

The Collaborative on Academic Careers in Higher Education  
*at the Harvard Graduate School of Education*



COACHE Faculty Job Satisfaction Survey  
MEANS TABLES  
Central Washington University  
2014





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*at the Harvard Graduate School of Education*

Faculty Job Satisfaction Survey 2013-14

## Central Washington University

item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
	<i>Benchmark: Nature of Work Research</i>	2.93	0.75	3.12	0.23	3.21	0.74	3.20	0.67	2.77	0.75	2.82	0.66	2.96	0.65
Q45B	Time spent on research	2.88	1.18	3.17	0.37	2.93	1.26	2.83	1.27	2.76	1.12	2.96	1.19	2.86	1.09
Q80A	Expectations for finding external funding	3.10	0.95	3.11	0.19	3.34	0.94	3.13	0.91	2.86	1.01	3.16	0.96	3.08	0.90
Q80B	Influence over focus of research	4.16	0.90	4.24	0.25	4.42	0.82	4.36	0.92	3.81	1.09	4.17	0.86	4.21	0.85
Q80C	Quality of grad students to support research	2.71	1.18	2.94	0.41	2.53	1.14	2.60	1.29	2.47	1.26	2.75	1.13	2.65	1.11
Q80D	Support for research	2.52	1.12	2.82	0.31	3.07	1.20	3.23	1.09	2.48	1.12	2.36	1.06	3.07	1.16
Q80E	Support for engaging undergrads in research	2.98	1.10	3.05	0.30	3.42	1.08	3.01	1.03	2.83	1.12	3.09	1.01	2.85	1.02
Q85A	Support for obtaining grants (pre-award)	2.79	1.07	3.03	0.29	3.58	1.08	3.52	1.00	2.63	1.08	2.32	1.05	2.99	1.00
Q85B	Support for maintaining grants (post-award)	2.84	1.09	3.05	0.30	3.60	1.06	3.47	1.00	2.51	1.06	2.49	1.04	2.88	1.02
Q85C	Support for securing grad student assistance	2.30	1.13	2.65	0.38	2.57	1.15	2.32	1.13	1.84	0.96	2.50	1.16	2.61	1.09
Q85D	Support for travel to present/conduct research	3.28	1.17	3.10	0.37	2.91	1.17	3.48	1.09	2.81	1.19	2.84	1.21	2.81	1.21
Q85E	Availability of course release for research	2.35	1.11	2.50	0.37	2.36	1.11	2.31	1.16	2.06	1.04	1.91	0.98	2.08	1.04
	<i>Benchmark: Nature of Work: Service</i>	3.15	0.83	3.27	0.14	3.35	0.75	3.12	0.84	3.12	0.78	3.16	0.79	3.18	0.75
Q45C	Time spent on service	3.23	1.04	3.37	0.19	3.39	1.06	3.04	1.17	3.24	1.10	3.35	1.04	3.18	1.07
Q55B	Support for faculty in leadership roles	2.52	1.32	2.71	0.28	2.70	1.30	2.53	1.29	2.51	1.28	2.32	1.29	2.45	1.31
Q60A	Number of committees	3.35	0.97	3.43	0.16	3.53	0.85	3.15	0.98	3.28	0.98	3.30	0.96	3.23	0.96
Q60B	Attractiveness of committees	3.37	0.96	3.46	0.14	3.50	0.95	3.39	0.92	3.15	1.07	3.41	0.98	3.41	0.93
Q60C	Discretion to choose committees	3.52	1.03	3.56	0.19	3.98	0.84	3.52	1.06	3.79	0.94	3.49	1.03	3.62	0.96
Q60D	Equitability of committee assignments	2.90	1.20	3.05	0.17	3.10	1.20	3.05	1.22	2.86	1.13	3.12	1.11	3.20	1.13
Q60E	Number of student advisees	3.26	1.07	3.44	0.22	3.28	1.18	3.25	1.16	3.10	1.17	3.39	1.09	3.21	1.05
	<i>Benchmark: Nature of Work: Teaching</i>	3.55	0.75	3.71	0.16	3.89	0.62	3.77	0.67	3.58	0.72	3.60	0.69	3.49	0.65
Q45A	Time spent on teaching	3.60	1.07	3.90	0.16	4.05	0.99	3.98	0.95	3.95	1.00	3.88	0.85	3.76	1.07
Q70A	Number of courses taught	3.38	1.15	3.66	0.30	4.06	0.86	3.75	1.08	3.36	1.16	3.57	0.98	3.13	1.23
Q70B	Level of courses taught	3.96	0.86	4.01	0.14	4.29	0.67	4.10	0.82	4.05	0.81	3.96	0.93	3.83	0.96
Q70C	Discretion over course content	4.27	0.94	4.40	0.11	4.52	0.77	4.48	0.79	4.37	0.94	4.34	0.84	4.24	0.94
Q70D	Number of students in classes taught	3.77	1.04	3.68	0.24	3.84	0.98	3.63	1.14	3.36	1.15	3.28	1.23	3.65	1.02
Q70E	Quality of students taught	3.11	1.08	3.32	0.35	3.18	1.12	3.26	1.10	2.89	1.01	3.20	1.08	2.96	1.13
Q70H	Equitability of distribution of teaching load	3.14	1.27	3.26	0.19	3.60	1.16	3.50	1.21	3.15	1.30	3.28	1.17	3.23	1.24
Q70I	Quality of grad students to support teaching	2.93	1.25	3.05	0.46	2.72	1.36	3.03	1.35	2.12	1.22	2.92	1.31	2.90	1.12
Q45D	Time spent on outreach	3.32	1.02	3.50	0.15	3.55	0.99	3.34	0.91	3.55	0.89	3.58	0.92	3.40	0.99
Q45E	Time spent on administrative tasks	2.47	1.12	2.91	0.19	2.83	1.03	2.77	1.14	2.74	0.96	2.86	1.05	2.59	1.10
Q55A	Ability to balance teaching/research/service	2.81	1.38	3.14	0.29	2.99	1.40	3.03	1.32	3.09	1.25	2.75	1.26	2.63	1.28
	<i>Benchmark: Facilities and work resources</i>	3.32	0.76	3.41	0.24	3.54	0.63	3.46	0.66	3.11	0.74	3.42	0.65	3.45	0.74
Q70F	Support for improving teaching	2.94	1.14	3.24	0.28	3.23	0.95	3.73	0.98	2.93	1.09	3.56	1.02	3.04	1.12
Q90A	Office	3.87	1.04	3.74	0.24	3.90	0.95	3.86	0.99	3.39	1.22	3.78	0.95	3.70	1.22
Q90B	Laboratory, research, studio space	3.08	1.12	3.17	0.29	3.41	1.09	3.26	1.19	2.72	1.18	2.99	1.17	3.05	1.26
Q90C	Equipment	3.31	1.05	3.33	0.30	3.26	1.08	3.24	1.08	3.06	1.19	3.13	1.01	3.57	1.15

Central Washington University

item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q90D	Classrooms	3.39	1.14	3.31	0.31	3.65	1.00	2.78	1.17	3.16	1.15	3.42	1.02	3.58	1.16
Q90E	Library resources	3.13	1.08	3.68	0.36	3.53	1.15	3.76	1.01	3.29	1.00	3.71	1.03	4.01	0.77
Q90F	Computing and technical support	3.31	1.11	3.40	0.34	3.53	1.08	3.48	1.11	2.80	1.26	3.25	1.12	3.46	1.17
Q90H	Clerical/administrative support	3.37	1.29	3.30	0.31	3.78	1.06	3.54	1.18	3.48	1.24	3.27	1.15	3.01	1.35
	<i>Benchmark: Personal and family policies</i>	2.96	0.96	3.01	0.26	2.92	0.94	2.77	0.98	2.81	0.89	2.69	0.91	2.60	0.96
Q95D	Housing benefits	1.98	0.98	2.29	0.37	2.38	1.07	2.32	1.09	1.91	0.89	2.04	0.92	2.33	1.12
Q95E	Tuition waivers, remission, or exchange	3.12	1.08	2.77	0.68	1.87	0.98	2.19	1.17	1.75	0.97	2.39	1.14	2.34	1.17
Q95F	Spousal/partner hiring program	2.28	1.20	2.57	0.29	2.92	1.06	2.28	1.13	2.03	1.15	2.05	0.96	2.12	1.05
Q95G	Childcare	2.43	0.98	2.64	0.45	3.48	0.89	2.89	1.15	3.54	0.99	2.07	0.88	1.86	1.00
Q95H	Eldercare	2.77	0.86	2.76	0.22	2.80	1.15	2.73	0.94	2.79	1.03	2.46	0.85	2.48	0.98
Q95J	Family medical/parental leave	3.47	0.95	3.36	0.28	3.37	1.02	3.16	1.21	3.41	1.11	2.99	0.95	2.98	1.08
Q95K	Flexible workload/modified duties	3.25	1.15	3.39	0.26	3.26	1.11	3.16	1.20	3.33	1.18	3.25	1.02	3.09	1.25
Q95L	Stop-the-clock policies	3.06	1.30	3.39	0.52	3.75	0.50	2.73	1.19	3.82	0.41	3.60	0.83	2.68	1.39
Q200B	Inst. does what it can for work/life compatibility	2.66	1.32	2.97	0.29	3.15	1.17	2.87	1.27	2.84	1.20	2.75	1.28	2.45	1.22
Q200A	Right balance between professional/personal	2.95	1.41	3.26	0.23	3.40	1.30	3.00	1.33	3.08	1.36	2.96	1.36	2.95	1.38
	<i>Benchmark: Health and retirement benefits</i>	3.56	0.82	3.53	0.35	3.77	0.75	3.75	0.72	3.52	0.89	2.77	0.94	3.46	0.80
Q95A	Health benefits for yourself	3.74	0.97	3.66	0.42	3.97	0.83	3.90	0.87	3.74	1.02	2.71	1.19	3.75	0.91
Q95B	Health benefits for family	3.75	0.99	3.53	0.53	3.89	0.97	3.79	0.94	3.63	1.06	2.13	1.09	3.64	1.00
Q95C	Retirement benefits	3.62	0.92	3.50	0.30	3.61	0.91	3.72	0.81	3.41	1.07	3.06	1.07	3.19	1.00
Q95I	Phased retirement options	2.49	1.10	3.20	0.29	3.60	0.86	3.21	0.96	3.00	1.11	3.25	0.87	2.96	0.94
Q90G	Salary	2.71	1.14	2.88	0.40	2.78	1.06	3.27	1.14	1.74	0.92	2.37	1.15	2.30	1.18
	<i>Benchmark: Interdisciplinary work</i>	2.38	0.97	2.63	0.23	2.67	0.92	2.41	0.92	2.15	0.90	2.47	0.95	2.55	0.93
Q100A	Budgets encourage interdiscip. work	2.11	1.03	2.49	0.31	2.22	1.06	2.24	1.10	1.93	0.92	2.08	0.94	2.50	1.15
Q100B	Facilities conducive to interdiscip. work	2.48	1.14	2.59	0.26	2.63	1.11	2.29	1.03	2.13	1.11	2.53	1.06	2.57	1.07
Q100C	Interdiscip. work is rewarded in merit	2.29	1.15	2.56	0.29	2.71	1.19	2.43	1.15	2.17	1.10	2.43	1.18	2.38	1.12
Q100D	Interdiscip. work is rewarded in promotion	2.40	1.12	2.58	0.26	2.71	1.12	2.35	1.17	2.14	1.08	2.36	1.12	2.49	1.15
Q100E	Interdiscip. work is rewarded in tenure	2.55	1.39	2.78	0.46	2.82	1.47	2.50	1.13	2.48	1.04	2.89	1.24	2.55	1.11
Q100G	Dept. knows how to evaluate interdiscip. work	2.56	1.19	2.79	0.25	2.88	1.23	2.57	1.23	2.30	1.14	2.73	1.27	2.59	1.19
	<i>Benchmark: Collaboration</i>	3.26	0.93	3.52	0.19	3.56	0.80	3.43	0.84	3.17	0.86	3.64	0.82	3.38	0.87
Q105A	Opportunities for collab. within dept.	3.43	1.20	3.63	0.16	3.67	1.06	3.53	1.11	3.50	1.24	3.84	1.04	3.61	1.19
Q105E	Opportunities for collab. outside dept.	3.12	1.07	3.38	0.20	3.41	0.99	3.22	1.01	2.99	1.05	3.48	0.98	3.25	1.04
Q105D	Opportunities for collab. outside inst.	3.22	1.15	3.51	0.32	3.61	0.88	3.52	1.03	2.99	1.14	3.57	1.05	3.25	1.07
	<i>Benchmark: Mentoring</i>	2.90	1.05	3.00	0.19	2.96	0.89	3.04	1.04	3.15	1.03	2.96	1.02	2.77	1.13
Q125A	Effectiveness of mentoring within dept.	3.41	1.30	3.57	0.16	3.42	1.28	3.59	1.23	3.72	1.29	3.53	1.20	3.32	1.32
Q125B	Effectiveness of mentoring outside dept.	3.21	1.00	3.41	0.17	3.24	1.17	3.18	1.08	3.19	1.21	3.17	1.10	3.30	1.06
Q130A	Mentoring of pre-tenure faculty	3.01	1.39	3.12	0.29	3.30	1.27	3.27	1.40	3.30	1.31	3.11	1.33	2.91	1.41
Q130B	Mentoring of associate faculty	2.56	1.19	2.45	0.23	2.46	1.14	2.32	1.21	2.57	1.27	2.62	1.23	2.43	1.23

## Central Washington University

item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q130C	Support for faculty to be good mentors	2.06	0.93	2.31	0.24	2.28	0.98	2.41	1.10	2.34	1.19	2.29	1.04	2.11	1.07
Q115	Being a mentor is fulfilling	4.10	0.89	4.12	0.14	4.05	0.90	4.12	0.92	3.74	0.97	4.06	0.77	4.04	0.85
Q120A	Importance of mentoring within dept.	4.22	0.81	4.19	0.12	4.14	0.89	4.25	0.94	4.15	0.93	4.18	0.94	4.16	0.93
Q120B	Importance of mentoring outside dept.	3.47	0.96	3.56	0.18	3.49	1.03	3.31	1.07	3.09	1.22	3.60	1.02	3.41	1.09
Q120C	Importance of mentoring outside inst.	3.47	1.09	3.64	0.24	3.51	1.11	3.44	1.18	2.86	1.20	3.62	1.02	3.40	1.14
Q125C	Effectiveness of mentoring outside the inst.	3.74	1.01	3.79	0.22	3.59	0.97	3.80	0.94	3.35	1.14	3.68	0.98	3.66	1.00
	<i>Benchmark: Tenure policies</i>	3.58	1.08	3.45	0.33	3.96	0.75	3.52	1.27	3.28	1.13	3.72	1.10	3.31	1.24
Q136A	Clarity of tenure process	3.81	1.10	3.61	0.38	4.27	0.88	3.81	1.36	3.46	1.09	3.88	1.18	3.29	1.45
Q136B	Clarity of tenure criteria	3.70	1.23	3.59	0.36	4.20	0.86	3.62	1.47	3.36	1.37	3.96	1.23	3.37	1.40
Q136C	Clarity of tenure standards	3.53	1.25	3.29	0.35	4.00	1.00	3.47	1.50	3.06	1.39	3.86	1.22	3.10	1.41
Q136D	Clarity of body of evidence for deciding tenure	3.60	1.25	3.60	0.36	4.27	0.59	3.28	1.47	3.39	1.37	3.86	1.10	3.21	1.42
Q136E	Clarity of whether I will achieve tenure	3.64	1.34	3.47	0.33	3.93	0.96	3.53	1.34	3.36	1.25	3.59	1.39	3.69	1.27
Q139A	Consistency of messages about tenure	3.13	1.39	3.04	0.39	3.00	1.41	3.21	1.57	3.09	1.47	3.32	1.54	2.86	1.56
Q139B	Tenure decisions are performance-based	3.61	1.29	3.53	0.43	4.00	1.04	3.77	1.42	3.21	1.32	3.49	1.34	3.58	1.42
	<i>Benchmark: Tenure clarity</i>	3.18	1.08	3.37	0.26	3.65	0.83	3.35	1.00	3.33	0.87	3.44	0.90	3.34	1.15
Q137A	Clarity of expectations: Scholar	3.96	1.14	3.63	0.41	3.87	1.25	3.72	1.42	3.24	1.17	4.14	1.18	3.31	1.32
Q137B	Clarity of expectations: Teacher	3.64	1.13	3.89	0.33	4.33	0.82	4.00	1.14	4.18	0.95	3.94	1.05	4.02	1.28
Q137C	Clarity of expectations: Advisor	3.00	1.40	3.33	0.34	3.67	1.11	3.38	1.35	3.47	1.16	3.35	1.28	3.35	1.36
Q137D	Clarity of expectations: Colleague	2.87	1.33	3.31	0.27	3.33	1.11	3.32	1.31	3.22	1.24	3.26	1.31	3.43	1.40
Q137E	Clarity of expectations: Campus citizen	2.94	1.34	3.13	0.33	3.27	1.10	3.00	1.21	2.91	1.35	3.06	1.24	3.09	1.31
Q137F	Clarity of expectations: Broader community	2.66	1.37	2.92	0.26	3.36	1.08	2.70	1.20	2.90	1.42	2.92	1.28	2.68	1.31
	<i>Benchmark: Tenure reasonableness</i>	3.65	0.91	3.84	0.20	4.26	0.65	3.84	0.93	3.93	0.69	3.72	0.93	3.73	0.89
Q138A	Reasonable expectations: Scholar	3.87	1.31	3.79	0.38	4.27	1.10	3.90	1.29	3.81	1.06	3.73	1.27	3.97	1.11
Q138B	Reasonable expectations: Teacher	3.94	1.04	4.10	0.26	4.53	0.64	4.15	1.09	4.09	0.93	4.14	1.01	3.79	1.21
Q138C	Reasonable expectations: Advisor	3.52	1.11	3.85	0.29	4.33	0.90	3.88	1.14	4.13	0.81	4.02	1.00	3.66	1.09
Q138D	Reasonable expectations: Colleague	3.64	1.06	3.88	0.23	4.33	0.90	3.96	1.17	4.07	0.81	3.72	1.20	3.68	1.15
Q138E	Reasonable expectations: Campus citizen	3.51	0.96	3.74	0.22	4.07	1.00	3.56	1.01	3.78	0.97	3.55	1.00	3.60	0.97
Q138F	Reasonable expectations: Community member	3.36	0.98	3.62	0.23	3.86	1.03	3.55	0.96	3.79	0.92	3.55	0.91	3.52	0.96
	<i>Benchmark: Promotion</i>	3.80	1.05	3.59	0.28	3.77	0.95	3.84	0.98	3.76	1.06	3.76	1.00	3.79	0.94
Q135C	Reasonable expectations: Promotion	3.80	1.13	3.68	0.29	3.82	1.21	3.84	1.26	3.79	1.21	3.72	1.22	3.87	1.13
Q135B	Dept. culture encourages promotion	3.64	1.29	3.42	0.40	3.11	1.33	3.26	1.45	3.85	1.28	3.21	1.37	3.72	1.17
Q140A	Clarity of promotion process	3.93	1.23	3.78	0.29	4.18	1.14	4.27	1.12	3.88	1.19	4.06	1.10	3.85	1.21
Q140B	Clarity of promotion criteria	3.82	1.26	3.72	0.28	4.03	1.27	4.24	1.06	3.71	1.32	4.05	1.15	3.80	1.27
Q140C	Clarity of promotion standards	3.70	1.31	3.52	0.30	3.72	1.21	4.11	1.15	3.40	1.44	3.93	1.18	3.59	1.30
Q140D	Clarity of body of evidence for promotion	3.89	1.19	3.73	0.27	4.05	1.14	4.03	1.18	3.53	1.28	4.05	1.15	3.64	1.22
Q140E	Clarity of time frame for promotion	3.94	1.31	3.46	0.38	3.46	1.33	3.39	1.44	4.17	1.08	3.76	1.20	4.12	1.10
Q140F	Clarity of whether I will be promoted	3.26	1.42	3.09	0.33	3.50	1.14	3.38	1.23	3.25	1.52	3.28	1.18	3.34	1.33



Faculty Job Satisfaction Survey 2013-14

## Central Washington University

item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q170A	Priorities are stated consistently	2.46	1.21	2.82	0.34	2.94	1.17	3.10	1.36	2.74	1.35	2.40	1.13	2.18	1.14
Q170C	Priorities are acted on consistently	2.36	1.19	2.65	0.32	2.72	1.13	2.85	1.30	2.34	1.24	2.37	1.19	2.15	1.08
Q170D	Changed priorities negatively affect my work**	2.25	1.19	2.77	0.36	2.63	1.29	2.78	1.35	2.23	1.27	2.22	1.25	2.27	1.22
	<i>Benchmark: Leadership: Senior</i>	2.69	0.98	3.12	0.32	3.14	0.91	3.28	1.06	2.81	1.05	3.11	0.86	2.66	0.93
Q180A	Pres/Chancellor: Pace of decision making	2.91	1.10	3.19	0.36	3.52	0.94	3.16	1.05	3.02	1.13	3.15	0.91	2.33	1.06
Q180B	Pres/Chancellor: Stated priorities	2.84	1.20	3.16	0.38	3.38	1.13	3.05	1.20	2.88	1.21	3.25	0.95	2.26	1.09
Q180C	Pres/Chancellor: Communication of priorities	2.74	1.18	3.11	0.42	3.27	1.16	3.13	1.23	2.72	1.30	3.20	1.04	2.10	1.08
Q180L	CAO: Pace of decision making	2.67	1.15	3.11	0.31	3.12	1.06	3.36	1.27	2.70	1.22	3.12	1.01	3.02	1.22
Q180M	CAO: Stated priorities	2.52	1.15	3.09	0.31	2.94	1.13	3.42	1.34	2.89	1.25	3.00	1.00	3.13	1.26
Q180N	CAO: Communication of priorities	2.48	1.20	3.05	0.34	2.71	1.13	3.49	1.33	2.77	1.30	2.99	1.11	3.15	1.30
Q180O	CAO: 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
Q175C	CAO: Support in adapting to change	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
	<i>Benchmark: Leadership: Divisional</i>	3.53	1.17	3.22	0.29	3.56	0.98	3.12	1.09	2.90	1.28	3.33	1.20	3.30	1.19
Q185D	Dean: Pace of decision making	3.58	1.18	3.30	0.28	3.83	0.93	3.25	1.09	2.82	1.37	3.44	1.26	3.34	1.25
Q185E	Dean: Stated priorities	3.57	1.21	3.22	0.29	3.50	1.05	3.17	1.14	2.98	1.37	3.32	1.21	3.29	1.25
Q185F	Dean: Communication of priorities	3.50	1.25	3.22	0.30	3.45	1.10	3.06	1.24	2.87	1.41	3.28	1.29	3.34	1.29
Q185G	Dean: Ensuring faculty input	3.48	1.32	3.13	0.31	3.44	1.21	3.01	1.24	2.94	1.37	3.27	1.36	3.25	1.31
Q175A	Dean: Support in adapting to change	3.26	1.45	2.69	0.37	3.20	1.24	2.63	1.29	2.44	1.36	2.97	1.50	2.91	1.50
	<i>Benchmark: Leadership: Departmental</i>	3.64	1.31	3.67	0.21	4.05	0.97	3.70	1.22	3.79	1.17	3.87	1.15	3.80	1.23
Q185H	Head/Chair: Pace of decision making	3.56	1.36	3.62	0.22	4.12	0.94	3.60	1.30	3.67	1.26	3.90	1.16	3.73	1.24
Q185I	Head/Chair: Stated priorities	3.54	1.41	3.58	0.20	3.89	1.15	3.56	1.32	3.66	1.30	3.77	1.23	3.66	1.33
Q185J	Head/Chair: Communication of priorities	3.54	1.46	3.59	0.21	3.96	1.21	3.63	1.34	3.72	1.34	3.79	1.27	3.68	1.39
Q185K	Head/Chair: Ensuring faculty input	3.72	1.42	3.72	0.23	4.10	1.13	3.77	1.39	3.92	1.23	3.88	1.32	3.87	1.41
Q185L	Head/Chair: Fairness in evaluating work	3.82	1.39	3.86	0.21	4.16	1.01	3.95	1.29	4.00	1.19	4.02	1.21	4.04	1.25
Q175B	Head/Chair: Support in adapting to change	3.22	1.54	3.26	0.33	3.61	1.22	3.35	1.44	3.39	1.43	3.51	1.46	3.63	1.48
	<i>Benchmark: Departmental collegiality</i>	3.71	0.91	3.84	0.14	3.90	0.70	3.91	0.88	3.85	0.75	3.97	0.76	3.85	0.86
Q200C	Colleagues support work/life balance	3.51	1.35	3.70	0.18	3.95	0.81	3.73	1.10	3.78	1.07	3.69	1.20	3.69	1.15
Q200D	Meeting times compatible with personal needs	4.01	1.16	4.06	0.14	4.21	1.00	4.19	1.14	3.92	1.17	4.13	1.01	3.93	1.23
Q205B	Amount of personal interaction w/Pre-tenure	3.72	0.99	3.74	0.13	3.86	0.91	3.68	1.08	3.64	0.95	3.88	1.00	3.73	1.02
Q205C	How well you fit	3.55	1.31	3.78	0.20	3.84	1.11	3.87	1.24	3.87	1.22	3.94	1.15	3.93	1.08
Q205E	Amount of personal interaction w/Tenured	3.64	1.10	3.70	0.15	3.68	0.94	3.77	1.07	3.69	1.04	3.85	1.02	3.73	1.08
Q210A	Colleagues pitch in when needed	3.70	1.25	3.81	0.21	3.73	1.18	3.89	1.23	3.88	1.15	4.08	1.08	3.88	1.29
Q210C	Dept. is collegial	3.82	1.29	3.97	0.22	3.91	1.08	4.03	1.27	4.01	1.11	4.21	1.01	3.98	1.29
Q212A	Colleagues committed to diversity/inclusion	3.87	1.26	3.99	0.17	4.16	1.02	4.14	1.10	4.02	1.09	4.02	1.12	3.93	1.24
	<i>Benchmark: Departmental engagement</i>	3.40	0.88	3.46	0.12	3.45	0.76	3.49	0.79	3.33	0.66	3.50	0.81	3.43	0.78
Q190A	Discussions of undergrad student learning	3.83	1.03	3.68	0.36	4.06	0.86	3.85	1.04	4.08	0.95	3.82	1.17	3.82	1.13
Q190B	Discussions of grad student learning	2.89	1.36	2.98	0.74	2.84	1.34	2.89	1.47	1.45	0.92	2.97	1.37	2.97	1.45

Faculty Job Satisfaction Survey 2013-14

## Central Washington University

item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q190C	Discussions of effective teaching practices	3.52	1.15	3.50	0.23	3.57	1.11	3.64	1.06	3.74	1.07	3.60	1.06	3.61	1.03
Q190D	Discussions of effective use of technology	3.25	1.11	3.30	0.21	3.27	1.11	3.21	1.01	3.38	0.96	3.36	1.07	3.41	0.98
Q190E	Discussions of current research methods	2.90	1.20	3.09	0.27	2.77	1.08	2.97	1.06	2.64	1.12	2.94	1.16	2.79	1.12
Q205A	Amount of professional interaction w/Pre-tenure	3.83	0.97	3.84	0.13	3.90	0.91	3.93	1.01	3.79	0.91	3.90	1.00	3.77	1.01
Q205D	Amount of professional interaction w/Tenured	3.64	1.15	3.77	0.17	3.69	0.97	3.87	1.09	3.77	1.05	3.86	1.10	3.72	1.09
	<i>Benchmark: Departmental quality</i>	3.40	0.94	3.55	0.19	3.39	0.82	3.65	0.85	3.35	0.77	3.64	0.78	3.47	0.85
Q195A	Intellectual vitality of tenured faculty	3.42	1.19	3.55	0.23	3.31	1.28	3.70	1.14	3.53	1.13	3.76	1.06	3.40	1.18
Q195B	Intellectual vitality of pre-tenure faculty	3.83	0.99	3.98	0.20	3.73	1.09	4.01	0.93	3.93	0.92	3.98	0.93	3.94	0.92
Q195C	Scholarly productivity of tenured faculty	3.39	1.12	3.36	0.29	3.06	1.23	3.49	1.24	2.97	1.07	3.41	1.07	3.22	1.19
Q195D	Scholarly productivity of pre-tenure faculty	3.71	0.98	3.80	0.24	3.57	1.04	3.82	1.06	3.55	1.04	3.77	0.96	3.75	1.02
Q195G	Teaching effectiveness of tenured faculty	3.52	1.13	3.67	0.18	3.65	1.15	3.82	1.13	3.72	1.02	3.83	1.03	3.64	1.11
Q195H	Teaching effectiveness of pre-tenure faculty	3.86	0.86	3.90	0.15	3.90	0.91	4.03	0.92	3.82	0.86	4.01	0.87	3.85	0.96
Q240B	Dept. is successful at faculty recruitment	3.15	1.36	3.54	0.29	3.29	1.26	3.66	1.25	3.00	1.42	3.67	1.14	3.41	1.24
Q240C	Dept. is successful at faculty retention	3.27	1.35	3.41	0.28	3.60	1.13	3.73	1.25	2.88	1.42	3.49	1.17	3.35	1.19
Q240D	Dept. addresses sub-standard performance	2.70	1.28	2.62	0.20	2.52	1.24	2.66	1.32	2.65	1.29	2.87	1.27	2.68	1.33
	<i>Benchmark: Appreciation and recognition</i>	3.07	0.99	3.28	0.19	3.33	0.81	3.42	0.90	3.12	0.94	3.30	0.79	3.17	0.88
Q215A	Recognition: For teaching	3.15	1.25	3.33	0.20	3.41	1.16	3.49	1.21	3.20	1.31	3.57	1.10	3.34	1.22
Q215B	Recognition: For advising	2.76	1.21	3.04	0.20	2.86	1.16	3.11	1.17	2.95	1.30	2.99	1.07	3.08	1.14
Q215C	Recognition: For scholarship	3.18	1.25	3.30	0.22	3.40	1.13	3.49	1.21	3.00	1.19	3.36	1.10	3.20	1.16
Q215D	Recognition: For service	2.98	1.23	3.12	0.20	3.16	1.16	3.23	1.24	2.94	1.20	3.17	1.16	3.01	1.20
Q215E	Recognition: For outreach	2.87	1.17	3.08	0.19	3.20	1.03	3.15	1.09	2.94	1.13	3.08	1.07	2.99	1.10
Q215I	Recognition: From colleagues	3.52	1.13	3.67	0.19	3.74	0.99	3.73	1.07	3.72	1.15	3.73	0.98	3.58	1.11
Q215J	Recognition: From CAO	2.79	1.30	2.92	0.30	2.92	1.25	3.28	1.30	2.59	1.24	2.77	1.13	2.83	1.20
Q215K	Recognition: From Dean	3.36	1.34	3.11	0.25	3.40	1.18	3.14	1.21	2.89	1.38	3.06	1.26	3.35	1.27
Q215L	Recognition: From Head/Chair	3.51	1.30	3.63	0.19	3.88	1.05	3.79	1.33	3.81	1.25	3.77	1.25	3.73	1.31
Q220A	School/college is valued by Pres/Provost	3.13	1.36	3.45	0.36	3.70	1.20	3.68	1.29	3.35	1.47	3.36	1.10	2.81	1.33
Q220B	Dept. is valued by Pres/Provost	2.92	1.39	3.20	0.36	3.33	1.37	3.40	1.42	2.89	1.48	3.20	1.21	2.61	1.30
Q245A	CAO cares about faculty of my rank	2.64	1.25	3.13	0.32	3.08	1.29	3.34	1.35	2.82	1.38	3.00	1.22	3.09	1.36
Q240A	Outside offers are necessary in negotiations	2.42	1.37	2.46	0.50	2.93	1.45	2.65	1.54	2.68	1.63	2.13	1.34	2.54	1.49
Q212B	Visible leadership for support of diversity	3.51	1.25	3.76	0.24	3.75	1.18	3.98	1.14	4.09	1.00	3.46	1.22	3.49	1.21
Q245D	I would again choose this institution	3.39	1.39	3.69	0.27	3.51	1.28	3.74	1.33	3.06	1.50	3.55	1.35	3.30	1.39
Q250A	Department as a place to work	3.64	1.33	3.82	0.19	3.88	1.09	3.95	1.16	3.70	1.15	3.86	1.19	3.75	1.20
Q250B	Institution as a place to work	3.26	1.22	3.58	0.28	3.63	1.12	3.67	1.09	2.97	1.21	3.33	1.21	3.21	1.18

## Central Washington University

by Tenure Status

item	short name	tenured													
		you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
	<i>Benchmark: Nature of Work Research</i>	2.94	0.71	3.10	0.22	3.19	0.74	3.23	0.71	2.75	0.74	2.79	0.64	2.94	0.66
Q45B	Time spent on research	3.01	1.12	3.19	0.36	2.95	1.25	2.88	1.30	2.77	1.10	2.94	1.19	2.87	1.08
Q80A	Expectations for finding external funding	3.09	0.88	3.11	0.19	3.29	0.90	3.11	0.99	2.84	1.03	3.16	0.96	3.00	0.92
Q80B	Influence over focus of research	4.21	0.86	4.26	0.26	4.43	0.83	4.48	0.86	3.82	1.08	4.11	0.89	4.23	0.88
Q80C	Quality of grad students to support research	2.82	1.12	2.90	0.60	2.57	1.17	2.67	1.39	3.33	1.12	2.87	1.13	2.58	1.10
Q80D	Support for research	2.50	1.11	2.75	0.29	3.05	1.24	3.27	1.11	2.47	1.03	2.34	1.05	2.97	1.21
Q80E	Support for engaging undergrads in research	2.98	1.03	3.02	0.30	3.36	1.06	3.01	1.04	2.81	1.11	3.11	1.04	2.87	1.04
Q85A	Support for obtaining grants (pre-award)	2.78	1.01	2.99	0.29	3.59	1.09	3.48	1.07	2.61	1.01	2.27	1.05	2.96	1.02
Q85B	Support for maintaining grants (post-award)	2.77	1.09	3.03	0.31	3.65	1.04	3.51	1.01	2.46	1.01	2.42	1.08	2.89	1.00
Q85C	Support for securing grad student assistance	2.20	1.09	2.64	0.40	2.45	1.12	2.32	1.17	1.77	1.01	2.52	1.16	2.52	1.06
Q85D	Support for travel to present/conduct research	3.24	1.17	3.03	0.38	2.77	1.14	3.53	1.13	2.66	1.20	2.81	1.14	2.81	1.15
Q85E	Availability of course release for research	2.43	1.12	2.47	0.33	2.38	1.07	2.41	1.19	2.04	1.04	1.89	1.03	2.11	1.05
	<i>Benchmark: Nature of Work: Service</i>	3.09	0.85	3.25	0.15	3.34	0.75	3.13	0.88	3.12	0.77	3.15	0.79	3.19	0.71
Q45C	Time spent on service	3.18	1.02	3.37	0.22	3.39	1.05	3.05	1.20	3.27	1.10	3.37	1.05	3.25	1.07
Q55B	Support for faculty in leadership roles	2.46	1.31	2.66	0.28	2.68	1.27	2.47	1.29	2.40	1.27	2.27	1.27	2.38	1.29
Q60A	Number of committees	3.30	0.98	3.40	0.16	3.51	0.83	3.13	1.02	3.26	0.98	3.26	0.98	3.23	0.94
Q60B	Attractiveness of committees	3.30	0.98	3.45	0.15	3.52	0.97	3.41	0.95	3.18	1.10	3.46	0.97	3.38	0.94
Q60C	Discretion to choose committees	3.51	1.05	3.60	0.21	3.98	0.84	3.60	1.08	3.92	0.91	3.58	0.99	3.73	0.87
Q60D	Equitability of committee assignments	2.85	1.20	3.01	0.19	3.11	1.16	3.10	1.25	2.80	1.16	3.05	1.14	3.18	1.12
Q60E	Number of student advisees	3.31	0.99	3.46	0.22	3.25	1.16	3.23	1.18	3.03	1.22	3.42	1.04	3.25	1.03
	<i>Benchmark: Nature of Work: Teaching</i>	3.57	0.75	3.72	0.17	3.82	0.62	3.81	0.70	3.62	0.69	3.62	0.72	3.48	0.65
Q45A	Time spent on teaching	3.61	1.04	3.94	0.18	4.01	1.02	4.01	0.91	3.99	1.01	3.86	0.90	3.74	1.06
Q70A	Number of courses taught	3.44	1.13	3.66	0.31	3.98	0.89	3.75	1.13	3.41	1.18	3.65	0.97	3.15	1.23
Q70B	Level of courses taught	3.99	0.82	4.02	0.15	4.24	0.69	4.13	0.86	4.13	0.75	3.98	0.89	3.83	0.97
Q70C	Discretion over course content	4.25	0.95	4.42	0.11	4.49	0.80	4.54	0.78	4.45	0.77	4.36	0.86	4.33	0.79
Q70D	Number of students in classes taught	3.73	1.03	3.68	0.25	3.77	1.01	3.72	1.17	3.32	1.19	3.34	1.25	3.60	1.01
Q70E	Quality of students taught	3.16	1.03	3.32	0.37	3.08	1.08	3.30	1.15	2.91	0.98	3.22	1.12	2.84	1.13
Q70H	Equitability of distribution of teaching load	3.14	1.25	3.23	0.22	3.50	1.19	3.53	1.27	3.17	1.35	3.28	1.20	3.27	1.25
Q70I	Quality of grad students to support teaching	3.10	1.23	3.01	0.60	2.52	1.16	3.06	1.45	2.57	1.40	2.99	1.32	2.77	1.16
Q45D	Time spent on outreach	3.37	0.96	3.54	0.16	3.52	1.02	3.44	0.93	3.54	0.87	3.59	0.96	3.42	0.95
Q45E	Time spent on administrative tasks	2.36	1.12	2.87	0.21	2.80	1.04	2.76	1.20	2.63	1.03	2.78	1.07	2.55	1.13
Q55A	Ability to balance teaching/research/service	2.92	1.39	3.14	0.29	3.01	1.40	3.05	1.34	3.08	1.25	2.65	1.27	2.70	1.28
	<i>Benchmark: Facilities and work resources</i>	3.30	0.77	3.41	0.23	3.52	0.64	3.50	0.69	3.15	0.72	3.42	0.66	3.50	0.72
Q70F	Support for improving teaching	2.92	1.10	3.21	0.27	3.21	0.94	3.75	0.99	2.86	1.10	3.59	1.01	3.11	1.11
Q90A	Office	3.84	1.11	3.75	0.22	3.81	0.99	3.91	1.00	3.50	1.20	3.76	1.02	3.75	1.17
Q90B	Laboratory, research, studio space	3.05	1.10	3.19	0.30	3.38	1.08	3.30	1.18	2.74	1.16	2.98	1.21	3.12	1.19
Q90C	Equipment	3.32	1.04	3.31	0.29	3.15	1.10	3.31	1.10	3.00	1.22	3.09	0.97	3.59	1.13

Central Washington University

by Tenure Status

item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q90D	Classrooms	3.32	1.15	3.29	0.29	3.65	1.00	2.79	1.21	3.11	1.15	3.41	1.07	3.67	1.11
Q90E	Library resources	3.18	1.03	3.72	0.36	3.59	1.12	3.80	1.06	3.49	0.92	3.80	0.99	4.02	0.75
Q90F	Computing and technical support	3.21	1.10	3.42	0.33	3.51	1.07	3.56	1.13	2.81	1.26	3.16	1.12	3.50	1.14
Q90H	Clerical/administrative support	3.32	1.29	3.26	0.31	3.77	1.10	3.55	1.26	3.47	1.28	3.27	1.18	3.04	1.39
	<i>Benchmark: Personal and family policies</i>	2.92	0.91	3.00	0.24	2.87	0.89	2.69	0.96	2.72	0.86	2.63	0.87	2.56	0.94
Q95D	Housing benefits	2.03	0.97	2.29	0.39	2.53	1.07	2.33	1.08	1.70	0.70	2.04	0.92	2.44	1.08
Q95E	Tuition waivers, remission, or exchange	3.14	0.99	2.73	0.69	1.75	0.89	2.10	1.20	1.67	0.95	2.31	1.13	2.27	1.16
Q95F	Spousal/partner hiring program	2.27	1.11	2.62	0.30	2.96	1.00	2.44	1.24	1.82	1.00	2.22	0.97	2.32	1.06
Q95G	Childcare	2.47	1.03	2.68	0.47	3.48	0.87	2.76	1.07	3.33	0.92	2.12	0.88	1.89	1.09
Q95H	Eldercare	2.77	0.87	2.71	0.23	2.67	1.23	2.80	0.89	2.57	1.09	2.39	0.79	2.49	0.98
Q95J	Family medical/parental leave	3.39	0.94	3.37	0.27	3.37	1.04	3.13	1.26	3.33	1.10	2.96	0.95	2.93	1.06
Q95K	Flexible workload/modified duties	3.21	1.10	3.37	0.25	3.29	1.13	3.04	1.21	3.42	1.20	3.11	1.00	3.08	1.24
Q95L	Stop-the-clock policies	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
Q200B	Inst. does what it can for work/life compatibility	2.59	1.28	2.95	0.28	3.12	1.11	2.76	1.27	2.83	1.20	2.66	1.20	2.43	1.20
Q200A	Right balance between professional/personal	2.96	1.39	3.36	0.23	3.45	1.30	3.02	1.33	3.12	1.36	2.99	1.37	3.09	1.36
	<i>Benchmark: Health and retirement benefits</i>	3.47	0.77	3.51	0.35	3.70	0.77	3.74	0.75	3.46	0.93	2.75	0.89	3.43	0.77
Q95A	Health benefits for yourself	3.69	0.93	3.66	0.44	3.94	0.82	3.95	0.92	3.69	1.05	2.64	1.11	3.76	0.86
Q95B	Health benefits for family	3.73	0.94	3.52	0.54	3.79	0.99	3.84	0.94	3.54	1.11	2.12	1.06	3.70	0.94
Q95C	Retirement benefits	3.58	0.85	3.47	0.31	3.53	0.96	3.70	0.82	3.41	1.07	3.03	1.06	3.08	1.01
Q95I	Phased retirement options	2.26	1.10	3.13	0.30	3.54	0.87	3.14	0.97	2.83	1.15	3.21	0.91	2.76	0.95
Q90G	Salary	2.79	1.16	2.88	0.41	2.72	1.08	3.31	1.16	1.69	0.93	2.44	1.17	2.35	1.20
	<i>Benchmark: Interdisciplinary work</i>	2.36	0.91	2.57	0.22	2.62	0.91	2.35	0.95	2.04	0.84	2.39	0.94	2.55	0.93
Q100A	Budgets encourage interdiscip. work	2.10	0.98	2.39	0.30	2.15	1.02	2.10	1.16	1.89	0.92	2.05	0.94	2.49	1.11
Q100B	Facilities conducive to interdiscip. work	2.40	1.11	2.53	0.25	2.55	1.07	2.24	1.07	2.00	1.06	2.51	1.04	2.57	1.06
Q100C	Interdiscip. work is rewarded in merit	2.30	1.09	2.49	0.26	2.62	1.15	2.42	1.20	2.09	1.13	2.29	1.14	2.39	1.13
Q100D	Interdiscip. work is rewarded in promotion	2.40	1.12	2.58	0.26	2.71	1.12	2.35	1.17	2.14	1.08	2.36	1.12	2.49	1.15
Q100E	Interdiscip. work is rewarded in tenure	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
Q100G	Dept. knows how to evaluate interdiscip. work	2.59	1.12	2.77	0.27	2.85	1.16	2.59	1.27	2.15	1.09	2.72	1.25	2.67	1.16
	<i>Benchmark: Collaboration</i>	3.28	0.92	3.51	0.19	3.55	0.80	3.51	0.81	3.19	0.88	3.67	0.83	3.40	0.86
Q105A	Opportunities for collab. within dept.	3.50	1.15	3.65	0.16	3.64	1.09	3.64	1.08	3.64	1.21	3.94	0.98	3.66	1.18
Q105E	Opportunities for collab. outside dept.	3.15	1.02	3.39	0.20	3.42	1.01	3.26	1.02	3.02	1.07	3.52	0.99	3.27	1.00
Q105D	Opportunities for collab. outside inst.	3.16	1.15	3.49	0.33	3.63	0.92	3.57	1.04	2.88	1.09	3.52	1.06	3.25	1.06
	<i>Benchmark: Mentoring</i>	2.84	0.93	2.92	0.18	2.91	0.86	2.92	0.98	3.02	0.92	2.96	0.94	2.79	1.00
Q125A	Effectiveness of mentoring within dept.	3.36	1.27	3.57	0.18	3.41	1.29	3.54	1.23	3.64	1.30	3.58	1.18	3.42	1.21
Q125B	Effectiveness of mentoring outside dept.	3.19	0.96	3.44	0.17	3.38	1.15	3.19	1.18	3.11	1.27	3.29	1.00	3.45	0.95
Q130A	Mentoring of pre-tenure faculty	3.16	1.31	3.18	0.28	3.32	1.22	3.30	1.38	3.34	1.30	3.28	1.28	3.14	1.30
Q130B	Mentoring of associate faculty	2.56	1.19	2.45	0.23	2.46	1.14	2.32	1.21	2.57	1.27	2.62	1.23	2.43	1.23

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q130C	Support for faculty to be good mentors	2.06	0.93	2.31	0.24	2.28	0.98	2.41	1.10	2.34	1.19	2.29	1.04	2.11	1.07
Q115	Being a mentor is fulfilling	4.10	0.89	4.12	0.14	4.05	0.90	4.12	0.92	3.74	0.97	4.06	0.77	4.04	0.85
Q120A	Importance of mentoring within dept.	4.14	0.86	4.11	0.14	4.11	0.91	4.23	0.95	4.04	0.92	4.02	1.04	4.05	0.96
Q120B	Importance of mentoring outside dept.	3.45	0.92	3.47	0.19	3.51	1.02	3.19	1.09	2.94	1.24	3.52	1.03	3.27	1.10
Q120C	Importance of mentoring outside inst.	3.39	1.06	3.55	0.27	3.45	1.10	3.35	1.23	2.59	1.17	3.52	1.07	3.28	1.15
Q125C	Effectiveness of mentoring outside the inst.	3.70	1.03	3.75	0.25	3.57	0.94	3.75	1.01	3.24	1.18	3.65	0.87	3.73	0.93
<i>Benchmark: Tenure policies</i>		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
Q136A	Clarity of tenure process	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
Q136B	Clarity of tenure criteria	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
Q136C	Clarity of tenure standards	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
Q136D	Clarity of body of evidence for deciding tenure	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
Q136E	Clarity of whether I will achieve tenure	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
Q139A	Consistency of messages about tenure	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
Q139B	Tenure decisions are performance-based	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
<i>Benchmark: Tenure clarity</i>		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
Q137A	Clarity of expectations: Scholar	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
Q137B	Clarity of expectations: Teacher	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
Q137C	Clarity of expectations: Advisor	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
Q137D	Clarity of expectations: Colleague	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
Q137E	Clarity of expectations: Campus citizen	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
Q137F	Clarity of expectations: Broader community	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
<i>Benchmark: Tenure reasonableness</i>		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
Q138A	Reasonable expectations: Scholar	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
Q138B	Reasonable expectations: Teacher	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
Q138C	Reasonable expectations: Advisor	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
Q138D	Reasonable expectations: Colleague	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
Q138E	Reasonable expectations: Campus citizen	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
Q138F	Reasonable expectations: Community member	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
<i>Benchmark: Promotion</i>		3.80	1.05	3.59	0.28	3.77	0.95	3.84	0.98	3.76	1.06	3.76	1.00	3.79	0.94
Q135C	Reasonable expectations: Promotion	3.80	1.13	3.68	0.29	3.82	1.21	3.84	1.26	3.79	1.21	3.72	1.22	3.87	1.13
Q135B	Dept. culture encourages promotion	3.64	1.29	3.42	0.40	3.11	1.33	3.26	1.45	3.85	1.28	3.21	1.37	3.72	1.17
Q140A	Clarity of promotion process	3.93	1.23	3.78	0.29	4.18	1.14	4.27	1.12	3.88	1.19	4.06	1.10	3.85	1.21
Q140B	Clarity of promotion criteria	3.82	1.26	3.72	0.28	4.03	1.27	4.24	1.06	3.71	1.32	4.05	1.15	3.80	1.27
Q140C	Clarity of promotion standards	3.70	1.31	3.52	0.30	3.72	1.21	4.11	1.15	3.40	1.44	3.93	1.18	3.59	1.30
Q140D	Clarity of body of evidence for promotion	3.89	1.19	3.73	0.27	4.05	1.14	4.03	1.18	3.53	1.28	4.05	1.15	3.64	1.22
Q140E	Clarity of time frame for promotion	3.94	1.31	3.46	0.38	3.46	1.33	3.39	1.44	4.17	1.08	3.76	1.20	4.12	1.10
Q140F	Clarity of whether I will be promoted	3.26	1.42	3.09	0.33	3.50	1.14	3.38	1.23	3.25	1.52	3.28	1.18	3.34	1.33

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q170A	Priorities are stated consistently	2.38	1.20	2.72	0.32	2.94	1.18	3.10	1.37	2.59	1.35	2.31	1.12	2.09	1.07
Q170C	Priorities are acted on consistently	2.28	1.19	2.55	0.31	2.71	1.14	2.86	1.33	2.23	1.26	2.30	1.22	2.04	1.03
Q170D	Changed priorities negatively affect my work**	2.31	1.22	2.69	0.36	2.64	1.33	2.61	1.33	2.16	1.29	2.21	1.30	2.16	1.19
	<i>Benchmark: Leadership: Senior</i>	2.66	1.00	3.05	0.32	3.08	0.93	3.20	1.09	2.72	1.08	3.10	0.90	2.58	0.89
Q180A	Pres/Chancellor: Pace of decision making	2.91	1.13	3.15	0.38	3.46	0.95	3.11	1.09	2.95	1.17	3.16	0.96	2.25	1.05
Q180B	Pres/Chancellor: Stated priorities	2.82	1.20	3.10	0.40	3.31	1.18	2.97	1.20	2.78	1.22	3.27	1.02	2.18	1.07
Q180C	Pres/Chancellor: Communication of priorities	2.65	1.19	3.06	0.44	3.21	1.19	3.05	1.26	2.63	1.34	3.24	1.07	1.99	1.03
Q180L	CAO: Pace of decision making	2.63	1.18	3.03	0.32	3.05	1.04	3.31	1.31	2.57	1.26	3.00	1.04	2.92	1.22
Q180M	CAO: Stated priorities	2.52	1.17	2.99	0.32	2.91	1.13	3.33	1.39	2.81	1.29	2.91	1.05	3.08	1.27
Q180N	CAO: Communication of priorities	2.43	1.22	2.95	0.35	2.64	1.14	3.43	1.37	2.68	1.35	2.94	1.14	3.04	1.33
Q180O	CAO: 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
Q175C	CAO: Support in adapting to change	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
	<i>Benchmark: Leadership: Divisional</i>	3.45	1.23	3.12	0.28	3.50	1.00	3.08	1.12	2.82	1.37	3.17	1.26	3.25	1.20
Q185D	Dean: Pace of decision making	3.47	1.23	3.21	0.28	3.79	0.96	3.20	1.09	2.72	1.45	3.32	1.33	3.28	1.27
Q185E	Dean: Stated priorities	3.48	1.24	3.12	0.28	3.44	1.04	3.12	1.16	2.88	1.47	3.14	1.27	3.25	1.27
Q185F	Dean: Communication of priorities	3.44	1.30	3.12	0.30	3.38	1.10	3.00	1.29	2.81	1.49	3.10	1.35	3.30	1.29
Q185G	Dean: Ensuring faculty input	3.38	1.38	3.04	0.30	3.39	1.25	2.95	1.24	2.88	1.45	3.09	1.43	3.17	1.36
Q175A	Dean: Support in adapting to change	3.09	1.50	2.61	0.37	3.24	1.26	2.52	1.26	2.30	1.36	2.90	1.47	2.96	1.53
	<i>Benchmark: Leadership: Departmental</i>	3.59	1.23	3.60	0.22	4.06	0.95	3.63	1.30	3.81	1.26	3.86	1.19	3.74	1.16
Q185H	Head/Chair: Pace of decision making	3.54	1.31	3.56	0.23	4.08	0.97	3.48	1.37	3.68	1.37	3.92	1.20	3.69	1.17
Q185I	Head/Chair: Stated priorities	3.48	1.31	3.49	0.23	3.94	1.10	3.46	1.42	3.68	1.38	3.76	1.26	3.61	1.26
Q185J	Head/Chair: Communication of priorities	3.46	1.41	3.51	0.24	4.02	1.14	3.53	1.45	3.74	1.41	3.81	1.32	3.60	1.35
Q185K	Head/Chair: Ensuring faculty input	3.63	1.37	3.64	0.25	4.14	1.07	3.69	1.45	3.99	1.24	3.84	1.40	3.82	1.38
Q185L	Head/Chair: Fairness in evaluating work	3.81	1.31	3.79	0.22	4.14	1.01	3.98	1.35	4.00	1.27	4.03	1.21	3.99	1.18
Q175B	Head/Chair: Support in adapting to change	3.09	1.50	3.20	0.33	3.63	1.19	3.13	1.44	3.42	1.46	3.49	1.45	3.58	1.49
	<i>Benchmark: Departmental collegiality</i>	3.75	0.89	3.84	0.15	3.89	0.72	3.95	0.83	3.91	0.73	4.03	0.74	3.88	0.82
Q200C	Colleagues support work/life balance	3.55	1.31	3.70	0.19	3.93	0.79	3.76	1.06	3.84	0.98	3.67	1.20	3.68	1.19
Q200D	Meeting times compatible with personal needs	4.00	1.13	4.06	0.15	4.27	0.90	4.20	1.16	3.87	1.21	4.22	0.92	3.92	1.22
Q205B	Amount of personal interaction w/Pre-tenure	3.75	0.88	3.72	0.14	3.75	0.90	3.69	1.04	3.59	0.99	3.85	1.02	3.73	0.97
Q205C	How well you fit	3.58	1.30	3.78	0.23	3.80	1.17	3.95	1.18	3.97	1.19	3.99	1.19	3.97	1.06
Q205E	Amount of personal interaction w/Tenured	3.77	1.02	3.74	0.16	3.64	0.98	3.79	1.04	3.83	1.00	3.97	0.94	3.81	1.00
Q210A	Colleagues pitch in when needed	3.75	1.20	3.82	0.21	3.75	1.16	3.95	1.15	3.99	1.08	4.19	1.00	3.94	1.24
Q210C	Dept. is collegial	3.82	1.32	3.96	0.23	3.92	1.06	4.14	1.20	4.10	1.12	4.29	0.96	4.04	1.22
Q212A	Colleagues committed to diversity/inclusion	4.00	1.18	4.01	0.17	4.18	0.98	4.17	1.06	4.07	1.04	4.11	1.07	4.01	1.17
	<i>Benchmark: Departmental engagement</i>	3.41	0.85	3.47	0.12	3.42	0.75	3.51	0.78	3.36	0.57	3.54	0.77	3.47	0.76
Q190A	Discussions of undergrad student learning	3.80	1.00	3.69	0.35	4.00	0.83	3.87	1.03	4.10	0.92	3.84	1.12	3.97	1.03
Q190B	Discussions of grad student learning	2.99	1.39	2.99	0.77	2.86	1.34	2.82	1.50	1.42	0.92	3.01	1.31	2.87	1.44

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q190C	Discussions of effective teaching practices	3.53	1.12	3.48	0.21	3.48	1.09	3.66	1.05	3.76	0.99	3.65	1.02	3.61	1.02
Q190D	Discussions of effective use of technology	3.26	1.04	3.31	0.21	3.33	1.09	3.22	0.98	3.41	0.98	3.44	1.02	3.45	0.94
Q190E	Discussions of current research methods	2.85	1.18	3.08	0.27	2.73	1.08	3.09	1.03	2.68	1.06	2.94	1.05	2.83	1.12
Q205A	Amount of professional interaction w/Pre-tenure	3.83	0.94	3.84	0.13	3.82	0.89	3.93	0.99	3.79	0.87	3.88	0.98	3.79	1.01
Q205D	Amount of professional interaction w/Tenured	3.75	1.09	3.81	0.18	3.72	0.92	3.97	1.02	3.92	0.95	3.97	1.03	3.76	1.05
	<i>Benchmark: Departmental quality</i>	3.44	0.93	3.55	0.18	3.41	0.84	3.75	0.82	3.38	0.75	3.71	0.81	3.48	0.83
Q195A	Intellectual vitality of tenured faculty	3.52	1.16	3.60	0.23	3.43	1.23	3.88	1.06	3.67	1.13	3.97	1.00	3.46	1.16
Q195B	Intellectual vitality of pre-tenure faculty	3.85	0.96	3.95	0.21	3.58	1.10	4.04	0.90	3.94	0.96	3.96	0.97	3.88	0.96
Q195C	Scholarly productivity of tenured faculty	3.50	1.07	3.41	0.28	3.20	1.16	3.65	1.21	3.13	1.04	3.57	1.04	3.27	1.20
Q195D	Scholarly productivity of pre-tenure faculty	3.78	0.93	3.78	0.25	3.46	1.06	3.89	1.05	3.59	1.05	3.76	0.97	3.73	1.02
Q195G	Teaching effectiveness of tenured faculty	3.61	1.10	3.72	0.17	3.77	1.06	3.97	1.04	3.84	0.93	3.97	1.02	3.75	1.04
Q195H	Teaching effectiveness of pre-tenure faculty	3.90	0.86	3.88	0.16	3.82	0.95	4.07	0.91	3.84	0.89	4.06	0.93	3.80	0.98
Q240B	Dept. is successful at faculty recruitment	3.15	1.36	3.54	0.29	3.29	1.26	3.66	1.25	3.00	1.42	3.67	1.14	3.41	1.24
Q240C	Dept. is successful at faculty retention	3.27	1.35	3.41	0.28	3.60	1.13	3.73	1.25	2.88	1.42	3.49	1.17	3.35	1.19
Q240D	Dept. addresses sub-standard performance	2.77	1.23	2.66	0.21	2.62	1.25	2.76	1.34	2.62	1.30	3.02	1.27	2.74	1.31
	<i>Benchmark: Appreciation and recognition</i>	3.08	0.97	3.23	0.20	3.28	0.82	3.40	0.90	3.09	0.97	3.24	0.77	3.15	0.84
Q215A	Recognition: For teaching	3.20	1.24	3.29	0.21	3.35	1.19	3.49	1.22	3.16	1.35	3.49	1.15	3.35	1.21
Q215B	Recognition: For advising	2.82	1.19	3.00	0.21	2.77	1.17	3.14	1.15	2.87	1.37	2.93	1.12	3.08	1.10
Q215C	Recognition: For scholarship	3.22	1.26	3.27	0.24	3.36	1.14	3.50	1.25	3.00	1.23	3.32	1.07	3.24	1.14
Q215D	Recognition: For service	2.97	1.24	3.08	0.21	3.12	1.18	3.21	1.27	2.88	1.23	3.10	1.14	2.99	1.21
Q215E	Recognition: For outreach	2.86	1.17	3.05	0.19	3.13	1.03	3.14	1.13	2.87	1.17	3.01	1.05	3.04	1.09
Q215I	Recognition: From colleagues	3.59	1.14	3.68	0.21	3.67	1.01	3.81	1.04	3.81	1.10	3.76	0.98	3.63	1.03
Q215J	Recognition: From CAO	2.79	1.30	2.92	0.30	2.92	1.25	3.28	1.30	2.59	1.24	2.77	1.13	2.83	1.20
Q215K	Recognition: From Dean	3.36	1.34	3.11	0.25	3.40	1.18	3.14	1.21	2.89	1.38	3.06	1.26	3.35	1.27
Q215L	Recognition: From Head/Chair	3.57	1.26	3.59	0.21	3.85	1.01	3.74	1.34	3.85	1.26	3.78	1.27	3.72	1.26
Q220A	School/college is valued by Pres/Provost	3.13	1.36	3.45	0.36	3.70	1.20	3.68	1.29	3.35	1.47	3.36	1.10	2.81	1.33
Q220B	Dept. is valued by Pres/Provost	2.92	1.39	3.20	0.36	3.33	1.37	3.40	1.42	2.89	1.48	3.20	1.21	2.61	1.30
Q245A	CAO cares about faculty of my rank	2.60	1.22	3.08	0.33	3.10	1.28	3.28	1.43	2.83	1.41	3.00	1.25	3.13	1.36
Q240A	Outside offers are necessary in negotiations	2.42	1.37	2.46	0.50	2.93	1.45	2.65	1.54	2.68	1.63	2.13	1.34	2.54	1.49
Q212B	Visible leadership for support of diversity	3.60	1.15	3.77	0.25	3.79	1.17	4.00	1.17	4.19	0.95	3.41	1.22	3.42	1.20
Q245D	I would again choose this institution	3.46	1.38	3.65	0.27	3.38	1.31	3.73	1.33	3.05	1.54	3.57	1.37	3.26	1.37
Q250A	Department as a place to work	3.68	1.31	3.80	0.20	3.84	1.12	4.01	1.10	3.78	1.17	3.92	1.17	3.84	1.13
Q250B	Institution as a place to work	3.25	1.26	3.54	0.28	3.55	1.15	3.73	1.06	2.93	1.30	3.27	1.22	3.16	1.17

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	<i>Benchmark: Nature of Work Research</i>	2.91	0.83	3.17	0.29	3.31	0.76	3.14	0.59	2.82	0.77	2.88	0.68	3.01	0.62
Q45B	Time spent on research	2.60	1.26	3.12	0.45	2.81	1.38	2.72	1.19	2.72	1.20	2.98	1.22	2.85	1.13
Q80A	Expectations for finding external funding	3.12	1.11	3.14	0.27	3.62	1.12	3.17	0.73	2.95	0.97	3.15	0.96	3.25	0.85
Q80B	Influence over focus of research	4.06	0.97	4.21	0.28	4.38	0.81	4.11	0.99	3.79	1.15	4.30	0.77	4.18	0.80
Q80C	Quality of grad students to support research	2.54	1.27	2.84	0.66	2.25	0.96	2.46	1.06	1.70	0.82	2.51	1.10	2.79	1.14
Q80D	Support for research	2.57	1.14	3.01	0.40	3.19	1.05	3.14	1.04	2.53	1.37	2.38	1.08	3.31	1.03
Q80E	Support for engaging undergrads in research	2.98	1.23	3.11	0.38	3.73	1.16	3.00	1.01	2.88	1.17	3.04	0.96	2.81	0.96
Q85A	Support for obtaining grants (pre-award)	2.83	1.20	3.12	0.36	3.50	1.09	3.64	0.81	2.72	1.31	2.44	1.05	3.07	0.97
Q85B	Support for maintaining grants (post-award)	3.00	1.07	3.08	0.33	3.17	1.17	3.32	0.99	2.69	1.25	2.65	0.95	2.86	1.06
Q85C	Support for securing grad student assistance	2.49	1.21	2.69	0.59	3.17	1.17	2.32	1.04	2.00	0.89	2.45	1.15	2.80	1.13
Q85D	Support for travel to present/conduct research	3.38	1.16	3.29	0.42	3.63	1.09	3.37	0.99	3.29	1.05	2.88	1.34	2.83	1.35
Q85E	Availability of course release for research	2.17	1.09	2.55	0.49	2.29	1.33	2.11	1.05	2.14	1.08	1.93	0.89	2.00	1.02
	<i>Benchmark: Nature of Work: Service</i>	3.28	0.79	3.33	0.21	3.41	0.80	3.11	0.75	3.13	0.82	3.20	0.81	3.16	0.83
Q45C	Time spent on service	3.34	1.09	3.36	0.28	3.41	1.18	3.02	1.11	3.17	1.10	3.31	1.02	3.02	1.07
Q55B	Support for faculty in leadership roles	2.67	1.34	2.87	0.39	2.80	1.52	2.69	1.29	2.84	1.29	2.44	1.34	2.61	1.35
Q60A	Number of committees	3.47	0.97	3.51	0.27	3.65	0.93	3.19	0.90	3.33	0.99	3.39	0.94	3.21	1.02
Q60B	Attractiveness of committees	3.53	0.92	3.50	0.19	3.41	0.87	3.35	0.86	3.08	1.00	3.31	0.99	3.50	0.91
Q60C	Discretion to choose committees	3.54	0.98	3.50	0.26	4.00	0.87	3.35	1.01	3.46	0.95	3.31	1.09	3.37	1.10
Q60D	Equitability of committee assignments	3.02	1.21	3.14	0.28	3.06	1.44	2.95	1.17	3.03	1.04	3.25	1.03	3.23	1.16
Q60E	Number of student advisees	3.15	1.23	3.39	0.29	3.41	1.28	3.30	1.14	3.26	1.04	3.33	1.20	3.12	1.10
	<i>Benchmark: Nature of Work: Teaching</i>	3.50	0.75	3.69	0.20	4.25	0.50	3.70	0.59	3.48	0.80	3.56	0.63	3.52	0.67
Q45A	Time spent on teaching	3.59	1.13	3.80	0.23	4.24	0.83	3.91	1.04	3.86	0.97	3.92	0.75	3.80	1.08
Q70A	Number of courses taught	3.25	1.19	3.68	0.35	4.47	0.51	3.77	0.98	3.23	1.11	3.40	0.98	3.11	1.24
Q70B	Level of courses taught	3.90	0.96	3.99	0.18	4.53	0.51	4.05	0.74	3.83	0.92	3.90	0.99	3.82	0.94
Q70C	Discretion over course content	4.29	0.94	4.34	0.18	4.65	0.61	4.35	0.79	4.17	1.27	4.31	0.81	4.03	1.18
Q70D	Number of students in classes taught	3.85	1.06	3.67	0.29	4.18	0.73	3.46	1.05	3.46	1.04	3.15	1.20	3.74	1.03
Q70E	Quality of students taught	2.98	1.20	3.31	0.36	3.65	1.22	3.19	0.99	2.82	1.11	3.15	1.03	3.21	1.09
Q70H	Equitability of distribution of teaching load	3.14	1.31	3.34	0.28	4.12	0.86	3.43	1.08	3.11	1.18	3.28	1.11	3.15	1.24
Q70I	Quality of grad students to support teaching	2.66	1.26	3.01	0.71	4.00	2.00	2.95	1.12	1.80	1.03	2.79	1.30	3.15	1.00
Q45D	Time spent on outreach	3.22	1.15	3.43	0.24	3.71	0.83	3.12	0.83	3.59	0.95	3.57	0.85	3.37	1.08
Q45E	Time spent on administrative tasks	2.69	1.09	3.01	0.25	2.94	1.00	2.78	1.00	3.00	0.74	3.00	0.99	2.67	1.02
Q55A	Ability to balance teaching/research/service	2.56	1.35	3.11	0.41	2.88	1.41	3.00	1.30	3.11	1.28	2.94	1.23	2.49	1.27
	<i>Benchmark: Facilities and work resources</i>	3.37	0.75	3.43	0.28	3.68	0.54	3.39	0.61	3.03	0.78	3.42	0.62	3.34	0.78
Q70F	Support for improving teaching	3.00	1.22	3.33	0.35	3.35	1.00	3.70	0.95	3.09	1.07	3.50	1.05	2.88	1.14
Q90A	Office	3.96	0.87	3.75	0.30	4.35	0.61	3.77	0.96	3.11	1.23	3.82	0.81	3.61	1.32
Q90B	Laboratory, research, studio space	3.14	1.16	3.16	0.34	3.56	1.24	3.20	1.21	2.69	1.26	3.02	1.11	2.90	1.39
Q90C	Equipment	3.29	1.07	3.39	0.37	3.77	0.83	3.11	1.03	3.21	1.11	3.22	1.08	3.53	1.21



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Q90D	Classrooms	3.53	1.10	3.35	0.37	3.65	1.06	2.75	1.07	3.29	1.18	3.43	0.92	3.38	1.26
Q90E	Library resources	3.02	1.17	3.61	0.41	3.24	1.30	3.68	0.91	2.73	1.04	3.53	1.09	4.00	0.82
Q90F	Computing and technical support	3.53	1.09	3.38	0.41	3.65	1.17	3.30	1.07	2.77	1.29	3.41	1.10	3.38	1.23
Q90H	Clerical/administrative support	3.47	1.31	3.42	0.37	3.82	0.88	3.52	1.01	3.50	1.14	3.28	1.10	2.96	1.28
	<i>Benchmark: Personal and family policies</i>	3.05	1.06	3.05	0.33	3.14	1.14	2.95	0.99	3.04	0.95	2.81	0.98	2.69	1.01
Q95D	Housing benefits	1.90	1.02	2.34	0.51	1.75	0.96	2.20	1.30	2.44	1.13	2.05	0.97	2.19	1.17
Q95E	Tuition waivers, remission, or exchange	3.09	1.27	2.90	0.62	2.44	1.24	2.42	1.09	2.07	1.00	2.59	1.16	2.48	1.17
Q95F	Spousal/partner hiring program	2.30	1.42	2.44	0.56	2.50	2.12	1.94	0.83	2.55	1.37	1.71	0.86	1.77	0.97
Q95G	Childcare	2.31	0.86	2.57	0.56	3.50	1.05	3.20	1.32	4.00	1.00	1.94	0.90	1.82	0.88
Q95H	Eldercare	2.75	0.89	2.92	0.32	3.33	0.58	2.00	1.41	3.40	0.55	2.83	1.17	2.47	1.01
Q95J	Family medical/parental leave	3.68	0.95	3.33	0.44	3.50	0.71	3.26	1.05	3.60	1.14	3.08	0.97	3.11	1.13
Q95K	Flexible workload/modified duties	3.35	1.29	3.44	0.33	3.14	1.07	3.40	1.16	3.14	1.13	3.58	1.03	3.11	1.29
Q95L	Stop-the-clock policies	3.06	1.30	3.39	0.52	3.75	0.50	2.73	1.19	3.82	0.41	3.60	0.83	2.68	1.39
Q200B	Inst. does what it can for work/life compatibility	2.82	1.43	3.01	0.43	3.36	1.57	3.10	1.25	2.85	1.22	2.94	1.41	2.51	1.28
Q200A	Right balance between professional/personal	2.94	1.47	3.01	0.34	3.19	1.33	2.97	1.32	2.97	1.38	2.90	1.34	2.64	1.37
	<i>Benchmark: Health and retirement benefits</i>	3.75	0.89	3.62	0.37	4.10	0.59	3.76	0.67	3.68	0.78	2.80	1.02	3.52	0.86
Q95A	Health benefits for yourself	3.87	1.07	3.71	0.42	4.13	0.89	3.79	0.76	3.85	0.94	2.85	1.31	3.73	1.01
Q95B	Health benefits for family	3.78	1.11	3.55	0.56	4.39	0.65	3.69	0.92	3.89	0.88	2.16	1.16	3.50	1.13
Q95C	Retirement benefits	3.71	1.06	3.62	0.30	4.00	0.52	3.78	0.79	3.39	1.10	3.13	1.10	3.42	0.97
Q95I	Phased retirement options	3.14	0.79	3.43	0.35	4.25	0.50	3.50	0.89	3.60	0.70	3.41	0.62	3.33	0.82
Q90G	Salary	2.55	1.10	2.90	0.47	3.12	0.93	3.19	1.11	1.89	0.90	2.23	1.09	2.18	1.15
	<i>Benchmark: Interdisciplinary work</i>	2.42	1.08	2.76	0.29	2.91	0.96	2.53	0.87	2.44	1.01	2.62	0.96	2.56	0.92
Q100A	Budgets encourage interdiscip. work	2.15	1.15	2.70	0.36	2.70	1.25	2.58	0.87	2.04	0.90	2.17	0.95	2.52	1.25
Q100B	Facilities conducive to interdiscip. work	2.67	1.21	2.72	0.34	3.08	1.31	2.41	0.96	2.47	1.16	2.57	1.09	2.58	1.11
Q100C	Interdiscip. work is rewarded in merit	2.25	1.32	2.70	0.44	3.17	1.34	2.45	1.04	2.41	0.97	2.74	1.19	2.35	1.09
Q100D	Interdiscip. work is rewarded in promotion	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
Q100E	Interdiscip. work is rewarded in tenure	2.55	1.39	2.78	0.46	2.82	1.47	2.50	1.13	2.48	1.04	2.89	1.24	2.55	1.11
Q100G	Dept. knows how to evaluate interdiscip. work	2.45	1.36	2.83	0.34	3.00	1.58	2.54	1.16	2.72	1.19	2.75	1.33	2.40	1.24
	<i>Benchmark: Collaboration</i>	3.23	0.95	3.51	0.25	3.61	0.84	3.28	0.87	3.12	0.81	3.56	0.81	3.33	0.91
Q105A	Opportunities for collab. within dept.	3.28	1.31	3.60	0.27	3.82	0.95	3.29	1.15	3.12	1.27	3.64	1.13	3.50	1.22
Q105E	Opportunities for collab. outside dept.	3.04	1.17	3.37	0.29	3.38	0.96	3.13	1.00	2.91	1.01	3.41	0.96	3.20	1.12
Q105D	Opportunities for collab. outside inst.	3.36	1.16	3.54	0.34	3.53	0.64	3.40	1.01	3.27	1.23	3.65	1.03	3.27	1.12
	<i>Benchmark: Mentoring</i>	3.02	1.28	3.23	0.32	3.19	1.05	3.29	1.12	3.50	1.22	2.98	1.16	2.73	1.38
Q125A	Effectiveness of mentoring within dept.	3.50	1.36	3.57	0.27	3.47	1.28	3.65	1.24	3.91	1.29	3.43	1.23	3.13	1.52
Q125B	Effectiveness of mentoring outside dept.	3.27	1.08	3.34	0.32	2.73	1.10	3.17	0.88	3.50	0.94	2.89	1.28	2.97	1.23
Q130A	Mentoring of pre-tenure faculty	2.70	1.51	2.98	0.41	3.24	1.52	3.20	1.45	3.21	1.37	2.78	1.37	2.40	1.52
Q130B	Mentoring of associate 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

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Q130C	Support for faculty to be good mentors	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
Q115	Being a mentor is fulfilling	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
Q120A	Importance of mentoring within dept.	4.40	0.69	4.39	0.17	4.29	0.77	4.28	0.92	4.41	0.93	4.49	0.62	4.40	0.83
Q120B	Importance of mentoring outside dept.	3.53	1.05	3.75	0.23	3.35	1.12	3.54	0.98	3.47	1.08	3.74	1.00	3.71	1.01
Q120C	Importance of mentoring outside inst.	3.64	1.16	3.86	0.26	3.77	1.15	3.63	1.05	3.53	1.02	3.80	0.91	3.66	1.08
Q125C	Effectiveness of mentoring outside the inst.	3.82	0.97	3.88	0.21	3.64	1.15	3.89	0.76	3.63	1.01	3.74	1.18	3.56	1.12
<i>Benchmark: Tenure policies</i>		3.58	1.08	3.45	0.33	3.96	0.75	3.52	1.27	3.28	1.13	3.72	1.10	3.31	1.24
Q136A	Clarity of tenure process	3.81	1.10	3.61	0.38	4.27	0.88	3.81	1.36	3.46	1.09	3.88	1.18	3.29	1.45
Q136B	Clarity of tenure criteria	3.70	1.23	3.59	0.36	4.20	0.86	3.62	1.47	3.36	1.37	3.96	1.23	3.37	1.40
Q136C	Clarity of tenure standards	3.53	1.25	3.29	0.35	4.00	1.00	3.47	1.50	3.06	1.39	3.86	1.22	3.10	1.41
Q136D	Clarity of body of evidence for deciding tenure	3.60	1.25	3.60	0.36	4.27	0.59	3.28	1.47	3.39	1.37	3.86	1.10	3.21	1.42
Q136E	Clarity of whether I will achieve tenure	3.64	1.34	3.47	0.33	3.93	0.96	3.53	1.34	3.36	1.25	3.59	1.39	3.69	1.27
Q139A	Consistency of messages about tenure	3.13	1.39	3.04	0.39	3.00	1.41	3.21	1.57	3.09	1.47	3.32	1.54	2.86	1.56
Q139B	Tenure decisions are performance-based	3.61	1.29	3.53	0.43	4.00	1.04	3.77	1.42	3.21	1.32	3.49	1.34	3.58	1.42
<i>Benchmark: Tenure clarity</i>		3.18	1.08	3.37	0.26	3.65	0.83	3.35	1.00	3.33	0.87	3.44	0.90	3.34	1.15
Q137A	Clarity of expectations: Scholar	3.96	1.14	3.63	0.41	3.87	1.25	3.72	1.42	3.24	1.17	4.14	1.18	3.31	1.32
Q137B	Clarity of expectations: Teacher	3.64	1.13	3.89	0.33	4.33	0.82	4.00	1.14	4.18	0.95	3.94	1.05	4.02	1.28
Q137C	Clarity of expectations: Advisor	3.00	1.40	3.33	0.34	3.67	1.11	3.38	1.35	3.47	1.16	3.35	1.28	3.35	1.36
Q137D	Clarity of expectations: Colleague	2.87	1.33	3.31	0.27	3.33	1.11	3.32	1.31	3.22	1.24	3.26	1.31	3.43	1.40
Q137E	Clarity of expectations: Campus citizen	2.94	1.34	3.13	0.33	3.27	1.10	3.00	1.21	2.91	1.35	3.06	1.24	3.09	1.31
Q137F	Clarity of expectations: Broader community	2.66	1.37	2.92	0.26	3.36	1.08	2.70	1.20	2.90	1.42	2.92	1.28	2.68	1.31
<i>Benchmark: Tenure reasonableness</i>		3.65	0.91	3.84	0.20	4.26	0.65	3.84	0.93	3.93	0.69	3.72	0.93	3.73	0.89
Q138A	Reasonable expectations: Scholar	3.87	1.31	3.79	0.38	4.27	1.10	3.90	1.29	3.81	1.06	3.73	1.27	3.97	1.11
Q138B	Reasonable expectations: Teacher	3.94	1.04	4.10	0.26	4.53	0.64	4.15	1.09	4.09	0.93	4.14	1.01	3.79	1.21
Q138C	Reasonable expectations: Advisor	3.52	1.11	3.85	0.29	4.33	0.90	3.88	1.14	4.13	0.81	4.02	1.00	3.66	1.09
Q138D	Reasonable expectations: Colleague	3.64	1.06	3.88	0.23	4.33	0.90	3.96	1.17	4.07	0.81	3.72	1.20	3.68	1.15
Q138E	Reasonable expectations: Campus citizen	3.51	0.96	3.74	0.22	4.07	1.00	3.56	1.01	3.78	0.97	3.55	1.00	3.60	0.97
Q138F	Reasonable expectations: Community member	3.36	0.98	3.62	0.23	3.86	1.03	3.55	0.96	3.79	0.92	3.55	0.91	3.52	0.96
<i>Benchmark: Promotion</i>		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
Q135C	Reasonable expectations: Promotion	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
Q135B	Dept. culture encourages promotion	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
Q140A	Clarity of promotion process	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
Q140B	Clarity of promotion criteria	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
Q140C	Clarity of promotion standards	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
Q140D	Clarity of body of evidence for promotion	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
Q140E	Clarity of time frame for promotion	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
Q140F	Clarity of whether I will be promoted	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

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q170A	Priorities are stated consistently	2.62	1.23	3.07	0.37	2.93	1.16	3.08	1.35	3.13	1.28	2.62	1.14	2.42	1.28
Q170C	Priorities are acted on consistently	2.52	1.19	2.88	0.37	2.80	1.08	2.83	1.25	2.64	1.16	2.52	1.11	2.39	1.16
Q170D	Changed priorities negatively affect my work**	2.07	1.09	2.97	0.43	2.60	1.06	3.21	1.34	2.44	1.22	2.26	1.12	2.59	1.28
	<i>Benchmark: Leadership: Senior</i>	2.76	0.96	3.33	0.33	3.44	0.76	3.44	0.98	3.13	0.94	3.14	0.79	2.86	0.98
Q180A	Pres/Chancellor: Pace of decision making	2.92	1.05	3.34	0.38	3.87	0.83	3.29	0.97	3.22	0.97	3.14	0.83	2.52	1.05
Q180B	Pres/Chancellor: Stated priorities	2.89	1.22	3.34	0.41	3.69	0.79	3.26	1.18	3.22	1.12	3.19	0.79	2.43	1.13
Q180C	Pres/Chancellor: Communication of priorities	2.92	1.14	3.28	0.43	3.56	0.96	3.29	1.15	3.04	1.14	3.13	0.98	2.35	1.17
Q180L	CAO: Pace of decision making	2.73	1.09	3.32	0.32	3.44	1.09	3.45	1.15	3.15	0.97	3.33	0.93	3.24	1.19
Q180M	CAO: Stated priorities	2.52	1.13	3.34	0.33	3.06	1.12	3.60	1.20	3.16	1.07	3.17	0.89	3.24	1.24
Q180N	CAO: Communication of priorities	2.58	1.16	3.30	0.34	3.06	1.06	3.62	1.24	3.08	1.08	3.07	1.05	3.38	1.21
Q180O	CAO: 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
Q175C	CAO: Support in adapting to change	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
	<i>Benchmark: Leadership: Divisional</i>	3.71	1.02	3.46	0.29	3.83	0.90	3.21	1.04	3.14	1.01	3.65	1.02	3.40	1.19
Q185D	Dean: Pace of decision making	3.80	1.04	3.51	0.32	4.07	0.70	3.34	1.10	3.10	1.08	3.66	1.08	3.48	1.20
Q185E	Dean: Stated priorities	3.75	1.13	3.48	0.32	3.80	1.08	3.27	1.10	3.26	1.03	3.68	1.01	3.37	1.22
Q185F	Dean: Communication of priorities	3.61	1.15	3.46	0.33	3.80	1.08	3.16	1.16	3.03	1.18	3.64	1.09	3.45	1.29
Q185G	Dean: Ensuring faculty input	3.68	1.17	3.40	0.36	3.67	1.05	3.11	1.23	3.13	1.12	3.63	1.14	3.42	1.20
Q175A	Dean: Support in adapting to change	3.65	1.25	2.94	0.46	3.00	1.20	3.06	1.34	2.88	1.32	3.19	1.57	2.73	1.37
	<i>Benchmark: Leadership: Departmental</i>	3.73	1.46	3.83	0.29	3.99	1.09	3.82	1.08	3.73	0.96	3.87	1.08	3.91	1.37
Q185H	Head/Chair: Pace of decision making	3.61	1.47	3.75	0.32	4.31	0.79	3.77	1.17	3.63	0.96	3.86	1.10	3.81	1.39
Q185I	Head/Chair: Stated priorities	3.65	1.57	3.75	0.28	3.69	1.35	3.72	1.16	3.61	1.09	3.78	1.20	3.77	1.49
Q185J	Head/Chair: Communication of priorities	3.69	1.54	3.76	0.30	3.75	1.48	3.79	1.13	3.68	1.17	3.76	1.19	3.84	1.47
Q185K	Head/Chair: Ensuring faculty input	3.88	1.51	3.88	0.30	3.94	1.39	3.90	1.28	3.77	1.22	3.95	1.18	3.97	1.49
Q185L	Head/Chair: Fairness in evaluating work	3.84	1.53	4.01	0.29	4.25	1.07	3.91	1.20	4.00	0.98	4.00	1.21	4.15	1.40
Q175B	Head/Chair: Support in adapting to change	3.47	1.61	3.46	0.45	3.50	1.41	4.06	1.24	3.29	1.40	3.56	1.50	3.77	1.48
	<i>Benchmark: Departmental collegiality</i>	3.62	0.95	3.83	0.22	3.97	0.63	3.83	0.97	3.69	0.79	3.86	0.80	3.77	0.94
Q200C	Colleagues support work/life balance	3.43	1.43	3.70	0.32	4.07	0.92	3.67	1.20	3.61	1.29	3.74	1.21	3.71	1.05
Q200D	Meeting times compatible with personal needs	4.02	1.23	4.08	0.18	3.94	1.44	4.16	1.10	4.03	1.07	3.95	1.16	3.95	1.26
Q205B	Amount of personal interaction w/Pre-tenure	3.65	1.21	3.80	0.25	4.40	0.74	3.68	1.17	3.77	0.82	3.95	0.97	3.72	1.13
Q205C	How well you fit	3.48	1.32	3.79	0.25	4.06	0.77	3.71	1.35	3.58	1.26	3.85	1.08	3.84	1.14
Q205E	Amount of personal interaction w/Tenured	3.36	1.24	3.61	0.25	3.88	0.72	3.71	1.12	3.30	1.06	3.60	1.12	3.56	1.24
Q210A	Colleagues pitch in when needed	3.61	1.36	3.79	0.33	3.63	1.31	3.75	1.38	3.55	1.29	3.86	1.20	3.74	1.38
Q210C	Dept. is collegial	3.82	1.23	3.97	0.35	3.88	1.20	3.81	1.39	3.75	1.05	4.03	1.08	3.83	1.43
Q212A	Colleagues committed to diversity/inclusion	3.59	1.39	3.93	0.28	4.06	1.24	4.09	1.18	3.87	1.23	3.83	1.20	3.75	1.38
	<i>Benchmark: Departmental engagement</i>	3.36	0.95	3.44	0.17	3.57	0.81	3.43	0.81	3.24	0.86	3.41	0.89	3.35	0.83
Q190A	Discussions of undergrad student learning	3.90	1.09	3.65	0.40	4.38	0.96	3.83	1.05	4.00	1.02	3.78	1.26	3.49	1.29
Q190B	Discussions of grad student learning	2.71	1.30	2.97	0.70	2.73	1.39	3.02	1.42	1.54	0.95	2.90	1.50	3.18	1.44

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q190C	Discussions of effective teaching practices	3.52	1.23	3.53	0.31	4.00	1.16	3.60	1.08	3.69	1.28	3.51	1.15	3.62	1.06
Q190D	Discussions of effective use of technology	3.21	1.26	3.26	0.26	3.00	1.21	3.18	1.09	3.28	0.92	3.20	1.16	3.31	1.06
Q190E	Discussions of current research methods	3.00	1.24	3.10	0.33	3.00	1.10	2.71	1.09	2.53	1.27	2.93	1.35	2.72	1.13
Q205A	Amount of professional interaction w/Pre-tenure	3.84	1.05	3.85	0.27	4.33	0.90	3.93	1.05	3.80	1.03	3.93	1.07	3.72	1.03
Q205D	Amount of professional interaction w/Tenured	3.40	1.26	3.65	0.27	3.56	1.21	3.68	1.22	3.32	1.19	3.64	1.20	3.64	1.17
	<i>Benchmark: Departmental quality</i>	3.30	0.96	3.54	0.25	3.33	0.72	3.44	0.89	3.27	0.82	3.50	0.73	3.44	0.92
Q195A	Intellectual vitality of tenured faculty	3.20	1.25	3.40	0.32	2.69	1.40	3.30	1.21	3.13	1.04	3.35	1.07	3.25	1.24
Q195B	Intellectual vitality of pre-tenure faculty	3.79	1.06	4.05	0.24	4.47	0.64	3.93	1.00	3.90	0.80	4.02	0.83	4.09	0.80
Q195C	Scholarly productivity of tenured faculty	3.14	1.21	3.20	0.38	2.33	1.40	3.14	1.25	2.48	1.02	3.07	1.05	3.10	1.18
Q195D	Scholarly productivity of pre-tenure faculty	3.57	1.08	3.86	0.32	4.14	0.66	3.68	1.07	3.41	1.02	3.79	0.96	3.79	1.01
Q195G	Teaching effectiveness of tenured faculty	3.32	1.20	3.52	0.32	3.00	1.41	3.46	1.26	3.35	1.17	3.53	0.99	3.37	1.23
Q195H	Teaching effectiveness of pre-tenure faculty	3.77	0.86	3.98	0.18	4.33	0.49	3.94	0.96	3.76	0.79	3.90	0.72	3.98	0.88
Q240B	Dept. is successful at faculty recruitment	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
Q240C	Dept. is successful at faculty retention	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
Q240D	Dept. addresses sub-standard performance	2.54	1.38	2.49	0.31	1.92	1.00	2.41	1.25	2.73	1.28	2.49	1.20	2.49	1.40
	<i>Benchmark: Appreciation and recognition</i>	3.04	1.04	3.40	0.24	3.59	0.76	3.44	0.91	3.21	0.84	3.43	0.82	3.22	0.96
Q215A	Recognition: For teaching	3.04	1.28	3.44	0.31	3.69	0.95	3.51	1.20	3.32	1.22	3.72	0.97	3.31	1.25
Q215B	Recognition: For advising	2.64	1.24	3.14	0.28	3.31	1.01	3.05	1.21	3.18	1.06	3.10	0.96	3.07	1.21
Q215C	Recognition: For scholarship	3.10	1.24	3.39	0.27	3.63	1.09	3.46	1.14	3.00	1.05	3.45	1.17	3.11	1.20
Q215D	Recognition: For service	3.00	1.22	3.25	0.28	3.38	1.03	3.27	1.18	3.13	1.09	3.29	1.20	3.08	1.18
Q215E	Recognition: For outreach	2.91	1.19	3.19	0.31	3.70	0.95	3.19	1.00	3.13	0.99	3.24	1.10	2.89	1.13
Q215I	Recognition: From colleagues	3.37	1.12	3.66	0.25	4.13	0.81	3.57	1.11	3.45	1.29	3.67	0.98	3.48	1.28
Q215J	Recognition: From CAO	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
Q215K	Recognition: From Dean	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
Q215L	Recognition: From Head/Chair	3.40	1.38	3.74	0.25	4.00	1.21	3.88	1.31	3.72	1.22	3.74	1.23	3.75	1.41
Q220A	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
Q220B	Dept. 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
Q245A	CAO cares about faculty of my rank	2.71	1.33	3.27	0.40	2.93	1.39	3.49	1.14	2.76	1.26	3.00	1.16	3.00	1.35
Q240A	Outside offers are necessary in negotiations	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
Q212B	Visible leadership for support of diversity	3.31	1.42	3.74	0.28	3.50	1.21	3.93	1.08	3.81	1.11	3.55	1.23	3.63	1.22
Q245D	I would again choose this institution	3.22	1.40	3.79	0.38	4.13	0.92	3.76	1.33	3.09	1.38	3.50	1.31	3.40	1.46
Q250A	Department as a place to work	3.54	1.39	3.87	0.28	4.06	0.93	3.82	1.30	3.47	1.07	3.75	1.23	3.55	1.31
Q250B	Institution as a place to work	3.29	1.13	3.69	0.35	4.06	0.85	3.54	1.14	3.07	0.94	3.44	1.19	3.32	1.20

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item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
	<i>Benchmark: Nature of Work Research</i>	2.98	0.71	3.19	0.24	3.38	0.66	3.34	0.73	2.84	0.77	2.76	0.67	3.05	0.64
Q45B	Time spent on research	3.13	1.07	3.40	0.39	3.45	1.19	3.26	1.39	2.90	1.11	3.05	1.22	3.00	1.14
Q80A	Expectations for finding external funding	3.04	0.94	3.21	0.24	3.32	0.84	3.08	1.20	2.82	1.10	3.11	0.99	2.94	0.85
Q80B	Influence over focus of research	4.31	0.81	4.35	0.27	4.67	0.61	4.53	0.80	4.02	0.98	4.07	1.08	4.22	0.85
Q80C	Quality of grad students to support research	2.92	1.02	2.97	0.78	2.79	0.98	3.17	1.59	3.38	1.19	2.81	1.02	2.95	1.07
Q80D	Support for research	2.52	1.06	2.79	0.35	3.24	1.18	3.38	1.07	2.55	1.02	2.40	1.03	3.08	1.19
Q80E	Support for engaging undergrads in research	3.02	1.03	3.05	0.35	3.41	1.02	2.96	1.02	2.99	1.11	3.14	1.05	3.03	0.95
Q85A	Support for obtaining grants (pre-award)	2.71	1.04	3.05	0.33	3.75	0.98	3.41	1.12	2.67	1.03	2.21	1.07	3.06	1.00
Q85B	Support for maintaining grants (post-award)	2.79	1.12	3.06	0.36	3.84	0.88	3.68	0.95	2.49	1.05	2.31	1.09	3.04	1.04
Q85C	Support for securing grad student assistance	2.13	1.13	2.68	0.54	2.36	1.01	2.08	1.12	1.75	1.06	2.31	1.14	2.75	1.12
Q85D	Support for travel to present/conduct research	3.32	1.21	3.10	0.41	2.90	1.07	3.69	1.06	2.76	1.25	2.77	1.16	3.00	1.10
Q85E	Availability of course release for research	2.44	1.18	2.57	0.38	2.31	1.06	2.37	1.25	2.11	1.09	2.05	1.15	2.26	1.09
	<i>Benchmark: Nature of Work: Service</i>	3.03	0.84	3.34	0.18	3.51	0.66	3.31	0.97	3.24	0.74	2.99	0.85	3.30	0.70
Q45C	Time spent on service	3.19	1.04	3.49	0.24	3.64	0.98	3.26	1.32	3.48	1.04	3.23	1.14	3.37	1.00
Q55B	Support for faculty in leadership roles	2.28	1.21	2.76	0.31	2.95	1.22	2.58	1.36	2.43	1.32	2.18	1.23	2.48	1.36
Q60A	Number of committees	3.27	1.01	3.48	0.18	3.71	0.64	3.34	1.07	3.44	0.90	3.02	1.07	3.32	0.84
Q60B	Attractiveness of committees	3.25	1.03	3.50	0.18	3.59	0.89	3.44	1.11	3.29	1.09	3.23	0.97	3.49	0.80
Q60C	Discretion to choose committees	3.48	1.05	3.67	0.24	4.07	0.85	3.88	1.01	3.94	0.94	3.32	1.16	3.84	0.81
Q60D	Equitability of committee assignments	2.79	1.23	3.13	0.27	3.24	1.11	3.43	1.31	2.86	1.24	3.00	1.20	3.38	1.11
Q60E	Number of student advisees	3.37	1.01	3.55	0.30	3.41	1.08	3.19	1.30	3.09	1.23	3.51	1.08	3.46	0.98
	<i>Benchmark: Nature of Work: Teaching</i>	3.61	0.77	3.78	0.18	3.95	0.51	3.90	0.77	3.77	0.65	3.56	0.84	3.59	0.65
Q45A	Time spent on teaching	3.65	1.08	4.04	0.19	4.22	0.79	4.16	0.86	4.07	0.96	3.73	1.13	3.95	0.99
Q70A	Number of courses taught	3.49	1.13	3.71	0.32	4.07	0.72	3.74	1.15	3.67	1.09	3.47	1.16	3.23	1.24
Q70B	Level of courses taught	3.99	0.89	4.05	0.19	4.32	0.65	4.29	0.74	4.23	0.69	3.91	1.07	3.99	0.88
Q70C	Discretion over course content	4.34	0.92	4.45	0.13	4.59	0.67	4.71	0.64	4.55	0.72	4.30	1.00	4.37	0.73
Q70D	Number of students in classes taught	3.72	1.05	3.76	0.29	4.00	1.00	3.81	1.25	3.46	1.21	3.36	1.31	3.69	0.96
Q70E	Quality of students taught	3.29	0.99	3.33	0.40	3.17	1.12	3.29	1.16	3.00	0.99	3.23	1.16	2.92	1.15
Q70H	Equitability of distribution of teaching load	3.19	1.23	3.32	0.26	3.71	1.10	3.58	1.36	3.41	1.32	3.23	1.26	3.33	1.29
Q70I	Quality of grad students to support teaching	3.08	1.20	3.06	0.77	2.60	1.12	3.21	1.48	3.00	1.41	2.96	1.37	3.10	1.08
Q45D	Time spent on outreach	3.38	0.99	3.62	0.19	3.64	0.91	3.11	1.05	3.66	0.88	3.62	1.06	3.55	0.96
Q45E	Time spent on administrative tasks	2.32	1.08	2.92	0.24	3.00	0.99	2.75	1.30	2.68	1.03	2.63	1.04	2.58	1.09
Q55A	Ability to balance teaching/research/service	2.93	1.38	3.39	0.30	3.29	1.38	3.36	1.33	3.24	1.20	2.82	1.37	2.79	1.33
	<i>Benchmark: Facilities and work resources</i>	3.36	0.83	3.43	0.25	3.67	0.52	3.40	0.71	3.19	0.77	3.40	0.66	3.42	0.75
Q70F	Support for improving teaching	3.08	1.09	3.26	0.28	3.35	0.92	3.81	0.86	2.87	1.15	3.61	1.00	3.12	1.13
Q90A	Office	3.86	1.18	3.78	0.24	3.95	0.88	3.66	1.15	3.55	1.28	3.59	1.34	3.51	1.22
Q90B	Laboratory, research, studio space	3.05	1.16	3.22	0.38	3.47	1.04	3.17	1.34	2.84	1.14	2.88	1.32	3.04	1.12
Q90C	Equipment	3.44	1.06	3.33	0.33	3.20	1.08	3.17	1.18	3.02	1.23	3.14	0.95	3.52	1.18

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item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q90D	Classrooms	3.30	1.26	3.29	0.32	3.83	0.85	2.88	1.29	3.16	1.16	3.33	1.26	3.49	1.15
Q90E	Library resources	3.18	1.11	3.74	0.41	3.81	0.94	3.91	1.03	3.57	0.92	3.77	1.04	4.04	0.76
Q90F	Computing and technical support	3.23	1.15	3.46	0.35	3.62	1.06	3.41	1.19	2.84	1.31	3.41	1.06	3.51	1.11
Q90H	Clerical/administrative support	3.43	1.31	3.26	0.38	4.02	0.84	2.97	1.30	3.51	1.28	3.39	1.15	2.99	1.38
	<i>Benchmark: Personal and family policies</i>	2.94	0.91	3.06	0.26	3.06	0.68	2.71	1.02	2.79	0.91	2.49	0.85	2.66	0.98
Q95D	Housing benefits	1.80	0.86	2.33	0.55	3.00	0.82	2.00	0.93	1.70	0.73	1.94	0.85	2.94	0.87
Q95E	Tuition waivers, remission, or exchange	3.27	0.89	2.73	0.72	2.00	0.92	1.73	0.94	1.57	0.82	1.91	1.00	2.41	1.23
Q95F	Spousal/partner hiring program	2.08	1.10	2.64	0.38	2.90	0.74	2.00	1.41	1.88	1.11	2.26	0.99	2.79	0.92
Q95G	Childcare	2.35	1.12	2.72	0.57	3.63	0.74	2.50	1.31	3.24	1.01	2.00	0.87	2.36	1.22
Q95H	Eldercare	2.42	1.00	2.66	0.35	3.00	0.00	2.00	0.89	2.57	1.09	2.18	0.87	2.72	1.02
Q95J	Family medical/parental leave	3.37	0.95	3.42	0.27	3.75	0.68	3.60	1.31	3.39	1.04	2.91	1.07	3.04	1.02
Q95K	Flexible workload/modified duties	2.91	1.16	3.35	0.38	3.21	1.12	3.00	1.50	3.57	1.17	2.93	1.03	3.39	1.09
Q95L	Stop-the-clock policies	N/A	N/A	N<5	N<5	N/A	N/A	N/A	N/A	N/A	N/A	N<5	N<5	N/A	N/A
Q200B	Inst. does what it can for work/life compatibility	2.53	1.26	3.02	0.30	3.32	0.95	2.89	1.20	2.88	1.23	2.41	1.19	2.53	1.24
Q200A	Right balance between professional/personal	3.01	1.42	3.55	0.25	3.76	1.25	3.38	1.41	3.25	1.34	2.96	1.43	3.32	1.34
	<i>Benchmark: Health and retirement benefits</i>	3.48	0.82	3.51	0.36	3.70	0.74	3.71	0.76	3.52	1.00	2.49	0.96	3.35	0.80
Q95A	Health benefits for yourself	3.78	0.98	3.66	0.46	3.93	0.85	3.94	0.96	3.66	1.15	2.32	1.16	3.65	0.91
Q95B	Health benefits for family	3.79	1.01	3.54	0.55	3.78	0.94	4.00	0.86	3.58	1.14	1.82	1.01	3.56	0.98
Q95C	Retirement benefits	3.58	0.91	3.47	0.35	3.57	0.99	3.78	0.83	3.57	1.06	2.74	1.18	3.10	1.07
Q95I	Phased retirement options	1.95	1.05	3.09	0.35	3.41	0.91	2.68	1.04	2.92	1.20	3.03	1.16	2.70	0.95
Q90G	Salary	2.85	1.15	3.05	0.45	2.98	1.07	3.66	1.21	1.68	0.96	2.52	1.23	2.47	1.24
	<i>Benchmark: Interdisciplinary work</i>	2.34	0.97	2.61	0.27	2.60	0.83	2.15	1.03	2.03	0.90	2.34	0.92	2.66	0.94
Q100A	Budgets encourage interdiscip. work	1.98	1.01	2.42	0.31	2.13	1.01	1.87	1.10	1.93	0.99	2.15	0.98	2.57	1.14
Q100B	Facilities conducive to interdiscip. work	2.26	1.15	2.56	0.31	2.47	1.00	2.00	1.04	1.97	1.04	2.38	1.08	2.64	1.09
Q100C	Interdiscip. work is rewarded in merit	2.33	1.18	2.54	0.31	2.63	1.04	2.15	1.16	2.05	1.14	2.25	1.13	2.44	1.07
Q100D	Interdiscip. work is rewarded in promotion	2.48	1.22	2.65	0.33	2.70	0.92	1.96	1.09	2.10	1.08	2.45	1.13	2.62	1.10
Q100E	Interdiscip. work is rewarded in tenure	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
Q100G	Dept. knows how to evaluate interdiscip. work	2.65	1.19	2.85	0.36	2.94	1.11	2.48	1.25	2.13	1.15	2.63	1.20	2.84	1.21
	<i>Benchmark: Collaboration</i>	3.31	0.93	3.60	0.22	3.71	0.68	3.39	0.89	3.29	0.92	3.63	0.92	3.53	0.92
Q105A	Opportunities for collab. within dept.	3.60	1.10	3.72	0.23	3.76	0.99	3.42	1.23	3.78	1.17	3.91	1.13	3.75	1.17
Q105E	Opportunities for collab. outside dept.	3.16	1.08	3.45	0.24	3.59	0.87	2.97	1.07	3.06	1.15	3.49	1.01	3.43	1.01
Q105D	Opportunities for collab. outside inst.	3.15	1.24	3.59	0.37	3.83	0.87	3.74	1.06	2.97	1.16	3.42	1.16	3.42	1.05
	<i>Benchmark: Mentoring</i>	2.95	0.83	3.00	0.25	3.04	0.82	2.84	0.83	3.16	0.91	3.00	0.93	3.02	0.92
Q125A	Effectiveness of mentoring within dept.	3.63	1.04	3.62	0.30	3.57	1.26	3.43	1.08	3.88	1.13	3.81	0.86	3.55	1.14
Q125B	Effectiveness of mentoring outside dept.	3.15	0.83	3.45	0.25	3.52	1.05	3.06	1.16	3.20	1.27	3.53	0.86	3.62	0.72
Q130A	Mentoring of pre-tenure faculty	3.37	1.20	3.30	0.35	3.54	1.20	3.22	1.43	3.46	1.29	3.27	1.28	3.44	1.19
Q130B	Mentoring of associate faculty	2.79	1.13	2.68	0.31	2.80	1.11	2.42	1.36	2.75	1.27	2.65	1.20	2.80	1.21

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q130C	Support for faculty to be good mentors	2.03	0.80	2.38	0.28	2.40	0.89	2.30	1.09	2.45	1.24	2.37	1.13	2.41	1.15
Q115	Being a mentor is fulfilling	4.22	0.77	4.17	0.17	4.11	0.85	4.16	0.99	3.83	1.01	4.16	0.76	4.10	0.78
Q120A	Importance of mentoring within dept.	4.13	0.87	4.00	0.23	4.11	0.92	3.90	1.08	4.17	0.84	3.93	0.92	3.80	1.04
Q120B	Importance of mentoring outside dept.	3.40	0.83	3.36	0.24	3.37	1.10	2.74	1.09	3.00	1.23	3.68	0.99	3.23	1.13
Q120C	Importance of mentoring outside inst.	3.29	1.03	3.46	0.29	3.58	1.04	3.10	1.25	2.61	1.19	3.51	1.08	3.20	1.16
Q125C	Effectiveness of mentoring outside the inst.	3.72	1.00	3.77	0.26	3.79	0.77	4.00	0.97	3.22	1.27	3.63	0.93	3.67	0.93
<i>Benchmark: Tenure policies</i>		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
Q136A	Clarity of tenure process	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
Q136B	Clarity of tenure criteria	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
Q136C	Clarity of tenure standards	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
Q136D	Clarity of body of evidence for deciding tenure	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
Q136E	Clarity of whether I will achieve tenure	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
Q139A	Consistency of messages about tenure	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
Q139B	Tenure decisions are performance-based	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
<i>Benchmark: Tenure clarity</i>		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
Q137A	Clarity of expectations: Scholar	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
Q137B	Clarity of expectations: Teacher	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
Q137C	Clarity of expectations: Advisor	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
Q137D	Clarity of expectations: Colleague	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
Q137E	Clarity of expectations: Campus citizen	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
Q137F	Clarity of expectations: Broader community	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
<i>Benchmark: Tenure reasonableness</i>		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
Q138A	Reasonable expectations: Scholar	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
Q138B	Reasonable expectations: Teacher	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
Q138C	Reasonable expectations: Advisor	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
Q138D	Reasonable expectations: Colleague	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
Q138E	Reasonable expectations: Campus citizen	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
Q138F	Reasonable expectations: Community member	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
<i>Benchmark: Promotion</i>		4.03	0.95	3.93	0.26	4.11	0.90	4.11	1.00	3.88	1.05	3.97	0.99	4.10	0.86
Q135C	Reasonable expectations: Promotion	4.03	1.08	4.01	0.26	4.10	1.23	4.06	1.37	3.94	1.17	4.14	1.10	4.16	0.93
Q135B	Dept. culture encourages promotion	3.94	1.19	3.83	0.36	3.74	1.15	3.69	1.28	4.09	1.17	3.37	1.62	4.12	0.98
Q140A	Clarity of promotion process	4.18	1.00	4.06	0.28	4.38	1.01	4.45	1.06	3.94	1.21	4.14	1.14	4.17	1.06
Q140B	Clarity of promotion criteria	4.04	1.10	3.99	0.27	4.26	1.13	4.42	0.99	3.77	1.34	4.12	1.17	4.09	1.07
Q140C	Clarity of promotion standards	3.92	1.19	3.79	0.29	4.00	1.13	4.13	1.28	3.58	1.38	3.98	1.18	3.85	1.27
Q140D	Clarity of body of evidence for promotion	4.11	1.08	4.01	0.29	4.31	1.12	4.10	1.22	3.55	1.31	4.00	1.23	3.91	1.18
Q140E	Clarity of time frame for promotion	4.13	1.18	3.83	0.34	3.98	1.09	3.81	1.38	4.29	1.00	4.10	1.01	4.41	0.90
Q140F	Clarity of whether I will be promoted	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

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item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q170A	Priorities are stated consistently	2.35	1.27	2.74	0.34	3.08	1.22	3.09	1.45	2.67	1.42	2.27	1.13	2.14	1.15
Q170C	Priorities are acted on consistently	2.13	1.17	2.57	0.33	2.88	1.07	2.63	1.33	2.29	1.33	2.21	1.23	2.05	1.10
Q170D	Changed priorities negatively affect my work**	2.23	1.30	2.74	0.42	2.98	1.26	2.45	1.48	2.18	1.34	2.32	1.49	2.16	1.20
	<i>Benchmark: Leadership: Senior</i>	2.55	1.00	3.03	0.33	3.21	0.83	3.02	1.21	2.68	1.07	2.96	1.06	2.60	0.94
Q180A	Pres/Chancellor: Pace of decision making	2.79	1.14	3.15	0.40	3.68	0.89	2.97	1.32	2.91	1.16	3.18	1.04	2.31	1.09
Q180B	Pres/Chancellor: Stated priorities	2.77	1.20	3.10	0.41	3.53	1.09	2.83	1.39	2.77	1.21	3.14	1.08	2.17	1.10
Q180C	Pres/Chancellor: Communication of priorities	2.53	1.23	3.06	0.46	3.45	1.01	3.03	1.35	2.53	1.34	3.26	1.21	1.99	1.07
Q180L	CAO: Pace of decision making	2.49	1.18	2.99	0.36	3.13	0.97	2.96	1.43	2.49	1.24	2.73	1.15	2.93	1.27
Q180M	CAO: Stated priorities	2.44	1.18	2.96	0.35	3.03	1.18	2.96	1.45	2.83	1.30	2.64	1.14	3.11	1.30
Q180N	CAO: Communication of priorities	2.31	1.23	2.93	0.36	2.60	1.06	3.29	1.38	2.70	1.35	2.73	1.22	3.11	1.38
Q180O	CAO: 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
Q175C	CAO: Support in adapting to change	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
	<i>Benchmark: Leadership: Divisional</i>	3.45	1.24	3.12	0.32	3.54	1.05	3.14	1.15	2.85	1.30	2.95	1.42	3.33	1.29
Q185D	Dean: Pace of decision making	3.47	1.26	3.19	0.33	3.85	1.03	3.15	1.22	2.69	1.44	3.14	1.48	3.34	1.34
Q185E	Dean: Stated priorities	3.48	1.25	3.11	0.32	3.45	1.11	3.08	1.23	2.91	1.40	2.98	1.46	3.30	1.38
Q185F	Dean: Communication of priorities	3.46	1.31	3.11	0.33	3.36	1.14	3.15	1.22	2.87	1.42	2.86	1.48	3.40	1.37
Q185G	Dean: Ensuring faculty input	3.38	1.43	3.04	0.36	3.46	1.34	2.93	1.21	2.93	1.35	2.83	1.50	3.29	1.41
Q175A	Dean: Support in adapting to change	3.13	1.52	2.60	0.40	3.07	1.16	2.77	1.30	2.43	1.34	2.86	1.62	2.78	1.62
	<i>Benchmark: Leadership: Departmental</i>	3.76	1.12	3.61	0.26	4.05	1.07	3.42	1.35	3.86	1.21	3.64	1.19	3.64	1.26
Q185H	Head/Chair: Pace of decision making	3.72	1.19	3.58	0.29	4.03	1.11	3.25	1.37	3.74	1.33	3.75	1.11	3.65	1.27
Q185I	Head/Chair: Stated priorities	3.62	1.20	3.50	0.28	3.91	1.20	3.15	1.35	3.76	1.33	3.50	1.36	3.55	1.35
Q185J	Head/Chair: Communication of priorities	3.61	1.35	3.50	0.30	4.00	1.28	3.35	1.39	3.76	1.40	3.58	1.36	3.50	1.44
Q185K	Head/Chair: Ensuring faculty input	3.80	1.32	3.64	0.29	4.18	1.14	3.55	1.50	4.09	1.15	3.50	1.34	3.65	1.46
Q185L	Head/Chair: Fairness in evaluating work	4.06	1.23	3.82	0.27	4.12	1.12	3.80	1.58	4.06	1.24	3.97	1.24	3.85	1.21
Q175B	Head/Chair: Support in adapting to change	3.16	1.46	3.17	0.38	3.46	1.45	2.77	1.42	3.38	1.48	3.32	1.64	3.35	1.67
	<i>Benchmark: Departmental collegiality</i>	3.88	0.81	3.86	0.17	4.01	0.68	3.79	0.94	4.00	0.70	3.92	0.82	3.98	0.84
Q200C	Colleagues support work/life balance	3.65	1.31	3.71	0.22	4.03	0.71	3.59	1.05	3.94	0.99	3.58	1.13	3.96	1.08
Q200D	Meeting times compatible with personal needs	3.99	1.20	4.10	0.16	4.36	0.88	3.94	1.34	3.84	1.23	4.07	1.07	4.10	1.06
Q205B	Amount of personal interaction w/Pre-tenure	3.79	0.83	3.71	0.18	3.68	0.88	3.53	1.01	3.69	1.00	3.75	1.10	3.79	0.95
Q205C	How well you fit	3.73	1.27	3.82	0.27	4.05	1.06	3.68	1.42	4.09	1.13	3.86	1.29	3.92	1.09
Q205E	Amount of personal interaction w/Tenured	3.87	1.01	3.74	0.20	3.73	0.92	3.60	1.10	3.90	0.97	3.74	1.12	3.88	0.94
Q210A	Colleagues pitch in when needed	3.83	1.18	3.88	0.22	3.95	0.91	4.19	1.20	4.12	0.94	4.14	1.11	4.15	1.09
Q210C	Dept. is collegial	4.01	1.24	3.96	0.27	4.05	1.04	4.00	1.29	4.25	1.00	4.07	1.21	4.03	1.33
Q212A	Colleagues committed to diversity/inclusion	4.19	1.07	4.03	0.25	4.27	0.90	4.07	1.03	4.15	0.94	4.18	1.13	4.13	1.12
	<i>Benchmark: Departmental engagement</i>	3.54	0.84	3.49	0.16	3.43	0.76	3.35	0.86	3.44	0.55	3.47	0.84	3.54	0.74
Q190A	Discussions of undergrad student learning	3.87	1.03	3.65	0.38	3.93	0.82	3.59	1.19	4.15	0.92	3.77	1.16	3.95	1.03
Q190B	Discussions of grad student learning	3.12	1.40	3.04	0.81	2.77	1.33	2.65	1.62	1.44	0.90	2.92	1.31	3.11	1.51



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item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q190C	Discussions of effective teaching practices	3.73	1.04	3.48	0.25	3.41	1.06	3.41	1.07	3.78	1.02	3.64	1.01	3.64	1.06
Q190D	Discussions of effective use of technology	3.36	1.12	3.33	0.26	3.41	1.13	3.13	0.94	3.58	0.94	3.34	1.03	3.52	0.88
Q190E	Discussions of current research methods	2.96	1.16	3.13	0.29	2.75	1.08	3.00	1.16	2.73	1.12	2.98	1.11	2.87	1.06
Q205A	Amount of professional interaction w/Pre-tenure	3.88	0.87	3.86	0.18	3.84	0.90	3.80	1.16	3.93	0.82	3.84	1.01	3.82	0.98
Q205D	Amount of professional interaction w/Tenured	3.83	1.03	3.84	0.23	3.88	0.78	3.93	1.08	4.03	0.85	3.70	1.25	3.83	1.02
	<i>Benchmark: Departmental quality</i>	3.62	0.90	3.58	0.24	3.47	0.85	3.75	0.76	3.47	0.75	3.64	0.85	3.63	0.84
Q195A	Intellectual vitality of tenured faculty	3.74	1.15	3.62	0.28	3.56	1.12	3.78	1.16	3.82	1.04	3.70	1.04	3.61	1.11
Q195B	Intellectual vitality of pre-tenure faculty	3.94	0.96	3.95	0.26	3.56	1.12	3.91	0.96	4.03	0.96	3.89	0.99	3.93	0.96
Q195C	Scholarly productivity of tenured faculty	3.71	1.09	3.44	0.35	3.24	1.09	3.56	1.24	3.22	1.10	3.40	1.09	3.34	1.22
Q195D	Scholarly productivity of pre-tenure faculty	3.95	0.89	3.78	0.32	3.53	1.06	3.91	0.93	3.67	1.06	3.74	1.08	3.82	1.04
Q195G	Teaching effectiveness of tenured faculty	3.78	1.01	3.79	0.22	3.93	0.93	4.16	0.72	3.91	0.90	4.17	0.92	3.97	0.92
Q195H	Teaching effectiveness of pre-tenure faculty	4.00	0.81	3.91	0.20	3.82	0.93	4.13	0.79	3.89	0.84	4.14	1.03	3.99	0.90
Q240B	Dept. is successful at faculty recruitment	3.28	1.33	3.57	0.35	3.38	1.34	3.60	1.19	3.04	1.43	3.67	1.26	3.47	1.39
Q240C	Dept. is successful at faculty retention	3.47	1.37	3.46	0.31	3.63	1.25	3.67	1.30	2.97	1.44	3.53	1.26	3.47	1.31
Q240D	Dept. addresses sub-standard performance	2.91	1.27	2.69	0.29	2.61	1.18	2.82	1.44	2.71	1.38	2.95	1.25	3.07	1.30
	<i>Benchmark: Appreciation and recognition</i>	3.09	1.00	3.30	0.21	3.47	0.69	3.37	0.99	3.19	0.98	3.13	0.83	3.21	0.86
Q215A	Recognition: For teaching	3.25	1.25	3.38	0.24	3.66	1.11	3.47	1.43	3.32	1.33	3.41	1.23	3.33	1.21
Q215B	Recognition: For advising	2.81	1.23	3.09	0.24	2.93	1.08	3.33	1.18	3.03	1.36	2.85	1.21	3.29	1.07
Q215C	Recognition: For scholarship	3.27	1.30	3.37	0.28	3.67	1.03	3.47	1.48	3.08	1.29	3.21	1.17	3.28	1.18
Q215D	Recognition: For service	3.06	1.31	3.18	0.24	3.24	1.17	3.20	1.52	3.00	1.21	3.05	1.26	3.08	1.19
Q215E	Recognition: For outreach	2.82	1.25	3.14	0.26	3.28	1.03	3.05	1.40	3.02	1.17	2.91	1.20	3.19	1.08
Q215I	Recognition: From colleagues	3.75	1.05	3.73	0.27	3.85	0.91	3.80	1.06	3.99	1.02	3.64	1.01	3.67	1.08
Q215J	Recognition: From CAO	2.68	1.32	2.98	0.33	3.03	1.21	3.21	1.59	2.65	1.28	2.68	1.21	2.93	1.23
Q215K	Recognition: From Dean	3.30	1.44	3.16	0.31	3.45	1.18	3.15	1.32	2.97	1.37	2.98	1.44	3.37	1.34
Q215L	Recognition: From Head/Chair	3.70	1.19	3.62	0.31	4.06	0.98	3.55	1.61	3.85	1.29	3.61	1.32	3.59	1.34
Q220A	School/college is valued by Pres/Provost	3.12	1.46	3.46	0.37	3.76	1.09	3.57	1.52	3.38	1.49	3.33	1.26	2.90	1.39
Q220B	Dept. is valued by Pres/Provost	2.81	1.45	3.24	0.35	3.44	1.21	3.27	1.62	3.00	1.51	3.14	1.30	2.65	1.36
Q245A	CAO cares about faculty of my rank	2.54	1.29	3.12	0.34	3.31	1.22	3.24	1.64	2.91	1.45	2.67	1.34	3.26	1.40
Q240A	Outside offers are necessary in negotiations	2.47	1.43	2.49	0.53	2.74	1.46	2.68	1.56	2.76	1.63	2.06	1.20	2.77	1.52
Q212B	Visible leadership for support of diversity	3.63	1.11	3.83	0.30	4.02	1.02	4.07	1.31	4.22	0.94	3.68	1.27	3.54	1.14
Q245D	I would again choose this institution	3.61	1.36	3.69	0.30	3.82	1.00	3.60	1.45	3.24	1.51	3.51	1.38	3.33	1.43
Q250A	Department as a place to work	3.84	1.24	3.84	0.26	3.90	1.14	3.74	1.39	3.96	1.06	3.82	1.21	3.80	1.23
Q250B	Institution as a place to work	3.23	1.27	3.59	0.29	3.85	0.85	3.61	1.09	3.04	1.32	3.30	1.32	3.20	1.17

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item	short name	associate													
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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
	<i>Benchmark: Nature of Work Research</i>	2.87	0.73	3.03	0.23	3.08	0.81	3.20	0.65	2.55	0.62	2.87	0.70	2.87	0.66
Q45B	Time spent on research	2.83	1.16	3.02	0.36	2.51	1.17	2.74	1.23	2.52	1.04	2.96	1.17	2.81	1.02
Q80A	Expectations for finding external funding	3.17	0.79	3.05	0.23	3.33	1.02	3.10	0.90	2.93	0.70	3.15	0.97	3.06	0.98
Q80B	Influence over focus of research	4.06	0.88	4.19	0.28	4.23	0.99	4.49	0.83	3.27	1.20	4.12	0.75	4.30	0.89
Q80C	Quality of grad students to support research	2.61	1.23	2.72	0.74	2.42	1.38	2.43	1.24	3.00	0.00	2.93	1.23	2.23	1.00
Q80D	Support for research	2.48	1.17	2.73	0.34	2.90	1.33	3.23	1.10	2.18	1.01	2.39	1.15	2.94	1.21
Q80E	Support for engaging undergrads in research	2.94	1.04	2.99	0.33	3.38	1.10	3.01	1.01	2.25	0.91	3.12	1.04	2.70	1.09
Q85A	Support for obtaining grants (pre-award)	2.82	1.00	2.95	0.33	3.52	1.15	3.51	1.05	2.38	0.89	2.33	1.05	2.86	1.03
Q85B	Support for maintaining grants (post-award)	2.72	1.05	2.99	0.34	3.44	1.12	3.40	1.01	2.30	0.82	2.51	1.06	2.70	0.96
Q85C	Support for securing grad student assistance	2.27	1.04	2.49	0.65	2.67	1.29	2.39	1.12	2.00	0.00	2.61	1.15	2.36	0.96
Q85D	Support for travel to present/conduct research	3.14	1.14	2.98	0.42	2.75	1.24	3.47	1.13	2.41	1.01	2.90	1.15	2.67	1.18
Q85E	Availability of course release for research	2.39	1.04	2.40	0.36	2.57	1.12	2.39	1.14	1.81	0.81	1.89	0.97	2.00	0.99
	<i>Benchmark: Nature of Work: Service</i>	3.22	0.83	3.17	0.20	3.24	0.79	3.05	0.82	2.77	0.72	3.25	0.75	3.10	0.71
Q45C	Time spent on service	3.20	0.98	3.27	0.26	3.20	1.09	2.97	1.14	2.70	1.06	3.45	0.95	3.13	1.13
Q55B	Support for faculty in leadership roles	2.77	1.45	2.58	0.35	2.55	1.33	2.42	1.27	2.35	1.09	2.41	1.32	2.38	1.24
Q60A	Number of committees	3.40	0.90	3.33	0.22	3.36	0.93	3.03	0.98	2.68	1.04	3.39	0.88	3.13	1.02
Q60B	Attractiveness of committees	3.44	0.86	3.41	0.20	3.51	1.02	3.37	0.88	2.78	1.04	3.58	0.93	3.27	1.04
Q60C	Discretion to choose committees	3.58	1.05	3.53	0.26	3.92	0.84	3.47	1.11	3.81	0.81	3.66	0.88	3.64	0.88
Q60D	Equitability of committee assignments	2.94	1.10	2.91	0.23	3.08	1.18	2.95	1.22	2.59	0.80	3.08	1.10	3.01	1.10
Q60E	Number of student advisees	3.26	0.94	3.35	0.24	3.15	1.18	3.22	1.13	3.00	1.24	3.32	1.04	3.10	1.06
	<i>Benchmark: Nature of Work: Teaching</i>	3.49	0.70	3.66	0.18	3.75	0.66	3.76	0.66	3.22	0.70	3.65	0.68	3.40	0.65
Q45A	Time spent on teaching	3.59	0.93	3.85	0.21	3.85	1.16	3.98	0.90	3.83	1.15	3.90	0.75	3.54	1.09
Q70A	Number of courses taught	3.36	1.12	3.60	0.35	3.93	1.02	3.70	1.13	2.59	1.05	3.72	0.85	3.14	1.22
Q70B	Level of courses taught	4.00	0.64	3.97	0.16	4.23	0.70	4.07	0.90	3.82	0.85	4.00	0.79	3.69	1.03
Q70C	Discretion over course content	4.08	1.05	4.38	0.15	4.45	0.75	4.44	0.84	4.14	0.85	4.33	0.78	4.30	0.84
Q70D	Number of students in classes taught	3.76	0.96	3.62	0.28	3.65	0.95	3.67	1.14	2.86	0.99	3.32	1.23	3.55	1.05
Q70E	Quality of students taught	2.90	1.13	3.29	0.39	3.08	1.05	3.28	1.14	2.64	0.90	3.25	1.10	2.81	1.13
Q70H	Equitability of distribution of teaching load	3.08	1.28	3.14	0.27	3.33	1.25	3.47	1.24	2.36	1.14	3.33	1.19	3.21	1.19
Q70I	Quality of grad students to support teaching	3.03	1.30	2.87	0.70	2.56	1.24	3.00	1.41	1.50	0.71	3.02	1.30	2.49	1.17
Q45D	Time spent on outreach	3.32	0.93	3.45	0.19	3.50	1.11	3.57	0.86	3.21	0.71	3.65	0.85	3.28	0.91
Q45E	Time spent on administrative tasks	2.47	1.14	2.83	0.26	2.74	1.06	2.73	1.16	2.52	0.98	2.96	1.11	2.59	1.21
Q55A	Ability to balance teaching/research/service	2.90	1.45	2.93	0.31	2.80	1.36	2.94	1.32	2.70	1.30	2.70	1.25	2.65	1.27
	<i>Benchmark: Facilities and work resources</i>	3.21	0.66	3.38	0.24	3.40	0.73	3.52	0.66	3.04	0.55	3.44	0.67	3.59	0.70
Q70F	Support for improving teaching	2.67	1.09	3.18	0.32	3.10	0.97	3.74	1.02	2.90	0.91	3.67	0.92	3.13	1.07
Q90A	Office	3.82	0.94	3.70	0.30	3.67	1.11	3.99	0.92	3.36	0.90	3.80	0.80	4.03	1.05
Q90B	Laboratory, research, studio space	3.08	1.02	3.13	0.30	3.35	1.16	3.27	1.12	2.44	1.20	3.02	1.14	3.24	1.30
Q90C	Equipment	3.14	1.00	3.29	0.34	3.08	1.12	3.33	1.07	3.00	1.20	3.09	1.00	3.67	1.12

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q90D	Classrooms	3.40	0.97	3.30	0.32	3.45	1.11	2.72	1.17	3.00	1.11	3.45	0.94	3.87	1.06
Q90E	Library resources	3.20	0.88	3.70	0.37	3.45	1.26	3.73	1.07	3.23	0.87	3.80	0.99	4.03	0.74
Q90F	Computing and technical support	3.16	1.02	3.39	0.36	3.43	1.08	3.60	1.11	2.77	1.11	3.10	1.11	3.47	1.17
Q90H	Clerical/administrative support	3.16	1.20	3.24	0.34	3.60	1.26	3.75	1.19	3.36	1.29	3.26	1.18	3.11	1.42
	<i>Benchmark: Personal and family policies</i>	2.84	0.89	2.95	0.26	2.87	1.00	2.69	0.95	2.56	0.72	2.74	0.88	2.49	0.93
Q95D	Housing benefits	2.30	0.97	2.24	0.45	2.39	1.12	2.39	1.12	1.67	0.58	2.14	0.99	1.88	0.99
Q95E	Tuition waivers, remission, or exchange	2.84	1.10	2.70	0.69	1.57	0.87	2.29	1.25	1.88	1.20	2.46	1.15	2.15	1.11
Q95F	Spousal/partner hiring program	2.39	1.12	2.51	0.41	3.00	1.18	2.65	1.15	1.70	0.82	2.17	0.97	1.83	0.99
Q95G	Childcare	2.57	0.93	2.54	0.62	3.50	0.89	2.93	0.96	3.63	0.52	2.26	0.94	1.57	0.90
Q95H	Eldercare	3.08	0.49	2.66	0.58	2.75	1.29	3.15	0.69	0.00	0.00	2.55	0.80	2.24	0.90
Q95J	Family medical/parental leave	3.39	0.94	3.32	0.34	3.21	1.10	2.89	1.17	3.11	1.36	3.02	0.91	2.85	1.10
Q95K	Flexible workload/modified duties	3.47	0.92	3.37	0.31	3.40	1.14	3.13	1.07	2.91	1.22	3.36	0.94	2.86	1.34
Q95L	Stop-the-clock policies	2.50	0.71	2.93	1.22	N<5	N<5	N<5	N<5	N<5	N<5	4.00	0.00	0.00	0.00
Q200B	Inst. does what it can for work/life compatibility	2.68	1.29	2.91	0.37	3.09	1.17	2.73	1.32	2.75	1.12	2.87	1.25	2.39	1.19
Q200A	Right balance between professional/personal	2.89	1.39	3.16	0.33	3.13	1.28	2.90	1.27	2.77	1.34	3.08	1.35	2.90	1.41
	<i>Benchmark: Health and retirement benefits</i>	3.53	0.68	3.50	0.36	3.77	0.79	3.74	0.78	3.29	0.63	2.91	0.81	3.55	0.75
Q95A	Health benefits for yourself	3.59	0.79	3.64	0.45	3.97	0.81	3.92	0.95	3.81	0.60	2.85	1.01	3.89	0.79
Q95B	Health benefits for family	3.68	0.80	3.49	0.55	3.88	0.94	3.73	1.01	3.39	1.04	2.34	1.09	3.84	0.88
Q95C	Retirement benefits	3.65	0.72	3.47	0.32	3.54	0.95	3.67	0.81	2.95	0.97	3.22	0.95	3.13	0.97
Q95I	Phased retirement options	2.84	0.90	3.18	0.34	3.68	0.82	3.39	0.86	2.56	1.01	3.33	0.66	2.91	0.96
Q90G	Salary	2.72	1.16	2.73	0.38	2.55	1.09	3.18	1.13	1.73	0.83	2.46	1.16	2.27	1.18
	<i>Benchmark: Interdisciplinary work</i>	2.38	0.85	2.53	0.20	2.69	1.02	2.44	0.90	2.10	0.64	2.44	0.94	2.45	0.90
Q100A	Budgets encourage interdiscip. work	2.33	0.93	2.39	0.33	2.27	1.11	2.21	1.18	1.75	0.58	1.99	0.93	2.45	1.08
Q100B	Facilities conducive to interdiscip. work	2.60	1.03	2.54	0.29	2.64	1.17	2.32	1.07	2.19	1.21	2.63	1.05	2.51	1.02
Q100C	Interdiscip. work is rewarded in merit	2.25	0.93	2.47	0.29	2.72	1.28	2.55	1.23	2.21	1.08	2.40	1.17	2.34	1.19
Q100D	Interdiscip. work is rewarded in promotion	2.28	0.94	2.53	0.31	2.71	1.30	2.48	1.17	2.26	1.10	2.31	1.12	2.36	1.20
Q100E	Interdiscip. work is rewarded in tenure	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
Q100G	Dept. knows how to evaluate interdiscip. work	2.49	1.00	2.68	0.27	2.91	1.25	2.67	1.26	2.21	0.86	2.78	1.27	2.45	1.07
	<i>Benchmark: Collaboration</i>	3.23	0.88	3.43	0.19	3.44	0.87	3.54	0.79	2.92	0.67	3.65	0.83	3.29	0.76
Q105A	Opportunities for collab. within dept.	3.35	1.20	3.57	0.22	3.58	1.18	3.68	1.03	3.14	1.20	3.94	0.92	3.57	1.18
Q105E	Opportunities for collab. outside dept.	3.12	0.93	3.32	0.23	3.28	1.12	3.38	1.00	2.91	0.75	3.46	1.00	3.15	0.96
Q105D	Opportunities for collab. outside inst.	3.21	0.98	3.41	0.30	3.46	0.91	3.51	1.02	2.73	0.94	3.54	1.04	3.14	1.00
	<i>Benchmark: Mentoring</i>	2.72	1.03	2.83	0.21	2.83	0.91	2.97	1.04	2.63	0.84	3.00	0.96	2.51	1.05
Q125A	Effectiveness of mentoring within dept.	3.00	1.41	3.53	0.26	3.33	1.36	3.63	1.23	2.95	1.50	3.59	1.20	3.29	1.30
Q125B	Effectiveness of mentoring outside dept.	3.23	1.06	3.43	0.25	3.23	1.28	3.28	1.19	2.85	1.28	3.22	0.98	3.17	1.18
Q130A	Mentoring of pre-tenure faculty	2.87	1.36	3.05	0.31	3.27	1.26	3.33	1.37	3.00	1.27	3.33	1.27	2.77	1.35
Q130B	Mentoring of associate faculty	2.22	1.19	2.19	0.25	2.11	1.08	2.29	1.15	1.94	1.06	2.60	1.24	2.04	1.13

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item	short name	you		associate											
		mean	sd	All		peer 1		peer 2		peer 3		peer 4		peer 5	
				mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q130C	Support for faculty to be good mentors	2.10	1.09	2.22	0.30	2.15	1.08	2.45	1.11	2.00	1.00	2.25	1.00	1.79	0.88
Q115	Being a mentor is fulfilling	3.77	1.11	4.08	0.16	3.97	0.95	4.11	0.91	3.40	0.74	4.00	0.78	3.96	0.92
Q120A	Importance of mentoring within dept.	4.13	0.84	4.21	0.15	4.13	0.95	4.35	0.88	3.68	1.09	4.08	1.08	4.29	0.82
Q120B	Importance of mentoring outside dept.	3.52	0.99	3.58	0.21	3.62	0.99	3.29	1.06	2.70	1.26	3.44	1.03	3.35	1.07
Q120C	Importance of mentoring outside inst.	3.52	1.03	3.67	0.30	3.36	1.20	3.40	1.21	2.62	1.16	3.56	1.07	3.40	1.13
Q125C	Effectiveness of mentoring outside the inst.	3.60	1.04	3.76	0.37	3.33	1.09	3.71	0.99	3.27	0.79	3.62	0.92	3.78	0.91
	<i>Benchmark: Tenure policies</i>	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
Q136A	Clarity of tenure process	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
Q136B	Clarity of tenure criteria	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
Q136C	Clarity of tenure standards	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
Q136D	Clarity of body of evidence for deciding tenure	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
Q136E	Clarity of whether I will achieve tenure	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
Q139A	Consistency of messages about tenure	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
Q139B	Tenure decisions are performance-based	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
	<i>Benchmark: Tenure clarity</i>	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
Q137A	Clarity of expectations: Scholar	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
Q137B	Clarity of expectations: Teacher	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
Q137C	Clarity of expectations: Advisor	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
Q137D	Clarity of expectations: Colleague	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
Q137E	Clarity of expectations: Campus citizen	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
Q137F	Clarity of expectations: Broader community	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
	<i>Benchmark: Tenure reasonableness</i>	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
Q138A	Reasonable expectations: Scholar	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
Q138B	Reasonable expectations: Teacher	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
Q138C	Reasonable expectations: Advisor	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
Q138D	Reasonable expectations: Colleague	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
Q138E	Reasonable expectations: Campus citizen	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
Q138F	Reasonable expectations: Community member	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
	<i>Benchmark: Promotion</i>	3.40	1.12	3.25	0.30	3.39	0.87	3.73	0.96	3.36	1.01	3.66	0.97	3.45	0.92
Q135C	Reasonable expectations: Promotion	3.39	1.12	3.30	0.34	3.50	1.13	3.74	1.21	3.18	1.19	3.46	1.23	3.54	1.25
Q135B	Dept. culture encourages promotion	3.10	1.30	2.98	0.42	2.41	1.17	3.10	1.48	3.05	1.32	3.12	1.20	3.29	1.20
Q140A	Clarity of promotion process	3.50	1.45	3.51	0.36	3.95	1.25	4.20	1.14	3.67	1.11	4.01	1.08	3.51	1.28
Q140B	Clarity of promotion criteria	3.45	1.42	3.46	0.34	3.76	1.38	4.17	1.09	3.52	1.25	4.00	1.14	3.48	1.39
Q140C	Clarity of promotion standards	3.33	1.43	3.24	0.37	3.41	1.24	4.10	1.11	2.81	1.50	3.90	1.19	3.30	1.29
Q140D	Clarity of body of evidence for promotion	3.52	1.29	3.45	0.32	3.76	1.12	4.00	1.18	3.48	1.21	4.09	1.11	3.35	1.21
Q140E	Clarity of time frame for promotion	3.62	1.46	3.07	0.43	2.87	1.34	3.23	1.43	3.76	1.26	3.55	1.27	3.80	1.21
Q140F	Clarity of whether I will be promoted	3.26	1.42	3.09	0.33	3.50	1.14	3.38	1.23	3.25	1.52	3.28	1.18	3.34	1.33

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		mean	sd	All		peer 1		peer 2		peer 3		peer 4		peer 5	
				mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q170A	Priorities are stated consistently	2.42	1.13	2.72	0.36	2.78	1.17	3.06	1.32	2.44	1.20	2.39	1.15	2.13	1.00
Q170C	Priorities are acted on consistently	2.50	1.21	2.55	0.34	2.61	1.23	2.89	1.32	2.12	1.05	2.36	1.25	2.11	0.99
Q170D	Changed priorities negatively affect my work**	2.44	1.09	2.68	0.38	2.35	1.34	2.71	1.30	2.24	1.26	2.24	1.18	2.21	1.18
	<i>Benchmark: Leadership: Senior</i>	2.84	0.96	3.07	0.35	3.03	1.09	3.29	1.05	2.92	1.15	3.15	0.83	2.62	0.87
Q180A	Pres/Chancellor: Pace of decision making	3.09	1.12	3.15	0.41	3.31	0.98	3.19	1.01	3.20	1.28	3.13	0.95	2.26	1.03
Q180B	Pres/Chancellor: Stated priorities	2.96	1.20	3.11	0.42	3.16	1.30	3.06	1.14	2.91	1.34	3.30	1.00	2.28	1.06
Q180C	Pres/Chancellor: Communication of priorities	2.89	1.11	3.06	0.47	3.08	1.34	3.13	1.22	3.00	1.30	3.20	1.01	2.04	1.02
Q180L	CAO: Pace of decision making	2.85	1.14	3.08	0.34	3.08	1.19	3.41	1.26	2.91	1.38	3.16	0.96	2.94	1.16
Q180M	CAO: Stated priorities	2.62	1.13	3.03	0.34	2.84	1.19	3.46	1.35	2.86	1.35	3.03	0.95	3.08	1.24
Q180N	CAO: Communication of priorities	2.64	1.19	2.99	0.38	2.76	1.30	3.49	1.38	2.71	1.45	3.05	1.08	3.01	1.25
Q180O	CAO: 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
Q175C	CAO: Support in adapting to change	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
	<i>Benchmark: Leadership: Divisional</i>	3.49	1.17	3.14	0.31	3.50	0.95	3.04	1.10	2.71	1.57	3.32	1.15	3.16	1.07
Q185D	Dean: Pace of decision making	3.59	1.17	3.23	0.30	3.73	0.87	3.19	1.06	2.76	1.51	3.43	1.22	3.22	1.18
Q185E	Dean: Stated priorities	3.53	1.24	3.15	0.31	3.43	1.02	3.11	1.12	2.76	1.67	3.24	1.15	3.19	1.13
Q185F	Dean: Communication of priorities	3.46	1.26	3.13	0.34	3.46	1.07	2.94	1.30	2.57	1.69	3.29	1.26	3.17	1.18
Q185G	Dean: Ensuring faculty input	3.37	1.29	3.06	0.32	3.38	1.16	2.96	1.25	2.76	1.76	3.31	1.35	3.04	1.28
Q175A	Dean: Support in adapting to change	3.12	1.48	2.59	0.39	3.38	1.36	2.44	1.26	1.83	1.40	2.88	1.42	3.09	1.41
	<i>Benchmark: Leadership: Departmental</i>	3.43	1.38	3.59	0.26	4.19	0.80	3.70	1.29	3.68	1.37	3.97	1.18	3.84	1.05
Q185H	Head/Chair: Pace of decision making	3.38	1.42	3.54	0.29	4.23	0.77	3.58	1.36	3.55	1.47	4.00	1.23	3.75	1.08
Q185I	Head/Chair: Stated priorities	3.33	1.48	3.49	0.27	4.03	1.03	3.54	1.42	3.50	1.50	3.87	1.18	3.65	1.16
Q185J	Head/Chair: Communication of priorities	3.33	1.52	3.52	0.27	4.10	1.03	3.60	1.46	3.70	1.46	3.94	1.28	3.68	1.24
Q185K	Head/Chair: Ensuring faculty input	3.49	1.46	3.65	0.31	4.27	0.87	3.74	1.45	3.70	1.42	4.00	1.37	3.99	1.26
Q185L	Head/Chair: Fairness in evaluating work	3.58	1.38	3.78	0.28	4.30	0.79	4.06	1.27	3.90	1.37	4.03	1.20	4.14	1.13
Q175B	Head/Chair: Support in adapting to change	3.21	1.64	3.27	0.39	3.81	0.98	3.28	1.47	3.55	1.44	3.51	1.39	3.77	1.31
	<i>Benchmark: Departmental collegiality</i>	3.53	0.94	3.80	0.17	3.82	0.75	3.98	0.79	3.65	0.75	4.09	0.71	3.80	0.79
Q200C	Colleagues support work/life balance	3.37	1.30	3.68	0.30	3.88	0.84	3.82	1.05	3.55	0.89	3.75	1.24	3.41	1.22
Q200D	Meeting times compatible with personal needs	3.96	1.01	4.03	0.22	4.21	0.88	4.27	1.08	4.05	1.16	4.29	0.84	3.76	1.35
Q205B	Amount of personal interaction w/Pre-tenure	3.59	0.95	3.73	0.18	3.86	0.91	3.73	1.06	3.32	0.89	3.85	1.03	3.71	0.99
Q205C	How well you fit	3.27	1.33	3.72	0.28	3.61	1.24	4.02	1.07	3.64	1.33	4.09	1.11	4.06	1.01
Q205E	Amount of personal interaction w/Tenured	3.54	0.99	3.70	0.20	3.57	1.07	3.86	1.01	3.52	1.12	4.03	0.89	3.73	1.04
Q210A	Colleagues pitch in when needed	3.68	1.18	3.75	0.29	3.55	1.37	3.81	1.15	3.59	1.37	4.15	0.98	3.71	1.34
Q210C	Dept. is collegial	3.55	1.36	3.95	0.27	3.84	1.13	4.14	1.19	3.64	1.33	4.44	0.75	4.07	1.07
Q212A	Colleagues committed to diversity/inclusion	3.61	1.26	3.97	0.23	4.21	0.99	4.18	1.06	3.86	1.32	4.16	0.94	3.89	1.20
	<i>Benchmark: Departmental engagement</i>	3.19	0.82	3.44	0.16	3.45	0.75	3.56	0.74	3.06	0.58	3.60	0.71	3.39	0.79
Q190A	Discussions of undergrad student learning	3.62	0.95	3.70	0.43	4.11	0.86	3.95	0.95	3.95	0.92	3.89	1.09	3.88	1.13
Q190B	Discussions of grad student learning	2.75	1.28	2.95	0.76	2.94	1.39	2.88	1.44	1.33	0.97	3.08	1.35	2.73	1.41

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		mean	sd	All		peer 1		peer 2		peer 3		peer 4		peer 5	
				mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q190C	Discussions of effective teaching practices	3.17	1.19	3.49	0.24	3.61	1.15	3.75	1.03	3.73	0.88	3.68	0.96	3.58	0.98
Q190D	Discussions of effective use of technology	3.11	0.91	3.28	0.25	3.29	1.09	3.20	0.99	2.86	0.89	3.49	0.99	3.32	1.02
Q190E	Discussions of current research methods	2.66	1.20	3.05	0.29	2.76	1.09	3.11	0.99	2.55	0.86	3.00	1.00	2.78	1.19
Q205A	Amount of professional interaction w/Pre-tenure	3.73	1.00	3.82	0.17	3.86	0.87	3.96	0.92	3.27	0.94	3.86	1.02	3.79	1.03
Q205D	Amount of professional interaction w/Tenured	3.52	1.20	3.75	0.23	3.61	1.05	3.98	1.00	3.43	1.29	4.13	0.85	3.67	1.09
	<i>Benchmark: Departmental quality</i>	3.10	0.91	3.50	0.22	3.35	0.84	3.73	0.85	3.11	0.71	3.72	0.78	3.33	0.78
Q195A	Intellectual vitality of tenured faculty	3.08	1.11	3.53	0.28	3.26	1.35	3.90	1.04	3.10	1.26	4.04	1.03	3.26	1.20
Q195B	Intellectual vitality of pre-tenure faculty	3.66	0.94	3.95	0.23	3.57	1.12	4.09	0.88	3.67	0.91	4.01	0.93	3.85	0.95
Q195C	Scholarly productivity of tenured faculty	3.06	0.99	3.35	0.31	3.16	1.28	3.66	1.20	2.81	0.75	3.60	1.02	3.14	1.20
Q195D	Scholarly productivity of pre-tenure faculty	3.39	0.92	3.78	0.25	3.36	1.11	3.88	1.09	3.38	0.97	3.78	0.90	3.66	1.01
Q195G	Teaching effectiveness of tenured faculty	3.28	1.17	3.64	0.24	3.68	1.14	3.92	1.12	3.64	1.00	3.83	1.06	3.51	1.09
Q195H	Teaching effectiveness of pre-tenure faculty	3.61	0.95	3.83	0.20	3.80	1.02	4.04	0.96	3.68	1.00	3.99	0.87	3.60	1.01
Q240B	Dept. is successful at faculty recruitment	2.93	1.40	3.49	0.36	3.18	1.17	3.68	1.27	2.85	1.42	3.67	1.06	3.34	1.05
Q240C	Dept. is successful at faculty retention	2.93	1.25	3.33	0.32	3.57	0.98	3.75	1.24	2.57	1.36	3.46	1.12	3.22	1.05
Q240D	Dept. addresses sub-standard performance	2.52	1.11	2.59	0.28	2.59	1.37	2.70	1.30	2.35	0.93	3.03	1.27	2.35	1.21
	<i>Benchmark: Appreciation and recognition</i>	3.06	0.93	3.17	0.22	3.17	0.91	3.41	0.87	2.85	0.92	3.32	0.74	3.15	0.83
Q215A	Recognition: For teaching	3.04	1.22	3.23	0.29	3.16	1.18	3.48	1.16	2.73	1.35	3.50	1.09	3.42	1.20
Q215B	Recognition: For advising	2.78	1.11	2.93	0.30	2.68	1.19	3.02	1.14	2.42	1.39	3.04	1.03	2.94	1.09
Q215C	Recognition: For scholarship	3.13	1.23	3.19	0.30	3.06	1.26	3.52	1.16	2.73	1.03	3.43	1.02	3.24	1.08
Q215D	Recognition: For service	2.88	1.12	2.99	0.28	3.08	1.22	3.17	1.19	2.55	1.26	3.16	1.01	2.97	1.21
Q215E	Recognition: For outreach	2.90	1.03	2.95	0.25	3.09	1.03	3.16	1.04	2.53	1.12	3.10	0.92	2.96	1.06
Q215I	Recognition: From colleagues	3.36	1.22	3.63	0.24	3.57	1.07	3.82	1.05	3.32	1.21	3.82	0.94	3.60	1.00
Q215J	Recognition: From CAO	2.95	1.28	2.84	0.30	2.81	1.31	3.31	1.18	2.40	1.10	2.83	1.09	2.71	1.16
Q215K	Recognition: From Dean	3.46	1.19	3.06	0.28	3.33	1.20	3.14	1.18	2.60	1.39	3.10	1.14	3.33	1.20
Q215L	Recognition: From Head/Chair	3.45	1.37	3.57	0.26	3.77	1.01	3.82	1.25	3.91	1.22	3.82	1.23	3.88	1.17
Q220A	School/college is valued by Pres/Provost	3.15	1.19	3.42	0.40	3.64	1.33	3.71	1.21	3.24	1.45	3.38	1.00	2.72	1.26
Q220B	Dept. is valued by Pres/Provost	3.10	1.28	3.13	0.39	3.19	1.55	3.44	1.35	2.52	1.37	3.23	1.17	2.56	1.24
Q245A	CAO cares about faculty of my rank	2.74	1.08	3.05	0.40	2.94	1.35	3.30	1.32	2.68	1.32	3.19	1.17	3.06	1.31
Q240A	Outside offers are necessary in negotiations	2.34	1.26	2.41	0.54	3.11	1.45	2.64	1.54	2.31	1.65	2.17	1.42	2.33	1.44
Q212B	Visible leadership for support of diversity	3.46	1.26	3.70	0.27	3.65	1.25	3.97	1.12	4.14	0.96	3.27	1.14	3.40	1.24
Q245D	I would again choose this institution	3.20	1.39	3.61	0.33	3.00	1.43	3.78	1.27	2.42	1.47	3.64	1.33	3.29	1.32
Q250A	Department as a place to work	3.43	1.35	3.74	0.25	3.87	1.12	4.07	0.96	3.23	1.31	4.04	1.12	3.89	0.99
Q250B	Institution as a place to work	3.25	1.23	3.50	0.33	3.32	1.38	3.77	1.04	2.64	1.18	3.30	1.16	3.21	1.15

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by Sex

item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
	<i>Benchmark: Nature of Work Research</i>	3.05	0.75	3.18	0.23	3.22	0.76	3.22	0.72	2.84	0.74	2.83	0.71	3.00	0.63
Q45B	Time spent on research	2.99	1.15	3.35	0.38	3.11	1.30	3.00	1.28	2.86	1.20	3.07	1.21	3.01	1.04
Q80A	Expectations for finding external funding	3.31	0.92	3.18	0.19	3.32	0.96	3.20	0.99	2.98	1.03	3.17	0.97	3.06	0.91
Q80B	Influence over focus of research	4.34	0.79	4.28	0.26	4.46	0.78	4.37	0.95	3.74	1.11	4.18	0.83	4.22	0.88
Q80C	Quality of grad students to support research	2.83	1.13	2.96	0.52	2.46	1.13	2.67	1.32	2.09	1.22	2.79	1.16	2.65	1.06
Q80D	Support for research	2.60	1.16	2.84	0.32	2.95	1.28	3.16	1.17	2.58	1.15	2.39	1.15	3.07	1.09
Q80E	Support for engaging undergrads in research	3.06	1.10	3.08	0.29	3.39	1.11	2.98	1.11	2.86	1.15	3.06	1.08	2.97	1.04
Q85A	Support for obtaining grants (pre-award)	2.85	1.06	3.09	0.30	3.60	1.07	3.46	1.04	2.73	1.09	2.25	1.02	3.03	0.94
Q85B	Support for maintaining grants (post-award)	2.92	1.08	3.08	0.31	3.56	0.97	3.46	1.09	2.57	1.11	2.45	1.09	3.01	0.89
Q85C	Support for securing grad student assistance	2.48	1.18	2.69	0.42	2.85	1.21	2.33	1.21	1.73	1.01	2.27	1.09	2.65	1.07
Q85D	Support for travel to present/conduct research	3.43	1.11	3.11	0.38	2.70	1.12	3.47	1.13	2.85	1.19	2.89	1.27	2.70	1.25
Q85E	Availability of course release for research	2.51	1.17	2.59	0.37	2.42	1.16	2.40	1.26	2.16	1.11	1.95	1.02	2.21	1.09
	<i>Benchmark: Nature of Work: Service</i>	3.19	0.85	3.31	0.17	3.33	0.74	3.16	0.88	3.04	0.76	3.13	0.74	3.15	0.72
Q45C	Time spent on service	3.30	0.99	3.41	0.22	3.31	1.05	3.03	1.17	3.17	1.09	3.27	1.02	3.13	1.05
Q55B	Support for faculty in leadership roles	2.61	1.31	2.79	0.30	2.75	1.33	2.65	1.34	2.44	1.25	2.32	1.21	2.46	1.36
Q60A	Number of committees	3.36	0.98	3.47	0.21	3.63	0.65	3.16	1.02	3.21	0.97	3.18	0.95	3.16	0.91
Q60B	Attractiveness of committees	3.42	0.96	3.45	0.18	3.43	0.95	3.32	0.97	3.15	1.09	3.27	0.96	3.36	0.93
Q60C	Discretion to choose committees	3.55	0.99	3.58	0.23	3.93	0.81	3.61	1.03	3.63	0.97	3.43	1.05	3.61	0.88
Q60D	Equitability of committee assignments	3.00	1.20	3.15	0.19	3.14	1.14	3.07	1.22	2.77	1.10	3.24	1.07	3.16	1.14
Q60E	Number of student advisees	3.24	1.07	3.50	0.24	3.33	1.16	3.04	1.26	3.02	1.20	3.42	1.11	3.23	1.09
	<i>Benchmark: Nature of Work: Teaching</i>	3.61	0.75	3.72	0.17	3.85	0.56	3.71	0.75	3.54	0.73	3.62	0.67	3.49	0.65
Q45A	Time spent on teaching	3.68	1.04	3.96	0.18	3.98	0.92	3.97	0.99	3.92	1.01	3.96	0.78	3.97	0.89
Q70A	Number of courses taught	3.56	1.10	3.69	0.31	4.00	0.88	3.66	1.16	3.35	1.16	3.74	0.84	3.20	1.21
Q70B	Level of courses taught	3.97	0.87	4.01	0.16	4.24	0.63	4.12	0.92	3.98	0.76	3.82	0.91	3.71	0.99
Q70C	Discretion over course content	4.33	0.97	4.41	0.13	4.53	0.68	4.42	0.89	4.36	0.97	4.22	0.91	4.16	1.02
Q70D	Number of students in classes taught	3.79	1.14	3.69	0.26	3.78	0.97	3.57	1.20	3.28	1.14	3.52	1.16	3.63	0.98
Q70E	Quality of students taught	3.13	1.04	3.24	0.39	2.97	1.12	3.19	1.16	2.81	0.99	3.07	1.17	2.79	1.13
Q70H	Equitability of distribution of teaching load	3.26	1.25	3.33	0.22	3.66	1.09	3.33	1.30	3.19	1.30	3.42	1.18	3.37	1.29
Q70I	Quality of grad students to support teaching	3.04	1.18	3.02	0.62	2.55	0.93	3.08	1.38	1.55	0.69	2.89	1.21	2.78	1.09
Q45D	Time spent on outreach	3.35	0.93	3.51	0.17	3.63	0.86	3.39	0.90	3.58	0.84	3.61	0.96	3.44	0.96
Q45E	Time spent on administrative tasks	2.42	1.06	2.92	0.23	2.73	1.06	2.77	1.21	2.73	0.99	2.75	1.14	2.54	1.03
Q55A	Ability to balance teaching/research/service	2.94	1.40	3.33	0.29	3.10	1.39	3.21	1.31	3.21	1.27	2.98	1.32	2.89	1.29
	<i>Benchmark: Facilities and work resources</i>	3.39	0.74	3.42	0.24	3.46	0.63	3.44	0.68	3.11	0.73	3.40	0.69	3.44	0.75
Q70F	Support for improving teaching	2.99	1.06	3.21	0.28	3.23	0.85	3.61	1.04	2.92	1.06	3.43	1.05	2.96	1.07
Q90A	Office	3.87	1.07	3.73	0.24	3.74	0.93	3.86	1.03	3.42	1.24	3.78	0.97	3.67	1.27
Q90B	Laboratory, research, studio space	3.15	1.03	3.20	0.32	3.23	1.10	3.26	1.21	2.75	1.21	2.95	1.19	3.02	1.26
Q90C	Equipment	3.41	1.02	3.34	0.29	3.20	1.10	3.30	1.07	3.00	1.22	3.12	1.04	3.50	1.21

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q90D	Classrooms	3.48	1.06	3.34	0.31	3.59	1.01	2.88	1.18	3.19	1.16	3.43	1.10	3.63	1.13
Q90E	Library resources	3.02	1.09	3.65	0.38	3.40	1.15	3.75	1.02	3.31	0.97	3.64	1.06	3.95	0.74
Q90F	Computing and technical support	3.52	0.98	3.42	0.35	3.50	1.11	3.45	1.16	2.77	1.25	3.26	1.12	3.46	1.16
Q90H	Clerical/administrative support	3.50	1.26	3.33	0.33	3.71	1.06	3.41	1.29	3.43	1.24	3.42	1.18	3.16	1.32
	<i>Benchmark: Personal and family policies</i>	3.03	0.94	3.04	0.27	2.88	0.89	2.82	0.98	2.78	0.89	2.65	0.89	2.77	0.85
Q95D	Housing benefits	2.15	1.06	2.30	0.40	2.30	0.95	2.29	1.19	2.00	0.91	2.08	0.93	2.38	1.16
Q95E	Tuition waivers, remission, or exchange	3.06	1.01	2.71	0.73	1.50	0.58	2.08	1.09	1.63	0.84	2.24	1.08	2.37	1.13
Q95F	Spousal/partner hiring program	2.14	1.13	2.57	0.34	2.94	1.11	2.36	1.22	2.00	1.06	2.02	0.93	2.41	0.91
Q95G	Childcare	2.46	0.99	2.69	0.42	3.13	0.81	3.13	1.14	3.53	0.98	2.21	0.92	2.08	0.97
Q95H	Eldercare	2.69	0.87	2.79	0.26	3.25	0.50	2.71	1.07	2.90	0.74	2.52	0.90	2.65	0.94
Q95J	Family medical/parental leave	3.49	0.96	3.39	0.29	3.50	0.95	3.30	1.11	3.50	1.11	3.13	0.80	3.13	0.97
Q95K	Flexible workload/modified duties	3.23	1.13	3.46	0.28	3.48	0.93	3.33	1.19	3.24	1.21	3.32	0.94	3.22	1.16
Q95L	Stop-the-clock policies	3.00	1.20	3.43	0.47	4.00	0.00	2.75	1.26	3.67	0.52	3.57	0.98	2.71	1.36
Q200B	Inst. does what it can for work/life compatibility	2.84	1.28	3.06	0.28	3.23	1.09	2.96	1.35	2.82	1.23	2.73	1.26	2.70	1.17
Q200A	Right balance between professional/personal	3.27	1.38	3.44	0.24	3.52	1.30	3.11	1.38	3.22	1.31	2.94	1.34	3.24	1.34
	<i>Benchmark: Health and retirement benefits</i>	3.56	0.79	3.51	0.35	3.73	0.77	3.75	0.76	3.54	0.91	2.70	0.89	3.40	0.83
Q95A	Health benefits for yourself	3.69	0.96	3.65	0.43	3.96	0.87	3.90	0.84	3.78	1.07	2.62	1.12	3.71	0.93
Q95B	Health benefits for family	3.69	0.96	3.51	0.54	3.94	0.90	3.75	0.94	3.68	1.09	2.09	1.08	3.56	1.07
Q95C	Retirement benefits	3.71	0.92	3.48	0.32	3.51	0.98	3.72	0.90	3.40	1.11	2.90	1.07	3.10	1.01
Q95I	Phased retirement options	2.41	1.11	3.18	0.30	3.30	0.82	3.13	1.10	2.97	1.08	3.25	0.81	2.97	0.97
Q90G	Salary	2.87	1.12	2.92	0.42	2.74	1.02	3.21	1.25	1.67	0.92	2.56	1.18	2.26	1.22
	<i>Benchmark: Interdisciplinary work</i>	2.48	0.97	2.67	0.23	2.69	0.88	2.38	0.98	2.04	0.84	2.52	0.91	2.55	0.88
Q100A	Budgets encourage interdiscip. work	2.11	1.04	2.53	0.31	2.23	1.03	2.25	1.15	1.93	0.88	2.09	0.94	2.46	1.11
Q100B	Facilities conducive to interdiscip. work	2.64	1.16	2.64	0.26	2.61	1.04	2.31	1.10	2.07	1.07	2.50	1.07	2.51	1.05
Q100C	Interdiscip. work is rewarded in merit	2.36	1.17	2.60	0.28	2.82	1.15	2.42	1.18	2.10	1.12	2.48	1.16	2.37	1.10
Q100D	Interdiscip. work is rewarded in promotion	2.42	1.13	2.62	0.28	2.89	0.96	2.22	1.15	2.07	1.09	2.47	1.14	2.46	1.11
Q100E	Interdiscip. work is rewarded in tenure	2.78	1.48	2.83	0.49	2.83	1.72	2.52	1.03	2.46	1.05	2.55	1.32	2.58	1.06
Q100G	Dept. knows how to evaluate interdiscip. work	2.71	1.20	2.84	0.28	2.73	1.13	2.45	1.23	2.14	1.11	2.92	1.18	2.68	1.13
	<i>Benchmark: Collaboration</i>	3.43	0.81	3.56	0.19	3.48	0.80	3.45	0.88	3.19	0.82	3.71	0.79	3.36	0.88
Q105A	Opportunities for collab. within dept.	3.61	1.09	3.67	0.17	3.49	1.00	3.51	1.17	3.48	1.31	3.99	1.01	3.53	1.25
Q105E	Opportunities for collab. outside dept.	3.28	1.02	3.41	0.21	3.38	0.99	3.22	1.06	3.00	1.05	3.47	1.01	3.23	1.02
Q105D	Opportunities for collab. outside inst.	3.37	1.06	3.57	0.31	3.61	0.93	3.60	1.06	3.09	1.15	3.66	1.00	3.32	1.05
	<i>Benchmark: Mentoring</i>	2.99	1.04	2.99	0.20	2.77	0.88	3.01	1.11	3.02	1.01	3.03	0.97	2.74	1.05
Q125A	Effectiveness of mentoring within dept.	3.38	1.30	3.55	0.19	3.21	1.26	3.44	1.24	3.64	1.34	3.66	1.06	3.25	1.21
Q125B	Effectiveness of mentoring outside dept.	3.20	0.96	3.29	0.22	2.97	1.24	3.10	1.03	3.12	1.21	3.23	0.98	3.15	1.08
Q130A	Mentoring of pre-tenure faculty	3.14	1.33	3.16	0.29	3.10	1.32	3.24	1.44	3.22	1.33	3.16	1.31	2.91	1.35
Q130B	Mentoring of associate faculty	2.77	1.15	2.52	0.28	2.37	1.07	2.49	1.21	2.45	1.24	2.77	1.25	2.56	1.21



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Q130C	Support for faculty to be good mentors	2.23	0.89	2.35	0.27	2.26	0.89	2.38	1.15	2.23	1.08	2.38	1.07	2.18	1.00
Q115	Being a mentor is fulfilling	4.11	0.99	4.08	0.20	3.92	1.01	4.25	0.88	3.75	0.96	4.14	0.79	4.00	0.69
Q120A	Importance of mentoring within dept.	4.16	0.77	4.06	0.15	4.02	0.97	4.05	1.03	4.10	0.98	4.10	0.90	3.94	1.01
Q120B	Importance of mentoring outside dept.	3.39	0.88	3.37	0.21	3.30	1.08	3.07	1.10	2.90	1.26	3.55	1.04	3.24	1.06
Q120C	Importance of mentoring outside inst.	3.33	1.03	3.45	0.24	3.21	1.23	3.13	1.20	2.79	1.25	3.67	0.93	3.27	1.16
Q125C	Effectiveness of mentoring outside the inst.	3.66	1.10	3.67	0.25	3.50	1.06	3.67	0.95	3.37	1.16	3.54	1.02	3.54	1.06
	<i>Benchmark: Tenure policies</i>	3.76	1.02	3.55	0.36	3.89	0.83	3.26	1.19	3.02	1.28	3.56	1.19	3.27	1.17
Q136A	Clarity of tenure process	4.04	1.02	3.72	0.42	4.38	1.06	3.46	1.42	3.20	1.20	3.71	1.35	3.20	1.35
Q136B	Clarity of tenure criteria	3.87	1.22	3.69	0.40	4.25	1.04	3.31	1.57	3.05	1.50	3.91	1.41	3.43	1.33
Q136C	Clarity of tenure standards	3.70	1.15	3.34	0.41	3.75	1.28	3.15	1.62	2.70	1.53	3.76	1.34	3.00	1.37
Q136D	Clarity of body of evidence for deciding tenure	3.74	1.14	3.68	0.39	4.13	0.64	2.89	1.45	3.15	1.50	3.67	1.32	3.17	1.44
Q136E	Clarity of whether I will achieve tenure	3.83	1.30	3.60	0.37	3.88	0.99	3.50	1.24	3.15	1.42	3.33	1.56	3.80	1.27
Q139A	Consistency of messages about tenure	3.44	1.16	3.17	0.42	2.63	1.60	2.92	1.57	2.75	1.62	3.33	1.53	2.83	1.49
Q139B	Tenure decisions are performance-based	3.64	1.43	3.62	0.43	4.14	0.69	3.58	1.39	3.15	1.46	3.20	1.44	3.43	1.41
	<i>Benchmark: Tenure clarity</i>	3.34	0.89	3.39	0.31	3.30	0.77	3.05	1.04	3.24	1.01	3.20	0.92	3.49	1.13
Q137A	Clarity of expectations: Scholar	4.22	0.90	3.75	0.44	3.75	1.49	3.54	1.56	3.35	1.31	4.14	1.32	3.50	1.31
Q137B	Clarity of expectations: Teacher	3.91	1.00	3.89	0.35	4.13	0.99	3.77	1.28	4.05	1.15	3.86	1.06	4.07	1.31
Q137C	Clarity of expectations: Advisor	3.13	1.29	3.36	0.38	3.25	1.04	3.08	1.57	3.21	1.32	2.95	1.28	3.54	1.40
Q137D	Clarity of expectations: Colleague	3.00	1.13	3.32	0.33	2.88	0.99	3.08	1.38	3.05	1.35	2.86	1.28	3.38	1.40
Q137E	Clarity of expectations: Campus citizen	3.09	1.28	3.11	0.39	2.75	0.89	2.46	1.07	2.84	1.46	2.76	1.22	3.29	1.15
Q137F	Clarity of expectations: Broader community	2.70	1.36	2.91	0.36	2.86	0.90	2.35	1.09	2.90	1.52	2.62	1.16	2.89	1.23
	<i>Benchmark: Tenure reasonableness</i>	3.75	0.83	3.87	0.23	4.23	0.64	3.55	1.01	3.85	0.76	3.50	1.07	3.75	0.83
Q138A	Reasonable expectations: Scholar	4.13	1.06	3.94	0.36	4.25	1.04	3.80	1.29	3.90	1.05	3.86	1.32	4.10	1.05
Q138B	Reasonable expectations: Teacher	4.04	1.07	4.13	0.26	4.50	0.76	3.85	1.26	3.95	0.97	4.05	1.07	3.90	1.08
Q138C	Reasonable expectations: Advisor	3.61	1.12	3.90	0.27	4.50	0.76	3.52	1.30	4.00	0.77	3.62	1.16	3.67	1.11
Q138D	Reasonable expectations: Colleague	3.73	0.99	3.89	0.24	4.13	1.13	3.64	1.25	4.00	0.82	3.48	1.17	3.64	1.10
Q138E	Reasonable expectations: Campus citizen	3.50	0.96	3.73	0.27	4.14	1.22	3.08	1.02	3.71	1.11	3.19	0.98	3.46	0.95
Q138F	Reasonable expectations: Community member	3.24	1.00	3.62	0.24	3.57	1.13	3.08	0.83	3.72	1.02	3.24	0.83	3.48	0.80
	<i>Benchmark: Promotion</i>	3.86	1.02	3.67	0.32	3.75	0.99	3.93	0.99	3.76	1.01	3.90	0.89	3.75	1.01
Q135C	Reasonable expectations: Promotion	3.89	1.03	3.73	0.32	3.70	1.28	3.98	1.20	3.81	1.20	3.80	1.20	3.73	1.17
Q135B	Dept. culture encourages promotion	3.86	1.15	3.53	0.43	3.38	1.30	3.45	1.34	3.74	1.28	3.41	1.28	3.50	1.25
Q140A	Clarity of promotion process	3.92	1.23	3.85	0.34	4.10	1.17	4.32	1.08	3.94	1.12	4.18	0.99	3.85	1.28
Q140B	Clarity of promotion criteria	3.83	1.21	3.79	0.34	3.90	1.33	4.21	1.04	3.79	1.22	4.15	1.09	3.80	1.31
Q140C	Clarity of promotion standards	3.71	1.26	3.58	0.35	3.63	1.21	4.15	1.07	3.43	1.39	4.00	1.14	3.62	1.33
Q140D	Clarity of body of evidence for promotion	3.91	1.19	3.77	0.32	3.88	1.20	4.03	1.12	3.59	1.23	4.12	1.08	3.62	1.29
Q140E	Clarity of time frame for promotion	4.00	1.31	3.56	0.40	3.60	1.27	3.58	1.39	4.08	1.05	3.93	1.06	4.17	1.19
Q140F	Clarity of whether I will be promoted	3.68	1.43	3.16	0.38	3.44	1.04	3.63	1.15	3.19	1.52	3.44	1.19	3.24	1.39

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item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q170A	Priorities are stated consistently	2.47	1.17	2.81	0.35	3.08	1.16	2.92	1.43	2.67	1.34	2.39	1.23	2.18	1.11
Q170C	Priorities are acted on consistently	2.37	1.15	2.65	0.34	2.83	1.11	2.74	1.34	2.26	1.25	2.31	1.23	2.14	1.05
Q170D	Changed priorities negatively affect my work**	2.25	1.12	2.78	0.40	2.60	1.33	2.70	1.39	2.30	1.39	2.25	1.26	2.13	1.11
	<i>Benchmark: Leadership: Senior</i>	2.74	0.95	3.11	0.30	3.22	0.90	3.08	1.18	2.78	1.03	3.02	0.97	2.70	0.91
Q180A	Pres/Chancellor: Pace of decision making	3.05	1.04	3.20	0.36	3.64	0.86	3.05	1.14	3.00	1.11	3.03	0.96	2.41	1.07
Q180B	Pres/Chancellor: Stated priorities	2.91	1.17	3.14	0.40	3.51	1.04	2.91	1.29	2.92	1.20	3.17	1.01	2.24	1.09
Q180C	Pres/Chancellor: Communication of priorities	2.82	1.18	3.11	0.41	3.37	1.13	3.05	1.31	2.75	1.27	3.12	1.14	2.12	1.11
Q180L	CAO: Pace of decision making	2.66	1.11	3.12	0.30	3.12	1.05	3.11	1.38	2.62	1.24	2.97	1.08	3.16	1.21
Q180M	CAO: Stated priorities	2.49	1.12	3.06	0.29	2.97	1.15	3.12	1.45	2.76	1.21	2.82	1.05	3.17	1.30
Q180N	CAO: Communication of priorities	2.53	1.17	3.04	0.31	2.74	1.14	3.14	1.41	2.67	1.30	2.92	1.16	3.15	1.30
Q180O	CAO: 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
Q175C	CAO: Support in adapting to change	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
	<i>Benchmark: Leadership: Divisional</i>	3.73	1.05	3.22	0.30	3.38	1.05	2.94	1.15	2.83	1.26	3.37	1.23	3.24	1.24
Q185D	Dean: Pace of decision making	3.79	1.04	3.31	0.29	3.65	0.95	3.07	1.19	2.72	1.33	3.54	1.26	3.28	1.29
Q185E	Dean: Stated priorities	3.74	1.10	3.21	0.30	3.27	1.08	3.01	1.19	2.84	1.37	3.28	1.24	3.21	1.28
Q185F	Dean: Communication of priorities	3.68	1.17	3.22	0.31	3.30	1.14	2.88	1.29	2.79	1.39	3.31	1.33	3.23	1.37
Q185G	Dean: Ensuring faculty input	3.70	1.24	3.15	0.33	3.27	1.31	2.77	1.24	2.95	1.37	3.36	1.42	3.23	1.37
Q175A	Dean: Support in adapting to change	3.36	1.41	2.66	0.45	3.19	1.20	2.38	1.21	2.20	1.24	2.95	1.57	2.94	1.51
	<i>Benchmark: Leadership: Departmental</i>	3.92	1.23	3.70	0.22	4.05	1.03	3.55	1.30	3.80	1.17	3.88	1.11	3.79	1.22
Q185H	Head/Chair: Pace of decision making	3.81	1.30	3.65	0.24	4.13	1.01	3.40	1.40	3.65	1.26	3.92	1.19	3.67	1.24
Q185I	Head/Chair: Stated priorities	3.80	1.34	3.58	0.24	3.87	1.25	3.37	1.41	3.67	1.27	3.74	1.24	3.68	1.33
Q185J	Head/Chair: Communication of priorities	3.92	1.34	3.61	0.23	3.89	1.29	3.48	1.40	3.70	1.39	3.73	1.24	3.66	1.39
Q185K	Head/Chair: Ensuring faculty input	4.03	1.26	3.75	0.26	4.13	1.17	3.61	1.49	3.93	1.28	3.93	1.25	3.86	1.44
Q185L	Head/Chair: Fairness in evaluating work	4.08	1.33	3.90	0.24	4.21	1.04	3.91	1.36	4.06	1.16	4.08	1.21	4.08	1.18
Q175B	Head/Chair: Support in adapting to change	3.46	1.45	3.27	0.36	3.40	1.26	3.08	1.53	3.39	1.37	3.40	1.44	3.67	1.51
	<i>Benchmark: Departmental collegiality</i>	3.84	0.84	3.87	0.16	3.89	0.71	3.81	0.89	3.90	0.74	4.04	0.69	3.85	0.86
Q200C	Colleagues support work/life balance	3.54	1.33	3.76	0.21	4.00	0.76	3.68	1.16	3.86	0.98	3.72	1.14	3.75	1.08
Q200D	Meeting times compatible with personal needs	3.97	1.21	4.09	0.16	4.17	0.94	4.02	1.19	4.05	1.09	4.20	0.93	4.07	1.07
Q205B	Amount of personal interaction w/Pre-tenure	3.79	0.95	3.73	0.14	3.78	1.00	3.62	1.10	3.64	0.90	3.88	0.94	3.73	1.10
Q205C	How well you fit	3.74	1.19	3.83	0.23	3.88	1.06	3.70	1.30	3.93	1.22	4.02	1.15	3.90	1.14
Q205E	Amount of personal interaction w/Tenured	3.77	0.96	3.71	0.20	3.63	0.95	3.66	1.09	3.71	1.07	3.93	0.99	3.73	1.16
Q210A	Colleagues pitch in when needed	3.85	1.21	3.85	0.23	3.67	1.21	3.88	1.21	3.96	1.17	4.12	1.01	3.90	1.25
Q210C	Dept. is collegial	4.01	1.18	4.00	0.23	3.93	1.04	4.01	1.27	4.02	1.20	4.24	0.99	3.99	1.34
Q212A	Colleagues committed to diversity/inclusion	4.02	1.18	4.04	0.20	4.14	0.92	4.00	1.10	4.01	1.09	4.15	1.00	3.84	1.26
	<i>Benchmark: Departmental engagement</i>	3.47	0.83	3.46	0.14	3.32	0.76	3.37	0.82	3.26	0.70	3.48	0.77	3.40	0.83
Q190A	Discussions of undergrad student learning	3.84	0.99	3.67	0.35	3.91	0.93	3.70	1.00	3.99	0.98	3.81	1.04	3.77	1.15
Q190B	Discussions of grad student learning	2.94	1.32	2.98	0.75	2.62	1.34	2.75	1.36	1.35	0.78	2.89	1.35	2.87	1.47

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item	short name	you		All		peer 1		men peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q190C	Discussions of effective teaching practices	3.57	1.10	3.45	0.24	3.43	1.16	3.51	1.12	3.61	1.13	3.58	0.99	3.54	1.03
Q190D	Discussions of effective use of technology	3.30	1.10	3.29	0.23	3.14	1.05	3.09	1.07	3.33	1.04	3.30	1.05	3.39	1.05
Q190E	Discussions of current research methods	2.95	1.10	3.12	0.31	2.61	0.96	2.90	1.09	2.61	1.11	3.00	1.14	2.87	1.12
Q205A	Amount of professional interaction w/Pre-tenure	3.92	0.91	3.84	0.14	3.90	0.96	3.79	1.09	3.77	0.94	3.88	0.95	3.78	1.07
Q205D	Amount of professional interaction w/Tenured	3.79	1.05	3.79	0.21	3.54	1.04	3.77	1.16	3.77	1.09	3.85	1.06	3.65	1.13
	<i>Benchmark: Departmental quality</i>	3.51	0.86	3.55	0.20	3.24	0.81	3.50	0.87	3.29	0.76	3.65	0.79	3.47	0.85
Q195A	Intellectual vitality of tenured faculty	3.55	1.17	3.55	0.25	3.05	1.32	3.52	1.20	3.43	1.16	3.74	1.13	3.38	1.16
Q195B	Intellectual vitality of pre-tenure faculty	3.92	0.86	3.96	0.21	3.73	1.11	3.84	0.98	3.95	0.89	3.99	0.89	4.03	0.89
Q195C	Scholarly productivity of tenured faculty	3.52	1.05	3.36	0.30	2.84	1.29	3.28	1.29	2.88	1.06	3.35	1.14	3.19	1.15
Q195D	Scholarly productivity of pre-tenure faculty	3.80	0.84	3.79	0.25	3.54	0.97	3.67	1.10	3.52	1.11	3.79	1.00	3.86	1.02
Q195G	Teaching effectiveness of tenured faculty	3.62	1.10	3.66	0.19	3.50	1.21	3.68	1.22	3.68	1.04	3.91	1.07	3.57	1.03
Q195H	Teaching effectiveness of pre-tenure faculty	3.86	0.79	3.88	0.17	3.82	0.93	3.91	0.94	3.84	0.84	4.14	0.82	3.86	0.92
Q240B	Dept. is successful at faculty recruitment	3.24	1.24	3.52	0.33	3.06	1.36	3.38	1.28	2.80	1.44	3.74	1.06	3.45	1.19
Q240C	Dept. is successful at faculty retention	3.46	1.25	3.41	0.34	3.50	1.09	3.57	1.29	2.69	1.44	3.53	1.19	3.30	1.22
Q240D	Dept. addresses sub-standard performance	2.93	1.23	2.69	0.23	2.40	1.20	2.53	1.25	2.65	1.25	3.05	1.24	2.72	1.29
	<i>Benchmark: Appreciation and recognition</i>	3.20	0.95	3.31	0.19	3.31	0.77	3.26	0.98	3.11	0.91	3.24	0.78	3.14	0.87
Q215A	Recognition: For teaching	3.24	1.24	3.34	0.20	3.31	1.11	3.37	1.34	3.22	1.31	3.50	1.08	3.18	1.21
Q215B	Recognition: For advising	2.85	1.20	3.07	0.20	2.77	1.12	3.02	1.29	2.96	1.30	2.89	0.99	3.06	1.12
Q215C	Recognition: For scholarship	3.28	1.22	3.33	0.24	3.28	1.22	3.37	1.30	2.99	1.20	3.31	1.13	3.12	1.20
Q215D	Recognition: For service	3.16	1.22	3.16	0.22	3.17	1.11	2.99	1.32	2.92	1.17	3.11	1.13	2.89	1.20
Q215E	Recognition: For outreach	2.93	1.14	3.09	0.18	3.05	0.91	3.09	1.15	2.85	1.08	2.94	1.08	2.87	1.14
Q215I	Recognition: From colleagues	3.70	0.98	3.71	0.21	3.71	0.95	3.64	1.06	3.73	1.20	3.72	0.95	3.55	1.13
Q215J	Recognition: From CAO	2.93	1.30	2.93	0.31	2.96	1.18	3.07	1.32	2.57	1.23	2.76	1.12	2.99	1.16
Q215K	Recognition: From Dean	3.52	1.26	3.13	0.28	3.30	1.16	2.87	1.17	2.89	1.38	3.20	1.24	3.28	1.33
Q215L	Recognition: From Head/Chair	3.69	1.24	3.68	0.20	3.89	1.07	3.62	1.35	3.90	1.13	3.85	1.20	3.70	1.33
Q220A	School/college is valued by Pres/Provost	3.30	1.30	3.49	0.41	3.81	1.14	3.44	1.32	3.34	1.53	3.39	1.12	2.92	1.37
Q220B	Dept. is valued by Pres/Provost	3.10	1.40	3.24	0.40	3.45	1.36	3.30	1.35	2.81	1.50	3.19	1.24	2.68	1.30
Q245A	CAO cares about faculty of my rank	2.73	1.22	3.17	0.33	3.13	1.27	3.15	1.39	2.76	1.38	2.94	1.24	3.26	1.30
Q240A	Outside offers are necessary in negotiations	2.32	1.33	2.45	0.51	2.70	1.42	2.78	1.57	2.56	1.49	1.94	1.24	2.44	1.43
Q212B	Visible leadership for support of diversity	3.52	1.27	3.82	0.24	3.76	1.22	3.86	1.22	4.16	0.89	3.51	1.23	3.41	1.19
Q245D	I would again choose this institution	3.52	1.30	3.69	0.30	3.51	1.17	3.52	1.39	2.84	1.57	3.55	1.33	3.19	1.37
Q250A	Department as a place to work	3.87	1.21	3.87	0.22	3.83	1.09	3.79	1.25	3.68	1.14	4.00	1.09	3.71	1.24
Q250B	Institution as a place to work	3.44	1.18	3.59	0.30	3.64	1.09	3.51	1.16	2.86	1.21	3.36	1.28	3.06	1.22

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
	<i>Benchmark: Nature of Work Research</i>	2.78	0.73	3.03	0.24	3.20	0.73	3.18	0.62	2.63	0.74	2.82	0.60	2.91	0.66
Q45B	Time spent on research	2.74	1.20	2.93	0.36	2.69	1.18	2.64	1.23	2.53	0.91	2.84	1.18	2.70	1.13
Q80A	Expectations for finding external funding	2.84	0.93	3.00	0.25	3.36	0.93	3.04	0.81	2.59	0.93	3.15	0.95	3.09	0.90
Q80B	Influence over focus of research	3.93	0.98	4.21	0.27	4.37	0.87	4.35	0.90	3.97	1.04	4.17	0.89	4.20	0.82
Q80C	Quality of grad students to support research	2.57	1.24	2.78	0.71	2.58	1.17	2.50	1.25	3.00	1.20	2.71	1.10	2.65	1.18
Q80D	Support for research	2.42	1.06	2.79	0.35	3.23	1.09	3.31	0.99	2.28	1.05	2.32	0.95	3.07	1.25
Q80E	Support for engaging undergrads in research	2.88	1.09	2.99	0.35	3.46	1.05	3.04	0.92	2.76	1.09	3.11	0.94	2.71	0.97
Q85A	Support for obtaining grants (pre-award)	2.71	1.07	2.94	0.33	3.55	1.11	3.60	0.95	2.42	1.06	2.41	1.09	2.95	1.07
Q85B	Support for maintaining grants (post-award)	2.72	1.10	2.99	0.34	3.67	1.20	3.48	0.88	2.33	0.91	2.55	0.98	2.73	1.13
Q85C	Support for securing grad student assistance	2.06	1.03	2.50	0.65	2.41	1.10	2.31	1.04	2.00	0.93	2.74	1.19	2.57	1.10
Q85D	Support for travel to present/conduct research	3.10	1.22	3.08	0.42	3.19	1.20	3.49	1.04	2.73	1.22	2.78	1.15	2.94	1.17
Q85E	Availability of course release for research	2.15	1.01	2.38	0.37	2.29	1.04	2.22	1.02	1.87	0.89	1.86	0.95	1.92	0.96
	<i>Benchmark: Nature of Work: Service</i>	3.09	0.81	3.20	0.16	3.38	0.78	3.09	0.78	3.30	0.81	3.20	0.84	3.22	0.79
Q45C	Time spent on service	3.15	1.11	3.30	0.23	3.50	1.09	3.05	1.17	3.40	1.11	3.43	1.06	3.23	1.10
Q55B	Support for faculty in leadership roles	2.41	1.33	2.60	0.32	2.63	1.28	2.41	1.24	2.68	1.36	2.32	1.36	2.44	1.26
Q60A	Number of committees	3.34	0.97	3.37	0.19	3.41	1.04	3.14	0.95	3.43	1.01	3.43	0.96	3.30	1.02
Q60B	Attractiveness of committees	3.32	0.98	3.47	0.17	3.59	0.95	3.46	0.86	3.15	1.03	3.55	0.98	3.47	0.93
Q60C	Discretion to choose committees	3.49	1.08	3.53	0.23	4.05	0.89	3.42	1.10	4.13	0.80	3.55	1.01	3.64	1.04
Q60D	Equitability of committee assignments	2.78	1.19	2.90	0.25	3.05	1.29	3.03	1.24	3.05	1.18	3.00	1.14	3.25	1.12
Q60E	Number of student advisees	3.29	1.08	3.35	0.22	3.21	1.21	3.48	1.00	3.25	1.13	3.35	1.08	3.18	1.02
	<i>Benchmark: Nature of Work: Teaching</i>	3.47	0.74	3.69	0.17	3.95	0.70	3.84	0.55	3.67	0.72	3.57	0.71	3.50	0.66
Q45A	Time spent on teaching	3.49	1.11	3.81	0.19	4.14	1.08	3.99	0.92	4.03	0.97	3.80	0.91	3.52	1.20
Q70A	Number of courses taught	3.15	1.18	3.62	0.33	4.14	0.83	3.86	0.98	3.38	1.17	3.38	1.08	3.06	1.26
Q70B	Level of courses taught	3.96	0.86	4.00	0.15	4.35	0.72	4.08	0.70	4.20	0.91	4.09	0.93	3.95	0.91
Q70C	Discretion over course content	4.18	0.90	4.38	0.14	4.49	0.88	4.54	0.65	4.40	0.90	4.47	0.74	4.32	0.83
Q70D	Number of students in classes taught	3.74	0.89	3.66	0.26	3.93	0.99	3.71	1.07	3.53	1.15	3.02	1.25	3.67	1.06
Q70E	Quality of students taught	3.07	1.15	3.41	0.35	3.47	1.05	3.35	1.03	3.05	1.05	3.33	0.98	3.15	1.09
Q70H	Equitability of distribution of teaching load	2.99	1.28	3.17	0.22	3.54	1.26	3.68	1.08	3.08	1.33	3.14	1.14	3.08	1.18
Q70I	Quality of grad students to support teaching	2.80	1.34	2.97	0.66	2.83	1.58	2.97	1.33	3.17	1.33	2.96	1.43	3.02	1.15
Q45D	Time spent on outreach	3.29	1.13	3.47	0.19	3.46	1.12	3.29	0.92	3.49	1.00	3.56	0.89	3.36	1.03
Q45E	Time spent on administrative tasks	2.54	1.20	2.88	0.23	2.95	0.99	2.76	1.06	2.76	0.91	2.97	0.94	2.65	1.17
Q55A	Ability to balance teaching/research/service	2.64	1.36	2.87	0.31	2.84	1.41	2.84	1.31	2.83	1.17	2.52	1.15	2.35	1.21
	<i>Benchmark: Facilities and work resources</i>	3.23	0.79	3.40	0.26	3.65	0.61	3.49	0.65	3.12	0.76	3.44	0.61	3.46	0.74
Q70F	Support for improving teaching	2.88	1.23	3.28	0.33	3.23	1.07	3.87	0.89	2.95	1.16	3.68	0.98	3.13	1.19
Q90A	Office	3.88	1.01	3.76	0.28	4.12	0.96	3.87	0.94	3.33	1.19	3.79	0.94	3.74	1.16
Q90B	Laboratory, research, studio space	3.00	1.23	3.12	0.32	3.71	1.04	3.27	1.16	2.67	1.12	3.06	1.16	3.09	1.26
Q90C	Equipment	3.18	1.08	3.31	0.34	3.33	1.05	3.19	1.09	3.18	1.12	3.15	0.98	3.66	1.09

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Q90D	Classrooms	3.27	1.23	3.26	0.35	3.73	1.00	2.67	1.16	3.10	1.15	3.41	0.93	3.53	1.20
Q90E	Library resources	3.27	1.05	3.72	0.38	3.71	1.13	3.77	1.01	3.23	1.09	3.77	1.00	4.09	0.80
Q90F	Computing and technical support	3.04	1.20	3.37	0.38	3.57	1.04	3.51	1.06	2.88	1.31	3.24	1.12	3.47	1.18
Q90H	Clerical/administrative support	3.21	1.32	3.24	0.33	3.86	1.07	3.69	1.04	3.58	1.26	3.12	1.11	2.85	1.37
	<i>Benchmark: Personal and family policies</i>	2.88	0.98	2.98	0.30	2.97	1.00	2.72	0.97	2.87	0.92	2.73	0.92	2.40	1.04
Q95D	Housing benefits	1.71	0.78	2.25	0.52	2.46	1.21	2.35	1.00	1.79	0.89	2.00	0.93	2.29	1.08
Q95E	Tuition waivers, remission, or exchange	3.22	1.17	2.86	0.64	2.22	1.16	2.33	1.27	2.12	1.22	2.56	1.20	2.32	1.21
Q95F	Spousal/partner hiring program	2.46	1.29	2.54	0.49	2.88	0.99	2.19	1.06	2.08	1.38	2.10	1.01	1.78	1.12
Q95G	Childcare	2.39	0.99	2.55	0.60	3.87	0.83	2.69	1.14	3.56	1.03	1.94	0.84	1.56	0.97
Q95H	Eldercare	2.86	0.86	2.71	0.36	2.64	1.29	2.75	0.71	2.67	1.32	2.38	0.81	2.31	1.01
Q95J	Family medical/parental leave	3.44	0.94	3.31	0.37	3.26	1.10	3.04	1.29	3.20	1.11	2.84	1.09	2.79	1.18
Q95K	Flexible workload/modified duties	3.26	1.19	3.31	0.31	3.05	1.24	2.98	1.19	3.48	1.12	3.17	1.11	2.93	1.34
Q95L	Stop-the-clock policies	3.11	1.45	3.36	0.69	3.67	0.58	2.71	1.25	4.00	0.00	3.63	0.74	2.60	1.67
Q200B	Inst. does what it can for work/life compatibility	2.43	1.35	2.85	0.36	3.06	1.28	2.77	1.18	2.87	1.16	2.77	1.30	2.17	1.23
Q200A	Right balance between professional/personal	2.52	1.36	3.01	0.28	3.24	1.30	2.88	1.26	2.80	1.44	2.98	1.39	2.64	1.36
	<i>Benchmark: Health and retirement benefits</i>	3.56	0.86	3.56	0.36	3.82	0.73	3.76	0.69	3.47	0.85	2.83	0.99	3.53	0.77
Q95A	Health benefits for yourself	3.81	0.99	3.68	0.44	3.98	0.78	3.89	0.90	3.65	0.92	2.81	1.25	3.80	0.88
Q95B	Health benefits for family	3.82	1.03	3.55	0.54	3.81	1.08	3.85	0.94	3.53	1.02	2.17	1.11	3.73	0.91
Q95C	Retirement benefits	3.50	0.91	3.53	0.30	3.75	0.81	3.72	0.70	3.43	1.01	3.22	1.05	3.29	0.99
Q95I	Phased retirement options	2.61	1.09	3.24	0.34	3.91	0.81	3.33	0.74	3.08	1.24	3.24	0.96	2.95	0.91
Q90G	Salary	2.51	1.15	2.84	0.42	2.84	1.12	3.35	1.02	1.90	0.93	2.18	1.08	2.35	1.14
	<i>Benchmark: Interdisciplinary work</i>	2.24	0.95	2.57	0.26	2.63	0.98	2.43	0.87	2.37	1.00	2.40	0.99	2.55	0.99
Q100A	Budgets encourage interdiscip. work	2.12	1.02	2.43	0.35	2.22	1.13	2.23	1.05	1.94	1.00	2.08	0.96	2.54	1.19
Q100B	Facilities conducive to interdiscip. work	2.28	1.10	2.52	0.29	2.65	1.21	2.27	0.97	2.26	1.19	2.56	1.05	2.65	1.10
Q100C	Interdiscip. work is rewarded in merit	2.18	1.12	2.49	0.34	2.55	1.23	2.44	1.13	2.31	1.05	2.37	1.20	2.39	1.14
Q100D	Interdiscip. work is rewarded in promotion	2.38	1.13	2.53	0.32	2.46	1.27	2.53	1.18	2.28	1.06	2.22	1.09	2.53	1.21
Q100E	Interdiscip. work is rewarded in tenure	2.27	1.28	2.70	0.40	2.80	1.30	2.48	1.25	2.50	1.08	3.17	1.13	2.50	1.20
Q100G	Dept. knows how to evaluate interdiscip. work	2.33	1.15	2.71	0.28	3.09	1.35	2.73	1.22	2.64	1.15	2.51	1.34	2.49	1.24
	<i>Benchmark: Collaboration</i>	3.05	1.02	3.45	0.22	3.68	0.79	3.42	0.80	3.13	0.94	3.56	0.86	3.39	0.87
Q105A	Opportunities for collab. within dept.	3.18	1.31	3.57	0.20	3.93	1.10	3.55	1.06	3.54	1.10	3.68	1.05	3.71	1.12
Q105E	Opportunities for collab. outside dept.	2.90	1.11	3.34	0.24	3.45	1.01	3.22	0.97	2.97	1.05	3.50	0.96	3.27	1.06
Q105D	Opportunities for collab. outside inst.	3.03	1.25	3.42	0.38	3.62	0.82	3.42	1.00	2.79	1.09	3.47	1.10	3.18	1.10
	<i>Benchmark: Mentoring</i>	2.78	1.06	3.01	0.25	3.20	0.86	3.07	0.97	3.41	1.03	2.89	1.06	2.80	1.22
Q125A	Effectiveness of mentoring within dept.	3.45	1.31	3.59	0.23	3.66	1.28	3.73	1.20	3.88	1.20	3.40	1.31	3.41	1.44
Q125B	Effectiveness of mentoring outside dept.	3.24	1.05	3.55	0.22	3.53	1.02	3.26	1.14	3.32	1.22	3.12	1.21	3.47	1.03
Q130A	Mentoring of pre-tenure faculty	2.83	1.45	3.06	0.37	3.58	1.17	3.29	1.36	3.48	1.28	3.06	1.35	2.92	1.49
Q130B	Mentoring of associate faculty	2.30	1.19	2.34	0.28	2.59	1.24	2.12	1.18	2.85	1.32	2.44	1.18	2.27	1.23

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item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q130C	Support for faculty to be good mentors	1.84	0.93	2.25	0.30	2.30	1.12	2.44	1.05	2.58	1.42	2.20	1.01	2.03	1.14
Q115	Being a mentor is fulfilling	4.08	0.76	4.18	0.16	4.21	0.69	3.98	0.97	3.73	1.03	3.98	0.75	4.07	0.98
Q120A	Importance of mentoring within dept.	4.30	0.87	4.37	0.14	4.31	0.75	4.46	0.77	4.25	0.84	4.26	0.98	4.41	0.77
Q120B	Importance of mentoring outside dept.	3.58	1.05	3.81	0.19	3.73	0.92	3.57	0.97	3.50	1.01	3.65	1.01	3.60	1.09
Q120C	Importance of mentoring outside inst.	3.65	1.15	3.91	0.29	3.88	0.79	3.79	1.06	3.00	1.12	3.57	1.11	3.54	1.11
Q125C	Effectiveness of mentoring outside the inst.	3.83	0.88	3.96	0.24	3.67	0.90	3.91	0.91	3.33	1.13	3.84	0.92	3.79	0.93
	<i>Benchmark: Tenure policies</i>	3.41	1.13	3.39	0.35	4.04	0.71	3.78	1.31	3.67	0.73	3.82	1.04	3.35	1.34
Q136A	Clarity of tenure process	3.58	1.14	3.57	0.40	4.14	0.69	4.15	1.23	3.85	0.80	4.00	1.05	3.38	1.57
Q136B	Clarity of tenure criteria	3.54	1.25	3.55	0.38	4.14	0.69	3.93	1.33	3.85	0.99	4.00	1.11	3.31	1.49
Q136C	Clarity of tenure standards	3.38	1.35	3.27	0.42	4.29	0.49	3.78	1.34	3.62	0.96	3.93	1.14	3.21	1.47
Q136D	Clarity of body of evidence for deciding tenure	3.46	1.35	3.57	0.37	4.43	0.54	3.67	1.41	3.77	1.09	4.00	0.91	3.24	1.43
Q136E	Clarity of whether I will achieve tenure	3.46	1.38	3.37	0.38	4.00	1.00	3.56	1.45	3.69	0.86	3.77	1.25	3.57	1.29
Q139A	Consistency of messages about tenure	2.83	1.55	2.95	0.45	3.43	1.13	3.48	1.55	3.62	1.04	3.31	1.58	2.89	1.66
Q139B	Tenure decisions are performance-based	3.58	1.18	3.46	0.47	3.86	1.35	3.96	1.46	3.31	1.11	3.69	1.26	3.72	1.44
	<i>Benchmark: Tenure clarity</i>	3.03	1.24	3.35	0.27	4.05	0.74	3.65	0.87	3.45	0.63	3.61	0.87	3.19	1.17
Q137A	Clarity of expectations: Scholar	3.71	1.30	3.57	0.45	4.00	1.00	3.89	1.28	3.08	0.95	4.13	1.11	3.10	1.32
Q137B	Clarity of expectations: Teacher	3.38	1.21	3.90	0.30	4.57	0.54	4.22	0.97	4.39	0.51	4.00	1.05	3.97	1.27
Q137C	Clarity of expectations: Advisor	2.86	1.52	3.30	0.33	4.14	1.07	3.67	1.04	3.85	0.80	3.64	1.22	3.17	1.31
Q137D	Clarity of expectations: Colleague	2.75	1.51	3.26	0.34	3.86	1.07	3.56	1.22	3.46	1.05	3.53	1.28	3.48	1.43
Q137E	Clarity of expectations: Campus citizen	2.79	1.41	3.13	0.34	3.86	1.07	3.52	1.12	3.00	1.23	3.27	1.23	2.90	1.45
Q137F	Clarity of expectations: Broader community	2.63	1.41	2.93	0.30	3.86	1.07	3.04	1.22	2.92	1.31	3.13	1.33	2.46	1.37
	<i>Benchmark: Tenure reasonableness</i>	3.56	1.00	3.79	0.23	4.28	0.71	4.12	0.75	4.04	0.60	3.88	0.80	3.72	0.97
Q138A	Reasonable expectations: Scholar	3.63	1.50	3.67	0.44	4.29	1.25	4.00	1.30	3.69	1.11	3.63	1.25	3.83	1.17
Q138B	Reasonable expectations: Teacher	3.83	1.03	4.09	0.28	4.57	0.54	4.46	0.81	4.31	0.86	4.21	0.98	3.69	1.34
Q138C	Reasonable expectations: Advisor	3.43	1.12	3.82	0.27	4.14	1.07	4.24	0.83	4.31	0.86	4.33	0.73	3.64	1.10
Q138D	Reasonable expectations: Colleague	3.55	1.14	3.87	0.28	4.57	0.54	4.29	1.00	4.17	0.84	3.90	1.21	3.71	1.21
Q138E	Reasonable expectations: Campus citizen	3.52	0.98	3.74	0.22	4.00	0.82	4.00	0.80	3.90	0.74	3.82	0.95	3.74	0.98
Q138F	Reasonable expectations: Community member	3.48	0.98	3.65	0.25	4.14	0.90	4.00	0.87	3.90	0.74	3.79	0.92	3.56	1.12
	<i>Benchmark: Promotion</i>	3.72	1.11	3.47	0.31	3.81	0.91	3.71	0.96	3.75	1.18	3.59	1.10	3.84	0.87
Q135C	Reasonable expectations: Promotion	3.67	1.26	3.62	0.37	4.00	1.10	3.66	1.32	3.73	1.25	3.63	1.25	4.05	1.06
Q135B	Dept. culture encourages promotion	3.33	1.42	3.25	0.43	2.71	1.30	3.02	1.54	4.11	1.25	2.98	1.45	3.99	1.01
Q140A	Clarity of promotion process	3.94	1.24	3.67	0.36	4.29	1.10	4.20	1.17	3.74	1.35	3.92	1.21	3.86	1.13
Q140B	Clarity of promotion criteria	3.81	1.33	3.62	0.34	4.23	1.18	4.28	1.10	3.52	1.53	3.92	1.21	3.80	1.21
Q140C	Clarity of promotion standards	3.68	1.39	3.42	0.36	3.87	1.20	4.06	1.26	3.33	1.57	3.84	1.24	3.55	1.28
Q140D	Clarity of body of evidence for promotion	3.87	1.21	3.65	0.32	4.32	1.01	4.02	1.27	3.41	1.42	3.98	1.24	3.66	1.14
Q140E	Clarity of time frame for promotion	3.85	1.32	3.29	0.44	3.23	1.41	3.16	1.48	4.37	1.15	3.54	1.33	4.06	0.98
Q140F	Clarity of whether I will be promoted	2.80	1.28	3.01	0.36	3.56	1.26	3.13	1.27	N<5	N<5	3.12	1.17	3.43	1.29

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item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q170A	Priorities are stated consistently	2.43	1.27	2.84	0.39	2.75	1.17	3.29	1.25	2.87	1.38	2.42	1.04	2.19	1.18
Q170C	Priorities are acted on consistently	2.34	1.25	2.64	0.35	2.56	1.14	2.96	1.26	2.50	1.24	2.42	1.15	2.15	1.13
Q170D	Changed priorities negatively affect my work**	2.24	1.29	2.74	0.37	2.68	1.23	2.87	1.31	2.08	1.00	2.19	1.25	2.44	1.34
	<i>Benchmark: Leadership: Senior</i>	2.63	1.03	3.14	0.37	3.03	0.92	3.50	0.86	2.90	1.12	3.20	0.74	2.63	0.94
Q180A	Pres/Chancellor: Pace of decision making	2.74	1.16	3.19	0.40	3.34	1.02	3.30	0.92	3.06	1.19	3.29	0.84	2.24	1.03
Q180B	Pres/Chancellor: Stated priorities	2.74	1.23	3.18	0.42	3.18	1.23	3.22	1.07	2.78	1.25	3.33	0.88	2.28	1.09
Q180C	Pres/Chancellor: Communication of priorities	2.64	1.18	3.12	0.48	3.13	1.20	3.22	1.12	2.68	1.40	3.28	0.91	2.07	1.06
Q180L	CAO: Pace of decision making	2.67	1.20	3.10	0.36	3.10	1.07	3.63	1.07	2.87	1.18	3.25	0.93	2.87	1.21
Q180M	CAO: Stated priorities	2.57	1.19	3.12	0.39	2.90	1.11	3.75	1.13	3.17	1.30	3.18	0.92	3.08	1.23
Q180N	CAO: Communication of priorities	2.41	1.24	3.07	0.40	2.67	1.13	3.89	1.12	2.97	1.30	3.05	1.05	3.14	1.30
Q180O	CAO: 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
Q175C	CAO: Support in adapting to change	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
	<i>Benchmark: Leadership: Divisional</i>	3.27	1.27	3.22	0.35	3.82	0.83	3.33	0.99	3.06	1.34	3.29	1.18	3.36	1.15
Q185D	Dean: Pace of decision making	3.29	1.31	3.29	0.35	4.11	0.83	3.44	0.94	3.03	1.46	3.33	1.26	3.42	1.20
Q185E	Dean: Stated priorities	3.33	1.32	3.24	0.36	3.82	0.93	3.35	1.06	3.26	1.35	3.36	1.19	3.37	1.22
Q185F	Dean: Communication of priorities	3.25	1.32	3.22	0.36	3.66	1.02	3.24	1.18	3.03	1.46	3.26	1.26	3.47	1.19
Q185G	Dean: Ensuring faculty input	3.18	1.37	3.12	0.36	3.68	1.02	3.27	1.18	2.92	1.40	3.18	1.30	3.26	1.25
Q175A	Dean: Support in adapting to change	3.14	1.51	2.70	0.40	3.20	1.37	2.94	1.33	2.85	1.49	3.00	1.43	2.86	1.50
	<i>Benchmark: Leadership: Departmental</i>	3.31	1.35	3.63	0.26	4.05	0.90	3.88	1.11	3.77	1.20	3.85	1.18	3.80	1.25
Q185H	Head/Chair: Pace of decision making	3.27	1.39	3.59	0.28	4.11	0.83	3.82	1.13	3.71	1.29	3.88	1.14	3.80	1.24
Q185I	Head/Chair: Stated priorities	3.23	1.43	3.56	0.27	3.91	1.01	3.78	1.20	3.65	1.37	3.79	1.24	3.64	1.35
Q185J	Head/Chair: Communication of priorities	3.09	1.48	3.55	0.29	4.06	1.11	3.81	1.24	3.77	1.26	3.85	1.30	3.70	1.40
Q185K	Head/Chair: Ensuring faculty input	3.36	1.53	3.66	0.29	4.06	1.08	3.96	1.24	3.91	1.16	3.83	1.38	3.87	1.39
Q185L	Head/Chair: Fairness in evaluating work	3.52	1.40	3.80	0.25	4.09	0.98	4.00	1.21	3.88	1.26	3.96	1.21	4.00	1.35
Q175B	Head/Chair: Support in adapting to change	2.93	1.62	3.23	0.42	4.00	1.08	3.70	1.26	3.39	1.55	3.60	1.48	3.56	1.45
	<i>Benchmark: Departmental collegiality</i>	3.54	0.97	3.79	0.17	3.93	0.69	4.01	0.86	3.76	0.77	3.91	0.83	3.84	0.86
Q200C	Colleagues support work/life balance	3.47	1.38	3.63	0.20	3.89	0.88	3.79	1.05	3.63	1.22	3.66	1.26	3.63	1.21
Q200D	Meeting times compatible with personal needs	4.06	1.09	4.02	0.18	4.27	1.10	4.37	1.05	3.62	1.30	4.06	1.09	3.78	1.38
Q205B	Amount of personal interaction w/Pre-tenure	3.62	1.05	3.75	0.17	3.95	0.78	3.75	1.07	3.63	1.05	3.88	1.07	3.73	0.93
Q205C	How well you fit	3.30	1.41	3.71	0.23	3.78	1.19	4.06	1.14	3.74	1.22	3.86	1.16	3.97	1.03
Q205E	Amount of personal interaction w/Tenured	3.46	1.26	3.68	0.16	3.76	0.94	3.88	1.04	3.65	0.98	3.75	1.05	3.74	0.99
Q210A	Colleagues pitch in when needed	3.51	1.28	3.76	0.24	3.81	1.15	3.89	1.25	3.68	1.09	4.03	1.15	3.85	1.33
Q210C	Dept. is collegial	3.57	1.39	3.92	0.29	3.88	1.14	4.05	1.28	3.97	0.90	4.17	1.03	3.96	1.24
Q212A	Colleagues committed to diversity/inclusion	3.67	1.35	3.91	0.23	4.20	1.17	4.29	1.08	4.03	1.10	3.88	1.23	4.02	1.22
	<i>Benchmark: Departmental engagement</i>	3.30	0.95	3.46	0.13	3.63	0.72	3.62	0.74	3.47	0.55	3.52	0.85	3.48	0.73
Q190A	Discussions of undergrad student learning	3.81	1.08	3.69	0.40	4.27	0.71	4.02	1.05	4.26	0.85	3.83	1.29	3.89	1.12
Q190B	Discussions of grad student learning	2.83	1.42	2.98	0.75	3.08	1.33	3.03	1.58	1.69	1.17	3.05	1.40	3.07	1.42

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item	short name	you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q190C	Discussions of effective teaching practices	3.46	1.22	3.55	0.25	3.76	1.02	3.77	0.97	4.03	0.87	3.62	1.14	3.70	1.03
Q190D	Discussions of effective use of technology	3.17	1.13	3.30	0.24	3.46	1.19	3.33	0.94	3.46	0.79	3.41	1.10	3.42	0.89
Q190E	Discussions of current research methods	2.83	1.32	3.06	0.25	3.00	1.21	3.05	1.04	2.71	1.14	2.87	1.18	2.71	1.13
Q205A	Amount of professional interaction w/Pre-tenure	3.72	1.04	3.84	0.18	3.90	0.84	4.08	0.90	3.84	0.86	3.92	1.06	3.75	0.95
Q205D	Amount of professional interaction w/Tenured	3.44	1.25	3.72	0.18	3.90	0.83	3.99	1.01	3.76	0.96	3.87	1.14	3.80	1.04
	<i>Benchmark: Departmental quality</i>	3.26	1.02	3.55	0.22	3.61	0.80	3.82	0.81	3.48	0.79	3.62	0.79	3.47	0.86
Q195A	Intellectual vitality of tenured faculty	3.26	1.21	3.54	0.28	3.66	1.15	3.90	1.03	3.76	1.04	3.78	0.99	3.42	1.22
Q195B	Intellectual vitality of pre-tenure faculty	3.73	1.13	4.00	0.22	3.73	1.09	4.19	0.84	3.89	0.99	3.96	0.98	3.85	0.94
Q195C	Scholarly productivity of tenured faculty	3.22	1.20	3.37	0.33	3.38	1.08	3.75	1.14	3.17	1.08	3.46	1.00	3.25	1.25
Q195D	Scholarly productivity of pre-tenure faculty	3.61	1.14	3.82	0.28	3.61	1.13	3.99	0.99	3.61	0.87	3.75	0.93	3.63	1.01
Q195G	Teaching effectiveness of tenured faculty	3.38	1.17	3.68	0.22	3.85	1.04	3.98	1.01	3.81	0.98	3.75	0.99	3.71	1.19
Q195H	Teaching effectiveness of pre-tenure faculty	3.87	0.95	3.93	0.17	4.00	0.88	4.17	0.89	3.78	0.92	3.87	0.90	3.84	1.00
Q240B	Dept. is successful at faculty recruitment	3.02	1.51	3.58	0.32	3.66	1.01	4.00	1.13	3.44	1.31	3.58	1.24	3.36	1.30
Q240C	Dept. is successful at faculty retention	3.02	1.44	3.43	0.33	3.76	1.19	3.92	1.18	3.30	1.30	3.44	1.15	3.42	1.17
Q240D	Dept. addresses sub-standard performance	2.43	1.29	2.53	0.27	2.70	1.29	2.80	1.39	2.64	1.39	2.65	1.28	2.64	1.38
	<i>Benchmark: Appreciation and recognition</i>	2.90	1.02	3.24	0.22	3.37	0.88	3.58	0.77	3.15	1.01	3.37	0.81	3.21	0.89
Q215A	Recognition: For teaching	3.03	1.26	3.31	0.27	3.55	1.22	3.63	1.04	3.16	1.35	3.64	1.11	3.51	1.21
Q215B	Recognition: For advising	2.63	1.21	2.99	0.27	2.98	1.21	3.21	1.03	2.92	1.32	3.09	1.14	3.09	1.16
Q215C	Recognition: For scholarship	3.04	1.29	3.27	0.27	3.58	0.98	3.61	1.10	3.03	1.16	3.42	1.08	3.29	1.11
Q215D	Recognition: For service	2.74	1.21	3.07	0.26	3.15	1.24	3.48	1.10	3.00	1.27	3.22	1.19	3.15	1.19
Q215E	Recognition: For outreach	2.79	1.22	3.07	0.27	3.41	1.16	3.23	1.01	3.13	1.22	3.23	1.03	3.13	1.05
Q215I	Recognition: From colleagues	3.28	1.28	3.62	0.21	3.78	1.06	3.84	1.07	3.68	1.07	3.74	1.02	3.62	1.09
Q215J	Recognition: From CAO	2.59	1.29	2.92	0.39	2.86	1.38	3.55	1.23	2.63	1.28	2.79	1.16	2.64	1.22
Q215K	Recognition: From Dean	3.15	1.43	3.11	0.39	3.55	1.21	3.51	1.18	2.89	1.40	2.88	1.27	3.44	1.19
Q215L	Recognition: From Head/Chair	3.30	1.35	3.57	0.25	3.86	1.03	3.99	1.28	3.63	1.48	3.70	1.30	3.77	1.29
Q220A	School/college is valued by Pres/Provost	2.89	1.42	3.40	0.41	3.53	1.31	3.98	1.20	3.37	1.36	3.33	1.09	2.68	1.28
Q220B	Dept. is valued by Pres/Provost	2.67	1.35	3.14	0.38	3.13	1.38	3.52	1.50	3.07	1.44	3.20	1.19	2.52	1.30
Q245A	CAO cares about faculty of my rank	2.52	1.29	3.07	0.37	3.00	1.32	3.57	1.28	2.94	1.39	3.07	1.19	2.89	1.40
Q240A	Outside offers are necessary in negotiations	2.56	1.42	2.47	0.57	3.21	1.47	2.49	1.50	2.91	1.91	2.37	1.43	2.67	1.56
Q212B	Visible leadership for support of diversity	3.50	1.23	3.66	0.29	3.73	1.13	4.10	1.04	3.95	1.21	3.41	1.21	3.57	1.22
Q245D	I would again choose this institution	3.20	1.49	3.69	0.29	3.50	1.43	3.96	1.22	3.56	1.19	3.55	1.37	3.43	1.42
Q250A	Department as a place to work	3.32	1.43	3.76	0.23	3.95	1.09	4.12	1.05	3.74	1.18	3.71	1.28	3.80	1.15
Q250B	Institution as a place to work	3.03	1.24	3.57	0.29	3.63	1.17	3.83	0.98	3.18	1.21	3.30	1.13	3.37	1.12



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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
	<i>Benchmark: Nature of Work Research</i>	2.95	0.72	3.11	0.24	3.23	0.74	3.25	0.63	2.82	0.74	2.81	0.65	2.96	0.64
Q45B	Time spent on research	2.81	1.15	3.14	0.38	2.90	1.24	2.82	1.27	2.83	1.13	2.92	1.17	2.82	1.08
Q80A	Expectations for finding external funding	3.14	0.93	3.12	0.20	3.41	0.91	3.19	0.91	2.87	1.01	3.15	0.97	3.07	0.91
Q80B	Influence over focus of research	4.21	0.88	4.28	0.26	4.48	0.71	4.44	0.81	3.87	1.02	4.18	0.86	4.23	0.85
Q80C	Quality of grad students to support research	2.75	1.18	2.93	0.51	2.46	1.07	2.64	1.27	2.62	1.26	2.69	1.11	2.65	1.13
Q80D	Support for research	2.53	1.09	2.82	0.34	3.09	1.19	3.28	1.06	2.57	1.10	2.32	1.02	3.07	1.15
Q80E	Support for engaging undergrads in research	3.00	1.06	3.06	0.31	3.46	1.06	3.05	0.99	2.87	1.11	3.08	1.01	2.88	1.02
Q85A	Support for obtaining grants (pre-award)	2.82	0.99	3.03	0.32	3.61	1.06	3.58	0.97	2.66	1.09	2.32	1.06	3.02	0.99
Q85B	Support for maintaining grants (post-award)	2.87	1.08	3.02	0.33	3.66	1.03	3.52	0.98	2.50	1.08	2.47	1.04	2.86	1.02
Q85C	Support for securing grad student assistance	2.22	1.14	2.63	0.42	2.61	1.12	2.38	1.12	1.85	0.99	2.48	1.16	2.60	1.08
Q85D	Support for travel to present/conduct research	3.30	1.12	3.08	0.41	2.87	1.15	3.49	1.05	2.83	1.19	2.79	1.19	2.83	1.22
Q85E	Availability of course release for research	2.33	1.13	2.49	0.38	2.36	1.08	2.40	1.17	2.15	1.06	1.89	0.97	2.04	1.00
	<i>Benchmark: Nature of Work: Service</i>	3.14	0.80	3.25	0.15	3.34	0.76	3.15	0.85	3.11	0.77	3.17	0.78	3.17	0.75
Q45C	Time spent on service	3.14	1.03	3.34	0.20	3.39	1.07	3.05	1.18	3.27	1.04	3.33	1.04	3.13	1.07
Q55B	Support for faculty in leadership roles	2.53	1.29	2.67	0.31	2.71	1.31	2.53	1.27	2.45	1.29	2.27	1.27	2.47	1.30
Q60A	Number of committees	3.32	0.98	3.41	0.18	3.51	0.85	3.15	1.01	3.22	1.00	3.31	0.94	3.19	0.96
Q60B	Attractiveness of committees	3.42	0.93	3.46	0.15	3.46	0.94	3.41	0.93	3.14	1.03	3.39	0.98	3.41	0.91
Q60C	Discretion to choose committees	3.59	0.99	3.58	0.20	3.99	0.83	3.55	1.05	3.83	0.91	3.48	1.03	3.62	0.97
Q60D	Equitability of committee assignments	2.88	1.14	3.04	0.17	3.11	1.19	3.12	1.24	2.78	1.12	3.12	1.09	3.20	1.13
Q60E	Number of student advisees	3.27	1.04	3.43	0.22	3.28	1.16	3.33	1.12	3.19	1.16	3.37	1.10	3.23	1.05
	<i>Benchmark: Nature of Work: Teaching</i>	3.54	0.68	3.72	0.16	3.89	0.59	3.81	0.64	3.66	0.66	3.57	0.69	3.50	0.66
Q45A	Time spent on teaching	3.54	1.05	3.91	0.18	4.03	0.97	4.00	0.94	3.99	0.96	3.86	0.85	3.77	1.08
Q70A	Number of courses taught	3.26	1.12	3.68	0.31	4.06	0.85	3.85	1.06	3.45	1.14	3.55	0.99	3.17	1.21
Q70B	Level of courses taught	3.98	0.83	4.03	0.14	4.29	0.67	4.16	0.79	4.13	0.69	3.93	0.93	3.82	0.98
Q70C	Discretion over course content	4.28	0.94	4.42	0.12	4.51	0.74	4.52	0.70	4.48	0.78	4.33	0.85	4.24	0.95
Q70D	Number of students in classes taught	3.75	1.05	3.69	0.24	3.84	0.95	3.68	1.10	3.45	1.17	3.24	1.22	3.64	1.02
Q70E	Quality of students taught	3.12	1.03	3.34	0.36	3.13	1.11	3.28	1.11	2.98	1.01	3.19	1.07	2.98	1.12
Q70H	Equitability of distribution of teaching load	3.09	1.22	3.25	0.21	3.68	1.10	3.51	1.23	3.22	1.28	3.22	1.16	3.23	1.24
Q70I	Quality of grad students to support teaching	2.97	1.26	3.06	0.50	2.69	1.32	3.00	1.38	2.00	1.25	2.87	1.32	2.91	1.13
Q45D	Time spent on outreach	3.31	0.98	3.50	0.16	3.49	0.93	3.39	0.89	3.55	0.86	3.57	0.92	3.38	1.00
Q45E	Time spent on administrative tasks	2.42	1.11	2.86	0.21	2.82	1.05	2.73	1.16	2.72	1.00	2.80	1.02	2.60	1.09
Q55A	Ability to balance teaching/research/service	2.77	1.39	3.09	0.31	2.97	1.40	3.04	1.32	3.01	1.25	2.69	1.24	2.59	1.28
	<i>Benchmark: Facilities and work resources</i>	3.35	0.74	3.41	0.25	3.54	0.61	3.49	0.64	3.12	0.73	3.40	0.65	3.47	0.74
Q70F	Support for improving teaching	2.92	1.10	3.25	0.30	3.23	0.95	3.82	0.91	2.99	1.07	3.53	1.02	3.06	1.13
Q90A	Office	3.92	1.08	3.76	0.25	3.90	0.94	3.88	1.00	3.39	1.20	3.79	0.95	3.69	1.22
Q90B	Laboratory, research, studio space	3.20	1.08	3.18	0.32	3.42	1.05	3.31	1.18	2.73	1.18	2.99	1.19	3.07	1.28
Q90C	Equipment	3.39	1.03	3.31	0.34	3.26	1.05	3.26	1.05	3.02	1.21	3.10	1.02	3.61	1.15

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q90D	Classrooms	3.38	1.14	3.28	0.33	3.66	0.98	2.73	1.18	3.09	1.11	3.39	1.03	3.57	1.17
Q90E	Library resources	3.26	1.02	3.70	0.37	3.51	1.19	3.80	1.00	3.30	0.95	3.70	1.02	4.03	0.75
Q90F	Computing and technical support	3.31	1.10	3.39	0.37	3.51	1.09	3.49	1.10	2.82	1.27	3.21	1.12	3.49	1.16
Q90H	Clerical/administrative support	3.31	1.31	3.31	0.32	3.77	1.10	3.61	1.16	3.53	1.23	3.22	1.15	3.03	1.38
	<i>Benchmark: Personal and family policies</i>	2.98	0.94	3.01	0.28	2.90	0.94	2.78	0.95	2.88	0.89	2.65	0.88	2.60	0.97
Q95D	Housing benefits	2.03	0.96	2.31	0.38	2.31	0.95	2.31	1.09	2.00	0.83	2.03	0.89	2.36	1.13
Q95E	Tuition waivers, remission, or exchange	3.25	1.03	2.77	0.69	1.81	0.96	2.19	1.13	1.86	1.01	2.41	1.14	2.39	1.18
Q95F	Spousal/partner hiring program	2.31	1.23	2.59	0.33	3.00	1.02	2.33	1.16	2.00	1.13	2.06	0.95	2.17	1.08
Q95G	Childcare	2.28	0.91	2.62	0.49	3.42	0.90	3.05	1.15	3.62	1.06	2.03	0.86	1.89	1.02
Q95H	Eldercare	2.70	0.93	2.75	0.25	2.62	1.04	2.67	1.03	2.50	1.17	2.38	0.79	2.48	0.99
Q95J	Family medical/parental leave	3.57	0.84	3.37	0.30	3.38	0.98	3.16	1.25	3.42	1.13	2.94	0.94	3.01	1.09
Q95K	Flexible workload/modified duties	3.17	1.15	3.40	0.26	3.27	1.07	3.22	1.21	3.41	1.14	3.22	1.02	3.11	1.26
Q95L	Stop-the-clock policies	3.00	1.34	3.39	0.66	3.67	0.58	3.13	0.99	3.88	0.35	3.58	0.90	2.83	1.43
Q200B	Inst. does what it can for work/life compatibility	2.61	1.33	2.96	0.31	3.14	1.18	2.89	1.26	2.86	1.21	2.68	1.24	2.45	1.23
Q200A	Right balance between professional/personal	2.95	1.38	3.24	0.24	3.33	1.30	3.02	1.33	3.01	1.37	2.94	1.36	2.93	1.39
	<i>Benchmark: Health and retirement benefits</i>	3.59	0.79	3.55	0.36	3.76	0.74	3.76	0.72	3.59	0.85	2.76	0.94	3.48	0.79
Q95A	Health benefits for yourself	3.78	0.96	3.68	0.44	4.00	0.79	3.91	0.87	3.81	1.00	2.72	1.18	3.78	0.89
Q95B	Health benefits for family	3.78	0.98	3.53	0.55	3.87	0.98	3.80	0.96	3.69	1.05	2.14	1.09	3.66	1.02
Q95C	Retirement benefits	3.66	0.85	3.53	0.30	3.57	0.92	3.72	0.79	3.50	0.99	3.03	1.08	3.21	0.99
Q95I	Phased retirement options	2.37	1.16	3.20	0.29	3.57	0.90	3.21	0.97	3.00	1.09	3.23	0.88	3.00	0.93
Q90G	Salary	2.79	1.13	2.92	0.40	2.74	1.04	3.36	1.09	1.80	0.98	2.39	1.14	2.34	1.20
	<i>Benchmark: Interdisciplinary work</i>	2.41	0.91	2.61	0.24	2.66	0.90	2.40	0.90	2.18	0.91	2.43	0.93	2.55	0.92
Q100A	Budgets encourage interdiscip. work	2.13	0.96	2.46	0.33	2.19	1.02	2.21	1.07	1.90	0.88	2.05	0.93	2.50	1.12
Q100B	Facilities conducive to interdiscip. work	2.48	1.10	2.55	0.27	2.60	1.09	2.26	1.01	2.15	1.13	2.47	1.04	2.56	1.06
Q100C	Interdiscip. work is rewarded in merit	2.34	1.10	2.54	0.30	2.72	1.20	2.42	1.13	2.21	1.10	2.39	1.17	2.38	1.12
Q100D	Interdiscip. work is rewarded in promotion	2.49	1.16	2.58	0.29	2.73	1.12	2.32	1.11	2.19	1.08	2.35	1.12	2.51	1.15
Q100E	Interdiscip. work is rewarded in tenure	2.65	1.15	2.76	0.46	2.80	1.55	2.61	1.17	2.38	0.96	2.88	1.21	2.44	1.13
Q100G	Dept. knows how to evaluate interdiscip. work	2.58	1.14	2.79	0.26	2.83	1.22	2.64	1.19	2.32	1.15	2.70	1.25	2.60	1.20
	<i>Benchmark: Collaboration</i>	3.32	0.89	3.54	0.20	3.59	0.78	3.49	0.79	3.19	0.87	3.60	0.82	3.42	0.87
Q105A	Opportunities for collab. within dept.	3.50	1.17	3.68	0.16	3.74	1.01	3.62	1.04	3.55	1.23	3.81	1.04	3.64	1.20
Q105E	Opportunities for collab. outside dept.	3.21	1.04	3.40	0.22	3.43	0.96	3.25	0.98	3.01	1.05	3.46	0.98	3.31	1.02
Q105D	Opportunities for collab. outside inst.	3.24	1.09	3.51	0.33	3.63	0.88	3.55	1.00	2.97	1.13	3.52	1.04	3.29	1.06
	<i>Benchmark: Mentoring</i>	2.87	1.01	2.99	0.21	2.95	0.85	3.05	1.05	3.17	1.05	2.93	1.00	2.80	1.13
Q125A	Effectiveness of mentoring within dept.	3.34	1.28	3.54	0.18	3.38	1.29	3.60	1.24	3.73	1.32	3.49	1.20	3.34	1.32
Q125B	Effectiveness of mentoring outside dept.	3.17	0.99	3.37	0.18	3.25	1.14	3.17	1.11	3.15	1.25	3.13	1.10	3.32	1.08
Q130A	Mentoring of pre-tenure faculty	3.03	1.36	3.13	0.30	3.34	1.24	3.29	1.41	3.29	1.33	3.09	1.32	2.93	1.42
Q130B	Mentoring of associate faculty	2.56	1.17	2.45	0.24	2.46	1.10	2.33	1.22	2.57	1.27	2.60	1.22	2.45	1.22

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q130C	Support for faculty to be good mentors	2.00	0.89	2.30	0.25	2.24	0.93	2.39	1.08	2.40	1.23	2.29	1.04	2.14	1.07
Q115	Being a mentor is fulfilling	4.08	0.91	4.10	0.14	4.09	0.82	4.13	0.88	3.67	1.00	4.07	0.74	4.06	0.83
Q120A	Importance of mentoring within dept.	4.18	0.82	4.17	0.13	4.15	0.88	4.25	0.88	4.11	0.97	4.17	0.92	4.19	0.92
Q120B	Importance of mentoring outside dept.	3.39	0.92	3.49	0.18	3.45	1.01	3.21	1.06	3.06	1.13	3.56	1.02	3.42	1.09
Q120C	Importance of mentoring outside inst.	3.37	1.07	3.59	0.24	3.45	1.12	3.39	1.17	2.78	1.13	3.57	1.02	3.42	1.14
Q125C	Effectiveness of mentoring outside the inst.	3.61	1.03	3.78	0.24	3.55	0.96	3.87	0.94	3.38	1.11	3.63	0.98	3.66	1.00
	<i>Benchmark: Tenure policies</i>	3.62	1.04	3.44	0.33	3.91	0.75	3.66	1.25	3.24	1.19	3.71	1.11	3.25	1.29
Q136A	Clarity of tenure process	3.81	1.03	3.61	0.39	4.21	0.89	3.98	1.30	3.48	1.12	3.85	1.20	3.21	1.50
Q136B	Clarity of tenure criteria	3.78	1.18	3.59	0.37	4.14	0.86	3.74	1.45	3.26	1.48	3.92	1.25	3.32	1.44
Q136C	Clarity of tenure standards	3.59	1.19	3.26	0.38	3.93	1.00	3.67	1.44	3.00	1.54	3.90	1.17	3.02	1.43
Q136D	Clarity of body of evidence for deciding tenure	3.66	1.23	3.60	0.35	4.21	0.58	3.45	1.45	3.30	1.40	3.81	1.10	3.17	1.44
Q136E	Clarity of whether I will achieve tenure	3.63	1.24	3.46	0.32	3.93	1.00	3.64	1.28	3.44	1.34	3.60	1.36	3.58	1.29
Q139A	Consistency of messages about tenure	3.19	1.33	3.04	0.40	2.93	1.44	3.31	1.63	3.09	1.47	3.34	1.55	2.89	1.57
Q139B	Tenure decisions are performance-based	3.65	1.33	3.55	0.42	3.92	1.04	3.85	1.42	3.09	1.31	3.48	1.38	3.51	1.45
	<i>Benchmark: Tenure clarity</i>	3.10	1.01	3.33	0.27	3.55	0.76	3.48	0.92	3.29	0.90	3.43	0.92	3.28	1.18
Q137A	Clarity of expectations: Scholar	3.88	1.07	3.59	0.41	3.79	1.25	3.86	1.37	3.13	1.25	4.15	1.17	3.21	1.35
Q137B	Clarity of expectations: Teacher	3.53	1.05	3.89	0.33	4.29	0.83	4.17	0.94	4.26	0.86	3.92	1.07	3.96	1.33
Q137C	Clarity of expectations: Advisor	2.97	1.33	3.31	0.32	3.57	1.09	3.57	1.29	3.46	1.18	3.37	1.31	3.29	1.39
Q137D	Clarity of expectations: Colleague	2.81	1.28	3.28	0.32	3.21	1.05	3.45	1.27	3.09	1.38	3.23	1.31	3.35	1.45
Q137E	Clarity of expectations: Campus citizen	2.91	1.30	3.08	0.39	3.14	1.03	3.07	1.20	2.87	1.42	3.02	1.23	3.04	1.31
Q137F	Clarity of expectations: Broader community	2.50	1.24	2.86	0.28	3.23	1.01	2.79	1.22	2.91	1.51	2.90	1.29	2.60	1.29
	<i>Benchmark: Tenure reasonableness</i>	3.58	0.90	3.82	0.21	4.21	0.65	3.97	0.88	3.88	0.75	3.71	0.95	3.70	0.91
Q138A	Reasonable expectations: Scholar	3.72	1.37	3.76	0.39	4.21	1.12	4.00	1.30	3.77	1.19	3.71	1.25	3.90	1.14
Q138B	Reasonable expectations: Teacher	4.00	0.89	4.13	0.23	4.50	0.65	4.34	0.97	4.18	0.96	4.11	1.03	3.75	1.27
Q138C	Reasonable expectations: Advisor	3.48	1.06	3.85	0.23	4.29	0.91	4.08	1.10	4.10	0.83	4.04	1.02	3.65	1.09
Q138D	Reasonable expectations: Colleague	3.52	1.09	3.89	0.25	4.29	0.91	4.10	1.12	4.00	0.86	3.72	1.23	3.64	1.17
Q138E	Reasonable expectations: Campus citizen	3.47	0.94	3.74	0.25	4.08	1.04	3.69	1.00	3.65	1.04	3.54	1.03	3.57	0.97
Q138F	Reasonable expectations: Community member	3.29	0.90	3.63	0.23	3.77	1.01	3.63	1.03	3.67	0.97	3.54	0.94	3.48	0.96
	<i>Benchmark: Promotion</i>	3.80	1.07	3.61	0.28	3.80	0.95	3.86	0.98	3.74	1.07	3.77	1.00	3.78	0.95
Q135C	Reasonable expectations: Promotion	3.82	1.10	3.69	0.31	3.88	1.20	3.85	1.24	3.79	1.21	3.72	1.22	3.86	1.13
Q135B	Dept. culture encourages promotion	3.64	1.27	3.47	0.41	3.19	1.31	3.27	1.41	3.95	1.23	3.22	1.38	3.75	1.16
Q140A	Clarity of promotion process	3.90	1.26	3.79	0.31	4.23	1.11	4.31	1.13	3.90	1.17	4.06	1.10	3.84	1.22
Q140B	Clarity of promotion criteria	3.81	1.25	3.74	0.28	4.06	1.27	4.26	1.09	3.68	1.32	4.04	1.15	3.78	1.28
Q140C	Clarity of promotion standards	3.68	1.30	3.53	0.30	3.73	1.21	4.16	1.12	3.33	1.46	3.92	1.19	3.56	1.31
Q140D	Clarity of body of evidence for promotion	3.96	1.18	3.74	0.29	4.01	1.17	4.08	1.14	3.50	1.31	4.06	1.16	3.61	1.24
Q140E	Clarity of time frame for promotion	3.90	1.32	3.46	0.38	3.44	1.31	3.43	1.47	4.11	1.14	3.74	1.21	4.13	1.09
Q140F	Clarity of whether I will be promoted	3.17	1.46	3.08	0.34	3.62	1.08	3.39	1.22	3.24	1.64	3.27	1.18	3.37	1.32

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item	short name	you		All		peer 1		white peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q170A	Priorities are stated consistently	2.45	1.12	2.78	0.34	2.95	1.15	3.14	1.36	2.72	1.42	2.37	1.12	2.17	1.14
Q170C	Priorities are acted on consistently	2.34	1.09	2.59	0.33	2.72	1.11	2.86	1.30	2.29	1.27	2.33	1.18	2.12	1.07
Q170D	Changed priorities negatively affect my work**	2.07	1.05	2.73	0.38	2.58	1.27	2.80	1.36	2.24	1.29	2.20	1.26	2.28	1.23
	<i>Benchmark: Leadership: Senior</i>	2.65	0.93	3.09	0.33	3.14	0.90	3.32	1.06	2.80	1.07	3.08	0.87	2.69	0.90
Q180A	Pres/Chancellor: Pace of decision making	2.88	1.06	3.17	0.37	3.54	0.94	3.20	1.05	3.02	1.16	3.13	0.92	2.34	1.05
Q180B	Pres/Chancellor: Stated priorities	2.79	1.14	3.13	0.39	3.38	1.11	3.06	1.20	2.85	1.24	3.24	0.97	2.27	1.09
Q180C	Pres/Chancellor: Communication of priorities	2.73	1.12	3.09	0.43	3.27	1.16	3.14	1.23	2.71	1.32	3.19	1.04	2.08	1.08
Q180L	CAO: Pace of decision making	2.62	1.12	3.08	0.33	3.12	1.05	3.40	1.27	2.66	1.25	3.07	1.01	3.06	1.20
Q180M	CAO: Stated priorities	2.48	1.12	3.05	0.34	2.93	1.12	3.46	1.35	2.88	1.28	2.98	1.01	3.17	1.24
Q180N	CAO: Communication of priorities	2.43	1.17	3.02	0.36	2.68	1.13	3.57	1.32	2.76	1.34	2.94	1.10	3.19	1.29
Q180O	CAO: 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
Q175C	CAO: Support in adapting to change	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
	<i>Benchmark: Leadership: Divisional</i>	3.59	1.07	3.19	0.30	3.57	0.97	3.13	1.10	2.96	1.30	3.29	1.21	3.33	1.20
Q185D	Dean: Pace of decision making	3.63	1.10	3.28	0.29	3.85	0.92	3.25	1.07	2.88	1.40	3.39	1.26	3.39	1.24
Q185E	Dean: Stated priorities	3.61	1.11	3.20	0.30	3.51	1.06	3.16	1.13	3.02	1.39	3.29	1.22	3.32	1.26
Q185F	Dean: Communication of priorities	3.57	1.15	3.19	0.31	3.46	1.08	3.07	1.26	2.90	1.42	3.24	1.30	3.38	1.30
Q185G	Dean: Ensuring faculty input	3.55	1.26	3.10	0.32	3.46	1.20	3.02	1.24	3.03	1.36	3.23	1.37	3.27	1.33
Q175A	Dean: Support in adapting to change	3.35	1.42	2.67	0.38	3.17	1.19	2.65	1.29	2.49	1.36	2.91	1.49	2.94	1.48
	<i>Benchmark: Leadership: Departmental</i>	3.63	1.29	3.69	0.22	4.10	0.92	3.80	1.20	3.91	1.14	3.84	1.16	3.81	1.25
Q185H	Head/Chair: Pace of decision making	3.53	1.32	3.64	0.24	4.17	0.88	3.70	1.29	3.80	1.19	3.87	1.17	3.75	1.26
Q185I	Head/Chair: Stated priorities	3.52	1.37	3.59	0.22	3.92	1.12	3.67	1.32	3.79	1.26	3.75	1.24	3.68	1.36
Q185J	Head/Chair: Communication of priorities	3.52	1.44	3.60	0.24	4.01	1.19	3.72	1.34	3.86	1.30	3.77	1.28	3.70	1.42
Q185K	Head/Chair: Ensuring faculty input	3.73	1.38	3.74	0.25	4.16	1.09	3.89	1.36	4.04	1.16	3.84	1.33	3.89	1.43
Q185L	Head/Chair: Fairness in evaluating work	3.84	1.36	3.91	0.21	4.24	0.94	4.04	1.23	4.13	1.22	4.01	1.21	4.04	1.28
Q175B	Head/Chair: Support in adapting to change	3.27	1.54	3.27	0.38	3.60	1.14	3.38	1.42	3.59	1.38	3.48	1.47	3.64	1.50
	<i>Benchmark: Departmental collegiality</i>	3.74	0.90	3.87	0.14	3.93	0.67	3.97	0.83	3.87	0.74	3.96	0.76	3.86	0.86
Q200C	Colleagues support work/life balance	3.57	1.34	3.73	0.18	3.96	0.78	3.83	1.02	3.84	0.98	3.66	1.19	3.69	1.15
Q200D	Meeting times compatible with personal needs	4.02	1.13	4.09	0.14	4.21	1.02	4.25	1.11	3.92	1.18	4.12	0.99	3.97	1.20
Q205B	Amount of personal interaction w/Pre-tenure	3.72	0.97	3.77	0.14	3.90	0.85	3.74	1.06	3.58	0.97	3.86	1.01	3.75	1.00
Q205C	How well you fit	3.62	1.26	3.80	0.22	3.83	1.12	3.99	1.16	3.90	1.21	3.90	1.16	3.94	1.09
Q205E	Amount of personal interaction w/Tenured	3.65	1.10	3.74	0.16	3.75	0.89	3.85	0.96	3.70	1.01	3.81	1.03	3.74	1.07
Q210A	Colleagues pitch in when needed	3.70	1.22	3.81	0.21	3.78	1.14	3.90	1.25	3.81	1.20	4.09	1.04	3.86	1.31
Q210C	Dept. is collegial	3.86	1.25	3.99	0.23	3.92	1.10	4.10	1.21	4.01	1.13	4.19	1.01	3.97	1.30
Q212A	Colleagues committed to diversity/inclusion	3.94	1.22	4.05	0.17	4.22	1.00	4.16	1.09	4.12	1.04	3.99	1.14	3.98	1.22
	<i>Benchmark: Departmental engagement</i>	3.40	0.85	3.48	0.12	3.48	0.69	3.53	0.76	3.35	0.63	3.48	0.81	3.42	0.79
Q190A	Discussions of undergrad student learning	3.87	1.03	3.71	0.37	4.07	0.83	3.90	1.04	4.16	0.88	3.80	1.18	3.82	1.14
Q190B	Discussions of grad student learning	2.89	1.39	2.98	0.76	2.90	1.35	2.92	1.47	1.41	0.88	2.93	1.36	2.94	1.47

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item	short name	you		All		peer 1		white peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q190C	Discussions of effective teaching practices	3.56	1.09	3.52	0.24	3.62	1.04	3.69	1.05	3.82	1.04	3.59	1.07	3.60	1.04
Q190D	Discussions of effective use of technology	3.28	1.06	3.30	0.21	3.28	1.07	3.22	1.00	3.45	0.95	3.35	1.08	3.40	0.98
Q190E	Discussions of current research methods	2.89	1.13	3.09	0.27	2.81	1.04	3.00	1.06	2.66	1.12	2.90	1.16	2.76	1.13
Q205A	Amount of professional interaction w/Pre-tenure	3.80	0.99	3.88	0.13	3.95	0.85	4.00	0.96	3.75	0.91	3.89	1.01	3.78	1.02
Q205D	Amount of professional interaction w/Tenured	3.66	1.12	3.81	0.17	3.76	0.91	3.97	0.99	3.77	1.03	3.85	1.10	3.71	1.09
	<i>Benchmark: Departmental quality</i>	3.41	0.89	3.57	0.19	3.41	0.79	3.71	0.84	3.34	0.77	3.64	0.79	3.48	0.87
Q195A	Intellectual vitality of tenured faculty	3.46	1.17	3.58	0.24	3.33	1.23	3.79	1.10	3.52	1.15	3.75	1.07	3.38	1.21
Q195B	Intellectual vitality of pre-tenure faculty	3.89	0.94	4.03	0.19	3.81	1.03	4.07	0.89	3.91	0.95	3.98	0.92	3.96	0.94
Q195C	Scholarly productivity of tenured faculty	3.40	1.11	3.39	0.29	3.07	1.19	3.61	1.21	3.02	1.05	3.41	1.07	3.23	1.22
Q195D	Scholarly productivity of pre-tenure faculty	3.80	0.91	3.84	0.25	3.63	0.96	3.86	1.04	3.53	1.04	3.76	0.97	3.79	1.01
Q195G	Teaching effectiveness of tenured faculty	3.56	1.08	3.67	0.20	3.59	1.17	3.83	1.14	3.72	1.01	3.85	1.03	3.65	1.13
Q195H	Teaching effectiveness of pre-tenure faculty	3.89	0.86	3.92	0.16	3.90	0.90	4.06	0.92	3.82	0.88	4.01	0.88	3.87	0.97
Q240B	Dept. is successful at faculty recruitment	3.13	1.37	3.58	0.30	3.35	1.25	3.68	1.23	2.97	1.37	3.68	1.14	3.47	1.22
Q240C	Dept. is successful at faculty retention	3.24	1.36	3.45	0.28	3.60	1.13	3.80	1.21	2.82	1.37	3.49	1.16	3.38	1.19
Q240D	Dept. addresses sub-standard performance	2.59	1.21	2.59	0.22	2.49	1.20	2.69	1.30	2.51	1.22	2.84	1.27	2.69	1.34
	<i>Benchmark: Appreciation and recognition</i>	3.08	0.96	3.27	0.19	3.32	0.81	3.47	0.89	3.16	0.93	3.29	0.80	3.17	0.88
Q215A	Recognition: For teaching	3.15	1.21	3.33	0.20	3.36	1.17	3.56	1.19	3.24	1.30	3.54	1.10	3.35	1.22
Q215B	Recognition: For advising	2.78	1.20	3.02	0.20	2.83	1.15	3.13	1.17	3.00	1.23	2.97	1.08	3.07	1.13
Q215C	Recognition: For scholarship	3.19	1.23	3.31	0.23	3.44	1.10	3.56	1.21	3.02	1.21	3.37	1.09	3.20	1.15
Q215D	Recognition: For service	2.99	1.23	3.11	0.20	3.14	1.15	3.28	1.22	2.98	1.20	3.16	1.16	2.98	1.20
Q215E	Recognition: For outreach	2.89	1.16	3.07	0.18	3.20	1.03	3.14	1.12	2.95	1.13	3.05	1.08	2.98	1.10
Q215I	Recognition: From colleagues	3.57	1.14	3.69	0.19	3.77	1.00	3.79	1.03	3.72	1.17	3.72	0.98	3.57	1.11
Q215J	Recognition: From CAO	2.80	1.31	2.90	0.33	2.85	1.28	3.35	1.30	2.64	1.22	2.77	1.13	2.87	1.20
Q215K	Recognition: From Dean	3.37	1.33	3.10	0.26	3.36	1.17	3.19	1.21	2.99	1.37	3.04	1.26	3.40	1.27
Q215L	Recognition: From Head/Chair	3.56	1.32	3.66	0.20	3.95	1.03	3.89	1.28	3.89	1.25	3.76	1.26	3.71	1.32
Q220A	School/college is valued by Pres/Provost	3.09	1.33	3.43	0.38	3.67	1.22	3.67	1.33	3.38	1.46	3.36	1.12	2.81	1.31
Q220B	Dept. is valued by Pres/Provost	2.86	1.36	3.17	0.38	3.34	1.38	3.40	1.41	2.87	1.46	3.21	1.22	2.61	1.28
Q245A	CAO cares about faculty of my rank	2.67	1.23	3.11	0.33	3.05	1.27	3.43	1.33	2.83	1.36	2.95	1.23	3.16	1.33
Q240A	Outside offers are necessary in negotiations	2.38	1.38	2.41	0.51	2.78	1.40	2.47	1.51	2.62	1.59	2.12	1.31	2.57	1.50
Q212B	Visible leadership for support of diversity	3.55	1.16	3.81	0.27	3.80	1.17	4.04	1.10	4.12	1.04	3.44	1.22	3.56	1.16
Q245D	I would again choose this institution	3.45	1.35	3.72	0.27	3.50	1.32	3.81	1.32	3.17	1.48	3.54	1.36	3.39	1.37
Q250A	Department as a place to work	3.68	1.28	3.85	0.20	3.89	1.11	4.03	1.10	3.77	1.13	3.83	1.21	3.78	1.20
Q250B	Institution as a place to work	3.28	1.19	3.58	0.30	3.59	1.15	3.74	1.06	3.05	1.22	3.29	1.21	3.24	1.17

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item	short name	faculty of color													
		you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
	<i>Benchmark: Nature of Work Research</i>	2.89	0.85	3.11	0.26	3.10	0.80	2.96	0.81	2.57	0.76	3.07	0.79	2.96	0.77
Q45B	Time spent on research	3.10	1.26	3.30	0.42	3.18	1.47	2.89	1.29	2.48	1.08	3.67	1.41	3.29	1.16
Q80A	Expectations for finding external funding	2.97	1.02	3.05	0.27	2.57	0.98	2.73	0.88	2.82	1.07	3.38	0.74	3.15	0.90
Q80B	Influence over focus of research	4.00	0.95	4.10	0.28	3.91	1.38	3.93	1.30	3.55	1.34	4.11	0.93	4.00	0.87
Q80C	Quality of grad students to support research	2.57	1.20	2.82	0.75	3.00	1.63	2.43	1.40	2.17	1.33	3.83	0.98	2.64	1.03
Q80D	Support for research	2.49	1.21	2.84	0.33	2.90	1.37	2.96	1.23	2.09	1.15	3.00	1.58	3.12	1.32
Q80E	Support for engaging undergrads in research	2.92	1.21	3.01	0.36	3.09	1.22	2.81	1.20	2.64	1.18	3.25	1.04	2.53	0.99
Q85A	Support for obtaining grants (pre-award)	2.73	1.28	3.01	0.33	3.33	1.32	3.18	1.14	2.50	1.10	2.43	0.98	2.71	1.14
Q85B	Support for maintaining grants (post-award)	2.75	1.11	3.11	0.36	3.14	1.22	3.08	1.17	2.53	1.01	2.83	1.17	3.22	0.97
Q85C	Support for securing grad student assistance	2.61	1.08	2.67	0.66	2.25	1.50	2.00	1.16	1.83	0.98	2.86	1.22	2.70	1.16
Q85D	Support for travel to present/conduct research	3.23	1.33	3.16	0.39	3.27	1.35	3.39	1.29	2.70	1.22	3.75	1.28	2.65	1.17
Q85E	Availability of course release for research	2.41	1.07	2.52	0.43	2.40	1.35	1.83	0.96	1.71	0.90	2.22	1.09	2.41	1.42
	<i>Benchmark: Nature of Work: Service</i>	3.16	0.94	3.28	0.21	3.43	0.73	2.99	0.77	3.17	0.84	3.15	1.10	3.32	0.69
Q45C	Time spent on service	3.53	1.04	3.42	0.27	3.46	1.04	2.96	1.11	3.13	1.33	3.78	0.83	3.69	1.01
Q55B	Support for faculty in leadership roles	2.50	1.43	2.85	0.34	2.64	1.29	2.56	1.40	2.80	1.24	3.10	1.45	2.25	1.39
Q60A	Number of committees	3.46	0.97	3.45	0.27	3.73	0.79	3.18	0.82	3.57	0.84	3.13	1.46	3.65	0.93
Q60B	Attractiveness of committees	3.25	1.06	3.44	0.21	3.82	0.98	3.29	0.85	3.21	1.22	3.75	0.89	3.47	1.18
Q60C	Discretion to choose committees	3.30	1.11	3.45	0.25	3.91	0.94	3.32	1.16	3.59	1.10	3.75	1.04	3.65	0.86
Q60D	Equitability of committee assignments	2.97	1.39	3.07	0.28	3.00	1.34	2.64	1.06	3.23	1.11	3.00	1.41	3.18	1.13
Q60E	Number of student advisees	3.23	1.18	3.46	0.32	3.27	1.35	2.85	1.32	2.71	1.16	3.78	0.83	3.00	1.12
	<i>Benchmark: Nature of Work: Teaching</i>	3.58	0.94	3.64	0.22	3.91	0.88	3.55	0.74	3.23	0.88	4.04	0.48	3.40	0.57
Q45A	Time spent on teaching	3.78	1.14	3.82	0.23	4.18	1.17	3.86	1.04	3.79	1.14	4.22	0.67	3.65	0.93
Q70A	Number of courses taught	3.75	1.19	3.56	0.43	4.09	0.94	3.25	1.08	3.00	1.18	3.88	0.84	2.71	1.40
Q70B	Level of courses taught	3.93	0.94	3.92	0.24	4.27	0.65	3.79	0.96	3.71	1.16	4.50	0.76	3.88	0.60
Q70C	Discretion over course content	4.23	0.95	4.28	0.18	4.55	1.04	4.25	1.14	3.91	1.38	4.56	0.53	4.18	0.73
Q70D	Number of students in classes taught	3.83	1.01	3.64	0.29	3.82	1.25	3.39	1.32	3.00	0.98	3.89	1.27	3.71	0.99
Q70E	Quality of students taught	3.05	1.24	3.24	0.38	3.55	1.13	3.18	1.06	2.50	0.98	3.33	1.32	2.71	1.16
Q70H	Equitability of distribution of teaching load	3.30	1.40	3.27	0.27	3.00	1.48	3.44	1.09	2.88	1.39	4.50	0.54	3.29	1.31
Q70I	Quality of grad students to support teaching	2.78	1.24	2.96	0.74	3.00	2.00	3.15	1.28	2.29	1.25	3.83	0.75	2.82	1.08
Q45D	Time spent on outreach	3.38	1.16	3.48	0.24	4.00	1.32	3.05	1.00	3.56	1.04	3.89	0.93	3.71	0.83
Q45E	Time spent on administrative tasks	2.66	1.14	3.05	0.29	2.89	0.93	2.96	1.02	2.89	0.76	3.89	1.05	2.46	1.20
Q55A	Ability to balance teaching/research/service	2.93	1.39	3.27	0.36	3.18	1.40	3.00	1.36	3.44	1.20	3.70	1.25	3.18	1.24
	<i>Benchmark: Facilities and work resources</i>	3.23	0.85	3.41	0.26	3.58	0.75	3.31	0.77	3.08	0.77	3.80	0.45	3.26	0.78
Q70F	Support for improving teaching	3.03	1.25	3.22	0.29	3.22	0.97	3.29	1.21	2.65	1.15	4.00	0.87	2.82	1.13
Q90A	Office	3.73	0.91	3.68	0.28	3.91	1.14	3.79	0.92	3.42	1.32	3.67	1.00	3.82	1.29
Q90B	Laboratory, research, studio space	2.74	1.18	3.15	0.35	3.33	1.41	3.00	1.21	2.71	1.21	3.00	0.89	2.87	0.99
Q90C	Equipment	3.08	1.07	3.36	0.30	3.18	1.33	3.18	1.22	3.21	1.10	3.67	0.50	3.18	1.13

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item	short name	faculty of color													
		you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q90D	Classrooms	3.40	1.13	3.42	0.33	3.55	1.21	3.04	1.07	3.46	1.29	3.89	0.60	3.71	1.05
Q90E	Library resources	2.73	1.15	3.64	0.38	3.73	0.79	3.56	1.09	3.22	1.24	3.78	1.20	3.81	0.98
Q90F	Computing and technical support	3.33	1.14	3.44	0.36	3.73	1.01	3.39	1.17	2.71	1.27	4.00	0.71	3.18	1.24
Q90H	Clerical/administrative support	3.58	1.22	3.25	0.36	3.82	0.75	3.15	1.23	3.26	1.29	4.22	0.67	2.82	1.07
	<i>Benchmark: Personal and family policies</i>	2.89	1.03	3.00	0.27	3.09	0.98	2.73	1.10	2.48	0.85	3.43	1.07	2.56	0.88
Q95D	Housing benefits	1.87	1.06	2.19	0.51	2.60	1.52	2.33	1.21	1.63	1.06	2.25	1.50	2.00	1.00
Q95E	Tuition waivers, remission, or exchange	2.68	1.15	2.77	0.67	2.40	1.14	2.19	1.47	1.40	0.74	2.00	1.23	1.78	0.83
Q95F	Spousal/partner hiring program	2.20	1.15	2.47	0.46	2.00	1.41	2.00	1.00	2.11	1.27	2.00	1.23	1.60	0.55
Q95G	Childcare	2.85	1.07	2.65	0.50	3.80	0.84	2.20	0.92	3.27	0.65	3.00	1.41	1.57	0.79
Q95H	Eldercare	3.00	0.58	2.78	0.51	4.00	1.41	3.00	0.00	3.29	0.49	4.00	0.00	2.50	1.00
Q95J	Family medical/parental leave	3.21	1.17	3.29	0.37	3.33	1.37	3.15	0.99	3.39	1.04	3.80	0.84	2.75	0.97
Q95K	Flexible workload/modified duties	3.48	1.16	3.36	0.34	3.20	1.48	2.94	1.14	2.92	1.31	3.67	1.03	2.78	1.09
Q95L	Stop-the-clock policies	3.17	1.33	3.28	0.70	N<5	N<5	1.67	1.16	3.67	0.58	3.67	0.58	2.00	1.16
Q200B	Inst. does what it can for work/life compatibility	2.79	1.32	3.00	0.35	3.25	1.17	2.77	1.34	2.74	1.20	4.29	1.11	2.50	1.17
Q200A	Right balance between professional/personal	2.95	1.52	3.32	0.33	4.10	1.10	2.89	1.32	3.41	1.30	3.33	1.32	3.25	1.24
	<i>Benchmark: Health and retirement benefits</i>	3.45	0.89	3.45	0.37	3.83	0.89	3.71	0.75	3.20	1.01	2.91	0.92	3.17	0.93
Q95A	Health benefits for yourself	3.63	1.03	3.57	0.43	3.73	1.10	3.82	0.88	3.41	1.10	2.56	1.42	3.47	1.01
Q95B	Health benefits for family	3.65	1.04	3.46	0.55	4.00	0.87	3.74	0.81	3.37	1.12	1.86	1.22	3.44	0.81
Q95C	Retirement benefits	3.49	1.10	3.42	0.36	3.91	0.83	3.73	0.92	3.00	1.34	3.63	0.52	2.94	1.12
Q95I	Phased retirement options	2.82	0.85	3.16	0.34	3.75	0.71	3.21	0.98	3.00	1.21	3.60	0.55	2.64	1.03
Q90G	Salary	2.48	1.18	2.70	0.46	3.18	1.17	2.82	1.34	1.50	0.59	2.00	1.23	1.88	0.93
	<i>Benchmark: Interdisciplinary work</i>	2.28	1.14	2.67	0.30	2.75	1.05	2.42	1.05	2.02	0.90	3.19	1.11	2.56	1.04
Q100A	Budgets encourage interdiscip. work	2.07	1.24	2.55	0.37	2.40	1.35	2.43	1.25	2.05	1.07	2.83	1.17	2.50	1.45
Q100B	Facilities conducive to interdiscip. work	2.52	1.30	2.71	0.36	2.80	1.32	2.46	1.18	2.05	1.05	3.63	0.74	2.69	1.25
Q100C	Interdiscip. work is rewarded in merit	2.12	1.29	2.58	0.36	2.60	1.17	2.48	1.28	2.00	1.12	3.11	1.17	2.40	1.12
Q100D	Interdiscip. work is rewarded in promotion	2.10	0.94	2.55	0.34	2.60	1.17	2.50	1.51	1.85	1.07	N<5	N<5	2.13	1.25
Q100E	Interdiscip. work is rewarded in tenure	2.30	1.89	2.86	0.41	N<5	N<5	2.11	0.93	2.71	1.25	N<5	N<5	3.17	0.75
Q100G	Dept. knows how to evaluate interdiscip. work	2.49	1.34	2.77	0.35	3.18	1.25	2.22	1.38	2.25	1.12	3.13	1.55	2.50	1.09
	<i>Benchmark: Collaboration</i>	3.07	1.03	3.42	0.25	3.30	0.98	3.13	1.00	3.10	0.84	4.29	0.49	2.85	0.79
Q105A	Opportunities for collab. within dept.	3.21	1.30	3.44	0.28	3.18	1.40	3.04	1.34	3.29	1.30	4.38	0.74	3.20	1.01
Q105E	Opportunities for collab. outside dept.	2.82	1.12	3.30	0.27	3.27	1.27	3.04	1.16	2.92	1.06	4.00	0.93	2.56	1.09
Q105D	Opportunities for collab. outside inst.	3.18	1.36	3.51	0.32	3.46	0.93	3.32	1.19	3.09	1.20	4.57	0.54	2.88	1.20
	<i>Benchmark: Mentoring</i>	2.97	1.18	3.04	0.26	3.01	1.28	2.99	1.01	3.05	0.94	3.61	1.13	2.42	1.13
Q125A	Effectiveness of mentoring within dept.	3.66	1.34	3.64	0.29	3.75	1.28	3.52	1.16	3.67	1.20	4.25	1.04	3.17	1.34
Q125B	Effectiveness of mentoring outside dept.	3.35	1.04	3.47	0.32	3.14	1.46	3.21	0.98	3.36	1.08	3.75	0.89	3.00	0.76
Q130A	Mentoring of pre-tenure faculty	2.92	1.52	3.06	0.35	3.00	1.56	3.15	1.35	3.33	1.24	3.44	1.42	2.73	1.39
Q130B	Mentoring of associate faculty	2.58	1.31	2.38	0.33	2.44	1.42	2.31	1.18	2.62	1.33	N<5	N<5	2.13	1.36

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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q130C	Support for faculty to be good mentors	2.30	1.03	2.30	0.30	2.56	1.33	2.50	1.31	2.00	0.96	N<5	N<5	1.63	0.92
Q115	Being a mentor is fulfilling	4.21	0.80	4.21	0.24	3.78	1.30	4.10	1.29	4.20	0.63	N<5	N<5	3.60	1.14
Q120A	Importance of mentoring within dept.	4.36	0.78	4.24	0.24	4.10	0.99	4.25	1.21	4.29	0.75	4.33	1.32	3.80	1.08
Q120B	Importance of mentoring outside dept.	3.74	1.04	3.79	0.27	3.80	1.23	3.79	1.00	3.22	1.57	4.33	0.71	3.36	1.08
Q120C	Importance of mentoring outside inst.	3.79	1.09	3.83	0.29	4.00	0.94	3.68	1.19	3.17	1.47	4.56	0.73	3.21	1.19
Q125C	Effectiveness of mentoring outside the inst.	4.22	0.74	3.84	0.30	3.88	1.13	3.44	0.86	3.27	1.28	4.50	0.54	3.67	1.00
	<i>Benchmark: Tenure policies</i>	3.49	1.19	3.54	0.37	N<5	N<5	3.01	1.24	3.37	1.03	N<5	N<5	3.81	0.56
Q136A	Clarity of tenure process	3.80	1.27	3.69	0.44	N<5	N<5	3.18	1.47	3.40	1.08	N<5	N<5	4.00	0.63
Q136B	Clarity of tenure criteria	3.53	1.36	3.67	0.40	N<5	N<5	3.18	1.54	3.60	1.08	N<5	N<5	3.83	0.98
Q136C	Clarity of tenure standards	3.40	1.40	3.42	0.42	N<5	N<5	2.73	1.56	3.20	1.03	N<5	N<5	3.83	0.98
Q136D	Clarity of body of evidence for deciding tenure	3.47	1.30	3.66	0.41	N<5	N<5	2.64	1.43	3.60	1.35	N<5	N<5	3.50	1.38
Q136E	Clarity of whether I will achieve tenure	3.67	1.59	3.55	0.38	N<5	N<5	3.09	1.51	3.20	1.03	N<5	N<5	4.67	0.52
Q139A	Consistency of messages about tenure	3.00	1.56	3.14	0.47	N<5	N<5	2.82	1.33	3.10	1.52	N<5	N<5	2.67	1.63
Q139B	Tenure decisions are performance-based	3.53	1.25	3.66	0.40	N<5	N<5	3.46	1.44	3.50	1.35	N<5	N<5	4.17	0.98
	<i>Benchmark: Tenure clarity</i>	3.34	1.24	3.51	0.29	N<5	N<5	2.85	1.17	3.42	0.86	N<5	N<5	3.92	0.74
Q137A	Clarity of expectations: Scholar	4.13	1.30	3.91	0.37	N<5	N<5	3.18	1.54	3.50	0.97	N<5	N<5	4.17	0.41
Q137B	Clarity of expectations: Teacher	3.87	1.30	3.95	0.31	N<5	N<5	3.36	1.63	4.00	1.16	N<5	N<5	4.50	0.55
Q137C	Clarity of expectations: Advisor	3.07	1.58	3.46	0.40	N<5	N<5	2.64	1.36	3.50	1.18	N<5	N<5	3.83	0.98
Q137D	Clarity of expectations: Colleague	3.00	1.46	3.41	0.37	N<5	N<5	2.82	1.40	3.50	0.85	N<5	N<5	4.17	0.41
Q137E	Clarity of expectations: Campus citizen	3.00	1.46	3.25	0.36	N<5	N<5	2.73	1.27	3.00	1.23	N<5	N<5	3.50	1.38
Q137F	Clarity of expectations: Broader community	3.00	1.60	3.09	0.33	N<5	N<5	2.36	1.12	2.89	1.27	N<5	N<5	3.33	1.37
	<i>Benchmark: Tenure reasonableness</i>	3.80	0.95	3.84	0.25	N<5	N<5	3.33	0.94	4.03	0.58	N<5	N<5	4.00	0.69
Q138A	Reasonable expectations: Scholar	4.20	1.15	3.94	0.37	N<5	N<5	3.55	1.21	3.90	0.74	N<5	N<5	4.50	0.55
Q138B	Reasonable expectations: Teacher	3.80	1.32	4.04	0.29	N<5	N<5	3.46	1.29	3.90	0.88	N<5	N<5	4.17	0.41
Q138C	Reasonable expectations: Advisor	3.60	1.24	3.88	0.31	N<5	N<5	3.10	0.99	4.20	0.79	N<5	N<5	3.67	1.21
Q138D	Reasonable expectations: Colleague	3.92	0.95	3.87	0.31	N<5	N<5	3.40	1.27	4.25	0.71	N<5	N<5	4.00	0.89
Q138E	Reasonable expectations: Campus citizen	3.62	1.04	3.74	0.24	N<5	N<5	3.09	0.94	4.14	0.69	N<5	N<5	3.83	0.98
Q138F	Reasonable expectations: Community member	3.50	1.16	3.64	0.28	N<5	N<5	3.27	0.65	4.14	0.69	N<5	N<5	3.83	0.98
	<i>Benchmark: Promotion</i>	3.80	1.02	3.47	0.35	3.57	1.00	3.71	1.01	3.83	1.05	N<5	N<5	3.90	0.95
Q135C	Reasonable expectations: Promotion	3.70	1.26	3.57	0.37	3.40	1.27	3.77	1.48	3.79	1.25	N<5	N<5	4.00	1.23
Q135B	Dept. culture encourages promotion	3.61	1.41	3.19	0.52	2.60	1.43	3.21	1.72	3.36	1.45	N<5	N<5	3.33	1.32
Q140A	Clarity of promotion process	4.04	1.15	3.68	0.38	3.80	1.32	3.93	1.00	3.79	1.31	N<5	N<5	4.10	1.20
Q140B	Clarity of promotion criteria	3.87	1.29	3.60	0.38	3.80	1.32	4.07	0.83	3.86	1.35	N<5	N<5	4.10	0.99
Q140C	Clarity of promotion standards	3.78	1.38	3.41	0.42	3.70	1.25	3.71	1.33	3.79	1.31	N<5	N<5	4.00	1.16
Q140D	Clarity of body of evidence for promotion	3.65	1.23	3.61	0.37	4.30	0.95	3.64	1.45	3.71	1.14	N<5	N<5	4.00	0.94
Q140E	Clarity of time frame for promotion	4.09	1.31	3.37	0.45	3.60	1.51	3.07	1.21	4.50	0.65	N<5	N<5	4.00	1.33
Q140F	Clarity of whether I will be promoted	3.50	1.31	3.04	0.42	2.80	1.30	3.22	1.30	N<5	N<5	N<5	N<5	3.00	1.58



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item	short name	faculty of color													
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		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q170A	Priorities are stated consistently	2.49	1.52	2.97	0.37	2.82	1.33	2.89	1.37	2.81	1.03	3.13	1.25	2.33	1.18
Q170C	Priorities are acted on consistently	2.42	1.52	2.82	0.38	2.73	1.27	2.82	1.33	2.56	1.10	3.14	1.07	2.47	1.25
Q170D	Changed priorities negatively affect my work**	2.91	1.45	2.91	0.37	3.00	1.41	2.70	1.33	2.18	1.22	2.71	0.95	2.20	1.15
	<i>Benchmark: Leadership: Senior</i>	2.81	1.14	3.19	0.35	3.17	1.01	3.07	1.03	2.86	1.01	3.62	0.44	2.37	1.17
Q180A	Pres/Chancellor: Pace of decision making	3.03	1.24	3.24	0.40	3.36	0.92	2.96	1.08	3.00	1.00	3.63	0.52	2.27	1.22
Q180B	Pres/Chancellor: Stated priorities	3.00	1.36	3.24	0.41	3.36	1.29	3.04	1.19	3.00	1.09	3.38	0.52	2.07	1.16
Q180C	Pres/Chancellor: Communication of priorities	2.77	1.35	3.19	0.45	3.27	1.19	3.07	1.24	2.77	1.27	3.50	0.93	2.27	1.16
Q180L	CAO: Pace of decision making	2.80	1.22	3.18	0.35	3.09	1.14	3.12	1.24	2.91	1.09	4.00	0.54	2.53	1.41
Q180M	CAO: Stated priorities	2.64	1.27	3.16	0.34	3.00	1.27	3.19	1.27	2.95	1.12	3.38	0.74	2.53	1.41
Q180N	CAO: Communication of priorities	2.64	1.29	3.11	0.37	2.91	1.22	3.07	1.33	2.81	1.17	3.88	0.84	2.53	1.36
Q180O	CAO: 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
Q175C	CAO: Support in adapting to change	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
	<i>Benchmark: Leadership: Divisional</i>	3.34	1.43	3.29	0.35	3.40	1.11	3.08	1.10	2.66	1.24	4.13	0.66	2.91	1.11
Q185D	Dean: Pace of decision making	3.42	1.41	3.35	0.36	3.70	1.06	3.22	1.22	2.57	1.24	4.38	0.74	2.82	1.29
Q185E	Dean: Stated priorities	3.45	1.50	3.30	0.36	3.40	0.97	3.22	1.19	2.78	1.31	3.88	0.99	2.88	1.17
Q185F	Dean: Communication of priorities	3.26	1.52	3.30	0.36	3.30	1.34	2.96	1.19	2.74	1.42	4.13	0.84	2.94	1.09
Q185G	Dean: Ensuring faculty input	3.24	1.50	3.23	0.37	3.20	1.40	2.93	1.24	2.57	1.41	4.13	0.84	3.00	1.12
Q175A	Dean: Support in adapting to change	2.69	1.55	2.57	0.43	N<5	N<5	2.50	1.31	2.21	1.42	N<5	N<5	2.43	1.81
	<i>Benchmark: Leadership: Departmental</i>	3.66	1.41	3.58	0.31	3.46	1.36	3.21	1.23	3.29	1.20	4.34	0.76	3.65	0.97
Q185H	Head/Chair: Pace of decision making	3.66	1.49	3.57	0.32	3.57	1.40	3.08	1.26	3.14	1.42	4.43	0.79	3.56	1.03
Q185I	Head/Chair: Stated priorities	3.60	1.54	3.51	0.31	3.57	1.51	3.04	1.24	3.14	1.35	4.14	1.07	3.50	1.10
Q185J	Head/Chair: Communication of priorities	3.60	1.52	3.53	0.32	3.43	1.40	3.20	1.26	3.19	1.40	4.29	0.76	3.44	1.09
Q185K	Head/Chair: Ensuring faculty input	3.69	1.57	3.63	0.35	3.43	1.40	3.20	1.41	3.45	1.43	4.71	0.49	3.63	1.26
Q185L	Head/Chair: Fairness in evaluating work	3.77	1.48	3.69	0.31	3.29	1.38	3.52	1.50	3.52	0.93	4.14	1.22	4.13	1.03
Q175B	Head/Chair: Support in adapting to change	2.92	1.55	3.06	0.45	N<5	N<5	3.18	1.60	2.50	1.38	N<5	N<5	3.50	1.41
	<i>Benchmark: Departmental collegiality</i>	3.59	0.94	3.71	0.21	3.65	0.91	3.58	1.04	3.80	0.80	4.25	0.85	3.66	0.80
Q200C	Colleagues support work/life balance	3.28	1.35	3.57	0.27	3.88	1.13	3.19	1.36	3.55	1.40	4.25	1.39	3.69	1.11
Q200D	Meeting times compatible with personal needs	3.97	1.26	3.96	0.23	4.20	0.92	3.86	1.27	3.91	1.18	4.25	1.39	3.38	1.50
Q205B	Amount of personal interaction w/Pre-tenure	3.69	1.09	3.65	0.22	3.50	1.27	3.39	1.17	3.86	0.83	4.25	0.71	3.53	1.19
Q205C	How well you fit	3.32	1.44	3.68	0.29	3.90	1.10	3.29	1.49	3.73	1.24	4.75	0.46	3.81	1.05
Q205E	Amount of personal interaction w/Tenured	3.60	1.14	3.56	0.27	3.10	1.20	3.32	1.44	3.68	1.17	4.44	0.53	3.63	1.26
Q210A	Colleagues pitch in when needed	3.70	1.35	3.77	0.26	3.30	1.49	3.82	1.12	4.18	0.85	3.89	1.76	4.13	0.99
Q210C	Dept. is collegial	3.70	1.43	3.87	0.31	3.80	0.92	3.68	1.52	4.00	1.02	4.50	1.07	4.00	1.20
Q212A	Colleagues committed to diversity/inclusion	3.61	1.40	3.71	0.31	3.70	1.16	4.04	1.16	3.55	1.22	4.44	0.73	3.31	1.35
	<i>Benchmark: Departmental engagement</i>	3.37	0.97	3.37	0.19	3.11	1.21	3.24	0.90	3.21	0.77	3.88	0.67	3.59	0.69
Q190A	Discussions of undergrad student learning	3.71	1.01	3.53	0.37	4.00	1.16	3.61	0.99	3.68	1.13	4.22	0.83	3.88	1.11
Q190B	Discussions of grad student learning	2.90	1.27	3.00	0.68	2.25	1.17	2.71	1.52	1.65	1.12	3.75	1.49	3.25	1.18

Central Washington University

by Race/Ethnicity

item	short name	faculty of color													
		you		All		peer 1		peer 2		peer 3		peer 4		peer 5	
		mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd	mean	sd
Q190C	Discussions of effective teaching practices	3.42	1.35	3.41	0.27	3.10	1.60	3.36	1.10	3.41	1.14	3.89	0.93	3.82	0.88
Q190D	Discussions of effective use of technology	3.14	1.29	3.24	0.27	3.20	1.55	3.11	1.07	3.05	0.95	3.56	1.01	3.41	0.94
Q190E	Discussions of current research methods	2.92	1.40	3.07	0.34	2.40	1.43	2.82	1.09	2.55	1.14	3.67	1.00	3.18	1.02
Q205A	Amount of professional interaction w/Pre-tenure	3.92	0.91	3.71	0.22	3.50	1.27	3.54	1.17	3.96	0.90	4.13	0.99	3.67	0.98
Q205D	Amount of professional interaction w/Tenured	3.58	1.29	3.60	0.26	3.10	1.29	3.39	1.45	3.73	1.16	4.11	1.05	3.81	1.05
	<i>Benchmark: Departmental quality</i>	3.36	1.09	3.43	0.23	3.25	1.10	3.37	0.91	3.43	0.79	3.70	0.79	3.35	0.63
Q195A	Intellectual vitality of tenured faculty	3.32	1.28	3.40	0.32	3.10	1.73	3.25	1.21	3.60	1.05	4.00	0.76	3.60	0.74
Q195B	Intellectual vitality of pre-tenure faculty	3.64	1.13	3.79	0.28	3.00	1.41	3.68	1.09	4.05	0.76	4.00	1.16	3.81	0.66
Q195C	Scholarly productivity of tenured faculty	3.33	1.17	3.26	0.34	3.00	1.63	2.93	1.25	2.70	1.17	3.38	1.06	3.13	0.81
Q195D	Scholarly productivity of pre-tenure faculty	3.46	1.15	3.67	0.27	3.00	1.50	3.64	1.16	3.65	1.04	3.88	0.84	3.31	1.08
Q195G	Teaching effectiveness of tenured faculty	3.40	1.31	3.60	0.23	4.20	0.79	3.74	1.13	3.71	1.06	3.38	1.06	3.50	0.89
Q195H	Teaching effectiveness of pre-tenure faculty	3.77	0.84	3.79	0.19	3.89	1.05	3.89	0.95	3.81	0.81	4.17	0.41	3.69	0.79
Q240B	Dept. is successful at faculty recruitment	3.23	1.34	3.34	0.36	2.90	1.37	3.53	1.41	3.17	1.80	N<5	N<5	2.38	1.19
Q240C	Dept. is successful at faculty retention	3.36	1.33	3.22	0.37	3.60	1.17	3.27	1.44	3.23	1.69	N<5	N<5	3.00	1.23
Q240D	Dept. addresses sub-standard performance	3.06	1.41	2.70	0.30	2.80	1.55	2.48	1.44	3.44	1.41	3.38	1.30	2.64	1.21
	<i>Benchmark: Appreciation and recognition</i>	3.02	1.10	3.26	0.25	3.41	0.90	3.12	0.90	2.97	0.95	3.58	0.49	3.13	0.91
Q215A	Recognition: For teaching	3.16	1.39	3.27	0.31	3.80	1.03	3.18	1.28	3.05	1.40	4.14	0.69	3.19	1.28
Q215B	Recognition: For advising	2.69	1.24	3.08	0.29	3.10	1.29	3.04	1.17	2.71	1.59	3.29	0.76	3.13	1.26
Q215C	Recognition: For scholarship	3.14	1.34	3.26	0.29	3.10	1.45	3.11	1.17	2.91	1.11	3.29	1.50	3.25	1.24
Q215D	Recognition: For service	2.95	1.25	3.13	0.29	3.40	1.27	2.96	1.32	2.77	1.19	3.29	1.11	3.38	1.15
Q215E	Recognition: For outreach	2.82	1.21	3.10	0.34	3.22	1.09	3.22	0.95	2.88	1.15	3.67	0.52	3.07	1.14
Q215I	Recognition: From colleagues	3.34	1.10	3.59	0.29	3.50	0.97	3.41	1.22	3.68	1.13	4.00	1.00	3.69	1.14
Q215J	Recognition: From CAO	2.71	1.31	2.93	0.32	3.40	0.97	2.80	1.21	2.31	1.38	N<5	N<5	2.30	1.06
Q215K	Recognition: From Dean	3.33	1.43	3.07	0.31	3.60	1.27	2.87	1.25	2.31	1.32	N<5	N<5	2.70	1.16
Q215L	Recognition: From Head/Chair	3.37	1.26	3.51	0.33	3.14	1.07	3.28	1.46	3.52	1.21	3.83	1.17	3.94	1.24
Q220A	School/college is valued by Pres/Provost	3.27	1.49	3.48	0.43	3.90	1.10	3.73	1.10	3.15	1.57	N<5	N<5	2.80	1.62
Q220B	Dept. is valued by Pres/Provost	3.14	1.52	3.22	0.38	3.20	1.40	3.33	1.54	3.00	1.68	N<5	N<5	2.60	1.58
Q245A	CAO cares about faculty of my rank	2.52	1.33	3.13	0.41	3.30	1.49	2.83	1.37	2.77	1.52	3.75	0.71	2.21	1.37
Q240A	Outside offers are necessary in negotiations	2.57	1.36	2.53	0.52	3.75	1.58	3.83	1.19	3.00	1.94	N<5	N<5	2.25	1.39
Q212B	Visible leadership for support of diversity	3.36	1.52	3.50	0.34	3.30	1.25	3.68	1.28	3.95	0.81	3.89	1.17	2.63	1.46
Q245D	I would again choose this institution	3.17	1.50	3.53	0.40	3.56	0.88	3.35	1.29	2.55	1.50	3.75	1.04	2.21	1.19
Q250A	Department as a place to work	3.50	1.50	3.70	0.29	3.80	0.92	3.50	1.39	3.38	1.20	4.33	0.71	3.38	1.15
Q250B	Institution as a place to work	3.21	1.32	3.55	0.32	4.00	0.67	3.27	1.15	2.57	1.12	4.11	0.78	2.81	1.28