

COACHE White Paper: Perception on Leadership

This is Part II of a series of white papers on the COACHE survey. The Office of the Provost and the Faculty Advisory Group for the COACHE Survey want to share data findings on a number of key areas. White Paper Number 2 is about Faculty Perceptions on Institutional Leadership.

Summary of Perceptions on Institutional Leadership

Academic leaders--especially the provost, dean, and department chair--play critical roles in shaping the satisfaction or dissatisfaction of faculty members. COACHE research has found that tenured faculty desire from the administration a clearly-articulated institutional mission and vision that do not change in ways that adversely affect faculty work (e.g., increased focus on research over teaching or vice versa; raised expectations for generating funding from outside grants). Faculty also wish for clear and consistent expectations for the mix of research, teaching, and service or outreach; support for research (pre- and post-award) and teaching; and a sense that their work is valued.

Deans and department chairs can improve faculty morale through honest communication, and particularly by involving faculty in meaningful decisions that affect them. Deans and chairs are also responsible for ensuring opportunities for faculty input and supporting faculty in adapting to any changes to mission and institutional priorities. Equity and fairness in faculty evaluation are also important factors when assessing department head or chair leadership.

Figure 1: Perception of Leadership Summary Comparison

	mean	overall	tenured	pre-ten	ntt	full	assoc	2014
Leadership: Senior	3.16	◀▶	◀▶	▶◀	▶◀	▶◀	▶◀	+
Leadership: Divisional	3.32	▶◀	▶◀	▶◀	▶◀	▶◀	▶◀	
Leadership: Departmental	3.61	▶◀	▶◀	▶◀	▶◀	▶◀	▶◀	-
Leadership: Faculty	2.81	▶◀	▶◀	▶◀	▶◀	▶◀	▶◀	N/A

In Figure 1, responses to questions on institutional leadership at different levels of the organization are summarized. Lehigh University scored below the peer averages across the four organizational levels: senior, college/division, departmental, and faculty. Faculty leadership items are new in the 2017 survey and we are below both the peer average and the overall average of all participating institutions.

Compared to responses to the 2014 survey, our latest survey results indicated that perception of senior leadership has improved significantly as indicated by a highlighted plus sign.

Departmental leadership experienced a minor but statistically significant decrease from the 2014 survey. Overall, pre-tenured faculty members seem to have a more positive perception on both senior and college/divisional leadership, higher than both peer and overall averages.

Figure 2: Summary of Comparative Analysis - All Faculty



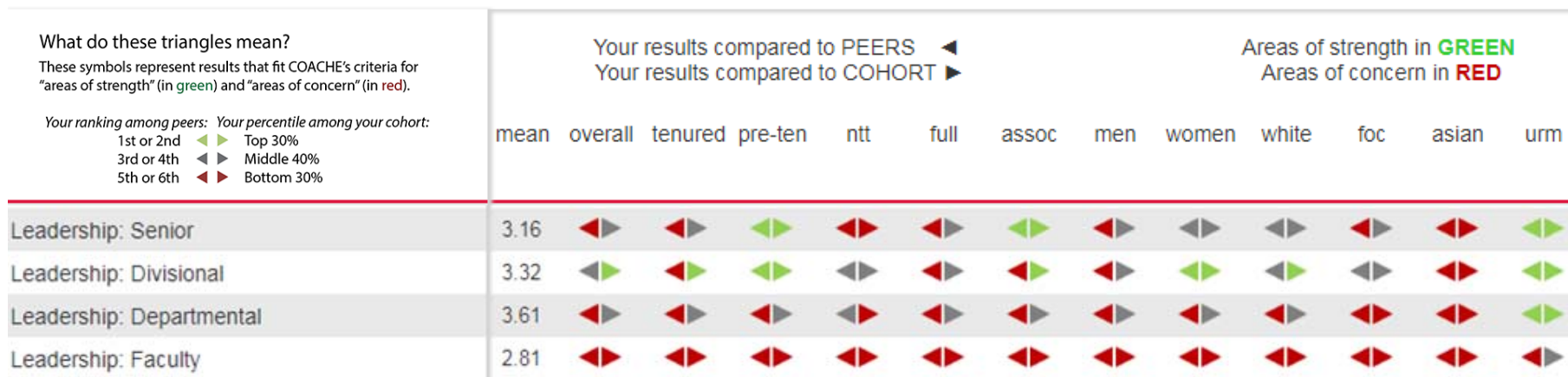
Figure 3 (a-d): Mean Scores of Detailed Items for Shared Governance Questions



In Figure 3, a through d, mean ratings for the question items that made up each of the institutional leadership sub-dimension are presented. Lehigh faculty members’ average ratings are mostly lower than peer average but some of the items we are above the overall survey averages. The areas that we scored below 3.0 out of the 5 point scale are in Faculty Leadership dimension, including: “Faculty leaders: Pace of decision making” has a mean

rating of 2.65; “Faculty leaders: Stated priorities” has a mean rating of 2.75; and “Faculty leaders: Communication of priorities” has a mean rating of 2.77. In summary, survey data indicate that in the area of institutional leadership, Lehigh has gaps in many areas especially in faculty leadership. We have made improvements in perception of senior leadership from the last survey.

Figure 4: Summary of Comparative Analysis - Sub-Group Responses



In Figure 4, when the responses to the Institutional Leadership questions are drilled down to sub-group differences, we find:

- 1) The perception on **faculty leadership** is almost universally lower when compared to both peer and overall survey averages.
- 2) Under-represented minority (URM) faculty members generally have a more positive perception on senior, college/divisional, and departmental leadership. However, the sample size for URM is relatively small.
- 3) Asian faculty members, contrary to URM’s, have lower perception on leadership across all four organizational levels when compared to both peer and overall survey averages.