

| Theme               | Measure   | Pre-Ten<br>AY 17_18 | Pre-Ten<br>AY 14_15 | Diff <sup>1</sup> |
|---------------------|---|---------------------|---------------------|-------------------|
|                     | <i>Benchmark: Nature of Work: Research</i>              | 3.42                | 3.34                |                   |
|                     | Time spent on research                                  | 3.70                | 3.61                |                   |
|                     | Expectations for finding external funding               | 3.43                | 3.28                |                   |
|                     | Influence over focus of research                        | 4.23                | 4.36                |                   |
| Nature of Work:     | Quality of grad students to support research            | 3.15                | 3.41                | ↓                 |
| Research            | Support for research                                    | 3.15                | 3.19                |                   |
|                     | Support for engaging undergrads in research             | 3.48                | 3.11                | ↑                 |
|                     | Support for obtaining grants (pre-award)                | 3.45                | 3.31                |                   |
|                     | Support for maintaining grants (post-award)             | 3.28                | 3.17                |                   |
|                     | Support for securing grad student assistance            | 3.11                | 2.89                |                   |
|                     | Support for travel to present/conduct research          | 3.38                | 3.41                |                   |
|                     | Availability of course release for research             | 2.93                | 2.86                |                   |
|                     | <i>Benchmark: Nature of Work: Service</i>               | 3.46                | 3.39                |                   |
|                     | Time spent on service                                   | 3.54                | 3.42                |                   |
|                     | Support for faculty in leadership roles                 | 3.30                | 3.22                |                   |
|                     | Number of committees                                    | 3.65                | 3.55                |                   |
| Nature of Work:     | Attractiveness of committees                            | 3.45                | 3.50                |                   |
| Service             | Discretion to choose committees                         | 3.42                | 3.43                |                   |
|                     | Equitability of committee assignments                   | 3.30                | 3.11                |                   |
|                     | Number of student advisees                              | 3.73                | 3.65                |                   |
|                     | Support for being a good advisor                        | 3.01                | N/A                 |                   |
|                     | Equity of the distribution of advising responsibilities | 3.24                | N/A                 |                   |
|                     | <i>Benchmark: Nature of Work: Teaching</i>              | 3.77                | 3.78                |                   |
|                     | Time spent on teaching                                  | 3.74                | 3.89                |                   |
|                     | Number of courses taught                                | 3.89                | 3.95                |                   |
|                     | Level of courses taught                                 | 4.07                | 4.05                |                   |
|                     | Discretion over course content                          | 4.17                | 4.30                |                   |
|                     | Number of students in classes taught                    | 3.82                | 3.73                |                   |
| Nature of Work:     | Quality of students taught                              | 3.51                | 3.62                |                   |
| Teaching            | Equitability of distribution of teaching load           | 3.40                | 3.28                |                   |
|                     | Quality of grad students to support teaching            | 3.31                | 3.25                |                   |
|                     | Teaching schedule                                       | 3.94                | N/A                 |                   |
|                     | Support for teaching diverse learning styles            | 3.66                | N/A                 |                   |
|                     | Support for assessing student learning                  | 3.62                | N/A                 |                   |
|                     | Support for developing online/hybrid courses            | 3.57                | N/A                 |                   |
|                     | Support for teaching online/hybrid courses              | 3.56                | N/A                 |                   |
| Other Work          | Time spent on outreach                                  | 3.56                | 3.66                |                   |
| Activities          | Time spent on administrative tasks                      | 2.90                | 2.98                |                   |
|                     | Ability to balance teaching/research/service            | 3.17                | 3.42                |                   |
|                     | <i>Benchmark: Facilities and Work Resources</i>         | 3.74                | 3.73                |                   |
|                     | Support for improving teaching                          | 3.53                | 3.54                |                   |
|                     | Office  | 3.94                | 4.02                |                   |
| Facilities and Work | Laboratory, research, studio space                      | 3.32                | 3.53                |                   |
| Resources           | Equipment   | 3.76                | 3.72                |                   |
|                     | Classrooms  | 3.71                | 3.74                |                   |
|                     | Library resources                                       | 4.32                | 4.24                |                   |
|                     | Computing and technical support                         | 3.80                | 3.65                |                   |
|                     | Clerical/administrative support                         | 3.43                | 3.36                |                   |

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|                                   | <i>Benchmark: Personal and Family Policies</i>                       | 3.09                | 3.11                |                   |
| Personal and Family<br>Policies   | Right balance between professional/personal                          | 2.82                | 2.88                |                   |
|                                   | Inst. supports family/career compatibility                           | 3.14                | 2.95                |                   |
|                                   | Housing benefits   | 2.27                | 2.55                | ↓                 |
|                                   | Tuition waivers, remission, or exchange                              | 2.48                | 2.42                |                   |
|                                   | Spousal/partner hiring program                                       | 2.69                | 2.89                |                   |
|                                   | Childcare  | 2.22                | 2.04                |                   |
|                                   | Eldercare  | 2.69                | 3.11                | ↓                 |
|                                   | Family medical/parental leave  | 3.24                | 3.47                |                   |
|                                   | Flexible workload/modified duties                                    | 3.66                | 3.76                |                   |
|                                   | Stop-the-clock policies ( <i>pre-tenured only</i> )                  | 3.65                | 4.05                | ↓                 |
|                                   | Parking benefits   | 3.43                | N/A                 |                   |
|                                   | <i>Benchmark: Health and Retirement Benefits</i>                     | 3.12                | 3.25                |                   |
| Health and<br>Retirement Benefits | Health benefits for yourself   | 3.21                | 3.33                |                   |
|                                   | Health benefits for family   | 2.48                | 2.50                |                   |
|                                   | Retirement benefits  | 3.47                | 3.64                |                   |
|                                   | Phased retirement options  | 3.63                | 3.36                | ↑                 |
| Salary                            | Salary   | 3.34                | 3.32                |                   |
|                                   | <i>Benchmark: Interdisciplinary Work</i>                             | 3.26                | 3.09                |                   |
| Interdisciplinary<br>Work         | Budgets encourage interdiscip. work                                  | 3.31                | 3.03                | ↑                 |
|                                   | Facilities conducive to interdiscip. work                            | 3.33                | 2.77                | ↑                 |
|                                   | Interdiscip. work is rewarded in merit                               | 3.23                | 3.30                |                   |
|                                   | Interdiscip. work is rewarded in promotion (PrfTr and tenured only)  | N/A                 | N/A                 |                   |
|                                   | Interdiscip. work is rewarded in tenure ( <i>pre-tenured only</i> )  | 3.24                | 3.36                |                   |
|                                   | Dept. knows how to evaluate interdiscip. work                        | 3.13                | 3.03                |                   |
|                                   | Interdiscip. work is rewarded in reappointment (PrfTr only)          | N/A                 | N/A                 |                   |
|                                   | Interest in interdisciplinary work                                   | 4.07                | N/A                 |                   |
|                                   | <i>Benchmark: Collaboration</i>                                      | 3.88                | 3.77                |                   |
| Collaboration                     | Opportunities for collab. within dept                                | 3.81                | 3.77                |                   |
|                                   | Opportunities for collab. outside inst                               | 3.96                | 3.81                |                   |
|                                   | Opportunities for collab. outside dept                               | 3.90                | 3.72                |                   |
|                                   | <i>Benchmark: Mentoring</i>  | 3.61                | 3.40                |                   |
| Mentoring                         | Effectiveness of mentoring within dept.                              | 3.89                | 3.71                |                   |
|                                   | Effectiveness of mentoring outside dept.                             | 3.86                | 3.63                |                   |
|                                   | Mentoring of pre-tenure faculty in dept ( <i>tenure track only</i> ) | 3.47                | 3.13                | ↑                 |
|                                   | Mentoring of tenured associate profs in dept ( <i>tenured only</i> ) | N/A                 | N/A                 |                   |
|                                   | Mentoring of PrfTr faculty in dept (PrfTr only)                      | N/A                 | N/A                 |                   |
|                                   | Support for faculty to be good mentors (tenured and PrfTr only)      | N/A                 | N/A                 |                   |
|                                   | Being a mentor is fulfilling (tenured and PrfTr only)                | N/A                 | N/A                 |                   |
|                                   | Effectiveness of mentoring outside the inst.                         | 4.23                | 4.08                |                   |

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|---------------------------------------|--|---------------------|---------------------|-------------------|
|                                       | <i>Benchmark: Tenure Policies</i>                        | 3.69                | 3.63                |                   |
| Tenure Policies<br>(pre-tenured only) | Clarity of tenure process                                | 3.84                | 3.70                |                   |
|                                       | Clarity of tenure criteria                               | 3.64                | 3.71                |                   |
|                                       | Clarity of tenure standards                              | 3.42                | 3.41                |                   |
|                                       | Clarity of body of evidence for deciding tenure          | 3.85                | 3.86                |                   |
|                                       | Clarity of whether I will achieve tenure                 | 3.72                | 3.69                |                   |
|                                       | Consistency of messages about tenure                     | 3.37                | 3.18                |                   |
|                                       | Tenure decisions are performance-based                   | 3.99                | 3.86                |                   |
|                                       | <i>Benchmark: Tenure Expectations: Clarity</i>           | 3.50                | 3.52                |                   |
| Tenure Clarity<br>(pre-tenured only)  | Clarity of expectations: Scholar                         | 4.01                | 3.91                |                   |
|                                       | Clarity of expectations: Teacher                         | 3.89                | 3.93                |                   |
|                                       | Clarity of expectations: Advisor                         | 3.49                | 3.62                |                   |
|                                       | Clarity of expectations: Colleague                       | 3.46                | 3.45                |                   |
|                                       | Clarity of expectations: Campus citizen                  | 3.10                | 3.09                |                   |
|                                       | Clarity of expectations: Broader community               | 3.07                | 3.07                |                   |
|                                       | <i>Benchmark: Promotion to Full</i>                      | N/A                 | N/A                 |                   |
| Promotion<br>(tenured only)           | Dept. culture encourages promotion                       | N/A                 | N/A                 |                   |
|                                       | Reasonable expectations: Promotion                       | N/A                 | N/A                 |                   |
|                                       | Clarity of promotion process                             | N/A                 | N/A                 |                   |
|                                       | Clarity of promotion criteria                            | N/A                 | N/A                 |                   |
|                                       | Clarity of promotion standards                           | N/A                 | N/A                 |                   |
|                                       | Clarity of body of evidence for promotion                | N/A                 | N/A                 |                   |
|                                       | Clarity of time frame for promotion                      | N/A                 | N/A                 |                   |
|                                       | Clarity of whether I will be promoted (assoc profs only) | N/A                 | N/A                 |                   |
|                                       | <i>Benchmark: Leadership: Senior</i>                     | 3.46                | 3.36                |                   |
| Leadership: Senior                    | Pres/Chancellor: Pace of decision making                 | 3.52                | 3.47                |                   |
|                                       | Pres/Chancellor: Stated priorities                       | 3.52                | 3.38                |                   |
|                                       | Pres/Chancellor: Communication of priorities             | 3.44                | 3.43                |                   |
|                                       | CAO: Pace of decision making                             | 3.47                | 3.38                |                   |
|                                       | CAO: Stated priorities                                   | 3.43                | 3.32                |                   |
|                                       | CAO: Communication of priorities                         | 3.31                | 3.31                |                   |
|                                       | <i>Benchmark: Leadership: Divisional</i>                 | 3.39                | 3.31                |                   |
| Leadership:<br>Divisional             | Dean: Pace of decision making                            | 3.48                | 3.36                |                   |
|                                       | Dean: Stated priorities                                  | 3.40                | 3.29                |                   |
|                                       | Dean: Communication of priorities                        | 3.40                | 3.43                |                   |
|                                       | Dean: Ensuring faculty input                             | 3.27                | 3.12                |                   |
|                                       | <i>Benchmark: Leadership: Departmental</i>               | 3.97                | 3.89                |                   |
| Leadership:<br>Departmental           | Head/Chair: Pace of decision making                      | 3.88                | 3.77                |                   |
|                                       | Head/Chair: Stated priorities                            | 3.91                | 3.80                |                   |
|                                       | Head/Chair: Communication of priorities                  | 3.95                | 3.90                |                   |
|                                       | Head/Chair: Ensuring faculty input                       | 3.99                | 3.91                |                   |
|                                       | Head/Chair: Fairness in evaluating work                  | 4.17                | 4.06                |                   |

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|                                 | <i>Benchmark: Leadership: Faculty</i>                               | 3.24                                      | 3.08                |                   |
| Leadership: Faculty             | Faculty leaders: Pace of decision making                            | 3.21                                      | 3.13                |                   |
|                                 | Faculty leaders: Stated priorities                                  | 3.24                                      | 3.09                |                   |
|                                 | Faculty leaders: Communication of priorities                        | 3.18                                      | 3.04                |                   |
|                                 | Faculty leaders: Ensuring faculty input                             | 3.31                                      | 3.15                |                   |
|                                 |   | Priorities are stated consistently        | 3.34                | 3.28              |
| Leadership:<br>Institution-wide | Priorities are acted on consistently                                | 3.18                                      | 2.95                |                   |
|                                 | Changed priorities negatively affect my work                        | 3.17                                      | N/A                 |                   |
|                                 | Visible leadership for support of diversity                         | 4.01                                      | 3.86                |                   |
|                                 | <i>Benchmark: Departmental Collegiality</i>                         | 3.90                                      | 3.77                |                   |
| Departmental<br>Collegiality    | Colleagues support work/life balance                                | 3.79                                      | 3.66                |                   |
|                                 | Meeting times compatible with personal needs                        | 4.17                                      | 4.18                |                   |
|                                 | Amount of personal interaction w/Tenured                            | 3.69                                      | 3.53                |                   |
|                                 | Amount of personal interaction w/Pre-tenure                         | 3.78                                      | 3.57                |                   |
|                                 | Amount of personal interaction w/PrfTr                              | 3.65                                      | N/A                 |                   |
|                                 | How well you fit  | 3.68                                      | 3.68                |                   |
|                                 | Colleagues pitch in when needed                                     | 3.86                                      | 3.62                |                   |
|                                 | Department is collegial   | 4.23                                      | 4.02                |                   |
|                                 | Colleagues committed to diversity/inclusion                         | 4.07                                      | 3.89                |                   |
|                                 |   | <i>Benchmark: Departmental Engagement</i> | 3.67                | 3.50              |
| Departmental<br>Engagement      | Discussions of undergrad student learning                           | 3.53                                      | 3.55                |                   |
|                                 | Discussions of grad student learning                                | 3.86                                      | 3.63                |                   |
|                                 | Discussions of effective teaching practices                         | 3.60                                      | 3.46                |                   |
|                                 | Discussions of effective use of technology                          | 3.36                                      | 3.25                |                   |
|                                 | Discussions of current research methods                             | 3.63                                      | 3.34                | ↑                 |
|                                 | Amount of professional interaction w/Pre-tenure                     | 3.96                                      | 3.68                | ↑                 |
|                                 | Amount of professional interaction w/Tenured                        | 3.73                                      | 3.61                |                   |
|                                 | Amount of professional interaction w/PrfTr                          | 3.71                                      | N/A                 |                   |
|                                 | <i>Benchmark: Departmental Quality</i>                              | 3.91                                      | 3.73                |                   |
| Departmental<br>Quality         | Intellectual vitality of tenured faculty                            | 3.76                                      | 3.61                |                   |
|                                 | Intellectual vitality of pre-tenure faculty                         | 4.39                                      | 4.27                |                   |
|                                 | Intellectual vitality of PrfTr faculty                              | 4.07                                      | N/A                 |                   |
|                                 | Scholarly productivity of tenured faculty                           | 3.75                                      | 3.46                | ↑                 |
|                                 | Scholarly productivity of pre-tenure faculty                        | 4.30                                      | 4.08                |                   |
|                                 | Scholarly productivity of PrfTr faculty                             | 4.00                                      | N/A                 |                   |
|                                 | Teaching effectiveness of tenured faculty                           | 3.82                                      | 3.66                |                   |
|                                 | Teaching effectiveness of pre-tenure faculty                        | 4.15                                      | 4.13                |                   |
|                                 | Teaching effectiveness of PrfTr faculty                             | 4.14                                      | N/A                 |                   |
|                                 | Dept. is successful at faculty recruitment (tenured and PrfTr only) | N/A                                       | N/A                 |                   |
|                                 | Dept. is successful at faculty retention (tenured and PrfTr only)   | N/A                                       | N/A                 |                   |
|                                 | Dept. addresses sub-standard performance                            | 2.70                                      | 2.49                |                   |

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|---|--|---------------------|---------------------|-------------------|
| Appreciation and<br>Recognition                         | <i>Benchmark: Appreciation and Recognition</i>                   | 3.51                | 3.43                |                   |
|   | Recognition: For teaching  | 3.37                | 3.33                |                   |
|   | Recognition: For advising  | 3.28                | 3.15                |                   |
|   | Recognition: For scholarship                                     | 3.74                | 3.67                |                   |
|   | Recognition: For service   | 3.43                | 3.20                |                   |
|   | Recognition: For outreach  | 3.29                | 3.16                |                   |
|   | Recognition: From colleagues                                     | 3.73                | 3.66                |                   |
|   | Recognition: From CAO ( <i>tenured only</i> )                    | N/A                 | N/A                 |                   |
|   | Recognition: From Dean ( <i>tenured only</i> )                   | N/A                 | N/A                 |                   |
|   | Recognition: From Head/Chair                                     | 3.85                | 3.73                |                   |
|   | School/college is valued by Pres/Provost ( <i>tenured only</i> ) | N/A                 | N/A                 |                   |
|   | Dept. is valued by Pres/Provost ( <i>tenured only</i> )          | N/A                 | N/A                 |                   |
| CAO cares about faculty of my rank                      | 3.45   | 3.35                |                     |                   |
| Governance: Trust                                       | <i>Benchmark: Governance: Trust</i>                              | 3.02                | 2.89                |                   |
|   | I understand how to voice opinions about policies                | 2.77                | 2.61                |                   |
|   | Clear rules about the roles of faculty and administration        | 3.23                | 3.17                |                   |
|   | Faculty and admin follow rules of engagement                     | 3.53                | 3.05                | ↑                 |
|   | Faculty and admin have an open system of communication           | 3.19                | 3.00                |                   |
|   | Faculty and admin discuss difficult issues in good faith         | 3.50                | 3.21                | ↑                 |
| Governance: Shared<br>Sense of Purpose                  | <i>Benchmark: Governance: Shared Sense of Purpose</i>            | 3.21                | 3.11                |                   |
|   | Important decisions are not made until there is consensus        | 3.00                | 2.60                | ↑                 |
|   | Admin ensures sufficient time for faculty input                  | 3.22                | 3.17                |                   |
|   | Faculty and admin respectfully consider the other's view         | 3.48                | 3.13                | ↑                 |
| Faculty and admin have a shared sense of responsibility | 3.83   | 3.39                | ↑                   |                   |
| Governance:<br>Understanding the<br>Issue at Hand       | <i>Benchmark: Governance: Understanding the Issue at Hand</i>    | 3.05                | 2.95                |                   |
|   | Faculty governance structures offer opportunities for input      | 3.03                | 2.92                |                   |
|   | Admin communicate rationale for important decisions              | 3.12                | 3.15                |                   |
|   | Faculty and admin have equal say in decisions                    | 3.24                | 2.57                | ↑                 |
| Faculty and admin define decision criteria together     | 3.40   | 2.98                | ↑                   |                   |
| Governance:<br>Adaptability                             | <i>Benchmark: Governance: Adaptability</i>                       | 3.08                | 3.06                |                   |
|   | Shared governance holds up in unusual circumstances              | 3.18                | 3.08                |                   |
|   | Institution regularly reviews effectiveness of governance        | 2.96                | 3.03                |                   |
| Institution cultivates new faculty leaders              | 3.22   | 3.13                |                     |                   |
| Governance:<br>Productivity                             | <i>Benchmark: Governance: Productivity</i>                       | 3.13                | 2.96                |                   |
|   | Overall effectiveness of shared governance                       | 3.29                | 3.02                | ↑                 |
|   | My committees make measureable progress towards goals            | 3.49                | 3.23                | ↑                 |
| Public recognition of progress                          | 2.94   | 2.91                |                     |                   |