

## Spring 2018 COACHE Faculty Satisfaction Survey Comparisons of Results by Demographic Groups and Job Characteristics

### Introduction

The Collaborative on Academic Careers in Higher Education (COACHE) Survey is a national survey administered by the Harvard Graduate School of Education, designed to collect information on a wide range of issues identified as critical to faculty satisfaction and engagement, and therefore, to recruitment and retention. The survey consists of about 200 questions, which are categorized into 25 different benchmark areas.<sup>1</sup> When appropriate, questions are tailored specifically for sub-groups of faculty (e.g., only for full professors, only for pre-tenured faculty). A copy of the questionnaire is available on the OIRP website for the project.

NC State has participated in the COACHE Survey every three years since Spring 2006, most recently in Spring 2018. Of the over 2,000 tenure track and professional track faculty invited to participate in the survey in Spring 2018, 989 did so, for a response rate of 49%. More information about the survey administration is available online in the Introduction and Research Methods report.

Results for all questions on the survey(s) are available by tenure status (professional track vs tenure track [pre-tenure and tenured combined]; and pre-tenured vs tenured), rank (associate vs full), gender, and race/ethnicity. This document provides detailed comparisons of results by each group. While there were no notable differences between the groups on their average ratings on most items, when differences did emerge faculty on the tenure track tended to give less favorable ratings than professional track faculty; tenured faculty less favorable than pre-tenured; associate professors less favorable than full professors; and women less favorable ratings than men. Differences by race were less consistent, but in general Asian faculty and faculty who are underrepresented minorities typically give more favorable ratings than white faculty.

### Professional Track vs Pre-Tenure and Tenured Faculty (combined)

The COACHE survey included about 175 questions to which both professional track and tenure-track faculty (pre-tenure and tenured) were asked to respond. Professional track faculty (PrfTr) gave notably **more favorable ratings** than tenure-track faculty (TenTr) on almost 50 of these common items, most often to those related to health and retirement benefits, divisional leadership, faculty leadership, institution-wide leadership, and all benchmarks related to governance. Differences in average ratings were especially large for

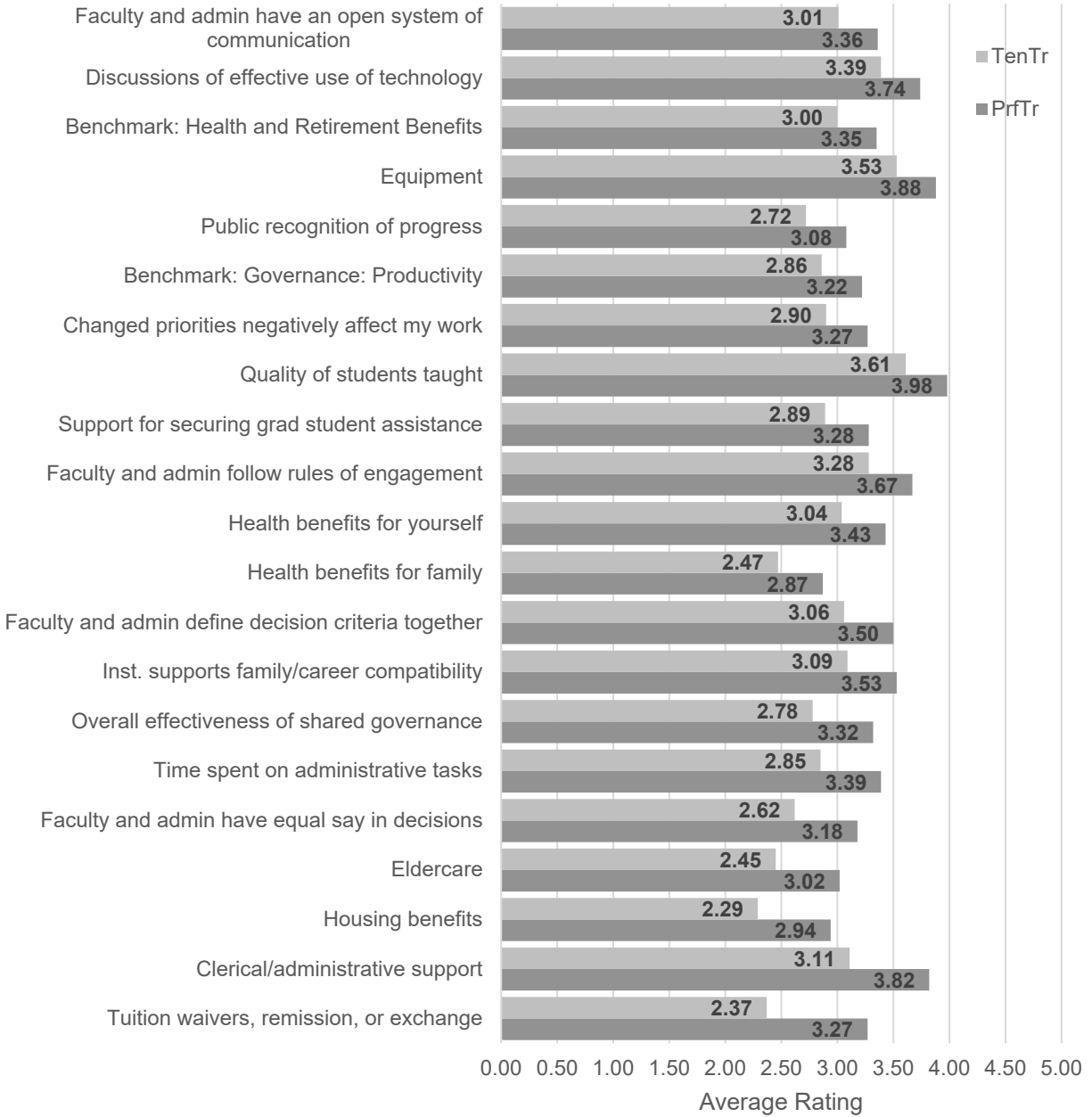
- Tuition waivers, remission or exchange (3.27 PrfTr vs 2.37 TenTr)
- Clerical/administrative support (3.82 vs 3.11)
- Housing benefits (2.94 vs 2.29)
- Eldercare (3.02 vs 2.45)
- Faculty and administration have equal say in decisions (3.18 vs 2.62)
- Overall effectiveness of shared governance (3.32 vs 2.78)
- Time spent on administrative tasks (3.39 vs 2.85)
- Faculty and administration define decision criteria together (3.50 vs 3.06)

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<sup>1</sup> Responses to all questions included in the benchmarks were based on a 5 point scale, where a “1” represents the least favorable response (e.g., “strongly disagree,” “very dissatisfied,” “not at all interested,” “very unimportant”), and a “5” the most favorable response option (e.g., “strongly agree,” “very satisfied,” “extremely interested,” “very important”). Responses also included a “don’t know,” “not applicable” and/or “prefer not to answer” options, which have been excluded from the analyses.

- Institution supports family/career compatibility (3.53 vs 3.09)
- Health benefits for family (2.87 vs 2.47)
- Faculty and administration follow rules of engagement (3.67 vs 3.28)
- Health benefits for self (3.43 vs 3.04)
- Support for securing graduate student assistance (3.28 vs 2.89)
- Changed priorities negatively affect my work (3.27 vs 2.90)
- Quality of students taught (3.98 vs 3.61)
- Governance: Productivity (benchmark) (3.22 vs 2.86)
- Public recognition of progress (3.08 vs 2.72)
- Faculty and administration have an open system of communication 3.36 vs 3.01)
- Discussions of effective use of technology (3.74 vs 3.39)
- Health and retirement benefits (benchmark) (3.35 vs 3.00)
- Equipment (3.88 vs 3.53)

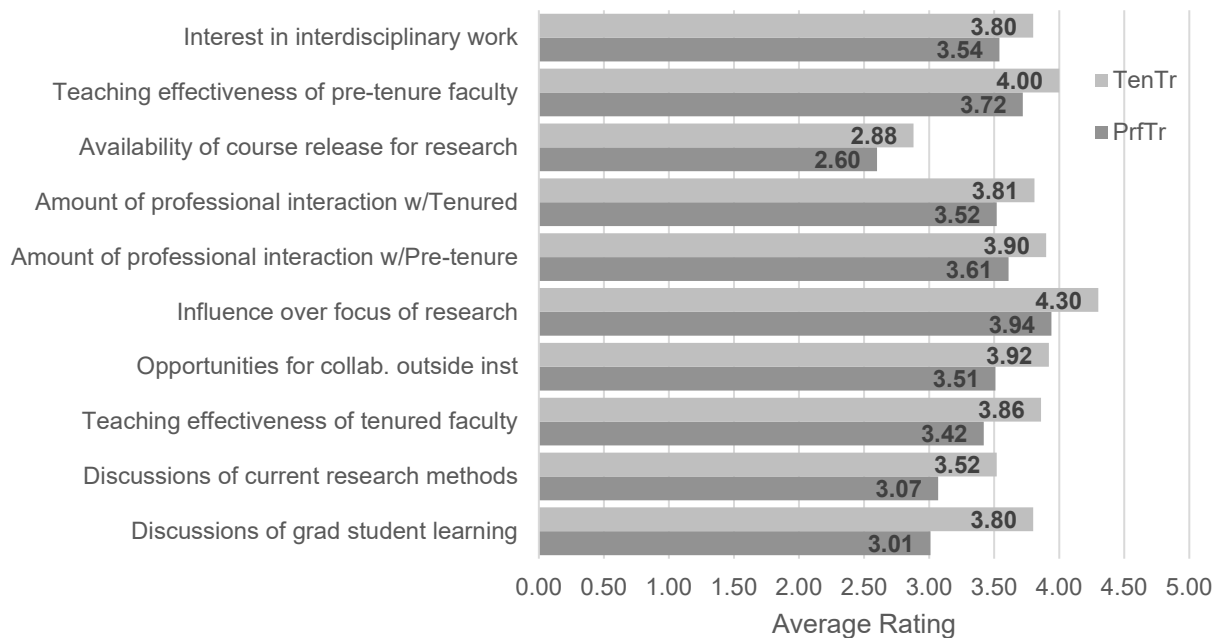
Table 1: Items rated notably more favorably by professional track faculty than by tenure track faculty



PrfTr give notably **less favorable ratings** than pre-tenure and tenured faculty, combined) on only ten items:

- Discussions of graduate student learning (3.01 PrfTr vs 3.80 TenTr)
- Discussions of current research methods (3.07 vs 3.52)
- Teaching effectiveness of tenured faculty (3.42 vs 3.86)
- Opportunities for collaboration outside the institution (3.51 vs 3.92)
- Influence over focus of research (3.94 vs 4.30)
- Amount of professional interaction with pre-tenured faculty (3.61 vs 3.90)
- Amount of professional interaction with tenured faculty (3.52 vs 3.81)
- Availability of course release for research (2.60 vs 2.88)
- Teaching effectiveness of pre-tenured faculty (3.72 vs 4.00)
- Interest in interdisciplinary work (3.54 vs 3.80)

Table 2: Items rated notably less favorably by professional track faculty than by tenure track faculty

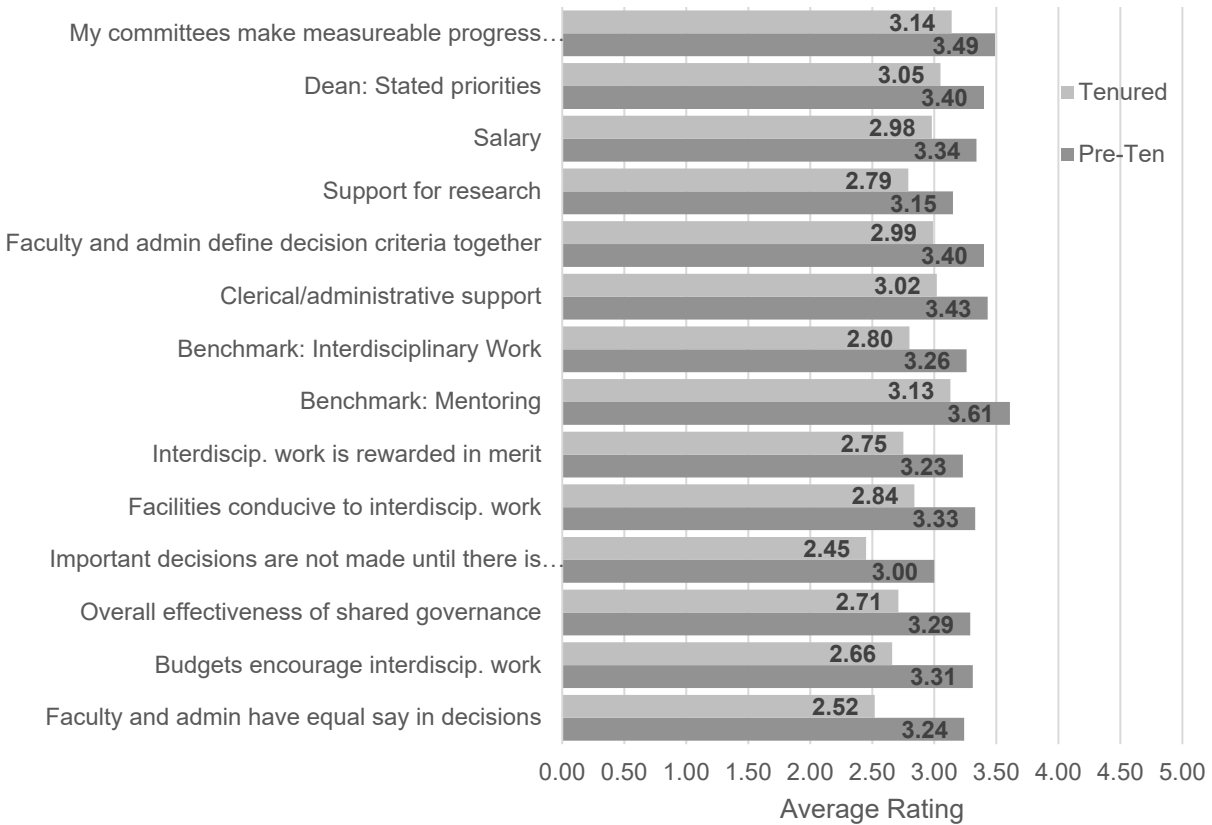


### Pre-Tenured vs Tenured Faculty

Pre-tenured faculty give **more favorable ratings** than tenured faculty on 50 items, most notably those in the interdisciplinary work; leadership at the divisional, departmental, and faculty levels; and governance: shared sense of purpose, and productivity benchmarks. Largest differences between pre-tenured and tenured faculty were on their ratings for

- Faculty and administration have equal say in decisions (3.24 pre-tenured vs 2.52 tenured)
- Budgets encourage interdisciplinary work (3.31 vs 2.66)
- Overall effectiveness of shared governance (3.29 vs 2.71)
- Important decisions are not made until there is consensus (3.00 vs 2.45)
- Facilities are conducive to interdisciplinary work (3.33 vs 2.84)
- Mentoring (benchmark) (3.61 vs 3.13)
- Interdisciplinary work is rewarded in merit (3.23 vs 2.75)
- Interdisciplinary work (benchmark) (3.26 vs 2.80)
- Clerical/administrative support (3.43 vs 3.02)
- Faculty and administration define decision criteria together (3.40 vs 2.99)

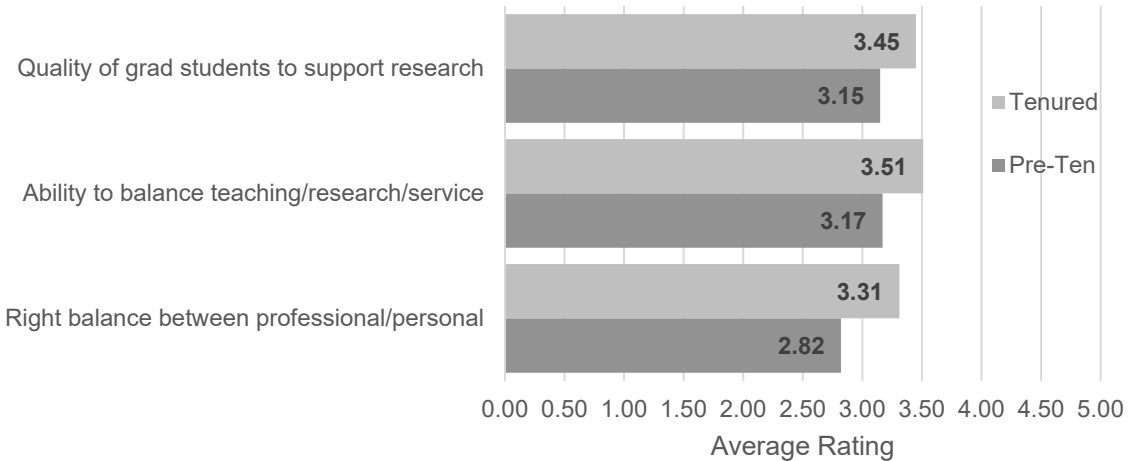
Table 3: Items rated notably more favorably by pre-tenured faculty than by tenured faculty



The only items for which pre-tenured faculty gave notably **less favorable ratings** than tenured faculty were

- Right balance between professional and personal lives (2.82 pre-tenured vs 3.31 tenured)
- Ability to balance teaching/research/service (3.17 vs 3.51)
- Quality of graduate students to support research (3.15 vs 3.45)

Table 4: Items rated notably less favorably by pre-tenured faculty than by tenured faculty

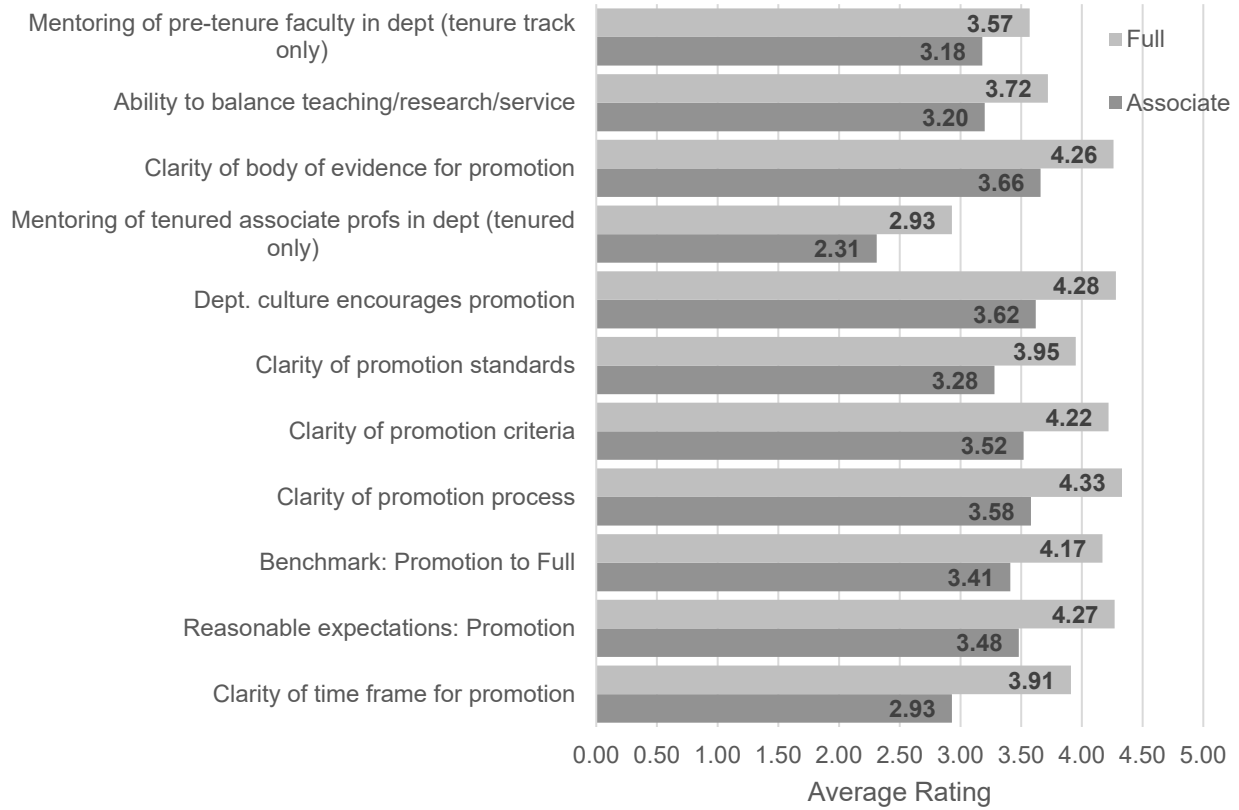


### Associate vs Full Professors

For no item on the survey did associate professors give a notably more favorable rating than full professors. Associate professors gave notably **less favorable ratings** than full professors to 25 items, especially those related to promotion. Largest difference between the ratings of associate and full professors were for

- Clarity of time for promotion (2.93 associate vs 3.91 full)
- Reasonableness of expectations for promotion (3.48 vs 4.27)
- Promotion to full (benchmark) (3.41 vs 4.17)
- Clarity of the promotion process (3.58 vs 4.33)
- Clarity of promotion criteria (3.52 vs 4.22)
- Clarity of promotion standards (3.28 vs 3.95)
- Department culture encourages promotion (3.62 vs 4.28)
- Mentoring of tenured associate professors in the department (2.31 vs 2.93)
- Clarity of body of evidence for promotion (3.66 vs 4.26)
- Ability to balance teaching/research/service (3.20 vs 3.72)
- Mentoring of pre-tenured faculty in the department (3.18 vs 3.57)

Table 5: Items rated notably less favorably by associate professors than by full professors

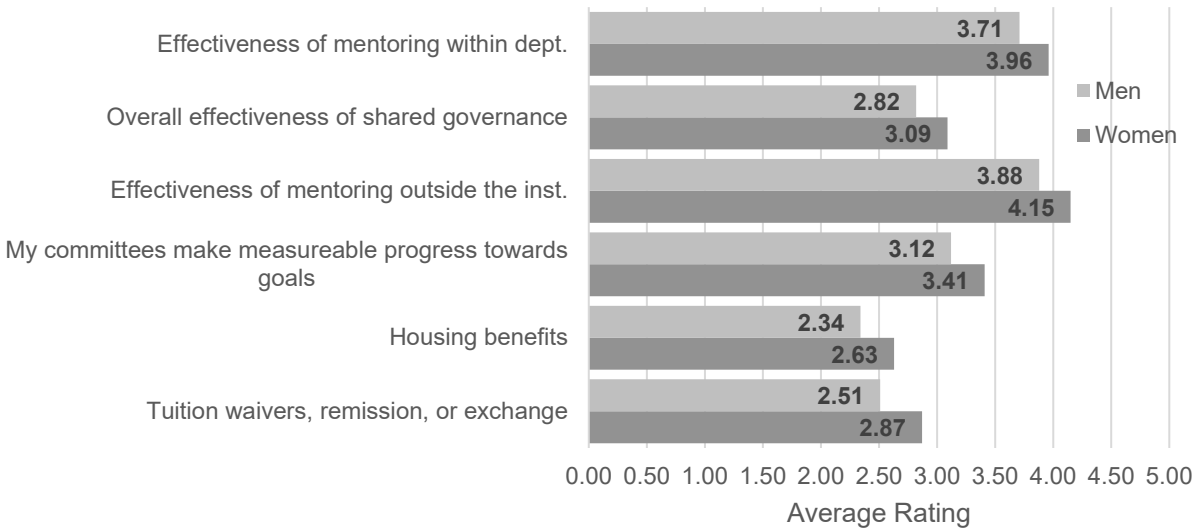


**Female vs Male Faculty**

Female faculty members gave notably more favorable average ratings than male faculty members to six of the items on the survey:

- Tuition waivers, remission or exchange (2.87 female vs 2.51 male)
- My committees make measureable progress towards goals (3.41 vs 3.12)
- Housing benefits (2.63 vs 2.34)
- Effectiveness of mentoring outside the institution (4.15 vs 3.88)
- Overall effectiveness of shared governance (3.09 vs 2.82)
- Effectiveness of mentoring within the department (3.96 vs 3.71)

Table 6: Items rated notably more favorably by women than by men

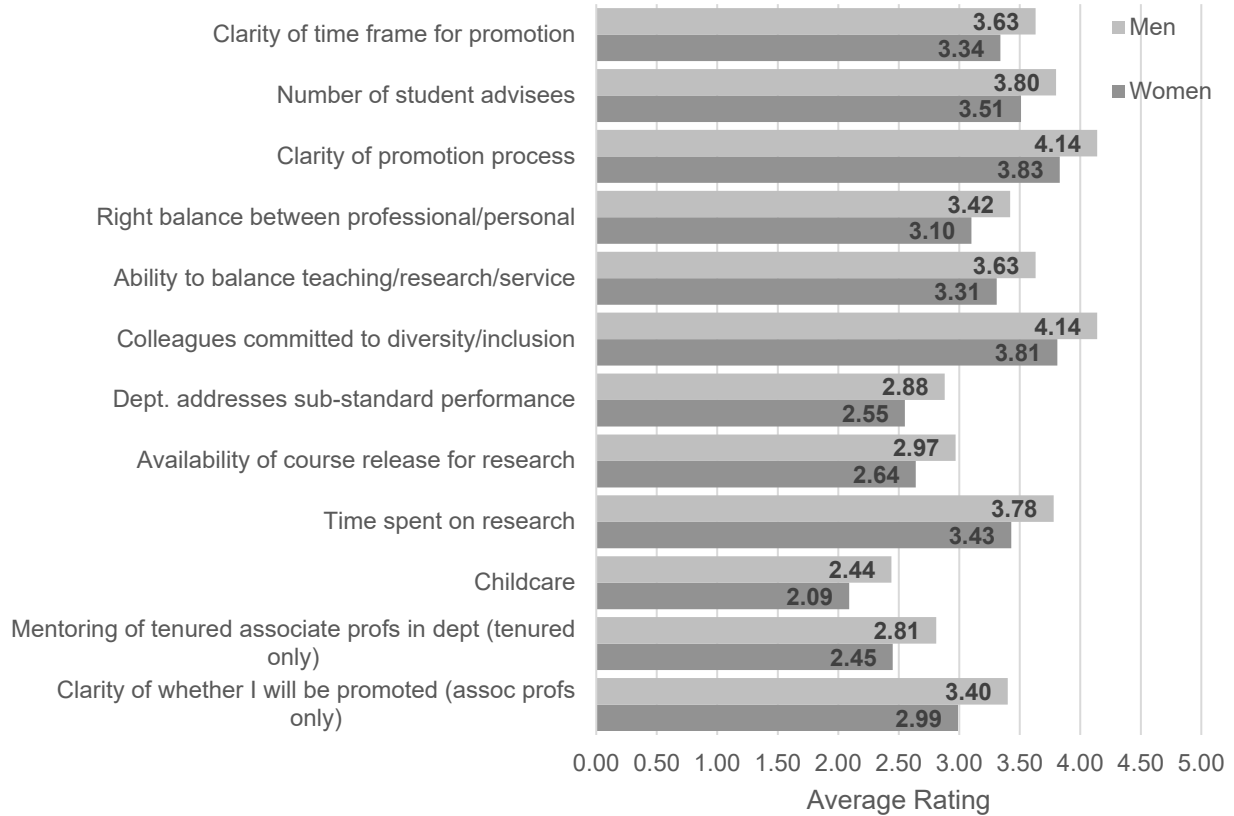


Women gave notably lower average rating than men to 12 items, primarily those related to the promotion process and balancing work expectations:

- Clarity of whether I will be promoted (associate professors only) (2.99 vs 3.40)
- Mentoring of tenured associate professors in department (tenured only) (2.45 vs 2.81)
- Childcare (2.09 vs 2.44)
- Time spent on research (3.43 vs 3.78)
- Availability of course release for research (2.64 vs 2.97)
- Department addresses sub-standard performance (2.55 vs 2.88)
- Colleagues are committed to diversity and inclusion (3.81 vs 4.14)
- Ability to balance teaching/research/service (3.31 vs 3.63)
- Right balance between professional / personal (3.10 vs 3.42)
- Clarity of promotion process (tenured only) (3.83 vs 4.14)
- Number of student advisees (3.51 vs 3.80)
- Clarity of time frame for promotion (tenured only) (3.34 vs 3.63)



Table 7: Items rated notably less favorably by women than by men



**Race/Ethnicity**

*In past surveys, COACHE provided results for white faculty as a group and for all faculty of color as a group. In the AY17-18 reports, faculty of color are further broken out into those who are Asian, and those who are a member of an underrepresented minority racial/ethnic group (URM).*

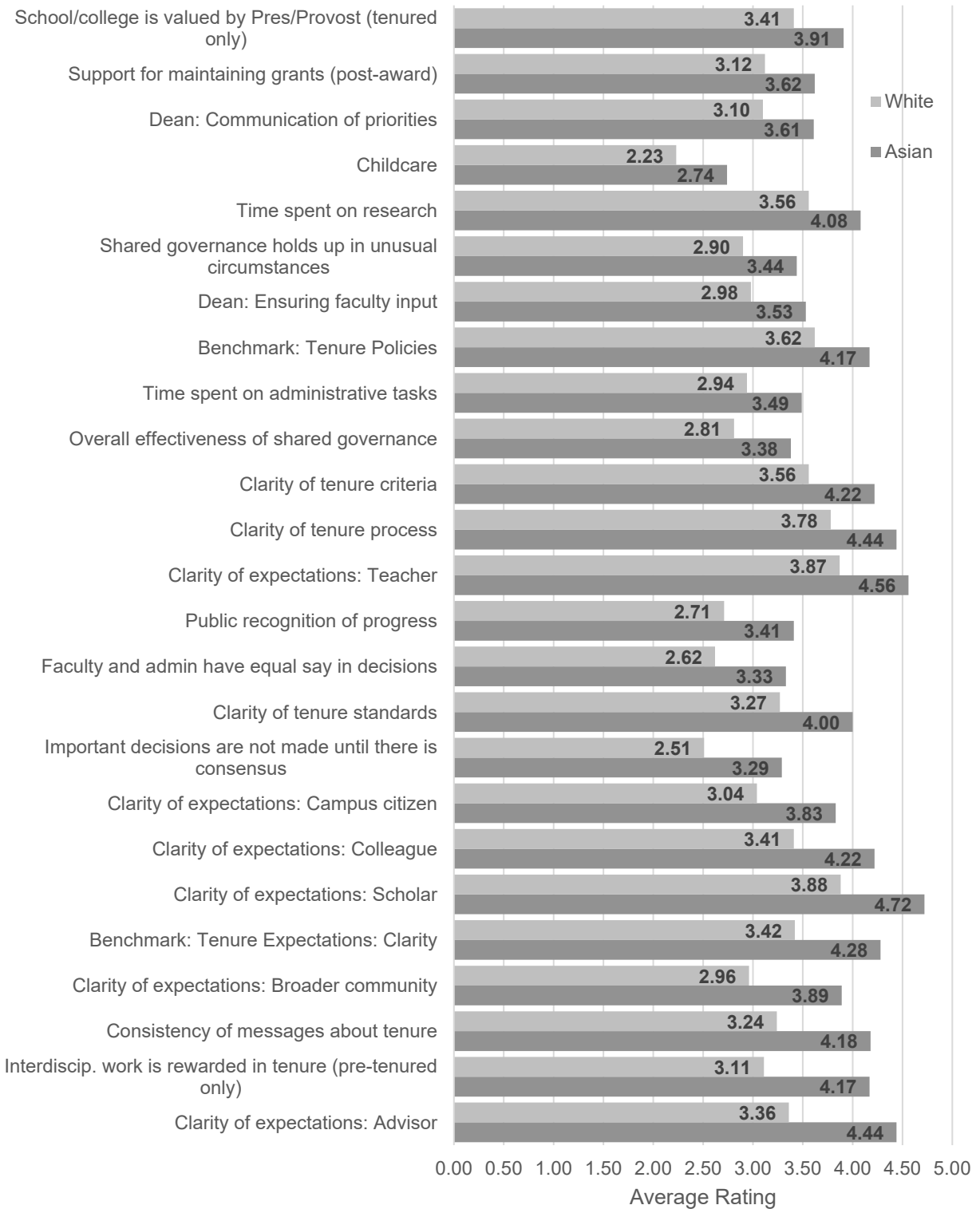
**Asian vs White Faculty**

Asian faculty members consistently give more favorable ratings than white faculty to various aspects of working at NC State. Asians had notably higher ratings than whites on about 75 of the specific items asked about on the survey, particularly those in the benchmark areas of:

- Tenure policies (pre-tenured only)
- Clarity of tenure expectations (pre-tenured only)
- Divisional leadership
- Faculty leadership
- Governance
  - Shared sense of purpose
  - Understanding the issue of hand
  - Adaptability
  - Productivity

Items with the largest differences in ratings are listed in Table 8.

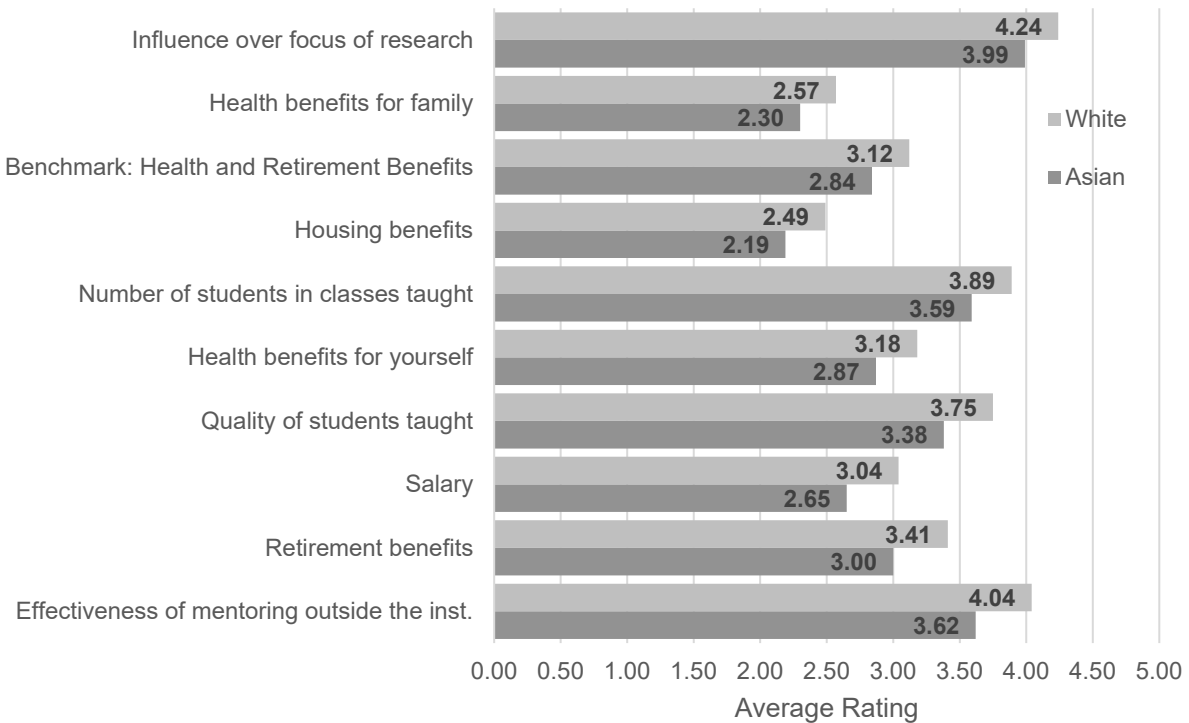
Table 8: Items rated notably more favorably by Asians than by white faculty



Asian faculty members gave notably less favorable ratings than white faculty to 10 of the specific items on the survey, mostly related to benefits:

- Effectiveness of mentoring outside the institution (3.62 Asians vs 4.04 whites)
- Retirement benefits (3.00 vs 3.41)
- Salary (2.65 vs 3.04)
- Quality of students taught (3.38 vs 3.75)
- Health benefits for self (2.87 vs 3.18)
- Number of students in classes taught (3.59 vs 3.89)
- Housing benefits (2.19 vs 2.49)
- Health and retirement benefits (benchmark) (2.84 vs 3.12)
- Health benefits for family (2.30 vs 2.57)
- Influence over focus of research (3.99 vs 4.24)

Table 9: Items rated notably less favorably by Asians than by white faculty

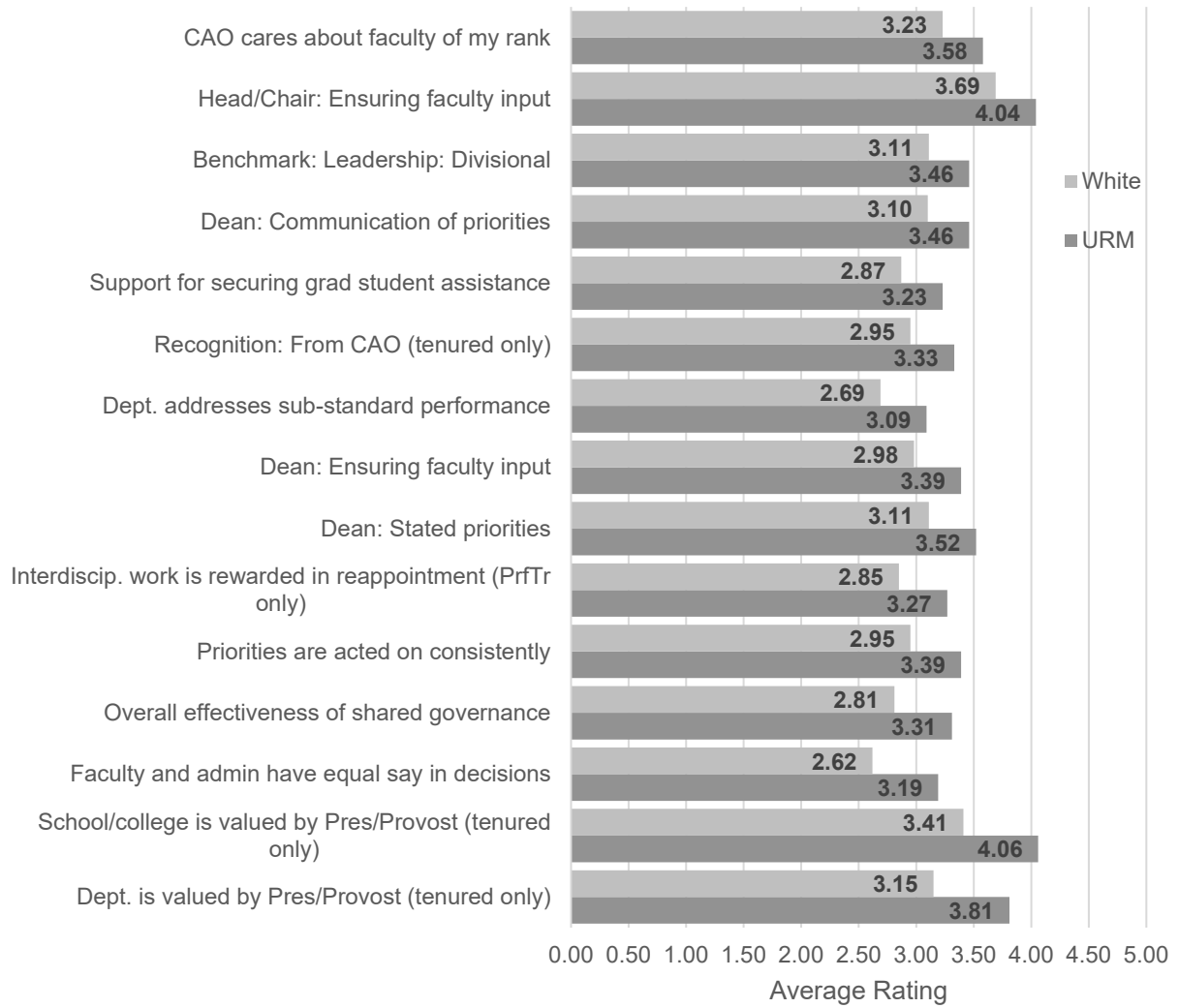


### **URM vs White Faculty**

URM faculty gave notably more favorable ratings than whites to about 45 items on the survey, with no real patterns of consistently giving higher ratings to items within a specific benchmark. Differences were largest for:

- Department is valued by the Provost (tenured only) (3.81 URMs vs 3.15 whites)
- College is valued by the Provost (tenured only) (4.06 vs 3.41)
- Faculty and administration have equal say in decisions (3.19 vs 2.62)
- Overall effectiveness of shared governance (3.31 vs 2.81)
- Priorities are acted on consistently (3.39 vs 2.95)
- Interdisciplinary work is rewarded in reappointment (PrfTr only) (3.27 vs 2.85)
- Dean: ensuring faculty input (3.39 vs 2.98)
- Dean: stated priorities (3.52 vs 3.11)
- Department addresses sub-standard performance (3.09 vs 2.69)
- Recognition: From CAO (tenured only) (3.33 vs 2.95)
- Support for securing grad student assistance (3.23 vs 2.87)
- Dean: Communication of priorities (3.46 vs 3.10)
- Leadership: Divisional (benchmark) (3.46 vs 3.11)
- Head/Chair: Ensuring faculty input (4.04 vs 3.69)
- CAO cares about faculty of my rank (3.58 vs 3.23)

Table 10: Items rated notably more favorably by URM than by white faculty



Faculty who are members of a URM group gave less favorable ratings than whites to six items, mostly related to the clarity of expectations for tenure (pre-tenured faculty only).

- Clarity of the promotion process (tenured faculty only) (3.74 URMs vs 4.10 whites)
- Visible leadership for support of diversity (3.72 vs 4.06)
- Clarity of tenure expectations as a teacher (pre-tenured only) (3.54 vs 3.87)
- Colleagues are committed to diversity and inclusion (3.72 vs 4.03)
- Clarity of tenure expectations as a colleague (pre-tenured only) (3.12 vs 3.41)
- Clarity of tenure expectations as a campus citizen (pre-tenured only) (2.76 vs 3.04)

Table 11: Items rated notably less favorably by URMs than by white faculty

