



Report of 2007 Faculty Climate Study

Prepared by

The CWRU Resource Equity Committee

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EXECUTIVE SUMMARY

In December 2007 an online, confidential survey on University climate and community was administered to faculty members of Case Western Reserve University (CWRU). The survey's purpose was to examine the quality of the University's academic climate and community and their impact on the experience of being a faculty member at CWRU. A secondary purpose was to assess factors that may affect the recruitment and retention of faculty members, especially women and under-represented minorities. Questionnaire items pertained to overall levels of satisfaction, faculty collegueship and support, the effectiveness of academic leadership, access to opportunities and resources, mentoring, support for work/life integration, sources of personal stress, and the quality of relationships within the campus community. The data obtained were primarily quantitative ratings, with three open-ended qualitative questions at the end of the survey.

The survey was sent to 2,592 full-time faculty members at the rank of Instructor and above. There were 602 responses from all schools within the University, including 170 responses from faculty in clinical disciplines in the School of Medicine. The response rate for all schools excluding School of Medicine faculty in clinical departments was 39%. The response rate for all schools, inclusive of faculty in the School of Medicine's clinical departments, was 23%.

Conclusions:

1. *CWRU faculty members report a positive climate as reflected by:*

- Moderate satisfaction with community and academic dimensions of campus life
- Positive relationships with peers and administration
- Moderate support for work-life integration
- Positive quality of collegueship and support in their primary units
- Moderately effective leadership in their primary units
- Feelings of high value and inclusion in their primary units
- Low sense of pressure and restrictions
- Moderate informal mentoring within and outside the University.

CWRU faculty also:

- Perceive that recent transitions in University administration are hopeful and encouraging
- Perceive problems with leadership at all University levels involving the lack of transparency, fairness, trust and vision
- Perceive that resources, infrastructure and supports have declined in the past three years
- Perceive that academic standards and culture have declined
- Perceive that rewards are not commensurate with their overall contributions
- Feel undervalued and disconnected from university-wide initiatives
- Perceive a difficult or adversarial relationship stemming from the financial and work agreements between CWRU and University Hospitals of Cleveland.

2. *Faculty climate has declined on certain key aspects and improved on others since 2004.*

Average ratings are significantly lower on the preponderance of comparable items in 2007 as compared with 2004 (including items on satisfaction with community and academic dimensions,

quality of relationships within the campus community, quality of collegiality and support in the primary unit, and effectiveness of the primary unit head) except for items reflecting supports for faculty work-life integration which are significantly higher in 2007 as compared with 2004.

3. *Faculty climate is consistently influenced by the School/College.* Significant differences among Schools/College exist on most factors and items analyzed.

4. *Primary unit heads (deans and chairs) are critical agents in the development and maintenance of productive and collegial workplaces, and an engaged faculty community.*

5. *Faculty members experience the highest stress from securing funding for research and scholarship, and from scholarly productivity.* Female faculty members report higher stress from scholarly productivity and advising responsibilities than do male faculty members.

6. *Attention to the career development of longtime faculty members, particularly Associate Professors, is needed.* Assistant Professors are the most satisfied with their compensation and professional development, and receive the most mentoring from within the University. Associate Professors report feeling the least sense of value and inclusion in their primary units and the least satisfaction with administrative support for research and teaching. Professors report the least stress from teaching responsibilities and review and promotion processes, and the least sense of pressure and restrictions.

7. *Informal mentoring from within and outside the University remains moderate while formal mentoring within and outside the University remains low.*

8. *CWRU has improved certain key aspects of the climate for women faculty.* In the 2004 Faculty Climate Survey, women faculty in comparison to men faculty reported lower community and job satisfaction, lower ratings of the leadership effectiveness of their primary unit head, and lower resources and supports for academic performance from their primary unit head. These significant differences disappeared in the 2007 survey. However, similar to 2004, the current survey revealed that female faculty members, in comparison with male faculty members, continue to report lower ratings of value and inclusion in their primary unit, higher ratings that gender and race make a difference in how faculty are treated in their primary unit, and a greater sense of pressure and restrictions.

Recommendations:

Based on the results of this analysis, the Resource Equity Committee recommends the following actions to continue the process of faculty community and climate development throughout the University environment.

Primary Unit (School/College or Department) Level:

1. *Leadership Development:* Create a Leadership Institute for managerial and leadership enhancement of department chairs and School/College deans, associate deans and assistant deans.

2. *Faculty Mentoring and Development*: Improve formal and informal mentoring of pre-tenure faculty (Instructors and Assistant Professors) within each primary unit. Prioritize the mentoring, support, and development of Associate Professors. Provide academic career coaching for new or transitioning faculty, and executive leadership development coaching for Professors.
3. *Climate Improvements*: Continue to improve the day-to-day academic experience of faculty within the primary unit as follows:
 - a. Enhance the quality of collegueship and the overall experience of inclusion in the primary unit.
 - b. Enforce zero-tolerance for faculty misbehavior and incivility.
 - c. Improve the fair allocation of assignments, resources, and supports to advance academic performance, and make these decision processes transparent.
 - d. Continue efforts to support and improve faculty work-life integration.

University Administration Level:

4. *Leadership Accountability*: Increase the accountability of primary unit heads (deans and chairs) for leadership of an engaged faculty community and creation of a productive and inclusive academic culture that excels in the integrity of and respect for all members. Require regular evaluations of School/College deans and department chairs by faculty.
5. *Enhancements in Campus Resources and Infrastructure to Specifically Support the Academic Enterprise*: Continue to prioritize the generation of resources to support research, scholarship and teaching activities since these are critical to faculty perceptions of University climate.
6. *Extension to Staff and Students*: Undertake efforts to survey staff and students about their experiences of campus community and climate.

INTRODUCTION

Under the aegis of the NSF ADVANCE Academic Careers in Engineering and Science (ACES) program at Case Western Reserve University (CWRU), the Resource Equity Committee undertook the 2007 Faculty Climate Study.

Committee Personnel and Process

CWRU's Resource Equity Committee was appointed in January 2000 by President David Auston to study and make recommendations to University administration about equity, diversity and inclusion issues affecting faculty members throughout CWRU. During 2007-08, the Committee consisted of Professors Diana Bilimoria (Organizational Behavior and Co-PI, ACES), William Dale Dannefer (Sociology), Nahida Gordon (Nursing) and Patricia Higgins (Nursing), supported by ACES Senior Research Associates Xiang fen Liang and Jeffrey Turell. Administration of the 2007 Faculty Climate Survey was undertaken by CWRU's Institutional Research Office under the supervision of Jean Gubbins, Director of Institutional Research. Quantitative data analyses were conducted by Thomas Geaghan, Senior Institutional Research Analyst, under the supervision of the Committee.

Following the earlier Faculty Climate Study jointly conducted by the Accreditation Subcommittee on Faculty Engagement, Motivation, and Commitment and the Resource Equity Committee in 2004, the 2007 Faculty Climate Study focused its attention on the evaluation of the University as a "community" for its faculty. Committee members continued to hold that a strong community is a positive attribute, to be nurtured and developed. The community dimensions that the Committee's members wished to evaluate included both academic and social elements such as levels of overall satisfaction, the quality of collegueship and support, the effectiveness of academic leadership, opportunities and resources available on campus for the effective conduct of the faculty role, mentoring, support for work/life integration, sources of personal stress, and the quality of relationships within the campus community.

SURVEY METHODOLOGY

An online, confidential survey on University climate and community was administered in December 2007. The purpose of this study was to examine the quality of the University's academic community and its impact on the experience of being a faculty member at CWRU. Specifically, the study aimed at examining faculty satisfaction, access to academic resources, and other academic career development issues. Consistent with the goals of the NSF ADVANCE Award, an additional aim of the study was to undertake research that contributes to the development of an academic environment that increases the inclusion of women and minorities at all levels of faculty and academic leadership through the illumination and transformation of institutional practices, policies, climate, and culture.

Questionnaire Construction

The 2007 Faculty Climate Survey was based strongly on the 2004 Faculty Climate Survey conducted by the Accreditation Subcommittee on Faculty Engagement, Motivation, and Commitment and the Resource Equity Committee. Both questionnaires were modeled after several existing public-domain faculty climate surveys, including those from the Association of American Universities Data Exchange, the University of Michigan, Purdue University, University of Kansas, the Higher Education Research Institute Faculty Survey, and the University of Arizona's School of Medicine's faculty advancement survey. Questionnaire items were also based on the results of the focus-group investigations of CWRU faculty members conducted by the Resource Equity Committee in 2000 (available at: <http://www.case.edu/menu/president/resource.htm>) and 2004.

The 2007 survey attempted to refine the 2004 survey by removing extraneous questions and questions that were frequently left unanswered in the previous survey. Additionally, the question on overall satisfaction was greatly expanded.

The Report of the 2004 Community and Climate Survey is available at http://www.case.edu/admin/aces/faculty_engagement_10_04.pdf.

The survey instrument used in the 2007 Faculty Climate Study is available in Appendix 6.

Confidentiality

The Committee received IRB approval for the conduct of the research. Respondents were assured that all responses would be confidential. Individuals or individual departments would not be identified in the reporting of results. Only aggregate data were to be reported at the school/college level or by aggregation of the larger faculty groups (e.g. by rank or gender). Participants were asked to complete an online Informed Consent Statement prior to completing the survey.

As an incentive for survey completion, participants were told that they had the opportunity to enter a raffle for one of five \$100 restaurant gift certificates. Providing an e-mail address for this purpose was entirely voluntary, and was entered on a web page separate from the survey. E-mail address information was used only for awarding prizes and was subsequently erased.

Survey Sample

Since the purpose of the survey was to assess the campus-wide academic community issues, all board-approved faculty members received an e-mail invitation to participate in the survey from Interim Provost Jerold S. Goldberg. To increase the response rate, follow-up e-mails were sent from the interim provost and the dean from each school. Two announcements of the climate survey were advertised on Case Daily. One announcement advertising the climate survey was made in the Faculty Senate.

The results presented in this report pertain only to the University's board-approved full-time faculty. An invitation e-mail was sent only to board-approved full-time faculty, for a total of 2,592. There were 602 faculty members who completed the survey, indicating a 23% response rate. However, when SOM clinical departments are excluded, the response rate increases to 40%.

Table 1: Response Rates by School/College (N=593; 9 respondents left this item blank)

2007 Survey				2004 Survey
Board-Approved University Full Time Faculty	Sample	University Population	Response Rate	Response Rate
Case School of Engineering	45	110	41%	41%
College of Arts and Sciences	129	222	58%	55%
FPB School of Nursing	35	74	47%	45%
Mandel School of Social Sciences	16	27	59%	68%
Physical Education	13	25	52%	--
School of Dental Medicine	30	72	42%	12%
School of Law	26	51	51%	30%
School of Medicine – Basic Sciences	110	442	25%	13%
School of Medicine – Clinical	170	1508	11%	
Weatherhead School of Management	19	61	31%	31%
Total	593	2592	23%	19%
Total without School of Medicine – Clinical	423	1084	39%	Without all SOM 39%

Rank and gender distribution information is provided below, comparing the University's population of full-time faculty with the sample respondents.

Table 2: Sampling Demographics by Rank and Gender (N=589; 13 respondents did not provide their gender and 13 respondents did not provide their rank)

University Full-Time Faculty	2007 Survey		2004 Survey	
	Sample	University Population	Sample	University Population
Professor	37%	28%	35%	29%
Associate Prof.	27%	22%	27%	22%
Assistant Prof.	27%	40%	26%	37%
Instructor	9%	10%	7%	9%
Lecturer	--	--	2%	2%
Visiting	--	--	2%	2%
Female	41%	33%	40%	31%
Male	59%	67%	60%	69%

Similar to the 2004 survey, the 2007 survey response statistics show an over-sampling of full professors, associate professors, and female faculty members, and an under-sampling of assistant professors and male faculty members.

Table 3: Gender and Rank Response Demographic Details (N=589; 13 respondents did not provide their gender and 13 respondents did not provide their rank):

	Board-Approved University Full-Time Faculty	Sample	University Population	Response Rate
Gender	Female	239	862	28%
	Male	350	1730	20%
Rank	Professor	215	719	30%
	Associate Prof.	160	569	28%
	Assistant Prof.	160	1029	16%
	Instructor	54	275	20%

Table 4: Gender and Rank Response Demographics, without SOM Clinical Departments (N=415; 8 respondents did not provide their gender and 8 respondents did not provide their rank):

	Board-Approved University Full Time Faculty Without SOM Clinical Departments	Sample	University Population	Response Rate
Gender	Female	169	382	44%
	Male	246	702	35%
	Professor	161	394	41%
Rank	Associate Prof.	115	270	43%
	Assistant Prof.	101	302	33%
	Instructor	38	118	32%

Table 5: Number of Responses Returned by Gender and School:

	Sample Male	Population Male	% Male	Sample Female	Population Female	% Female
Case School of Engineering	40	98	40.8%	4	12	33.3%
College of Arts and Sciences	72	138	52.2%	53	84	63.1%
FPB School of Nursing	1	5	20.0%	34	69	49.3%
Mandel School of Applied Social Sciences	8	14	57.1%	8	13	61.5%
Physical Education	7	15	46.7%	6	10	60.0%
School of Dental Medicine	21	51	41.2%	9	21	42.9%

School of Law	15	33	45.5%	11	18	61.1%
School of Medicine – Basic Sciences	69	300	23.0%	38	142	26.8%
School of Medicine – Clinical	101	1028	9.8%	69	480	14.4%
Weatherhead School of Management	13	48	27.1%	6	13	46.2%
Total	347	1730	20.1%	238	862	27.6%
Total without School of Medicine – Clinical	246	702	35.0%	169	382	44.2%

Table 6: Number of Responses Returned by Rank and School/College:

	Samp Instr	Pop Instr	% Instr	Samp Asst	Pop Asst	% Asst	Samp Assoc	Pop Assoc	% Assoc	Samp Prof	Pop Prof	% Prof
Case School of Engineering	0	0	n/a	8	23	34.8%	9	25	36.0%	27	62	43.5%
College of Arts & Sciences	8	11	72.7%	25	45	55.6%	41	65	63.1%	53	101	52.5%
FPB School of Nursing	8	24	33.3%	14	24	58.3%	8	14	57.1%	4	12	33.3%
Mandel School of Applied Social Sciences	2	4	50.0%	3	5	60.0%	3	7	42.9%	7	11	63.6%
Phys Education	8	20	40.0%			n/a	0	2	0.0%	3	3	100.0%
School of Dental Medicine	2	14	14.3%	13	26	50.0%	10	22	45.5%	5	10	50.0%
School of Law		0	n/a	2	6	33.3%	7	12	58.3%	17	33	51.5%
School of Medicine – Basic Sciences	10	41	24.4%	32	162	19.8%	30	102	29.4%	37	137	27.0%
School of Medicine – Clinical	16	157	10.2%	58	727	8.0%	44	299	14.7%	52	325	16.0%
Weatherhead School of Management	0	4	0.0%	4	11	36.4%	7	21	33.3%	8	25	32.0%
Total	54	275	19.6%	159	1029	15.5%	159	671	23.7%	213	719	29.6%
Total without SOM - Clinical	38	118	32.2%	101	302	33.4%	115	270	42.6%	161	394	40.9%

Data Analyses

Survey data were analyzed using both quantitative and qualitative methods.

Quantitative Analyses

Descriptive statistics were generated for each item on the survey (see Appendix 1). Factor analyses were then conducted on the whole sample to obtain the underlying factor structure of survey items across all respondents. Specifically, we conducted a principal components analysis utilizing a varimax rotation and extracted factors with Eigenvalues greater than 1. Because not all participants answered all questions in each factor, the sample size differs from factor to factor. Appropriate multivariate (MANOVA) and univariate (ANOVA) tests were conducted and are reported in the Results section.

The Results section also reports the comparison of 2007 Climate Survey findings with those of the 2004 Climate Survey findings.

Appendix 1 summarizes the listing of factors obtained per question, the survey items that constitute each factor, and the reliability (α) for each question. Subsequently, among those who answered all items in a given factor, factor items were grouped together and averaged for purposes of generating the graphical results.

Appendix 2 provides item averages by school/college.

Appendix 3 provides item averages by rank and gender.

Appendix 4 reports items by school/college and gender.

Appendix 5 reports items by school and tenure status. To preserve confidentiality, item averages are only reported in cases where there were greater than five responses.

The quantitative data analyses were performed by Thomas Geaghan under the supervision of the Resource Equity Committee.

Qualitative Analyses

At the end of the web-based survey instrument, respondents were offered the opportunity to share perspectives in three “free text” boxes, asking: (1) “Please describe any positive changes in your department, unit, or the University in the past three years”, (2) “Please describe any negative changes in your department, unit, or the University in the past three years”, and (3) “Is there anything further you would like to tell the researchers?”.

Sixty-seven percent (N = 406) of the survey respondents provided qualitative (textual) comments, exhibiting a wide range of perspectives, from critical to appreciative.

Analysis of the qualitative data was conducted by members of the Resource Equity Committee (REC). The qualitative (textual) data were separated from the larger SPSS data files, organized into text format, and analyzed, using standard methods of content analysis. The procedure

consisted of REC team members initially reading the comments individually, identifying distinct comments and keywords. The team then met to discuss the comments in depth, comparing themes, and categories. Areas of agreement as well as divergence among identified themes were discussed, explored, and resolved. It is noteworthy that the confidential nature of the online survey meant that it was impossible to request clarification or elaboration of submitted comments. Furthermore, data was stripped of identifying characteristics (i.e., name of department or colleagues) and some comments were edited to preserve the confidentiality of respondents; all edited comments were placed in brackets for the presentation of results.

RESULTS

Quantitative Findings

MANOVA and ANOVA Results

For survey questions in which more than one factor emerged from the question items (questions 1, 2, 3, 6, and 7) three multivariate analyses of variance (MANOVA) were conducted. The MANOVA technique was chosen to help account for correlations among dependent variables. The factors that emerged from each question served as the dependent variables in each of the MANOVAs and the independent variables for the three MANOVAs were gender, school/college and rank, respectively.

Each factor was constructed by calculating the mean value for those participants who answered all items within each factor. Factor scores were not calculated for respondents who did not answer all items on each factor. Because the (M)ANOVA technique cannot account for missing values, the overall sample size differs for each (M)ANOVA analysis.

Overall statistics for each of the MANOVA analyses are presented below, followed by a graphical depiction of means on each factor by (a) the whole sample, (b) gender, (c) school/college, and (d) rank. In many of the MANOVA analyses results indicated that significant differences existed by group on at least one of the dependent variables. In these cases, we have highlighted the significant group differences below the graphical depiction of means.

For survey questions in which only one factor emerged (questions 4 and 5) the same procedures as above were conducted except that univariate analyses of variance (ANOVA) were conducted instead of multivariate analyses of variance (MANOVA).

Post-hoc Tests of Significant Differences

Post-hoc tests of significant differences were conducted as follows, and are reported immediately after each graphical depiction.

Gender Differences: In the case of gender, a significant F statistic indicates a difference between men and women.

Rank Differences: To determine where group differences existed by rank, Tukey HSD post hoc tests were conducted on each factor on which there were significant differences by rank.

School/College Differences: Because there are eleven school/college groupings, post hoc tests were difficult to interpret. As such, a significant F statistic for school/college indicates only that faculty in some schools/colleges have scores on the factor that are significantly different from faculty in other schools/colleges but it does not provide enough information to determine which school/college faculty differ from each other.

MANOVA/ANOVA Findings

1. Satisfaction with Community and Academic Dimensions

Gender MANOVA (N = 320)

Multivariate Tests(b)

Effect		Value	F	Hypothesis df	Error df	Sig.
q10_gender	Pillai's Trace	.021	1.141(a)	6.000	313.000	.338
	Wilks' Lambda	.979	1.141(a)	6.000	313.000	.338
	Hotelling's Trace	.022	1.141(a)	6.000	313.000	.338
	Roy's Largest Root	.022	1.141(a)	6.000	313.000	.338

a Exact statistic

b Design: Intercept+q10

School/College MANOVA (N = 322)

Multivariate Tests(c)

Effect		Value	F	Hypothesis df	Error df	Sig.
q14_school_college	Pillai's Trace	.597	3.439	60.000	1866.000	.000
	Wilks' Lambda	.523	3.529	60.000	1608.285	.000
	Hotelling's Trace	.706	3.583	60.000	1826.000	.000
	Roy's Largest Root	.311	9.663(b)	10.000	311.000	.000

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

c Design: Intercept+q14

Rank MANOVA (N = 320)

Multivariate Tests(c)

Effect		Value	F	Hypothesis df	Error df	Sig.
q16_rank	Pillai's Trace	.145	2.651	18.000	939.000	.000
	Wilks' Lambda	.862	2.643	18.000	880.126	.000
	Hotelling's Trace	.153	2.631	18.000	929.000	.000
	Roy's Largest Root	.066	3.452(b)	6.000	313.000	.003

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

c Design: Intercept+q16

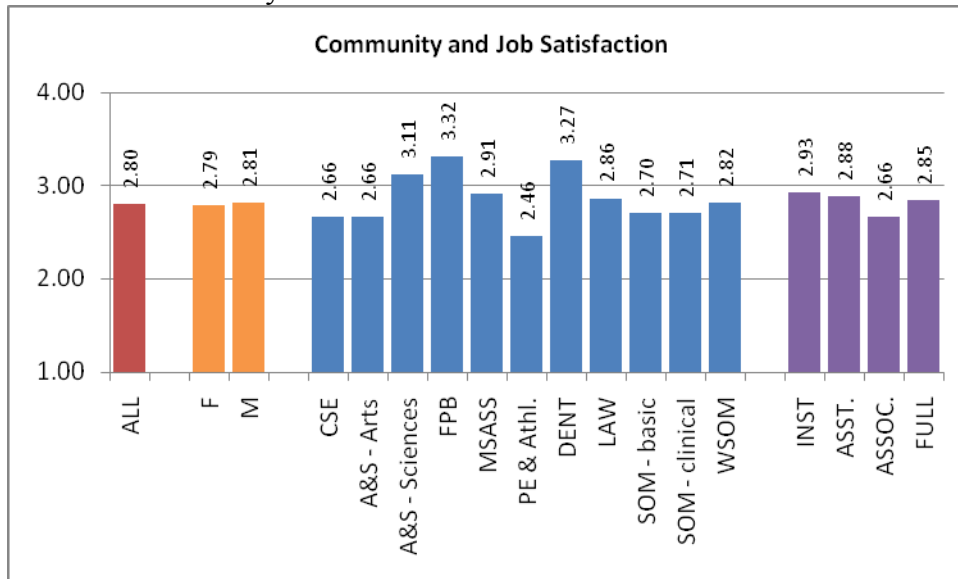
Factor 1: Community and Job Satisfaction (N = 556; $\alpha = .89$)

Items:

- a. Overall experience of collegiality in your primary unit
- b. Overall experience of being a faculty member in your primary unit
- c. Opportunities to collaborate with faculty in your primary unit
- d. Overall work environment
- e. Mentoring you have received in your primary unit
- f. Overall experience of community at Case

Scale: 1. Strongly dissatisfied, 2. Somewhat dissatisfied, 3. Somewhat satisfied, 4. Strongly Satisfied

Factor 1: Community and Job Satisfaction



Multivariate tests reveal significant differences on this factor due to:

- School/College ($p < .01$)

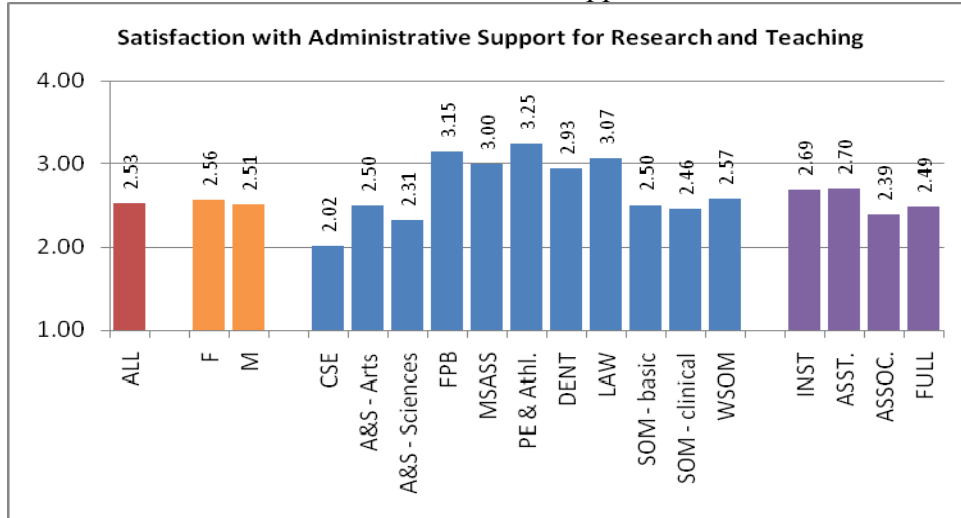
Factor 2: Satisfaction with Administrative support for research and teaching (N = 498; $\alpha = .83$)

Items:

- a. Support for securing grants
- b. Other resources to support research
- c. Technical and research staff
- d. Clerical and administrative staff

Scale: 1. Strongly dissatisfied, 2. Somewhat dissatisfied, 3. Somewhat satisfied, 4. Strongly Satisfied

Factor 2: Satisfaction with Administrative Support for Research and Teaching



Multivariate tests reveal significant differences on this factor due to:

- School/College ($p < .001$)
- Rank ($p < .05$)

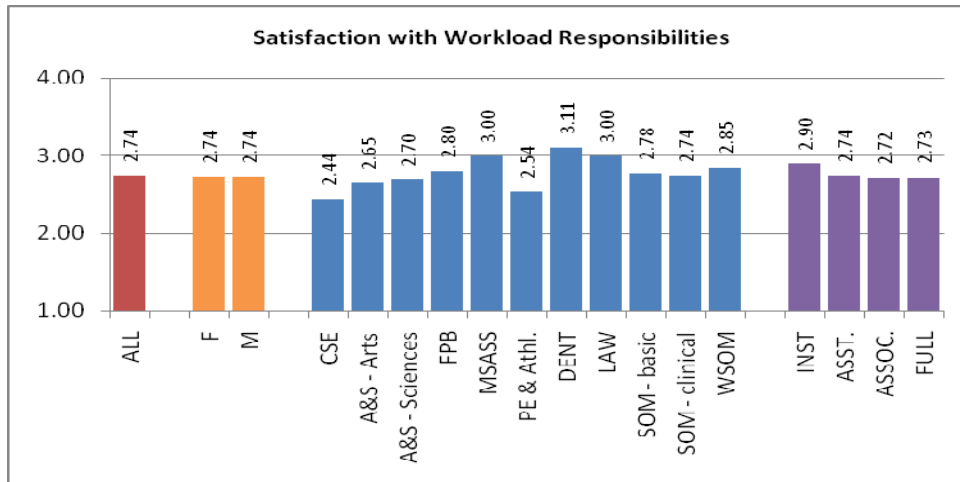
Factor 3: Satisfaction with Workload Responsibilities (N = 460; $\alpha = .79$)

Items:

- Advising responsibilities
- Teaching responsibilities
- Access to teaching assistants
- Committee and administrative responsibilities
- Time for scholarly work
- Quality of graduate students

Scale: 1. Strongly dissatisfied, 2. Somewhat dissatisfied, 3. Somewhat satisfied, 4. Strongly Satisfied

Factor 3: Satisfaction with Workload Responsibilities



Multivariate tests reveal no significant differences on this factor.

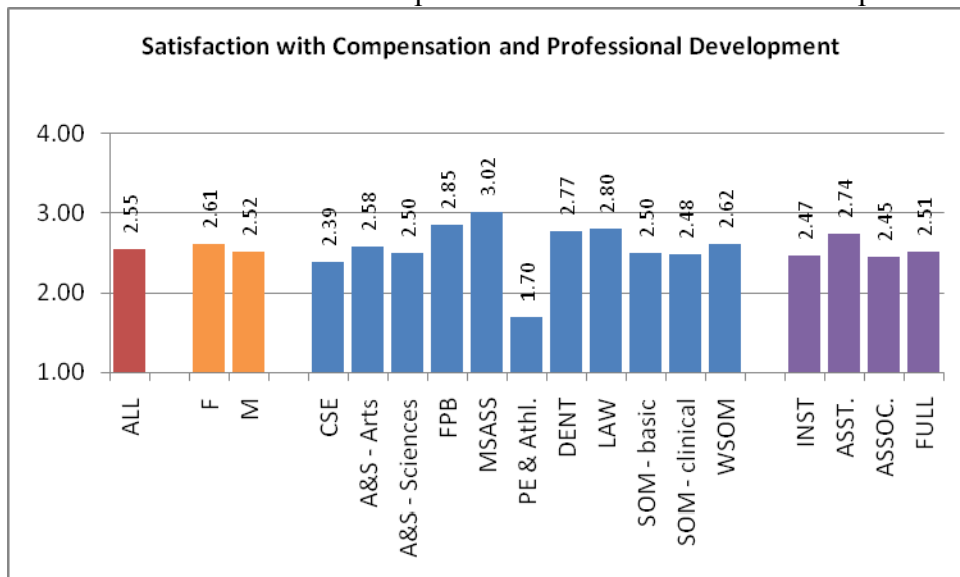
Factor 4: Satisfaction with Compensation and Professional Development (N = 458; $\alpha = .80$)

Items:

- a. Benefits
- b. Start-up packages
- c. Salary
- d. Professional development opportunities
- e. Mentoring you have received within the university

Scale: 1. Strongly dissatisfied, 2. Somewhat dissatisfied, 3. Somewhat satisfied, 4. Strongly Satisfied

Factor 4: Satisfaction with Compensation and Professional Development



Multivariate tests reveal significant differences on this factor due to:

- School/College ($p < .05$)

- Rank ($p < .05$)

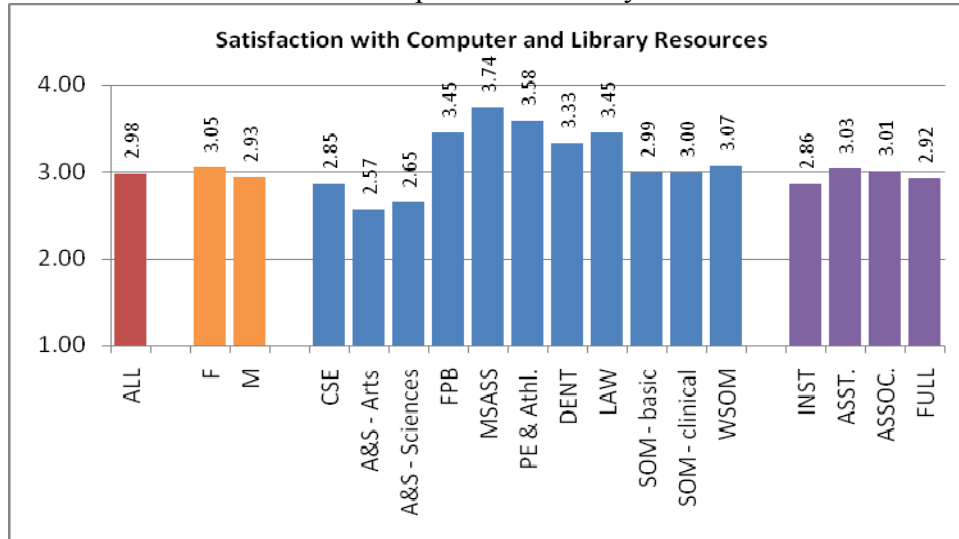
Factor 5: Satisfaction with Computer and Library Resources (N = 560; $\alpha = .72$)

Items:

- Computer resources
- Library resources
- Computing support staff

Scale: 1. Strongly dissatisfied, 2. Somewhat dissatisfied, 3. Somewhat satisfied, 4. Strongly Satisfied

Factor 5: Satisfaction with Computer and Library Resources



Multivariate tests reveal significant differences on this factor due to:

- School/College ($p < .001$)

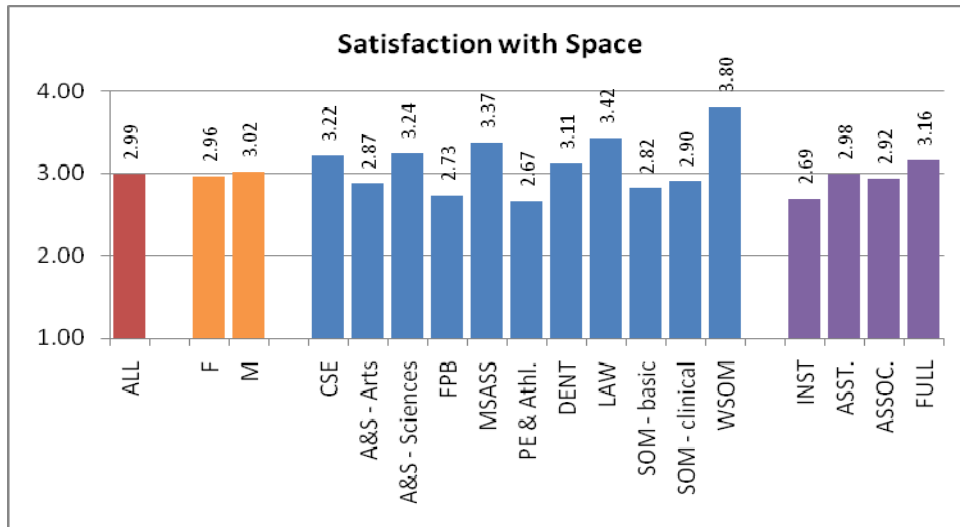
Factor 6: Satisfaction with Space (N = 475; $\alpha = .73$)

Items:

- Lab or research space
- Office space
- Classroom space

Scale: 1. Strongly dissatisfied, 2. Somewhat dissatisfied, 3. Somewhat satisfied, 4. Strongly Satisfied

Factor 6: Satisfaction with Space



Multivariate tests reveal significant differences on this factor due to:

- School/College ($p < .001$)
- Rank ($p < .01$)

2. Sources of Stress

Gender MANOVA (N = 220)

Multivariate Tests(b)

Effect	Value	F	Hypothesis df	Error df	Sig.
q10_gender Pillai's Trace	.120	2.152(a)	13.000	206.000	.013
Wilks' Lambda	.880	2.152(a)	13.000	206.000	.013
Hotelling's Trace	.136	2.152(a)	13.000	206.000	.013
Roy's Largest Root	.136	2.152(a)	13.000	206.000	.013

a Exact statistic

b Design: Intercept+q10

School/College MANOVA (N = 220)

Multivariate Tests(c)

Effect	Value	F	Hypothesis df	Error df	Sig.
q14_school_college Pillai's Trace	.966	1.905	117.000	1854.000	.000
Wilks' Lambda	.342	1.972	117.000	1493.306	.000
Hotelling's Trace	1.201	2.015	117.000	1766.000	.000
Roy's Largest Root	.391	6.202(b)	13.000	206.000	.000

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

c Design: Intercept+q14

Rank MANOVA (N = 219)

Multivariate Tests(c)

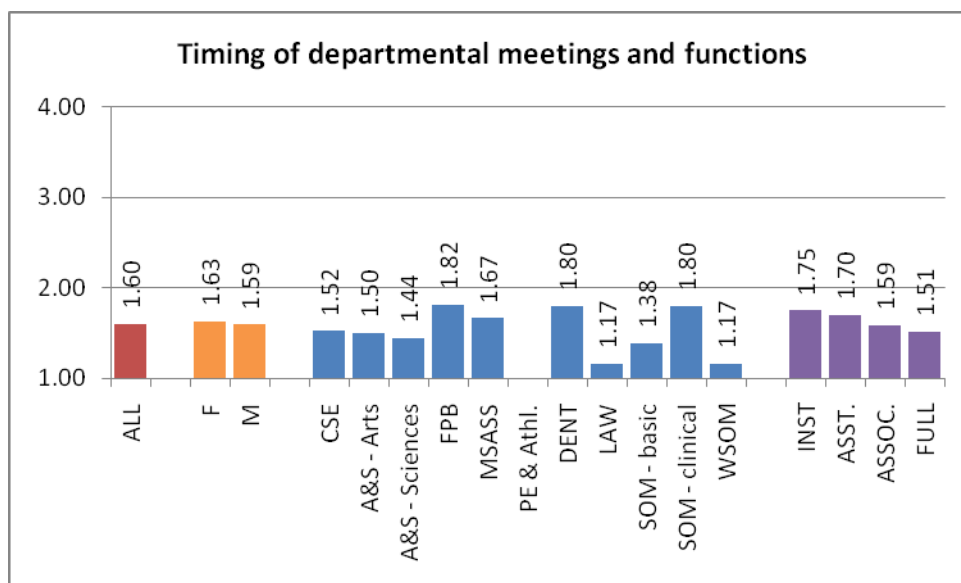
Effect	Value	F	Hypothesis df	Error df	Sig.
q16_rank Pillai's Trace	.402	2.438	39.000	615.000	.000
Wilks' Lambda	.642	2.490	39.000	601.874	.000
Hotelling's Trace	.491	2.539	39.000	605.000	.000
Roy's Largest Root	.310	4.896(b)	13.000	205.000	.000

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

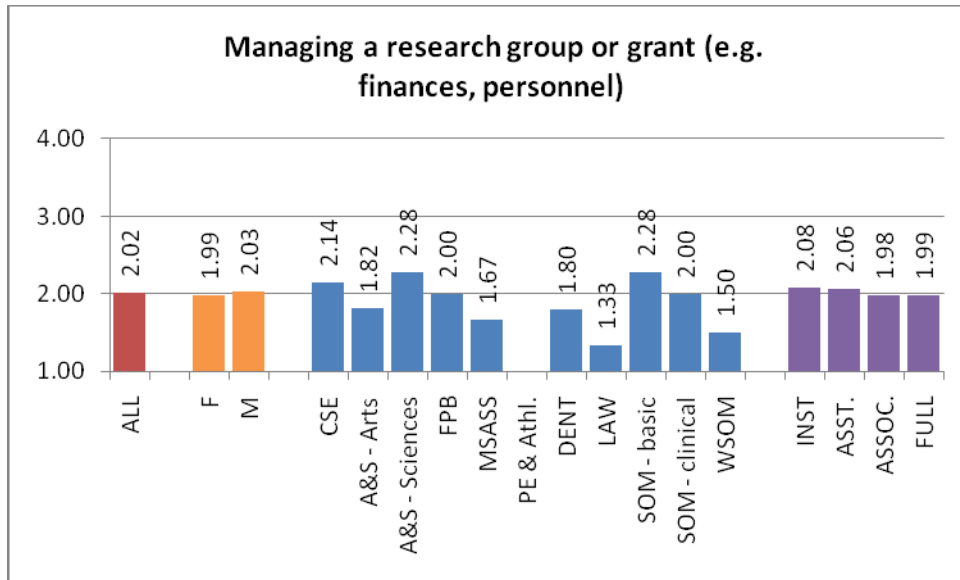
c Design: Intercept+q16

Items were considered separately; no factors were created. All items scored on the following scale: 1. Not at all, 2. Somewhat, 3. Extensive.



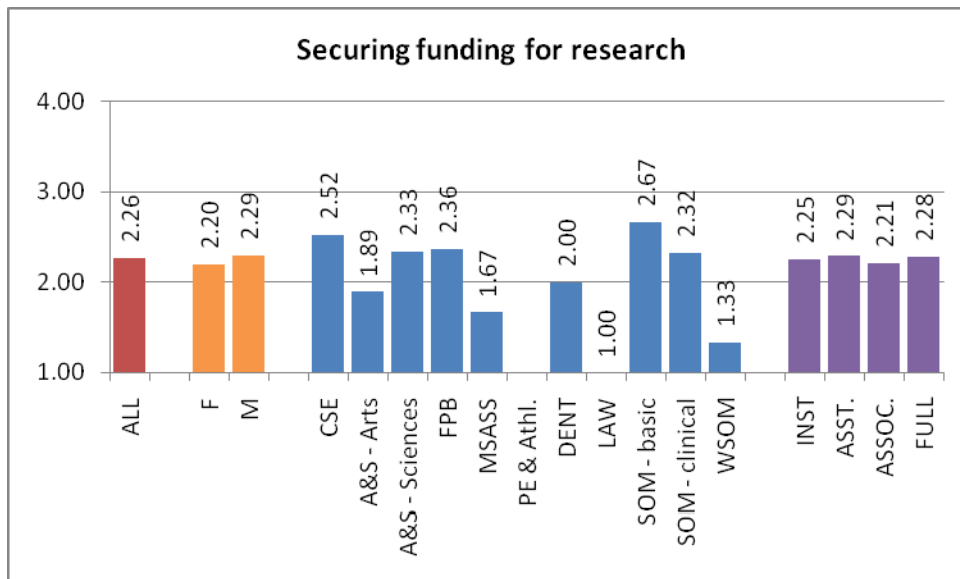
Multivariate tests reveal significant differences on this item due to:

- School/College ($p < .01$)



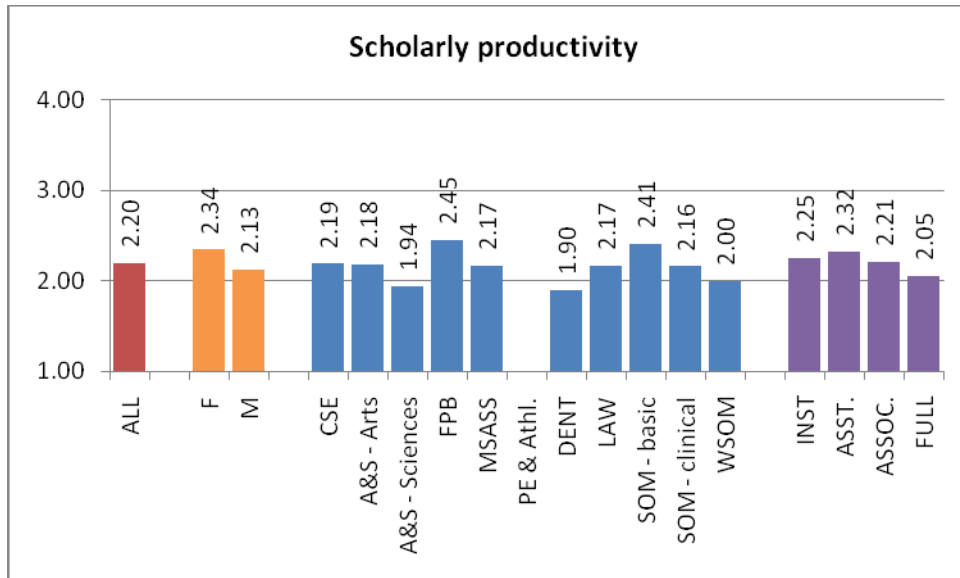
Multivariate tests reveal significant differences on this item due to:

- School/College ($p < .05$)



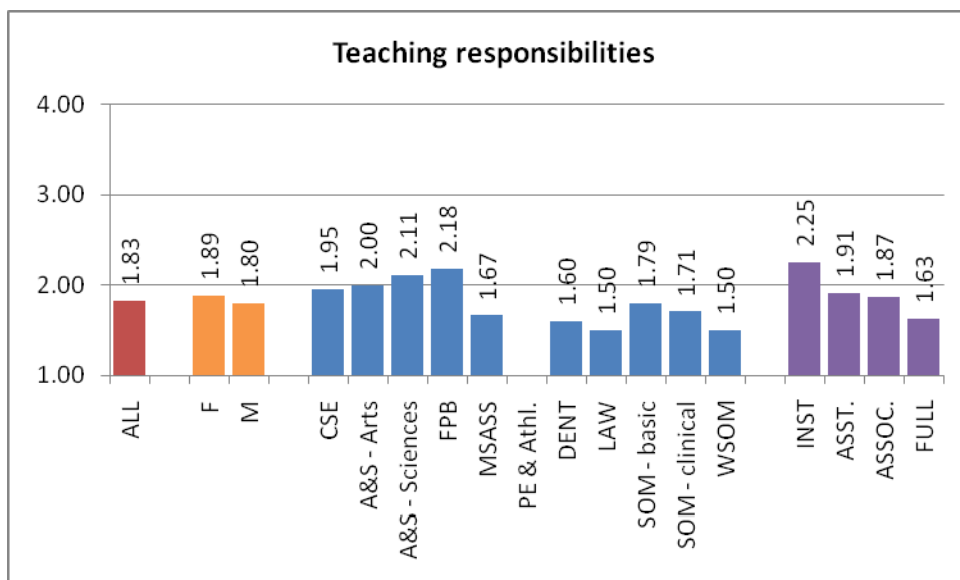
Multivariate tests reveal significant differences on this item due to:

- School/College ($p < .001$)



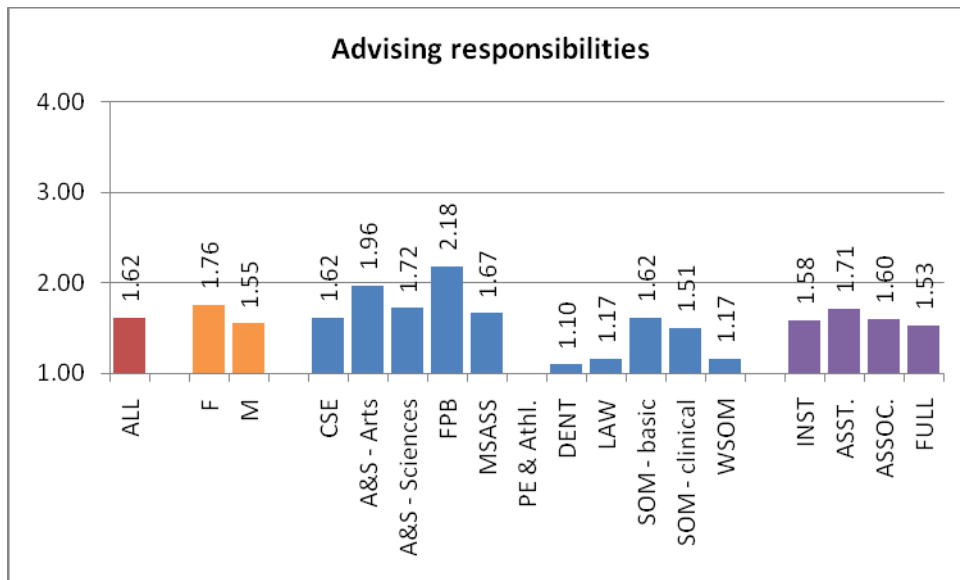
Multivariate tests reveal significant differences on this item due to:

- Gender ($p < .05$)



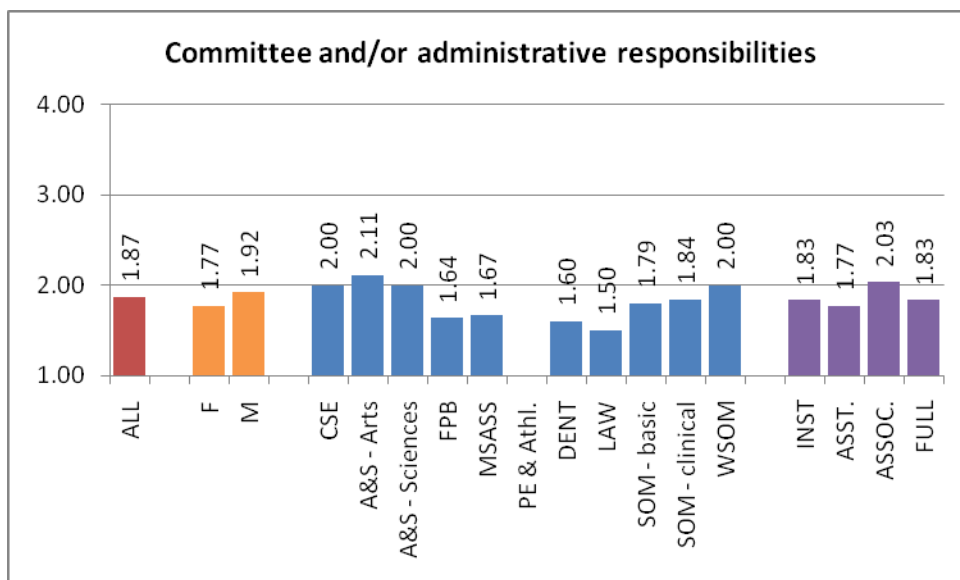
Multivariate tests reveal significant differences on this item due to:

- School/College ($p < .05$)
- Rank ($p < .01$)

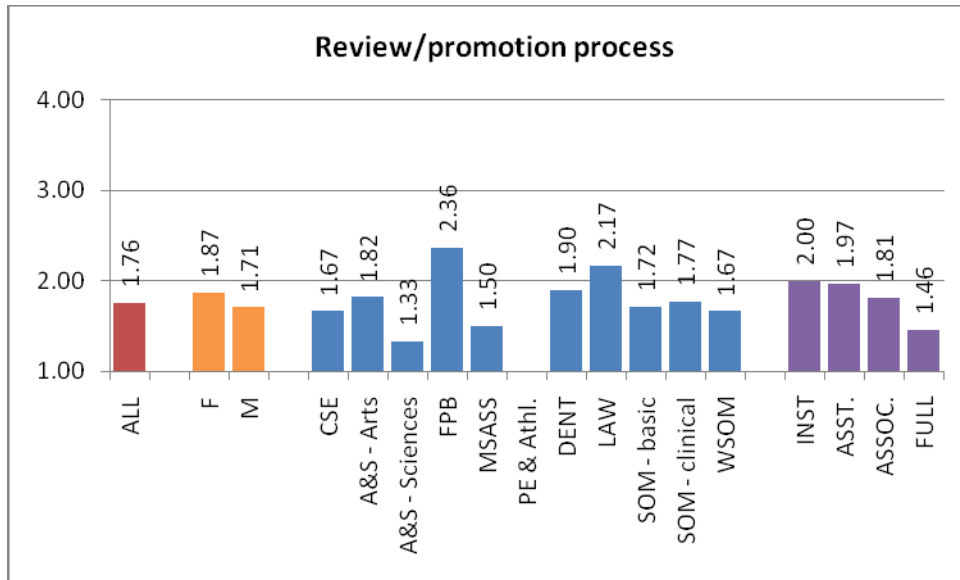


Multivariate tests reveal significant differences on this item due to:

- Gender ($p < .05$)
- School/College ($p < .001$)

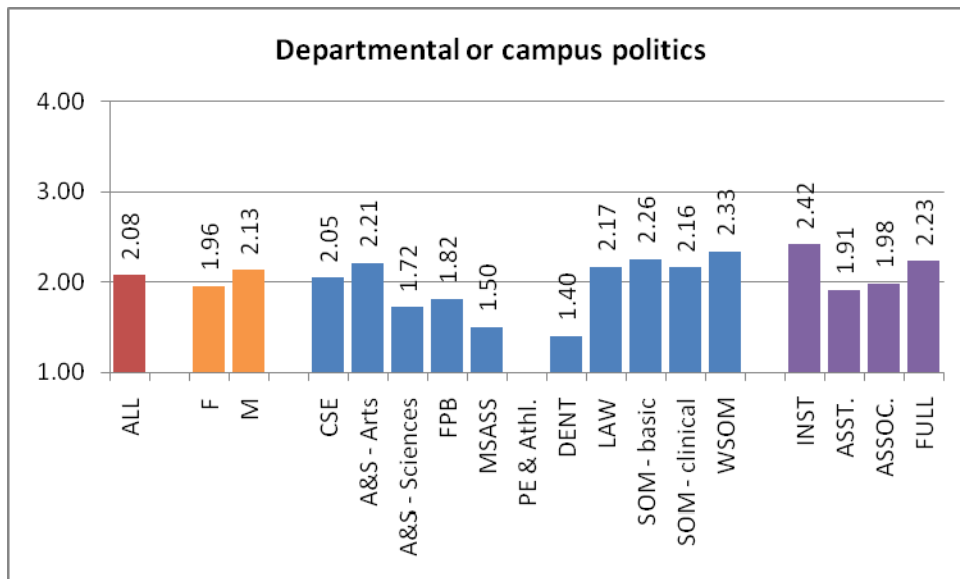


Multivariate tests reveal no significant differences.



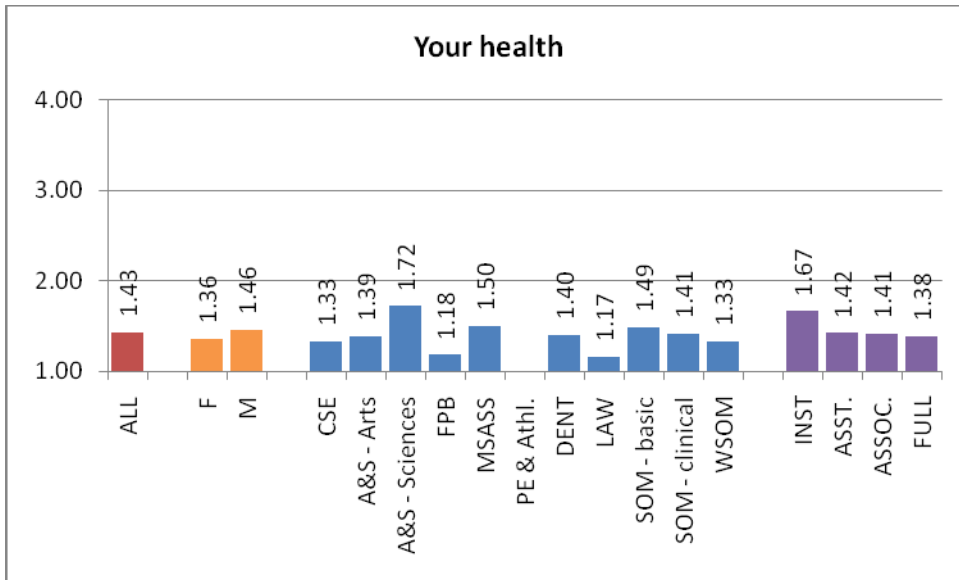
Multivariate tests reveal significant differences on this item due to:

- Rank ($p < .001$)

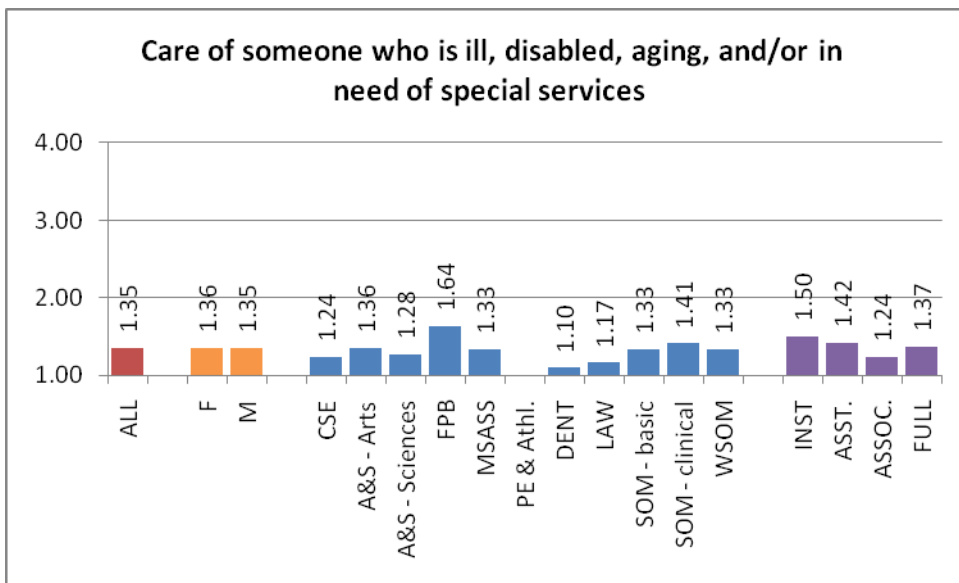


Multivariate tests reveal significant differences on this item due to:

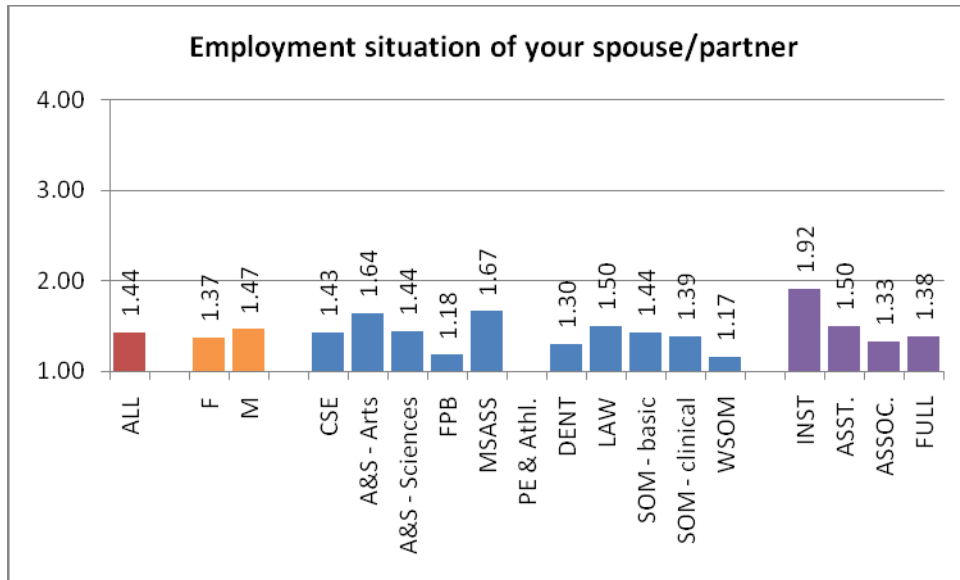
- School/College ($p < .01$)
- Rank ($p < .05$)



Multivariate tests reveal no significant differences.

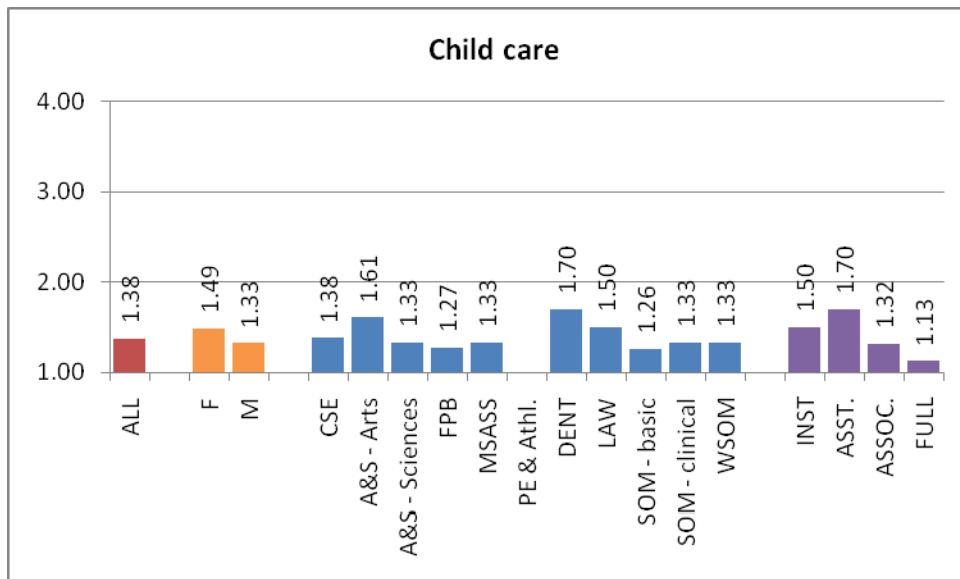


Multivariate tests reveal no significant differences.



Multivariate tests reveal significant differences on this item due to:

- Rank ($p < .05$)



Multivariate tests reveal significant differences on this item due to:

- Rank ($p < .05$)

3. Quality of Collegueship and Support in Primary Unit

Gender MANOVA (N = 503)

Multivariate Tests(b)

Effect		Value	F	Hypothesis df	Error df	Sig.
q10_gender	Pillai's Trace	.069	12.407(a)	3.000	499.000	.000
	Wilks' Lambda	.931	12.407(a)	3.000	499.000	.000

Hotelling's Trace	.075	12.407(a)	3.000	499.000	.000
Roy's Largest Root	.075	12.407(a)	3.000	499.000	.000

a Exact statistic

b Design: Intercept+q10

School/College MANOVA (N = 503)

Multivariate Tests(c)

Effect	Value	F	Hypothesis df	Error df	Sig.
q14_school_college Pillai's Trace	.154	2.662	30.000	1476.000	.000
Wilks' Lambda	.851	2.712	30.000	1438.923	.000
Hotelling's Trace	.169	2.761	30.000	1466.000	.000
Roy's Largest Root	.128	6.316(b)	10.000	492.000	.000

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

c Design: Intercept+q14

Rank MANOVA (N = 501)

Multivariate Tests(c)

Effect	Value	F	Hypothesis df	Error df	Sig.
q16_rank Pillai's Trace	.117	6.717	9.000	1491.000	.000
Wilks' Lambda	.886	6.858	9.000	1204.851	.000
Hotelling's Trace	.127	6.943	9.000	1481.000	.000
Roy's Largest Root	.099	16.425(b)	3.000	497.000	.000

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

c Design: Intercept+q16

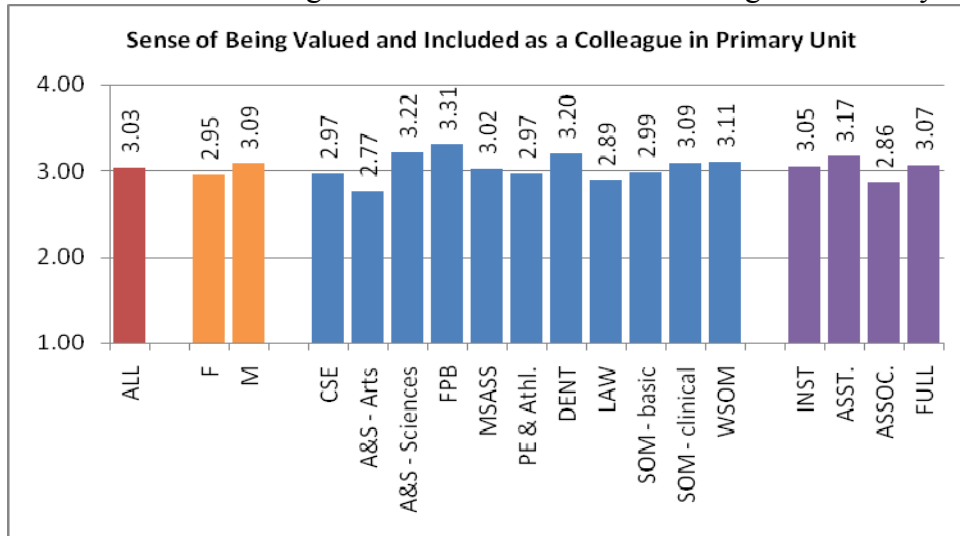
Factor 1: Sense of Being Valued and Included as a Colleague in Primary Unit (N = 546; $\alpha = .94$)

Items:

- Colleagues in my primary unit interact positively with me
- Colleagues in my primary unit solicit my opinions
- Colleagues in my primary unit value my work
- My department/unit is a good fit for me
- Colleagues in my primary unit provide me feedback
- I am comfortable asking my colleagues about performance expectations
- Colleagues in my primary unit can be trusted
- I solicit my colleagues' advice about or assistance with my research activities
- Colleagues in my primary unit include me in social events and activities

Scale: 1. Strongly Disagree, 2. Somewhat Disagree, 3. Somewhat Agree, 4. Strongly Agree

Factor 1: Sense of Being Valued and Included as a Colleague in Primary Unit



Multivariate tests reveal significant differences on this factor due to:

- Gender ($p < .05$)
- School/College ($p < .05$)
- Rank ($p < .01$)

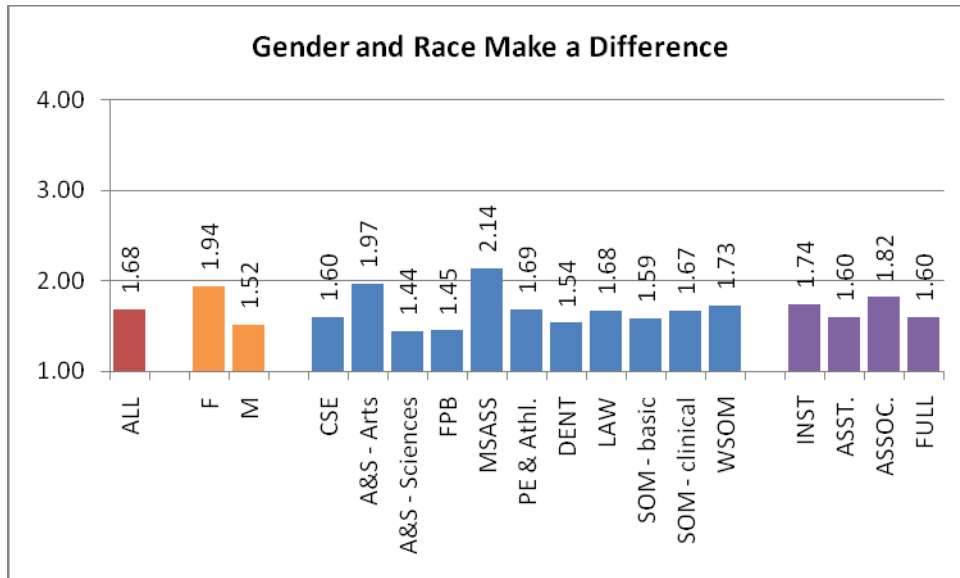
Factor 2: Gender and Race Make a Difference (N = 567; $\alpha = .89$)

Items:

- Race or ethnicity makes a difference in access to resources for faculty in my primary unit
- Race or ethnicity makes a difference in everyday interactions with colleagues in my primary unit
- Gender makes a difference in access to resources for faculty in my primary unit
- Gender makes a difference in everyday interactions with colleagues in my primary unit

Scale: 1. Strongly Disagree, 2. Somewhat Disagree, 3. Somewhat Agree, 4. Strongly Agree

Factor 2: Gender and Race Make a Difference



Multivariate tests reveal significant differences on this factor due to:

- Gender ($p < .001$)
- School/College ($p < .05$)

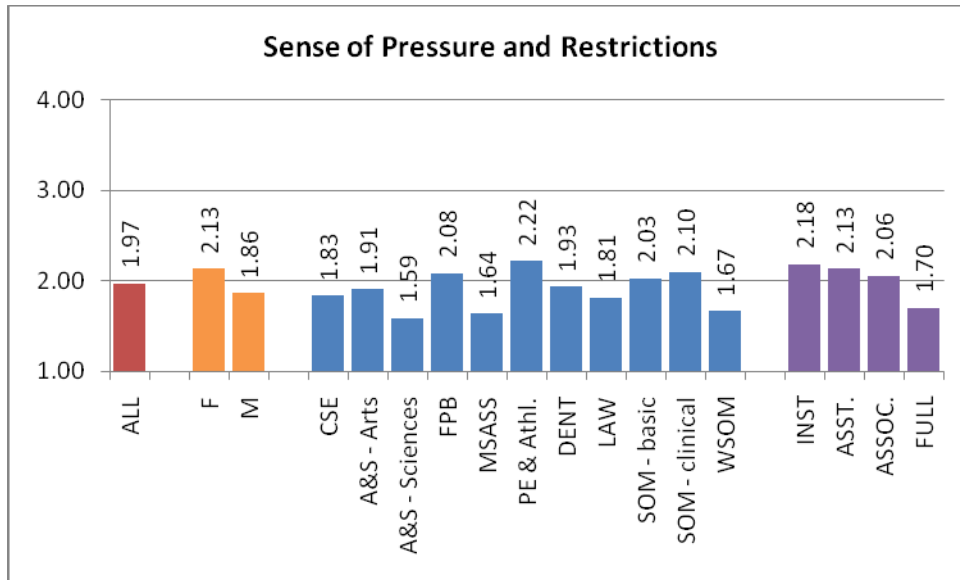
Factor 3: Sense of Pressure and Restrictions (N = 582; $\alpha = .84$)

Items:

- I feel pressure to change my work habits to gain the respect of colleagues in my primary unit
- I feel pressure to change my work interests in order to affect my tenure/promotion/evaluation
- I have to work harder than my colleagues to be perceived as a legitimate scholar
- I constantly feel under scrutiny by colleagues in my primary unit

Scale: 1. Strongly Disagree, 2. Somewhat Disagree, 3. Somewhat Agree, 4. Strongly Agree

Factor 3: Sense of Pressure and Restrictions



Multivariate tests reveal significant differences on this factor due to:

- Gender ($p < .001$)
- School/College ($p < .05$)
- Rank ($p < .001$)

4. Effectiveness of Primary Unit Head

Gender ANOVA (N = 473)

Tests of Between-Subjects Effects

Dependent Variable: q4f1

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1.181(a)	1	1.181	1.521	.218
Intercept	3367.552	1	3367.552	4334.408	.000
q10_gender	1.181	1	1.181	1.521	.218
Error	365.936	471	.777		
Total	3954.298	473			
Corrected Total	367.118	472			

a R Squared = .003 (Adjusted R Squared = .001)

School/College ANOVA (N = 476)

Tests of Between-Subjects Effects

Dependent Variable: q4f1

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	40.517(a)	10	4.052	5.687	.000
Intercept	2084.713	1	2084.713	2926.304	.000
q14_school_college	40.517	10	4.052	5.687	.000

Error	331.268	465	.712		
Total	3967.007	476			
Corrected Total	371.785	475			

a R Squared = .109 (Adjusted R Squared = .090)

Rank ANOVA (N = 471)

Tests of Between-Subjects Effects

Dependent Variable: q4f1

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	3.951(a)	3	1.317	1.685	.169
Intercept	2751.025	1	2751.025	3519.910	.000
q16_rank	3.951	3	1.317	1.685	.169
Error	364.989	467	.782		
Total	3949.910	471			
Corrected Total	368.940	470			

a R Squared = .011 (Adjusted R Squared = .004)

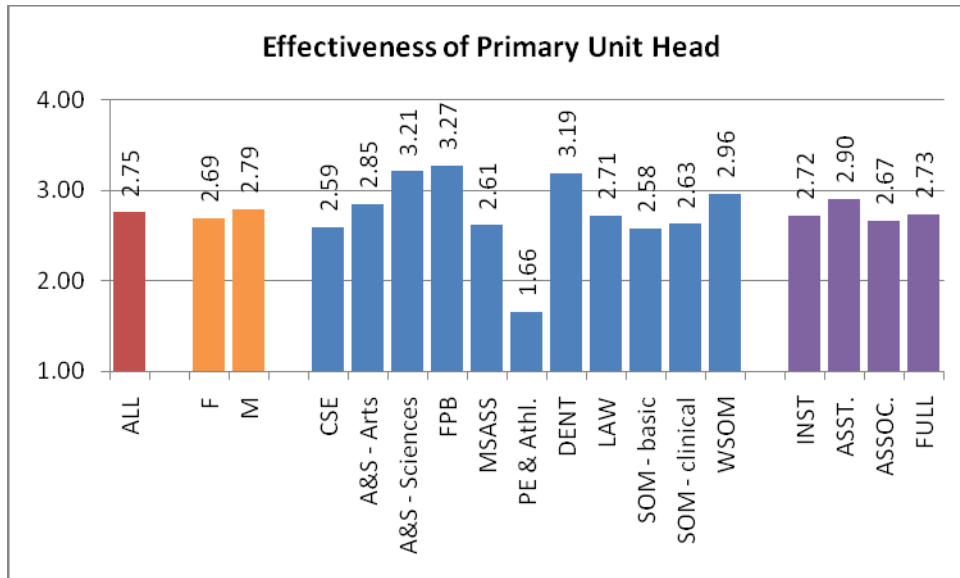
Factor 1: Effectiveness of Primary Unit Head (N = 480; Overall $\alpha = .97$)

All Items:

- a. Creates a cooperative and supportive environment
- b. Is open to constructive criticism
- c. Treats faculty in an even-handed way
- d. Handles disputes/problems effectively
- e. Is an effective administrator
- f. Articulates a clear vision
- g. Articulates clear criteria for allocation of resources
- h. Honors agreements
- i. Gives me useful feedback about my performance
- j. Communicates consistently with faculty
- k. Involves me in relevant decision-making processes
- l. Helps me obtain the resources I need
- m. Articulates clear criteria for tenure/promotion/ evaluation
- n. Values my mentoring of others
- o. Is a mentor to me
- p. Maintains high academic standards
- q. Shows commitment to diversity

Scale: 1. Strongly Disagree, 2. Somewhat Disagree, 3. Somewhat Agree, 4. Strongly Agree

Factor 1: Effectiveness of Primary Unit Head



Univariate tests reveal significant differences on this factor due to:

- School/College ($p < .001$)

5. Support for Work/Life Integration

Gender ANOVA (N = 422)

Tests of Between-Subjects Effects

Dependent Variable: q5f1

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	.084(a)	1	.084	.169	.681
Intercept	3218.527	1	3218.527	6496.247	.000
q10_gender	.084	1	.084	.169	.681
Error	208.086	420	.495		
Total	3609.939	422			
Corrected Total	208.170	421			

a R Squared = .000 (Adjusted R Squared = -.002)

School/College ANOVA (N = 424)

Tests of Between-Subjects Effects

Dependent Variable: q5f1

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	21.221(a)	10	2.122	4.652	.000
Intercept	1998.505	1	1998.505	4380.630	.000
q14_school_college	21.221	10	2.122	4.652	.000
Error	188.416	413	.456		
Total	3634.224	424			
Corrected Total	209.637	423			

a R Squared = .101 (Adjusted R Squared = .079)

Rank ANOVA (N = 420)

Tests of Between-Subjects Effects

Dependent Variable: q5f1

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1.807(a)	3	.602	1.214	.304
Intercept	2562.541	1	2562.541	5165.022	.000
q16_rank	1.807	3	.602	1.214	.304
Error	206.392	416	.496		
Total	3606.633	420			
Corrected Total	208.199	419			

a R Squared = .009 (Adjusted R Squared = .002)

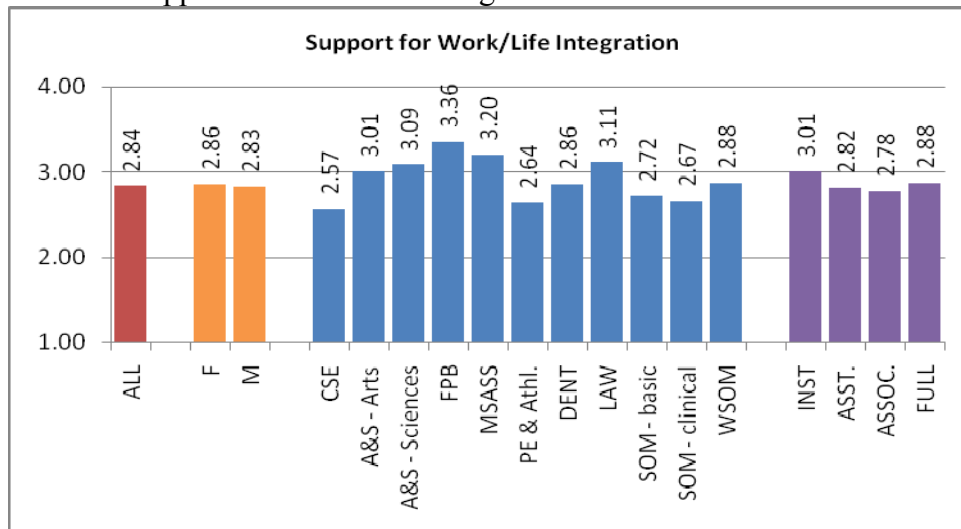
Factor 1: Support for Work-Life Integration (N = 427; Overall $\alpha = .88$)

All Items:

- a. Flexibility regarding family responsibilities
- b. Health accommodations
- c. Child care
- d. Family leave
- e. Tenure clock adjustment
- f. Sabbatical leave
- g. Partner/spousal hiring

Scale: 1. Not at All, 2. Minimal, 3. Moderate, 4. Extensive

Factor 1: Support for Work-Life Integration



Univariate tests reveal significant differences on this factor due to:

- School/College ($p < .001$)

6. Mentoring

Gender MANOVA (N = 566)

Multivariate Tests(b)

Effect		Value	F	Hypothesis df	Error df	Sig.
q10_gender	Pillai's Trace	.003	.839(a)	2.000	563.000	.433
	Wilks' Lambda	.997	.839(a)	2.000	563.000	.433
	Hotelling's Trace	.003	.839(a)	2.000	563.000	.433
	Roy's Largest Root	.003	.839(a)	2.000	563.000	.433

a Exact statistic

b Design: Intercept+q10

School/College MANOVA (N = 570)

Multivariate Tests(c)

Effect		Value	F	Hypothesis df	Error df	Sig.
q14_school_college	Pillai's Trace	.120	3.555	20.000	1118.000	.000
	Wilks' Lambda	.884	3.560(a)	20.000	1116.000	.000
	Hotelling's Trace	.128	3.565	20.000	1114.000	.000
	Roy's Largest Root	.085	4.746(b)	10.000	559.000	.000

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

c Design: Intercept+q14

Rank MANOVA (N = 565)

Multivariate Tests(c)

Effect		Value	F	Hypothesis df	Error df	Sig.
q16_rank	Pillai's Trace	.028	2.647	6.000	1122.000	.015
	Wilks' Lambda	.972	2.654(a)	6.000	1120.000	.015
	Hotelling's Trace	.029	2.660	6.000	1118.000	.014
	Roy's Largest Root	.025	4.764(b)	3.000	561.000	.003

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

c Design: Intercept+q16

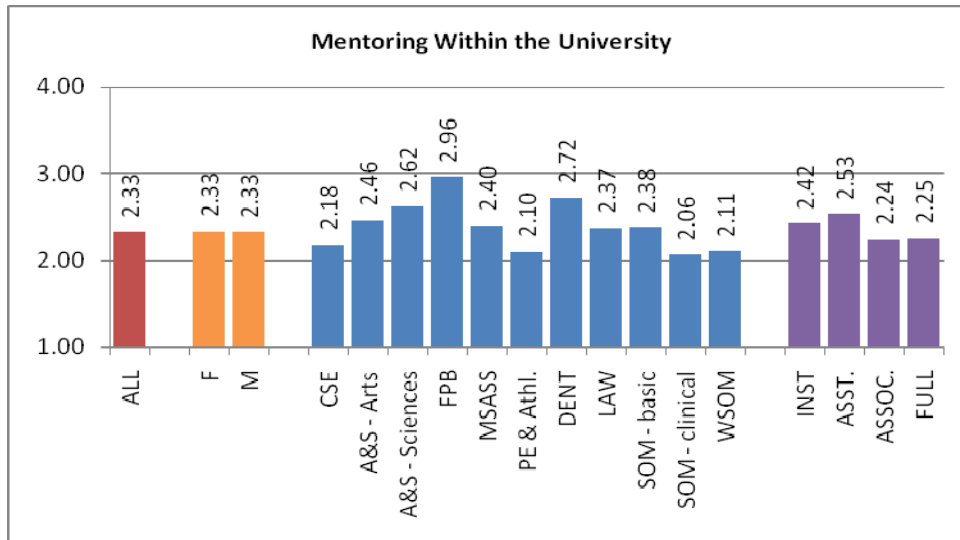
Factor 1: Mentoring Within the University (N = 543; $\alpha = .84$)

Items:

- a. To what extent do you feel as though you have received effective mentoring?
- b. To what extent do you receive informal mentoring within the University?
- c. To what extent do you receive formal mentoring within the University?

Scale: 1. Not at All, 2. Minimal, 3. Moderate, 4. Extensive

Factor 1: Mentoring Within the University



Multivariate tests reveal significant differences on this item due to:

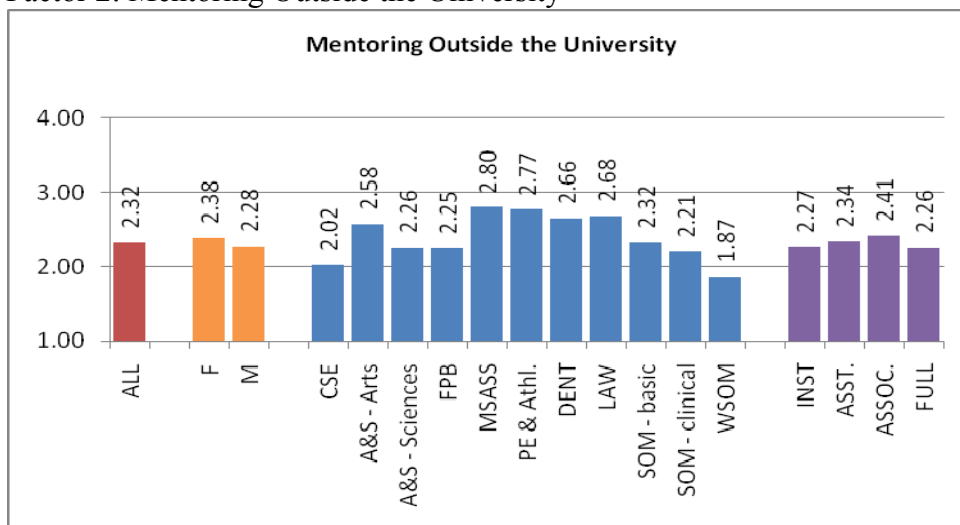
- School/College ($p < .001$)
- Rank ($p < .05$)

Factor 2: Mentoring Outside the University (N = 544; $\alpha = .78$)

Items:

- To what extent do you receive informal mentoring outside of the University?
 - To what extent do you receive formal mentoring outside of the University?
- Scale: 1. Not at All, 2. Minimal, 3. Moderate, 4. Extensive

Factor 2: Mentoring Outside the University



Multivariate tests reveal significant differences on this item due to:

- School/College ($p < .01$)

7. Quality of Relationships Within the Campus Community

Gender MANOVA (N = 537)

Multivariate Tests(b)

Effect	Value	F	Hypothesis df	Error df	Sig.
q10_gender Pillai's Trace	.087	25.538(a)	2.000	534.000	.000
Wilks' Lambda	.913	25.538(a)	2.000	534.000	.000
Hotelling's Trace	.096	25.538(a)	2.000	534.000	.000
Roy's Largest Root	.096	25.538(a)	2.000	534.000	.000

a Exact statistic

b Design: Intercept+q10

School/College MANOVA (N = 540)

Multivariate Tests(c)

Effect	Value	F	Hypothesis df	Error df	Sig.
q14_school_college Pillai's Trace	.094	2.601	20.000	1058.000	.000
Wilks' Lambda	.908	2.602(a)	20.000	1056.000	.000
Hotelling's Trace	.099	2.603	20.000	1054.000	.000
Roy's Largest Root	.065	3.429(b)	10.000	529.000	.000

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

c Design: Intercept+q14

Rank MANOVA (N = 535)

Multivariate Tests(c)

Effect	Value	F	Hypothesis df	Error df	Sig.
q16_rank Pillai's Trace	.025	2.244	6.000	1062.000	.037
Wilks' Lambda	.975	2.242(a)	6.000	1060.000	.037
Hotelling's Trace	.025	2.240	6.000	1058.000	.037
Roy's Largest Root	.018	3.143(b)	3.000	531.000	.025

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

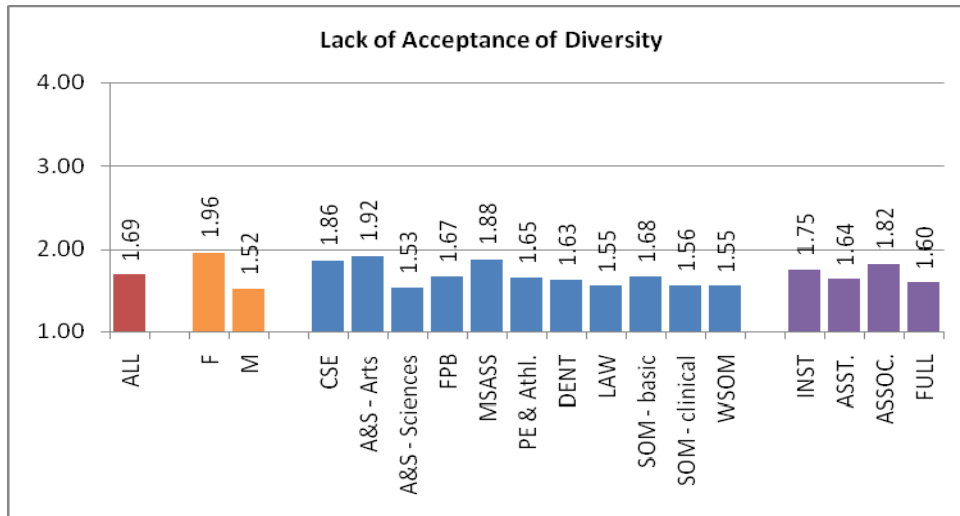
c Design: Intercept+q16

Factor 1: Lack of Acceptance of Diversity (N = 566; $\alpha = .87$)

Items:

- a. Racist or xenophobic attitudes are present in faculty gatherings at Case
 - b. Sexist attitudes are present in faculty gatherings at Case
 - c. Ageist attitudes are present in faculty gatherings at Case
 - d. Faculty at Case have a condescending attitude towards persons from other countries
- Scale: 1. Strongly Disagree, 2. Somewhat Disagree, 3. Somewhat Agree, 4. Strongly Agree

Factor 1: Lack of Acceptance of Diversity



Multivariate tests reveal significant differences on this item due to:

- Gender ($p < .001$)
- School/College ($p < .05$)
- Rank ($p < .05$)

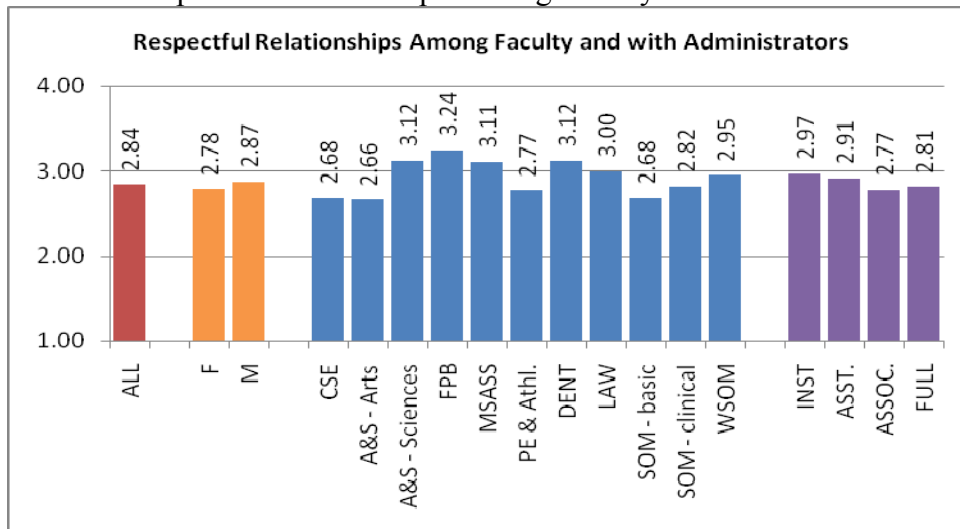
Factor 2: Respectful Relationships Among Faculty and with Administrators ($N = 567$; $\alpha = .64$)

Items:

- Faculty at Case are treated with respect by campus administrators
- Faculty at Case respect each other

Scale: 1. Strongly Disagree, 2. Somewhat Disagree, 3. Somewhat Agree, 4. Strongly Agree

Factor 2: Respectful Relationships Among Faculty and with Administrators



Multivariate tests reveal significant differences on this item due to:

- School/College ($p < .001$)

Analysis of Interaction Terms

Two-way MANOVAS and ANOVAS were conducted to determine if there were any significant interactions among factor variables. We examined the following interaction terms: rank by gender and school by gender. Low response rates from some of the schools did not allow us to examine school by rank or school by rank by gender. Only one significant interaction term was found. The gender by rank interaction term was significant for question 6 factor 2 (mentoring received from outside the University). Results from these analyses are included below.

Q6F2 (Mentoring Received From Outside the University), Gender by Rank (N = 555)

Multivariate Tests(c)

Effect		Value	F	Hypothesis df	Error df	Sig.
q10 * q16	Pillai's Trace	.024	2.234	6.000	1102.000	.038
	Wilks' Lambda	.976	2.237(a)	6.000	1100.000	.038
	Hotelling's Trace	.024	2.240	6.000	1098.000	.037
	Roy's Largest Root	.021	3.874(b)	3.000	551.000	.009

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

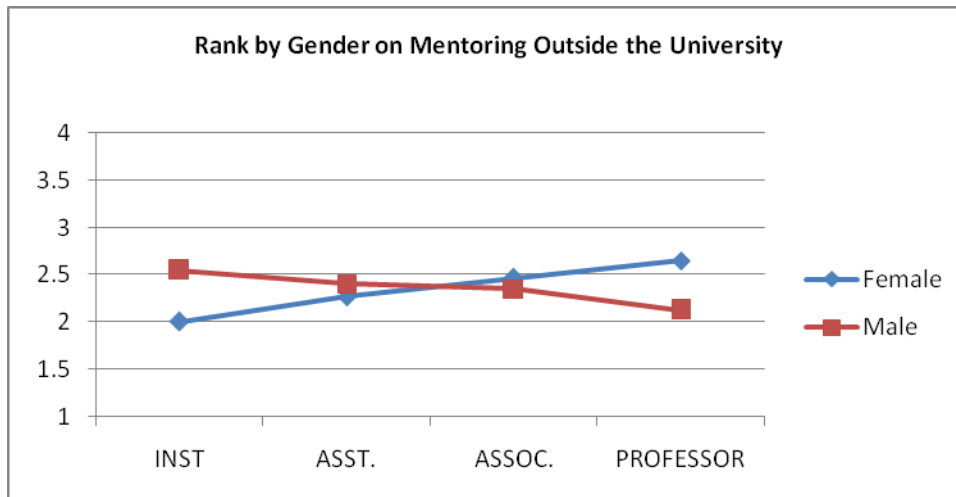
c Design: Intercept+q10+q16+q10 * q16

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
q10 * q16	q6f1	4.274	3	1.425	1.565	.197
	q6f2	13.441	3	4.480	3.862	.009

a R Squared = .029 (Adjusted R Squared = .016)

b R Squared = .026 (Adjusted R Squared = .014)



The rank by gender interaction effect above indicates that female faculty members receive more outside mentoring as they advance in the academic hierarchy while male faculty members

receive less outside mentoring as they advance in the academic hierarchy. At the assistant professor level, men get more mentoring from outside the University than do women, while this is reversed at the professor rank

Summary of Quantitative Findings

For the following summary, average ratings (from the graphs above) that ranged between 3.00 and 4.00 were defined as high, between 2.00 and 3.00 were defined as moderate, and between 1.00 and 2.00 as low for factors ranging from 1 to 4. For the items (on experienced stress) which ranged from 1 to 3, average ratings (from the graphs above) that ranged between 2.00 and 3.00 were defined as higher stress and those between 1.00 and 2.00 were defined as lower stress.

Only statistically significant differences among groups (identified in the graphical analyses presented above) are summarized below.

1. Satisfaction with Community and Academic Dimensions (range 1-4):

- Faculty members are moderately satisfied with their overall experience of community and job satisfaction (2.80 out of 4.0). Differences among Schools/College exist on this factor.
- Faculty members are moderately satisfied with administrative support for research and teaching (2.53 out of 4.0). Associate Professors report lower satisfaction on this factor than other ranks. Differences among Schools/College exist on this factor.
- Faculty members are moderately satisfied with their workload responsibilities (2.74 out of 4.0).
- Faculty members are moderately satisfied with their compensation and professional development (2.55 out of 4.0). Assistant Professors report higher satisfaction on this factor than other ranks. Differences among Schools/College exist on this factor.
- Faculty members are moderately satisfied with computer and library resources on campus (2.98 out of 4.0). Differences among Schools/College exist on this factor.
- Faculty members are moderately satisfied with their office and lab space on campus (2.99 out of 4.0). Differences among Schools/College exist on this factor.

2. Sources of Stress (range 1-3):

- Faculty members experience lower stress regarding:
 - Timing of departmental meetings and functions (1.60 out of 3.0). Differences among Schools/College exist on this item.
 - Teaching responsibilities (1.83 out of 3.0). Professors report the least stress on this item compared with other ranks. Differences among Schools/College exist on this item.
 - Advising responsibilities (1.62 out of 3.0). Female faculty report higher stress on this item than do male faculty. Differences among Schools/College exist on this item.
 - Committee and/or administrative responsibilities (1.87 out of 3.0).
 - Review and promotion processes (1.76 out of 3.0). Professors report the least stress on this item compared with other ranks.
 - Their health (1.43 out of 3.0).

- Care of someone who is ill, disabled, aging or in need of special services (1.35 out of 3.0).
 - Employment situation of spouse/partner (1.44 out of 3.0). Instructors report the most stress on this item compared with other ranks.
 - Childcare (1.38 out of 3.0). Professors report the least stress on this item compared with other ranks.
- Faculty members experience higher stress regarding:
 - Managing a research group or grant (2.02 out of 3.0). Differences among Schools/College exist on this item.
 - Securing funding for research (2.26 out of 3.0). Differences among Schools/College exist on this item.
 - Scholarly productivity (2.20 out of 3.0). Female faculty report higher stress on this item than male faculty.
 - Departmental or campus politics (2.08 out of 3.0). Assistant professors report the least stress and Instructors report the most stress on this item compared with other ranks. Differences among Schools/College exist on this item.
3. Quality of Collegueship and Support in Primary Unit (range 1-4):
- Faculty members report feeling highly valued and included in their primary unit (3.03 out of 4.00). However, female faculty and Associate Professors report feeling less valued and included in their primary unit in comparison to their male faculty colleagues and faculty at other ranks. Differences among Schools/College also exist on this factor.
 - Faculty members generally do not believe that gender and race make a difference in how a faculty member is treated within their primary unit (1.68 out of 4.00). However, female faculty members perceive that these dimensions make a difference more than do male faculty members. Differences among Schools/College also exist on this factor.
 - Faculty members experience a low sense of pressure and restrictions (1.97 out of 4.00). Female faculty members perceive a greater sense of pressure and restrictions compared with male faculty members. Professors report the least sense of pressure and restrictions as compared with faculty at other ranks. Differences among Schools/College also exist on this factor.
4. Effectiveness of the Primary Unit Head (range 1-4):
- Faculty members believe that their primary unit head exercises moderately effective academic leadership (2.75 out of 4.00). Differences among Schools/College exist on this factor.
5. Support for Work-Life Integration (range 1-4):
- Faculty members perceive moderate support for work-life integration (2.84 out of 4.00). Differences among Schools/College exist on this factor.
6. Mentoring (range 1-4):

- Faculty members receive moderate mentoring within the University (2.33 out of 4.00). Assistant Professors receive the most mentoring from within the University as compared with faculty at other ranks. Differences among Schools/College also exist on this factor.
- Faculty members receive moderate mentoring from outside the University (2.32 out of 4.00). Differences among Schools/College exist on this factor. Rank affects the correlation between gender and mentoring received from outside the University – mentoring from outside the University increases for female faculty as they advance in the academic ranks while it decreases for male faculty as they advance in the academic ranks.

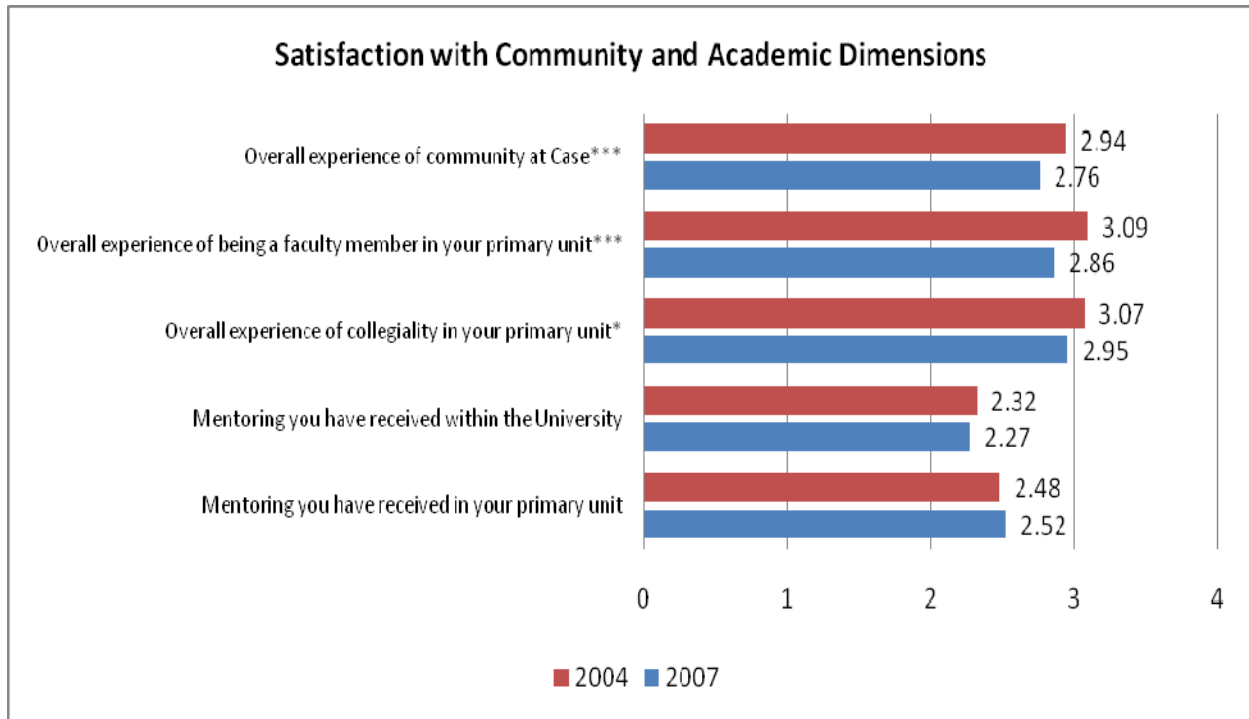
7. Quality of Relationships Within the Campus Community (range 1-4):

- Few faculty members perceive that there is a lack of acceptance of diversity on campus (1.69 out of 4.00). Women faculty members are more likely to perceive that there is lack of acceptance of diversity than male faculty members. Assistant Professors are less likely than faculty at other ranks to perceive that there is a lack of acceptance of diversity on campus. School/College differences also exist on this factor.
- Faculty believe that moderately respectful relations exist among faculty and with administrators. School/College differences also exist on this factor.

Comparisons of 2004 and 2007 Survey Items

Specific items were compared between the 2004 and 2007 surveys to examine the mean reported experiences of faculty members between the two survey dates. Please note, however, that in order to ensure confidentiality and anonymity, unique identifiers were not used in the administration of either the 2004 or 2007 climate surveys. As such, changes in an individual's perception of the campus climate over time could not be measured. Instead, overall sample item means (i.e., item means for the whole samples in 2004 and 2007) were compared on matching survey items from 2004 to 2007. The following graphs were created using mean values from Appendix 1 of the 2004 climate report as well as mean values from Appendix 1 of the 2007 report. Tests of statistical significance (t-tests) were conducted to evaluate differences on comparable items between 2004 and 2007.

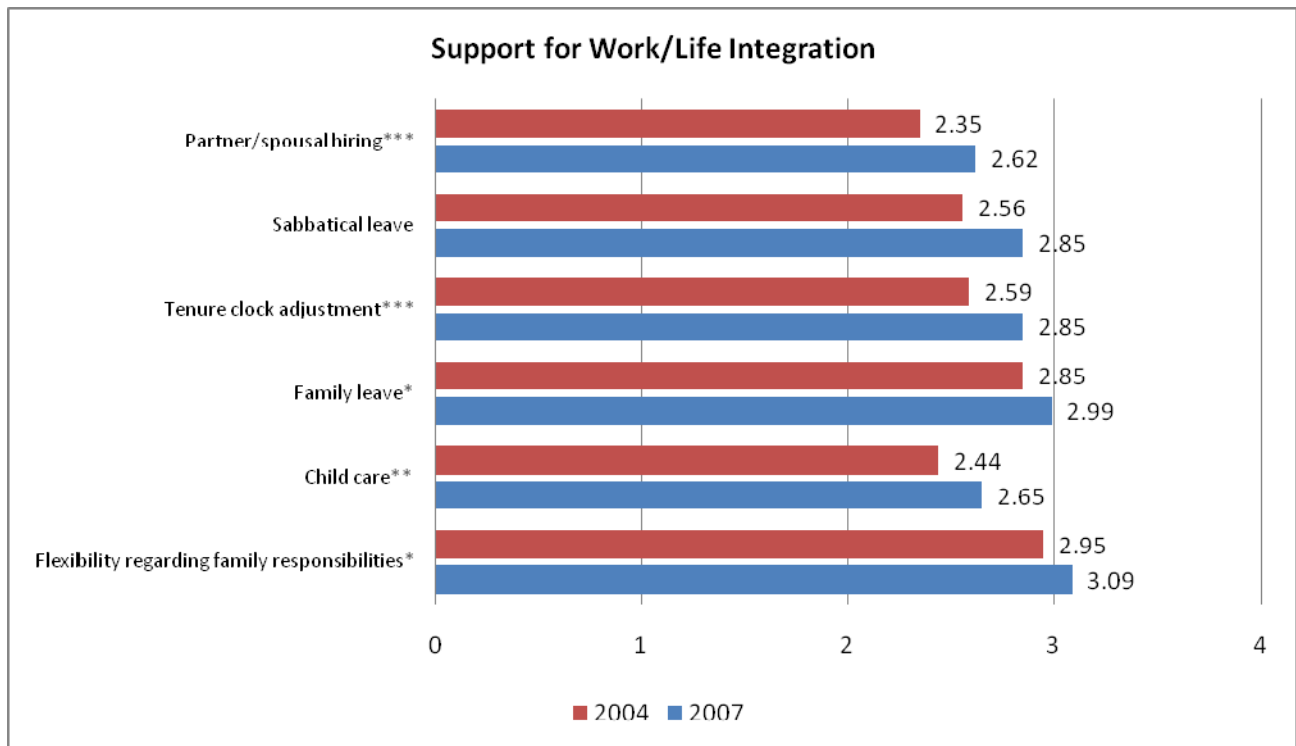
Since not all items were identical in both surveys, the following results report only items that were similar or could be compared. Significant differences are presented below as well.



*p<.05, **p<.01, ***p<.001.

2004 scale: 1. Strongly dissatisfied, 2. Somewhat dissatisfied, 3. Somewhat satisfied, 4. Strongly Satisfied

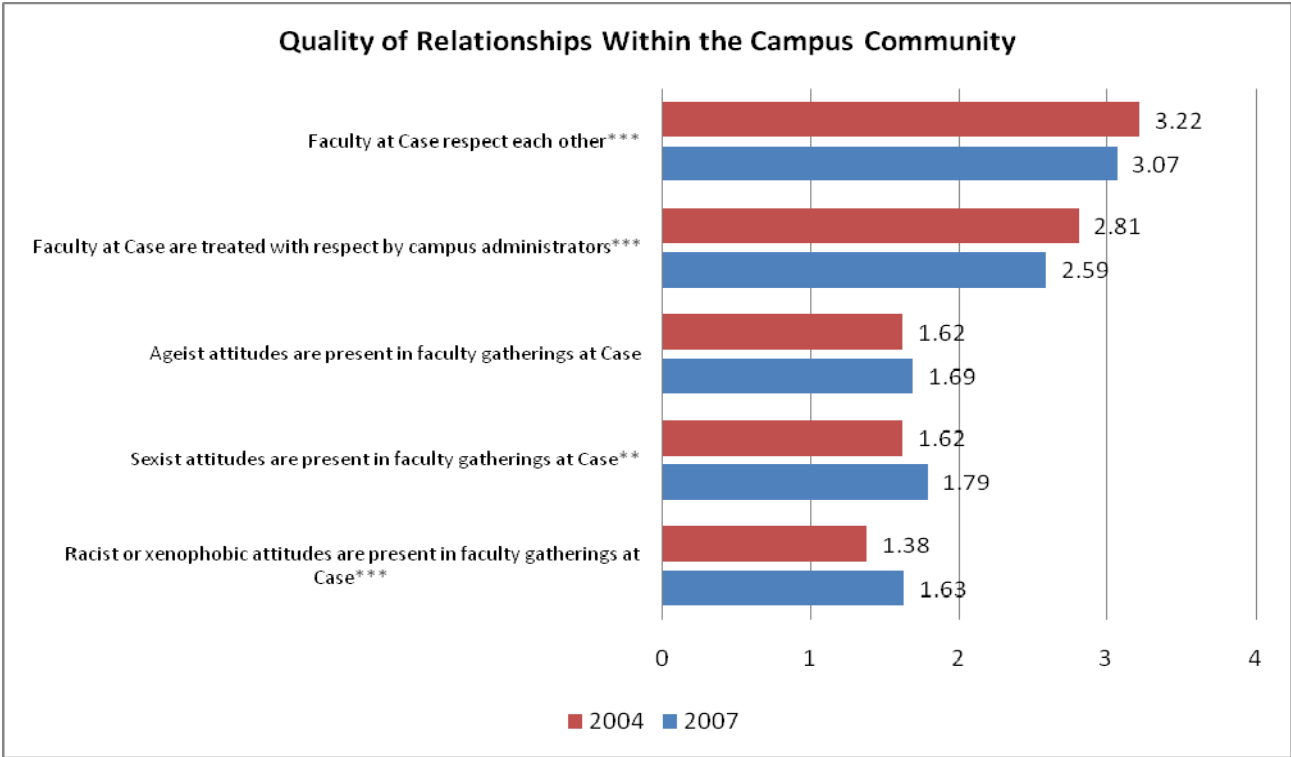
2007 scale: 1. Strongly dissatisfied, 2. Somewhat dissatisfied, 3. Somewhat satisfied, 4. Strongly Satisfied



*p<.05, **p<.01, ***p<.001.

2004 scale: 1. Not at all, 2. Very Little, 3. Adequate and 4. Very Much.

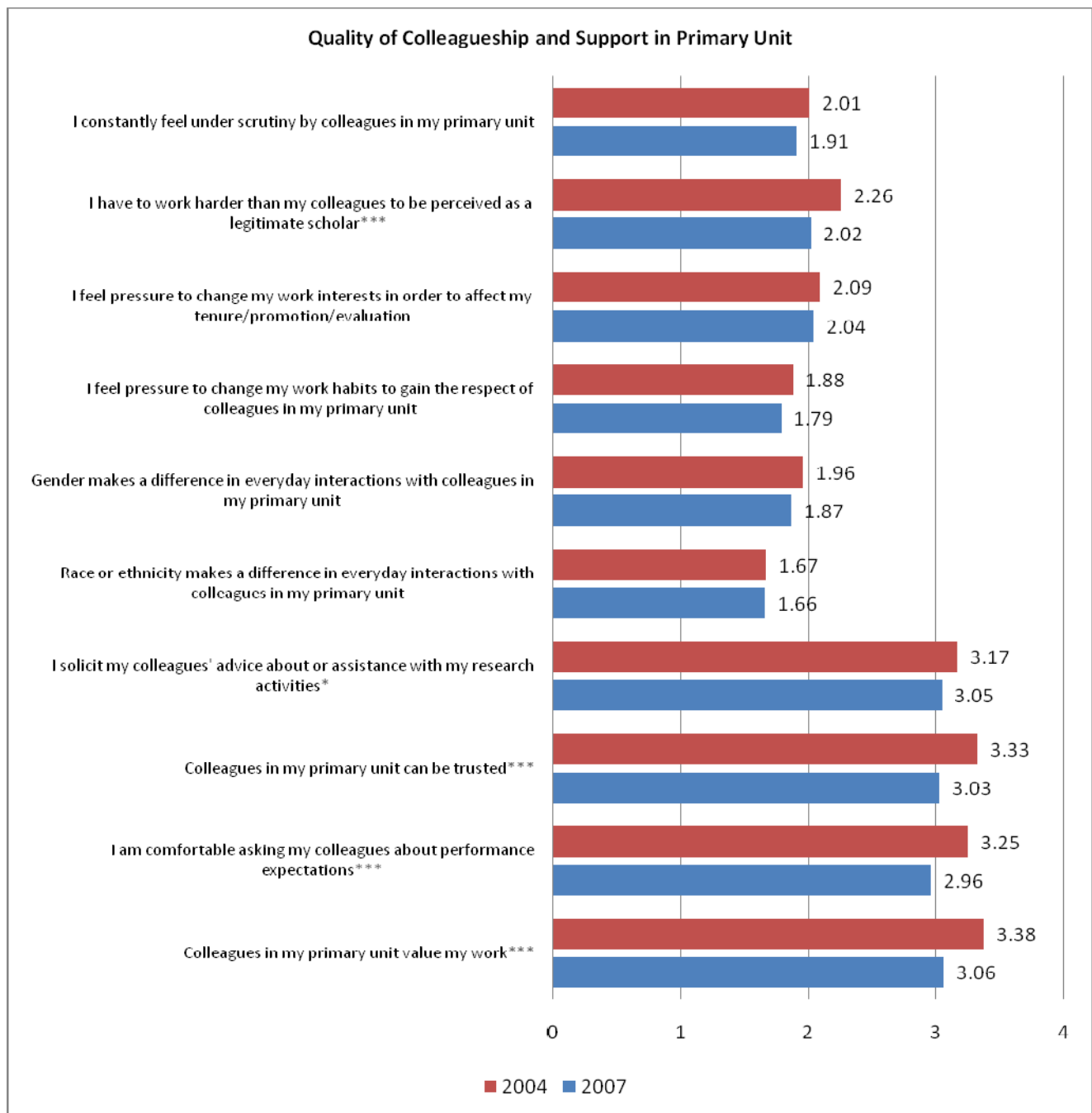
2007 scale: 1. Not at all, 2. Minimal, 3. Moderate, 4. Extensive.



*p<.05, **p<.01, ***p<.001.

2004 scale: 1. Strongly disagree, 2. Somewhat disagree, 3. Somewhat agree, 4. Strongly agree

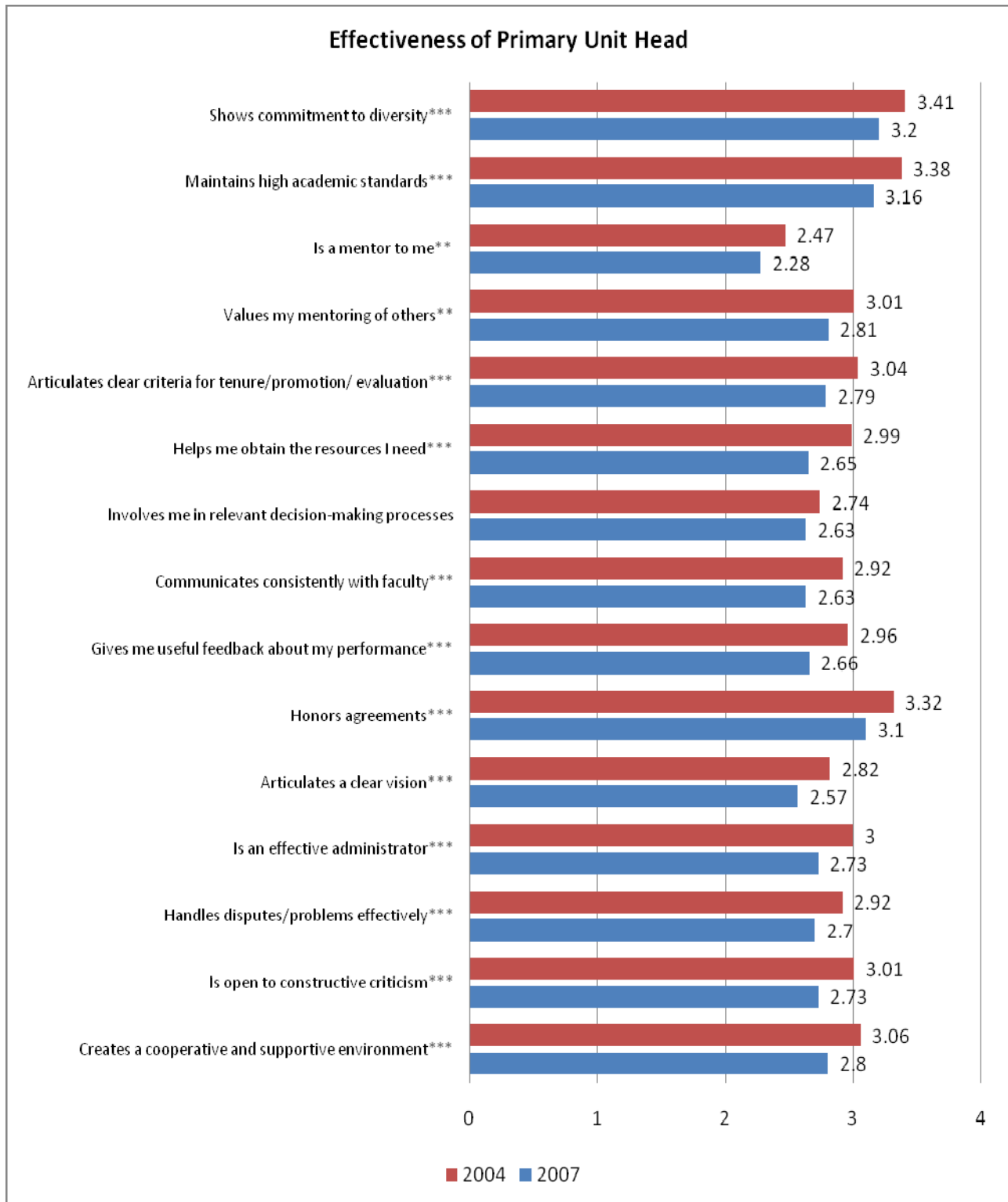
2007 scale: 1. Strongly disagree, 2. Somewhat disagree, 3. Somewhat agree, 4. Strongly agree



*p<.05, **p<.01, ***p<.001.

2004 scale: 1. Strongly disagree, 2. Somewhat disagree, 3. Somewhat agree, 4. Strongly agree

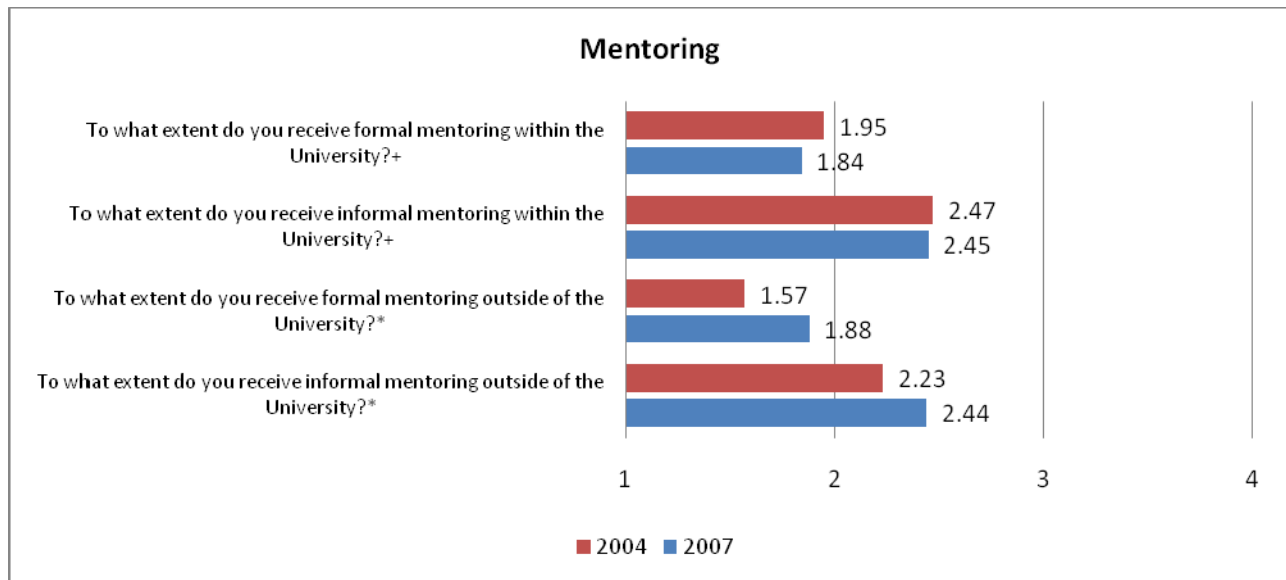
2007 scale: 1. Strongly disagree, 2. Somewhat disagree, 3. Somewhat agree, 4. Strongly agree



*p<.05, **p<.01, ***p<.001.

2004 scale: 1. Strongly disagree, 2. Somewhat disagree, 3. Somewhat agree, 4. Strongly agree

2007 scale: 1. Strongly disagree, 2. Somewhat disagree, 3. Somewhat agree, 4. Strongly agree



*p<.05, **p<.01, ***p<.001.

2004 scale: 1. None, 2. To some extent, 3. To a moderate extent, 4. To a great extent.

2007 scale: 1. Not at all, 2. Minimal, 3. Moderate, 4. Extensive

†In 2004 participants were asked to rate 4 types of mentoring: 1) formal mentoring in the primary unit, 2) informal mentoring in the primary unit, 3) formal mentoring at the University but not in the primary unit, 4) informal mentoring at the University but not in the primary unit. In 2007 participants were only asked to rate formal and informal mentoring within the University. This graph compares the two 2007 measures with the 2004 measures of formal/informal mentoring in the primary unit.

The comparative findings presented above indicate that faculty climate has declined on certain key aspects and improved on others since 2004. Average ratings are significantly lower on the preponderance of comparable items in 2007 as compared with 2004 (including items on satisfaction with community and academic dimensions, quality of relationships within the campus community, quality of collegiality and support in the primary unit, and effectiveness of the primary unit head) except for items reflecting supports for faculty work-life integration which are significantly higher in 2007 as compared with 2004. A possible explanation for these results may be the difficult financial situation of the University brought to light in the interim period between the two surveys. The results of the qualitative findings presented below provide some support for this explanation; faculty perceive that the budget constraints of the past three years have had deleterious consequences that pervade all aspects of the University's climate.

Qualitative Findings

This section summarizes findings from the analysis of the qualitative data. Of the total number of people who responded to the survey (n=602), 193 provided no qualitative data. The total number of respondents for each question is in parentheses below.

- 1) Please describe positive changes in the past three years (n=314).
- 2) Please describe negative changes in the past three years (n=338).
- 3) Is there anything else you would like to tell us? (n=242).

On average, Instructors and Assistant Professors made 1.2 comments, whereas Associate and Full Professors made 1.7 comments.

The number of people answering zero qualitative questions was 193, one qualitative question was 94, two qualitative questions was 145, and all three qualitative questions was 170. In comparing the quantitative responses on the first 4 “Overall Satisfaction” questions to the number of qualitative questions answered, we found that those who answered zero qualitative questions were significantly more satisfied with the overall experience of (1) community, (2) the overall experience of collegiality, (3) the overall experience of being a faculty member and (4) the overall work environment than were those who answered all three qualitative questions. It appears that there are systematic differences among those who made the most comments and those who made no comments from among the sample of survey participants.

Respondent comments that appeared repeatedly were categorized into five themes, and illustrative quotes (italicized) for each question asked are provided below for these themes: (1) CWRU leadership; (2) CWRU’s financial situation and its consequences; (3) Climate issues; (4) Interdisciplinary collaboration; (5) University Hospitals-School of Medicine affiliation agreement.

Question 1: Please describe positive changes in the past three years.

THEME 1 - CWRU Leadership: Faculty expressed hopeful feelings about the new President and pride that a woman was selected to lead the University. There were also positive comments about recent changes in leadership at all levels, leadership by the central administration, leadership and investment by deans, and the leadership and vision of department chairs. For example,

“The time of darkness has lifted and the dawn is visible – and hopefully near – at both school and university levels. Most important single change: The reversal in the deterioration of respect for the faculty by the administration.”

“We have an exciting new President, Provost and new Deans that I hope will help the community.”

“There is a sense that the university, under President Snyder, is back on the right track.”

“The new dean, will make a positive difference, if, that is, he is allowed to do his job”.

“A new and better Dean for the school. A change in the overall atmosphere of the University due to a new President and Provost. A more hopeful feel and a desire by most faculty and staff I know to reengage. Optimism. Transparency.”

“A good new Dean, a forward looking President.”

“We have a new-ish chair who is better at treating faculty members fairly because his social ties with the longstanding faculty members are not as entrenched. Also, because he has

young children, he is much more sympathetic to family issues than any other chair I have ever seen.”

“Leadership in my department is very good (and listens!)”

“Our current department head has been instrumental in encouraging collegiality among department members and has made possible increased faculty development opportunities both on site and off site. Additionally, computer technology has been augmented and improved.”

“New chair (after many years of the old chair) has made a significant difference in terms of bettering the department (strategic vision, following up with new opportunities for the department, etc). Better departmental administrative support (a switch from part-time to full-time department assistant) has made a big difference in freeing up faculty time for academic (as opposed to administrative) efforts.”

“New chair. New dean of [school]. Fresh attitude”

“Our department, in particular our graduate program, has achieved national prominence in its field, largely through the inspired leadership of our chair, and despite the resistance of many of my colleagues.”

THEME 2 - CWRU’s Financial Situation: Faculty commented that the University’s financial situation has improved in the past three years; e.g., downward trends have been reversed and budgets have been balanced. Financial improvement/stability has also promoted school-wide and/or departmental-specific growth in terms of infrastructure improvements, replacement of key individuals, and increased staff and office support. There is also acknowledgement of salary equity improvements. For example,

“The increase in the size of the undergraduate class. The construction of new dorms and football field. The improved relationship with alumni and the addition of the alumni house.”

“We hired some excellent young faculty. I landed four NIH grants and a State of Ohio [Name deleted] award in the past two years. I have more research support than ever before in my career. This is a major positive for my department as many of my colleagues are struggling with funding.”

“We have hired [Number and minority group deleted] women faculty and [Number and minority group deleted] female faculty member. Our department continues to be one of the top research departments in the country. The research division continues to grow with the hiring of more researchers, students and support staff.”

“We have hired excellent new faculty; our department has better focused on our educational mission (particularly for senior medical students and residents).”

“The junior recent faculty hires are terrific. It augurs well for continued quality in the department.”

“A new chair was appointed last year who appointed new department staff.”

“Improved classroom facilities generally, particularly with technology, though there remains much to be done, and everyone knows we need more and more varied classroom spaces.”

THEME 3 - Climate Issues: Faculty noted that academic culture has improved, as evidenced by progressively better relationships among colleagues, primarily at the departmental level; improved graduate programs; and gains in faculty diversity (primarily gender, not ethnicity)

“We have a wonderful chairman who is very very supportive. Thus I feel valued and appreciated within my department, but within the medical school I feel undervalued.”

“We have hired a woman faculty member. We have hired two new male faculty in my field, strengthening one of our areas of graduate specialization ... The general climate for women in the college and university has improved. I would credit the ACES grant and program for much of this change and hope that it will continue.”

“My department culture and programs has changed positively. The department is also more organized.”

“A previously fallow department now has a vision to move forward although the resources are currently minimal.”

“A number of administrative policies in the department have been codified in recent years as a result of faculty insistence.”

“Concerns of department office staff about workflow and sharing of responsibilities are finally being voiced to the Chair so that they can be addressed, with new Executive Officer as the staff advocate. Some of the younger faculty are waking up to the fact that the “old guard” will be retired in the next 5 years or so and now they will have to start driving the bus. They are thus starting to speak out and participate more. Department socializing morale seems to be improved, as shown by high turnout at picnics and Department Seminars. The Department Seminar series has come back from the dead, attendance is high, interest is high, the topics are diverse and accessible to all, not just 10 seminars in a row of [topic], for instance. Strong sense of purpose and leadership from the senior graduate students; good mentoring of new grad students by the older ones.”

“Dramatically increased respect for department's research and teaching activities by the college and university, increased attempt to provide better resources for those activities, emergence of a younger cohort of leaders in all departmental activities.”

“The ACES program has provided opportunities with coaching at the level of the faculty and the chair. This has certainly helped the climate since I have been here.”

“The department is passing through a very positive period where all the faculty are pulling together and the atmosphere is friendly and collaborative.”

“Some increased participation of women professionals in governance/administrative issues at my institution.”

THEME 4 – Interdisciplinary Collaboration: Faculty commented on improved mentoring/nurturing of junior faculty; improved recognition of individual achievement, and collaboration across units.

“We have launched a new degree program, created new courses for the SAGES curriculum, entered into new collaborations with other institutions, and have established a formal set of By-Laws that explicitly recognize faculty governance responsibilities in the Department.”

“There has been a positive hire of several professional individuals who have enhanced the educational and overall performance of our department. My colleagues collaborate and work well as a team.”

“There are more opportunities for research collaborations with faculty who have different background or expertise.”

“The Department - where I am a professor - has evolved into an important interdisciplinary factor at this university. The chair is brilliant.”

“A specific positive development at the university level has been an emphasis on interdisciplinary research and initiatives. There is so much talent at the university, and central should continue to facilitate collaborations that can lead to synergistic results. On a more general level, there is a sense that CWRU is getting back on track, and is trending toward realizing its significant potential.”

THEME 5 - University Hospitals-School of Medicine Affiliation Agreement: Very few positive comments were made about this theme. For example,

“Our benefits package (UHMG) is vastly superior to our previous situation in my department.”

Question 2: Please describe the negative changes in the past three years.

THEME 1 – CWRU Leadership: Faculty expressed a low level of confidence in the leadership of the Board of Trustees, and administration at all levels (central administration, deans, and department chairs) is perceived as ineffective. Multiple changes at all levels have been costly in terms of morale and productivity. There is a lack of consequences for faculty and/or administrators who behave improperly or negligently and/or do not fulfill their job responsibilities. For example,

“Before addressing a few of the many problems at CWRU, I should state that our problems are delivered to us by the board of trustees.”

“Weak, ineffective, inbred, and too homogeneous board of trustees.”

“Parade of new presidents and deans is demoralizing.”

“Administration has changed three times in five years. Under the second administration, many things were allowed or shoved under the carpet which would have never been the case at a public institution. We lost good people because of the political whims of a former chair and dean, some that were forced out for no good reason. Unfortunately, this leaves a lasting effect on faculty members.”

“There is essentially zero leadership from the Chair and the general administration (Deans, etc.) has a focus on their own egos and money which in our current financial situation has caused a number of faculty who can move to leave CWRU.”

“The administration wants everyone to get more money but is unwilling or unable to facilitate that process. The research staff is severely understaffed or unresponsive. It is difficult to tell the difference. In [my department] we have no faculty meetings. Our chair is a dictator that has no interest in the opinions of others. While there is no overt discrimination in our department there is a subtle undertone of nonuniform standards that hint at bias in the decision making process and resource allocation.”

“Our department has been left to flounder by this administration. I have no respect for the legal staff or for those in the administration who made promises that they never kept.”

“Department – management by bullying; a growing sense that whatever we do will never be good enough; University – the strains of the administrative turnover and overall financial difficulties has made it difficult to enjoy working at CWRU.”

“[My department chair] doesn't value collaboration, discussion, or exploration. He does not value the opinions of others and doesn't share important information with our staff. We don't discuss goals at the beginning of each year, and our review process is a joke.”

THEME 2 - CWRU's Financial Situation: Faculty perceived the budget constraints of the past three years as having far-reaching, long-term consequences that pervade all aspects of the University's campus climate. The consequences are manifested in inadequate support for teaching, research and scholarly activities; low faculty and staff salaries; and insufficient support for current infrastructure or improvements in infrastructure. For example,

“Lack of hiring at all and lack of hiring entry level faculty in particular. Emphasis on finances with implication that we are not working hard enough. Failure to invest in positive areas (new hires) and in meaningful amounts.”

“The Dean quit, chairs quit, faculty quit, the graduate programs cut in size, the Chairs are marginalized politically, we have a new Dean obsessed with money but not vision, and administratively we are lurching far too slowly into the 21st century. Most departments don't seem to run well financially, many chairs seem very out of touch, we don't have infrastructure and policy to make simple decisions. It's frustrating. I feel the University "doesn't like" the [Name omitted] school. Current financial woes are driving people further apart. The departments have lost earlier collegiality and are now competing with each other for resources. Faculty are doing what they do best, writing grants and doing research, and nothing else outside themselves. We are demoralized and feel devalued. “

“The financial climate at Case since I arrived has inhibited creativity on the part of administrators.”

“The financial crisis is having a devastating effect on the research activities in the department. The number of graduate students is dwindling as faculty can no longer afford to take on graduate students. Teaching activities are reduced as well. Classes are cancelled because there are not enough graduate students to enroll in the courses. Research activities are curtailed due to lack of funding. We cannot afford to invite out-of-town speakers for our weekly seminar. All this creates a gloomy atmosphere that has led to the departure of half the faculty in my department. Some faculty moved to other institutions and others opted for retirement.”

“... impasse of financial restrictions provide a significant drag on the wellbeing of the university, limit recruitments, make commitments impossible to keep without readjustment and loss of faith and loss of direction as a national leading institution. Loss of key faculty who felt abandoned and felt that there was a limited future in research here.”

“My primary complaints are not new but chronic: 1. I'm dissatisfied with our national competitiveness for graduate students. 2. I still feel the humanities are insufficiently valued at the university, and feel that very few administrators, or for that matter faculty in other fields, appreciate the toll this takes on the humanities faculty. 3. None of my friends at other institutions are trying to run academic programs, undergraduate or graduate, with such a low resource base. It's very tiring.”

THEME 3 - Climate Issues: Faculty expressed a number of concerns about maintaining the quality of academics and teaching. The increase in student enrollment without increases in faculty and staff resources has produced stress, as have the implementations of the SAGES program and the School of Medicine's new curriculum. Concerns focused on maintaining the quality of academic offerings and the allocation of workload were also expressed. Difficulties related to gender bias still exist; and faculty members perceive that they are under-valued. For example,

“There is an increasing burden placed on faculty to respond to oversight and compliance within and outside of the university.”

“Lack of child care facilities remains an ongoing problem and sends a message that the university remains insensitive to families, especially those where both partners are working long hours each day.”

“Too little heed paid to the value of outstanding programs that took decades to build and were destroyed in a few months or years by lack of support or exposure to institutional conflicts.”

“The sexism in the department continues, especially among the full professors who are all male.”

“The working conditions of teaching have declined because of the ill-considered rush to full implementation of SAGES without any concomitant expansion of the faculty as promised. The stress level of teaching is enormously increased.”

“The budget is still a mess. Teaching burden increases as number of students has grown faster than faculty. [Department] got more and more irritating for a while, though I guess there's nothing new in the past few months.”

“Further schisms between science and humanities faculty. Department chair is biased and openly questions the direction of my research .”

“The new [School name omitted] curriculum is a disaster - students are on our rotation for such a short time we cannot educate or evaluate them; there seems to be no plan for how to improve these major problems. I don't have a sense of educational leadership at the [Name omitted] school; I don't feel as connected to the School as I did in prior years; (I have never felt connected to the University).”

“The decision to take clinical faculty off the tenure track is one of the worst moves I have seen the Case administration make in my time here---very poorly received by the academic medical school faculty at UH”

“(There is a) lack of awareness by the University of the presence and role of faculty at the [Name omitted] in regard to status, benefits, and intellectual value.”

“CWRU's (Can We Relegate Unlimitedly) disease comes down to values. The University changes the arrangement of its name, publishes expensive publicity brochures, remodels and rebuilds at great expense, wastes money (at one point and maybe still) on 16 vice presidents and their staffs, plans new real estate development, etc. while ignoring the support of faculty and students. As one member of the faculty (from a school different from the...school where I work) put it, CWRU needs a cultural revolution. The majority of the administrators at CWRU care little about (a) the quality of their work or (b) about serving faculty. Faculty and student time is wasted because most administrators and most secretaries do not answer their phones.”

THEME 4 – Interdisciplinary Collaboration: There were no negative comments about this theme.

THEME 5 - University Hospitals-School of Medicine Affiliation Agreement: Faculty described the far-reaching consequences of the difficult or adversarial relationship between CWRU and University Hospitals of Cleveland (UH). Both basic science and clinical faculty expressed that their contributions have been under-valued and their futures are uncertain. For example,

“The transition to UHMG has been very stressful and we were given little information/notice along the way. Even now (with the deadline for benefits selection upon us) I have no guarantee of salary or benefits from the Case portion.....I feel the disorganized UHMG transition for faculty disrespected us and made many of us dissatisfied with our School and UH.”

“Coercive contract "negotiations" by the UHMG change-over that continue to have a ripple effect on commitment and motivation”

“I came to work at Case as a clinical faculty solely due to the opportunity to be a clinician within an academic medical center. I now feel that the climate that has been created by the shift of clinical faculty to UHMG is one that excludes any sense of belonging to an academic medical center. Essentially at times I feel like all we are to the School of Medicine is a cost. I no longer feel like I am a part of an academic medical center. I no longer feel like I am a valued member of the Case community. I might as well be in private practice somewhere. There is absolutely no support for clinical faculty to have time to pursue academic growth, no time to write research papers, conduct research, or write grants. I feel ostracized by the School of Medicine as someone who has been a burden, a source of the large debt they are in. I regret that I came to Case.”

“Metro has become increasingly isolated from CWRU in recent years. We are very proud of our faculty status at Case and do a disproportionate share of the teaching in the preclinical years and the Metro clerkships are sought after by the CWRU students. It is difficult to continue this role when our contributions are disparaged and our affiliation status cast into uncertainty. CWRU needs to take active steps to rebuild a positive relationship with the Metro faculty.”

“The ‘agreement’ between UH and Case SOM has marginalized the faculty at Metro.”

“The new UHMG, whether the final outcome is good or bad, was terribly mis-managed. “

“[Department name omitted] leadership has been minimal over the past two years, particularly with regard to communicating to faculty members about the transition to UHMG. The transition of faculty to UHMG has largely been bungled. There has been poor planning on the part of Case and UHHS as to how staff and infrastructure will be positioned to continue to foster the academic mission of the Medical School. The economics of

physician salaries, staff salaries, and operationalizing of the division in grant administration between the newly separated operations is nothing less than a nightmare.”

“The new UH practice plan in (Specialty deleted) has disrupted the sense that the PhD's in clinical departments are needed or even wanted.”

“Change in hospital faculty plan at UH done in secrecy and forced on med school faculty with zero (ZERO!) assistance from SOM for faculty in ensuring a fair deal (which did NOT happen). Hospital now ending support for all clinical research and SOM silent. SOM not doing anything to ensure that hospital computer system will be amenable for clinical research, ensuring that UH IRB is adequately, funded and staffed to allow research protocols to get approved in a timely manner, to facilitate research across clinical divisions, ensure investigators have access to biostatistical support, etc etc etc. Zero support from SOM for clinical research.”

“The UHMG (University Hospitals) split in salaries and administration from CWRU has been very negative in every way. Especially affecting morale and causing major dissatisfaction among those doing research in clinical departments. This will affect recruitment of good junior faculty.”

Question 3: Is there anything else you would like to tell us?

The comments in this section echoed or enlarged upon the themes of the previous two questions. Examples of responses to this question are presented below for each of the five themes.

THEME 1 - CWRU Leadership:

“Top down administration is ineffective. There are too many clueless folks making decisions that they are not qualified to make. The problem is not that they are clueless. Rather it is that they fail to seek the wisdom and input of others.”

“While it is true that we have had a positive change in leadership, there needs to be more concern given to transparency within the University.”

“I feel this survey is a good start in the fact it is FINALLY an opportunity to voice our opinion on some of the craziness that is happening in our department. Unfortunately I feel it is too little too late as so many people, good people, are ready to leave the university or have already left the university. My hope is that with this survey it brings to light some of the major issues that we have within the department that directly relate to our department chair. We have had so much turnover in the past two years - 9 people that I can think of off the top of my head. Even more interesting is 6 of those have been females. I find it interesting that this hasn't sparked someone's interest already as to why so many people are leaving this department. It is obvious through campus attitude that [department name deleted] is not a priority on campus, but it would be nice if someone would look into what is going on over here and try to help restore what used to be a good thing.”

“The top level administrators need to be proactive in restoring and enhancing the climate of the campus. this means moving from lip service to actualization, funding, and institutionalization of effective programs in terms of 1) diversity at all levels of the university; for instance, why can't the university keep faculty of color here or build a critical mass in departments and units throughout the university? My feeling is that it's a good job, but not a very hospitable place, 2) faculty recruitment/retention with regard to salary/resource competitiveness; this includes salary compression issues, 3) lure a student body that is both diverse in terms of traditional measures (race, economics, gender, ethnicity), and major and disciplinary interest. Overall the board of trustees (not all members, but it seems top leadership), don't enhance the campus climate. At times, they seem an impediment in terms of understanding the needs of a scholarly research university vs. a corporation. Moreover, they seem to maintain the white male business status quo even when suggesting they are for inclusion (of faculty in university processes or diversity in terms of the university body).”

THEME 2 - CWRU's Financial Situation:

“The University is getting perilously close to a tipping point. Unintended consequences of the budget situation have reduced staff size and slowed faculty replacement. I am especially concerned about the ability of Departments to allow junior faculty to develop.”

“The facilities and support for research in the [School name omitted] at Case are well below par, and to my knowledge have been for a very long time. Support for technical personnel, startup packages, and salary are fair to abysmal. A strong commitment to supporting and keeping successful faculty appears to be missing.”

“Case is now highly dysfunctional - functioning more like a bordello than a University. The faculty, and particularly the Clinical faculty, have been almost entirely dis-enfranchised. The attitude seems to be that as long as we can pay the bills we can stay, but that's it. Financial matters aside, I have significant concerns about the long term viability of this University in the current atmosphere. And this is a shame, because there are still plenty of good faculty here, and it could be a terrific place to work. This is more than a quiet crisis. I hope this survey can instigate positive changes.”

“Lack of funding for graduate students is a huge problem in our department and greatly increases my day-to-day stress level in many ways.”

“CWRU needs to do something about daycare; it's my number one issue. CWRU is not competitive in the IT support it offers its faculty. If CWRU wants to compete with Wash U, Chicago and Johns Hopkins, it needs to expand its humanities and social sciences, among other areas.”

“Faculty morale is near an all-time low. This is because of three major factors: 1) No or very low pay raises for 2 consecutive years when our salaries were already the lowest of our peer institutions. It seems as if there is no reward mechanism in place - the faculty can do a great job, be productive and successful but the institution doesn't reward the effort at all. 2)

What is perceived to be a 'bait and switch' by the administration during the implementation of SAGES. We voted for SAGES in order to increase the size of the faculty; the increased teaching and advising materialized but the additional faculty lines did not. As a consequence there is more demand on the faculty with no additional resources to help. The net result has been the disappearance of the extra courses that the faculty like to teach and that provide students with choices and breadth. 3) Inferior facilities and instrumentation. It is not possible to aspire to be a top nationally recognized institution when we have outdated or no modern instrumentation and facilities to compete. Likewise, our start-up packages are far inferior to those at the top schools like Yale and CalTech and are more like those at much lower-ranked institutions, such as the University of Toledo."

THEME 3 - Climate Issues:

"A lot of people in my department and unit seem negative or jaded. It would be nice if the overall feeling of being here were positive. A lot of the negativity which people have expressed appears to be directed at the administration and its lack of listening to faculty. Also toward the infrastructure, which can be unnecessarily bureaucratic or unhelpful, with a lack of organized support staff."

"Retention of existing faculty in the [School name omitted] should be of utmost importance. Yes, recruitment is important, but retention is crucial. I have felt that this has been lacking for many years. New recruits get everything while established faculty are neglected and work in substandard conditions."

"We need administrators that hold people accountable for their actions, whether the actions are good or bad. We need more of a reward system for people who are actively working for positive change at the university. We need to have top administrators showing that they value diversity and family-friendly policies by allocating resources and implementing activities towards those goals. We need the Board to learn about the needs of academia and treat the university faculty with respect. We need department chairs to learn how to lead effectively and fairly. We need more focus on faculty and staff development-- the morale here is very poor."

"Although we TALK a lot at Case about Mentoring other women and ethnic/racial minority faculty, I haven't seen it in action yet, in my case, at least."

"Overall, I feel very supported as a junior faculty member at Case and am very happy to be here. My mentor, chair, and dean are supportive. My major problems have been with the lack of university-related child care, and the limitations on helping my (non-academic) spouse to find a job in the Cleveland area. We are currently commuting 2500 miles apart."

"Overall, it's a University and a school of which to be proud."

"Women are routinely and openly discriminated against in regards to pay and promotion."

“The Administration needs to deal with misbehaving and/or incompetent faculty members in a more direct and professional manner rather than simply turning a blind eye. Misbehaving faculty members can sabotage and poison a department while the university administration looks the other way because they're afraid of difficulty. The students suffer the most in these situations.”

THEME 4 –Interdisciplinary Collaboration:

“Multidisciplinary research is the way of the future. It is necessary to be more open to other disciplines and to respect each others differences.”

“Lack of coordination between departments/units with shared interest means that the university does not capitalize as effectively as it might on existing strengths. The ethos of 'each tub on its own bottom', which permeates campus culture, has proven to be destructive - - discouraging cooperation. I find this university, on many occasions, to be a dispiriting place to work -- in many cases because the problems seems so large, intractable, and perhaps unsolvable -- at least given the slow pace of change demonstrated over the past 4 years (and, one could plausibly argue, the movement backwards rather than forwards). Perhaps the larger framework could be tolerated better if my individual work environment (office, department) was better, but it is not. My most encouraging moments at the university have been outside my primary work unit-- the department-- in interdisciplinary activities (UCITE, Freedman Center, Baker Nord Center for the Humanities)-- I think these endeavors should be strongly supported.”

“Basic scientists in clinical departments are not supported financially. This is a real problem, since the basic scientist also can't do 'clinical' work to be supported either. Yet, being part of a clinical department is a good fit, if supported, since the clinical and basic faculty could learn so much from each other about their 'common' human disease from which they both aspire to cure.”

THEME 5 - University Hospitals-School of Medicine Affiliation Agreement:

“The affiliation agreement between Case and UH needs some serious attention.”

“The lack of transparency (e.g., secret contract with the Cleveland Clinic) and communication on the part of the University and medical school administration in the past has lead to a deteriorating climate at the School of Medicine, particularly in the last 3 years. Outside colleagues told us that CWRU SOM is known as a school from which it is particularly easy to recruit faculty.”

CONCLUSIONS

The overall conclusions from the 2007 Faculty Climate Survey are presented below:

1. *CWRU faculty members report a positive climate as reflected by:*

- Moderate satisfaction with community and academic dimensions of campus life
- Positive relationships with peers and administration
- Moderate support for work-life integration
- Positive quality of collegueship and support in their primary units
- Moderately effective leadership in their primary units
- Feelings of high value and inclusion in their primary units
- Low sense of pressure and restrictions
- Moderate informal mentoring within and outside the University.

CWRU faculty also:

- Perceive that recent transitions in University administration are hopeful and encouraging
- Perceive problems with leadership at all University levels involving the lack of transparency, fairness, trust and vision
- Perceive that resources, infrastructure and supports have declined in the past three years
- Perceive that academic standards and culture have declined
- Perceive that rewards are not commensurate with their overall contributions
- Feel undervalued and disconnected from university-wide initiatives
- Perceive a difficult or adversarial relationship stemming from the financial and work agreements between CWRU and University Hospitals of Cleveland.

2. *Faculty climate has declined on certain key aspects and improved on others since 2004.*

Average ratings are significantly lower on the preponderance of comparable items in 2007 as compared with 2004 (including items on satisfaction with community and academic dimensions, quality of relationships within the campus community, quality of collegueship and support in the primary unit, and effectiveness of the primary unit head) except for items reflecting supports for faculty work-life integration which are significantly higher in 2007 as compared with 2004.

3. *Faculty climate is consistently influenced by the School/College.* Significant differences among Schools/College exist on the preponderance of factors and items analyzed.

4. *Primary unit heads (deans and chairs) are critical agents in the development and maintenance of productive and collegial workplaces, and an engaged faculty community.*

5. *Faculty members experience the highest stress from securing funding for research and scholarship, and from scholarly productivity.* Female faculty members report higher stress from scholarly productivity and advising responsibilities than do male faculty members.

6. *Attention to the career development of longtime faculty members, particularly Associate Professors, is needed.* Assistant Professors are the most satisfied with their compensation and professional development, and receive the most mentoring from within the University. Associate Professors report feeling the least sense of value and inclusion in their primary units and the least

satisfaction with administrative support for research and teaching. Professors report the least stress from teaching responsibilities and review and promotion processes, and the least sense of pressure and restrictions.

7. Informal mentoring from within and outside the university remains moderate while formal mentoring within and outside the University remains low.

8. CWRU has improved certain key aspects of the climate for women faculty. In the 2004 Faculty Climate Survey, women faculty in comparison to men faculty reported lower community and job satisfaction, lower ratings of the leadership effectiveness of their primary unit head, and lower resources and supports for academic performance from their primary unit head. These significant differences disappeared in the 2007 survey. However, similar to 2004, the current survey revealed that female faculty members, in comparison with male faculty members, continue to report lower ratings of value and inclusion in their primary unit, higher ratings that gender and race make a difference in how faculty are treated in their primary unit, and a greater sense of pressure and restrictions.

RECOMMENDATIONS

The quantitative and qualitative data from this survey represent a range of faculty perspectives and depict a common interest in enhancing the climate at Case. Based on the results of this analysis, the Resource Equity Committee recommends the following actions to continue the process of development throughout the University environment.

Primary Unit (School/College or Department) Level:

1. *Leadership Development:* Create a Leadership Institute for managerial and leadership enhancement of department chairs and school/college deans, associate deans and assistant deans.
2. *Faculty Mentoring and Development:* Improve formal and informal mentoring of pre-tenure faculty (Instructors and Assistant Professors) within each primary unit. Prioritize the mentoring, support, and development of Associate Professors. Provide academic career coaching for new or transitioning faculty, and executive leadership development coaching for Professors.
3. *Climate Improvements:* Continue to improve the day-to-day academic experience of faculty within the primary unit as follows:
 - e. Enhance the quality of collegueship and the overall experience of inclusion in the primary unit.
 - f. Enforce zero-tolerance for faculty misbehavior and incivility.
 - g. Improve the fair allocation of assignments, resources, and supports to advance academic performance, and make these decision processes transparent.
 - h. Continue efforts to support and improve faculty work-life integration.

University Administration Level:

4. *Leadership Accountability:* Increase the accountability of primary unit heads (deans and chairs) for leadership of an engaged faculty community and creation of a productive and inclusive academic culture that excels in the integrity of and respect for all members. Require regular evaluations of School/College deans and department chairs by faculty.
5. *Enhancements in Campus Resources and Infrastructure to Specifically Support the Academic Enterprise:* Continue to prioritize the generation of resources to support research, scholarship and teaching activities since these are critical to faculty perceptions of University climate.
6. *Extension to Staff and Students:* Undertake efforts to survey staff and students about their experiences of campus community and climate.

Appendix I
Factor Structure with Item Averages and Standard Deviations for the Whole Sample

1. Satisfaction with Community and Academic Dimensions

Question: Please indicate how satisfied you are with each of the following dimensions of your professional life. 1 = strongly dissatisfied, 2 = somewhat dissatisfied, 3 = somewhat satisfied, 4 = strongly satisfied. (N = 325; Overall $\alpha = .93$)

Factor 1: Community and Job Satisfaction (N = 556; $\alpha = .89$)

Items:

- g. Overall experience of collegiality in your primary unit
- h. Overall experience of being a faculty member in your primary unit
- i. Opportunities to collaborate with faculty in your primary unit
- j. Overall work environment
- k. Mentoring you have received in your primary unit
- l. Overall experience of community at Case

Factor 1: Community and Job Satisfaction	N	Item Mean	SD
Overall experience of collegiality in your primary unit	597	2.95	1.02
Overall experience of being a faculty member in your primary unit	597	2.86	.97
Opportunities to collaborate with faculty in your primary unit	596	3.04	.91
Overall work environment	590	2.77	.91
Mentoring you have received in your primary unit	570	2.52	1.05
Overall experience of community at Case	598	2.76	.82

Factor 2: Administrative support for research and teaching (N = 498; $\alpha = .83$)

Items:

- e. Support for securing grants
- f. Other resources to support research
- g. Technical and research staff
- h. Clerical and administrative staff

Factor 2: Administrative support for research and teaching	N	Item Mean	SD
Support for securing grants	546	2.26	.97
Other resources to support research	543	2.27	.98
Technical and research staff	531	2.87	.91
Clerical and administrative staff	593	2.69	1.01

Factor 3: Workload Responsibilities (N = 460; $\alpha = .79$)

Items:

- g. Advising responsibilities
- h. Teaching responsibilities
- i. Access to teaching assistants
- j. Committee and administrative responsibilities
- k. Time for scholarly work
- l. Quality of graduate students

Factor 3: Workload Responsibilities	N	Item Mean	SD
Advising responsibilities	560	2.95	.82
Teaching responsibilities	587	3.16	.80
Access to teaching assistants	501	2.41	.98
Committee and administrative responsibilities	585	2.74	.82
Time for scholarly work	581	2.43	.93
Quality of graduate students	541	2.84	.87

Factor 4: Compensation and Professional Development (N = 458; $\alpha = .80$)

Items:

- f. Benefits
- g. Start-up packages
- h. Salary
- i. Professional development opportunities
- j. Mentoring you have received within the university

Factor 4: Compensation and Professional Development	N	Item Mean	SD
Benefits	595	2.85	.86
Start-up packages	479	2.43	1.02
Salary	595	2.47	.97
Professional development opportunities	582	2.63	.91
Mentoring you have received within the university	555	2.27	.98

Factor 5: Computer and Library Resources (N = 560; $\alpha = .72$)

Items:

- d. Computer resources
- e. Library resources
- f. Computing support staff

Factor 5: Computer and Library Resources	N	Item Mean	SD
Computer resources	587	3.10	.86
Library resources	579	3.18	.82
Computing support staff	580	2.75	.99

Factor 6: Space (N = 475; $\alpha = .73$)

Items:

- d. Lab or research space
- e. Office space
- f. Classroom space

Factor 6: Space	N	Item Mean	SD
Lab or research space	499	2.88	.95
Office space	591	3.19	.92
Classroom space	555	2.96	.86

2. Sources of Stress

Question: Please indicate the extent to which each of the following has been a source of stress for you over the past twelve months. 1 = not at all, 2 = somewhat, 3 = extensive, 4 = not applicable.

Items for this question will be considered separately:

- a. Timing of departmental meetings and functions
- b. Managing a research group or grant (e.g. finances, personnel)
- c. Securing funding for research
- d. Scholarly productivity
- e. Teaching responsibilities
- f. Advising responsibilities
- g. Committee and/or administrative responsibilities
- h. Review/promotion process
- i. Departmental or campus politics
- j. Your health
- k. Care of someone who is ill, disabled, aging, and/or in need of special services
- l. Employment situation of your spouse/partner
- m. Child care

	N	Item Mean	SD
Timing of departmental meetings and functions	575	1.65	.66
Managing a research group or grant (e.g. finances, personnel)	445	2.10	.74
Securing funding for research	465	2.38	.70
Scholarly productivity	559	2.20	.68
Teaching responsibilities	577	1.83	.68
Advising responsibilities	553	1.63	.68
Committee and/or administrative responsibilities	571	1.87	.70
Review/promotion process	491	1.90	.80
Departmental or campus politics	574	2.14	.79

Your health	570	1.50	.66
Care of someone who is ill, disabled, aging, and/or in need of special services	475	1.48	.71
Employment situation of your spouse/partner	494	1.50	.69
Child care	402	1.50	.73

3. **Quality of Collegueship and Support in Primary Unit**

Question: Please rate the following statements about interactions within your primary unit. Please consider your department as your primary unit, otherwise refer to your school as your primary unit. 1 = strongly disagree, 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree. (N = 502; Overall $\alpha = .65$)

Factor 1: Sense of Being Valued and Included as a Colleague in Primary Unit (N = 546; $\alpha = .94$)

Items:

- j. Colleagues in my primary unit interact positively with me
- k. Colleagues in my primary unit solicit my opinions
- l. Colleagues in my primary unit value my work
- m. My department/unit is a good fit for me
- n. Colleagues in my primary unit provide me feedback
- o. I am comfortable asking my colleagues about performance expectations
- p. Colleagues in my primary unit can be trusted
- q. I solicit my colleagues' advice about or assistance with my research activities
- r. Colleagues in my primary unit include me in social events and activities

Factor 1: Sense of Being Valued and Included as a Colleague in Primary Unit	N	Item Mean	SD
Colleagues in my primary unit interact positively with me	597	3.28	.82
Colleagues in my primary unit solicit my opinions	594	3.03	.92
Colleagues in my primary unit value my work	599	3.06	.92
My department/unit is a good fit for me	595	3.08	.99
Colleagues in my primary unit provide me feedback	593	2.74	.95
I am comfortable asking my colleagues about performance expectations	587	2.96	.94
Colleagues in my primary unit can be trusted	596	3.03	.95
I solicit my colleagues' advice about or assistance with my research activities	574	3.05	.88
Colleagues in my primary unit include me in social events and activities	594	3.03	.95

Factor 2: Gender and Race Make a Difference (N = 567; $\alpha = .89$)

Items:

- e. Race or ethnicity makes a difference in access to resources for faculty in my primary unit
- f. Race or ethnicity makes a difference in everyday interactions with colleagues in my primary unit

- g. Gender makes a difference in access to resources for faculty in my primary unit
- h. Gender makes a difference in everyday interactions with colleagues in my primary unit

Factor 2: Gender and Race Make a Difference	N	Item Mean	SD
Race or ethnicity makes a difference in access to resources for faculty in my primary unit	577	1.51	.83
Race or ethnicity makes a difference in everyday interactions with colleagues in my primary unit	581	1.66	.92
Gender makes a difference in access to resources for faculty in my primary unit	583	1.64	.92
Gender makes a difference in everyday interactions with colleagues in my primary unit	592	1.87	1.03

Factor 3: Sense of Pressure and Restrictions (N = 582; $\alpha = .84$)

Items:

- e. I feel pressure to change my work habits to gain the respect of colleagues in my primary unit
- f. I feel pressure to change my work interests in order to affect my tenure/promotion/evaluation
- g. I have to work harder than my colleagues to be perceived as a legitimate scholar
- h. I constantly feel under scrutiny by colleagues in my primary unit

Factor 3: Sense of Pressure and Restrictions	N	Item Mean	SD
I feel pressure to change my work habits to gain the respect of colleagues in my primary unit	595	1.79	.92
I feel pressure to change my work interests in order to affect my tenure/promotion/evaluation	590	2.04	1.07
I have to work harder than my colleagues to be perceived as a legitimate scholar	595	2.02	1.02
I constantly feel under scrutiny by colleagues in my primary unit	597	1.91	.89

The final two items are considered separately:

- a. Colleagues in my primary unit consider female faculty who have children to be less committed to their careers.
- b. Colleagues in my primary unit consider male faculty who have children to be less committed to their careers.

	N	Item Mean	SD
Colleagues in my primary unit consider female faculty who have children to be less committed to their careers.	586	1.69	.94
Colleagues in my primary unit consider male faculty who have children to be less committed to their careers.	586	1.31	.58

4. Effectiveness of Primary Unit Head

Question: Please rate the following statements regarding the head (chair/dean) of your primary unit (department/school). 1 = strongly disagree, 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree. (*One factor only*: N = 480; Overall $\alpha = .97$)

Items:

- r. Creates a cooperative and supportive environment
- s. Is open to constructive criticism
- t. Treats faculty in an even-handed way
- u. Handles disputes/problems effectively
- v. Is an effective administrator
- w. Articulates a clear vision
- x. Articulates clear criteria for allocation of resources
- y. Honors agreements
- z. Gives me useful feedback about my performance
- aa. Communicates consistently with faculty
- bb. Involves me in relevant decision-making processes
- cc. Helps me obtain the resources I need
- dd. Articulates clear criteria for tenure/promotion/ evaluation
- ee. Values my mentoring of others
- ff. Is a mentor to me
- gg. Maintains high academic standards
- hh. Shows commitment to diversity

Factor 1: Effectiveness of Primary Unit Head	N	Item Mean	SD
Creates a cooperative and supportive environment	586	2.80	1.11
Is open to constructive criticism	579	2.73	1.10
Treats faculty in an even-handed way	583	2.84	1.13
Handles disputes/problems effectively	574	2.70	1.06
Is an effective administrator	587	2.73	1.11
Articulates a clear vision	584	2.57	1.11
Articulates clear criteria for allocation of resources	564	2.44	1.05
Honors agreements	573	3.10	1.01
Gives me useful feedback about my performance	574	2.66	1.05
Communicates consistently with faculty	587	2.63	1.09
Involves me in relevant decision-making processes	577	2.63	1.14
Helps me obtain the resources I need	574	2.65	1.04
Articulates clear criteria for tenure/promotion/ evaluation	579	2.79	1.06
Values my mentoring of others	557	2.81	1.04
Is a mentor to me	568	2.28	1.14
Maintains high academic standards	585	3.16	.95
Shows commitment to diversity	569	3.20	.93

5. Support for Work/Life Integration

Question: Please rate the extent to which your primary unit supports the following career-relevant issues. 1 = not at all, 2 = minimal, 3 = moderate, 4 = extensive. (*One factor only*: N = 427; Overall $\alpha = .88$)

Items:

- h. Flexibility regarding family responsibilities
- i. Health accommodations
- j. Child care
- k. Family leave
- l. Tenure clock adjustment
- m. Sabbatical leave
- n. Partner/spousal hiring

Factor 1: Support for Work/Life Integration	N	Item Mean	SD
Flexibility regarding family responsibilities	522	3.09	.79
Health accommodations	500	3.14	.78
Child care	504	2.65	1.02
Family leave	513	2.99	.85
Tenure clock adjustment	482	2.85	.91
Sabbatical leave	494	2.85	.91
Partner/spousal hiring	490	2.62	.99

6. Mentoring

Question: Please rate the following items regarding mentoring, which is defined as advice or counsel on scholarly or career issues, or sponsorship or advocacy on your behalf. 1 = not at all, 2 = minimal, 3 = moderate, 4 = extensive, 5 = not applicable. (N = 508; Overall $\alpha = .70$)

Factor 1: Mentoring Within the University (N = 543; $\alpha = .84$)

Items:

- d. To what extent do you feel as though you have received effective mentoring?
- e. To what extent do you receive informal mentoring within the University?
- f. To what extent do you receive formal mentoring within the University?

Factor 1: Mentoring Within the University	N	Item Mean	SD
To what extent do you feel as though you have received effective mentoring?	567	2.34	.98
To what extent do you receive informal mentoring within the University?	566	2.45	.91
To what extent do you receive formal mentoring within the University?	554	1.84	.92

Factor 2: Mentoring Outside the University (N = 544; $\alpha = .78$)

Items:

- c. To what extent do you receive informal mentoring outside of the University?
- d. To what extent do you receive formal mentoring outside of the University?

Factor 2: Mentoring Outside the University	N	Item Mean	SD
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To what extent do you receive informal mentoring outside of the University?	558	2.44	1.01
To what extent do you receive formal mentoring outside of the University?	553	1.88	.99

Final item did not load on either factor:

- e. To what extent have you served as a mentor for another faculty member?

	N	Item Mean	SD
To what extent have you served as a mentor for another faculty member?	565	2.74	1.00

7. Quality of Relationships within the Campus Community

Question: Please indicate your level of agreement with each of the following statements regarding the Case campus community as a whole. 1 = strongly disagree, 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree. (N = 545; $\alpha = .50$)

Factor 1: Lack of Acceptance of Diversity (N = 566; $\alpha = .87$)

Items:

- e. Racist or xenophobic attitudes are present in faculty gatherings at Case
- f. Sexist attitudes are present in faculty gatherings at Case
- g. Ageist attitudes are present in faculty gatherings at Case
- h. Faculty at Case have a condescending attitude towards persons from other countries

Factor 1: Lack of Acceptance of Diversity	N	Item Mean	SD
Racist or xenophobic attitudes are present in faculty gatherings at Case	578	1.63	.85
Sexist attitudes are present in faculty gatherings at Case	584	1.79	.92
Ageist attitudes are present in faculty gatherings at Case	575	1.69	.87
Faculty at Case have a condescending attitude towards persons from other countries	581	1.62	.81

Factor 2: Respectful Relationships Among Faculty and with Administrators (N = 567; $\alpha = .64$)

Items:

- c. Faculty at Case are treated with respect by campus administrators
- d. Faculty at Case respect each other

Factor 2: Respectful Relationships Among Faculty and Administrators	N	Item Mean	SD
Faculty at Case are treated with respect by campus administrators	570	2.59	.95
Faculty at Case respect each other	588	3.07	.78

**Appendix 2:
Item Averages by School/College – Whole Sample**

1. Satisfaction with Community and Academic Dimensions

Factor 1: Community and Job Satisfaction

Item	School	N	Mean	SD
q1b Overall experience of collegiality in your primary unit (department/school)	1 Case School of Engineering	45	2.87	0.97
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.71	1.21
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.30	0.82
	4 Frances Payne Bolton School of Nursing	35	3.49	0.74
	5 Mandel School of Applied Social Sciences	16	3.13	0.89
	6 Physical Education & Athletics	13	2.38	0.87
	7 School of Dental Medicine	30	3.33	0.92
	8 School of Law	26	2.73	0.83
	9 School of Medicine - Basic Sciences	109	2.88	0.97
	10 School of Medicine - Clinical	168	2.94	1.02
	11 Weatherhead School of Management	19	2.84	1.17
q1c Overall experience of being a faculty member in your primary unit (department/school)	1 Case School of Engineering	44	2.84	0.94
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.61	1.06
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.03	0.80
	4 Frances Payne Bolton School of Nursing	34	3.56	0.56
	5 Mandel School of Applied Social Sciences	16	3.00	0.73
	6 Physical Education & Athletics	13	2.54	0.88
	7 School of Dental Medicine	30	3.37	0.93
	8 School of Law	26	2.92	0.98
	9 School of Medicine - Basic Sciences	109	2.72	1.01
	10 School of Medicine - Clinical	170	2.84	0.98
	11 Weatherhead School of Management	19	2.79	0.92
q1e Opportunities to collaborate with faculty in your primary unit (department/school)	1 Case School of Engineering	45	3.36	0.83
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.67	0.93
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.13	0.94
	4 Frances Payne Bolton School of Nursing	35	3.31	0.83
	5 Mandel School of Applied Social Sciences	16	3.13	0.96
	6 Physical Education & Athletics	13	2.69	1.11
	7 School of Dental Medicine	30	3.47	0.73
	8 School of Law	26	3.19	0.75
	9 School of Medicine - Basic Sciences	108	3.00	0.90
	10 School of Medicine - Clinical	169	2.98	0.90
	11 Weatherhead School of Management	19	2.95	0.97
q1d Overall work environment	1 Case School of Engineering	44	2.59	0.84
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	2.53	0.90
	3 College of Arts & Sciences - Math and Natural Sciences	39	2.92	0.74
	4 Frances Payne Bolton School of Nursing	35	3.29	0.62
	5 Mandel School of Applied Social Sciences	15	3.00	0.85
	6 Physical Education & Athletics	13	2.69	1.11
	7 School of Dental Medicine	30	3.40	0.93
	8 School of Law	26	2.88	0.86
	9 School of Medicine - Basic Sciences	107	2.58	0.97
	10 School of Medicine - Clinical	169	2.79	0.91
	11 Weatherhead School of Management	19	2.74	0.93
q2p Mentoring you have received	1 Case School of Engineering	43	2.23	1.04

in your primary unit (department/school)	2	College of Arts & Sciences - Arts, Humanities, Social Science	83	2.37	1.04
	3	College of Arts & Sciences - Math and Natural Sciences	37	2.76	0.89
	4	Frances Payne Bolton School of Nursing	35	3.31	0.87
	5	Mandel School of Applied Social Sciences	15	2.60	0.83
	6	Physical Education & Athletics	13	2.15	1.14
	7	School of Dental Medicine	29	2.79	1.11
	8	School of Law	25	2.60	0.76
	9	School of Medicine - Basic Sciences	101	2.51	1.05
	10	School of Medicine - Clinical	166	2.42	1.10
	11	Weatherhead School of Management	17	2.59	0.94
	q1a Overall experience of community at Case	1	Case School of Engineering	44	2.57
2		College of Arts & Sciences - Arts, Humanities, Social Science	89	2.62	0.80
3		College of Arts & Sciences - Math and Natural Sciences	40	2.83	0.71
4		Frances Payne Bolton School of Nursing	35	3.29	0.62
5		Mandel School of Applied Social Sciences	16	2.88	0.72
6		Physical Education & Athletics	13	3.00	0.58
7		School of Dental Medicine	30	3.37	0.89
8		School of Law	26	3.08	0.63
9		School of Medicine - Basic Sciences	109	2.71	0.77
10		School of Medicine - Clinical	170	2.61	0.85
11		Weatherhead School of Management	19	2.79	0.79

Factor 2: Administrative support for research and teaching

Item	School	N	Mean	SD	
q2j Support for securing grants	1	Case School of Engineering	45	1.91	0.82
	2	College of Arts & Sciences - Arts, Humanities, Social Science	85	2.14	0.91
	3	College of Arts & Sciences - Math and Natural Sciences	38	2.21	0.93
	4	Frances Payne Bolton School of Nursing	31	3.55	0.77
	5	Mandel School of Applied Social Sciences	15	2.53	1.06
	6	Physical Education & Athletics	5	2.80	1.10
	7	School of Dental Medicine	24	2.75	0.94
	8	School of Law	20	2.45	0.89
	9	School of Medicine - Basic Sciences	108	2.14	0.94
	10	School of Medicine - Clinical	150	2.15	0.92
	11	Weatherhead School of Management	18	2.00	0.84
q2k Other resources to support research	1	Case School of Engineering	43	1.79	0.74
	2	College of Arts & Sciences - Arts, Humanities, Social Science	83	2.07	0.91
	3	College of Arts & Sciences - Math and Natural Sciences	36	2.11	0.89
	4	Frances Payne Bolton School of Nursing	31	3.42	0.76
	5	Mandel School of Applied Social Sciences	14	2.36	1.01
	6	Physical Education & Athletics	5	2.80	1.10
	7	School of Dental Medicine	24	2.71	0.91
	8	School of Law	25	2.76	0.97
	9	School of Medicine - Basic Sciences	106	2.22	0.99
	10	School of Medicine - Clinical	151	2.21	0.95
	11	Weatherhead School of Management	18	2.06	0.87
q2h Technical and	1	Case School of Engineering	44	2.41	0.95

research staff	2 College of Arts & Sciences - Arts, Humanities, Social Science	72	2.47	0.95
	3 College of Arts & Sciences - Math and Natural Sciences	35	2.37	0.97
	4 Frances Payne Bolton School of Nursing	32	3.44	0.76
	5 Mandel School of Applied Social Sciences	14	2.79	1.05
	6 Physical Education & Athletics	7	3.29	0.76
	7 School of Dental Medicine	25	3.16	0.90
	8 School of Law	22	3.36	0.66
	9 School of Medicine - Basic Sciences	105	3.10	0.69
	10 School of Medicine - Clinical	155	2.93	0.85
	11 Weatherhead School of Management	15	2.47	0.92
	q2g Clerical and administrative staff	1 Case School of Engineering	45	2.13
2 College of Arts & Sciences - Arts, Humanities, Social Science		89	2.57	1.09
3 College of Arts & Sciences - Math and Natural Sciences		40	2.75	0.87
4 Frances Payne Bolton School of Nursing		35	2.83	0.98
5 Mandel School of Applied Social Sciences		16	2.81	0.91
6 Physical Education & Athletics		12	3.58	0.51
7 School of Dental Medicine		30	3.13	1.01
8 School of Law		26	3.19	0.94
9 School of Medicine - Basic Sciences		109	2.60	1.03
10 School of Medicine - Clinical		167	2.66	1.00
11 Weatherhead School of Management		19	2.89	0.94

Factor 3: Workload Responsibilities

		N	Mean	SD
q1h Advising responsibilities	1 Case School of Engineering	44	2.82	0.79
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	2.89	0.85
	3 College of Arts & Sciences - Math and Natural Sciences	38	3.00	0.70
	4 Frances Payne Bolton School of Nursing	35	2.91	0.95
	5 Mandel School of Applied Social Sciences	16	3.00	0.82
	6 Physical Education & Athletics	10	3.00	1.05
	7 School of Dental Medicine	29	3.28	0.84
	8 School of Law	26	3.08	0.84
	9 School of Medicine - Basic Sciences	98	2.99	0.81
	10 School of Medicine - Clinical	153	2.91	0.81
	11 Weatherhead School of Management	18	3.11	0.68
q1f Teaching responsibilities	1 Case School of Engineering	44	3.07	0.76
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	3.15	0.86
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.28	0.78
	4 Frances Payne Bolton School of Nursing	35	3.20	0.83
	5 Mandel School of Applied Social Sciences	15	3.60	0.63
	6 Physical Education & Athletics	13	2.62	1.04
	7 School of Dental Medicine	30	3.43	0.77
	8 School of Law	26	3.54	0.71
	9 School of Medicine - Basic Sciences	105	3.05	0.76

	10 School of Medicine - Clinical	165	3.10	0.78
	11 Weatherhead School of Management	19	3.32	0.67
q1g Access to teaching assistants	1 Case School of Engineering	45	1.96	0.90
	2 College of Arts & Sciences - Arts, Humanities, Social Science	82	2.45	1.08
	3 College of Arts & Sciences - Math and Natural Sciences	38	2.71	0.73
	4 Frances Payne Bolton School of Nursing	33	2.18	1.07
	5 Mandel School of Applied Social Sciences	16	2.31	0.87
	6 Physical Education & Athletics	10	1.80	1.03
	7 School of Dental Medicine	25	2.76	1.20
	8 School of Law	22	2.77	0.87
	9 School of Medicine - Basic Sciences	80	2.40	1.01
	10 School of Medicine - Clinical	129	2.47	0.85
	11 Weatherhead School of Management	18	2.44	1.15
q1k Committee and administrative responsibilities	1 Case School of Engineering	45	2.27	0.75
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	2.61	0.84
	3 College of Arts & Sciences - Math and Natural Sciences	39	2.69	0.73
	4 Frances Payne Bolton School of Nursing	35	3.03	0.75
	5 Mandel School of Applied Social Sciences	16	2.75	1.00
	6 Physical Education & Athletics	12	2.75	0.87
	7 School of Dental Medicine	30	3.23	0.82
	8 School of Law	26	2.92	0.93
	9 School of Medicine - Basic Sciences	108	2.80	0.85
	10 School of Medicine - Clinical	162	2.75	0.73
	11 Weatherhead School of Management	19	2.84	0.69
q1j Time available for scholarly work	1 Case School of Engineering	45	2.07	0.96
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	2.28	0.91
	3 College of Arts & Sciences - Math and Natural Sciences	39	2.41	0.85
	4 Frances Payne Bolton School of Nursing	35	2.37	0.97
	5 Mandel School of Applied Social Sciences	16	2.81	0.91
	6 Physical Education & Athletics	8	2.38	1.30
	7 School of Dental Medicine	29	2.83	0.97
	8 School of Law	25	2.80	0.91
	9 School of Medicine - Basic Sciences	108	2.74	0.89
	10 School of Medicine - Clinical	164	2.26	0.90
	11 Weatherhead School of Management	19	2.47	0.70
q1i Quality of graduate students	1 Case School of Engineering	45	2.69	0.73
	2 College of Arts & Sciences - Arts, Humanities, Social Science	78	2.59	0.93
	3 College of Arts & Sciences - Math and Natural Sciences	39	2.26	0.72
	4 Frances Payne Bolton School of Nursing	32	3.38	0.71
	5 Mandel School of Applied Social Sciences	16	2.75	0.77
	6 Physical Education & Athletics	7	2.43	1.27
	7 School of Dental Medicine	28	3.25	1.00
	8 School of Law	23	2.96	0.71
	9 School of Medicine - Basic Sciences	104	2.74	0.89
	10 School of Medicine - Clinical	146	3.10	0.72
	11 Weatherhead School of Management	16	2.75	1.13

Factor 4: Compensation and Professional Development

		N	Mean	SD
q2m Benefits	1 Case School of Engineering	45	2.76	0.71
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.72	0.87
	3 College of Arts & Sciences - Math and Natural Sciences	40	2.75	0.90
	4 Frances Payne Bolton School of Nursing	34	3.24	0.70
	5 Mandel School of Applied Social Sciences	16	2.94	1.06
	6 Physical Education & Athletics	13	2.92	0.86
	7 School of Dental Medicine	30	3.30	0.79
	8 School of Law	26	3.08	0.74
	9 School of Medicine - Basic Sciences	108	2.69	0.86
	10 School of Medicine - Clinical	168	2.82	0.89
	11 Weatherhead School of Management	19	3.11	0.74
q2n Start-up package	1 Case School of Engineering	37	2.27	0.99
	2 College of Arts & Sciences - Arts, Humanities, Social Science	78	2.60	1.11
	3 College of Arts & Sciences - Math and Natural Sciences	34	2.50	1.02
	4 Frances Payne Bolton School of Nursing	24	2.71	1.04
	5 Mandel School of Applied Social Sciences	11	2.91	0.94
	6 Physical Education & Athletics	9	1.67	0.71
	7 School of Dental Medicine	24	2.63	1.06
	8 School of Law	17	2.82	0.81
	9 School of Medicine - Basic Sciences	88	2.30	1.07
	10 School of Medicine - Clinical	138	2.29	0.97
	11 Weatherhead School of Management	14	2.71	0.61
q2l Salary	1 Case School of Engineering	44	2.50	0.85
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.07	0.99
	3 College of Arts & Sciences - Math and Natural Sciences	40	2.05	0.96
	4 Frances Payne Bolton School of Nursing	35	2.74	0.89
	5 Mandel School of Applied Social Sciences	16	3.00	0.89
	6 Physical Education & Athletics	13	1.92	0.76
	7 School of Dental Medicine	30	2.50	0.78
	8 School of Law	26	3.15	0.83
	9 School of Medicine - Basic Sciences	107	2.51	0.97
	10 School of Medicine - Clinical	169	2.55	0.98
	11 Weatherhead School of Management	19	2.53	0.90
q2o Professional development opportunities	1 Case School of Engineering	44	2.34	0.94
	2 College of Arts & Sciences - Arts, Humanities, Social Science	85	2.67	0.79
	3 College of Arts & Sciences - Math and Natural Sciences	37	2.73	0.77
	4 Frances Payne Bolton School of Nursing	34	3.29	0.84
	5 Mandel School of Applied Social Sciences	16	2.50	1.03
	6 Physical Education & Athletics	13	1.77	0.83
	7 School of Dental Medicine	30	2.90	0.96
	8 School of Law	26	3.04	0.72
	9 School of Medicine - Basic Sciences	103	2.65	0.88
	10 School of Medicine - Clinical	168	2.49	0.92
	11 Weatherhead School of Management	19	2.47	1.02
q2q Mentoring you have received within the University	1 Case School of Engineering	44	2.07	0.93
	2 College of Arts & Sciences - Arts, Humanities, Social Science	83	2.36	1.01
	3 College of Arts & Sciences - Math and Natural Sciences	37	2.46	0.93
	4 Frances Payne Bolton School of Nursing	34	2.76	0.96
	5 Mandel School of Applied Social Sciences	14	2.50	0.94
	6 Physical Education & Athletics	11	2.09	0.94
	7 School of Dental Medicine	28	2.64	1.10

8	School of Law	23	2.35	1.07
9	School of Medicine - Basic Sciences	101	2.25	0.94
10	School of Medicine - Clinical	157	2.08	0.96
11	Weatherhead School of Management	17	2.29	0.92

Factor 5: Computer and Library Resources

		N	Mean	SD
q2f Computer resources	1 Case School of Engineering	43	2.91	0.75
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.81	0.95
	3 College of Arts & Sciences - Math and Natural Sciences	39	2.92	0.77
	4 Frances Payne Bolton School of Nursing	35	3.37	0.73
	5 Mandel School of Applied Social Sciences	16	3.50	0.82
	6 Physical Education & Athletics	12	3.58	0.51
	7 School of Dental Medicine	30	3.53	0.63
	8 School of Law	26	3.42	0.70
	9 School of Medicine - Basic Sciences	107	3.15	0.82
	10 School of Medicine - Clinical	167	3.11	0.89
	11 Weatherhead School of Management	19	2.89	0.88
q2e Library resources	1 Case School of Engineering	44	3.30	0.63
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.76	1.02
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.08	0.69
	4 Frances Payne Bolton School of Nursing	34	3.53	0.56
	5 Mandel School of Applied Social Sciences	15	3.67	0.62
	6 Physical Education & Athletics	9	3.22	0.83
	7 School of Dental Medicine	30	3.43	0.73
	8 School of Law	26	3.35	0.63
	9 School of Medicine - Basic Sciences	105	3.20	0.79
	10 School of Medicine - Clinical	164	3.21	0.79
	11 Weatherhead School of Management	18	3.33	0.69
q2i Computing support staff	1 Case School of Engineering	43	2.40	0.85
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	2.26	1.01
	3 College of Arts & Sciences - Math and Natural Sciences	37	2.27	0.90
	4 Frances Payne Bolton School of Nursing	35	3.60	0.60
	5 Mandel School of Applied Social Sciences	15	3.20	0.94
	6 Physical Education & Athletics	13	3.08	0.95
	7 School of Dental Medicine	30	3.13	0.90
	8 School of Law	26	3.38	0.94
	9 School of Medicine - Basic Sciences	105	2.73	0.95
	10 School of Medicine - Clinical	164	2.84	0.92
	11 Weatherhead School of Management	18	2.61	1.04

Factor 6: Space

		N	Mean	SD
q2c Lab or research space	1 Case School of Engineering	45	3.04	0.88
	2 College of Arts & Sciences - Arts, Humanities, Social Science	72	2.68	1.15
	3 College of Arts & Sciences - Math and Natural Sciences	35	3.14	0.69
	4 Frances Payne Bolton School of Nursing	26	2.50	0.95

	5 Mandel School of Applied Social Sciences	15	2.87	0.92
	6 Physical Education & Athletics	4	2.50	1.29
	7 School of Dental Medicine	24	2.83	0.96
	8 School of Law	15	3.47	0.64
	9 School of Medicine - Basic Sciences	106	2.82	1.03
	10 School of Medicine - Clinical	137	2.85	0.84
	11 Weatherhead School of Management	14	3.64	0.50
q2b Office space	1 Case School of Engineering	45	3.53	0.66
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	3.17	0.99
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.35	0.74
	4 Frances Payne Bolton School of Nursing	35	2.83	0.98
	5 Mandel School of Applied Social Sciences	16	3.50	0.63
	6 Physical Education & Athletics	13	3.15	1.07
	7 School of Dental Medicine	29	3.07	1.16
	8 School of Law	26	3.46	0.86
	9 School of Medicine - Basic Sciences	108	3.18	0.93
	10 School of Medicine - Clinical	166	3.02	0.93
	11 Weatherhead School of Management	19	3.89	0.32
q2d Classroom space	1 Case School of Engineering	45	3.18	0.75
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.71	0.96
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.28	0.72
	4 Frances Payne Bolton School of Nursing	34	2.53	0.86
	5 Mandel School of Applied Social Sciences	16	3.44	0.81
	6 Physical Education & Athletics	11	2.45	0.82
	7 School of Dental Medicine	30	3.23	1.01
	8 School of Law	26	3.15	0.67
	9 School of Medicine - Basic Sciences	102	2.99	0.81
	10 School of Medicine - Clinical	138	2.88	0.81
	11 Weatherhead School of Management	19	3.42	0.69

2. Sources of Stress

These items are all considered separately:

		N	Mean	SD
q3a Timing of departmental meetings and functions	1 Case School of Engineering	44	1.64	0.57
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	1.75	0.70
	3 College of Arts & Sciences - Math and Natural Sciences	39	1.51	0.64
	4 Frances Payne Bolton School of Nursing	35	1.80	0.58
	5 Mandel School of Applied Social Sciences	16	1.75	0.68
	6 Physical Education & Athletics	13	1.54	0.66
	7 School of Dental Medicine	28	1.50	0.69
	8 School of Law	24	1.50	0.66
	9 School of Medicine - Basic Sciences	102	1.54	0.68

	10 School of Medicine - Clinical	162	1.73	0.65
	11 Weatherhead School of Management	19	1.42	0.61
q3b Managing a research group or grant (e.g. finances, personnel)	1 Case School of Engineering	43	2.26	0.79
	2 College of Arts & Sciences - Arts, Humanities, Social Science	60	2.02	0.77
	3 College of Arts & Sciences - Math and Natural Sciences	34	2.09	0.75
	4 Frances Payne Bolton School of Nursing	21	1.90	0.62
	5 Mandel School of Applied Social Sciences	13	1.85	0.69
	6 Physical Education & Athletics	1	1.00	.
	7 School of Dental Medicine	19	1.89	0.66
	8 School of Law	15	1.67	0.82
	9 School of Medicine - Basic Sciences	98	2.34	0.67
	10 School of Medicine - Clinical	124	2.06	0.73
	11 Weatherhead School of Management	11	1.91	0.83
q3c Securing funding for research	1 Case School of Engineering	44	2.68	0.56
	2 College of Arts & Sciences - Arts, Humanities, Social Science	67	2.07	0.74
	3 College of Arts & Sciences - Math and Natural Sciences	36	2.50	0.56
	4 Frances Payne Bolton School of Nursing	25	2.36	0.64
	5 Mandel School of Applied Social Sciences	14	2.00	0.68
	6 Physical Education & Athletics	0	.	.
	7 School of Dental Medicine	21	2.29	0.78
	8 School of Law	12	1.42	0.51
	9 School of Medicine - Basic Sciences	102	2.66	0.59
	10 School of Medicine - Clinical	127	2.38	0.67
	11 Weatherhead School of Management	11	1.82	0.87
q3d Scholarly productivity	1 Case School of Engineering	42	2.21	0.75
	2 College of Arts & Sciences - Arts, Humanities, Social Science	86	2.21	0.67
	3 College of Arts & Sciences - Math and Natural Sciences	39	2.10	0.64
	4 Frances Payne Bolton School of Nursing	33	2.21	0.65
	5 Mandel School of Applied Social Sciences	15	2.07	0.59
	6 Physical Education & Athletics	4	2.00	0.82
	7 School of Dental Medicine	25	2.04	0.73
	8 School of Law	25	1.96	0.45
	9 School of Medicine - Basic Sciences	106	2.34	0.70
	10 School of Medicine - Clinical	159	2.17	0.67
	11 Weatherhead School of Management	19	2.47	0.70
q3e Teaching responsibilities	1 Case School of Engineering	42	2.00	0.73
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	1.96	0.67
	3 College of Arts & Sciences - Math and Natural Sciences	40	2.13	0.61
	4 Frances Payne Bolton School of Nursing	35	2.11	0.63
	5 Mandel School of Applied Social Sciences	16	1.50	0.73
	6 Physical Education & Athletics	13	2.08	0.76
	7 School of Dental Medicine	28	1.75	0.65
	8 School of Law	24	1.58	0.58
	9 School of Medicine - Basic Sciences	102	1.77	0.69
	10 School of Medicine - Clinical	163	1.66	0.60
	11 Weatherhead School of Management	19	2.16	0.83
q3f Advising responsibilities	1 Case School of Engineering	44	1.77	0.71
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	1.78	0.71
	3 College of Arts & Sciences - Math and Natural Sciences	38	1.71	0.69
	4 Frances Payne Bolton School of Nursing	35	2.03	0.71

	5 Mandel School of Applied Social Sciences	15	1.47	0.64
	6 Physical Education & Athletics	5	1.80	0.84
	7 School of Dental Medicine	29	1.31	0.54
	8 School of Law	25	1.32	0.48
	9 School of Medicine - Basic Sciences	98	1.66	0.72
	10 School of Medicine - Clinical	153	1.52	0.59
	11 Weatherhead School of Management	17	1.41	0.62
	1 Case School of Engineering	43	2.05	0.53
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	2.07	0.68
	3 College of Arts & Sciences - Math and Natural Sciences	39	2.00	0.76
	4 Frances Payne Bolton School of Nursing	32	1.59	0.80
q3g Committee and/or administrative responsibilities	5 Mandel School of Applied Social Sciences	16	1.75	0.77
	6 Physical Education & Athletics	11	2.00	0.77
	7 School of Dental Medicine	29	1.59	0.68
	8 School of Law	25	1.80	0.71
	9 School of Medicine - Basic Sciences	103	1.79	0.65
	10 School of Medicine - Clinical	160	1.79	0.67
	11 Weatherhead School of Management	19	2.21	0.79
	1 Case School of Engineering	38	1.71	0.77
	2 College of Arts & Sciences - Arts, Humanities, Social Science	65	2.02	0.76
	3 College of Arts & Sciences - Math and Natural Sciences	30	1.73	0.78
	4 Frances Payne Bolton School of Nursing	32	1.84	0.72
q3h Review/promotion process	5 Mandel School of Applied Social Sciences	10	1.80	0.92
	6 Physical Education & Athletics	10	2.50	0.71
	7 School of Dental Medicine	23	1.83	0.89
	8 School of Law	21	2.14	0.91
	9 School of Medicine - Basic Sciences	89	1.90	0.78
	10 School of Medicine - Clinical	147	1.83	0.78
	11 Weatherhead School of Management	19	2.11	0.88
	1 Case School of Engineering	41	2.20	0.84
	2 College of Arts & Sciences - Arts, Humanities, Social Science	86	2.19	0.76
	3 College of Arts & Sciences - Math and Natural Sciences	40	1.95	0.71
	4 Frances Payne Bolton School of Nursing	35	1.71	0.75
q3i Departmental or campus politics	5 Mandel School of Applied Social Sciences	16	1.88	0.72
	6 Physical Education & Athletics	11	2.36	0.67
	7 School of Dental Medicine	28	1.54	0.74
	8 School of Law	26	2.42	0.64
	9 School of Medicine - Basic Sciences	105	2.28	0.79
	10 School of Medicine - Clinical	160	2.25	0.77
	11 Weatherhead School of Management	19	2.11	0.81
	1 Case School of Engineering	43	1.49	0.70
	2 College of Arts & Sciences - Arts, Humanities, Social Science	84	1.61	0.68
	3 College of Arts & Sciences - Math and Natural Sciences	38	1.68	0.70
	4 Frances Payne Bolton School of Nursing	32	1.34	0.55
q3j Your health	5 Mandel School of Applied Social Sciences	16	1.38	0.62
	6 Physical Education & Athletics	13	1.62	0.77
	7 School of Dental Medicine	28	1.57	0.69
	8 School of Law	25	1.36	0.57
	9 School of Medicine - Basic Sciences	106	1.55	0.71
	10 School of Medicine - Clinical	160	1.40	0.58
	11 Weatherhead School of Management	19	1.53	0.70
q3k Care of someone who is	1 Case School of Engineering	35	1.31	0.63

ill, disabled, aging, and/or in need of special services	2 College of Arts & Sciences - Arts, Humanities, Social Science	66	1.48	0.73
	3 College of Arts & Sciences - Math and Natural Sciences	29	1.45	0.74
	4 Frances Payne Bolton School of Nursing	29	1.59	0.82
	5 Mandel School of Applied Social Sciences	14	1.29	0.47
	6 Physical Education & Athletics	9	1.44	0.53
	7 School of Dental Medicine	23	1.39	0.66
	8 School of Law	23	1.61	0.84
	9 School of Medicine - Basic Sciences	83	1.53	0.72
	10 School of Medicine - Clinical	143	1.50	0.73
	11 Weatherhead School of Management	16	1.38	0.62
	q3l Employment situation of your spouse/partner	1 Case School of Engineering	36	1.33
2 College of Arts & Sciences - Arts, Humanities, Social Science		69	1.65	0.72
3 College of Arts & Sciences - Math and Natural Sciences		36	1.61	0.77
4 Frances Payne Bolton School of Nursing		25	1.44	0.58
5 Mandel School of Applied Social Sciences		15	1.33	0.62
6 Physical Education & Athletics		11	1.64	0.81
7 School of Dental Medicine		23	1.35	0.65
8 School of Law		23	1.52	0.73
9 School of Medicine - Basic Sciences		91	1.59	0.73
10 School of Medicine - Clinical		144	1.41	0.65
11 Weatherhead School of Management		16	1.44	0.63
q3m Child care	1 Case School of Engineering	29	1.31	0.66
	2 College of Arts & Sciences - Arts, Humanities, Social Science	51	1.75	0.84
	3 College of Arts & Sciences - Math and Natural Sciences	28	1.61	0.83
	4 Frances Payne Bolton School of Nursing	22	1.50	0.67
	5 Mandel School of Applied Social Sciences	11	1.18	0.40
	6 Physical Education & Athletics	7	1.43	0.53
	7 School of Dental Medicine	18	1.56	0.78
	8 School of Law	20	1.50	0.69
	9 School of Medicine - Basic Sciences	67	1.55	0.76
	10 School of Medicine - Clinical	133	1.44	0.68
	11 Weatherhead School of Management	12	1.58	0.79

3. Quality of Collegueship and Support in Primary Unit

Factor 1: Sense of Being Valued and Included as a Colleague in Primary Unit

		N	Mean	SD
q4g Colleagues in my primary unit interact positively with me	1 Case School of Engineering	44	3.32	0.77
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.99	0.98
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.45	0.75
	4 Frances Payne Bolton School of Nursing	35	3.57	0.74
	5 Mandel School of Applied Social Sciences	16	3.44	0.63
	6 Physical Education & Athletics	13	3.38	0.65
	7 School of Dental Medicine	30	3.37	0.85
	8 School of Law	26	3.12	0.82
	9 School of Medicine - Basic Sciences	108	3.26	0.86
	10 School of Medicine - Clinical	170	3.34	0.75
	11 Weatherhead School of Management	19	3.21	0.79

q4e	Colleagues in my primary unit solicit my opinions	1 Case School of Engineering	45	2.91	0.92
		2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.82	1.04
		3 College of Arts & Sciences - Math and Natural Sciences	40	3.25	0.81
		4 Frances Payne Bolton School of Nursing	34	3.09	0.79
		5 Mandel School of Applied Social Sciences	15	3.27	0.88
		6 Physical Education & Athletics	13	3.15	0.69
		7 School of Dental Medicine	30	3.27	0.87
		8 School of Law	26	2.96	0.77
		9 School of Medicine - Basic Sciences	108	2.92	1.01
		10 School of Medicine - Clinical	169	3.09	0.91
		11 Weatherhead School of Management	18	3.11	0.76
q4a	Colleagues in my primary unit value my work	1 Case School of Engineering	45	3.02	0.75
		2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.75	1.10
		3 College of Arts & Sciences - Math and Natural Sciences	40	3.28	0.85
		4 Frances Payne Bolton School of Nursing	35	3.26	0.70
		5 Mandel School of Applied Social Sciences	16	3.31	0.87
		6 Physical Education & Athletics	13	3.08	0.76
		7 School of Dental Medicine	30	3.27	0.91
		8 School of Law	26	2.92	0.89
		9 School of Medicine - Basic Sciences	109	3.05	0.98
		10 School of Medicine - Clinical	170	3.13	0.88
		11 Weatherhead School of Management	19	2.95	0.91
q4i	My department/unit is a good fit for me	1 Case School of Engineering	45	3.04	0.82
		2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.83	1.09
		3 College of Arts & Sciences - Math and Natural Sciences	39	3.36	0.87
		4 Frances Payne Bolton School of Nursing	35	3.54	0.66
		5 Mandel School of Applied Social Sciences	15	3.33	1.05
		6 Physical Education & Athletics	13	3.31	0.95
		7 School of Dental Medicine	30	3.33	0.99
		8 School of Law	25	3.04	0.93
		9 School of Medicine - Basic Sciences	108	2.95	1.05
		10 School of Medicine - Clinical	170	3.06	1.00
		11 Weatherhead School of Management	19	3.16	0.96
q4d	Colleagues in my primary unit provide me feedback	1 Case School of Engineering	45	2.53	0.79
		2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.47	1.06
		3 College of Arts & Sciences - Math and Natural Sciences	37	2.84	0.83
		4 Frances Payne Bolton School of Nursing	34	3.12	0.73
		5 Mandel School of Applied Social Sciences	16	2.63	1.02
		6 Physical Education & Athletics	13	2.69	1.18
		7 School of Dental Medicine	30	2.87	1.04
		8 School of Law	26	2.65	0.94
		9 School of Medicine - Basic Sciences	109	2.82	0.94
		10 School of Medicine - Clinical	170	2.78	0.96
		11 Weatherhead School of Management	18	2.67	0.77
q4c	I am comfortable asking my colleagues about performance expectations	1 Case School of Engineering	44	3.02	0.85
		2 College of Arts & Sciences - Arts, Humanities, Social Science	86	2.57	1.11
		3 College of Arts & Sciences - Math and Natural Sciences	39	3.00	0.89
		4 Frances Payne Bolton School of Nursing	35	3.20	0.80
		5 Mandel School of Applied Social Sciences	16	3.06	0.85
		6 Physical Education & Athletics	13	2.92	0.86

	7 School of Dental Medicine	30	3.03	1.10
	8 School of Law	24	2.79	0.78
	9 School of Medicine - Basic Sciences	106	3.07	0.95
	10 School of Medicine - Clinical	169	3.03	0.90
	11 Weatherhead School of Management	18	2.94	0.80
q4b Colleagues in my primary unit can be trusted	1 Case School of Engineering	45	2.98	0.92
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.64	1.11
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.30	0.91
	4 Frances Payne Bolton School of Nursing	35	3.14	0.85
	5 Mandel School of Applied Social Sciences	16	3.13	0.81
	6 Physical Education & Athletics	13	2.69	0.85
	7 School of Dental Medicine	30	3.07	1.11
	8 School of Law	26	2.73	0.67
	9 School of Medicine - Basic Sciences	109	3.03	0.94
	10 School of Medicine - Clinical	168	3.21	0.86
	11 Weatherhead School of Management	18	3.06	1.00
q4f I solicit my colleagues' advice about or assistance with my research activities	1 Case School of Engineering	45	3.00	0.77
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.57	1.00
	3 College of Arts & Sciences - Math and Natural Sciences	38	3.00	0.84
	4 Frances Payne Bolton School of Nursing	34	3.41	0.74
	5 Mandel School of Applied Social Sciences	15	3.07	0.88
	6 Physical Education & Athletics	8	3.38	0.52
	7 School of Dental Medicine	28	3.25	0.93
	8 School of Law	26	2.92	0.93
	9 School of Medicine - Basic Sciences	107	3.15	0.84
	10 School of Medicine - Clinical	159	3.18	0.82
	11 Weatherhead School of Management	19	2.74	0.87
q4h Colleagues in my primary unit include me in social events and activities	1 Case School of Engineering	44	3.05	0.96
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	2.78	1.08
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.15	0.77
	4 Frances Payne Bolton School of Nursing	35	3.14	0.97
	5 Mandel School of Applied Social Sciences	15	3.13	0.99
	6 Physical Education & Athletics	13	3.31	0.85
	7 School of Dental Medicine	30	3.30	0.88
	8 School of Law	26	2.85	0.92
	9 School of Medicine - Basic Sciences	108	3.01	0.96
	10 School of Medicine - Clinical	169	3.06	0.90
	11 Weatherhead School of Management	19	3.05	0.91

Factor 2: Gender and Race Make a Difference

		N	Mean	SD
q5d Race or ethnicity makes a difference in access to resources for faculty in my primary unit	1 Case School of Engineering	43	1.47	0.67
	2 College of Arts & Sciences - Arts, Humanities, Social Science	86	1.59	0.80
	3 College of Arts & Sciences - Math and Natural Sciences	39	1.33	0.58
	4 Frances Payne Bolton School of Nursing	33	1.52	0.91
	5 Mandel School of Applied Social Sciences	15	1.67	0.98
	6 Physical Education & Athletics	13	1.23	0.44
	7 School of Dental Medicine	29	1.41	0.87
	8 School of Law	24	1.42	0.83

	9 School of Medicine - Basic Sciences	104	1.46	0.80
	10 School of Medicine - Clinical	166	1.58	0.88
	11 Weatherhead School of Management	18	1.56	1.10
	1 Case School of Engineering	43	1.53	0.80
	2 College of Arts & Sciences - Arts, Humanities, Social Science	85	2.01	1.02
	3 College of Arts & Sciences - Math and Natural Sciences	39	1.33	0.58
q5b Race or ethnicity makes a difference in everyday interactions with colleagues in my primary unit	4 Frances Payne Bolton School of Nursing	33	1.64	0.99
	5 Mandel School of Applied Social Sciences	16	2.13	1.02
	6 Physical Education & Athletics	13	1.31	0.63
	7 School of Dental Medicine	29	1.48	0.87
	8 School of Law	25	1.76	1.01
	9 School of Medicine - Basic Sciences	105	1.54	0.83
	10 School of Medicine - Clinical	168	1.67	0.92
	11 Weatherhead School of Management	18	1.67	1.19
	1 Case School of Engineering	45	1.60	0.78
	2 College of Arts & Sciences - Arts, Humanities, Social Science	86	1.77	0.94
	3 College of Arts & Sciences - Math and Natural Sciences	37	1.43	0.73
q5c Gender makes a difference in access to resources for faculty in my primary unit	4 Frances Payne Bolton School of Nursing	33	1.27	0.67
	5 Mandel School of Applied Social Sciences	15	2.00	1.13
	6 Physical Education & Athletics	13	1.69	1.03
	7 School of Dental Medicine	30	1.60	0.93
	8 School of Law	24	1.54	0.83
	9 School of Medicine - Basic Sciences	106	1.64	0.94
	10 School of Medicine - Clinical	168	1.65	0.92
	11 Weatherhead School of Management	19	1.68	1.06
	1 Case School of Engineering	45	1.80	0.94
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.41	1.13
	3 College of Arts & Sciences - Math and Natural Sciences	39	1.74	0.85
q5a Gender makes a difference in everyday interactions with colleagues in my primary unit	4 Frances Payne Bolton School of Nursing	33	1.39	0.75
	5 Mandel School of Applied Social Sciences	16	2.06	1.00
	6 Physical Education & Athletics	13	1.92	0.95
	7 School of Dental Medicine	30	1.70	1.12
	8 School of Law	26	1.85	1.05
	9 School of Medicine - Basic Sciences	108	1.75	0.97
	10 School of Medicine - Clinical	168	1.77	1.00
	11 Weatherhead School of Management	19	2.05	1.18

Factor 3: Sense of Pressure and Restrictions

		N	Mean	SD
q4l I feel pressure to change my work habits to gain the respect of colleagues in my primary unit	1 Case School of Engineering	44	1.82	0.99
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	1.73	0.93
	3 College of Arts & Sciences - Math and Natural Sciences	40	1.48	0.75
	4 Frances Payne Bolton School of Nursing	35	1.83	1.01
	5 Mandel School of Applied Social Sciences	16	1.38	0.81
	6 Physical Education & Athletics	13	1.77	0.83
	7 School of Dental Medicine	30	1.73	0.98
	8 School of Law	26	1.69	0.88

	9 School of Medicine - Basic Sciences	108	1.75	0.84
	10 School of Medicine - Clinical	169	1.96	0.94
	11 Weatherhead School of Management	19	1.68	1.00
	1 Case School of Engineering	45	1.93	1.05
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	1.95	1.11
	3 College of Arts & Sciences - Math and Natural Sciences	39	1.54	0.88
q4m I feel pressure to change my work interests in order to affect my tenure/promotion/evaluation	4 Frances Payne Bolton School of Nursing	35	2.20	1.16
	5 Mandel School of Applied Social Sciences	16	1.38	0.89
	6 Physical Education & Athletics	13	2.23	1.17
	7 School of Dental Medicine	29	2.07	1.19
	8 School of Law	26	2.00	1.02
	9 School of Medicine - Basic Sciences	108	2.07	1.07
	10 School of Medicine - Clinical	167	2.23	1.02
	11 Weatherhead School of Management	18	1.72	0.96
	1 Case School of Engineering	45	2.00	1.02
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.00	1.12
	3 College of Arts & Sciences - Math and Natural Sciences	40	1.75	0.95
q4k I have to work harder than my colleagues to be perceived as a legitimate scholar	4 Frances Payne Bolton School of Nursing	35	2.26	1.09
	5 Mandel School of Applied Social Sciences	16	1.88	0.96
	6 Physical Education & Athletics	13	1.92	0.76
	7 School of Dental Medicine	30	2.17	1.26
	8 School of Law	25	2.12	1.01
	9 School of Medicine - Basic Sciences	108	2.05	1.05
	10 School of Medicine - Clinical	169	2.02	0.90
	11 Weatherhead School of Management	19	2.00	1.20
	1 Case School of Engineering	45	1.71	0.82
	2 College of Arts & Sciences - Arts, Humanities, Social Science	89	1.84	0.89
	3 College of Arts & Sciences - Math and Natural Sciences	39	1.49	0.51
q4j I constantly feel under scrutiny by colleagues in my primary unit	4 Frances Payne Bolton School of Nursing	35	2.06	0.94
	5 Mandel School of Applied Social Sciences	16	1.50	0.63
	6 Physical Education & Athletics	13	1.92	0.86
	7 School of Dental Medicine	30	1.87	1.04
	8 School of Law	26	1.69	0.79
	9 School of Medicine - Basic Sciences	109	2.01	0.95
	10 School of Medicine - Clinical	169	2.05	0.89
	11 Weatherhead School of Management	19	1.95	0.91

These items considered separately

		N	Mean	SD
q5e Colleagues in my primary unit consider female faculty who have children to be less committed to their careers	1 Case School of Engineering	43	1.51	0.88
	2 College of Arts & Sciences - Arts, Humanities, Social Science	86	1.66	0.90
	3 College of Arts & Sciences - Math and Natural Sciences	39	1.64	0.84
	4 Frances Payne Bolton School of Nursing	33	1.52	0.76
	5 Mandel School of Applied Social Sciences	16	1.44	0.89
	6 Physical Education & Athletics	13	1.62	0.77
	7 School of Dental Medicine	29	1.76	1.02
	8 School of Law	26	1.54	0.81

	9 School of Medicine - Basic Sciences	107	1.65	0.87
	10 School of Medicine - Clinical	168	1.87	1.06
	11 Weatherhead School of Management	19	1.68	1.06
q5f Colleagues in my primary unit consider male faculty who have children to be less committed to their careers	1 Case School of Engineering	44	1.27	0.50
	2 College of Arts & Sciences - Arts, Humanities, Social Science	86	1.31	0.54
	3 College of Arts & Sciences - Math and Natural Sciences	39	1.49	0.82
	4 Frances Payne Bolton School of Nursing	31	1.23	0.43
	5 Mandel School of Applied Social Sciences	16	1.13	0.34
	6 Physical Education & Athletics	13	1.31	0.48
	7 School of Dental Medicine	29	1.31	0.71
	8 School of Law	26	1.19	0.40
	9 School of Medicine - Basic Sciences	108	1.33	0.61
	10 School of Medicine - Clinical	168	1.33	0.62
	11 Weatherhead School of Management	19	1.16	0.37

4. Effectiveness of Primary Unit Head

		N	Mean	SD
q6k Creates a cooperative and supportive environment	1 Case School of Engineering	43	2.58	1.07
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.99	1.03
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.40	0.87
	4 Frances Payne Bolton School of Nursing	34	3.65	0.54
	5 Mandel School of Applied Social Sciences	16	2.81	0.91
	6 Physical Education & Athletics	13	1.69	1.11
	7 School of Dental Medicine	30	3.23	1.10
	8 School of Law	25	2.64	1.15
	9 School of Medicine - Basic Sciences	105	2.47	1.14
	10 School of Medicine - Clinical	166	2.64	1.08
	11 Weatherhead School of Management	19	3.05	1.13
q6e Is open to constructive criticism	1 Case School of Engineering	43	2.53	1.12
	2 College of Arts & Sciences - Arts, Humanities, Social Science	86	2.92	1.08
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.33	0.97
	4 Frances Payne Bolton School of Nursing	31	3.39	0.80
	5 Mandel School of Applied Social Sciences	16	2.69	1.08
	6 Physical Education & Athletics	12	1.17	0.39
	7 School of Dental Medicine	30	3.10	1.16
	8 School of Law	25	2.68	1.25
	9 School of Medicine - Basic Sciences	103	2.41	1.01
	10 School of Medicine - Clinical	167	2.62	1.05
	11 Weatherhead School of Management	19	3.05	1.13
q6f Treats faculty in an even-handed way	1 Case School of Engineering	43	2.77	1.21
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	3.08	1.06
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.50	0.88
	4 Frances Payne Bolton School of Nursing	32	3.25	1.05
	5 Mandel School of Applied Social Sciences	16	2.88	1.20
	6 Physical Education & Athletics	13	1.62	0.96
	7 School of Dental Medicine	30	3.07	1.14

	8 School of Law	25	2.80	1.19
	9 School of Medicine - Basic Sciences	105	2.61	1.09
	10 School of Medicine - Clinical	165	2.67	1.10
	11 Weatherhead School of Management	19	3.21	1.13
q6i Handles disputes/problems effectively	1 Case School of Engineering	42	2.45	0.99
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	2.87	1.09
	3 College of Arts & Sciences - Math and Natural Sciences	38	3.03	0.94
	4 Frances Payne Bolton School of Nursing	32	3.13	0.98
	5 Mandel School of Applied Social Sciences	16	2.94	0.93
	6 Physical Education & Athletics	12	1.42	0.79
	7 School of Dental Medicine	29	3.28	0.92
	8 School of Law	25	2.56	1.19
	9 School of Medicine - Basic Sciences	105	2.40	1.07
	10 School of Medicine - Clinical	164	2.66	0.97
	11 Weatherhead School of Management	17	2.88	1.11
q6b Is an effective administrator	1 Case School of Engineering	43	2.51	1.10
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.83	1.09
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.15	0.92
	4 Frances Payne Bolton School of Nursing	34	3.26	0.93
	5 Mandel School of Applied Social Sciences	16	2.69	1.25
	6 Physical Education & Athletics	13	1.62	0.96
	7 School of Dental Medicine	30	3.27	1.11
	8 School of Law	25	2.52	1.29
	9 School of Medicine - Basic Sciences	107	2.36	1.13
	10 School of Medicine - Clinical	166	2.73	1.02
	11 Weatherhead School of Management	19	3.00	0.94
q6g Articulates a clear vision	1 Case School of Engineering	43	2.40	0.98
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	2.53	1.10
	3 College of Arts & Sciences - Math and Natural Sciences	40	2.68	1.07
	4 Frances Payne Bolton School of Nursing	34	3.38	0.92
	5 Mandel School of Applied Social Sciences	16	2.00	1.15
	6 Physical Education & Athletics	13	1.54	0.78
	7 School of Dental Medicine	30	3.20	1.06
	8 School of Law	25	2.28	1.14
	9 School of Medicine - Basic Sciences	106	2.36	1.12
	10 School of Medicine - Clinical	165	2.61	1.06
	11 Weatherhead School of Management	18	2.94	1.16
q6p Articulates clear criteria for allocation of resources	1 Case School of Engineering	43	2.12	0.96
	2 College of Arts & Sciences - Arts, Humanities, Social Science	85	2.54	1.10
	3 College of Arts & Sciences - Math and Natural Sciences	40	2.68	0.97
	4 Frances Payne Bolton School of Nursing	34	3.09	0.87
	5 Mandel School of Applied Social Sciences	14	2.36	0.93
	6 Physical Education & Athletics	13	1.46	0.78
	7 School of Dental Medicine	29	2.86	1.09
	8 School of Law	25	2.24	1.01
	9 School of Medicine - Basic Sciences	98	2.26	1.00
	10 School of Medicine - Clinical	158	2.34	1.03
	11 Weatherhead School of Management	19	2.89	0.99
q6h Honors agreements	1 Case School of Engineering	40	2.95	0.99
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	3.34	0.87
	3 College of Arts & Sciences - Math and Natural	40	3.43	0.93

	Sciences			
	4 Frances Payne Bolton School of Nursing	33	3.64	0.49
	5 Mandel School of Applied Social Sciences	15	3.60	0.83
	6 Physical Education & Athletics	13	1.92	1.19
	7 School of Dental Medicine	29	3.41	0.95
	8 School of Law	24	3.04	1.16
	9 School of Medicine - Basic Sciences	101	2.90	1.01
	10 School of Medicine - Clinical	166	2.91	1.03
	11 Weatherhead School of Management	18	3.28	1.07
q6l Gives me useful feedback about my performance	1 Case School of Engineering	41	2.46	0.98
	2 College of Arts & Sciences - Arts, Humanities, Social Science	84	2.65	1.09
	3 College of Arts & Sciences - Math and Natural Sciences	39	2.92	0.96
	4 Frances Payne Bolton School of Nursing	33	3.33	0.74
	5 Mandel School of Applied Social Sciences	16	3.25	0.86
	6 Physical Education & Athletics	13	1.85	1.14
	7 School of Dental Medicine	30	3.03	1.07
	8 School of Law	25	2.64	1.04
	9 School of Medicine - Basic Sciences	105	2.58	1.00
	10 School of Medicine - Clinical	164	2.52	1.06
	11 Weatherhead School of Management	17	2.47	1.01
q6j Communicates consistently with faculty	1 Case School of Engineering	43	2.65	1.07
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.66	1.12
	3 College of Arts & Sciences - Math and Natural Sciences	40	2.90	0.93
	4 Frances Payne Bolton School of Nursing	34	3.26	0.86
	5 Mandel School of Applied Social Sciences	16	2.88	0.89
	6 Physical Education & Athletics	13	1.62	0.87
	7 School of Dental Medicine	30	3.10	1.09
	8 School of Law	24	2.54	1.25
	9 School of Medicine - Basic Sciences	106	2.25	1.10
	10 School of Medicine - Clinical	167	2.56	1.05
	11 Weatherhead School of Management	19	2.95	0.97
q6o Involves me in relevant decision-making processes	1 Case School of Engineering	42	2.76	1.03
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	3.05	1.14
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.20	0.97
	4 Frances Payne Bolton School of Nursing	31	2.90	0.94
	5 Mandel School of Applied Social Sciences	15	2.73	0.96
	6 Physical Education & Athletics	12	1.50	1.00
	7 School of Dental Medicine	30	2.90	1.09
	8 School of Law	25	2.72	1.02
	9 School of Medicine - Basic Sciences	105	2.30	1.11
	10 School of Medicine - Clinical	165	2.35	1.13
	11 Weatherhead School of Management	19	3.21	0.98
q6q Helps me obtain the resources I need	1 Case School of Engineering	43	2.21	0.94
	2 College of Arts & Sciences - Arts, Humanities, Social Science	86	2.80	0.98
	3 College of Arts & Sciences - Math and Natural Sciences	38	3.00	0.96
	4 Frances Payne Bolton School of Nursing	34	3.32	0.68
	5 Mandel School of Applied Social Sciences	16	2.56	0.81
	6 Physical Education & Athletics	13	1.85	0.99
	7 School of Dental Medicine	30	3.13	1.07
	8 School of Law	23	2.87	1.18
	9 School of Medicine - Basic Sciences	105	2.46	1.04
	10 School of Medicine - Clinical	162	2.53	1.05

	11 Weatherhead School of Management	17	2.71	1.05
q6c Articulates clear criteria for tenure/promotion/ evaluation	1 Case School of Engineering	43	2.47	1.03
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	2.95	1.04
	3 College of Arts & Sciences - Math and Natural Sciences	38	3.26	0.86
	4 Frances Payne Bolton School of Nursing	34	3.47	0.90
	5 Mandel School of Applied Social Sciences	16	3.19	1.05
	6 Physical Education & Athletics	13	1.46	0.88
	7 School of Dental Medicine	30	3.13	1.01
	8 School of Law	25	2.56	1.19
	9 School of Medicine - Basic Sciences	101	2.60	1.01
	10 School of Medicine - Clinical	167	2.69	1.01
	11 Weatherhead School of Management	19	2.74	1.19
q6n Values my mentoring of others	1 Case School of Engineering	41	2.66	1.02
	2 College of Arts & Sciences - Arts, Humanities, Social Science	81	2.79	1.15
	3 College of Arts & Sciences - Math and Natural Sciences	35	3.20	0.83
	4 Frances Payne Bolton School of Nursing	31	3.42	0.62
	5 Mandel School of Applied Social Sciences	15	2.87	1.06
	6 Physical Education & Athletics	12	2.00	1.21
	7 School of Dental Medicine	30	3.20	0.96
	8 School of Law	25	2.76	1.05
	9 School of Medicine - Basic Sciences	103	2.66	1.04
	10 School of Medicine - Clinical	160	2.71	1.04
	11 Weatherhead School of Management	18	3.17	0.92
q6m Is a mentor to me	1 Case School of Engineering	41	1.98	0.91
	2 College of Arts & Sciences - Arts, Humanities, Social Science	83	2.20	1.16
	3 College of Arts & Sciences - Math and Natural Sciences	39	2.49	1.14
	4 Frances Payne Bolton School of Nursing	33	3.06	1.00
	5 Mandel School of Applied Social Sciences	15	1.87	1.06
	6 Physical Education & Athletics	13	1.54	0.97
	7 School of Dental Medicine	30	3.00	1.14
	8 School of Law	25	2.36	0.95
	9 School of Medicine - Basic Sciences	103	2.16	1.12
	10 School of Medicine - Clinical	162	2.24	1.15
	11 Weatherhead School of Management	17	2.24	1.15
q6a Maintains high academic standards	1 Case School of Engineering	43	2.93	0.99
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	3.14	0.95
	3 College of Arts & Sciences - Math and Natural Sciences	39	3.64	0.67
	4 Frances Payne Bolton School of Nursing	34	3.50	0.83
	5 Mandel School of Applied Social Sciences	16	2.88	0.96
	6 Physical Education & Athletics	13	2.38	1.04
	7 School of Dental Medicine	30	3.47	0.94
	8 School of Law	25	3.00	1.15
	9 School of Medicine - Basic Sciences	105	3.07	1.01
	10 School of Medicine - Clinical	168	3.15	0.88
	11 Weatherhead School of Management	19	3.11	0.99
q6d Shows commitment to diversity	1 Case School of Engineering	43	3.05	0.92
	2 College of Arts & Sciences - Arts, Humanities, Social Science	86	3.17	0.98
	3 College of Arts & Sciences - Math and Natural Sciences	36	3.56	0.65
	4 Frances Payne Bolton School of Nursing	32	3.81	0.40
	5 Mandel School of Applied Social Sciences	16	3.31	0.70

6 Physical Education & Athletics	13	2.38	0.96
7 School of Dental Medicine	30	3.50	0.73
8 School of Law	25	3.44	0.87
9 School of Medicine - Basic Sciences	102	2.91	0.96
10 School of Medicine - Clinical	161	3.16	0.95
11 Weatherhead School of Management	19	3.42	0.96

5. Support for Work/Life Integration

		N	Mean	SD
q7g Flexibility regarding family responsibilities	1 Case School of Engineering	41	2.83	0.80
	2 College of Arts & Sciences - Arts, Humanities, Social Science	77	3.16	0.71
	3 College of Arts & Sciences - Math and Natural Sciences	36	3.22	0.72
	4 Frances Payne Bolton School of Nursing	30	3.60	0.56
	5 Mandel School of Applied Social Sciences	14	3.29	0.61
	6 Physical Education & Athletics	12	3.17	0.83
	7 School of Dental Medicine	27	3.30	0.99
	8 School of Law	25	3.24	0.72
	9 School of Medicine - Basic Sciences	88	3.00	0.86
	10 School of Medicine - Clinical	153	2.96	0.78
	11 Weatherhead School of Management	16	3.13	0.89
q7f Health accommodations	1 Case School of Engineering	40	2.78	0.92
	2 College of Arts & Sciences - Arts, Humanities, Social Science	74	3.23	0.67
	3 College of Arts & Sciences - Math and Natural Sciences	34	3.32	0.59
	4 Frances Payne Bolton School of Nursing	27	3.67	0.48
	5 Mandel School of Applied Social Sciences	13	3.46	0.52
	6 Physical Education & Athletics	12	3.08	0.90
	7 School of Dental Medicine	26	3.19	0.98
	8 School of Law	25	3.28	0.79
	9 School of Medicine - Basic Sciences	85	3.05	0.83
	10 School of Medicine - Clinical	144	3.05	0.73
	11 Weatherhead School of Management	17	3.18	0.81
q7b Child care	1 Case School of Engineering	39	2.33	0.93
	2 College of Arts & Sciences - Arts, Humanities, Social Science	74	2.66	1.06
	3 College of Arts & Sciences - Math and Natural Sciences	35	2.46	1.04
	4 Frances Payne Bolton School of Nursing	27	3.33	1.00
	5 Mandel School of Applied Social Sciences	12	2.83	0.83
	6 Physical Education & Athletics	11	3.09	0.83
	7 School of Dental Medicine	26	2.81	1.13
	8 School of Law	26	2.85	1.05
	9 School of Medicine - Basic Sciences	84	2.60	1.01
	10 School of Medicine - Clinical	151	2.62	0.96

	11 Weatherhead School of Management	15	2.27	1.10
q7a Family leave	1 Case School of Engineering	40	2.58	0.90
	2 College of Arts & Sciences - Arts, Humanities, Social Science	77	2.99	0.88
	3 College of Arts & Sciences - Math and Natural Sciences	33	3.00	0.83
	4 Frances Payne Bolton School of Nursing	27	3.59	0.64
	5 Mandel School of Applied Social Sciences	13	3.31	0.48
	6 Physical Education & Athletics	11	3.18	0.75
	7 School of Dental Medicine	27	3.15	1.03
	8 School of Law	26	3.27	0.78
	9 School of Medicine - Basic Sciences	86	2.79	0.90
	10 School of Medicine - Clinical	153	2.98	0.79
	11 Weatherhead School of Management	17	3.12	0.78
q7d Tenure clock adjustment	1 Case School of Engineering	39	2.67	0.84
	2 College of Arts & Sciences - Arts, Humanities, Social Science	75	3.04	0.89
	3 College of Arts & Sciences - Math and Natural Sciences	33	3.36	0.70
	4 Frances Payne Bolton School of Nursing	26	3.27	0.83
	5 Mandel School of Applied Social Sciences	12	2.67	0.89
	6 Physical Education & Athletics	8	2.13	0.99
	7 School of Dental Medicine	23	2.83	1.11
	8 School of Law	26	2.88	1.03
	9 School of Medicine - Basic Sciences	87	2.87	0.89
	10 School of Medicine - Clinical	132	2.60	0.85
	11 Weatherhead School of Management	17	3.35	0.61
q7e Sabbatical leave	1 Case School of Engineering	40	2.55	0.90
	2 College of Arts & Sciences - Arts, Humanities, Social Science	81	3.40	0.70
	3 College of Arts & Sciences - Math and Natural Sciences	36	3.28	0.74
	4 Frances Payne Bolton School of Nursing	27	3.30	0.67
	5 Mandel School of Applied Social Sciences	15	3.87	0.35
	6 Physical Education & Athletics	9	2.11	0.78
	7 School of Dental Medicine	21	2.38	1.20
	8 School of Law	26	3.19	1.06
	9 School of Medicine - Basic Sciences	85	2.53	0.97
	10 School of Medicine - Clinical	134	1.97	1.00
	11 Weatherhead School of Management	16	3.25	0.68
q7c Partner/spousal hiring	1 Case School of Engineering	40	2.35	0.92
	2 College of Arts & Sciences - Arts, Humanities, Social Science	79	2.84	1.06
	3 College of Arts & Sciences - Math and Natural Sciences	35	2.77	1.00
	4 Frances Payne Bolton School of Nursing	27	2.63	1.21
	5 Mandel School of Applied Social Sciences	14	3.29	0.61
	6 Physical Education & Athletics	9	2.22	1.09

7	School of Dental Medicine	21	2.95	1.02
8	School of Law	25	2.76	0.97
9	School of Medicine - Basic Sciences	85	2.53	1.01
10	School of Medicine - Clinical	136	2.56	0.89
11	Weatherhead School of Management	15	2.13	0.99

6. Mentoring

Factor 1: Mentoring Within the University

		N	Mean	SD
q8e While at Case, to what extent do you feel as though you have received effective mentoring?	1 Case School of Engineering	44	2.32	0.91
	2 College of Arts & Sciences - Arts, Humanities, Social Science	83	2.33	1.05
	3 College of Arts & Sciences - Math and Natural Sciences	36	2.56	0.91
	4 Frances Payne Bolton School of Nursing	34	3.12	0.95
	5 Mandel School of Applied Social Sciences	14	2.21	1.05
	6 Physical Education & Athletics	12	1.83	0.72
	7 School of Dental Medicine	28	2.61	0.96
	8 School of Law	24	2.25	0.79
	9 School of Medicine - Basic Sciences	101	2.45	0.97
	10 School of Medicine - Clinical	166	2.08	0.92
	11 Weatherhead School of Management	19	2.21	0.98
q8b To what extent do you receive informal mentoring within the University?	1 Case School of Engineering	43	2.37	0.93
	2 College of Arts & Sciences - Arts, Humanities, Social Science	81	2.47	0.90
	3 College of Arts & Sciences - Math and Natural Sciences	37	2.70	0.85
	4 Frances Payne Bolton School of Nursing	35	3.03	1.04
	5 Mandel School of Applied Social Sciences	14	2.21	1.19
	6 Physical Education & Athletics	12	2.25	1.06
	7 School of Dental Medicine	28	2.79	0.88
	8 School of Law	23	2.30	0.82
	9 School of Medicine - Basic Sciences	102	2.51	0.84
	10 School of Medicine - Clinical	165	2.26	0.86
	11 Weatherhead School of Management	19	2.26	0.93
q8a To what extent do you receive formal mentoring within the University?	1 Case School of Engineering	43	1.74	0.79
	2 College of Arts & Sciences - Arts, Humanities, Social Science	78	1.91	0.98
	3 College of Arts & Sciences - Math and Natural Sciences	36	1.92	0.97
	4 Frances Payne Bolton School of Nursing	35	2.69	1.08
	5 Mandel School of Applied Social Sciences	13	2.00	1.15
	6 Physical Education & Athletics	12	1.50	0.67
	7 School of Dental Medicine	25	2.16	0.99

8	School of Law	22	1.50	0.74
9	School of Medicine - Basic Sciences	102	1.83	0.92
10	School of Medicine - Clinical	163	1.65	0.78
11	Weatherhead School of Management	18	1.67	0.77

Factor 2: Mentoring Outside the University

		N	Mean	SD
q8d To what extent do you receive informal mentoring outside of the University?	1 Case School of Engineering	41	2.22	0.72
	2 College of Arts & Sciences - Arts, Humanities, Social Science	79	2.75	1.07
	3 College of Arts & Sciences - Math and Natural Sciences	37	2.24	1.01
	4 Frances Payne Bolton School of Nursing	34	2.35	1.04
	5 Mandel School of Applied Social Sciences	14	2.57	1.16
	6 Physical Education & Athletics	12	3.00	1.13
	7 School of Dental Medicine	28	2.50	1.04
	8 School of Law	22	2.64	1.05
	9 School of Medicine - Basic Sciences	102	2.44	1.00
	10 School of Medicine - Clinical	164	2.35	0.98
	11 Weatherhead School of Management	19	2.16	0.90

q8c To what extent do you receive formal mentoring outside of the University?	1 Case School of Engineering	43	1.60	0.73
	2 College of Arts & Sciences - Arts, Humanities, Social Science	79	1.91	1.15
	3 College of Arts & Sciences - Math and Natural Sciences	35	1.63	0.88
	4 Frances Payne Bolton School of Nursing	35	2.17	1.01
	5 Mandel School of Applied Social Sciences	12	2.33	1.37
	6 Physical Education & Athletics	12	2.17	1.11
	7 School of Dental Medicine	27	2.26	1.02
	8 School of Law	20	1.75	0.91
	9 School of Medicine - Basic Sciences	101	1.88	1.05
	10 School of Medicine - Clinical	163	1.87	0.91
	11 Weatherhead School of Management	19	1.58	0.77

This item considered separately

		N	Mean	SD
q8f While at Case, to what extent have you served as a mentor for another faculty member?	1 Case School of Engineering	43	2.93	0.91
	2 College of Arts & Sciences - Arts, Humanities, Social Science	84	2.77	0.97
	3 College of Arts & Sciences - Math and Natural Sciences	35	2.74	1.04
	4 Frances Payne Bolton School of Nursing	32	2.94	0.84
	5 Mandel School of Applied Social Sciences	14	3.00	0.78
	6 Physical Education & Athletics	12	2.67	1.07
	7 School of Dental Medicine	25	2.56	1.16

8	School of Law	25	2.88	0.83
9	School of Medicine - Basic Sciences	104	2.84	1.03
10	School of Medicine - Clinical	166	2.49	1.05
11	Weatherhead School of Management	19	3.11	0.74

7. Quality of Relationships within the Campus Community

Factor 1: Lack of Acceptance of Diversity

		N	Mean	SD
q9b Racist or xenophobic attitudes are present in faculty gatherings at Case	1 Case School of Engineering	42	1.81	0.89
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	1.94	0.97
	3 College of Arts & Sciences - Math and Natural Sciences	39	1.41	0.64
	4 Frances Payne Bolton School of Nursing	33	1.58	0.79
	5 Mandel School of Applied Social Sciences	16	1.94	0.93
	6 Physical Education & Athletics	13	1.54	0.66
	7 School of Dental Medicine	30	1.57	0.90
	8 School of Law	25	1.60	0.87
	9 School of Medicine - Basic Sciences	105	1.60	0.82
	10 School of Medicine - Clinical	162	1.51	0.81
	11 Weatherhead School of Management	19	1.53	0.70
q9a Sexist attitudes are present in faculty gatherings at Case	1 Case School of Engineering	42	1.83	0.88
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.10	0.99
	3 College of Arts & Sciences - Math and Natural Sciences	40	1.78	0.83
	4 Frances Payne Bolton School of Nursing	33	1.85	1.09
	5 Mandel School of Applied Social Sciences	16	2.25	1.06
	6 Physical Education & Athletics	13	1.92	0.76
	7 School of Dental Medicine	30	1.57	0.82
	8 School of Law	26	1.65	0.89
	9 School of Medicine - Basic Sciences	105	1.80	0.88
	10 School of Medicine - Clinical	165	1.61	0.85
	11 Weatherhead School of Management	19	1.68	0.95
q9c Ageist attitudes are present in faculty gatherings at Case	1 Case School of Engineering	42	2.02	0.90
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	1.84	0.91
	3 College of Arts & Sciences - Math and Natural Sciences	38	1.58	0.72
	4 Frances Payne Bolton School of Nursing	33	1.61	0.70
	5 Mandel School of Applied Social Sciences	15	1.80	0.77
	6 Physical Education & Athletics	13	1.69	0.75
	7 School of Dental Medicine	30	1.67	0.92
	8 School of Law	25	1.56	0.77
	9 School of Medicine - Basic Sciences	104	1.72	0.89

	10 School of Medicine - Clinical	163	1.55	0.85
	11 Weatherhead School of Management	19	1.68	1.00
q9d Faculty at Case have a condescending attitude towards persons from other countries	1 Case School of Engineering	42	1.88	0.94
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	1.74	0.83
	3 College of Arts & Sciences - Math and Natural Sciences	39	1.49	0.76
	4 Frances Payne Bolton School of Nursing	34	1.53	0.71
	5 Mandel School of Applied Social Sciences	16	1.56	0.73
	6 Physical Education & Athletics	13	1.46	0.52
	7 School of Dental Medicine	30	1.63	0.93
	8 School of Law	25	1.68	0.95
	9 School of Medicine - Basic Sciences	104	1.63	0.79
	10 School of Medicine - Clinical	165	1.58	0.81
	11 Weatherhead School of Management	19	1.32	0.58

Factor 2: Respectful Relationships Among Faculty and with Administrators

		N	Mean	SD
q9f Faculty at Case are treated with respect by campus administrators	1 Case School of Engineering	42	2.36	0.96
	2 College of Arts & Sciences - Arts, Humanities, Social Science	87	2.46	0.95
	3 College of Arts & Sciences - Math and Natural Sciences	40	2.83	0.93
	4 Frances Payne Bolton School of Nursing	31	3.29	0.69
	5 Mandel School of Applied Social Sciences	16	3.00	0.82
	6 Physical Education & Athletics	13	2.69	0.75
	7 School of Dental Medicine	30	2.97	1.03
	8 School of Law	25	2.96	0.68
	9 School of Medicine - Basic Sciences	109	2.26	0.95
	10 School of Medicine - Clinical	153	2.54	0.92
	11 Weatherhead School of Management	19	2.89	0.81
q9e Faculty at Case respect each other	1 Case School of Engineering	43	2.98	0.74
	2 College of Arts & Sciences - Arts, Humanities, Social Science	88	2.88	0.86
	3 College of Arts & Sciences - Math and Natural Sciences	40	3.35	0.74
	4 Frances Payne Bolton School of Nursing	33	3.24	0.71
	5 Mandel School of Applied Social Sciences	15	3.33	0.62
	6 Physical Education & Athletics	13	2.85	0.80
	7 School of Dental Medicine	29	3.21	0.90
	8 School of Law	25	3.00	0.65
	9 School of Medicine - Basic Sciences	109	3.07	0.79
	10 School of Medicine - Clinical	167	3.10	0.77
	11 Weatherhead School of Management	19	3.00	0.75

**Appendix 3:
Item Averages by Rank and Gender – Whole Sample**

1. Satisfaction with Community and Academic Dimensions

Factor 1: Community and Job Satisfaction

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall experience of collegiality in your primary unit (department/school)	31	2.90	1.16	22	3.09	0.87	77	3.12	0.95	82	3.11	0.92	79	2.73	1.11	79	2.85	1.00	46	2.78	1.13	164	3.00	0.99
Overall experience of being a faculty member in your primary unit (department/school)	31	2.81	1.14	22	3.00	0.87	77	3.08	0.90	82	3.00	0.96	79	2.70	0.95	79	2.72	0.92	47	2.91	0.97	163	2.85	1.02
Opportunities to collaborate with faculty in your primary unit (department/school)	31	2.90	1.04	22	3.09	0.87	77	2.95	0.92	82	3.15	0.83	79	2.76	0.94	79	3.06	0.91	46	3.20	0.91	164	3.14	0.88
Overall work environment	31	2.77	1.09	22	3.18	0.80	78	2.96	0.87	80	2.93	0.90	77	2.62	0.97	76	2.61	0.87	47	2.66	0.79	162	2.76	0.94
Mentoring you have received in your primary unit (department/school)	29	2.62	1.21	21	2.52	1.03	77	2.61	1.10	81	2.77	1.06	78	2.28	1.14	78	2.56	1.03	44	2.59	1.02	146	2.44	0.92
Overall experience of community at Case	31	2.97	0.75	22	2.82	0.66	78	2.90	0.73	81	2.79	0.88	79	2.62	0.84	79	2.75	0.76	47	2.74	0.79	164	2.75	0.86

Factor 2: Administrative support for research and teaching

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Support for securing grants	19	2.63	1.07	19	2.37	0.83	71	2.52	1.07	77	2.32	0.99	71	2.15	0.99	74	2.14	0.96	41	2.15	0.99	158	2.22	0.90
Other resources to support research	20	2.45	1.10	19	2.42	0.84	72	2.60	1.04	73	2.42	0.91	74	2.09	0.89	72	2.25	0.98	42	2.12	1.04	155	2.17	0.98
Technical and research staff	22	3.09	0.92	20	2.90	0.79	70	3.10	0.89	74	2.86	0.82	66	2.59	0.89	75	2.72	1.07	40	3.05	0.88	149	2.90	0.85

Clerical and administrative staff	30	2.80	1.06	22	2.95	0.95	78	2.73	0.99	81	2.85	0.90	78	2.38	1.01	79	2.66	1.07	46	2.57	1.13	163	2.72	1.01
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Factor 3: Workload Responsibilities

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Advising responsibilities	28	3.04	1.07	20	3.20	0.70	74	2.89	0.82	75	2.91	0.84	75	2.99	0.83	76	3.01	0.82	43	2.98	0.80	153	2.96	0.75
Teaching responsibilities	30	3.17	0.87	22	3.23	0.69	76	3.13	0.81	80	3.13	0.75	79	3.00	0.91	78	3.22	0.71	45	3.20	0.84	161	3.26	0.77
Access to teaching assistants	26	2.38	1.06	19	2.58	0.84	61	2.36	1.07	70	2.39	0.91	65	2.54	1.05	68	2.53	1.03	36	2.25	1.00	145	2.39	0.94
Committee and administrative responsibilities	30	2.80	0.96	21	2.95	0.59	76	2.80	0.82	78	2.78	0.85	77	2.73	0.74	78	2.59	0.92	47	2.85	0.88	163	2.74	0.75
Time available for scholarly work	27	2.33	1.04	20	2.65	0.93	76	2.37	0.96	77	2.48	0.94	76	2.17	0.89	79	2.37	1.01	46	2.52	0.84	164	2.55	0.88
Quality of graduate students	23	3.04	0.98	18	3.06	0.73	69	3.01	0.85	75	2.89	0.94	68	2.99	0.82	75	2.88	0.79	42	2.88	0.86	156	2.65	0.84

Factor 4: Compensation and Professional Development

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Benefits	30	3.00	0.91	22	2.68	0.89	78	3.08	0.73	82	3.11	0.83	78	2.85	0.88	79	2.80	0.81	46	2.76	0.87	163	2.67	0.86
Start-up package	19	2.21	1.13	20	2.05	0.89	68	2.59	1.12	77	2.69	1.05	61	2.44	1.01	73	2.41	1.00	32	2.16	0.95	115	2.36	0.97
Salary	31	2.29	0.94	22	2.55	0.80	77	2.60	0.86	81	2.57	0.96	79	2.24	1.02	79	2.33	0.90	46	2.54	1.05	163	2.58	1.02
Professional development opportunities	30	2.60	1.07	21	2.33	0.91	78	2.82	0.88	79	2.71	0.94	76	2.46	0.92	79	2.56	0.92	46	2.83	0.90	156	2.63	0.88
Mentoring you have received within the University	26	2.12	0.91	21	2.33	0.97	76	2.49	1.03	80	2.44	0.95	75	2.17	1.07	76	2.26	1.00	43	2.42	1.01	142	2.12	0.91

Factor 5: Computer and Library Resources

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Computer resources	30	3.23	0.90	22	3.05	0.84	76	3.24	0.85	80	3.19	0.71	77	3.14	0.88	78	2.99	0.85	45	3.11	0.83	162	3.04	0.91
Library resources	30	3.23	0.82	19	3.05	0.71	77	3.27	0.75	79	3.09	0.82	77	3.17	0.95	77	3.22	0.77	45	3.31	0.87	160	3.18	0.78
Computing support staff	28	2.93	1.09	22	2.59	0.80	77	3.01	0.92	79	2.78	0.94	75	2.83	1.04	78	2.62	1.01	45	2.73	1.01	160	2.66	0.98

Factor 6: Space

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Lab or research space	18	2.61	0.98	18	2.50	0.79	65	2.74	0.91	75	2.91	0.93	59	2.81	1.07	70	2.77	1.00	33	2.97	0.85	147	3.07	0.94
Office space	31	2.94	1.12	22	2.64	1.09	78	3.01	1.00	80	3.14	0.92	78	3.24	0.91	79	2.92	0.97	44	3.52	0.73	162	3.45	0.77
Classroom space	27	2.63	0.84	20	2.85	0.67	70	2.93	0.80	73	3.15	0.78	73	2.77	0.95	77	3.00	0.93	41	2.95	0.86	158	3.01	0.85

2. Sources of Stress

These items are all considered separately:

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Timing of departmental meetings and functions	31	1.74	0.68	20	1.75	0.72	76	1.70	0.61	79	1.63	0.68	77	1.61	0.61	76	1.68	0.73	44	1.73	0.76	156	1.56	0.60
Managing a research group or grant (e.g. finances, personnel)	9	2.22	0.67	13	2.38	0.77	56	2.18	0.74	63	2.06	0.69	57	1.96	0.76	67	2.22	0.81	35	2.00	0.73	134	2.07	0.72
Securing funding for research	9	2.22	0.67	15	2.60	0.63	63	2.38	0.73	69	2.41	0.71	58	2.21	0.67	68	2.41	0.74	34	2.35	0.69	138	2.42	0.69
Scholarly productivity	20	2.15	0.67	16	2.44	0.63	74	2.45	0.67	78	2.21	0.67	76	2.38	0.65	77	2.22	0.60	45	2.00	0.64	159	2.03	0.68
Teaching responsibilities	30	2.13	0.68	19	2.00	0.75	74	1.95	0.70	79	1.92	0.64	78	1.85	0.69	77	1.84	0.65	45	1.67	0.67	158	1.67	0.64
Advising responsibilities	25	1.96	0.61	17	1.59	0.71	71	1.72	0.70	77	1.66	0.70	76	1.54	0.60	77	1.68	0.72	42	1.55	0.74	153	1.54	0.62
Committee and/or administrative responsibilities	29	1.86	0.74	20	1.90	0.72	76	1.64	0.72	75	1.72	0.61	76	1.88	0.69	78	2.05	0.72	45	1.87	0.76	158	1.92	0.66

Review/promotion process	22	1.86	0.77	19	2.37	0.83	73	2.07	0.77	70	2.06	0.72	64	1.98	0.81	73	1.95	0.76	31	1.52	0.77	125	1.61	0.76
Departmental or campus politics	30	2.07	0.78	21	2.10	0.83	76	1.91	0.79	77	2.05	0.79	76	2.17	0.81	76	2.09	0.80	46	2.39	0.80	158	2.24	0.73
Your health	27	1.59	0.69	22	1.64	0.79	76	1.42	0.62	77	1.48	0.70	75	1.53	0.64	77	1.51	0.62	44	1.48	0.55	156	1.46	0.65
Care of someone who is ill, disabled, aging, and/or in need of special services	22	1.73	0.83	17	1.82	0.81	66	1.47	0.71	60	1.43	0.70	64	1.39	0.66	65	1.38	0.68	37	1.57	0.73	132	1.47	0.71
Employment situation of your spouse/partner	22	1.59	0.67	20	1.95	0.89	66	1.55	0.73	70	1.64	0.74	59	1.41	0.62	68	1.53	0.68	33	1.42	0.71	145	1.36	0.60
Child care	18	1.67	0.84	15	1.67	0.82	54	1.81	0.83	65	1.80	0.77	50	1.48	0.68	64	1.42	0.66	24	1.29	0.62	102	1.20	0.53

3. Quality of Collegueship and Support in Primary Unit

Factor 1: Sense of Being Valued and Included as a Colleague in Primary Unit

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Colleagues in my primary unit interact positively with me	31	3.26	0.89	22	3.45	0.67	78	3.42	0.67	82	3.34	0.74	79	3.15	0.92	79	3.13	0.85	47	3.19	0.92	162	3.35	0.80
Colleagues in my primary unit solicit my opinions	30	3.07	0.94	22	3.23	0.81	77	3.05	0.87	81	3.20	0.81	79	2.73	1.02	79	3.01	0.95	47	2.98	1.01	162	3.10	0.87
Colleagues in my primary unit value my work	31	2.87	0.96	22	3.23	0.87	78	3.10	0.91	82	3.24	0.81	79	2.81	1.04	79	3.03	1.01	47	2.98	0.90	164	3.17	0.83
My department/unit is a good fit for me	31	3.23	0.92	21	3.33	0.80	78	3.21	0.89	82	3.11	1.01	79	2.89	1.05	79	2.99	0.95	46	2.91	1.07	162	3.16	1.01
Colleagues in my primary unit provide me feedback	31	2.74	0.93	22	3.09	0.81	77	2.94	0.92	82	2.95	0.87	79	2.49	1.01	79	2.75	0.94	46	2.83	1.02	160	2.61	0.94
I am comfortable asking my colleagues about performance expectations	31	2.90	0.91	22	3.18	0.85	78	3.14	0.86	82	3.09	0.88	78	2.62	1.05	79	2.91	0.95	45	3.02	0.94	155	3.05	0.91
Colleagues in my primary unit can be trusted	31	2.90	1.01	22	3.14	0.83	75	3.20	0.77	82	3.16	0.90	79	2.68	1.12	79	3.00	0.96	47	2.79	1.00	164	3.16	0.89
I solicit my colleagues' advice about or assistance with my	24	3.00	0.88	20	3.35	0.67	74	3.28	0.75	81	3.11	0.81	75	2.72	0.99	78	2.91	0.93	47	3.17	0.84	159	3.11	0.88

I feel pressure to change my work interests in order to affect my tenure/promotion/evaluation	28	2.54	1.07	22	2.36	1.22	78	2.28	1.01	81	2.26	1.03	79	2.27	1.11	78	2.08	1.05	44	1.93	1.15	163	1.56	0.91
I have to work harder than my colleagues to be perceived as a legitimate scholar	30	2.23	0.86	22	2.18	1.01	78	2.17	1.04	82	2.04	0.92	79	2.46	1.13	78	1.95	0.99	46	2.28	1.19	163	1.64	0.87
I constantly feel under scrutiny by colleagues in my primary unit	31	2.06	0.81	22	1.82	0.91	78	2.10	0.92	82	2.06	0.89	79	2.04	0.94	79	1.80	0.81	46	1.91	1.01	163	1.72	0.83

4. Effectiveness of Primary Unit Head

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Creates a cooperative and supportive environment	31	2.90	1.19	22	2.91	1.15	76	3.03	1.06	81	3.02	0.97	76	2.61	1.03	79	2.78	1.13	47	2.70	1.21	158	2.71	1.14
Is open to constructive criticism	30	2.63	1.22	22	2.82	1.10	73	2.70	1.06	80	2.98	1.03	76	2.66	1.05	79	2.67	1.05	46	2.65	1.20	158	2.75	1.14
Treats faculty in an even-handed way	31	2.81	1.17	22	2.73	1.08	75	2.88	1.08	80	3.10	1.04	76	2.70	1.13	79	2.78	1.15	46	2.76	1.27	158	2.91	1.14
Handles disputes/problems effectively	31	2.81	1.17	22	2.59	1.05	72	2.82	0.94	81	2.90	1.03	75	2.56	0.96	78	2.65	1.09	46	2.59	1.26	154	2.71	1.05
Is an effective administrator	31	2.81	1.17	22	2.95	1.13	77	2.82	1.08	81	2.90	1.09	75	2.52	1.02	78	2.76	1.16	46	2.70	1.26	160	2.66	1.08
Articulates a clear vision	31	2.77	1.12	22	2.59	1.05	76	2.87	1.08	81	2.70	1.11	75	2.27	1.06	78	2.65	1.16	47	2.53	1.18	158	2.49	1.08
Articulates clear criteria for allocation of resources	29	2.34	1.08	22	2.55	0.91	72	2.56	0.98	77	2.70	1.05	72	2.14	1.07	78	2.37	1.06	44	2.50	1.11	154	2.44	1.04
Honors agreements	31	3.00	1.18	22	2.91	1.15	76	3.28	0.81	80	3.25	0.92	73	3.12	0.99	77	2.95	1.11	44	3.09	1.01	154	3.09	1.03
Gives me useful feedback about my performance	29	2.55	1.21	22	2.73	1.16	76	2.88	0.98	80	2.91	0.98	75	2.44	0.98	78	2.71	1.03	45	2.62	1.09	153	2.59	1.05
Communicates consistently with faculty	31	2.81	1.05	22	2.68	0.99	76	2.82	1.03	81	2.81	1.05	76	2.43	1.04	79	2.65	1.12	47	2.53	1.25	159	2.54	1.09

Involves me in relevant decision-making processes	29	2.62	1.05	22	2.59	1.26	76	2.54	1.10	78	2.86	1.07	76	2.46	1.16	78	2.69	1.14	46	2.59	1.18	157	2.67	1.18
Helps me obtain the resources I need	29	2.62	1.12	21	2.67	1.15	76	2.86	0.96	81	2.91	1.01	75	2.55	1.03	78	2.59	1.06	45	2.67	1.15	153	2.50	1.03
Articulates clear criteria for tenure/promotion/evaluation	29	2.66	1.14	22	2.59	1.05	76	2.91	1.02	81	2.85	1.04	75	2.69	1.10	79	2.70	1.04	46	2.91	1.09	155	2.87	1.05
Values my mentoring of others	28	2.57	1.10	22	2.95	1.13	69	2.81	1.02	77	2.95	0.92	75	2.63	1.08	77	2.87	1.00	45	2.84	1.04	149	2.86	1.10
Is a mentor to me	28	2.25	1.14	22	2.73	1.24	77	2.55	1.19	80	2.65	1.10	74	2.15	1.08	78	2.28	1.09	45	2.31	1.12	148	1.98	1.09
Maintains high academic standards	31	3.19	1.05	22	3.50	0.67	77	3.31	0.85	81	3.25	0.86	75	3.17	0.95	79	3.09	1.00	46	3.15	1.05	158	3.06	0.99
Shows commitment to diversity	30	3.20	0.96	21	3.38	0.67	74	3.31	0.84	79	3.25	0.84	72	3.01	1.12	78	3.24	0.81	47	3.21	0.95	154	3.18	0.97

5. Support for Work/Life Integration

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Flexibility regarding family responsibilities	28	3.32	0.67	20	3.20	0.89	67	3.09	0.75	74	3.16	0.81	72	2.99	0.85	70	3.09	0.74	38	3.00	0.81	141	3.08	0.80
Health accommodations	27	3.37	0.69	20	3.20	0.77	60	3.23	0.65	65	3.14	0.79	69	2.93	0.90	70	3.03	0.76	39	3.18	0.76	138	3.19	0.78
Child care	28	3.14	1.01	21	2.95	0.97	62	2.66	1.02	71	2.63	0.99	67	2.52	1.01	70	2.60	0.98	37	2.62	1.16	137	2.63	0.99
Family leave	26	3.42	0.58	21	3.14	0.85	62	3.10	0.84	72	3.04	0.91	72	2.85	0.85	70	2.87	0.90	38	3.00	0.99	140	2.97	0.77
Tenure clock adjustment	22	2.86	0.89	17	2.71	0.99	58	2.81	0.96	67	2.81	0.86	67	2.94	0.83	67	2.63	1.04	35	3.11	0.87	137	2.95	0.86
Sabbatical leave	22	2.82	1.05	18	2.50	1.04	54	2.70	1.06	63	2.59	0.98	71	2.61	1.11	67	2.54	1.08	39	2.85	1.18	148	2.83	1.07
Partner/spousal hiring	24	2.96	1.08	19	2.74	1.10	56	2.70	0.99	69	2.68	0.96	70	2.70	0.98	68	2.60	0.92	36	2.42	1.02	135	2.50	1.02

6. Mentoring

Factor 1: Mentoring Within the University

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD

While at Case, to what extent do you feel as though you have received effective mentoring?	29	2.28	1.10	21	2.57	0.98	76	2.59	1.05	78	2.46	0.99	79	2.16	0.98	76	2.38	0.97	43	2.44	0.98	149	2.15	0.89
To what extent do you receive informal mentoring within the University?	29	2.69	1.07	20	2.70	0.80	77	2.69	0.95	80	2.76	0.82	78	2.40	0.94	78	2.49	0.85	41	2.41	0.87	148	2.07	0.84
To what extent do you receive formal mentoring within the University?	29	1.69	0.97	20	2.00	1.03	77	2.27	1.07	78	2.15	0.91	76	1.75	0.91	75	1.85	0.88	40	1.68	0.83	144	1.49	0.69

Factor 2: Mentoring Outside the University

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you receive informal mentoring outside of the University?	29	2.28	0.92	21	2.57	1.21	76	2.51	0.99	76	2.54	1.00	78	2.71	0.94	75	2.47	0.93	41	2.76	1.11	146	2.05	0.93
To what extent do you receive formal mentoring outside of the University?	29	1.72	0.80	21	2.29	1.01	75	1.89	0.99	78	1.99	1.04	77	2.14	1.08	75	1.89	0.95	40	2.05	1.20	143	1.52	0.74

7. Quality of Relationships within the Campus Community

Factor 1: Lack of Acceptance of Diversity

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Racist or xenophobic attitudes are present in faculty gatherings at Case	28	1.86	0.85	21	1.38	0.59	74	1.73	0.86	81	1.49	0.87	74	2.08	0.99	77	1.55	0.87	44	2.02	0.90	162	1.36	0.62
Sexist attitudes are present in faculty gatherings at Case	28	2.14	0.97	22	1.45	0.60	76	1.88	0.92	81	1.57	0.81	76	2.47	1.01	79	1.51	0.78	46	2.30	0.94	160	1.52	0.77

Ageist attitudes are present in faculty gatherings at Case	28	2.00	0.94	22	1.36	0.49	73	1.73	0.85	79	1.48	0.80	74	2.05	0.99	78	1.53	0.75	43	2.07	0.91	161	1.60	0.85
Faculty at Case have a condescending attitude towards persons from other countries	29	1.66	0.77	22	1.55	0.74	77	1.60	0.78	80	1.56	0.85	74	1.86	0.91	79	1.63	0.83	44	1.93	0.73	160	1.46	0.75

Factor 2: Respectful Relationships Among Faculty and with Administrators

	Instructor/Senior Instructor						Assistant professor						Associate professor						Professor					
	Female			Male			Female			Male			Female			Male			Female			Male		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Faculty at Case are treated with respect by campus administrators	27	2.93	0.92	22	2.73	1.03	70	2.69	0.93	79	2.71	0.94	73	2.49	0.91	78	2.62	0.96	45	2.40	0.89	159	2.51	0.97
Faculty at Case respect each other	29	2.93	0.75	22	3.27	0.63	78	3.10	0.80	80	3.14	0.81	76	2.84	0.67	79	3.11	0.73	45	3.00	0.67	161	3.16	0.87

**Appendix 4:
Item Averages by School/College and Gender – Whole Sample**

1. Satisfaction with Community and Academic Dimensions

Factor 1: Community and Job Satisfaction

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q1b Overall experience of collegiality in your primary unit (department/school)	01 Case School of Engineering		N < 5		40	2.95	0.90
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.60	1.21	41	2.83	1.20
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.13	0.83	31	3.42	0.72
	04 Frances Payne Bolton School of Nursing	34	3.47	0.75	N < 5		
	05 Mandel School of Applied Social Sciences	8	3.38	0.74	8	2.88	0.99
	06 Physical Education & Athletics	6	2.50	1.22	7	2.29	0.49
	07 School of Dental Medicine	9	3.11	0.93	21	3.43	0.93
	08 School of Law	11	2.91	0.54	15	2.60	0.99
	09 School of Medicine - Basic Sciences	38	2.79	1.09	69	2.94	0.87
	10 School of Medicine - Clinical	67	2.90	1.07	101	2.97	0.99
	11 Weatherhead School of Management	6	2.17	1.33	13	3.15	0.99
q1c Overall experience of being a faculty member in your primary unit (department/school)	01 Case School of Engineering		N < 5		39	2.90	0.91
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.56	0.97	41	2.63	1.18
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.00	0.76	31	3.10	0.75
	04 Frances Payne Bolton School of Nursing	33	3.58	0.56	N < 5		
	05 Mandel School of Applied Social Sciences	8	3.13	0.83	8	2.88	0.64
	06 Physical Education & Athletics	6	2.50	1.22	7	2.57	0.53
	07 School of Dental Medicine	9	3.22	0.97	21	3.43	0.93
	08 School of Law	11	3.09	0.83	15	2.80	1.08
	09 School of Medicine - Basic Sciences	38	2.63	1.08	69	2.78	0.97
	10 School of Medicine - Clinical	69	2.90	0.94	101	2.80	1.00
	11 Weatherhead School of Management	6	2.50	0.84	13	2.92	0.95
q1e Opportunities to collaborate with faculty in your primary unit (department/school)	01 Case School of Engineering		N < 5		40	3.40	0.81
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.60	0.89	41	2.71	0.98
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.88	0.83	31	3.26	0.89
	04 Frances Payne Bolton School of Nursing	34	3.32	0.84	N < 5		
	05 Mandel School of Applied Social Sciences	8	3.25	0.89	8	3.00	1.07
	06 Physical Education & Athletics	6	2.67	1.21	7	2.71	1.11
	07 School of Dental Medicine	9	3.33	0.71	21	3.52	0.75
	08 School of Law	11	3.09	0.70	15	3.27	0.80
	09 School of Medicine - Basic Sciences	37	2.84	1.01	69	3.10	0.79
	10 School of Medicine - Clinical	68	2.93	1.00	101	3.02	0.84
	11 Weatherhead School of Management	6	2.33	0.82	13	3.23	0.93
q1d Overall work environment	01 Case School of Engineering		N < 5		39	2.62	0.85
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.50	0.95	40	2.53	0.85

	03 College of Arts & Sciences - Math and Natural Sciences	7	3.00	0.82	31	2.97	0.66
	04 Frances Payne Bolton School of Nursing	34	3.29	0.63		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.00	0.76	7	3.00	1.00
	06 Physical Education & Athletics	6	2.17	1.33	7	3.14	0.69
	07 School of Dental Medicine	9	3.00	0.87	21	3.57	0.93
	08 School of Law	11	3.00	0.63	15	2.80	1.01
	09 School of Medicine - Basic Sciences	38	2.63	1.05	67	2.55	0.94
	10 School of Medicine - Clinical	69	2.74	0.89	100	2.83	0.92
	11 Weatherhead School of Management	6	2.33	1.03	13	2.92	0.86
	01 Case School of Engineering			N < 5	38	2.24	1.02
	02 College of Arts & Sciences - Arts, Humanities, Social Science	42	2.24	1.08	38	2.50	0.98
	03 College of Arts & Sciences - Math and Natural Sciences	7	2.43	1.13	29	2.90	0.77
	04 Frances Payne Bolton School of Nursing	34	3.29	0.87		N < 5	
	05 Mandel School of Applied Social Sciences	8	2.88	0.83	7	2.29	0.76
	06 Physical Education & Athletics	6	2.33	1.21	7	2.00	1.15
	07 School of Dental Medicine	9	2.11	1.05	20	3.10	1.02
	08 School of Law	11	2.64	0.92	14	2.57	0.65
	09 School of Medicine - Basic Sciences	37	2.41	1.07	62	2.60	1.03
	10 School of Medicine - Clinical	67	2.36	1.20	99	2.46	1.02
	11 Weatherhead School of Management	6	2.17	0.98	11	2.82	0.87
	01 Case School of Engineering			N < 5	39	2.64	0.81
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.67	0.77	41	2.59	0.81
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.75	0.46	31	2.90	0.70
	04 Frances Payne Bolton School of Nursing	34	3.26	0.62		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.00	0.76	8	2.75	0.71
	06 Physical Education & Athletics	6	3.00	0.63	7	3.00	0.58
	07 School of Dental Medicine	9	3.00	1.00	21	3.52	0.81
	08 School of Law	11	3.09	0.30	15	3.07	0.80
	09 School of Medicine - Basic Sciences	38	2.68	0.77	69	2.74	0.76
	10 School of Medicine - Clinical	69	2.62	0.82	101	2.60	0.87
	11 Weatherhead School of Management	6	2.50	0.84	13	2.92	0.76

q2p Mentoring you have received in your primary unit (department/school)

q1a Overall experience of community at Case

Factor 2: Administrative support for research and teaching

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q2j Support for securing grants	01 Case School of Engineering			N < 5	40	1.93	0.83
	02 College of Arts & Sciences - Arts, Humanities, Social Science	41	2.22	0.94	41	2.05	0.86
	03 College of Arts & Sciences - Math and Natural Sciences	6	1.83	0.98	31	2.32	0.91
	04 Frances Payne Bolton School of Nursing	30	3.53	0.78		N < 5	
	05 Mandel School of Applied Social Sciences	7	2.57	1.27	8	2.50	0.93
	06 Physical Education & Athletics			N < 5		N < 5	
	07 School of Dental Medicine	8	2.00	0.76	16	3.13	0.81

	08 School of Law	9	2.56	0.73	11	2.36	1.03
	09 School of Medicine - Basic Sciences	37	2.24	0.95	69	2.10	0.94
	10 School of Medicine - Clinical	55	2.00	0.92	95	2.23	0.90
	11 Weatherhead School of Management	6	1.67	0.82	12	2.17	0.83
q2k Other resources to support research	01 Case School of Engineering		N < 5		39	1.79	0.77
	02 College of Arts & Sciences - Arts, Humanities, Social Science	42	2.00	0.91	38	2.08	0.88
	03 College of Arts & Sciences - Math and Natural Sciences	6	1.67	0.52	29	2.24	0.91
	04 Frances Payne Bolton School of Nursing	30	3.40	0.77		N < 5	
	05 Mandel School of Applied Social Sciences	7	2.29	1.11	7	2.43	0.98
	06 Physical Education & Athletics		N < 5			N < 5	
	07 School of Dental Medicine	8	2.25	0.71	16	2.94	0.93
	08 School of Law	11	2.73	0.79	14	2.79	1.12
	09 School of Medicine - Basic Sciences	37	2.16	0.93	67	2.25	1.02
	10 School of Medicine - Clinical	59	2.17	1.02	92	2.24	0.91
	11 Weatherhead School of Management	6	1.67	0.82	12	2.25	0.87
q2h Technical and research staff	01 Case School of Engineering		N < 5		39	2.38	0.99
	02 College of Arts & Sciences - Arts, Humanities, Social Science	34	2.53	0.93	35	2.34	0.97
	03 College of Arts & Sciences - Math and Natural Sciences	6	2.67	0.82	29	2.31	1.00
	04 Frances Payne Bolton School of Nursing	31	3.42	0.76		N < 5	
	05 Mandel School of Applied Social Sciences	6	2.67	1.37	8	2.88	0.83
	06 Physical Education & Athletics		N < 5		5	3.40	0.89
	07 School of Dental Medicine	8	3.00	1.07	17	3.24	0.83
	08 School of Law	9	3.22	0.67	13	3.46	0.66
	09 School of Medicine - Basic Sciences	36	3.17	0.65	67	3.06	0.72
	10 School of Medicine - Clinical	59	2.81	0.94	96	3.00	0.78
	11 Weatherhead School of Management	5	1.60	0.89	10	2.90	0.57
q2g Clerical and administrative staff	01 Case School of Engineering		N < 5		40	2.13	0.85
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.40	1.12	41	2.73	1.05
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.75	1.16	31	2.71	0.78
	04 Frances Payne Bolton School of Nursing	34	2.79	0.98		N < 5	
	05 Mandel School of Applied Social Sciences	8	2.75	1.04	8	2.88	0.83
	06 Physical Education & Athletics	5	3.40	0.55	7	3.71	0.49
	07 School of Dental Medicine	9	2.44	1.13	21	3.43	0.81
	08 School of Law	11	3.00	1.00	15	3.33	0.90
	09 School of Medicine - Basic Sciences	38	2.61	1.08	69	2.61	1.00
	10 School of Medicine – Clinical	66	2.50	1.01	101	2.76	0.99
	11 Weatherhead School of Management	6	2.33	0.82	13	3.15	0.90

Factor 3: Workload Responsibilities

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD

q1h Advising responsibilities	01 Case School of Engineering	N < 5	39	2.85	0.81
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44 3.09 0.80	40	2.63	0.87
	03 College of Arts & Sciences - Math and Natural Sciences	6 3.33 0.52	31	2.97	0.71
	04 Frances Payne Bolton School of Nursing	34 2.94 0.95	N < 5		
	05 Mandel School of Applied Social Sciences	8 2.88 0.99	8	3.13	0.64
	06 Physical Education & Athletics	N < 5	6	3.50	0.84
	07 School of Dental Medicine	9 2.89 0.93	20	3.45	0.76
	08 School of Law	11 2.73 1.01	15	3.33	0.62
	09 School of Medicine - Basic Sciences	34 3.12 0.81	62	2.95	0.78
	10 School of Medicine - Clinical	62 2.81 0.85	91	2.98	0.77
	11 Weatherhead School of Management	6 3.33 0.82	12	3.00	0.60
q1f Teaching responsibilities	01 Case School of Engineering	N < 5	39	3.13	0.77
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45 3.07 0.96	41	3.20	0.75
	03 College of Arts & Sciences - Math and Natural Sciences	8 3.13 0.99	31	3.39	0.62
	04 Frances Payne Bolton School of Nursing	34 3.21 0.84	N < 5		
	05 Mandel School of Applied Social Sciences	8 3.50 0.76	7	3.71	0.49
	06 Physical Education & Athletics	6 2.67 1.03	7	2.57	1.13
	07 School of Dental Medicine	9 3.33 0.71	21	3.48	0.81
	08 School of Law	11 3.27 0.90	15	3.73	0.46
	09 School of Medicine - Basic Sciences	36 3.00 0.83	67	3.10	0.70
	10 School of Medicine - Clinical	65 3.03 0.79	100	3.15	0.77
	11 Weatherhead School of Management	6 3.67 0.52	13	3.15	0.69
q1g Access to teaching assistants	01 Case School of Engineering	N < 5	40	1.95	0.93
	02 College of Arts & Sciences - Arts, Humanities, Social Science	40 2.58 1.17	40	2.30	0.97
	03 College of Arts & Sciences - Math and Natural Sciences	6 3.17 0.41	31	2.68	0.70
	04 Frances Payne Bolton School of Nursing	32 2.16 1.08	N < 5		
	05 Mandel School of Applied Social Sciences	8 2.25 0.89	8	2.38	0.92
	06 Physical Education & Athletics	N < 5	6	2.00	1.26
	07 School of Dental Medicine	7 2.00 1.15	18	3.06	1.11
	08 School of Law	10 2.40 0.97	12	3.08	0.67
	09 School of Medicine - Basic Sciences	28 2.46 1.14	50	2.38	0.95
	10 School of Medicine - Clinical	44 2.50 0.85	85	2.46	0.85
	11 Weatherhead School of Management	6 2.50 1.38	12	2.42	1.08
q1k Committee and administrative responsibilities	01 Case School of Engineering	N < 5	40	2.23	0.77
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44 2.68 0.86	41	2.49	0.81
	03 College of Arts & Sciences - Math and Natural Sciences	7 2.57 0.53	31	2.71	0.78
	04 Frances Payne Bolton School of Nursing	34 3.03 0.76	N < 5		
	05 Mandel School of Applied Social Sciences	8 2.38 1.06	8	3.13	0.83
	06 Physical Education & Athletics	5 2.40 1.14	7	3.00	0.58
	07 School of Dental Medicine	9 3.00 0.87	21	3.33	0.80
	08 School of Law	11 3.00 1.00	15	2.87	0.92
	09 School of Medicine - Basic Sciences	38 2.82 0.83	68	2.79	0.84
	10 School of Medicine - Clinical	66 2.79 0.73	96	2.73	0.73
	11 Weatherhead School of Management	6 2.50 0.84	13	3.00	0.58
q1j Time available for scholarly	01 Case School of Engineering	N < 5	40	2.10	0.96

work	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	2.14	0.91	41	2.34	0.88
	03 College of Arts & Sciences - Math and Natural Sciences	7	2.57	0.98	31	2.42	0.81
	04 Frances Payne Bolton School of Nursing	34	2.38	0.99	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.25	0.89	8	3.38	0.52
	06 Physical Education & Athletics	N < 5			5	3.00	1.22
	07 School of Dental Medicine	9	2.67	0.71	20	2.90	1.07
	08 School of Law	10	2.60	0.97	15	2.93	0.88
	09 School of Medicine - Basic Sciences	38	2.68	0.90	68	2.75	0.89
	10 School of Medicine - Clinical	65	2.18	0.88	99	2.31	0.91
	11 Weatherhead School of Management	6	2.33	0.82	13	2.54	0.66
	q1i Quality of graduate students	01 Case School of Engineering	N < 5			40	2.73
02 College of Arts & Sciences - Arts, Humanities, Social Science		36	2.67	0.86	39	2.49	0.94
03 College of Arts & Sciences - Math and Natural Sciences		7	2.29	0.76	31	2.29	0.69
04 Frances Payne Bolton School of Nursing		31	3.39	0.72	N < 5		
05 Mandel School of Applied Social Sciences		8	2.75	0.89	8	2.75	0.71
06 Physical Education & Athletics		N < 5			N < 5		
07 School of Dental Medicine		8	2.88	0.99	20	3.40	0.99
08 School of Law		10	2.90	0.88	13	3.00	0.58
09 School of Medicine - Basic Sciences		35	2.91	0.89	67	2.70	0.85
10 School of Medicine - Clinical		56	3.20	0.67	90	3.03	0.74
11 Weatherhead School of Management		5	3.20	1.30	11	2.55	1.04

Factor 4: Compensation and Professional Development

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q2m Benefits	01 Case School of Engineering	N < 5			40	2.73	0.75
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.89	0.75	41	2.51	0.90
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.13	0.99	31	2.68	0.87
	04 Frances Payne Bolton School of Nursing	33	3.24	0.71	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.88	1.13	8	3.00	1.07
	06 Physical Education & Athletics	6	2.83	0.98	7	3.00	0.82
	07 School of Dental Medicine	9	3.11	1.05	21	3.38	0.67
	08 School of Law	11	2.82	0.75	15	3.27	0.70
	09 School of Medicine - Basic Sciences	37	2.78	0.85	69	2.67	0.85
	10 School of Medicine - Clinical	68	2.81	0.90	100	2.82	0.88
	11 Weatherhead School of Management	6	3.17	0.75	13	3.08	0.76
q2n Start-up package	01 Case School of Engineering	N < 5			32	2.22	0.97
	02 College of Arts & Sciences - Arts, Humanities, Social Science	40	2.58	1.15	36	2.61	1.08
	03 College of Arts & Sciences - Math and Natural Sciences	6	2.67	1.03	27	2.52	1.01
	04 Frances Payne Bolton School of Nursing	23	2.70	1.06	N < 5		
	05 Mandel School of Applied Social Sciences	6	3.00	0.89	5	2.80	1.10
	06 Physical Education & Athletics	N < 5			5	1.60	0.55
	07 School of Dental Medicine	6	2.33	1.03	18	2.72	1.07
	08 School of Law	8	2.38	0.74	9	3.22	0.67

	09 School of Medicine - Basic Sciences	31	2.32	1.17	55	2.29	1.03
	10 School of Medicine - Clinical	51	2.22	0.99	87	2.33	0.96
	11 Weatherhead School of Management	N < 5			11	2.91	0.54
q2l Salary	01 Case School of Engineering	N < 5			40	2.53	0.85
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.04	0.90	41	2.10	1.04
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.13	0.99	31	2.06	0.96
	04 Frances Payne Bolton School of Nursing	34	2.74	0.90	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.75	1.04	8	3.25	0.71
	06 Physical Education & Athletics	6	1.83	0.98	7	2.00	0.58
	07 School of Dental Medicine	9	2.56	0.88	21	2.48	0.75
	08 School of Law	11	2.64	0.81	15	3.53	0.64
	09 School of Medicine - Basic Sciences	37	2.51	0.96	68	2.53	0.98
	10 School of Medicine - Clinical	69	2.46	1.01	100	2.61	0.95
	11 Weatherhead School of Management	6	2.17	0.98	13	2.69	0.85
q2o Professional development opportunities	01 Case School of Engineering	N < 5			39	2.31	0.92
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.68	0.77	38	2.61	0.82
	03 College of Arts & Sciences - Math and Natural Sciences	7	3.14	0.69	29	2.69	0.71
	04 Frances Payne Bolton School of Nursing	33	3.30	0.85	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.38	1.06	8	2.63	1.06
	06 Physical Education & Athletics	6	1.83	0.98	7	1.71	0.76
	07 School of Dental Medicine	9	2.56	0.88	21	3.05	0.97
	08 School of Law	11	3.00	0.63	15	3.07	0.80
	09 School of Medicine - Basic Sciences	37	2.65	0.86	64	2.67	0.89
	10 School of Medicine - Clinical	68	2.40	0.93	100	2.55	0.91
	11 Weatherhead School of Management	6	2.33	1.21	13	2.54	0.97
q2q Mentoring you have received within the University	01 Case School of Engineering	N < 5			39	2.03	0.93
	02 College of Arts & Sciences - Arts, Humanities, Social Science	42	2.40	1.06	38	2.29	0.93
	03 College of Arts & Sciences - Math and Natural Sciences	7	2.86	0.69	29	2.41	0.95
	04 Frances Payne Bolton School of Nursing	33	2.73	0.94	N < 5		
	05 Mandel School of Applied Social Sciences	7	2.86	0.90	7	2.14	0.90
	06 Physical Education & Athletics	5	1.80	0.84	6	2.33	1.03
	07 School of Dental Medicine	9	2.00	1.00	19	2.95	1.03
	08 School of Law	10	2.40	1.17	13	2.31	1.03
	09 School of Medicine - Basic Sciences	38	2.26	0.98	61	2.23	0.94
	10 School of Medicine - Clinical	62	2.02	1.02	95	2.12	0.93
	11 Weatherhead School of Management	6	2.33	1.37	11	2.27	0.65

Factor 5: Computer and Library Resources

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q2f Computer resources	01 Case School of Engineering	N < 5			39	2.90	0.75
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.89	0.89	41	2.63	0.97
	03 College of Arts & Sciences - Math and Natural Sciences	7	3.29	0.49	31	2.81	0.79
	04 Frances Payne Bolton School of Nursing	34	3.35	0.73	N < 5		

	05 Mandel School of Applied Social Sciences	8	3.25	1.04	8	3.75	0.46
	06 Physical Education & Athletics	5	3.20	0.45	7	3.86	0.38
	07 School of Dental Medicine	9	3.44	0.73	21	3.57	0.60
	08 School of Law	11	3.36	0.67	15	3.47	0.74
	09 School of Medicine - Basic Sciences	37	3.19	0.88	68	3.18	0.75
	10 School of Medicine - Clinical	67	3.25	0.86	100	3.01	0.89
	11 Weatherhead School of Management	6	2.67	1.21	13	3.00	0.71
q2e Library resources	01 Case School of Engineering		N < 5		39	3.26	0.64
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.80	1.10	41	2.63	0.92
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.25	0.71	31	3.03	0.71
	04 Frances Payne Bolton School of Nursing	33	3.55	0.56		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.63	0.74	7	3.71	0.49
	06 Physical Education & Athletics		N < 5		5	3.40	0.89
	07 School of Dental Medicine	9	3.00	0.71	21	3.62	0.67
	08 School of Law	11	3.27	0.79	15	3.40	0.51
	09 School of Medicine - Basic Sciences	36	3.31	0.79	67	3.19	0.74
	10 School of Medicine - Clinical	66	3.32	0.75	98	3.14	0.81
	11 Weatherhead School of Management	6	3.50	0.84	12	3.25	0.62
q2i Computing support staff	01 Case School of Engineering		N < 5		39	2.36	0.87
	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	2.35	1.02	41	2.07	0.93
	03 College of Arts & Sciences - Math and Natural Sciences	7	2.14	1.07	30	2.30	0.88
	04 Frances Payne Bolton School of Nursing	34	3.59	0.61		N < 5	
	05 Mandel School of Applied Social Sciences	8	2.88	0.99	7	3.57	0.79
	06 Physical Education & Athletics	6	3.00	1.10	7	3.14	0.90
	07 School of Dental Medicine	9	2.67	1.12	21	3.33	0.73
	08 School of Law	11	3.27	1.01	15	3.47	0.92
	09 School of Medicine - Basic Sciences	35	3.03	0.92	68	2.63	0.91
	10 School of Medicine - Clinical	66	2.94	0.91	98	2.77	0.93
	11 Weatherhead School of Management	6	2.17	1.33	12	2.83	0.83

Factor 6: Space

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q2c Lab or research space	01 Case School of Engineering		N < 5		40	3.05	0.90
	02 College of Arts & Sciences - Arts, Humanities, Social Science	36	2.78	1.05	33	2.55	1.28
	03 College of Arts & Sciences - Math and Natural Sciences	5	3.20	0.45	29	3.14	0.74
	04 Frances Payne Bolton School of Nursing	26	2.50	0.95		N < 5	
	05 Mandel School of Applied Social Sciences	7	2.86	1.21	8	2.88	0.64
	06 Physical Education & Athletics		N < 5			N < 5	
	07 School of Dental Medicine	7	2.14	0.90	17	3.12	0.86
	08 School of Law	5	3.60	0.55	10	3.40	0.70
	09 School of Medicine - Basic Sciences	35	2.86	0.94	69	2.80	1.09
	10 School of Medicine - Clinical	47	2.83	0.92	90	2.87	0.81
	11 Weatherhead School of Management		N < 5		11	3.64	0.50

q2b Office space	01 Case School of Engineering	N < 5	40	3.55	0.64
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44 3.36 0.92	41	2.95	1.05
	03 College of Arts & Sciences - Math and Natural Sciences	8 3.50 0.53	31	3.32	0.79
	04 Frances Payne Bolton School of Nursing	34 2.82 1.00		N < 5	
	05 Mandel School of Applied Social Sciences	8 3.75 0.46	8	3.25	0.71
	06 Physical Education & Athletics	6 2.67 1.37	7	3.57	0.53
	07 School of Dental Medicine	9 3.00 1.32	20	3.10	1.12
	08 School of Law	11 3.64 0.67	15	3.33	0.98
	09 School of Medicine - Basic Sciences	37 3.27 0.77	69	3.13	1.01
	10 School of Medicine - Clinical	67 2.99 1.01	99	3.05	0.87
	11 Weatherhead School of Management	6 3.83 0.41	13	3.92	0.28
q2d Classroom space	01 Case School of Engineering	N < 5	40	3.18	0.78
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45 2.76 0.98	41	2.61	0.95
	03 College of Arts & Sciences - Math and Natural Sciences	8 3.00 0.53	31	3.32	0.75
	04 Frances Payne Bolton School of Nursing	33 2.52 0.87		N < 5	
	05 Mandel School of Applied Social Sciences	8 3.00 0.93	8	3.88	0.35
	06 Physical Education & Athletics	5 2.40 0.55	6	2.50	1.05
	07 School of Dental Medicine	9 2.78 1.30	21	3.43	0.81
	08 School of Law	11 3.27 0.47	15	3.07	0.80
	09 School of Medicine - Basic Sciences	34 3.03 0.76	66	3.00	0.82
	10 School of Medicine - Clinical	50 2.88 0.82	88	2.88	0.80
	11 Weatherhead School of Management	6 3.33 0.82	13	3.46	0.66

2. Sources of Stress

These items are all considered separately:

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q3a Timing of departmental meetings and functions	01 Case School of Engineering	N < 5			39	1.64	0.58
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	1.84	0.64	41	1.66	0.73
	03 College of Arts & Sciences - Math and Natural Sciences	8	1.75	0.71	30	1.47	0.63
	04 Frances Payne Bolton School of Nursing	34	1.79	0.59		N < 5	
	05 Mandel School of Applied Social Sciences	8	1.75	0.71	8	1.75	0.71
	06 Physical Education & Athletics	6	1.67	0.52	7	1.43	0.79
	07 School of Dental Medicine	9	1.44	0.53	19	1.53	0.77
	08 School of Law	11	1.36	0.67	13	1.62	0.65
	09 School of Medicine - Basic Sciences	36	1.58	0.73	65	1.49	0.64
	10 School of Medicine - Clinical	65	1.65	0.65	97	1.78	0.65
	11 Weatherhead School of Management	6	1.33	0.52	13	1.46	0.66
q3b Managing a research group or grant (e.g. finances, personnel)	01 Case School of Engineering	N < 5			38	2.32	0.77
	02 College of Arts & Sciences - Arts, Humanities, Social Science	29	2.24	0.69	30	1.83	0.79
	03 College of Arts & Sciences - Math and Natural Sciences	5	2.00	1.00	28	2.14	0.71
	04 Frances Payne Bolton School of Nursing	21	1.90	0.62		N < 5	
	05 Mandel School of Applied Social Sciences	6	2.00	0.63	7	1.71	0.76

	06 Physical Education & Athletics	N < 5	N < 5
	07 School of Dental Medicine	7 2.14 0.69	12 1.75 0.62
	08 School of Law	7 1.43 0.79	8 1.88 0.83
	09 School of Medicine - Basic Sciences	30 2.27 0.74	67 2.36 0.64
	10 School of Medicine - Clinical	45 1.98 0.78	79 2.11 0.70
	11 Weatherhead School of Management	N < 5	7 1.71 0.95
q3c Securing funding for research	01 Case School of Engineering	N < 5	39 2.69 0.57
	02 College of Arts & Sciences - Arts, Humanities, Social Science	34 2.06 0.69	32 2.13 0.79
	03 College of Arts & Sciences - Math and Natural Sciences	6 2.50 0.55	29 2.48 0.57
	04 Frances Payne Bolton School of Nursing	24 2.33 0.64	N < 5
	05 Mandel School of Applied Social Sciences	6 2.00 0.63	8 2.00 0.76
	06 Physical Education & Athletics	N < 5	N < 5
	07 School of Dental Medicine	7 2.57 0.79	14 2.14 0.77
	08 School of Law	N < 5	8 1.50 0.53
	09 School of Medicine - Basic Sciences	32 2.63 0.61	69 2.67 0.59
	10 School of Medicine - Clinical	44 2.32 0.64	83 2.41 0.68
	11 Weatherhead School of Management	N < 5	7 1.86 0.90
q3d Scholarly productivity	01 Case School of Engineering	N < 5	38 2.24 0.71
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44 2.32 0.64	40 2.15 0.66
	03 College of Arts & Sciences - Math and Natural Sciences	7 2.14 0.69	31 2.06 0.63
	04 Frances Payne Bolton School of Nursing	32 2.22 0.66	N < 5
	05 Mandel School of Applied Social Sciences	7 2.29 0.76	8 1.88 0.35
	06 Physical Education & Athletics	N < 5	N < 5
	07 School of Dental Medicine	9 1.89 0.60	16 2.13 0.81
	08 School of Law	11 2.09 0.30	14 1.86 0.53
	09 School of Medicine - Basic Sciences	35 2.46 0.74	69 2.28 0.68
	10 School of Medicine - Clinical	61 2.33 0.70	98 2.07 0.63
	11 Weatherhead School of Management	6 2.83 0.41	13 2.31 0.75
q3e Teaching responsibilities	01 Case School of Engineering	N < 5	37 1.97 0.73
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45 1.91 0.70	41 2.05 0.63
	03 College of Arts & Sciences - Math and Natural Sciences	8 2.00 0.53	31 2.13 0.62
	04 Frances Payne Bolton School of Nursing	34 2.12 0.64	N < 5
	05 Mandel School of Applied Social Sciences	8 1.88 0.83	8 1.13 0.35
	06 Physical Education & Athletics	6 2.17 0.75	7 2.00 0.82
	07 School of Dental Medicine	9 1.89 0.60	19 1.68 0.67
	08 School of Law	11 1.73 0.65	13 1.46 0.52
	09 School of Medicine - Basic Sciences	36 1.92 0.73	64 1.66 0.62
	10 School of Medicine - Clinical	63 1.62 0.63	100 1.69 0.58
	11 Weatherhead School of Management	6 2.33 0.82	13 2.08 0.86
q3f Advising responsibilities	01 Case School of Engineering	N < 5	39 1.77 0.74
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44 1.66 0.75	40 1.93 0.66
	03 College of Arts & Sciences - Math and Natural Sciences	7 1.71 0.49	30 1.67 0.71
	04 Frances Payne Bolton School of Nursing	34 2.03 0.72	N < 5
	05 Mandel School of Applied Social Sciences	8 1.63 0.52	7 1.29 0.76
	06 Physical Education & Athletics	N < 5	N < 5
	07 School of Dental Medicine	9 1.44 0.53	20 1.25 0.55

	08 School of Law	11	1.36	0.50	14	1.29	0.47
	09 School of Medicine - Basic Sciences	32	1.72	0.77	65	1.62	0.68
	10 School of Medicine - Clinical	59	1.47	0.57	94	1.54	0.60
	11 Weatherhead School of Management	6	1.33	0.52	11	1.45	0.69
q3g Committee and/or administrative responsibilities	01 Case School of Engineering		N < 5		38	2.08	0.54
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.02	0.63	40	2.15	0.70
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.00	0.76	30	1.97	0.76
	04 Frances Payne Bolton School of Nursing	32	1.59	0.80		N < 5	
	05 Mandel School of Applied Social Sciences	8	1.75	0.89	8	1.75	0.71
	06 Physical Education & Athletics	5	2.00	0.71	6	2.00	0.89
	07 School of Dental Medicine	9	1.78	0.83	20	1.50	0.61
	08 School of Law	11	1.91	0.83	14	1.71	0.61
	09 School of Medicine - Basic Sciences	37	1.78	0.67	66	1.79	0.64
	10 School of Medicine - Clinical	64	1.64	0.70	96	1.90	0.64
	11 Weatherhead School of Management	6	2.33	0.82	13	2.15	0.80
q3h Review/promotion process	01 Case School of Engineering		N < 5		33	1.70	0.77
	02 College of Arts & Sciences - Arts, Humanities, Social Science	30	2.20	0.76	34	1.88	0.73
	03 College of Arts & Sciences - Math and Natural Sciences		N < 5		26	1.65	0.75
	04 Frances Payne Bolton School of Nursing	32	1.84	0.72		N < 5	
	05 Mandel School of Applied Social Sciences		N < 5		6	1.33	0.52
	06 Physical Education & Athletics	5	2.20	0.84	5	2.80	0.45
	07 School of Dental Medicine	7	1.71	0.76	16	1.88	0.96
	08 School of Law	10	2.10	0.99	11	2.18	0.87
	09 School of Medicine - Basic Sciences	33	2.03	0.77	55	1.80	0.78
	10 School of Medicine - Clinical	59	1.73	0.78	88	1.90	0.77
	11 Weatherhead School of Management	6	1.83	0.98	13	2.23	0.83
q3i Departmental or campus politics	01 Case School of Engineering		N < 5		37	2.16	0.83
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.14	0.73	40	2.25	0.78
	03 College of Arts & Sciences - Math and Natural Sciences	8	1.88	0.99	31	1.94	0.63
	04 Frances Payne Bolton School of Nursing	34	1.71	0.76		N < 5	
	05 Mandel School of Applied Social Sciences	8	1.75	0.89	8	2.00	0.53
	06 Physical Education & Athletics	5	2.20	0.84	6	2.50	0.55
	07 School of Dental Medicine	9	1.56	0.88	19	1.53	0.70
	08 School of Law	11	2.36	0.67	15	2.47	0.64
	09 School of Medicine - Basic Sciences	38	2.24	0.79	66	2.29	0.80
	10 School of Medicine - Clinical	64	2.28	0.81	96	2.23	0.75
	11 Weatherhead School of Management	6	2.67	0.52	13	1.85	0.80
q3j Your health	01 Case School of Engineering		N < 5		38	1.47	0.69
	02 College of Arts & Sciences - Arts, Humanities, Social Science	42	1.69	0.64	39	1.51	0.68
	03 College of Arts & Sciences - Math and Natural Sciences	8	1.75	0.71	30	1.67	0.71
	04 Frances Payne Bolton School of Nursing	32	1.34	0.55		N < 5	
	05 Mandel School of Applied Social Sciences	8	1.50	0.76	8	1.25	0.46
	06 Physical Education & Athletics	6	1.67	0.82	7	1.57	0.79
	07 School of Dental Medicine	9	1.56	0.73	19	1.58	0.69
	08 School of Law	11	1.45	0.52	14	1.29	0.61
	09 School of Medicine - Basic Sciences	37	1.41	0.64	67	1.60	0.72

	10 School of Medicine - Clinical	62	1.42	0.59	98	1.39	0.59
	11 Weatherhead School of Management	6	1.83	0.75	13	1.38	0.65
q3k Care of someone who is ill, disabled, aging, and/or in need of special services	01 Case School of Engineering		N < 5		31	1.19	0.48
	02 College of Arts & Sciences - Arts, Humanities, Social Science	31	1.48	0.68	34	1.50	0.79
	03 College of Arts & Sciences - Math and Natural Sciences	5	1.60	0.89	24	1.42	0.72
	04 Frances Payne Bolton School of Nursing	28	1.54	0.79	N < 5		
	05 Mandel School of Applied Social Sciences	7	1.43	0.53	7	1.14	0.38
	06 Physical Education & Athletics		N < 5		5	1.40	0.55
	07 School of Dental Medicine	8	1.25	0.46	15	1.47	0.74
	08 School of Law	9	1.11	0.33	14	1.93	0.92
	09 School of Medicine - Basic Sciences	29	1.45	0.74	53	1.55	0.70
	10 School of Medicine - Clinical	62	1.55	0.74	81	1.46	0.73
	11 Weatherhead School of Management	5	1.40	0.89	11	1.36	0.50
q3l Employment situation of your spouse/partner	01 Case School of Engineering		N < 5		32	1.31	0.59
	02 College of Arts & Sciences - Arts, Humanities, Social Science	28	1.43	0.63	39	1.79	0.73
	03 College of Arts & Sciences - Math and Natural Sciences	5	1.40	0.89	31	1.65	0.75
	04 Frances Payne Bolton School of Nursing	24	1.46	0.59	N < 5		
	05 Mandel School of Applied Social Sciences	7	1.14	0.38	8	1.50	0.76
	06 Physical Education & Athletics	5	1.40	0.55	6	1.83	0.98
	07 School of Dental Medicine	8	1.25	0.71	15	1.40	0.63
	08 School of Law	10	1.60	0.84	13	1.46	0.66
	09 School of Medicine - Basic Sciences	30	1.57	0.73	61	1.61	0.74
	10 School of Medicine - Clinical	57	1.46	0.68	87	1.38	0.63
	11 Weatherhead School of Management	5	1.80	0.84	11	1.27	0.47
q3m Child care	01 Case School of Engineering		N < 5		26	1.23	0.59
	02 College of Arts & Sciences - Arts, Humanities, Social Science	21	1.67	0.86	29	1.83	0.85
	03 College of Arts & Sciences - Math and Natural Sciences		N < 5		24	1.71	0.86
	04 Frances Payne Bolton School of Nursing	21	1.52	0.68	N < 5		
	05 Mandel School of Applied Social Sciences	6	1.17	0.41	5	1.20	0.45
	06 Physical Education & Athletics		N < 5		N < 5		
	07 School of Dental Medicine	8	1.50	0.76	10	1.60	0.84
	08 School of Law	9	1.67	0.87	11	1.36	0.50
	09 School of Medicine - Basic Sciences	21	1.67	0.86	44	1.43	0.66
	10 School of Medicine – Clinical	49	1.65	0.78	84	1.32	0.58
	11 Weatherhead School of Management				9	1.67	0.87

3. Quality of Collegueship and Support in Primary Unit

Factor 1: Sense of Being Valued and Included as a Colleague in Primary Unit

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q4g Colleagues in my	01 Case School of Engineering		N < 5		39	3.41	0.72

primary unit interact positively with me	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.91	1.02	41	3.07	0.91
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.25	0.71	31	3.48	0.77
	04 Frances Payne Bolton School of Nursing	34	3.56	0.75		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.63	0.52	8	3.25	0.71
	06 Physical Education & Athletics	6	3.17	0.75	7	3.57	0.53
	07 School of Dental Medicine	9	3.22	0.83	21	3.43	0.87
	08 School of Law	11	3.18	0.60	15	3.07	0.96
	09 School of Medicine - Basic Sciences	38	3.18	0.93	68	3.32	0.78
	10 School of Medicine - Clinical	69	3.41	0.73	101	3.29	0.77
	11 Weatherhead School of Management	6	3.33	0.82	13	3.15	0.80
	q4e Colleagues in my primary unit solicit my opinions	01 Case School of Engineering		N < 5		40	2.95
02 College of Arts & Sciences - Arts, Humanities, Social Science		45	2.71	1.04	41	2.98	1.01
03 College of Arts & Sciences - Math and Natural Sciences		8	3.38	0.74	31	3.29	0.74
04 Frances Payne Bolton School of Nursing		33	3.06	0.79		N < 5	
05 Mandel School of Applied Social Sciences		7	3.43	0.79	8	3.13	0.99
06 Physical Education & Athletics		6	2.83	0.75	7	3.43	0.53
07 School of Dental Medicine		9	3.00	1.12	21	3.38	0.74
08 School of Law		11	2.73	0.90	15	3.13	0.64
09 School of Medicine - Basic Sciences		38	2.66	1.07	68	3.07	0.92
10 School of Medicine - Clinical		69	3.07	0.97	100	3.10	0.87
11 Weatherhead School of Management		6	3.00	1.10	12	3.17	0.58
q4a Colleagues in my primary unit value my work	01 Case School of Engineering		N < 5		40	3.08	0.76
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.60	1.16	41	2.95	1.00
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.88	0.83	31	3.45	0.72
	04 Frances Payne Bolton School of Nursing	34	3.24	0.70		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.63	0.74	8	3.00	0.93
	06 Physical Education & Athletics	6	3.00	1.10	7	3.14	0.38
	07 School of Dental Medicine	9	2.89	0.93	21	3.43	0.87
	08 School of Law	11	2.55	0.82	15	3.20	0.86
	09 School of Medicine - Basic Sciences	38	2.82	1.01	69	3.19	0.91
	10 School of Medicine - Clinical	69	3.12	0.90	101	3.14	0.87
	11 Weatherhead School of Management	6	3.00	0.89	13	2.92	0.95
q4i My department/unit is a good fit for me	01 Case School of Engineering		N < 5		40	3.10	0.78
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.73	1.07	41	2.95	1.09
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.38	0.52	30	3.43	0.86
	04 Frances Payne Bolton School of Nursing	34	3.56	0.66		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.63	0.52	7	3.00	1.41
	06 Physical Education & Athletics	6	3.00	1.26	7	3.57	0.53
	07 School of Dental Medicine	9	3.00	1.12	21	3.48	0.93
	08 School of Law	10	3.20	0.92	15	2.93	0.96
	09 School of Medicine - Basic Sciences	38	2.84	1.10	68	3.03	1.01
	10 School of Medicine - Clinical	69	3.09	0.95	101	3.05	1.03

	11 Weatherhead School of Management	6	2.67	0.82	13	3.38	0.96
q4d Colleagues in my primary unit provide me feedback	01 Case School of Engineering		N < 5		40	2.53	0.78
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.36	1.03	40	2.63	1.05
	03 College of Arts & Sciences - Math and Natural Sciences	7	2.86	0.69	29	2.90	0.82
	04 Frances Payne Bolton School of Nursing	33	3.12	0.74		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.13	0.83	8	2.13	0.99
	06 Physical Education & Athletics	6	2.67	1.03	7	2.71	1.38
	07 School of Dental Medicine	9	2.56	1.13	21	3.00	1.00
	08 School of Law	11	2.91	0.70	15	2.47	1.06
	09 School of Medicine - Basic Sciences	38	2.66	0.99	69	2.90	0.91
	10 School of Medicine - Clinical	69	2.81	1.05	101	2.76	0.91
	11 Weatherhead School of Management	6	2.50	0.84	12	2.75	0.75
q4c I am comfortable asking my colleagues about performance expectations	01 Case School of Engineering		N < 5		39	3.10	0.85
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.42	1.14	38	2.79	1.02
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.88	0.64	30	3.10	0.88
	04 Frances Payne Bolton School of Nursing	34	3.21	0.81		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.50	0.53	8	2.63	0.92
	06 Physical Education & Athletics	6	2.67	1.03	7	3.14	0.69
	07 School of Dental Medicine	9	2.56	1.13	21	3.24	1.04
	08 School of Law	10	3.00	0.47	14	2.64	0.93
	09 School of Medicine - Basic Sciences	37	2.97	0.90	67	3.13	0.95
	10 School of Medicine - Clinical	68	3.04	0.97	101	3.02	0.86
	11 Weatherhead School of Management	6	2.83	0.75	12	3.00	0.85
q4b Colleagues in my primary unit can be trusted	01 Case School of Engineering		N < 5		40	3.05	0.93
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.40	1.18	41	2.88	1.00
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.00	1.20	31	3.45	0.72
	04 Frances Payne Bolton School of Nursing	34	3.12	0.84		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.38	0.52	8	2.88	0.99
	06 Physical Education & Athletics	6	2.67	1.03	7	2.71	0.76
	07 School of Dental Medicine	9	2.78	1.09	21	3.19	1.12
	08 School of Law	11	2.64	0.50	15	2.80	0.77
	09 School of Medicine - Basic Sciences	38	2.89	1.01	69	3.09	0.90
	10 School of Medicine - Clinical	67	3.16	0.90	101	3.24	0.84
	11 Weatherhead School of Management	5	2.80	1.30	13	3.15	0.90
q4f I solicit my colleagues' advice about or assistance with my research activities	01 Case School of Engineering		N < 5		40	3.03	0.80
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.48	1.02	41	2.68	0.96
	03 College of Arts & Sciences - Math and Natural Sciences	7	2.86	1.07	30	3.07	0.78
	04 Frances Payne Bolton School of Nursing	33	3.39	0.75		N < 5	
	05 Mandel School of Applied Social Sciences	7	3.00	1.00	8	3.13	0.83
	06 Physical Education & Athletics	3	3.33	0.58	5	3.40	0.55
	07 School of Dental Medicine	9	3.22	0.83	19	3.26	0.99
	08 School of Law	11	3.09	0.70	15	2.80	1.08

	09 School of Medicine - Basic Sciences	37	2.95	0.88	68	3.26	0.80
	10 School of Medicine - Clinical	61	3.25	0.81	98	3.14	0.82
	11 Weatherhead School of Management	6	3.00	0.63	13	2.62	0.96
	01 Case School of Engineering	N < 5			39	3.13	0.98
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	2.76	1.13	41	2.83	1.02
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.13	0.83	31	3.13	0.76
	04 Frances Payne Bolton School of Nursing	34	3.15	0.99	N < 5		
q4h Colleagues in my primary unit include me in social events and activities	05 Mandel School of Applied Social Sciences	8	3.38	0.74	7	2.86	1.21
	06 Physical Education & Athletics	6	3.50	0.55	7	3.14	1.07
	07 School of Dental Medicine	9	3.00	0.71	21	3.43	0.93
	08 School of Law	11	2.82	0.98	15	2.87	0.92
	09 School of Medicine - Basic Sciences	38	2.79	1.04	68	3.15	0.87
	10 School of Medicine - Clinical	68	2.96	0.95	101	3.13	0.87
	11 Weatherhead School of Management	6	3.00	0.63	13	3.08	1.04

Factor 2: Gender and Race Make a Difference

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
	01 Case School of Engineering	N < 5			39	1.49	0.68
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	1.59	0.76	40	1.60	0.87
	03 College of Arts & Sciences - Math and Natural Sciences	8	1.25	0.46	30	1.37	0.61
	04 Frances Payne Bolton School of Nursing	32	1.53	0.92	N < 5		
q5d Race or ethnicity makes a difference in access to resources for faculty in my primary unit	05 Mandel School of Applied Social Sciences	7	1.86	0.90	8	1.50	1.07
	06 Physical Education & Athletics	6	1.17	0.41	7	1.29	0.49
	07 School of Dental Medicine	8	1.50	0.76	21	1.38	0.92
	08 School of Law	10	1.60	0.84	14	1.29	0.83
	09 School of Medicine - Basic Sciences	34	1.56	0.93	68	1.40	0.72
	10 School of Medicine - Clinical	65	1.80	0.94	101	1.44	0.82
	11 Weatherhead School of Management	5	3.00	1.22	13	1.00	0.00
	01 Case School of Engineering	N < 5			39	1.51	0.79
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.02	1.07	40	2.03	0.97
	03 College of Arts & Sciences - Math and Natural Sciences	8	1.25	0.46	30	1.37	0.61
	04 Frances Payne Bolton School of Nursing	32	1.66	1.00	N < 5		
q5b Race or ethnicity makes a difference in everyday interactions with colleagues in my primary unit	05 Mandel School of Applied Social Sciences	8	2.25	0.89	8	2.00	1.20
	06 Physical Education & Athletics	6	1.17	0.41	7	1.43	0.79
	07 School of Dental Medicine	8	1.63	0.92	21	1.43	0.87
	08 School of Law	11	2.00	1.10	14	1.57	0.94
	09 School of Medicine - Basic Sciences	35	1.74	1.01	68	1.43	0.70
	10 School of Medicine - Clinical	67	1.91	0.97	101	1.51	0.86
	11 Weatherhead School of Management	5	3.20	1.30	13	1.08	0.28
q5c Gender makes a	01 Case School of Engineering	N < 5			40	1.53	0.75

difference in access to resources for faculty in my primary unit	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	1.93	1.06	41	1.59	0.77
	03 College of Arts & Sciences - Math and Natural Sciences	8	1.38	0.52	28	1.46	0.79
	04 Frances Payne Bolton School of Nursing	32	1.28	0.68	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.38	1.06	7	1.57	1.13
	06 Physical Education & Athletics	6	2.00	1.26	7	1.43	0.79
	07 School of Dental Medicine	9	2.22	0.97	21	1.33	0.80
	08 School of Law	10	1.80	0.92	14	1.36	0.74
	09 School of Medicine - Basic Sciences	37	2.00	1.11	68	1.41	0.72
	10 School of Medicine - Clinical	68	2.09	1.08	100	1.35	0.64
	11 Weatherhead School of Management	6	3.00	0.89	13	1.08	0.28
	q5a Gender makes a difference in everyday interactions with colleagues in my primary unit	01 Case School of Engineering	N < 5			40	1.65
02 College of Arts & Sciences - Arts, Humanities, Social Science		45	2.64	1.19	41	2.20	1.03
03 College of Arts & Sciences - Math and Natural Sciences		8	1.88	0.99	30	1.73	0.83
04 Frances Payne Bolton School of Nursing		32	1.38	0.75	N < 5		
05 Mandel School of Applied Social Sciences		8	2.25	0.89	8	1.88	1.13
06 Physical Education & Athletics		6	2.33	1.03	7	1.57	0.79
07 School of Dental Medicine		9	2.56	1.33	21	1.33	0.80
08 School of Law		11	2.27	1.19	15	1.53	0.83
09 School of Medicine - Basic Sciences		38	2.21	1.09	68	1.47	0.74
10 School of Medicine – Clinical		68	2.32	1.11	100	1.39	0.69
11 Weatherhead School of Management		6	2.67	1.21	13	1.77	1.09

Factor 3: Sense of Pressure and Restrictions

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q4l I feel pressure to change my work habits to gain the respect of colleagues in my primary unit	01 Case School of Engineering	N < 5			39	1.82	1.00
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	1.95	0.99	41	1.54	0.84
	03 College of Arts & Sciences - Math and Natural Sciences	8	1.38	0.52	31	1.48	0.81
	04 Frances Payne Bolton School of Nursing	34	1.76	0.96	N < 5		
	05 Mandel School of Applied Social Sciences	8	1.50	0.93	8	1.25	0.71
	06 Physical Education & Athletics	6	2.00	0.89	7	1.57	0.79
	07 School of Dental Medicine	9	1.89	0.93	21	1.67	1.02
	08 School of Law	11	2.27	1.01	15	1.27	0.46
	09 School of Medicine - Basic Sciences	37	1.92	0.80	69	1.65	0.87
	10 School of Medicine - Clinical	69	1.99	0.96	100	1.95	0.93
	11 Weatherhead School of Management	6	2.50	1.22	13	1.31	0.63
q4m I feel pressure to change my work interests in order to affect my tenure/promotion/evaluation	01 Case School of Engineering	N < 5			40	1.98	1.07
	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	2.14	1.21	41	1.83	1.00
	03 College of Arts & Sciences - Math and Natural Sciences	7	1.43	0.79	31	1.55	0.93
	04 Frances Payne Bolton School of Nursing	34	2.15	1.13	N < 5		
	05 Mandel School of Applied Social Sciences	8	1.63	1.19	8	1.13	0.35
	06 Physical Education & Athletics	6	2.17	0.98	7	2.29	1.38
	07 School of Dental Medicine	8	2.75	1.16	21	1.81	1.12

	08 School of Law	11	2.45	1.04	15	1.67	0.90
	09 School of Medicine - Basic Sciences	38	2.21	1.02	68	1.97	1.11
	10 School of Medicine - Clinical	67	2.43	1.00	100	2.10	1.02
	11 Weatherhead School of Management	6	2.50	1.05	12	1.33	0.65
q4k I have to work harder than my colleagues to be perceived as a legitimate scholar	01 Case School of Engineering	N < 5			40	1.95	1.04
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.43	1.25	41	1.61	0.80
	03 College of Arts & Sciences - Math and Natural Sciences	8	1.88	0.99	31	1.65	0.88
	04 Frances Payne Bolton School of Nursing	34	2.26	1.11	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.13	1.13	8	1.63	0.74
	06 Physical Education & Athletics	6	2.17	0.75	7	1.71	0.76
	07 School of Dental Medicine	9	2.89	1.27	21	1.86	1.15
	08 School of Law	10	2.40	0.97	15	1.93	1.03
	09 School of Medicine - Basic Sciences	38	2.50	1.11	68	1.79	0.96
	10 School of Medicine - Clinical	69	1.99	0.92	100	2.04	0.89
	11 Weatherhead School of Management	6	3.00	1.26	13	1.54	0.88
q4j I constantly feel under scrutiny by colleagues in my primary unit	01 Case School of Engineering	N < 5			40	1.65	0.77
	02 College of Arts & Sciences - Arts, Humanities, Social Science	45	1.91	0.95	41	1.83	0.83
	03 College of Arts & Sciences - Math and Natural Sciences	8	1.38	0.52	30	1.50	0.51
	04 Frances Payne Bolton School of Nursing	34	2.03	0.94	N < 5		
	05 Mandel School of Applied Social Sciences	8	1.50	0.53	8	1.50	0.76
	06 Physical Education & Athletics	6	2.17	0.98	7	1.71	0.76
	07 School of Dental Medicine	9	2.44	1.13	21	1.62	0.92
	08 School of Law	11	2.00	1.00	15	1.47	0.52
	09 School of Medicine - Basic Sciences	38	2.18	0.95	69	1.90	0.94
	10 School of Medicine – Clinical	68	2.03	0.90	101	2.06	0.88
	11 Weatherhead School of Management	6	2.67	1.03	13	1.62	0.65

4. Effectiveness of Primary Unit Head

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q6k Creates a cooperative and supportive environment	01 Case School of Engineering	N < 5			39	2.62	1.09
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.84	1.01	41	3.20	1.01
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.25	1.04	31	3.52	0.72
	04 Frances Payne Bolton School of Nursing	33	3.64	0.55	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.75	0.89	8	2.88	0.99
	06 Physical Education & Athletics	6	1.67	1.03	7	1.71	1.25
	07 School of Dental Medicine	9	2.67	1.32	21	3.48	0.93
	08 School of Law	11	2.55	1.21	14	2.71	1.14
	09 School of Medicine - Basic Sciences	38	2.55	1.31	66	2.41	1.04
	10 School of Medicine - Clinical	67	2.63	1.06	99	2.66	1.11
	11 Weatherhead School of Management	6	2.33	1.21	13	3.38	0.96
q6e Is open to constructive	01 Case School of Engineering	N < 5			39	2.51	1.12

criticism	02 College of Arts & Sciences - Arts, Humanities, Social Science	42	2.69	1.07	41	3.22	0.96
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.38	1.06	31	3.39	0.88
	04 Frances Payne Bolton School of Nursing	31	3.39	0.80	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.88	1.13	8	2.50	1.07
	06 Physical Education & Athletics	5	1.00	0.00	7	1.29	0.49
	07 School of Dental Medicine	9	2.67	1.41	21	3.29	1.01
	08 School of Law	11	2.73	1.42	14	2.64	1.15
	09 School of Medicine - Basic Sciences	37	2.30	1.10	65	2.48	0.97
	10 School of Medicine - Clinical	67	2.46	0.96	100	2.72	1.10
	11 Weatherhead School of Management	6	2.50	1.05	13	3.31	1.11
	q6f Treats faculty in an even-handed way	01 Case School of Engineering	N < 5			39	2.74
02 College of Arts & Sciences - Arts, Humanities, Social Science		44	2.86	1.11	41	3.37	0.92
03 College of Arts & Sciences - Math and Natural Sciences		8	3.25	1.04	31	3.61	0.80
04 Frances Payne Bolton School of Nursing		32	3.25	1.05	N < 5		
05 Mandel School of Applied Social Sciences		8	2.63	1.06	8	3.13	1.36
06 Physical Education & Athletics		6	1.67	1.21	7	1.57	0.79
07 School of Dental Medicine		9	2.56	1.24	21	3.29	1.06
08 School of Law		11	3.00	1.18	14	2.64	1.22
09 School of Medicine - Basic Sciences		38	2.58	1.20	66	2.65	1.02
10 School of Medicine - Clinical		66	2.58	1.10	99	2.73	1.10
11 Weatherhead School of Management		6	2.50	1.38	13	3.54	0.88
q6i Handles disputes/problems effectively	01 Case School of Engineering	N < 5			38	2.50	1.01
	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	2.67	1.06	41	3.12	1.05
	03 College of Arts & Sciences - Math and Natural Sciences	7	3.00	1.15	30	3.10	0.84
	04 Frances Payne Bolton School of Nursing	31	3.13	0.99	N < 5		
	05 Mandel School of Applied Social Sciences	8	3.13	0.99	8	2.75	0.89
	06 Physical Education & Athletics	5	1.40	0.89	7	1.43	0.79
	07 School of Dental Medicine	8	3.00	0.93	21	3.38	0.92
	08 School of Law	11	2.73	1.27	14	2.43	1.16
	09 School of Medicine - Basic Sciences	38	2.39	1.13	66	2.41	1.05
	10 School of Medicine - Clinical	66	2.59	0.93	98	2.70	1.01
	11 Weatherhead School of Management	6	2.33	1.21	11	3.18	0.98
q6b Is an effective administrator	01 Case School of Engineering	N < 5			39	2.41	1.07
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.66	1.08	41	3.07	1.01
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.88	0.99	31	3.26	0.89
	04 Frances Payne Bolton School of Nursing	33	3.24	0.94	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.75	1.16	8	2.63	1.41
	06 Physical Education & Athletics	6	1.50	0.84	7	1.71	1.11
	07 School of Dental Medicine	9	2.89	1.27	21	3.43	1.03
	08 School of Law	11	2.64	1.36	14	2.43	1.28
	09 School of Medicine - Basic Sciences	37	2.16	1.21	68	2.43	1.08
	10 School of Medicine - Clinical	67	2.64	1.00	99	2.79	1.04
	11 Weatherhead School of Management	6	2.83	0.98	13	3.08	0.95
q6g Articulates a clear vision	01 Case School of Engineering	N < 5			39	2.38	0.96
	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	2.28	1.08	41	2.83	1.02
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.50	1.20	31	2.77	1.02

	04 Frances Payne Bolton School of Nursing	33	3.36	0.93		N < 5	
	05 Mandel School of Applied Social Sciences	8	2.25	1.28	8	1.75	1.04
	06 Physical Education & Athletics	6	1.50	0.84	7	1.57	0.79
	07 School of Dental Medicine	9	2.78	1.09	21	3.38	1.02
	08 School of Law	11	2.27	1.19	14	2.29	1.14
	09 School of Medicine - Basic Sciences	38	2.45	1.25	67	2.31	1.06
	10 School of Medicine - Clinical	67	2.57	0.97	98	2.64	1.11
	11 Weatherhead School of Management	6	2.83	1.33	12	3.00	1.13
q6p Articulates clear criteria for allocation of resources	01 Case School of Engineering			N < 5	39	2.10	0.99
	02 College of Arts & Sciences - Arts, Humanities, Social Science	41	2.34	1.09	41	2.76	1.07
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.63	0.92	31	2.74	0.96
	04 Frances Payne Bolton School of Nursing	33	3.06	0.86		N < 5	
	05 Mandel School of Applied Social Sciences	6	2.17	0.98	8	2.50	0.93
	06 Physical Education & Athletics	6	1.50	0.84	7	1.43	0.79
	07 School of Dental Medicine	9	2.56	1.13	20	3.00	1.08
	08 School of Law	11	2.55	1.04	14	2.00	0.96
	09 School of Medicine - Basic Sciences	35	2.23	1.03	62	2.26	0.99
	10 School of Medicine - Clinical	62	2.10	1.04	96	2.50	1.01
	11 Weatherhead School of Management	6	2.50	1.05	13	3.08	0.95
q6h Honors agreements	01 Case School of Engineering			N < 5	36	2.94	1.01
	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	3.33	0.89	41	3.41	0.81
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.50	0.76	31	3.48	0.89
	04 Frances Payne Bolton School of Nursing	33	3.64	0.49		N < 5	
	05 Mandel School of Applied Social Sciences	7	3.43	1.13	8	3.75	0.46
	06 Physical Education & Athletics	6	1.67	1.21	7	2.14	1.21
	07 School of Dental Medicine	8	3.25	0.89	21	3.48	0.98
	08 School of Law	10	3.30	0.82	14	2.86	1.35
	09 School of Medicine - Basic Sciences	36	2.97	1.13	64	2.84	0.95
	10 School of Medicine - Clinical	67	2.90	0.92	99	2.92	1.10
	11 Weatherhead School of Management	6	2.67	1.21	12	3.58	0.90
q6l Gives me useful feedback about my performance	01 Case School of Engineering			N < 5	37	2.49	0.99
	02 College of Arts & Sciences - Arts, Humanities, Social Science	41	2.56	1.10	40	2.80	1.04
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.75	1.16	30	3.03	0.85
	04 Frances Payne Bolton School of Nursing	32	3.31	0.74		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.00	1.07	8	3.50	0.53
	06 Physical Education & Athletics	6	2.00	1.26	7	1.71	1.11
	07 School of Dental Medicine	9	2.56	1.13	21	3.24	1.00
	08 School of Law	11	2.55	0.93	14	2.71	1.14
	09 School of Medicine - Basic Sciences	38	2.61	1.03	66	2.56	0.99
	10 School of Medicine - Clinical	66	2.39	1.02	98	2.61	1.08
	11 Weatherhead School of Management	6	2.33	1.21	11	2.55	0.93
q6j Communicates consistently with faculty	01 Case School of Engineering			N < 5	39	2.59	1.09
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.61	1.17	41	2.76	1.04
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.00	0.93	31	2.94	0.89
	04 Frances Payne Bolton School of Nursing	33	3.24	0.87		N < 5	
	05 Mandel School of Applied Social Sciences	8	2.75	1.04	8	3.00	0.76

	06 Physical Education & Athletics	6	1.50	0.84	7	1.71	0.95
	07 School of Dental Medicine	9	2.67	1.22	21	3.29	1.01
	08 School of Law	10	2.40	1.35	14	2.64	1.22
	09 School of Medicine - Basic Sciences	38	2.34	1.24	67	2.22	1.01
	10 School of Medicine - Clinical	68	2.50	0.94	99	2.61	1.12
	11 Weatherhead School of Management	6	2.33	1.03	13	3.23	0.83
q6o Involves me in relevant decision-making processes	01 Case School of Engineering		N < 5		38	2.84	1.03
	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	2.91	1.19	41	3.24	1.04
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.50	0.76	31	3.19	0.95
	04 Frances Payne Bolton School of Nursing	31	2.90	0.94	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.63	0.92	7	2.86	1.07
	06 Physical Education & Athletics	5	1.40	0.89	7	1.57	1.13
	07 School of Dental Medicine	9	2.44	1.24	21	3.10	1.00
	08 School of Law	11	2.82	1.08	14	2.64	1.01
	09 School of Medicine - Basic Sciences	38	2.21	1.04	66	2.35	1.16
	10 School of Medicine - Clinical	67	2.16	1.07	98	2.48	1.16
	11 Weatherhead School of Management	6	2.83	1.17	13	3.38	0.87
q6q Helps me obtain the resources I need	01 Case School of Engineering		N < 5		39	2.23	0.96
	02 College of Arts & Sciences - Arts, Humanities, Social Science	42	2.76	0.98	41	2.83	1.00
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.25	1.16	29	3.00	0.85
	04 Frances Payne Bolton School of Nursing	33	3.30	0.68	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.50	0.76	8	2.63	0.92
	06 Physical Education & Athletics	6	1.67	0.82	7	2.00	1.15
	07 School of Dental Medicine	9	2.67	1.00	21	3.33	1.06
	08 School of Law	11	3.00	1.18	12	2.75	1.22
	09 School of Medicine - Basic Sciences	38	2.58	1.18	66	2.38	0.96
	10 School of Medicine - Clinical	64	2.42	0.97	98	2.60	1.10
	11 Weatherhead School of Management	6	2.17	1.33	11	3.00	0.77
q6c Articulates clear criteria for tenure/promotion/ evaluation	01 Case School of Engineering		N < 5		39	2.54	1.02
	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	2.79	1.06	41	3.17	0.97
	03 College of Arts & Sciences - Math and Natural Sciences	7	3.14	1.07	30	3.33	0.80
	04 Frances Payne Bolton School of Nursing	33	3.45	0.90	N < 5		
	05 Mandel School of Applied Social Sciences	8	3.00	1.07	8	3.38	1.06
	06 Physical Education & Athletics	6	1.33	0.52	7	1.57	1.13
	07 School of Dental Medicine	9	2.56	1.01	21	3.38	0.92
	08 School of Law	11	2.73	1.10	14	2.43	1.28
	09 School of Medicine - Basic Sciences	36	2.56	1.08	64	2.61	0.97
	10 School of Medicine - Clinical	67	2.72	1.06	100	2.67	0.97
	11 Weatherhead School of Management	6	2.50	1.22	13	2.85	1.21
q6n Values my mentoring of others	01 Case School of Engineering		N < 5		37	2.70	1.02
	02 College of Arts & Sciences - Arts, Humanities, Social Science	39	2.72	1.23	39	2.90	1.05
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.13	0.35	26	3.31	0.84
	04 Frances Payne Bolton School of Nursing	30	3.40	0.62	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.63	1.06	7	3.14	1.07
	06 Physical Education & Athletics	5	1.60	0.89	7	2.29	1.38
	07 School of Dental Medicine	9	2.89	1.05	21	3.33	0.91

	08 School of Law	11	2.82	0.98	14	2.71	1.14
	09 School of Medicine - Basic Sciences	36	2.47	1.06	66	2.74	1.03
	10 School of Medicine - Clinical	64	2.52	1.04	96	2.83	1.02
	11 Weatherhead School of Management	6	2.83	0.98	12	3.33	0.89
q6m Is a mentor to me	01 Case School of Engineering		N < 5		37	1.97	0.93
	02 College of Arts & Sciences - Arts, Humanities, Social Science	40	2.18	1.13	40	2.25	1.17
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.50	1.20	30	2.53	1.14
	04 Frances Payne Bolton School of Nursing	32	3.03	1.00	N < 5		
	05 Mandel School of Applied Social Sciences	8	2.00	1.07	7	1.71	1.11
	06 Physical Education & Athletics	6	1.67	0.82	7	1.43	1.13
	07 School of Dental Medicine	9	2.67	1.22	21	3.14	1.11
	08 School of Law	11	2.55	0.93	14	2.21	0.97
	09 School of Medicine - Basic Sciences	38	2.13	1.17	64	2.14	1.08
	10 School of Medicine - Clinical	66	2.15	1.13	96	2.30	1.16
	11 Weatherhead School of Management	6	2.33	1.21	11	2.18	1.17
q6a Maintains high academic standards	01 Case School of Engineering		N < 5		39	2.92	0.96
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	3.14	0.98	40	3.18	0.93
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.38	1.06	30	3.77	0.43
	04 Frances Payne Bolton School of Nursing	33	3.48	0.83	N < 5		
	05 Mandel School of Applied Social Sciences	8	3.00	1.07	8	2.75	0.89
	06 Physical Education & Athletics	6	2.50	1.05	7	2.29	1.11
	07 School of Dental Medicine	9	3.33	0.87	21	3.52	0.98
	08 School of Law	11	3.27	0.79	14	2.79	1.37
	09 School of Medicine - Basic Sciences	36	2.94	1.17	68	3.12	0.92
	10 School of Medicine - Clinical	68	3.28	0.84	100	3.07	0.90
	11 Weatherhead School of Management	6	3.00	1.10	13	3.15	0.99
q6d Shows commitment to diversity	01 Case School of Engineering		N < 5		39	3.03	0.87
	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	3.00	1.09	41	3.39	0.77
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.50	1.07	28	3.57	0.50
	04 Frances Payne Bolton School of Nursing	31	3.81	0.40	N < 5		
	05 Mandel School of Applied Social Sciences	8	3.13	0.83	8	3.50	0.53
	06 Physical Education & Athletics	6	2.17	0.98	7	2.57	0.98
	07 School of Dental Medicine	9	3.22	0.97	21	3.62	0.59
	08 School of Law	11	3.55	0.52	14	3.36	1.08
	09 School of Medicine - Basic Sciences	36	2.75	1.08	65	2.98	0.87
	10 School of Medicine - Clinical	65	3.14	0.90	96	3.17	0.99
	11 Weatherhead School of Management	6	3.33	1.21	13	3.46	0.88

5. Support for Work/Life Integration

Item	School	N	Female		N	Male	
			Mean	SD		Mean	SD
q7g Flexibility regarding family	01 Case School of Engineering		N < 5		37	2.81	0.81

responsibilities	02 College of Arts & Sciences - Arts, Humanities, Social Science	37	3.11	0.66	38	3.18	0.77
	03 College of Arts & Sciences - Math and Natural Sciences	7	3.29	0.49	29	3.21	0.77
	04 Frances Payne Bolton School of Nursing	30	3.60	0.56	N < 5		
	05 Mandel School of Applied Social Sciences	7	3.00	0.58	7	3.57	0.53
	06 Physical Education & Athletics	5	3.20	0.84	7	3.14	0.90
	07 School of Dental Medicine	8	3.38	0.92	19	3.26	1.05
	08 School of Law	11	3.09	0.94	14	3.36	0.50
	09 School of Medicine - Basic Sciences	31	2.84	0.90	56	3.07	0.83
	10 School of Medicine - Clinical	64	2.89	0.76	89	3.01	0.79
	11 Weatherhead School of Management	5	2.60	1.14	11	3.36	0.67
	q7f Health accommodations	01 Case School of Engineering	N < 5			36	2.78
02 College of Arts & Sciences - Arts, Humanities, Social Science		37	3.14	0.79	35	3.31	0.53
03 College of Arts & Sciences - Math and Natural Sciences		7	3.29	0.49	27	3.33	0.62
04 Frances Payne Bolton School of Nursing		27	3.67	0.48	N < 5		
05 Mandel School of Applied Social Sciences		7	3.29	0.49	6	3.67	0.52
06 Physical Education & Athletics		5	3.40	0.55	7	2.86	1.07
07 School of Dental Medicine		7	2.71	0.76	19	3.37	1.01
08 School of Law		11	3.45	0.82	14	3.14	0.77
09 School of Medicine - Basic Sciences		31	3.00	0.86	53	3.06	0.82
10 School of Medicine - Clinical		58	2.97	0.77	86	3.10	0.70
11 Weatherhead School of Management		5	2.80	1.10	12	3.33	0.65
q7b Child care	01 Case School of Engineering	N < 5			35	2.34	0.91
	02 College of Arts & Sciences - Arts, Humanities, Social Science	35	2.86	1.06	37	2.49	1.02
	03 College of Arts & Sciences - Math and Natural Sciences	5	3.00	0.71	30	2.37	1.07
	04 Frances Payne Bolton School of Nursing	27	3.33	1.00	N < 5		
	05 Mandel School of Applied Social Sciences	6	3.00	0.63	6	2.67	1.03
	06 Physical Education & Athletics	N < 5			7	2.86	0.90
	07 School of Dental Medicine	8	2.63	0.92	18	2.89	1.23
	08 School of Law	11	2.55	1.21	15	3.07	0.88
	09 School of Medicine - Basic Sciences	30	2.33	1.12	53	2.77	0.89
	10 School of Medicine - Clinical	62	2.40	0.95	89	2.76	0.94
	11 Weatherhead School of Management	5	2.40	1.14	10	2.20	1.14
q7a Family leave	01 Case School of Engineering	N < 5			36	2.61	0.87
	02 College of Arts & Sciences - Arts, Humanities, Social Science	38	3.16	0.79	37	2.84	0.90
	03 College of Arts & Sciences - Math and Natural Sciences	5	3.20	0.45	28	2.96	0.88
	04 Frances Payne Bolton School of Nursing	26	3.58	0.64	N < 5		
	05 Mandel School of Applied Social Sciences	7	3.43	0.53	6	3.17	0.41
	06 Physical Education & Athletics	N < 5			7	3.00	0.82
	07 School of Dental Medicine	8	2.88	0.99	19	3.26	1.05
	08 School of Law	11	3.45	0.69	15	3.13	0.83
	09 School of Medicine - Basic Sciences	30	2.60	1.04	55	2.89	0.81
	10 School of Medicine - Clinical	64	2.83	0.81	89	3.09	0.76
	11 Weatherhead School of Management	5	3.20	0.84	12	3.08	0.79
q7d Tenure clock adjustment	01 Case School of Engineering	N < 5			35	2.66	0.84
	02 College of Arts & Sciences - Arts, Humanities, Social Science	37	3.11	0.77	37	2.95	1.00
	03 College of Arts & Sciences - Math and Natural Sciences	5	3.40	0.55	27	3.44	0.58

	04 Frances Payne Bolton School of Nursing	26	3.27	0.83		N < 5		
	05 Mandel School of Applied Social Sciences	6	2.83	0.75	6	2.50	1.05	
	06 Physical Education & Athletics		N < 5		5	2.00	1.00	
	07 School of Dental Medicine	8	2.88	0.99	15	2.80	1.21	
	08 School of Law	11	3.27	0.65	15	2.60	1.18	
	09 School of Medicine - Basic Sciences	30	2.87	0.90	56	2.88	0.90	
	10 School of Medicine - Clinical	50	2.54	0.93	82	2.63	0.81	
	11 Weatherhead School of Management	5	3.20	0.84	12	3.42	0.51	
q7e Sabbatical leave	01 Case School of Engineering		N < 5		36	2.58	0.91	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	39	3.28	0.79	39	3.49	0.60	
	03 College of Arts & Sciences - Math and Natural Sciences	7	3.14	1.07	29	3.31	0.66	
	04 Frances Payne Bolton School of Nursing	27	3.30	0.67		N < 5		
	05 Mandel School of Applied Social Sciences	7	3.86	0.38	8	3.88	0.35	
	06 Physical Education & Athletics		N < 5		6	2.00	0.89	
	07 School of Dental Medicine	7	1.86	0.90	14	2.64	1.28	
	08 School of Law	11	3.36	1.12	15	3.07	1.03	
	09 School of Medicine - Basic Sciences	29	2.52	0.95	55	2.53	1.00	
	10 School of Medicine - Clinical	49	1.82	0.99	85	2.06	0.99	
	11 Weatherhead School of Management	5	3.00	1.00	11	3.36	0.50	
q7c Partner/spousal hiring	01 Case School of Engineering		N < 5		36	2.36	0.96	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	39	2.85	1.01	37	2.73	1.10	
	03 College of Arts & Sciences - Math and Natural Sciences	5	3.40	0.55	29	2.69	1.04	
	04 Frances Payne Bolton School of Nursing	27	2.63	1.21		N < 5		
	05 Mandel School of Applied Social Sciences	7	3.14	0.69	7	3.43	0.53	
	06 Physical Education & Athletics		N < 5		6	2.00	0.89	
	07 School of Dental Medicine	6	2.67	0.82	15	3.07	1.10	
	08 School of Law	11	2.91	0.94	14	2.64	1.01	
	09 School of Medicine - Basic Sciences	28	2.43	1.07	56	2.57	0.99	
	10 School of Medicine - Clinical	54	2.63	0.94	82	2.51	0.86	
	11 Weatherhead School of Management	5	1.80	0.84	10	2.30	1.06	

6. Mentoring

Factor 1: Mentoring Within the University

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q8e While at Case, to what extent do you feel as though you have received effective mentoring?	01 Case School of Engineering		N < 5		39	2.28	0.92
	02 College of Arts & Sciences - Arts, Humanities, Social Science	42	2.29	0.97	39	2.36	1.11
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.75	0.89	27	2.56	0.89
	04 Frances Payne Bolton School of Nursing	33	3.09	0.95		N < 5	
	05 Mandel School of Applied Social Sciences	7	2.29	1.25	7	2.14	0.90

	06 Physical Education & Athletics	6	1.83	0.75	6	1.83	0.75
	07 School of Dental Medicine	9	2.33	1.00	19	2.74	0.93
	08 School of Law	11	2.09	1.04	13	2.38	0.51
	09 School of Medicine - Basic Sciences	36	2.56	1.03	63	2.37	0.94
	10 School of Medicine - Clinical	68	2.03	0.95	98	2.12	0.91
	11 Weatherhead School of Management	6	2.17	0.98	13	2.23	1.01
q8b To what extent do you receive informal mentoring within the University?	01 Case School of Engineering		N < 5		38	2.24	0.88
	02 College of Arts & Sciences - Arts, Humanities, Social Science	40	2.45	0.78	40	2.50	1.01
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.88	0.99	28	2.64	0.83
	04 Frances Payne Bolton School of Nursing	34	3.00	1.04		N < 5	
	05 Mandel School of Applied Social Sciences	7	2.43	1.27	7	2.00	1.15
	06 Physical Education & Athletics	6	2.33	1.03	6	2.17	1.17
	07 School of Dental Medicine	9	2.56	0.88	19	2.89	0.88
	08 School of Law	11	2.00	0.77	12	2.58	0.79
	09 School of Medicine - Basic Sciences	37	2.70	0.91	63	2.38	0.77
	10 School of Medicine - Clinical	66	2.27	0.90	99	2.25	0.84
	11 Weatherhead School of Management	6	2.67	1.03	13	2.08	0.86
q8a To what extent do you receive formal mentoring within the University?	01 Case School of Engineering		N < 5		38	1.61	0.72
	02 College of Arts & Sciences - Arts, Humanities, Social Science	38	1.95	1.04	39	1.87	0.95
	03 College of Arts & Sciences - Math and Natural Sciences	7	2.14	1.21	28	1.86	0.93
	04 Frances Payne Bolton School of Nursing	34	2.65	1.07		N < 5	
	05 Mandel School of Applied Social Sciences	7	2.29	1.25	6	1.67	1.03
	06 Physical Education & Athletics	6	1.33	0.52	6	1.67	0.82
	07 School of Dental Medicine	9	2.11	1.05	16	2.19	0.98
	08 School of Law	11	1.45	0.82	11	1.55	0.69
	09 School of Medicine - Basic Sciences	37	1.78	0.92	63	1.83	0.91
	10 School of Medicine - Clinical	66	1.58	0.77	97	1.70	0.79
	11 Weatherhead School of Management	6	1.83	0.75	12	1.58	0.79

Factor 2: Mentoring Outside the University

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q8d To what extent do you receive informal mentoring outside of the University?	01 Case School of Engineering		N < 5		36	2.22	0.72
	02 College of Arts & Sciences - Arts, Humanities, Social Science	40	3.10	0.84	37	2.30	1.13
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.63	1.06	28	2.07	0.94
	04 Frances Payne Bolton School of Nursing	33	2.33	1.05		N < 5	
	05 Mandel School of Applied Social Sciences	7	3.00	1.15	7	2.14	1.07
	06 Physical Education & Athletics	6	3.00	1.10	6	3.00	1.26
	07 School of Dental Medicine	9	2.67	1.00	19	2.42	1.07
	08 School of Law	10	2.60	1.26	12	2.67	0.89
	09 School of Medicine - Basic Sciences	37	2.62	0.89	63	2.29	1.02
	10 School of Medicine - Clinical	67	2.37	0.97	97	2.34	1.00

	11 Weatherhead School of Management	6	2.33	1.03	13	2.08	0.86
	01 Case School of Engineering	N < 5			38	1.53	0.69
	02 College of Arts & Sciences - Arts, Humanities, Social Science	40	2.13	1.20	38	1.71	1.06
	03 College of Arts & Sciences - Math and Natural Sciences	6	1.67	1.21	28	1.54	0.69
	04 Frances Payne Bolton School of Nursing	34	2.15	1.02	N < 5		
q8c To what extent do you receive formal mentoring outside of the University?	05 Mandel School of Applied Social Sciences	6	3.33	1.21	6	1.33	0.52
	06 Physical Education & Athletics	6	1.83	1.17	6	2.50	1.05
	07 School of Dental Medicine	9	2.33	0.87	18	2.22	1.11
	08 School of Law	10	1.70	0.82	10	1.80	1.03
	09 School of Medicine - Basic Sciences	37	1.92	1.09	62	1.81	1.01
	10 School of Medicine - Clinical	66	1.82	0.94	97	1.90	0.88
	11 Weatherhead School of Management	6	2.00	0.89	13	1.38	0.65

7. Quality of Relationships within the Campus Community

Factor 1: Lack of Acceptance of Diversity

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
	01 Case School of Engineering	N < 5			38	1.71	0.87
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.11	0.99	40	1.83	0.93
	03 College of Arts & Sciences - Math and Natural Sciences	7	2.00	0.82	31	1.29	0.53
	04 Frances Payne Bolton School of Nursing	32	1.59	0.80	N < 5		
q9b Racist or xenophobic attitudes are present in faculty gatherings at Case	05 Mandel School of Applied Social Sciences	8	2.25	1.04	8	1.63	0.74
	06 Physical Education & Athletics	6	1.67	0.82	7	1.43	0.53
	07 School of Dental Medicine	9	1.89	1.05	21	1.43	0.81
	08 School of Law	10	2.40	0.84	15	1.07	0.26
	09 School of Medicine - Basic Sciences	34	1.97	0.97	69	1.38	0.62
	10 School of Medicine - Clinical	64	1.77	0.87	98	1.34	0.73
	11 Weatherhead School of Management	6	2.17	0.75	13	1.23	0.44
	01 Case School of Engineering	N < 5			37	1.70	0.85
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.39	0.99	41	1.85	0.94
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.13	0.83	31	1.71	0.82
	04 Frances Payne Bolton School of Nursing	32	1.88	1.10	N < 5		
q9a Sexist attitudes are present in faculty gatherings at Case	05 Mandel School of Applied Social Sciences	8	2.50	0.93	8	2.00	1.20
	06 Physical Education & Athletics	6	2.17	0.75	7	1.71	0.76
	07 School of Dental Medicine	9	1.78	0.83	21	1.48	0.81
	08 School of Law	11	2.27	1.01	15	1.20	0.41
	09 School of Medicine - Basic Sciences	36	2.31	0.89	68	1.51	0.74
	10 School of Medicine - Clinical	65	2.11	0.99	100	1.29	0.56
	11 Weatherhead School of Management	6	2.33	1.37	13	1.38	0.51
q9c Ageist attitudes are	01 Case School of Engineering	N < 5			38	2.00	0.90

present in faculty gatherings at Case	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	2.02	1.03	41	1.71	0.75
	03 College of Arts & Sciences - Math and Natural Sciences	6	1.67	0.82	31	1.58	0.72
	04 Frances Payne Bolton School of Nursing	32	1.63	0.71		N < 5	
	05 Mandel School of Applied Social Sciences	7	2.14	0.90	8	1.50	0.53
	06 Physical Education & Athletics	6	2.00	0.89	7	1.43	0.53
	07 School of Dental Medicine	9	2.00	1.00	21	1.52	0.87
	08 School of Law	10	2.00	0.82	15	1.27	0.59
	09 School of Medicine - Basic Sciences	35	2.09	0.89	67	1.52	0.82
	10 School of Medicine - Clinical	64	1.83	0.92	99	1.37	0.76
	11 Weatherhead School of Management	6	2.50	1.22	13	1.31	0.63
	q9d Faculty at Case have a condescending attitude towards persons from other countries	01 Case School of Engineering		N < 5		38	1.79
02 College of Arts & Sciences - Arts, Humanities, Social Science		43	1.79	0.86	41	1.73	0.81
03 College of Arts & Sciences - Math and Natural Sciences		7	1.71	0.76	31	1.45	0.77
04 Frances Payne Bolton School of Nursing		33	1.55	0.71		N < 5	
05 Mandel School of Applied Social Sciences		8	1.50	0.76	8	1.63	0.74
06 Physical Education & Athletics		6	1.50	0.55	7	1.43	0.53
07 School of Dental Medicine		9	1.67	0.87	21	1.62	0.97
08 School of Law		10	2.10	0.99	15	1.40	0.83
09 School of Medicine - Basic Sciences		36	1.86	0.90	67	1.51	0.70
10 School of Medicine - Clinical		66	1.74	0.77	99	1.47	0.82
11 Weatherhead School of Management		6	1.67	0.82	13	1.15	0.38

Factor 2: Respectful Relationships Among Faculty and with Administrators

Item	School	Female			Male		
		N	Mean	SD	N	Mean	SD
q9f Faculty at Case are treated with respect by campus administrators	01 Case School of Engineering		N < 5		38	2.34	0.99
	02 College of Arts & Sciences - Arts, Humanities, Social Science	43	2.47	0.91	41	2.46	0.98
	03 College of Arts & Sciences - Math and Natural Sciences	8	2.75	0.89	31	2.90	0.91
	04 Frances Payne Bolton School of Nursing	30	3.30	0.70		N < 5	
	05 Mandel School of Applied Social Sciences	8	3.00	0.53	8	3.00	1.07
	06 Physical Education & Athletics	6	2.50	1.05	7	2.86	0.38
	07 School of Dental Medicine	9	2.89	1.05	21	3.00	1.05
	08 School of Law	10	3.00	0.82	15	2.93	0.59
	09 School of Medicine - Basic Sciences	38	2.16	0.86	68	2.31	0.98
	10 School of Medicine - Clinical	57	2.42	0.91	96	2.61	0.92
	11 Weatherhead School of Management	6	2.83	0.75	13	2.92	0.86
q9e Faculty at Case respect each other	01 Case School of Engineering		N < 5		38	3.05	0.73
	02 College of Arts & Sciences - Arts, Humanities, Social Science	44	2.86	0.73	41	2.88	0.98
	03 College of Arts & Sciences - Math and Natural Sciences	8	3.13	0.64	31	3.48	0.63
	04 Frances Payne Bolton School of Nursing	32	3.25	0.72		N < 5	
	05 Mandel School of Applied Social Sciences	7	3.43	0.53	8	3.25	0.71

06 Physical Education & Athletics	6	2.50	0.84	7	3.14	0.69
07 School of Dental Medicine	9	3.11	0.78	20	3.25	0.97
08 School of Law	10	3.20	0.42	15	2.87	0.74
09 School of Medicine - Basic Sciences	38	2.89	0.80	68	3.16	0.77
10 School of Medicine – Clinical	67	2.96	0.71	100	3.20	0.79
11 Weatherhead School of Management	6	2.67	0.52	13	3.15	0.80

**Appendix 5:
Item Averages by School/College and Tenure Status – Whole Sample**

1. Satisfaction with Community and Academic Dimensions

Factor 1: Community and Job Satisfaction

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q1b Overall experience of collegiality in your primary unit (department/school)	01 Case School of Engineering	36	2.92	0.94	9	2.67	1.12	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.59	1.19	16	3.38	1.02	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.29	0.81	10	3.70	0.48	5	3.00	0.71
	04 Frances Payne Bolton School of Nursing	7	3.57	0.79	13	3.62	0.65	13	3.46	0.78
	05 Mandel School of Applied Social Sciences	9	3.00	1.00	N < 5			N < 5		
	06 Physical Education & Athletics							12	2.33	0.89
	07 School of Dental Medicine	9	3.11	1.17	10	3.30	0.95	11	3.55	0.69
	08 School of Law	16	2.69	0.87	N < 5			6	3.00	0.63
	09 School of Medicine - Basic Sciences	60	2.83	0.99	24	2.96	0.86	25	2.92	1.04
	10 School of Medicine - Clinical	35	3.03	1.15	14	2.79	0.97	118	2.92	1.00
	11 Weatherhead School of Management	14	2.79	1.19	5	3.00	1.22	N < 5		
q1c Overall experience of being a faculty member in your primary unit (department/school)	01 Case School of Engineering	35	2.94	0.87	9	2.44	1.13	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.51	1.05	16	3.06	1.00	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.04	0.75	10	3.10	0.57	5	3.20	1.10
	04 Frances Payne Bolton School of Nursing	7	3.57	0.53	12	3.67	0.65	13	3.54	0.52
	05 Mandel School of Applied Social Sciences	9	2.89	0.60	N < 5			N < 5		
	06 Physical Education & Athletics							12	2.50	0.90
	07 School of Dental Medicine	9	3.11	1.17	10	3.50	0.97	11	3.45	0.69
	08 School of Law	16	3.06	1.00	N < 5			6	2.83	0.75
	09 School of Medicine - Basic Sciences	60	2.62	1.06	24	2.79	0.93	25	2.88	0.97
	10 School of Medicine - Clinical	35	2.89	1.08	14	2.50	0.94	120	2.86	0.95
	11 Weatherhead School of Management	14	2.79	0.89	5	2.80	1.10	N < 5		
q1e Opportunities to collaborate with faculty in your primary unit (department/school)	01 Case School of Engineering	36	3.44	0.77	9	3.00	1.00	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.65	0.94	16	2.88	0.81	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.08	0.93	10	3.60	0.52	5	2.80	1.10
	04 Frances Payne Bolton School of Nursing	7	3.57	0.79	13	3.08	0.95	13	3.54	0.66
	05 Mandel School of Applied Social Sciences	9	3.11	1.05	N < 5			N < 5		
	06 Physical Education & Athletics							12	2.67	1.15
	07 School of Dental Medicine	9	3.56	0.73	10	3.30	0.82	11	3.55	0.69
	08 School of Law	16	3.31	0.70	N < 5			6	2.83	0.98
	09 School of Medicine - Basic Sciences	59	3.07	0.89	24	2.79	0.98	25	3.04	0.84
	10 School of Medicine - Clinical	35	3.00	0.97	14	2.93	0.83	119	2.97	0.90
	11 Weatherhead School of Management	14	2.86	1.03	5	3.20	0.84	N < 5		

q1d Overall work environment	01 Case School of Engineering	36	2.67	0.79	8	2.25	1.04	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	67	2.46	0.91	16	2.88	0.81	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	23	2.78	0.60	10	3.20	0.79	5	3.40	0.55
	04 Frances Payne Bolton School of Nursing	7	3.29	0.76	13	3.15	0.55	13	3.54	0.52
	05 Mandel School of Applied Social Sciences	8	2.88	0.83	N < 5		N < 5			
	06 Physical Education & Athletics							12	2.67	1.15
	07 School of Dental Medicine	9	3.22	1.20	10	3.40	0.97	11	3.55	0.69
	08 School of Law	16	3.00	0.89	N < 5		6		3.00	0.63
									0.97	
	09 School of Medicine - Basic Sciences	58	2.50	0.98	24	2.58	0.97	25	2.76	
	10 School of Medicine – Clinical	35	2.63	1.09	14	2.79	0.70	119	2.83	0.87
11 Weatherhead School of Management	14	2.71	0.83	5	2.80	1.30	N < 5			
q2p Mentoring you have received in your primary unit (department/school)	01 Case School of Engineering	35	2.26	0.98	8	2.13	1.36	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	64	2.28	1.02	16	2.88	1.02	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	22	2.59	0.80	10	3.40	0.70	N < 5		
	04 Frances Payne Bolton School of Nursing	7	3.14	1.07	13	3.54	0.66	13	3.46	0.66
	05 Mandel School of Applied Social Sciences	8	2.63	1.06	N < 5		N < 5			
	06 Physical Education & Athletics							12	2.08	1.16
	07 School of Dental Medicine	9	2.67	1.22	9	2.78	0.97	11	2.91	1.22
	08 School of Law	15	2.80	0.68	N < 5		6		2.17	0.75
	09 School of Medicine - Basic Sciences	52	2.48	1.08	24	2.50	0.98	25	2.60	1.08
	10 School of Medicine - Clinical	34	2.41	0.99	14	2.79	1.25	117	2.37	1.10
	11 Weatherhead School of Management	12	2.58	0.90	5	2.60	1.14	N < 5		
q1a Overall experience of community at Case	01 Case School of Engineering	36	2.67	0.83	8	2.13	0.83	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.55	0.83	16	2.88	0.72	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.83	0.76	10	2.90	0.57	5	3.00	0.00
	04 Frances Payne Bolton School of Nursing	7	3.14	0.38	13	3.23	0.73	13	3.46	0.66
	05 Mandel School of Applied Social Sciences	9	2.89	0.78	N < 5		N < 5			
	06 Physical Education & Athletics							12	3.00	0.60
	07 School of Dental Medicine	9	3.22	1.30	10	3.50	0.71	11	3.36	0.67
	08 School of Law	16	3.19	0.66	N < 5		6		3.00	0.63
	09 School of Medicine - Basic Sciences	60	2.75	0.84	24	2.54	0.59	25	2.76	0.78
	10 School of Medicine - Clinical	35	2.49	0.89	14	2.71	0.83	120	2.63	0.84
	11 Weatherhead School of Management	14	2.71	0.73	5	3.00	1.00	N < 5		

Factor 2: Administrative support for research and teaching

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q2j Support for securing grants	01 Case School of Engineering	36	1.94	0.83	9	1.78	0.83	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	66	2.06	0.91	16	2.38	0.96	N < 5		

	03 College of Arts & Sciences - Math and Natural Sciences	24	2.21	0.88	9	2.00	1.12		N < 5	
	04 Frances Payne Bolton School of Nursing	7	3.57	1.13	13	3.54	0.66	9	3.44	0.73
	05 Mandel School of Applied Social Sciences	9	2.33	1.00		N < 5			N < 5	
	06 Physical Education & Athletics							5	2.80	1.10
	07 School of Dental Medicine	8	2.63	1.06	9	2.78	1.09	7	2.86	0.69
	08 School of Law	12	2.50	0.90		N < 5		6	2.33	1.03
	09 School of Medicine - Basic Sciences	59	2.12	0.95	24	2.21	0.93	25	2.12	0.97
	10 School of Medicine - Clinical	33	2.00	0.94	14	2.00	0.88	102	2.21	0.92
	11 Weatherhead School of Management	13	2.15	0.80	5	1.60	0.89		N < 5	
q2k Other resources to support research	01 Case School of Engineering	35	1.80	0.76	8	1.75	0.71		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	64	1.94	0.85	16	2.63	0.96		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	23	1.91	0.79	8	2.50	1.07		N < 5	
	04 Frances Payne Bolton School of Nursing	7	3.29	1.11	13	3.54	0.66	9	3.33	0.71
	05 Mandel School of Applied Social Sciences	8	2.25	1.04		N < 5			N < 5	
	06 Physical Education & Athletics							5	2.80	1.10
	07 School of Dental Medicine	8	2.63	1.19	9	2.56	0.73	7	3.00	0.82
	08 School of Law	16	3.06	0.85		N < 5		6	2.33	1.03
	09 School of Medicine - Basic Sciences	58	2.12	1.06	24	2.29	0.86	24	2.38	0.92
	10 School of Medicine - Clinical	33	2.03	0.92	13	2.15	0.90	104	2.27	0.97
	11 Weatherhead School of Management	13	2.15	0.90	5	1.80	0.84		N < 5	
q2h Technical and research staff	01 Case School of Engineering	36	2.33	1.01	8	2.75	0.46		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	55	2.29	0.92	15	3.07	0.80		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	22	2.41	0.96	9	2.22	1.20		N < 5	
	04 Frances Payne Bolton School of Nursing	7	3.14	1.07	12	3.58	0.67	11	3.45	0.69
	05 Mandel School of Applied Social Sciences	8	2.88	0.83		N < 5			N < 5	
	06 Physical Education & Athletics							7	3.29	0.76
	07 School of Dental Medicine	8	3.50	0.53	10	2.90	0.99	7	3.14	1.07
	08 School of Law	13	3.54	0.52		N < 5		6	3.00	0.89
	09 School of Medicine - Basic Sciences	56	3.18	0.66	24	3.00	0.59	25	3.04	0.84
	10 School of Medicine - Clinical	34	2.94	0.81	14	3.00	0.55	107	2.92	0.89
	11 Weatherhead School of Management	13	2.46	0.78		N < 5			N < 5	
q2g Clerical and administrative staff	01 Case School of Engineering	36	2.22	0.83	9	1.78	0.83		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.43	1.06	16	3.31	0.79		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.54	0.88	10	2.90	0.74	5	3.20	0.84
	04 Frances Payne Bolton School of Nursing	7	2.14	0.90	13	2.92	1.12	13	3.15	0.80
	05 Mandel School of Applied Social Sciences	9	3.00	0.87		N < 5			N < 5	
	06 Physical Education & Athletics							12	3.58	0.51
	07 School of Dental Medicine	9	3.33	0.71	10	2.90	1.20	11	3.18	1.08
	08 School of Law	16	3.25	0.93		N < 5		6	3.33	0.82
	09 School of Medicine - Basic Sciences	60	2.47	1.07	24	2.58	0.93	25	2.92	1.00
	10 School of Medicine - Clinical	34	2.26	1.19	14	2.57	0.94	118	2.77	0.93
	11 Weatherhead School of Management	14	2.86	1.03	5	3.00	0.71		N < 5	

Factor 3: Workload Responsibilities

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q1h Advising responsibilities	01 Case School of Engineering	35	2.97	0.66	9	2.22	0.97	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.91	0.82	16	2.75	1.00	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	23	2.96	0.56	9	3.00	0.87	5	3.40	0.89
	04 Frances Payne Bolton School of Nursing	7	2.57	0.79	13	2.85	0.80	13	3.23	1.17
	05 Mandel School of Applied Social Sciences	9	3.11	0.60	N < 5			N < 5		
	06 Physical Education & Athletics							10	3.00	1.05
	07 School of Dental Medicine	9	3.22	0.97	10	3.40	0.70	10	3.20	0.92
	08 School of Law	16	3.00	0.82	N < 5			6	3.17	1.17
	09 School of Medicine - Basic Sciences	52	3.04	0.74	23	2.91	0.79	23	2.96	0.98
	10 School of Medicine - Clinical	33	2.97	0.88	13	2.77	0.73	107	2.91	0.80
	11 Weatherhead School of Management	13	3.15	0.69	5	3.00	0.71	N < 5		
q1f Teaching responsibilities	01 Case School of Engineering	35	3.17	0.71	9	2.67	0.87	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	3.13	0.86	16	3.06	0.93	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.38	0.77	10	3.10	0.57	5	3.60	0.55
	04 Frances Payne Bolton School of Nursing	7	2.57	0.98	13	3.15	0.90	13	3.62	0.51
	05 Mandel School of Applied Social Sciences	8	3.50	0.76	N < 5			N < 5		
	06 Physical Education & Athletics							12	2.58	1.08
	07 School of Dental Medicine	9	3.22	1.09	10	3.60	0.70	11	3.45	0.52
	08 School of Law	16	3.56	0.73	N < 5			6	3.50	0.84
	09 School of Medicine - Basic Sciences	59	3.03	0.81	23	3.00	0.67	23	3.13	0.76
	10 School of Medicine - Clinical	34	3.12	0.81	13	3.08	0.64	117	3.09	0.79
	11 Weatherhead School of Management	14	3.21	0.70	5	3.60	0.55	N < 5		
q1g Access to teaching assistants	01 Case School of Engineering	36	2.00	0.93	9	1.78	0.83	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	63	2.49	1.05	16	2.13	1.15	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	23	2.83	0.78	9	2.56	0.53	5	2.80	0.45
	04 Frances Payne Bolton School of Nursing	7	2.00	1.00	11	2.09	1.04	13	2.38	1.19
	05 Mandel School of Applied Social Sciences	9	2.67	0.71	N < 5			N < 5		
	06 Physical Education & Athletics							10	1.80	1.03
	07 School of Dental Medicine	7	2.57	1.51	9	2.67	1.22	9	3.00	1.00
	08 School of Law	12	2.58	0.90	N < 5			6	2.67	0.82
	09 School of Medicine - Basic Sciences	39	2.13	1.03	20	2.90	0.85	21	2.43	0.98
	10 School of Medicine - Clinical	30	2.60	0.81	9	2.11	0.78	90	2.47	0.86
	11 Weatherhead School of Management	14	2.64	1.15	N < 5			N < 5		
q1k Committee and administrative responsibilities	01 Case School of Engineering	36	2.36	0.72	9	1.89	0.78	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.56	0.80	16	2.69	1.01	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.46	0.59	9	3.22	0.97	5	2.80	0.45
	04 Frances Payne Bolton School of Nursing	7	3.14	0.90	13	3.00	0.71	13	3.15	0.69

	05 Mandel School of Applied Social Sciences	9	2.67	1.00		N < 5		N < 5		
	06 Physical Education & Athletics						12	2.75	0.87	
	07 School of Dental Medicine	9	3.22	1.09	10	3.40	0.84	11	3.09	0.54
	08 School of Law	16	2.88	1.02		N < 5		6	2.83	0.98
	09 School of Medicine - Basic Sciences	60	2.75	0.86	24	2.75	0.90	24	2.96	0.81
	10 School of Medicine - Clinical	35	2.86	0.81	13	2.69	0.48	113	2.72	0.73
	11 Weatherhead School of Management	14	2.64	0.63	5	3.40	0.55		N < 5	
q1j Time available for scholarly work	01 Case School of Engineering	36	2.14	0.93	9	1.78	1.09		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.26	0.91	16	2.44	0.96		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.25	0.68	10	2.80	1.03		N < 5	
	04 Frances Payne Bolton School of Nursing	7	2.43	1.13	13	2.38	0.96	13	2.46	0.97
	05 Mandel School of Applied Social Sciences	9	2.89	0.93		N < 5			N < 5	
	06 Physical Education & Athletics							8	2.38	1.30
	07 School of Dental Medicine	9	2.78	1.09	10	3.10	0.99	10	2.60	0.84
	08 School of Law	16	2.94	0.77		N < 5		6	2.33	1.21
	09 School of Medicine - Basic Sciences	60	2.75	0.95	24	2.58	0.78	24	2.88	0.85
	10 School of Medicine - Clinical	35	2.57	0.78	13	2.38	0.77	115	2.14	0.92
	11 Weatherhead School of Management	14	2.29	0.73	5	3.00	0.00		N < 5	
q1i Quality of graduate students	01 Case School of Engineering	36	2.69	0.71	9	2.67	0.87		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	60	2.57	0.93	16	2.63	1.02		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.21	0.72	9	2.44	0.73	5	2.40	0.55
	04 Frances Payne Bolton School of Nursing	7	3.43	0.79	12	3.25	0.75	11	3.55	0.69
	05 Mandel School of Applied Social Sciences	9	2.78	0.67		N < 5			N < 5	
	06 Physical Education & Athletics							7	2.43	1.27
	07 School of Dental Medicine	9	3.22	1.09	10	3.20	1.03	9	3.33	1.00
	08 School of Law	14	2.79	0.70		N < 5		5	3.60	0.55
	09 School of Medicine - Basic Sciences	58	2.66	0.81	24	2.46	0.98	22	3.27	0.83
	10 School of Medicine - Clinical	34	2.88	0.77	11	2.55	0.52	101	3.23	0.68

Factor 4: Compensation and Professional Development

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q2m Benefits	01 Case School of Engineering	36	2.67	0.63	9	3.11	0.93		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.68	0.88	16	2.88	0.81		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.54	0.98	10	3.20	0.63	5	3.00	0.71
	04 Frances Payne Bolton School of Nursing	7	3.00	0.82	13	3.23	0.83	12	3.33	0.49
	05 Mandel School of Applied Social Sciences	9	2.89	1.05		N < 5			N < 5	
	06 Physical Education & Athletics							12	2.92	0.90
	07 School of Dental Medicine	9	3.22	0.83	10	3.30	0.48	11	3.36	1.03
	08 School of Law	16	3.00	0.73		N < 5		6	3.00	0.89
	09 School of Medicine - Basic Sciences	59	2.68	0.86	24	2.88	0.95	25	2.56	0.77
	10 School of Medicine - Clinical	34	2.71	1.03	14	2.71	0.73	119	2.85	0.86

	11 Weatherhead School of Management	14	2.93	0.73	5	3.60	0.55			N < 5
q2n Start-up package	01 Case School of Engineering	28	2.00	0.82	9	3.11	1.05			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	59	2.37	1.07	16	3.63	0.50			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	19	2.32	0.95	10	3.10	0.99			N < 5
	04 Frances Payne Bolton School of Nursing		N < 5		10	2.60	1.17	8	3.00	0.93
	05 Mandel School of Applied Social Sciences	6	N < 5	1.03		N < 5				N < 5
	06 Physical Education & Athletics		N < 5					8	1.63	0.74
	07 School of Dental Medicine	6	2.50	1.05	10	2.40	1.07	8	3.00	1.07
	08 School of Law	8	3.00	0.53		N < 5		5	2.40	0.55
	09 School of Medicine - Basic Sciences	44	2.36	1.10	24	2.42	1.18	20	2.00	0.86
	10 School of Medicine - Clinical	28	2.29	0.94	14	2.43	0.94	95	2.25	0.98
	11 Weatherhead School of Management	10	2.70	0.48		N < 5				N < 5
q2l Salary	01 Case School of Engineering	36	2.44	0.81	8	2.75	1.04			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	1.94	1.01	16	2.56	0.81			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	24	1.83	0.87	10	2.20	1.03	5	3.00	0.71
	04 Frances Payne Bolton School of Nursing	7	3.14	0.90	13	2.69	0.85	13	2.69	0.85
	05 Mandel School of Applied Social Sciences	9	3.00	1.00		N < 5				N < 5
	06 Physical Education & Athletics							12	1.83	0.72
	07 School of Dental Medicine	9	2.78	0.97	10	2.50	0.71	11	2.27	0.65
	08 School of Law	16	3.38	0.72		N < 5		6	2.33	0.82
	09 School of Medicine - Basic Sciences	59	2.54	0.97	23	2.65	1.07	25	2.32	0.90
	10 School of Medicine - Clinical	34	2.71	1.00	14	2.57	0.65	120	2.49	1.00
	11 Weatherhead School of Management	14	2.21	0.80	5	3.40	0.55			N < 5
q2o Professional development opportunities	01 Case School of Engineering	36	2.25	0.91	8	2.75	1.04			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	65	2.63	0.82	16	2.94	0.57			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	23	2.74	0.69	9	2.89	0.93			N < 5
	04 Frances Payne Bolton School of Nursing	6	3.33	1.21	13	3.38	0.77	13	3.31	0.75
	05 Mandel School of Applied Social Sciences	9	2.33	1.00		N < 5				N < 5
	06 Physical Education & Athletics							12	1.67	0.78
	07 School of Dental Medicine	9	2.89	1.05	10	2.80	0.92	11	3.00	1.00
	08 School of Law	16	3.19	0.75		N < 5		6	2.67	0.52
	09 School of Medicine - Basic Sciences	55	2.71	0.85	23	2.57	0.90	25	2.60	0.96
	10 School of Medicine - Clinical	35	2.63	0.91	14	2.64	0.84	118	2.42	0.93
	11 Weatherhead School of Management	14	2.43	1.02	5	2.60	1.14			N < 5
q2q Mentoring you have received within the University	01 Case School of Engineering	35	2.06	0.87	9	2.11	1.17			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	64	2.28	1.02	16	2.81	0.83			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	22	2.36	0.90	10	2.80	0.92			N < 5
	04 Frances Payne Bolton School of Nursing	7	2.71	1.11	13	2.92	0.86	12	2.83	0.94
	05 Mandel School of Applied Social Sciences	8	2.63	1.19		N < 5				N < 5
	06 Physical Education & Athletics							10	2.00	0.94
	07 School of Dental Medicine	9	2.56	0.88	9	2.67	1.22	10	2.70	1.25
	08 School of Law	14	2.64	1.08		N < 5		6	1.67	0.82

09 School of Medicine - Basic Sciences	52	2.15	0.98	24	2.38	0.92	25	2.32	0.90
10 School of Medicine - Clinical	32	2.16	0.99	13	2.38	1.12	112	2.02	0.94
11 Weatherhead School of Management	12	2.33	0.98	5	2.20	0.84	N < 5		

Factor 5: Computer and Library Resources

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q2f Computer resources	01 Case School of Engineering	36	2.83	0.77	7	3.29	0.49	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.76	0.95	16	2.81	0.98	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.83	0.82	9	3.11	0.60	5	2.80	0.84
	04 Frances Payne Bolton School of Nursing	7	3.29	0.49	13	3.38	0.65	13	3.38	0.96
	05 Mandel School of Applied Social Sciences	9	3.56	0.73	N < 5			N < 5		
	06 Physical Education & Athletics							11	3.64	0.50
	07 School of Dental Medicine	9	3.78	0.44	10	3.40	0.84	11	3.45	0.52
	08 School of Law	16	3.63	0.50	N < 5			6	3.17	0.98
	09 School of Medicine - Basic Sciences	58	3.16	0.85	24	3.17	0.82	25	3.12	0.78
	10 School of Medicine - Clinical	34	2.76	1.10	14	3.14	0.53	119	3.20	0.83
	11 Weatherhead School of Management	14	3.07	0.73	5	2.40	1.14	N < 5		
q2e Library resources	01 Case School of Engineering	36	3.25	0.65	8	3.50	0.53	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.72	1.08	16	2.75	0.77	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.21	0.78	10	2.80	0.42	5	3.00	0.71
	04 Frances Payne Bolton School of Nursing	7	3.43	0.53	13	3.54	0.66	12	3.58	0.51
	05 Mandel School of Applied Social Sciences	8	3.75	0.46	N < 5			N < 5		
	06 Physical Education & Athletics							9	3.22	0.83
	07 School of Dental Medicine	9	3.56	0.73	10	3.00	0.82	11	3.73	0.47
	08 School of Law	16	3.38	0.62	N < 5			6	3.50	0.55
	09 School of Medicine - Basic Sciences	58	3.33	0.76	23	3.04	0.82	24	3.04	0.81
	10 School of Medicine - Clinical	34	3.18	0.80	14	2.86	0.86	116	3.27	0.77
	11 Weatherhead School of Management	14	3.14	0.66	N < 5			N < 5		
q2i Computing support staff	01 Case School of Engineering	36	2.31	0.86	7	2.86	0.69	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.31	1.01	16	2.19	1.05	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.33	0.92	9	2.33	1.00	N < 5		
	04 Frances Payne Bolton School of Nursing	7	3.43	0.53	13	3.69	0.63	13	3.62	0.65
	05 Mandel School of Applied Social Sciences	8	3.38	0.92	N < 5			N < 5		
	06 Physical Education & Athletics							12	3.00	0.95
	07 School of Dental Medicine	9	3.33	0.87	10	3.10	0.88	11	3.00	1.00
	08 School of Law	16	3.75	0.45	N < 5			6	3.00	1.26
	09 School of Medicine - Basic Sciences	57	2.65	0.94	24	2.88	0.95	24	2.79	1.02
	10 School of Medicine - Clinical	34	2.56	0.99	13	3.08	0.76	116	2.88	0.91
	11 Weatherhead School of Management	13	2.54	0.97	5	2.80	1.30	N < 5		

Factor 6: Space

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q2c Lab or research space	01 Case School of Engineering	36	2.97	0.91	9	3.33	0.71		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	53	2.58	1.22	16	3.00	0.89		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	21	3.19	0.68	9	3.22	0.67		N < 5	
	04 Frances Payne Bolton School of Nursing	7	2.14	1.07	9	2.33	1.00	8	3.00	0.76
	05 Mandel School of Applied Social Sciences	9	2.89	0.78		N < 5			N < 5	
	06 Physical Education & Athletics								N < 5	
	07 School of Dental Medicine	8	3.13	1.13	9	2.67	0.50	7	2.71	1.25
	08 School of Law	8	3.63	0.52		N < 5		5	3.20	0.84
	09 School of Medicine - Basic Sciences	58	3.00	1.01	24	2.63	1.06	24	2.58	1.02
	10 School of Medicine - Clinical	32	3.06	0.91	14	2.79	0.80	91	2.79	0.82
	11 Weatherhead School of Management	11	3.64	0.50		N < 5			N < 5	
q2b Office space	01 Case School of Engineering	36	3.53	0.65	9	3.56	0.73		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	3.09	1.03	16	3.44	0.73		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.46	0.66	10	3.20	0.63	5	3.20	1.30
	04 Frances Payne Bolton School of Nursing	7	3.29	1.25	13	2.85	0.90	13	2.69	0.85
	05 Mandel School of Applied Social Sciences	9	3.22	0.67		N < 5			N < 5	
	06 Physical Education & Athletics							12	3.17	1.11
	07 School of Dental Medicine	9	3.56	1.01	10	3.30	1.06	10	2.40	1.17
	08 School of Law	16	3.69	0.70		N < 5		6	2.50	0.84
	09 School of Medicine - Basic Sciences	59	3.46	0.68	24	2.96	1.04	25	2.72	1.10
	10 School of Medicine - Clinical	34	3.24	0.99	14	3.14	0.77	117	2.95	0.93
	11 Weatherhead School of Management	14	3.93	0.27	5	3.80	0.45		N < 5	
q2d Classroom space	01 Case School of Engineering	36	3.11	0.78	9	3.44	0.53		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.62	0.96	16	3.06	0.77		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.38	0.65	10	3.20	0.79	5	2.80	0.84
	04 Frances Payne Bolton School of Nursing	7	2.29	0.95	13	2.77	0.83	12	2.50	0.80
	05 Mandel School of Applied Social Sciences	9	3.67	0.71		N < 5			N < 5	
	06 Physical Education & Athletics							10	2.40	0.84
	07 School of Dental Medicine	9	3.00	1.32	10	3.50	0.71	11	3.18	0.98
	08 School of Law	16	3.06	0.77		N < 5		6	3.33	0.52
	09 School of Medicine - Basic Sciences	56	2.98	0.90	24	3.04	0.69	22	2.95	0.72
	10 School of Medicine - Clinical	33	3.03	0.68	8	2.88	0.64	96	2.81	0.85
	11 Weatherhead School of Management	14	3.29	0.73	5	3.80	0.45		N < 5	

2. Sources of Stress

These items are all considered separately:

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q3a Timing of departmental meetings and functions	01 Case School of Engineering	35	1.63	0.60	9	1.67	0.50		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	1.75	0.72	16	1.75	0.68		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	1.67	0.70	10	1.20	0.42		N < 5	
	04 Frances Payne Bolton School of Nursing	7	1.86	0.38	13	1.54	0.52	13	1.92	0.64
	05 Mandel School of Applied Social Sciences	9	1.89	0.60		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.58	0.67
	07 School of Dental Medicine	9	1.44	0.73	10	1.60	0.84	9	1.44	0.53
	08 School of Law	14	1.57	0.65		N < 5		6	1.33	0.52
	09 School of Medicine - Basic Sciences	56	1.50	0.71	21	1.62	0.67	25	1.56	0.65
	10 School of Medicine - Clinical	31	1.58	0.62	14	1.57	0.51	116	1.79	0.67
	11 Weatherhead School of Management	14	1.36	0.63	5	1.60	0.55		N < 5	
q3b Managing a research group or grant (e.g. finances, personnel)	01 Case School of Engineering	34	2.26	0.79	9	2.22	0.83		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	47	2.02	0.77	11	1.91	0.83		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	22	2.23	0.69	9	1.89	0.78		N < 5	
	04 Frances Payne Bolton School of Nursing	6	1.83	0.41	8	2.25	0.71	5	1.40	0.55
	05 Mandel School of Applied Social Sciences	8	1.50	0.53		N < 5			N < 5	
	06 Physical Education & Athletics								N < 5	
	07 School of Dental Medicine	7	1.71	0.95	8	2.00	0.00		N < 5	
	08 School of Law	7	1.29	0.49		N < 5		6	1.83	0.98
	09 School of Medicine - Basic Sciences	59	2.34	0.69	23	2.39	0.66	16	2.25	0.68
	10 School of Medicine - Clinical	33	2.21	0.70	13	2.31	0.48	78	1.96	0.76
	11 Weatherhead School of Management	8	1.75	0.71		N < 5			N < 5	
q3c Securing funding for research	01 Case School of Engineering	35	2.66	0.59	9	2.78	0.44		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	53	2.06	0.74	13	2.15	0.80		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	23	2.43	0.59	9	2.56	0.53		N < 5	
	04 Frances Payne Bolton School of Nursing	5	2.40	0.55	13	2.54	0.52	5	1.60	0.55
	05 Mandel School of Applied Social Sciences	9	2.22	0.67		N < 5			N < 5	
	06 Physical Education & Athletics								N < 5	
	07 School of Dental Medicine	7	2.29	0.76	10	2.30	0.82		N < 5	
	08 School of Law	7	1.57	0.53		N < 5			N < 5	
	09 School of Medicine - Basic Sciences	59	2.71	0.56	24	2.58	0.65	19	2.58	0.61
	10 School of Medicine - Clinical	33	2.36	0.65	14	2.71	0.47	79	2.33	0.69
	11 Weatherhead School of Management	8	1.38	0.52		N < 5			N < 5	
q3d Scholarly productivity	01 Case School of Engineering	34	2.21	0.73	8	2.25	0.89		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.18	0.67	16	2.31	0.70		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.13	0.68	10	1.90	0.57		N < 5	
	04 Frances Payne Bolton School of Nursing	7	1.86	0.69	13	2.38	0.65	11	2.09	0.54

	05 Mandel School of Applied Social Sciences	9	2.00	0.50		N < 5		N < 5	
	06 Physical Education & Athletics							N < 5	
	07 School of Dental Medicine	9	1.89	0.78	10	2.20	0.79	6	2.00 0.63
	08 School of Law	15	1.93	0.46		N < 5		6	2.17 0.41
	09 School of Medicine - Basic Sciences	60	2.22	0.72	24	2.46	0.66	22	2.55 0.67
	10 School of Medicine - Clinical	35	1.89	0.72	14	2.36	0.63	109	2.24 0.64
	11 Weatherhead School of Management	14	2.29	0.73	5	3.00	0.00		N < 5
q3e Teaching responsibilities	01 Case School of Engineering	33	1.91	0.77	9	2.33	0.50		N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	1.90	0.65	16	2.19	0.66		N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.04	0.62	10	2.20	0.63	5	2.20 0.45
	04 Frances Payne Bolton School of Nursing	7	2.00	0.82	13	2.15	0.69	13	2.08 0.49
	05 Mandel School of Applied Social Sciences	9	1.11	0.33		N < 5			N < 5
	06 Physical Education & Athletics							12	2.08 0.79
	07 School of Dental Medicine	9	1.89	0.78	10	1.70	0.48	9	1.67 0.71
	08 School of Law	15	1.33	0.49		N < 5		6	2.00 0.00
	09 School of Medicine - Basic Sciences	59	1.71	0.67	23	1.87	0.63	20	1.85 0.81
	10 School of Medicine - Clinical	34	1.38	0.49	12	1.58	0.51	116	1.76 0.61
	11 Weatherhead School of Management	14	2.00	0.78	5	2.60	0.89		N < 5
q3f Advising responsibilities	01 Case School of Engineering	35	1.71	0.71	9	2.00	0.71		N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	1.78	0.66	16	1.69	0.87		N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	24	1.71	0.69	8	1.50	0.53	5	1.80 0.84
	04 Frances Payne Bolton School of Nursing	7	2.29	0.76	13	1.85	0.69	13	2.08 0.64
	05 Mandel School of Applied Social Sciences	8	1.25	0.46		N < 5			N < 5
	06 Physical Education & Athletics							5	1.80 0.84
	07 School of Dental Medicine	9	1.44	0.73	10	1.20	0.42	10	1.30 0.48
	08 School of Law	15	1.13	0.35		N < 5		6	1.33 0.52
	09 School of Medicine - Basic Sciences	56	1.54	0.66	23	1.87	0.76	19	1.79 0.79
	10 School of Medicine - Clinical	34	1.26	0.51	12	1.67	0.78	106	1.58 0.57
	11 Weatherhead School of Management	12	1.42	0.67	5	1.40	0.55		N < 5
q3g Committee and/or administrative responsibilities	01 Case School of Engineering	35	2.14	0.49	8	1.63	0.52		N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	67	2.13	0.67	16	1.81	0.66		N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	23	2.17	0.72	10	1.40	0.52	5	2.20 0.84
	04 Frances Payne Bolton School of Nursing	7	1.86	1.07	12	1.25	0.45	11	1.73 0.79
	05 Mandel School of Applied Social Sciences	9	1.89	0.78		N < 5			N < 5
	06 Physical Education & Athletics							11	2.00 0.77
	07 School of Dental Medicine	9	1.78	0.83	10	1.50	0.71	10	1.50 0.53
	08 School of Law	15	1.73	0.70		N < 5		6	1.83 0.75
	09 School of Medicine - Basic Sciences	57	1.82	0.66	24	1.75	0.61	22	1.73 0.70
	10 School of Medicine - Clinical	35	1.60	0.65	12	1.67	0.65	112	1.88 0.67
	11 Weatherhead School of Management	14	2.50	0.65	5	1.40	0.55		N < 5
q3h Review/promotion	01 Case School of Engineering	29	1.62	0.78	9	2.00	0.71		N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	50	1.90	0.79	14	2.43	0.51		N < 5

process	03 College of Arts & Sciences - Math and Natural Sciences	18	1.67	0.77	8	1.75	0.89		N < 5		
	04 Frances Payne Bolton School of Nursing	6	1.67	0.82	11	2.18	0.60	13	1.54	0.66	
	05 Mandel School of Applied Social Sciences	6	1.67	0.82		N < 5			N < 5		
	06 Physical Education & Athletics							9	2.67	0.50	
	07 School of Dental Medicine	7	1.43	0.79	9	2.33	0.87	7	1.57	0.79	
	08 School of Law	11	1.82	0.98		N < 5		6	2.83	0.41	
	09 School of Medicine - Basic Sciences	45	1.58	0.69	22	2.14	0.77	22	2.32	0.72	
	10 School of Medicine - Clinical	33	1.48	0.71	11	1.82	0.60	102	1.94	0.79	
	11 Weatherhead School of Management	14	2.07	0.92	5	2.20	0.84		N < 5		
	q3i Departmental or campus politics	01 Case School of Engineering	32	2.19	0.82	9	2.22	0.97		N < 5	
		02 College of Arts & Sciences - Arts, Humanities, Social Science	66	2.27	0.73	16	1.81	0.75		N < 5	
03 College of Arts & Sciences - Math and Natural Sciences		24	2.08	0.65	10	1.60	0.70	5	1.80	0.84	
04 Frances Payne Bolton School of Nursing		7	2.00	0.82	13	1.62	0.65	13	1.62	0.77	
05 Mandel School of Applied Social Sciences		9	1.89	0.60		N < 5			N < 5		
06 Physical Education & Athletics								10	2.40	0.70	
07 School of Dental Medicine		9	1.89	0.93	8	1.50	0.76	11	1.27	0.47	
08 School of Law		16	2.31	0.70		N < 5		6	2.50	0.55	
09 School of Medicine - Basic Sciences		59	2.22	0.83	24	2.33	0.76	22	2.36	0.73	
10 School of Medicine - Clinical		35	2.34	0.76	13	2.00	0.71	111	2.26	0.77	
11 Weatherhead School of Management		14	2.29	0.73	5	1.60	0.89		N < 5		
q3j Your health	01 Case School of Engineering	34	1.56	0.75	9	1.22	0.44		N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	66	1.62	0.67	15	1.47	0.64		N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	1.63	0.65	9	1.33	0.50	5	2.60	0.55	
	04 Frances Payne Bolton School of Nursing	7	1.29	0.49	12	1.25	0.62	11	1.45	0.52	
	05 Mandel School of Applied Social Sciences	9	1.22	0.44		N < 5			N < 5		
	06 Physical Education & Athletics							12	1.67	0.78	
	07 School of Dental Medicine	8	1.50	0.76	9	1.56	0.53	11	1.64	0.81	
	08 School of Law	15	1.33	0.49		N < 5		6	1.33	0.52	
	09 School of Medicine - Basic Sciences	58	1.52	0.68	24	1.38	0.65	24	1.79	0.78	
	10 School of Medicine - Clinical	35	1.40	0.55	14	1.57	0.85	110	1.38	0.56	
	11 Weatherhead School of Management	14	1.50	0.65	5	1.60	0.89		N < 5		
q3k Care of someone who is ill, disabled, aging, and/or in need of special services	01 Case School of Engineering	29	1.31	0.60	6	1.33	0.82		N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	53	1.57	0.77	12	1.08	0.29		N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	20	1.50	0.83	6	1.33	0.52		N < 5		
	04 Frances Payne Bolton School of Nursing	5	1.00	0.00	13	1.69	0.85	9	1.56	0.88	
	05 Mandel School of Applied Social Sciences	8	1.25	0.46		N < 5			N < 5		
	06 Physical Education & Athletics							8	1.50	0.53	
	07 School of Dental Medicine	8	1.25	0.46	9	1.56	0.73	6	1.33	0.82	
	08 School of Law	15	1.53	0.83		N < 5			N < 5		
	09 School of Medicine - Basic Sciences	47	1.53	0.72	17	1.35	0.49	19	1.68	0.89	
	10 School of Medicine - Clinical	30	1.30	0.53	11	1.18	0.40	101	1.59	0.79	
	11 Weatherhead School of Management	12	1.33	0.49		N < 5			N < 5		

q3l Employment situation of your spouse/partner	01 Case School of Engineering	29	1.31	0.54	7	1.43	0.79	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	53	1.49	0.64	14	2.21	0.80	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	23	1.57	0.79	9	1.44	0.53	N < 5		
	04 Frances Payne Bolton School of Nursing		N < 5		11	1.45	0.52	9	1.56	0.73
	05 Mandel School of Applied Social Sciences	9	N < 5	0.71		N < 5		N < 5		
	06 Physical Education & Athletics		N < 5					10	1.70	0.82
	07 School of Dental Medicine	8	1.00	0.00	9	1.78	0.83	6	1.17	0.41
	08 School of Law	14	1.57	0.76		N < 5		6	1.67	0.82
	09 School of Medicine - Basic Sciences	50	1.44	0.61	22	2.00	0.93	19	1.53	0.61
	10 School of Medicine - Clinical	31	1.26	0.51	10	1.40	0.70	102	1.45	0.68
	11 Weatherhead School of Management	13	1.31	0.48		N < 5		N < 5		
q3m Child care	01 Case School of Engineering	23	1.17	0.49	6	1.83	0.98	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	39	1.44	0.64	11	2.91	0.30	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	18	1.44	0.78	6	2.17	0.75	N < 5		
	04 Frances Payne Bolton School of Nursing		N < 5		9	1.33	0.50	8	1.50	0.76
	05 Mandel School of Applied Social Sciences	5	N < 5	0.00		N < 5		N < 5		
	06 Physical Education & Athletics		N < 5					7	1.43	0.53
	07 School of Dental Medicine	6	1.50	0.84	7	1.86	0.90	5	1.20	0.45
	08 School of Law	10	1.40	0.70		N < 5		6	2.00	0.63
	09 School of Medicine - Basic Sciences	38	1.34	0.67	14	1.79	0.80	15	1.87	0.83
	10 School of Medicine - Clinical	25	1.12	0.44	12	1.67	0.65	95	1.51	0.71
	11 Weatherhead School of Management	9	1.44	0.88		N < 5		N < 5		

3. Quality of Collegueship and Support in Primary Unit

Factor 1: Sense of Being Valued and Included as a Colleague in Primary Unit

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q4g Colleagues in my primary unit interact positively with me	01 Case School of Engineering	35	3.34	0.80	9	3.22	0.67	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.90	1.00	16	3.50	0.63	N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.33	0.76	10	3.80	0.42	5	3.20	1.10
	04 Frances Payne Bolton School of Nursing	7	3.29	0.95	13	3.54	0.78	13	3.85	0.38
	05 Mandel School of Applied Social Sciences	9	3.33	0.71		N < 5		N < 5		
	06 Physical Education & Athletics							12	3.33	0.65
	07 School of Dental Medicine	9	3.22	1.09	10	3.40	0.84	11	3.45	0.69
	08 School of Law	16	3.19	0.91		N < 5		6	2.83	0.41
	09 School of Medicine - Basic Sciences	59	3.27	0.91	24	3.33	0.70	25	3.16	0.90
	10 School of Medicine - Clinical	35	3.31	0.83	14	3.36	0.74	120	3.33	0.74
	11 Weatherhead School of Management	14	3.14	0.77	5	3.40	0.89	N < 5		
q4e Colleagues in my primary unit solicit my	01 Case School of Engineering	36	2.92	0.94	9	2.89	0.93	N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.71	1.04	16	3.31	0.87	N < 5		

opinions	03 College of Arts & Sciences - Math and Natural Sciences	24	3.17	0.82	10	3.60	0.52	5	3.40	0.55	
	04 Frances Payne Bolton School of Nursing	7	3.43	0.53	13	3.00	0.82	12	3.25	0.62	
	05 Mandel School of Applied Social Sciences	9	3.33	1.00		N < 5			N < 5		
	06 Physical Education & Athletics							12	3.17	0.72	
	07 School of Dental Medicine	9	3.11	1.05	10	3.60	0.52	11	3.09	0.94	
	08 School of Law	16	3.06	0.85		N < 5		6	2.50	0.55	
	09 School of Medicine - Basic Sciences	59	2.93	1.03	24	2.83	0.92	25	2.96	1.06	
	10 School of Medicine - Clinical	35	3.11	1.02	14	3.07	0.73	119	3.08	0.91	
	11 Weatherhead School of Management	13	3.08	0.49	5	3.20	1.30		N < 5		
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	q4a Colleagues in my primary unit value my work	01 Case School of Engineering	36	3.00	0.79	9	3.11	0.60		N < 5	
02 College of Arts & Sciences - Arts, Humanities, Social Science		69	2.65	1.11	16	3.31	0.79		N < 5		
03 College of Arts & Sciences - Math and Natural Sciences		24	3.25	0.79	10	3.70	0.48	5	3.00	1.00	
04 Frances Payne Bolton School of Nursing		7	3.43	0.79	13	3.15	0.69	13	3.38	0.65	
05 Mandel School of Applied Social Sciences		9	3.11	0.93		N < 5			N < 5		
06 Physical Education & Athletics								12	3.00	0.74	
07 School of Dental Medicine		9	3.00	1.12	10	3.40	0.84	11	3.36	0.81	
08 School of Law		16	3.00	0.89		N < 5		6	2.33	0.82	
09 School of Medicine - Basic Sciences		60	3.12	0.92	24	2.88	1.03	25	3.04	1.06	
10 School of Medicine - Clinical		35	3.20	0.93	14	3.21	0.70	120	3.09	0.89	
11 Weatherhead School of Management		14	2.86	0.95	5	3.20	0.84		N < 5		
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q4i My department/unit is a good fit for me	01 Case School of Engineering	36	3.11	0.75	9	2.78	1.09		N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.75	1.10	16	3.25	0.93		N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	23	3.30	0.93	10	3.70	0.48	5	3.40	0.55	
	04 Frances Payne Bolton School of Nursing	7	3.29	0.95	13	3.54	0.66	13	3.77	0.44	
	05 Mandel School of Applied Social Sciences	8	3.13	1.36		N < 5			N < 5		
	06 Physical Education & Athletics							12	3.25	0.97	
	07 School of Dental Medicine	9	3.11	1.36	10	3.40	0.97	11	3.45	0.69	
	08 School of Law	16	3.00	1.03		N < 5		5	3.00	0.71	
	09 School of Medicine - Basic Sciences	60	3.02	1.07	24	2.79	1.18	24	2.96	0.91	
	10 School of Medicine - Clinical	35	2.83	1.15	14	3.00	1.11	120	3.13	0.93	
	11 Weatherhead School of Management	14	3.07	1.00	5	3.40	0.89		N < 5		
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q4d Colleagues in my primary unit provide me feedback	01 Case School of Engineering	36	2.44	0.77	9	2.89	0.78		N < 5		
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.34	1.05	16	3.06	0.93		N < 5		
	03 College of Arts & Sciences - Math and Natural Sciences	21	2.71	0.78	10	3.30	0.67	5	2.80	0.84	
	04 Frances Payne Bolton School of Nursing	7	3.00	0.82	12	3.25	0.75	13	3.08	0.76	
	05 Mandel School of Applied Social Sciences	9	2.44	1.24		N < 5			N < 5		
	06 Physical Education & Athletics							12	2.67	1.23	
	07 School of Dental Medicine	9	2.44	1.01	10	3.10	0.99	11	3.00	1.10	
	08 School of Law	16	2.75	0.93		N < 5		6	2.33	0.82	
	09 School of Medicine - Basic Sciences	60	2.87	0.93	24	2.88	0.85	25	2.64	1.08	
	10 School of Medicine - Clinical	35	2.86	1.03	14	3.21	0.58	120	2.71	0.97	
	11 Weatherhead School of Management	13	2.62	0.65	5	2.80	1.10		N < 5		

q4c I am comfortable asking my colleagues about performance expectations	01 Case School of Engineering	35	3.00	0.87	9	3.11	0.78	N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	66	2.41	1.08	16	3.31	0.95	N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	23	2.91	0.85	10	3.40	0.70	5	3.00 1.00
	04 Frances Payne Bolton School of Nursing	7	3.14	0.69	13	3.38	0.77	13	3.15 0.90
	05 Mandel School of Applied Social Sciences	9	2.78	0.97	N < 5		N < 5		
	06 Physical Education & Athletics							12	2.92 0.90
	07 School of Dental Medicine	9	3.00	1.32	10	2.90	0.99	11	3.18 1.08
	08 School of Law	14	2.86	0.86	N < 5		6		2.50 0.55
	09 School of Medicine - Basic Sciences	57	3.16	0.96	24	3.13	0.85	25	2.80 1.00
	10 School of Medicine - Clinical	35	3.14	1.00	14	3.36	0.63	119	2.95 0.89
	11 Weatherhead School of Management	13	2.85	0.90	5	3.20	0.45	N < 5	
q4b Colleagues in my primary unit can be trusted	01 Case School of Engineering	36	3.03	0.94	9	2.78	0.83	N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.58	1.12	16	3.06	0.93	N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.21	0.93	10	3.80	0.42	5	3.20 0.84
	04 Frances Payne Bolton School of Nursing	7	3.29	0.76	13	3.15	0.69	13	3.23 0.93
	05 Mandel School of Applied Social Sciences	9	3.11	1.05	N < 5		N < 5		
	06 Physical Education & Athletics							12	2.67 0.89
	07 School of Dental Medicine	9	2.89	1.36	10	2.90	1.20	11	3.36 0.81
	08 School of Law	16	2.75	0.68	N < 5		6		2.33 0.52
	09 School of Medicine - Basic Sciences	60	3.07	0.90	24	2.92	0.97	25	3.04 1.02
	10 School of Medicine - Clinical	35	3.29	0.86	13	3.38	0.77	119	3.16 0.87
	11 Weatherhead School of Management	14	2.93	1.07	N < 5		N < 5		
q4f I solicit my colleagues' advice about or assistance with my research activities	01 Case School of Engineering	36	2.94	0.79	9	3.22	0.67	N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.42	1.02	16	3.13	0.72	N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	23	2.91	0.95	10	3.30	0.48	N < 5	
	04 Frances Payne Bolton School of Nursing	7	3.57	0.79	13	3.54	0.66	12	3.25 0.87
	05 Mandel School of Applied Social Sciences	9	3.22	0.83	N < 5		N < 5		
	06 Physical Education & Athletics							8	3.38 0.52
	07 School of Dental Medicine	9	3.11	1.05	10	3.40	0.70	9	3.22 1.09
	08 School of Law	16	3.00	1.03	N < 5		6		2.50 0.55
	09 School of Medicine - Basic Sciences	59	3.32	0.71	24	3.00	0.83	24	2.88 1.08
	10 School of Medicine - Clinical	34	3.38	0.89	14	3.36	0.63	110	3.09 0.81
	11 Weatherhead School of Management	14	2.50	0.85	5	3.40	0.55	N < 5	
q4h Colleagues in my primary unit include me in social events and activities	01 Case School of Engineering	35	3.03	1.01	9	3.11	0.78	N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.65	1.10	16	3.31	0.87	N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.96	0.75	10	3.80	0.42	5	2.60 0.55
	04 Frances Payne Bolton School of Nursing	7	2.86	1.35	13	3.31	0.75	13	3.23 0.83
	05 Mandel School of Applied Social Sciences	8	3.00	1.20	N < 5		N < 5		
	06 Physical Education & Athletics							12	3.25 0.87
	07 School of Dental Medicine	9	3.00	1.00	10	3.40	0.97	11	3.45 0.69
	08 School of Law	16	2.81	1.05	N < 5		6		2.50 0.55
	09 School of Medicine - Basic Sciences	59	2.98	1.01	24	3.00	0.93	25	3.08 0.91

10 School of Medicine - Clinical	35	3.17	0.79	14	2.86	1.17	119	3.04	0.91
11 Weatherhead School of Management	14	2.86	0.95	5	3.60	0.55		N < 5	

Factor 2: Gender and Race Make a Difference

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q5d Race or ethnicity makes a difference in access to resources for faculty in my primary unit	01 Case School of Engineering	35	1.46	0.66	8	1.50	0.76		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	66	1.52	0.73	16	1.88	1.02		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	1.29	0.62	9	1.33	0.50	5	1.60	0.55
	04 Frances Payne Bolton School of Nursing	7	1.29	0.49	13	1.38	0.77	11	1.45	0.93
	05 Mandel School of Applied Social Sciences	8	1.75	1.16		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.25	0.45
	07 School of Dental Medicine	8	1.00	0.00	10	1.80	1.32	11	1.36	0.50
	08 School of Law	16	1.56	0.96		N < 5			N < 5	
	09 School of Medicine - Basic Sciences	57	1.40	0.73	23	1.52	0.79	24	1.54	0.98
	10 School of Medicine - Clinical	35	1.74	1.01	13	1.54	0.97	117	1.54	0.84
	11 Weatherhead School of Management	14	1.57	1.16		N < 5			N < 5	
q5b Race or ethnicity makes a difference in everyday interactions with colleagues in my primary unit	01 Case School of Engineering	35	1.54	0.82	8	1.50	0.76		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	65	2.03	1.03	16	2.06	1.06		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	1.29	0.55	9	1.44	0.73	5	1.40	0.55
	04 Frances Payne Bolton School of Nursing	7	1.71	0.76	13	1.38	0.77	11	1.45	0.93
	05 Mandel School of Applied Social Sciences	9	2.11	1.17		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.33	0.65
	07 School of Dental Medicine	8	1.00	0.00	10	1.80	1.14	11	1.55	0.82
	08 School of Law	16	1.81	1.11		N < 5		5	1.60	0.89
	09 School of Medicine - Basic Sciences	58	1.48	0.80	23	1.57	0.79	24	1.67	0.96
	10 School of Medicine - Clinical	35	1.77	1.00	14	1.79	0.97	118	1.64	0.89
	11 Weatherhead School of Management	14	1.64	1.15		N < 5			N < 5	
q5c Gender makes a difference in access to resources for faculty in my primary unit	01 Case School of Engineering	36	1.53	0.74	9	1.89	0.93		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	66	1.76	0.98	16	1.81	0.83		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	22	1.50	0.86	10	1.30	0.48		N < 5	
	04 Frances Payne Bolton School of Nursing	7	1.14	0.38	13	1.23	0.60	11	1.18	0.40
	05 Mandel School of Applied Social Sciences	9	2.00	1.32		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.75	1.06
	07 School of Dental Medicine	9	1.56	0.88	10	1.70	1.16	11	1.55	0.82
	08 School of Law	16	1.63	0.89		N < 5			N < 5	
	09 School of Medicine - Basic Sciences	58	1.57	0.92	24	1.67	0.87	24	1.79	1.06
	10 School of Medicine - Clinical	35	1.74	0.98	13	1.38	0.65	119	1.66	0.92
	11 Weatherhead School of Management	14	1.71	1.14	5	1.60	0.89		N < 5	
q5a Gender makes a difference in everyday	01 Case School of Engineering	36	1.75	0.91	9	2.00	1.12		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.38	1.17	16	2.63	0.96		N < 5	

interactions with colleagues in my primary unit	03 College of Arts & Sciences - Math and Natural Sciences	24	1.79	0.93	9	1.67	0.71	5	1.80	0.84
	04 Frances Payne Bolton School of Nursing	7	1.43	0.79	13	1.31	0.63	11	1.27	0.47
	05 Mandel School of Applied Social Sciences	9	2.11	1.17		N < 5			N < 5	
	06 Physical Education & Athletics							12	2.00	0.95
	07 School of Dental Medicine	9	1.89	1.36	10	1.70	1.06	11	1.55	1.04
	08 School of Law	16	1.88	1.09		N < 5		6	1.67	1.03
	09 School of Medicine - Basic Sciences	59	1.63	0.93	24	2.00	1.02	25	1.80	1.00
	10 School of Medicine - Clinical	35	1.83	1.04	14	1.79	0.89	118	1.75	1.00
11 Weatherhead School of Management	14	2.29	1.27	5	1.40	0.55		N < 5		

Factor 3: Sense of Pressure and Restrictions

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q4l I feel pressure to change my work habits to gain the respect of colleagues in my primary unit	01 Case School of Engineering	36	1.75	0.97	8	2.13	1.13		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	1.72	0.95	16	1.75	0.86		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	1.29	0.62	10	1.60	0.97	5	2.00	0.71
	04 Frances Payne Bolton School of Nursing	7	1.29	0.49	13	2.15	1.14	13	1.62	0.96
	05 Mandel School of Applied Social Sciences	9	1.22	0.67		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.75	0.87
	07 School of Dental Medicine	9	1.67	1.12	10	2.00	1.05	11	1.55	0.82
	08 School of Law	16	1.44	0.73		N < 5		6	2.17	1.17
	09 School of Medicine - Basic Sciences	60	1.48	0.70	24	2.13	0.80	24	2.04	1.00
	10 School of Medicine - Clinical	35	1.80	1.05	14	1.79	0.70	119	2.04	0.92
	11 Weatherhead School of Management	14	1.50	0.85	5	2.20	1.30		N < 5	
q4m I feel pressure to change my work interests in order to affect my tenure/promotion/evaluation	01 Case School of Engineering	36	1.83	1.06	9	2.33	1.00		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	1.85	1.10	16	2.38	1.15		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	1.25	0.53	10	1.70	1.06		N < 5	
	04 Frances Payne Bolton School of Nursing	7	1.57	0.79	13	2.77	1.09	13	1.85	1.21
	05 Mandel School of Applied Social Sciences	9	1.00	0.00		N < 5			N < 5	
	06 Physical Education & Athletics							12	2.33	1.15
	07 School of Dental Medicine	8	2.13	1.36	10	2.50	1.18	11	1.64	1.03
	08 School of Law	16	1.75	1.00		N < 5		6	2.50	1.05
	09 School of Medicine - Basic Sciences	60	1.85	1.05	24	2.17	0.92	24	2.54	1.14
	10 School of Medicine - Clinical	35	1.86	1.09	14	1.79	0.80	117	2.41	0.98
	11 Weatherhead School of Management	13	1.54	0.88	5	2.20	1.10		N < 5	
q4k I have to work harder than my colleagues to be perceived as a legitimate scholar	01 Case School of Engineering	36	1.86	0.96	9	2.56	1.13		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.03	1.16	16	1.88	1.02		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	1.58	0.83	10	1.50	0.71	5	2.60	1.14
	04 Frances Payne Bolton School of Nursing	7	1.71	0.95	13	2.54	1.05	13	2.00	1.00
	05 Mandel School of Applied Social Sciences	9	1.67	0.87		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.92	0.79
	07 School of Dental Medicine	9	2.33	1.58	10	2.50	1.08	11	1.73	1.10

	08 School of Law	16	1.75	0.86		N < 5		6	3.17	0.75
	09 School of Medicine - Basic Sciences	59	1.81	1.04	24	2.04	0.81	25	2.60	1.12
	10 School of Medicine - Clinical	35	1.80	0.96	14	1.86	0.77	119	2.11	0.88
	11 Weatherhead School of Management	14	1.86	1.10	5	2.40	1.52		N < 5	
q4j I constantly feel under scrutiny by colleagues in my primary unit	01 Case School of Engineering	36	1.69	0.79	9	1.78	0.97		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	1.83	0.92	16	2.00	0.82		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	23	1.52	0.51	10	1.30	0.48	5	1.60	0.55
	04 Frances Payne Bolton School of Nursing	7	2.00	1.00	13	2.31	0.95	13	1.62	0.65
	05 Mandel School of Applied Social Sciences	9	1.33	0.71		N < 5			N < 5	
	06 Physical Education & Athletics							12	2.00	0.85
	07 School of Dental Medicine	9	2.00	1.22	10	2.10	1.10	11	1.55	0.82
	08 School of Law	16	1.63	0.72		N < 5		6	1.50	0.55
	09 School of Medicine - Basic Sciences	60	1.82	0.89	24	2.21	0.98	25	2.28	0.98
	10 School of Medicine - Clinical	35	2.03	1.04	14	1.79	0.70	119	2.09	0.85
	11 Weatherhead School of Management	14	1.86	0.77	5	2.20	1.30		N < 5	

4. Effectiveness of Primary Unit Head

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q6k Creates a cooperative and supportive environment	01 Case School of Engineering	35	2.60	1.12	8	2.50	0.93		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.88	1.09	16	3.31	0.79		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.25	0.90	10	3.70	0.48	5	4.00	0.00
	04 Frances Payne Bolton School of Nursing	7	3.43	0.79	13	3.92	0.28	12	3.50	0.52
	05 Mandel School of Applied Social Sciences	9	2.89	0.93		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.58	1.08
	07 School of Dental Medicine	9	3.00	1.50	10	3.20	0.92	11	3.45	0.93
	08 School of Law	15	2.67	1.11		N < 5		6	3.17	1.17
	09 School of Medicine - Basic Sciences	56	2.34	1.15	24	2.54	0.98	25	2.68	1.25
	10 School of Medicine - Clinical	34	2.53	1.19	14	3.00	0.88	117	2.62	1.07
	11 Weatherhead School of Management	14	2.93	1.21	5	3.40	0.89		N < 5	
q6e Is open to constructive criticism	01 Case School of Engineering	35	2.51	1.15	8	2.63	1.06		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	67	2.88	1.12	16	2.94	0.93		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.29	0.95	10	3.40	0.97	5	3.80	0.45
	04 Frances Payne Bolton School of Nursing	7	3.14	0.90	10	3.70	0.67	12	3.33	0.89
	05 Mandel School of Applied Social Sciences	9	2.78	1.20		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.17	0.39
	07 School of Dental Medicine	9	3.00	1.50	10	3.10	0.99	11	3.18	1.08
	08 School of Law	15	2.73	1.28		N < 5		6	3.17	1.17
	09 School of Medicine - Basic Sciences	55	2.38	1.08	24	2.50	0.88	24	2.38	1.01
	10 School of Medicine - Clinical	35	2.63	1.06	14	2.93	0.83	117	2.56	1.07
	11 Weatherhead School of Management	14	2.93	1.21	5	3.40	0.89		N < 5	

q6f Treats faculty in an even-handed way	01 Case School of Engineering	35	2.69	1.25	8	3.13	0.99			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	3.00	1.11	16	3.31	0.95			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.54	0.88	10	3.60	0.97	5	3.40	0.55
	04 Frances Payne Bolton School of Nursing	7	3.00	1.41	11	3.55	0.69	12	3.42	0.90
	05 Mandel School of Applied Social Sciences	9	3.00	1.32		N < 5				N < 5
	06 Physical Education & Athletics							12	1.58	1.00
	07 School of Dental Medicine	9	2.78	1.48	10	3.10	1.20	11	3.27	0.79
	08 School of Law	15	2.93	1.16		N < 5		6	3.17	1.17
	09 School of Medicine - Basic Sciences	56	2.57	1.13	24	2.88	0.90	25	2.44	1.16
	10 School of Medicine - Clinical	34	2.65	1.15	14	2.86	0.86	116	2.64	1.11
	11 Weatherhead School of Management	14	3.14	1.23	5	3.40	0.89			N < 5
q6i Handles disputes/problems effectively	01 Case School of Engineering	34	2.47	0.99	8	2.38	1.06			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	67	2.78	1.13	16	3.13	0.96			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	23	3.00	0.90	9	3.11	1.05	5	3.40	0.55
	04 Frances Payne Bolton School of Nursing	7	2.57	1.27	11	3.36	0.81	12	3.50	0.52
	05 Mandel School of Applied Social Sciences	9	2.89	0.93		N < 5				N < 5
	06 Physical Education & Athletics							12	1.42	0.79
	07 School of Dental Medicine	8	3.38	1.19	10	3.10	0.99	11	3.36	0.67
	08 School of Law	15	2.60	1.12		N < 5		6	3.17	1.17
	09 School of Medicine - Basic Sciences	56	2.34	1.10	24	2.54	0.98	25	2.40	1.12
	10 School of Medicine - Clinical	34	2.76	0.99	14	2.86	0.66	116	2.60	1.00
	11 Weatherhead School of Management	12	2.75	1.22	5	3.20	0.84			N < 5
q6b Is an effective administrator	01 Case School of Engineering	35	2.49	1.09	8	2.63	1.19			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.76	1.12	16	2.94	1.00			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.13	0.90	10	3.20	1.03	5	3.40	0.89
	04 Frances Payne Bolton School of Nursing	7	2.86	1.21	13	3.69	0.63	12	3.17	0.72
	05 Mandel School of Applied Social Sciences	9	2.67	1.41		N < 5				N < 5
	06 Physical Education & Athletics							12	1.58	1.00
	07 School of Dental Medicine	9	3.00	1.50	10	3.20	1.03	11	3.55	0.82
	08 School of Law	15	2.47	1.25		N < 5		6	3.33	1.21
	09 School of Medicine - Basic Sciences	59	2.34	1.11	24	2.13	1.15	24	2.63	1.17
	10 School of Medicine - Clinical	35	2.86	0.97	14	2.50	0.94	116	2.71	1.05
	11 Weatherhead School of Management	14	2.86	0.95	5	3.40	0.89			N < 5
q6g Articulates a clear vision	01 Case School of Engineering	35	2.40	0.98	8	2.38	1.06			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	67	2.39	1.10	16	3.06	0.93			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.67	1.13	10	2.90	0.99	5	2.60	0.89
	04 Frances Payne Bolton School of Nursing	7	2.57	1.40	13	3.69	0.63	12	3.58	0.51
	05 Mandel School of Applied Social Sciences	9	2.00	1.22		N < 5				N < 5
	06 Physical Education & Athletics							12	1.42	0.67
	07 School of Dental Medicine	9	3.22	1.30	10	3.10	1.10	11	3.27	0.90
	08 School of Law	15	2.27	1.16		N < 5		6	2.83	0.98
	09 School of Medicine - Basic Sciences	57	2.33	1.11	24	2.17	1.13	25	2.60	1.15

	10 School of Medicine - Clinical	34	2.79	1.09	14	2.29	1.20	116	2.59	1.02
	11 Weatherhead School of Management	13	2.77	1.24	5	3.40	0.89		N < 5	
q6p Articulates clear criteria for allocation of resources	01 Case School of Engineering	35	2.20	0.93	8	1.75	1.04		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	66	2.47	1.11	16	2.88	0.96		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.63	1.01	10	2.90	0.99	5	2.80	0.45
	04 Frances Payne Bolton School of Nursing	7	2.43	0.79	13	3.38	0.77	12	3.33	0.65
	05 Mandel School of Applied Social Sciences	8	2.25	1.04		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.42	0.79
	07 School of Dental Medicine	9	3.11	1.27	10	2.70	1.16	10	2.80	0.92
	08 School of Law	15	2.27	0.96		N < 5		6	2.67	1.03
	09 School of Medicine - Basic Sciences	52	2.15	1.02	22	2.27	1.03	24	2.46	0.93
	10 School of Medicine - Clinical	33	2.30	1.16	14	2.43	0.76	110	2.33	1.02
	11 Weatherhead School of Management	14	2.86	1.03	5	3.00	1.00		N < 5	
q6h Honors agreements	01 Case School of Engineering	32	3.03	0.93	8	2.63	1.19		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	67	3.22	0.92	16	3.75	0.58		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.29	0.95	10	3.70	0.67	5	4.00	0.00
	04 Frances Payne Bolton School of Nursing	7	3.43	0.53	12	3.75	0.45	12	3.67	0.49
	05 Mandel School of Applied Social Sciences	9	3.89	0.33		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.92	1.24
	07 School of Dental Medicine	8	3.38	1.19	10	3.20	1.03	11	3.64	0.67
	08 School of Law	15	3.13	1.13		N < 5		6	3.50	0.84
	09 School of Medicine - Basic Sciences	53	2.83	1.12	23	3.13	0.76	25	2.84	0.99
	10 School of Medicine - Clinical	34	2.88	1.12	14	3.07	0.73	117	2.89	1.04
	11 Weatherhead School of Management	13	3.23	1.17	5	3.40	0.89		N < 5	
q6l Gives me useful feedback about my performance	01 Case School of Engineering	34	2.47	0.99	7	2.43	0.98		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	65	2.51	1.13	16	3.19	0.75		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	23	2.61	0.89	10	3.50	0.71	5	3.60	0.55
	04 Frances Payne Bolton School of Nursing	7	3.14	0.38	13	3.54	0.66	11	3.36	0.92
	05 Mandel School of Applied Social Sciences	9	3.56	0.53		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.67	0.98
	07 School of Dental Medicine	9	3.00	1.32	10	3.20	0.92	11	2.91	1.04
	08 School of Law	15	2.67	1.05		N < 5		6	3.00	0.89
	09 School of Medicine - Basic Sciences	56	2.55	1.04	24	2.75	0.85	25	2.48	1.05
	10 School of Medicine - Clinical	34	2.53	1.13	14	2.79	0.89	116	2.49	1.06
	11 Weatherhead School of Management	12	2.25	1.06	5	3.00	0.71		N < 5	
q6j Communicates consistently with faculty	01 Case School of Engineering	35	2.63	1.14	8	2.75	0.71		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.54	1.15	16	2.94	1.00		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.96	0.86	10	2.80	1.14	5	3.20	0.45
	04 Frances Payne Bolton School of Nursing	7	2.71	0.95	13	3.62	0.65	12	3.42	0.67
	05 Mandel School of Applied Social Sciences	9	3.00	0.87		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.58	0.90
	07 School of Dental Medicine	9	3.00	1.50	10	3.10	0.88	11	3.18	0.98

	08 School of Law	15	2.40	1.18		N < 5	6	3.33	1.21	
	09 School of Medicine - Basic Sciences	57	2.09	1.09	24	2.50	1.02	25	2.40	1.15
	10 School of Medicine - Clinical	34	2.71	1.06	14	2.79	0.97	118	2.48	1.05
	11 Weatherhead School of Management	14	3.00	0.88	5	2.80	1.30		N < 5	
q6o Involves me in relevant decision-making processes	01 Case School of Engineering	35	2.80	1.05	7	2.57	0.98		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.96	1.19	16	3.38	0.89		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.04	1.00	10	3.50	0.71	5	3.80	0.45
	04 Frances Payne Bolton School of Nursing	7	2.43	1.13	12	2.92	0.90	10	3.40	0.70
	05 Mandel School of Applied Social Sciences	8	2.75	0.89		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.50	1.00
	07 School of Dental Medicine	9	2.89	1.45	10	2.90	0.99	11	2.91	0.94
	08 School of Law	15	2.73	1.10		N < 5		6	3.17	0.41
	09 School of Medicine - Basic Sciences	56	2.25	1.18	24	2.33	0.96	25	2.40	1.12
	10 School of Medicine - Clinical	34	2.35	1.20	14	2.57	1.09	117	2.32	1.12
	11 Weatherhead School of Management	14	3.14	1.10	5	3.40	0.55		N < 5	
q6q Helps me obtain the resources I need	01 Case School of Engineering	35	2.20	0.93	8	2.25	1.04		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	67	2.64	1.03	16	3.38	0.50		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	22	2.91	0.87	10	3.20	1.14	5	3.40	0.55
	04 Frances Payne Bolton School of Nursing	7	3.29	0.95	13	3.46	0.52	12	3.25	0.75
	05 Mandel School of Applied Social Sciences	9	2.44	0.73		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.83	1.03
	07 School of Dental Medicine	9	3.22	1.20	10	2.80	1.14	11	3.36	0.92
	08 School of Law	14	3.00	1.11		N < 5		5	3.00	1.22
	09 School of Medicine - Basic Sciences	56	2.29	1.00	24	2.67	1.01	25	2.64	1.11
	10 School of Medicine - Clinical	34	2.50	1.21	14	2.57	1.16	113	2.52	0.99
	11 Weatherhead School of Management	12	2.75	1.14	5	2.60	0.89		N < 5	
q6c Articulates clear criteria for tenure/promotion/evaluation	01 Case School of Engineering	35	2.49	1.01	8	2.38	1.19		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.93	1.06	16	2.94	1.06		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	23	3.35	0.88	10	3.20	0.92		N < 5	
	04 Frances Payne Bolton School of Nursing	7	3.00	1.29	13	3.77	0.60	12	3.58	0.51
	05 Mandel School of Applied Social Sciences	9	3.33	1.00		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.42	0.90
	07 School of Dental Medicine	9	3.11	1.17	10	3.30	0.82	11	3.00	1.10
	08 School of Law	15	2.67	1.23		N < 5		6	2.83	1.17
	09 School of Medicine - Basic Sciences	53	2.66	1.02	24	2.63	0.88	24	2.46	1.14
	10 School of Medicine - Clinical	35	2.97	1.04	14	2.64	0.84	117	2.60	1.00
	11 Weatherhead School of Management	14	2.64	1.15	5	3.00	1.41		N < 5	
q6n Values my mentoring of others	01 Case School of Engineering	34	2.74	1.02	7	2.29	0.95		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	64	2.73	1.20	15	3.07	0.80		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	21	3.19	0.87	8	3.38	0.52	5	3.40	0.55
	04 Frances Payne Bolton School of Nursing	7	3.29	0.76	11	3.55	0.69	11	3.45	0.52
	05 Mandel School of Applied Social Sciences	8	3.00	1.07		N < 5			N < 5	

	06 Physical Education & Athletics						12	2.00	1.21	
	07 School of Dental Medicine	9	3.11	1.05	10	3.30	0.95	11	3.18	0.98
	08 School of Law	15	2.87	1.13		N < 5		6	3.00	0.63
	09 School of Medicine - Basic Sciences	56	2.71	1.02	23	2.61	1.03	24	2.58	1.14
	10 School of Medicine - Clinical	34	2.82	1.17	13	2.85	0.80	113	2.65	1.02
	11 Weatherhead School of Management	13	3.08	1.04	5	3.40	0.55		N < 5	
q6m Is a mentor to me	01 Case School of Engineering	34	1.94	0.89	7	2.14	1.07		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	64	2.02	1.12	16	2.88	1.02		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	23	2.04	1.07	10	3.20	0.79	5	3.40	0.89
	04 Frances Payne Bolton School of Nursing	7	3.00	0.82	13	3.31	1.11	11	2.91	1.04
	05 Mandel School of Applied Social Sciences	8	1.75	1.16		N < 5			N < 5	
	06 Physical Education & Athletics							12	1.42	0.90
	07 School of Dental Medicine	9	2.78	1.30	10	3.00	1.25	11	3.18	0.98
	08 School of Law	15	2.33	1.05		N < 5		6	2.67	0.52
	09 School of Medicine - Basic Sciences	54	2.07	1.15	24	2.29	1.04	25	2.20	1.15
	10 School of Medicine - Clinical	32	1.91	1.09	14	2.57	1.16	116	2.29	1.15
	11 Weatherhead School of Management	12	1.92	1.16	5	3.00	0.71		N < 5	
q6a Maintains high academic standards	01 Case School of Engineering	35	2.86	1.00	8	3.25	0.89		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	67	3.06	1.01	16	3.31	0.70		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	23	3.52	0.73	10	4.00	0.00	5	3.80	0.45
	04 Frances Payne Bolton School of Nursing	7	3.00	1.00	13	3.85	0.55	12	3.42	0.90
	05 Mandel School of Applied Social Sciences	9	2.89	0.93		N < 5			N < 5	
	06 Physical Education & Athletics							12	2.33	1.07
	07 School of Dental Medicine	9	3.44	1.13	10	3.20	1.03	11	3.73	0.65
	08 School of Law	15	2.87	1.19		N < 5		6	3.67	0.82
	09 School of Medicine - Basic Sciences	57	3.11	1.05	24	2.88	0.95	24	3.17	1.01
	10 School of Medicine - Clinical	35	3.26	0.92	14	2.86	0.86	118	3.15	0.87
	11 Weatherhead School of Management	14	2.93	1.07	5	3.60	0.55		N < 5	
q6d Shows commitment to diversity	01 Case School of Engineering	35	2.97	0.95	8	3.38	0.74		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	66	3.11	1.04	16	3.38	0.81		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	21	3.43	0.75	10	3.60	0.52	5	4.00	0.00
	04 Frances Payne Bolton School of Nursing	7	4.00	0.00	12	3.92	0.29	11	3.73	0.47
	05 Mandel School of Applied Social Sciences	9	3.22	0.67		N < 5			N < 5	
	06 Physical Education & Athletics							12	2.33	0.98
	07 School of Dental Medicine	9	3.33	1.00	10	3.70	0.48	11	3.45	0.69
	08 School of Law	15	3.40	1.06		N < 5		6	3.83	0.41
	09 School of Medicine - Basic Sciences	56	2.89	1.06	23	3.00	0.74	23	2.87	0.92
	10 School of Medicine - Clinical	34	3.15	1.05	13	3.23	0.93	113	3.14	0.93
	11 Weatherhead School of Management	14	3.21	1.05	5	4.00	0.00		N < 5	

5. Support for Work/Life Integration

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q7g Flexibility regarding family responsibilities	01 Case School of Engineering	34	2.88	0.73	7	2.57	1.13		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	58	3.14	0.78	16	3.13	0.34		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	23	3.22	0.67	9	3.22	0.97		N < 5	
	04 Frances Payne Bolton School of Nursing	6	3.67	0.52	10	3.50	0.53	12	3.83	0.39
	05 Mandel School of Applied Social Sciences	8	3.38	0.52		N < 5			N < 5	
	06 Physical Education & Athletics							11	3.09	0.83
	07 School of Dental Medicine	7	3.29	1.25	10	3.30	1.06	10	3.30	0.82
	08 School of Law	15	3.40	0.74		N < 5		6	3.17	0.75
	09 School of Medicine - Basic Sciences	48	2.94	0.89	21	3.14	0.79	19	3.00	0.88
	10 School of Medicine - Clinical	31	2.71	0.86	13	3.38	0.65	109	2.98	0.75
	11 Weatherhead School of Management	12	3.00	0.95		N < 5			N < 5	
q7f Health accommodations	01 Case School of Engineering	34	2.88	0.84	6	2.17	1.17		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	58	3.16	0.70	13	3.38	0.51		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	22	3.36	0.58	7	3.29	0.76	5	3.20	0.45
	04 Frances Payne Bolton School of Nursing	6	3.67	0.52	8	3.63	0.52	11	3.82	0.40
	05 Mandel School of Applied Social Sciences	8	3.63	0.52		N < 5			N < 5	
	06 Physical Education & Athletics							11	3.00	0.89
	07 School of Dental Medicine	7	3.14	1.21	8	3.00	1.07	11	3.36	0.81
	08 School of Law	15	3.40	0.83		N < 5		6	3.17	0.75
	09 School of Medicine - Basic Sciences	45	2.98	0.92	21	3.14	0.57	19	3.11	0.88
	10 School of Medicine - Clinical	31	3.13	0.81	11	3.09	0.54	102	3.02	0.73
	11 Weatherhead School of Management	13	3.08	0.86		N < 5			N < 5	
q7b Child care	01 Case School of Engineering	33	2.36	0.90	6	2.17	1.17		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	57	2.63	1.03	14	2.71	1.14		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	22	2.50	1.10	8	2.13	1.13	5	2.80	0.45
	04 Frances Payne Bolton School of Nursing	6	3.33	1.21	7	3.57	0.53	12	3.33	1.15
	05 Mandel School of Applied Social Sciences	7	2.71	0.95		N < 5			N < 5	
	06 Physical Education & Athletics							11	3.09	0.83
	07 School of Dental Medicine	7	2.43	1.40	10	2.90	0.99	9	3.00	1.12
	08 School of Law	16	3.06	0.93		N < 5		6	2.83	0.98
	09 School of Medicine - Basic Sciences	45	2.62	1.03	22	2.41	1.05	17	2.76	0.90
	10 School of Medicine - Clinical	31	2.68	1.05	14	3.00	0.88	106	2.55	0.94
	11 Weatherhead School of Management	12	2.17	1.19		N < 5			N < 5	
q7a Family leave	01 Case School of Engineering	34	2.65	0.85	6	2.17	1.17		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	59	2.92	0.92	15	3.13	0.74		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	21	3.05	0.86	7	2.71	0.95	5	3.20	0.45
	04 Frances Payne Bolton School of Nursing	6	3.50	0.84	8	3.50	0.76	11	3.82	0.40
	05 Mandel School of Applied Social Sciences	8	3.25	0.46		N < 5			N < 5	
	06 Physical Education & Athletics							10	3.10	0.74
	07 School of Dental Medicine	7	2.71	1.25	10	3.20	1.03	10	3.40	0.84

	08 School of Law	16	3.38	0.62		N < 5		6	3.00	1.10
	09 School of Medicine - Basic Sciences	46	2.74	0.91	21	2.86	0.85	19	2.84	0.96
	10 School of Medicine - Clinical	31	2.97	0.84	14	3.14	0.53	108	2.96	0.81
	11 Weatherhead School of Management	13	3.00	0.82		N < 5			N < 5	
q7d Tenure clock adjustment	01 Case School of Engineering	33	2.76	0.79	6	2.17	0.98			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	57	3.07	0.84	16	2.88	1.09			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	20	3.45	0.60	7	3.29	0.49	5	3.60	0.55
	04 Frances Payne Bolton School of Nursing	6	3.83	0.41	8	3.00	0.76	10	3.40	0.84
	05 Mandel School of Applied Social Sciences	7	2.57	0.98		N < 5				N < 5
	06 Physical Education & Athletics							8	2.13	0.99
	07 School of Dental Medicine	7	3.29	1.25	10	2.80	1.03	6	2.33	1.03
	08 School of Law	16	3.19	1.05		N < 5		6	2.83	0.41
	09 School of Medicine - Basic Sciences	47	2.87	0.92	22	3.18	0.73	18	2.50	0.86
	10 School of Medicine - Clinical	30	3.00	0.79	12	3.00	0.74	90	2.41	0.83
	11 Weatherhead School of Management	13	3.38	0.65		N < 5				N < 5
q7e Sabbatical leave	01 Case School of Engineering	34	2.62	0.92	6	2.17	0.75			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	64	3.44	0.69	14	3.07	0.73			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.33	0.70	7	3.29	0.49	5	3.00	1.22
	04 Frances Payne Bolton School of Nursing	7	3.14	0.69	8	3.38	0.52	10	3.50	0.71
	05 Mandel School of Applied Social Sciences	9	3.89	0.33		N < 5				N < 5
	06 Physical Education & Athletics							9	2.11	0.78
	07 School of Dental Medicine	7	2.86	1.21	8	2.25	1.16	6	2.00	1.26
	08 School of Law	16	3.44	0.96		N < 5		6	2.67	1.03
	09 School of Medicine - Basic Sciences	50	2.54	1.05	18	2.56	0.98	17	2.47	0.72
	10 School of Medicine - Clinical	30	1.93	1.01	10	2.40	1.17	94	1.94	0.97
	11 Weatherhead School of Management	13	3.38	0.65		N < 5				N < 5
q7c Partner/spousal hiring	01 Case School of Engineering	33	2.36	0.90	7	2.29	1.11			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	61	2.82	1.04	15	2.67	1.11			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	22	2.68	0.95	7	2.57	1.27	5	3.60	0.55
	04 Frances Payne Bolton School of Nursing	7	2.29	1.11	8	2.50	1.31	10	3.10	1.20
	05 Mandel School of Applied Social Sciences	8	3.38	0.52		N < 5				N < 5
	06 Physical Education & Athletics							9	2.22	1.09
	07 School of Dental Medicine	6	2.83	1.17	8	3.13	0.83	7	2.86	1.21
	08 School of Law	16	2.88	1.09		N < 5		6	2.67	0.82
	09 School of Medicine - Basic Sciences	46	2.52	1.05	22	2.64	1.09	17	2.41	0.80
	10 School of Medicine - Clinical	30	2.57	1.01	13	3.08	0.49	93	2.48	0.88
	11 Weatherhead School of Management	12	2.00	0.85		N < 5				N < 5

6. Mentoring

Factor 1: Mentoring Within the University

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q8e While at Case, to what extent do you feel as though you have received effective mentoring?	01 Case School of Engineering	35	2.29	0.86	9	2.44	1.13			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	64	2.25	1.08	16	2.69	0.87			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	21	2.43	0.81	10	3.10	0.74			N < 5
	04 Frances Payne Bolton School of Nursing	6	2.50	1.38	13	3.31	0.75	13	3.31	0.85
	05 Mandel School of Applied Social Sciences	8	2.50	1.20		N < 5				N < 5
	06 Physical Education & Athletics							11	1.82	0.75
	07 School of Dental Medicine	9	2.67	1.12	10	2.60	0.84	9	2.56	1.01
	08 School of Law	14	2.50	0.85		N < 5		6	1.83	0.41
	09 School of Medicine - Basic Sciences	55	2.36	0.91	24	2.75	0.99	22	2.32	1.09
	10 School of Medicine - Clinical	35	2.20	0.93	14	2.79	1.05	116	1.97	0.87
	11 Weatherhead School of Management	14	2.21	1.05	5	2.20	0.84			N < 5
q8b To what extent do you receive informal mentoring within the University?	01 Case School of Engineering	34	2.21	0.88	9	3.00	0.87			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	62	2.29	0.89	16	3.19	0.54			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	22	2.50	0.80	10	3.20	0.63			N < 5
	04 Frances Payne Bolton School of Nursing	7	2.29	1.11	13	3.15	0.80	13	3.38	1.12
	05 Mandel School of Applied Social Sciences	8	2.25	1.28		N < 5				N < 5
	06 Physical Education & Athletics							11	2.18	1.08
	07 School of Dental Medicine	9	2.89	0.93	10	2.80	0.79	9	2.67	1.00
	08 School of Law	13	2.31	0.75		N < 5		6	2.17	0.75
	09 School of Medicine - Basic Sciences	55	2.31	0.81	24	2.92	0.83	23	2.57	0.79
	10 School of Medicine - Clinical	33	2.12	0.78	14	2.86	0.95	117	2.23	0.85
	11 Weatherhead School of Management	14	2.07	1.00	5	2.80	0.45			N < 5
q8a To what extent do you receive formal mentoring within the University?	01 Case School of Engineering	34	1.59	0.70	9	2.33	0.87			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	59	1.71	0.95	16	2.69	0.79			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	21	1.52	0.75	10	2.60	0.97			N < 5
	04 Frances Payne Bolton School of Nursing	7	2.29	1.25	13	3.08	0.95	13	2.62	1.12
	05 Mandel School of Applied Social Sciences	7	2.00	1.29		N < 5				N < 5
	06 Physical Education & Athletics							11	1.45	0.69
	07 School of Dental Medicine	8	2.38	1.06	10	2.20	1.14	7	1.86	0.69
	08 School of Law	12	1.50	0.80		N < 5		6	1.33	0.52
	09 School of Medicine - Basic Sciences	55	1.60	0.76	24	2.25	0.99	23	1.96	1.07
	10 School of Medicine - Clinical	33	1.61	0.83	13	2.46	0.97	116	1.57	0.70
	11 Weatherhead School of Management	13	1.46	0.78	5	2.20	0.45			N < 5

Factor 2: Mentoring Outside the University

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q8d To what extent do you receive informal	01 Case School of Engineering	32	2.16	0.68	9	2.44	0.88			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	61	2.59	1.05	15	3.60	0.63			N < 5

mentoring outside of the University?	03 College of Arts & Sciences - Math and Natural Sciences	22	2.05	1.00	10	2.60	0.97			N < 5	
	04 Frances Payne Bolton School of Nursing	7	2.57	0.98	12	2.33	0.98	13	2.38	1.19	
	05 Mandel School of Applied Social Sciences	8	2.38	1.19		N < 5				N < 5	
	06 Physical Education & Athletics							11	2.91	1.14	
	07 School of Dental Medicine	9	2.00	1.12	10	3.00	0.67	9	2.44	1.13	
	08 School of Law	12	2.92	1.08		N < 5		6	1.83	0.41	
	09 School of Medicine - Basic Sciences	56	2.45	1.01	23	2.39	0.99	23	2.48	1.04	
	10 School of Medicine - Clinical	33	2.24	0.97	14	3.07	0.83	116	2.30	0.98	
	11 Weatherhead School of Management	14	1.93	0.92	5	2.80	0.45			N < 5	
	q8c To what extent do you receive formal mentoring outside of the University?	01 Case School of Engineering	34	1.59	0.70	9	1.67	0.87			N < 5
		02 College of Arts & Sciences - Arts, Humanities, Social Science	60	1.75	1.05	16	2.63	1.31			N < 5
03 College of Arts & Sciences - Math and Natural Sciences		21	1.52	0.87	9	1.56	0.73			N < 5	
04 Frances Payne Bolton School of Nursing		7	2.57	0.98	13	2.08	0.95	13	2.15	1.14	
05 Mandel School of Applied Social Sciences		6	1.83	1.17		N < 5				N < 5	
06 Physical Education & Athletics								11	2.00	1.00	
07 School of Dental Medicine		8	1.88	0.83	10	2.40	1.07	9	2.44	1.13	
08 School of Law		11	2.18	0.98		N < 5		6	1.17	0.41	
09 School of Medicine - Basic Sciences		55	1.84	1.07	23	1.70	0.93	23	2.17	1.11	
10 School of Medicine - Clinical		32	1.69	0.78	12	2.25	0.97	118	1.87	0.93	
11 Weatherhead School of Management		14	1.50	0.76	5	1.80	0.84			N < 5	

7. Quality of Relationships within the Campus Community

Factor 1: Lack of Acceptance of Diversity

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q9b Racist or xenophobic attitudes are present in faculty gatherings at Case	01 Case School of Engineering	35	1.77	0.81	7	2.00	1.29			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	1.99	1.00	16	1.88	0.89			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	23	1.48	0.67	10	1.30	0.67	5	1.40	0.55
	04 Frances Payne Bolton School of Nursing	7	1.86	0.69	13	1.15	0.38	11	1.64	0.92
	05 Mandel School of Applied Social Sciences	9	1.89	0.93		N < 5				N < 5
	06 Physical Education & Athletics							12	1.58	0.67
	07 School of Dental Medicine	9	1.56	0.73	10	1.90	1.29	11	1.27	0.47
	08 School of Law	15	1.60	0.83		N < 5		6	1.33	0.82
	09 School of Medicine - Basic Sciences	58	1.47	0.73	24	1.83	0.92	23	1.70	0.88
	10 School of Medicine - Clinical	35	1.34	0.68	14	2.21	1.05	112	1.47	0.78
	11 Weatherhead School of Management	14	1.57	0.76	5	1.40	0.55			N < 5
q9a Sexist attitudes are present in faculty gatherings at Case	01 Case School of Engineering	34	1.79	0.84	8	2.00	1.07			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	69	2.13	1.01	16	2.06	0.93			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	24	1.67	0.82	10	2.10	0.88	5	1.80	0.84
	04 Frances Payne Bolton School of Nursing	7	2.43	1.27	13	1.23	0.44	11	2.00	1.26

	05 Mandel School of Applied Social Sciences	9	2.22	1.20		N < 5			N < 5
	06 Physical Education & Athletics							12	2.00 0.74
	07 School of Dental Medicine	9	1.56	0.73	10	1.70	1.06	11	1.45 0.69
	08 School of Law	16	1.81	0.98		N < 5		6	1.33 0.82
	09 School of Medicine - Basic Sciences	57	1.68	0.87	24	2.04	0.91	24	1.83 0.87
	10 School of Medicine - Clinical	35	1.66	0.94	14	2.00	0.88	115	1.56 0.82
	11 Weatherhead School of Management	14	1.86	1.03	5	1.20	0.45		N < 5
q9c Ageist attitudes are present in faculty gatherings at Case	01 Case School of Engineering	35	2.11	0.87	7	1.57	0.98		N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	1.87	0.91	16	1.69	0.79		N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	22	1.64	0.73	10	1.60	0.84	5	1.40 0.55
	04 Frances Payne Bolton School of Nursing	7	1.86	0.69	13	1.31	0.63	11	1.64 0.67
	05 Mandel School of Applied Social Sciences	9	1.78	0.83		N < 5			N < 5
	06 Physical Education & Athletics							12	1.75 0.75
	07 School of Dental Medicine	9	2.00	1.12	10	1.90	0.99	11	1.18 0.40
	08 School of Law	15	1.60	0.83		N < 5		6	1.50 0.84
	09 School of Medicine - Basic Sciences	57	1.67	0.93	24	1.92	0.97	23	1.65 0.65
	10 School of Medicine - Clinical	35	1.54	0.89	14	1.93	1.00	113	1.51 0.83
	11 Weatherhead School of Management	14	1.79	1.12	5	1.40	0.55		N < 5
q9d Faculty at Case have a condescending attitude towards persons from other countries	01 Case School of Engineering	35	1.91	0.92	7	1.71	1.11		N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	67	1.78	0.83	16	1.69	0.87		N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	23	1.43	0.66	10	1.70	1.06	5	1.40 0.55
	04 Frances Payne Bolton School of Nursing	7	2.00	0.82	13	1.15	0.38	12	1.50 0.67
	05 Mandel School of Applied Social Sciences	9	1.56	0.73		N < 5			N < 5
	06 Physical Education & Athletics							12	1.50 0.52
	07 School of Dental Medicine	9	1.56	0.73	10	2.00	1.25	11	1.36 0.67
	08 School of Law	15	1.53	0.83		N < 5		6	1.50 0.84
	09 School of Medicine - Basic Sciences	56	1.39	0.59	24	1.88	0.95	24	1.92 0.88
	10 School of Medicine - Clinical	35	1.60	0.81	14	2.07	0.92	115	1.52 0.79
	11 Weatherhead School of Management	14	1.29	0.61	5	1.40	0.55		N < 5

Factor 2: Respectful Relationships Among Faculty and with Administrators

Item	School	Tenured			Tenure Track			Non-Tenure Track		
		N	Mean	SD	N	Mean	SD	N	Mean	SD
q9f Faculty at Case are treated with respect by campus administrators	01 Case School of Engineering	35	2.40	1.01	7	2.14	0.69			N < 5
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.41	0.97	16	2.63	0.81			N < 5
	03 College of Arts & Sciences - Math and Natural Sciences	24	2.71	0.81	10	2.90	1.10	5	3.60	0.55
	04 Frances Payne Bolton School of Nursing	7	2.86	0.38	11	3.55	0.52	11	3.36	0.92
	05 Mandel School of Applied Social Sciences	9	2.89	0.93		N < 5				N < 5
	06 Physical Education & Athletics							12	2.67	0.78
	07 School of Dental Medicine	9	2.89	1.17	10	2.70	1.16	11	3.27	0.79
	08 School of Law	16	3.00	0.73		N < 5		5	3.20	0.45

	09 School of Medicine - Basic Sciences	60	2.20	1.01	24	2.21	0.83	25	2.44	0.92
	10 School of Medicine - Clinical	34	2.41	0.89	13	2.08	0.86	105	2.63	0.91
	11 Weatherhead School of Management	14	2.86	0.86	5	3.00	0.71		N < 5	
q9e Faculty at Case respect each other	01 Case School of Engineering	35	3.03	0.71	8	2.75	0.89		N < 5	
	02 College of Arts & Sciences - Arts, Humanities, Social Science	68	2.87	0.84	16	3.00	0.89		N < 5	
	03 College of Arts & Sciences - Math and Natural Sciences	24	3.42	0.58	10	3.40	0.84	5	3.40	0.55
	04 Frances Payne Bolton School of Nursing	7	3.00	0.00	13	3.46	0.66	11	3.18	0.98
	05 Mandel School of Applied Social Sciences	8	3.38	0.74		N < 5			N < 5	
	06 Physical Education & Athletics							12	2.83	0.83
	07 School of Dental Medicine	9	3.22	1.09	9	2.89	1.05	11	3.45	0.52
	08 School of Law	16	3.13	0.72		N < 5		5	2.80	0.45
	09 School of Medicine - Basic Sciences	60	3.13	0.77	24	3.04	0.81	25	2.96	0.84
	10 School of Medicine - Clinical	35	3.09	0.89	14	2.64	0.63	117	3.15	0.73
	11 Weatherhead School of Management	14	2.86	0.77	5	3.40	0.55		N < 5	

Appendix 6
2007 CWRU Faculty Climate Survey Questions

1. Please indicate how satisfied you are with each of the following dimensions of your professional life.

(1 Strongly dissatisfied, 2 Somewhat dissatisfied, 3 Somewhat satisfied, 4 Strongly satisfied)

Overall

- 1.1. Overall experience of community at Case
- 1.2. Overall experience of collegiality in your primary unit (department/school)
- 1.3. Overall experience of being a faculty member in your primary unit (department/school)
- 1.4. Overall work environment
- 1.5. Opportunities to collaborate with faculty in your primary unit (department/school)

Teaching/advising/research/administrative service

- 1.6. Teaching responsibilities
- 1.7. Access to teaching assistants
- 1.8. Advising responsibilities
- 1.9. Quality of graduate students
- 1.10. Time available for scholarly work
- 1.11. Committee and administrative responsibilities

Resources

- 1.12. Availability of nearby parking
- 1.13. Office space
- 1.14. Lab or research space
- 1.15. Classroom space
- 1.16. Library resources
- 1.17. Computer resources
- 1.18. Clerical and administrative staff
- 1.19. Technical and research staff
- 1.20. Computing support staff
- 1.21. Support for securing grants
- 1.22. Other resources to support research

Compensation

- 1.23. Salary
- 1.24. Benefits
- 1.25. Start-up package

Professional Development

- 1.26. Professional development opportunities
- 1.27. Mentoring you have received in your primary unit (department/school)
- 1.28. Mentoring you have received within the University

2. Please indicate the extent to which each of the following has been a source of stress for you over the past twelve months.

(1 Not at all, 2 Somewhat, 3 Extensive, 4 Not applicable)

- (a) Timing of departmental meetings and functions
- (b) Managing a research group or grant (e.g., finances, personnel)
- (c) Securing funding for research
- (d) Scholarly productivity
- (e) Teaching responsibilities
- (f) Advising responsibilities
- (g) Committee and/or administrative responsibilities
- (h) Review/promotion process
- (i) Departmental or campus politics
- (j) Your health
- (k) Care of someone who is ill, disabled, aging, and/or in need of special services
- (l) Employment situation of your spouse/partner
- (m) Child care

3. Please rate the following statements about interactions within your primary unit. Please consider your department as your primary unit, otherwise refer to your school as your primary unit.

(1 Strongly disagree, 2 Somewhat disagree, 3 Somewhat agree, 4 Strongly agree)

Interactions with Colleagues

- 3.1. Colleagues in my primary unit value my work
- 3.2. Colleagues in my primary unit can be trusted
- 3.3. I am comfortable asking my colleagues about performance expectations
- 3.4. Colleagues in my primary unit provide me feedback
- 3.5. Colleagues in my primary unit solicit my opinions
- 3.6. I solicit my colleagues' advice about or assistance with my research activities
- 3.7. Colleagues in my primary unit interact positively with me
- 3.8. Colleagues in my primary unit include me in social events and activities
- 3.9. My department/unit is a good fit for me

Pressure at Work

- 3.10. I constantly feel under scrutiny by colleagues in my primary unit
- 3.11. I have to work harder than my colleagues to be perceived as a legitimate scholar
- 3.12. I feel pressure to change my work interests in order to affect my tenure/promotion/evaluation

Gender, Race/Ethnicity and Family

- 3.13. Gender makes a difference in everyday interactions with colleagues in my primary unit
- 3.14. Race or ethnicity makes a difference in everyday interactions with colleagues in my primary unit
- 3.15. Gender makes a difference in access to resources for faculty in my primary unit

- 3.16. Race or ethnicity makes a difference in access to resources for faculty in my primary unit
- 3.17. Colleagues in my primary unit consider female faculty who have children to be less committed to their careers
- 3.18. Colleagues in my primary unit consider male faculty who have children to be less committed to their careers

4. Please rate the following statements regarding the head (chair / dean) of your primary unit (department / school).

(1 Strongly disagree, 2 Somewhat disagree, 3 Somewhat agree, 4 Strongly agree)

Academics and Administration

- 4.1. Maintains high academic standards
- 4.2. Is an effective administrator
- 4.3. Articulates clear criteria for tenure/promotion/evaluation
- 4.4. Shows commitment to diversity

Leadership

- 4.5. Is open to constructive criticism
- 4.6. Treats faculty in an even-handed way
- 4.7. Articulates a clear vision
- 4.8. Honors agreements
- 4.9. Handles disputes/problems effectively
- 4.10. Communicates consistently with faculty
- 4.11. Creates a cooperative and supportive environment
- 4.12. Gives me useful feedback about my performance
- 4.13. Is a mentor to me
- 4.14. Values my mentoring of others
- 4.15. Involves me in relevant decision-making processes

Resources

- 4.16. Articulates clear criteria for allocation of resources
- 4.17. Helps me obtain the resources I need

5. Please rate the extent to which your primary unit (department / school) supports the following career-relevant issues.

(1 Not at all, 2 Minimal, 3 Moderate, 4 Extensive)

- 5.1. Family leave
- 5.2. Child care
- 5.3. Partner/spousal hiring
- 5.4. Tenure clock adjustment
- 5.5. Sabbatical leave
- 5.6. Health accommodations
- 5.7. Flexibility regarding family responsibilities

6. Please rate the following items regarding mentoring, which is defined as advice or counsel on scholarly or career issues, or sponsorship or advocacy on your behalf
(1 Not at all, 2 Minimal, 3 Moderate, 4 Extensive, 5 Not Applicable)

- 6.1. To what extent do you receive formal mentoring within the University?
- 6.2. To what extent do you receive informal mentoring within the University?
- 6.3. To what extent do you receive formal mentoring outside of the University?
- 6.4. To what extent do you receive informal mentoring outside of the University?
- 6.5. While at Case, to what extent do you feel as though you have received effective mentoring?
- 6.6. While at Case, to what extent have you served as a mentor for another faculty member?

7. Please indicate your level of agreement with each of the following statements regarding the Case campus community as a whole.
(1 Strongly disagree, 2 Somewhat disagree, 3 Somewhat agree, 4 Strongly agree)

- 7.1. Sexist attitudes are present in faculty gatherings at Case
- 7.2. Racist or xenophobic attitudes are present in faculty gatherings at Case
- 7.3. Ageist attitudes are present in faculty gatherings at Case
- 7.4. Faculty at Case have a condescending attitude towards persons from other countries
- 7.5. Faculty at Case respect each other
- 7.6. Faculty at Case are treated with respect by campus administrators

8. What is your gender?

- (a) Female
- (b) Male

9. Do you identify yourself as a member of a racial or ethnic minority?

- (a) Yes
- (b) No

10. [If “Yes” on question 9] With what race/ethnicity do you identify?

- (a) African
- (b) African American
- (c) Asian or Pacific Islander
- (e) Caucasian (European)
- (f) Caucasian (Indian)
- (g) Caucasian (Middle Eastern)
- (h) Hispanic/Latino/Latina
- (j) Native American

(k) Other: _____

11. What is your age?

- (a) 20-29
- (b) 30-39
- (c) 40-49
- (d) 50-59
- (e) 60-69
- (f) 70 or above

12. In which school /college is your primary appointment?

- (a) Case School of Engineering
- (b) College of Arts & Sciences – Arts, Humanities, Social Sciences
- (c) College of Arts & Sciences – Math and Natural Sciences
- (d) Frances Payne Bolton School of Nursing
- (e) Mandel School of Applied Social Sciences
- (f) Physical Education & Athletics
- (g) School of Dental Medicine
- (h) School of Law
- (h) School of Medicine – Basic Sciences
- (i) School of Medicine – Clinical
- (j) Weatherhead School of Management

13. How many years have you been a faculty member at Case? _____

14. What is your current rank?

- (a) Instructor/Senior Instructor
- (b) Assistant professor
- (c) Associate professor
- (d) Professor

15. What type of appointment do you hold?

- (a) Tenured
- (b) Tenure track
- (c) Non-tenure track

16. Please indicate your living situation.

- (a) Living alone
- (b) Living with a spouse or partner

17. [If (b) on Question 16] Is your spouse/partner currently working in the labor force?

(a) Yes

(b) No

18. Please describe any positive changes in your department, unit, or the University in the past three years.

19. Please describe any negative changes in your department, unit, or the University in the past three years.

20. Is there anything further you would like to tell the researchers?