COACHE Overview

• Implemented at Purdue in 2012, 2015, and 2018
• Gathers data directly from faculty – improve climate, recruitment, and success.
• All responses are anonymous and strictly confidential.
• Comparisons
  • Within Purdue – across faculty cohorts
  • Within Purdue – across years
  • Purdue to peers and cohort. Cohort size (2016-2018): 109 institutions who identified as generally similar to Purdue:
    • Iowa State University (2017)
    • University of California, Davis (2017)
    • Indiana University, Bloomington (2016)
    • University of Virginia (2016)
    • University of Arizona (2018)
• Response rate: 51% (higher than peers or cohort)
What did we do in response to COACHE 2015?

• University leadership:
  • Changed foci of the Heads Forums to disseminate best practices
  • Created new leadership development program to prepare faculty for roles as Associate Heads, Heads, and Associate Deans

• Promotion and Tenure:
  • New review standard
  • Asked for unit-specific criteria for tenure and promotion

• Monthly professional development seminar for clinical and professional track faculty

• Increased support for mid-career faculty: Newly Tenured Faculty Workshop, Research Refresh Award, Trailblazer Award
Improvements Since 2015

• Leadership
  • Agreement that Provost cares about faculty of my rank increased 13%
  • Satisfaction with recognition from Provost increased 11%
  • Agreement that College and Department are valued by President and Provost increased 6-7%
  • Statement that we regularly or frequently cultivate new leaders among faculty increased 4%

• Research
  • Satisfaction with support for research increased 11%
  • Satisfaction with equipment resources increased 6%

• Promotion
  • Indications that associate profs are receiving formal feedback on promotion increased 8%
• Compensation
  • Satisfaction with salary increased 14%
  • Satisfaction with health benefits increased 12-14%
    • (Still low relative to peers)
  • Satisfaction with retirement benefits increased 9%
  • Satisfaction with tuition benefits increased 6%
  • Satisfaction with family medical/parental leave increased 5%

• Agreement that institution does what it can for work/life compatibility increased 9%
Declines Since 2015

• Satisfaction with faculty leadership (University Senate) fell in two areas:
  • Communication of priorities –8%
  • Stated priorities –5%

• Ratings of shared governance as effective decreased –6%

• Indices of tenure fell
  • Clarity of expectations as a campus citizen –10%
  • Clarity of tenure process –9%
  • Clarity of expectations as a colleague –9%
  • Clarity of the body of evidence for deciding tenure –7%
Comparisons to Peers: Strengths

• Nature of work: research
  • Quality of graduate students
  • Support for research
  • Support for engaging undergrads in research
  • Pre-awards management (support for grant submissions)

• Interdisciplinary work – but room to improve and lead

• Mentoring – but room to improve and lead

• Classroom space

• Childcare – but room to improve and lead

• Stop-the-clock policies
Comparisons to Peers: Weaknesses

• Ability to balance teaching/research/service.

• Nature of work: service — time spent on service, number/attractiveness of committees, equity in assignments.

• Department engagement, quality, and collegiality.

• Appreciation and recognition.

• Facilities and resources: office and laboratory (research/studio) space, library resources, computing/technical support.

• Eldercare, family medical/parental leave, flexible workload/modified duties increased from 2015 but still low relative to peers.

• Health and retirement benefits – increased from 2015 but still low relative to peers.

• Post-awards support (management of grants/contracts once awarded) — a weakness relative to peers. Satisfaction fell by 5% since 2015.
Possible Areas to Work On

• Clarifying the tenure and promotion message.
• Better support for mentoring.
• Workload equity, especially with service work.
• Improve shared governance and communication.
• Stronger focus on diversity and inclusion.
• Strengthen commitment to collegiality.
Plans for FY 2019

• Continued analysis of data by demographic and unit.

• Present to other constituents: EVPRP, HR, Colleges, and Departments.

• Town Halls in spring for clinical-track and continuing lecturers (separate meetings).

• Small group discussions with groups of faculty.
  • By peer group (rank, gender, URM status, etc.)
  • By topic (mentoring, P&T, etc.)

• Develop University-level and College-level policies, procedures, and programs/initiatives to address COACHE-identified areas of need.
How to Access the Data

• More information available on our website, including the Provost’s reports for 2012, 2015, and 2018: https://www.purdue.edu/provost/faculty/facultyInitiatives/coache.html

• Faculty access to University-wide data and data for College available at the same website through dashboards created by Craig Zywicki in the Office of Institutional Research, Assessment, and Effectiveness.

• Data agreement on COACHE website for additional analyses from the Office of Institutional Research, Assessment, and Effectiveness.
THANK YOU!
Tenure and Promotion

Promotion criteria are clear but standards and timeframe are less so

- Lag behind peers in these areas.
- 75% of associate profs agree that the expectations for promotion are reasonable.
- 46% of associate profs report that whether they will be promoted is clear.
- 49% of assistant profs agree that messages about tenure are consistent.
Diversity, Inclusion, and Collegiality

Lower than our peers and the COACHE cohort in these areas
Comparisons to Peers: Strengths

• Nature of work: research
  • Quality of graduate students
  • Support for research
  • Support for engaging undergrads in research
  • Pre-awards management (support for grant submissions)

• Interdisciplinary work – but room to improve and lead
  • Although we are higher than our peers, less than 40% of faculty agree that interdisciplinary work is rewarded in merit or promotion.
  • Agreement that interdisciplinary work rewarded in tenure went down 6% since 2015.
  • This area is critical to the future of science and innovation in answering big questions.
    We could be a leader in this area if we are able to improve this further.
Comparisons to Peers: Strengths

- Mentoring – but room to improve and lead
  - Although we are higher than peers, less than 40% of faculty report that mentoring of tenured associate professors is effective — up 5% from 2015, but an area to work on.
  - Only 25% of faculty agree there is support for faculty to be good mentors. We need to develop this support.
  - We are already ahead of peers — this is an area we could lead if we further improve.
  - Agreement that mentoring of non-tenure track faculty is effective in departments increased 15% since 2015, but still below peers.

- Classroom space

- Childcare – but room to improve and lead
  - While we rate better than our peers on childcare, only 25% of faculty are satisfied with childcare resources. This is an area where we could impact faculty work-life satisfaction and lead as a University.

- Stop-the-clock policies