

Virginia Tech Faculty Perceptions: The 2012 COACHE Survey

Pre-tenure Faculty Highlights

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 77 universities nationwide

COACHE Survey Overview

- 1298 instructional and research faculty hired at Virginia Tech before Jan 2012 were surveyed in fall 2012
- Results provide descriptive statistics and significant differences within institution by
 - Gender and race
 - Tenure status
 - Academic rank

Selected Peer Institutions

Virginia Tech chose five peer institutions to compare survey results:

- North Carolina State University
- Purdue University
- SUNY – University at Buffalo
- University of California, Davis
- University of Missouri - Columbia

Population Demographics

	Virginia Tech			All Universities
	Total Population	Responses	Response Rate	Response Rate
Overall	1298	648	53%	50%
Men	940	472	50%	47%
Women	358	212	59%	57%
Pre-tenure	269	149	55%	53%
Tenured	1029	535	52%	49%

COACHE Survey Themes

Survey questions focus on 20 major themes:

- Nature of work:
 - Research
 - Teaching
 - Service
- Facilities and work resources
- Personal and family benefits
- Health and retirement benefits
- Interdisciplinary work
- Collaboration
- Mentoring

COACHE Survey Themes

Survey questions focus on 20 major themes:

- Tenure
 - Policies
 - Reasonableness
 - Clarity
- Promotion
- Leadership
 - Senior
 - Division
 - Department
- Department
 - Engagement
 - Quality
 - Collegiality
- Appreciation and Recognition

Areas of Strength at Virginia Tech

(1st or 2nd among peers, top 30% of universities)

- Nature of work: Research
- Interdisciplinary work*
- Collaboration
- Mentoring
- Department quality



Areas of Concern at Virginia Tech

(below the mean of participating universities)

- Tenure clarity
- Leadership
- Departmental collegiality



Virginia Tech Trends: 2009 vs. 2012

- Improving
 - Clarity and reasonableness of tenure expectations
 - *Due to changes in the survey instrument, many questions are not comparable to previous versions*



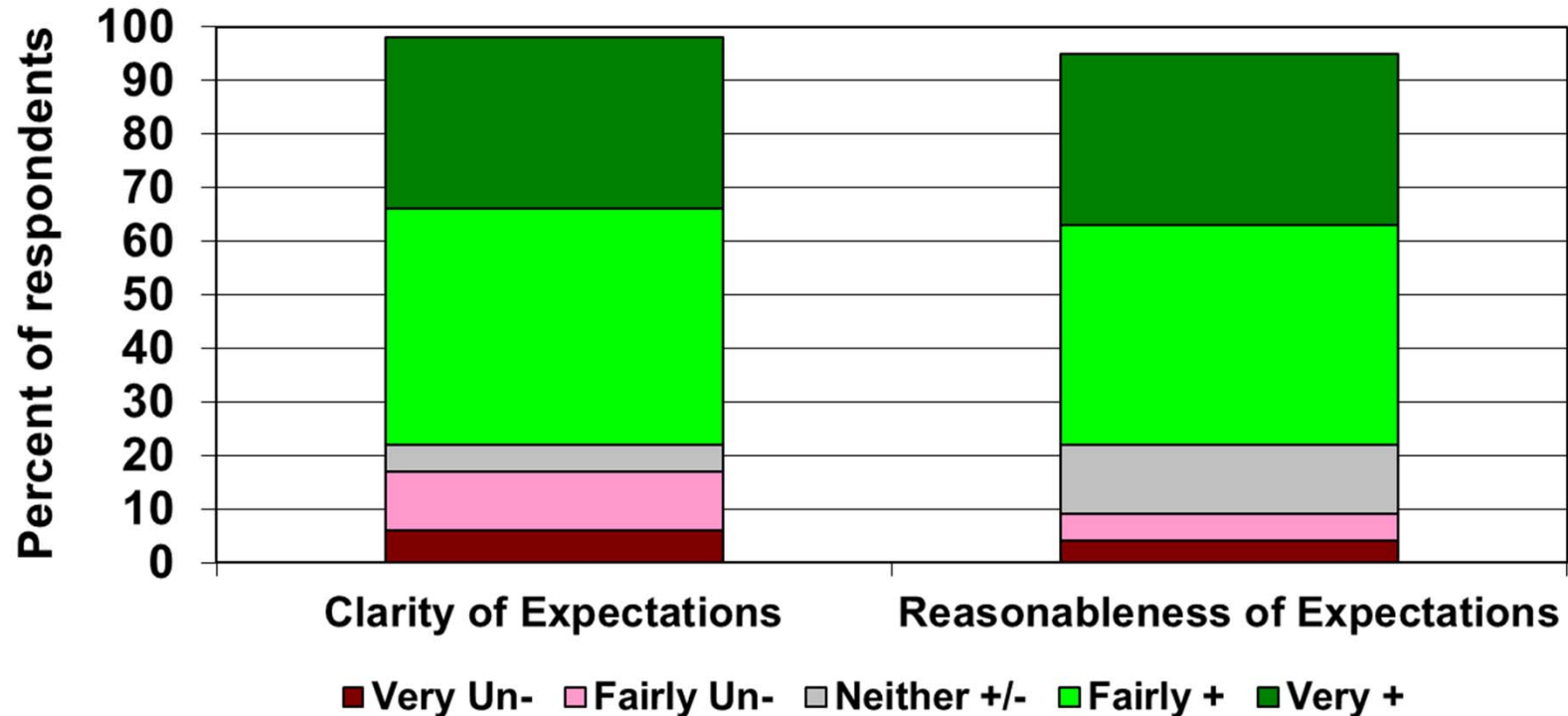
Tenure policies and practices

Tenure related questions

- How satisfied are you with:
 - The clarity of the tenure process in your department
 - The clarity of the tenure criteria (what things are evaluated) in your department
 - The clarity of the tenure standards (the performance threshold) in your department
 - The clarity of the body of evidence (the dossier's contents) that will be considered
 - The clarity of whether or not you will receive tenure
- I have received consistent messages from tenured faculty about the requirements for tenure
- Tenure decisions here are made primarily on performance-based criteria

Perceived Clarity and Reasonableness of Expectations as a Scholar

Pre-tenure faculty find what's expected of them as a scholar to be relatively clear and reasonable.



Clarity of Tenure Expectations

Is what's expected of you in order to earn tenure CLEAR to you regarding your performance as a:

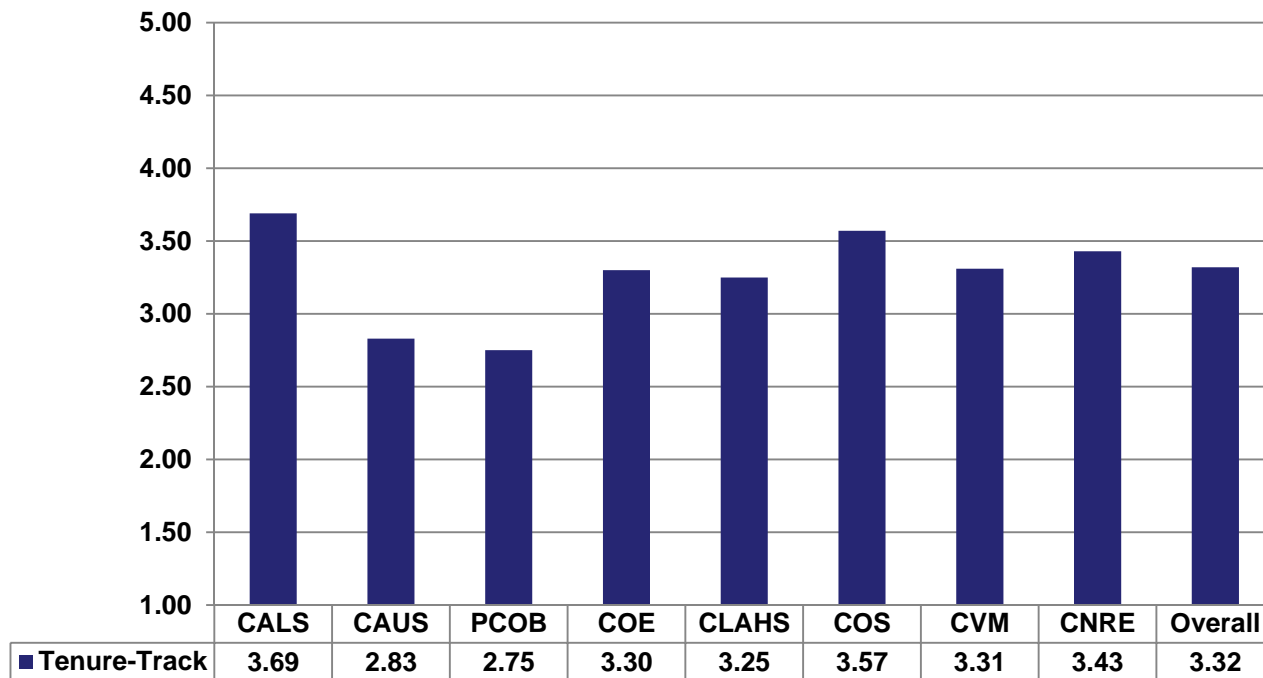
	% Somewhat or Very Clear		
	Us	Peers	All
Teacher	69	71	71
Colleague in the department	48	48	49
Campus citizen	38	37	40
Member of the community	31	36	34

Transparency of the Tenure Process

Junior faculty believe tenure decisions are made based on performance but report mixed messages from colleagues.

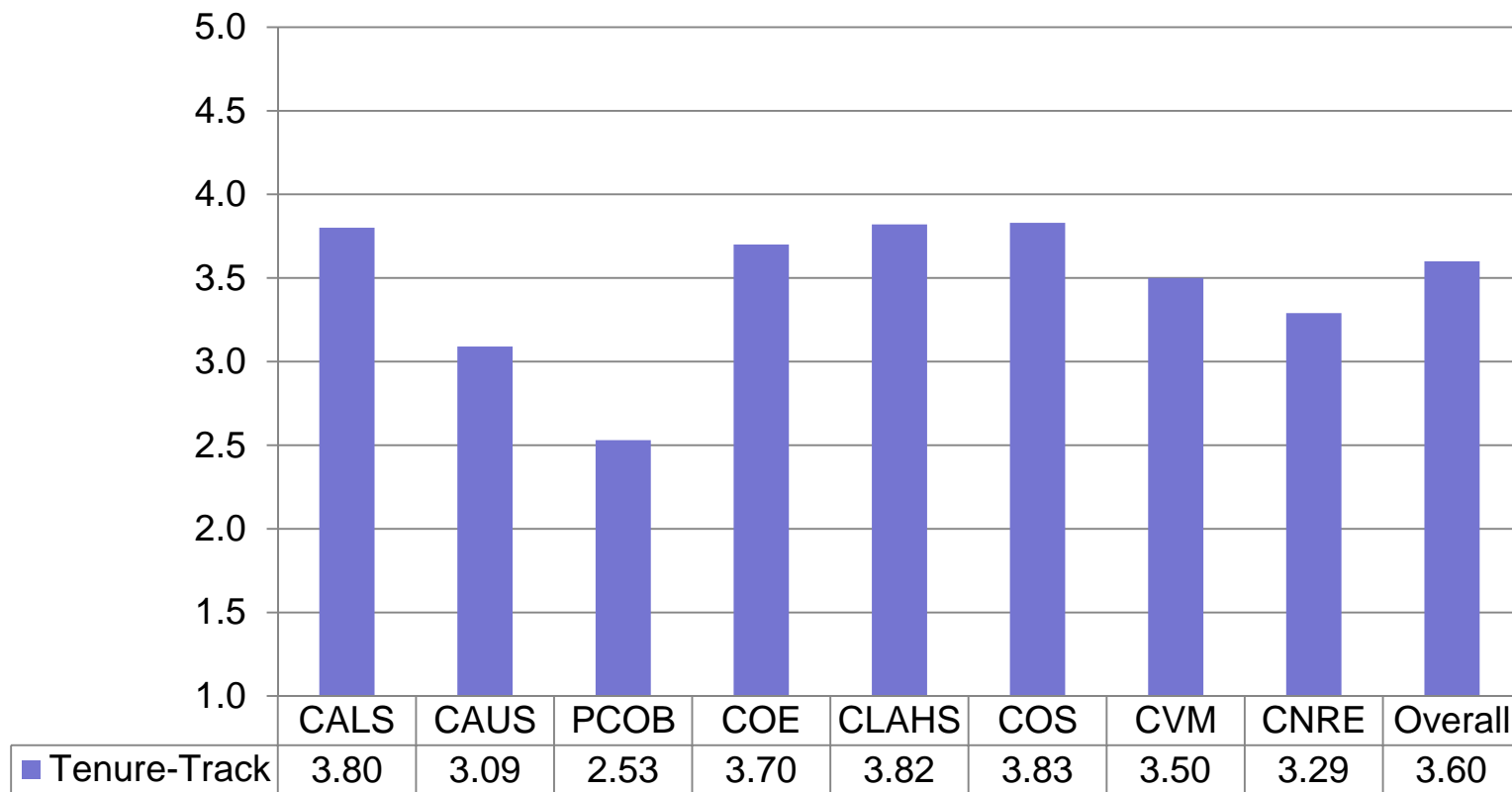
	% agree		
	Us	Peers	All
I have received consistent messages from tenured faculty about the requirements for tenure.	50	48	48
In my opinion, tenure decisions here are made primarily on performance-based criteria (e.g., research/creative work, teaching, and/or service) rather than on non-performance based criteria (policies, relationships, and/or demographics).	69	61	61

Overall Perception of Tenure *Clarity* (Pre-Tenure Faculty Only)

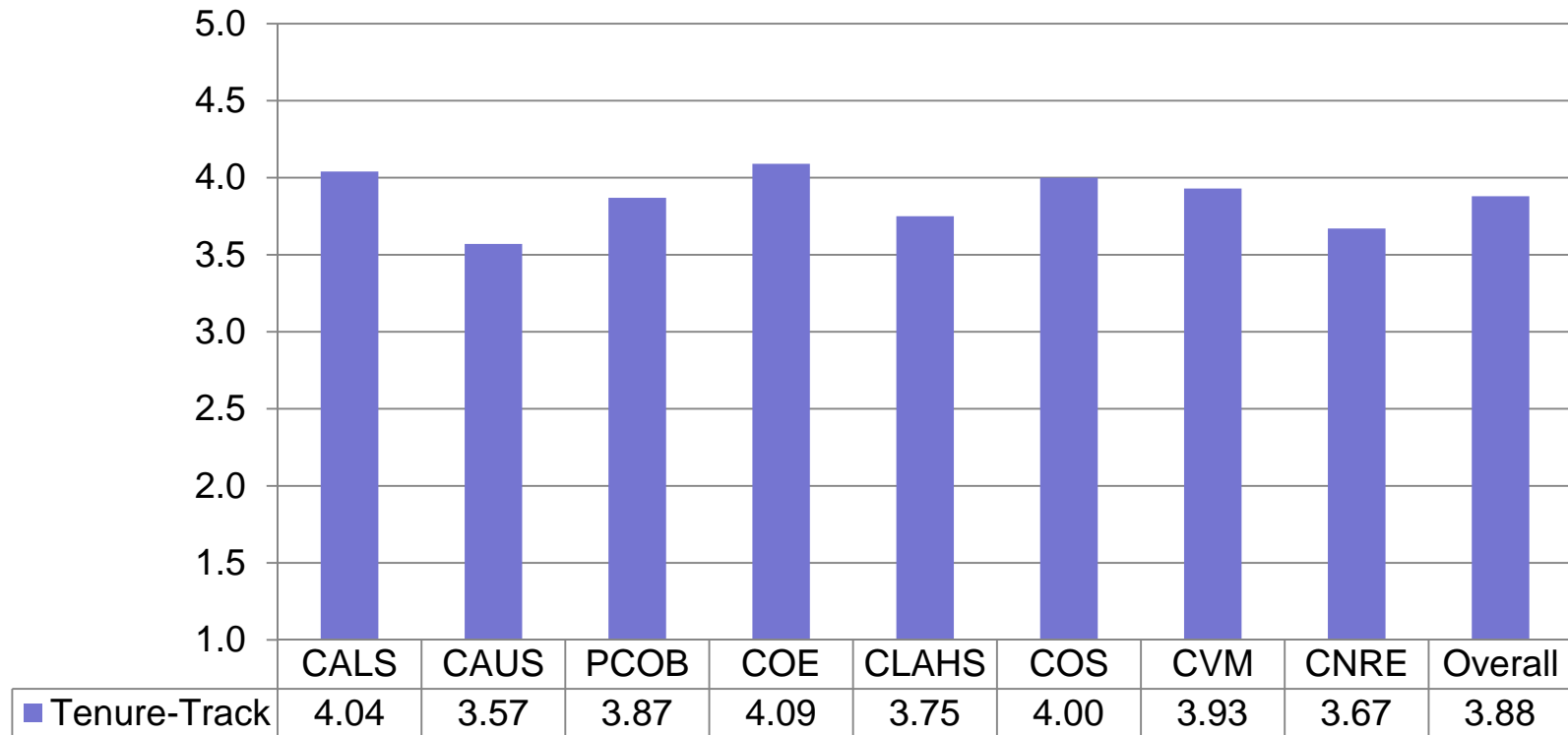


Mean response by college (5 = very clear/1 = very unclear)

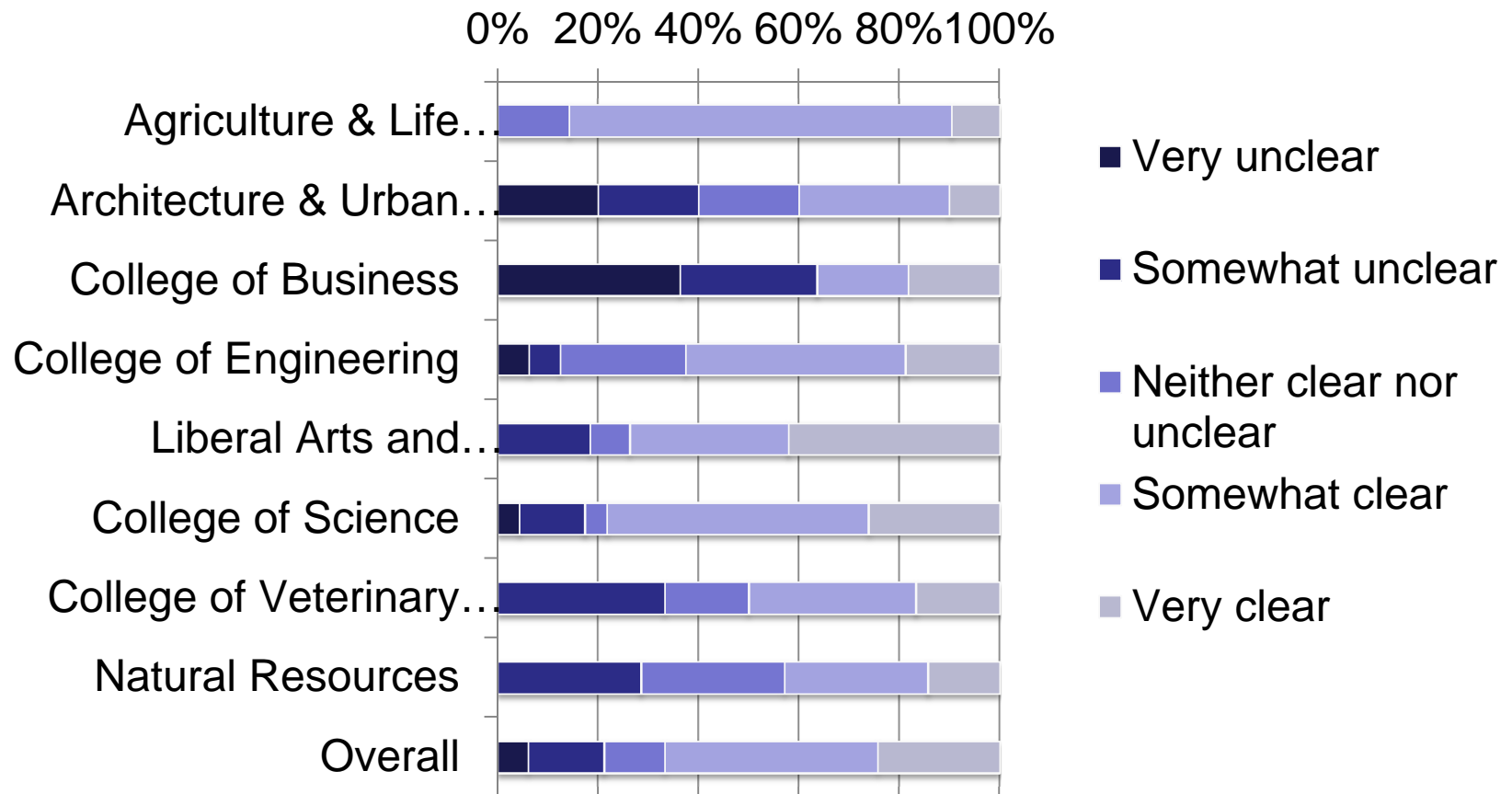
Overall Perception of Tenure *Policies* (Pre-Tenure Faculty Only)



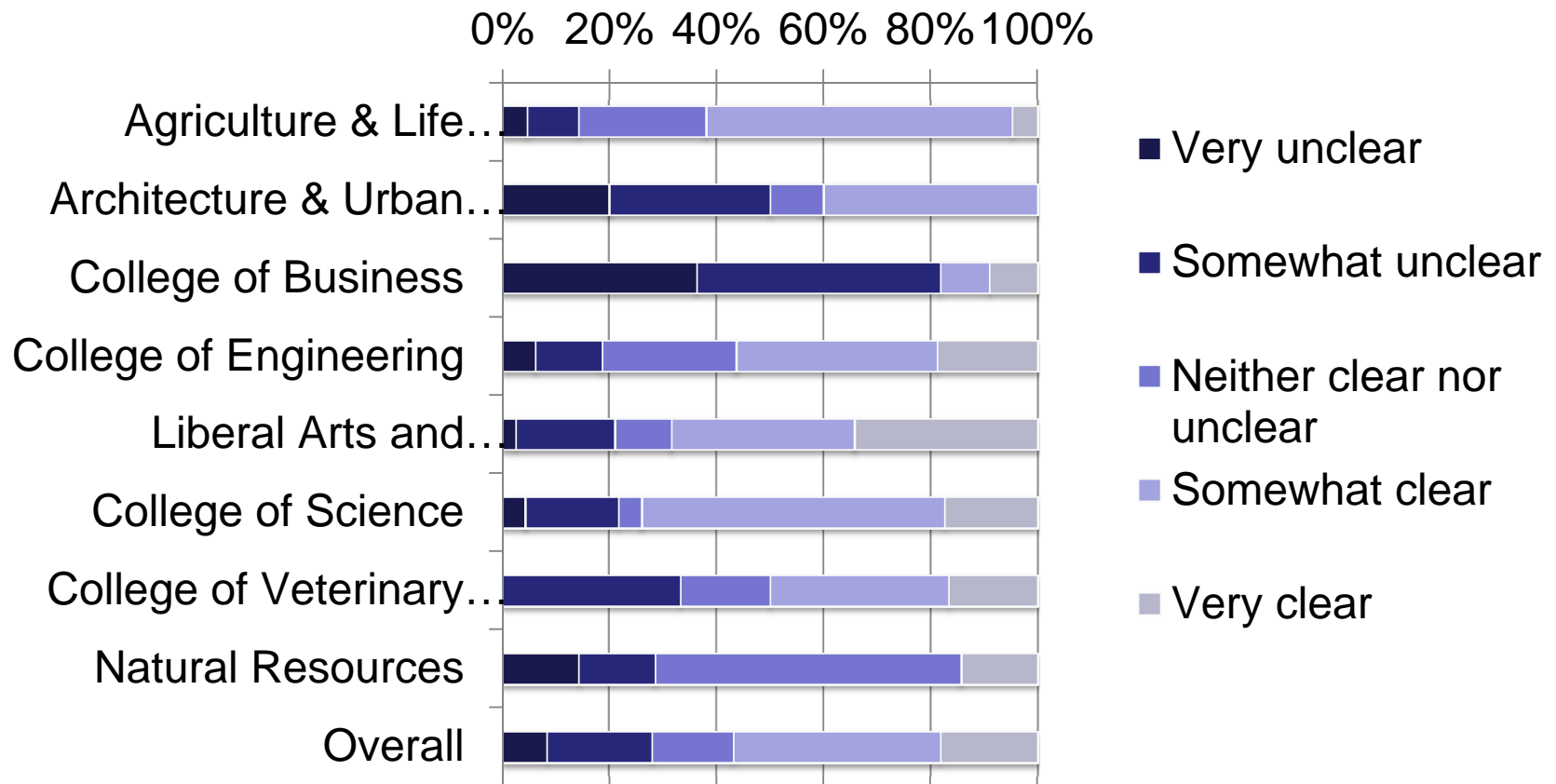
Overall Perception of Tenure Reasonableness (Pre-Tenure Faculty Only)



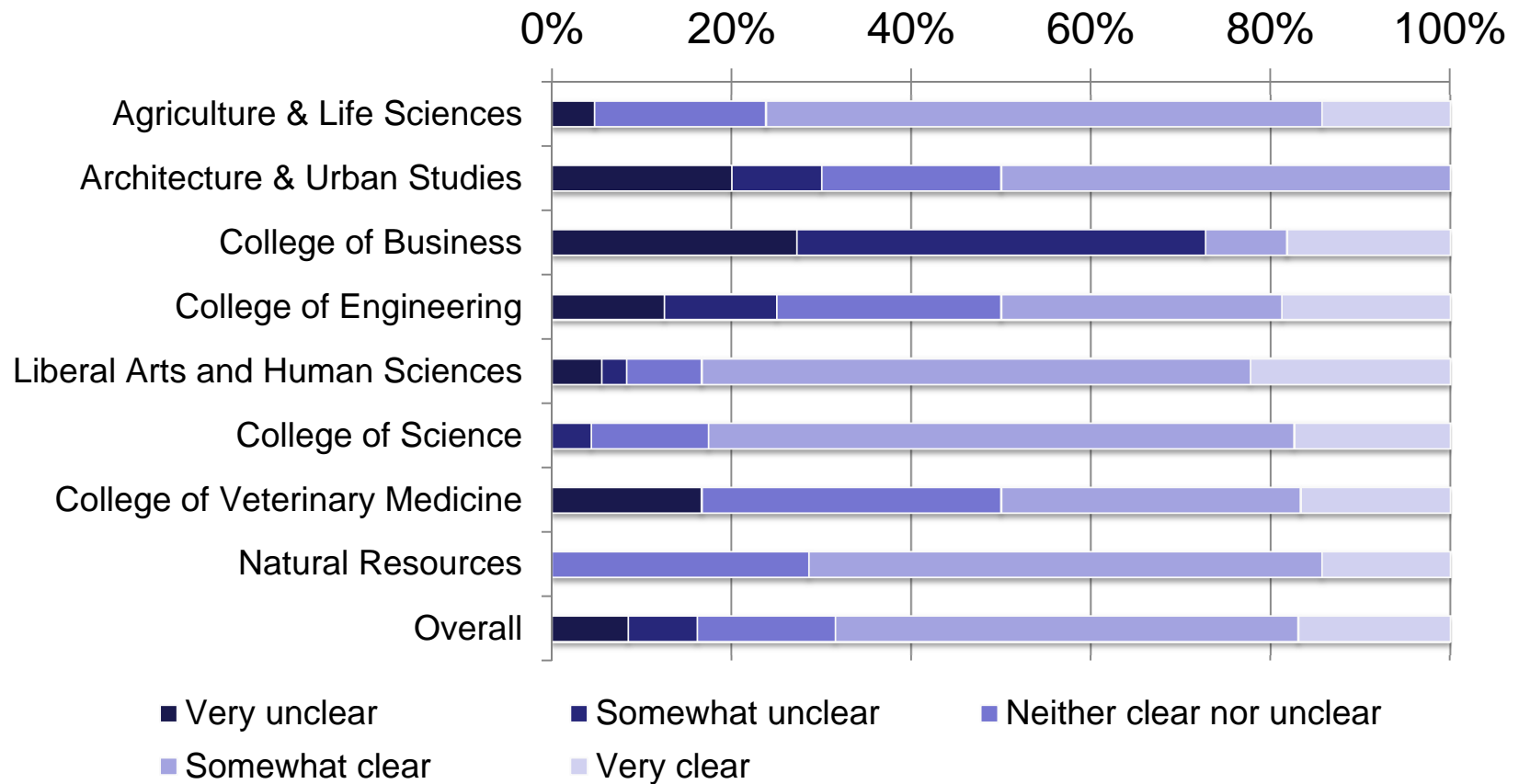
Q136b*. Please rate the clarity of the tenure criteria (what things are evaluated) in your department.



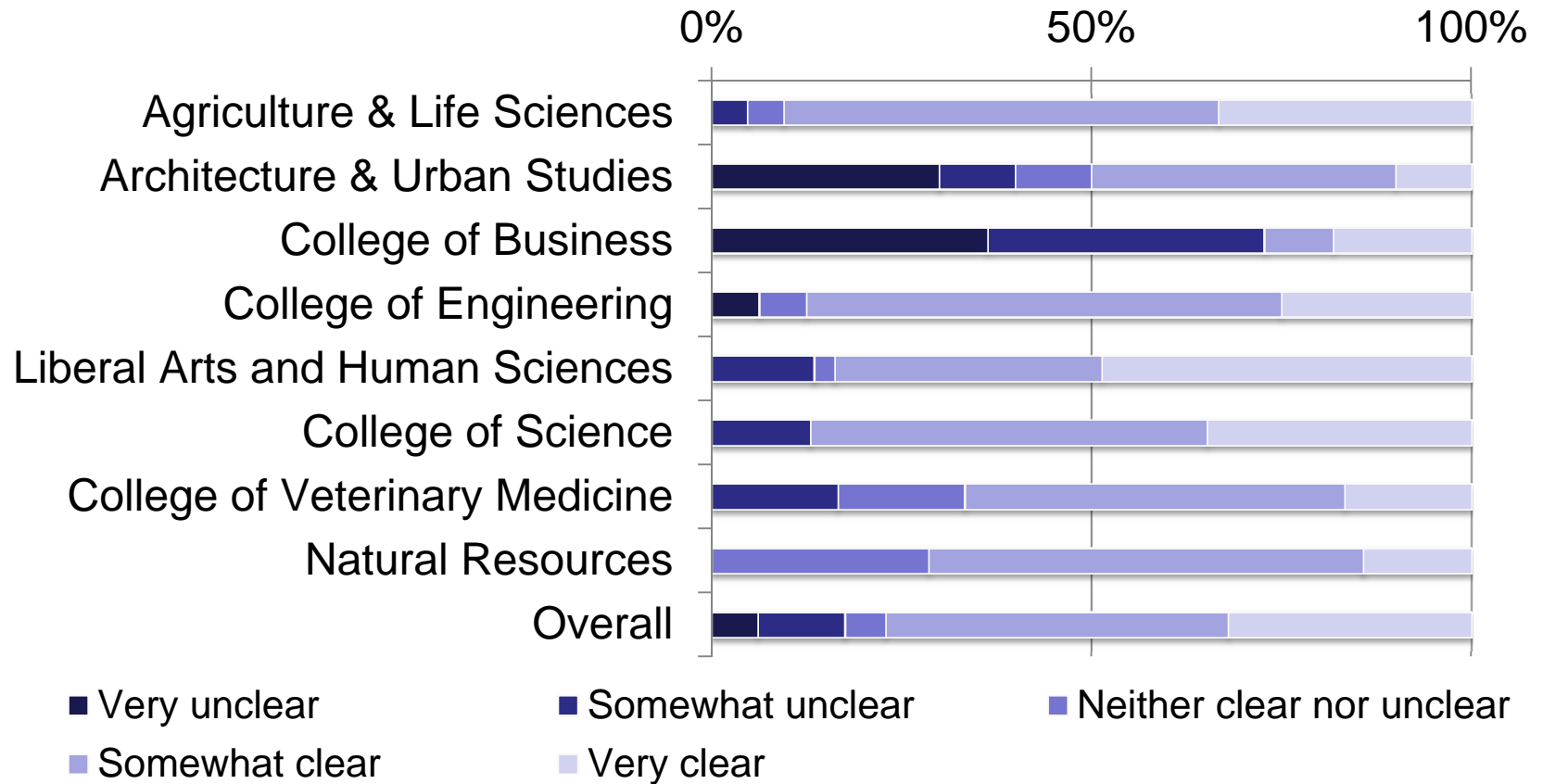
Q136c*. Please rate the clarity of the tenure standards (the performance thresholds) in my department.



Q136e*. Please rate the clarity of your sense of whether or not you will achieve tenure in your department.

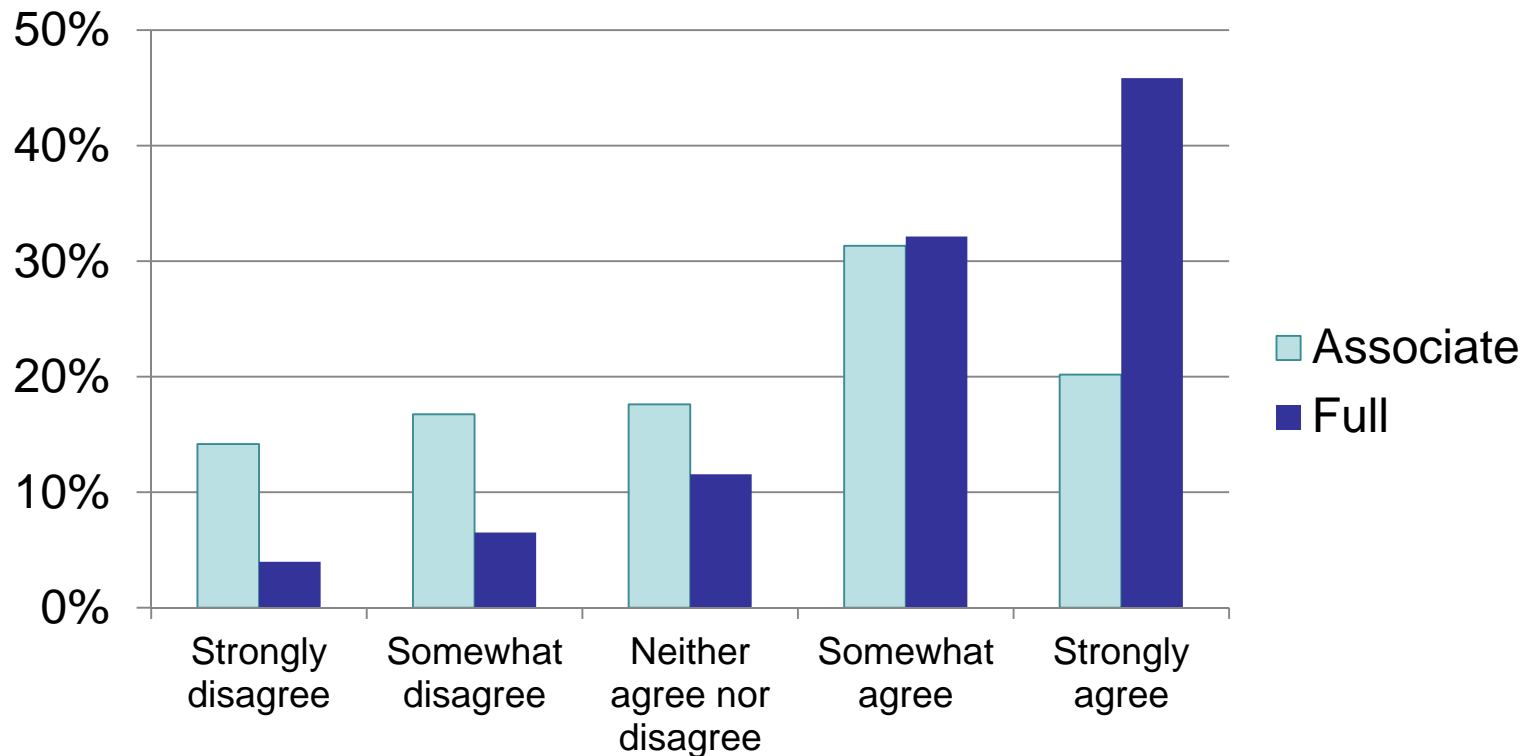


Q137a*. Is what's expected in order to earn tenure clear to you regarding your performance as a scholar?

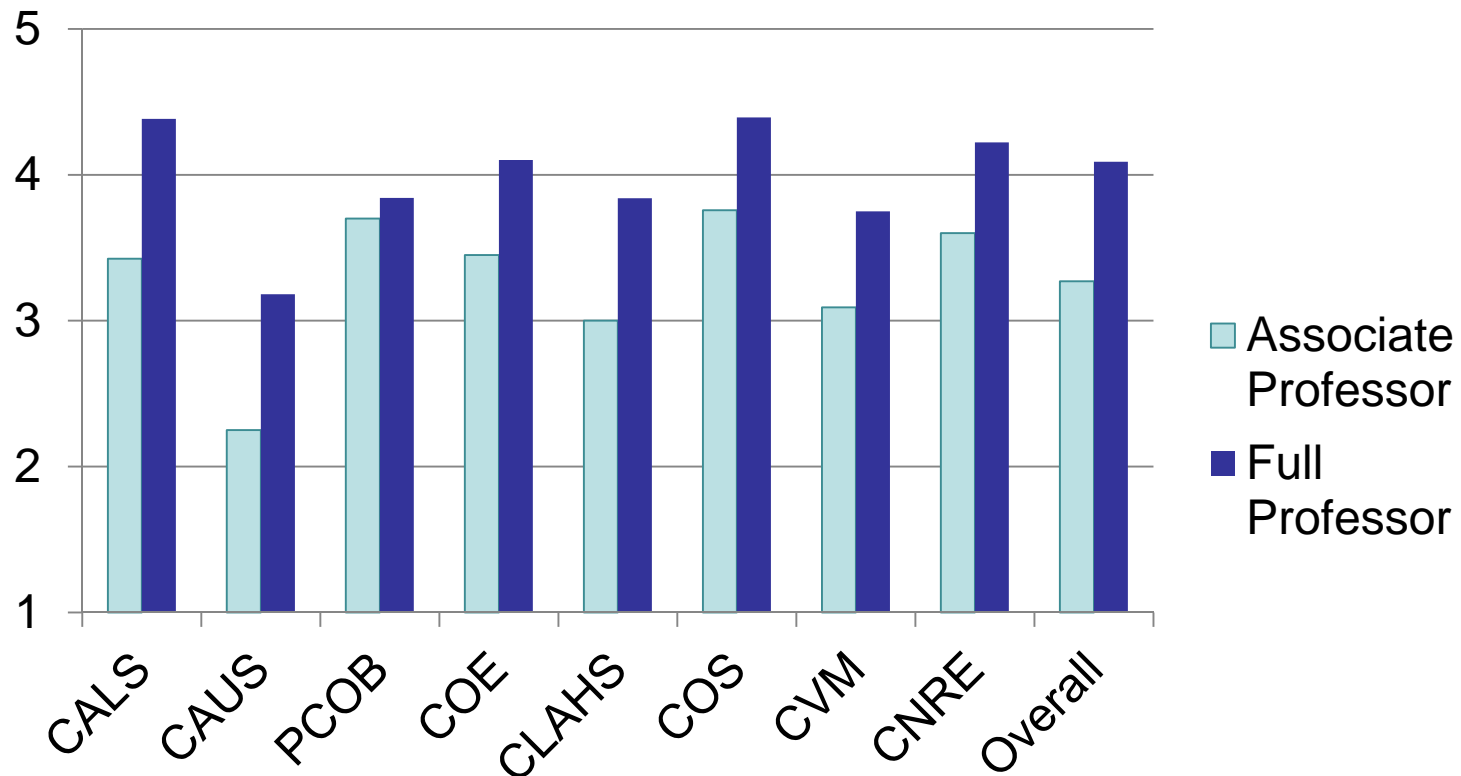


Promotion

Associate professors are encouraged to work towards promotion

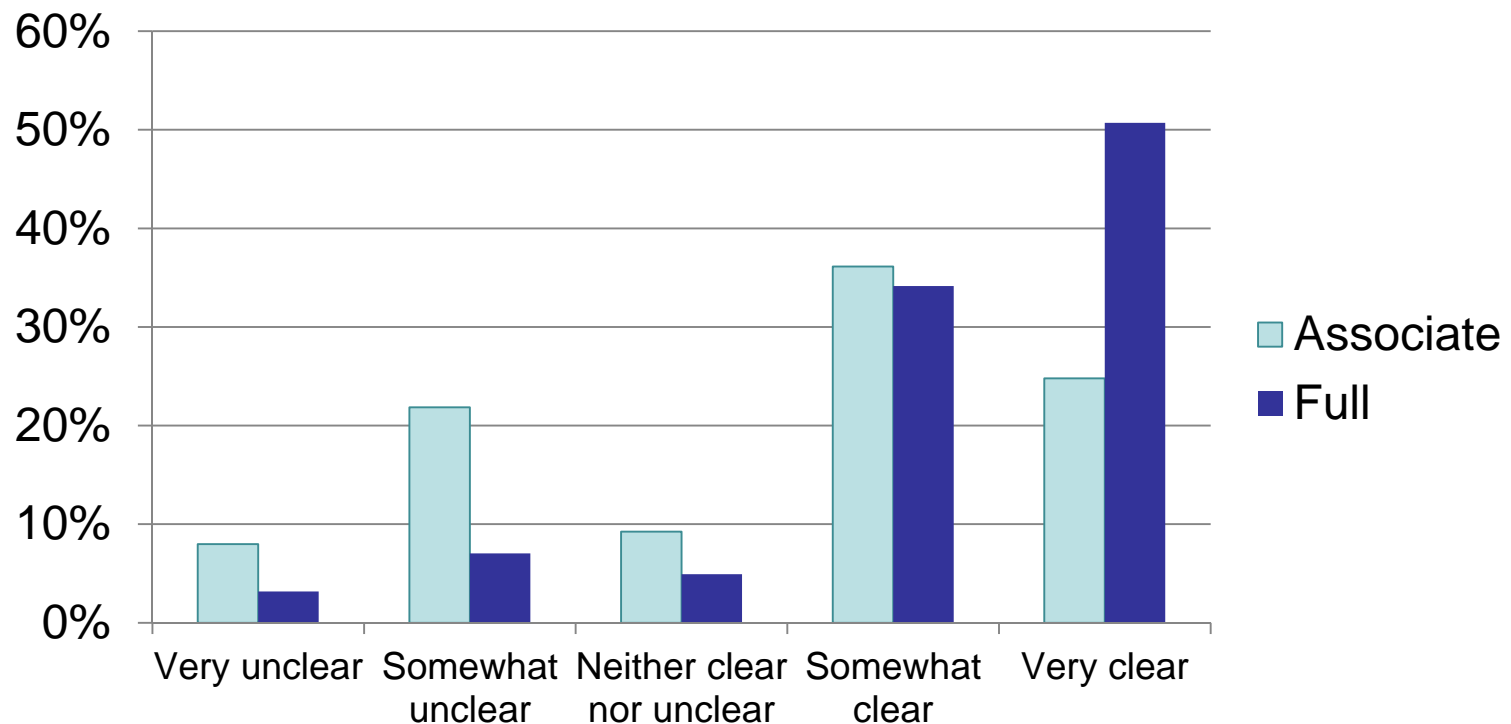


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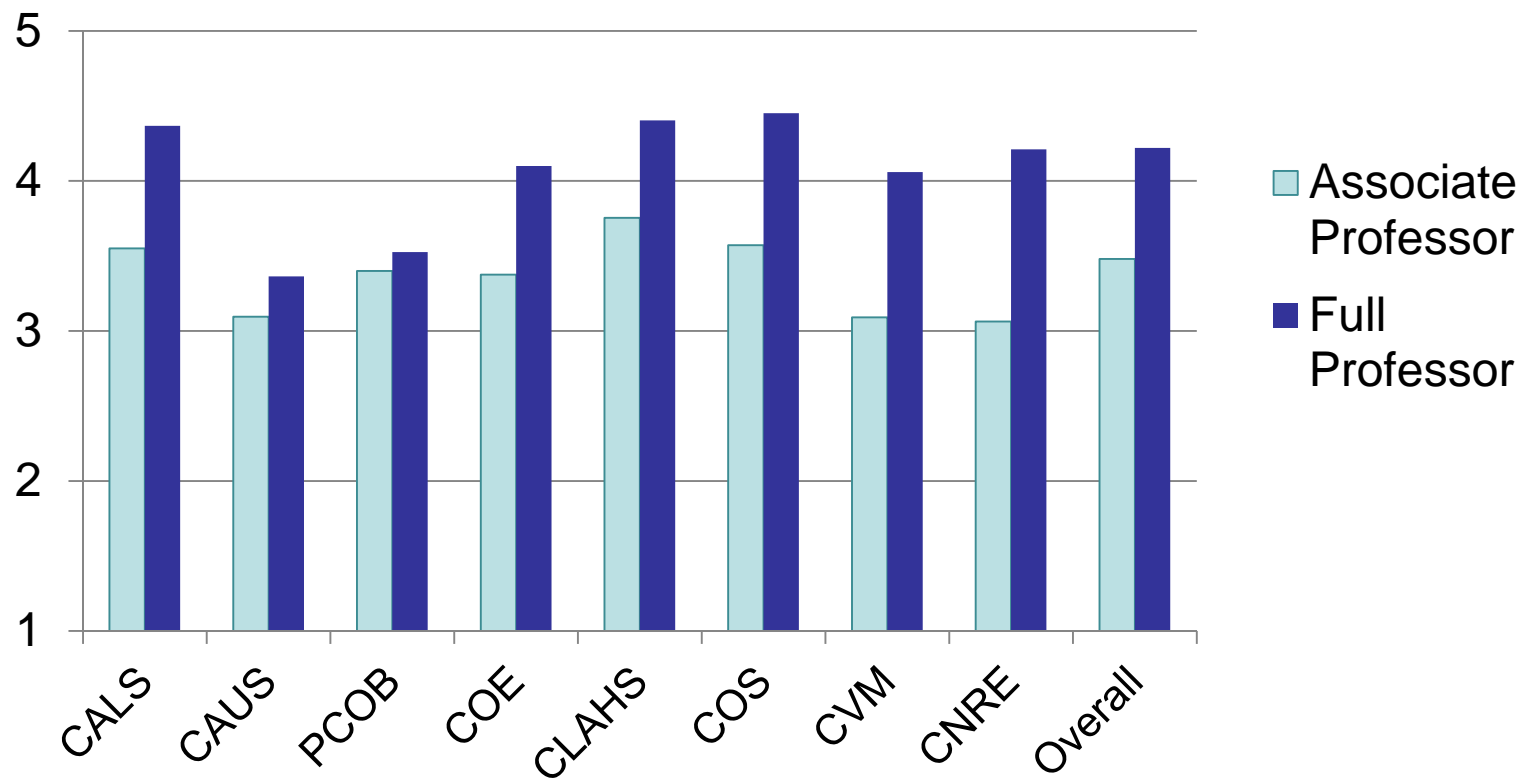


1 = strongly disagree; 5 = strongly agree

The *promotion process* from associate to professor in my department is *clear*



The *promotion process* from associate to professor in my department is *clear*

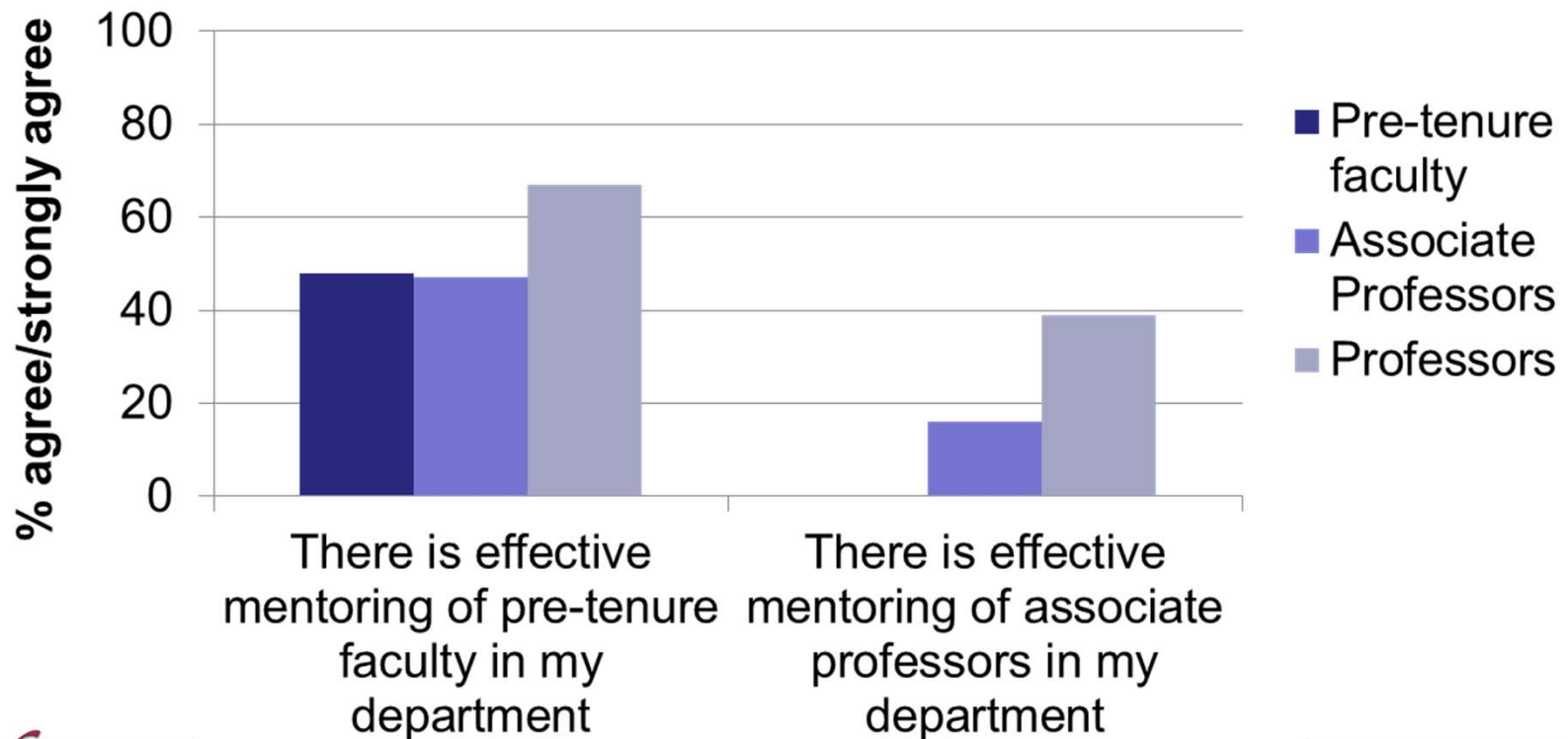


1 = very unclear; 5 = very clear

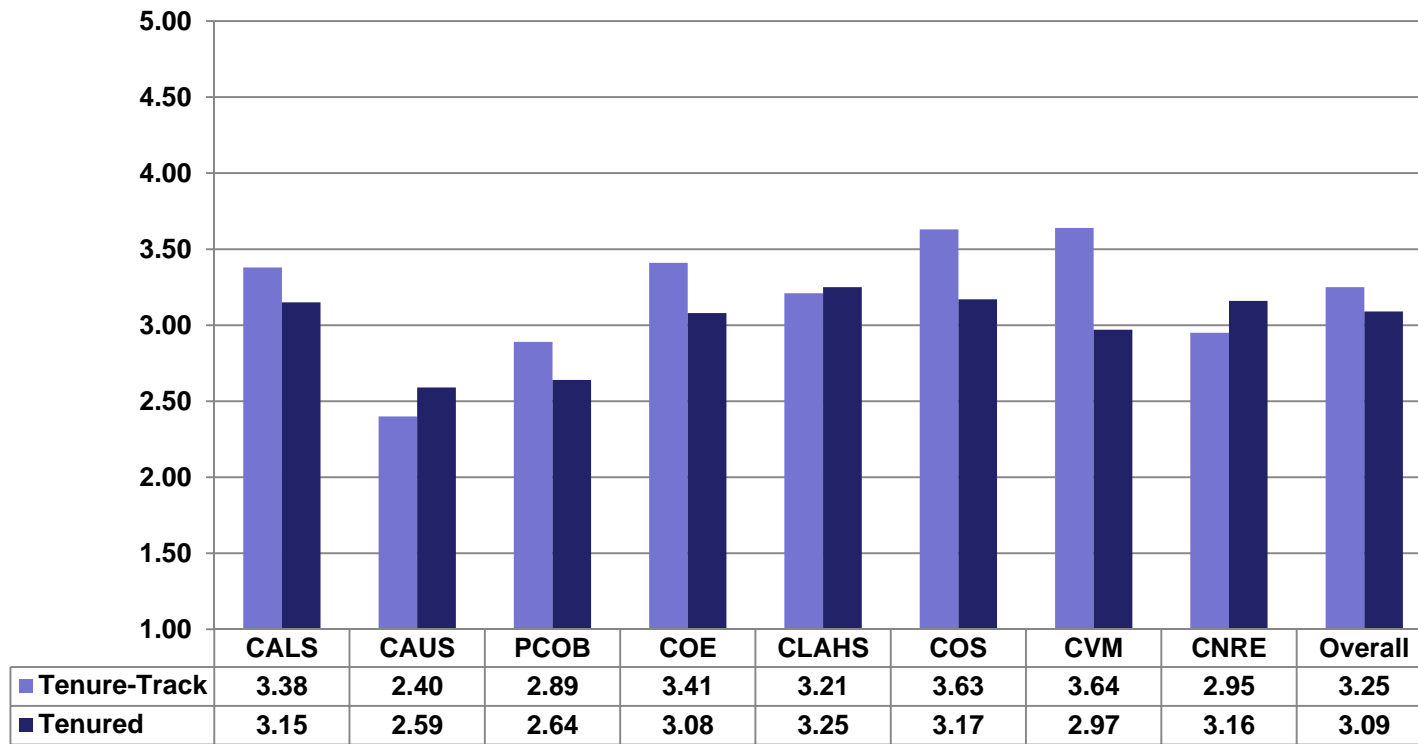
Mentoring

Mentoring

Senior faculty may not be doing as good a job as they think they are...

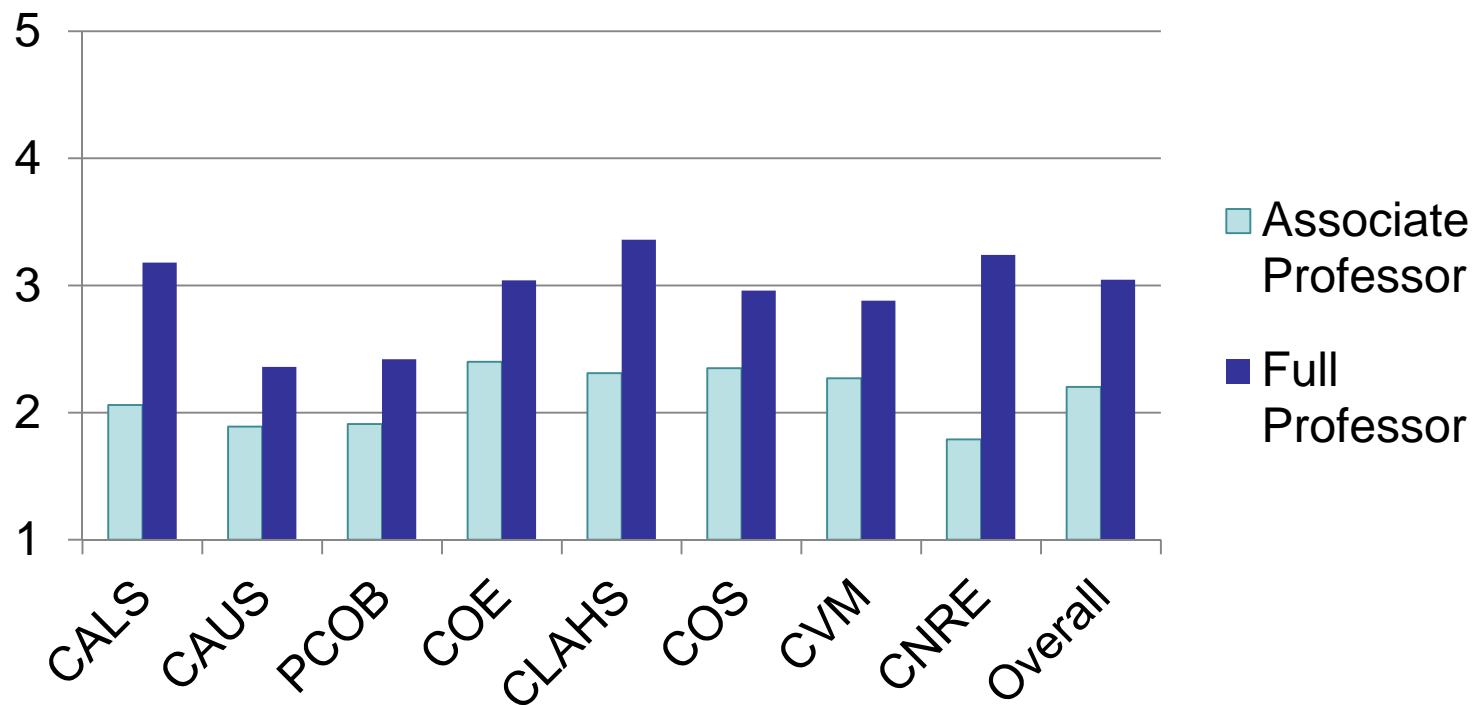


Overall Perception of Mentoring (Pre-tenure vs. Tenured Faculty)



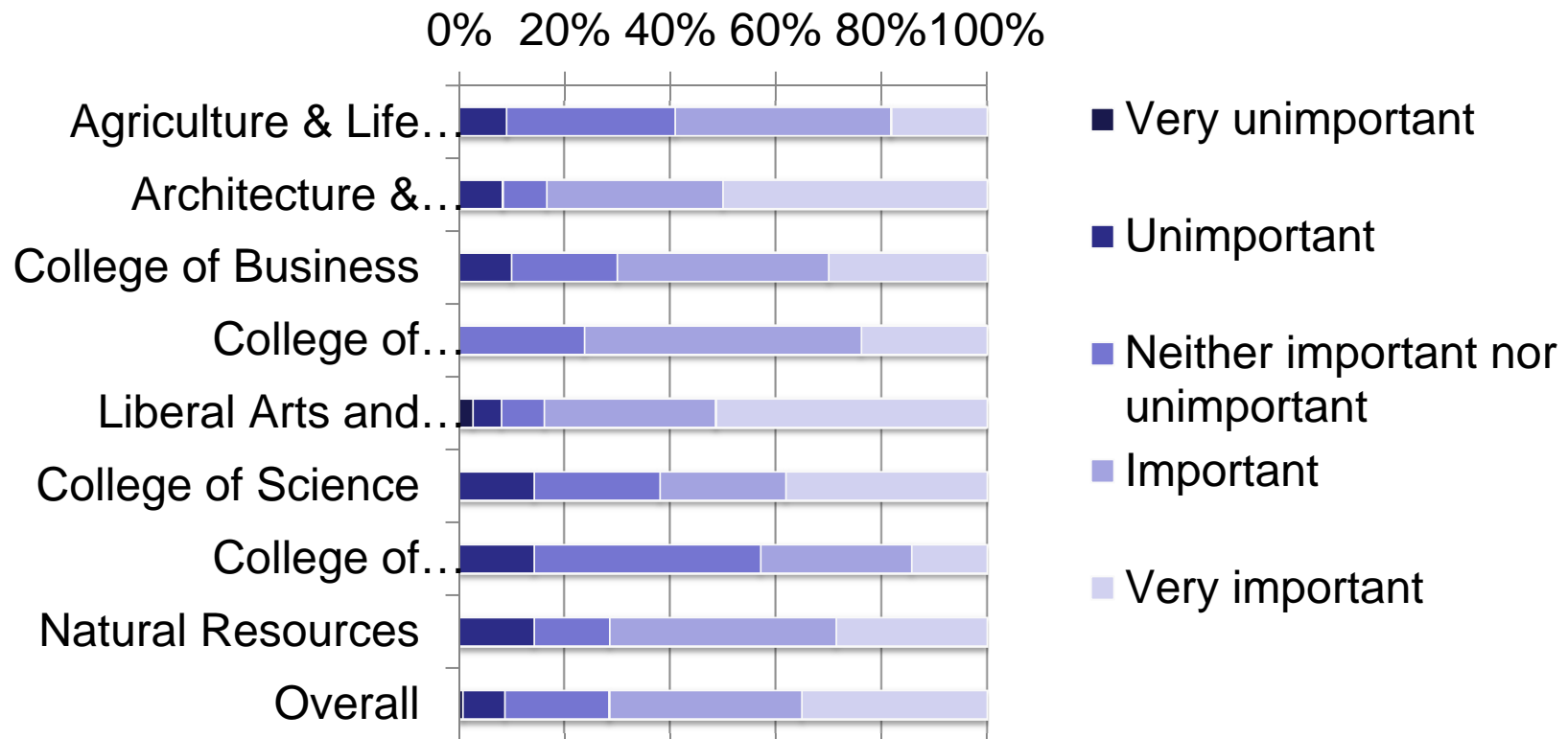
Mean response by college

There is effective mentoring of tenured *associate professors* in my department

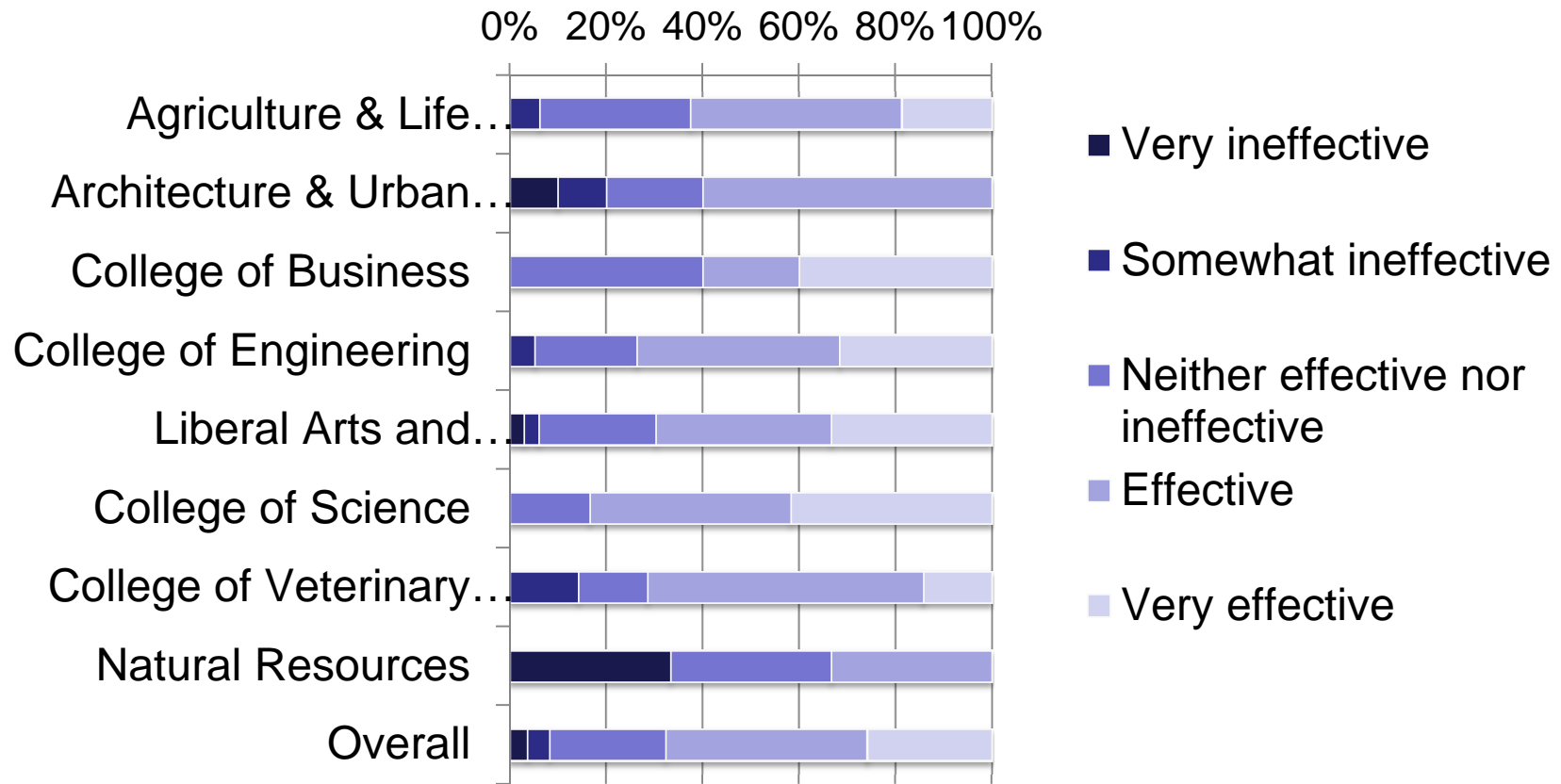


1 = strongly disagree; 5 = strongly agree

Q120c. Please indicate how important or unimportant having a mentor or mentors outside your institution is to your success as a faculty member.



Q125c. Please rate the effectiveness or ineffectiveness of mentoring from someone outside your institution.

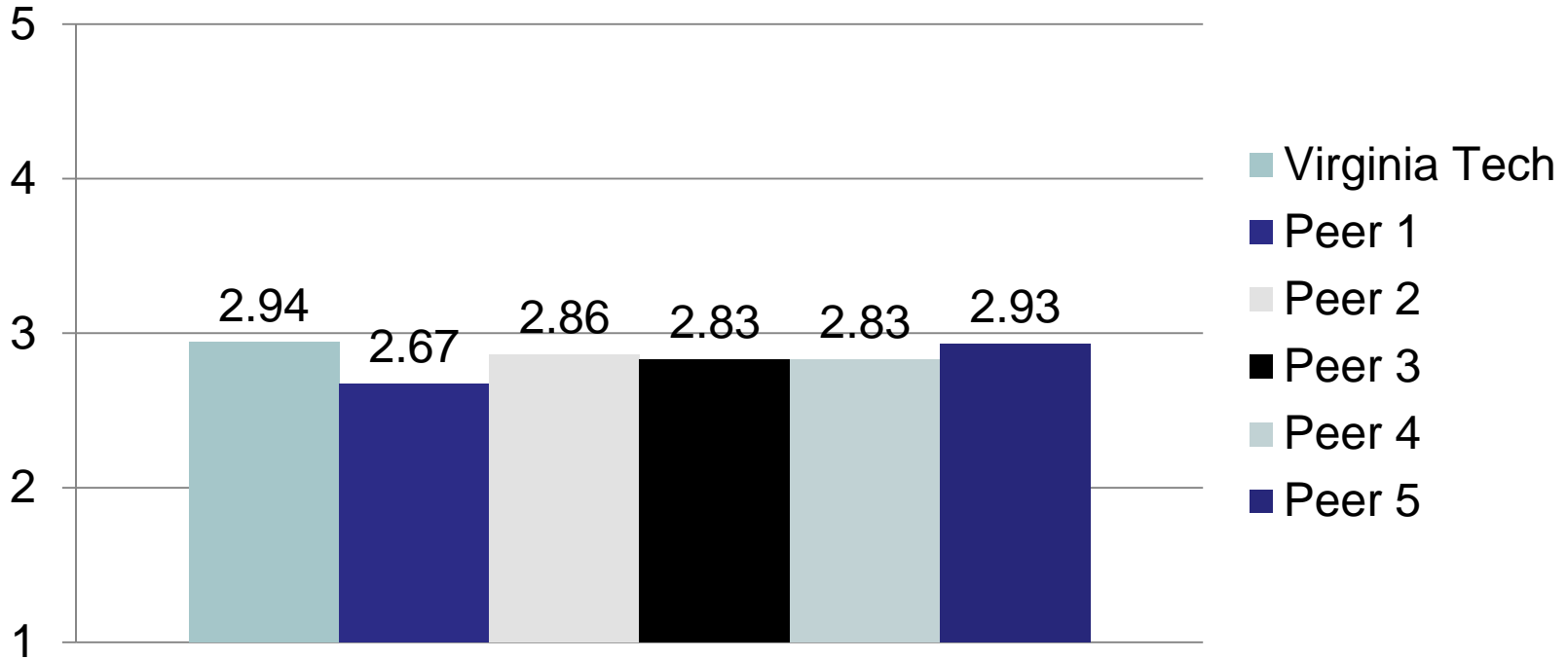


Interdisciplinary Work

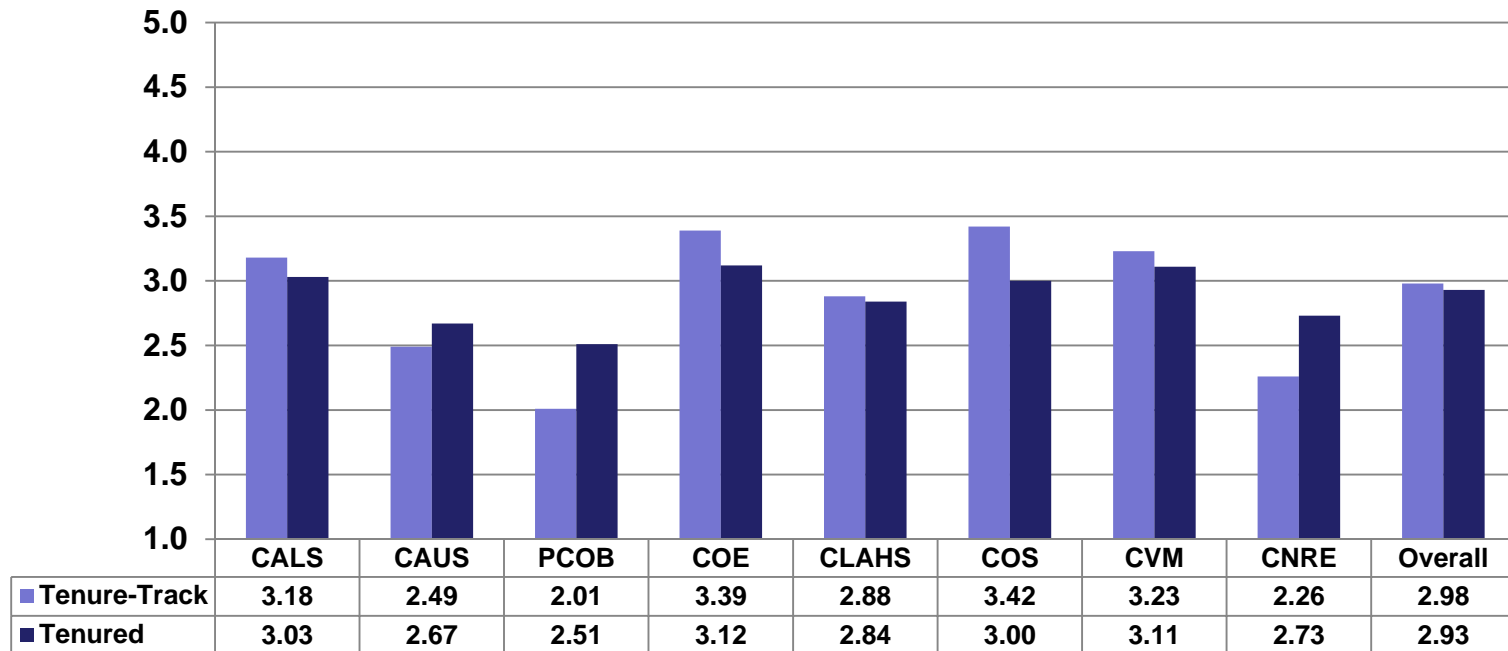
Questions (agree/disagree):

- Budget allocations encourage interdisciplinary work
- Campus facilities (space, buildings, labs) are conducive to interdisciplinary work
- Interdisciplinary work is rewarded in the merit process
- Interdisciplinary work is rewarded in the promotion process
- Interdisciplinary work is rewarded in the tenure process
- My department understands how to evaluate interdisciplinary work

Overall Perception of Interdisciplinary Work (Virginia Tech vs. Peers)



Overall Perception of Interdisciplinary Work (Pre-tenure vs. Tenured Faculty)

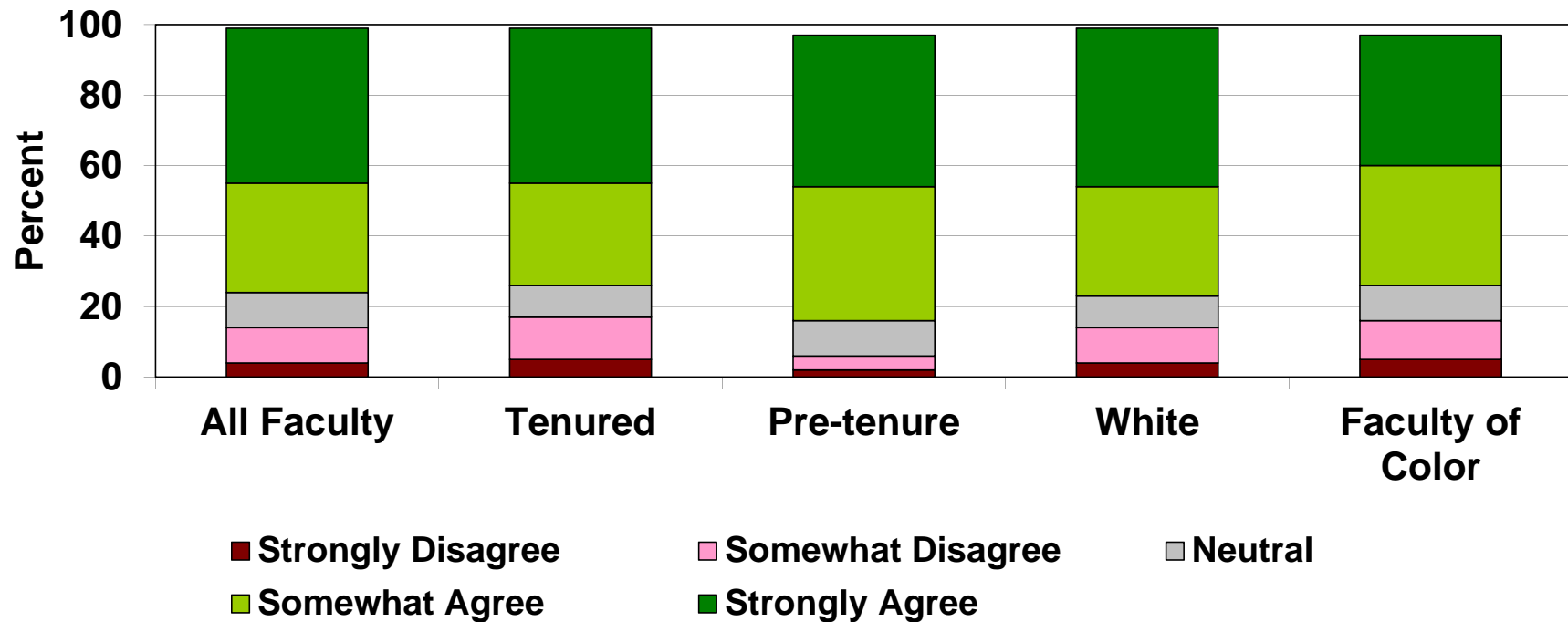


Mean response by college

Climate, Culture, Collegiality

Climate, Culture, and Collegiality

On the whole, my department is collegial.



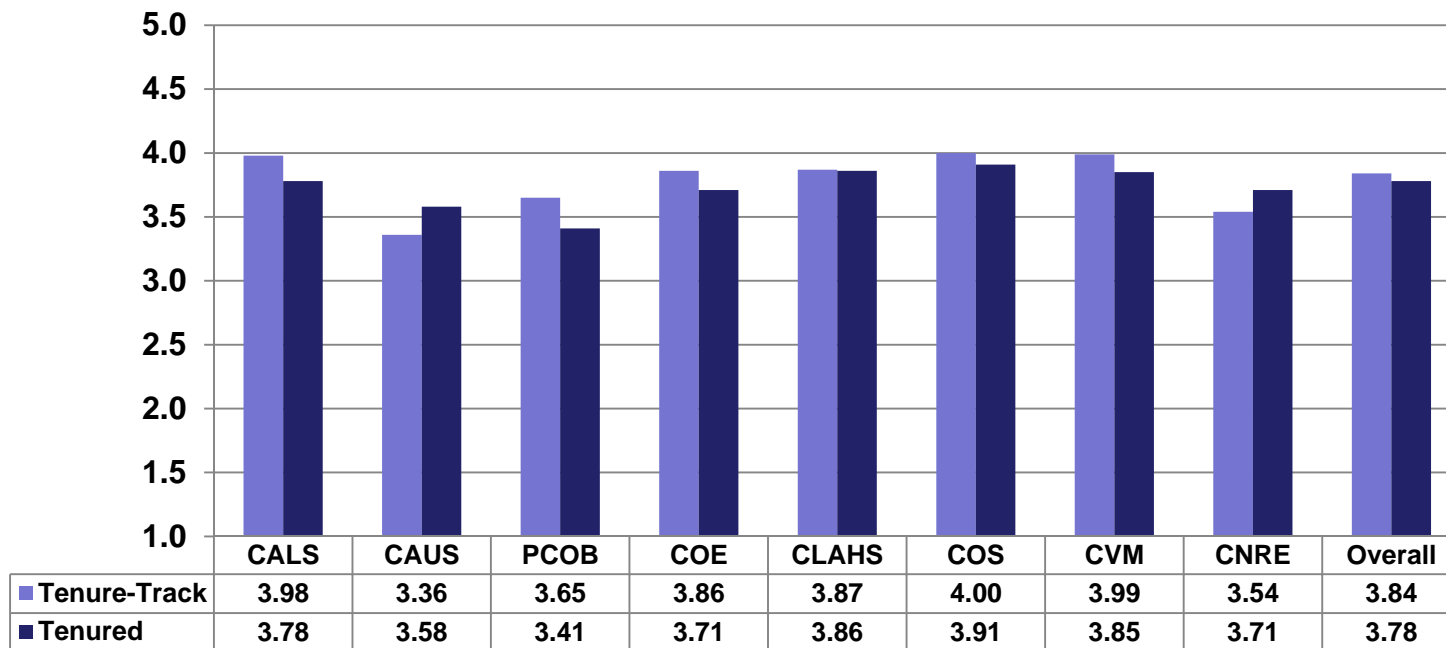
Collegiality and Fit within Department

White faculty were more satisfied than faculty of color with some aspects of department climate.

% satisfied or very satisfied with:	White Faculty	Faculty of Color
...amount of personal interaction with pre-tenure colleagues	64%	60%
...amount of professional interaction with pre-tenure colleagues	73%	66%
% agree or strongly agree that:		
...my department colleagues are committed to supporting and promoting diversity and inclusion	71%	56%

Overall Perception of Department Collegiality

(Pre-tenure vs. Tenured Faculty)



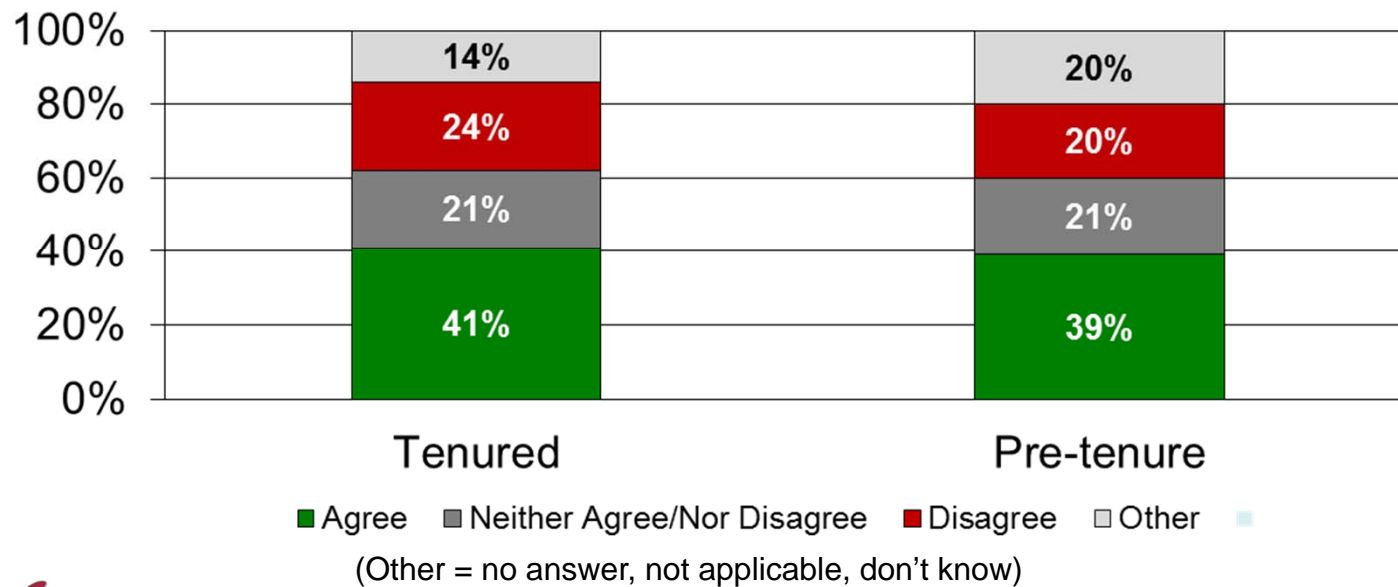
Mean response by college

Work/Life Policies

Satisfaction with Work-Life Policies

Virginia Tech ranks favorably compared to peers and all participating universities on *institutional* support for balancing personal obligations and academic careers.

My institution does what it can to make personal/family obligations and an academic career compatible.

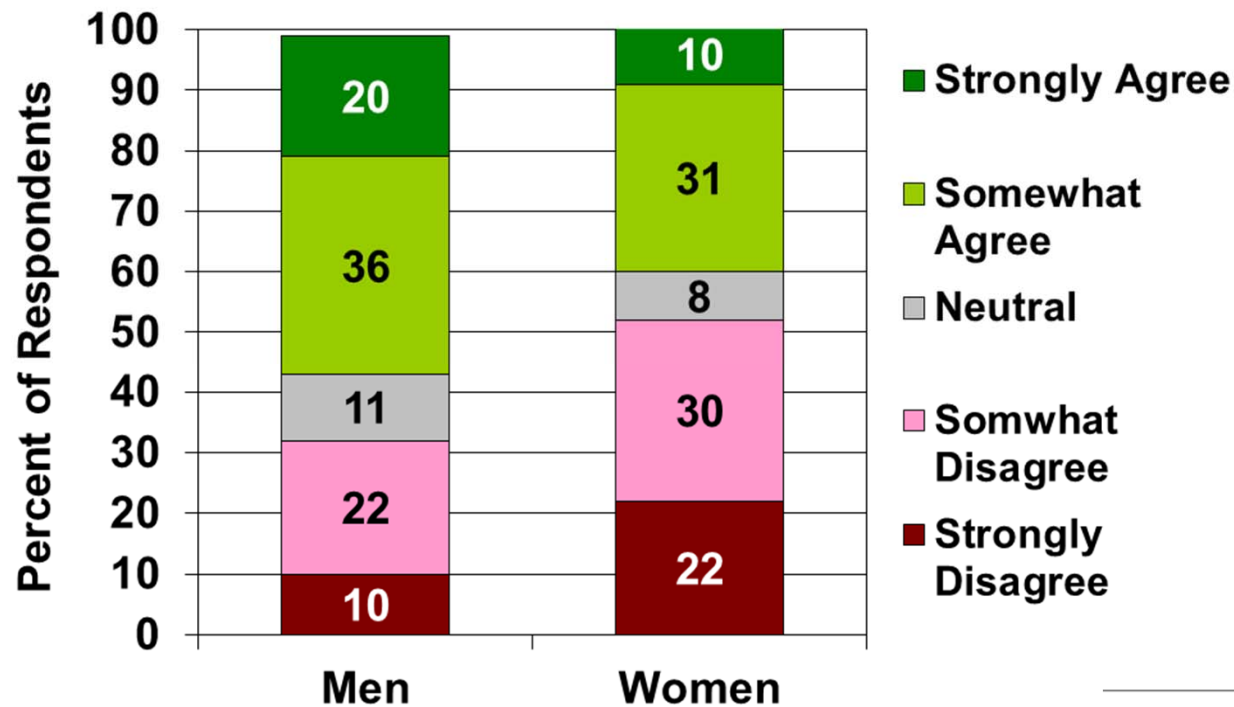


Perceptions of Work-Life Balance

	% strongly or somewhat agree			
	Tenured	Pre-tenure	Men	Women
My departmental colleagues do what they can to make personal/family obligations and an academic career compatible.	54	54	53	55
Department meetings occur at times that are compatible with my personal/family needs.	73	73	74	72

Work-Life Balance

- Women faculty are less likely to agree that they can find the right balance between their personal and professional life.



Overall Satisfaction

Global Satisfaction

Majority of Virginia Tech faculty are satisfied, similar to faculty at other universities.

	% Satisfied/% Dissatisfied		
	Virginia Tech	Peers	All
How satisfied are you with your <i>department</i> as a place to work	71	70	71
How satisfied are you with the <i>institution</i> as a place to work	65	64	64
	% Agree/% Disagree		
If I had to do it all over, I would again choose to work at Virginia Tech	62	62	62

Best and Worst

Best aspects about working at Virginia Tech:

	Overall	Tenured	Pre-Tenure	White Faculty	Faculty of Color
Geographic location	1	1	4	1	1
Quality of colleagues	2	2	1	2	2
Academic freedom	3	3	3	3	3
My sense of 'fit' here	4	4	2	4	
Support of colleagues	5	4	2	4	6
Cost of living	6			5	5
Commute					4

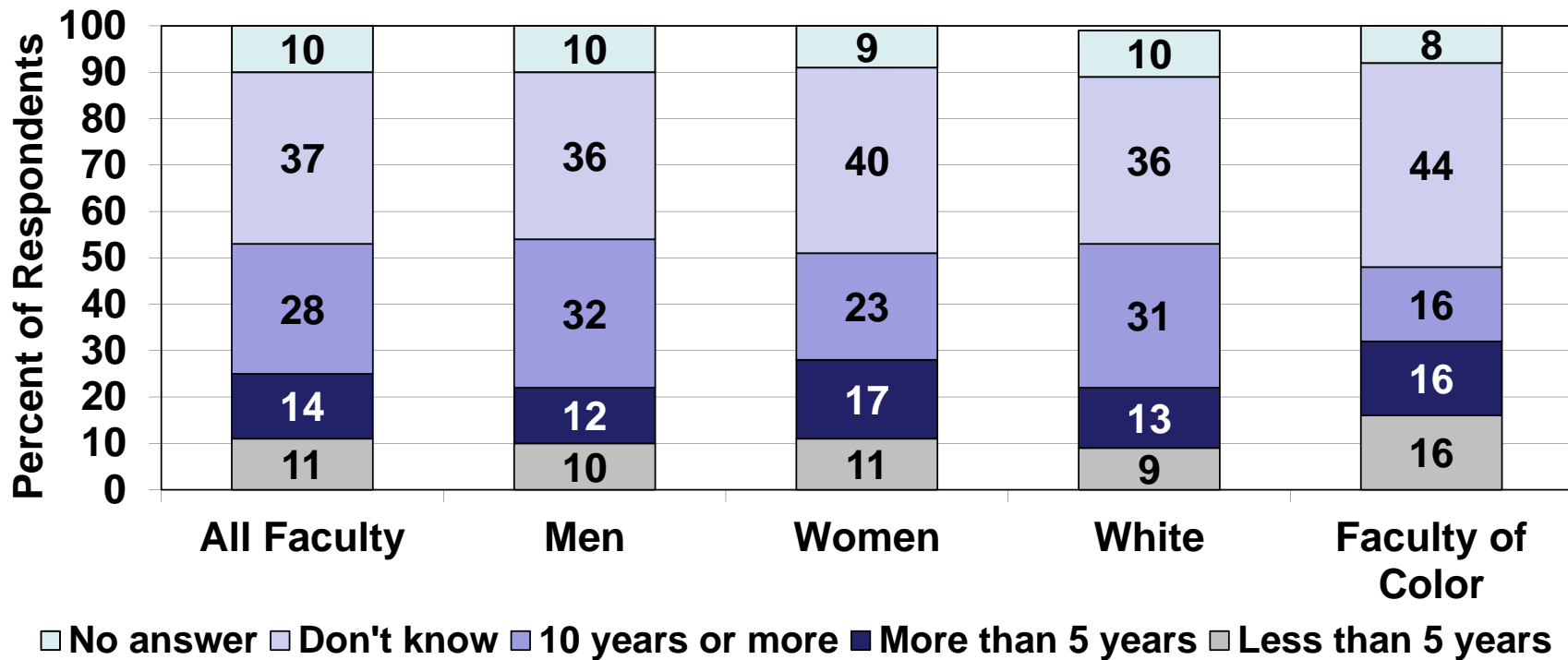
Best and Worst

Worst aspects about working at Virginia Tech:

	Overall	Tenured	Pre-tenure	White Faculty	Faculty of Color
Compensation	1	1	1	1	1
Quality of leadership	3	2		2	
Lack of support for research	3		3	3	
Geographic location	2	4	2	4	2
Too much service	4	3		4	
Unrelenting pressure		3	5	4	
Lack of diversity			5		3
Quality of grad students			4		4
Spouse/partner hiring					5

Future Plans

Assuming you achieve tenure, how long do you plan to remain at Virginia Tech?



(Note: Pre-tenure faculty only)

Communication Plans

- Academic Affairs Council/Deans
- AdvanceVT Leadership Lunch
- Promotion & Tenure Committee workshop
- Commission on Faculty Affairs
- Department Heads Council
- Advancing Diversity Workshop

Follow up

- Deans asked to identify 3 areas of focus
- Will report back to provost in spring
- Examples:
 - Mentoring
 - Work/life
 - Interdisciplinary work
 - Tenure requirements
 - Promotion to professor

For more information:

- [AdvanceVT website > Measuring Progress](#)
- [COACHE website](#)
- [Scholar > COACHE Surveys](#)

Discussion