Theme	Measure	NCSU	Peers	Diff ¹
	Panchmark: Natura of Wark: Pasaarch	Pre-Tenure		
	Benchmark:Nature of Work: Research Time spent on research	3.42	3.49	
	Expectations for finding external funding	3.43	3.80	
	Influence over focus of research	4.23	4.35	
	Quality of grad students to support research	3.15	3.42	1
Nature of Work:	Support for research	3.15	3.42	<u> </u>
Research	Support for engaging undergrads in research	3.48	3.42	V
Research	Support for obtaining grants (pre-award)	3.48	3.49	
	Support for maintaining grants (pic-award)	3.28	3.33	
	Support for securing grad student assistance	3.11	3.17	
	Support for travel to present/conduct research	3.38	3.57	
	Availability of course release for research	2.93	2.94	
	Benchmark: Nature of Work: Service	3.46	3.42	
	Time spent on service	3.54	3.43	
	Support for faculty in leadership roles	3.30	3.05	\uparrow
	Number of committees	3.65	3.65	1
Nature of Work:	Attractiveness of committees	3.45	3.49	
Service	Discretion to choose committees	3.42	3.45	
Scivice	Equitability of committee assignments	3.30	3.23	
	Number of student advisees	3.73	3.78	
	Support for being a good advisor	3.01	3.04	
	Equity of the distribution of advising responsibilities	3.24	3.21	
	Benchmark: Nature of Work: Teaching	3.77	3.77	
	Time spent on teaching	3.74	3.74	
	Number of courses taught	3.89	3.85	
	Level of courses taught	4.07	4.01	
	Discretion over course content	4.17	4.25	
	Number of students in classes taught	3.82	3.68	
Nature of Work:	Quality of students taught	3.51	3.65	
Teaching	Equitability of distribution of teaching load	3.40	3.34	
10001116	Quality of grad students to support teaching	3.31	3.57	\downarrow
	Teaching schedule	3.94	3.95	¥
	Support for teaching diverse learning styles	3.66	3.60	
	Support for assessing student learning	3.62	3.70	
	Support for developing online/hybrid courses	3.57	3.43	
	Support for teaching online/hybrid courses	3.56	3.42	
	Time spent on outreach	3.56	3.61	
Other Work	Time spent on administrative tasks	2.90	2.88	
Activities	Ability to balance teaching/research/service	3.17	3.32	
	Benchmark: Facilities and Work Resources	3.74	3.59	
	Support for improving teaching	3.53	3.68	
	Office	3.94	3.84	
	Laboratory, research, studio space	3.32	3.30	
Facilities and Work	Equipment	3.76	3.60	
Resources	Classrooms	3.71	3.33	\uparrow
	Library resources	4.32	3.79	\uparrow
	Computing and technical support	3.80	3.59	
	Clerical/administrative support	3.43	3.49	

Theme	Measure	NCSU Pre-Tenure	Peers Pre-Tenure	Diff ¹
	Benchmark: Personal and Family Policies	3.09	3.32	
	Right balance between professional/personal	2.82	2.95	
	Inst. supports family/career compatibility	3.14	3.23	
	Housing benefits	2.27	2.75	\downarrow
	Tuition waivers, remission, or exchange	2.48	2.62	
Personal and Family	Spousal/partner hiring program	2.69	3.25	\downarrow
Policies	Childcare	2.22	2.78	\downarrow
	Eldercare	2.69	3.16	\downarrow
	Family medical/parental leave	3.24	3.40	
	Flexible workload/modified duties	3.66	3.65	
	Stop-the-clock policies (pre-tenured only)	3.65	3.85	
	Parking benefits	3.43	3.18	\uparrow
	Benchmark: Health and Retirement Benefits	3.12	3.84	\downarrow
	Health benefits for yourself	3.21	3.87	\downarrow
Health and	Health benefits for family	2.48	3.87	\downarrow
Retirement Benefits	Retirement benefits	3.47	3.90	\downarrow
	Phased retirement options	3.63	3.52	
Salary	Salary	3.34	3.47	
	Benchmark: Interdisciplinary Work	3.26	3.05	
	Budgets encourage interdiscip. work	3.31	3.10	
	Facilities conducive to interdiscip. work	3.33	3.06	\uparrow
Interdisciplinary	Interdiscip. work is rewarded in merit	3.23	2.93	\uparrow
Interdisciplinary	Interdiscip. work is rewarded in promotion (PrfTr and tenured only)	N/A	N/A	
Work	Interdiscip. work is rewarded in tenure (pre-tenured only)	$\begin{array}{c ccccccccccccccccccccccccccccccccccc$	\uparrow	
	Dept. knows how to evaluate interdiscip. work			
	Interdiscip. work is rewarded in reappointment (PrfTr only)	N/A	N/A	
	Interest in interdisciplinary work	4.07	3.96	
	Benchmark: Collaboration	3.88	3.78	
Collaboration	Opportunities for collab. within dept	3.81	3.73	
Collaboration	Opportunities for collab. outside inst	3.96	3.90	
	Opportunities for collab. outside dept	3.90	3.71	
	Benchmark: Mentoring	3.61	3.62	
	Effectiveness of mentoring within dept.	3.89	3.90	
	Effectiveness of mentoring outside dept.	3.86	3.69	
	Mentoring of pre-tenure faculty in dept (tenure track only)	3.47	3.39	
Mentoring	Mentoring of tenured associate profs in dept (tenured only)	N/A	N/A	
	Mentoring of PrfTr faculty in dept (PrfTr only)	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	4.16	

Theme	Measure	NCSU	Peers	Diff ¹
		Pre-Tenure	Pre-Tenure	Dill
	Benchmark: Tenure Policies	3.69	3.58	
	Clarity of tenure process	3.84	3.76	
	Clarity of tenure criteria	3.64	3.65	
Tenure Policies	Clarity of tenure standards	3.42	3.27	
(pre-tenured only)	Clarity of body of evidence for deciding tenure	3.85	3.73	
	Clarity of whether I will achieve tenure	3.72	3.52	
	Consistency of messages about tenure	3.37	3.22	
	Tenure decisions are performance-based	3.99	3.90	
	Benchmark: Tenure Expectations: Clarity	3.50	3.37	
	Clarity of expectations: Scholar	4.01	3.89	
Tanuna Claritu	Clarity of expectations: Teacher	3.89	3.86	
Tenure Clarity	Clarity of expectations: Advisor	3.49	3.36	
(pre-tenured only)	Clarity of expectations: Colleague	3.46	3.24	
	Clarity of expectations: Campus citizen	3.10	2.95	
	Clarity of expectations: Broader community	3.07	2.90	
	Benchmark: Promotion to Full	N/A	N/A	
	Dept. culture encourages promotion	N/A	N/A	
	Reasonable expectations: Promotion	•		
	Clarity of promotion process			
Promotion	Clarity of promotion criteria			
(tenured only)	Clarity of promotion standards		-	
	Clarity of body of evidence for promotion			
	Clarity of time frame for promotion		-	
	Clarity of whether I will be promoted (assoc profs only)		-	
	Benchmark: Leadership: Senior	3.46	3.17	\uparrow
	Pres/Chancellor: Pace of decision making	3.52	3.27	\uparrow
	Pres/Chancellor: Stated priorities	3.52		\uparrow
Leadership: Senior	Pres/Chancellor: Communication of priorities	3.44	3.09	\uparrow
-	CAO: Pace of decision making	3.47	Pre-Tenure Pre-Tenure 3.69 3.58 3.84 3.76 3.64 3.65 3.42 3.27 3.85 3.73 3.72 3.52 3.37 3.22 3.99 3.90 3.50 3.37 4.01 3.89 3.89 3.86 3.49 3.36 3.44 3.24 3.10 2.95 3.07 2.90 N/A N/A N/A N/A <td>\uparrow</td>	\uparrow
	CAO: Stated priorities	3.43	3.21	
	CAO: Communication of priorities	3.31	3.08	
	Benchmark: Leadership: Divisional	3.39	3.45	
	Dean: Pace of decision making	3.48	3.51	
Leadership:	Dean: Stated priorities	3.40	3.47	
Divisional	Dean: Communication of priorities	3.40	3.41	
	Dean: Ensuring faculty input			
	Benchmark: Leadership: Departmental			
	Head/Chair: Pace of decision making			
Leadership:	Head/Chair: Stated priorities			
Departmental	Head/Chair: Communication of priorities			
	Head/Chair: Ensuring faculty input			
	Head/Chair: Fairness in evaluating work			

heme	Measure	NCSU Pre-Tenure	Peers Pre-Tenure	Diff ¹
Leadership: Faculty	Benchmark: Leadership: Faculty	3.24	3.21	
	Faculty leaders: Pace of decision making	3.21	3.20	
	Faculty leaders: Stated priorities	3.24	3.23	
	Faculty leaders: Communication of priorities	3.18	3.18	
	Faculty leaders: Ensuring faculty input	3.31	3.24	
	Priorities are stated consistently	3.34	2.98	\uparrow
Leadership:	Priorities are acted on consistently	3.18	2.87	\uparrow
Institution-wide	Changed priorities negatively affect my work	3.17	3.03	
	Visible leadership for support of diversity	4.01	4.02	
	Benchmark: Departmental Collegiality	3.90	3.89	
	Colleagues support work/life balance	3.79	3.78	
	Meeting times compatible with personal needs	4.17	4.26	
	Amount of personal interaction w/Tenured	3.69	3.58	
Departmental	Amount of personal interaction w/Pre-tenure	3.78	3.83	
-	Amount of personal interaction w/PrfTr	3.65	3.61	
0,	How well you fit	3.68	3.76	
	Colleagues pitch in when needed	3.86	3.78	
	Department is collegial	4.23	4.13	
	Colleagues committed to diversity/inclusion	4.07	4.02	
	Benchmark: Departmental Engagement	3.67	3.53	
	Discussions of undergrad student learning	3.53	3.50	
	Discussions of grad student learning	3.86	3.56	\uparrow
	Discussions of effective teaching practices	3.60	3.43	
-	Discussions of effective use of technology	3.36	3.14	
Engagement	Discussions of current research methods	3.63	3.49	
•	Amount of professional interaction w/Pre-tenure	3.96	3.93	
	Amount of professional interaction w/Tenured	3.73	3.69	
	Amount of professional interaction w/PrfTr	3.71	3.63	
	Benchmark: Departmental Quality	3.91	3.83	
	Intellectual vitality of tenured faculty	3.76	3.75	
	Intellectual vitality of pre-tenure faculty	4.39	4.28	
	Intellectual vitality of PrfTr faculty	4.07	3.80	\uparrow
	Scholarly productivity of tenured faculty	3.75	3.69	
	Scholarly productivity of pre-tenure faculty	4.30	4.19	
	Scholarly productivity of PrfTr faculty	4.00	3.71	\uparrow
Quality	Teaching effectiveness of tenured faculty	3.82	3.71	
	Teaching effectiveness of pre-tenure faculty	4.15	4.10	
	Teaching effectiveness of PrfTr faculty	4.14	4.05	
	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	2.60	

Appreciation and Recognition: For advising 3.51 3.42 Appreciation and Recognition: For advising 3.28 3.18 Recognition: For scholarship 3.74 3.56 Recognition: For scholarship 3.74 3.56 Recognition: For service 3.43 3.24 Recognition: For service 3.43 3.24 Recognition: For outreach 3.29 3.21 Recognition: From Colleagues 3.73 3.62 Recognition: From Dean (tenured only) N/A N/A Recognition: From Dean (tenured only) N/A N/A Recognition: From Dean (tenured only) N/A N/A Dept. is valued by Pres/Provost (tenured only) N/A N/A CAC cares about faculty of my rank 3.45 3.30 Benchmark: Governance: Trust 3.02 3.05 3.45 Faculty and admin follow rules of engagement 3.53 3.45 Faculty and admin have an open system of communication 3.19 3.15 Faculty and admin indiccus simption for faculty of my rank 3.62 3.22 Governance: Trus	Theme	Measure	NCSU Pre-Tenure	Peers Pre-Tenure	Diff ¹
Appreciation and Recognition: For scholarship3.283.18Appreciation and RecognitionRecognition: For scholarship3.743.56Recognition: For service3.433.24Recognition: For outreach3.293.21Recognition: From colleagues3.733.62Recognition: From CAO (tenured only)N/AN/ARecognition: From Bean (tenured only)N/AN/ARecognition: From Head/Chair3.853.75Schol/College is valued by Pres/Provost (tenured only)N/AN/ADept. is valued by Pres/Provost (tenured only)N/AN/ACAO cares about faculty of my rank3.453.30Benchmark: Governance: Trust3.023.05I understand how to voice opinions about policies2.772.75Clear rules about the roles of faculty and administration3.233.18Faculty and admin follow rules of engagement3.533.45Faculty and admin discuss difficult issues in good faith3.503.33Benchmark: Governance: Shared Sense of Purpose3.213.23Governance:Sared Covernance: Shared Sense of responsibility3.833.62Benchmark: Governance: Understanding the Issue at Hond3.053.07Governance:Faculty and admin insect of responsibility3.833.62Governance:Faculty and admin define decisions3.123.05Faculty and admin derine decision criteria together3.403.03Admin communicate rationale for important decisions3.12 <t< td=""><td rowspan="3"></td><td>Benchmark: Appreciation and Recognition</td><td>3.51</td><td>3.42</td><td></td></t<>		Benchmark: Appreciation and Recognition	3.51	3.42	
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Appreciation and RecognitionRecognition: For service3.433.24RecognitionRecognition: For outreach3.293.21Recognition: From CAO (tenured only)N/AN/ARecognition: From CAO (tenured only)N/AN/ARecognition: From Dean (tenured only)N/AN/ARecognition: From Dean (tenured only)N/AN/ARecognition: From Head/Chair3.853.75School/college is valued by Pres/Provost (tenured only)N/AN/ADept. is valued by Pres/Provost (tenured only)N/AN/ACAO cares about faculty of my rank3.453.30I understand how to voice opinions about policies2.772.75Clear rules about the roles of faculty and administration3.233.18Faculty and admin discuss difficult issues in good faith3.503.33Benchmark: Governance: Shared Sense of Purpose3.213.22Governance: SharedBenchmark: Governance: Shared Sense of responsibility3.833.62Governance:Faculty and admin have an open system of communication3.193.15Faculty and admin have as abred sense of responsibility3.833.62Governance:Benchmark: Governance: Understanding the Issue at Hand3.053.07Governance:Benchmark: Governance: Understanding the Issue at Hand3.053.07Governance:Benchmark: Governance: Indeptications3.123.05Institution regularly reviews effectiveness3.183.02Governance:Shared governa		Recognition: For advising	3.28	3.18	
Appreciation and Recognition:Recognition: From colleagues3.233.21Recognition:From colleagues3.733.62Recognition:From Col (tenured only)N/AN/ARecognition:From Dean (tenured only)N/AN/ARecognition:From Lead/Chair3.853.75School/college is valued by Pres/Provost (tenured only)N/AN/ADept. is valued by Pres/Provost (tenured only)N/AN/ACAO cares about faculty of my rank3.453.30Benchmark:Governance:3.023.05I understand how to voice opinions about policies2.772.75Carules about faculty of my rank3.453.30Governance:Statulty and admin follow rules of faculty and administration3.23Faculty and admin follow rules of faculty and administration3.193.15Faculty and admin fave an open system of communication3.193.15Faculty and admin have an open system of comsensus3.002.76Admin ensures sufficient time for faculty input3.223.21Governance:Sast Governance: Understanding the Issue at Hand3.05Issue at HandFaculty and admin have asherd sense of responsibility3.833.62Benchmark: Governance: Understanding the Issue at Hand3.053.07Faculty and admin have eques of responsibility3.833.02Admin ensures sufficient time for important decisions3.123.05Issue at HandFaculty and admin have eques of responsibility <t< td=""><td></td><td>Recognition: For scholarship</td><td>3.74</td><td>3.56</td><td></td></t<>		Recognition: For scholarship	3.74	3.56	
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Recognition: From Head/Chair3.853.75School/college is valued by Pres/Provost (tenured only)N/AN/ADept. is valued by Pres/Provost (tenured only)N/AN/ACAO cares about faculty of my rank3.453.30CAO cares about faculty of my rank3.453.30Inderstand how to voice opinions about policies2.772.75Clear rules about the roles of faculty and administration3.233.18Faculty and admin follow rules of engagement3.533.45Faculty and admin nave an open system of communication3.193.15Faculty and admin discuss difficult issues in good faith3.503.33Benchmark: Governance: Shared Sense of Purpose3.213.23Governance: SharedSense of Purpose3.223.21Faculty and admin nave a shared sense of responsibility3.833.62Benchmark: Governance: Shared Sense of responsibility3.833.62Governance: SharedSense of Purpose3.123.07Governance:Faculty and admin nave a shared sense of responsibility3.833.62Benchmark: Governance: Understanding the Issue at Hand3.053.07Governance:Faculty and admin have a shared sense of responsibility3.833.62Sense of PurposeFaculty and admin have a shared sense of responsibility3.833.62Governance:Marine tartionale for important decisions3.123.05Governance:Faculty and admin have a shared sense of responsibility3.833.62 <tr< td=""><td>Recognition</td><td>Recognition: From CAO (tenured only)</td><td>N/A</td><td>N/A</td><td></td></tr<>	Recognition	Recognition: From CAO (tenured only)	N/A	N/A	
School/college is valued by Pres/Provost (tenured only)N/AN/ADept. is valued by Pres/Provost (tenured only)N/AN/ACAO cares about faculty of my rank3.453.30Area cares about faculty of my rank3.453.02About faculty of my rank3.023.05I understand how to voice opinions about policies2.772.75Clear rules about the roles of faculty and administration3.233.18Faculty and admin follow rules of engagement3.533.45Faculty and admin follow rules of engagement3.503.33Faculty and admin discuss difficult issues in good faith3.503.33Governance: SharedBenchmark: Governance: Shared Sense of Purpose3.213.23Important decisions are not made until there is consensus3.002.76Admin ensures sufficient time for faculty input3.223.21Faculty and admin have a shared sense of responsibility3.833.62Benchmark: Governance: Understanding the Issue at Hand3.053.07Governance:Faculty governance structures offer opportunities for input3.033.03Understanding theSaue at Hand3.053.07Governance:Shared governance: Adaptability3.083.01Governance:Shared governance holds up in unusual circumstances3.183.02AdaptabilityInstitution regularly reviews effectiveness of governance3.183.02AdaptabilityInstitution cultivates new faculty leaders3.223.17		Recognition: From Dean (tenured only)	N/A	N/A	
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ProductivityMy committees make measureable progress towards goals3.493.31	Governance:			-	
	1	Public recognition of progress	2.94	3.02	

¹ Arrows indicate when mean ratings differ by 5 percent or more of the response scale (i.e., a difference of at least 0.25). Up arrows indicate that the individual college mean rating is notably higher than the mean of combined respondents from other colleges, whereas down arrows indicate that the college mean is lower. If no arrow is present, differences in mean ratings are not considered large enough to be meaningful.