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## **Top Academic Workplaces**

While the majority of junior faculty at America's colleges and universities are satisfied at work, some institutions are doing extraordinarily well in this area. The survey, administered by the Collaborative on Academic Careers in Higher Education (COACHE) in 2005, determined that some colleges and universities are "exemplary" on certain key dimensions of faculty work life.

"While all COACHE participants are committed to a more fulfilling and productive work life for new faculty, the exemplars deserve special mention because they are already succeeding," said Richard Chait, professor of higher education and co-director of COACHE at Harvard Graduate School of Education. "If they can sustain an earned reputation as a great place for junior faculty to work, they will enjoy a competitive edge in recruiting and retaining the next generation of faculty."

In order to qualify as an "exemplar," a college or university needed scores that were notably higher than similar institutions. Five universities (Auburn, Brown, Ohio State, Stanford, and the University of Illinois at Urbana-Champaign) and one college (Davidson) achieved exemplary status in four of seven categories. Two universities (Dartmouth and the University of Virginia) and two colleges (Goucher and Kenyon) were outstanding in three categories. Two universities (Harvard and University of Kansas) and four colleges (Denison, Hamilton, Macalester, Wabash) were exemplary in two categories.

The survey considered the following categories in assessment:

- tenure, clarity and fairness
- nature of work: workload, research and teaching environment, quality of students
- effectiveness of key policies (e.g., mentoring, childcare, and leaves)
- compensation
- work and family balance
- collegiality
- overall satisfaction.

Beyond the institutions named exemplar, the survey gave insight into overall job satisfaction at America's colleges and universities. The average score of nearly 5,000 faculty at 42 schools was 3.92 on a 5.00 point scale. The survey also indicated some differences in satisfaction based on gender, race, and institution. For instance, women were less satisfied than men (3.89 v. 3.94), faculty of color were less satisfied than white faculty (3.84 v. 3.94), and university faculty were less satisfied than college faculty (3.90 v. 4.15).

### **About COACHE**

Based at the Harvard Graduate School of Education and supported by the Ford Foundation, COACHE is committed to gathering the peer diagnostic and comparative data academic administrators need to recruit, retain, and develop the cohort most critical to the long-term future of their institutions.



# HARVARD GRADUATE SCHOOL OF EDUCATION

## The Collaborative on Academic Careers in Higher Education *Exemplary institutions, by theme (2005-06)*

This table lists alphabetically the two liberal arts colleges, among 11, and the four research/doctoral universities, among 31, with the highest mean scores for each of seven themes. Institutions with scores less than .05 below that of the 2<sup>nd</sup> ranked college (or 4<sup>th</sup> ranked university) were also included in the lists.

Theme	Liberal Arts Colleges	Research/Doctoral Universities
<b>Tenure clarity</b>	Davidson College Kenyon College	Auburn University Brown University East Carolina University North Carolina State University Ohio State University University of Kansas
<b>Nature of work</b>	Davidson College Denison University Goucher College Hamilton College	Brown University Dartmouth College Harvard University Stanford University University of Illinois Urbana-Champaign
<b>Policy effectiveness</b>	Denison University Goucher College Macalester College	Auburn University Ohio State University University of Illinois Urbana-Champaign University of Kansas
<b>Compensation*</b>	Hamilton College Macalester College	Dartmouth College Harvard University Ohio State University Stanford University
<b>Work &amp; family</b>	Davidson College Goucher College Wabash College Wheaton College	Auburn University Dartmouth College Ohio State University University of Illinois Urbana-Champaign University of Virginia
<b>Collegiality</b>	Kenyon College Wabash College	Auburn University Brown University Stanford University Tufts University University of North Carolina at Chapel Hill University of Virginia
<b>Global satisfaction</b>	Davidson College Kenyon College	Brown University Stanford University University of Illinois Urbana-Champaign University of Virginia

### **Note**

Only institutions that consented to be identified are included. Where an institution demurred, no additional institutions were included to take their places on this list.

### **Composition of theme scores**

All themes on the reverse are composed of survey responses along a 5-point scale, as follows:

#### **Tenure clarity**

The tenure clarity score was calculated by averaging two composite variables: 1) the average of questions 19 through 23 (clarity of the tenure process, criteria, standards, body of evidence, and one's prospects for earning tenure), and 2) the average of questions 24a through 24g (clarity of the tenure expectations for scholarship, teaching, advising, collegueship, campus citizenship, and community service).

#### **Nature of work**

The nature of work score is an overall average of questions 28 (satisfaction with the way faculty spend their time), 29a through 29g (satisfaction with various aspects of teaching and quality of students), 30a through 30d (satisfaction with various aspects of research), and 33a through 33d (satisfaction with various support services).

#### **Policy effectiveness**

The policy effectiveness score is an overall average of the effectiveness ratings for 16 policies (questions 34b1 through 34b16).

#### **Compensation**

The compensation variable consists of a single question (36) on satisfaction with compensation (salary and benefits).

#### **Work & family**

The work and family score was calculated by averaging: 1) the average of questions 35a through 35d (agreement with various statements about whether colleagues and the institution do/does all they/it can to make having and raising children compatible with the tenure-track), and 2) question 37 (satisfaction with being able to balance work and home).

#### **Collegiality**

The collegiality score is the average of questions 38a through 43 (a variety of satisfaction and agreement dimensions about climate and collegiality).

#### **Global satisfaction**

The global satisfaction score is the average of question 48 (would the faculty member accept this position if they had it to do over) and question 50 (a rating of the institution as a place to work on a "great" to "awful" scale).

### **Questions and comments**

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\* Two universities qualifying as exemplars asked not to be named in this category.