2020 COACHE FACULTY JOB SATISFACTION SURVEY RESULTS

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VIRTUAL TOWN HALL
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VIRGINIA TECH™

WHAT IS COACHE?

The Collaborative on Academic Careers in Higher Education (COACHE) Survey conducted by the Harvard Graduate School of Education.

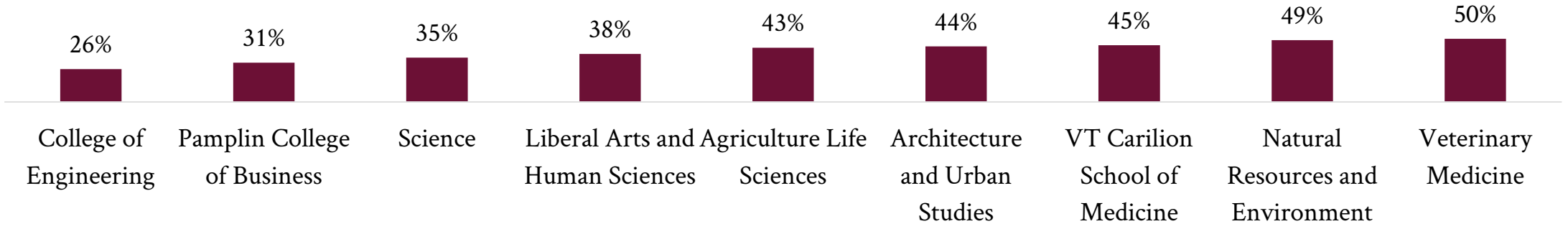
- Intensive focus on **faculty careers**
- Measures **institutional experiences** and **job satisfaction**
- Provides national and peer **benchmarks**
  - Over 40,000 respondents from 112 universities nationwide

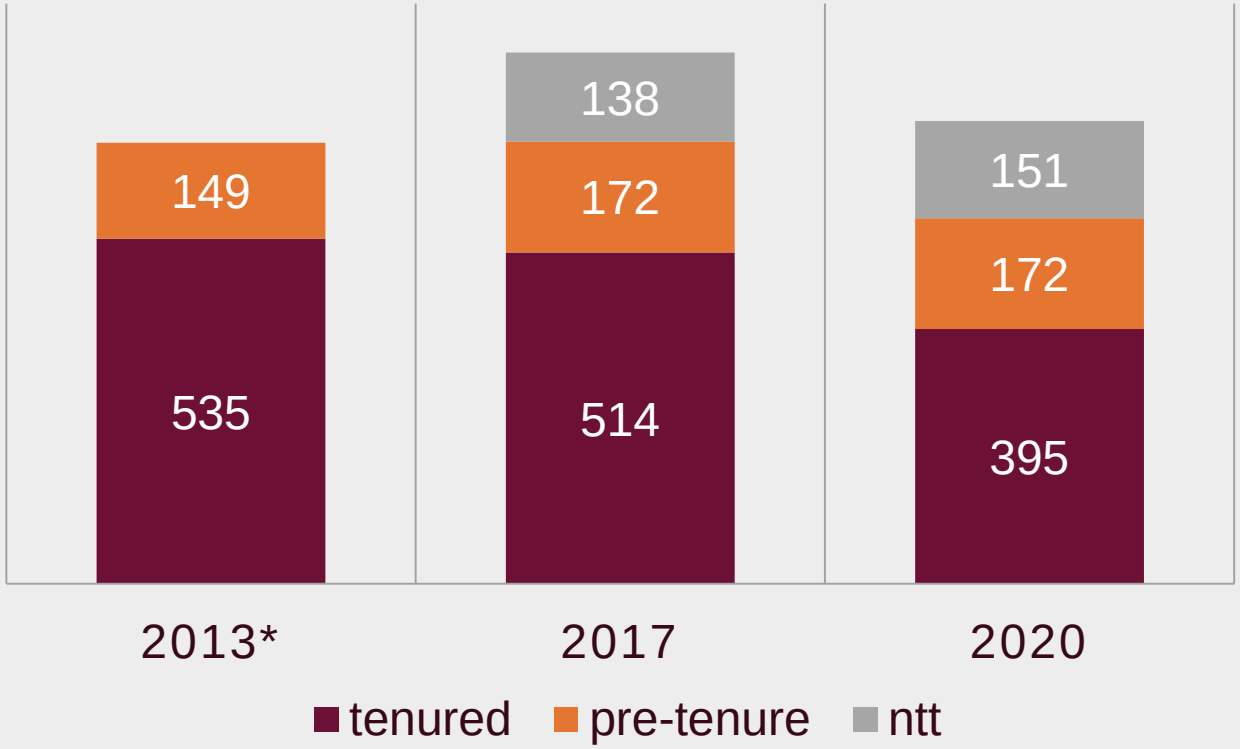
SURVEY POPULATION DEMOGRAPHICS

TENURE-TRACK, TENURED, NON-TENURE-TRACK, RESEARCH, AND CLINICAL FACULTY

	VIRGINIA TECH			ALL UNIVERSITIES
	TOTAL POPULATION	RESPONSES	RESPONSE RATE	RESPONSE RATE
Overall	**1,976**	**718**	**36%**	**44%**
Men	1,255	390	31%	41%
Women	707	315	45%	51%
White, non-Hispanic	1,483	579	39%	47%
Faculty of Color	493	139	28%	41%

COLLEGE RESPONSE RATES

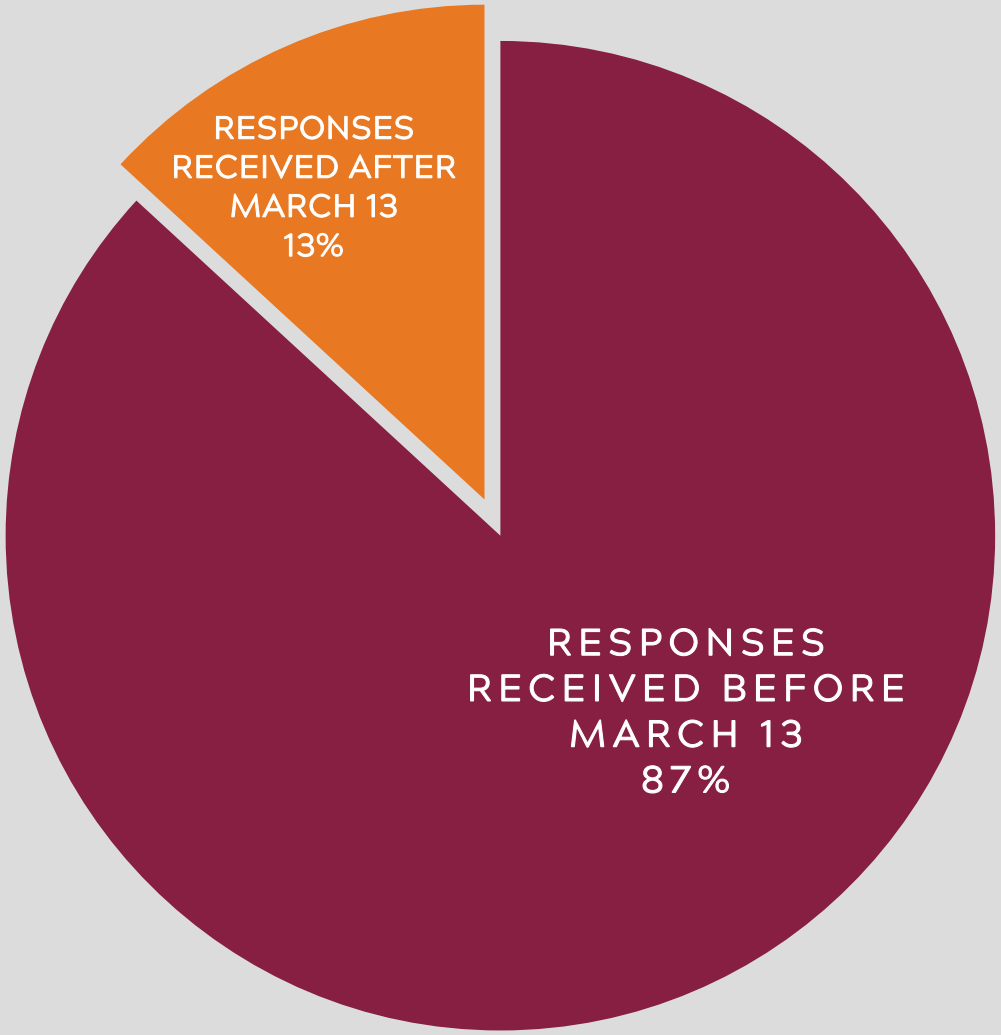




SURVEY DEMOGRAPHIC DATA 2013-2020

The makeup of the respondents in the COACHE survey is an important consideration when reviewing results. This chart shows the makeup of respondents for each of the last 3 COACHE surveys.

*2017 was the first year that Non Tenure-Track faculty were included in the survey.



COVID-19 AFFECT ON COACHE RESPONSES

- COACHE survey open February 11 to April 10, 2020.
- 87% of VT responses received prior to March 13 COVID-19 shutdown.

COACHE analysts conducted an in-depth and statistically rigorous study of the responses received after the shutdown, and found that although there was some variation in responses, none were statistically significant.

SELECTED PEER INSTITUTIONS

Based on the number of Virginia Tech faculty and other organizational characteristics, your comparison "**cohort**“ includes 110 COACHE partners who identify as generally similar.

In addition, Virginia Tech selected five comparison institutions, "**peers**" in the report, to represent those most similar to us in the faculty labor market. Those peers include:

- Iowa State University (2017)
- North Carolina State University (2018)
- Purdue University (2018)
- University of California, Davis (2017)
- University of Missouri – Columbia (2019)

COACHE SURVEY THEMES

SURVEY QUESTIONS ARE GROUPED INTO 8 AREAS AND 25 MAJOR THEMES

NATURE OF WORK

- Research
- Service
- Teaching

TENURE AND PROMOTION

- Tenure policies
- Tenure expectations
- Promotion to full

THE DEPARTMENT

- Engagement
- Quality
- Collegiality

RESOURCES AND SUPPORT

- Facilities and work resource
- Personal and family policies
- Health and retirement benefits
- Salary

INSTITUTIONAL LEADERSHIP

- Senior Leadership
- Divisional (School/College) Leadership
- Departmental Leadership
- Faculty Leadership

APPRECIATION AND RECOGNITION

CROSS-SILO WORK AND MENTORSHIP

- Interdisciplinary work
- Collaboration
- Mentoring

SHARED GOVERNANCE

- Trust
- Shared sense of purpose
- Understanding the issue at hand
- Adaptability
- Productivity

HOW DO WE USE THE COACHE DATA?

COACHE RESULTS ARE A GUIDE, NOT A REPORT CARD

Results from the 2017 COACHE survey informed the following initiatives at Virginia Tech:

- University Governance Task Force
- Review and improvements to promotion and tenure expectations and guidelines
- Faculty Writing Retreats
- Faculty Writing Group Grant Program

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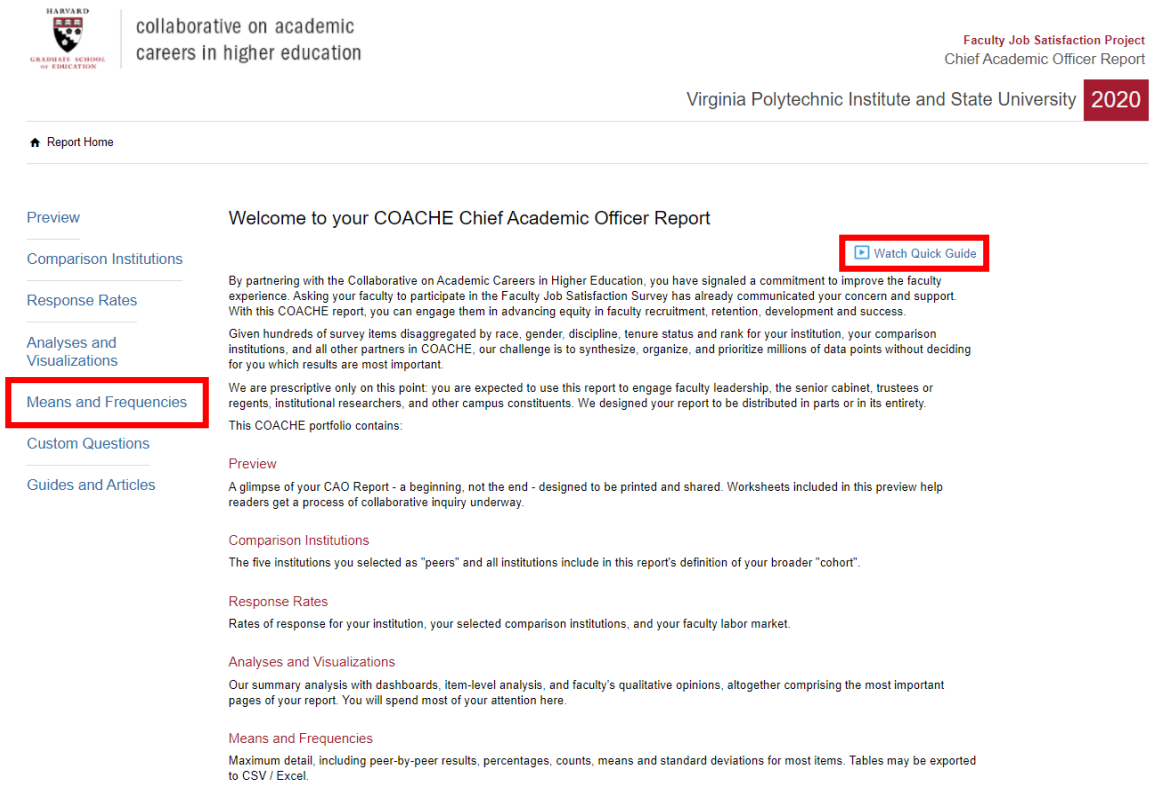
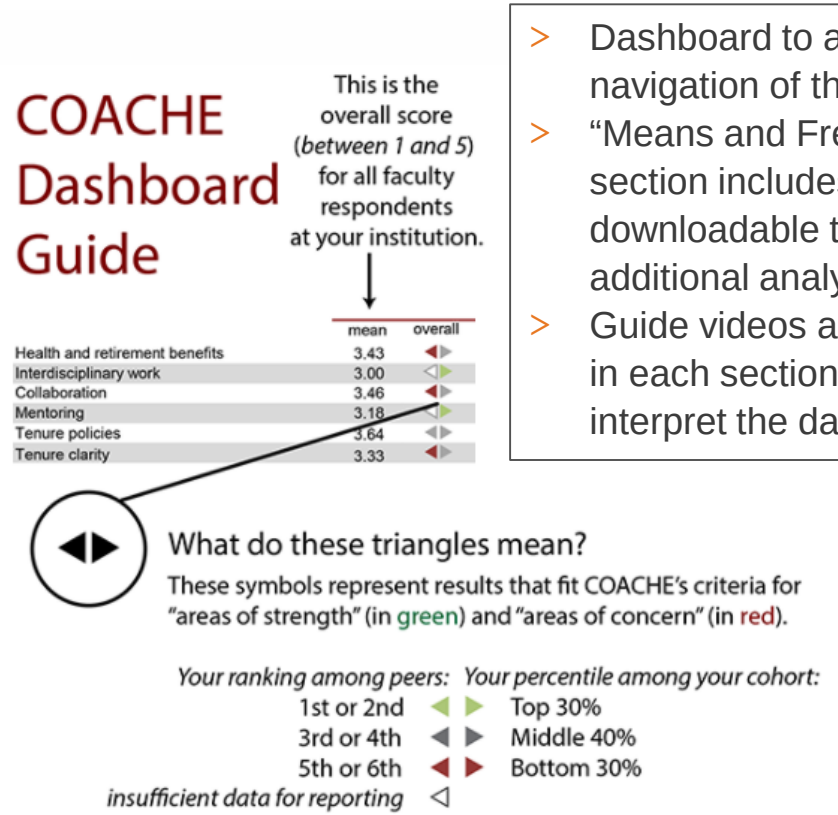
2020 SURVEY RESULTS

ACCESSING AND USING THE RESULTS

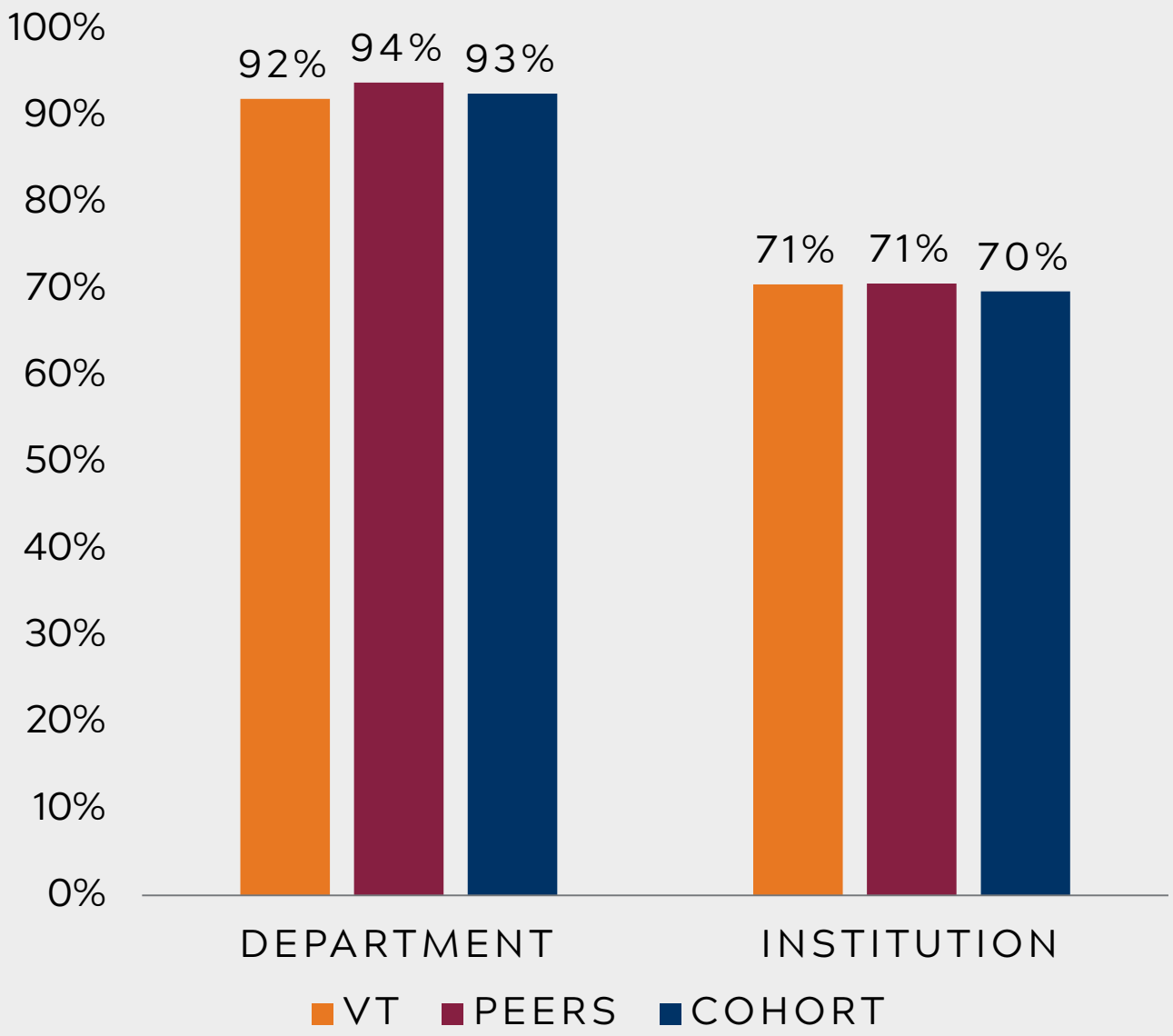
TECHNOLOGY UPDATES FOR THE 2020 RESULTS





- Dashboard to allow for easier navigation of the results
- "Means and Frequencies" section includes downloadable tables for additional analyses
- Guide videos and guide notes in each section to help you interpret the data

https://faculty.vt.edu/faculty-development/coache-survey.html

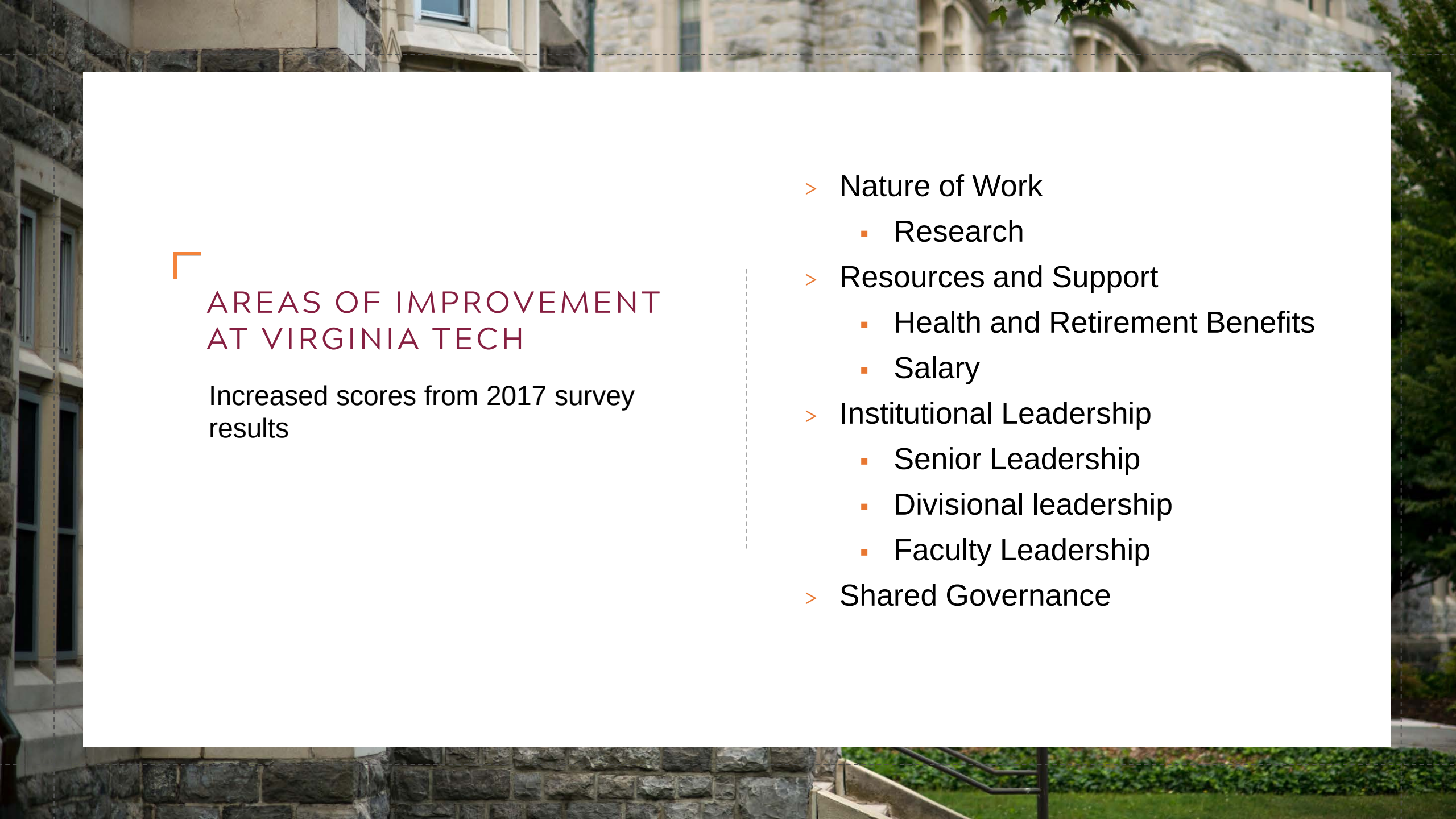


GLOBAL SATISFACTION

Two survey questions provide insight into the overall satisfaction of faculty with their department and with Virginia Tech as a whole:

- If a candidate for a faculty position asked you about your department as a place to work, would you recommend it to them,
- If I had it to do all over, I would again choose to work at this institution.

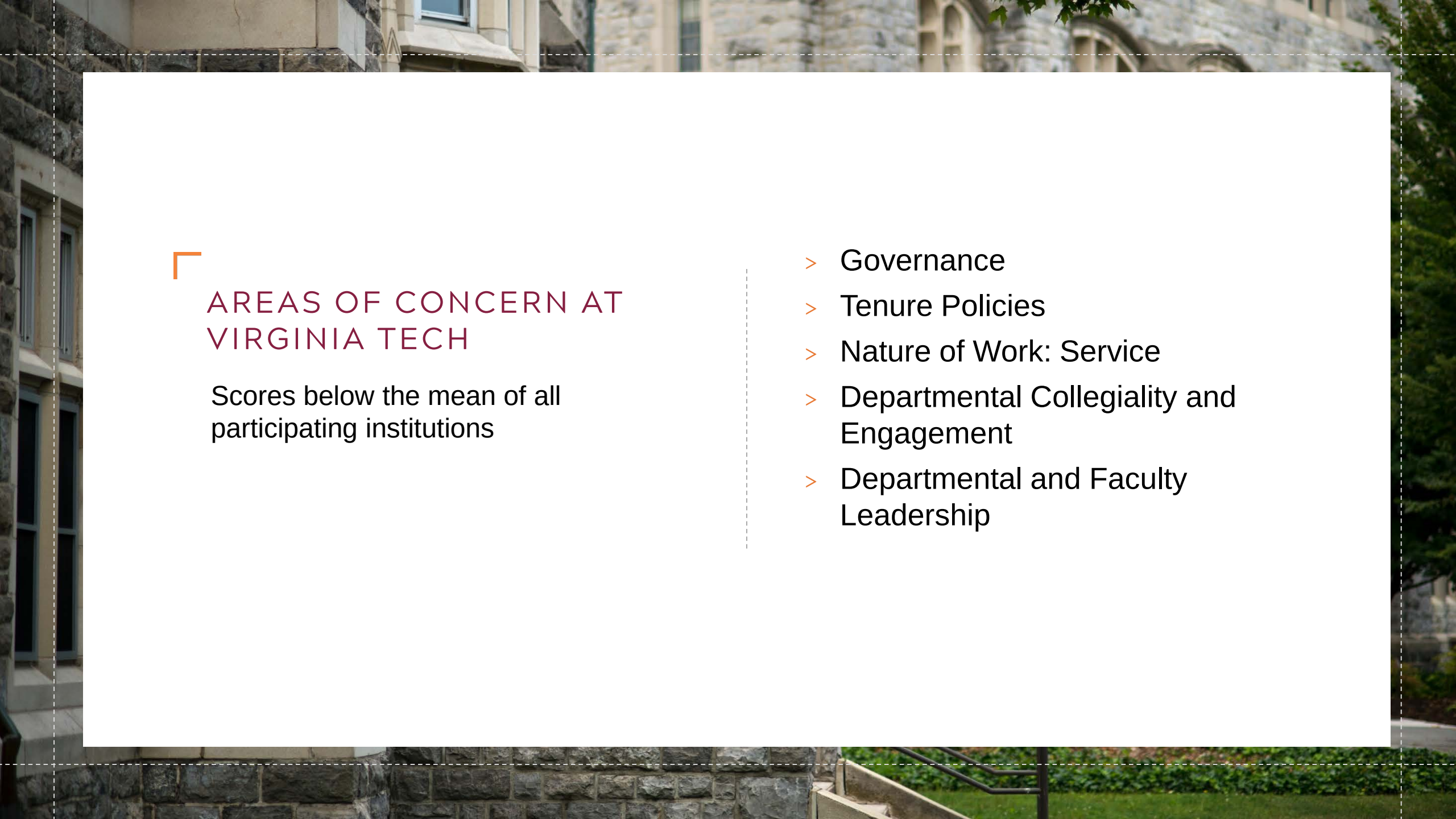
This comparison shows Virginia Tech faculty responses to these questions compared to our COACHE peers and the COACHE cohort in total.



AREAS OF IMPROVEMENT AT VIRGINIA TECH

Increased scores from 2017 survey results

- Nature of Work
  - Research
- Resources and Support
  - Health and Retirement Benefits
  - Salary
- Institutional Leadership
  - Senior Leadership
  - Divisional leadership
  - Faculty Leadership
- Shared Governance



AREAS OF CONCERN AT VIRGINIA TECH

Scores below the mean of all participating institutions

- Governance
- Tenure Policies
- Nature of Work: Service
- Departmental Collegiality and Engagement
- Departmental and Faculty Leadership

OVERALL RESULTS

BY THEME

NATURE OF WORK	VT MEAN	COMPARED TO: CHOSEN PEERS	COMPARED TO: ENTIRE COHORT
RESEARCH	3.35	◀	▶
SERVICE	3.22	◀	▶
TEACHING	3.75	◀	▶
TENURE AND PROMOTION			
TENURE POLICIES	3.40	◀	▶
TENURE EXPECTATIONS: CLARITY	3.17	◀	▶
PROMOTION TO FULL	3.65	◀	▶
THE DEPARTMENT			
COLLEGIALITY	3.79	◀	▶
ENGAGEMENT	3.48	◀	▶
QUALITY	3.68	◀	▶

OVERALL RESULTS

BY THEME

RESOURCES AND SUPPORT	VT MEAN	COMPARED TO: CHOSEN PEERS	COMPARED TO: ENTIRE COHORT
FACILITIES AND WORK RESOURCES	3.53	◀	▶
PERSONAL AND FAMILY POLICIES	3.13	◀	▶
HEALTH AND RETIREMENT BENEFITS	3.86	◀	▶
SALARY	3.12	◀	▶
APPRECIATION AND RECOGNITION	3.23	◀	▶
CROSS-SILO WORK AND MENTORSHIP			
INTERDISCIPLINARY WORK	2.79	◀	▶
COLLABORATION	3.75	◀	▶
MENTORING	3.12	◀	▶

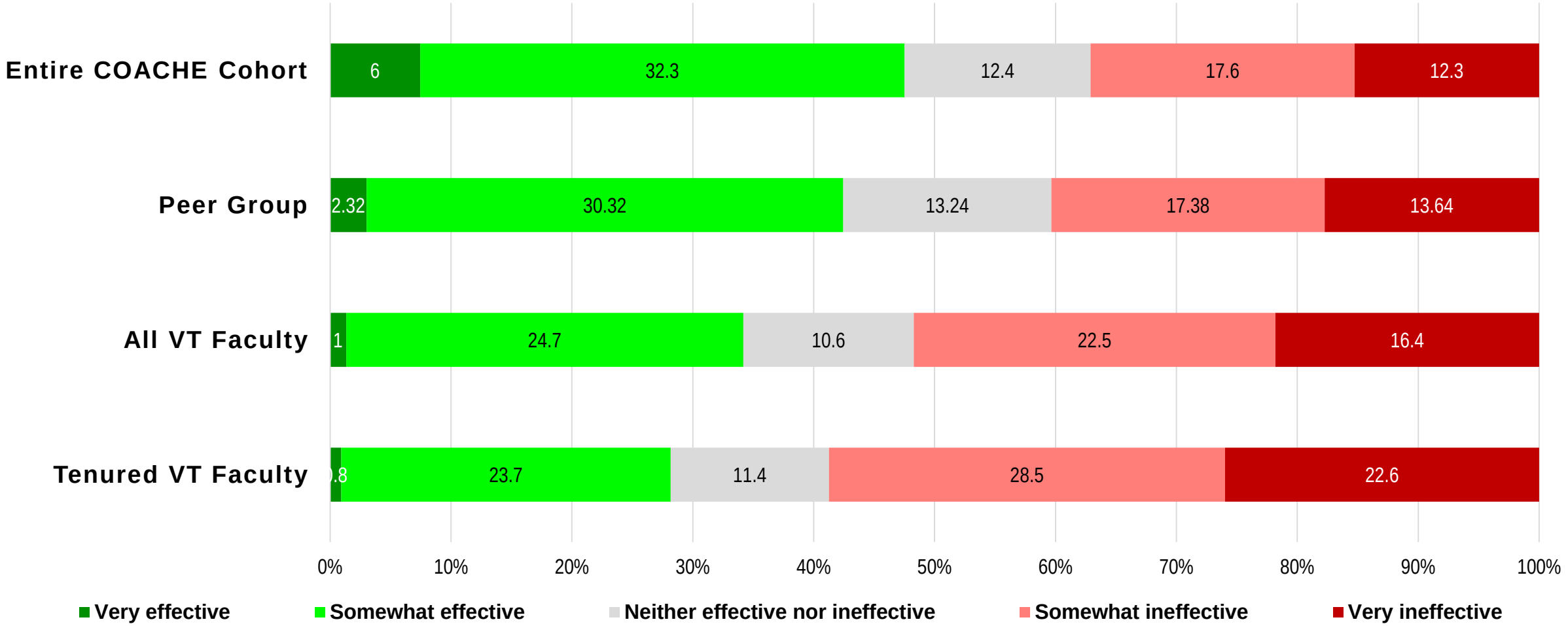
OVERALL RESULTS

BY THEME

INSTITUTIONAL LEADERSHIP	VT MEAN	COMPARED TO: CHOSEN PEERS	COMPARED TO: ENTIRE COHORT
SENIOR	3.11	◀	▶
DIVISIONAL	3.18	◀	▶
DEPARTMENTAL	3.56	◀	▶
FACULTY	2.98	◀	▶
SHARED GOVERNANCE			
TRUST	2.86	◀	▶
SHARED SENSE OF PURPOSE	2.92	◀	▶
UNDERSTANDING THE ISSUE AT HAND	2.70	◀	▶
ADAPTABILITY	2.74	◀	▶
PRODUCTIVITY	2.77	◀	▶

SHARED GOVERNANCE

ON THE WHOLE, RATE THE EFFECTIVENESS OR INEFFECTIVENESS OF THE SHARED GOVERNANCE SYSTEM AT YOUR INSTITUTION.



SHARED GOVERNANCE

PLEASE RATE YOUR LEVEL OF AGREEMENT OR DISAGREEMENT WITH THE FOLLOWING:

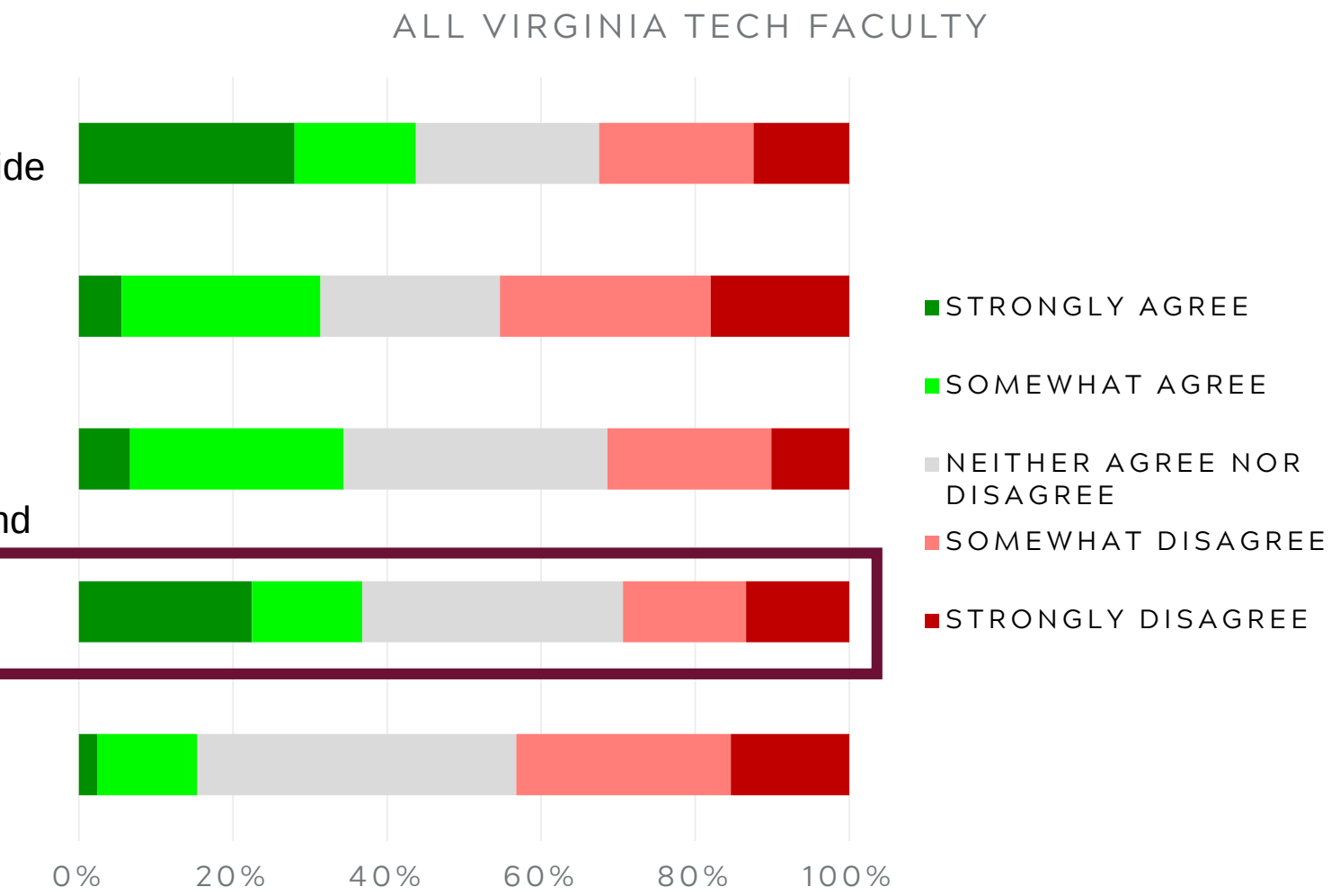
A. The existing faculty governance structures offer sufficient opportunities for me to provide input on institution-wide policies.

B. I understand the process by which I can express my opinions about institutional policies.

C. My institution has clear rules about the various roles and authority of the faculty and administration.

D. My institution's shared governance model holds up under unusual situations.

E. My institution systematically reviews the effectiveness of its decision making processes.



PEER PERCEPTIONS OF BEST ASPECTS OF EMPLOYMENT

Best aspects that are unique to Virginia Tech are market differentiators, which can be highlighted in our recruitment and retention efforts.

	VIRGINIA TECH	COACHE PEERS	COACHE COHORT
Quality of Colleagues	1	1	1
Geographic Location	2	3	2
Academic Freedom	3	2	4
Support of Colleagues	4	4	3
Quality of Undergraduate Students	5	-	5
Cost of Living	-	5	-

BEST ASPECTS OF WORKING AT VIRGINIA TECH

BY GENDER AND RACE/ETHNICITY

	OVERALL	WOMEN	MEN	URM	ASIAN	WHITE
Quality of Colleagues	1	1	1	2	1	1
Geographic Location	2	2	2	-	-	2
Academic Freedom	3	3	3	1	4	3
Support of Colleagues	4	4	4		3	4
Quality of Graduate Students	-			3	2	
Support for Research/ Creative Work	-			4	-	-

	VIRGINIA TECH	COACHE PEERS	COACHE COHORT
Compensation	1	1	1
Quality of Facilities	2	4	4
Too much Service/Too Many Assignments	3	2	2
Unrelenting Pressure to Perform	4	-	
Lack of Support for Research/Creative Work	-	-	3
Geographic Location	-	3	
Quality of Leadership	-	5	5

PEER PERCEPTIONS OF 5 WORST ASPECTS OF EMPLOYMENT

More attention should be paid to the worst aspects that are unique to Virginia Tech.

WORST ASPECTS OF WORKING AT VIRGINIA TECH

BY GENDER AND RACE/ETHNICITY

	OVERALL	WOMEN	MEN	URM	ASIAN	WHITE
Compensation	1	1	1	2	2	1
Quality of Facilities	2	3	2	-	-	2
Too much Service/Too Many Assignments	3	2	3	4	-	3
Unrelenting Pressure to Perform	4	4	-	-	-	4
Quality of Leadership			4	-	-	
Geographic Location				3	1	
Lack of Diversity				1	3	
Spousal/Partner Hire Program					4	

HOW TO IMPROVE

The final item in the survey was an open-text response to the prompt, "What is the one thing your institution could do to improve the workplace for faculty?"

FIVE MOST COMMON THEMES

Facilities and resources for work	28%
Leadership: General	28%
Compensation and benefits	23%
Culture	20%
Nature of work: Teaching	14%

NEXT STEPS

SHARE

Present the results to a wide variety of constituent groups around campus.

ANALYZE

Ask questions of the results to help inform ongoing work at the university and identify priority areas.

ACT

Use the results to help move forward initiatives, conversations, and action.

REVISIT

This is an iterative process. Check in with results to assess progress and pose new questions.

QUESTIONS TO CONSIDER

- What, if anything, surprises you about these results?
- Which results confirm your perceptions of your institution? What initial questions do you have about the results underlying them?
- What themes do you feel most warrant further scrutiny?
- Which strategic priorities, faculty affairs initiatives, or other important institutional activities do your COACHE areas of concern bring into play?
- What other groups' work might be informed by these results—who else do we need to share the results with?