



SECTION 1. DEMOGRAPHIC BACKGROUND

- Q2. Are you currently employed at [INSTITUTION]?
- Yes.....1
No.....0
- Q5. What is your current appointment status?
- Full-time faculty2
Part-time faculty1
Emeritus faculty0
Visiting faculty8
Other9
None of the above 96
- Q20. What is your tenure status?
- Tenured3
Not tenured but on the tenure track.....2
Not on tenure track1
- Q10. What is your rank?
- Professor (or “Full Professor”)4
Associate Professor3
Assistant Professor2
Instructor/Lecturer1
Other5
- Q15. In what year did you earn your current rank at this institution?
- Q25. Are you currently serving in an administrative position?
- Yes1
No.....0
Decline to answer98
- Q30. Which of the following administrative titles do you currently hold?
- Department Chair/Head, Associate or Assistant
Chair/Head1
Center or Program Director.....2
Dean, Associate Dean, Assistant Dean, Vice Dean,
Division Chief, etc.3
Provost, Associate Provost, Assistant Provost, Vice
Provost, etc.4
Other (Please specify).....9

Decline to answer98

Q35. What is your race and/or ethnicity? *(Please check all that apply)*

American Indian or Native Alaskan: *A person having origins in any of the original peoples of North and South America (including Central America).*0

Asian, Asian-American, or Pacific Islander: *A person having origins in any of the original peoples of the Far East, Pacific Islands, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, Guam, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, and Samoa.*..... 1

White (non-Hispanic): *A person having origins in any of the original peoples of Europe, the Middle East, or North Africa*..... 2

Black or African-American: *A person having origins in any of the black racial groups of Africa* 3

Hispanic or Latino: *A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin* 4

Other5

Multiracial6

Decline to answer98

Q40. What is your sex?

Male0

Female..... 1

Decline to answer98

[The following questions are asked at the end of the survey.]

Q275. Not counting your current institution, at how many other colleges/universities have you held a tenured or tenure-track faculty position?

00

1 1

22

33

44

5 or more..... 5

Decline to answer98

Q280. In what year were you born?

Q285. What is your marital status?

Single 1

Married or in a civil union2

Unmarried, living with partner3

Divorced, separated, or widowed.....4

Decline to answer	98
Q290. What is your spouse/partner's employment status?	
Not employed and not seeking employment.....	1
Not employed but seeking employment	2
Employed at this institution	3
Employed elsewhere.....	4
Decline to answer	98
Q295. Do you have any of the following responsibilities? <i>(Please check all that apply)</i>	
Infants, toddlers, or pre-school age children who live with you at least half the year.....	1
Elementary, middle, or high school age children who live with you at least half the year	2
Children 18 or over who live with you at least half the year	3
Children away at college for whom you are financially responsible	6
Elders for whom you are providing ongoing care for more than 3 hours a week	4
A disabled or ill family member.....	5
None of the above.....	0
Decline to answer	98
Q300 What is your citizenship status?	
U.S. Citizen	1
Resident Alien.....	3
Non-Resident Alien.....	4
Other.....	6
Decline to answer	98
Q315. What is your annual salary?	
Less than \$30,000.....	1
\$30,000 to \$44,999.....	2
\$45,000 to \$59,999.....	3
\$60,000 to \$74,999.....	4
\$75,000 to \$89,999.....	5
\$90,000 to \$104,999.....	7
\$105,000 to \$119,999.....	8
\$120,000 or above.....	9
Decline to answer	98
Q320. Do you identify as a member of the gay, lesbian, bisexual, transgendered (GLBT) community?	
Yes.....	1
No.....	0
Decline to answer	98

Q405, Q410, Q415, and Q420 for NTT Faculty Only

Q405. What is the length of your current contract?

1 semester.....	1
2 semesters	2
1-2 years.....	3
3-4 years.....	4
5 or more years.....	5
Other.....	6
Decline to answer	98

Q410. Is your appointment...

Fixed-term renewable.....	1
Fixed-term non-renewable	2
Rolling.....	3
Other.....	4
Decline to answer	98

Q415. What is your primary work responsibility (on what are you expected to focus)?

Mostly research.....	1
Mostly teaching	2
Mostly outreach (e.g., extension, community engagement, technology transfer, economic development, K-12 education)	3
Mostly department/program administration.....	4
Mostly clinical.....	7
About an equal amount of two or more different activities	5
Other.....	6
Decline to answer	98

Q420. Not counting your current institution, at how many other colleges/universities have you held a non-tenure track faculty position?

0.....	0
1.....	1
2.....	2
3.....	3
4.....	4
5 or more.....	5
Decline to answer	98

SECTION 2. NATURE OF WORK – OVERALL

Now we have some questions related to day-to-day faculty activities.

Q45. Please rate your level of satisfaction or dissatisfaction with the portion of your time spent on the following:

- A. Teaching
- B. Research
- C. Service (e.g., department/program administration, faculty governance, committee work, advising/mentoring students, speaking to alumni or prospective students/parents)
- D. Outreach (e.g., extension, community engagement, technology transfer, economic development, K-12 education)
- E. Administrative tasks (e.g., creating and submitting reports, routine paperwork)

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1
Decline to answer	98
Not applicable	99

Q50. You indicated dissatisfaction with the portion of your time spent on the following activity or activities. Please indicate whether you feel you spend too much or too little time on:

- A. Teaching
- B. Research
- C. Service (e.g., department/program administration, faculty governance, committee work, advising/mentoring students, speaking to alumni or prospective students/parents)
- D. Outreach (e.g., extension, community engagement, technology transfer, economic development, K-12 education)
- E. Administrative tasks (e.g., creating and submitting reports, routine paperwork)

Too much.....	1
Too little	0
Decline to answer	98

Q55. Please rate your level of agreement or disagreement with the following statements:

- A. I am able to balance the teaching, research, and service activities expected of me.
- B. My institution does what it can to help faculty who take on additional leadership roles (e.g. major committee assignments, department chairmanship), to sustain other aspects of their faculty work.

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
I don't know	97
Decline to answer	98
Not applicable	99

SECTION 3. NATURE OF WORK – SERVICE

Q60. Please rate your level of satisfaction or dissatisfaction with the following:

- A. The number of committees on which you serve
- B. The attractiveness (e.g., value, visibility, importance, personal preference) of the committees on which you serve
- C. The discretion you have to choose the committees on which you serve
- D. How equitably committee assignments are distributed across faculty in your department
- E. The number of students you advise/mentor (including oversight of independent study, research projects, internships, study abroad)

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1
Decline to answer98
Not applicable99

SECTION 4. NATURE OF WORK – TEACHING

Q70. Please rate your level of satisfaction or dissatisfaction with the following:

- A. The number of courses you teach
- B. The level of courses you teach
- C. The discretion you have over the content of the courses you teach
- D. The number of students in the classes you teach, on average
- E. The quality of students you teach, on average
- I. The quality of graduate students to support your teaching
- F. The support your institution has offered you for improving your teaching
- G. How equitably the teaching workload is distributed across faculty in your department

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1
Decline to answer98
Not applicable99

SECTION 5. NATURE OF WORK – RESEARCH

Q80. Please rate your level of satisfaction or dissatisfaction with the following:

- A. The amount of external funding you are expected to find
- B. The influence you have over the focus of your research/scholarly/creative work
- C. The quality of graduate students to support your research/scholarly/creative work

- D. Institutional support (e.g., internal grants/seed money) for your research/scholarly/creative work
- E. The support your institution provides you for engaging undergraduates in your research/scholarly/creative work

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1
Decline to answer	98
Not applicable	99

Q85. Please rate your level of satisfaction or dissatisfaction with the support your institution has offered you for:

- A. Obtaining externally funded grants (pre-award)
- B. Managing externally funded grants (post-award)
- C. Securing graduate student assistance
- D. Traveling to present papers or conduct research/creative work
- E. The availability of course release time to focus on your research

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1
Decline to answer	98
Not applicable	99

SECTION 6. RESOURCES & SUPPORT

The next items address salary, benefits, facilities, and support.

Q90. Please rate your level of satisfaction or dissatisfaction with the following aspects of your employment:

- A. Office
- B. Laboratory, research, or studio space
- C. Equipment
- D. Classrooms
- E. Library resources
- F. Computing and technical support
- G. Salary
- H. Clerical/administrative support

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1

Decline to answer 98
 Not applicable 99

Q95. Please rate your level of satisfaction or dissatisfaction with the following aspects of your employment:

- A. Health benefits for yourself
- B. Health benefits for your family (i.e. spouse, partner, and dependents)
- C. Retirement benefits
- D. Housing benefits (e.g. real estate services, subsidized housing, low-interest mortgage)
- E. Tuition waivers, remission, or exchange
- F. Spousal/partner hiring program
- G. Childcare
- H. Eldercare
- I. Phased retirement options
- J. Family medical/parental leave
- K. Flexible workload/modified duties for parental or other family reasons
- L. *(Tenure-Track Only)*: Stop-the-clock for parental or other family reasons

Very satisfied..... 5
 Satisfied..... 4
 Neither satisfied nor dissatisfied..... 3
 Dissatisfied 2
 Very dissatisfied..... 1
 Not offered at my institution 96
 I don't know 97
 Decline to answer 98
 Not applicable 99

SECTION 7. INTERDISCIPLINARY WORK

Now we have a few items about interdisciplinary work (e.g., teaching or scholarship that crosses the boundaries of traditional academic disciplines or schools of thought) at your institution.

Q100. Please rate your level of agreement or disagreement with the following statements:

- A. Budget allocations encourage interdisciplinary work.
- B. Campus facilities (e.g. spaces, buildings, centers, labs) are conducive to interdisciplinary work.
- C. Interdisciplinary work is rewarded in the merit process.
- D. *(NTT or Tenured Associate or Full Professor Only)*: Interdisciplinary work is rewarded in the promotion process.
- E. *(Tenure-Track Assistant Professor Only)*: Interdisciplinary work is rewarded in the tenure process
- F. *(NTT Only)*: Interdisciplinary work is rewarded in the reappointment process
- G. My department understands how to evaluate interdisciplinary work.

Strongly agree 5
 Somewhat agree..... 4
 Neither agree nor disagree..... 3
 Somewhat disagree..... 2
 Strongly disagree 1
 I don't know 97
 Decline to answer 98

Not applicable99

SECTION 8. COLLABORATION

The next items address opportunities for collaboration.

Q105. Please rate your level of satisfaction or dissatisfaction with your opportunities for collaboration with:

- A. Other members of your department
 - E. Within your institution, faculty outside your department
 - D. Faculty outside your institution
- | | |
|---|-----|
| Very satisfied..... | 5 |
| Satisfied..... | 4 |
| Neither satisfied nor dissatisfied..... | 3 |
| Dissatisfied..... | 2 |
| Very dissatisfied..... | 1 |
| Decline to answer | .98 |
| Not applicable | .99 |

SECTION 9. MENTORING

Now we have some questions for you about mentorship of faculty. Please consider both formal mentoring programs, where mentors and mentees are assigned to each other, and informal mentoring relationships.

Q110 AND Q115 for NTT and Tenured Associate and Full Faculty Only

Q110. At this institution and in the past five years, I have served as either a formal or informal mentor to...
(Check all that apply)

- | | |
|--|-----|
| Pre-tenure faculty in my department | 1 |
| Tenured faculty in my department..... | 2 |
| Non-tenure-track faculty in my department..... | 5 |
| Pre-tenure faculty outside my department..... | 3 |
| Tenured faculty outside my department | 4 |
| Non-tenure-track faculty outside my department | 6 |
| None of the above..... | 0 |
| Decline to answer | .98 |

Q115. Would you agree or disagree that being a mentor is/has been fulfilling to you in your role as a faculty member?

- | | |
|---------------------------------|-----|
| Strongly agree | 5 |
| Somewhat agree..... | 4 |
| Neither agree nor disagree..... | 3 |
| Somewhat disagree..... | 2 |
| Strongly disagree | 1 |
| Decline to answer | .98 |
| Not applicable | .99 |

Q120. 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:

- A. Having a mentor or mentors in your department
- B. Having a mentor or mentors outside your department at your institution
- C. Having a mentor or mentors outside your institution

Very important	5
Important	4
Neither important nor unimportant	3
Unimportant	2
Very unimportant.....	1
Decline to answer98
Not applicable99

Q125. Please rate the effectiveness or ineffectiveness of the following for you:

- A. Mentoring from someone in your department
- B. Mentoring from someone outside your department at your institution
- C. Mentoring from someone outside your institution

Very effective.....	5
Effective	4
Neither effective nor ineffective.....	3
Somewhat ineffective	2
Very ineffective	1
Have not received.....	.97
Decline to answer98
Not applicable99

Q130. Please rate your level of agreement or disagreement with the following statements:

- A. *(Tenure-Track or Tenured Only)*: There is effective mentoring of pre-tenure faculty in my department.
- B. *(Tenured Associate or Full Professor Only)*: There is effective mentoring of tenured associate professors in my department.
- D. *(NTT)*: There is effective mentoring of non-tenure-track faculty in my department.
- C. *(NTT or Tenured Associate or Full Professor Only)*: My institution provides adequate support for faculty to be good mentors.

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
I don't know97
Decline to answer98
Not applicable99

SECTION 10. PROMOTION AND TENURE

Now we would like to collect your impressions regarding various aspects of promotion or tenure in your department.

Q135A and Q135C for Tenured Associate of Full Faculty Only

Q135. Please rate your level of agreement or disagreement with the following statements:

- B. My department has a culture where associate professors are encouraged to work towards promotion to full professorship.
- C. Generally, the expectations for promotion from associate to full professor are reasonable to me.

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
I don't know97
Decline to answer98
Not applicable99

Q136A-E, Q132, Q133, Q137A-F, Q138A-F, and Q139A-B for Pre-tenure Assistant Faculty Only

Q136. Please rate the clarity of the following aspects of earning tenure in your department:

- A. The tenure process in my department
- B. The tenure criteria (what things are evaluated) in my department
- C. The tenure standards (the performance thresholds) in my department
- D. The body of evidence (the dossier's contents) that will be considered in making my tenure decision
- E. My sense of whether or not I will achieve tenure

Very clear.....	5
Somewhat clear.....	4
Neither clear nor unclear	3
Somewhat unclear	2
Very unclear	1
Decline to answer98

Q132. At this time, do you believe you will achieve tenure?

Yes.....	1
No.....	0
Decline to answer98

Q133. Why do you feel that you will not achieve tenure at this institution?

Q137. Is what's expected in order to earn tenure clear to you regarding your performance as:

- A. A scholar
- B. A teacher
- C. An advisor to students
- D. A colleague in your department
- E. A campus citizen
- F. A member of the broader community (e.g., outreach)

Very clear.....	5
Somewhat clear.....	4
Neither clear nor unclear	3
Somewhat unclear.....	2
Very unclear	1
Decline to answer	98
Not applicable	99

Q138. Is what's expected in order to earn tenure reasonable to you regarding your performance as:

- A. A scholar
- B. A teacher
- C. An advisor to students
- D. A colleague in your department
- E. A campus citizen
- F. A member of the broader community (e.g., outreach)

Very reasonable	5
Somewhat reasonable.....	4
Neither reasonable nor unreasonable	3
Somewhat unreasonable	2
Very unreasonable.....	1
Decline to answer	98
Not applicable	99

Q139. Please rate your level of agreement or disagreement with the following statements:

- A. I have received consistent messages from tenured faculty about the requirements for tenure.
- B. In my opinion, tenure decisions here are made primarily on performance-based criteria (e.g., research/creative work, teaching, and/or service) rather than on non-performance-based criteria (e.g., politics, relationships, and/or demographics).

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
Decline to answer	98
Not applicable	99

Q140A-F and Q145A and Q145C for Tenured Associate or Full Faculty Only

Q140. Please rate the clarity of the following aspects of promotion in rank from associate professor to full professor:

- A. The promotion process in my department
- B. The promotion criteria (what things are evaluated) in my department
- C. The promotion standards (the performance thresholds) in my department
- D. The body of evidence (the dossier's contents) considered in making promotion decisions
- E. The time frame within which associate professors should apply for promotion
- F. (*Associate Professor Only*) My sense of whether I will be promoted from associate to full professor

Very clear.....	5
Somewhat clear.....	4
Neither clear nor unclear	3
Somewhat unclear	2
Very unclear	1
Decline to answer	98

- Q145. A. (*Tenured Associate Professor Only*): Have you received formal feedback on your progress toward promotion to full professor?
 C. (*Tenure-Track Assistant Professor Only*): Have you received formal feedback on your progress toward tenure?

Yes.....	1
No.....	0
Decline to answer	98

Q150 and Q155 for Tenured Associate Faculty Only

Q150. When do you plan to submit your dossier for promotion to full professor?

I've already submitted my dossier	4
In five years or less	1
In more than five years but less than ten years	2
In ten years or more	3
Never	0
I don't know	97
Decline to answer	98

Q155. You responded: [INSERT Q150 RESPONSE]. What are your primary reasons? (*Please select up to two responses*)

Lack of support from my department chair	1
Lack of support from my colleagues	2
Lack of time/support for research.....	3
Heavy teaching load.....	4
Administrative responsibilities.....	5
Family/personal responsibilities.....	6
I have not been signaled to do so by someone in my department	7
Not interested in promotion	8

I am planning to leave the institution	9
I plan to retire before promotion	10
Other (Please specify).....	12
Decline to answer	98

Q450A-E and Q460A-E for NTT Faculty Only

Q450. Please rate the clarity of the following aspects of contract renewal in your department:

- A. The contract renewal process in my department
- B. The contract renewal criteria (what things are evaluated) in my department
- C. The contract renewal standards (the performance thresholds) in my department
- D. The body of evidence (the dossier’s contents) considered in making contract renewal decisions
- E. My sense of whether or not my contract will be renewed

Very clear.....	5
Somewhat clear.....	4
Neither clear nor unclear	3
Somewhat unclear	2
Very unclear	1
Decline to answer	98

Q460. Please rate the clarity of the following aspects of promotion in your department:

- A. The promotion process for non-tenure-track faculty in my department
- B. The criteria (what things are evaluated) for promotion of non-tenure-track faculty in my department
- C. The standards (the performance thresholds) for promotion of non-tenure-track faculty in my department
- D. The body of evidence (the dossier’s contents) considered in making promotion decisions for non-tenure-track faculty in my department
- E. My sense of whether I will be promoted

Very clear.....	5
Somewhat clear.....	4
Neither clear nor unclear	3
Somewhat unclear	2
Very unclear	1
Decline to answer	98

SECTION 11. INSTITUTIONAL GOVERNANCE & LEADERSHIP

The next questions address your perceptions about leadership at your institution.

Q170. Please rate your level of agreement or disagreement with the following statements:

- A. My institution's priorities are stated consistently across all levels of leadership (i.e. president, provost, deans/division heads, and department chairs/heads).
- C. My institution's priorities are acted upon consistently across all levels of leadership (i.e. president, provost, deans/division heads, and department chairs/heads).
- D. In the past five years, my institution's priorities have changed in ways that negatively affect my work in my department.

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
I don't know97
Decline to answer98
Not applicable99

Q175. In adapting to the changing mission, I have received sufficient support from: *(Please select 'Not Applicable' if you serve in this capacity)*

- A. My dean or division head
- B. My department head or chair
- C. My chief academic officer (provost, VPAA, dean of faculty)

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
Decline to answer98
Not applicable99

Q180. Please rate your level of satisfaction or dissatisfaction with the following: *(Please select 'Not Applicable' if you serve in this capacity)*

My institution's president's/chancellor's:

- A. Pace of decision making
- B. Stated priorities
- C. Communication of priorities to faculty

My institution's chief academic officer's (provost, VPAA, dean of faculty):

- L. Pace of decision making
- M. Stated priorities
- N. Communication of priorities to faculty
- O. Ensuring opportunities for faculty to have input into the institution's priorities

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1
Decline to answer	98
Not applicable	99

Q185. Please rate your level of satisfaction or dissatisfaction with the following: *(Please select 'Not Applicable' if you serve in this capacity)*

My dean's or division head's:

- D. Pace of decision making
- E. Stated priorities
- F. Communication of priorities to faculty
- G. Ensuring opportunities for faculty to have input into school/college priorities

My department head's or chair's:

- H. Pace of decision making
- I. Stated priorities
- J. Communication of priorities to faculty
- K. Ensuring opportunities for faculty to have input into departmental policy decisions
- L. Fairness in evaluating my work

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1
Decline to answer	98
Not applicable	99

SECTION 12. ENGAGEMENT

The next items will collect some of your impressions regarding the faculty at your institution.

Q190. How often do you engage with faculty in your department in conversations about:

- A. Undergraduate student learning
- B. Graduate student learning
- C. Effective teaching practices
- D. Effective use of technology
- E. Use of current research methodologies

Frequently	5
Regularly	4
Occasionally	3
Seldom	2
Never	1
Decline to answer	98

Q195. Please rate your level of satisfaction or dissatisfaction with the following:

- A. The intellectual vitality of tenured faculty in your department
- B. The intellectual vitality of pre-tenure faculty in your department
- E. The intellectual vitality of non-tenure track faculty in your department
- C. The research/scholarly/creative productivity of tenured faculty in your department
- D. The research/scholarly/creative productivity of pre-tenure faculty in your department
- F. The research/scholarly/creative productivity of non-tenure track faculty in your department
- G. The teaching effectiveness of tenured faculty in your department
- H. The teaching effectiveness of pre-tenure faculty in your department
- I. The teaching effectiveness of non-tenure track faculty in your department

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1
I don't know	97
Decline to answer	98
Not applicable	99

SECTION 13. WORK & PERSONAL LIFE BALANCE

Q200. Please rate your level of agreement or disagreement with the following statements:

- A. I have been able to find the right balance, for me, between my professional life and my personal/family life.
- B. My institution does what it can to make personal/family obligations (e.g. childcare or eldercare) and an academic career compatible.
- C. My departmental colleagues do what they can to make personal/family obligations (e.g. childcare or eldercare) and an academic career compatible.
- D. Department meetings occur at times that are compatible with my personal/family needs.

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
I don't know	97
Decline to answer	98
Not applicable	99

SECTION 14. CLIMATE

Q205. Please rate your level of satisfaction or dissatisfaction with the following:

- A. The amount of professional interaction you have with pre-tenure faculty in your department
- B. The amount of personal interaction you have with pre-tenure faculty in your department
- C. How well you fit in your department (e.g. your sense of belonging in your department)
- D. The amount of professional interaction you have with tenured faculty in your department

- E. The amount of personal interaction you have with tenured faculty in your department
- F. The amount of professional interaction you have with non-tenure track faculty in your department
- G. The amount of personal interaction you have with non-tenure track faculty in your department

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1
Decline to answer98
Not applicable99

Q210. Please rate your level of agreement or disagreement with the following statements:

- A. My departmental colleagues “pitch in” when needed.
- B. On the whole, my department is collegial.

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
Decline to answer98
Not applicable99

Q212. Please rate your level of agreement or disagreement with the following statements:

- A. On the whole, my department colleagues are committed to supporting and promoting diversity and inclusion in the department.
- B. There is visible leadership at my institution for the support and promotion of diversity on campus.

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
Decline to answer98
Not applicable99

SECTION 15. APPRECIATION & RECOGNITION

Q215. Please rate your level of satisfaction or dissatisfaction with the following:

How satisfied are you with the recognition you receive for your...

- A. Teaching efforts
- B. Student advising
- C. Scholarly/creative work
- D. Service contributions (e.g., department/program administration, faculty governance, committee work, advising/mentoring students, speaking to alumni or prospective students/parents)

- E. Outreach (e.g., extension, community engagement, technology transfer, economic development, K-12 education)

For all of your work, how satisfied are you with the recognition you receive from...

- J. Your chief academic officer (provost, VPAA, dean of faculty)
- K. Your dean or division head
- L. Your department head or chair
- I. Your colleagues/peers

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied.....	2
Very dissatisfied.....	1
Decline to answer	98
Not applicable	99

Q220A-B for Tenured Associate or Full Faculty Only

Q220. Please rate your level of agreement or disagreement with the following statements:

- A. I feel that my school/college is valued by this institution’s President/Chancellor and Provost.
- B. I feel that my department is valued by this institution’s President/Chancellor and Provost.

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
Decline to answer	98
Not applicable	99

SECTION 16. RECRUITMENT & RETENTION

Next, we have a few questions related to faculty retention.

Q225 Which of the following have you done at this institution in the past five years? (*Check all that apply*)

Actively sought an outside job offer.....	1
Received a formal job offer.....	2
Renegotiated the terms of your employment (with, for example, a department chair or dean).....	3
None of the above.....	0
Decline to answer	98

Q230. Which of the following items were adjusted as a result of those negotiations? (*Check all that apply*)

Base salary	1
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Supplemental salary (e.g., summer, intersession, overload).....	2
Tenure clock	3
Teaching load (e.g., course release).....	4
Administrative responsibilities.....	5
Equipment.....	7
Lab/research support.....	8
Employment for spouse/partner	9
Sabbatical or other leave time	10
Other (Please specify).....	11
No adjustments resulted from those negotiations.....	0
Decline to answer	98

Q235. If you could negotiate adjustments to your employment, which one of the following items would you most like to adjust?

Base salary	1
Supplemental salary (e.g., summer, intersession, overload).....	2
Tenure clock	3
Teaching load (e.g., course release).....	4
Administrative responsibilities.....	5
Equipment.....	7
Lab/research support.....	8
Employment for spouse/partner	9
Sabbatical or other leave time	10
Other (Please specify)	11
There is nothing about my employment that I wish to adjust	0
Decline to answer	98

Q240. Please rate your level of agreement or disagreement with the following statement(s):

A. Outside offers are not necessary as leverage in compensation negotiations

My department is successful at...

B. Recruiting high-quality faculty members

C. Retaining high-quality faculty members

D. Addressing sub-standard tenured faculty performance

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
I don't know	97
Decline to answer	98
Not applicable	99

SECTION 17. GLOBAL SATISFACTION

Q245. Please rate your level of agreement or disagreement with the following statements:

- 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.
- B. If I had it to do all over, I would again choose to work at this institution.

Strongly agree	5
Somewhat agree.....	4
Neither agree nor disagree.....	3
Somewhat disagree.....	2
Strongly disagree	1
I don't know97
Decline to answer98
Not applicable99

Q250. Please rate your level of satisfaction or dissatisfaction with the following:

- A. All things considered, your department as a place to work
- B. All things considered, your institution as a place to work

Very satisfied.....	5
Satisfied.....	4
Neither satisfied nor dissatisfied.....	3
Dissatisfied	2
Very dissatisfied.....	1
Decline to answer98
Not applicable99

- Q255. A. *(Tenured Associate or Full Professor Only)*: How long do you plan to remain at this institution?
 C. *(Tenure-Track Assistant Professor Only)*: Assuming you achieve tenure, how long do you plan to remain at this institution?
 D. *(NTT Only)*: How long do you plan to remain at this institution?

For no more than five years	1
More than five years but less than ten.....	2
Ten years or more	3
I don't know97
Decline to answer98

Q260. If you were to choose to leave your institution, what would be your primary reason?

To improve your salary/benefits.....	1
To find a more collegial work environment.....	3
To find an employer who provides more resources in support of your work	4
To work at an institution whose priorities match your own.....	5
To pursue an administrative position in higher education (e.g. chair, dean, or provost)	6
To pursue a nonacademic job.....	7

To improve the employment opportunities for your spouse/partner	8
For other family or personal needs	9
To improve your quality of life	10
To retire	11
To move to a preferred geographic location	13
Other (Please specify)	14
There is no reason why I would choose to leave this institution	0
Decline to answer	98

Q265. If a candidate for a faculty position asked you about your department as a place to work, would you...

Strongly recommend your department as a place to work	2
Recommend your department with reservations	1
Not recommend your department as a place to work	0
Decline to answer	98

Q267A. Please check the two (and only two) best aspects about working at your institution.

Quality of colleagues	1
Support of colleagues	2
Opportunities to collaborate with colleagues	3
Quality of graduate students	4
Quality of undergraduate students	5
Quality of facilities	6
Support for research/creative work (e.g., leave)	7
Support for teaching	8
Support for professional development	9
Assistance for grant proposals	10
Childcare policies/practices	11
Availability/quality of childcare facilities	12
Spousal/partner hiring program	13
Compensation	14
Geographic location	15
Diversity	16
Presence of others like me	17
My sense of “fit” here	18
Protections from service/assignments	19
Commute	20
Cost of living	21
Teaching load	23
Manageable pressure to perform	27
Academic freedom	28
Tenure/promotion clarity or requirements	29
Quality of leadership	30
Other (Please specify)	94
Other (Please specify)	95
There are no positive aspects	99
Decline to answer	98

Q267B. Please check the two (and only two) worst aspects about working at your institution.

Quality of colleagues	1
Support of colleagues	2
Opportunities to collaborate with colleagues	3
Quality of graduate students	4
Quality of undergraduate students	5
Quality of facilities	6
Lack of support for research/creative work (e.g., leave)	7
Lack of support for teaching.....	8
Lack of support for professional development.....	9
Lack of assistance for grant proposals.....	10
Childcare policies/practices (or lack thereof).....	11
Availability/quality of childcare facilities	12
Spousal/partner hiring program (or lack thereof)	13
Compensation.....	14
Geographic location	15
Lack of diversity	16
Absence of others like me	17
My lack of “fit” here.....	18
Too much service/too many assignments	19
Commute.....	20
Cost of living	21
Teaching load.....	23
Unrelenting pressure to perform	27
Academic freedom.....	28
Tenure/promotion clarity or requirements	29
Quality of leadership	30
Other (Please specify).....	94
Other (Please specify).....	95
There are no negative aspects	99
Decline to answer	98

Q270. Please use the space below to tell us the number one thing that you, personally, feel your institution could do to improve your workplace.