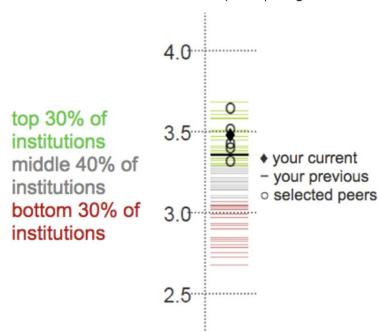
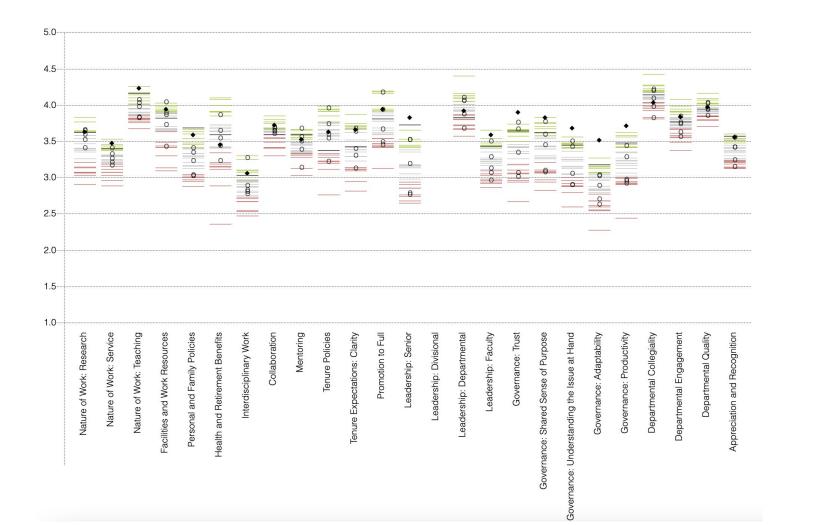
Benchmarks at a Glance

These charts summarize the benchmark results for your institution relative to your selected comparison institutions and the entire cohort of participating institutions.

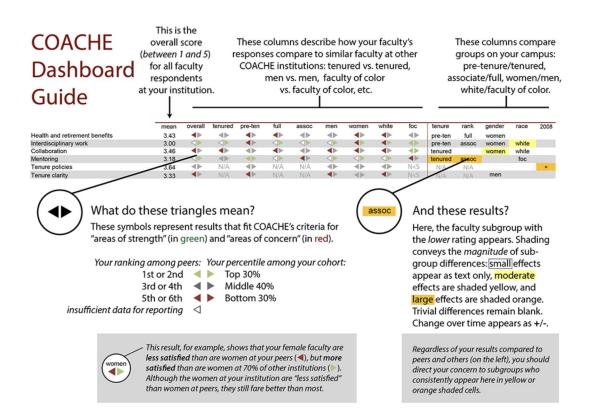


Each column represents the range of institutional means (not the distribution of individual respondents) along that dimension. Within each chart, you can see your institution's mean score on the benchmark (◆), your institution's prior mean score (—), the mean scores of your five selected comparison institutions (•), and the distribution of the responses of the entire cohort as signified by the red, grey, and green lines.

You should be most concerned with the placement of your marker (◆). A score in the red section of the column indicates that your institution ranked in the bottom 30 percent of all institutions. A mark in the green section indicates your faculty rated a benchmark in the top 30 percent of all institutions. A mark in the grey area indicates a "middle-of-the-road" result.

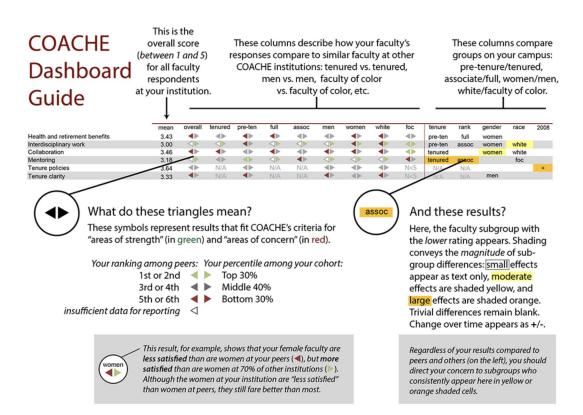


Benchmarks Dashboard



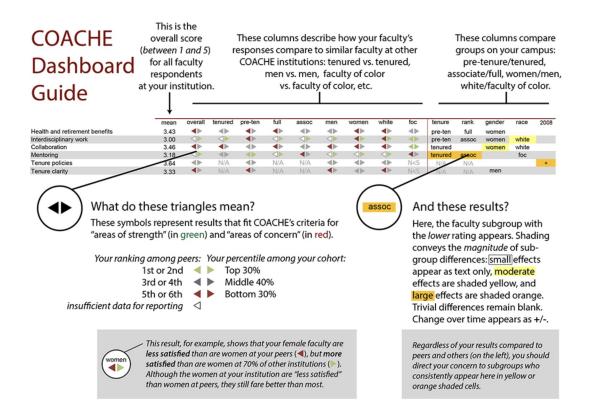
				compared compared								in GREE n in RED						med. (.3)			
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2018
Nature of Work: Research	3.63	4	•	◆ ▶	\triangleleft	◆ ►	◆ ▶	4	*	◄ ▶	*	4	◆ ▶	pre-ten	tenured	assoc	women	foc	asian	urm	
Nature of Work: Service	3.48	◆ ▶	•		\triangleleft	4	4	4	◄▶	4	*	◆▶		pre-ten	ntt	assoc	women	foc	white	urm	+
Nature of Work: Teaching	4.24	◆ ▶	*	4	\triangleleft	4	◆ ▶	4	◄►	◆ ▶	*	4	⋖ ▶		tenured	assoc	women	foc	asian	urm	
Facilities and Work Resources	3.94	◄▶	\	4	$\mathrel{\triangleleft}\blacktriangleright$	◄►	◆ ▶	4	⋖ ▶	\triangleleft	*	4	◆ ▶		ntt	assoc	women		asian	white	+
Personal and Family Policies	3.59	◆ ▶	•	◄►	\triangleleft	◆▶	4	◆ ▶	4	◆ ▶	*	4	4		ntt	assoc	women		asian		
Health and Retirement Benefits	3.46	⋖ ▶	◆ ▶	⋖ ▶	\triangleleft	\	◆ ▶	⋖▶	◄►	◆ ▶	◆ ▶	♦ ▶	⋖▶		tenured	assoc	women		white		-
Interdisciplinary Work	3.06	⋖ ▶	•	◄ ▶	\triangleleft	4	⋖ ▶	◄►	*	*	\	\triangleleft	4		ntt	assoc	women	foc	asian	urm	
Collaboration	3.72	◆ ▶	*	4	$\mathrel{\triangleleft}\blacktriangleright$	\triangleleft	4	4	◆ ▶	4	*	4	⋖ ▶	pre-ten	ntt	assoc		foc	asian	urm	+
Mentoring	3.53	4	*	4	\triangleleft	4	⋖ ▶	4	♦ ▶	4	*	◆▶	4		ntt	assoc	women	foc	asian	urm	
Tenure Policies	3.63	$\blacktriangleleft \blacktriangleright$	N/A	⋖ ▶	N/A	N/A	N/A	$\blacktriangleleft \blacktriangleright$	⋖ ▶	◆ ▶	\triangleleft	N<5	N<5	N/A	N/A	N/A			N<5	N<5	+
Tenure Expectations: Clarity	3.66	\	N/A	◄ ▶	N/A	N/A	N/A	\triangleleft	4	◆ ▶		N<5	N<5	N/A	N/A	N/A	men	white	N<5	N<5	+
Promotion to Full	3.94	4		N/A	N/A	*	$\blacktriangleleft \blacktriangleright$	4	⋖ ▶	4	◆ ▶	\triangleleft	\triangleleft	N/A	N/A	assoc	women	foc	asian	urm	+
Leadership: Senior	3.83	◆ ▶	•	◄►	\triangleleft	4	◆ ▶	◆ ▶	◄►	◆ ▶	•	4	*	pre-ten	tenured	assoc	women		white	urm	
Leadership: Divisional	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Leadership: Departmental	3.92	⋖▶	◆ ▶	◆ ▶	N<5	◄ ▶	⋖⊳	⋖▶	◆	⋖▶	◆ ▶	⋖⊳	⋖▶	tenured	N<5		women		asian		
Leadership: Faculty	3.59	◆ ▶	\	♦ ▶	\triangleleft	◄►	◆ ▶	4	4	◆ ▶	\	4	⋖▶	pre-ten	tenured	assoc		foc	asian	urm	+
Governance: Trust	3.90	◄►	•	◆ ►	\triangleleft	*	4	◆ ►	*	*	*	4	\triangleleft		tenured	assoc		foc	asian		+
Governance: Shared Sense of Purpose	3.83	⋖ ▶	*	4	$\mathrel{\triangleleft} \blacktriangleright$	\triangleleft	◆ ▶	\triangleleft	⋖ ▶	4	*	4	4	pre-ten	ntt	assoc					+
Governance: Understanding the Issue at Hand	3.68	◆ ▶	•	4	\triangleleft	◆▶	◆ ▶	4	4	4	*	♦ ▶	4	tenured	tenured	assoc	men	foc		urm	+
Governance: Adaptability	3.52	◆▶	*	◆▶	\triangleleft	4	◆ ▶	4	4	◄ ▶	*	\triangleleft	◄ ▶		tenured	assoc	women	foc	asian	urm	+
Governance: Productivity	3.71	◆ ▶	•	4	\triangleleft	4	◆	◆ ▶	4	◆ ▶	•	4	◆		ntt	assoc			white		+
Departmental Collegiality	4.04	4	◆ ▶	4	\triangleleft	◄▶	4	⋖▶	⋖ ▶	⋖ ▶	\	⋖ ▶	◄▶	pre-ten	ntt	assoc	women	foc	asian	urm	-
Departmental Engagement	3.84	<▶	-	◆ ▶	\triangleleft	4	◄ ▶	⋖▶	4	4	◆ ▶	◆▶	4	pre-ten	ntt	assoc	men	foc	asian	urm	+
Departmental Quality	3.98	4	\	4	\triangleleft	4	◄ ▶	♦ ▶	♦ ▶	4	*	⋖ ▶	◆ ▶	pre-ten	tenured	assoc	men	foc	asian	urm	
Appreciation and Recognition	3.56	4	•	4	\triangleleft	◆ ▶	◆ ▶	4	4	◆	◆ ▶	4	◆ ▶	pre-ten		assoc	women	foc	asian	urm	

Nature of Work - Demographic Analysis



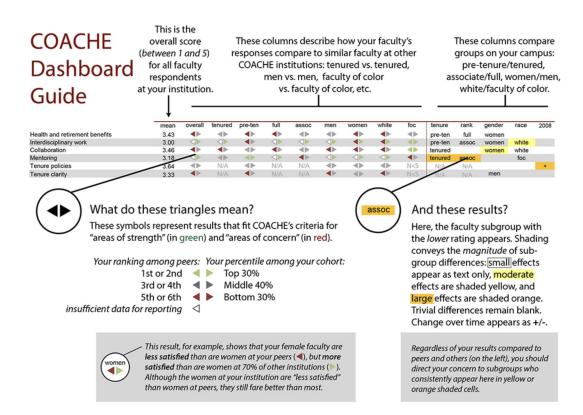
				compared								n in GREE ern in RED							differences Irg. (.5)		
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2018
Nature of Work: Research	3.63	4	4	◆	(4	*	*	4	•	◆ ▶	4	◆ ▶	pre-ten	tenured	assoc	women	foc	asian	urm	
Time spent on research	2.91	◆ ▶	⊲ ⊳	⋖ ▶	N<5	<₽	<₽	⋖⊳	4	⋖⊳	⋖ ▶	4	⋖ ▶	pre-ten	N<5	assoc	women	foc	white	urm	
Expectations for finding external funding	3.73	4	4	⊲ ⊳	N<5	4	4	•	4	4	⊲ ⊳		⊲ ⊳		N<5	assoc	men	foc		urm	
Influence over focus of research	4.48	4	41	4	1	4	4	4	4	4	4	<1b	4	pre-ten	ntt	assoc	women	foc	asian	urm	-
Quality of grad students to support research	N/A	N/A	N/A	N/A	N/A	N/A	NIA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Support for research			IN/A	IN/A		19/74	19//	INA	IN/A	IN/A	INA	INA	1 V/∧	IVA		- 2	19//	- 20			IN/A
Support for engaging undergrads in research	3.79				N<5										N<5	assoc		foc	asian	urm	
Support for obtaining grants (pre-award)	3.90		4	4		4	4		4		4	4	4	pre-ten	tenured	assoc	men	foc	asian	urm	+
Support for maintaining grants (post-award)	3.16		•	4▶	N<5	•	4	•	•	•	4	<▶	•		N<5	assoc	women	foc	asian	urm	
Support for securing grad student assistance	3.41		◆ ▶		N<5	<₽	◆ ▶	•	•		•	\triangleleft	•	pre-ten	N<5	assoc	men	foc	asian	urm	
Support for travel to present/conduct research	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Availability of course release for research	4.07	4	◆ ▶	◆ ▶	(4	4	4	◆ ▶	4	⋖⊳	<▶	⋖⊳	pre-ten	tenured	assoc		foc	white	urm	
Nature of Work: Service	2.70	◆ ▶	⋖ ▶	⋖ ▶	N<5	<▶	◄▶	\triangleleft	\triangleleft	♦ ▶	◆▶	N<5	*	pre-ten	N<5	assoc	women	foc	N<5	urm	100
Time spent on service	3.48	4		⋖ ▶		4	4	4	•	•	4	4	4	pre-ten	ntt	assoc	women	foc	white	urm	+
Support for faculty in leadership roles	3.27	4₽	4	4		41	41-	41-	4	41-	41	41	4	pre-ten	ntt	assoc	women	foc	white	urm	
Number of committees	3.14												4	pre-ten	ntt		women	100	white	um	
Attractiveness of committees		4							4lb	4	4		4			assoc					
Discretion to choose committees	3.66		45	45				dh	41-					pre-ten	ntt		women	white	white		
Equitability of committee assignments	3.64	4	4	4		4		4					♦ ▶	pre-ten	ntt	assoc	men	foc		urm	+
Number of student advisees	4.03	4	4	4	<▶	4	4	4	4	4	4	<▶	4		ntt	assoc		foc		urm	+
Support for being a good advisor	3.07	♦ ▶	4	•	N<5	4	♦ ▶	<₽	*	-	•	<▶	•	pre-ten	N<5	assoc	women	foc	asian	urm	
Equity of the distribution of advising	3.73	I	4		\triangleleft	4	4	4	I	◆ ▶	4	4	4	pre-ten	ntt	assoc	women		white		
responsibilities	3.54	-	<₽	⋖ ▶	\triangleleft	<₽	<▶	4	4	4	4	4	◆ ▶	pre-ten	ntt	assoc	women	foc	asian		+
Nature of Work: Teaching	3.18	⊲⊳	⊲ ⊳	4		4	4	⋖⊳	4	⊲ ⊳	⊲ ⊳	⋖ ▶	4	pre-ten		assoc	women				
Time spent on teaching	0.10						,,,					-	-	pro torr		00000	TOTAL				
Number of courses taught	4.24	-	4	4	(4	4	4	•	-	4	4	♦ ▶		tenured	assoc	women	foc	asian	urm	
Level of courses taught	4.06	I	\triangleleft	4	$\triangleleft \blacktriangleright$	⋖ ▶	⋖ ▶	◆ ▶	◄►	◄ ▶	$\blacktriangleleft \blacktriangleright$	⋖ ▶	◆ ▶		tenured	assoc	women	foc	asian	urm	12
Discretion over course content	3.99	4	4	<▶	(4	4	4	4	-	4	4	4		tenured	assoc	women	foc		urm	
Number of students in classes taught	4.28	4	4	⋖ ▶	\triangleleft	4	4	4	4	*	⋖ ▶	<₽	♦ ▶	pre-ten	tenured			foc	asian	urm	
Quality of students taught	4.74	4	4	4		4	4	4	4	4	<₽	⋖⊳	•	tenured	tenured			foc	asian	urm	+
Equitability of distribution of teaching load	4.27	4	4	<₽	< ▶	4	4▶	4	4	4	4	4	4		tenured	assoc			white		
Quality of grad students to support teaching	4.57	4	41	4		44	4	4	41	4	4	4	4	tenured	tenured			foc	asian	urm	+
Teaching schedule	3.73	4		4			45	46		4	411-	4	▲ ▶	pre-ten	tenured	assoc	women	foc	white	urm	
Support for teaching diverse learning styles			N/A	21/4	ALLA	ALIZA	11/4	11/4	21/2	-											****
Support for assessing student learning	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Support for developing online/hybrid courses	4.19		4	4		4	4	4	♦ ▶	4	4▶	4	♦ ▶	pre-ten	tenured	assoc	women	foc	asian	urm	
Support for teaching online/hybrid courses	3.78		4	◆ ▶	N<5	•	4	4	1	•	4▶	4	•	pre-ten	N<5	assoc		foc	asian	urm	+
Related Survey Items	3.87	4		◄►	\triangleleft	4	4▶	<₽	4	4	- ◀▶	4	◆ ▶	tenured	tenured	assoc		foc		urm	
Time spent on outreach	3.31	♦ ▶	♦ ▶		N<5	⋖		<₽	♦ ▶	♦ ▶	<▶		<▶	tenured	N<5	assoc			asian		-
Time spent on administrative tasks	3.18	◆▶	◆	\triangleleft	N<5	\triangleleft	\triangleleft	◆▶	⊲⊳	\triangleleft	${}^{\triangleleft} \blacktriangleright$	\triangleleft	\triangleleft	tenured	N<5	assoc	men	white	asian	white	
Ability to balance teaching/research/service			-	-	-											-				-	
Time spent on outreach	3.55	⋖ ▶	4	4	N<5	4	⋖ ▶	4	⊲ ⊳	4	4 ▶	N<5	4	pre-ten	N<5	assoc	women	foc	N<5	urm	
Time spent on administrative tasks	2.98	41	4	4	<▶	4	4	4	41	4	4	<	4	tenured	tenured	assoc	women	foc	asian	urm	
Ability to balance teaching/research/service	2.95	4	die	4	N -F	4	db	41	41	-db	4	416						-			
, wanty to balance teaching/research/service	2.95	45	400		C>VI						la la			pre-ten	N<5	assoc	women	foc	white	urm	

Resources and Support - Demographic Analysis



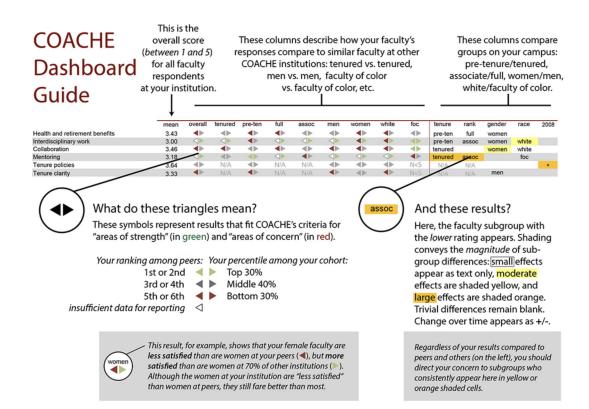
			r results o									in GREE						n campus med. (.3			
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2018
Facilities and Work Resources	3.94	⋖ ▶	*	4 >	⊲⊳	♦ ►	4 >	4	∢ ▶	♦ ▶	*	◆ ▶	♦ ►		ntt	assoc	women		asian	white	+
Support for improving teaching	4.13	⋖ ▶	*	4	\triangleleft	◆▶	⋖ ▶	4	◄►	4		⋖▶	4		tenured	assoc		foc	asian	urm	+
Office	4.24	⋖ ▶		◆ ▶	$\mathrel{\vartriangleleft}\blacktriangleright$	◄▶	◆ ▶	⋖ ▶	4	◆ ▶	*	◆ ▶	◄▶		ntt	assoc		white		white	+
Laboratory, research, studio space	3.75	4	I	\	N<5	4	\triangleleft	4	⋖ ▶	4		N<5	$\blacktriangleleft \blacktriangleright$	tenured	N<5	assoc	women		N<5		+
Equipment	3.93	4	*	◆ ▶	\triangleleft	♦ ▶	⋖ ▶	4	⋖⊳	⋖▶	*	N<5	♦ ▶		ntt	assoc	women	white	N<5	white	+
Classrooms	3.74	◆ ▶	*	4	$\mathrel{\triangleleft}\blacktriangleright$	4	◆ ▶	4	4	◆ ▶		◆ ▶		pre-ten	ntt	assoc	women	white	white		+
Library resources	3.91	◆ ▶	*	♦ ▶	\triangleleft	⋖⊳	◆ ▶	⋖▶	◄ ▶	♦ ▶	*	(\triangleleft	pre-ten		assoc	women	foc	asian		+
Computing and technical support	3.89	⋖▶		4	\triangleleft	◄▶	⋖ ▶	4	⋖ ▶	⋖▶		◆ ▶	⋖▶	pre-ten	ntt	assoc	women		white		+
Clerical/administrative support	3.94	◆ ▶	•	4	\triangleleft	◆▶	◆ ▶	4	4	◆ ▶	-	\triangleleft	◆ ▶			assoc	women	white	white	white	
Personal and Family Policies	3.59	4	*	4	\triangleleft	4		4	I	♦ ▶	*	4	4		ntt	assoc	women		asian		
Right balance between professional/personal	2.94	4	*	4	\triangleleft	♦ ▶	*	⋖▶	4	♦ ▶	*	4	4	pre-ten	ntt	assoc	women	foc	asian	urm	-
Inst. supports family/career compatibility	3.35	⋖ ▶	*	♦ ▶	\triangleleft	◄ ▶	⋖ ▶	◆ ▶	⋖ ▶	◆ ▶		\triangleleft	4	pre-ten		assoc	women	foc		urm	-
Housing benefits	3.61	4	*	4	N<5	◆ ►	⋖ ▶	4	◄►	◆ ▶	*	N<5	◆ ▶	tenured	N<5	assoc			N<5		
Tuition waivers, remission, or exchange	4.14	⋖ ▶		4	\triangleleft	◆ ▶	⋖ ▶	⋖▶	4	⋖▶	*	\triangleleft	4	pre-ten	ntt	assoc	í		asian	white	+
Spousal/partner hiring program	2.92	4	*		N<5	⋖ ▶	◄►	4	4	4	*	N<5	4	tenured	N<5		women		N<5		+
Childcare	2.84	⋖ ▶	*	\triangleleft	N<5	4	⊲▶	4	⋖ ▶	4		N<5	⊲▶	pre-ten	N<5	assoc	women	white	N<5		-
Eldercare	2.71	◆ ▶	*	N<5	N<5	4		◆ ▶	◄▶	◆ ▶	\triangleleft	N<5		N<5	N<5	assoc	women		N<5		
Family medical/parental leave	3.83	\triangleleft	*	4	N<5	◆ ▶	⋖ ▶	4	⋖ ▶	◆ ▶	*	N<5	◄ ▶	pre-ten	N<5	assoc	women	foc	N<5		
Flexible workload/modified duties	3.50	⋖⊳	*	♦ ▶	N<5	◆▶	4	*	◄▶	◆	◆ ▶		⋖▶		N<5	assoc	women	foc	asian	urm	-
Stop-the-clock policies	3.83	⋖▶	N<5	♦ ▶	N<5	N<5	N<5	$\triangleleft \blacktriangleright$	\triangleleft	♦ ▶	\triangleleft	N<5	$\triangleleft \triangleright$	N<5	N<5	N<5			N<5		2
Commuter benefits	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Parking benefits	3.91	⋖ ▶	•	4	\triangleleft	4	◆ ▶	◆ ▶	I	◆ ▶	◆ ▶	\triangleleft	⋖▶		tenured	assoc	women	foc		urm	+
Health and Retirement Benefits	3.46	⋖⊳	◆ ▶	⋖⊳		4	*	⋖▶	4	◆ ▶	◆ ▶	⋖⊳	⋖⊳		tenured	assoc	women		white		-
Health benefits for yourself	3.45	⋖▶	*	♦ ▶	\triangleleft	◄ ▶	4	⋖▶	◄ ▶	4	◆ ▶	\triangleleft	⋖▶		tenured	assoc	women				
Health benefits for family	3.36	⋖▶	*	◄ ►		⋖ ▶	◆ ▶	⋖ ▶	◆ ▶	◆ ▶	◆ ▶	\triangleleft	⋖▶	pre-ten	ntt	assoc	women	white	white		-
Retirement benefits	3.54	4		4	\triangleleft	4	4	4	4	4	◆ ▶	\triangleleft	⋖▶		tenured	assoc	women		white		-
Phased retirement options	3.55	⋖▶	*	\triangleleft	N<5	⋖ ▶	⋖ ▶	⋖▶	4	♦ ▶	*	N<5	\triangleleft	tenured	N<5	assoc	men		N<5		1
Related Survey Items	_							-				-					-		-		
Salary	3.42	⋖▶	•	♦ ▶		⋖ ▶	4	4	⋖ ▶	♦	*	♦ ▶	⋖▶		ntt	assoc	women				+

Interdisciplinary Work, Collaboration, and Mentoring - Demographic Analysis



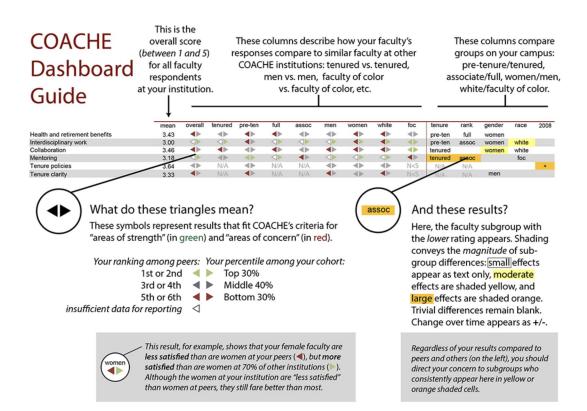
				compared compared								in GREE n in RED						n campus (med. (.3)			
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2018
Interdisciplinary Work	3.06	♦ ►	*	♦ ►	<▶	♦ ►	◆ ▶	4	♦ ▶	◆ ►	*	⊲⊳	4		ntt	assoc	women	foc	asian	urm	
Budgets encourage interdiscip. work	2.71	⋖⊳	◆	\	\triangleleft	◄ ▶	4	⋖⊳	⋖ ▶	⋖ ▶	*	\triangleleft	4	tenured	ntt	assoc	women	foc	asian	urm	
Facilities conducive to interdiscip. work	2.98	◄ ▶	*	◄►	\triangleleft	◄►	⋖⊳	4	◄ ▶	⋖ ▶	*	\triangleleft	◆	pre-ten	ntt	assoc	women	foc	asian	urm	+
Interdiscip. work is rewarded in merit	3.28	4	*	\triangleleft	N<5	◄▶	⋖⊳	\triangleleft	\triangleleft	4	\	\triangleleft	◆ ▶		N<5	assoc	1	foc		urm	+
Interdiscip. work is rewarded in promotion	3.26	◆ ▶	*	N<5	N<5	♦ ▶	⋖▶	4	◄►	◆ ▶	◆ ▶	N<5	N<5	N<5	N<5	assoc	women	foc	N<5	N<5	
Interdiscip. work is rewarded in tenure	3.50	\triangleleft	N<5	\triangleleft	N<5	N<5	N<5	$\lhd \blacktriangleright$	\triangleleft	\triangleleft	\triangleleft	N<5	N<5	N<5	N<5	N<5	men	white	N<5	N<5	+
Dept. knows how to evaluate interdiscip. work	3.35	4	•	◄►	N<5	◆▶	◆ ▶	◆ ▶	\	◆ ▶	*	\triangleleft	4		N<5	assoc	women	foc	asian	urm	+
Collaboration	3.72	◄ ▶	•	4	\triangleleft	4	4	4	◄►	◆ ▶	*	4	⋖ ▶	pre-ten	ntt	assoc		foc	asian	urm	+
Opportunities for collab. within dept	3.81	⋖ ▶	*	◆▶	$\triangleleft \blacktriangleright$	◆ ▶	◆ ▶	4	◄►	◆ ▶	*	4	◆ ▶	pre-ten	ntt	assoc	men	foc	asian	urm	+
Opportunities for collab. outside inst	3.72	4	*	◄ ▶	\triangleleft	◄►	◆ ▶	⋖▶	◄►	⋖ ▶	⋖ ▶	\triangleleft	4 >	pre-ten	ntt	assoc		foc	asian	urm	+
Opportunities for collab. outside dept	3.60	⋖⊳	*	⋖⊳	\triangleleft	◆▶	4	◄ ▶	◄►	◆ ▶	*		4	pre-ten	tenured	assoc		foc	asian	urm	
Mentoring	3.53	4	•	◆▶	\triangleleft	⋖ ▶	⋖ ▶	4	⋖ ▶	◆ ▶		◄▶	4		ntt	assoc	women	foc	asian	urm	
Effectiveness of mentoring within dept.	3.92	◆ ▶	•	◆▶	N<5	◆ ▶	⋖ ▶	4	◆ ▶	4	*	\triangleleft	4	pre-ten	N<5	full		foc	asian	urm	-
Effectiveness of mentoring outside dept.	3.82	⋖▶	*	◆▶	N<5	⋖ ▶	⋖ ▶	4	⋖ ▶	⋖ ▶	◆ ▶	\triangleleft	⋖▶	pre-ten	N<5			foc	asian		
Mentoring of pre-tenure faculty in dept	3.72	⋖⊳	*	◆▶	N<5	4	◄ ▶	⋖⊳	◄ ▶	◆ ▶	*	⊲⊳	4	pre-ten	N<5	assoc	women	foc	1	urm	-
Mentoring of tenured associate profs in dept	2.65	⋖▶	◆ ▶	N<5	N<5	◆ ▶	◆ ▶	⋖⊳	⋖ ▶	⋖▶	◆	N<5	\triangleleft	N<5	N<5	assoc	women	foc	N<5	urm	
Support for faculty to be good mentors	3.17	◆ ►	•	N<5	N<5	◆ ►	◆ ▶	\triangleleft	⋖ ▶	◆ ►	◆		4	N<5	N<5	assoc	women	foc	asian	urm	+
Related Survey Items								-						12 -3		()					-
Interdiscip. work is rewarded in reappointment	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N/A
Being a mentor is fulfilling	4.03	4	•	N<5	N<5	4	4	4	◆▶	4	*	\triangleleft		N<5	N<5	assoc	women	foc	asian	urm	
Effectiveness of mentoring outside the inst.	4.21	◆ ▶	•	*	N<5	◆▶	◆ ▶	⋖▶	*	◆ ▶	*	\triangleleft	◆ ▶	tenured	N<5	full	men		white	urm	+
Mentoring of NTT faculty in dept	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N/A
Interest in interdisciplinary work	3.54	⋖⊳	•	⋖ ▶	\triangleleft	⋖⊳	4	⋖▶	⋖ ▶	⋖▶	◆ ▶	4	4	tenured	tenured	assoc	men	white	white		

Tenure and Promotion - Demographic Analysis



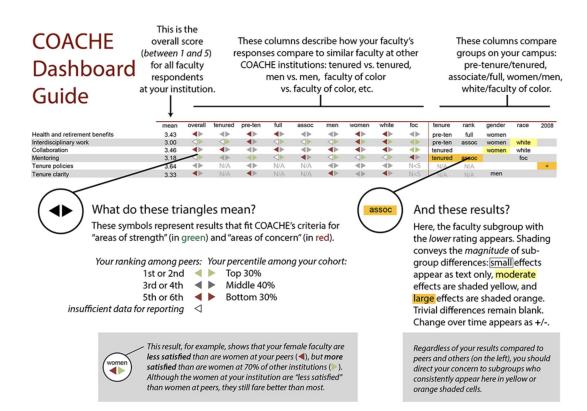
				compared compared								in GREE rn in RED	N						differences lrg. (.5)		
	mean	overall	tenured	d pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2018
Tenure Policies	3.63	∢⊳	N/A	♦ ▶	N/A	N/A	N/A	∢⊳	♦ ►	∢ ▶	⋖▶	N<5	N<5	N/A	N/A	N/A			N<5	N<5	+
Clarity of tenure process	3.83	⋖▶	N/A	⋖ ▶	N/A	N/A	N/A	◆ ▶	◆▶	⋖ ▶	\triangleleft	N<5	N<5	N/A	N/A	N/A	men	foc	N<5	N<5	+
Clarity of tenure criteria	3.83	⋖▶	N/A	⋖⊳	N/A	N/A	N/A	⋖▶	⋖⊳	⋖▶	\triangleleft	N<5	N<5	N/A	N/A	N/A	women		N<5	N<5	+
Clarity of tenure standards	3.22	◆ ▶	N/A	◄ ▶	N/A	N/A	N/A	$\blacktriangleleft \blacktriangleright$	◆▶	4	$<\!$	N<5	N<5	N/A	N/A	N/A	women		N<5	N<5	+
Clarity of body of evidence for deciding tenure	3.96	4	N/A	◆ ▶	N/A	N/A	N/A	\triangleleft	◆ ▶	◆ ▶	\triangleleft	N<5	N<5	N/A	N/A	N/A			N<5	N<5	+
Clarity of whether I will achieve tenure	3.87	\triangleleft	N/A	\triangleleft	N/A	N/A	N/A	\triangleleft	◄ ▶	⋖▶	\triangleleft	N<5	N<5	N/A	N/A	N/A	women	white	N<5	N<5	+
Clarity of tenure process in department	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Consistency of messages about tenure	3.09	⋖ ▶	N/A	◄ ▶	N/A	N/A	N/A	4	◄►	4	\triangleleft	N<5	N<5	N/A	N/A	N/A	men	foc	N<5	N<5	
Tenure decisions are performance-based	3.65	◆ ▶	N/A	◆ ▶	N/A	N/A	N/A	⋖▶	⋖⊳	◆ ▶		N<5	N<5	N/A	N/A	N/A	women	white	N<5	N<5	-
Tenure Expectations: Clarity	3.66	⋖ ▶	N/A	⋖ ▶	N/A	N/A	N/A	\triangleleft	⋖ ▶	◆ ▶	\triangleleft	N<5	N<5	N/A	N/A	N/A	men	white	N<5	N<5	+
Clarity of expectations: Scholar	3.35	4	N/A	◆▶	N/A	N/A	N/A	\triangleleft	◆ ▶	◆	\triangleleft	N<5	N<5	N/A	N/A	N/A	women	white	N<5	N<5	
Clarity of expectations: Teacher	4.35	⋖ ▶	N/A	⋖ ▶	N/A	N/A	N/A	\triangleleft	⋖ ▶	⋖ ▶	\triangleleft	N<5	N<5	N/A	N/A	N/A	men	white	N<5	N<5	+
Clarity of expectations: Advisor	3.65	4	N/A	4	N/A	N/A	N/A	\triangleleft	◄►	⋖▶		N<5	N<5	N/A	N/A	N/A	men	white	N<5	N<5	+
Clarity of expectations: Colleague	3.78	\triangleleft	N/A	◄►	N/A	N/A	N/A	\triangleleft	⋖ ▶	⋖▶	\triangleleft	N<5	N<5	N/A	N/A	N/A		white	N<5	N<5	+
Clarity of expectations: Campus citizen	3.74	◆ ▶	N/A	◄►	N/A	N/A	N/A	\triangleleft	⋖ ▶	◆ ▶	\triangleleft	N<5	N<5	N/A	N/A	N/A	men	white	N<5	N<5	+
Clarity of expectations: Broader community	3.09	◆ ▶	N/A	◄►	N/A	N/A	N/A	\triangleleft	◄►	◆ ▶		N<5	N<5	N/A	N/A	N/A	men		N<5	N<5	+
Promotion to Full	3.94	◄ ►	4	N/A	N/A	4	⋖⊳	4	⋖⊳	4	◄ ▶	<▶	\triangleleft	N/A	N/A	assoc	women	foc	asian	urm	+
Dept. culture encourages promotion	3.82	⋖▶	◆ ▶	N/A	N/A	◆ ▶	⋖⊳	4	⋖ ▶	4		N<5	\triangleleft	N/A	N/A	assoc	women	foc	N<5		+
Reasonable expectations: Promotion	4.17	4	*	N/A	N/A	◆ ▶	⋖ ▶	◆ ▶	⋖ ▶	4	•	N<5	\triangleleft	N/A	N/A	assoc	women	foc	N<5	urm	+
Clarity of promotion process	4.10	4	-	N/A	N/A	◄►	⋖▶	4	⋖⊳	4	◆ ▶	\triangleleft	\triangleleft	N/A	N/A	assoc	women	foc	asian	urm	
Clarity of promotion criteria	4.02	♦ ▶	*	N/A	N/A	◄►	⋖ ▶	4	⋖⊳	◆ ▶	◆ ▶	<▶	\triangleleft	N/A	N/A	assoc	women	foc	asian	urm	+
Clarity of promotion standards	3.65	⋖⊳	◆ ▶	N/A	N/A	◆ ▶	4	⋖▶	⋖⊳	⋖▶	◆ ▶	\triangleleft	\triangleleft	N/A	N/A	assoc	women	foc	asian	urm	
Clarity of body of evidence for promotion	4.19	◄►	•	N/A	N/A	◆ ►	⋖⊳	\rightarrow	*	◆ ▶	◆	\triangleleft	\triangleleft	N/A	N/A	assoc	women	foc	asian	urm	+
Clarity of time frame for promotion	3.89	⋖▶	◆ ▶	N/A	N/A	4	⋖ ▶	⋖▶	◄ ▶	4	\	\triangleleft	\triangleleft	N/A	N/A	assoc	women	foc	asian	urm	+
Clarity of whether I will be promoted	2.86	4	-	N/A	N/A	N<5	*	⋖⊳	4	4	\triangleleft	N<5	\triangleleft	N/A	N/A	N<5	women	white	N<5	white	-
Related Survey Items		-	-				-												-		

Institutional Leadership - Demographic Analysis



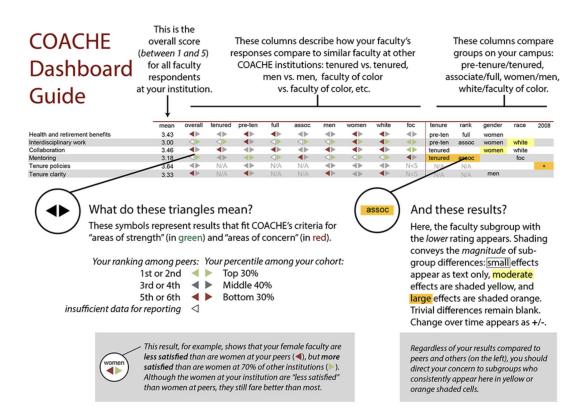
			r results o									in GREE n in RED	N				Withir sm (.1)		differences Irg. (.5)		
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2018
Leadership: Senior	3.83	*	•	♦ ▶	\triangleleft	♦ ▶	*	◆ ►	◆	♦ ►	*	*	◆ ►	pre-ten	tenured	assoc	women		white	urm	
Pres/Chancellor: Pace of decision making	3.97	◆ ▶	*	◄►	\triangleleft	⋖ ▶	◆ ▶	◆ ▶	♦ ▶	⋖ ▶	*	◆ ▶	◄▶			assoc	women	white	white		+
Pres/Chancellor: Stated priorities	4.09	4	*	◆▶	\triangleleft	◄►	◄►	4	4	◄ ▶	*	◆ ▶	◄▶		tenured	assoc			white		+
Pres/Chancellor: Communication of priorities	4.08	4	*	4	\triangleleft	◄►	◄▶	4	◆ ▶	♦ ▶	*	◆ ▶	4	pre-ten	tenured	assoc			white		+
CAO: Pace of decision making	3.72	4	•	◄ ▶	\triangleleft	◆ ▶	◄►	◆ ▶	◆ ▶	◆ ▶	*	\triangleleft	◆ ▶	pre-ten		assoc	men		white	urm	
CAO: Stated priorities	3.84	⋖ ▶	*	4	\triangleleft	◄►	◄►	⋖ ▶	◄ ▶	4	-	\triangleleft	⋖▶	pre-ten	tenured	assoc		foc	white	urm	+
CAO: Communication of priorities	3.72	4	*	♦ ▶	\triangleleft	4	4	4	◄►	◆ ▶	*	\triangleleft	⋖▶	pre-ten	tenured	assoc		foc	white	urm	
CAO: Ensuring faculty input	3.48	4	*	⋖ ▶	\triangleleft	◄►	⋖ ▶	4	⋖ ▶	4	◆ ▶	\triangleleft	⋖▶	pre-ten	tenured	assoc	women	foc		urm	
Leadership: Divisional	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dean: Pace of decision making	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dean: Stated priorities	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dean: Communication of priorities	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dean: Ensuring faculty input	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Leadership: Departmental	3.92	⋖▶	◆ ▶	⋖ ▶	N<5	⋖ ▶	⋖ ▶	⋖▶	⋖ ▶	⋖▶	◆ ▶	⋖ ▶	⋖▶	tenured	N<5		women		asian		
Head/Chair: Pace of decision making	3.82	⋖ ▶	◆	4	N<5	4	4	⋖ ▶	◆▶	⋖▶	◆ ▶	♦ ▶	◄ ▶		N<5	full	women				+
Head/Chair: Stated priorities	3.85	⋖▶	<₽	⋖ ▶	N<5	◆ ▶	⋖⊳	⋖ ▶	∢⊳	⋖▶	◆ ▶	⋖⊳	⋖ ▶	tenured	N<5		women		asian		
Head/Chair: Communication of priorities	3.81	⋖ ▶	◆ ▶	⋖⊳	N<5	⋖ ▶	⋖ ▶	⋖ ▶	⋖⊳	⋖▶	◆ ▶	⋖ ▶	⋖ ▶	tenured	N<5		women			white	
Head/Chair: Ensuring faculty input	4.10	⋖▶	◆ ▶	⋖▶	N<5	⋖ ▶	⋖ ▶	4	∢⊳	⋖▶	◆ ▶	◆▶	⋖▶	tenured	N<5	assoc	women	foc	asian		
Head/Chair: Fairness in evaluating work	4.07	◆ ▶	*	4	N<5	⋖ ▶	4	⋖▶	4	4	◆ ▶		⋖ ▶	pre-ten	N<5		women	foc	asian	urm	
Leadership: Faculty	3.59	4	•	⋖ ▶	\triangleleft	*	4	◆ ▶	◆ ▶	4	*	4	⋖▶	pre-ten	tenured	assoc		foc	asian	urm	+
Faculty leaders: Pace of decision making	3.41	4	•	4	⊲⊳	4	4	4	4	4	*	4	⋖▶	pre-ten				foc	asian	urm	+
Faculty leaders: Stated priorities	3.57	⋖ ▶	*	◄ ►	\triangleleft	⋖ ▶	*	⋖ ▶	⋖▶		tenured	assoc		foc	asian	urm	+				
Faculty leaders: Communication of priorities	3.65	4	•	♦ ▶	\triangleleft	♦ ▶	◄ ▶	4	◆ ▶	♦ ▶	*	4	◄ ▶	pre-ten	tenured	assoc		foc	asian	urm	+
Faculty leaders: Ensuring faculty input	3.77	4		⋖ ▶	\triangleleft	♦ ▶	♦ ▶	⋖▶	♦ ▶	⋖ ▶	⋖ ▶	⋖▶	⋖▶	pre-ten	tenured	assoc	men	foc	asian	urm	
Related Survey Items		-			-		••		-									-			
Priorities are stated consistently	3.69	4	4	4	⊲⊳	4	◄ ▶	◄ ►	◄ ▶	⋖ ▶	4	\triangleleft	⋖ ▶		ntt	assoc	women	foc	asian	urm	+
Priorities are acted on consistently	3.52	4	•	4	\triangleleft	♦ ▶	4	4	◆ ▶	4	*	\triangleleft	4	pre-ten	ntt	assoc	women	foc	asian	urm	+
Changed priorities negatively affect my work	3.87	4	*	4	\triangleleft	•	4	♦ ▶	♦ ▶	4	*	\triangleleft	◆ ▶		tenured	assoc		foc	asian		+
CAO: Support in adapting to change	2.64	4	4	N<5	N<5	N<5	N<5	4	◆ ►	◆ ►	N<5	N<5	N<5	N<5	N<5	N<5	women	N<5	N<5	N<5	-
Visible leadership for support of diversity	4.66	4	4	4	\triangleleft	4	4	4	4▶	4 Þ	4	4	4		tenured		men	foc	asian	urm	+

Shared Governance - Demographic Analysis



Governance: Triast 30				r results o							Areas of Areas	strength of concer	in GREE n in RED	N				Within sm (.1)	med. (.3	differences lrg. (.5		
The probability of the probabili		mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm								2018
policios 3.99	Governance: Trust	3.90	◆ ►	*	◆ ►	\triangleleft	♦ ►	◆ ▶	◆ ►	4	◆ ►	*	4 >	◆ ►		tenured	assoc		foc	asian		+
administration 365 417 418 4	I understand how to voice opinions about policies	3.89	4	•	◆ ▶	\triangleleft	4	◆ ▶	4	•	4	*	\triangleleft	4		ntt	assoc	women	foc	asian	urm	+
Faculty and admin have an open system of communication Faculty and admin discuss difficult issues in good faith 4.04	Clear rules about the roles of faculty and administration	3.65	4	•	*	<▶	*	♦ ►	*	*	*	*	\triangleleft	*		tenured	assoc		white	white	white	+
Acmin ensures sufficient time for faculty input associated sense of Purpose According and admini decisions are not made until there is a support of the sure of t	Faculty and admin follow rules of engagement	4.17	4		\	N<5	4		4	◆▶	4		\triangleleft	4		N<5	assoc	men	white		white	+
Governance: Shared Sense of Purpose 3.83	Faculty and admin have an open system of communication	3.85	4	•	*	<▶	•	*	•	*	*	•	•	4		tenured	assoc			asian		+
Important decisions are not made until there is consensus 3.32	Faculty and admin discuss difficult issues in good faith	4.04	4	•	\	\triangleleft	\	•	4	•	♦	◆	\triangleleft	4	tenured	tenured	assoc		foc	asian	urm	+
Admin ensures sufficient time for faculty input 3.54 4.01	Governance: Shared Sense of Purpose	3.83	◄ ▶	*	♦ ▶	\triangleleft	◄►	◆ ▶	⋖ ▶	♦ ►	◄ ▶	◆ ▶	♦ ▶	⋖ ▶	pre-ten	ntt	assoc					+
Faculty and admin respectfully consider the other's view 4.01	Important decisions are not made until there is consensus	3.32	4	•	\	$\triangleleft \blacktriangleright$	◆ ▶	4	4	4	◆ ▶	\	4 >	♦ ▶	pre-ten	ntt	assoc	women	white	white	white	+
other's view 4.01 4.38	Admin ensures sufficient time for faculty input	3.54	4	*	♦ ▶	\triangleleft	◆ ▶	4	4	4	4	*	4	4			assoc			white		
responsibility 4.38 4.	Faculty and admin respectfully consider the other's view	4.01	4		◆ ▶	\triangleleft	◆ ▶		4	•	4	\	4	4	tenured		assoc	women	white		white	+
Faculty governance structures offer opportunities for input 3.80 4	Faculty and admin have a shared sense of responsibility	4.38	•	•	◆ ▶	\triangleleft	4	•	4	•	*	*	<▶	4	tenured	ntt	assoc		foc	asian		+
poportunities for input Admin communicate rationale for important decisions Faculty and admin have equal say in decisions 3.73 Tenured assoc men foc urm + Faculty and admin define decision criteria together Governance: Adaptability 3.85 Tenured assoc women white white + Faculty and admin define decision criteria together Governance: Adaptability 3.89 Tenured assoc women foc asian urm + Faculty and admin define decision criteria together Faculty and admin define decision criteria Faculty and admin defin	Governance: Understanding the Issue at Hand	3.68	◄►	*	◄►	\triangleleft	◄►	◄►	\triangleleft	4	\triangleleft	◆ ▶	◄►	\triangleleft	tenured	tenured	assoc	men	foc		urm	+
decisions 3.73 Tenured assoc men loc urm + Faculty and admin have equal say in decisions 3.32 The property of the following assoc men loc urm + The property of the following assoc men loc urm + The property of the following assoc men loc urm + The property of the following assoc women white	Faculty governance structures offer opportunities for input	3.80	4	•	•	\	4	•	*	•	♦ ►	•		4	tenured	ntt	assoc	men	foc	asian	urm	+
Faculty and admin define decision criteria together 3.85	Admin communicate rationale for important decisions	3.73	4		◆ ▶	\triangleleft	4	*	4	•	4	\	*	4		tenured	assoc	men	foc		urm	+
together 3.85 N<5 N<5 N = tenured N =	Faculty and admin have equal say in decisions	3.32	4	*	◆ ▶	\triangleleft	◆▶	4	4	4	◆ ►	◆		4	tenured	tenured		men	white	white	white	
Shared governance holds up in unusual circumstances 3.89 tenured assoc foc asian urm + Institution regularly reviews effectiveness of 3.02	Faculty and admin define decision criteria together	3.85	4	*	\	N<5	◆ ▶	*	*	*	◆ ▶	*	*	◆ ▶	tenured	N<5	assoc	women	white		white	+
institution regularly reviews effectiveness of 3.89 tenured assoc foc asian urm +	Governance: Adaptability	3.52	◄►	*	◆ ▶	\triangleleft	◆ ▶	◆▶	◄►	4	◆ ▶	\	\triangleleft	◄►		tenured	assoc	women	foc	asian	urm	+
Tenured ntt assoc women	Shared governance holds up in unusual circumstances	3.89	4	•	◆ ▶	\triangleleft	4	*	4	*	◆ ▶	*	\triangleleft	4		tenured	assoc		foc	asian	urm	+
governance	Institution regularly reviews effectiveness of governance	3.02	4	•	4	<▶	4	•	4	•	4	*	⊲⊳	4	tenured	ntt	assoc	women				
Institution cultivates new faculty leaders 3.66 🌗 🌗 🜓 🜓 🌓 🌓 🌓 🌓 🌓 🌓 🍁 women foc urm +	Institution cultivates new faculty leaders	3.66	◆▶	\	\	\triangleleft	◆▶	4	◆▶	4	◄▶	\	\triangleleft	◆ ▶		tenured	assoc	women	foc		urm	+
Governance: Productivity 3.71	Governance: Productivity	3.71	4	*	◆ ►	\triangleleft	♦ ►	4	*	4	◆	*	◄►	4		ntt	assoc			white		+
Overall effectiveness of shared governance 3.72 🜓 🜓 🜓 🜓 🜓 🜓 🜓 🕩 🜓 👈 🕴 👈 👈 🔭	Overall effectiveness of shared governance	3.72	4	\	◆ ▶	\triangleleft	◆ ▶	4	◆ ▶	4	4	◄▶	◄►	◆ ▶		ntt			white	white	white	+
	My committees make measureable progress towards goals	3.86	4	•	♦ ▶	N<5	4	•	*	•	◆ ▶	*	<▶	4	pre-ten	N<5	assoc					+
Public recognition of progress 3.59 IN N<5 I	Public recognition of progress	3.59	◆ ▶	*	◆▶	N<5	◆▶	⋖▶	◆ ▶	4	I	\	◆▶	◆ ▶	tenured	N<5	assoc				urm	+

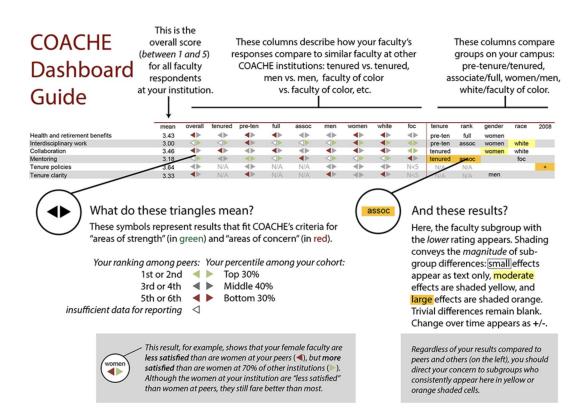
Departmental Engagement, Quality, and Collegiality - Demographic Analysis



			r results o									in GREE							differences) Irg. (.5		
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2018
Departmental Collegiality	4.04	◆ ▶	◆ ▶	4	⊲▶	♦ ►	◆ ►	⋖ ▶	♦ ►	⋖ ▶	*	♦ ▶	◆ ▶	pre-ten	ntt	assoc	women	foc	asian	urm	-
Colleagues support work/life balance	3.86	⋖ ▶	\	◆ ▶	\triangleleft	⋖ ▶	4	⋖ ▶	4	⋖ ▶	\	${<} \blacktriangleright$	◆ ▶	pre-ten	tenured	assoc	women	foc	asian	urm	-
Meeting times compatible with personal needs	4.08	4	•	*	\triangleleft	⋖⊳	*	⋖▶	4	*	*	\triangleleft	◆ ▶	pre-ten	tenured	assoc	women	foc		urm	-
Amount of personal interaction w/Pre-tenure	3.91	⋖ ▶	◆▶	⋖ ▶	\triangleleft \blacktriangleright	⋖ ▶	◆ ▶	◆ ▶	⋖ ▶	⋖▶	*	⋖ ▶	◆ ▶	tenured	tenured	assoc	men	foc		urm	
How well you fit	3.93	⋖▶	◄►	4	\triangleleft	♦ ▶	◆ ▶	⋖⊳	⋖⊳	◆ ▶	*	◆▶	◆▶	pre-ten	ntt	assoc	women	foc	asian	urm	
Amount of personal interaction w/Tenured	3.71	◆ ▶	⋖⊳	◆▶	\triangleleft	⋖ ▶	◆ ▶	◆ ▶	◄►	◆ ▶	*	◄►	◆ ▶	pre-ten	ntt	assoc		foc	asian	urm	-
Colleagues pitch in when needed	4.13	⋖▶	\	(\triangleleft	♦ ▶	*	◆ ▶	⋖⊳	⋖▶	◆ ▶	4	⋖▶	pre-ten	ntt	assoc		foc	asian	urm	
Department is collegial	4.24	⋖▶	I	4	\triangleleft	◆ ▶	⋖ ▶	⋖▶	⋖ ▶	◆ ▶		◆▶	⋖▶	pre-ten		assoc		foc	asian	urm	
Colleagues committed to diversity/inclusion	4.36	∢▶	*	⋖▶	\triangleleft	◆ ▶	⋖▶	∢⊳	∢⊳	◄►	*	4	◆▶	pre-ten	ntt	assoc	women	foc	asian	urm	
Departmental Engagement	3.84	◆ ▶	◆ ▶	◄ ▶	\triangleleft	\triangleleft	⋖▶	⋖⊳	◆ ▶	◄ ▶	⋖ ▶	4	⋖ ▶	pre-ten	ntt	assoc	men	foc	asian	urm	+
Discussions of undergrad student learning	4.33	◆ ▶	◆▶	4	\triangleleft	⋖ ▶	◆ ▶	⋖⊳	◆▶	⋖ ▶	*	⋖ ▶	4		ntt		men	foc		urm	
Discussions of grad student learning	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discussions of effective teaching practices	4.21	4	◆ ▶	4	\triangleleft	◄►	♦ ▶	⋖⊳	4	◆ ▶	*	⋖⊳	⋖ ▶	pre-ten	ntt		men	foc	asian	urm	+
Discussions of effective use of technology	3.68	4	⋖ ▶	◆▶	\triangleleft	◆ ▶	◆▶	◆ ▶	⋖ ▶	◆ ▶	\	◆▶	◆ ▶	pre-ten	ntt	assoc	men	foc	asian	urm	+
Discussions of current research methods	2.99	◆	*	♦ ▶	\triangleleft	⋖ ▶	*	◆ ►	4	⋖▶	*	\triangleleft	◆	tenured	ntt	assoc		foc	asian	urm	
Amount of professional interaction w/Pre-tenure	4.05	⋖▶	*	◆ ▶	\triangleleft	◆▶	◆ ▶	◆ ►	◄►	⋖▶	*	◆ ▶	◆ ▶	tenured	tenured	assoc	men	foc	asian	urm	
Amount of professional interaction w/Tenured	3.78	◆ ▶	*	*	\triangleleft	◆ ▶	*	◆ ▶	*	◆ ▶	*	*	◄ ▶	pre-ten	ntt	assoc	women	foc	asian	urm	-
Departmental Quality	3.98	4		4	\triangleleft	◆ ▶	◄ ▶	⋖▶	◆ ▶	⋖ ▶	•	⋖ ▶	⋖ ▶	pre-ten	tenured	assoc	men	foc	asian	urm	
Intellectual vitality of tenured faculty	3.87	⋖▶	◆ ▶	◆▶	\triangleleft	⋖ ▶	◆ ▶	⋖▶	⋖⊳	◆ ▶	*	<▶	4	pre-ten	ntt	assoc		foc	asian	urm	-
Intellectual vitality of pre-tenure faculty	4.39	◄ ►	⋖ ▶	◄►	\triangleleft	⋖⊳	4	◆ ▶	4	◄ ▶	*	\triangleleft	◆▶	tenured	tenured	assoc	men	foc	asian	urm	+
Scholarly productivity of tenured faculty	3.47	4	*	4	\triangleleft	⋖⊳	4	⋖ ▶	4	4	*		4	pre-ten	ntt	assoc	women	foc	asian	urm	-
Scholarly productivity of pre-tenure faculty	4.17	◆ ▶		$\blacktriangleleft \blacktriangleright$	\triangleleft	◆▶	◆▶	◆ ▶	◄►	4	*	\triangleleft	◆▶		tenured	assoc	men	foc	asian	urm	+
Teaching effectiveness of tenured faculty	4.37	◆ ►	◆ ►	⋖⊳	\triangleleft	◄►	◆ ►	◆ ►	◆▶	◆ ►	*	4	◄►	pre-ten	ntt	assoc	men		asian		
Teaching effectiveness of pre-tenure faculty	4.42	4		$\blacktriangleleft \blacktriangleright$	\triangleleft	4	*		4	4	*	\triangleleft	◆ ▶		tenured	assoc	men	foc	asian	urm	+
Dept. is successful at faculty recruitment	4.24	◆ ▶	*	N<5	\triangleleft	◆▶	◆ ►	◆ ▶	◄ ▶	4	*	\triangleleft	4	N<5		assoc	women		asian	white	
Dept. is successful at faculty retention	4.06	◆ ▶	\	N<5	\triangleleft	⋖⊳	◄ ▶	◆ ▶	⋖ ▶	◆ ▶	$\blacktriangleleft \triangleright$	${<} \blacktriangleright$	$\blacktriangleleft \blacktriangleright$	N<5	tenured	assoc	women	foc	asian	urm	(5)
Dept. addresses sub-standard performance	2.55	*	◆ ▶	\triangleleft	N<5	◆▶	◆ ▶	◆ ▶	◆	◆ ▶	*	\triangleleft	◆ ▶	pre-ten	N<5		women		asian		
Related Survey Items					-			-				-								_	
Intellectual vitality of NTT faculty	4.17	\triangleleft	\	\triangleleft	N<5	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft	pre-ten	N<5	assoc	men	foc	asian	urm	N/A
Scholarly productivity of NTT faculty	3.96	\triangleleft	\triangleleft	\triangleleft	N<5	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft		$\triangleleft \blacktriangleright$	\triangleleft	pre-ten	N<5	assoc	men	foc	asian		N/A
Teaching effectiveness of NTT faculty	4.28	\triangleleft	\	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft		pre-ten	tenured	assoc	men				N/A
Amount of professional interaction w/NTT	3.83	\triangleleft	\leq	\triangleleft	\triangleleft	\triangleleft	\triangleleft	\triangleleft	⊲⊳	\triangleleft	\triangleleft	\triangleleft	\triangleleft		ntt	assoc	men	foc	asian	urm	N/A
Amount of personal interaction w/NTT	3.82	⊲⊳	⋖▶	\triangleleft	\triangleleft	\triangleleft	⊲⊳	\triangleleft	⋖▶	⊲⊳	\triangleleft	⊲⊳	\triangleleft	pre-ten	ntt		men	foc		urm	N/A
Recruiting part-time faculty	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Managing part-time faculty

Appreciation and Recognition - Demographic Analysis



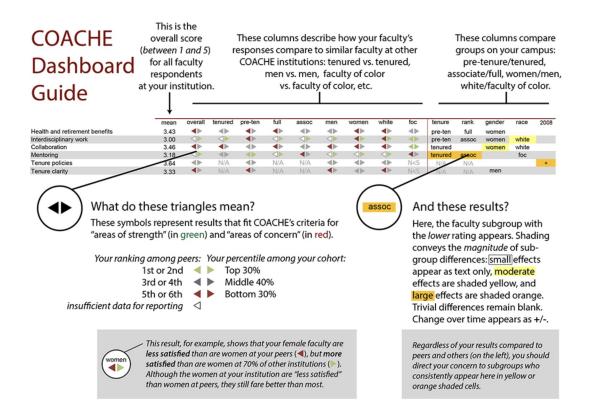
		You	r results c	ompared	to COH	ORT ▶				Areas	of conce	rn in RED					sm (.1)	med. (.3)	Irg. (.5))	
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2018
Appreciation and Recognition	3.56	♦ ►	♦	◆ ▶	\triangleleft	♦ ►	◆ ►	♦ ►	♦ ►	♦ ►	♦ ▶	♦ ►	4 >	pre-ten		assoc	women	foc	asian	urm	
Recognition: For teaching	3.79	◆ ▶	◆▶	♦ ▶	\triangleleft	◆ ▶	◄▶	4	◄►	◄▶	\	♦ ▶	◆ ▶	pre-ten	tenured	assoc	men	foc	asian	urm	+
Recognition: For advising	3.31	4	◆ ▶	4	$\triangleleft \blacktriangleright$	◄►	◆ ▶	4	◄►	◆ ▶	*	<▶	◆ ▶	pre-ten	ntt	assoc		foc		urm	
Recognition: For scholarship	3.42	4	\	4	N<5	◆ ▶	⋖ ▶	4	⋖ ▶	4	⋖ ▶	$\triangleleft \blacktriangleright$	⋖ ▶	pre-ten	N<5	assoc		foc	asian	urm	
Recognition: For service	3.19	⋖▶	\	•	\triangleleft	♦ ▶	♦ ▶	◆ ▶	⋖ ▶	◆ ▶	•	$\mathrel{\triangleleft} \blacktriangleright$	⋖▶	pre-ten	ntt	assoc	women	foc	asian	urm	
Recognition: For outreach	3.29	4	I	\triangleleft	N<5	◄►	$\blacktriangleleft \blacktriangleright$	⋖▶	◄►	◄►	⋖ ▶	N<5	$\blacktriangleleft \blacktriangleright$	pre-ten	N<5	assoc	men	foc	N<5	urm	+
Recognition: From colleagues	3.65	⋖▶	⋖ ▶	4	N<5	♦ ▶	*	4	◆▶	⋖ ▶	•	◆	4	pre-ten	N<5	assoc		foc	asian	urm	
Recognition: From CAO	3.41	◆ ▶	◄▶	N<5	N<5	◆▶	⋖ ▶	◆ ▶	◄ ▶	⋖ ▶	*	N<5	$\triangleleft \blacktriangleright$	N<5	N<5	assoc	women	foc	N<5	urm	
Recognition: From Dean	3.17	◆ ▶	\	N<5	N<5	♦ ▶	◆▶	◄ ▶	⋖⊳	4	\triangleleft	N<5	\triangleleft	N<5	N<5	assoc	women	foc	N<5	urm	-
Recognition: From Head/Chair	3.68	◆ ▶	⋖ ▶	4	N<5	⋖ ▶	4	◆	◆▶	◆ ▶		◆ ▶	⋖ ▶		N<5	assoc	women	foc	asian		-
School/college is valued by Pres/Provost	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dept. is valued by Pres/Provost	3.82	◆ ▶	◄▶	N<5	N<5	♦ ▶	◆▶	4	⋖ ▶	◄▶	*	\triangleleft	$\mathrel{\triangleleft}\blacktriangleright$	N<5	N<5	assoc	men	foc	asian	urm	
CAO cares about faculty of my rank	3.93	4	*	⋖ ▶		4	⋖ ▶	4	4	4	*	4	4	pre-ten	tenured	assoc	women	foc	asian		-

Areas of strength in GREEN

Within campus differences

Your results compared to PEERS ◀

Retention and Negotiation - Demographic Analysis



				compared compared								in GREE n in RED							differences) Irg. (.5)		
	mean	overall	tenured	pre-ten	ntt	full	assoc	men	women	white	foc	asian	urm	ten vs pre-ten	ten vs ntt	full vs assoc	men vs women	white vs foc	white vs asian	white vs urm	2018
Related Survey Items																					
How serious was consideration of outside offer?	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5	N<5
Counteroffer satisfaction	3.87	4	\triangleleft	\triangleleft	N<5	\triangleleft	N<5	\triangleleft	\triangleleft	\triangleleft	\triangleleft	N<5	N<5	tenured	N<5	N<5	women	foc	N<5	N<5	+
Outside offers are NOT necessary in negotiations	2.49	•	*	N<5	N<5	⋖ ▶	*	⋖ ▶	♦ ▶	♦ ▶	•	N<5	4	N<5	N<5	assoc	women	white	N<5	white	

Best Aspects

Faculty were asked to identify the two (and only two) **best aspects** of working at your institution. The top four responses for your institution are shown in red and disaggregated by tenure status, rank, gender, and race. The columns labeled Peer show the total number of times an item appeared as a top four item amongst any of your five peer institutions. The All column reflects the number of times an item appeared in the top four at any of the institutions in your comparable cohort. When a **best aspect** at your institution is also shown as a best aspect for your peers and/or the cohort, the issue may be seen as common in the faculty labor market. Best aspects that are unique to your campus are market differentiators, which can be highlighted in your institution's recruitment and retention efforts.

Quality of colleagues	41%	5	26	44%	5	26	25%	4	24	80%	4	18	57%	5	26	29%	5	24	43%	5	26	39%	5	26	47%	5	26	23%	4	23	43%	4	18	13%	4	21
Support of colleagues	17%	4	20	16%	3	14	21%	5	25	0%	4	16	14%	2	11	18%	4	20	12%	4	17	22%	3	21	15%	4	18	23%	4	20	14%	4	14	27%	2	17
Opportunities to collaborate with colleagues	1%			2%			0%		1	0%		1	0%	1	2	4%		2	0%			2%		1	1%		1	0%			0%			0%		2
Quality of graduate students	3%		1	0%		1	12%	0		0%	1	2	0%		1	0%	0	1	2%		1	5%			4%	0	1	0%	0		0%		1	0%	0	1
Quality of undergraduate students	77%	5	25	80%	5	24	62%	4	20	100%	4	18	80%	5	25	79%	5	24	73%	5	23	80%	5	23	78%	5	25	73%	5	22	86%	5	16	67%	5	18
Quality of facilities	4%	0		5%			4%	1	1	0%		2	0%	0		11%	1	1	4%		1	5%			3%		0	9%		0	14%	1	2	7%	1	2
Compensation	0%		3	0%		2	0%	1	2	0%	1	6	0%		2	0%	1	4	0%	1	4	0%		2	0%		2	0%		2	0%		2	0%	2	7
Support for research/creative work	3%	0	2	2%		2	8%		4	0%	0	0	3%	1	4	0%	0	1	2%	1	2	5%	0	2	4%	0	2	0%	1	3	0%	0	2	0%	1	6
Support for teaching	4%			5%		1	4%	1	6	0%	1	7	9%		3	0%		2	4%	1	1	5%		4	3%		1	9%		2	0%	1	2	13%		2
Support for professional development	1%	0	0	0%	0	0	4%	0	0	0%	1	2	0%	0	0	0%	0	0	0%	0	0	2%	0	0	1%	0	0	0%	0	2	0%	1	1	0%	0	3
Assistance for grant proposals	0%			0%			0%		1	0%			0%			0%			0%			0%			0%			0%		1	0%			0%		1
Childcare policies	0%			0%			0%			0%			0%		1	0%			0%			0%			0%			0%			0%			0%		
Spousal/partner hiring program	0%			0%			0%			0%			0%			0%			0%			0%			0%			0%			0%			0%		
Diversity	0%	0	0	0%	0	1	0%		1	0%			0%		1	0%	0	2	0%		1	0%		1	0%	0	1	0%		2	0%	0	2	0%	0	1
Presence of others like me	0%			0%			0%			0%			0%			0%			0%			0%			0%			0%			0%			0%		
My sense of 'fit' here	6%	0	4	7%	1	6	4%	1	6	0%	1	8	3%	1	5	11%	1	8	6%	0	3	5%	1	5	7%	0	5	0%	1	6	0%	1	6	0%	1	6
Geographic location	1%	1	7	2%	1	10	0%	1	11	0%	2	6	3%	1	10	0%	3	14	0%	2	9	2%	3	10	0%	1	9	5%	1	10	0%	1	7	7%	3	14
Commute	1%			2%	0		0%			0%		1	0%			4%	0	1	2%			0%			1%			0%		1	0%	1	2	0%	0	
Cost of living	3%		1	5%			0%		2	0%		2	3%		1	7%		1	4%		1	2%		1	3%		1	5%		1	0%	1	2	7%		2
Protections from service/assignments	2%			3%			0%	0		0%			0%			7%			4%			0%			1%			5%		0	14%	0		0%	1	1
Teaching load	6%		2	5%	1	4	8%		3	0%	1	4	6%		2	7%	1	4	8%		2	2%	1	2	6%		1	5%	1	3	0%	1	5	7%	2	3
Manageable pressure to perform	4%	0	0	0%	0	0	17%	1	3	0%	0	1	0%	0	0	0%	2	2	6%	0	0	2%	0	0	3%	0	.0	9%	1	2	0%	1	1	13%	2	3
Academic freedom	14%	5	16	15%	5	18	17%	3	9	0%	1	2	11%	4	20	18%	3	17	20%	4	19	7%	4	12	12%	5	16	23%	4	15	14%	4	9	27%	4	15
Tenure/promotion clarity or requirements	0%			0%			0%		1	0%			0%			0%	0	0	0%			0%			0%	0		0%			0%			0%	1	1
Quality of leadership	4%			3%			8%			0%			3%			7%			4%			5%			3%			9%			14%	1	1	7%		
There are no positive aspects	0%			0%			0%	0	0	0%			0%			0%			0%			0%			0%			0%		0	0%	0	1	0%		
Decline to answer	0%			0%			0%			0%			0%			0%	1	1	0%			0%			0%			0%			0%	2	3	0%	1	2

Associate Professor

Men

Women

you peers all (26) (26)

White

Faculty of Color

Asian/Asian-American

you peers all (26)

Underrepresented Minorities

you peers all (26)

All Faculty

you peers all (26)

Tenured

you peers all you peers all (26)

Pre-tenure

Non-tenure Track

you peers all (26)

Full Professor

you peers all (26)

Worst Aspects

Faculty were asked to identify the two (and only two) **worst aspects** of working at your institution. The top four responses for your institution are shown in red and disaggregated by tenure status, rank, gender, and race. The columns labeled Peer show the total number of times an item appeared as a top four item amongst any of your five peer institutions. The All column reflects the number of times an item appeared in the top four at any of the institutions in your comparable cohort. When a **worst aspect** at your institution is also shown as a worst aspect for your peers and/or the cohort, the issue may be seen as common in the faculty labor market. More attention should be paid to the worst aspects that are unique to your institution. These distinctions cast the institution in a negative light.

		All Faculty			Tenured		F	re-tenure		Nor	n-tenure T	ack	F	ull Profess	or	Asso	ciate Profe	essor		Men			Women			White		Fac	culty of Co	lor	Asian/A	Asian-Ame	erican	Und	derreprese Minorities	nted
	you	peers	all (26)	you	peers	all (26)	you	peers	all (26)	you	peers	all (26)	you	peers	all (26)	you	peers	all (26)	you	peers	all (26)	you	peers	all (26)	you	peers	all (26)	you	peers	all (26)	you	peers	all (26)	you	peers	all (26)
Quality of colleagues	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	2	0%	0	1	0%	0	2
Support of colleagues	2%			2%	0	0	4%	1	1	0%		1	0%		0	4%			4%			0%			0%			9%	1	2	14%	1	1	7%		3
Opportunities to collaborate with colleagues	1%			2%			0%			0%	1	1	0%			4%			2%			0%			1%			0%		0	0%			0%	1	1
Quality of graduate students	0%		0	0%			0%			0%			0%			0%	0	0	0%	0	0	0%	0		0%		0	0%		0	0%			0%		
Quality of undergraduate students	0%		2	0%		2	0%		2	0%	1	2	0%		2	0%		1	0%		3	0%		2	0%		2	0%		3	0%		1	0%		3
Quality of facilities	11%		2	11%		4	12%	0	2	0%	1	3	20%		4	4%	0	5	14%	1	2	7%		3	12%		4	9%		1	0%	1	2	13%	0	3
Compensation	20%	2	18	25%	2	15	8%	1	15	20%	2	15	20%	2	13	29%	2	16	22%	1	15	17%	1	14	24%	2	16	9%	1	12	0%	3	8	13%	2	14
Lack of support for research/creative work	6%	1	11	7%	2	8	4%	1	11	0%	1	8	6%	2	7	7%	1	10	4%	1	9	7%	2	14	4%		9	9%	1	12	0%	2	10	13%	1	11
Lack of support for teaching	1%			0%			4%			0%	1	1	0%			0%			0%			2%			1%			0%		0	0%			0%		
Lack of support for professional development	2%		0	3%			0%			0%	1	3	3%	0		4%	0	0	2%	0	0	2%		0	3%	0	0	0%		1	0%		1	0%	0	2
Lack of assistance for grant proposals	1%			2%			0%		3	0%			3%			0%			2%			0%		1	1%			0%		1	0%			0%		2
Childcare policies	10%		2	7%		2	17%	2	5	20%	1	3	3%		1	11%	1	3	2%		1	20%	1	3	12%	1	3	5%		1	0%	0	1	7%	1	2
Spousal/partner hiring program	4%	1	1	5%	1	2	4%	1	4	0%	1	3	9%	1	2	0%	1	3	6%	3	3	2%	1	2	3%	1	1	9%	2	6	14%	1	1	7%	2	7
Lack of diversity	18%	3	9	16%	3	9	12%	3	11	60%	3	10	20%	2	7	14%	4	10	20%	3	7	15%	3	12	12%	3	7	36%	5	18	43%	4	13	33%	5	17
Absence of others like me	6%			3%			8%			20%	3	3	6%			0%	1	2	4%	1	1	7%			4%			9%	2	6	14%	2	3	7%		6
My sense of "fit" here	8%	0	0	10%			4%	0		0%	2	4	11%	1	3	7%	0	0	12%	1	1	2%	0	0	6%	0	0	14%		0	14%	1	1	13%		0
Geographic location	36%	3	7	36%	3	6	38%	3	8	20%	1	5	37%	2	6	39%	3	5	41%	4	9	29%	2	5	35%	2	5	36%	3	8	43%	3	6	33%	3	9
Commute	9%	0	0	8%	0		12%	0	1	0%	0	3	3%		2	14%	0	0	12%	0	0	5%			12%		0	0%	0	1	0%	0	1	0%	0	3
Cost of living	0%		7	0%		4	0%		8	0%		5	0%		3	0%		5	0%		7	0%		5	0%		7	0%		6	0%		3	0%	2	8
Too much service/too many assignments	16%	3	21	18%	4	22	12%	2	14	0%		2	9%	4	21	29%	4	22	18%	3	18	12%	3	22	15%	4	22	18%	2	15	14%	2	11	20%	2	17
Teaching load	10%	4	13	10%	3	12	12%	3	13	0%		6	9%	4	14	11%	4	12	4%	3	13	17%	4	15	9%	4	14	14%	2	14	14%	2	10	13%	2	13
Unrelenting pressure to perform	11%		3	10%		2	17%	2	7	0%		3	11%		1	7%	1	5	6%		2	17%		3	12%		4	9%		1	14%	1	5	7%		4
Academic freedom	0%			0%			0%			0%		1	0%			0%			0%			0%			0%			0%		0	0%			0%		1
Tenure/promotion clarity or requirements	0%		0	0%			0%	0	5	0%	2	7	0%			0%	0	1	0%	0	1	0%		0	0%			0%	0	1	0%	0	0	0%	0	4
Quality of leadership	1%	1	6	2%	2	12	0%	1	4	0%		2	3%	3	15	0%	2	7	0%	1	8	2%	1	8	0%	2	7	5%	1	6	0%	1	6	7%	1	5
There are no positive aspects	2%			3%			0%			0%	1	7	6%	1	1	0%			2%		0	2%			3%			0%		0	0%		1	0%	1	1
Decline to answer	0%			0%			0%		1	0%	1	6	0%			0%			0%			0%			0%			0%		2	0%	1	3	0%		4

How to improve the workplace for faculty

The final question in the COACHE survey asks faculty to describe the one thing your institution can do to improve the workplace for faculty. COACHE analysts assigned all responses to one or more common themes.

