

Results from 2020 COACHE Faculty Satisfaction Survey

COACHE COMMITTEE

Maité Brandt-Pearce, Chair (Provost Office, ENGR)

Robert Berry (EHD)

Aaron Bloomfield (Faculty Senate, ENGR)

Maggie Harden (Provost Office)

Jennie Knight (Provost Office)

Susan Modesitt (Faculty Senate, SOM)

Andy Pennock (Faculty Senate, Batten)

Alexandra Reborn (Provost Office)

Sarah Robinson (IRA)

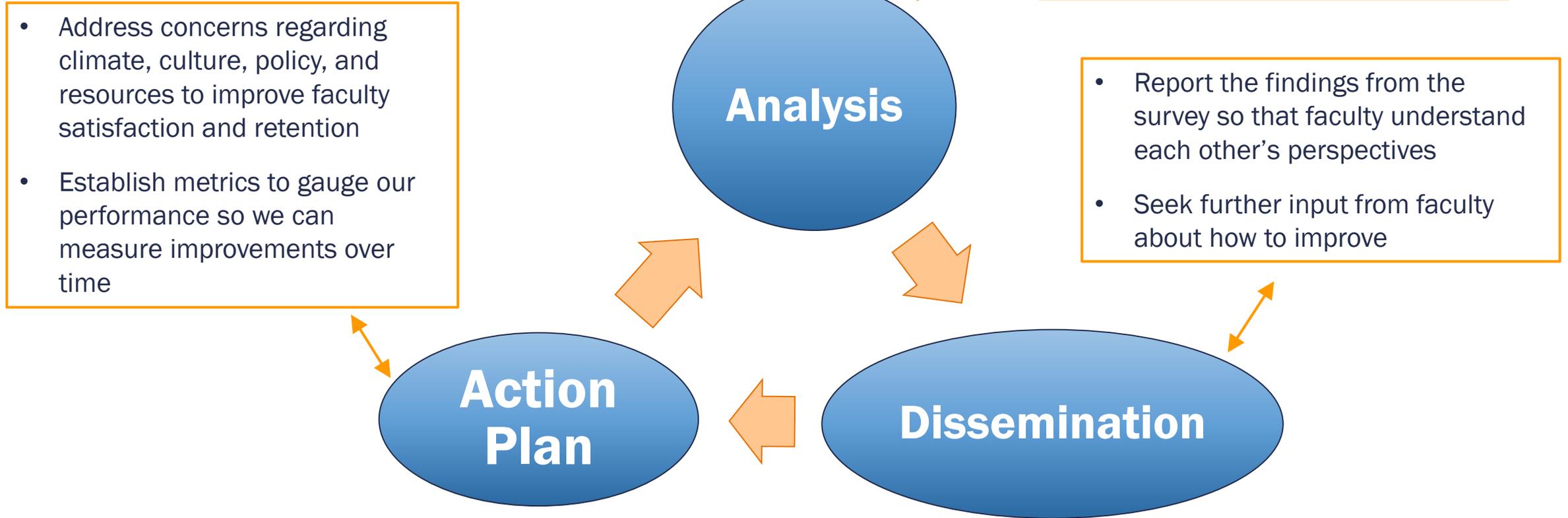
Josipa Roksa (Provost Office, A&S, EHD)

Rachel Spraker (EOCR)

What is COACHE?

- Administered by the Harvard Graduate School of Education, stands for *Collaborative on Academic Careers in Higher Education*
- *Faculty Job Satisfaction Survey* goals:
 - Gain valuable insights through a customized, adaptive report that includes thoughtful data segmentation
 - Benchmark faculty's experience of the academic workplace within both internal and national contexts
 - Compare a university's data against a self-selected group of peer institutions, as well as a pool of national results
- UVA was one of the founding institutions, participating in 2012, 2016, and 2020

Why Do We Use COACHE?



Comparators

- Cohort:

110 COACHE institutions that participated in recent years – not all R1

- Peers:

- Emory University (2020)
- University of California, Davis (2017)
- University of North Carolina - Chapel Hill (2018)
- University of Texas at Austin (2020)
- Vanderbilt University (2020)

	Respondents /total	Percent
All faculty	653/1733	38%
Tenured	333/868	38%
Pre-tenure	105/271	39%
Non-tenure track	215/594	36%
Full Professor	246/646	38%
Associate Professor	166/441	38%
Men	346/1024	34%
Women	303/704	43%
White	496/1295	38%
Faculty of color	157/438	36%
Asian/Asian-American	68/207	33%
Underrepresented minorities	89/231	39%

Response Rates by Faculty Type

Cohort response rate: 44%

Peer response rate: 38%

All faculty = all teaching and research faculty, not in SOM, not A&P

Ranked faculty (Associate, Full) = ranked *tenured* faculty

→ Does not include AGF with professorial rank

NTT → All non-tenure track (all AGF)

FOC = Faculty of color

→ All faculty except Whites

URM = underrepresented minority

→ All faculty except Whites and Asians

*The School of Medicine was not included in this survey

Response Rate by School

*2012 survey only included tenured/tenure-track faculty, now all academic full-time faculty. The School of Data Science has too few faculty to count.

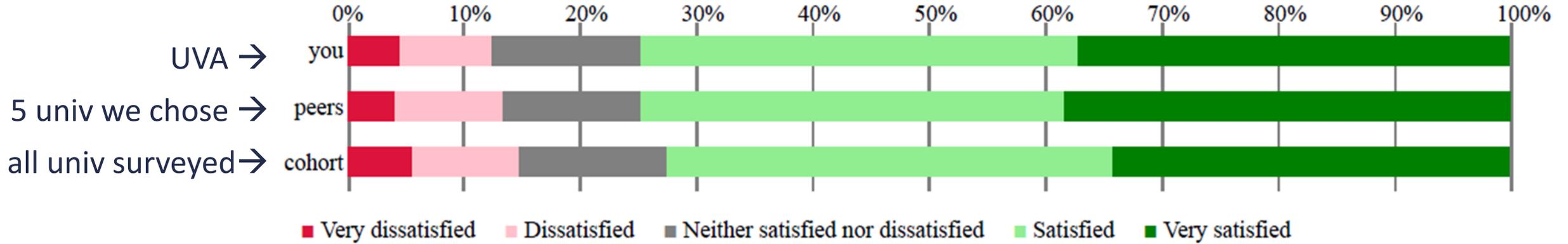
	2012*	2016	2020		
	Response rate	Response rate	Invited	Responded	Response rate
Architecture	50%	52%	61	26	43%
Arts and Sciences	56%	47%	871	313	36%
Business	26%	42%	82	22	27%
Commerce	34%	38%	85	31	36%
Continuing and Professional Studies	--	50%	13	5	38%
Education	46%	55%	145	85	59%
Engineering	47%	43%	243	76	31%
Law	25%	44%	87	36	41%
Leadership and Public Policy	54%	40%	33	16	48%
Nursing	65%	69%	61	28	46%
Provost	--	44%	49	14	29%
Overall	49%	47%	1733	653	38%

What We Did in Response to COACHE in 2016

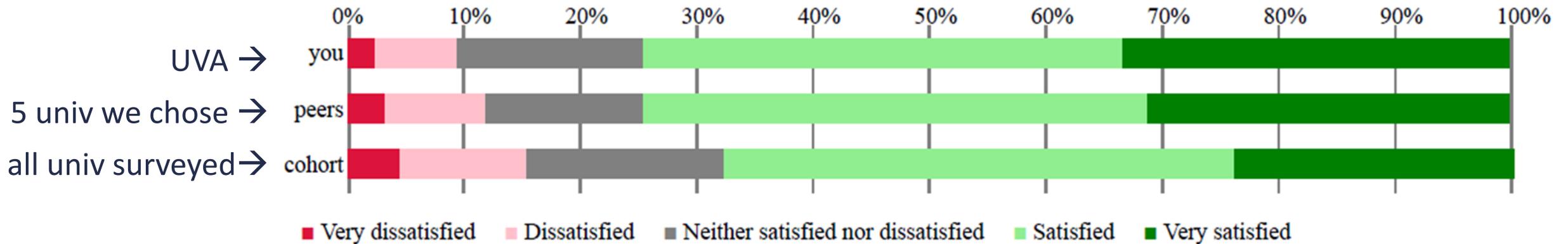
- **Investment in salaries:** BOV commitment to 20th position in AAU
- **Investment in faculty:** Cluster hires, ToPs hires, pan-university institutes; diverse and interdisciplinary new faculty
- **Investment in infrastructure:** ResearchUVA, ResearchNet, \$22 million in SIF funding for various project infrastructure needs
- **Investment in graduate programs:** A&S and SEAS graduate programs' SIF grants; development of “PhD Plus” program

Big Picture: Overall Satisfaction

Department as a place to work



Institution as a place to work



Timing and Impact of COVID-19

- COACHE collected data from all faculty from February 13 to April 12
 - Half of the survey window occurred before the mid-March lock-down, half after
- COACHE analyzed the data over the entire cohort and looked for difference between answers:
 - Before and after March 15
 - After March 15 in 2020 compared with the same time period previous years
- Results:
 - Little evidence of broad impact over all institutions from COACHE's perspective, except for very few questions posed, but we need to look at our own data
 - The pandemic could impact some results much more than others (e.g., support for online education vs P&T) and may have greater impact over time
 - Crises tend to exacerbate existing problems

COACHE Instrument – Two Metrics

1. Best and worst aspects of working at UVA

- Faculty chose among 25 attributes which are important to them
 - Important considerations for faculty retention

2. Areas of strength and opportunities for improvement:

- Mostly Likert questions: 1 = low rating, 5 = high rating
- Details of faculty experiences by demographic groups, rank, discipline, and school*
- Categorized into 9 themes:

Nature of work

Resources and support

Cross-silo work and mentorship

Tenure and promotion

Institutional leadership

Shared governance

The department

Appreciation and recognition

Retention and negotiation

* Subgroup analyses may be based on a small number of cases, so care should be taken interpreting the results

Five Best and Worst Aspects Overall

Most frequent responses: Best {Peer Best/5}

- Quality of colleagues (all) {5/5}
- Quality of undergraduate students (all) {4/5}
- Support of colleagues (not tenured, not men) {2/5}
- Geographic location (not pre-tenure or FOC) {4/5}
- Academic freedom (not NTT) {2/5}

Most frequent responses: Worst {Peer Worst/5}

- Compensation (not pre-tenure) {5/5}
- Lack of diversity (all) {0/5}
- Too much service (tenured, men, White faculty) {4/5}
- Lack of support for research/creative work (all) {2/5}

Top two for NTT: Unrelenting pressure to perform

Top two for pre-tenure: Spousal/partner hiring program

Top two for FOC: Tenure/promotion clarity or requirements

Top two for URM: Absence of others like me

Two Best and Worst Aspects Over Time

Most frequently cited responses to "What are the two **best** aspects of working at your institution?"

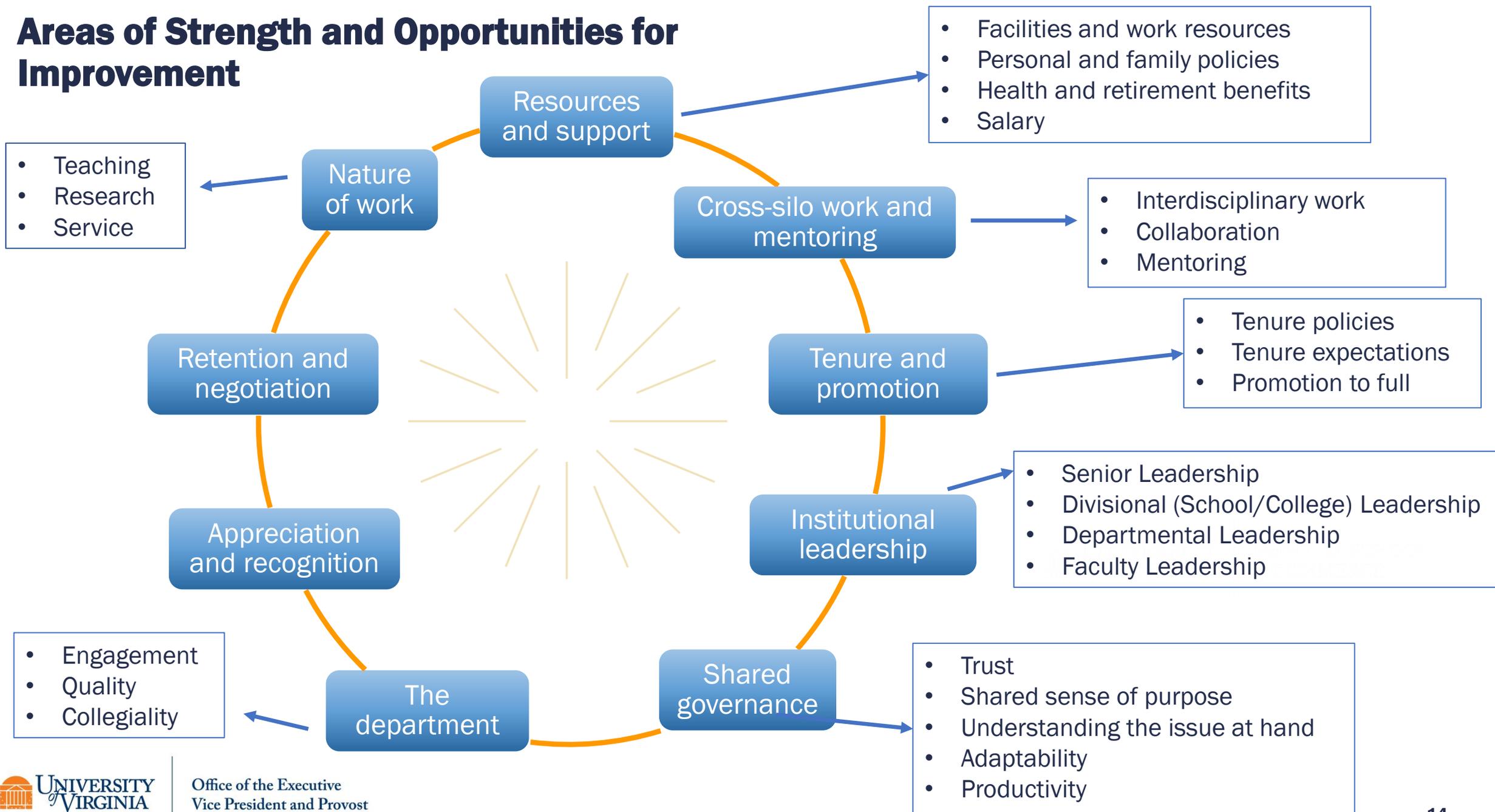
2012	2016	2020
Quality of colleagues	Quality of colleagues	Quality of colleagues
Quality of undergraduate students	Quality of undergraduate students	Quality of undergraduate students

Most frequently cited responses to "What are the two **worst** aspects of working at your institution?"

2012	2016	2020
Compensation	Compensation	Compensation*
Lack of support for research/creative work	Protections from service/assignments	Lack of diversity

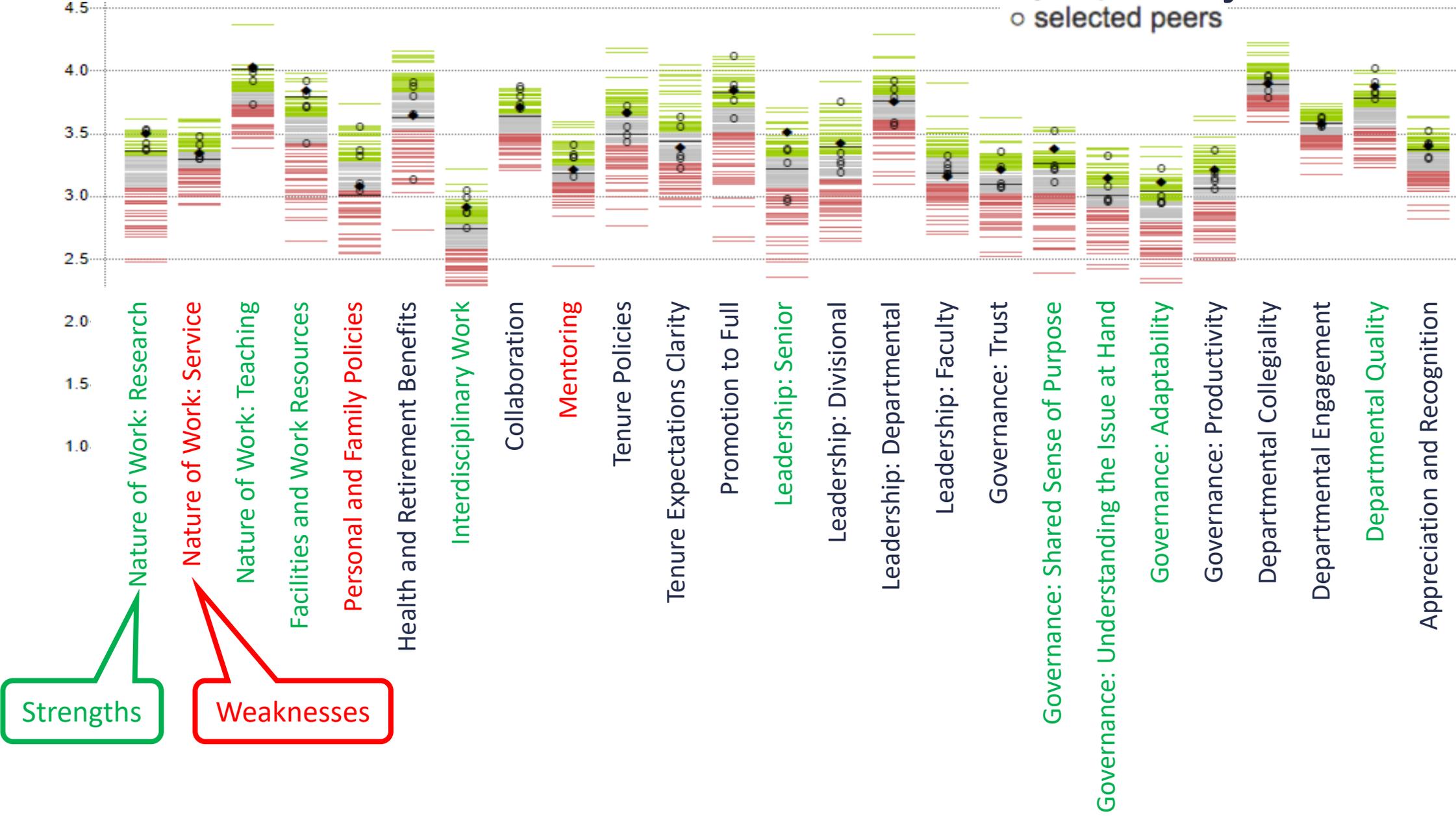
* Compensation is listed as a top-five worst aspect for 102 out of the 110 institutions in the cohort

Areas of Strength and Opportunities for Improvement



Comparisons to Peers and Cohort

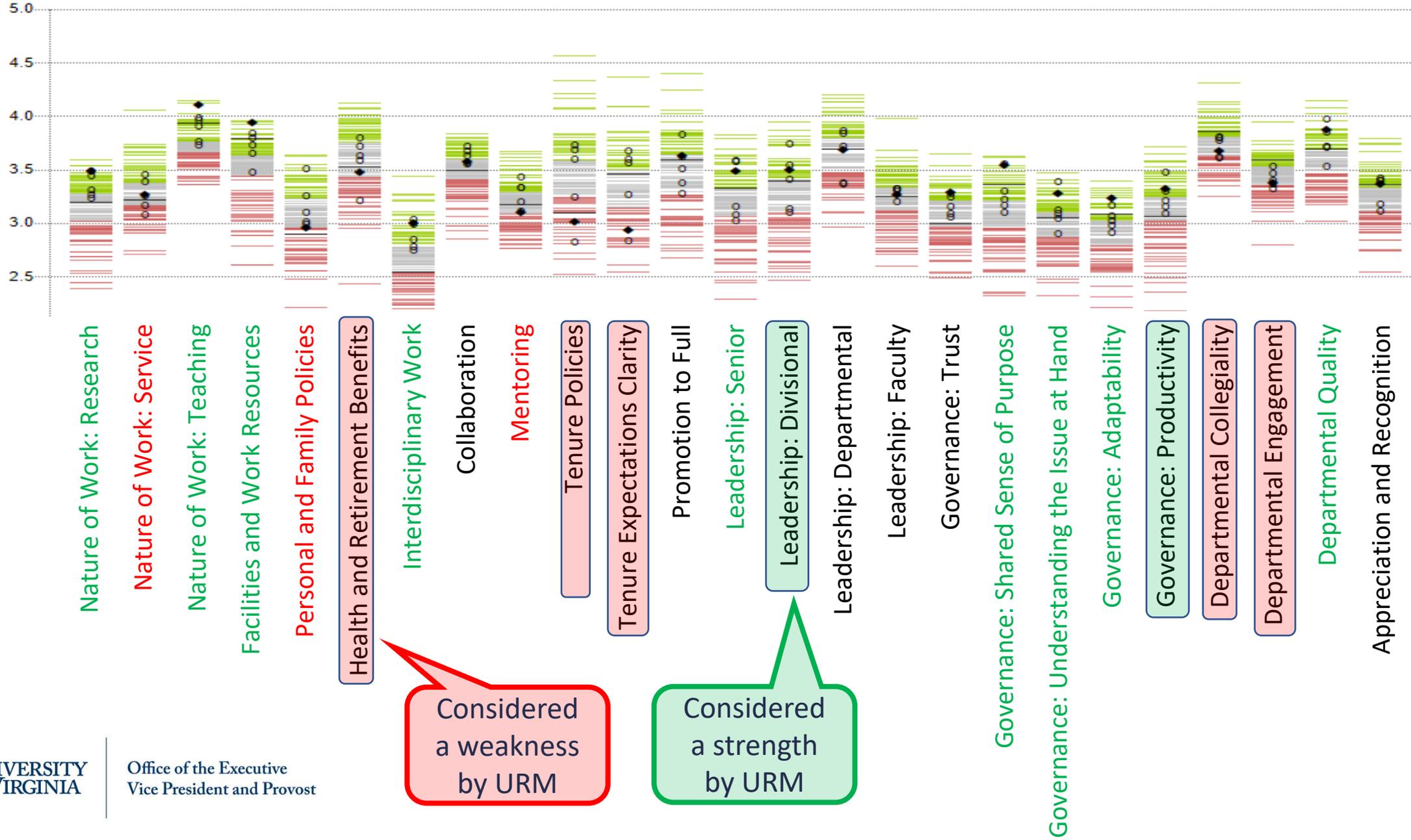
◆ your current
 - your previous } → UVA
 ○ selected peers



Strengths

Weaknesses

Experiences of Underrepresented Minority Faculty



Considered a weakness by URM

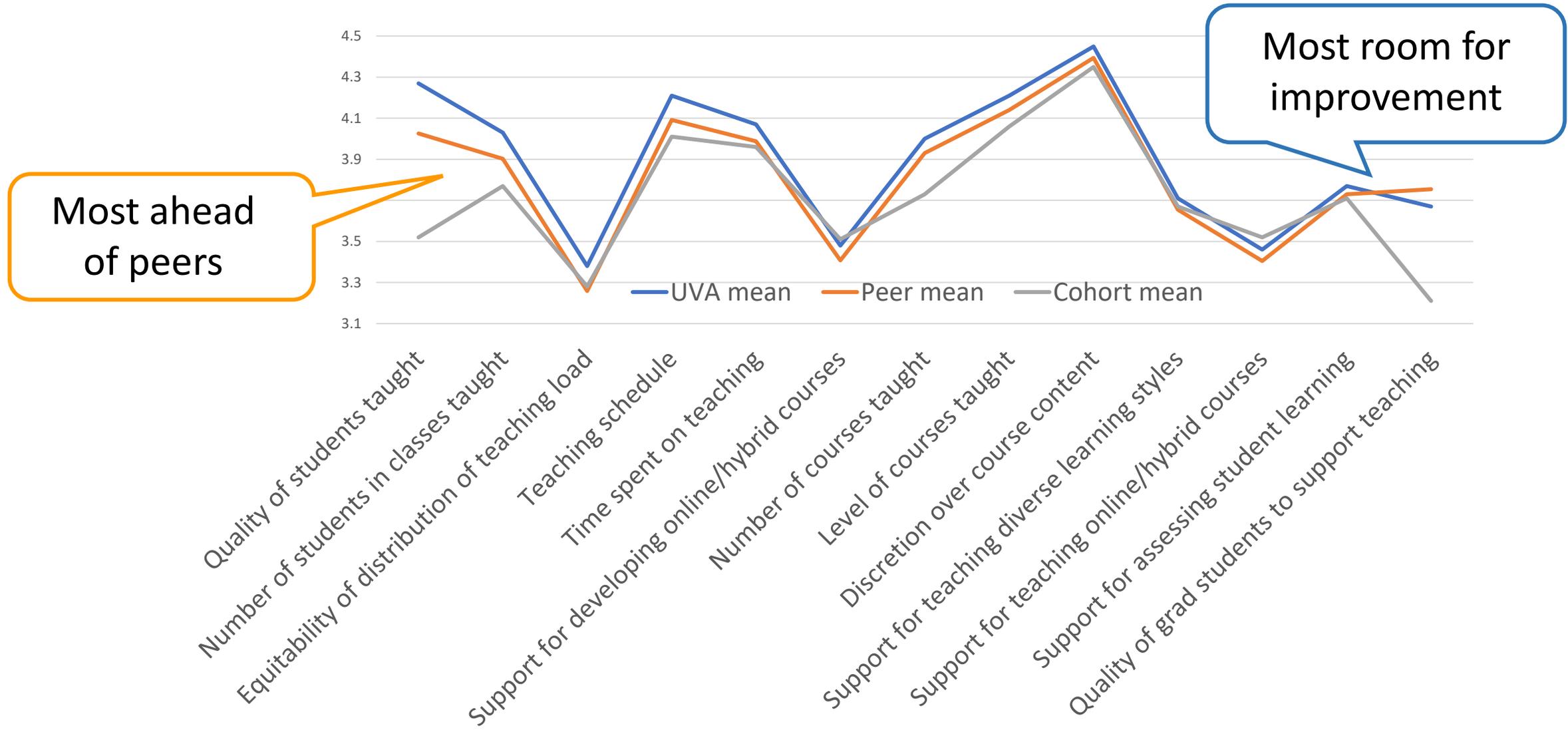
Considered a strength by URM

Detailed Analysis of Each Theme

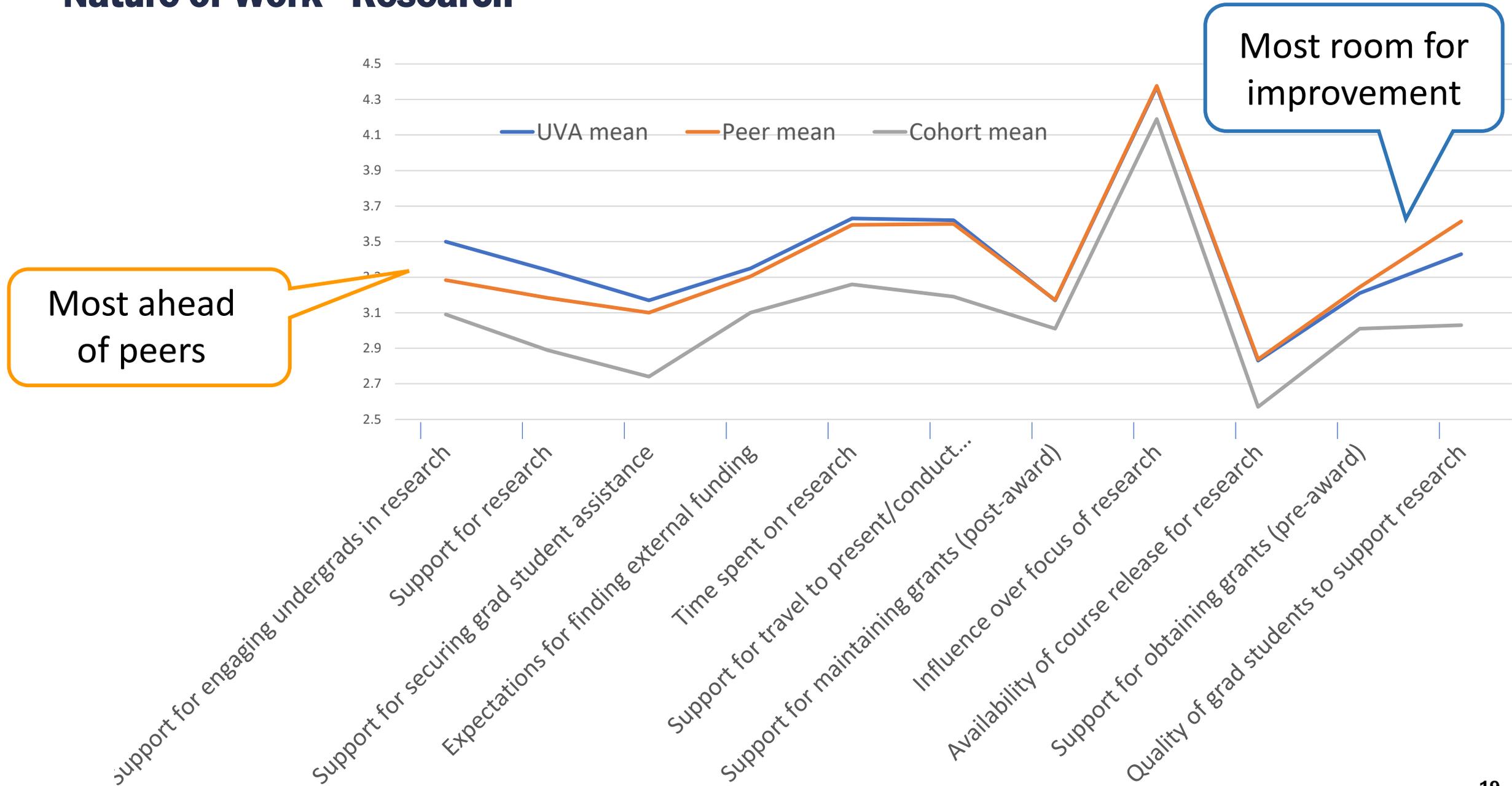
The next set of slides examine each theme or sub-theme:

- Graphical view of the topics within the theme identifying areas where UVA is ahead and behind peers
- Descriptive highlights of differential impact by demographic and disciplinary groups
- Phrase or word cloud by theme of answers to the open question: “what is the one thing your institution can do to improve the workplace for faculty”

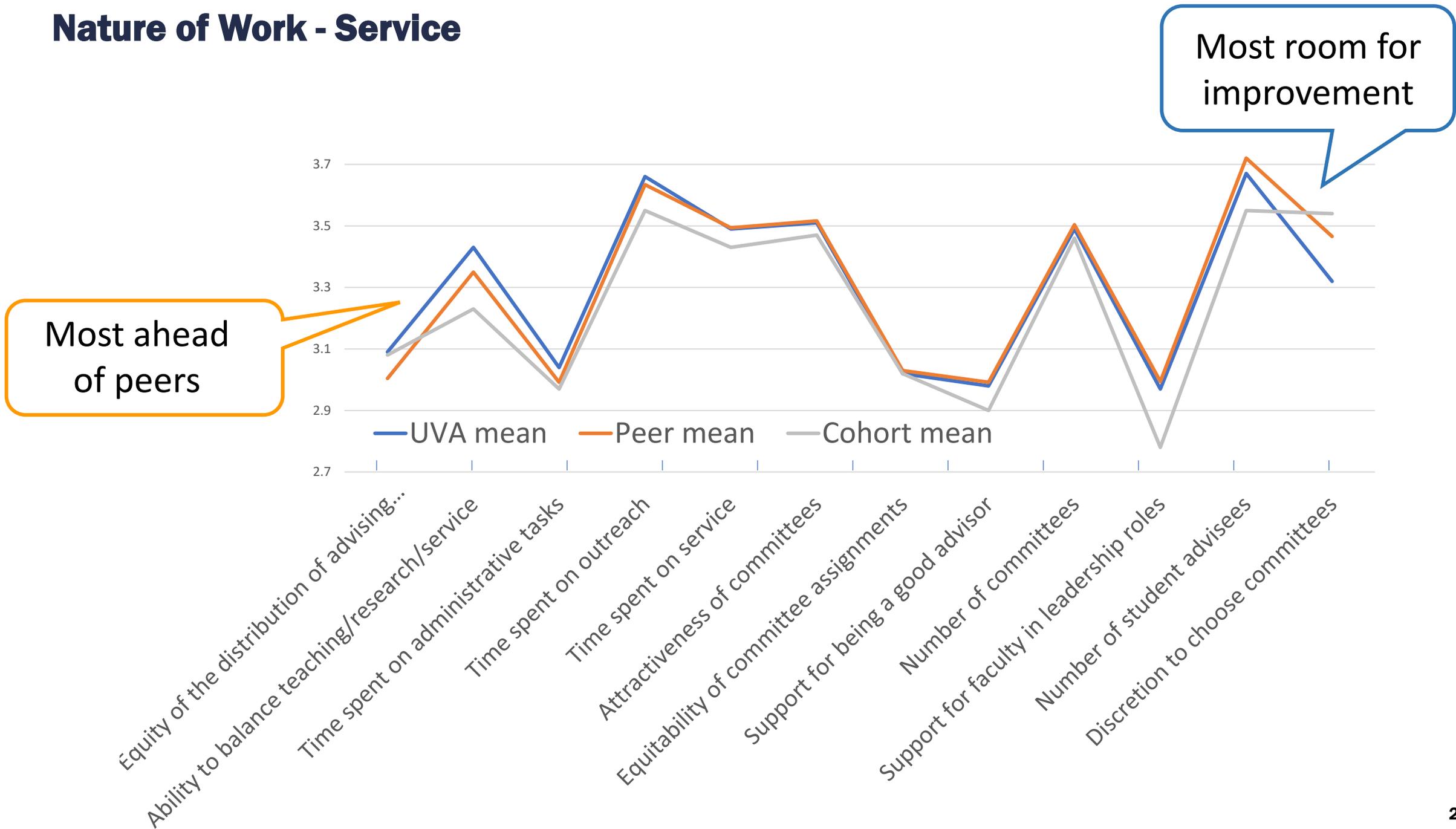
Nature of Work - Teaching



Nature of Work - Research



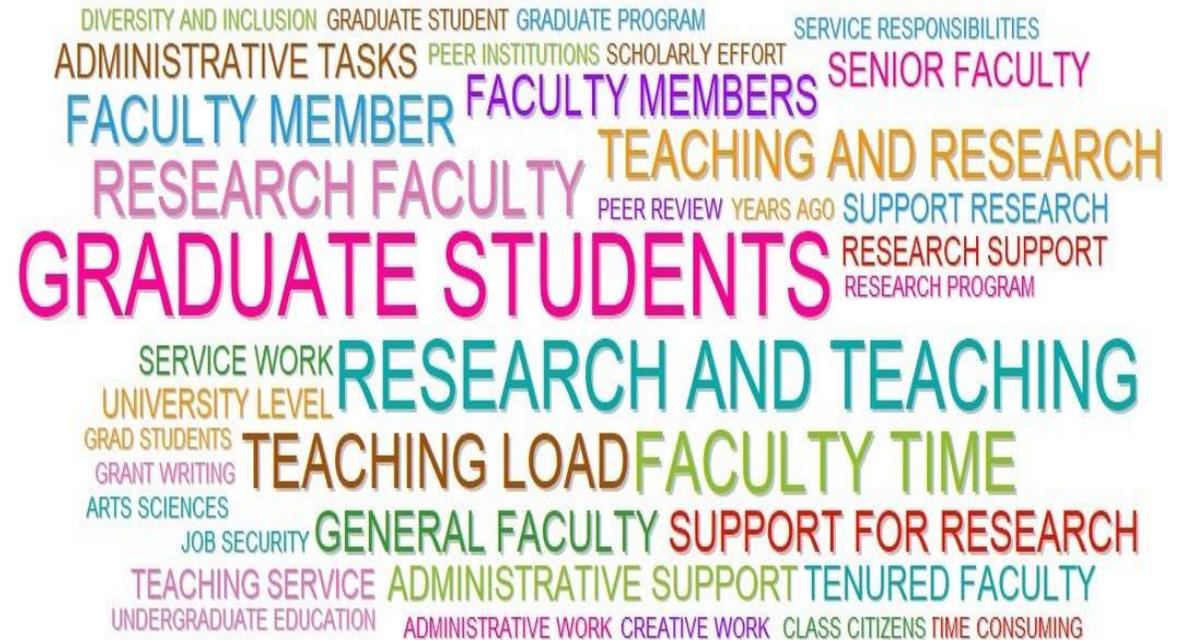
Nature of Work - Service



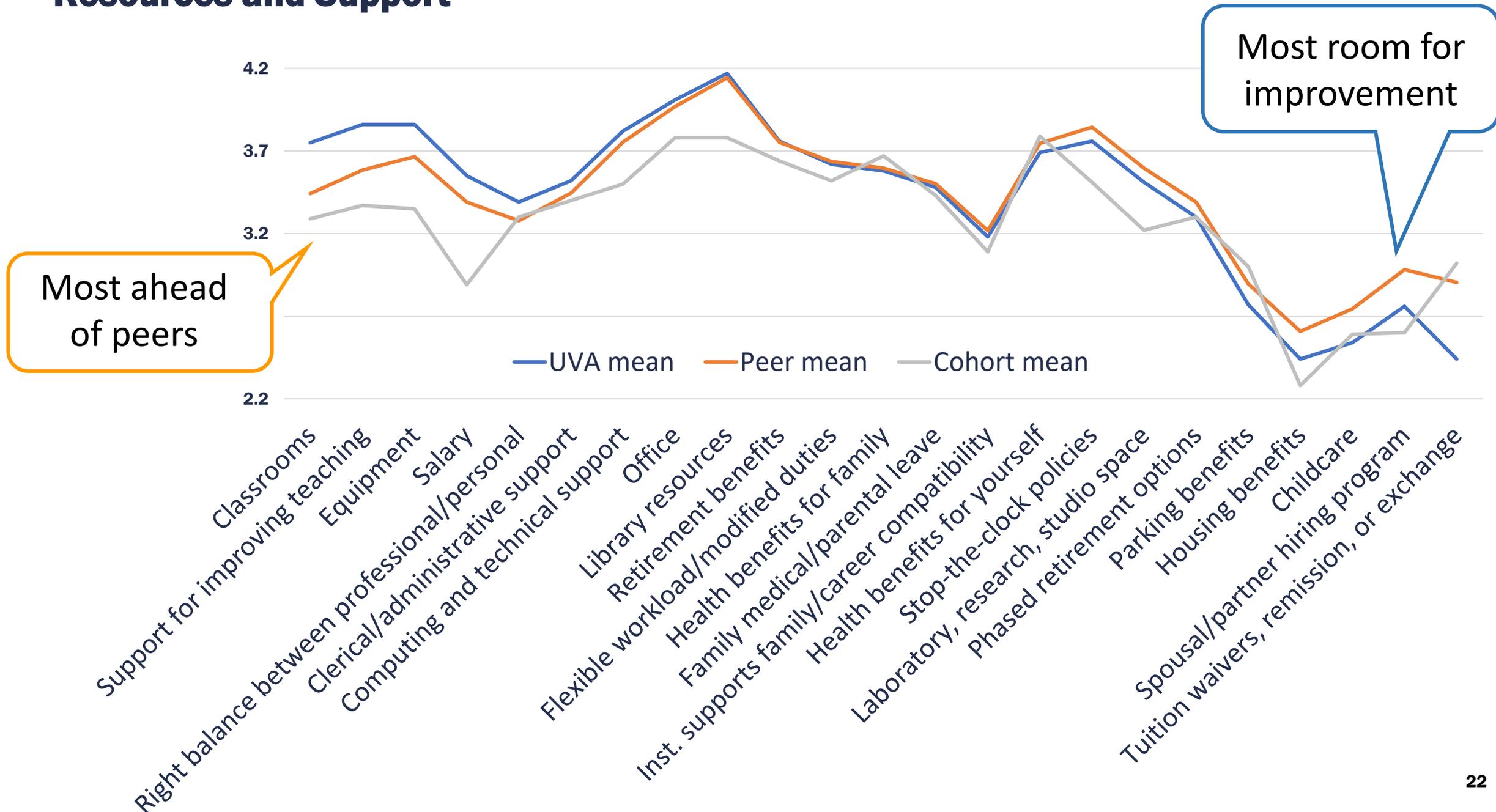
Nature of Work: Teaching, Research, and Service

- Support for teaching was rated highly across the board
- Pre-tenured faculty, women, and Asian faculty rated service lower compared with peers
- Support for research was rated strong compared to cohort, but average compared with peers
- Quality of grad students to support research was low compared with peers, especially for pre-tenure faculty
- Physical, biological, environmental sciences perceived research and service support as poor

Faculty Comments:



Resources and Support



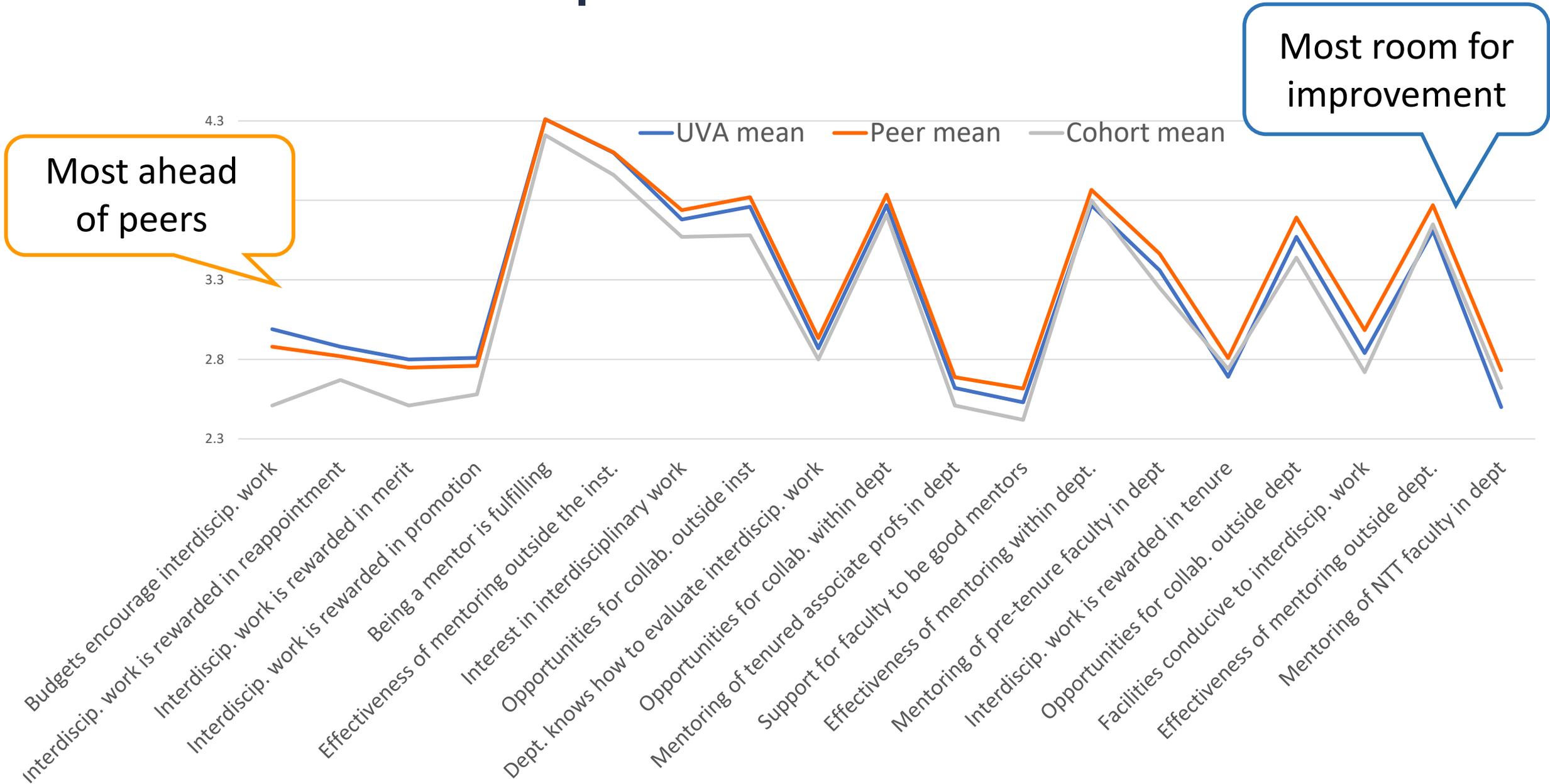
Resources and Support

- Across most sub-items, UVA results indicated this area as one of strength compared to peers and the cohort
- Research space was a concern compared to peers for pre-tenure, NTT, associate, women, and white faculty
- Personal and family policies scores were behind peers and the cohort
- Housing benefits had one of the lowest numerical scores, especially for pre-tenure and NTT faculty
- Salary was an apparent area of strength compared to peers and the cohort, yet also on the list of worst aspects of UVA

Faculty Comments:



Cross-Silo Work and Mentorship



Cross-Silo Work and Mentorship

- **Mentoring of associate profs:** rated below peers overall, except by full profs and White faculty and URM faculty
- **Mentoring of pre-tenure faculty:** rated below peers overall, but especially by pre-tenure faculty, women, Asian faculty, and URM faculty. Asian and URM faculty also rated this lower than the cohort
- **Evaluating interdisciplinary work:** Asian faculty rate UVA low, compared with peer and cohort institutions
- **Opportunities for collaboration outside the department:** rated low across the board, except for pre-tenured faculty
- **Opportunities for collaboration within department:** rated near or lower than peers across all groups of faculty

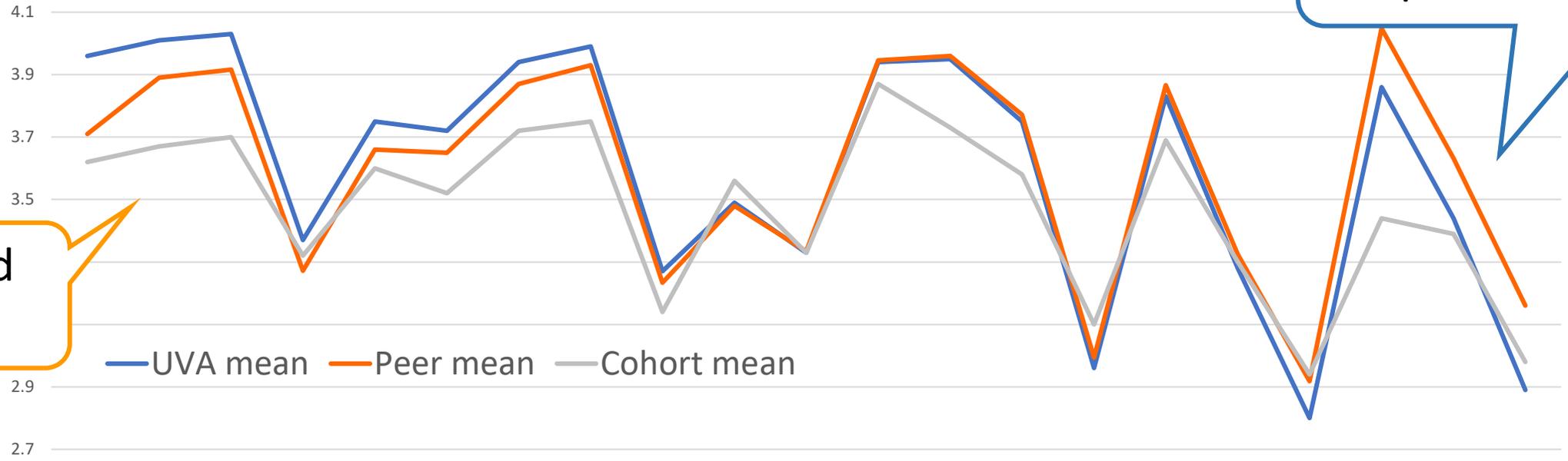
Faculty Comments:



Tenure and Promotion

Most ahead of peers

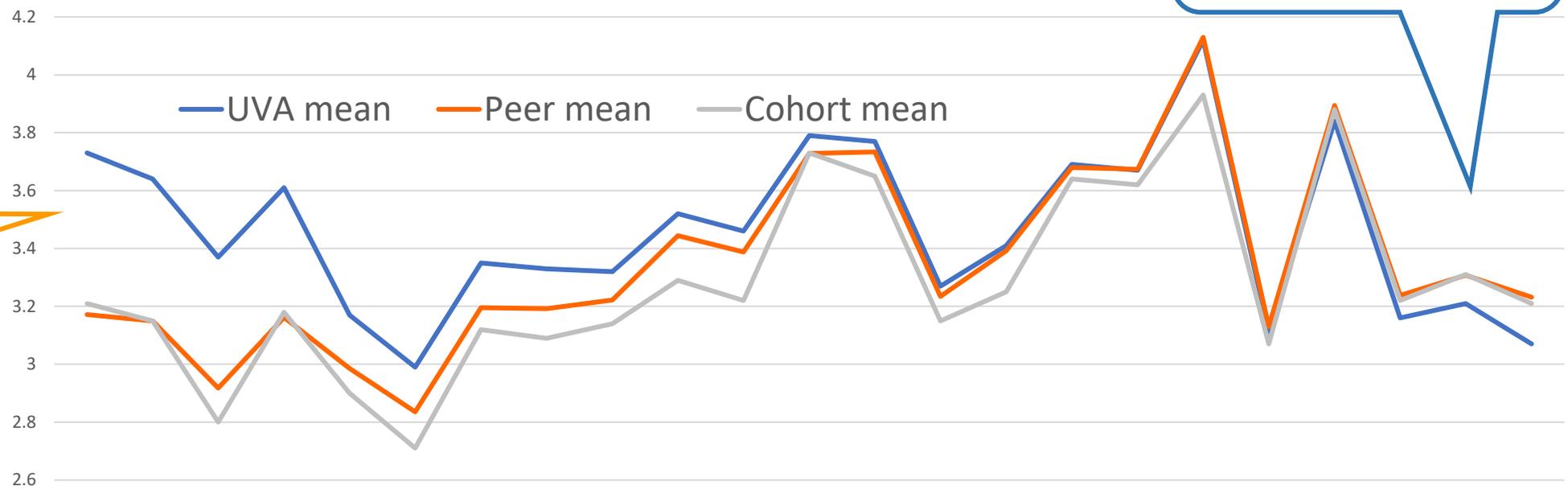
Most room for improvement



Institutional Leadership

Most room for improvement

Most ahead of peers



Institutional Leadership

- Senior leadership rated high in general compared to peers and cohort
- Faculty leadership scored low compared to peers in nearly every category, particularly by tenured faculty, men, White faculty, and URM faculty
- Asian faculty rated department leadership lower compared with both peers and cohort
- Disciplinary differences compared with cohort:
 - Biological sciences rated leadership low at all levels
 - Physical sciences and arts also rated the upper-level leadership low regarding stated priorities
 - Health rated department leadership low
 - STEM rated divisional leadership low

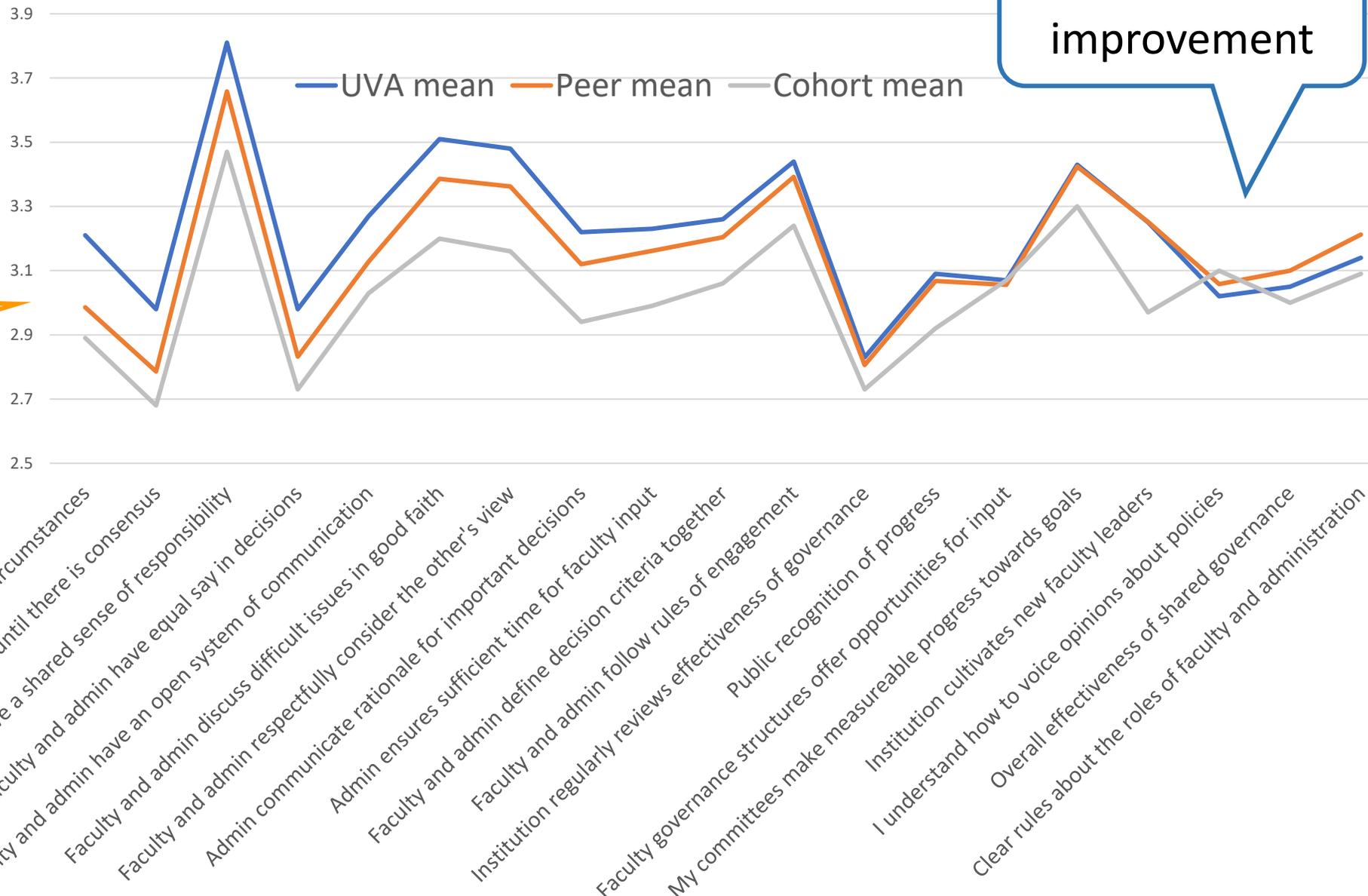
Faculty Comments:

ORGANIZATIONAL CULTURE
WORK ENVIRONMENT
FACULTY GOVERNANCE
DEPARTMENT CHAIR PEER REVIEW
FACULTY MEMBERS
TENURE TRACK FACULTY
DECISION MAKING
SHARED GOVERNANCE
TENURED FACULTY FACULTY TIME
YEARS AGO DEPARTMENT CHAIRS
RESEARCH AND TEACHING

Shared Governance

Most ahead of peers

Most room for improvement



Shared Governance

- High ratings relative to our peers across the board, with only a few limited areas where we were average
- Tenured faculty rated governance lower than other groups
- Women, associate profs, faculty of color, tenured groups gave a lower score on cultivating new leaders compared to other groups of faculty
- Across-the-board improvement since 2016

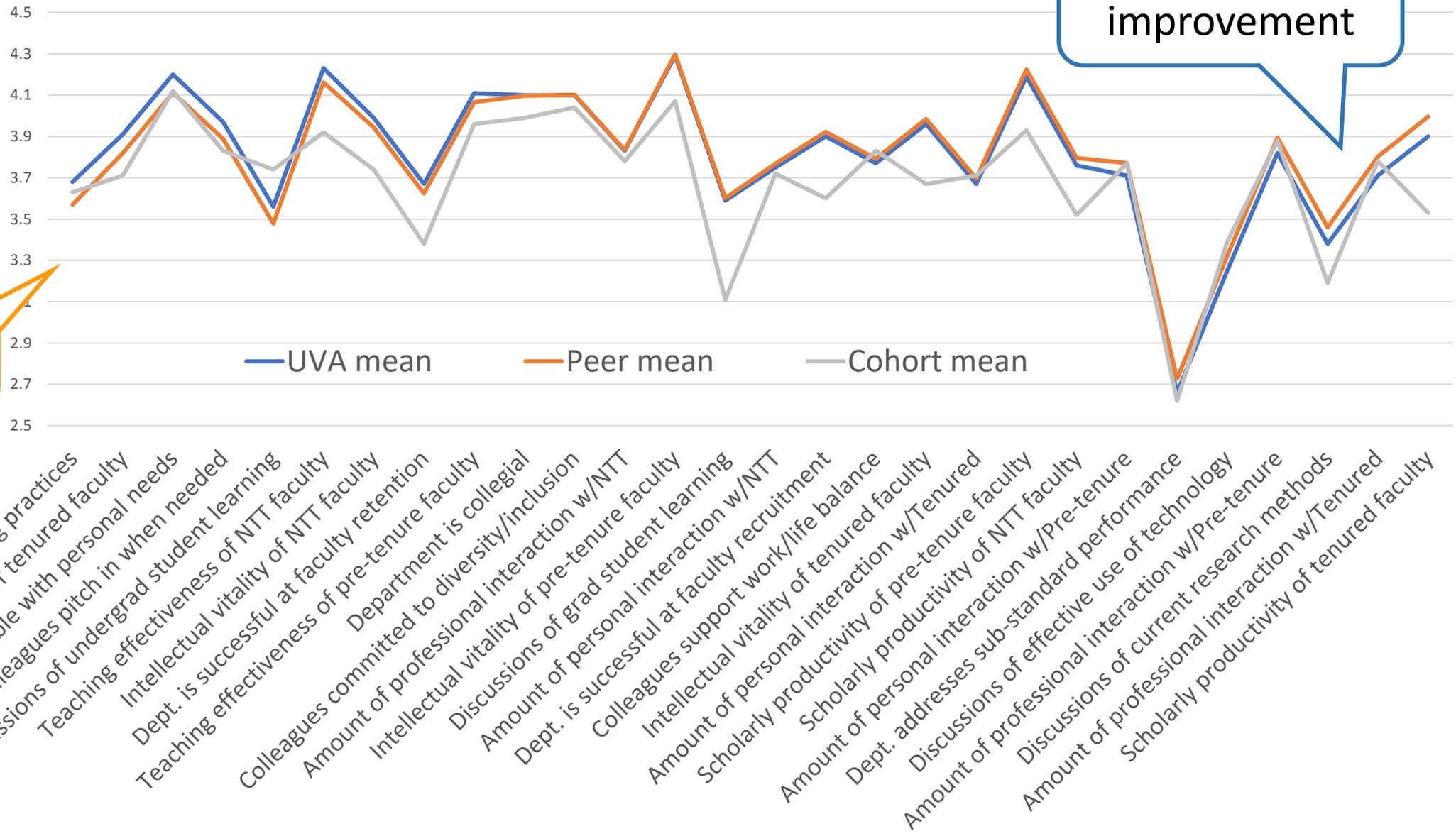
Faculty Comments:



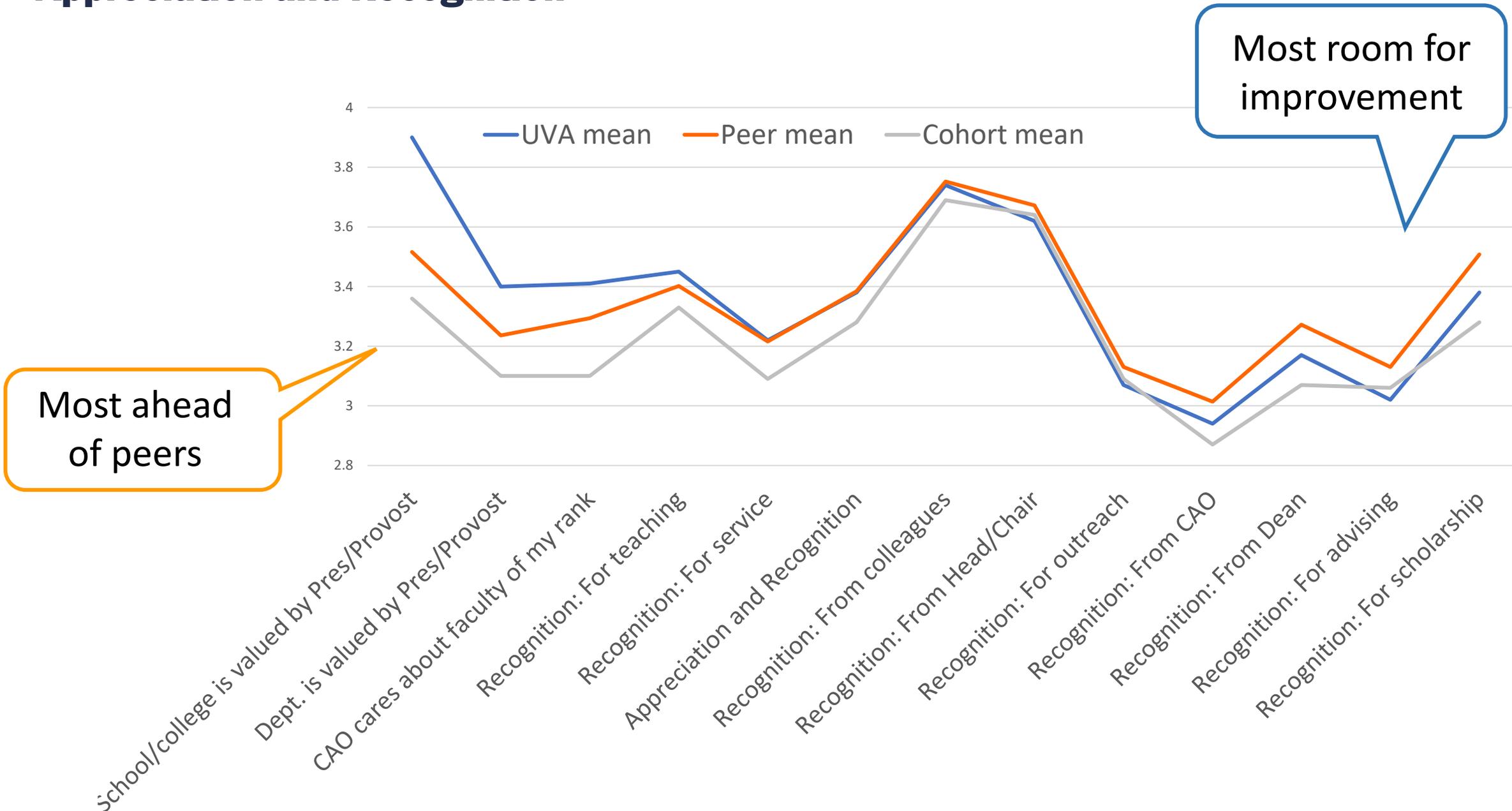
The Department

Most ahead of peers

Most room for improvement



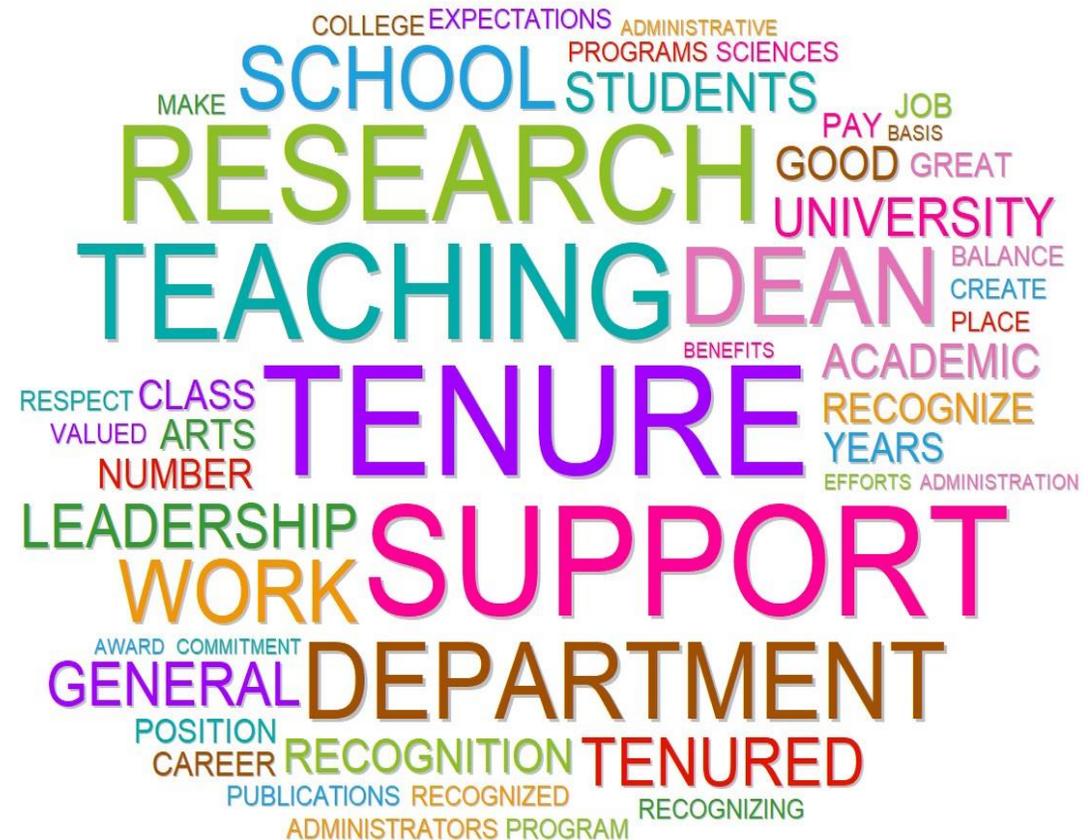
Appreciation and Recognition



Appreciation and Recognition

- Overall, we rated neutral compared with peers, strong compared with the cohort
- Our strengths
 - Supporting tenured male full professors
 - Supporting teaching
 - Recognition from the upper administration
- Who does not feel recognized:
 - Faculty in the sciences
 - Women
 - Asian faculty
 - Associate professors
 - NTT
 - Pre-tenure faculty
- Comments highlighted how unappreciated NTT faculty feel, and how the institution needs to invest in FOC

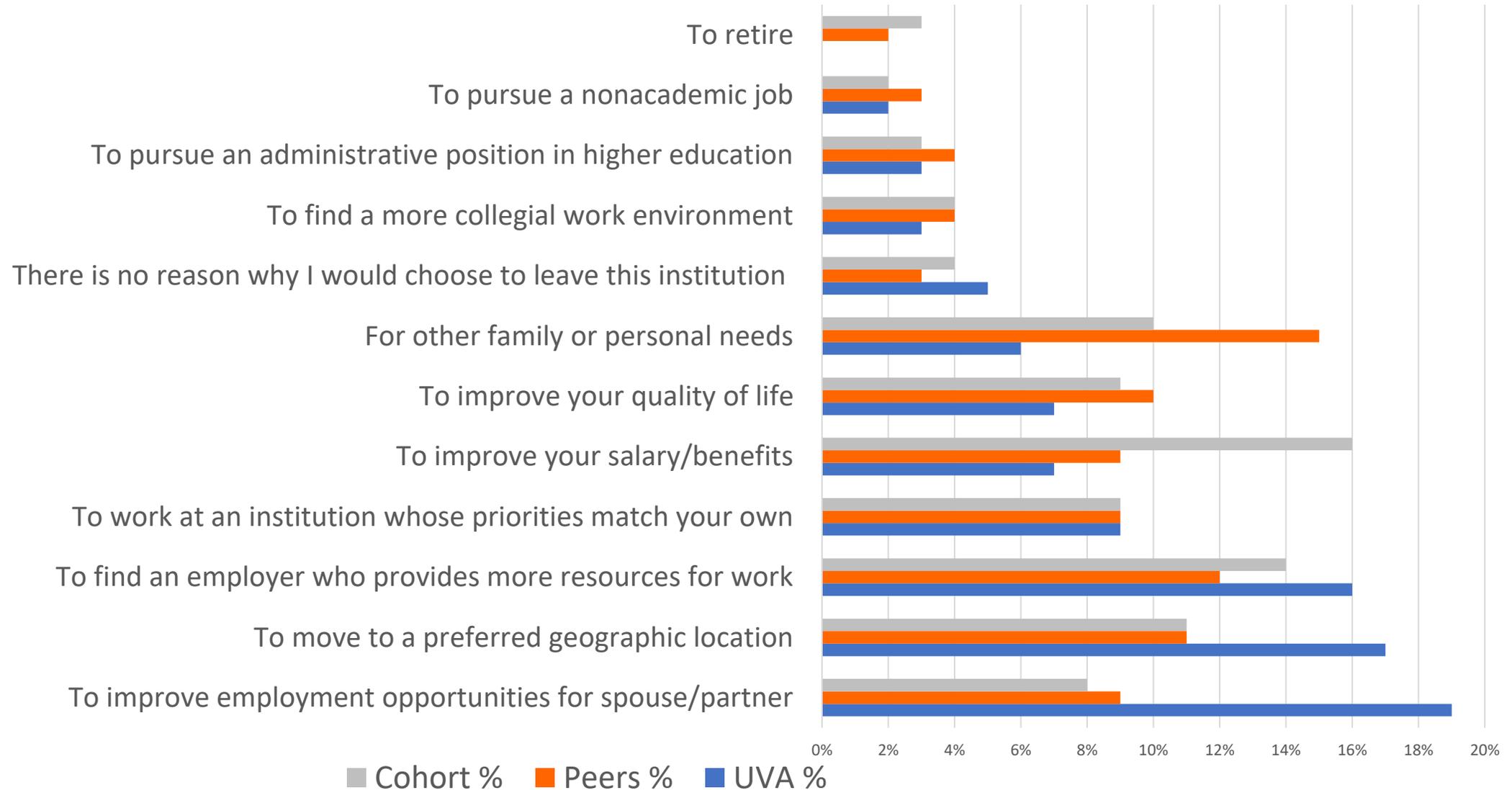
Faculty Comments:



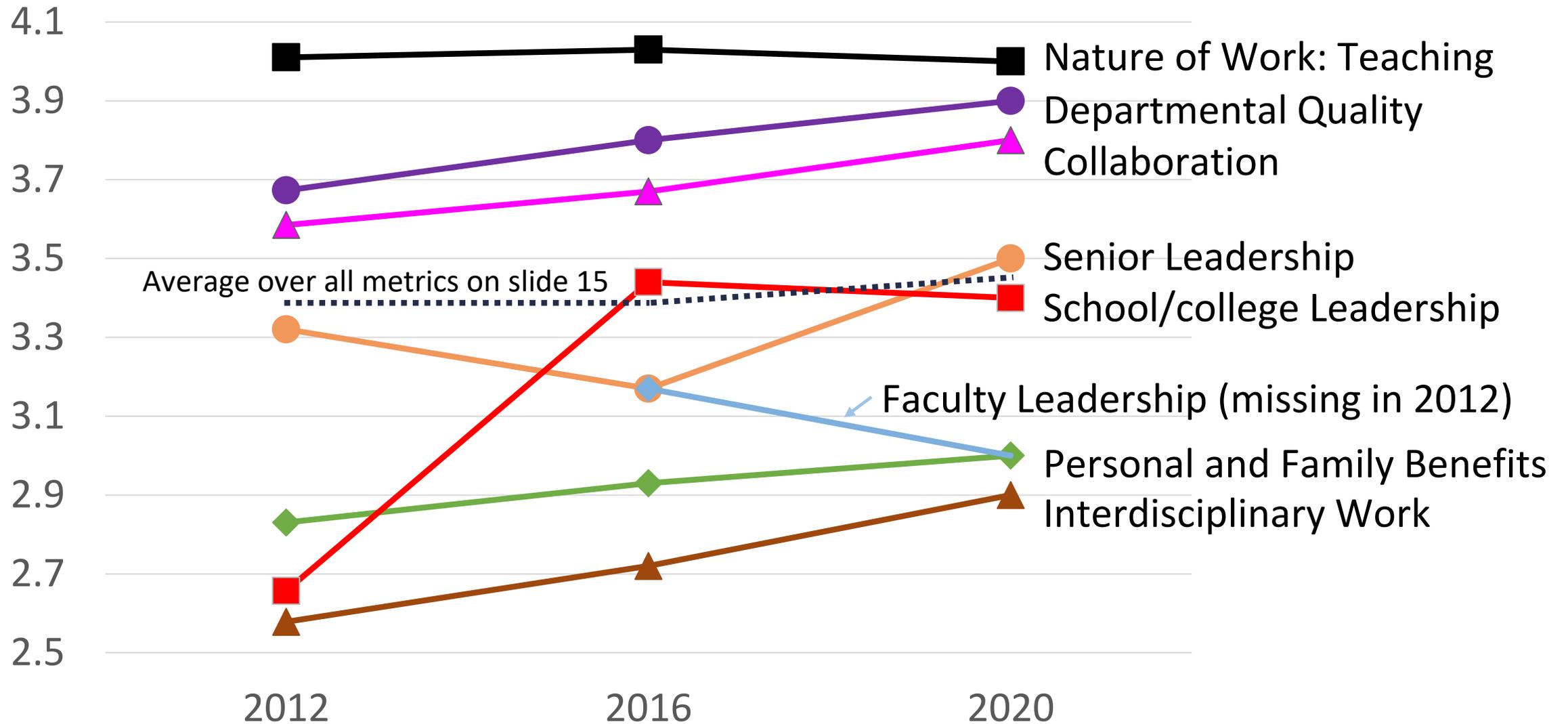
Retention and Negotiation

-
- Out of the 653 survey respondents
 - 20% actively sought an outside offer
 - 12% received a formal job offer
 - 13% renegotiated the terms of their employment
 - For those who sought an outside offer, the primary reason was to leave the University of Virginia (64%)
 - For those who received an outside offer, 62% of them “seriously” considered the offer, much less so for FOC or URM
 - There is a strong belief that outside offers are necessary in order to renegotiate the terms of one's employment at UVA
 - Faculty wanted to negotiate:
 - n=166: base salary
 - n=56: teaching load
 - n=57: sabbatical or other leave time
 - n=50: lab/research support
 - Our results are similar to our peers EXCEPT for pre-tenure faculty

Pre-Tenure Faculty Would Leave UVA ...



Comparison Over Time (8 Years)



Dissemination: School Reports*

- Highlighting perceived strengths and weaknesses
 - Areas of gain or loss compared with the COACHE Survey conducted in 2016
 - Differences between how tenure-line faculty responded vs academic general faculty
- Plot showing the school performance compared with the other schools at UVA.
- Suggested list of actions to address the issues identified by the survey.
- Meeting with provost office to discuss the data, interpretation of the results, and plans of action

* No reports for the SDS or SCPS due to insufficient data. The SOM did not participate in the survey.

Dissemination: Preliminary Institutional Plan

- A website has been developed containing the highlighted perceived strengths and weaknesses and preliminary University-wide action plan
- All data will be made available, in addition to the analysis, except for the qualitative answers
- Presentations to the Faculty Senate, University Leadership, and the Board of Visitors
- Discussion sessions will be offered to faculty addressing specific group concerns and brainstorming ideas to refine action plan
 - Mentoring
 - Tenure Policies and Expectations
 - Departmental Climate and Leadership
 - Faculty Diversity
 - Evaluation of Interdisciplinary Work
 - Equitable Service Assignments

Preliminary Institutional Action Plan

Our action plan will be finalized after we collect feedback from the faculty and the schools. These plans might include:

- Review faculty compensation compared to peers
- Build on our plans to increase faculty diversity and support underrepresented faculty in all fields
- Address faculty concerns regarding their service work and how it is assigned and valued
- Continue to support and enhance resources for research and collaboration (3-Cavs, PPFIR, etc.)
- Evaluate dual-career program and resources provided to align better with school needs

Preliminary Institutional Action Plan - Continued

- Review family benefits and policies to better align with faculty needs
- Consider developing a University-wide new-faculty mentoring program
- Review and revise our P&T, AGF, and annual faculty performance review policies to ensure fairness and clarity
- Provide leadership training to department chairs to improve climate and culture for increased collegiality and engagement, especially for FOC

**For more information, please contact Maité Brandt-Pearce,
Vice Provost for Faculty Affairs, vpfa@virginia.edu**