• **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
• Assoc. Professors = low satisfaction w/
  • Nature of Work - Research
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  • **Departmental Collegiality**
  • Departmental Quality
  • Appreciation and Recognition
  • **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
• Promotion to Full
• Dept Collegiality/Climate
• Diversity & Inclusion

“Reimagining Faculty Service”
“Faculty Success Centers”
“Climate Change”
“Dialogues Across Difference”
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