



COACHE

The Collaborative on Academic Careers in Higher Education
at the Harvard Graduate School of Education

Tables of Benchmark Exemplars, 2006-2009

Table 1. Exemplars

Table 2. All institutional participants, 2006-2009

Table 3. Benchmark definitions

Table 1. Exemplars. This table lists alphabetically the four (or more, when ties occur) doctoral/research universities, among 57; the two Master’s institutions, among 32; and the two baccalaureate institutions, among 38, with the highest benchmark ratings emerging from administrations of COACHE’s *Tenure-Track Faculty Job Satisfaction Survey* since 2006.*

	Doctoral/Research institutions	Master's institutions	Baccalaureate institutions
Tenure Practices	Brown U. U. of Alabama at Tuscaloosa U. of Connecticut U. of Iowa	Cal. State U. at Fullerton Queens College (CUNY)	Hendrix College Kenyon College
Clarity of Institutional Expectations for Tenure	North Carolina State U. North Dakota State U. U. of Connecticut U. of Iowa U. of Kansas	Cal. State U. at Fullerton Lehman College (CUNY)	Hendrix College Medgar Evers College (CUNY)
Nature of Work (Overall)	Dartmouth College Duke U. U. of Chicago U. of Notre Dame	Cal. State U. at San Marcos James Madison U.	Bowdoin College Wesleyan U.
Nature of Work (Research)	Dartmouth College Duke U. U. of Chicago U. of Notre Dame	Loyola University Maryland Queens College (CUNY)	Bowdoin College Wellesley College
Nature of Work (Teaching)	Brown U. Duke U. U. of Chicago U. of Notre Dame	Lehman College (CUNY) Rowan U.	Bowdoin College Wesleyan U.
Work and Home	Lehigh U. U. of Illinois Urbana-Champaign U. of Iowa UNC Chapel Hill	Queens College (CUNY) Rowan U.	Ohio Wesleyan U. Wesleyan U.
Climate, Culture and Collegiality	Auburn U. Brown U. U. of Iowa UNC Chapel Hill	Cal. State U. at San Marcos Lehman College (CUNY)	Saint Olaf College Trinity College (CT)
Global Satisfaction	Brown U. Duke U. U. of Iowa UNC Chapel Hill	Lehman College (CUNY) Queens College (CUNY)	Mount Holyoke College Trinity College (CT)

* Two benchmarks, *Reasonableness of Institutional Expectation for Tenure* and *Compensation and Benefits* were excluded from this analysis. A report on the *Reasonableness* benchmark is forthcoming.

Table 2. All participants. All institutions participating in the COACHE *Tenure-Track Faculty Job Satisfaction Survey* since 2006, by Carnegie category.

Doctoral/Research (57)

Auburn U.
 Ball State U.
 Boston U.
 Brown U.
 Case Western Reserve U.
 Clemson U.
 Dartmouth College
 Drexel U.
 Duke U.
 East Carolina U.
 Hofstra U.
 Indiana U.
 Iowa State U.
 Kansas State U.
 Lehigh U.
 Mississippi State U.
 Missouri U. of Science & Technology
 Montana State U.
 North Carolina A&T State U.
 North Carolina State U.
 North Dakota State U.
 Northeastern U.
 Ohio U.
 Old Dominion U.
 Tufts U.
 Tulane U.
 U. of Alabama at Tuscaloosa
 U. of Arkansas
 U. at Buffalo (SUNY)
 U. of Chicago
 U. of Cincinnati
 U. of Connecticut
 U. of Houston
 U. of Illinois at Urbana-Champaign
 U. of Iowa
 U. of Kansas
 U. of Kentucky
 U. of Massachusetts Amherst
 U. of Massachusetts Lowell
 U. of Missouri-Columbia
 U. of Missouri-Kansas City
 U. of Missouri-Saint Louis
 U. of North Carolina at Chapel Hill
 U. of North Carolina at Charlotte
 U. of North Texas

U. of Notre Dame
 U. of South Carolina
 U. of Tennessee
 U. of Texas at Dallas
 U. of Virginia
 U. of Wyoming
 Virginia Commonwealth U.
 Virginia Polytech. Institute & State U.
 Washington State U.
 Wayne State U.
 West Virginia U.

Master's (32)

Appalachian State U.
 Baruch College (CUNY)
 Brooklyn College (CUNY)
 California Poly. State U. at San Obispo
 California State Poly. U. at Pomona
 California State U. at Fullerton
 California State U. at Long Beach
 California State U. at San Bernardino
 California State U. at San Marcos
 College of Staten Island (CUNY)
 City College (CUNY)
 Delaware State U.
 Emerson College
 Fayetteville State U.
 Hunter College (CUNY)
 Ithaca College
 James Madison U.
 John Jay College (CUNY)
 Lehman College (CUNY)
 Loyola Marymount U.
 Loyola University Maryland
 Montclair State U.
 North Carolina Central U.
 Pacific Lutheran U.
 Queens College (CUNY)
 Rowan U.
 Sonoma State U.
 U. of Baltimore
 U. of Michigan – Flint
 U. of North Carolina at Pembroke
 U. of North Carolina at Wilmington
 Western Carolina U.

Baccalaureate (38)

Amherst College
 Barnard College
 Bates College
 Bowdoin College
 Carleton College
 Christopher Newport U.
 Colgate U.
 College of Saint Benedict/St. John's U.
 College of the Holy Cross
 College of Wooster
 Connecticut College
 DePauw U.
 Elizabeth City State U.
 Hamilton College
 Hampshire College
 Hendrix College
 Hobart and William Smith Colleges
 Kenyon College
 Lafayette College
 Macalester College
 Medgar Evers College (CUNY)
 Mount Holyoke College
 Oberlin College
 Occidental College
 Ohio Wesleyan U.
 Saint Olaf College
 Skidmore College
 Susquehanna U.
 Trinity College
 U. of North Carolina at Asheville
 U. of Puget Sound
 U. of Richmond
 Wellesley College
 Wesleyan U.
 Wheaton College
 Whitman College
 Winston-Salem State U.
 York College (CUNY)

Table 3. Benchmarks. COACHE *Tenure-Track Faculty Job Satisfaction Survey* dimensions included in the mean value of benchmarks. * All dimensions are rated by faculty respondents along a five-point Likert scale (e.g., satisfaction, effectiveness, agreement, clarity, etc.). For some institutions, benchmark scores may omit survey dimensions that are not applicable due to institutional type or cohort year.

Benchmark	COACHE <i>Tenure-Track Faculty Job Satisfaction Survey</i> dimensions comprising benchmark
Tenure Practices	tenure process; tenure criteria; tenure standards; tenure body of evidence; sense of achieving tenure; consistent messages about tenure from tenured colleagues; tenure decisions based on performance; periodic, formal performance reviews; written summary of performance reviews; upper limit on committee assignments
Clarity of Institutional Expectations for Tenure	as a scholar; as a teacher; as an advisor; as a colleague in department; as a campus citizen; as a member of community
Nature of Work (Overall)	way you spend your time as a faculty member; number of hours you work as a faculty member; quality of facilities; amount of access to TA's, RA's, etc.; clerical/administrative services; computing services
Nature of Work (Research)	amount of time to conduct research; expectations for finding external funding; influence over focus of research; research services; professional assistance in obtaining grants; travel funds; paid/unpaid research leave
Nature of Work (Teaching)	level of courses you teach; number of courses you teach; degree of influence over which courses you teach; discretion over course content; number of students you teach; quality of undergraduate students; quality of graduate students; teaching services; professional assistance for improving teaching; upper limit on teaching obligations
Work and Home	paid/unpaid personal leave; child care; stop-the-clock; spousal/partner hiring program; elder care; modified duties for parental or other family reasons; part-time tenure-track position; institution makes having children and tenure-track compatible; institution makes raising children and tenure-track compatible; colleagues make having children and tenure-track compatible; colleagues make raising children and tenure-track compatible; colleagues are respectful of efforts to balance work/home; ability to balance between professional and personal time
Climate, Culture, and Collegiality	formal mentoring; informal mentoring; peer reviews of teaching or research; fairness of immediate supervisor's evaluations; interest tenured faculty take in your professional development; opportunities to collaborate with tenured faculty; value faculty in your department place on your work; amount of professional interaction with tenured colleagues; amount of personal interaction with tenured colleagues; amount of professional interaction with pre-tenure colleagues; amount of personal interaction with pre-tenure colleagues; how well you fit; intellectual vitality of tenured colleagues; intellectual vitality of pre-tenure colleagues; participation in governance of institution; participation in governance of department; on the whole, institution is collegial
Global Satisfaction	department as a place to work; institution as a place to work; CAO cares about quality of life for pre-tenure faculty; would again choose to work at this institution; overall rating of institution

* Two benchmarks, *Reasonableness of Institutional Expectation for Tenure* and *Compensation and Benefits* were excluded from this analysis. A report on the *Reasonableness* benchmark is forthcoming.