

CLA Faculty Senate March 7, 2023



Purdue's History with the COACHE Faculty Job Satisfaction Survey

COACHE survey implemented in 2012, 2015, 2018, ... and 2022 (delayed from 2021)

Response rates:

- 2012: 47% (selected peers 51%; all 49%)
- 2015: 50% (selected peers 45%; all 49%)
- 2018: 51% (selected peers 45%; cohort 46%)
- 2022: 61.7% (cohort 50.0%)

Purdue Universit	У	The Callaborative on A ar the Harrard G	ACRE advante Carrero in Higher Education reducte School of Education	
Sample Size 2,455	Response Rate 61.7%	Completion Rate	Retention Rate 83.8%	Tenure Status All
Response Rate				
Purdue		61.7%	Number of	Completes per Day
Universities		50.0%	200	
Completion Rate			8	
Purdue		51.6%	150 150	1
Universities	38.6	6	Virumplec of Completes	
Retention Rate			50	
Purdue		83,8%	50	
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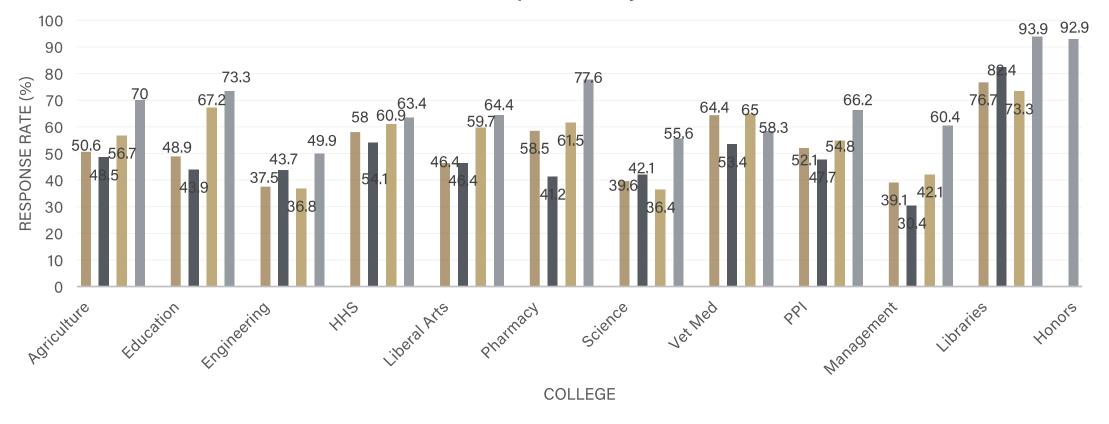
- In 2012, Purdue received the Provost's Report. In latter cycles Purdue opted to also receive the de-identified datasets from COACHE.
- Only IDA+A staff may access the survey datasets, and all reporting must be aggregate (10 responses or more) and non-identifiable.
- IDA+A analyzed the datasets and prepared dashboards containing the aggregate results
- Tiered levels of access to different dashboards:
 - Faculty: university results and results for college in which they are primarily housed
 - Deans and Department Heads: Comparisons within Purdue for university, college, and departmental results





COACHE RESPONSE RATES ACROSS THE COLLEGES

COACHE Response Rate by Year



2012 2015 2018 2022 – as of 4/9/2022, survey closed 4/11/2022

COACHE SURVEY BENCHMARKS AND QUESTIONS

	Benchmark	Number of questions
1	Collaboration	3
2	Governance: Adaptability	3
3	Governance: Productivity	3
4	Governance: Purpose	4
5	Governance: Understanding	4
6	Health & Retirement Benefits	4
7	Leadership: Faculty	4
8	Leadership: Divisional	4
9	Governance: Trust	5
10	Leadership: Departmental	5
11	Mentoring	5
12	Interdisciplinary Work	6
13	Nature of Work: Service	6
14	Leadership: Senior	6
	Tenure Expectations: Clarity (TT Asst	
15	Prof)	6
16	Departmental Engagement	7
17	Tenure Policies (TT Asst Prof)	7
18	Facilities & Work Resources	8
19	Personal & Family Policies	8
20	Promotion: (T Assoc Prof)	8
21	Nature of Work: Teaching	8
22	Departmental Collegiality	8
23	Departmental Quality	10
24	Nature of Work: Research	11
25	Appreciation & Recognition	12

Benchmarks

- 25 total
- # of Questions
 - Total # of questions: 156 (5-point items)
 - *#* of questions per benchmark: 3-12
 - Additional custom questions, exit survey, and demographic questions

codebook at: <u>COACHE - Office of</u> <u>the Provost - Purdue University</u>

THE RESULTS



www.purdue.edu/provost/fac ulty/initiatives/coache.html



HOME MEET THE PROVOST INITIATIVES & FACULTY DIVERSITY & STUDENTS & HEALTH EQUITY INITIATIVES EVENTS & DIRECTORY

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Faculty Initiatives

FACULTY AFFAIRS Faculty Job Satisfaction: The COACHE Survey

Faculty Resources

The Collaborative on Academic Careers in Higher Education (COACHE) developed and administers a faculty job satisfaction survey, completed by faculty and a network of 280+ colleges and universities. During the spring 2012, 2016

2018, and 2022 semesters, we solicited Purdue faculty input through this survey. Tenure-track, olinical/professional-

track, and research-track faculty and lecturers/senior lecturers were invited to participate via a link from the Graduate College of Education at Harvard University. The goal of the survey is to identify both our areas of strength and of concern,

and to guide our actions for improvement. The survey responses are clustered by COACHE to give us insight into how

Faculty Awards and Honors Faculty Promotion and Tenure

Department Head Resources we're doing in the following areas:

- · Nature of Work: Overall, Teaching, Research, and Service
- Resources & Support
- Benefits
- Interdisciplinary Work and Collaboration
- Mentoring
- Promotion, Tenure, Retention, and Negotiation
- Leadership and Governance
- Departmental Engagement, Quality, and Collegiality
- Work & Personal Life Balance
 Appreciation & Recognition
- Appreciation & Recognition
- Global Satisfaction and Improvement

COACHE Reports

COACHE provides participating institutions with benchmarks to compare themselves to peer institutions and a highlevel report of the results. These reports are available for years 2012, 2016, and 2018.

•	2012 Report
٠	2015 Report
	2018 Report

2018 Report
 2022 Report

Purdue Results and Dashboards

COACHE provided Purdue with de-identified datasets from 2016 and 2018, and will do so again in 2022. These datasets enable us to look deeper into benchmarks and survey items, based on academic or demographic variables. Due to our agreement with COACHE and confidentiality for faculty, only IDA+A staff may access the survey datasets of de-identified individual responses and all reporting must be aggregate (10 responses or more) and non-identifiable. IDA+A has analyzed these datasets and prepared dashboards containing the aggregate results. These dashboards can be accessed here:

- All faculty may access the IDA+A dashboards containing results for the university and results for the college where they are primarily appointed.
- Deans and department heads may access the <u>IDA+A dashboards</u>that provide comparisons within Purdue University for institutional, college, and departmental results.

Use of Results in Colleges

In 2022, each oollege appointed members to the Purdue COACHE Implementation Team who are working with IDA+A to evaluate the results for their college. They will then plan and implement actions in their college, guided by the results, intended to highlight areas of strength and address areas of concern where improvement is possible. Faculty are encouraged to reach out to their ^[20] <u>COACHE Committee Membership</u> Representative to learn more about how the results are being used.

Faculty groups are also invited to collaborate with the Office of the Provest and IDA+A to carry out deeper analyses and formulate additional ways of reporting the results. To get started, please see our:





3/8/2023 5

External Comparisons

PURDUE Office of the Provost

HOME MEET THE PROVOST INITIATIVES + FACULTY DIVERSITY + STUDENTS + HEALTH EQUITY INITIATIVES EVENTS + DIRECTORY Devis > Devisioner

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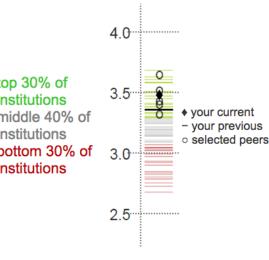
Benchmarks – All Faculty



Selected Peer Universities:

 Indiana University - Bloomington (2019) •Rutgers University-New Brunswick (2019) •University of Maryland, College Park (2020) •University of Missouri - Columbia (2022) •Virginia Polytechnic Institute and State University (2020)

82 Cohort Institutions



BENCHMARK ZONES IN 2022 PURDUE COMPARED TO COHORT OF ALL OTHER UNIVERSITIES:

Green: Top 30%

- Nature of work: research
- Nature of work: service
- Nature of work: teaching
- Personal and family policies
- Interdisciplinary work
- Collaboration
- Mentoring (but low in "being a mentor is fulfilling")
- Promotion to full
- Department quality

Most improved areas 2018-2022

- Leadership: Departmental
- Mentoring
- Tenure policies

Red: Bottom 30%

- Health and retirement benefits
- Governance: Trust
- Governance: Shared sense of purpose
- Governance: Understanding the issue at hand
- Governance: Productivity
- Departmental collegiality

Below the five selected peer
 universities

The only area of decline 2018-2022

• Health (and retirement benefits)

HEALTH & RETIREMENT BENEFITS (THE ONLY BENCHMARK THAT DECLINED BETWEEN 2018 AND 2022)

8 0 •	Question	Scale	Year	Median	Mean	Low Agreement: % 1/2	
	Health benefits for yourself [Q95A]	Satisfaction	2022	4.0	<mark>3.3</mark>	<mark>26.2%</mark>	<mark>54.1%</mark>
			2018	4.0	<mark>3.4</mark>	<mark>25.4%</mark>	<mark>55.9%</mark>
	Health benefits for family [Q95B]	Satisfaction	2022	3.0	<mark>3.2</mark>	<mark>28.1%</mark>	<mark>48.6%</mark>
			2018	4.0	<mark>3.3</mark>	<mark>26.4%</mark>	<mark>54.4%</mark>
	Retirement benefits [Q95C]	Satisfaction	2022	4.0	3.7	11.1%	65.2%
			2018	4.0	3.7	11.5%	66.2%
	Phased retirement options [Q95I]	Satisfaction	2022	4.0	3.5	12.1%	52.3%
3enefits			2018	3.0	3.4	14.0%	46.7%

DEPARTMENT COLLEGIALITY QUESTIONS: IMPROVEMENT SINCE 2018

					Low	High
Question	Scale	Year	Median	Mean	Agreement: % 1/2	Agreement % 4/5
Colleagues support work/life balance [Q200C]	Agreement	2022	4.0	3.7	14.7%	67.2%
		2018	4.0	3.6	17.5%	61.6%
Veeting times compatible with personal needs [Q200D]	Agreement	2022	4.0	4.1	9.9%	79.4%
		2018	4.0	4.0	12.6%	75.6%
Amount of personal interaction w/pre-tenure [Q205B]	Satisfaction	2022	4.0	3.6	16.6%	<mark>57.4%</mark>
		2018	4.0	3.5	14.9%	<mark>57.6%</mark>
How well you fit [Q205C]	Satisfaction	2022	4.0	3.5	<mark>22.4%</mark>	60.5%
		2018	4.0	3.4	<mark>24.8%</mark>	57.7%
Amount of personal interaction w/tenured [Q205E]	Satisfaction	2022	4.0	3.5	17.2%	<mark>57.2%</mark>
		2018	4.0	3.4	18.6%	<mark>52.1%</mark>
Colleagues pitch in when needed [Q210A]	Agreement	2022	4.0	3.7	17.0%	68.5%
		2018	4.0	3.5	22.7%	61.5%
Dept is collegial [Q210C]	Agreement	2022	4.0	3.9	14.5%	75.9%
		2018	4.0	3.8	18.5%	70.7%
Dept colleagues committed to diversity/inclusion [Q212A]	Agreement	2022	4.0	4.0	13.1%	74.9%
		2018	4.0	3.9	15.0%	72.6%

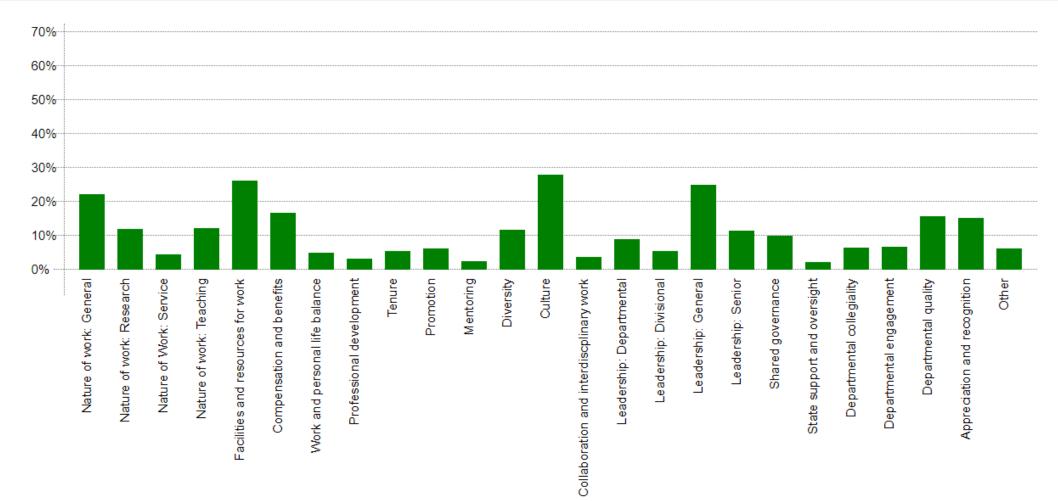
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How to Improve (Themes appearing in open ended question)

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Internal Comparisons

PURDUE Office of the Provost

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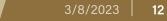
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Change @ Purdue: 2022 vs. 2018, all faculty

COACHE Results: Institutional

💌 < Velcome Benchmark Distributions Change, 2018 to 2022 Item Distributions Item-Level Details Comparisons within Survey Faculty as Mer >

Change in Benchmarks, 2018 to 2022, for Purdue University

change in Denchmarks, 2010 to		erony		
Leadership: Departmental	17.4%	Items with Positive Change		Filter by Gender/Sex
Tenure Expectations: Clarity (TT Asst Prof)	11.8%	Clarity of body of evidence for deciding tenure [Q	20.9%	(All)
Tenure Policies (TT Asst Prof)	11.7%	Head: Communication of priorities [Q185J]	19.3%	(* 117)
Departmental Quality	10.1%		19.3%	Filter by URM
Leadership: Senior	9.0%	Head: Pace of decision making [Q185H]		(All)
Departmental Collegiality	7.9%	Head: Stated priorities [Q185I]	16.5%	11
Governance: Purpose	7.4%	Head: Ensuring faculty input [Q185K]	16.2%	Filter by Tenure Status
Mentoring	7.3%	Tenure decisions are performance-based [Q139B]	15.7%	(All)
Promotion: (T Assoc Prof)	6.5%	Head: Fairness in evaluating work [Q185L]	15.2%	
Appreciation & Recognition	5.7%	Scholarly productivity of pre-tenure faculty [Q195	15.1%	
Nature of Work: Service	5.6%	Scholarly productivity of tenured faculty [Q195C]	15.0%	
Governance: Understanding	5.5%	Clarity of tenure process [Q136A]	14.6%	
Leadership: Faculty	4.9%	Items with Negative Change		
Governance: Trust	4.7%	Recognition: From Dean [Q215K]	-4.6%	
Governance: Productivity	4.5%	Childcare [Q95G]	-3.8%	
Collaboration	4.3%	Health benefits for family [Q95B]	-3.7%	
Departmental Engagement	4.1%	Support for maintaining grants (post-award) [Q85	-2.0%	
Interdisciplinary Work	4.0%	Number of students in classes taught [Q70D]	-1.8%	
Governance: Adaptability	3.7%			
Nature of Work: Teaching	3.5%	Health benefits for yourself [Q95A]	-1.8%	
Nature of Work: Research	2.8%	Library resources [Q90E]	-1.6%	
Personal & Family Policies	2.3%	Stop-the-clock policies [Q95L]	-1.5%	
Facilities & Work Resources	2.2%	Outside offers are not necessary in negotiations [-1.5%	
Leadership: Divisional	1.9%	Dean: Ensuring faculty input [Q185G]	-1.4%	
Health & Retirement Benefits	-1.4%	Clerical/administrative support [Q90H]	-1.4%	



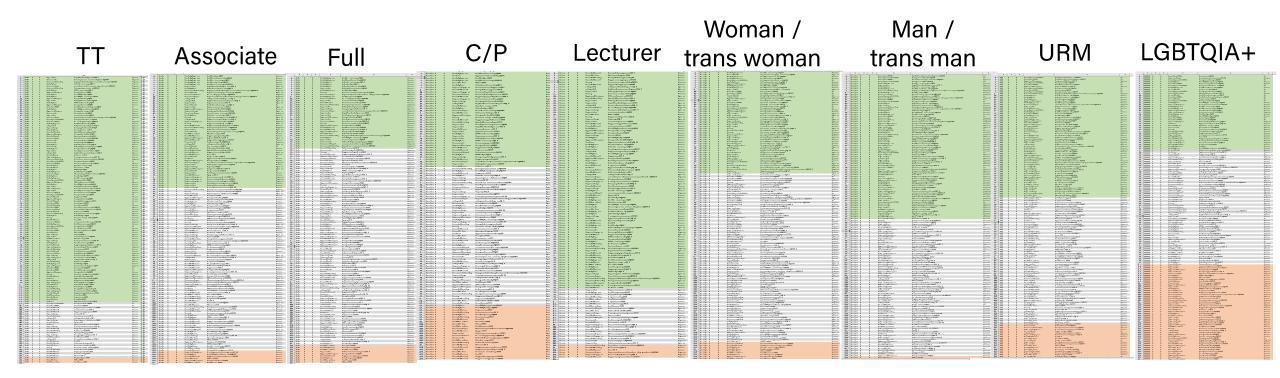
ACCESS By: maueri. VIEW RESPONSES FOR: Purdue University. FILTERED BY: Gender/Sex: All; URM: All; Tenure Status: All.

HELP ?

TOP 10 ITEMS WITH SIGNIFICANT IMPROVEMENT OR DECLINE BETWEEN 2018 AND 2022: All faculty

All									
Improvement	Declin	e							
COACHE Item				COACHE Item	р	Mean Diff	Effect Size		
Clarity of promotion standards for NTT [Q460C]	0.001	0.44	0.34	Health benefits for family [Q95B]	0.019	-0.124	0.11		
Clarity of promotion process for NTT [Q460A]	0.002	0.411	0.30						
Clarity of promotion criteria for NTT [Q460B]	0.002	0.411	0.31						
Clarity of body of evidence for NTT promotion decisions [Q460D]	0.004	0.374	0.29						
Clarity of body of evidence for deciding tenure [Q136D]	0.005	0.329	0.27						
Head: Communication of priorities [Q185J]	0.000	0.323	0.24						
Clarity of expectations: Broader community [Q137F]	0.008	0.321	0.26						
Sense of promotion for NTT [Q460E]	0.021	0.321	0.23						
Head: Pace of decision making [Q185H]	0.000	0.309	0.25						
President: Pace of decision making [Q180A]	0.000	0.273	0.24						

Changes in Questions between 2018 and 2022: Demographic group comparison



Questions with improvements (effect size >0.1)

Questions with no change (effect size <0.1)

Questions with declines (effect size >0.1)

TOP 10 ITEMS WITH SIGNIFICANT IMPROVEMENT OR DECLINE BETWEEN 2018 AND 2022: BY RANK

Improvement

Assistant

Associate

Full

	Improvement				Decline			
CC	DACHE		Mean	Effect	COACHE		Mean	
lte	m	р	Diff	Size	Item	р	Diff	Effect Siz
	ave an open system of communication for making decisions [Q189B_E]	0.00	_			_		
	arity of body of evidence for deciding tenure [Q136D]	0.00						
	esident: Communication of priorities [Q180C]	0.00						
	arity of expectations: Broader community [Q137F]	0.00						
_	cognition: For outreach [Q215E]	0.0	_	_				
	olleagues pitch in when needed [Q210A]	0.00						
	scretion to choose committees [Q60C]	0.00	_	_	29			
Pr	esident: Pace of decision making [Q180A]	0.0	0.29	0 0.2	28			
CI	ear rules about roles/authority [Q188C]	0.00	0.28	6 0.2	28			
Sc	holarly productivity of NTT faculty [Q195F]	0.00	0.28	5 0.2	29			
		As	soc Prof					
	Improvement				Decline			
CC	DACHE		Mean	Effect	COACHE		Mean	
lte		p	Diff	Size	Item	р	Diff	Effect Siz
	ead: Stated priorities [Q1851]	0.0000	0.44	4 0.3	4			
He	ad: Pace of decision making [Q185H]	0.0000	0.433	3 0.3	4			
He	ad: Communication of priorities [Q185J]	0.0000	0.432	2 0.3	31			
He	ead: Ensuring faculty input [Q185K]	0.0010	0.4	1 0.2	9			
He	ad: Fairness in evaluating work [Q185L]	0.0020	0.358	3 0.2	7			
Pri	orities are stated consistently [Q170A]	0.0050	0.304	4 0.2	4			
Pr	esident: Pace of decision making [Q180A]	0.0030	0.302	2 0.2	6			
	gage each other in defining decision criteria used to evaluate options							
	189B_B]	0.0050	0.30	1 0.2	9			
	pt culture encourages promotion of assoc prof [Q135B]	0.0140	0.298					
Сс	mmittees make progress toward goals [Q189A_A]	0.0070	0.276	6 0.2	9			
		F	ull Prof					
	Improvement				Decline			
	COACHE				COACHE		Mean	
	ltem	p [Diff		Item	-	Diff	Effect Siz
					Right balance between professional/persona			
	Clarity of promotion criteria for NTT [Q460B]	0.0390	0.847		[Q200A]	0.032		0.1
	Clarity of promotion standards for NTT [Q460C]	0.0450	0.82		Health benefits for family [Q95B]	0.048	-0.153	0.1
_	Head: Communication of priorities [Q185J]	0.0060	0.276	0.20				
	Scholarly productivity of NTT faculty [Q195F]	0.0010	0.254	0.26				
	Head: Pace of decision making [Q185H]	0.0090	0.245	0.19				
	President: Communication of priorities [Q180C]	0.0050	0.237	0.18				
	President: Stated priorities [Q180B]	0.0070	0.228	0.18				
	President: Pace of decision making [Q180A]	0.0040	0.222	0.19				
	Scholarly productivity of tenured faculty [Q195C]	0.0010	0.219	0.23				
	Head: Stated priorities [Q185]]	0.0320	0.21	0.15				

Asst Prof

Decline

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TOP 10 ITEMS WITH SIGNIFICANT IMPROVEMENT OR DECLINE BETWEEN 2018 AND 2022: NTT

C/P Faculty

Lec'	tur	ers

	Clinical Faculty									
Improvement					Decli	ne				
	COACHE Item	р	Mean Diff		COACHE Item	р		Effect Size		
	Head: Communication of priorities [Q185J]	0.001	0.563		Support for maintaining grants (post-award) [Q85B]	0.04 3		0.38		
	Head: Ensuring faculty input [Q185K]	0.007	0.472		Support for obtaining grants (pre-award) [Q85A]	0.02	-0.378	0.40		
	Head: Pace of decision making [Q185H]	0.011	0.416	0.35	Office [Q90A]	0.011	-0.346	0.32		
	Opportunities for collaboration within dept [Q105A]	0.004	0.409	0.38	Salary [Q90G]	0.01 9		0.30		
	Head: Stated priorities [Q185I]	0.022	0.364		Tuition waivers, remission, or exchange [Q95E]	0.03		0.33		
	Head: Fairness in evaluating work [Q185L]	0.034	0.357	0.29	Library resources [Q90E]	0.02 1	-0.228	0.30		
	President: Pace of decision making [Q180A]	0.025	0.320		Importance of mentoring within dept [Q120A]	0.02 0		0.28		
	Discussions of effective teaching practices [Q190C]	0.043	0.301	0.26						
	Equitability of service work compensation [Q60F]	0.044	0.264	0.26						
	Equitability of committee assignments [Q60D]	0.042	0.255	0.26						

	Leo	turers					
Improvement		_		Declin	е	_	
COACHE Item				COACHE Item			Effect Size
Quality of grad students to support research [Q80C]	0.0010				ρ		512e
Spousal/partner hiring program [Q95F]	0.0310						
Effectiveness of mentoring from outside the inst [Q125C]	0.0050	0.807	0.69				
Quality of grad students to support teaching [Q70I]	0.0030	0.727	0.66				
Effectiveness of mentoring from outside dept [Q125B]	0.0270	0.64	0.54				
Clarity of body of evidence for NTT promotion decisions [Q460D]	0.0030	0.637	0.51				
Clarity of promotion standards for NTT [Q460C]	0.0030	0.625	0.49				
Clarity of promotion process for NTT [Q460A]	0.0050	0.607	0.46				
Clarity of promotion criteria for NTT [Q460B]	0.0040	0.607	0.48				
Scholarly productivity of NTT faculty [Q195F]	0.0050	0.53	0.59				

TOP 10 ITEMS WITH SIGNIFICANT IMPROVEMENT OR DECLINE BETWEEN 2018 AND 2022: BY GENDER

Woman/trans woman

Man/trans man

Woman/Trans Woman									
Improvement		-		Declir	ne	_			
COACHE Item			Effect Size	COACHE Item			Effect Size		
Clarity of promotion standards for NTT [Q460C]	0.0030	0.502		Health benefits for family [Q95B]	0.00 6		0.20		
Clarity of promotion criteria for NTT [Q460B]	0.0090	0.462		Health benefits for yourself [Q95A]	0.02 4	-0.169	0.15		
Clarity of promotion process for NTT [Q460A]	0.0250	0.406	0.29						
Head: Communication of priorities [Q185J]	0.0000	0.381	0.28						
Dept culture encourages promotion of assoc prof [Q135B]	0.0030	0.361	0.29						
Clarity of contract renewal criteria [Q450B]	0.0370	0.355	0.28						
Head: Pace of decision making [Q185H]	0.0000	0.343	0.27						
Head: Ensuring faculty input [Q185K]	0.0000	0.339	0.25						
Scholarly productivity of NTT faculty [Q195F]	0.0000	0.338	0.36						
Intellectual vitality of NTT faculty [Q195E]	0.0000	0.301	0.33						

Man/Trans man								
Improvement	Declin	е						
COACHE Item	р	Mean Diff		COACHE Item	р	Mean Diff	Effect Size	
Clarity of body of evidence for NTT promotion decisions [Q460D]	0.0300	0.438	0.34					
Clarity of promotion process for NTT [Q460A]	0.0330	0.436	0.32					
Clarity of body of evidence for deciding tenure [Q136D]	0.0080	0.429	0.37	,				
Clarity of expectations: Teacher [Q137B]	0.0300	0.342	0.29					
Tenure decisions are performance-based [Q139B]	0.0280	0.312	0.29					
Head: Communication of priorities [Q185J]	0.0000	0.289	0.22					
President: Communication of priorities [Q180C]	0.0000	0.28	0.22					
Head: Pace of decision making [Q185H]	0.0000	0.274	0.22					
Engage each other in defining decision criteria used to evaluate options [Q189B_B]	0.0000	0.264	0.25					
Head: Stated priorities [Q1851]	0.0010	0.263	0.20					

TOP 10 ITEMS WITH SIGNIFICANT IMPROVEMENT OR DECLINE BETWEEN 2018 AND 2022: By URM STATUS

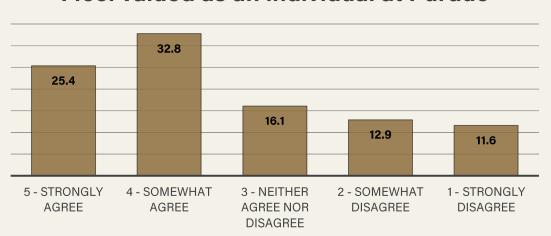
URM

NON-URM

URM									
Improvement	Declir	ne							
COACHE Item			Effect Size	COACHE Item			Effect Size		
Visible Inst leadership for support of diversity [Q212B]	0.035	0.429		Discussions of undergrad student learning [Q190A]	0.04 6		0.29		
Engage each other in defining decision criteria used to evaluate options [Q189B_B]	0.045	0.397	0.37						
Support for developing online/hybrid courses [Q70M]	0.014	0.388	0.40						
Dean: Pace of decision making [Q185D]	0.034	0.387	0.31						
President: Pace of decision making [Q180A]		0.379							
 Recognition: For service [Q215D]	0.029	0.351	0.33						

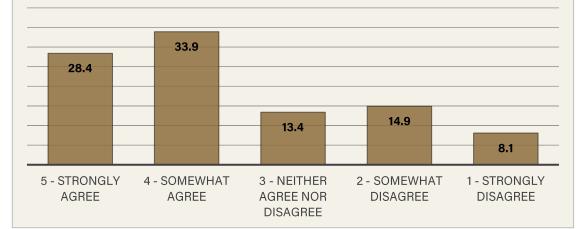
non-URM								
Improvement	Declin	е						
COACHE		Mean	Effect	COACHE		Mean	Effect	
Item	р	Diff	Size	ltem	р	Diff	Size	
Clarity of promotion standards for NTT				Recognition: From Dean				
[Q460C]	0.0000	0.477	0.37	[Q215K]	0.033	-0.165	0.13	
				Health benefits for family				
Clarity of promotion process for NTT [Q460A]	0.0010	0.454	0.33	[Q95B]	0.017	-0.128	0.11	
Clarity of promotion criteria for NTT [Q460B]	0.0010	0.454	0.34					
Clarity of body of evidence for NTT promotion								
decisions [Q460D]	0.0030	0.413	0.32					
Sense of promotion for NTT [Q460E]	0.0140	0.364	0.26					
Head: Communication of priorities [Q185J]	0.0000	0.306	0.23					
Head: Pace of decision making [Q185H]	0.0000	0.29	0.23					
President: Communication of priorities [Q180C]	0.0000	0.282	0.22					
Clarity of body of evidence for deciding tenure								
[Q136D]	0.0220	0.281	0.24					
Scholarly productivity of NTT faculty [Q195F]	0.0000	0.268	0.28					

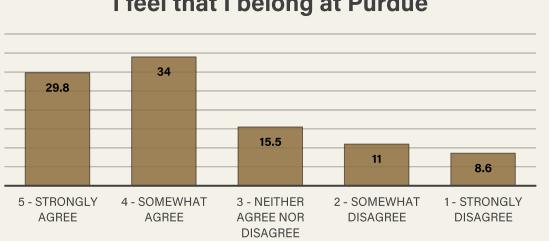
Custom Questions: Belongingness



I feel valued as an individual at Purdue



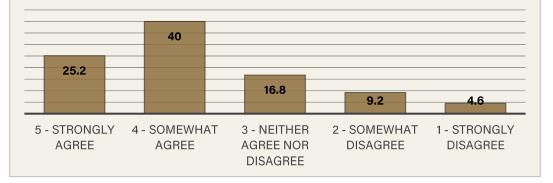




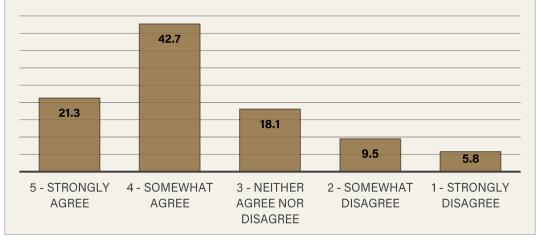
I feel that I belong at Purdue

Custom Questions: Uniqueness

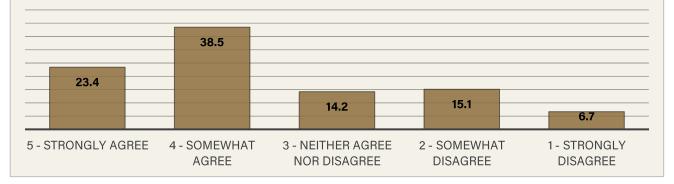
I can bring aspects of myself to my department that others in the group don't have in common with me

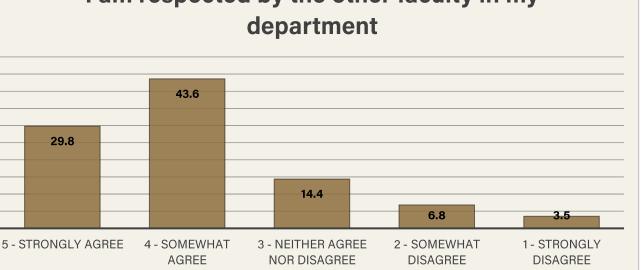


People in my department listen to me even when my views are dissimilar



While at work, I am comfortable expressing opinions that diverge from those of other members of my department

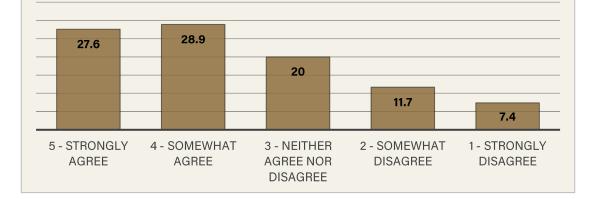




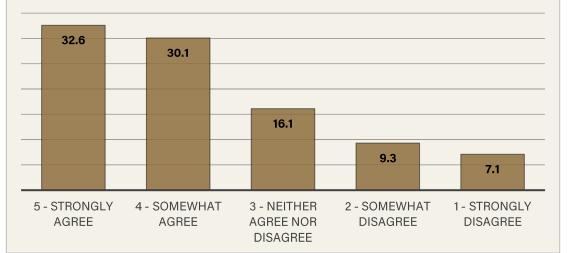
I am respected by the other faculty in my

Custom Questions: Dept Leadership

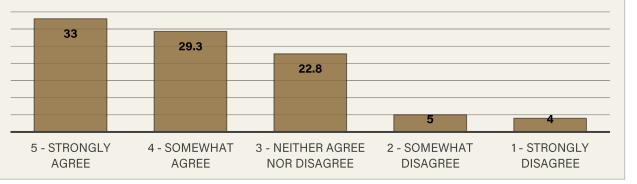
My department head protects me from excessive service demands



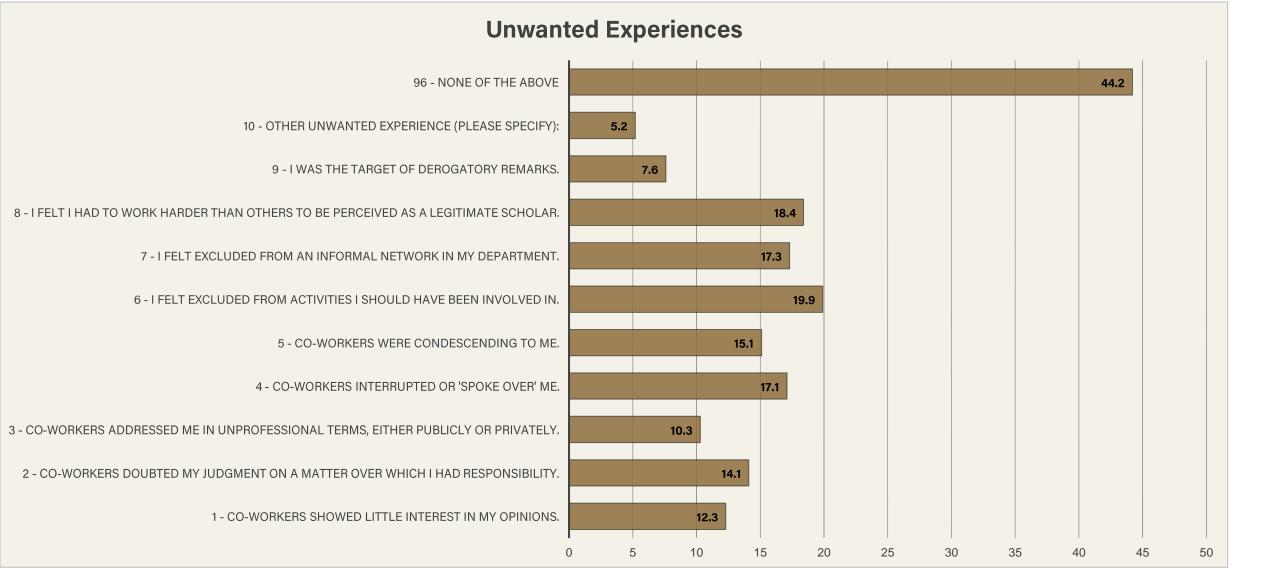
My department head prevents incivility among faculty members



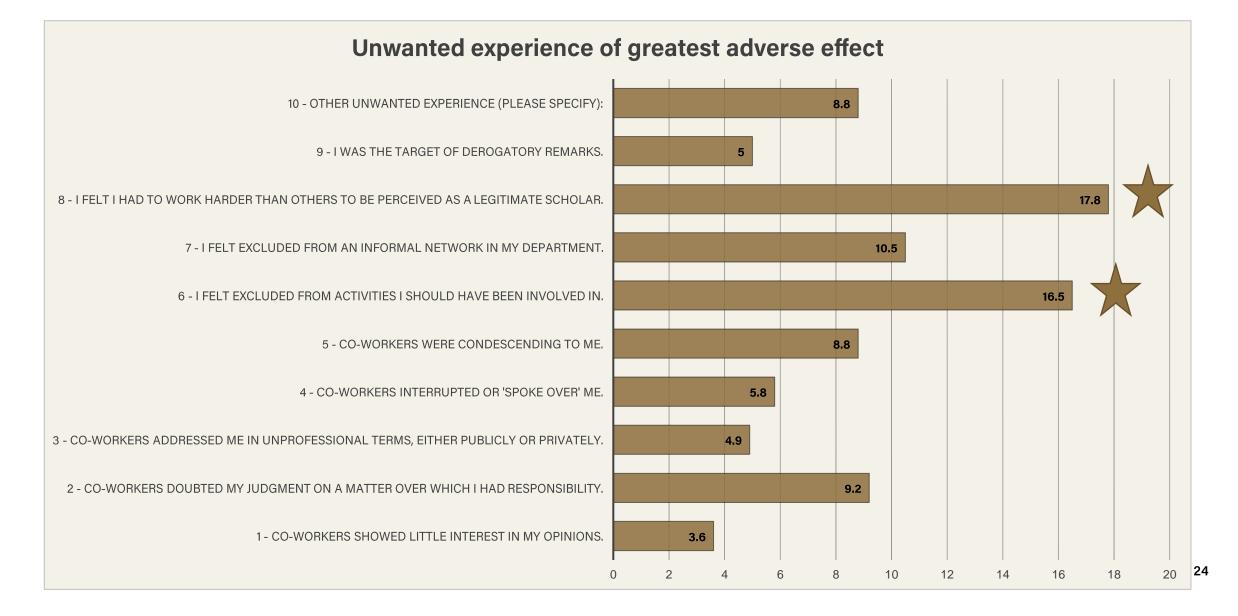
My department head accommodates my nonwork needs when scheduling classes and meetings



Custom Questions: Unwanted experiences



Custom Questions: Unwanted experience with greatest adverse effect



CONTINUING THE CONVERSATION... AT THE COLLEGE LEVEL

Change in Benchmarks, 2018 to	2022	Items with Positive Change		Change in Benchmarks, 2018 t	0 2022
Tenure Expectations: Clarity (TT Asst Prof)	63.6%	Clarity of promotion process [Q140A]	67.1%	Leadership: Departmental	
Tenure Policies (TT Asst Prof)	63.6%	Clarity of promotion criteria [Q140B]	64.7%	Nature of Work: Service	
Promotion: (T Assoc Prof)	57.8%	Clarity of body of evidence for promotion [Q140D]		Leadership: Senior	
Leadership: Departmental	53.5%	Clarity of promotion standards [Q140C] Head: Pace of decision making [Q185H]	64.7%	Facilities & Work Resources	
Interdisciplinary Work	31.3%	Head: Fairness in evaluating work [Q185L]	58.8%	Nature of Work: Teaching	
Departmental Collegiality	24.2%	Reasonable expectations of promotion, from ass	58.3%	Departmental Quality	
Health & Retirement Benefits	20.7%	Recognition: From Head/Chair [Q215L]	54.8%	Appreciation & Recognition	
Governance: Understanding	20.3%	Head: Communication of priorities [Q185J]	51.4%	Departmental Collegiality	
Nature of Work: Service	19.0%	Clarity of time frame for promotion [Q140E]	50.9%	Nature of Work: Research	
Nature of Work: Research	18.0%	Phased retirement options [Q95I]	48.8%	Governance: Trust	
Facilities & Work Resources	17.5%	Dept culture encourages promotion of assoc prof	48.7%	Governance: Purpose	
Collaboration	17.2%	Head: Stated priorities [Q185I]	46.6%	Mentoring	
Appreciation & Recognition	17.0%	Items with Negative Change		Departmental Engagement	
Mentoring	16.6%	Recognition: From CAO (Q215J)	-15.6%	Promotion: (T Assoc Prof)	
Governance: Trust	15.5%	Childcare [Q95G]	-15.2%	Leadership: Faculty	
Departmental Quality	12.6%	Family medical/parental leave [Q95J]	-9.5%	Governance: Productivity	
Departmental Engagement	12.6%	Follow rules of engagement [Q189B_D]	-8.3%	Governance: Understanding	
Leadership: Faculty	9.9%	Discretion over course content [Q70C]	-7.0%	Governance: Adaptability	
Governance: Productivity	9.4%	Number of students in classes taught [Q70D]	-6.3%	Interdisciplinary Work	
Leadership: Senior	9.0%	Effectiveness of mentoring from within dept [Q12	-5.0%	Collaboration	-4
Personal & Family Policies	5.5%	Dean: Communication of priorities [Q185F]	-4.7%	Health & Retirement Benefits	-5.
Governance: Purpose	3.2%	Time spent on research [Q45B]	-4.4%	Personal & Family Policies	-5.
Leadership: Divisional	2.2%	Governance in unusual situations [Q188D]	-3.4%	Leadership: Divisional	-12.6
Nature of Work: Teaching	1.1%	Time spent on teaching [Q45A]	-2.6%	Tenure Policies (TT Asst Prof)	-18.5%
Governance: Adaptability		Progress is publicly recognized [Q189A_B] Discussions of undergrad student learning [Q190	-1.4%	Tenure Expectations: Clarity (TT Asst Prof)	-24.8%

o 2022		Items with Positive Change	
	34.2%	Quality of grad students to support teaching [Q70I]	
	24.5%	Dept is collegial [Q210C]	
		Recognition: From CAO [Q215J]	
	17.8%	Discretion to choose committees [Q60C]	
	16.3%	Number of courses taught [Q70A]	
	15.4%	Head: Stated priorities [Q185I]	
	12.0%	Number of committees [Q60A]	
	10.2%	CAO: Pace of decision making [Q180L]	
	10.0%	Intellectual vitality of pre-tenure faculty [Q195B]	
	6.9%	Discussions of grad student learning [Q190B]	
	6.4%	Head: Communication of priorities [Q185J]	
	5.2%	Head: Pace of decision making [Q185H]	
	4.8%	Support for obtaining grants (pre-award) [Q85A]	
	4.3%	Items with Negative Change	
	4.1%	Flexible workload/modified duties [Q95K]	-21.09
	3.5%	Dean: Stated priorities [Q185E]	-19.9
	3.0%	Health benefits for family [Q95B]	-18
	1.7%	Outside offers are not necessary in negotiations [-1
		Dean: Communication of priorities [Q185F]	
	E.	Availability of course release for research [Q85E]	
-4.5%		Dean: Pace of decision making [Q185D]	
		Dept culture encourages promotion of assoc prof	
-5.5%		Discussions of undergrad student learning [Q190	
-5.8%		Senior admins communicate rationale of decision	
-12.6%		Clarity of promotion process [Q140A]	
-18.5%		Opportunities for collaboration outside inst [Q105	
-24.8%		Progress is publicly recognized [Q189A_B]	

33.5%

-9.1%

-9.0%

-8.5%

Change in Benchmarks, 201	8 to 2022
Nature of Work: Teaching	
Nature of Work: Service	
Departmental Engagement	
Promotion: (T Assoc Prof)	
Mentoring	
Departmental Collegiality	
Facilities & Work Resources	
Collaboration	-2.7%
Personal & Family Policies	-2.8%
Governance: Productivity	-3.3%
Appreciation & Recognition	-3.9%
Health & Retirement Benefits	-4.4%
Departmental Quality	-6.1%
Leadership: Faculty	-6.4%
Governance: Purpose	-7.6%
Leadership: Departmental	-7.7%
Governance: Adaptability	-8.1%
Leadership: Senior	-8.5%
Governance: Understanding	-9.3%
Interdisciplinary Work	-9.3%
Nature of Work: Research	-9.7%
Leadership: Divisional	-10.7%
Governance: Trust	-10.7%

Items with Positive Change

10.4 8.3% 8.2% 3.5% 2.4% 1.8%

	iteme man benare enange	
%	Discretion over course content [Q70C]	40.4%
	Equitability of distribution of teaching load [Q70H]	33.6%
6	Number of courses taught [Q70A]	28.0%
	Clarity of body of evidence for promotion [Q140D]	26.3%
	Equitability of committee assignments [Q60D]	23.9%
	Discussions of effective use of technology [Q190	20.9%
	Number of committees [Q60A]	20.8%
	Equipment [Q90C]	20.4%
	Colleagues support work/life balance [Q200C]	19.5%
	Meeting times compatible with personal needs [Q	17.5%
	Discussions of effective teaching practices [Q190	16.9%
	Dept culture encourages promotion of assoc prof	16.8%
	Discussions of current research methods [Q190E]	16.2%
	Items with Negative Change	
	Recognition: From Dean [Q215K]	-35.3%
	Dept is successful at faculty retention [Q240C]	-26.0%
	Spousal/partner hiring program [Q95F]	-25.8%
	Dept is valued by Pres/Provost [Q220B]	-23.7%
	Laboratory, research, studio space [Q90B]	-22.2%
	Discuss difficult issues in good faith [Q189B_G]	-18.9%
	Dean: Stated priorities [Q185E]	-18.4%
	Faculty governance structures allow input [Q188A]	-17.3%
	Effectiveness of the shared governance system [-16.9%
	Expectations for finding external funding [Q80A]	-16.8%
	CAO: Stated priorities [Q180M]	-16.7%
	Office [Q90A]	-16.1%
	Support for maintaining grants (post-award) [Q85	-16.0%
_		



Change @ CLA: 2022 vs. 2018, all faculty

Change in Benchmarks, 2018 to 2022

•	
Promotion: (T Assoc Prof)	15.7%
Tenure Expectations: Clarity (TT Asst Prof)	7.7%
Nature of Work: Service	7.1%
Departmental Quality	5.9%
Mentoring	5.2%
Departmental Engagement	5.0%
Leadership: Faculty	4.5%
Departmental Collegiality	4.2%
Governance: Understanding	3.2%
Governance: Productivity	3.2%
Governance: Trust	2.4%
Facilities & Work Resources	1.8%
Leadership: Senior	1.7%
Governance: Purpose	1.3%
Interdisciplinary Work	-0.1%
Leadership: Departmental	-0.5%
Appreciation & Recognition	-0.5%
Governance: Adaptability	-1.2%
Nature of Work: Teaching	-1.3%
Tenure Policies (TT Asst Prof)	-2.4%
Collaboration	-2.6%
Nature of Work: Research	-3.1%
Personal & Family Policies	-4.4%
Health & Retirement Benefits	-4.9%
Leadership: Divisional	-14.9%

Items with Positive Change		HELP
Clarity of body of evidence for promotion [Q140D]	27.3%	View Responses for
Clarity of promotion process [Q140A]	20.6%	My University
Teaching effectiveness of tenured faculty [Q195G]	18.9%	
Reasonable expectations of promotion, from ass	18.7%	Filter Responses by College
Clarity of promotion standards [Q140C]	18.2%	College of Liberal Arts
Teaching effectiveness of pre-tenure faculty [Q19	18.2%	Filler Development by Develop
Tenure decisions are performance-based [Q139B]	17.0%	Filter Responses by Depart All
Clarity of expectations: Broader community [Q13	16.7%	
Colleagues pitch in when needed [Q210A]	15.1%	Filter by Gender/Sex
Colleagues support work/life balance [Q200C]	13.6%	All
Clarity of promotion criteria [Q140B]	13.5%	
Committees make progress toward goals [Q189A	12.8%	Filter by URM
Dept addresses sub-standard performance [Q24	12.5%	All
Items with Negative Change		Filter by Tenure Status
Recognition: From Dean [Q215K]	-21.8%	All
Dean: Communication of priorities [Q185F]	-18.3%	NTT Detailed & T/TT Group
Dean: Stated priorities [Q185E]	-18.1%	All
Dean: Ensuring faculty input [Q185G]	-14.6%	
Health benefits for family [Q95B]	-11.5%	
Spousal/partner hiring program [Q95F]	-10.9%	
Interdisciplinary work is rewarded in tenure [Q10	-10.0%	
Clarity of whether I will achieve tenure [Q136E]	-9.5%	
Dean: Pace of decision making [Q185D]	-8.7%	
Childcare [Q95G]	-8.3%	
Budgets encourage Interdisciplinary work [Q100A]	-7.8%	
Health benefits for yourself [Q95A]	-7.7%	
Number of students in classes taught [Q70D]	-7.6%	

ACCESS By: mauerl. VIEW RESPONSES FOR: My University, College Subgroup: College of Liberal Arts, Department Subgroup: All. FILTERED BY: Gender/Sex: All; URM: All; Tenure Status: All, NTT Detailed & T/TT Group: All.

TOP 10 ITEMS WITH SIGNIFICANT IMPROVEMENT OR DECLINE BETWEEN 2018 AND 2022: CLA ALL FACULTY

				All						
	Improvement				Decline					
Rank	COACHE Item	р	Mean Diff	Effect Size	COACHE Item	р	Mean Diff	Effect Size		
1	Clarity of promotion standards for NTT [Q460C]	0.02	0.77	0.61	Recognition: From Dean (Q215K)	0.00	-0.65	0.47		
2	Clarity of promotion process for NTT [Q460A]	0.03	0.74	0.55	Dean: Support in adapting to change [Q175A]	0.00	-0.59	0.48		
3	Clarity of promotion criteria for NTT [Q460B]	0.03	0.73	0.57	Dean: Stated priorities [Q185E]	0.00	-0.50	0.36		
4	Clarity of body of evidence for NTT promotion decisions [Q460]	0.03	0.70	0.54	Dean: Communication of priorities [Q185F]	0.00	-0.49	0.37		
5	Clarity of body of evidence for promotion [Q140D]	0.03	0.36	0.29	Health benefits for family [Q95B]	0.01	-0.38	0.32		
6	Committees make progress toward goals [Q189A_A]	0.04	0.27	0.30	Dean: Ensuring faculty input [Q185G]	0.01	-0.37	0.28		
7	Equitability of committee assignments [Q60D]	0.04	0.27	0.22	Visible Inst leadership for support of diversity [Q212E	0.04	-0.33	0.23		
8	Understandable processes for expressing opinions [Q188B]	0.04	0.27	0.22	Number of students in classes taught [Q70D]	0.00	-0.32	0.35		
9	Teaching effectiveness of tenured faculty [Q195G]	0.03	0.25	0.27	Discretion over course content [Q70C]	0.00	-0.25	0.30		
10	Teaching effectiveness of NTT faculty [Q1951]	0.03	0.25	0.28	Support for addressing diverse learning styles [Q70]	0.03	-0.20	0.24		

CONTINUING THE CONVERSATION... At the college level How will coache results be used:

- To celebrate improvements and maintain upward momentum?
- To work on areas of decline?



Thank You!



