Appendix A: COACHE Tenured Faculty Job Satisfaction Survey Instrument

**Note:** All caps text within brackets signifies programming instructions, e.g., [SKIP TO Q35].

**SECTION 1. DEMOGRAPHIC BACKGROUND A**

**Q5.** What is your current appointment status?

<table>
<thead>
<tr>
<th>Appointment Status</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time faculty</td>
<td>2</td>
</tr>
<tr>
<td>Part-time faculty</td>
<td>1</td>
</tr>
<tr>
<td>Emeritus faculty</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>9</td>
</tr>
<tr>
<td>None of the above</td>
<td>96</td>
</tr>
</tbody>
</table>

**Q10.** What is your rank?

<table>
<thead>
<tr>
<th>Rank</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor (or “Full Professor”)</td>
<td>4</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>3</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>2</td>
</tr>
<tr>
<td>Instructor/Lecturer</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
</tr>
</tbody>
</table>

**Q15.** In what year were you hired or appointed to this rank at this institution?

**Q20.** What is your tenure status?

<table>
<thead>
<tr>
<th>Tenure Status</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenured</td>
<td>3</td>
</tr>
<tr>
<td>Not tenured but on the tenure track</td>
<td>2</td>
</tr>
<tr>
<td>Not on tenure track</td>
<td>1</td>
</tr>
</tbody>
</table>

**Q25.** Are you currently serving in an administrative position?

<table>
<thead>
<tr>
<th>Administrative Position</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Administrative Title</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Chair</td>
<td>1</td>
</tr>
<tr>
<td>Center or Program</td>
<td>2</td>
</tr>
<tr>
<td>Dean, Associate Dean</td>
<td>3</td>
</tr>
<tr>
<td>Division Chief</td>
<td>3</td>
</tr>
<tr>
<td>Provost</td>
<td>4</td>
</tr>
<tr>
<td>Other (Please specify)</td>
<td>9</td>
</tr>
</tbody>
</table>
Q35. What is your race? (Please check all that apply)

- **American Indian or Native Alaskan**: A person having origins in any of the original peoples of North and South America (including Central America).
- **Asian, Asian-American, or Pacific Islander**: A person having origins in any of the original peoples of the Far East, Pacific Islands, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, Guam, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, and Samoa.
- **White (non-Hispanic)**: A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Black or African-American**: A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino**: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin.
- **Other**
- **Multiracial**
- **Decline to answer**

Q40. What is your sex?

- **Male**
- **Female**
- **Decline to answer**

SECTION 2. NATURE OF WORK – OVERALL

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

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

A. Teaching
B. Research
C. Service (e.g., committee work)
D. Outreach (e.g., extension, community engagement, technology transfer, economic development, K-12 education)
E. Administrative tasks

- **Very satisfied**
- **Satisfied**
- **Neither satisfied nor dissatisfied**
- **Dissatisfied**
- **Very dissatisfied**
- **Decline to answer**
- **Not applicable**
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cmace@gse.harvard.edu | www.coache.org

[IF ALL ITEMS Q45_A – Q45_E ARE $> 2$ (respondent is not very dissatisfied or dissatisfied regarding any of the items), SKIP TO Q55]

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

A. [IF Q45_A $> 2$, SKIP:] Teaching
B. [IF Q45_B $> 2$, SKIP:] Research
C. [IF Q45_C $> 2$, SKIP:] Service (e.g., committee work)
D. [IF Q45_D $> 2$, SKIP:] Outreach (e.g., extension, community engagement, technology transfer, economic development, K-12 education)
E. [IF Q45_E $> 2$, SKIP:] Administrative tasks

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

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

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

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

SECTION 3. NATURE OF WORK – SERVICE

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

A. The number of committees on which you serve
B. The attractiveness (e.g., value, visibility, importance, personal preference) of the committees on which you serve
C. The discretion you have to choose the committees on which you serve
D. How equitably committee assignments are distributed across faculty in your department

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

Appendix A: Survey Instrument
COACHE Tenured Faculty Job Satisfaction Survey
[IF Q60_D > 2 (respondent is not very dissatisfied or dissatisfied regarding item D), SKIP TO Q70]

Q65. Who tends to benefit most in the distribution of committee assignments?

SECTION 4. NATURE OF WORK – TEACHING

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

A. The number of courses you teach
B. The level of courses you teach
C. The discretion you have over the content of the courses you teach
D. The number of students you teach, on average
E. The quality of students you teach, on average
F. The support your institution has offered you for improving your teaching
G. The availability of course release time to focus on my research
H. How equitably the teaching workload is distributed across faculty in your department

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

[IF Q70_H > 2 (respondent is not very dissatisfied or dissatisfied regarding item H), SKIP TO Q80]

Q75. Who tends to benefit most in the distribution of course loads?

SECTION 5. NATURE OF WORK – RESEARCH

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

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

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

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

A. Obtaining externally funded grants (pre-award)
B. Managing externally funded grants (post-award)
C. Securing graduate student assistance
D. Traveling to present papers or conduct research/creative work

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

SECTION 6. RESOURCES & SUPPORT

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

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

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

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

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

A. Health benefits for yourself
B. Health benefits for your family (i.e. spouse, partner, and dependents)
C. Retirement benefits
D. Housing benefits (e.g. real estate services, subsidized housing, low-interest mortgage)
E. Tuition waivers
F. Spousal/partner hiring program
G. Childcare
H. Eldercare
I. Phased retirement options
J. Family medical/parental leave
K. Flexible workload/modified duties for parental or other family reasons
SECTION 7. INTERDISCIPLINARY WORK

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

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

A. Budget allocations encourage interdisciplinary work.
B. Campus facilities (e.g., spaces, buildings, centers, labs) are conducive to interdisciplinary work.
C. Interdisciplinary work is rewarded in the merit process.
D. Interdisciplinary work is rewarded in the promotion process.
G. My department understands how to evaluate interdisciplinary work.

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

SECTION 8. COLLABORATION

The next items address opportunities for collaboration.

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

A. Other members of your department
B. Within your institution, faculty elsewhere within your college/school
C. Within your institution, faculty outside of your college/school
D. Faculty outside your institution

Very satisfied ................................................................. 5
Satisfied .......................................................................... 4
Neither satisfied nor dissatisfied ..................................... 3
Dissatisfied ................................................................. 2
Very dissatisfied ........................................................... 1
SECTION 9. MENTORING

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

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

- Pre-tenure faculty in my department ....................................................1
- Tenured faculty in my department ......................................................2
- Pre-tenure faculty outside my department ............................................3
- Tenured faculty outside my department ..............................................4
- None of the above ...............................................................................0 [SKIP TO Q120]

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

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

Q120. Whether or not you have received formal or informal mentoring at your current institution, please indicate how important or unimportant each of the following is to your success as a faculty member:

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

- Very important ....................................................................................5
- Important ............................................................................................4
- Neither important nor unimportant ....................................................3
- Unimportant .......................................................................................2
- Very unimportant ................................................................................1
- Decline to answer ..............................................................................98
- Not applicable ...................................................................................99

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

A. Mentoring from someone in my department
B. Mentoring from someone outside my department
C. Mentoring from someone outside my institution

- Very effective .......................................................................................5
- Effective ................................................................................................4
Q130. Please rate your level of agreement or disagreement with the following statements:

A. There is effective mentoring of pre-tenure faculty in my department.
B. There is effective mentoring of tenured associate professors in my department.
C. My institution provides adequate support for faculty to be good mentors.

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

SECTION 10. PROMOTION

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

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

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

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

[IF Q10 = 1, 2, OR 5 (respondent is an Instructor/Lecturer, Assistant Professor, or Other), SKIP TO Q225]

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

A. The promotion process in my department
B. The promotion criteria (what things are evaluated) in my department
C. The promotion standards (the performance thresholds) in my department
D. The body of evidence (the dossier’s contents) that are considered in making promotion decisions
E. The time frame within which [IF ASSOCIATE PROFESSOR: “I”; IF FULL PROFESSOR: “associate professors”] should apply for promotion
F. [SKIP IF FULL PROFESSOR:] My sense of whether I will be promoted from associate to full professor

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

[IF Q10 = 4 (respondent is a Full Professor), SKIP TO SECTION 11]

Q145. Have you received formal feedback on your progress toward promotion to full professor?

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

Q150. When do you plan to submit your dossier for promotion to full professor? [ACCEPT ONE RESPONSE]

I’ve already submitted my dossier................................. 4 [SKIP TO Q160]
In five years or less...................................................... 1 [SKIP TO Q160]
In more than five years but less than ten years ............ 2 [SKIP TO Q160]
In ten years or more................................................... 3
Never ......................................................................... 0
I don’t know............................................................ 97
Decline to answer .................................................... 98 [SKIP TO Q160]

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

Lack of support from my department chair .................. 1
Lack of support from my colleagues.............................. 2
Lack of time/support for research ................................. 3
Heavy teaching load .................................................. 4
Administrative responsibilities ..................................... 5
Family/personal responsibilities ................................... 6
I have not been signaled to do so by someone in my department ..................................................... 7
Not interested in promotion ........................................... 8
I am planning to leave the institution ............................ 9
I plan to retire before promotion .................................. 10
I am close to retirement .............................................. 11
Other (Please specify) ............................................... 12
Decline to answer .................................................... 98

Q160. Would you agree or disagree that, on the whole, your decision to remain at this institution for the rest of your career depends on whether or not you are promoted to full professor?
SECTION 11. INSTITUTIONAL GOVERNANCE & LEADERSHIP

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

Q165. Please rate your level of agreement or disagreement with the following: *(Please select 'Not Applicable' if you serve in this capacity)*

A. I have confidence in the leadership provided by my president.
B. I have confidence in the leadership provided by my provost.
C. I have confidence in the leadership provided by my dean or division head.
D. I have confidence in my department head or chair.

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

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

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

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

[IF Q170_B <> 4 OR 5 (respondent does not somewhat or strongly agree with item B), SKIP TO Q180]
Q175. In adapting to the changing mission, I have received sufficient support from: (Please select 'Not Applicable' if you serve in this capacity)

A. My dean or division head  
B. My department head or chair

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

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

My institution’s president’s:
A. Pace of decision making  
B. Stated priorities  
C. Communication of priorities to faculty

My institution’s provost’s:
L. Pace of decision making  
M. Stated priorities  
N. Communication of priorities to faculty

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

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

My dean’s or division head’s:
D. Pace of decision making  
E. Stated priorities  
F. Communication of priorities to faculty  
G. Ensuring opportunities for faculty to have input into school/college priorities

My department head’s or chair’s:
H. Pace of decision making  
I. Stated priorities  
J. Communication of priorities to faculty  
K. Ensuring opportunities for faculty to have input into departmental policy decisions
SECTION 12. ENGAGEMENT

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

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

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

Frequently ................................................................. 5
Regularly ................................................................. 4
Occasionally ........................................................... 3
Seldom ........................................................................ 2
Never ......................................................................... 1
Decline to answer ...................................................... 98
Not applicable ........................................................... 99

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

A. The intellectual vitality of tenured faculty in your department
B. The intellectual vitality of pre-tenure faculty in your department
C. The research/scholarly/creative productivity of tenured faculty in your department
D. The research/scholarly/creative productivity of pre-tenure faculty in your department

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

SECTION 13. WORK & PERSONAL LIFE BALANCE

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

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

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

SECTION 14. CLIMATE

Q205. Please rate your level of satisfaction or dissatisfaction with the following:
A. The amount of professional interaction you have with colleagues in your department
B. The amount of personal interaction you have with colleagues in your department
C. How well you fit in your department (e.g. your sense of belonging in your department)

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

Q210. Please rate your level of agreement or disagreement with the following statements:
A. My departmental colleagues “pitch in” when needed.
B. On the whole, my institution is collegial.
C. On the whole, my department is collegial.

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

SECTION 15. APPRECIATION & RECOGNITION

Q215. Please rate your level of satisfaction or dissatisfaction with the following:
How satisfied are you with the recognition you receive for your…
A. Teaching efforts  
B. Student advising  
C. Scholarly/creative work  
D. Service contributions (e.g., committee work)  
E. Outreach (e.g., extension, community engagement, technology transfer, economic development, K-12 education)

For all of your work, how satisfied are you with the recognition you receive from…
F. Your provost or chief academic officer  
G. Your dean or division head  
H. Your department head or chair  
I. Your colleagues/peers

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

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

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

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

SECTION 16. RECRUITMENT & RETENTION

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

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

Actively sought an outside job offer .....................................................1  
Received a formal job offer ..................................................................2  
Used an outside offer as leverage in negotiations (e.g., with a department chair or dean) .........................................................3  
None of the above ................................................................................0  
Decline to answer ..............................................................................98

[IF Q225 = 3 (respondent has used an outside offer as leverage in negotiations), ASK Q230 AND THEN SKIP TO Q240; ELSE, SKIP TO Q235]
Q230. Which of the following items were adjusted as a result of those negotiations? (Check all that apply)

Base salary.................................................................1
Supplemental salary (e.g., summer, intersession, overload) .........................................................2
Tenure clock .................................................................3
Teaching load (e.g., course release) .........................................................4
Administrative responsibilities ...............................................................5
Leave time ..............................................................................6
Equipment .........................................................................................7
Lab/research support ...........................................................................8
Employment for spouse/partner ...........................................................9
Sabbatical or other leave time ..............................................................10
Other (Please specify) ........................................................................11
No adjustments resulted from those negotiations .................................0
Decline to answer ............................................................................98

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

Base salary.................................................................1
Supplemental salary (e.g., summer, intersession, overload) .........................................................2
Tenure clock .................................................................3
Teaching load (e.g., course release) .........................................................4
Administrative responsibilities ...............................................................5
Leave time ..............................................................................6
Equipment .........................................................................................7
Lab/research support ...........................................................................8
Employment for spouse/partner ...........................................................9
Sabbatical or other leave time ..............................................................10
Other (Please specify) ........................................................................11
There is nothing about my employment that I wish to adjust .......................0
Decline to answer ............................................................................98

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

A. Outside offers are not necessary as leverage in compensation negotiations
   My department is successful at…
B. Recruiting high-quality faculty members
C. Retaining high-quality faculty members
D. Addressing sub-standard tenured faculty performance

Strongly agree .............................................................................5
Somewhat agree ...........................................................................4
Neither agree nor disagree ..............................................................3
Somewhat disagree ........................................................................2
Strongly disagree ..........................................................................1
SECTION 17. GLOBAL SATISFACTION

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

A. The person who serves as the chief academic officer at my institution cares about Assistant Professors.
B. The person who serves as the chief academic officer at my institution cares about Associate Professors.
C. The person who serves as the chief academic officer at my institution cares about Full Professors.
D. If I had it to do all over, I would again choose to work at this institution.
E. If I had it to do all over, I would again choose an academic career.

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

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

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

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

Q255. How long do you plan to remain at this institution?

For no more than five years ............................................. 1
More than five years but less than ten ......................... 2
Ten years or more ......................................................... 3
I don’t know ................................................................. 97
Decline to answer ....................................................... 98
Q260. If you were to leave your institution, what would be your primary reason?

To improve your salary/benefits ...........................................................1
To find a more collegial work environment .........................................3
To find an employer who provides more resources in support of your work .................................................................4
To work at an institution whose priorities match your own ..................5
To pursue an administrative position in higher education (e.g. chair, dean, or provost) .................................................................6
To pursue a nonacademic job ..............................................................7
To improve the employment opportunities for my spouse/partner ..........8
For other family or personal needs ........................................................9
To improve your quality of life ..........................................................10
To retire ............................................................................................11
To improve your prospects for promotion .........................................12
To move to a preferred geographic location .........................................13
Other (Please specify) ........................................................................14
There is no reason why I would choose to leave this Institution ............0
Decline to answer ............................................................................98

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

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

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

SECTION 18. DEMOGRAPHIC BACKGROUND B

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

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

Q280. In what year were you born?
Q285. What is your marital status?

Single .................................................................1 [SKIP TO Q295]
Married or in a civil union ......................................2
Unmarried, living with partner ..................................3
Divorced, separated, or widowed .............................4 [SKIP TO Q295]
Decline to answer ..................................................98 [SKIP TO Q295]

Q290. What is your spouse/partner’s employment status?

Not employed and not seeking employment ...............1
Not employed but seeking employment .....................2
Employed at this institution ......................................3
Employed elsewhere ................................................4
Decline to answer ......................................................98

Q295. Do you have any of the following responsibilities? (Please check all that apply)

Infants, toddlers, or pre-school age children who live
with you at least half the year ....................................1
Elementary, middle, or high school age children who
live with you at least half the year .............................2
Children 18 or over who live with you at least half the
year ........................................................................3
Elders for whom you are providing ongoing care for
more than 3 hours a week .........................................4
A disabled or ill family member .................................5
None of the above .....................................................0
Decline to answer .......................................................98

Q300. What is your citizenship status?

U.S. Citizen ..............................................................1
Non-U.S. Citizen ........................................................2
Decline to answer .......................................................98

SECTION 19. FUTURE SURVEYS & FEEDBACK

Q305. As part of COACHE’s mission to improve the academic workplace, we occasionally invite faculty to participate
in brief follow-up interviews. Your responses during any interviews, like your responses to this survey, would
remain confidential. As with all of COACHE’s research, participation is completely voluntary and you may
choose to withdraw from an interview at any time.

May we keep your contact information on file for a possible follow-up interview?

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

Thank you for your contribution to the pilot of the COACHE Tenured Faculty Job Satisfaction Survey.