Thoma	Measure	NC State Overall	Peers Overall	Diff ¹
Theme	Benchmark: Nature of Work: Research	3.28	3.30	י זווע
	Time spent on research	3.20	3.50	
	Expectations for finding external funding	3.37	3.31	
	Influence over focus of research	4.24	4.26	
		4.24	3.40	
Nature of Work:	Quality of grad students to support research	2.93	3.40	
Research	Support for research	2.93		
Research	Support for engaging undergrads in research		3.19 3.18	
	Support for obtaining grants (pre-award)	2.99 2.72		
	Support for maintaining grants (post-award)		2.95	
	Support for securing grad student assistance	2.82	2.95	
	Support for travel to present/conduct research	3.17	3.27	
	Availability of course release for research	2.65	2.76	
	Benchmark: Nature of Work: Service	3.26	3.23	
	Time spent on service	3.46	3.36	
	Support for faculty in leadership roles	2.89	2.82	
	Number of committees	3.50	3.42	
	Attractiveness of committees	3.38	3.43	
Nature of Work:	Discretion to choose committees	3.48	3.49	
Service	Equitability of committee assignments	3.04	3.02	
	Number of student advisees	3.62	3.67	
	Equitability of service work compensation	2.55	2.57	
	Relevance of committees	3.68	3.70	
	Support for being a good advisor	2.99	2.89	
	Equity of the distribution of advising responsibilities	2.97	2.94	
	Benchmark: Nature of Work: Teaching	3.79	3.77	
	Time spent on teaching	3.90	3.89	
	Number of courses taught	3.86	3.90	
	Level of courses taught	4.10	4.08	
	Discretion over course content	4.10	4.29	
	Number of students in classes taught	3.85	3.78	
Nature of Work:	Quality of students taught	3.64	3.67	
	Equitability of distribution of teaching load	3.04	3.17	
Teaching	Quality of grad students to support teaching	3.42	3.51	
	Teaching schedule	4.03	3.95	
		4.03	3.95	
	Support for teaching diverse learning styles	3.72	3.58	
	Support for assessing student learning			
	Support for developing online/hybrid courses	3.71	3.45	<u>↑</u>
	Support for teaching online/hybrid courses	3.67	3.45	

		NC State	Peers	
Theme	Measure	Overall	Overall	Diff ¹
	Time spent on outreach	3.65	3.60	
Other Work Activities	Time spent on administrative tasks	2.72	2.81	
	Ability to balance teaching/research/service	3.32	3.23	
	Benchmark: Facilities and Work Resources	3.65	3.49	
	Support for improving teaching	3.50	3.48	
	Office	3.79	3.73	
	Laboratory, research, studio space	3.33	3.38	
Facilities and Work	Equipment	3.65	3.48	
Resources	Classrooms	3.64	3.19	↑
	Library resources	4.35	3.91	↑
	Computing and technical support	3.63	3.58	
	Clerical/administrative support	3.05	3.13	
	Benchmark: Personal and Family Policies	3.10	3.13	
	Right balance between professional/personal	3.18	3.15	
	Inst. supports family/career compatibility	3.01	3.11	
	Housing benefits	2.28	2.16	
	Tuition waivers, remission, or exchange	2.81	3.21	Ļ
Personal and Family	Spousal/partner hiring program	2.83	2.89	
Policies	Childcare	2.17	2.53	Ţ
	Eldercare	2.50	2.81	Ļ
	Family medical/parental leave	3.31	3.59	Ļ
	Flexible workload/modified duties	3.71	3.67	•
	Stop-the-clock policies (pre-tenured only)	3.54	3.74	
	Parking benefits	3.10	2.59	
	Benchmark: Health and Retirement Benefits	3.27	3.62	Ļ
Llaolth and	Health benefits for yourself	3.40	3.72	Ļ
Health and	Health benefits for family	2.83	3.68	Ļ
Retirement Benefits	Retirement benefits	3.41	3.63	
	Phased retirement options	3.38	3.24	
Salary	Salary	2.87	3.10	
	Benchmark: Interdisciplinary Work	2.96	2.84	
	Budgets encourage interdiscip. work	2.72	2.68	
	Facilities conducive to interdiscip. work	3.02	2.88	
Interdisciplinary	Interdiscip. work is rewarded in merit	2.92	2.73	
Work	Interdiscip. work is rewarded in promotion	2.93	2.88	
	Interdiscip. work is rewarded in tenure	3.25	2.98	↑
	Interdiscip. work is rewarded in reappointment	2.97	2.70	
	Dept. knows how to evaluate interdiscip. work	2.98	2.98	
	Benchmark: Collaboration	3.77	3.68	
Callabaratian	Opportunities for collab. within dept	3.78	3.74	
Collaboration	Opportunities for collab. outside inst	3.85	3.74	
	Opportunities for collab. outside dept	3.69	3.54	

Theme	Measure	NC State Overall	Peers Overall	Diff ¹
	Benchmark: Mentoring	3.25	3.25	Dim
	Effectiveness of mentoring within dept.	3.89	3.83	
	Effectiveness of mentoring outside dept.	3.79	3.77	
	Mentoring of pre-tenure faculty in dept (tenure track only)	3.45	3.47	
	Mentoring of tenured associate profs in dept (tenured only)	2.74	2.65	
	Mentoring of PrfTr faculty in dept (PrfTr only)	2.75	2.63	
	Support for faculty to be good mentors (tenured and PrfTr only)	2.69	2.65	
Mentoring	Related items (not included in benchmark)	2.00	2.00	
	Being a mentor is fulfilling	4.25	4.24	
	Importance of mentoring within dept.	4.32	4.32	
	Importance of mentoring outside dept.	3.67	3.79	
	Importance of mentoring outside inst.	3.83	3.92	
	Effectiveness of mentoring outside the inst.	4.13	4.06	
	Interest in interdisciplinary work	3.71	3.66	
	Benchmark: Tenure Policies	3.44	3.61	
	Clarity of tenure process	3.66	3.75	
	Clarity of tenure criteria	3.45	3.66	
enure Policies (pre-	Clarity of tenure standards	3.03	3.35	
tenured only)	Clarity of body of evidence for deciding tenure	3.68	3.76	*
,	Clarity of whether I will achieve tenure	3.55	3.63	
	Consistency of messages about tenure	2.97	3.20	
	Tenure decisions are performance-based	3.79	4.04	1
	Benchmark: Tenure Expectations: Clarity	3.26	3.41	¥
	Clarity of expectations: Scholar	3.72	3.86	
	Clarity of expectations: Teacher	3.68	3.84	
Tenure Clarity (pre-	Clarity of expectations: Advisor	3.49	3.43	
tenured only)	Clarity of expectations: Colleague	3.02	3.34	1
	Clarity of expectations: Campus citizen	2.68	2.97	<u>+</u>
	Clarity of expectations: Broader community	2.93	3.02	*
	Benchmark: Promotion to Full	3.82	3.78	
	Dept. culture encourages promotion	3.95	3.79	
	Reasonable expectations: Promotion	3.98	3.95	
	Clarity of promotion process	3.93	3.93	
Promotion (tenured	Clarity of promotion criteria	3.80	3.85	
only)	Clarity of promotion standards	3.62	3.60	
	Clarity of body of evidence for promotion	3.96	3.91	
	Clarity of time frame for promotion	3.58	3.49	
	Clarity of whether I will be promoted	3.11	3.08	
		3.33	3.08	
Contract Banawal	Clarity of departmental contract renewal process for prf track fac	3.33	3.13	
Contract Renewal Clarity (professional track only)	Clarity of departmental contract renewal criteria for prf track fac	3.13	2.98	
	Clarity of departmental contract renewal standards for prof track fac			
	Clarity of body of evidence for deciding contract renewal of prf track fac	3.09	3.00	
	Sense of contract renewal	3.52	3.49	
Clarity of Promotion	Clarity of promotion process for prf track fac	2.86	3.17	\downarrow
Process	Clarity of critieria for promotion for prf track fac	2.81	3.14	\downarrow
(professional track	Clarity of promotion standards for prf track fac	2.74	2.96	
only)	Clarity of body of evidence for promotion decisions for prf track fac	2.83	3.08	
	Sense of promotion	3.02	3.17	

Theme	Measure	NC State Overall	Peers Overall	Diff ¹
	Benchmark: Leadership: Senior	3.14	2.88	<u></u>
	Pres/Chancellor: Pace of decision making	3.20	2.85	↑
	Pres/Chancellor: Stated priorities	3.32	2.91	1
Leadership: Senior	Pres/Chancellor: Communication of priorities	3.09	2.81	1
	CAO: Pace of decision making	3.10	2.92	
	CAO: Stated priorities	3.15	2.91	
	CAO: Communication of priorities	2.97	2.86	
	Benchmark: Leadership: Divisional	3.30	3.20	
	Dean: Pace of decision making	3.31	3.27	
Leadership:	Dean: Stated priorities	3.36	3.25	
Divisional	Dean: Communication of priorities	3.32	3.20	
		3.21	3.09	
	Dean: Ensuring faculty input Benchmark: Leadership: Departmental	3.21	3.68	
	Head/Chair: Pace of decision making	3.58	3.64	
Leadership:	Head/Chair: Stated priorities	3.59	3.62	
Departmental		3.54	3.63	
Departmentai	Head/Chair: Communication of priorities	3.66	3.63	
	Head/Chair: Ensuring faculty input Head/Chair: Fairness in evaluating work	3.84	3.89	
	Benchmark: Leadership: Faculty	3.34	3.14	
	Faculty leaders: Pace of decision making	3.21	3.06	
Leadership: Faculty	Faculty leaders: Stated priorities	3.32	3.17	
Leadership. I acuity	Faculty leaders: Communication of priorities	3.38	3.17	*
	Faculty leaders: Ensuring faculty input	3.45	3.24	
	Priorities are stated consistently	3.17	2.79	^
	Priorities are acted on consistently	2.90	2.57	
Leadership:	· · · · · · · · · · · · · · · · · · ·	2.90	2.62	
Institution-wide	Changed priorities negatively affect my work Dean: Support in adapting to change	2.90	2.62	
Institution-wide				
	Head/Chair: Support in adapting to change	3.22	3.28	
	Visible leadership for support of diversity	3.96	4.04	
	Benchmark: Departmental Collegiality	3.78	3.81	
	Colleagues support work/life balance	3.81	3.78	
	Meeting times compatible with personal needs	3.98	4.13	
	Amount of personal interaction w/Pre-tenure	3.63	3.58	
Departmental	How well you fit	3.48	3.57	
Collegiality	Amount of personal interaction w/Tenured	3.58	3.57	
	Amount of personal interaction w/PrfTr	3.70	3.64	
	Colleagues pitch in when needed	3.68	3.77	
	Department is collegial	3.97	4.04	
	Colleagues committed to diversity/inclusion	4.06	4.08	

Theme	Measure	NC State Overall	Peers Overall	Diff ¹
	Benchmark: Departmental Engagement	3.60	3.51	
_	Discussions of undergrad student learning	3.64	3.58	
	Discussions of grad student learning	3.55	3.44	
	Discussions of effective teaching practices	3.57	3.46	
Departmental	Discussions of effective use of technology	3.52	3.36	
Engagement	Discussions of current research methods	3.30	3.22	
	Amount of professional interaction w/Pre-tenure	3.74	3.71	
	Amount of professional interaction w/Tenured	3.65	3.66	
	Amount of professional interaction w/PrfTr	3.78	3.74	
	Benchmark: Departmental Quality	3.77	3.73	
	Intellectual vitality of tenured faculty	3.80	3.85	
	Intellectual vitality of pre-tenure faculty	4.14	4.17	
	Scholarly productivity of tenured faculty	3.84	3.87	
	Scholarly productivity of pre-tenure faculty	4.06	4.15	
Departmental Quality	Intellectual vitality of PrfTr faculty	3.99	3.93	
	Scholarly productivity of PrfTr faculty	3.84	3.81	
	Teaching effectiveness of tenured faculty	3.73	3.71	
	Teaching effectiveness of pre-tenure faculty	3.93	3.96	
	Teaching effectiveness of PrfTr faculty	4.17	4.16	
	Dept. is successful at faculty recruitment (tenured and PrfTr only)	3.77	3.71	
	Dept. is successful at faculty retention (tenured and PrfTr only)	3.29	3.29	
	Dept. addresses sub-standard performance Benchmark: Appreciation and Recognition	2.60	2.57	
		<u> </u>	3.23	
	Recognition: For teaching	-	3.32	
	Recognition: For advising Recognition: For scholarship	3.04 3.34	3.10 3.36	
	Recognition: For service	3.07	3.13	
	Recognition: For outreach	3.15	3.14	
Appreciation and	Recognition: From colleagues	3.63	3.67	
Recognition	Recognition: From CAO (tenured only)	2.82	2.66	
	Recognition: From Dean <i>(tenured only)</i>	3.00	3.01	
	Recognition: From Head/Chair	3.55	3.60	
	School/college is valued by Pres/Provost (tenured only)	3.31	3.05	*
	Dept. is valued by Pres/Provost (tenured only)	3.03	2.80	
	CAO cares about faculty of my rank	2.97	2.00	
	· · ·	2.99		
	Benchmark: Governance: Trust I understand how to voice opinions about policies	2.99	2.85 2.84	
Governance: Trust	Clear rules about the roles of faculty and administration	3.08	2.90	
	Faculty and admin follow rules of engagement	3.20	3.02	
	Faculty and admin have an open system of communication	2.86	2.76	
	Faculty and admin discuss difficult issues in good faith	3.11	2.97	
	Benchmark: Governance: Shared Sense of Purpose	3.00	2.85	
Governance: Shared	Important decisions are not made until there is consensus	2.42	2.39	
Sense of Purpose	Admin ensures sufficient time for faculty input	2.92	2.72	
	Faculty and admin respectfully consider the other's view	3.10	2.97	
	Faculty and admin have a shared sense of responsibility	3.42	3.21	
Governance: Understanding the Issue at Hand	Benchmark: Governance: Understanding the Issue at Hand	2.84	2.75	
	Faculty governance structures offer opportunities for input	2.89	2.82	
	Admin communicate rationale for important decisions	2.87	2.74	
	Faculty and admin have equal say in decisions	2.54	2.51	
	Faculty and admin define decision criteria together	2.94	2.83	

Гнете	Measure	NC State Overall	Peers Overall	Diff ¹
	Benchmark: Governance: Adaptability	2.85	2.73	
Governance:	Shared governance holds up in unusual circumstances	2.78	2.67	
Adaptability	Institution regularly reviews effectiveness of governance	2.64	2.51	
	Institution cultivates new faculty leaders	3.15	3.01	
Governance: Productivity	Benchmark: Governance: Productivity	2.91	2.90	
	Overall effectiveness of shared governance	2.88	2.83	
	My committees make measureable progress towards goals	3.16	3.21	
	Public recognition of progress	2.70	2.71	

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