More COACHE Findings & Implications for Virginia Tech

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Regression analyses across tell us that, overall…

- Climate is most highly correlated with global satisfaction. [t = 28.059]
- The Nature of Work variables factor in next. [t = 16.160]
- Tenure variables are third. [t = 9.036]
- Work-Family comes in fourth. [t = 7.425]
- Policy effectiveness is fifth. [t = 5.306]
- Compensation is last. [t = 5.039]

Gender Differences

	Overall	Males	Females
Collegiality	28.059 [1]	18.708 [1]	16.412 [1]
Nature of work	16.160 [2]	12.210 [2]	9.052 [2]
Tenure	9.036 [3]	4.932 [3]	3.272 [6]
Work-Family	7.425 [4]	3.098 [6]	4.013 [4]
Policy effectiveness	5.306 [5]	3.182 [5]	4.543 [3]
Compensation	5.039 [6]	3.476 [4]	3.279 [5]

Public RU/VH Institutions

- Arizona State University
- Indiana University
- **Iowa State University**
- Kansas State University
- **Michigan State University**
- **Ohio State University**
- **University of Illinois**
- **North Carolina State**
- UNC, Chapel Hill
- University at Albany, SUNY

- University at Buffalo, SUNY
- University of Arizona
- University of Cincinnati
- University of Connecticut
- University of Kansas
- University of Minnesota
- University of Tennessee
- University of Virginia
- Virginia Tech
- Washington State University

Selected peers in bold

Demographics of Note

Percentage of Respondents	VT	Peers	All U's
Received doctorate in 2003-2006	32%	16%	20%
This is their first tenure-track appointment	90%	82%	80%
5 or more years experience on TT elsewhere	13%	23%	21%
Began this appointment with credit for prior experience	13%	36%	38%
Began current appointment in 2004 or 2005	62%	21%	29%
Age 31 to 35	40%	33%	28%

What's Best About Working Here?

	Overall	Women	Men	White Faculty	Faculty of Color
Geographic Location	28%	27%	30%	27%	31%
Academic Freedom	22%	27%	19%	22%	23%
Sense of Fit	22%	Teaching Load 18%	26%	21%	25%
Colleague Support	17%	22%	14%	20%	Cost of Living 27%

Consistency on what's best

What's Worst About Working Here?

Men			Women
	Quality of grad students	Unrelenting pressure	
	Geographic location	Absence of others like me	
	Compensation	Spousal/partner hiring	
	Quality of facilities	Lack support for research	

White faculty			Faculty of Color
	Unrelenting pressure	Quality of grad students	
	Geographic location	Geographic location	
	Compensation	Lack of support for research	
	Quality of facilities	Lack of diversity	

Differences about what's worst

Virginia Tech: High and Low Scores

	High	Low
Tenure	3.82 Performance based	2.74 Clarity campus citizen
Nature of work	4.56 Discretion course content	2.75 Research $ expected
Policies & practices effectiveness	4.00 Effective STC	2.32 Financial assist housing
Climate, culture, collegiality	4.14 Fairness supervisor evaluation	3.23 Senior faculty vitality
Global satisfaction	3.92 Would do it all again	3.09 CAO cares**

** 33% don't know who CAO is; 22% think it's the president

Mark McNamee is the CAO

http://www.provost.vt.edu/
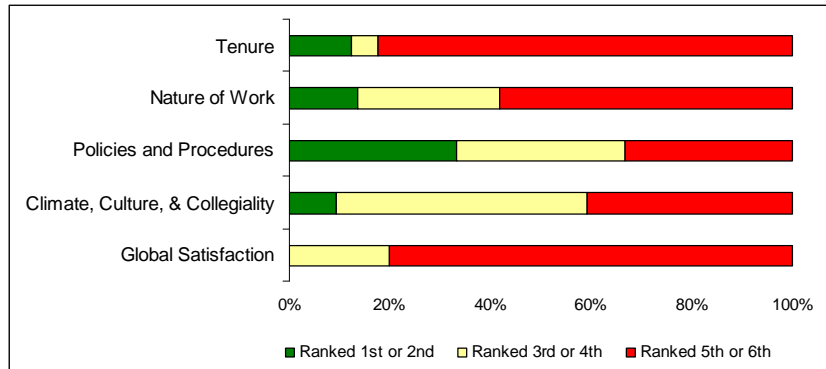
http://www.provost.vt.edu/faculty_work_life_balance.php

http://www.provost.vt.edu/documents/digital_notebook.pdf

Virginia Tech Scores

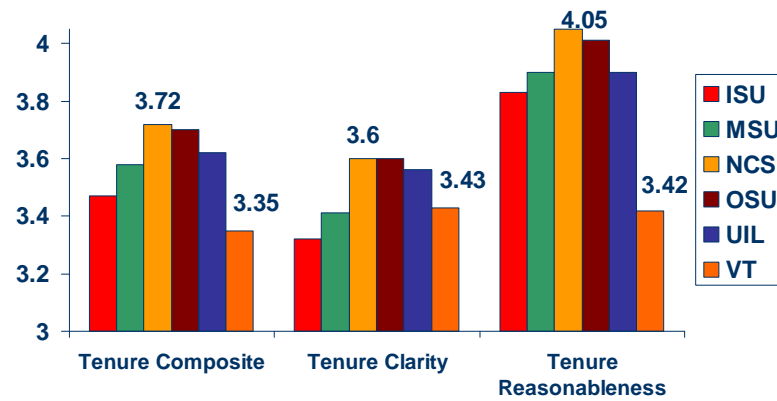|	N > 4.00	% > 4.00
Tenure	0/19	0%
Nature of work	5/17	29%
Policies & practices	1/22	4%
Climate, culture, collegiality	1/10	1%
Global satisfaction	0/5	0%

Virginia Tech's Profile By Theme

Tenure				
Nature of Work				
Policies and Procedures				
Climate, Culture, & Collegiality				
Global Satisfaction				

0% 20% 40% 60% 80% 100%

■ Ranked 1st or 2nd □ Ranked 3rd or 4th ■ Ranked 5th or 6th

Tenure Clusters

Tenure Composite
- 3.72
- 3.35

Tenure Clarity
- 3.6
- 3.43

Tenure Reasonableness
- 4.05
- 3.42

Legend:
- ISU
- MSU
- NCS
- OSU
- UIL
- VT
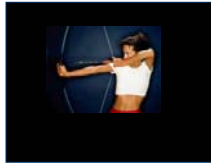
Tenure

	VT	RU/VHs
Tenure standards	3.21	3.27
Tenure criteria	3.58	3.60
Tenure process	3.69	3.69
Body of evidence for tenure	3.54	3.45
One's own prospects	3.82	3.71

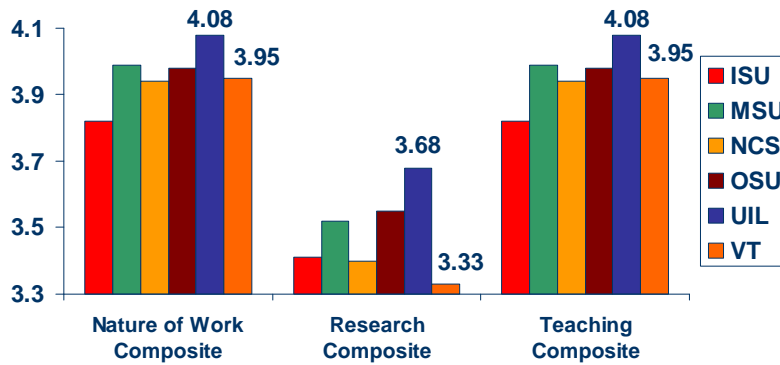Virginia Tech is right in the pack on these dimensions

Tenure
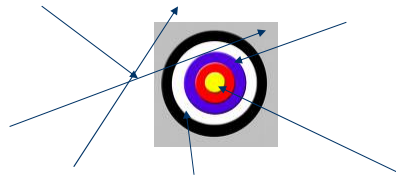
Clarity of expectations for…		VT	RU/VHs
Scholarship	Sig <	3.61	3.87
Teaching	Sig <	3.48	3.69
Advising		3.15	3.23
Colleagueship	Sig <	2.99	3.21
Broader community membership		2.89	2.97
Campus citizenship	Sig <	2.74	3.15

Tenure
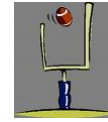
Reasonableness of expectations for…		VT	RU/VHs
Scholarship	Sig <	3.50	3.91
Teaching	Sig <	3.78	4.03
Advising	Sig <	3.40	3.81
Colleagueship	Sig <	3.68	3.84
Broader community membership	Sig <	3.29	3.66
Campus citizenship	Sig <	3.26	3.71

# Composite Scores: Nature of Work Overall, Research, and Teaching

Legend: ISU, MSU, NCS, OSU, UIL, VT

Nature of Work Composite: 4.08, 3.95
Research Composite: 3.68, 3.33
Teaching Composite: 4.08, 3.95

Virginia Tech Nature of Work: Research

Rank Among Peers and All Universities Percentile	Among Peers	All Univ's
Amount of time for research	4th	72nd
Amount of outside funding expected	6th	22nd
Influence over research focus	6th	17th

Amount of outside funding expected < Sig

  VT Mean = 2.75   RU/VHs = 3.01

Influence over research focus

  VT Mean = 4.26   RU/VHs = 4.45 < Sig

Policy Effectiveness and Compensation
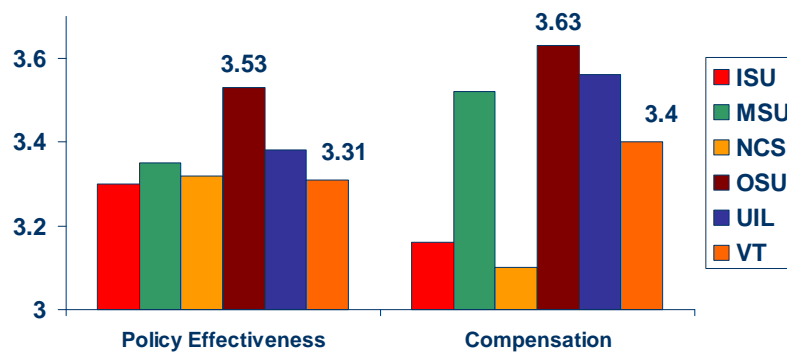
Gender and Race Differences re: Policy Importance

- 5 of 16 policies are significantly more important to females than to males at Virginia Tech.
  - Travel funds
  - Research leave and personal leave
  - Upper limit on committee assignment
  - Stop the clock provisions
- 1 policy was significantly more important to faculty of color than to white faculty at Virginia Tech.
  - Spousal/partner hiring program
- 1 policy was significantly more important to white faculty than to faculty of color at Virginia Tech.
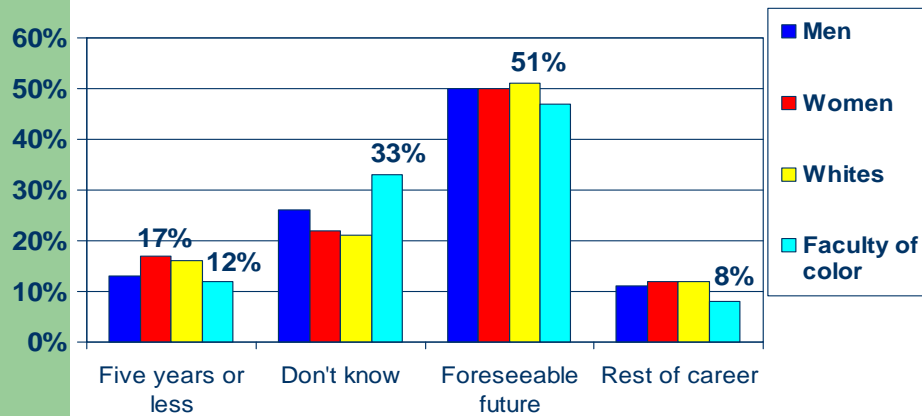 - Formal periodic reviews

Work-Family and Collegiality
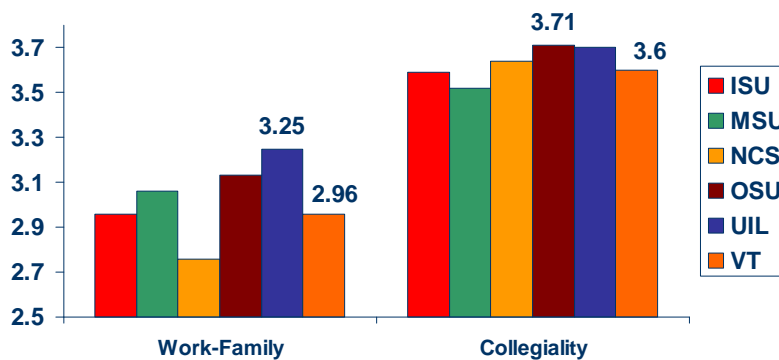
Compensation and Family Matters

	VA Tech	RU/VHs
Compensation	3.40	3.23
Institution & having children Sig >	3.19	2.85
Institution & raising children	2.86	2.71
Balance work & home [VT females < Sig VT males] 2.30 v. 2.93	2.66	2.81
Departmental colleagues & having children	3.35	3.41
Departmental colleagues & raising children	3.28	3.36

Assuming tenure, how long stay?

Legend:
- Men
- Women
- Whites
- Faculty of color

Five years or less: 17%, 12%
Don't know: 33%
Foreseeable future: 51%
Rest of career: 8%

Why Five Years or Less?

- Better geographic location [6]
- Move up/better institution [4]
- Better fit/more supportive place [2]
- Few opportunities for spouse [2]
- Better pay [2]
- Burnout/unrelenting pressure for the impossible top 30 [2]
- Unfair P&T
- Lazy senior faculty
- Want to teach UGs and VT does not care about that
- University and departmental climate
- Commute

Comparing VT Junior Faculty to Others

1. VT has a relatively young faculty, with less experience on the tenure-track
2. VT wants to be a top-30 research university, but has less support for research and higher demands for teaching, service, and outreach.
3. This mission shift (?) may have come as a surprise to some and others may have been naïve about its impact.
4. As a land-grant institution, outreach is important but it may not be clear to some about how that affects T&P (especially in light of 2 and 3 above).
5. There isn't much formal mentoring going on, so junior faculty may feel confused, isolated, and adrift.

What GenX Faculty Wants

- Clarity
  - Write it down and commit – performance feedback in writing
  - Be transparent; illuminate the path to success
- Community
  - Pay attention to colleagueship
  - Connect people across campus
- Diversity
  - Hire for it; promote for it
  - Train search committees
- Equity
  - Foster mentoring across difference
  - Train re: unconscious bias
  - Level the playing field
- Flexibility
  - Flextime; adapt the workplace
- Interdisciplinarity
  - Provide paths to tenure & promotion for this work
  - Provide support for collaboration across discipline lines

What Works

- **Institute Effective Mentoring Programs**
  - Helps with clarity, community, and success
- **Create a Climate of Respect and Support**
  - Messaging that "We want and expect you to succeed here."
  - Back up that message with clear and realistic expectations; orientation; lunches/events; showcasing junior faculty research
- **Ensure Effectiveness of Policy Formation and Implementation**
  - Design
  - Communicate
  - Measure results/seek feedback
  - Train chairs
  - Hold deans and chairs accountable
- **Have Equity Advisors**
  - Watch for balanced workload

Let's Talk!

Q & A Session