



# COACHE

## Do You Know...

... how satisfied early-career faculty members are on your campus?

... what they find fulfilling and what they find disappointing?

... if their level of satisfaction differs significantly by academic area, gender, or race?

... how their satisfaction compares with peers at similar institutions?

... what practices have proven most effective in recruiting and developing the faculty most critical to your institution's long-term success?

Participation in COACHE will uncover the answers to these questions and illuminate many other aspects of your workplace to enhance your institution's ability to recruit, develop, and retain early career faculty.

The **Collaborative on Academic Careers in Higher Education** (COACHE) is a consortium of over 130 colleges and universities across North America committed to making the academic workplace more attractive and equitable for early-career faculty – the cohort most critical to the long-term future of their institutions. We are based at the Harvard Graduate School of Education and funded by support from our member institutions.

Responding to the explosion of hiring and turnover costs and to persistent challenges in diversifying the academy, COACHE gives presidents, provosts, and deans both peer diagnostics and concrete solutions for informing efficient, effective investment in their faculty. Membership enables colleges and universities to focus on issues critical to faculty success and on steps academic policymakers can take to gain a competitive advantage in faculty recruitment, retention and development.

*The core element of COACHE is the Tenure-Track Faculty Job Satisfaction Survey, designed, tested, and validated across focus groups, a rigorous pilot study, and over five years of data collection.*

## THE COACHE SURVEY EXAMINES THE ISSUES MOST RELEVANT TO PRE-TENURE FACULTY:

- Clarity and reasonableness of tenure processes and review
- Workload and support for teaching, research and service
- Importance and effectiveness of faculty policies and practices
- Climate, culture and collegiality on campus
- Global satisfaction

Each section of the COACHE Survey is built to generate a report of not simply “interesting” data, but actionable diagnoses. The COACHE model is designed to take participating institutions from data collection to policy action in one academic year.

*COACHE is **not** just a survey. It is access to a network of peers and researchers dedicated to finding what works well, where, and why in making a better workplace for faculty.*

Beyond surveying and analysis, COACHE brings academic leaders together to advance our mutual goals of maximizing the impact of the data; of stimulating better questions from and more informed decisions by prospective and current faculty, on and off the tenure track; and of provoking ideas and initiatives that enrich and expand the range of possible improvements to faculty careers. COACHE researchers also work with individual campuses to provide context and expertise on faculty issues.

## Institutional Eligibility

Enrollment in COACHE is open to all four-year colleges and universities with tenure-track faculty. Space, however, is limited in each academic year.

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## The COACHE Membership

### IN YEAR 1:

- Participation in the COACHE Tenure-Track Faculty Job Satisfaction Survey, with the administration process managed fully by our staff;
- A data report that includes:
  - » survey results analyzed by key demographic variables and across the themes most important to pre-tenure faculty;
  - » comparisons of your results to institutional type benchmarks and to five COACHE institutions *you* select as peers;
  - » an executive summary of the most meaningful results;
  - » comments provided by faculty in responses to open-ended questions;
  - » detailed crosstabs in Excel format for institutional researchers;
  - » a guide to interpreting your report; and
  - » effective strategies for maximizing the positive impact of your results.

### IN YEARS 2 AND 3:

- COACHE support for reviewing and disseminating results on campus. Data-driven discussions around faculty policies inform the development and implementation of an action plan aimed at improving faculty recruitment and retention.
- Invitations to participate in conference-based member events and workshops to share innovative strategies for using COACHE data and tackling the challenges institutions have in common. Assistance with requests-for-proposals for joint presentations.
- Regular updates on exemplary practices from high-performing COACHE institutions and insight into important trends in faculty recruitment, development and retention revealed by our analysis of nationwide COACHE results.
- Availability of COACHE principal investigators and staff for follow-up services, such as custom reports, extensive analyses and on-campus workshops by COACHE.

### IN YEAR 4:

- Institutions are invited to re-enroll in COACHE to determine if their interventions are having their intended impact and to identify any new areas of strength or concern.

## How to Enroll

Individual research and large master's universities enroll in COACHE at a total cost of \$20,000 for the three-year membership cycle. For liberal arts colleges and small master's universities the cost is \$10,000. Depending on the enrollment date and the institution's interests, this fee may be divided in payments over one, two or three fiscal years.

Presidents, provosts and deans in the Collaborative are finding the benefits of COACHE to outweigh by far the search and hiring costs resulting from even a single, preventable faculty departure, to say nothing of the cost of not knowing whether and why your tenure-track faculty find their work fulfilling and their work environment supportive. Please contact us to join them: **(617) 496-9348** or **COACHE@GSE.HARVARD.EDU**.

**For more information,  
visit our website at:  
<http://www.coache.org>**