COACHE Faculty Survey: A Presentation to the Senate Equity, Inclusion, and Anti-Discrimination Advocacy Committee (EIADAC)

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Why Survey the Faculty?

• Aligns with the Plan for Pitt

• Support efforts to recruit, develop, and retain a diverse and excellent faculty

• Baseline data about faculty satisfaction and faculty perceptions of Pitt as a workplace

• Roadmap for implementing informed changes
The COACHE Survey

- Collaborative Of Academic Careers in Higher Education
- Harvard Graduate School of Education
- Consortium of over 250 institutions
- Survey of faculty satisfaction
- Resources to promote change
Survey Themes

- Nature of Work (Research, Teaching, Service)
- Resources & Benefits
- Tenure & Promotion
- Collaboration & Mentoring
- Leadership & Governance
- Department Culture
Methodology

• Full-time faculty eligible to participate
• Survey open from Feb 10 to April 17, 2016
• Pitt response rate was 45% (similar to 47% response rate of other institutions)
  • 507 tenured faculty
  • 192 tenure stream faculty
  • 608 non-tenure stream faculty
Response Rates

By Gender

- Women: 50.6%
- Men: 40.9%

By Race/Ethnicity

- Asian: 27.9%
- White: 48.3%
- Black: 41.3%
- Hispanic: 49.4%

American Indian, Other, and Multiracial were additional categories, but sample size was too small for inclusion in this chart.
Comparisons

• **Cohort:** 88 research universities that were surveyed in the past 3 years

• **Peers:** 5 universities of our choosing from cohort

1. Indiana University
2. Purdue University
3. University of Minnesota
4. University of North Carolina
5. University of Virginia
Results

1. Part 1
   – General satisfaction
   – Key benchmarks
   – Personal and family policy questions

2. Part 2
   – Diversity and inclusion questions
   – Faculty in their own words
Results – Part 1

- General satisfaction
- Key benchmarks
  - Each benchmark assessed with multiple Qs
  - Comparison of Pitt relative to cohort/peers
- Variation on benchmarks related to gender and race/ethnicity
- Personal and family policy questions
General Satisfaction

94%
Would recommend or strongly recommend department as a place to work
• Cohort Avg.: 92%
• Peers Avg.: 94%

75%
Satisfied with Pitt as a place to work
• Cohort Avg.: 63%
• Peers Avg.: 70%

74%
Said if they had to do it again, they would select Pitt
• Cohort Avg.: 66%
• Peers Avg.: 70%

74%
Satisfied with department as a place to work
• Cohort Avg.: 71%
• Peers Avg.: 72%
University of Pittsburgh  Pitt Compared to Cohort

Nature of Work: Research  
Nature of Work: Service  
Nature of Work: Teaching  
Facilities and Work Resources  
Personal and Family Policies  
Health and Retirement Benefits  
Interdisciplinary Work  
Collaboration  
Mentoring  
Tenure Policies  
Tenure Expectations: Clarity  
Promotion to Full  
Leadership: Senior  
Leadership: Divisional  
Leadership: Departmental  
Leadership: Faculty  
Governance: Trust  
Governance: Shared sense of purpose  
Governance: Understanding the issue at hand  
Governance: Adaptability  
Governance: Productivity  
Departmental Collegiality  
Departmental Engagement  
Departmental Quality  
Appreciation and Recognition
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<td>overall</td>
<td>tenured</td>
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Effect Size

- Strength of a phenomenon
- Not a test of statistical significance
- Emphasizes size of an effect

\[ d = \frac{M_1 - M_2}{SD} \]

<table>
<thead>
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<tr>
<td>Small</td>
<td>0.10</td>
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<tr>
<td>Medium</td>
<td>0.30</td>
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<td>Large</td>
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Within Pitt Variation

Women less satisfied than men

White faculty less satisfied than all faculty of color

Asian faculty less satisfied than White Faculty
Variation by Gender

Promotion to Full Professor

*All questions asked on a 5-point scale
Variation by Race/Ethnicity

**Health & Retirement Benefits**

- URM: 3.98
- Asian: 3.86
- White: 4.07

**Divisional Leadership**

- URM: 3.49
- Asian: 3.51
- White: 3.13
Men less satisfied than women

White faculty less satisfied than Asian Faculty
Summary of Results: Part 1

• Pitt faculty are quite satisfied with Pitt

• Tenure and promotion policies is an area for improvement

• Diverse faculty at Pitt compare favorably to diverse faculty at peer institutions

• Little within Pitt variation by gender and race/ethnicity
Results – Part 2

- Responses to diversity and inclusion questions (most are Pitt-specific)
- Examine variation in diversity and inclusion questions related to gender and race/ethnicity
- Faculty in their own words
Diversity & Inclusion Questions: General

- Diversity is important at Pitt: M=4.03
  - 9% Disagree or Strongly Disagree
  - 14% Neither Agree nor Disagree
  - 76% Agree or Strongly Agree

- Colleagues committed to diversity/inclusion: M=3.98
  - 13% Disagree or Strongly Disagree
  - 14% Neither Agree nor Disagree
  - 73% Agree or Strongly Agree

- Visible leadership for the support and promotion of diversity on campus: M=3.93
  - 11% Disagree or Strongly Disagree
  - 17% Neither Agree nor Disagree
  - 72% Agree or Strongly Agree

- I feel comfortable with the climate for diversity and inclusiveness at Pitt: M=3.69
  - 15% Disagree or Strongly Disagree
  - 20% Neither Agree nor Disagree
  - 65% Agree or Strongly Agree

- Search processes in dept are effective at generating a diverse candidate pool: M=3.31
  - 29% Disagree or Strongly Disagree
  - 19% Neither Agree nor Disagree
  - 52% Agree or Strongly Agree
Diversity & Inclusion Questions: Classroom-Related

Feel prepared to create a safe environment to disagree in class
- 4% 11% 85%
- M=4.19

Comfortable moderating discussions of controversial topics
- 10% 17% 73%
- M=3.89

Feel prepared to moderate discussions of controversial topics
- 11% 18% 71%
- M=3.85

Feel prepared to develop curricula that reflect the experiences of a diverse audience
- 9% 22% 70%
- M=3.88

How often discuss controversial topics in class
- 39% 35% 26%
- M=2.81

How often discuss strategies with colleagues for moderating controversial discussions
- 56% 32% 12%
- M=2.33
Variation By Gender

* Moderate effect size
Variation By Race

* Moderate effect size
** Large effect size
Diversity & Inclusion: Suggestions for Improvement

“We should have more diversity on our campus. Students should be encouraged to study abroad or to learn a foreign language.”

“Make clear how fiscal and hiring of the many administrators decisions are made with or without regard to diversity and how choices are made between internal and external candidates for these administrative positions.”

“More professional support for faculty from underrepresented groups (such as workshops on pedagogy and research) would help to back up the university’s stated commitment to diversity and retention.”

“I would like the institution to make a clear and consistent commitment to improve diversity.”
Summary of Results: Part 2

• Most Pitt faculty believe diversity is important at Pitt
  – URM faculty less so than White faculty

• Most Pitt faculty feel prepared to talk about controversial topics in the classroom; few actually do
  – URM faculty more than White faculty

• Generating diverse candidate pools is an area for opportunity
Dissemination of COACHE Results

- Email sent to faculty announcing results
- Presentations to senior leadership
- Presentations to standing committees and ad hoc groups
- Met with deans and campus presidents
Dissemination of COACHE Results

- Developed website
  - [http://pitt.edu/coache](http://pitt.edu/coache)
  - Results, infographics and “good practices”

- Resources to inform discussions and to strengthen work environment for faculty across the University of Pittsburgh
University of Pittsburgh

Spring 2016

COACHE Survey Results

Promotion from Associate to Full

- **58% 😞**: Believe department culture encourages promotion to full
- **71% 😞**: Believe expectations for promotion to full are reasonable

**Perceived Clarity of:**

- **69% 😞**: Promotion Process
- **63% 😞**: Promotion Standards
- **71% 😞**: Body of Evidence
- **72% 😞**: Promotion Criteria

- **50% 😞**: Time frame for promotion
- **36% 😞**: If I will be promoted

**Areas of Concern**

- **29%**
  - Only 29% Believe there is effective mentoring of tenured associate professors in their department
  - Women perceive consistently less clarity on promotion metrics than men

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COACHE Survey Results

Good Practices:

Promotion from Associate Professor to Full Professor

- Set up regular meetings with associate professors approaching promotion
- Provide opportunities to discuss the tenure/promotion process with recently tenured/promoted faculty
- Provide feedback to associate professors considering promotion in relation to expectations around teaching and research achievement
- Make sample dossiers available
- Be aware of the workload that is placed on associate professors – ensure that they’re not being buried with service, mentoring responsibilities, student advising or leadership/administrative duties that may actually get in the way of their continued trajectory to full professor
- Consider developing a workshop on the promotion process in your school
- Check the Office of the Provost’s Faculty Development website for programs related to career progression:
  - [http://www.provost.pitt.edu/faculty-development/index.html](http://www.provost.pitt.edu/faculty-development/index.html)
COACHE Survey Results
Mentoring

Received Effective Mentoring

- 69% 😊 Within Department
- 66% 😊 Outside Department
- 70% 😊 Outside Institution

Believe there is Effective Mentoring in Department

- 46% 😊 Tenured Faculty
- 29% 😊 Tenured Associate Professors
- 40% 😊 Non-Tenure Track Faculty

95% Believe having a mentor is important
85% Believe being a mentor is fulfilling
84% Tenured faculty served as mentor

BUT... 24% Satisfied with support to be good mentor

- Provide mentors for both pre-tenure and tenured faculty. Just because a faculty member gets tenure and is promoted to the associate rank does not mean s/he no longer wants or needs a mentor.
- Don’t make assumptions about what type of mentoring faculty will want (or if they will want mentoring at all). Mentoring should be tailored to individual needs.
- Develop written guidelines for both mentors and mentees.
- Consider alternative types of mentoring – for example, peer mentoring, group mentoring, and collaborative support models.
- Request and assess information about faculty contributions as faculty mentors. Include this information as part of annual faculty evaluations of performance in the area of service.
- Consider building networks beyond the department or division, particularly in order to support underrepresented faculty to find a mentor with a similar background.
- Find additional information and resources about mentoring on the Office of the Provost’s website:

http://www.provost.pitt.edu/pacwc/mentoring.html
Actions

- Case Western ADVANCE grant from NSF
  - One of 10 partner institutions
  - Purpose is to seed gender equity among faculty

- Expanding opportunities for networking, mentoring, and support, with a particular emphasis on mid-career women faculty
  - Plans to launch Center for Mentoring
  - Considering a pilot of faculty writing groups
A Celebration of Newly Promoted Women Faculty

New annual event with inaugural celebration on 3/2/17
Complements event to welcome newly hired women faculty
Panel of senior women faculty offered advice & perspective
Actions

• Faculty Recruitment & Retention
  – *Family Friendly Programs for Pitt Faculty*
  – Implicit & unconscious bias workshops
  – Collaborative effort with faculty and Office of Diversity & Inclusion to develop resource guide for faculty recruiting

• Curricular Materials & Classroom Environment
  – Building faculty awareness and capacity
  – *2017 Provost’s Diversity Institute for Faculty Development*
Thank you!