

COACHE

The Collaborative on Academic Careers in Higher Education

Initial Results for Faculty Senate

University of Rochester

Survey of ASE, Eastman, School of Nursing, Simon, and
Warner

2012-2013 Cohort



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What is COACHE?

- Web-based, anonymous survey, started in 2003
 - Limited participation (pre-tenure only) for ASE in 2009
- Comprehensive questionnaire about faculty life: 20 “benchmark” domains
- Comparative data based on national sample and peer group



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Comparison Institutions

Our selected peer institutions for 2012-2013:

- Johns Hopkins University
- SUNY - University at Buffalo
- University of North Carolina - Chapel Hill
- University of Toronto
- University of Virginia

The full cohort included 77 institutions with a total of 20,946 respondents.



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Who Participated in 2012-2013 Survey?

- Five of the six UR schools participated. School of Medicine and Dentistry completed a parallel survey- *Faculty Forward*.
- Of our 481 UR faculty eligible, 259 faculty responded to the survey. This is a **54% response rate (average for peers=44%; national average= 50)**.
- Of our respondents, 191 were tenured faculty and 68 were pre-tenure faculty.



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Participants by School

School	Number of respondents	% Participation
Arts and Sciences	131	53.7
Hajim	43	56.6
Warner	15	68.2
Nursing*	9	56.3
Eastman Music	43	50.0
Simon	18	48.6
Total	259	53.8

*Research faculty only



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UR Demographics

All Eligible Faculty

- 347 (72.1%) men
- 134 (27.9%) women
- 407 (84.6%) white
- 74 (15.4%) faculty of color
- 23 (4.8%) underrepresented minorities

Note: Data derived from our HRMS system

Respondents

- 178 (68.7%) men
- 81 (31.3%) women
- 223 (86.1%) white
- 35 (13.9%) faculty of color
- 15 (6%) underrepresented minorities

Note: Data self-reported in the survey

Faculty of Color as defined by COACHE includes: Asian, Black, Hispanic, and Native American
Underrepresented minority is defined as Black, Hispanic, and Native American



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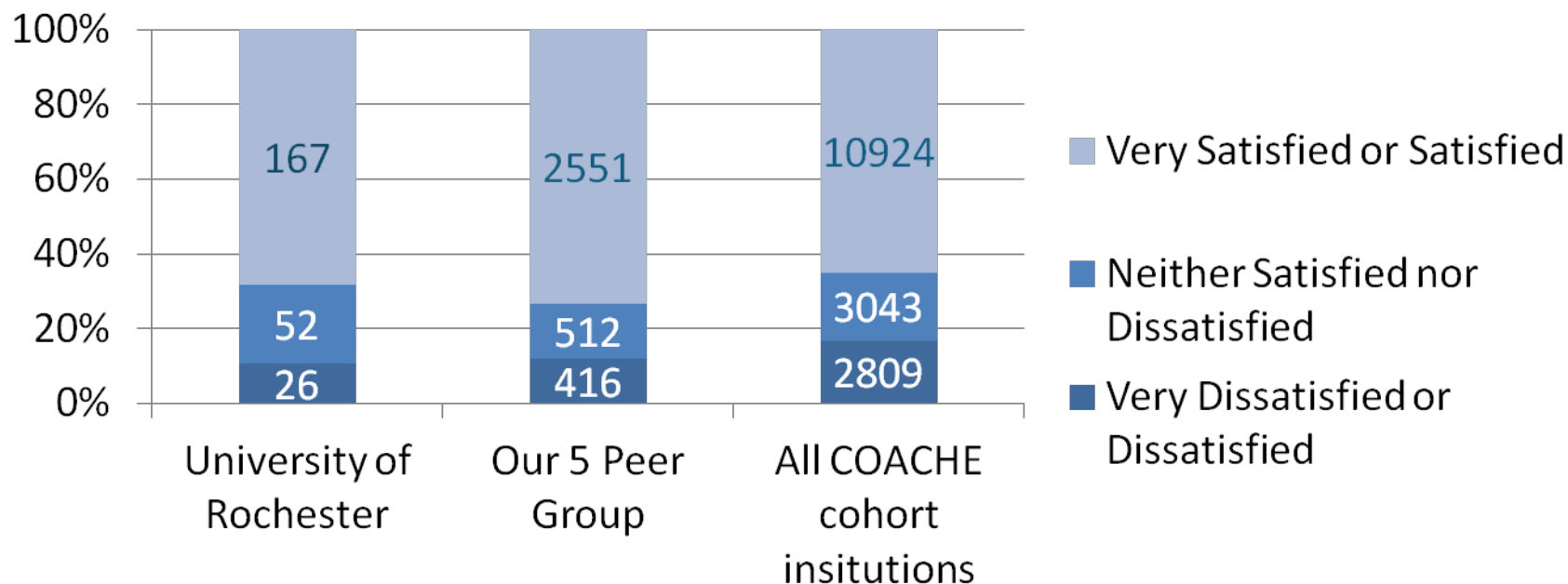


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Satisfaction with the Institution

Question: "All things considered, how satisfied or dissatisfied are you with the University of Rochester as a place to work?"

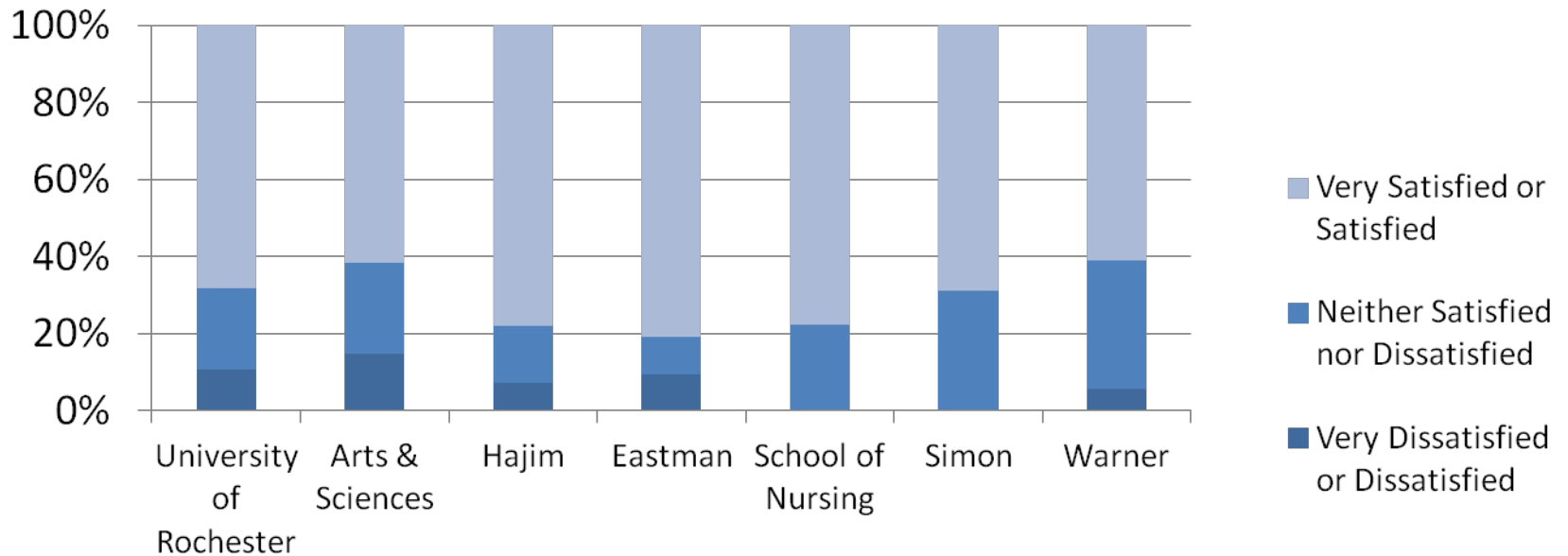


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Satisfaction with the Institution by School

Question: "All things considered, how satisfied or dissatisfied are you with the University of Rochester as a place to work?"





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COACHE benchmark areas

- Nature of work: Teaching, Research, Service
- Interdisciplinary work/Collaboration/Mentoring
- Departments: Collegiality, Quality, Engagement
- Facilities/ work resources
- Tenure: Policies, Clarity, Reasonableness
- Promotion
- Leadership: Sr, Division (Deans), Department
- Appreciation & recognition
- Benefits & personal/family polices



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Benchmarks for UR vs. ALL

- **Top 30% for 12/20 domains**
 - Tops among peers for tenure policies, clarity & reasonableness and departmental leadership
- **Middle 40% for 8/20 domains**
- **NO benchmark areas where UR ranked in bottom 30% nationally**



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UR vs. 5 Peers

Examples of bragging rights (*top 1 or 2*)

- Interdisciplinary work
- Tenure policies
- Clarity of tenure policies
- Departmental leadership



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Examples of Strengths

UR vs. ALL

Nature of work: Service and Teaching

- Support for faculty leadership roles, fairness of committee assignments
- Time spent on teaching, Number of courses taught, students

Interdisciplinary work

- Budgets, facilities and for interdisciplinary work

Tenure policies and clarity

- Clarity of tenure process, criteria, standards, consistency in messaging.

Departmental leadership

- Head/Chair's pace of decision-making, communication of priorities, faculty input.

Departmental collegiality

- Meeting times compatible with personal needs



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ASE 2009- Areas of strength Pre-tenure faculty

- Tenure practices
- Tenure expectations- clarity of scholarly criteria
- Tenure reasonableness
- Nature of work overall
- Nature of work: research
- Nature of work: teaching
- Work and home
- Climate, culture and collegiality
- Compensation and benefits (housing assistance only)
- Global satisfaction



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ASE-2009 Areas of concern Pre-tenure faculty

Bottom quartile for entire cohort and 5th/6th compared to peers

- Tenure expectations: Clarity of expectations as an advisor, campus citizen, and member of community*
- Tenure expectations: reasonableness of expectations as a campus citizen and member of community*
- Nature of work: teaching (professional assistance for improving teaching)*
- Work and home: paid and unpaid personal leave
- Climate, culture, collegiality: Peer reviews of teaching or research

* Bottom quartile, nationally



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UR vs. 5 Peers 2012

Examples of concerns (*rank 5th or 6th*)

- Classroom facilities (nationally lowest 30%)
- Departmental engagement
- Health and retirement benefits
- Promotion (excludes pre-tenure)
- Mentoring
- Support to improve teaching (overall, though not for pre-tenure faculty)



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Areas of Concern 2012 UR vs. ALL

Facilities and work resources

- Classroom spaces

Benefits

- Retirement Benefits and Phased Retirement options
- Eldercare
- Health benefits for faculty & their families

Mentoring

- 50% have not met with their mentor in the past year (26% met seldom or occasionally)
- Many faculty noted that mentoring was not fulfilling.

Promotion

- Lack of clarity around process, criteria, standards, and time frame.

Departmental Engagement

- Discussions of student learning, effective practices, uses of technology
- Colleagues support work/life balance



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Areas of difference based on: Tenure, Gender, Race

Tenured faculty	Associate Professors	Women	Faculty of Color
<p>Medium Differences:</p> <ul style="list-style-type: none"> •Nature of work: Service •Health and Retirement Benefits •Mentoring •Leadership: Senior •Leadership: Divisional •Leadership: Departmental 	<p>Large Difference:</p> <p>Promotion</p>	<p>Large Differences:</p> <ul style="list-style-type: none"> •Tenure Policies •Tenure Clarity <p>Medium Difference:</p> <ul style="list-style-type: none"> •Tenure Reasonableness 	<p>Large Difference:</p> <ul style="list-style-type: none"> •Departmental Engagement <p>Medium Differences:</p> <ul style="list-style-type: none"> •Tenure Reasonableness •Promotion •Departmental Quality

NOTE: In the social science research domain in which COACHE operates, the following thresholds are generally accepted ranges of effect size magnitude.

All “Difference” is in a negative direction

Less than .1 = Trivial Difference

Between .1 and .3 = Small Difference

Between .3 and .5 = Medium Difference

Greater than .5 = Large Difference



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Best and Worst Aspects about UR

When our faculty were asked to **identify the two (and only two) best and worst aspects** of working at University of Rochester, the top four responses were:

	Best Aspects	Worst Aspects
1 st	Quality of Colleagues*	Compensation*
2 nd	Quality of Undergrad Students	Geographic Location*
3 rd	Cost of Living*	Lack of Support for Research/Creative Work
4 th (There was a tie in Worst Aspects)	Academic Freedom	Quality of Leadership
		Quality of Facilities
		Lack of Diversity*

*also cited in 2009



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COACHE 2013

SUMMARY

- Overall- high levels of faculty satisfaction with work life, interdisciplinary opportunities colleagues
- Striking improvements since 2008-09 in support for teaching, clarity of tenure policies
- **Some areas of concern can be addressed without additional expense: mentoring, faculty engagement and promotion**
- **Additional resources will be required to consider benefits and facilities**



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Recommended Actionable Items

- **Mentoring**
 - Review departmental mentoring plans
 - Engage chairs & faculty in focus groups to determine needs
- **Promotion**
 - Work on communication plan
- **Faculty Engagement**
 - Engage faculty, chairs in focus groups/interviews to determine needs



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What's next?

- Thank faculty and communicate findings
 - Faculty Senate
 - Faculty Diversity Officer (FDO) Committee
 - Department chairs
 - Discussed school-specific data with Deans and FDOs in annual fall meetings
- Choose areas of focus for improvement
- Action plans
 - Continue work with FDOs and FDO subcommittee on COACHE Recommended Actionable Items
 - Spring Mentoring Workshop



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