



COACHE REPORT  
**DEPARTMENT**  
**COLLEGIALITY, QUALITY,**  
**AND LEADERSHIP**

FLORIDA STATE UNIVERSITY

# FSU FACULTY RESPONSES

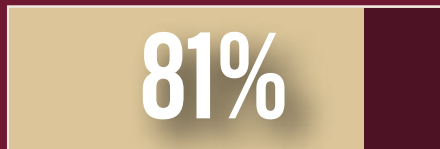


**69%** Satisfied or Very Satisfied with their  
**DEPARTMENT COLLEGIALITY**

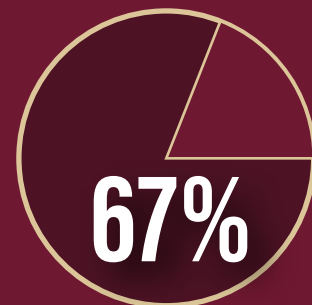
Satisfied or Very Satisfied with their  
**DEPARTMENT QUALITY** **74%**



**71%** Satisfied or Very Satisfied with their  
**DEPARTMENT LEADERSHIP**



Agree that their department colleagues are committed to supporting and promoting  
**DIVERSITY AND INCLUSION**



Agree that they  
**FIT WELL IN THEIR DEPARTMENT**

# WHAT IS DEPARTMENT COLLEGIALITY, QUALITY, AND LEADERSHIP?

## DEFINITIONS

### DEPARTMENT COLLEGIALITY

refers to companionship and cooperation between colleagues within an academic department or unit within a university. In the COACHE survey, collegiality is measured by nine questions focused on satisfaction with personal interactions, the balance of work and personal obligations, fit and belongingness, and perceptions of supporting diversity and inclusion.

### DEPARTMENT QUALITY

refers to perceptions of the excellence of colleagues within the department. In the COACHE survey, quality is measured by twelve questions which ask faculty to rate their satisfaction with the intellectual vitality, scholarly or creative productivity, and teaching effectiveness of department colleagues, and recruitment of high-quality faculty in the department.

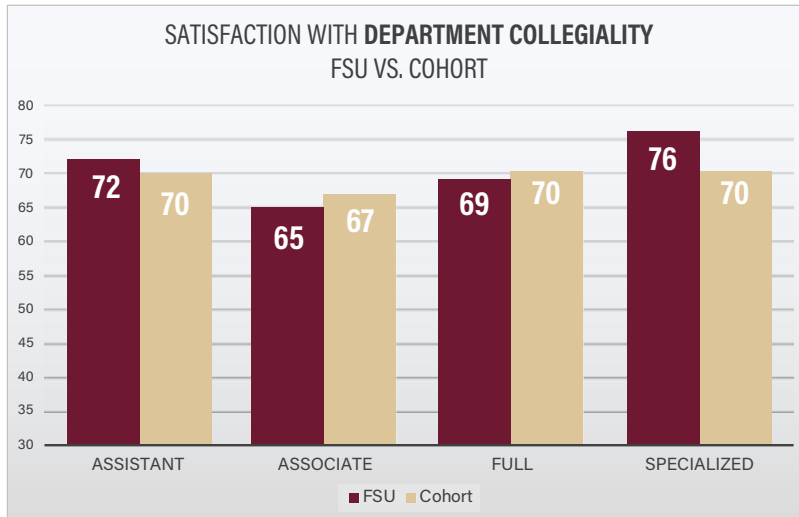
### DEPARTMENT LEADERSHIP

refers to the ability of the chairs within a department to communicate with faculty members of the department. In the COACHE survey, leadership is measured by five questions assessing communication, fairness, and decision-making.

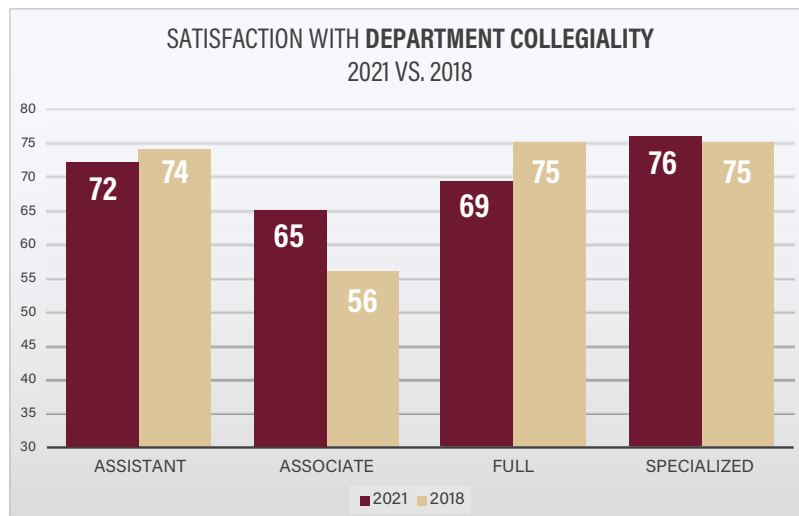
**COACHE** identifies twenty benchmarks that are used to assess the degree to which university faculty are satisfied with their job. In this report we focus on the topics of collegiality, quality, and leadership within departments. Comparisons are made in two major ways. First, we have compared data from the 2021 COACHE report to the 2018 COACHE report. Given the significant challenges faced by universities and faculty due to the COVID-19 pandemic, we were particularly interested in perceptions of collegiality, quality, and leadership and whether that changed over the course of time. Second, we compared across faculty groups, that is Full, Associate, and Assistant Professors, and Specialized Faculty. We chose to compare faculty groups for a couple of reasons. First, our 2018 COACHE survey results suggested that Associate Professors had the most negative views of their job satisfaction compared to other faculty groups. Second, there has been a rise in the number of Specialized Faculty hired as well as initiatives in recent years to create the ability for Specialized Faculty to be promoted. FSU views Specialized Faculty as key members of our faculty community, so we wanted to examine ratings from this group in relation to these benchmarks. It should be noted that COACHE uses the term “non-tenure track faculty”, but in our report we have used the term “Specialized Faculty” which is in line with FSU terminology.

## RESULTS:

# DEPARTMENT COLLEGIALITY



Across FSU faculty, Associate Professors seem slightly less satisfied than other faculty groups with the level of collegiality in their departments. FSU faculty ratings of collegiality is similar to our national cohort, though Specialized Faculty seem more satisfied in comparison to similar faculty in our cohort.

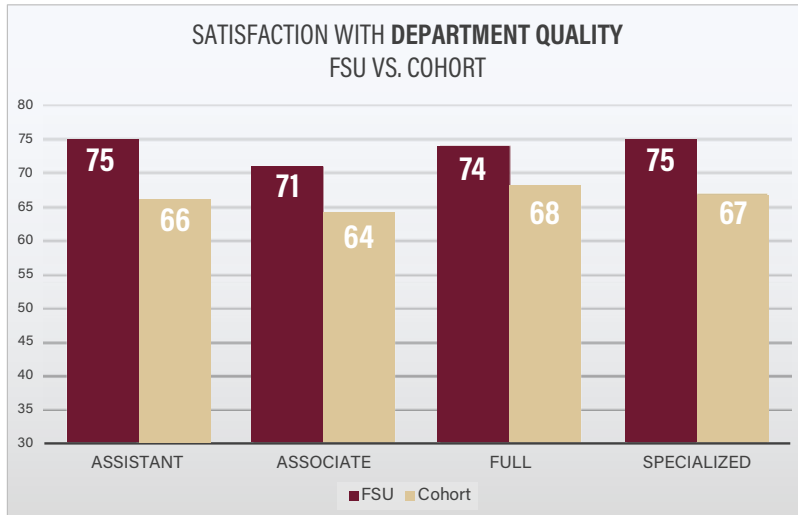


There was an increase in the percentage of Associate Professors and Specialized faculty who were satisfied with their department collegiality, with a notable 9% point increase for faculty at the rank of Associate. There was a slight decrease in percentage of Assistant and Full Professors who were satisfied with their department's collegiality.

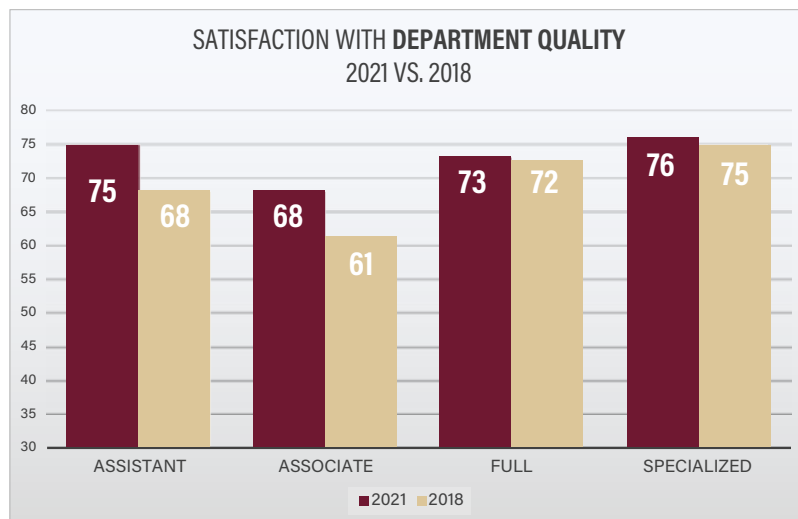
### DEPARTMENT COLLEGIALITY QUESTIONS

*My departmental colleagues do what they can to make personal/family obligations and an academic career compatible.*  
*The amount of personal interaction you have with non-tenure-track faculty in your department*  
*The amount of personal interaction you have with pre-tenure faculty in your department*  
*The amount of personal interaction you have with tenured faculty in your department*  
*Department meetings occur at times that are compatible with my personal/family needs.*  
*How well you fit in your department (e.g., your sense of belonging in your department)*  
*My department colleagues "pitch in" when needed*  
*On the whole, my department is collegial*

# RESULTS: DEPARTMENT QUALITY



For all faculty groups, our satisfaction ratings with department quality were higher than faculty from our national cohort. There were not significant differences across faculty groups at FSU, though Associate Professors indicate slightly lower satisfaction with the quality of their department.



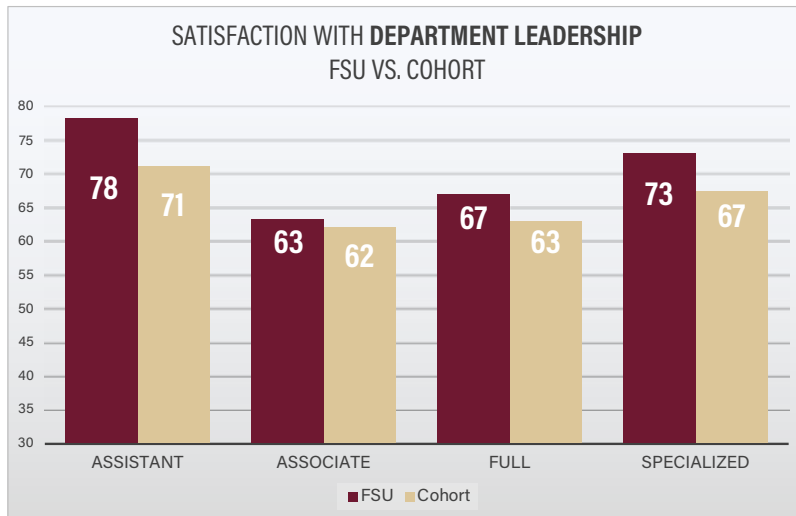
The percentage of faculty who indicated they were satisfied or very satisfied with their departmental quality increased from 2018 to 2021. This is true of all faculty groups. For both Assistant and Associates, there was a 7% point increase in satisfaction with department quality.

## DEPARTMENT QUALITY QUESTIONS

- The intellectual vitality of non-tenure-track faculty in your department*
- The intellectual vitality of pre-tenure faculty in your department*
- The intellectual vitality of tenured faculty in your department*
- The research/scholarly/creative productivity of non-tenure-track faculty in your department*
- The research/scholarly/creative productivity of pre-tenure faculty in your department*
- The research/scholarly/creative productivity of tenured faculty in your department*
- The teaching effectiveness of non-tenure-track faculty in your department*
- The teaching effectiveness of pre-tenure faculty in your department*
- The teaching effectiveness of tenured faculty in your department*
- My department is successful at...Recruiting high-quality faculty members*
- My department is successful at...Retaining high-quality faculty members*
- My department is successful at...Addressing sub-standard tenured faculty performance*

## RESULTS:

# DEPARTMENT LEADERSHIP



When comparing FSU faculty groups, there are noticeable differences in satisfaction with department leadership. Assistant Professors are the most satisfied, followed by Specialized Faculty. Full and Associate Professors have the lowest satisfaction with their academic leaders within the department. This trend is similar in comparison to our national cohort. FSU faculty ratings of department leadership are higher than our national cohort for all four faculty groups.



On the whole, FSU faculty across all four faculty groups are more satisfied with their department leaders in 2021 compared to 2018.

### DEPARTMENT LEADERSHIP QUESTIONS

- My department head's or chair's ensuring opportunities for faculty to have input into departmental policy decisions*
- My department head's or chair's fairness in evaluating my work*
- My department head's or chair's pace of making decisions*
- My department head's or chair's communication of priorities to faculty*
- My department head's or chair's stated priorities*

# AREAS OF STRENGTH

## POSITIVE TRENDS IN THE PANDEMIC

Movement in ratings of collegiality, quality, and leadership since the previous COACHE survey in 2018 is negligible in some cases, but there was a positive trend on some indicators. This is especially important and encouraging since faculty have been facing challenges due to the pandemic. The Chronicle of Higher Education surveyed over 1100 faculty in Fall 2020 and they summarized their findings in a [\*research brief\*](#). Most of the faculty surveyed reported that the pandemic caused elevated frustration, stress, and anxiety, increased workloads, and decreased work-life balance, particularly for female faculty. Given the enormous challenges brought on by the COVID-19 pandemic, we are particularly pleased with the 2021 COACHE results.

## SATISFACTION OF SPECIALIZED FACULTY

Specialized Faculty at FSU are more satisfied with collegiality, quality, and leadership than cohort faculty. Some [\*research\*](#) has indicated that faculty who are not tenure-eligible feel that they lack a sense of legitimacy (i.e., belongingness, merit, autonomy, and voice in decision-making) which is connected with job satisfaction. Despite this trend, it seems that FSU Specialized Faculty are overall satisfied, based on these COACHE survey results. FSU values the important role played by Specialized Faculty and these numbers suggest that they feel valued and included. FSU should continue to conduct the important work that demonstrates opportunities for promotion, representation on committees, and other initiatives that show the value of and respect for Specialized Faculty.

# AREAS OF GROWTH & IMPROVEMENT

## SUPPORT OF MID-CAREER FACULTY

Overall, we see a trend that Associates are less satisfied with department collegiality, quality and leadership than other faculty groups; however, there have been improvements since the 2018 COACHE survey. There is a growing [\*literature\*](#) focused on experiences of mid-career faculty. Though some mid-career faculty are engaged and very satisfied, as a whole, mid-career faculty are often considered the least satisfied group of faculty, reporting the most burnout and disengagement. Vicki Baker has called this the “mid-career slump”. An area of growth for FSU involves determining how to better support mid-career faculty.

## SATISFACTION OF DEPARTMENTAL LEADERSHIP

Though FSU faculty views of department leadership are higher compared to our cohort institutions, only 62% of Associate Professors and 67% of Full Professors are satisfied with their academic leaders in the department. There could be several reasons for this. First, [\*research\*](#) has shown that there is an association between faculty job satisfaction and leadership characteristics of their department chair; therefore, general dissatisfaction of Associate Professors may indirectly relate to their perceptions of department chairs.

# NEXT STEPS

Based on the results of the COACHE survey, we have identified several important initiatives that the FSU community should consider in order to **IMPROVE DEPARTMENTAL COLLEGIALITY, QUALITY, AND LEADERSHIP.**

1

Cultivate **shared governance**. As academic leaders of their departments, chair should model and prioritize open lines of communication by encouraging faculty to share thoughts and opinions and being transparent in their priorities and decisions. Chairs can set out a clear vision for the department, be transparent about how the department budget is used to work towards the shared vision, and establish mechanisms for revising department bylaws and other governance.

2

Across the FSU campus, there is variability in how and whether department chairs receive regular and **timely performance feedback** from their faculty. Conversations with faculty, chairs, and deans regarding the frequency, method, and dissemination of chair performance ratings should occur.

3

Work hard, play hard! Scheduling social activities, sharing the good news of achievements, and **promoting work-life balance** can increase connections among faculty within the department. Engaging in social events outside of faculty meetings can promote collegiality and create a positive environment for all faculty. These social events do not have to be costly. Gathering at someone's home can create a sense of inclusion and collegiality.

4

Invest in department chairs by encouraging them to engage in **leadership training**. The university should create opportunities for the chairs to convene to discuss best practices, innovative initiatives, and shared struggles. The Office of Faculty Development and Advancement (FDA) hosts the Academic Leaders Group meeting of Department Chairs and Associate Deans twice per semester and the bi-annual meeting of Deans, Directors & Chairs. These meetings could include time for roundtable discussions for sharing among chairs.

5

Since associate professors' ratings of department collegiality, quality, and leadership were lower than other groups, it is important to **follow up** with associate professors to gather input on their ideas about the types of support they would find most helpful.

ADDITIONAL RESOURCES CAN BE FOUND AT [FDA.FSU.EDU](http://FDA.FSU.EDU)