



HARVARD



GRADUATE SCHOOL  
OF EDUCATION

# The Collaborative on Academic Careers in Higher Education

A Research-Practice Partnership | 2019

# Introduction

The Collaborative on Academic Careers in Higher Education (COACHE) is a **research-practice partnership** bringing together faculty and academic leaders who believe that decision making should begin with sound data—data that make the recruitment and development of faculty talent, and their own leadership, more effective.

COACHE, based at the Harvard Graduate School of Education, enrolled its first cohort of institutional partners in the 2005-06 academic year, and has since welcomed new cohorts annually.

Under COACHE, more than **250 colleges, universities, community colleges and systems** have strengthened their capacity to identify the drivers of faculty success and to implement informed changes.

Offering comparisons to self-selected peers, innovative approaches from exemplary institutions, and one-on-one consultations, COACHE is a **mission-driven partner in improving the academic workplace.**

# Our Approach to Partnerships

COACHE embraces the William T. Grant Foundation's Research Practice Partnerships model.\*

## *Research Practice Partnerships:*



*Are sustainable in the long-term*



*Focus on practical problems*



*Benefit both researchers and academic leaders*



*Are intentional about relationships*



*Emphasize original analysis*

\*Coburn, C.E., Penuel, W.R., & Geil, K.E. (January 2013). Research-Practice Partnerships: A Strategy for Leveraging Research for Educational Improvement in School Districts. William T. Grant Foundation, New York, NY.

# Our Collaborative Network

COACHE brings partnering **liberal arts colleges, universities, community colleges,** and **state systems** together to advance our mutual goals of creating the conditions in which faculty do their best work.

Virtually and in person, we gather **provosts, vice provosts, deans and associate deans, faculty leaders and other campus constituents.** We provide our partners the opportunity to engage with their counterparts from peer institutions. Together, they respond to COACHE's findings, overcome common challenges, and explore exemplary programs and practices.



*Our complete partner list is available on [our website](#).*

# Faculty Job Satisfaction Survey

Based on scholarly literature, informed by interviews and focus groups with faculty, and guided by advisory groups of senior academic administrators, the Faculty Job Satisfaction Survey is the **benchmarking instrument preferred by college and university leaders who expect action from their data.**

We measured the survey's validity through cognitive testing with diverse faculty at various institutional types so that we could deliver an adaptive tool **personalized by institution, rank, tenure status, and other important demographic factors.**



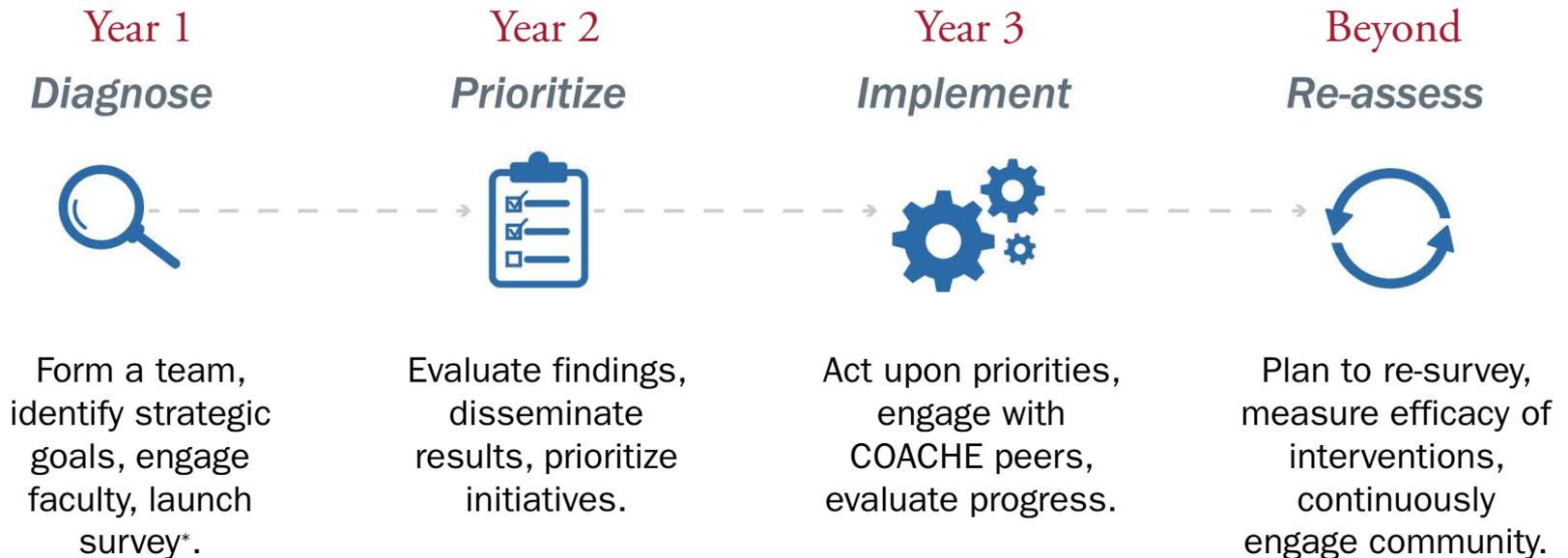
# Survey Themes

The survey themes have been carefully curated based on research and ability to effect change. These themes include:

- Nature of Work: Research
- Nature of Work: Teaching
- Nature of Work: Service
- Tenure & Promotion
- Interdisciplinary Work, Collaboration, & Mentoring
- Department Engagement, Quality, & Collegiality
- Resources & Support
- Shared Governance
- Institutional Leadership
- Appreciation & Recognition
- Retention & Negotiation
- Clinical Work (if applicable)

# High-Level Timeline

We are dedicated to helping our partners make meaning from their results, and enact data-driven policy changes that will improve the academic workplace on their campus. For this reason, participation in the Faculty Job Satisfaction Survey is a three-year commitment.



\*Survey launch occurs once per year, typically in the first week of February, and remains open for two months.

# Diagnostic Reporting

After survey administration, COACHE partners receive access to their results through our comprehensive digital Chief Academic Officer Report. This report is designed to provide internal and external comparisons on each of the survey themes in an easy-to-navigate format. Partners also receive a hard copy summary of our findings, and can elect to receive de-identified unit-level data for deeper analysis.

Benchmarks at a Glance > All Faculty



Sample display comparing results to peers.

## Our reporting platform includes:

- ✓ Data disaggregation by gender, race/ethnicity, tenure status, academic area, and rank.
- ✓ Statistical comparisons to national results and self-selected peers.
- ✓ Internal comparisons between academic areas and demographic groups.
- ✓ Qualitative analysis of open-ended comments.
- ✓ Change over time indicators for repeat partners.

**61%**

*average institutional  
response rate in 2017.*

**92%**

*of faculty who take  
the survey finish it  
in one sitting.*

**25**

*minute average  
response time.*



# How Partners Use COACHE:

## Loyola University Maryland



### Transparent, Collaborative Planning

- Loyola's Vice President of Academic Affairs worked closely with a COACHE advisory team and the Faculty Affairs Committee to design a process to **share the survey results** in an open manner, to **provide opportunities for faculty engagement** to better understand questions raised by the results, and to **report back COACHE's impact**.
- Loyola's faculty advisory team has prepared [a comprehensive website](#) sharing out the COACHE results, including recommended questions for readers, guidelines on best practices, and a plan for communication and faculty engagement.

# Pricing: First-Time Participating Baccalaureate

For the 2019-20 cohort only, the base fee for first-time participating Baccalaureate colleges (or those who have not participated since 2010) is **\$4,900** for the three-year partnership.

## Optional fees:

<i>Description</i>	<i>Amount</i>
<b>Non-Tenure Track Faculty</b> Expand survey eligibility to include full-time (1) non-tenure-track faculty members.	The lower of \$15 per faculty member (record) or \$7,500.
<b>New Custom Questions</b> Append the survey with up to 15 additional questions to be administered to your faculty.	\$500 for up to 5 items added; \$1,000 for 6 to 10 items added; or \$1,500 for 11 to 15 items added.
<b>Previously Coded Custom Questions</b> Append the survey with up to 15 additional questions from a bank of existing options. All items must be submitted as is with no edits.	\$300 for up to 5 items added; \$600 for 6 to 10 items added; or \$900 for 11 to 15 items added.
<b>Pass-through Variables</b> Include additional faculty record-level variable information in your Population File and COACHE will return it in your Data File.	\$100 per variable for up to 5 variables.

# Next Steps: What We Need from You

## Now:

- Verbally confirm intent to participate by June 30
- Sign a Participation Agreement by July 31

## Before launch:

- Form a COACHE team
- Send payment for first invoice
- Send team to [Strategy Workshop](#) (Aug. 8-9, 2019)
- Pull data on eligible faculty

## Survey launch (Feb – Apr, 2020):

- Send a message of endorsement to eligible faculty
- Track response rates online and work with our team to improve if necessary

## *Institutional roles to consider including in your team:*

- CAO
- Senior academic officers in Faculty Affairs, Development, Diversity, etc.
- Chief Diversity Officer
- Faculty governing body Chair or similar representative
- P&T committee member
- IR officer
- Director of CTL
- HR officer
- Communications/Marketing officer
- Sponsored Research Director
- Principal Investigator (e.g. NSF/ADVANCE)
- Faculty with experience in higher ed., organizational development/behavior, data analysis...

# Learn More

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For additional information on partnering with COACHE, contact:

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