

2011 COACHE Survey Annotated Questionnaire

The 2011-2012 Collaborative on Academic Careers in Higher Education (COACHE) national survey of faculty was administered by the Graduate School of Education at Harvard University. All full-time non-tenure track (NTT) and tenure track faculty at NC State who were neither in their first year nor their terminal year after being denied tenure were invited to participate in the survey. A total of 1,029 of the 1,852 NC State faculty eligible to participate submitted the online survey, for a response rate of 56 percent. Detailed information on the survey methodology, population, and response rates, and reports on results, including peer comparisons for pre-tenure and tenured faculty, and subgroup comparisons for NC State faculty (e.g., by gender, race, tenure status, college) are available [online](#).

This document provides a copy of the COACHE survey instrument, with exact question wording and response options, along with the unweighted responses to each question. (Results from Librarians have been excluded from the results reported here.) Means and frequencies exclude "not applicable," "not offered at my institution," "don't know" and "decline to answer" response options. However, rows and columns labeled "Excluded" indicate how many respondents answered questions with any of the aforementioned responses. Any table without an "Excluded" row or column had no such responses for the associated question.

In some cases only a subset of respondents were asked a particular question or series of questions (e.g., only NTTs). That information is provided below for each relevant question.

Demographic Background and Position

	NTT	Pre-Tenure	Tenured	Total (N)
What is your tenure status?	19.8%	14.5%	65.7%	997

	Instructor/ Lecturer	Assistant Professor	Associate Professor	Full Professor	Total (N)
What is your rank?	9.5%	19.9%	28.2%	42.4%	997

	Before 1980	1980 to 1989	1990 to 1999	2000 to present	Total (N)	Excluded (Declined)
In what year did you earn your current rank at this institution? (<i>Pre-tenured and Tenured only</i>)	1.0%	9.5%	19.3%	70.2%	768	4.0% (of 800)

	Teaching	Research	Clinical	Extension	Lecturer	Instructor	...of the Practice	Other	Total (N)
What type of appointment do you have (i.e., what is your job title)? (<i>NTT only</i>)	28.9%	11.2%	7.1%	6.6%	41.1%	1.0%	1.0%	3.0%	197

	2 semesters	1 to 2 years	3 to 4 years	5 or more years	Other	Total (N)
What is the length of your current contract? (NTT only)	16.8%	38.8%	25.5%	14.3%	4.6%	196

	Fixed-term renewable	Fixed-term nonrenewable	Rolling	Other	Total (N)
Is your appointment... (NTT only)	91.7%	0.5%	4.7%	3.1%	193

	Mostly research	Mostly teaching	Mostly outreach	Mostly dept/program administration	About an equal amount of two or more different activities	Other	Total (N)
What is your primary work responsibility (on what are you expected to focus)? (NTT only)	8.6%	58.9%	5.6%	3.0%	20.8%	3.0%	197

	0	1	2	3	4	5 or more	Total (N)
Not counting your current institution, at how many other college/universities have you held a non-tenure track faculty position? (NTT only)	58.7%	27.0%	9.2%	3.6%	1.0%	0.5%	196

	Yes	No	Total (N)	Excluded (Declined)
Are you currently serving in an administrative position?	20.0%	80.0%	989	0.8% (of 997)

	Department Chair/Head, Associate or Assistant Chair/Head	Center or Program Director	Dean, Associate Dean, Assistant Dean, Vice Dean, Division Chief, etc.	Other	Total (N)	Excluded (Declined)
Which of the following administrative titles do you currently hold? (Only among those who indicated serving in an administrative position)	34.6%	46.1%	0.5%	18.8%	191	2.1% (of 195)

	American Indian or Native Alaskan	Asian, Asian-American, or Pacific Islander	White (non-Hispanic)	Black or African-American	Hispanic or Latino	Other	Multiracial	Total (N)	Excluded (Declined)
What is your race and/or ethnicity?	0.7%	7.7%	84.7%	2.1%	3.3%	0.4%	1.0%	996	0.1% (of 997)

Note: Respondents could provide more than one response.

	Male	Female	Total (N)
What is your sex?	66.7%	33.3%	997

	0	1	2	3	4	5 or more	Total (N)	Excluded (Declined)
Not counting your current institution, at how many other colleges/universities have you held a tenured or tenure-track faculty position? (Pre-tenure and Tenured only)	68.4%	22.3%	6.3%	2.1%	0.6%	0.3%	794	2.8% (of 993)

	30 or younger	31 to 40	41 to 50	51 to 60	61 to 70	71 or above	Total (N)	Excluded (Declined)
Age (Recoded from "In what year were you born?")	1.5%	18.2%	24.8%	32.6%	21.3%	1.6%	925	6.3% (of 987)

	Single	Married or in a civil union	Unmarried, living with partner	Divorced, separated, or widowed	Total (N)	Excluded (Declined)
What is your marital status?	6.9%	83.0%	2.6%	7.4%	954	3.7% (of 991)

	Not employed and not seeking employment	Not employed but seeking employment	Employed at this institution	Employed elsewhere	Total (N)	Excluded (Declined)
What is your spouse/partner's employment status? (Only among those reporting a relationship with a spouse/partner)	20.8%	6.1%	18.5%	54.6%	785	3.8% (of 816)

Do you have any of the following responsibilities?	%
Infants, toddlers, or pre-school age children who live with you at least half the year	14.8%
Elementary, middle, or high school age children who live with you at least half the year	30.3%
Children 18 or over who live with you at least half the year	7.3%
Children away at college for whom you are financially responsible	16.4%
Elders for whom you are providing ongoing care for more than 3 hours a week	3.7%
A disabled or ill family member	5.8%
None of the above	40.8%
Total (N)	961
Excluded (Declined)	3.6% (of 997)

Note: Respondents could provide more than one response.

	US Citizen	Resident Alien	Non-Resident Alien	Canadian Citizen	Total (N)	Excluded (Declined)
What is your citizenship status?	90.3%	8.3%	0.6%	0.8%	987	0.7% (of 994)

	Less than \$30,000	\$30,000 to \$44,999	\$45,000 to \$59,999	\$60,000 to \$74,999	\$75,000 to \$89,999	\$90,000 to \$84,999	\$85,000 to \$119,999	\$120,000 or above	Total (N)	Excluded (Declined)
What is your annual salary?	0.6%	5.0%	6.7%	14.2%	18.1%	17.8%	13.2%	24.5%	946	4.3% (of 988)

	Yes	No	Total (N)	Excluded (Declined)
Do you identify as a member of the gay, lesbian, bisexual, transgendered (GLBT) community?	2.3%	97.7%	955	3.2% (of 987)

Nature of Work

Research

Please rate your level of satisfaction or dissatisfaction with the following.	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
Portion of your time spent on research	3.60 (1.12)	21.7%	41.6%	14.5%	18.6%	3.5%	915	1.4% (of 928)
The amount of external funding you are expected to find	3.26 (0.99)	6.9%	39.7%	31.2%	17.0%	5.3%	857	4.9% (of 901)
The influence you have over the focus of your research/scholarly/creative work	4.28 (0.80)	44.7%	43.9%	7.3%	3.2%	0.9%	931	0.9% (of 939)
The quality of graduate students to support your research/scholarly/creative work	3.32 (1.10)	12.0%	39.7%	22.5%	19.9%	5.9%	768	11.3% (of 866)
Institutional support (e.g., internal grants/seed money) for your research/scholarly/creative work	2.77 (1.10)	5.1%	23.4%	28.1%	30.0%	13.3%	899	2.8% (of 925)
The support your institution provides you for engaging undergraduates in your research/scholarly/creative work	3.10 (1.05)	8.2%	29.1%	34.9%	20.4%	7.4%	814	10.1% (of 905)
Obtaining externally funded grants (pre-award)	3.15 (1.11)	9.6%	32.9%	28.3%	21.2%	8.0%	845	5.4% (of 893)
Managing externally funded grants (post-award)	3.05 (1.11)	6.8%	34.2%	25.5%	24.1%	9.5%	781	11.1% (of 878)
Securing graduate student assistance	2.88 (1.10)	5.3%	27.2%	29.9%	25.5%	12.2%	780	10.9% (of 875)
Traveling to present papers or conduct research/creative work	3.08 (1.20)	10.9%	32.6%	20.9%	24.6%	11.0%	910	2.5% (of 933)
The availability of course release time to focus on your research	2.82 (1.08)	5.5%	21.3%	35.8%	24.3%	13.1%	748	13.9% (of 869)

Please indicate whether you feel you spend too much or too little time on... (Only if respondent reported feeling "Dissatisfied" or "Very dissatisfied" with "Portion of time spent on research," as indicated in table above)	Too little	Too much	Total (N)	Excluded (Declined)
Time spent on research	95.9%	4.1%	196	3.0% (of 202)

Service

Please rate your level of satisfaction or dissatisfaction with the following.	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
Portion of your time spent on service	3.59 (0.91)	12.1%	50.1%	24.7%	11.2%	2.0%	973	0.7% (of 980)
The number of committees on which you serve	3.61 (0.81)	7.8%	57.0%	24.8%	9.3%	1.2%	940	0.8% (of 948)
The attractiveness of the committees on which you serve	3.46 (0.90)	8.9%	44.1%	33.4%	11.0%	2.6%	925	1.9% (of 943)
The discretion you have to choose the committees on which you serve	3.52 (0.98)	13.3%	43.5%	28.2%	11.5%	3.5%	939	1.5% (of 953)
How equitably committee assignments are distributed across faculty in your department	3.26 (1.07)	8.9%	39.2%	28.7%	15.6%	7.5%	928	2.1% (of 948)
The number of students you advise/mentor	3.71 (0.91)	14.0%	57.3%	17.2%	9.0%	2.6%	915	3.2% (of 945)

Please indicate whether you feel you spend too much or too little time on... (Only if respondent reported feeling "Dissatisfied" or "Very dissatisfied" with "Portion of time spent on service," as indicated in table above)	Too little	Too much	Total (N)	Excluded (Declined)
Time spent on service	7.9%	92.1%	126	1.6% (of 128)

Please rate your level of agreement or disagreement with the following statement.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
My institution does what it can to help faculty who take on additional	2.92 (1.25)	9.3%	30.7%	18.1%	26.3%	15.6%	879	8.3% (of 959)

Please rate your level of agreement or disagreement with the following statement.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
leadership roles to sustain other aspects of their faculty work								

Teaching

Please rate your level of satisfaction or dissatisfaction with the following.	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
Portion of your time spent on teaching	3.96 (0.87)	25.0%	56.3%	9.8%	7.6%	1.2%	955	3.3% (of 988)
The number of courses you teach	3.90 (0.94)	25.7%	51.3%	11.3%	10.8%	1.0%	942	3.9% (of 980)
The level of courses you teach	4.06 (0.88)	31.2%	52.5%	8.1%	7.1%	1.1%	942	3.9% (of 980)
The discretion you have over the content of the courses you teach	4.38 (0.82)	53.0%	37.9%	4.5%	3.5%	1.1%	941	4.0% (of 980)
The number of students in the classes you teach, on average	3.74 (1.04)	22.0%	49.4%	11.7%	14.2%	2.8%	942	3.9% (of 980)
The quality of students you teach, on average	3.42 (0.99)	10.0%	45.6%	24.3%	17.1%	3.2%	944	3.7% (of 980)
The quality of graduate students to support your teaching	3.37 (1.12)	12.7%	42.4%	21.3%	16.3%	7.4%	639	27.6% (of 883)
The support your institution has offered you for improving your teaching	3.34 (1.01)	10.6%	37.0%	33.4%	13.9%	5.0%	915	6.2% (of 975)
How equitably the teaching workload is distributed across faculty in your department	3.12 (1.19)	11.1%	33.2%	23.0%	22.1%	10.6%	927	5.0% (of 976)

Please indicate whether you feel you spend too much or too little time on... (Only if respondent reported feeling "Dissatisfied" or "Very dissatisfied" with "Portion of time spent on teaching," as indicated in table above)	Too little	Too much	Total (N)	Excluded (Declined)
Time spent on teaching	19.7%	80.3%	76	9.5% (of 84)

Other Work Activities

Please rate your level of satisfaction or dissatisfaction with the following.	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
Outreach	3.75 (0.84)	16.4%	50.9%	25.9%	5.4%	1.4%	794	15.0% (of 967)
Administrative tasks	2.96 (1.03)	4.9%	29.3%	30.3%	28.0%	7.5%	918	5.1% (of 967)

Please indicate whether you feel you spend too much or too little time on... (Only if respondent reported feeling "Dissatisfied" or "Very dissatisfied" with "Portion of time spent on outreach/administrative tasks," as indicated in table above)	Too little	Too much	Total (N)	Excluded (Declined)
Time spent on outreach	77.1%	22.9%	48	9.4% (of 53)
Time spent on administrative tasks	0.6%	99.4%	321	1.5% (of 326)

Please rate your level of agreement or disagreement with the following statement.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
I am able to balance the teaching, research, and service activities expected of me	3.44 (1.22)	19.1%	42.0%	9.4%	22.7%	6.8%	969	0.4% (of 973)

Facilities, Personal/Family Policies, Benefits, and Salary

Facilities and Work Resources

Please rate your level of satisfaction or dissatisfaction with the following aspects of your employment.	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
Office	3.93 (0.99)	29.9%	46.7%	12.1%	8.9%	2.4%	990	0.1% (of 991)
Laboratory, research, or studio space	3.43 (1.14)	15.2%	42.6%	18.6%	16.9%	6.7%	716	20.5% (of 901)
Equipment	3.57 (1.03)	15.5%	48.1%	17.7%	15.3%	3.5%	944	3.8% (of 981)
Classrooms	3.74 (1.00)	20.8%	48.8%	16.4%	11.5%	2.5%	954	2.8% (of 981)
Library resources	4.19 (0.75)	35.8%	51.2%	10.0%	2.4%	0.5%	982	0.5% (of 987)
Computing and technical support	3.57 (1.21)	23.3%	40.2%	13.7%	15.7%	7.2%	989	0.2% (of 991)
Clerical/administrative support	3.09 (1.28)	14.3%	31.0%	17.1%	24.4%	13.3%	981	0.5% (of 986)

Personal and Family Benefits

Please rate your level of satisfaction or dissatisfaction with the following aspects of your employment.	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Not offered, DK, Declined, N/A)
Housing benefits	2.26 (0.97)	0.8%	7.8%	35.7%	28.3%	27.5%	258	68.8% (of 828)
Tuition waivers, remission, or exchange	2.43 (1.25)	5.9%	17.5%	21.2%	24.7%	30.8%	543	40.7% (of 915)
Spousal/partner hiring program	2.75 (1.12)	7.0%	15.2%	40.9%	19.5%	17.4%	328	60.2% (of 825)
Childcare	2.35 (0.99)	2.5%	6.0%	39.4%	28.2%	23.9%	284	66.2% (of 840)
Eldercare	2.64 (0.93)	2.7%	7.5%	56.5%	17.7%	15.6%	186	77.5% (of 827)
Family medical/parental leave	3.37 (0.97)	8.3%	42.1%	33.8%	10.3%	5.5%	532	40.8% (of 898)

Please rate your level of satisfaction or dissatisfaction with the following aspects of your employment.	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Not offered, DK, Declined, N/A)
Flexible workload/modified duties for parental or other family reasons	3.61 (0.95)	15.5%	44.5%	29.5%	7.0%	3.6%	560	38.4% (of 909)
Stop-the-clock for parental or other family reasons (<i>Pre-tenure only</i>)	3.66 (1.01)	18.6%	44.3%	25.7%	7.1%	4.3%	70	51.4% (of 144)

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
I have been able to find the right balance, for me, between my professional life and my personal/family life	3.41 (1.28)	19.9%	41.9%	7.5%	21.2%	9.5%	957	0.7% (of 964)
My institution does what it can to make personal/family obligations and an academic career compatible	3.08 (1.16)	10.3%	29.6%	29.3%	19.5%	11.2%	793	14.9% (of 932)

Health and Retirement Benefits

Please rate your level of satisfaction or dissatisfaction with the following aspects of your employment.	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Not offered, DK, Declined, N/A)
Health benefits for yourself	2.89 (1.16)	5.2%	33.1%	20.1%	28.6%	13.1%	977	1.4% (of 991)
Health benefits for your family	2.34 (1.15)	2.6%	18.3%	17.4%	33.1%	28.5%	797	13.8% (of 925)
Retirement benefits	3.15 (0.97)	4.0%	37.3%	34.5%	18.2%	6.0%	922	6.0% (of 981)
Phased retirement options	3.26 (0.86)	3.9%	37.7%	42.8%	11.7%	3.9%	488	44.0% (of 872)

Salary

Please rate your level of satisfaction or dissatisfaction with the following aspects of your employment.	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
Salary	2.75 (1.19)	6.3%	26.6%	18.9%	32.3%	15.9%	988	0.2% (of 990)

Interdisciplinary Work, Collaboration, and Mentoring

Interdisciplinary Work

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
Budget allocations encourage interdisciplinary work	2.57 (1.17)	3.7%	22.1%	24.3%	27.1%	22.8%	811	9.5% (of 896)
Campus facilities are conducive to interdisciplinary work	2.65 (1.16)	4.0%	24.5%	23.3%	28.6%	19.6%	857	7.4% (of 925)
Interdisciplinary work is rewarded in the merit process	2.62 (1.16)	4.0%	22.9%	24.9%	27.5%	20.7%	782	11.9% (of 888)
Interdisciplinary work is rewarded in the promotion process (<i>NTT and Tenured only</i>)	2.67 (1.17)	4.1%	25.1%	24.0%	26.9%	19.9%	658	10.4% (of 734)
Interdisciplinary work is rewarded in the tenure process (<i>Pre-tenure only</i>)	2.86 (1.22)	8.2%	25.8%	25.8%	23.7%	16.5%	97	27.6% (of 134)
Interdisciplinary work is rewarded in the reappointment process (<i>NTT only</i>)	2.74 (1.14)	4.5%	21.3%	38.2%	15.7%	20.2%	89	-
My department understands how to evaluate interdisciplinary work	2.87 (1.25)	8.3%	28.9%	22.7%	21.3%	18.7%	806	10.6% (of 902)

Collaboration

Please rate your level of satisfaction or dissatisfaction with your opportunities to collaborate with:	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
Other members of your department	3.75 (1.08)	24.8%	44.7%	15.4%	10.7%	4.3%	971	0.7% (of 978)
Within your institution, faculty outside your department	3.59 (0.98)	16.1%	44.3%	25.1%	11.7%	2.8%	943	2.1% (of 963)
Faculty outside your institution	3.78 (0.92)	21.3%	46.5%	22.5%	8.3%	1.4%	926	2.1% (of 946)

Mentoring

Whether or not you have received formal or informal mentoring at your current institution, please indicate how important or unimportant each of the following is to your success as a faculty member.	Mean (StDev)	5: Very important	4: Important	3: Neither important nor unimportant	2: Unimportant	1: Very unimportant	Total (N)	Excluded (Declined, N/A)
Having a mentor or mentors in your department	4.21 (0.96)	46.1%	38.6%	8.4%	4.2%	2.7%	953	2.5% (of 977)
Having a mentor or mentors outside your department at your institution	3.33 (1.08)	13.6%	33.4%	31.5%	15.8%	5.8%	920	5.0% (of 968)
Having a mentor or mentors outside your institution	3.54 (1.09)	18.9%	38.9%	25.1%	11.5%	5.6%	931	3.4% (of 964)

Please rate the effectiveness or ineffectiveness of the following for you.	Mean (StDev)	5: Very effective	4: Effective	3: Neither effective nor ineffective	2: Ineffective	1: Very ineffective	Total (N)	Excluded (Not received, Declined, N/A)
Mentoring from someone in your department	3.53 (1.21)	20.2%	42.9%	16.1%	10.8%	10.0%	771	17.4% (of 933)
Mentoring from someone outside your department at your institution	3.34 (1.03)	9.0%	40.5%	33.7%	8.7%	8.1%	531	38.9% (of 869)
Mentoring from someone outside your institution	3.66 (1.05)	18.9%	47.3%	21.3%	6.2%	6.3%	630	28.0% (of 875)

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
There is effective mentoring of pre-tenure faculty in my department (<i>Pre-tenure and Tenured only</i>)	3.29 (1.32)	18.2%	38.2%	10.7%	20.1%	12.8%	751	4.8% (of 789)
There is effective mentoring of tenured associate professors in my department (<i>Tenured only</i>)	2.69 (1.22)	6.9%	23.6%	21.4%	28.3%	19.8%	611	5.3% (of 645)

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
There is effective mentoring of non-tenure track faculty in my department (<i>NTT only</i>)	2.56 (1.31)	9.3%	19.7%	14.2%	31.1%	25.7%	183	9.3% (of 183)

At this institution and in the past five years, I have served as either a formal or informal mentor to...	%
Pre-tenure faculty in my department	55.4%
Tenured faculty in my department	24.4%
Non-tenure track faculty in my department	31.6%
Pre-tenure faculty outside my department	13.8%
Tenured faculty outside my department	8.4%
Non-tenure track faculty outside my department	6.6%
None of the above	32.9%
Total (N)	829
Excluded (Declined)	1.3% (of 840)

Note: Respondents could provide more than one response.

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
Would you agree or disagree that being a mentor is/has been fulfilling to you in your role as a faculty member? (<i>Only among those who indicated serving as a mentor, as indicated in table above; NTT and Tenured only</i>)	4.10 (0.85)	35.6%	43.6%	16.6%	3.3%	0.9%	553	0.5% (of 556)
My institution provides adequate support for faculty to be good mentors (<i>NTT and Tenured only</i>)	2.42 (1.09)	3.0%	14.4%	27.6%	31.7%	23.3%	731	7.8% (of 793)

Tenure, Promotion, and Reappointment

Tenure Policies (*Pre-tenure only*)

Please rate the clarity of the following aspects of earning tenure in your department. (<i>Pre-tenure only</i>)	Mean (StDev)	5: Very clear	4: Somewhat clear	3: Neither clear nor unclear	2: Somewhat unclear	1: Very unclear	Total (N)	Excluded (Declined)
The tenure process in my department	3.87 (1.20)	36.6%	37.4%	7.6%	13.0%	5.3%	131	0.8% (of 132)
The tenure criteria	3.73 (1.23)	31.3%	38.9%	6.9%	17.6%	5.3%	131	0.8% (of 132)
The tenure standards	3.49 (1.28)	25.4%	33.8%	13.8%	18.5%	8.5%	130	1.5% (of 132)
The body of evidence	3.76 (1.20)	31.3%	38.2%	11.5%	13.0%	6.1%	131	0.8% (of 132)
My sense of whether or not I will achieve tenure	3.70 (1.16)	26.2%	40.8%	16.9%	9.2%	6.9%	130	1.5% (of 132)

Please rate your level of agreement or disagreement with the following statements. (<i>Pre-tenure only</i>)	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (Declined, N/A)
I have received consistent messages from tenured faculty about the requirements for tenure	3.25 (1.41)	22.3%	33.1%	6.9%	23.1%	14.6%	130	1.5% (of 132)
In my opinion, tenure decisions here are made primarily on performance-based criteria	3.69 (1.24)	30.2%	35.7%	15.5%	10.1%	8.5%	129	2.3% (of 132)

Tenure Clarity (*Pre-tenure only*)

Is what's expected in order to earn tenure CLEAR to you regarding your performance as: (<i>Pre-tenure only</i>)	Mean (StDev)	5: Very clear	4: Somewhat clear	3: Neither clear nor unclear	2: Somewhat unclear	1: Very unclear	Total (N)	Excluded (Declined)
A scholar	3.84 (1.30)	39.7%	33.6%	6.1%	12.2%	8.4%	131	0.8% (of 132)
A teacher	3.65 (1.14)	21.7%	48.8%	7.0%	17.8%	4.7%	129	2.3% (of 132)
An advisor to students	3.29 (1.21)	16.3%	35.7%	17.1%	23.3%	7.8%	129	2.3% (of 132)

Is what's expected in order to earn tenure CLEAR to you regarding your performance as: <i>(Pre-tenure only)</i>	Mean (StDev)	5: Very clear	4: Somewhat clear	3: Neither clear nor unclear	2: Somewhat unclear	1: Very unclear	Total (N)	Excluded (Declined)
A colleague in your department	3.24 (1.21)	19.1%	24.4%	23.7%	26.7%	6.1%	131	0.8% (of 132)
A campus citizen	2.92 (1.22)	11.6%	22.5%	24.8%	28.7%	12.4%	129	2.3% (of 132)
A member of the broader community	2.90 (1.26)	11.5%	23.1%	25.4%	23.8%	16.2%	130	1.5% (of 132)

	Yes	No	Total (N)	Excluded (Declined)
Have you received formal feedback on your progress toward tenure? <i>(Pre-tenure only)</i>	86.2%	13.8%	130	1.5% (of 132)

Tenure Reasonableness *(Pre-tenure only)*

Is what's expected in order to earn tenure REASONABLE to you regarding your performance as: <i>(Pre-tenure only)</i>	Mean (StDev)	5: Very reasonable	4: Somewhat reasonable	3: Neither reasonable nor unreasonable	2: Somewhat unreasonable	1: Very unreasonable	Total (N)	Excluded (Declined)
A scholar	4.01 (1.04)	35.2%	45.3%	8.6%	7.0%	3.9%	128	3.0% (of 132)
A teacher	4.15 (0.94)	41.6%	40.0%	13.6%	1.6%	3.2%	125	5.3% (of 132)
An advisor to students	3.84 (0.99)	29.3%	35.0%	28.5%	4.9%	2.4%	123	6.8% (of 132)
A colleague in your department	3.92 (0.99)	32.5%	35.8%	26.0%	2.4%	3.3%	123	6.8% (of 132)
A campus citizen	3.68 (0.91)	20.5%	34.4%	40.2%	2.5%	2.5%	122	7.6% (of 132)
A member of the broader community	3.63 (0.97)	21.5%	29.8%	42.1%	3.3%	3.3%	121	8.3% (of 132)

Promotion (*Tenured only*)

Please rate your level of agreement or disagreement with the following statements. (<i>Tenured only</i>)	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
Generally, the expectations for promotion from associate to full professor are reasonable to me	3.91 (1.16)	35.2%	42.2%	6.3%	10.6%	5.7%	616	7.8% (of 793)
My department has a culture where associate professors are encouraged to work towards promotion to full professorship	3.97 (1.18)	41.6%	34.2%	10.0%	8.2%	6.0%	632	5.3% (of 645)

Please rate the clarity of the following aspects of promotion in rank from associate professor to full professor. (<i>Tenured only</i>)	Mean (StDev)	5: Very clear	4: Somewhat clear	3: Neither clear nor unclear	2: Somewhat unclear	1: Very unclear	Total (N)	Excluded (Declined)
The promotion process in my department	4.05 (1.15)	44.5%	35.7%	5.3%	9.2%	5.2%	638	0.8% (of 643)
The promotion criteria	3.94 (1.15)	36.8%	41.1%	7.4%	8.9%	5.8%	638	0.8% (of 643)
The promotion standards in my department	3.64 (1.26)	28.1%	39.0%	10.7%	13.3%	8.9%	638	0.8% (of 643)
The body of evidence considered in making promotion decisions	4.00 (1.15)	40.6%	38.1%	7.5%	8.2%	5.7%	636	1.1% (of 643)
The time frame within which associate professors should apply for promotion	3.66 (1.26)	30.8%	33.5%	14.8%	12.9%	8.0%	636	1.1% (of 643)
My sense of whether or not I will be promoted from associate to full professor	3.28 (1.34)	21.6%	28.6%	19.4%	16.7%	13.7%	227	2.2% (of 232)

	Yes	No	Total (N)	Excluded (Declined)
Have you received formal feedback on your progress toward promotion to full professor? (<i>Tenured only</i>)	39.9%	60.1%	218	6.0% (of 232)

	Never	In five years or less	In more than five years but less than ten years	I've already submitted my dossier	Total (N)	Excluded (DK, Declined)
When do you plan to submit your dossier for promotion to full professor? (Tenured only)	12.2%	66.7%	9.5%	11.6%	189	18.5% (of 232)

What are your primary reasons for not submitting your dossier for promotion to full professor? (Only among those who indicated they "Never" plan to submit a promotion dossier, as indicated above)	%
Lack of support from my department chair	8.7%
Lack of support from my colleagues	4.3%
Lack of time/support for research	17.4%
Heavy teaching load	17.4%
Administrative responsibilities	4.3%
Family/personal responsibilities	8.7%
I have not been signaled to do so by someone in my department	4.3%
Not interested in promotion	26.1%
I am planning to leave the institution	0.0%
I plan to retire before promotion	52.2%
Other	13.0%
Total (N)	23

Note: Respondents could provide more than one response.

	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (Declined, N/A)
Would you agree or disagree that, on the whole, your decision to remain at this institution for the rest of your career depends on whether or not you are promoted to full professor? (Tenured only)	3.32 (1.28)	20.6%	28.5%	26.6%	11.2%	13.1%	214	7.8% (of 232)

Reappointment and Promotion (NTT only)

Please rate the clarity of the following aspects of contract renewal in your department. (NTT only)	Mean (StDev)	5: Very clear	4: Somewhat clear	3: Neither clear nor unclear	2: Somewhat unclear	1: Very unclear	Total (N)
The contract renewal process in my department	3.23 (1.33)	19.0%	31.7%	15.3%	20.6%	13.2%	189
The contract renewal criteria in my department	3.18 (1.31)	17.5%	31.2%	15.9%	22.8%	12.7%	189
The contract renewal standards in my department	3.09 (1.32)	14.4%	32.4%	16.0%	21.8%	15.4%	188
The body of evidence considered in making contract renewal decisions	3.22 (1.27)	16.0%	34.2%	17.6%	20.3%	11.8%	187
My sense of whether my contract will be renewed	3.35 (1.28)	18.3%	39.3%	12.6%	18.8%	11.0%	191

Please rate the clarity of the following aspects of promotion in your department. (NTT only)	Mean (StDev)	5: Very clear	4: Somewhat clear	3: Neither clear nor unclear	2: Somewhat unclear	1: Very unclear	Total (N)
The promotion process for non-tenure track faculty in my department (NTT only)	2.58 (1.41)	11.6%	20.0%	15.8%	20.0%	32.6%	190
The criteria for promotion of non-tenure track faculty in my department (NTT only)	2.64 (1.39)	11.1%	23.2%	13.2%	24.2%	28.4%	190
The standards for promotion of non-tenure track faculty in my department (NTT only)	2.59 (1.36)	9.0%	23.3%	14.3%	24.3%	29.1%	189
The body of evidence considered in making promotion decisions for non-tenure track faculty in my department (NTT only)	2.69 (1.36)	10.6%	23.8%	15.9%	23.8%	25.9%	189
My sense of whether I will be promoted (NTT only)	2.69 (1.41)	11.1%	25.4%	14.3%	19.6%	29.6%	189

Leadership and Governance

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
My institution's priorities are stated consistently across all levels of leadership	2.74 (1.17)	5.8%	25.1%	22.9%	30.2%	16.0%	886	6.6% (of 949)
My institution's priorities are acted upon consistently across all levels of leadership	2.57 (1.14)	4.8%	19.4%	23.6%	32.8%	19.4%	856	9.1% (of 942)
In the past five years, my institution's priorities have changed in ways that negatively affect my work in my department	3.33 (1.25)	20.0%	28.3%	26.4%	14.6%	10.6%	904	5.5% (of 957)
There is visible leadership at my institution for the support and promotion of diversity on campus	3.96 (1.04)	36.5%	36.2%	17.4%	7.1%	2.9%	945	9.1% (of 942)

Senior Leadership

Please rate your level of satisfaction or dissatisfaction with the following:	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
My institution's president's/chancellor's: Pace of decision making	3.35 (0.90)	6.6%	40.7%	37.6%	11.3%	3.8%	894	7.5% (of 966)
My institution's president's/chancellor's: Stated priorities	3.31 (1.02)	8.8%	39.1%	32.0%	13.9%	6.2%	907	6.3% (of 968)
My institution's president's/chancellor's: Communication of priorities to faculty	3.38 (1.00)	11.2%	38.6%	32.6%	12.8%	4.8%	912	4.2% (of 952)
My institution's chief academic officer's: Pace of decision making	3.20 (0.90)	4.8%	33.1%	44.4%	12.7%	4.9%	889	6.1% (of 947)
My institution's chief academic officer's: Stated priorities	3.14 (0.99)	6.3%	30.5%	40.6%	15.8%	6.8%	892	5.7% (of 946)
My institution's chief academic officer's: Communication of priorities to faculty	3.14 (1.02)	7.2%	31.4%	36.6%	17.6%	7.1%	901	5.2% (of 950)

Divisional Leadership

In adapting to the changing mission, I have received sufficient support from:	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (Declined, N/A)
My dean or division head	2.56 (1.31)	7.5%	22.0%	18.9%	21.8%	29.8%	413	3.3% (of 427)

Please rate your level of satisfaction or dissatisfaction with the following:	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
My dean's or division head's: Pace of decision making	3.06 (1.15)	8.9%	31.4%	28.8%	19.0%	11.9%	926	2.7% (of 952)
My dean's or division head's: Stated priorities	3.00 (1.20)	9.4%	29.5%	26.2%	21.2%	13.6%	932	2.2% (of 953)
My dean's or division head's: Communication of priorities to faculty	3.04 (1.22)	10.6%	30.7%	24.7%	20.2%	13.9%	936	2.2% (of 956)
My dean's or division head's: Ensuring opportunities for faculty to have input into school/college priorities	2.96 (1.23)	9.5%	29.1%	25.5%	19.6%	16.4%	935	2.2% (of 956)

Departmental Leadership

In adapting to the changing mission, I have received sufficient support from:	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (Declined, N/A)
My department head or chair	3.38 (1.40)	26.9%	27.9%	16.7%	13.3%	15.1%	390	3.5% (of 404)

Please rate your level of satisfaction or dissatisfaction with the following:	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
My department head's or chair's: Pace of decision making	3.68 (1.18)	27.1%	38.6%	17.0%	9.9%	7.4%	881	4.1% (of 919)

Please rate your level of satisfaction or dissatisfaction with the following:	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
My department head's or chair's: Stated priorities	3.59 (1.24)	26.8%	34.2%	18.5%	11.8%	8.7%	883	4.0% (of 920)
My department head's or chair's: Communication of priorities to faculty	3.62 (1.29)	30.1%	32.8%	15.8%	11.6%	9.7%	887	3.6% (of 920)
My department head's or chair's: Ensuring opportunities for faculty to have input into departmental policy decisions	3.66 (1.33)	33.9%	30.4%	14.1%	10.9%	10.7%	886	3.7% (of 920)
My department head's or chair's: Fairness in evaluating my work	3.90 (1.20)	38.8%	33.4%	14.4%	5.8%	7.5%	879	4.1% (of 917)

Departmental Collegiality, Engagement, and Quality

Departmental Collegiality

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
My departmental colleagues do what they can to make personal/family obligations and an academic career compatible	3.65 (1.09)	22.6%	39.6%	23.6%	8.7%	5.4%	826	12.3% (of 942)
Department meetings occur at times that are compatible with my personal/family needs	4.09 (1.06)	43.7%	34.7%	12.1%	5.8%	3.7%	925	2.7% (of 951)

Please rate your level of satisfaction or dissatisfaction with the followings:	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
The amount of personal interaction you have with pre-tenure faculty in your department	3.58 (0.93)	14.0%	45.4%	27.8%	10.5%	2.3%	907	3.6% (of 941)
The amount of personal interaction you have with tenured faculty in your department	3.56 (1.00)	15.0%	43.0%	28.5%	9.6%	3.9%	933	1.9% (of 951)
The amount of personal interaction you have with non-tenure track faculty in your department	3.61 (0.91)	15.2%	42.7%	32.2%	8.0%	2.0%	864	7.3% (of 957)
How well you fit in your department	3.60 (1.20)	24.3%	39.4%	15.4%	13.6%	7.3%	955	0.6% (of 961)

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (Declined, N/A)
My departmental colleagues pitch in when needed	3.72 (1.16)	27.3%	41.8%	13.0%	11.9%	6.0%	954	0.7% (of 961)
On the whole, my department is collegial	3.94 (1.13)	37.5%	37.6%	11.0%	9.1%	4.8%	957	0.4% (of 961)

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (Declined, N/A)
On the whole, my department colleagues are committed to supporting and promoting diversity and inclusion in the department	3.95 (1.10)	37.7%	36.1%	13.9%	8.1%	4.2%	944	1.8% (of 961)

Departmental Engagement

How often do you engage with faculty in your department in conversations about:	Mean (StDev)	5: Frequently	4: Regularly	3: Occasionally	2: Seldom	1: Never	Total (N)	Excluded (Declined)
Undergraduate student learning	3.35 (1.20)	19.4%	28.9%	27.2%	16.4%	8.2%	956	0.6% (of 962)
Graduate student learning	3.40 (1.14)	17.8%	31.9%	30.6%	12.0%	7.7%	948	0.7% (of 955)
Effective teaching practices	3.35 (1.01)	14.8%	26.9%	40.6%	14.4%	3.3%	960	0.5% (of 965)
Effective use of technology	3.34 (1.02)	13.2%	30.1%	38.3%	14.1%	4.4%	965	0.1% (of 966)
Use of current research methodologies	3.31 (1.08)	13.4%	32.8%	31.4%	16.4%	6.1%	958	0.3% (of 961)

Please rate your level of satisfaction or dissatisfaction with the following:	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
The amount of professional interaction you have with pre-tenure faculty in your department	3.75 (0.92)	17.8%	52.3%	19.3%	8.5%	2.2%	923	1.9% (of 941)
The amount of professional interaction you have with tenured faculty in your department	3.68 (1.00)	18.3%	49.0%	18.9%	10.1%	3.7%	951	0.4% (of 955)
The amount of professional interaction you have with non-tenure track faculty in your department	3.68 (0.92)	17.0%	45.8%	27.6%	7.2%	2.4%	887	7.3% (of 957)

Departmental Quality

Please rate your level of satisfaction or dissatisfaction with the following:	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (DK, Declined, N/A)
The intellectual vitality of pre-tenure faculty in your department	4.06 (0.87)	31.1%	51.4%	11.2%	4.7%	1.5%	909	5.3% (of 960)
The intellectual vitality of tenured faculty in your department	3.61 (1.06)	17.5%	48.0%	17.2%	12.5%	4.7%	935	
The intellectual vitality of non-tenure track faculty in your department	3.66 (0.99)	18.3%	44.5%	25.0%	8.8%	3.4%	829	3.5% (of 969)
The research/scholarly/creative productivity of pre-tenure faculty in your department	3.91 (0.88)	24.1%	52.4%	15.9%	5.9%	1.7%	897	5.4% (of 948)
The research/scholarly/creative productivity of tenured faculty in your department	3.54 (1.06)	17.2%	42.9%	20.3%	16.1%	3.6%	921	3.8% (of 957)
The research/scholarly/creative productivity of non-tenure track faculty in your department	3.47 (1.01)	13.3%	40.4%	30.8%	10.8%	4.7%	747	19.4% (of 927)
The teaching effectiveness of pre-tenure faculty in your department	3.91 (0.79)	19.6%	57.6%	18.1%	3.3%	1.4%	851	7.6% (of 921)
The teaching effectiveness of tenured faculty in your department	3.69 (0.94)	16.8%	50.1%	21.4%	9.4%	2.4%	877	5.6% (of 929)
The teaching effectiveness of non-tenure track faculty in your department	3.93 (0.91)	27.1%	47.8%	18.3%	4.9%	2.0%	800	15.0% (of 941)

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
My department is successful at recruiting high-quality faculty members (<i>NTT and Tenured only</i>)	3.69 (1.08)	21.9%	45.8%	16.5%	10.9%	4.9%	804	1.0% (of 812)
My department is successful at retaining high-quality faculty members (<i>NTT and Tenured only</i>)	3.45 (1.14)	15.7%	43.2%	19.5%	13.9%	7.7%	796	1.6% (of 809)

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
My department is successful at addressing sub-standard tenured faculty performance	2.73 (1.22)	6.7%	25.2%	21.9%	26.8%	19.4%	825	8.8% (of 905)

Appreciation and Recognition

How satisfied are you with the recognition you receive for your...	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
Teaching efforts	3.29 (1.12)	11.2%	40.6%	21.2%	19.8%	7.2%	907	4.6% (of 951)
Student advising	3.14 (1.04)	7.9%	32.0%	33.0%	20.4%	6.7%	788	11.6% (of 891)
Scholarly/creative work	3.37 (1.09)	11.3%	43.3%	24.1%	14.0%	7.3%	904	1.2% (of 915)
Service contributions	3.16 (1.08)	7.6%	36.0%	29.7%	18.3%	8.4%	917	2.1% (of 937)
Outreach	3.12 (1.04)	6.8%	31.9%	36.0%	16.6%	8.7%	739	17.8% (of 899)

For all your work, how satisfied are you with the recognition you receive from...	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
Your chief academic officer (Tenured only)	2.79 (1.06)	4.5%	19.2%	41.4%	20.3%	14.6%	553	13.3% (of 638)
Your dean or division head (NTT and Tenured only)	3.00 (1.18)	9.3%	27.9%	30.4%	18.5%	13.9%	605	5.0% (of 637)
Your department head or chair	3.60 (1.23)	26.2%	36.4%	17.4%	11.3%	8.6%	884	3.9% (of 920)
Your colleagues/peers	3.59 (1.04)	17.1%	45.1%	22.3%	10.6%	4.8%	949	1.3% (of 961)

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
I feel that my school/college is valued by this institution's President/Chancellor and Provost (NTT and Tenured only)	3.40 (1.27)	21.6%	33.0%	19.3%	15.5%	10.6%	814	1.1% (of 823)
I feel that my department is valued by this institution's President/Chancellor and Provost (NTT and Tenured only)	3.13 (1.30)	16.3%	28.4%	21.4%	19.5%	14.4%	814	1.2% (of 824)

Please rate your level of agreement or disagreement with the following statements.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
The person who serves as the chief academic officer at my institution seems to care about the quality of life for faculty of my rank	2.99 (1.20)	10.2%	26.3%	30.5%	18.2%	14.8%	696	23.2% (of 906)

Retention and Negotiations

Which of the following have you done at this institution in the past five years?	%
Actively sought an outside job offer	25.0%
Received a formal job offer	17.5%
Renegotiated the terms of your employment	15.6%
None of the above	59.5%
Total (N)	904
Excluded (Declined)	6.2% (of 964)

Note: Respondents could provide more than one response.

Which of the following items were adjusted as a result of those negotiations? (Only among those who indicated "Renegotiated the terms of your employment," as indicated in table above)	%
Base salary	58.3%
Supplemental salary	30.2%
Tenure clock	4.3%
Teaching load	34.5%
Administrative responsibilities	29.5%
Leave time	2.9%
Equipment	10.1%
Lab/research support	19.4%
Employment for spouse/partner	2.2%
Sabbatical or other leave time	5.0%
Other	9.4%
No adjustments resulted from those negotiations	5.8%
Total (N)	139
Excluded (Declined)	1.4% (of 141)

Note: Respondents could provide more than one response.

If you could negotiate adjustments to your employment, which one of the following items would you most like to adjust? (Only among those who indicated that they have not renegotiated their employment contract, as indicated in table above)	%
Nothing	4.8%
Base salary	51.4%
Supplemental salary	3.0%
Tenure clock	1.0%
Teaching load	6.5%
Administrative responsibilities	1.7%
Leave time	1.5%
Equipment	2.2%
Lab/research support	14.5%
Employment for spouse/partner	2.5%
Sabbatical or other leave time	6.0%
Other	5.0%
Total (N)	806
Excluded (Declined)	1.0% (of 814)

Please rate your level of agreement or disagreement with the following statement.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
Outside offers are not necessary as leverage in compensation negotiations (<i>NTT and Tenured only</i>)	2.00 (1.26)	6.6%	9.8%	9.7%	24.6%	49.2%	723	7.3% (of 780)

Global Satisfaction

Please rate your level of agreement or disagreement with the following statement.	Mean (StDev)	5: Strongly agree	4: Somewhat agree	3: Neither agree nor disagree	2: Somewhat disagree	1: Strongly disagree	Total (N)	Excluded (DK, Declined, N/A)
If I had it to do all over, I would again choose to work at this institution	3.77 (1.23)	35.8%	30.7%	14.7%	12.4%	6.4%	911	3.8% (of 947)

Please rate your level of satisfaction or dissatisfaction with the following:	Mean (StDev)	5: Very satisfied	4: Satisfied	3: Neither satisfied nor dissatisfied	2: Dissatisfied	1: Very dissatisfied	Total (N)	Excluded (Declined, N/A)
All things considered, your department as a place to work	3.84 (1.10)	29.5%	44.4%	11.9%	9.3%	4.9%	956	0.5% (of 961)
All things considered, your institution as a place to work	3.65 (1.04)	19.1%	45.9%	20.3%	10.4%	4.4%	953	0.7% (of 960)

	For no more than five years	More than five years but less than ten	Ten years or more	Total (N)	Excluded (DK, Declined)
How long do you plan to remain at this institution?	33.7%	21.8%	44.5%	537	36.3% (of 843)

If you were to choose to leave your institution, what would be your primary reason?	%
To improve your salary/benefits	21.7%
To find a more collegial work environment	2.4%
To find an employer who provides more resources in support of your work	10.0%
To work at an institution whose priorities match your own	9.7%
To pursue an administrative position in higher education	4.2%
To pursue a nonacademic job	2.5%
To improve the employment opportunities for your spouse/partner	2.4%
For other family or personal needs	5.9%

If you were to choose to leave your institution, what would be your primary reason?	%
To improve your quality of life	6.1%
To retire	23.0%
To improve your prospects for promotion	3.5%
To move to a preferred geographic location	3.4%
Other	1.8%
There is no reason why I would choose to leave NC State	3.5%
Total (N)	936
Excluded (Declined)	2.3% (of 958)

	Not recommend your department as a place to work	Recommend your department with reservations	Strongly recommend your department as a place to work	Total (N)	Excluded (Declined)
If a candidate for a faculty position at your rank asked you about your department as a place to work, would you...	6.4%	42.2%	51.3%	935	2.0% (of 954)

Please check the two (and only two) BEST aspects about working at your institution.	%
Quality of colleagues	31.7%
Support of colleagues	13.6%
Opportunities to collaborate with colleagues	11.4%
Quality of graduate students	5.8%
Quality of undergraduate students	4.8%
Quality of facilities	7.5%
Support for research/creative work	2.7%
Support for teaching	3.1%
Support for professional development	2.2%
Assistance for grant proposals	1.7%
Childcare policies/practices	0.3%
Availability/quality of childcare facilities	0.1%

Please check the two (and only two) BEST aspects about working at your institution.	%
Spousal/partner hiring program	2.0%
Compensation	2.2%
Geographic location	40.1%
Diversity	0.6%
Presence of others like me	1.8%
My sense of fit here	15.2%
Protections from service/assignments	0.7%
Commute	3.5%
Cost of living	8.0%
Research/creative work requirements for tenure/promotion	0.8%
Teaching load	5.5%
Tenure/promotion requirements in general	1.5%
Tenure/promotion criteria clarity	0.8%
Tenure/promotion process clarity	0.2%
Manageable pressure to perform	6.3%
Academic freedom	18.3%
Other	4.7%
Other	0.0%
There are no positive aspects	0.7%
Total (N)	942
Excluded (Declined)	2.1% (of 962)

Please check the two (and only two) WORST aspects about working at your institution.	%
Quality of colleagues	6.7%
Support of colleagues	7.5%
Opportunities to collaborate with colleagues	2.4%
Quality of graduate students	8.9%
Quality of undergraduate students	4.7%
Quality of facilities	11.4%

Please check the two (and only two) WORST aspects about working at your institution.	%
Lack of support for research/creative work	15.3%
Lack of support for teaching	5.8%
Lack of support for professional development	5.9%
Lack of assistance for grant proposals	7.5%
Childcare policies/practices (or lack thereof)	1.9%
Availability/quality of childcare facilities	1.5%
Spousal/partner hiring program (or lack thereof)	3.0%
Compensation	41.6%
Geographic location	1.4%
Lack of diversity	3.1%
Absence of others like me	6.4%
My lack of "fit" here	7.2%
Too much service/too many assignments	8.5%
Commute	2.5%
Cost of living	2.0%
Research/creative work requirements for tenure/promotion	1.4%
Teaching load	6.3%
Tenure/promotion requirements in general	2.9%
Tenure/promotion criteria clarity	1.9%
Tenure/promotion process clarity	1.2%
Unrelenting pressure to perform	4.5%
Academic freedom	0.8%
Other	10.9%
Other	0.0%
There are no negative aspects	6.0%
Total (N)	911
Excluded (Declined)	5.2% (of 961)

Please use the space below to tell us the number one thing that you, personally, feel your institution could do to improve your workplace.*	%
Appreciation and recognition	6.2%
Collaboration and interdisciplinary work	3.3%
Compensation and benefits	24.1%
Culture	1.6%
Departmental collegiality	0.3%
Departmental engagement	0.7%
Departmental quality	4.3%
Diversity	2.2%
Facilities and resources for work	15.7%
Departmental leadership	3.0%
Divisional leadership	3.0%
General leadership	19.8%
Senior leadership	1.7%
Mentoring	1.0%
General nature of work	4.0%
Research work	6.8%
Service work	1.2%
Teaching work	8.8%
Professional development	0.7%
Promotion	1.3%
Tenure	2.6%
Work and personal life balance	0.3%
Other	2.7%
Total (N)	693
Excluded (Declined)	27.7% (of 958)

**Note: The question above was open-ended in the original survey. The frequencies presented here represent the percentage of comments containing content relevant to the themes listed, as coded by COACHE staff.*