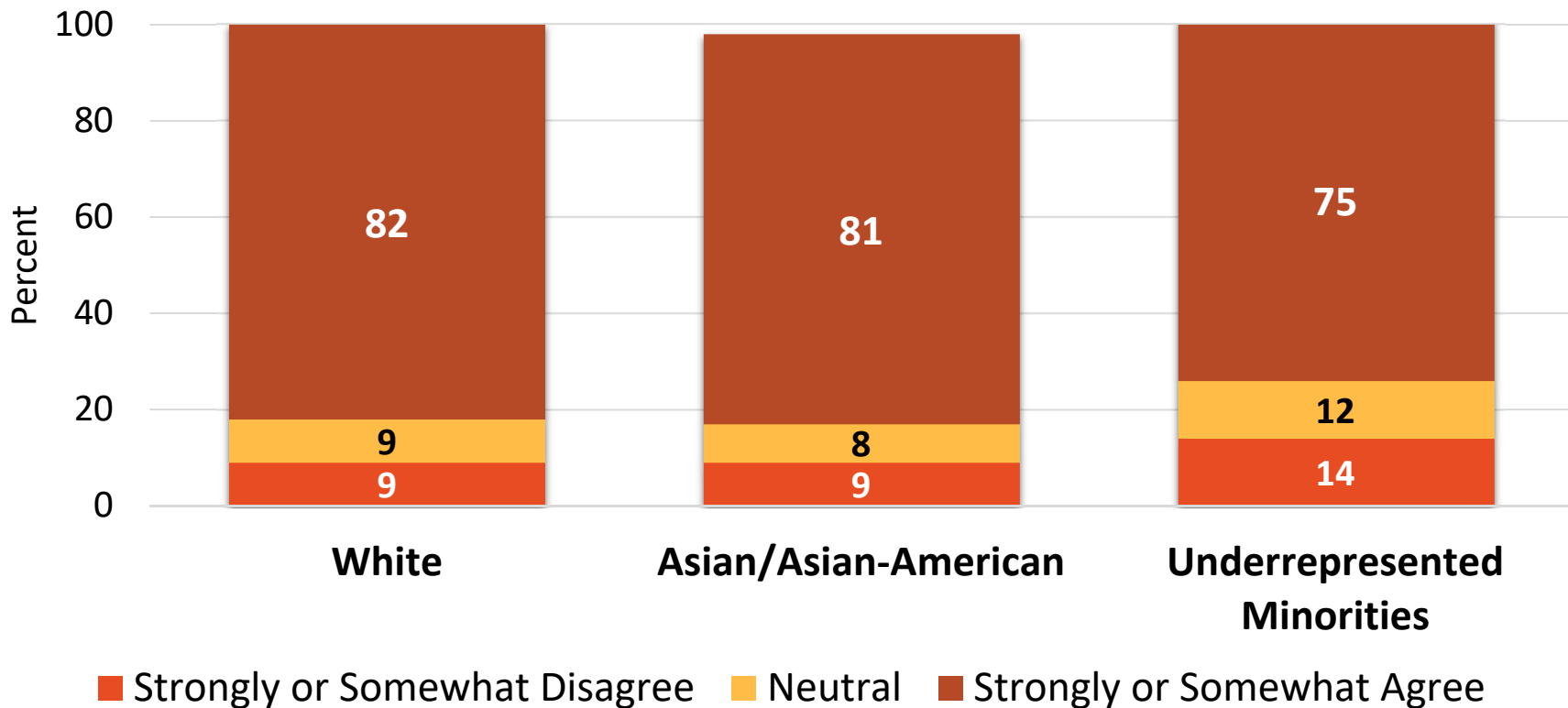
Climate, Culture, and Collegiality

Satisfaction with fit in department



Climate, Culture, and Collegiality

On the whole, my department is collegial
(by race/ethnicity)



Support for Diversity

Comparisons between 2012 and 2017 data

% agree or strongly agree that:	2012		2017	
	White faculty	Faculty of Color	White faculty	Faculty of Color
...my department colleagues are committed to supporting and promoting diversity and inclusion	71%	56%	78%	67%

Departmental Leadership

Department Leadership Questions

Please rate your level of satisfaction or dissatisfaction with the following.

Q185H - My department head's or chair's: Pace of decision making

Q185I - My department head's or chair's: Stated priorities

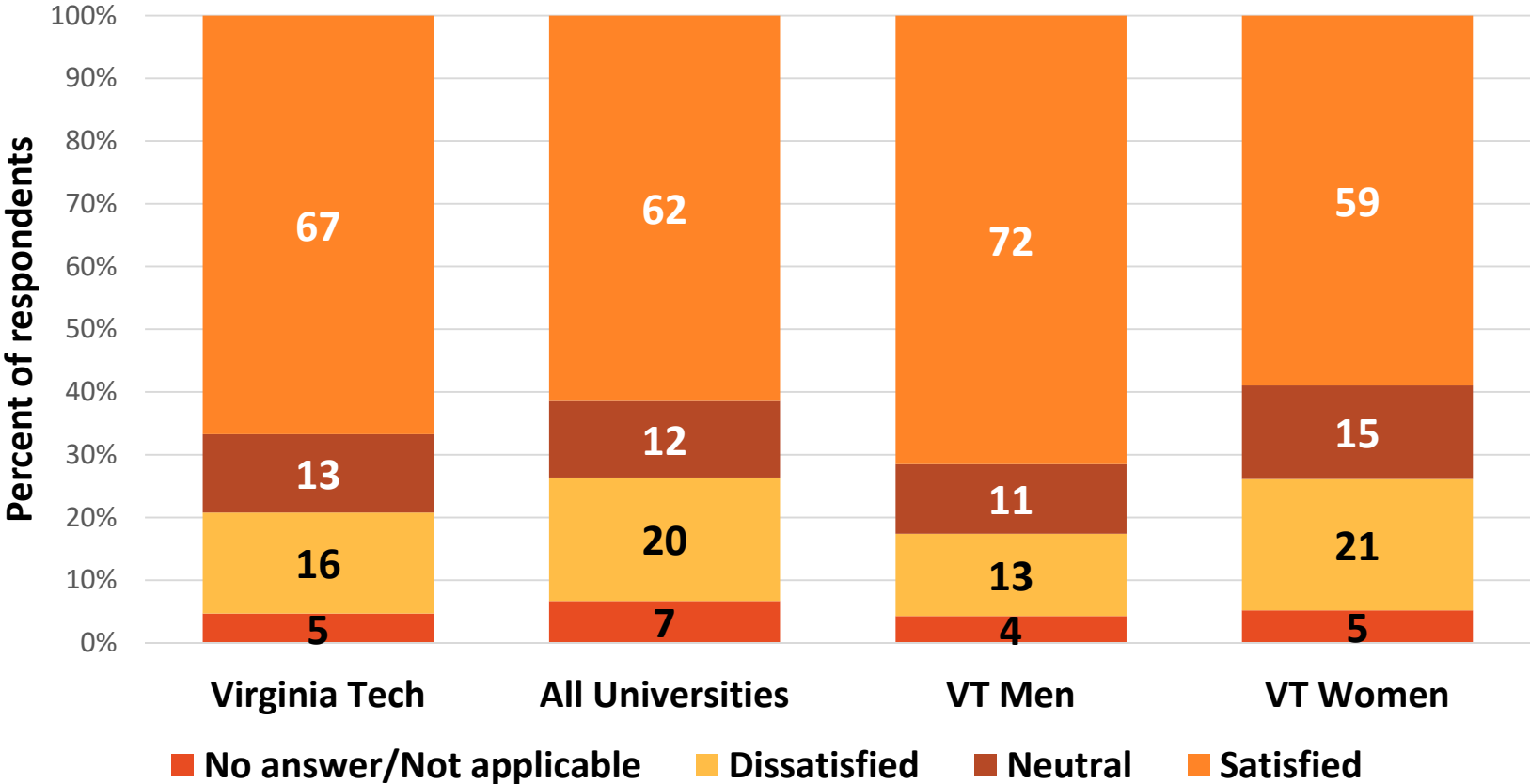
Q185J - My department head's or chair's: Communication of priorities to faculty

Q185K - My department head's or chair's: Ensuring opportunities for faculty to have input into departmental policy decisions

Q185L - My department head's or chair's: Fairness in evaluating my work

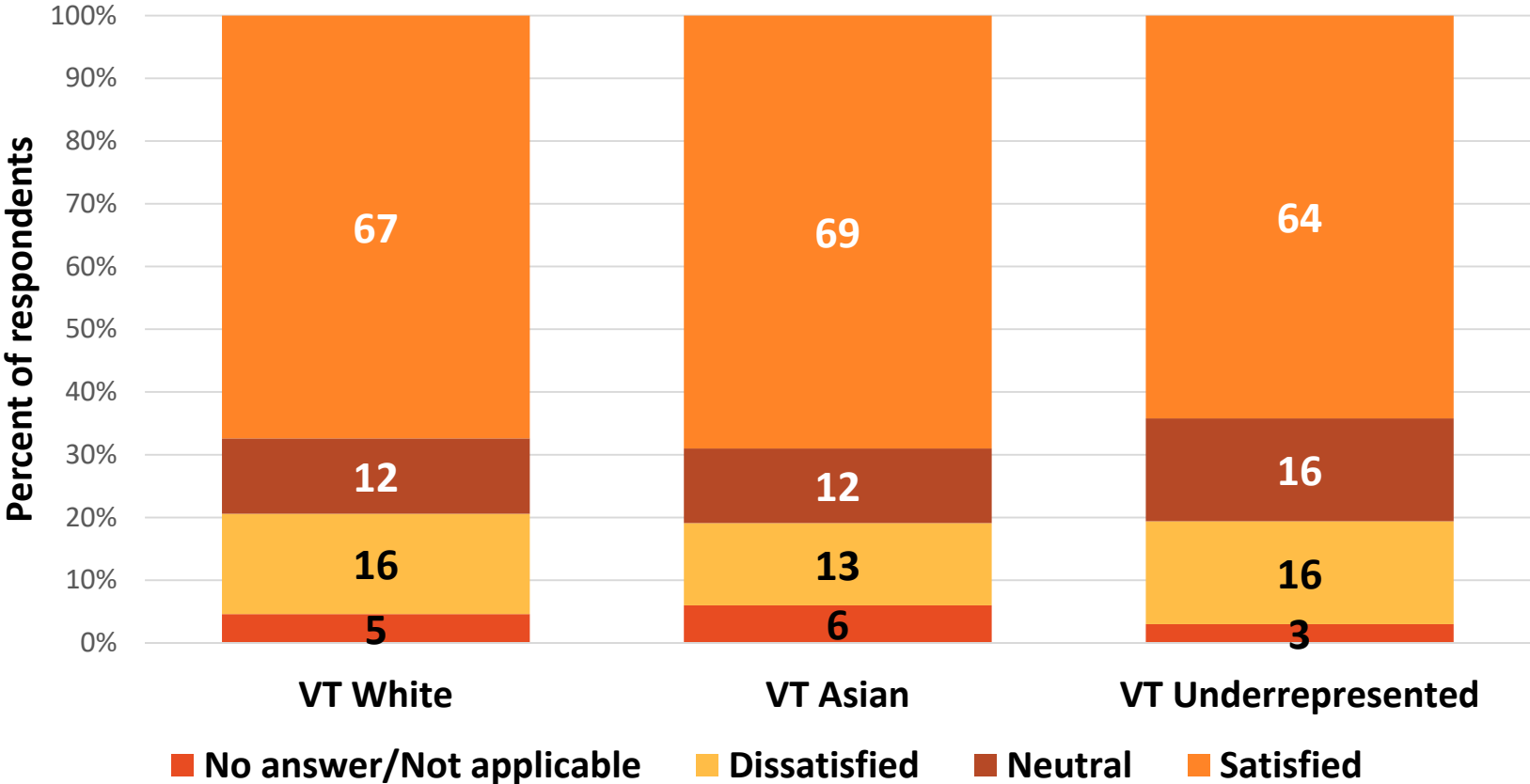
Department Leadership: Faculty Input

Ensuring opportunities for faculty input into department decisions

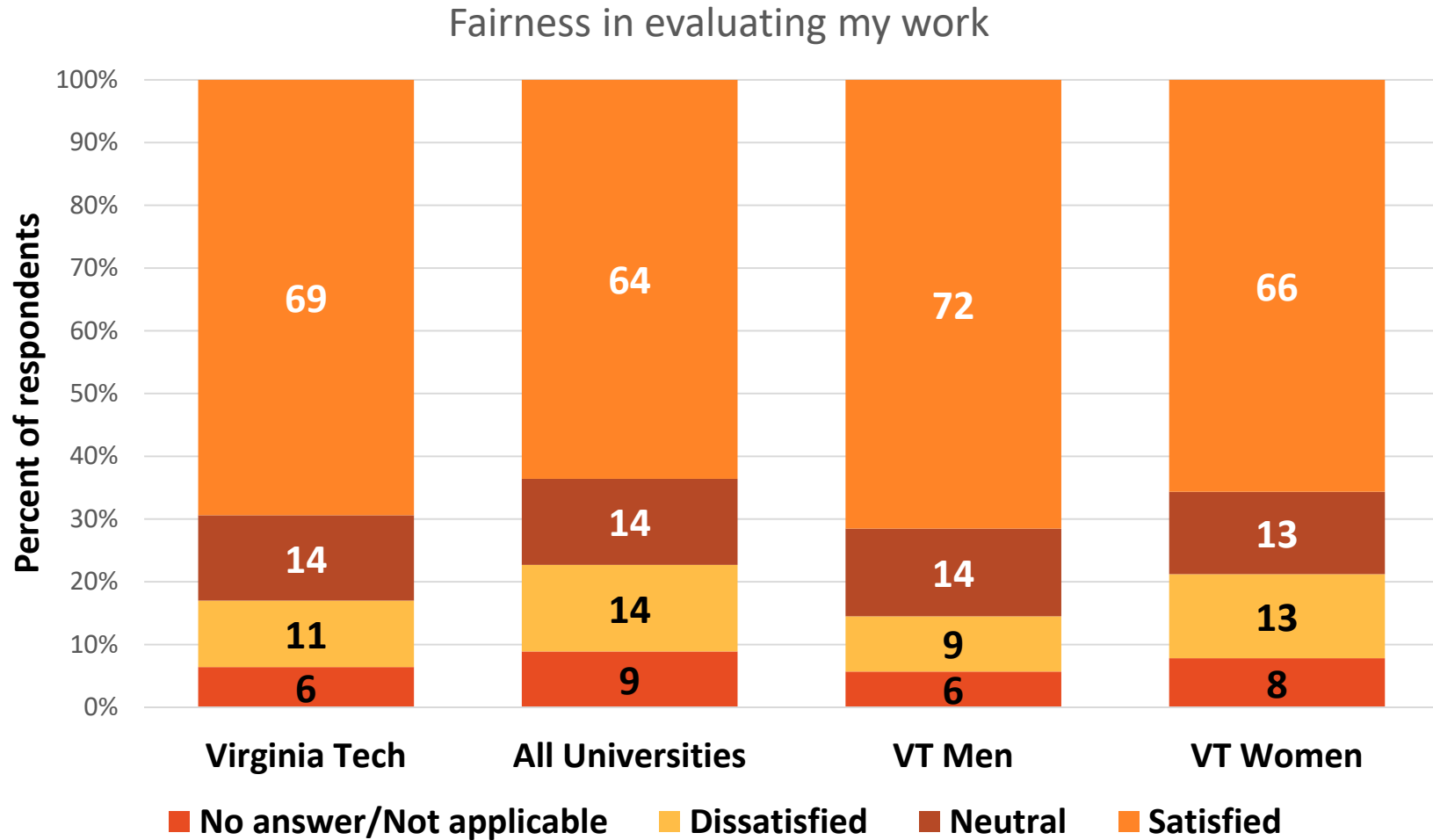


Department Leadership: Faculty Input

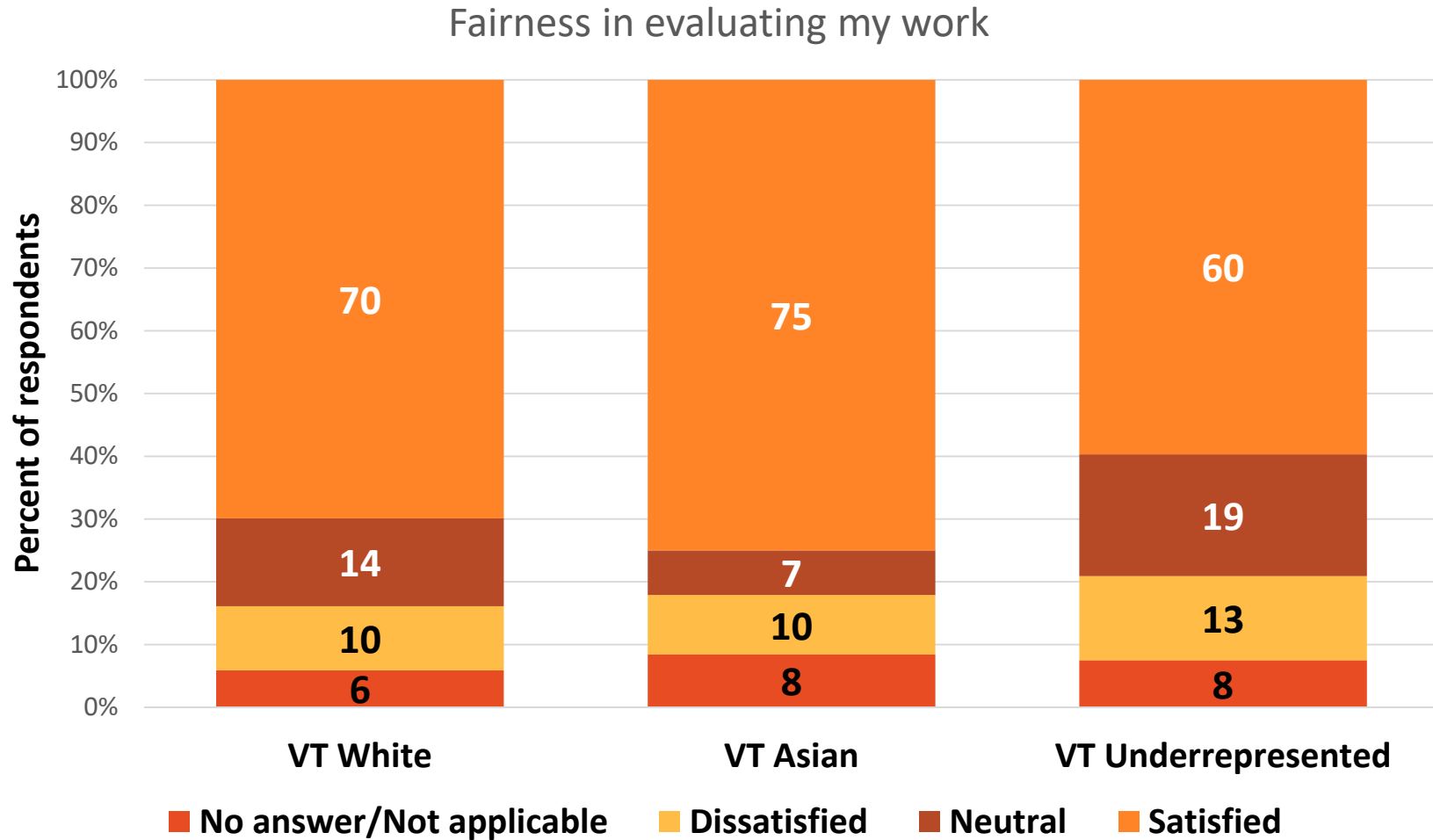
Ensuring opportunities for faculty input into department decisions



Department Leadership: Fairness

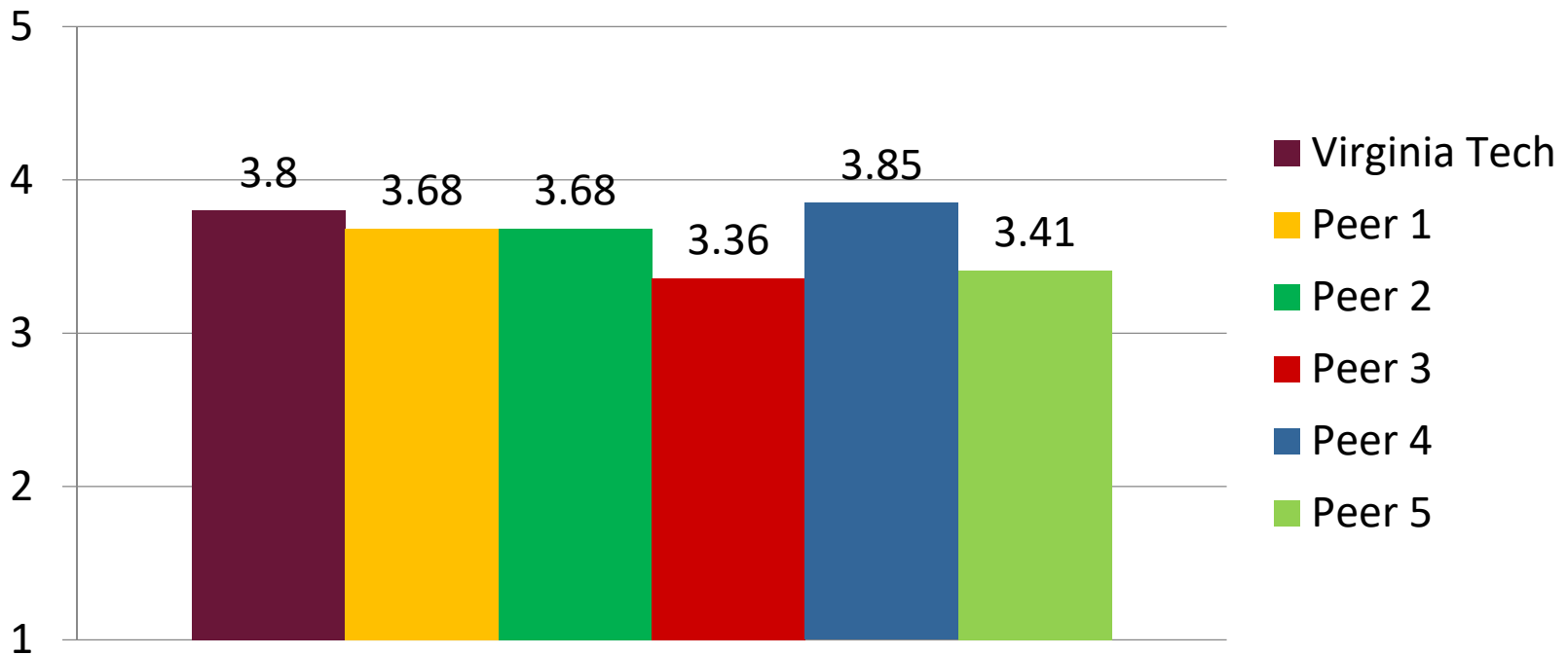


Department Leadership: Fairness



Overall Perception of Departmental Leadership

(Virginia Tech vs. Peers)



Discussion

- Do you agree or disagree with these findings?
 - How does the data reflect your experience?
- What other questions come to mind?
 - What other information do we need?
- What is your highest priority for action?
 - What could be done in your department?
 - What could be done at the college/unit/university level?
 - What could you personally do?

For more information:

Advance.vt.edu/
Measuring_progress/
Coache_surveys

The screenshot shows the AdvanceVT website header with the Virginia Tech logo and navigation links: QUICKLINKS, ABOUT, EVENTS, REPORTS AND PRESENTATIONS, RESOURCES, and ARCHIVE. A search bar is located in the top right. The main content area is titled "COACHE Survey of Faculty Job Satisfaction" and includes a description of the COACHE survey, a list of reports and summaries for the years 2007, 2009, 2012, and 2017, and a bar chart titled "Perceptions of Mentoring".

Perceptions of Mentoring

Mentoring Type	Importance (%)	Effectiveness (%)
Formal Mentoring	~75	~45
Informal Mentoring	~85	~65

[2017 COACHE Survey CAO Report](#)

[2012 COACHE Survey Provost's Report](#)

[2009 COACHE Survey Executive Summary](#)

[2009 COACHE Survey Highlights \(slides\)](#)

[2007 COACHE Survey Executive Summary](#)

[2007 COACHE Survey Highlights \(slides\)](#)