

# From Data to Dialogue: COACHE Faculty Job Satisfaction Survey Findings

2024-25 COACHE Faculty Job Satisfaction Survey:  
Penn State Harrisburg



# What is COACHE?

- **The 3-Year Partnership:** Collaborative on Academic Careers in Higher Education (COACHE), based at the Harvard Graduate School of Education.
- **Participation:** Penn State participated for the first time in 2024-25 alongside a cohort of other universities.
- **Breakdown of the 3-Year Partnership:**
  - Year 1 (2024-25): Survey Administration
  - Year 2 (2025-26): Data Analysis/Reporting/Action Planning
  - Year 3 (2026-27): Implementation/Monitoring/Evaluation

# Purpose

- **Our Goal:** To identify institutional strengths and concerns to create the conditions in which faculty can do their best work.
- **School-Level Engagement:** We are here today to share results and solicit your feedback on prioritizing areas for improvements.



# Who are our Peers?

- **The Cohort:** 107 similar COACHE partner institutions.
- **Selected Peer Institutions:** Five institutions were selected as the closest comparable to Harrisburg:
  - Clarkson University (2024)
  - Lehigh University (2025)
  - Radford University (2025)
  - Rutgers University–Camden (2023)
  - University of Tennessee at Chattanooga (2025)

\* Parentheses indicate the COACHE survey year for each institution.

# Response Rates – Your Voice Matters

- **Overall Participation:** 43% of eligible faculty (consistent with peer and cohort averages).
- **High Response Groups:** Underrepresented Minorities (48%), Full Professors (49%), and Women (47%).
- **Lower Response Groups:** Asian/Asian-American (31%).



# Institutional Strengths

- **Promotion & Tenure Decisions:** Ranked 1st among peers for belief that tenure decisions are performance-based (98<sup>th</sup> (P98) Cohort Percentile).
- **Senior Leadership:** Ranked 1<sup>st</sup> among peers (P86) for communication of priorities and decision-making pace.
- **Shared Governance:** Ranked 2<sup>nd</sup> among peers with high adherence to “Rules of Engagement” (P78).
- **Collegiality:** Strong departmental collegiality, ranking 1<sup>st</sup> among peers (P76).

**Harrisburg outperforms peers in structural clarity and cultural collegiality.**

# Institutional Areas for Improvement

- **Mentorship Deficit:** Harrisburg ranks 6<sup>th</sup> among peers (6<sup>th</sup> (P6) cohort percentile), especially for non-tenure track and URM faculty.
- **Nature of Work-Service:** Significant concerns regarding service equity, ranking 5<sup>th</sup> among peers (P7).
- **Nature of Work-Research:** Harrisburg ranks 6<sup>th</sup> among its peers for research course releases (P10).
- **Promotion to Full:** Harrisburg ranks 6<sup>th</sup> among peers for promotions to Full (P0); despite strong tenure mechanics, the promotional culture remains discouraging.

**Significant gaps exist compared to peers in these areas.**



# Global Perspectives (What Faculty Say)

- **Best Aspects of Harrisburg:**
  - Quality of colleagues (28%).
  - Support of colleagues (23%).
  - Geographic location (22%).
  - Academic freedom (18%).
- **Worst Aspects of Harrisburg:**
  - Too much service/assignments (27%).
  - Compensation (22%).
  - Teaching load (17%).

\*The percentages indicate the proportion of respondents who chose specific item as one of their top two best or worst aspects of working at Harrisburg.



# Discussion: Identifying Priority Areas 1

- **Goal:** Narrow our focus to drive measurable change in 2026-27.

## 1. Reality Check: Does this data resonate?

- Does the “Harrisburg Story” reflect your lived experience in your school?

## 2. Priority Ranking: Where do we start?

- Given our strengths and concerns, which two-three areas should the COACHE Committee prioritize for the next academic year?



# Discussion: Identifying Priority Areas 2

## 3. Actionable Solutions: What can we do now?

- **Leveraging Strengths:** We rank 1<sup>st</sup> in **Collegiality**. Are there departmental practices here that we can model college-wide?
- **Low-Cost Wins:** What is one immediate, low-cost step we can take to mitigate the “worst aspects” (e.g., service assignments or teaching load)?

By trying to fix everything, we risk fixing nothing. Your feedback today determines our action plan for the 2026-27 implementation phase.



# Next Steps: Distributed Leadership

- **Community Process:** Analysis and action are a community-wide responsibility.
- **Timeline:**
  - **Spring 2026:** Committee continues outreach to all five schools.
  - **Fall 2026 (Next Phase):** Development of action plans based on faculty feedback.
- **Transparency:** Meeting notes and final priority lists will be shared college-wide.



# COACHE Committee

Vahid Motevalli (Co-Chair)	Vice Chancellor for Academic Affairs
Dinesh Pai (Co-Chair)	Associate Professor of Supply Chain Mgmt., Faculty Senate President
Karin Sprow Forté	Associate Teaching Professor of Teacher/Adult Education, President-Elect.
Amber Stephenson	Director, School of Business Administration
Raffy Luquis	Director, School of Behavioral Sciences and Education
Ilya Shvartsman	Professor of Mathematical Sciences
Zeliha Ozdogan	Associate Teaching Professor of Economics
Sofia Vidalis	Associate Professor of Civil Engineering
Beatrice Epwene	Associate Teaching Professor of Communications
Doris Lee	Professor of Education
Jennifer Smith	Assistant Teaching Professor of Criminal Justice
Cobi Michael	Teaching Professor of Psychology
Ashley Cowger	Associate Teaching Professor of Technical Writing and Composition

