



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

COACHE

Faculty Job Satisfaction Survey

College of Health Professions College-Level Report

April 18, 2023

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Survey Background

- COACHE (Collaborative on Academic Careers in Higher Education) is a research-practice partnership based in Harvard Graduate School of Education
- UT Board of Trustees recommended using this regularly as a faculty survey (UTK has participated for several years)
- UT System managed the COACHE contract for all UT institutions
- Vice Chancellor AFSA, Office of Faculty Affairs, and the Office of Institutional Research coordinated the survey and analyses
- Focuses solely on faculty
- Allows for benchmarking faculty experience over time
- Permits comparison with peer institutions who use COACHE

Survey Branching and Programming

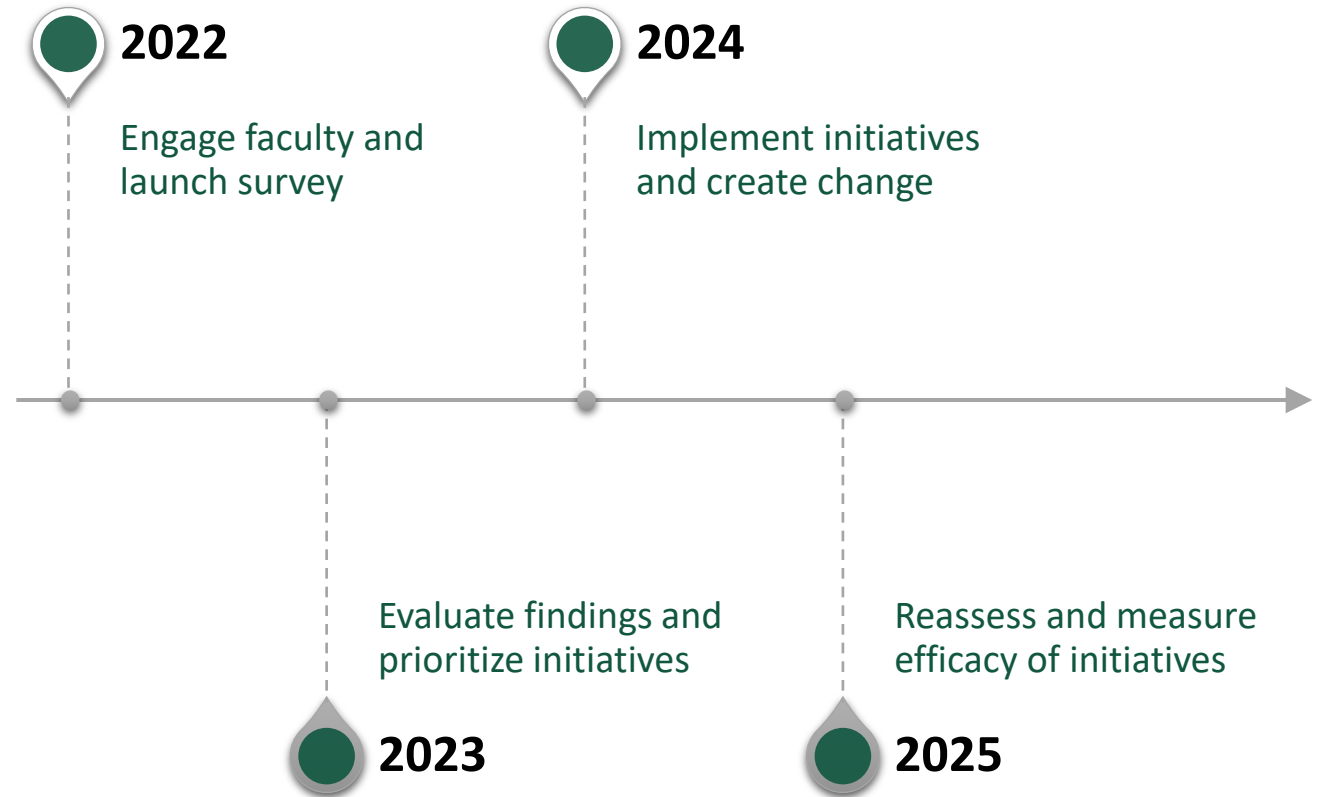
- Respondents were presented with only questions that directly related to their background and experience, including
 - Rank: Instructor, Assistant Professor, Associate Professor, Professor
 - Tenure status: Non-tenure track, Tenure-track, Tenured
 - Clinical appointment type: Clinical faculty
- Most items used a five-point Likert scale
 - Satisfaction | Agreement | Importance | Effectiveness | Clarity | Frequency | Seriousness
 - Example: Very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied, Very dissatisfied
 - Time frame: Frequently, Regularly, Occasionally, Seldom, Never
 - Additional options of a) decline to answer, b) not applicable, c) I don't know

Horizon Timeline

UTHSC launched the COACHE survey in 2022.

The COACHE survey process is designed to span a 3-year period, moving from

- survey launch to
- evaluating findings and prioritizing initiatives to
- implementing initiatives and creating change
- culminating in reassessment.



Where are we now?

Timeframe	Action
February 2022	Survey opened
April 2022	Survey closed
September-November 2022	Campus-level and college-level data received
November 2022-February 2023	Campus-level and college-level reports built by Chief Data Officer
Spring 2023	Campus-level reports to President, Campus Administrators, Deans, Faculty Senate College-level reports to Deans
Summer 2023	Campus-level and college-level working groups identify focus areas based on data.
Fall 2023	Campus-level and college-level working groups identify action items and implementation plans are built.

Survey Question Themes

Nature of Work
Overall

Nature of Work:
Teaching

Nature of Work:
Research

Nature of Work:
Service

Resources &
Support

Interdisciplinary
Work, Collaboration,
& Mentoring

Tenure & Promotion

Institutional
Governance &
Leadership; Shared
Governance

Department
Engagement,
Vitality, Productivity,
& Effectiveness

Work & Personal
Life Balance;
Climate

Appreciation &
Recognition

Recruitment &
Retention

Survey Scales

Alternative Answer Choices	
Decline to answer	Not Applicable
98	99

Satisfaction	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
	5	4	3	2	1
Agreement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	5	4	3	2	1
Importance	Very important	Important	Neither important nor unimportant	Unimportant	Very unimportant
	5	4	3	2	1
Clarity	Very clear	Clear	Neither clear nor unclear	Unclear	Very unclear
	5	4	3	2	1
Frequency	Very frequently	frequently	Neither frequently nor infrequently	Infrequently	Very frequently
	5	4	3	2	1

COACHE Survey Documents

- COACHE 2022 College of Health Professions Summary Report
 - Visual report of survey data
 - Survey comments
- COACHE 2022 Dean's Comparative Report
 - Spreadsheet of survey question means and frequencies
 - UTHSC, cohort, and peer institution comparative data
- COACHE Survey Instrument
- COACHE List of Participating Institutions
- COACHE 2022 College of Health Professions Presentation

Initial Results for College of Health Professions

Response Rates by College

	Population	Respondents	Response Rate
Dentistry	101	43	43%
Graduate Health Sciences	N<5	N<5	N<5
Health Professions	63	43	68%
Library	11	6	55%
Medicine	975	233	24%
Nursing	106	42	40%
Pharmacy	63	38	60%
ALL FACULTY	1323	409	31%

Response Rates

	College of Health Professions			UTHSC
	Population	Respondents	Response Rate	Response Rate
Overall	63	43	68%	31%
Tenure Status				
T	22	17	77%	45%
TT	7	<5		44%
NTT	34	22	65%	26%
Rank				
Professor (or Full Professor)	11	6	55%	41%
Associate Professor	21	15	71%	34%
Assistant Professor	22	15	68%	26%
Instructor/Lecturer	9	7	78%	25%
Gender				
Man/Trans man	18	12	67%	26%
Woman/Trans woman	43	29	67%	36%
Not listed above (Please specify)	<5	<5		100%
Ethnicity-Race				
Asian or Asian-American	<5	<5		25%
Black or African-American	6	<5		35%
White (non-Hispanic)	53	36	68%	31%
Faculty of Color	10	7	70%	31%
Underrepresented Minorities	6	4	67%	39%

College Strengths by Theme Area

Nature of Work
Overall

Nature of Work:
Teaching

Nature of Work:
Research

Nature of Work:
Service

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Support

Interdisciplinary
Work, Collaboration,
& Mentoring

Tenure & Promotion

Institutional
Governance &
Leadership; Shared
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& Effectiveness

Work & Personal
Life Balance;
Climate

Appreciation &
Recognition

Recruitment &
Retention

Nature of Work: Teaching

Example:

Discretion over course content

Q70C - The discretion you have over the content of the courses you teach - Please rate...



Interdisciplinary Work, Collaboration, & Mentoring

Example:

Effectiveness of mentoring

Q125A - Mentoring from someone in your department -
Please rate the effectiveness or ineffectiveness of the
following for you.



Tenure & Promotion

Example:

Clarity of promotion process

Q140A - The promotion process in my department -
Please rate the clarity of the following aspects of
promotion in rank from associate professor to full
professor.



Institutional Governance & Leadership; Shared Governance

Example:

Fairness by department chair in evaluating my work



Department Engagement, Vitality, Productivity, & Effectiveness

Example:

Support from peers

Q210A - My departmental colleagues "pitch in" when needed.



College Opportunities by Theme Area

Nature of Work
Overall

Nature of Work:
Teaching

Nature of Work:
Research

Nature of Work:
Service

Resources &
Support

Interdisciplinary
Work, Collaboration,
& Mentoring

Tenure & Promotion

Institutional
Governance &
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Nature of Work: Overall

Example:

Support for balancing administrative and faculty roles

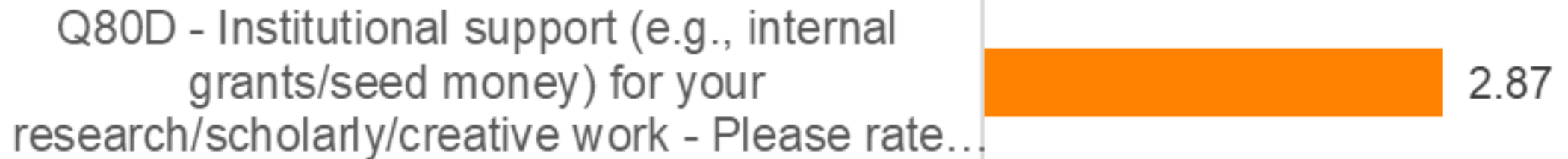
Q55B - My institution does what it can to help faculty who take on additional leadership roles (e.g. major committee assignments,...



Nature of Work: Research

Example:

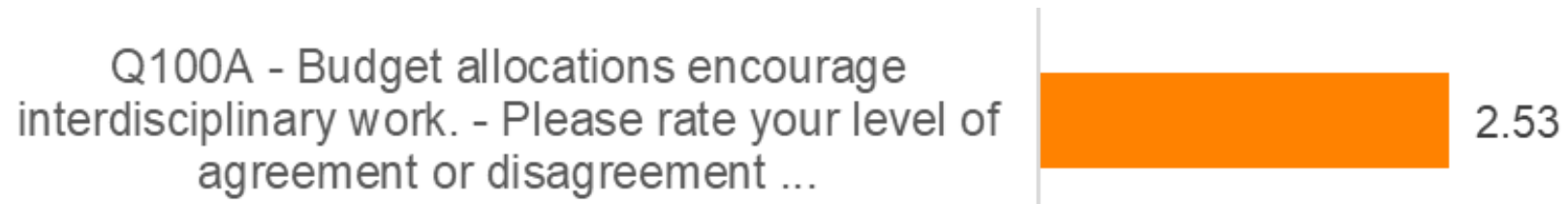
Internal funding



Interdisciplinary Work, Collaboration, & Mentoring

Example:

Budget for interdisciplinary work



Institutional Governance & Leadership; Shared Governance

Example:

Dean or division head provides sufficient support for adapting to the changing mission

Q175A - My dean or division head - In adapting to the changing mission, I have received sufficient support from.



Recruitment and Retention

Example:

Compensation negotiations

Q240A - Outside offers are not necessary as leverage in compensation negotiations - Please rate your level of agreement or disagreement ...



Incongruences

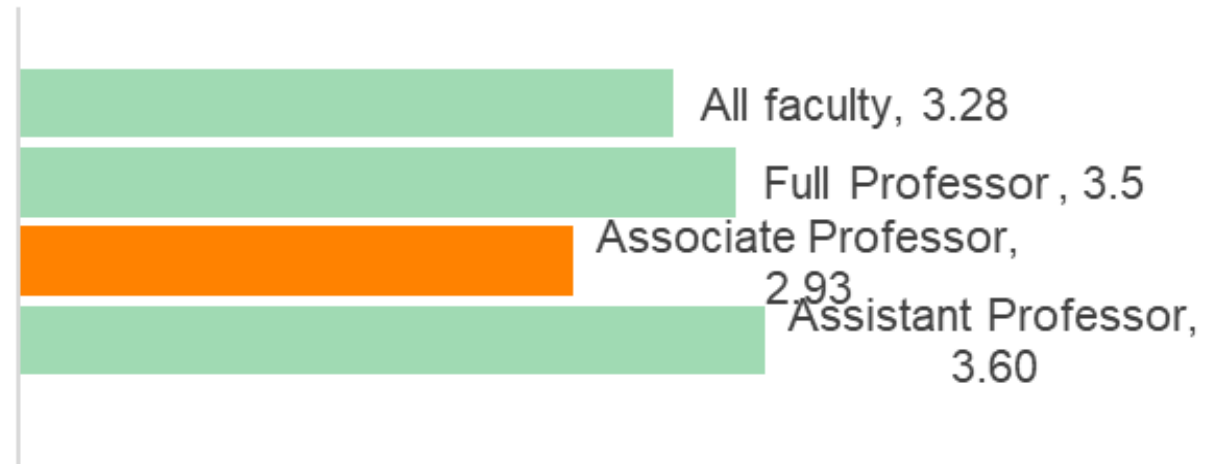
Items with overall positive means but
at least one group has mean less than 3.0

Incongruence

Example:

Balancing workload

Q55A - I am able to balance the teaching, research, and service activities expected of me. - Please rate your level of agreement or disagreement ...

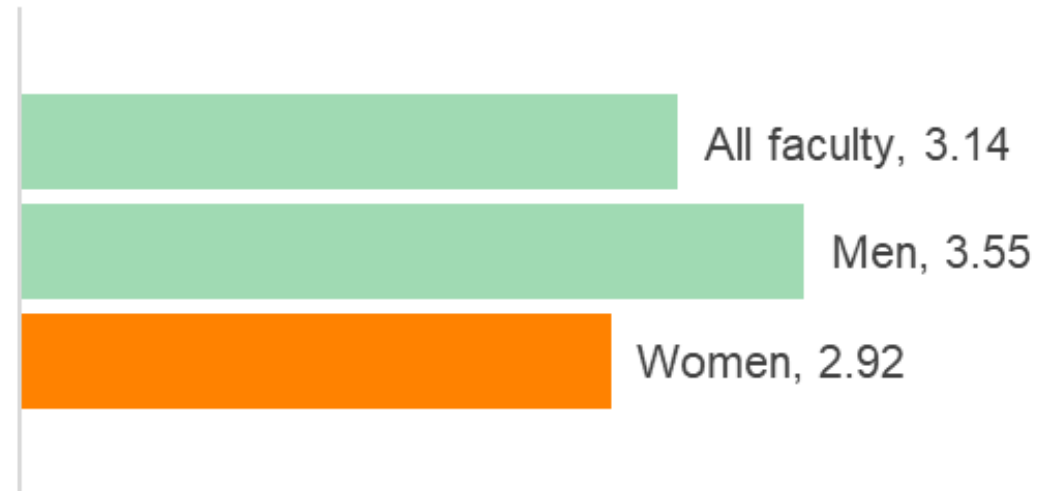


Incongruence

Example:

Work/life balance

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

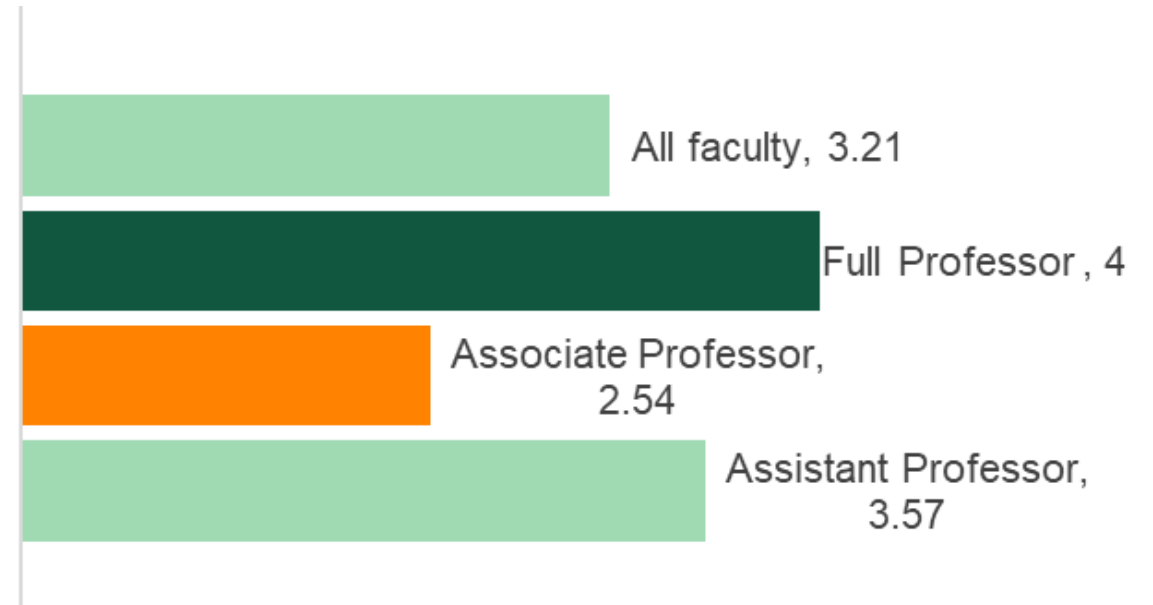


Incongruence

Example:

Additional duties compensation

Q60F - How equitably additional service work is compensated in your department - Please rate your level of satisfaction or dissatisfaction with the following.





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Cohort Comparison

How does the College of Health Professions
compare to its COACHE peer institutions?

COACHE Cohort Institutions

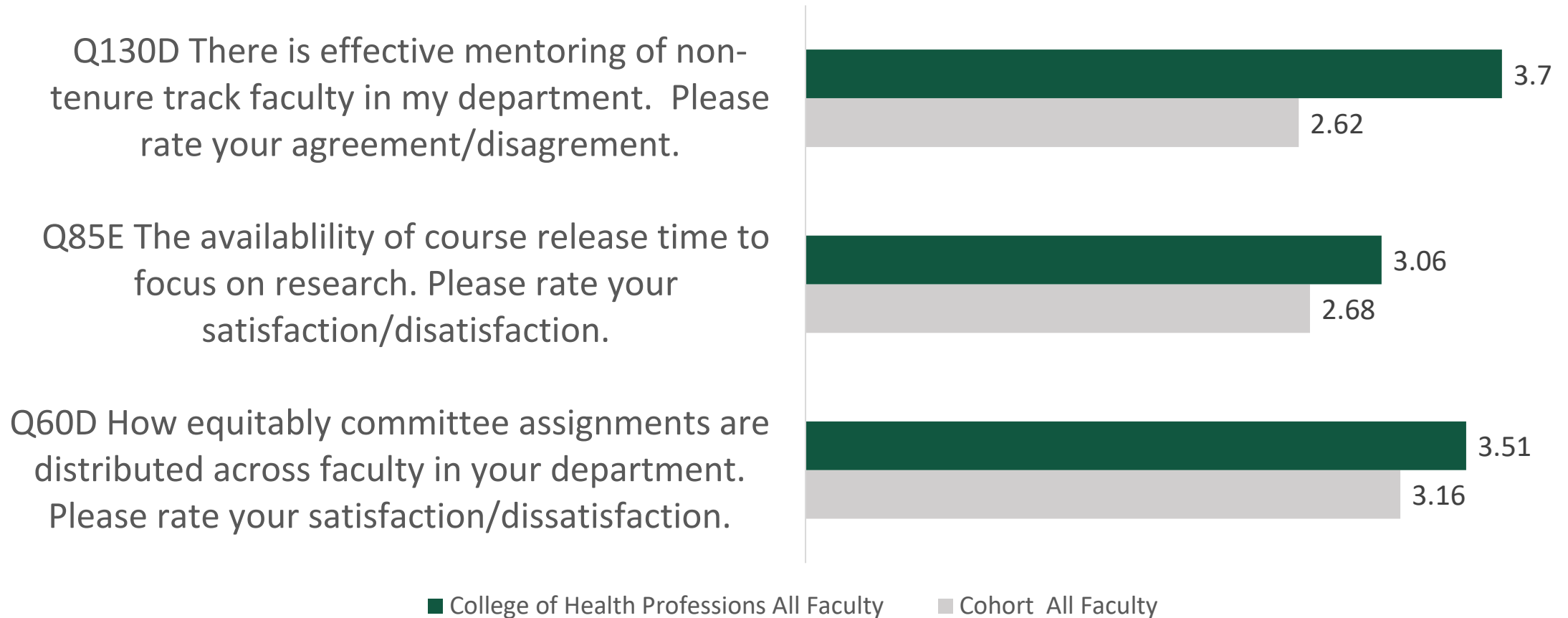
- Appalachian State University – Beaver College of Health Sciences
- Baylor University – Robbins College of Health and Human Sciences
- Central Michigan University – The Herbert H. and Grace A. Dow College of Health Professions
- Clarkson University – Earl R. and Barbara D. Lewis School of Health Sciences
- Florida A&M University – School of Allied Health Sciences
- James Madison University – College of Health and Behavioral Studies
- Lehigh University – College of Health
- Louisiana State University – The LSU Health Sciences Center in New Orleans
- Louisiana State University – The LSU Health Sciences Center in Shreveport
- North Carolina Central University – College of Health and Sciences
- Old Dominion University – College of Health Sciences
- San José State University – College of Health and Human Sciences
- University of Central Florida- College of Health Professions and Sciences
- University of Cincinnati - Main Campus – College of Allied Health Sciences
- University of Delaware – College of Health Sciences
- University of Massachusetts - Amherst – School of Public Health and Health Sciences
- University of Missouri - Columbia – School of Health Professions
- University of Pittsburgh – Health Sciences
- University of Pittsburgh – School of Health and Rehabilitation Sciences
- University of Texas at El Paso – College of Health Sciences
- Wichita State University – College of Health Professions

COACHE Peer Institutions*

- University of Pittsburgh – School of Health and Rehabilitation Sciences
- University of Cincinnati - Main Campus – College of Allied Health Sciences
- University of Missouri - Columbia – School of Health Professions
- Baylor University – Robbins College of Health and Human Sciences
- University of Texas at El Paso – College of Health Sciences

*Deans were asked to select five institutions that were most similar to their college from the list of institutions that participated in the COACHE survey in the last three years.

Example Higher than Cohort



Example Lower than Cohort

Q215M Patient care/client services. How satisfied are you with the recognition you receive?



Q190A Undergraduate student learning - How often do you engage with faculty in your department in conversations about.



Q80D Institutional support (e.g., internal grants/seed money) for research/scholarly/creative work. Please rate your satisfaction/dissatisfaction.



■ College of Health Professions All Faculty ■ Cohort All Faculty



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Best and Worst Aspects of Working at UTHSC

College: Best and Worst Aspects of Working at UTHSC

Top 5 Best

- Quality of colleagues (23%)
- Support of colleagues (12%)
- Quality of graduate students (10%)
- Geographic location (7%)
- Cost of living (7%)

Top 5 Worst

- Unrelenting pressure to perform (11%)
- Quality of facilities (11%)
- There are no negative aspects (9%)
- Too much service/too many assignments (9%)
- Lack of support for research (9%)

Question prompts:

- Please check the two (and only two) best aspects about working at your institution.
- Please check the two (and only two) worst aspects about working at your institution.



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Next Steps

Campus-level Next Steps

- Work with UT System and other UT Campuses to harmonize the roll-out of system-wide comparative analyses and initiatives
- Present college-specific reports to the Dean of each college
- Assemble campus-level task force to review data
 - Members of Faculty Senate Committees
 - Faculty representatives from each college
 - Demographic cross-section of faculty
 - Administrators
- Campus-level task force works with the college-level working groups to identify proposed action items that cross colleges and support individual colleges

College-level Next Steps

- Identify college faculty representative to serve on campus-level task force
- Assemble college-level working group to review data
 - Conduct high level review of the responses to COACHE and McLean surveys to determine if there is alignment around a single area across both the faculty and staff surveys
 - Identify COACHE data trends within and across groups (rank, tenure status, race/ethnicity, gender); obtain further comparative analysis, where warranted, that will guide initiatives
- College-level working groups prepare college-specific actions plans to share with campus-level task force to help identify proposed action items that cross colleges and support individual colleges

Questions?

