COACHE Survey Results
The COACHE Survey

- **Collaborative on Academic Careers in Higher Education**
- Online survey to assess faculty perceptions on career satisfaction
- Look at differences in experience by rank and gender
- Identify impact of policies and processes on satisfaction
- Assess performance against cohort and select peer institutions
Survey Themes

- Nature of Work (Research, Teaching, Service)
- Collaboration & Interdisciplinary Work
- Departmental Culture
- Tenure, Promotion & Mentoring
- Policies & Benefits
- Leadership
Other Institutions

- 81 participating institutions
- Peer Institutions
  - University of North Carolina – Chapel Hill
  - University of Virginia
  - University of California – Davis
  - Indiana University – Bloomington
  - State University of New York – Stony Brook
Highlights

• Overall Satisfaction
• Leadership
• Departmental Culture
• Areas for Improvement
Overall Satisfaction
(4.12 MEAN SCORE)

78.9%

OF FACULTY SAID, IF THEY HAD TO DO IT AGAIN THEY WOULD SELECT U OF T
78.6% of faculty said they were satisfied with U of T as a place of work.

- UTM: 76.5%
- Sciences and Math: 72.7%
- Social Sciences: 76.1%
- Humanities: 79.4%
92.8%

(4.59 MEAN SCORE)
94.5%

OF FACULTY SAID THEY WERE SATISFIED WITH THE INFLUENCE THEY HAVE OVER THE FOCUS OF THEIR RESEARCH AND SCHOLARLY WORK

91.6%

(4.47 MEAN SCORE)
91.9%

OF FACULTY SAID THEY WERE SATISFIED WITH THEIR DISCRETION OVER COURSE CONTENT
Leadership
Communication of Priorities

I am satisfied with the communication of priorities by:

**Chair (Mean 3.60)**
- 61.5%
- Peers: 64.5%

**Dean (Mean 3.10)**
- 42.9%
- Peers: 41.1%

**Provost (Mean 2.99)**
- 36.0%
- Peers: 38.6%

**President (Mean 3.08)**
- 34.9%
- Peers: 45.4%

**UTM**
- Dean: 41.1%
- Chair: 63.4%

**Sciences and Math**
- Dean: 30.0%
- Chair: 61.1%

**Social Sciences**
- Dean: 41.5%
- Chair: 65.7%

**Humanities**
- Dean: 48.3%
- Chair: 61.5%
Stated Priorities

**STATED PRIORITIES**

- **UTM**
  - Dean: 37.4%
  - Chair: 61.7%

- **Sciences and Math**
  - Dean: 37.5%
  - Chair: 61.10%

- **Social Sciences**
  - Dean: 37.5%
  - Chair: 67.50%

- **Humanities**
  - Dean: 43.3%
  - Chair: 53.80%

**Satisfaction**

- **Chair**
  - Humanities: 43.3%
  - Social Sciences: 37.5%
  - Sciences and Math: 41.9%
  - UTM: 37.4%

- **Dean**
  - Humanities: 53.80%
  - Social Sciences: 67.50%
  - Sciences and Math: 61.10%
  - UTM: 61.7%

**Peers**

- Humanities: 44.7%
- Social Sciences: 40.8%
- Sciences and Math: 40.8%
- UTM: 63.2%
Pace of Decision Making

<table>
<thead>
<tr>
<th>Role</th>
<th>U of T</th>
<th>UTM</th>
<th>Sciences and Math</th>
<th>Social Sciences</th>
<th>Humanities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean</td>
<td>46.0%</td>
<td>48.9%</td>
<td>47.4%</td>
<td>42.5%</td>
<td>59.2%</td>
</tr>
<tr>
<td>Chair</td>
<td>63.7%</td>
<td>65.8%</td>
<td>61.1%</td>
<td>71.0%</td>
<td>61.5%</td>
</tr>
</tbody>
</table>
Ensuring opportunities for faculty to have input into local policy decisions

- **Dean**
  - U of T: 36.0%
  - UTM: 34.8%
  - Sciences and Math: 30.0%
  - Social Sciences: 37.5%
  - Humanities: 36.7%

- **Chair**
  - U of T: 62.0%
  - UTM: 54.9%
  - Sciences and Math: 38.9%
  - Social Sciences: 63.2%
  - Humanities: 53.9%
Department Culture
I AM SATISFIED WITH MY DEPARTMENT AS A PLACE TO WORK

(MEAN 4.05)

77.9% SATISFACTION

<table>
<thead>
<tr>
<th>Department</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTM</td>
<td>77.4%</td>
</tr>
<tr>
<td>Sciences and Math</td>
<td>77.3%</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>70.0%</td>
</tr>
<tr>
<td>Humanities</td>
<td>79.5%</td>
</tr>
</tbody>
</table>
48% of faculty indicated that one of the best things about working at U of T was the quality of their colleagues.

22.5% geographic location

50% UTM
ON THE WHOLE, MY DEPARTMENT IS COLLEGIAL (MEAN 4.01) 78.4% SATISFACTION
(TOP PEER MEAN 4.14) PEERS: 78.1%

- UTM: 79.6%
- Sciences and Math: 77.3%
- Social Sciences: 80.0%
- Humanities: 73.5%
SCHOLARLY PRODUCTIVITY OF:

Pre-Tenure Faculty
UTM: 92%

Tenured Faculty
UTM: 79.6%
Clarity of tenure standards in department:
- U of T: 81.9%
- UTM (n=26): 84.6%
- Social Sciences (n=13): 77.0%
- Humanities, Sciences & Math (n=13): 84.6%

Tenure decisions are performance-based:
- U of T: 80.8%
- UTM (n=26): 76.9%
- Social Sciences (n=13): 69.2%
- Humanities, Sciences & Math (n=13): 84.6%

Consistency of messages about tenure:
- U of T: 56.3%
- UTM (n=26): 57.7%
- Social Sciences (n=13): 53.8%
- Humanities, Sciences & Math (n=13): 61.5%

Clarity of expectation: scholar & teacher:
- U of T: 56.2%
- UTM (n=26): 57.7%
- Social Sciences (n=13): 46.2%
- Humanities, Sciences & Math (n=13): 69.2%
Clarity of expectation: scholar & teacher

Consistency of messages about tenure

Tenure decisions are performance-based

Clarity of tenure standards in department

U of T | UTM (n=26)
---|---
81.9% | 84.6%
80.8% | 76.9%
56.3% | 57.7%
56.2% | 57.7%
FORMAL FEEDBACK ON PROGRESS TOWARD

**TENURE**
- 18% NO
- 77% YES
- 36%

**PROMOTION**
- 87.2% NO
- 73% NO
- 22% YES
- 12.8%
Areas for Improvement
Department culture encourages promotion:
- U of T: 66.8%
- UTM: 58.8%
- Sciences and Math: 57.1%
- Social Sciences: 72.4%
- Humanities: 44.0%

Clarity of the time frame for promotion:
- U of T: 48.6%
- UTM: 43.8%
- Sciences and Math: 38.4%
- Social Sciences: 59.4%
- Humanities: n too small

My sense of whether I will be promoted (n=48):
- U of T: 40.5%
- UTM: 45.8%
- Sciences and Math: 50.0%
- Social Sciences: 47.7%
- Humanities: n too small
Department culture encourages promotion

- My sense of whether I will be promoted (n=48)
  - U of T: 40.5%
  - UTM: 45.8%

- Clarity of the time frame for promotion
  - U of T: 53.7%
  - UTM: 48.6%

- Department culture encourages promotion
  - U of T: 66.8%
  - UTM: 58.8%
Good Practices – Promotion

- Set up regular meetings with associate professors approaching promotion.
- Provide opportunities to discuss the tenure/promotion process with recently tenured/promoted faculty.
- Provide feedback to associate professors considering promotion in relation to expectations around teaching and research achievement.
- Make sample dossiers available.
- Be aware of the workload that is placed on associate professors – ensure that they’re not being buried with service, mentoring responsibilities, student advising or leadership/administrative duties that may actually get in the way of their continued trajectory to full professor.
- Encourage pre-tenure and tenured faculty to attend the sessions provided by the Office of the Vice Provost, Faculty and Academic Life http://www.faculty.utoronto.ca/events/
DEPARTMENT CULTURE

19% DEPARTMENT SUCCESSFUL AT ADDRESSING SUBSTANDARD TENURED FACULTY PERFORMANCE

<table>
<thead>
<tr>
<th>Department</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTM</td>
<td>20.8%</td>
</tr>
<tr>
<td>Sciences and Math</td>
<td>15.0%</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>27.0%</td>
</tr>
<tr>
<td>Humanities</td>
<td>16.0%</td>
</tr>
</tbody>
</table>
Being a mentor is fulfilling

Importance of mentoring within department
<table>
<thead>
<tr>
<th>Mentoring Category</th>
<th>U of T</th>
<th>UTM</th>
<th>Sciences and Math</th>
<th>Social Sciences</th>
<th>Humanities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of mentoring within department</td>
<td>62.1%</td>
<td>55.5%</td>
<td>61.1%</td>
<td>52.9%</td>
<td>55.2%</td>
</tr>
<tr>
<td>Effective mentoring of pre-tenure faculty</td>
<td>54.2%</td>
<td>53.6%</td>
<td>52.4%</td>
<td>54.5%</td>
<td>53.1%</td>
</tr>
<tr>
<td>Effective mentoring of associate faculty (0% very satisfied)</td>
<td>9.0%</td>
<td>6.7%</td>
<td>9.7%</td>
<td>9.5%</td>
<td></td>
</tr>
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Good Practices – Mentoring

- Work with the Office of the Vice Provost, Faculty and Academic Life to establish and evaluate a mentoring program.
- Provide mentors for both pre-tenure and tenured faculty. Just because a faculty member gets tenure and is promoted to the associate rank does not mean that s/he no longer needs or wants a mentor.
- Don’t make assumptions about what type of mentoring faculty will want (or if they will want it at all). Mentoring should be tailored to individual needs.
- Develop written guidelines for both mentors and mentees.
- Consider some alternative types of mentoring – peer mentoring, group mentoring, collaborative support models.
- If you’re in a small department or division, consider building networks beyond the department or division, particularly in order to support underrepresented faculty to find a mentor with a similar background.
- If possible, provide some kind of reward to those who act as mentors.
FACULTY EXPRESSED SATISFACTION WITH COMPENSATION AND BENEFITS

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Compensation Satisfaction</th>
<th>Benefits Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTM</td>
<td>80.9%</td>
<td>87.7%</td>
</tr>
<tr>
<td></td>
<td>(Mean 3.98)</td>
<td>(Mean 4.03)</td>
</tr>
<tr>
<td>Peers</td>
<td>79.4%</td>
<td>82.5%</td>
</tr>
<tr>
<td></td>
<td>(Mean 4.03)</td>
<td>(Mean 4.03)</td>
</tr>
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</table>

ONLY 7% OF U OF T FACULTY STATED THAT SALARY WAS THE ONE THING THEY WOULD CHANGE COMPARED TO 20% OF PEERS
FACILITIES AND WORK RESOURCES

59.8% SATISFACTION WITH LAB/STUDIO SPACE

58.2%

57.6%

61.7% SATISFACTION WITH COMPUTING AND IT SUPPORT

56.2%

68.0%

54.8% SATISFACTION WITH CLERICAL AND ADMINISTRATIVE SUPPORT

51.8%

58.6% SATISFACTION WITH EQUIPMENT

48.8%
Next Steps
Resources for Chairs

- COACHE results with:
  - Questions for Discussion and
  - Good Practices
    - [http://www.faculty.utoronto.ca/reports/coache-2012/resources/](http://www.faculty.utoronto.ca/reports/coache-2012/resources/)

- Can provide department presentations upon request

- Suggestion box:
  [http://www.faculty.utoronto.ca/communications/comments/](http://www.faculty.utoronto.ca/communications/comments/)
COACHE Survey Results

DEPARTMENTAL CULTURE:
- 53% Colleagues help with work-life balance
- 75% Meetings compatible with my personal/family needs
- 19% Department successful at assessing undergraduate and graduate performance

PROFESSIONAL INTERACTION:
- 72.6% Professional interaction with full-time faculty
- 72.5% Professional interaction with tenured faculty
- 49.4% Engagement with faculty in conversations about research methodologies

WORK SATISFACTION:
- 77.9% Satisfied with department as a place to work

SCHOLARLY PRODUCTIVITY OF:
- 86.7% Pre-tenure faculty
- 77.7% Tenured faculty

COACHE Resources for Chairs

Departmental Culture

QUESTIONS FOR DISCUSSION:
- What creates and sustains collegiality in our department? What threatens a sense of collegiality in the department?
- What forums could be put in place to encourage interactions amongst all our faculty?
- What are our strengths? How can these be maintained?
- Where can we do better?
- How can we improve on the quality of our department?
- How can we address issues of substandard performance?
- What can we do to support our colleagues trying to juggle the demands of family life with the demands of an academic career?

GOOD PRACTICES
- Chairs can have the most impact on departmental collegiality – have an open-door policy so that colleagues can stop in and chat about department issues. Intervene when necessary.
- Be cognizant of those who are the minority and ensure that they are not excluded or marginalized in the department; one person’s autonomy might be another’s isolation.
- Create forums for faculty to work together to discuss research, methodologies, interdisciplinary ideas, pedagogies, and technology.
- Discuss the vitality of the department using benchmarks and analytical data when possible to keep these matters from becoming overly personalized.
- Use department meetings to create discussions and problem-solve. Have a rotating meeting chair so that faculty can experience different leadership styles and can learn to use their leadership skills.
- Identify a topical issue for each department meeting and have a faculty member take the lead on the discussion (e.g. mentoring, administrative support, technical support).
Questions?