COACHE
Faculty Job Satisfaction Survey

Overview for Faculty Senate Executive Committee
and Faculty Affairs Committee

February 16, 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
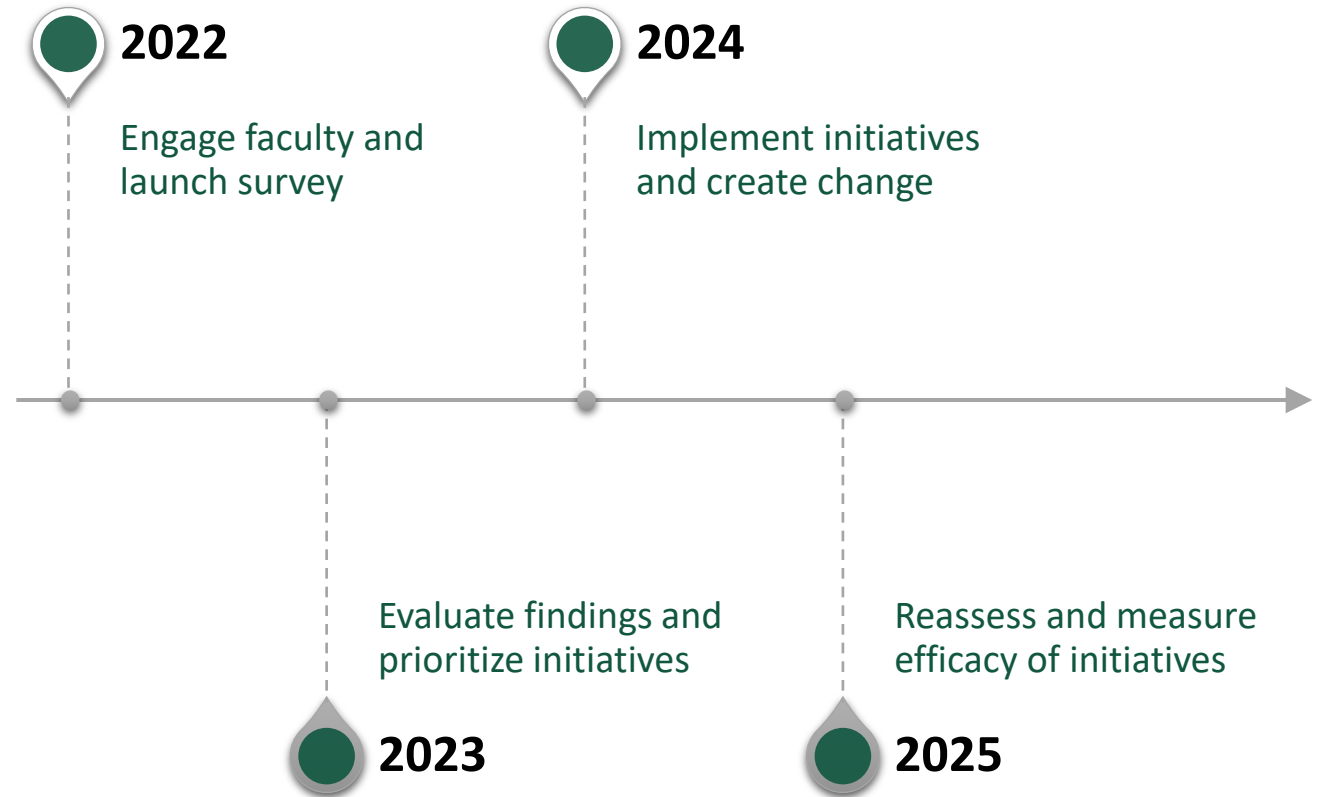
Survey Branching and Programming

- 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.

2022
Engage faculty and launch survey

2024
Implement initiatives and create change

Evaluate findings and prioritize initiatives
2023

Reassess and measure efficacy of initiatives
2025

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 Executive Committee College-level reports to Deans
Summer 2023	Determine campus-level and college-level focus areas based on survey findings
Fall 2023	Assemble cross-college working groups to create initiatives

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

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

Initial Global Results for UTHSC

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 by Group

	Population	Respondents	Response Rate
All Faculty	1323	409	31%
Tenured	269	121	**45%**
Tenure Track	79	35	**44%**
Non-Tenure Track	975	253	**26%**
Professor	285	117	**41%**
Associate Professor	350	118	34%
Assistant Professor	598	155	**26%**
Instructor	85	21	**25%**
Men	755	198	**26%**
Women	561	204	36%
White	892	276	31%
Faculty of Color	431	133	31%
Asian	255	65	**25%**
Underrepresented Minorities	176	68	**39%**

Global Strengths by Theme Area

Nature of Work Overall	Nature of Work: Teaching	Nature of Work: Research	Nature of Work: Service
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Example Areas of Global Strengths*

1. Interdisciplinary Work, Collaboration, & Mentoring
   - Mentoring: Fulfilling role
   - Mentoring: Important within and outside department
   - Mentoring: Effective within department

2. Tenure and Promotion
   - Clear criteria for tenure and promotion
   - Clear process for promotion
   - Clear time frame for promotion
   - Clear expectations for scholarship and teaching

*overall mean ≥4 on 5-pt Likert scale

Example Areas of Global Strengths*

3. Nature of Work: Overall; Nature of Work: Teaching
   - Level of courses taught
   - Discretion over course content
   - Time spent on teaching

4. Nature of Work: Research
   - Faculty influence over focus of research

5. Resources and Support
   - Library
   - Health benefits for self and family
   - Retirement benefits

*overall mean ≥4 on 5-pt Likert scale

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Example Areas of Global Strengths*

6. Work & Personal Life Balance
   - Dept. meeting times are compatible with personal needs
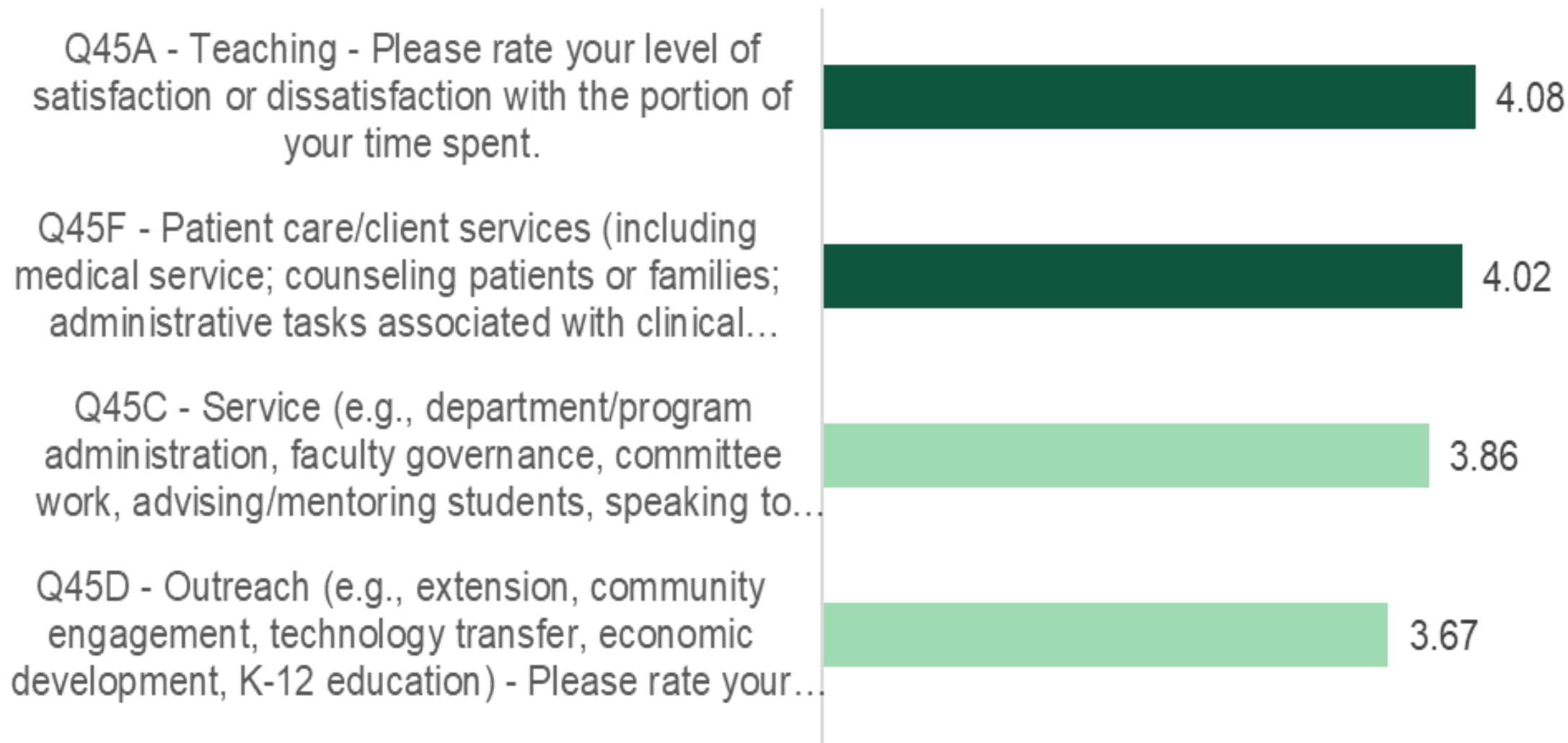
7. Climate
   - Colleagues are committed to diversity/inclusion
   - Visible leadership for support of diversity
   - Colleagues pitch in when needed
   - Department is collegial
   - School/college is valued by President/Chancellor and Provost (CAO)
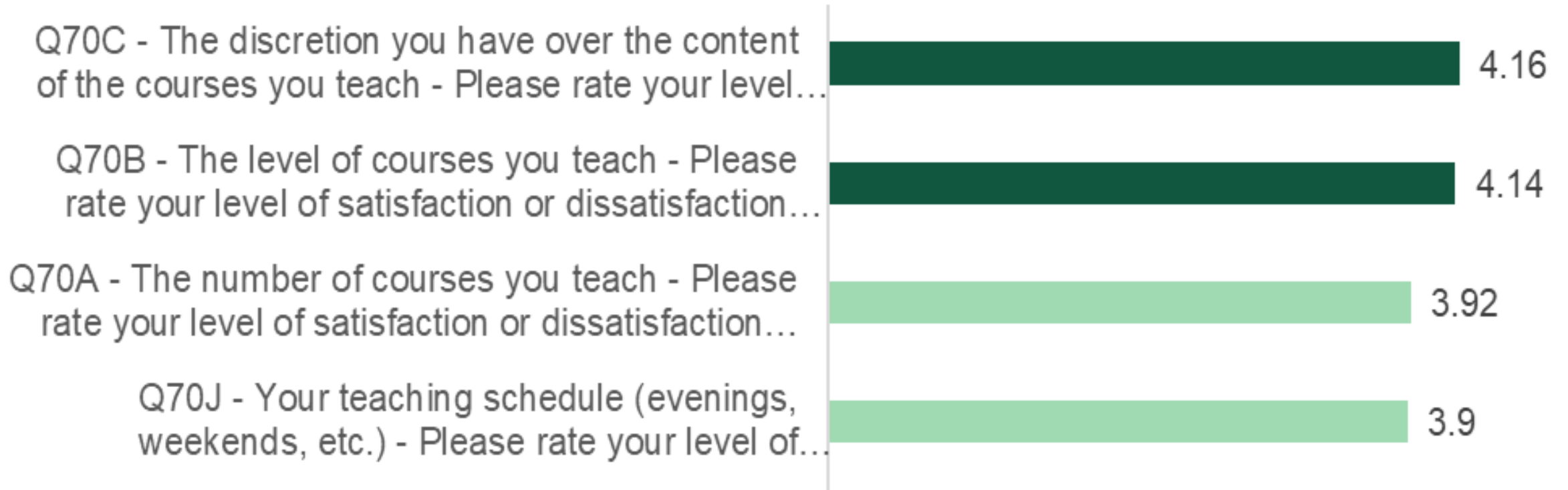
8. Clinical Faculty [Nature of Work: Overall; Engagement]
   - Portion of time spent on patient care/client services
   - Department faculty discussions about effective care practices

*overall mean ≥4 on 5-pt Likert scale

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Example Nature of Work: Overall

Q45A - Teaching - Please rate your level of satisfaction or dissatisfaction with the portion of your time spent. — 4.08

Q45F - Patient care/client services (including medical service; counseling patients or families; administrative tasks associated with clinical… — 4.02

Q45C - Service (e.g., department/program administration, faculty governance, committee work, advising/mentoring students, speaking to… — 3.86

Q45D - Outreach (e.g., extension, community engagement, technology transfer, economic development, K-12 education) - Please rate your… — 3.67

Example Nature of Work: Teaching

Q70C - The discretion you have over the content of the courses you teach - Please rate your level... — 4.16

Q70B - The level of courses you teach - Please rate your level of satisfaction or dissatisfaction... — 4.14

Q70A - The number of courses you teach - Please rate your level of satisfaction or dissatisfaction... — 3.92

Q70J - Your teaching schedule (evenings, weekends, etc.) - Please rate your level of... — 3.9

Example Nature of Work: Service

Q60G - The relevance of the committees on which you currently serve - Please rate your level of satisfaction or dissatisfaction with the following. — 3.94

Q60E - The number of students you advise/mentor (including oversight of independent study, research projects, internships, study abroad) - Please rate your level of satisfaction or… — 3.84

Q60A - The number of committees on which you serve - Please rate your level of satisfaction or dissatisfaction with the following. — 3.72

Q60B - The attractiveness (e.g., value, visibility, importance, personal preference) of the committees on which you serve - Please rate your level of satisfaction or dissatisfaction with the… — 3.69

Example Collaboration

Q105A - Other members of your department - Please rate your level of satisfaction or dissatisfaction with your opportunities for collaboration with. — 3.89
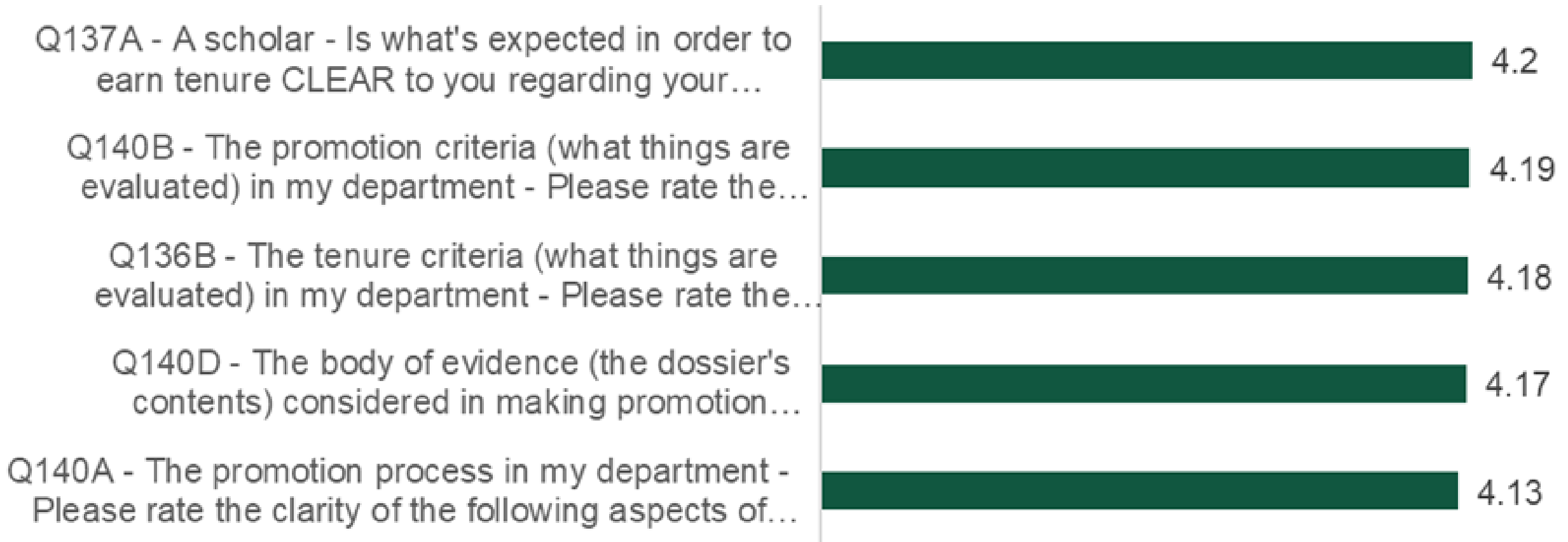
Q105E - Within your institution, faculty outside your department - Please rate your level of satisfaction or dissatisfaction with your opportunities for collaboration with. — 3.62

Q105D - Faculty outside your institution - Please rate your level of satisfaction or dissatisfaction with your opportunities for collaboration with. — 3.62

Example Tenure and Promotion

Q137A - A scholar - Is what's expected in order to earn tenure CLEAR to you regarding your... **4.2**

Q140B - The promotion criteria (what things are evaluated) in my department - Please rate the... **4.19**

Q136B - The tenure criteria (what things are evaluated) in my department - Please rate the... **4.18**

Q140D - The body of evidence (the dossier's contents) considered in making promotion... **4.17**

Q140A - The promotion process in my department - Please rate the clarity of the following aspects of... **4.13**

Example Department Collegiality

Example Work and Personal Life Balance

Q200C - My departmental colleagues do what they can to make personal/family obligations (e.g. childcare or eldercare) and an academic career compatible. — 3.92

Q200A - I have been able to find the right balance, for me, between my professional life and my personal/family life. — 3.35

Q200B - My institution does what it can to make personal/family obligations (e.g. childcare or eldercare) and an academic career compatible. — 3.32
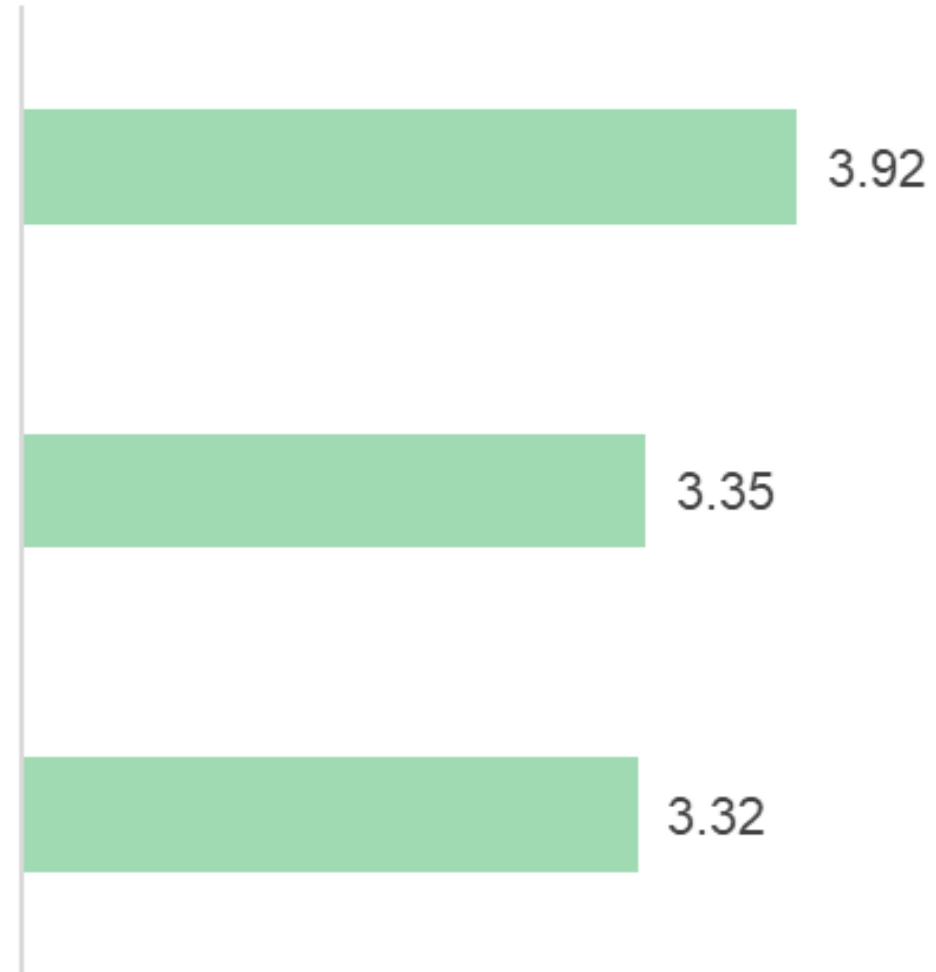
Example Appreciation and Recognition

Q220A - I feel that my school/college is valued by this institution's President/Chancellor and Provost. - Please rate your level of agreement or disagreement ... — 4

Q215I - Your colleagues/peers - For all of your work, how satisfied are you with the recognition you receive ... — 3.86

Q215L - Your department head or chair - For all of your work, how satisfied are you with the recognition you receive ... — 3.68

Q220B - I feel that my department is valued by this institution's President/Chancellor and Provost. - Please rate your level of agreement or disagreement ... — 3.61

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Global 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 & Leadership; Shared Governance
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Example Areas of Global Opportunities*

1. Resources & Support
   - Childcare

2. Engagement
   - Dept. faculty conversations about undergraduate student learning

3. Mentoring
   - Mentoring of tenured associate professors
   - Support for faculty to be good mentors

4. Interdisciplinary Work
   - Rewarded in merit, promotion, and reappointment
   - Budgets encourage interdisciplinary work

*overall mean <3 on 5-pt Likert scale

Example Areas of Global Opportunities*

5. Institutional Governance and Leadership
   - Dean or division head provides sufficient support in adapting to the changing mission

6. Nature of Work: Research
   - Support for securing graduate student assistance
   - Availability of course release for research

7. Shared Governance
   - Important decisions are not made until there is consensus among faculty leaders and senior administrators

8. Recruitment and Retention
   - Dept. addresses sub-standard tenured faculty performance

*overall mean <3 on 5-pt Likert scale

Example Nature of Work: Research

Q85E - The availability of course release time to focus on your research - Please rate your level of satisfaction or dissatisfaction … — 2.98

Q85C - Securing graduate student assistance - Please rate your level of satisfaction or dissatisfaction with the support your institution… — 2.88
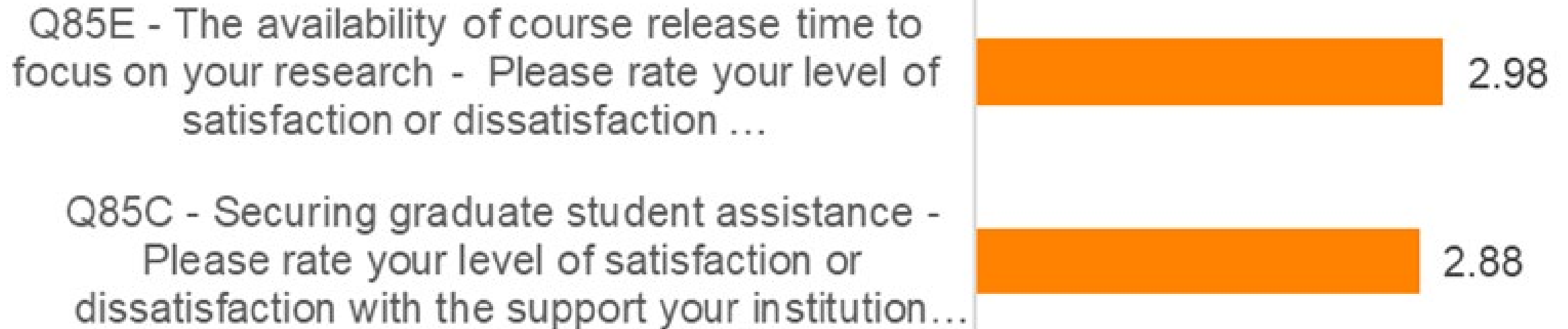
Example Resources and Support

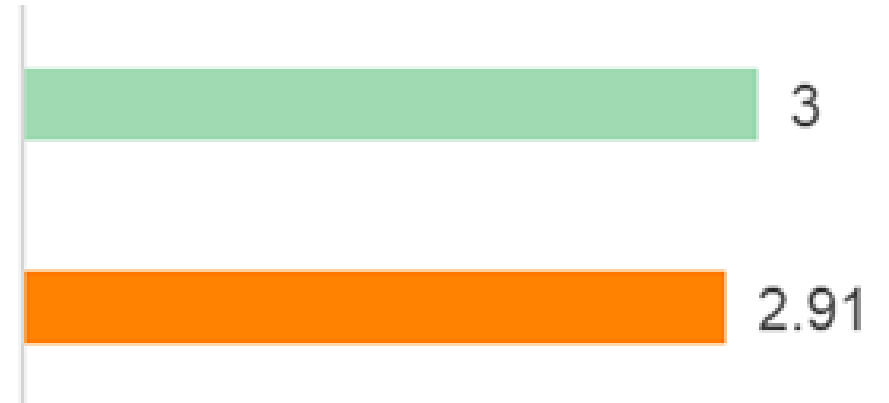Q95G - Childcare - Please rate your level of satisfaction or dissatisfaction ... — 2.63

Example Interdisciplinary Work

Q100F - Interdisciplinary work is rewarded in the reappointment process - Please rate your level of agreement or disagreement ... — 2.99

Q100D - Interdisciplinary work is rewarded in the promotion process. - Please rate your level of agreement or disagreement ... — 2.93

Q100A - Budget allocations encourage interdisciplinary work. - Please rate your level of agreement or disagreement ... — 2.89

Q100C - Interdisciplinary work is rewarded in the merit process. - Please rate your level of agreement or disagreement ... — 2.79

Example Shared Governance

Example Departmental Engagement

Q190A - Undergraduate student learning - How often do you engage with faculty in your department in… 2.7

Example Recruitment and Retention

Q240A - Outside offers are not necessary as leverage in compensation negotiations - Please rate your level of agreement or disagreement ... — 3
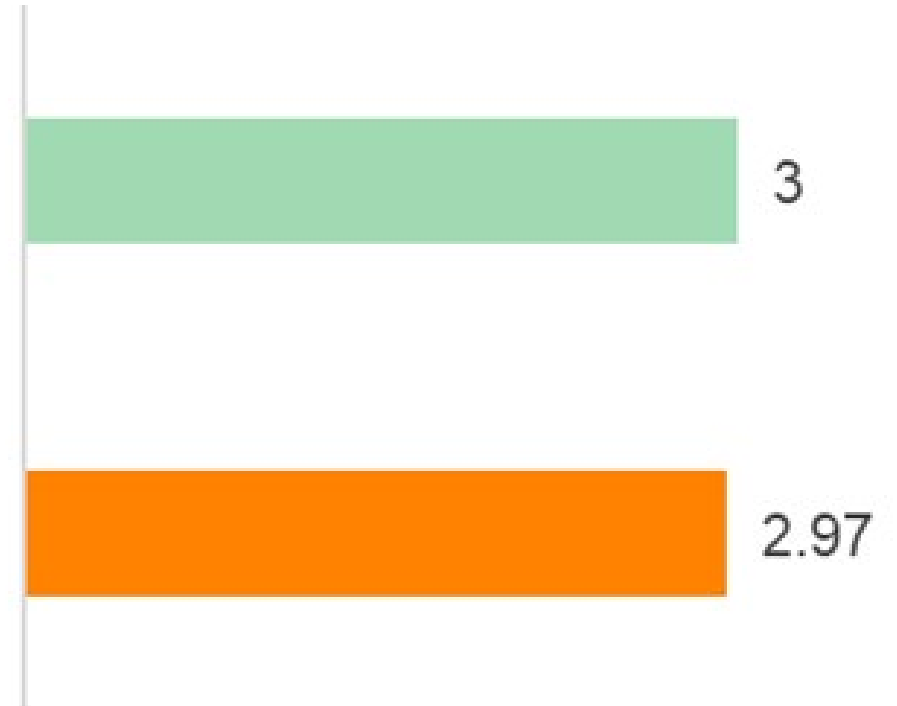
Q240D - My department is successful at addressing sub-standard tenured faculty performance - Please rate your level of agreement or disagreement.... — 2.97

Incongruences

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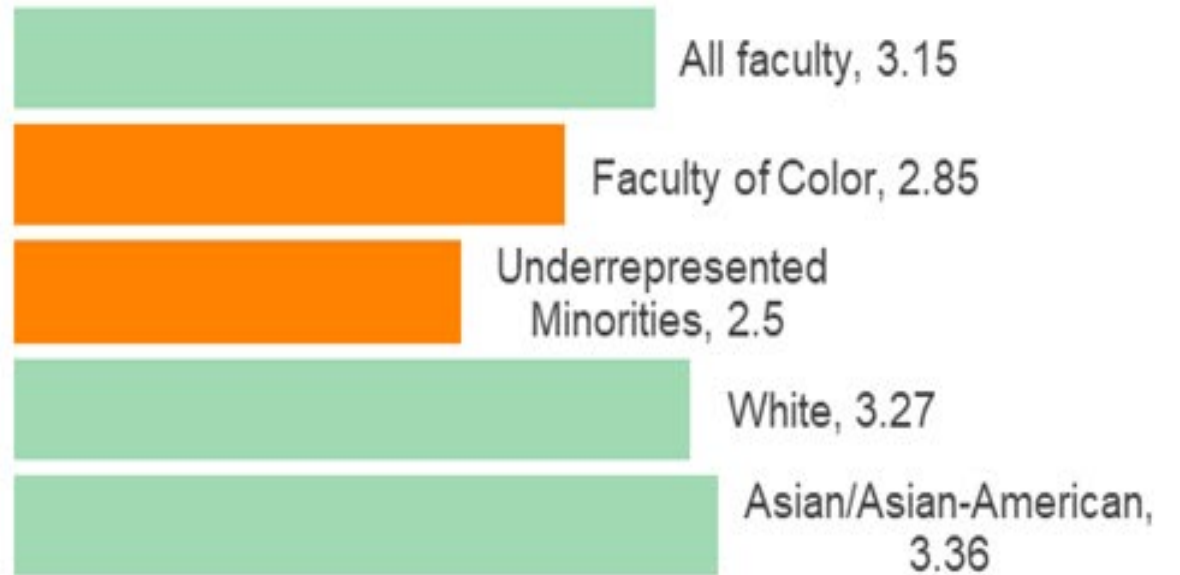at least one group has mean less than 3.0

Example Incongruence - Promotion

Q135B - My department has a culture where associate professors are encouraged to work towards promotion to full professorship.

All faculty, 3.59
Full Professor , 4.01
Associate Professor, 2.69
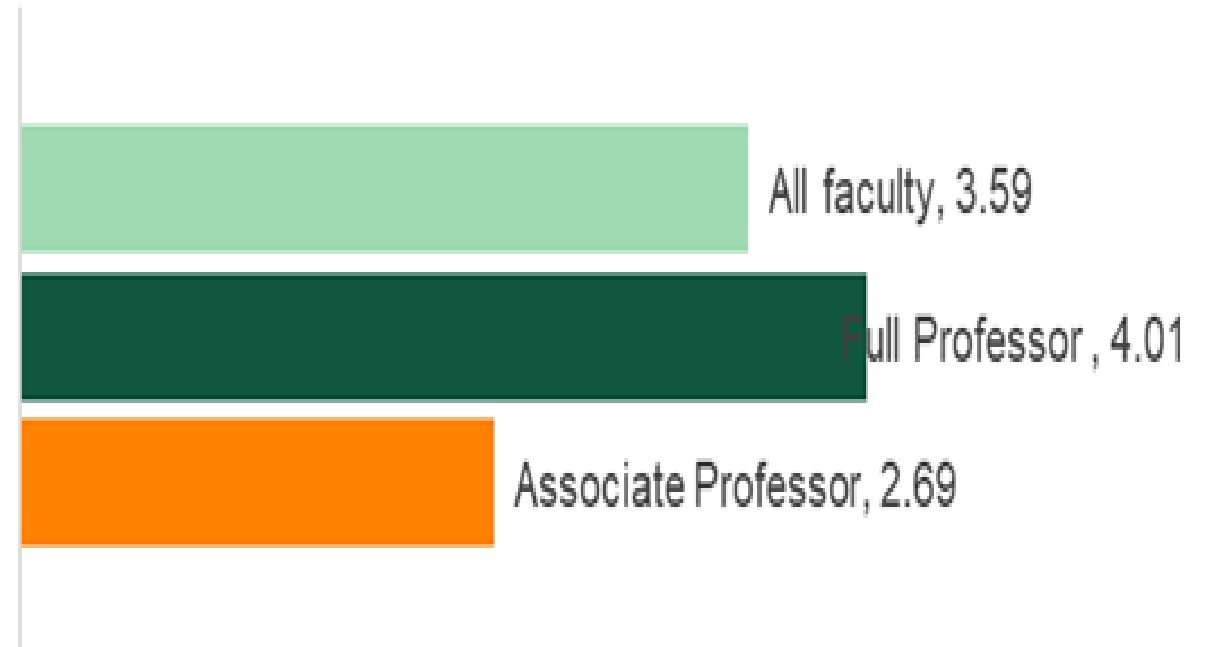
Example Incongruence - Mentoring

Q130D - There is effective mentoring of non-tenure-track faculty in my department.

All faculty, 3.15

Faculty of Color, 2.85

Underrepresented Minorities, 2.5

White, 3.27
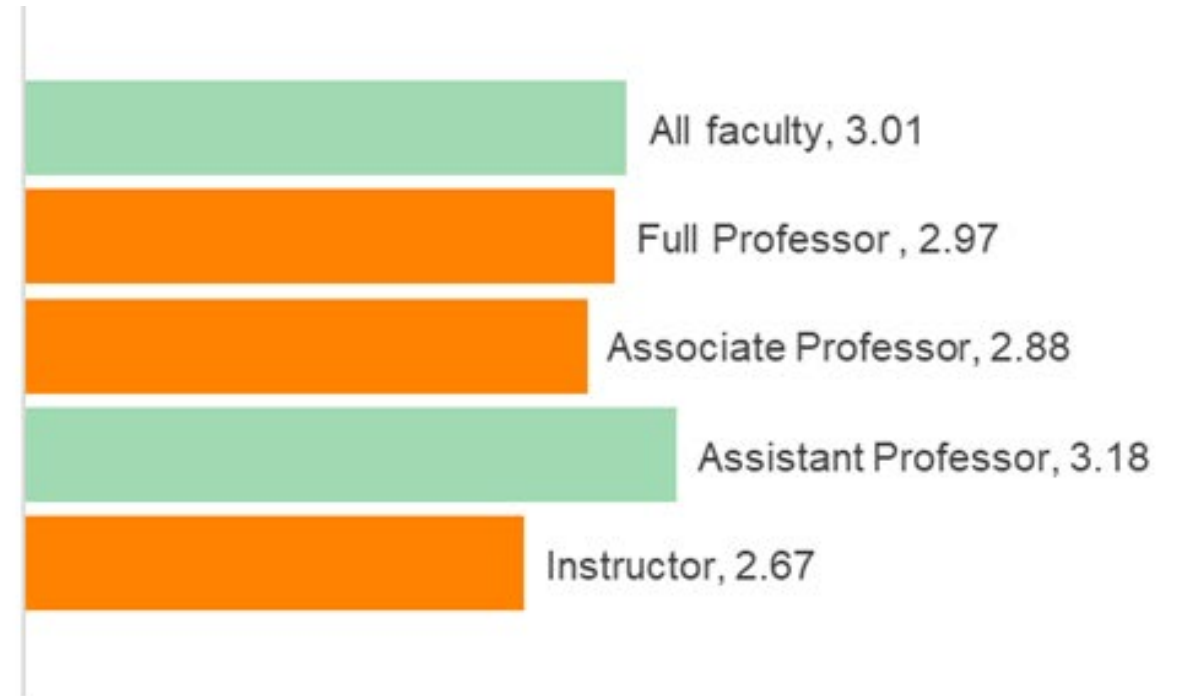
Asian/Asian-American, 3.36

Example Incongruence – Institutional Support for Research/Scholarly/Creative Work

Q80D - Institutional support (e.g., internal grants/seed money) for your research/scholarly/creative work - Please rate your level of satisfaction or dissatisfaction with the following.

All faculty, 3.11
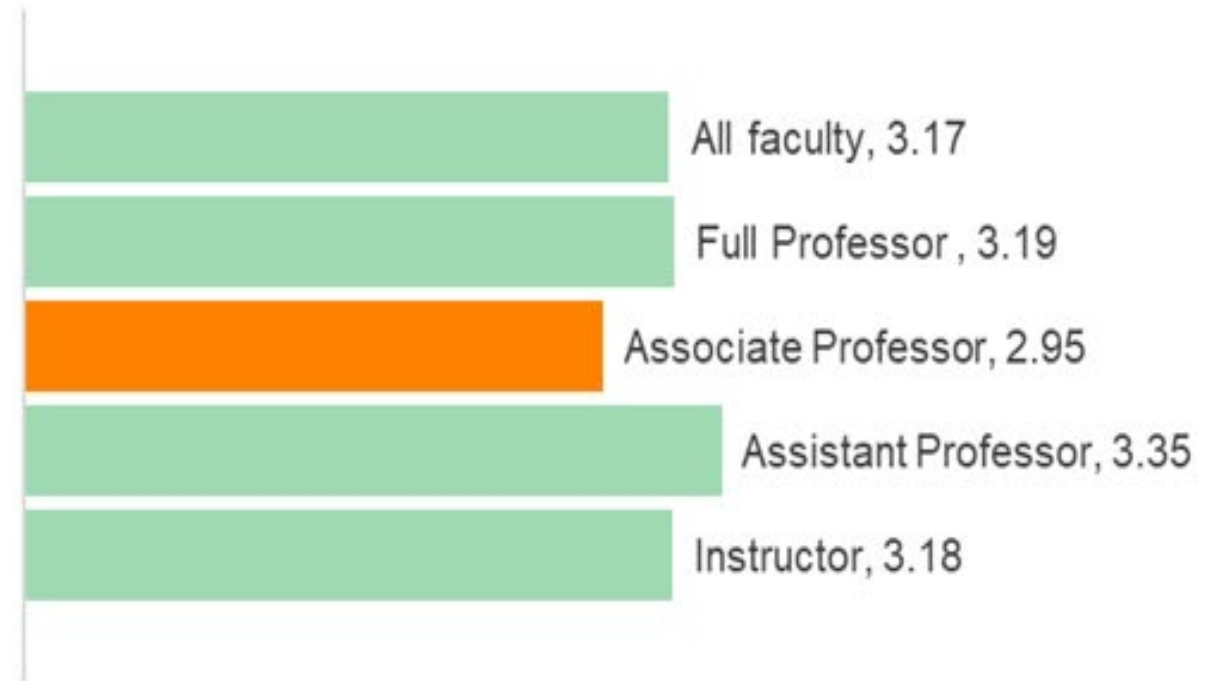Tenured, 2.91
Tenure Track, 3.35
Non-Tenure Track, 3.19
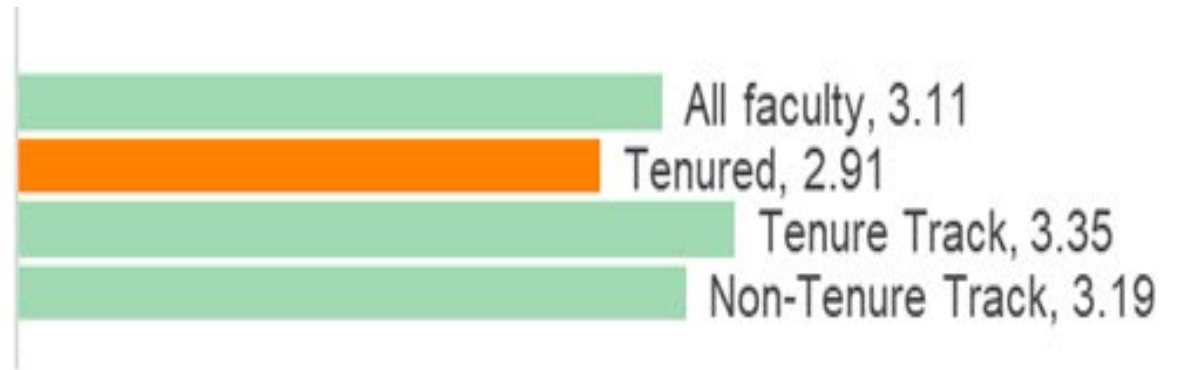
Example Incongruence – Service Work

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

All faculty, 3.01

Full Professor, 2.97

Associate Professor, 2.88

Assistant Professor, 3.18

Instructor, 2.67

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Example Incongruence – Campus Facilities and Interdisciplinary Work

Q100B - Campus facilities (e.g. spaces, buildings, centers, labs) are conducive to interdisciplinary work. - Please rate your level of agreement or disagreement ...

All faculty, 3.17

Full Professor, 3.19

Associate Professor, 2.95

Assistant Professor, 3.35

Instructor, 3.18

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Example Incongruence – Recognition from Dean or Division Head

Q215K - Your dean or division head - For all of your work, how satisfied are you with the recognition you receive ...

All faculty, 3.23

Full Professor , 3.41

Associate Professor, 2.91
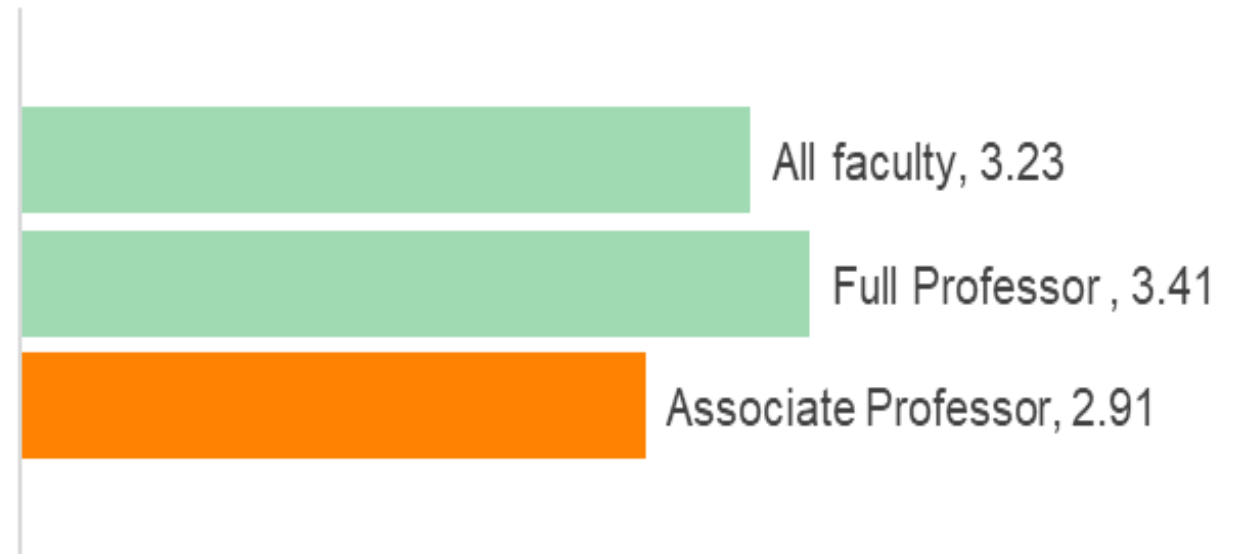
Global: Best and Worst Aspects of Working at UTHSC

Top 5 Best

- Quality of colleagues (18%)
- Support of colleagues (12%)
- Cost of living (10%)
- Compensation (7%)
- Geographic location (6%)

Top 5 Worst

- Compensation (9%)
- Quality of facilities (8%)
- Too much service/too many assignments (8%)
- Lack of support for research/creative work (7%)
- Geographic location (7%)

Question prompts:
- Please check the two (and only two) <u>best</u> aspects about working at your institution.
- Please check the two (and only two) <u>worst</u> aspects about working at your institution.

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

- Identify trends within and across groups (rank, tenure status, race/ethnicity, gender); obtain further comparative analysis, where warranted, that will guide initiatives

- Engaging their faculty, Deans prepare college-specific actions plans

- Faculty Senate Committees work with the VC AFSA and Office of Faculty Affairs (OFA) to review data for strengths and opportunities that cross colleges and support individual colleges

- Cross-college work groups work with the VC AFSA and OFA to identify proposed action items that cross colleges and support individual colleges

Questions?