

# COACHE White Paper: Faculty Shared Governance

*Introduction: During Spring Semester 2017, Lehigh University faculty members participated in a faculty satisfaction survey conducted by Harvard University's Collaborative on Academic Careers in Higher Education (COACHE). The latest COACHE survey provides us with many data points to understand where Lehigh thrives and where it struggles in the key components of faculty life. Considering faculty satisfaction within our campus as well as comparatively provides us with a robust sense of where our campus supports faculty well and where there is work to be done. In a series of white papers, the Office of the Provost and the Faculty Advisory Group for the COACHE Survey will share data findings on a number of key areas. White Paper Number 1 is about Faculty Shared Governance.*

## Summary of Survey Results

A total of 113 four-year colleges and universities participated in COACHE 2017 Survey and Lehigh University's peer comparison group comprises of Brown, Georgetown, Tufts, University of Virginia, and Vanderbilt.

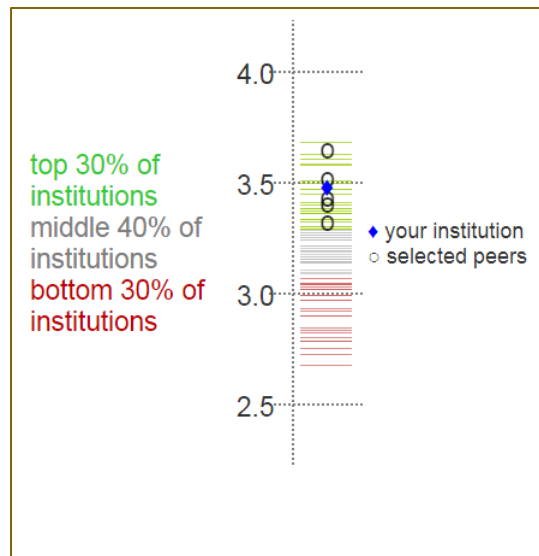


Figure 1 summarizes benchmark results for Lehigh University in relation to our peers and the full cohort of COACHE's participating institutions. Each column represents the range of institutional means (not the distribution of individual respondents) along that dimension. Within the figure, you can see Lehigh's mean score on the benchmark (♦), the mean scores of our five peers (○), and the distribution of the responses of the entire cohort of institutions as signified by the red, grey, and green bars.

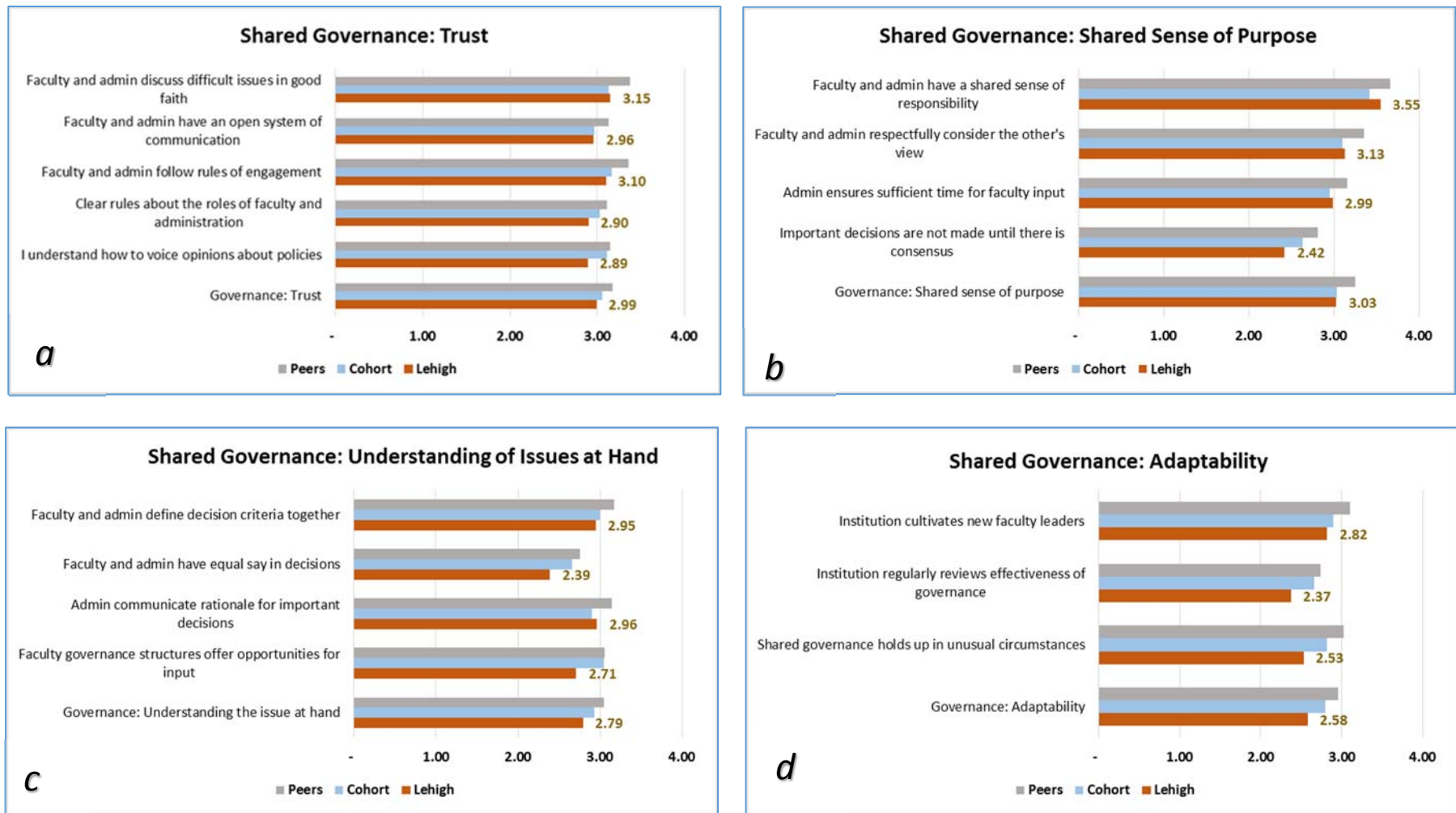
Where Lehigh's marker (♦) is placed is a concern to us as it tells our relative position on each survey dimension. A score in the red section of the column indicates that Lehigh ranked in the bottom 30 percent of all institutions. A mark in the green section indicates Lehigh is placed in the top 30 percent of all institutions. A mark in the grey area indicates a "middle-of-the-road" result.

Faculty Shared Governance is a new survey area in COACHE so it was not included in Lehigh's last survey in 2014. Faculty shared governance includes five sub-dimensions: *trust, shared sense of purpose, understanding the issue at hand, adaptability, and productivity*. In Figure 1, the graph shows that Lehigh trails our five peers on almost all five sub-dimensions. Lehigh is in the red zone in three areas: understanding the issue at hand, adaptability, and productivity.

Figure 1: Summary of Comparative Analysis - All Faculty



Figure 2 (a-e): Mean Scores of Detailed Question Items for Shared Governance



In Figure 2, *a* through *e*, mean ratings for the question items that made up each of the shared governance sub-dimension are presented. Lehigh faculty members' average ratings are generally lower than both peer and cohort averages. The question items that scored the lowest Lehigh faculty ratings (2.37 out of 5) are: "Institution regularly reviews effectiveness of governance" and "Overall effectiveness of shared governance." "Faculty and admin have equal say in decisions" scored the next lowest of 2.39, followed by "Important decisions are not made until there is consensus" which is a 2.42. In

summary, survey data indicate that in the area of faculty shared governance, Lehigh has a big gap when compared to our peers as well as to the survey cohort.

In Figure 3 below, when the responses to the Faculty Shared Governance questions are analyzed for differences among sub-groups of respondents, we find:

- 1) Lehigh’s non-tenure track (NTT) faculty members rated all five sub-dimensions consistently low when compared to both the peers and the survey cohort, suggesting their low satisfaction with faculty shared governance.
- 2) The “productivity” sub-dimension was rated almost universally low by all faculty sub-groups, with the exception of under-represented minorities (URM) which has a small number of respondents.
- 3) Adaptability” was also rated almost equally low as “productivity”, except it was rated somewhat better by pre-tenure faculty members when compared to the entire cohort.



Lehigh faculty members’ ratings of all five sub-dimensions of shared governance are generally lower than our peers and are near or in the bottom 30% of the survey cohort. The data from the survey points to an important area for the University community to make improvements.

Figure 3: Summary of Comparative Analysis - Sub-Group Responses

What do these triangles mean? These symbols represent results that fit COACHE's criteria for "areas of strength" (in green) and "areas of concern" (in red).  Your ranking among peers: Your percentile among your cohort: 1st or 2nd (green triangle) Top 30% 3rd or 4th (grey triangle) Middle 40% 5th or 6th (red triangle) Bottom 30%	Your results compared to PEERS ◀		Your results compared to COHORT ▶										
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm
Governance: Trust	2.99	◀▶	◀▶	▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶
Governance: Shared sense of purpose	3.03	◀▶	◀▶	▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	▶
Governance: Understanding the issue at hand	2.79	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶
Governance: Adaptability	2.58	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶
Governance: Productivity	2.63	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶	◀▶