June 5, 2013

Dr. Joseph Frizado  
Vice Provost for Academic Operations and Assessment  
Bowling Green State University  
230 McFall Center  
Bowling Green, OH 43403

Dear Dr. Frizado,

We are pleased to provide Bowling Green State University, as a member of the 2012-13 cohort of the Collaborative on Academic Careers in Higher Education (COACHE), with a comprehensive report on the work satisfaction of your faculty. This report is based on responses from 48% of your faculty. The Provost’s Report—your summary of key findings—is enclosed, accompanied by a compact disc containing, in Excel and PDF formats, your detailed results and supplementary material. As part of our commitment to providing members with the most value for your membership, our team has taken some time to review your institutional report. Please consider the following thoughts as you review your full report.

**Selected Comparison Institutions**

- University of North Carolina - Greensboro
- SUNY - Binghamton University
- Kansas State University
- Clemson University
- North Dakota State University

**Areas of Strength**

BGSU’s faculty provided higher ratings than selected comparison institutions and the COACHE cohort on one of the COACHE benchmarks:

- Departmental engagement

This result should be shared with your faculty (and those you recruit) as a quality that makes BGSU a great place for faculty. Keep in mind that while your overall score appears high, there may be some variance in sub-groups. Your COACHE Dashboard (p. 17) will help you drill down further into the results for a more nuanced understanding.

**Areas of Concern**

Your faculty expressed concerns about some areas as well. The benchmarks listed below highlight those areas worth exploring in greater depth. Use the thematic breakout sections of your Provost’s Report to understand the particular aspects of these benchmarks that are driving lower scores.

- Nature of work: Research, Service, and Teaching
Facilities and work resources  
Interdisciplinary work  
Mentoring  
Promotion  
Senior and Departmental leadership  
Departmental collegiality  
Appreciation and recognition

Notable differences within your faculty

Looking at BGSU’s faculty, we see some variance across groups worth exploring. Differences within groups may necessitate tailored approaches to improving the climate for your faculty. In particular, you should explore these differences:

- Tenured faculty report lower ratings than their pre-tenure colleagues on fourteen of sixteen possible benchmarks. The largest differences appear in the Mentoring and Appreciation and recognition benchmarks.

Immediately following this letter is a display of your divisional/disciplinary results for the twenty COACHE benchmarks, excluding units with fewer than five respondents. After reviewing the full report, you may wish to use this analysis to identify pockets of excellence on your campus. You can further enhance this broad brush presentation of your results with your online data cutting tool. Are there particular divisions which seem to be performing well above your overall campus performance? Have those divisions identified specific practices that can be implemented elsewhere? Finding success stories on your own campus is an excellent way to begin the process of solving problems. Keep in mind that higher and lower scores can be the result of disciplinary contexts. We feel that effective leaders, sensitive to such contexts, choose as their tool the pedestal, not the pillory.

As you review your results and consider next steps, stay connected to COACHE. Our commitment to your three-year membership means that we will check in regularly to hear what you are learning and help connect you with resources as you work towards improving the workplace for your faculty. If you and your team have not already participated in the webinar designed to assist you with the interpretation of your Provost’s Report, I encourage you to contact our office now. Please expect a call from COACHE later in the summer to see how your work is progressing. In the meantime, refer to the Appendix of your Provost’s Report—and other resources included in your Digital Report Portfolio—to find proven strategies for engaging your campus in these COACHE results.

Sincerely,

Kiernan Mathews, Ed.D.  
COACHE Director

R. Todd Benson Ed.D.  
Assistant Director