



# HARVARD GRADUATE SCHOOL OF EDUCATION

*The Collaborative on Academic Careers in Higher Education*

## *Faculty Job Satisfaction Survey*

*as administered Fall 2019*

### *Purpose*

This document provides the detailed explanation of the COACHE Faculty Job Satisfaction Survey. Readers should use this document to understand the specific language of questions, design and ordering of sections. For a more detailed understanding of the survey adaptive branching, scales, and additional programming notes, please refer to the survey codebook.

### *Adaptive Branching and Survey Programming*

The survey is designed with complex adaptive branching to ensure that survey respondents only answer questions that directly relate to their background and experience. Survey adaptive branching occurs based on the following characteristics:

- Institutional Type: Research Universities and Large Masters Institutions, Baccalaureate and Small Masters Institutions; Community Colleges
- Rank: Instructor/Lecturer, Assistant, Associate, Full
- Tenure status: Full-time non-tenure-track, Pre-tenure, Tenured
- Clinical Appointment Type: Clinical Medical Faculty

You will be able to identify the programming instructions by looking at text in a maroon font or by looking for text in all caps surrounded by brackets.

While this document attempts to provide detailed descriptions of the full survey instrument, there are some details that are omitted for the sake of brevity and clarity.

In a few instances throughout the survey questions are asked based on the responses to a prior question. For the sake of brevity and clarity, we may have omitted the programming instructions but when this occurs the second question references the prior response (e.g. “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:”) The document also excludes interstitial text, and programming instructions for randomization of item sets.

### *Scales*

The majority of items in the survey are five-point Likert scale items. Rather than repeat the scales throughout the entire document, the full scales are detailed at the end of this document. Within the survey, you will find the scale type referenced immediately below the items it references. You will also see the nonresponse options listed below the items. Pay particular attention to these options. Along with the means and frequencies, nonresponse options can be helpful in understanding the data. For example, if faculty report that a policy or program is not offered at your institution, when in fact it is, that reveals something about the awareness and/or quality of the policy or program. Full text of response options is always included when it does not align with a standard five-point Likert scale.

*Last update: June 16, 2020*

**SECTION 1. SCREENING AND DEMOGRAPHIC BACKGROUND**

- Q2. Are you currently employed at [INSTITUTION]?
- Yes .....1  
 No .....0
- Q3. You indicated that you are not currently employed at [INSTITUTION]. In the space below, please tell us where you are currently employed.
- [TEXT BOX].....2  
 I made a mistake, I am currently employed at [INSTITUTION] 1  
 Decline to answer ..... 98
- Q4. Were you employed at [INSTITUTION] within the past year?
- Yes .....1  
 No .....0
- Q5. What is your current appointment status?
- Full-time faculty ..... 2  
 Part-time faculty..... 1  
 Emeritus faculty ..... 0  
 Visiting faculty ..... 8  
 Other ..... 9  
 None of the above ..... 96
- Q20. What is your tenure status?
- Tenured .....3  
 Not tenured but on the tenure track .....2  
 Not on tenure track.....1
- Q21. You indicated that you are [Q20 RESPONSE]. Please confirm this selection. It cannot be changed and will determine the path you take through this survey.
- I am a tenured faculty member .....3  
 I am not tenured, but on the tenure track  
 (i.e., pre-tenure).....2  
 I am not tenured and not on a tenure track .....1
- Q10. What is your rank?
- Full Professor .....4  
 Associate Professor .....3  
 Assistant Professor.....2  
 Instructor/Lecturer.....1  
 Other .....5

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Q11. You indicated that your rank is [Q10 RESPONSE]. Please confirm this selection. It cannot be changed and will determine the path you take through this survey.

- I am a Professor..... 4
- I am an Associate Professor ..... 3
- I am an Assistant Professor ..... 2
- I am an Instructor/Lecturer ..... 1
- I hold a rank not listed here..... 5

Q12. What is your **highest** earned academic degree (M.D. includes foreign equivalents)?

- Doctoral degree (Ph.D., Ed.D., etc.).....1
- First-professional degree (M.D., D.O., D.D.S. or D.M.D., LL.B., J.D., D.C. or D.C.M., Pharm.D., Pod.D. or D.P., D.V.M., O.D., M.Div. or H.H.L. or B.D.).....2
- Doctoral degree AND First-professional degree (M.D./Ph.D, M.D./J.D., Ph.D./J.D., etc.) .....3
- Master of Fine Arts, Master of Social Work (M.F.A., M.S.W.)....4
- Other Master's degree (M.A., M.S., M.B.A, M.Ed., etc.) .....5
- Bachelor's degree .....6
- Associate's degree or equivalent.....7
- Certificate or diploma for completion of undergraduate program (other than associate's or bachelor's).....8
- Not applicable (Do not hold a degree) .....0

Q13. Does your work as a faculty member include the clinical care of patients?

- Yes .....1
- No .....0

Q14. You indicated that you [IF Q13=1: are / IF Q13=0: are not] engaged in clinical care of patients. Please confirm this selection. It cannot be changed and will determine the path you take through this survey.

- Yes, this is correct .....1
- No, this is not correct.....0

Q15. In what year did you earn your current rank at this institution?

Q405. [NON-TENURE TRACK] 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

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Q410. **[NON-TENURE TRACK]** Is your appointment...

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

Q415. **[NON-TENURE TRACK]** 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. **[NON-TENURE TRACK]** 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

Q25. Are you currently serving in an administrative position?

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

Q30. Which of the following administrative titles do you currently hold?

Department Chair/Head, Associate or Assistant Chair/Head .....	1
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): <b>[REQUIRE TXT IF SELECTED]</b> .....	9
Decline to answer.....	98

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Q35. What is your race and/or ethnicity? *(Please check all that apply)*  
 [ACCEPT MULTIPLE RESPONSES UNLESS RESPONDENT CHOOSES “Decline to answer”]

<b>American Indian or Native Alaskan:</b> <i>A person having origins in any of the original peoples of North and South America (including Central America)</i> .....	9
<b>Asian or Asian-American:</b> <i>A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan and the Philippine Islands</i> .....	1
<b>White (non-Hispanic):</b> <i>A person having origins in any of the original peoples of Europe</i> .....	2
<b>Black or African-American:</b> <i>A person having origins in any of the black racial groups of Africa</i> .....	3
<b>Hispanic or Latino/a:</b> <i>A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin</i> .....	4
<b>Native Hawaiian or Pacific Islander:</b> <i>A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands</i> .....	7
<b>Middle Eastern, Southwest Asian, or North African</b> .....	8
<b>Other</b> .....	5
Decline to answer.....	98

Q40. What is your gender/gender identity?

Man/Trans man.....	1
Woman/Trans woman.....	2
Genderqueer/Gender non-conforming.....	4
Not listed (Please specify).....	91
Decline to answer.....	98

Q40A. Do you identify as transgender?

Yes.....	1
No.....	2
Decline to answer.....	98

Q320. Do you identify as a member of the lesbian, gay, bisexual, transgender (LGBT) community?

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

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Q275x11. **[PRE-TENURE OR TENURED]** Not counting your current institution, at how many other colleges/universities have you held a tenured or tenure-track faculty position?

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

Q280. In what year were you born?

Q285. What is your marital status?

Single .....	1
Married or in a civil union.....	2
Unmarried, living with partner .....	3
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? *(Please check all that apply)* **[ACCEPT MULTIPLE RESPONSES UNLESS RESPONDENT CHOOSES “None of the above” or “Decline to answer”]**

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

Q300x11. What is your citizenship status?

U.S. Citizen.....	1
Permanent resident.....	3
A visa holder (F-1, J-1, H1-B, A, L, G, E, and TN) .....	4
Other status (please specify: ) .....	91
Decline to answer.....	98

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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

Q316. Do you currently have student loan debt?

Yes, I still currently have student loans .....	1
No, I previously had student loans but I no longer do .....	2
No, I have never had student loans .....	3
Decline to answer .....	98

Q317. **[IF Q316=1]** Approximately what is the current remaining balance on your student loans?

Q321. Have you been diagnosed with a disability?

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

Q322. **[IF Q321=1]** Which of the following have been diagnosed? (Please check all that apply)

A sensory impairment (vision or hearing) .....	1
A mobility impairment .....	2
A mobility impairment .....	3
A learning disability (e.g., ADHD, dyslexia) .....	4
A mental health disorder .....	1
Other, please describe .....	91
Decline to answer .....	98

Q323. **[IF Q321=1]** Who, at your institution is aware of your disability? (Please check all that apply)

Some of my departmental colleagues .....	1
All of my departmental colleagues .....	2
My Department Head/Chair .....	3
The Disability Services Office at my institution .....	4
Decline to answer .....	98
I have not disclosed my disability to anyone at my institution ..	99

## SECTION 2. NATURE OF WORK – OVERALL

Q43. [COMMUNITY COLLEGE] Describe the opportunities, if any, you have to interact with graduate students working at [INSTITUTION NAME].

TEXT BOX .....1  
I do not interact with graduate students working at [INSTITUTION NAME]..... 97  
Decline to answer..... 98

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. [COLLEGE AND UNIVERSITY] Outreach (e.g., extension, community engagement, technology transfer, economic development, K-12 education)
- E. Administrative tasks (e.g., creating and submitting reports, routine paperwork)
- F. [CLINICAL FACULTY] Patient care/client services (including medical service; counseling patients or families; administrative tasks associated with clinical service)

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

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. [IF Q45A=1, 2] Teaching
- B. [IF Q45B=1, 2] Research
- C. [IF Q45C=1, 2] Service (e.g., department/program administration, faculty governance, committee work, advising/mentoring students, speaking to alumni or prospective students/parents)
- D. [IF Q45D=1, 2] Outreach (e.g., extension, community engagement, technology transfer, economic dev, K-12 education)
- E. [IF Q45E=1, 2] Administrative tasks (e.g., creating and submitting reports, routine paperwork)
- F. [IF Q45F=1, 2] Patient care/client services (including medical service; counseling patients or families; administrative tasks associated with clinical service)

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 (clinical, if applicable) 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.

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, I don't know, Not applicable



### 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
- F. How equitably additional service work is compensated in your department
- G. The relevance of the committees on which you *currently* serve
- E. The number of students you advise/mentor (including oversight of independent study, research projects, internships, study abroad)
- H. The support your institution has offered you to be a good advisor to students
- I. How equitably advising responsibilities are distributed across faculty in your department

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

### 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. [UNIVERSITY] The quality of graduate students to support your teaching
- F. The support your institution has offered you for improving your teaching
- H. How equitably the teaching workload is distributed across faculty in your department
- J. Your teaching schedule (evenings, weekends, etc.)
- K. Addressing diverse learning styles in your classroom (e.g., returning adult students, English Language Learners, etc.)
- L. Assessing your students' learning
- M. Developing online or hybrid courses (a mix of online and traditional, face-to-face classroom instruction)
- N. Teaching online or hybrid courses (a mix of online and traditional, face-to-face classroom instruction)

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

## 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. [UNIVERSITY] 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. [UNIVERSITY] The support your institution provides you for engaging undergraduates in your research/scholarly/creative work

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

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. [UNIVERSITY] 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

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

## SECTION 6. RESOURCES & 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

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

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Q92. [CLINICAL FACULTY] Please rate your level of satisfaction or dissatisfaction with the following aspects of your employment.

- A. Support from non-physician clinical staff for your clinical care activities
- B. Opportunities for physician input in management decisions
- C. Communication to physicians about this location's financial status
- D. The teamwork between physicians and other clinical staff
- E. Location's responsiveness in meeting your requests as a physician
- F. Space available for your clinical practice
- G. Availability of supplies for your clinical practice
- H. Quality of equipment needed for your clinical practice
- I. Your ability to provide a high quality of patient care in this location
- J. How well this clinical location functions overall as it relates to patient care

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

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. [PRE-TENURE] Stop-the-clock for parental or other family reasons
- M. [COMMUNITY COLLEGE] Commuter benefits
- N. Parking

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable, Not offered at my institution, I don't know

## SECTION 7. INTERDISCIPLINARY WORK

Q99. Rate your level of interest in teaching and/or research with faculty in disciplines other than your own.

Not at all interested.....	1
Slightly interested.....	2
Moderately interested.....	3
Very interested.....	4
Extremely interested.....	5
Not offered at my institution.....	96
Decline to answer.....	98

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Q98. Are you engaged in ...

- A. Collaborative teaching with faculty in disciplines other than your own?
- B. Collaborative research with faculty in disciplines other than your own?
- C. Solo interdisciplinary teaching and/or research?

Currently .....1  
Not currently, but previously at this institution .....2  
Never at this institution.....3  
Decline to answer..... 98  
Not applicable..... 99

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. **[NON-TENURE TRACK OR TENURED WITH RANKS OF ASSOCIATE OR FULL]** Interdisciplinary work is rewarded in the promotion process.
- E. **[PRE-TENURE WITH RANK OF ASSISTANT]** Interdisciplinary work is rewarded in the tenure process
- F. **[NON-TENURE TRACK]** Interdisciplinary work is rewarded in the reappointment process
- G. My department understands how to evaluate interdisciplinary work.

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, Not applicable, I don't know

## SECTION 8. 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

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

## SECTION 9. MENTORING

Q110. **[NON-TENURE TRACK OR TENURED]** 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

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

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

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

SCALE: Importance

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

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

SCALE: Effectiveness

NON-RESPONSE OPTIONS: Decline to answer, Not applicable, Have not received

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

- A. [PRE-TENURE OR TENURED FACULTY] There is effective mentoring of pre-tenure faculty in my department.
- B. [TENURED FACULTY WITH RANK OF ASSOCIATE OR FULL] There is effective mentoring of tenured associate professors in my department.
- D. [NON-TENURE-TRACK FACULTY] There is effective mentoring of non-tenure-track faculty in my department.
- C. [NON-TENURE-TRACK FACULTY OR TENURED FACULTY WITH RANK OF ASSOCIATE OR FULL] My institution provides adequate support for faculty to be good mentors.

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, Not applicable, I don't know

## SECTION 10. TENURE AND PROMOTION

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

- B. [ASSOCIATE OR FULL] My department has a culture where associate professors are encouraged to work towards promotion to full professorship.
- C. [ASSOCIATE OR FULL] Generally, the expectations for promotion from associate to full professor are reasonable to me.
- D. [ASSISTANT] My department has a culture where assistant professors are encouraged to work towards promotion to associate professorship.
- E. [ASSISTANT] Generally, the expectations for promotion from assistant to associate professor are reasonable to me.

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, Not applicable, I don't know

Q136. [PRE-TENURE ASSISTANT] 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
- F. [UNIVERSITY] The procedures for complaints and grievances originating in my department
- E. My sense of whether or not I will achieve tenure

SCALE: Clarity

NON-RESPONSE OPTIONS: Decline to answer

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

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

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. [UNIVERSITY OR COLLEGE] A member of the broader community (e.g., outreach)
- G. [CLINICAL FACULTY] A provider of patient care/client services

SCALE: Clarity

NON-RESPONSE OPTIONS: Decline to answer

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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).

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

Q140. [TENURED ASSOCIATE OR FULL] 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. [TENURED ASSOCIATE] My sense of whether I will be promoted from associate to full professor

SCALE: Clarity

NON-RESPONSE OPTIONS: Decline to answer

Q145A. [TENURED ASSOCIATE] Have you received formal feedback on your progress toward promotion to full professor?

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

Q145B. [PRE-TENURE ASSISTANT] Have you received formal feedback on your progress toward tenure?

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

Q150. [TENURED ASSOCIATE] 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

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Q155. [TENURED ASSOCIATE] 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
[CLINICAL FACULTY] Heavy clinical load.....	13
Other (Please specify): [REQUIRE TXT IF SELECTED].....	12
Other (Please specify): [REQUIRE TXT IF SELECTED].....	14
Decline to answer.....	98

Q156. [TENURED ASSISTANT] Please rate the clarity of the following aspects of promotion in rank from assistant professor to associate 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 assistant professors should apply for promotion
- F. My sense of whether or not I will be promoted from assistant to associate professor

SCALE: Clarity

NON-RESPONSE OPTIONS: Decline to answer

Q157. [TENURED ASSISTANT] Have you received formal feedback on your progress toward promotion to associate professor?

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

Q152. [TENURED ASSISTANT] When do you plan to submit your dossier for promotion to associate 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



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Q153. **[TENURED ASSISTANT]** You responded: [INSERT Q152 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
<b>[CLINICAL FACULTY]</b> Heavy clinical load.....	13
Other (Please specify): [REQUIRE TXT IF SELECTED].....	12
Other (Please specify): [REQUIRE TXT IF SELECTED].....	14
Decline to answer.....	98

Q450. **[NON-TENURE-TRACK]** 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

SCALE: Clarity

NON-RESPONSE OPTIONS: Decline to answer

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

SCALE: Clarity

NON-RESPONSE OPTIONS: Decline to answer

## SECTION 11. INSTITUTIONAL GOVERNANCE & LEADERSHIP

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.

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, I don't know, Not applicable

Q175. In adapting to the changing mission, I have received sufficient support from:

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

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

Q180. Please rate your level of satisfaction or dissatisfaction with the following:

My institution's [CEO TITLE]:

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

My [CAO TITLE]:

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

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

Q185. Please rate your level of satisfaction or dissatisfaction with the following:

[UNIVERSITY] 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

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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

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

Q187A. Some of the following questions refer to your “institution-wide faculty governing body” or to “faculty leaders”. Your campus might have more than one group that fits these descriptions (e.g., a faculty senate *and* a collective bargaining unit). From the list below, please select or fill in the *one* group to whom *your* answers will apply.

- Faculty of the whole.....1
- Faculty assembly.....2
- Faculty Senate .....3
- Faculty union or Collective Bargaining Unit.....4
- Divisional (School or College Level) Governing Body.....6
- Other (Please specify): [REQUIRE TXT IF SELECTED].....5
- Decline to answer..... 98

Q186. Please rate your level of satisfaction or dissatisfaction with the following: (*Please select 'Not Applicable' if you serve in this capacity*)

- A. The pace of decision making by my institution-wide faculty governing body
- B. The stated priorities of my institution-wide faculty governing body
- C. The communication of priorities by my institution-wide faculty governing body
- D. The steps taken by my institution-wide faculty governing body to ensure faculty are included in that body's decision making

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

## SECTION 11A. SHARED GOVERNANCE

Q187B. On the whole, rate the effectiveness or ineffectiveness of the shared governance system at your institution.

SCALE: Effectiveness

NON-RESPONSE OPTIONS: I don't know, Decline to answer, Not applicable

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Q188. Please rate your level of agreement or disagreement with the following:

- A. The existing faculty governance structures offer sufficient opportunities for me to provide input on institution-wide policies
- B. I understand the process by which I can express my opinions about institutional policies
- C. My institution has clear rules about the various roles and authority of the faculty and administration
- D. My institution's shared governance model holds up under unusual situations
- E. My institution systematically reviews the effectiveness of its decision making processes

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

Q189A. How often do you experience the following?

- A. The governance committees on which I currently serve make observable progress toward goals.
- B. The progress achieved through governance efforts is publicly recognized.
- C. My institution cultivates new leaders among faculty.
- D. Important institutional decisions are not made until consensus among faculty leaders and senior administrators is achieved.
- E. Senior administrators ensure that there is sufficient time for faculty to provide input on important decisions.
- F. Once an important decision is made, senior administrators communicate their rationale (e.g., data used for decision, weight of faculty input, etc.).

SCALE: Frequency

NON-RESPONSE OPTIONS: I don't know, Decline to answer

Q189B. How often do faculty leaders and senior administrators...

- A. Have equal say in governance matters.
- B. Engage each other in defining decision criteria used to evaluate options.
- C. Respectfully consider one another's views before making important decisions.
- D. Follow agreed-upon rules of engagement when there are disagreements.
- E. Have an open system of communication for making decisions.
- F. Share a sense of responsibility for the welfare of the institution.
- G. Discuss difficult issues in good faith.

SCALE: Frequency

NON-RESPONSE OPTIONS: I don't know, Decline to answer

## SECTION 12. DEPARTMENTAL ENGAGEMENT

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

- A. Undergraduate student learning
- B. [UNIVERSITY] Graduate student learning
- C. Effective teaching practices
- D. Effective use of technology
- E. Use of current research methodologies
- F. [CLINICAL FACULTY] Resident learning
- G. [CLINICAL FACULTY] Effective patient care practices

SCALE: Frequency

NON-RESPONSE OPTIONS: Decline to answer

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

SCALE: Satisfaction

NON-RESPONSE OPTIONS: I don't know, Decline to answer, Not applicable

## 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.

SCALE: Agreement

NON-RESPONSE OPTIONS: I don't know, Decline to answer, Not applicable

## SECTION 14. DEPARTMENTAL 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

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

Q206. **[UNIVERSITY AND (PRE-TENURE OR TENURED)]** Please rate your level of satisfaction or dissatisfaction with the support your institution has offered you for...:

- A. Recruiting part-time faculty.
- B. Managing part-time faculty.

SCALE: Satisfaction

NON-RESPONSE OPTIONS: I don't know, Decline to answer, Not applicable

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

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

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

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.

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

## 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. [COLLEGE OR UNIVERSITY] Outreach (e.g., extension, community engagement, technology transfer, economic development, K-12 education)
- M. [CLINICAL FACULTY] Patient care/client services

[SECTION HEADER FOR I-L:] For all of your work, how satisfied are you with the recognition you receive from...

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

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

Q220. [TENURED ASSOCIATE OR TENURED FULL] Please rate your level of agreement or disagreement with the following statements:

- A. [UNIVERSITY] 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.

SCALE: Agreement

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

## SECTION 16. RECRUITMENT & RETENTION

Q225x11. 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

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Q226. What was your primary motivation for searching for an outside offer?

- To use an offer as leverage to renegotiate the terms of my employment at [INSTITUTION].....1
- To leave [INSTITUTION].....2
- Decline to answer..... 98

Q227. Prior to receiving any counteroffer (if made), how seriously were you considering accepting the job offer you received?

SCALE: Seriousness  
NON-RESPONSE OPTIONS: Decline to answer

Q228. Rate your level of satisfaction or dissatisfaction with the efforts made by your institution to retain you.

SCALE: Satisfaction  
NON-RESPONSE OPTIONS: Decline to answer

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
- [PRE-TENURE OR TENURED] 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): [REQUIRE TXT IF SELECTED]..... 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. [NON-TENURE-TRACK OR TENURED WITH RANK OF ASSOCIATE OR FULL] Outside offers are not necessary as leverage in compensation negotiations
- My department is successful at...
- B. [NON-TENURE-TRACK OR TENURED WITH RANK OF ASSOCIATE OR FULL] Recruiting high-quality faculty members
- C. [NON-TENURE-TRACK OR TENURED WITH RANK OF ASSOCIATE OR FULL] Retaining high-quality faculty members
- D. Addressing sub-standard tenured faculty performance

SCALE: Agreement  
NON-RESPONSE OPTIONS: I don't know, Decline to answer, Not applicable



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.
- C. If I had it to do all over, I would again choose to work at this institution.
- F. [COMMUNITY COLLEGE] If I had it to do all over, I would again choose to work at a community college

SCALE: Agreement

NON-RESPONSE OPTIONS: I don't know, Decline to answer, Not applicable

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

SCALE: Satisfaction

NON-RESPONSE OPTIONS: Decline to answer, Not applicable

Q255.

- A. [TENURED] How long do you plan to remain at this institution?
- B. [PRE-TENURE WITH RANK OF ASSISTANT] Assuming you achieve tenure, how long do you plan to remain at this institution?
- C. [NON-TENURE-TRACK] 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 know ..... 97
- Decline to answer..... 98

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): [REQUIRE TXT IF SELECTED]..... 14
- There is no reason why I would choose to leave this institution .0
- Decline to answer..... 98

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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.

<u>Colleagues</u>	
Quality of colleagues.....	1
Support of colleagues.....	2
Opportunities to collaborate with colleagues .....	3
<u>Students</u>	
[COLLEGE OR UNIVERSITY] Quality of graduate students ..	4
Quality of undergraduate students.....	5
<u>Fiscal / Physical</u>	
Quality of facilities.....	6
Compensation .....	14
<u>Work Support</u>	
Support for research/creative work (e.g., leave) .....	7
Support for teaching .....	8
Support for professional development .....	9
Assistance for grant proposals .....	10
[CLINICAL FACULTY] Patient care/client services .....	31
<u>Personal / Family</u>	
Childcare policies/support/availability.....	11
Spousal/partner hiring program .....	13
<u>Community / Belonging</u>	
Diversity.....	16
Presence of others like me .....	17
My sense of “fit” here.....	18
<u>Local/Regional</u>	
Geographic location.....	15
Commute .....	20
Cost of living.....	21
<u>Workload</u>	
Protections from service/assignments.....	19
Teaching load .....	23
Manageable pressure to perform .....	27
<u>Tenure / Leadership</u>	
Academic freedom .....	28
Tenure/promotion clarity or requirements.....	29
Quality of leadership .....	30
<u>Other/None/Decline</u>	
Other (Please specify): [REQUIRE TXT IF SELECTED].....	94
Other (Please specify): [REQUIRE TXT IF SELECTED].....	95
There are no positive aspects. ....	99
Decline to answer .....	98

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

### Colleagues

Quality of colleagues.....	1
Support of colleagues.....	2
Opportunities to collaborate with colleagues .....	3

### Students

[COLLEGE OR UNIVERSITY] Quality of graduate students ..	4
Quality of undergraduate students.....	5

### Fiscal / Physical

Quality of facilities.....	6
Compensation.....	14

### Work Support

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

[CLINICAL FACULTY] Patient care/client services .....	31
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### Personal / Family

Childcare policies/support/availability (or lack thereof) .....	11
Spousal/partner hiring program (or lack thereof).....	13

### Community / Belonging

Lack of diversity .....	16
Absence of others like me.....	17
My lack of “fit” here .....	18

### Local/Regional

Geographic location.....	15
Commute .....	20
Cost of living.....	21

### Workload

Too much service/ too many assignments .....	19
Teaching load.....	23
Unrelenting pressure to perform .....	27

### Tenure / Leadership

Academic freedom .....	28
Tenure/promotion clarity or requirements.....	29
Quality of leadership.....	30

### Other/None/Decline

Other (Please specify): [REQUIRE TXT IF SELECTED] .....	94
Other (Please specify): [REQUIRE TXT IF SELECTED] .....	95
There are no positive 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

## Appendix: Likert Scales

### *Agreement*

- Strongly agree (5)
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree (1)

### *Clarity*

- Very clear (5)
- Somewhat clear
- Neither clear nor unclear
- Somewhat unclear
- Very unclear (1)

### *Effectiveness*

- Very effective (5)
- Somewhat effective
- Neither effective nor ineffective
- Somewhat ineffective
- Very ineffective (1)

### *Frequency*

- Frequently (5)
- Regularly
- Occasionally
- Seldom
- Never (1)

### *Importance*

- Very important (5)
- Somewhat important
- Neither important nor unimportant
- Somewhat unimportant
- Very unimportant (1)

### *Satisfaction*

- Very satisfied (5)
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied (1)

### *Seriousness*

- Extremely seriously (5)
- Quite seriously
- Moderately seriously
- Slightly seriously
- Not at all seriously (1)