

Making Culture a Competitive Advantage in the Faculty Labor Market

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Table 1. Global Satisfaction Correlation Coefficients, by Cluster

Cluster	Correlation Coefficient
Climate	0.676
Nature of Work: Overall	0.643
Policy Effectiveness	0.587
Tenure Overall	0.574
Tenure Clarity	0.523
Nature of Work: Teaching	0.513
Tenure Reasonableness	0.492
Nature of Work: Research	0.482
Work-Family Balance	0.481
Nature of Work: Support Services	0.456
Compensation	0.366

Table 2. Global Satisfaction Correlation Coefficients, by Climate Dimensions

Dimension	Correlation Coefficient
Sense of "fit" in one's department	0.625
One's department treats pre-tenure faculty fairly	0.585
The interest tenured faculty take in one's professional development	0.570
The intellectual vitality of the tenured colleagues in one's department	0.547
The amount of professional interaction one has with tenured colleagues in one's department	0.522

Table 3. Mean Satisfaction or Agreement with Climate, Culture, and Collegiality Dimensions: Gender

Satisfaction with...	Overall	Males	Females
Fairness with which your immediate supervisor evaluates your work	4.02	4.06	3.97
Interest tenured faculty take in your professional development	3.53	3.56	3.50
Opportunities to collaborate with tenured faculty	3.35	3.45	3.22
Amount of professional interaction with tenured colleagues	3.49	3.54	3.43
Amount of personal interaction with tenured colleagues	3.70	3.72	3.68
Amount of professional interaction with pre-tenure colleagues	3.87	3.87	3.88
Amount of personal interaction with pre-tenure colleagues	4.00	3.97	4.04
How well you "fit" (e.g., your sense of belonging, your comfort level) in your department	3.81	3.84	3.76
Intellectual vitality of the tenured colleagues in your department	3.43	3.44	3.41
Agreement that...	Overall	Males	Females
On the whole, my department treats pre-tenure faculty fairly compared to one another	3.79	3.90	3.66

RED: Statistically significantly less

GREEN: No significant difference

Table 4. Mean Satisfaction or Agreement with Climate, Culture, and Collegiality Dimensions: Race

Satisfaction with...	White, non-Hispanic	American Indian	Asian or Pacific Islander	Black or African-American	Hispanic or Latino
Fairness with which your immediate supervisor evaluates your work	4.04	3.94	3.92	3.96	4.05
Interest tenured faculty take in your professional development	3.54	3.14	3.56	3.45	3.49
Opportunities to collaborate with tenured faculty	3.36	2.85	3.38	3.17	3.30
Amount of professional interaction with tenured colleagues	3.51	3.22	3.42	3.42	3.55
Amount of personal interaction with tenured colleagues	3.74	3.38	3.61	3.58	3.65
Amount of professional interaction with pre-tenure colleagues	3.90	3.87	3.70	3.83	3.88
Amount of personal interaction with pre-tenure colleagues	4.04	4.11	3.82	3.92	4.00
How well you "fit" (e.g., your sense of belonging, your comfort level) in your department	3.84	3.47	3.73	3.55	3.83
Intellectual vitality of the tenured colleagues in your department	3.45	3.07	3.39	3.49	3.34
Agreement that...	White, non-Hispanic	American Indian	Asian or Pacific Islander	Black or African-American	Hispanic or Latino
On the whole, my department treats pre-tenure faculty fairly compared to one another	3.81	3.33	3.83	3.60	3.75

RED: Statistically significantly less, compared to White, non-Hispanic faculty

GREEN: No significant difference

Table 5. Mean Satisfaction or Agreement with Climate, Culture, and Collegiality Dimensions: Institutional Type

Satisfaction with...	Overall	University	College
Fairness with which your immediate supervisor evaluates your work	4.02	4.01	4.13
Interest tenured faculty take in your professional development	3.53	3.51	3.72
Opportunities to collaborate with tenured faculty	3.35	3.34	3.44
Amount of professional interaction with tenured colleagues	3.49	3.48	3.59
Amount of personal interaction with tenured colleagues	3.70	3.69	3.84
Amount of professional interaction with pre-tenure colleagues	3.87	3.88	3.78
Amount of personal interaction with pre-tenure colleagues	4.00	4.00	4.01
How well you "fit" (e.g., your sense of belonging, your comfort level) in your department	3.81	3.79	3.93
Intellectual vitality of the tenured colleagues in your department	3.43	3.42	3.50
Agreement that...	Overall	University	College
On the whole, my department treats pre-tenure faculty fairly compared to one another	3.79	3.78	3.92

RED: Statistically significantly less

GREEN: No significant difference