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The Collaborative on Academic Careers in Higher Education

A Research-Practice Partnership | 2020

Introduction

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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 **300 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 Collaborative Network

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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](#).

Our Approach to Partnerships

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

Research Practice Partnerships:



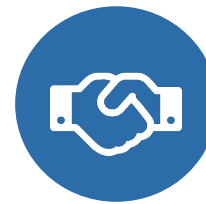
Are sustainable in the long-term



Focus on practical problems



Benefit both researchers and academic leaders



Are intentional about relationships



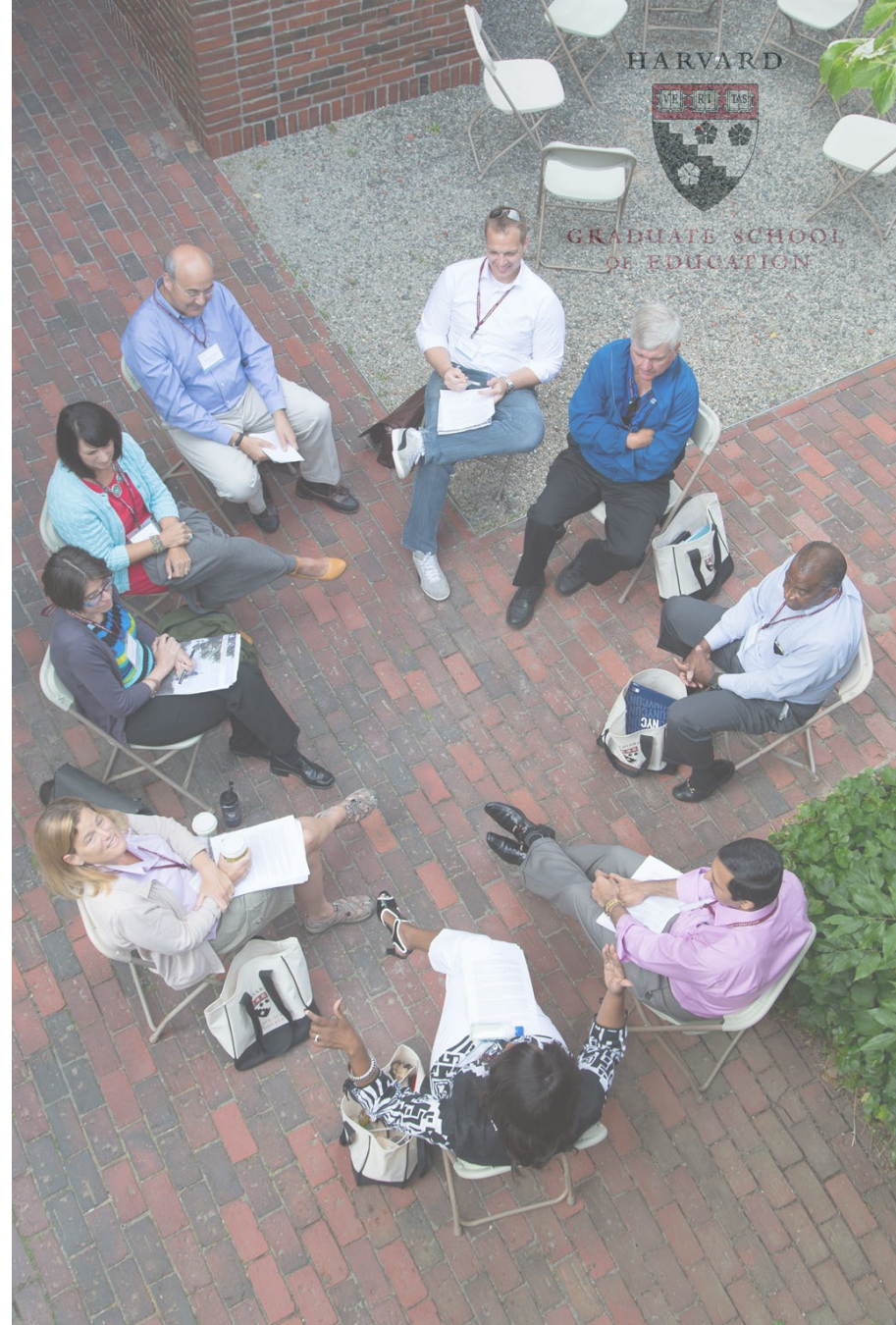
Emphasize original analysis

*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.

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 COACHE 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

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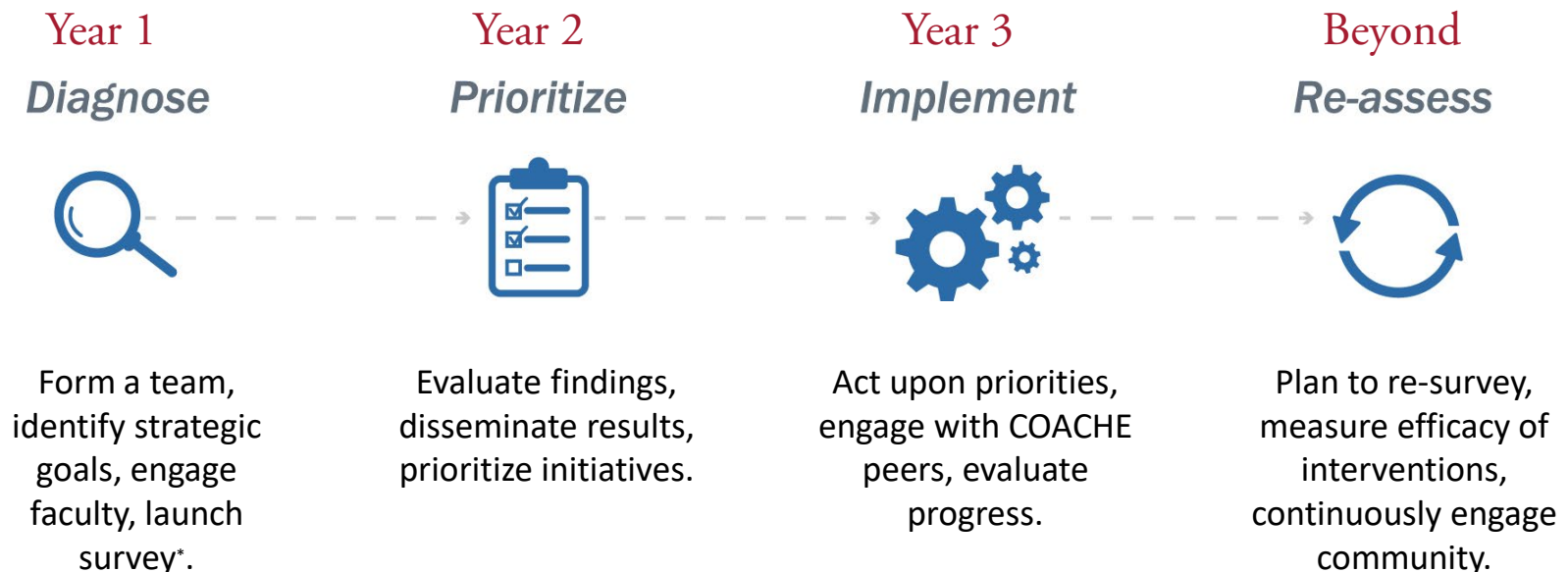
The survey themes reflect our findings about the faculty experience, including:

- 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, partners receive access to their results through our 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.



Click to view report overview, or watch at <https://coache.gse.harvard.edu/reporting>

Our reports include:

- ✓ Data disaggregated 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.



54%

*average institutional
response rate in 2019.*

92%

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

25

*minute average
response time.*





Peer Network

The value of engaging COACHE reaches beyond our satisfaction data and benchmarking reports. As a collaborative, *COACHE creates opportunities for its partners to engage with our researchers and with each other* on important topics related to the faculty experience. Whether convening at the conferences where faculty affairs leaders gather or inviting you to the Harvard Institutes for Higher Education, we are building a data-driven community of practice.

How Partners Use COACHE: Vanderbilt University



VANDERBILT
UNIVERSITY

- Vanderbilt University conducted their first Faculty Job Satisfaction Survey in 2016 and have since leveraged the results to launch 70+ faculty-focused initiatives in the span of two years.
- Examples of initiatives resulting from the survey include:
 - Launch of the *Global Vanderbilt* web portal to better connect faculty to international opportunities
 - Expanded mentoring programs in six schools
 - Establishment of a Diversity and Inclusion Advisory Board at the Owen Graduate School of Management
- Of the ongoing initiatives, Interim Chancellor and Provost Susan R. Wentz said "the faculty are the lifeblood of the university, and I hope all know your voices are being heard and we will keep listening."
- Vanderbilt re-surveyed in February 2020 to gauge the success of these initiatives and re-prioritize as needed.

[Learn more about Vanderbilt's initiatives →](#)

Pricing: Aspire Alliance IChange Network

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Institutions in their first or second year of participation in the IChange Network are entitled to a **20% reduction in the base fees** for our Faculty Job Satisfaction Survey. This fee covers all three years of partnership and may be allocated across multiple fiscal years.

Base fees are dependent on Carnegie classification as follows (including IChange discount):

Research Universities: \$20,000 + \$20 per record

- Per record fee capped at \$25,000

Masters Universities: \$16,000 + \$20 per record

- Per record fee capped at \$30,000

Historically Black Colleges & Universities: \$4,900 total

Pricing: Supplemental Fees

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<i>Description</i>	<i>Amount</i>
Medical Schools Expand survey eligibility to include full-time clinical faculty members in the school of medicine (subject to per record fees) and receive additional medical school comparative report.	\$7,500.
Custom Survey Items Append the survey with up to 15 additional survey items to be administered to your faculty.	\$250 per item.
Pass-through Variables 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:

- [Schedule a call](#) to discuss participation
- Verbally confirm intent to participate
- Sign a Participation Agreement

Before launch:

- Form a COACHE team
- Send payment for first invoice
- Pull data on eligible faculty

Survey launch (Feb – Apr, 2021):

- 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

For additional information on partnering with COACHE, contact:

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