

COACHE Faculty Satisfaction Survey: Nature of Work (and Resources to Get It Done)

COACHE Communications Team

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Vice Provost and Dean of the Graduate School



AGENDA

- Overview of COACHE survey methodology
- Executive summary
- COACHE benchmarks and dashboard
- *Nature of Work* and *Resources* subdomains
- Individual questions – all faculty and subgroups
- Comparison to ModernThink survey results
- Next steps
- Questions and answers

OVERVIEW OF COACHE

Collaborative on Academic Careers in Higher Education

- Harvard Graduate School of Higher Education
- Research-practice partnership and network of 300 peer institutions
- Dedicated to improving outcomes in faculty recruitment, development and retention
- Unique understanding of faculty needs and the intricacies of life in higher education

COACHE Methodology

- Inclusion: full-time faculty at USC Columbia, including all tracks and ranks
- Exclusion: faculty administrators, associate dean and higher; faculty on notice of non-reappointment
- About 1700 faculty invited with 36% response rate: higher among underrepresented minority faculty (44%), lowest among Asian/Asian American faculty (27%)
- Most questions on 5-point scale ranging from very dissatisfied (1) to very satisfied (5)

USC Areas Of Strength

Area of Strength	All Faculty	Pre-Tenure Faculty	Associate Professors	Women Faculty	Faculty of Color
Nature of Work: Research				X	X
Nature of Work: Service		X		X	
Personal and Family Policies		X		X	
Collaboration	X		X	X	X
Tenure policies	X	X		X	X
Tenure Expectations: Clarity				X	X
Promotion to Full	X			X	X
Leadership: Departmental				X	X
Department Collegiality		X			
Department Engagement				X	
Department Quality				X	X
Appreciation and Recognition				X	

USC Areas Of Concern

Area of Weakness	All Faculty	Pre-Tenure Faculty	Associate Professors	Women Faculty	Faculty of Color
Facilities and Work Resources	X		X		
Health and Retirement Benefits	X	X	X	X	X
Interdisciplinary Work		X			
Leadership: Senior		X			
Leadership: Divisional	X	X	X		
Leadership: Faculty	X	X	X		
Governance: Trust	X				
Governance: Shared Sense of Purpose	X		X		
Governance: Understanding the Issue at Hand	X		X	X	
Governance: Productivity	X	X	X	X	X

GLOBAL CONSIDERATIONS: BEST ASPECTS AND WORST ASPECTS

- *Please check the two (and only two) best aspects about working at your institution.*
- *Please check the two (and only two) worst aspects about working at your institution.*

USC Best Aspects

Best Aspect	All Faculty	Pre-Tenure Faculty	Associate Professors	Women Faculty	Faculty of Color
Quality of colleagues	33%	26%	33%	33%	25%
Support of colleagues	19%	26%		22%	21%
Cost of living	21%	25%	23%	19%	20%
Teaching load		21%	20%		
Academic freedom	17%	21%	20%	14%	17%

USC Worst Aspects

Worst Aspect	All Faculty	Pre-Tenure Faculty	Associate Professors	Women Faculty	Faculty of Color
Quality of graduate students		16%	15%		
Quality of facilities	20%	20%	19%	18%	19%
Compensation	30%	26%	32%	34%	24%
Lack of diversity					13%
Geographic location		25%		9%	19%
Too much service/ too many assignments	11%		17%	13%	
Quality of leadership	12%				

USC Comments

...to improve the workplace for faculty

Most common themes	Percent
Compensation and benefits	31%
Nature of work: Teaching	21%
Nature of work: Research	18%
Facilities and resources for faculty	16%
Leadership: General	12%

COACHE Benchmarks

USC Comparison Group

Auburn

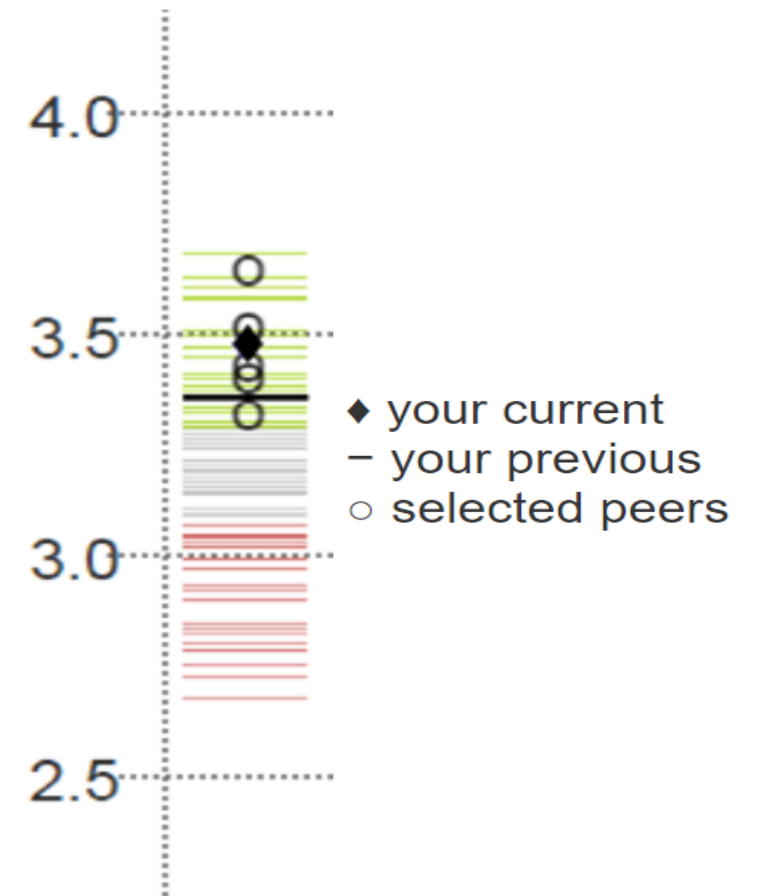
Missouri

Tennessee

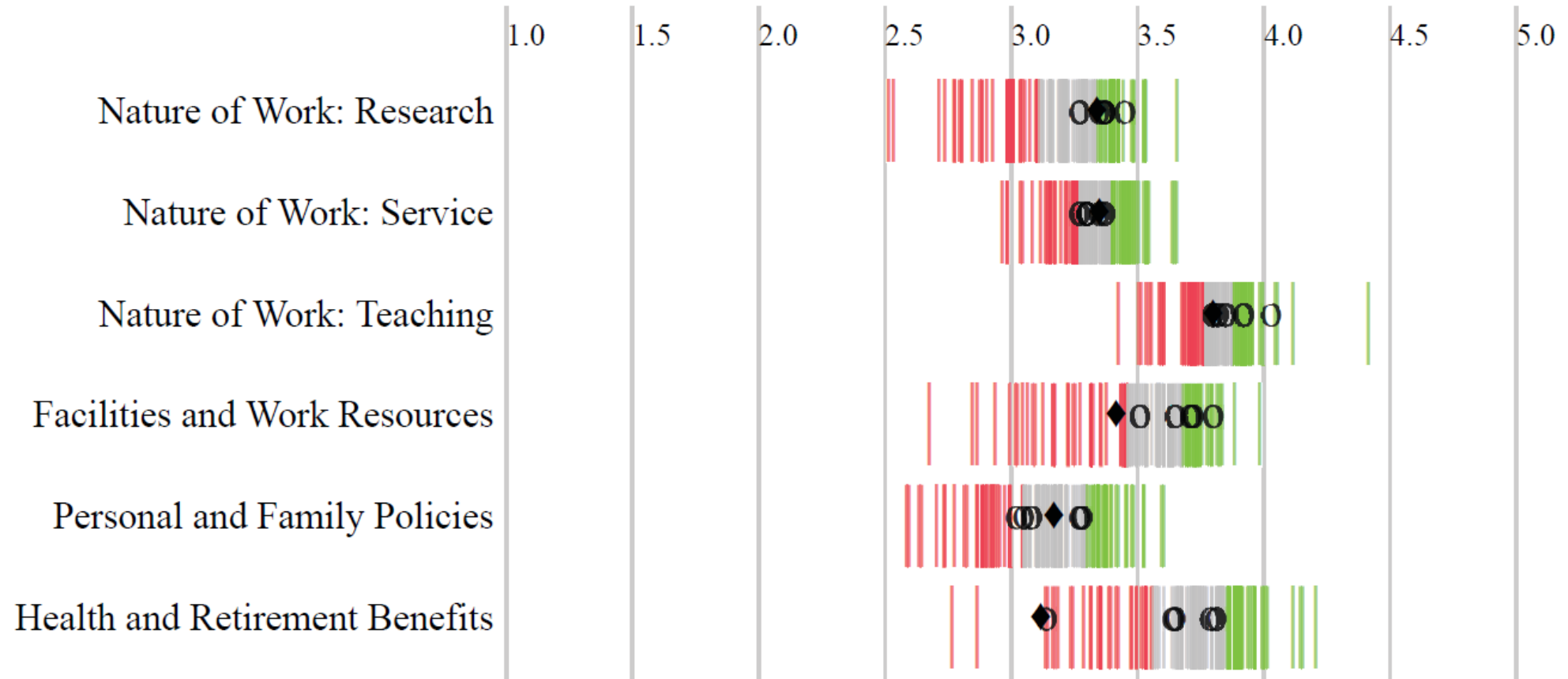
Univ. of North Carolina

Univ. of Virginia

top 30% of institutions
middle 40% of institutions
bottom 30% of institutions



USC Benchmarks



COACHE Dashboard

COACHE Dashboard Guide

This is the overall score (between 1 and 5) for all faculty respondents at your institution.

These columns describe how your faculty's responses compare to similar faculty at other COACHE institutions: tenured vs. tenured, men vs. men, faculty of color vs. faculty of color, etc.

These columns compare groups on your campus: pre-tenure/tenured, associate/full, women/men, white/faculty of color.

	mean	overall	tenured	pre-ten	full	assoc	men	women	white	foc	tenure	rank	gender	race	2008
Health and retirement benefits	3.43	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶		pre-ten	full	women	
Interdisciplinary work	3.00	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶		pre-ten	assoc	women	white
Collaboration	3.46	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶		tenured		women	white
Mentoring	3.18	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶		tenured	assoc		foc
Tenure policies	3.64	◀▶	N/A	◀▶	N/A	N/A	◀▶	◀▶	◀▶	N<5	N/A	N/A			+
Tenure clarity	3.33	◀▶	N/A	◀▶	N/A	N/A	◀▶	◀▶	◀▶	N<5	N/A	N/A	men		



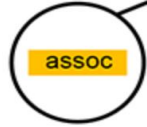
What do these triangles mean?

These symbols represent results that fit COACHE's criteria for "areas of strength" (in green) and "areas of concern" (in red).

Your ranking among peers: Your percentile among your cohort:


- 1st or 2nd ▶▶ Top 30%
- 3rd or 4th ▶▶ Middle 40%
- 5th or 6th ▶▶ Bottom 30%

insufficient data for reporting ◀



And these results?

Here, the faculty subgroup with the lower rating appears. Shading conveys the magnitude of subgroup differences: **small** effects appear as text only, **moderate** effects are shaded yellow, and **large** effects are shaded orange. Trivial differences remain blank. Change over time appears as +/-.

 This result, for example, shows that your female faculty are less satisfied than are women at your peers (◀), but more satisfied than are women at 70% of other institutions (▶). Although the women at your institution are "less satisfied" than women at peers, they still fare better than most.

Regardless of your results compared to peers and others (on the left), you should direct your concern to subgroups who consistently appear here in yellow or orange shaded cells.

COACHE Dashboard

	mean	overall	tenured	pre-ten	full	assoc	men	v
Health and retirement benefits	3.43	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	
Interdisciplinary work	3.00	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	
Collaboration	3.46	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	
Mentoring	3.18	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	
Tenure policies	3.64	◀▶	N/A	◀▶	N/A	N/A	◀▶	
Tenure clarity	3.33	◀▶	N/A	◀▶	N/A	N/A	◀▶	



What do these triangles mean?

These symbols represent results that fit COACHE's criteria for "areas of strength" (in green) and "areas of concern" (in red).

Your ranking among peers: *Your percentile among your cohort:*

- 1st or 2nd ◀▶ Top 30%
- 3rd or 4th ▶▶ Middle 40%
- 5th or 6th ▶▶ Bottom 30%

insufficient data for reporting ◀

COACHE Dashboard

foc	tenure	rank	gender	race	2008
◀▶	pre-ten	full	women		
◀▶	pre-ten	assoc	women	white	
◀▶	tenured		women	white	
◀▶	tenured	assoc		foc	
N<5	N/A	N/A			+
N<5	N/A	N/A	men		

And these results?

Here, the faculty subgroup with the *lower* rating appears. Shading conveys the *magnitude* of subgroup differences: **small** effects appear as text only, **moderate** effects are shaded yellow, and **large** effects are shaded orange. Trivial differences remain blank. Change over time appears as +/-.

NATURE OF WORK

	mean	overall	tenured	pre-ten	ntt	full	assoc
Nature of Work: Research	3.33						
Nature of Work: Service	3.34						
Nature of Work: Teaching	3.79						

		ten vs pre-ten	ten vs ntt	full vs assoc
Nature of Work: Research	3.33	tenured	tenured	
Nature of Work: Service	3.34	tenured	tenured	
Nature of Work: Teaching	3.79	tenured	tenured	assoc

NATURE OF WORK

	mean	men	women	white	foc	asian	urm
Nature of Work: Research	3.33						
Nature of Work: Service	3.34						
Nature of Work: Teaching	3.79						

NATURE OF WORK: RESEARCH

		USC ALL Faculty <u>% Satisfied</u>	PEERS COMBINED <u>% Satisfied</u>	COACHE COHORT <u>% Satisfied</u>
	<u>Nature of Work - Research (3.33)</u>			
Q80B	Influence over focus of research (4.31)	88.4%	87.7%	85.4%
Q45B	Time spent on research (3.47)	60.0%	58.9%	55.0%
Q85D	Support for travel to present/conduct research (3.3)	53.8%	57.5%	51.5%
Q80D	Support for research (3.29)	52.1%	43.0%	38.5%
Q80E	Support for engaging undergrads in research (3.41)	49.5%	43.3%	42.2%
Q80A	Expectations for finding external funding (3.34)	49.1%	44.7%	40.4%
Q80C	Quality of grad students to support research (3.08)	42.5%	56.6%	47.2%
Q85A	Support for obtaining grants (pre-award) (3.11)	42.5%	41.6%	39.9%
Q85C	Support for securing grad student assistance (2.97)	36.0%	36.8%	33.3%
Q85B	Support for maintaining grants (post-award) (2.95)	35.8%	42.3%	40.3%
Q85E	Availability of course release for research (2.84)	32.0%	31.1%	27.7%

NATURE OF WORK: TEACHING

		USC ALL Faculty <u>% Satisfied</u>	PEERS COMBINED <u>% Satisfied</u>	COACHE COHORT <u>% Satisfied</u>
	Nature of Work - Teaching (3.79)			
Q70C	Discretion over course content (4.36)	90.3%	88.7%	89.4%
Q70B	Level of courses taught (4.1)	83.7%	85.6%	83.9%
Q70J	Teaching schedule (4.11)	83.6%	83.2%	81.0%
Q45A	Number of committees (3.38)	79.6%	79.7%	78.7%
Q70A	Number of courses taught (4.02)	79.5%	79.0%	73.0%
Q70D	Number of students in classes taught (3.74)	70.2%	77.1%	71.6%
Q70L	Support for assessing student learning (3.68)	67.1%	68.7%	67.5%
Q70K	Support for teaching diverse learning styles (3.61)	56.0%	58.6%	59.8%
Q70N	Support for teaching online/hybrid courses (3.56)	55.7%	52.5%	54.2%
Q70M	Support for developing online/hybrid courses (3.57)	55.3%	50.8%	53.7%
Q70E	Quality of students taught (3.45)	54.7%	73.2%	61.8%
Q70H	Equitability of distribution of teaching load (3.3)	51.9%	49.1%	49.8%
Q70I	Quality of grad students to support teaching (3.3)	49.9%	60.7%	54.2%

NATURE OF WORK: SERVICE

Item	Nature of Work - Service	USC ALL Faculty % Satisfied	PEERS COMBINED % Satisfied	All COACHE Participants % Satisfied
Q60G	Relevance of committees	65.4%	69.1%	66.3%
Q60E	Number of student advisees	64.8%	68.5%	66.2%
Q60A	Number of committees	63.3%	57.1%	56.9%
Q60C	Discretion to choose committees	57.3%	53.2%	56.2%
Q45C	Time spent on service	56.5%	56.9%	57.1%
Q60B	Attractiveness of committees	53.2%	56.1%	53.4%
Q60D	Equitability of committee assignments	43.2%	39.9%	39.9%
Q60I	Equity of the distribution of advising responsibilities	42.0%	36.6%	38.7%
Q55B	Support for faculty in leadership roles	38.9%	38.7%	38.2%
Q60H	Support for being a good advisor	33.1%	34.4%	33.5%
Q60F	Equitability of service work compensation	20.0%	23.8%	22.5%

SERVICE: LARGE CAMPUS DIFFERENCES AMONG FACULTY STATUS

		TENURED	PRE-TENURE	NON-TENURE TRACK
	<u>Nature of Work: Service</u>	<u>% SATISFIED</u>	<u>% SATISFIED</u>	<u>% SATISFIED</u>
Q60E	Number of student advisees	63.3%	64.9%	68.1%
Q60G	Relevance of committees	62.5%	65.8%	71.8%
Q60A	Number of committees	53.9%	76.7%	71.6%
Q60C	Discretion to choose committees	52.0%	65.2%	61.6%
Q60B	Attractiveness of committees	46.4%	60.9%	61.4%
Q45C	Time spent on service	46.0%	68.4%	67.9%
Q60D	Equitability of committee assignments	40.7%	49.6%	42.9%
Q60I	Equity of the distribution of advising responsibilities	39.5%	49.1%	40.6%
Q55B	Support for faculty in leadership roles	30.7%	46.2%	51.2%
Q60H	Support for being a good advisor	30.2%	30.7%	42.7%
Q60F	Equitability of service work compensation	15.3%	25.2%	25.7%

NATURE OF WORK: OTHER

		USC ALL Faculty <u>% Satisfied</u>	PEERS COMBINED <u>% Satisfied</u>	COACHE COHORT <u>% Satisfied</u>
	<u>Nature of Work - Other</u>			
Q55A	Ability to balance teaching/research/service (3.44)	59.8%	57.5%	55.9%
Q45D	Time spent on outreach (3.52)	54.5%	59.4%	56.2%
Q45E	Time spent on administrative tasks (3.0)	37.5%	34.5%	35.1%
		USC ALL Faculty <u>% Too Much</u>	PEERS COMBINED <u>% Too Much</u>	COACHE COHORT <u>% Too Much</u>
	<u>Too much/Too little time:</u>			
Q50E	Administrative tasks	98.8%	98.6%	98.9%
Q50C	Service	92.1%	93.2%	94.0%
Q50A	Teaching	72.5%	78.8%	82.5%
Q50D	Outreach	17.3%	22.1%	24.1%
Q50B	Research	5.1%	4.1%	3.2%

NATURE OF WORK - COMMENTS

Other resources, support, staff	Culture, respect, excellence, diversity	Research	Faculty status, rank, T&P
	Salary	Teaching, pedagogy, classroom	Administration Service

RESOURCES AND SUPPORT

	mean	overall	tenured	pre-ten	ntt	full	assoc
Facilities and Work Resources	3.41	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶
Personal and Family Policies	3.16	◀▶	◀▶	▶◀	◀▶	◀▶	◀▶
Health and Retirement Benefits	3.11	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶

	mean	ten vs pre-ten	ten vs ntt	full vs assoc
Facilities and Work Resources	3.41	tenured	tenured	
Personal and Family Policies	3.16	tenured	tenured	assoc
Health and Retirement Benefits	3.11	pre-ten	tenured	

RESOURCES: FACILITIES AND WORK

<u>Item</u>	<u>Facilities and Work (Resources)</u>	<u>USC ALL Faculty % Satisfied</u>	<u>PEERS COMBINED % Satisfied</u>	<u>All COACHE Participants % Satisfied</u>
Q90E	Library resources	76.5%	81.7%	75.7%
Q90A	Office	68.6%	75.8%	72.4%
Q70F	Support for improving teaching	56.3%	55.9%	51.6%
Q90B	Laboratory, research, studio space	53.9%	57.8%	51.7%
Q90C	Equipment	50.3%	63.7%	58.1%
Q90F	Computing and technical support	49.4%	69.8%	64.0%
Q90H	Clerical/administrative support	48.9%	59.2%	57.2%
Q90D	Classrooms	41.4%	60.8%	54.8%

FACILITIES: LARGE CAMPUS DIFFERENCES AMONG FACULTY STATUS

		TENURED		PRE-TENURE		NON-TENURE TRACK
	<u>Facilities and Work Resources</u>	<u>% SATISFIED</u>		<u>% SATISFIED</u>		<u>% SATISFIED</u>
Q90E	Library resources	75.7%		80.8%		80.8%
Q90A	Office	69.1%		74.8%		74.8%
Q70F	Support for improving teaching	50.2%		63.1%		63.1%
Q90B	Laboratory, research, studio space	49.2%		68.1%		68.1%
Q90F	Computing and technical support	41.4%		66.7%		66.7%
Q90C	Equipment	41.4%		64.6%		64.6%
Q90H	Clerical/administrative support	38.8%		63.2%		63.2%
Q90D	Classrooms	32.0%		59.2%		59.2%

RESOURCES: HEALTH & RETIREMENT BENEFITS

		USC ALL Faculty <u>% Satisfied</u>	PEERS COMBINED <u>% Satisfied</u>	COACHE COHORT <u>% Satisfied</u>
	<u>Health & Retirement Benefits (3.11)</u>			
Q95C	Retirement benefits (3.26)	50.0%	62.2%	64.8%
Q95A	Health benefits for yourself (3.04)	44.7%	71.0%	72.5%
Q95B	Health benefits for family (2.97)	40.9%	65.3%	67.5%
Q95I	Phased retirement options (3.05)	36.3%	43.0%	44.9%

LARGE CAMPUS DIFFERENCES AMONG FACULTY STATUS

		TENURED		PRE-TENURE		NON-TENURE TRACK
	<u>Health & Retirement Benefits</u>	<u>% SATISFIED</u>		<u>% SATISFIED</u>		<u>% SATISFIED</u>
Q95A	Health benefits for yourself	42.2%		34.6%		58.3%
Q95B	Health benefits for family	38.1%		30.0%		56.9%
Q95C	Retirement benefits	42.8%		48.5%		66.1%
Q95I	Phased retirement options	29.0%		40.6%		48.1%

RESOURCES: PERSONAL AND FAMILY POLICIES

item	Personal and Family Policies (Resources)	USC ALL Faculty % Satisfied	PEERS COMBINED % Satisfied	All COACHE Participants % Satisfied
Q95L	Stop-the-clock policies	78.8%	64.2%	60.7%
Q95K	Flexible workload/modified duties	67.7%	61.4%	59.5%
Q95J	Family medical/parental leave	60.3%	52.4%	55.1%
Q200A	Right balance between professional/personal	58.8%	54.8%	55.7%
Q200B	Inst. supports family/career compatibility	46.1%	40.4%	43.9%
Q95F	Spousal/partner hiring program	33.7%	27.0%	26.8%
Q95N	Parking benefits	28.1%	45.6%	42.7%
Q95E	Tuition waivers, remission, or exchange	21.5%	43.5%	45.9%
Q95H	Eldercare	16.2%	16.4%	16.9%
Q95G	Childcare	14.3%	14.3%	21.2%
Q95D	Housing benefits	8.6%	13.9%	15.1%

RESOURCES AND SUPPORT - COMMENTS

Salary, Compression, Merit	Improve technology and facilities	Benefits, including flexible work, parking, tuition remissions for dependents and partner hiring	More support for research, prof. development, leadership training	
		Job security, salaries, advancement for research, teaching, clinical and RGP faculty	Support humanities and cross-collaborations	Decrease administration, provide more admin support
			Student quality;...	

SELECT COMMUNITY INSIGHTS VERSUS COACHE QUESTION COMPARISONS

- Community Insights (Modern Think)
 - October 2019
 - % Positive (Strongly Agree + Agree)
- COACHE
 - March 2019
 - % Positive (Very Satisfied + Satisfied)

SELECT COMMUNITY INSIGHTS VERSUS COACHE QUESTION COMPARISONS

Community Insights	% Positive	COACHE Faculty Satisfaction	% Positive
There is a good balance of teaching, service and research at this institution	55%	Satisfaction with the proportion of time spent on:	
		Teaching	80%
		Research	60%
		Service	57%
<i>Positive = Strongly Agree or Agree</i>		<i>Positive = Very Satisfied or Satisfied</i>	

SELECT COMMUNITY INSIGHTS VERSUS COACHE QUESTION COMPARISONS

Community Insights	% Positive	COACHE Faculty Satisfaction	% Positive
The institution's benefits meet my needs	48%	Satisfaction with:	
		* Health benefits for yourself	45%
		* Health benefits for your family	41%
		* Retirement benefits	50%
		* Tuition waivers, remission or exchange	22%
		* Spousal/partner hiring program	28%
		* Childcare	16%
		* Eldercare	14%
		* Phased retirement options	36%
		* Family medical/parental leave	46%
		* Flexible workload/modified duties	60%
		* Pre-tenure faculty clock extension	68%
<i>Positive = Strongly Agree or Agree</i>		<i>Positive = Very Satisfied or Satisfied</i>	

SELECT COMMUNITY INSIGHTS VERSUS COACHE QUESTION COMPARISONS

Community Insights	% Positive	COACHE Faculty Satisfaction	% Positive
I am paid fairly for my work	40%	Satisfaction with salary	41%
<i>Positive = Strongly Agree or Agree</i>		<i>Positive = Very Satisfied or Satisfied</i>	

SELECT COMMUNITY INSIGHTS VERSUS COACHE QUESTION COMPARISONS

Community Insights	% Positive	COACHE Faculty Satisfaction	% Positive
My supervisor/department chair supports my efforts to balance my work and personal life	74%	I am able to balance the teaching, research and service activities expected of me	60%
		My departmental colleagues do what they can to make personal/family obligations and an academic career compatible	65%
This institution's policies and practices give me flexibility to manage my work and personal life	68%	My institutional does what it can to make personal/family obligations and an academic career compatible	46%
<i>Positive = Strongly Agree or Agree</i>		<i>Positive = Very Satisfied or Satisfied</i>	

SELECT COMMUNITY INSIGHTS VERSUS COACHE QUESTION COMPARISONS

Community Insights	% Positive	COACHE Faculty Satisfaction	% Positive
The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs	35%	Satisfaction with the following employment aspects:	
		Office	69%
		Laboratory, research or studio space	41%
		Equipment	49%
		Classrooms	49%
<i>Positive = Strongly Agree or Agree</i>		<i>Positive = Very Satisfied or Satisfied</i>	

SELECT COMMUNITY INSIGHTS VERSUS COACHE QUESTION COMPARISONS

Community Insights	% Positive	COACHE Faculty Satisfaction	% Positive
Overall, my department is a good place to work	72%	All things considered, your department as a place to work	70%
All things considered, this is a great place to work	51%	All things considered, your institution as a place to work	63%
<i>Positive = Strongly Agree or Agree</i>		<i>Positive = Very Satisfied or Satisfied</i>	

NEXT STEPS

- *Executive Summary* published February 14, 2020
- *Nature of Work (and the Resources to Get It Done)* presented March 2 and 3, 2020
- *How We Work: Advancement, Collaboration, and Governance* presented March 30 and 31, 2020
- Work groups to explore results and develop plans to enhance strengths and address concerns during Academic Year 2020-2021
- Recommendations to Provost, other administrators and Faculty Senate Leadership, as needed

THANKS!

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