- **Assoc. Professors = low satisfaction** w/
  - Nature of Work - Research
  - Nature of Work - Service
  - Nature of Work - Teaching
  - Personal and Family Policies
  - Interdisciplinary Work
  - Collaboration
  - Mentoring
  - Promotion to Full
  - Departmental Collegiality
  - Departmental Quality
  - Appreciation and Recognition
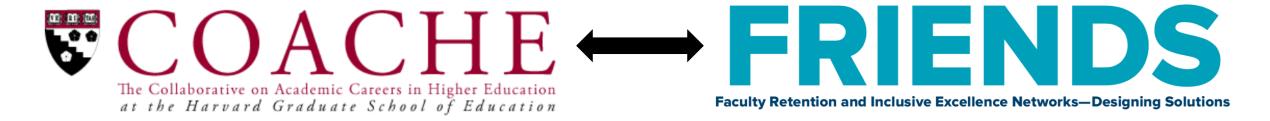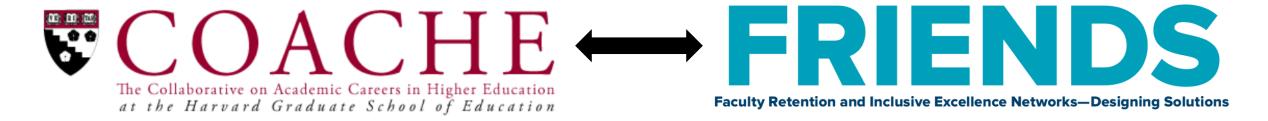 - Diversity and Inclusion

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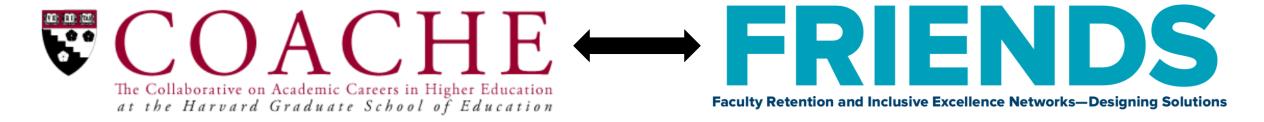 - **Diversity and Inclusion**

- **Nature of Work – Service**

  - Too much time spent on service

  - Too many committees

  - Committee assignments inequitable

  - Too little support for faculty in leadership roles

  - Inequity in distribution of advising responsibilities

  - Too little support/reward for being a good advisor

- Nature of Work – Service

- **Promotion to Full**

  … less likely to agree that…

  - Dept. culture encourages promotion

  - Promotion standards, criteria, process are clear

  - Mentorship of tenured assoc. profs occurs

- Nature of Work – Service

- Promotion to Full

- **Dept Collegiality/Climate**

… less likely to feel that…

  - Colleagues are committed to diversity/inclusion

  - Colleagues support work/life balance

  - Colleagues pitch in when needed

  - Department is collegial

- Nature of Work – Service
- Promotion to Full
- Dept Collegiality/Climate
- **Diversity & Inclusion**
  - Increasing faculty diversity = a priority
  - Requiring C2DEI statements = ✓
  - How to evaluate contributions to diversity = ❓

COACHE

The Collaborative on Academic Careers in Higher Education
at the Harvard Graduate School of Education

⟷

FRIENDS

Faculty Retention and Inclusive Excellence Networks—Designing Solutions

- Nature of Work – Service ⟷ **"Reimagining Faculty Service"**
- Promotion to Full ⟷ **"Faculty Success Centers"**
- Dept Collegiality/Climate ⟷ **"Climate Change"**
- Diversity & Inclusion ⟷ **"Dialogues Across Difference"**

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Faculty Retention and Inclusive Excellence Networks—Designing Solutions

Survey data
- Indicate issues, draw attention
- Inadequate to describe or diagnose
- A starting point

Communities of Inquiry
= Epistemic Inclusion
- Perspectives of those w/ experience
- Identify causes
- Design solutions