

# CRTP Report

## Appendix A. Bucknell Faculty Survey: Forced Choice Questions

In the spring of 2008, the following survey was administered online to Bucknell faculty, with the goal of identifying underlying perceptions of and experiences with the tenure system at Bucknell. The survey consisted of 43 forced choice questions followed by a broad, open-ended question. In this appendix we present the 43 forced choice questions in the survey, with responses broken down by division, rank, and DRC/URC experience. The open-ended comments solicited at the end of the survey are presented in Appendix B.

1. What division are you in?

	Total	engineering	humanities	natural sciences and mathematics	social sciences
All	228	42 (18%)	72 (32%)	48 (21%)	66 (29%)

2. What is your current status?

	Total	untenured	tenured within last 5 yrs	assoc prof more than 5 yrs	full professor
All	227	86 (38%)	43 (19%)	47 (21%)	51 (22%)

3. Have you ever served on a Departmental Review Committee (DRC) or a Program Review Committee (PRC)?

	Total	Yes	No
All	226	121 (54%)	105 (46%)

4. Have you ever served on the University Review Committee (URC)?

	Total	Yes	No
All	228	24 (11%)	204 (89%)

5. Reviews can serve an evaluative function (intended to assess the quality of the candidates teaching and scholarship) and/or a developmental function (intended to help junior faculty develop as teachers and scholars). Which of the following do you think best describes in practice the role of the Departmental Review Committee (DRC)/ or Program Review Committee (PRC) in your department or program?

	Total	exclusively evaluative	more eval than devel	equally eval and devel	more devel than eval	unable to evaluate
All	227	29 (13)	101 (44)	63 (28)	12 (5)	22 (10)
Engineering	42	8 (19%)	19 (45%)	5 (12%)	5 (12%)	5 (12%)
Humanities	72	12 (17%)	25 (35%)	24 (33%)	4 (6%)	7 (10%)
Nat Sci & Math	47	4 (9%)	20 (43%)	18 (38%)	0 (0%)	5 (11%)
Social Sciences	66	5 (8%)	37 (56%)	16 (24%)	3 (5%)	5 (8%)
Untenured	85	15 (18%)	33 (39%)	15 (18%)	1 (1%)	21 (25%)
Assoc Prof < 5 yrs	43	7 (16%)	21 (49%)	14 (33%)	1 (2%)	0 (0%)
Assoc Prof > 5 yrs	47	2 (4%)	23 (49%)	18 (38%)	4 (9%)	0 (0%)
Full Professor	51	5 (10%)	23 (45%)	16 (31%)	6 (12%)	1 (2%)
Served on DRC	121	10 (8%)	59 (49%)	41 (34%)	10 (8%)	1 (1%)
Never on DRC	104	19 (18%)	41 (39%)	21 (20%)	2 (2%)	21 (20%)
Served on URC	24	0 (0%)	11 (46%)	12 (50%)	0 (0%)	1 (4%)
Never on URC	203	29 (14%)	90 (44%)	51 (25%)	12 (6%)	21 (10%)

6. Which of the following roles do you think DRC/PRCs should play?

	Total	exclusively evaluative	more eval than devel	equally eval and devel	more devel than eval	unsure
All	228	13 (6%)	47 (21%)	140 (61%)	15 (7%)	13 (6%)
Engineering	42	6 (14%)	8 (19%)	25 (60%)	1 (2%)	2 (5%)
Humanities	72	4 (6%)	15 (21%)	41 (57%)	6 (8%)	6 (8%)
Nat Sci & Math	48	1 (2%)	14 (29%)	28 (58%)	3 (6%)	2 (4%)
Social Sciences	66	2 (3%)	10 (15%)	46 (70%)	5 (8%)	3 (5%)
Untenured	86	2 (2%)	13 (15%)	52 (60%)	11 (13%)	8 (9%)
Assoc Prof < 5 yrs	43	2 (5%)	8 (19%)	30 (70%)	1 (2%)	2 (5%)
Assoc Prof > 5 yrs	47	2 (4%)	9 (19%)	30 (64%)	3 (6%)	3 (6%)
Full Professor	51	7 (14%)	17 (33%)	27 (53%)	0 (0%)	0 (0%)
Served on DRC	121	9 (7%)	29 (24%)	76 (63%)	4 (3%)	3 (2%)
Never on DRC	105	4 (4%)	18 (17%)	62 (59%)	11 (10%)	10 (10%)
Served on URC	24	3 (12%)	6 (25%)	15 (62%)	0 (0%)	0 (0%)
Never on URC	204	10 (5%)	41 (20%)	125 (61%)	15 (7%)	13 (6%)

7. Have you altered your teaching at Bucknell in ways you would rather not have because of concerns over getting tenure?

	Total	a lot	somewhat	not at all
All	227	22 (10%)	101 (44%)	104 (46%)
Engineering	42	9 (21%)	20 (48%)	13 (31%)
Humanities	71	3 (4%)	32 (45%)	36 (51%)
Nat Sci & Math	48	6 (12%)	20 (42%)	22 (46%)
Social Sciences	66	4 (6%)	29 (44%)	33 (50%)
Untenured	86	7 (8%)	48 (56%)	31 (36%)
Assoc Prof < 5 yrs	43	1 (2%)	22 (51%)	20 (47%)
Assoc Prof > 5 yrs	46	6 (13%)	16 (35%)	24 (52%)
Full Professor	51	8 (16%)	14 (27%)	29 (57%)
Served on DRC	120	14 (12%)	41 (34%)	65 (54%)
Never on DRC	105	8 (8%)	59 (56%)	38 (36%)
Served on URC	24	1 (4%)	7 (29%)	16 (67%)
Never on URC	203	21 (10%)	94 (46%)	88 (43%)

8. Have you given higher grades than you think students deserve in order to receive higher teaching evaluations?

	Total	a lot	somewhat	not at all
All	227	17 (7%)	75 (33%)	135 (59%)
Engineering	42	7 (17%)	12 (29%)	23 (55%)
Humanities	71	3 (4%)	23 (32%)	45 (63%)
Nat Sci & Math	48	2 (4%)	16 (33%)	30 (62%)
Social Sciences	66	5 (8%)	24 (36%)	37 (56%)
Untenured	86	5 (6%)	30 (35%)	51 (59%)
Assoc Prof < 5 yrs	43	1 (2%)	18 (42%)	24 (56%)
Assoc Prof > 5 yrs	46	5 (11%)	16 (35%)	25 (54%)
Full Professor	51	6 (12%)	10 (20%)	35 (69%)
Served on DRC	120	11 (9%)	36 (30%)	73 (61%)
Never on DRC	105	6 (6%)	38 (36%)	61 (58%)
Served on URC	24	1 (4%)	3 (12%)	20 (83%)
Never on URC	203	16 (8%)	72 (35%)	115 (57%)

9. Have you altered your research trajectory at Bucknell in ways you would rather not have because of concerns over getting tenure?

	Total	a lot	somewhat	not at all
All	226	22 (10%)	77 (34%)	127 (56%)
Engineering	42	6 (14%)	19 (45%)	17 (40%)
Humanities	71	6 (8%)	20 (28%)	45 (63%)
Nat Sci & Math	47	1 (2%)	17 (36%)	29 (62%)
Social Sciences	66	9 (14%)	21 (32%)	36 (55%)
Untenured	86	10 (12%)	34 (40%)	42 (49%)
Assoc Prof < 5 yrs	42	4 (10%)	13 (31%)	25 (60%)
Assoc Prof > 5 yrs	46	6 (13%)	13 (28%)	27 (59%)
Full Professor	51	2 (4%)	16 (31%)	33 (65%)
Served on DRC	119	9 (8%)	39 (33%)	71 (60%)
Never on DRC	105	13 (12%)	37 (35%)	55 (52%)
Served on URC	24	1 (4%)	8 (33%)	15 (62%)
Never on URC	202	21 (10%)	69 (34%)	112 (55%)

10. Have you spent less time on teaching and more time on research than you would have preferred because of concerns over getting tenure?

	Total	a lot	somewhat	not at all
All	227	16 (7%)	55 (24%)	156 (69%)
Engineering	42	7 (17%)	13 (31%)	22 (52%)
Humanities	71	3 (4%)	11 (15%)	57 (80%)
Nat Sci & Math	48	2 (4%)	9 (19%)	37 (77%)
Social Sciences	66	4 (6%)	22 (33%)	40 (61%)
Untenured	86	7 (8%)	22 (26%)	57 (66%)
Assoc Prof < 5 yrs	43	5 (12%)	11 (26%)	27 (63%)
Assoc Prof > 5 yrs	46	3 (7%)	14 (30%)	29 (63%)
Full Professor	51	1 (2%)	8 (16%)	42 (82%)
Served on DRC	120	8 (7%)	26 (22%)	86 (72%)
Never on DRC	105	8 (8%)	27 (26%)	70 (67%)
Served on URC	24	0 (0%)	6 (25%)	18 (75%)
Never on URC	203	16 (8%)	49 (24%)	138 (68%)

11. Have you spent less time on research and more time on teaching than you would have preferred because of concerns over getting tenure?

	Total	a lot	somewhat	not at all
All	227	38 (17%)	66 (29%)	123 (54%)
Engineering	42	8 (19%)	9 (21%)	25 (60%)
Humanities	71	16 (23%)	21 (30%)	34 (48%)
Nat Sci & Math	48	9 (19%)	16 (33%)	23 (48%)
Social Sciences	66	5 (8%)	20 (30%)	41 (62%)
Untenured	86	18 (21%)	34 (40%)	34 (40%)
Assoc Prof < 5 yrs	43	4 (9%)	14 (33%)	25 (58%)
Assoc Prof > 5 yrs	46	7 (15%)	10 (22%)	29 (63%)
Full Professor	51	9 (18%)	8 (16%)	34 (67%)
Served on DRC	120	15 (12%)	26 (22%)	79 (66%)
Never on DRC	105	23 (22%)	40 (38%)	42 (40%)
Served on URC	24	3 (12%)	3 (12%)	18 (75%)
Never on URC	203	35 (17%)	63 (31%)	105 (52%)

12. Compared to similar institutions, Bucknell's expectations for tenure are:

	Total	higher	about the same	lower	unable to evaluate
All	227	31 (14%)	71 (31%)	31 (14%)	94 (41%)
Engineering	42	4 (10%)	6 (14%)	8 (19%)	24 (57%)
Humanities	72	3 (4%)	24 (33%)	15 (21%)	30 (42%)
Nat Sci & Math	48	10 (21%)	15 (31%)	3 (6%)	20 (42%)
Social Sciences	65	14 (22%)	26 (40%)	5 (8%)	20 (31%)
Untenured	86	16 (19%)	30 (35%)	6 (7%)	34 (40%)
Assoc Prof < 5 yrs	42	4 (10%)	14 (33%)	5 (12%)	19 (45%)
Assoc Prof > 5 yrs	47	6 (13%)	17 (36%)	4 (9%)	20 (43%)
Full Professor	51	5 (10%)	10 (20%)	16 (31%)	20 (39%)
Served on DRC	120	13 (11%)	36 (30%)	20 (17%)	51 (42%)
Never on DRC	105	18 (17%)	33 (31%)	11 (10%)	43 (41%)
Served on URC	24	2 (8%)	10 (42%)	3 (12%)	9 (38%)
Never on URC	203	29 (14%)	61 (30%)	28 (14%)	85 (42%)

13. For each of the following statements, please indicate your level of agreement. Our system of evaluation for retention and tenure works well.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	227	77 (34%)	95 (42%)	34 (15%)	21 (9%)
Engineering	42	16 (38%)	14 (33%)	6 (14%)	6 (14%)
Humanities	72	18 (25%)	33 (46%)	14 (19%)	7 (10%)
Nat Sci & Math	47	20 (43%)	15 (32%)	6 (13%)	6 (13%)
Social Sciences	66	23 (35%)	33 (50%)	8 (12%)	2 (3%)
Untenured	86	16 (19%)	35 (41%)	15 (17%)	20 (23%)
Assoc Prof < 5 yrs	43	15 (35%)	23 (53%)	5 (12%)	0 (0%)
Assoc Prof > 5 yrs	46	25 (54%)	16 (35%)	5 (11%)	0 (0%)
Full Professor	51	21 (41%)	21 (41%)	8 (16%)	1 (2%)
Served on DRC	120	54 (45%)	48 (40%)	17 (14%)	1 (1%)
Never on DRC	105	21 (20%)	47 (45%)	17 (16%)	20 (19%)
Served on URC	24	15 (62%)	6 (25%)	3 (12%)	0 (0%)
Never on URC	203	62 (31%)	89 (44%)	31 (15%)	21 (10%)

14. For each of the following statements, please indicate your level of agreement. Our system of evaluation for promotion works well.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	227	43 (19%)	61 (27%)	39 (17%)	84 (37%)
Engineering	42	10 (24%)	9 (21%)	7 (17%)	16 (38%)
Humanities	71	15 (21%)	17 (24%)	11 (15%)	28 (39%)
Nat Sci & Math	48	7 (15%)	13 (27%)	8 (17%)	20 (42%)
Social Sciences	66	11 (17%)	22 (33%)	13 (20%)	20 (30%)
Untenured	86	3 (3%)	13 (15%)	14 (16%)	56 (65%)
Assoc Prof < 5 yrs	43	9 (21%)	17 (40%)	5 (12%)	12 (28%)
Assoc Prof > 5 yrs	47	11 (23%)	14 (30%)	9 (19%)	13 (28%)
Full Professor	50	20 (40%)	17 (34%)	11 (22%)	2 (4%)
Served on DRC	120	36 (30%)	39 (32%)	23 (19%)	22 (18%)
Never on DRC	105	5 (5%)	22 (21%)	16 (15%)	62 (59%)
Served on URC	24	15 (62%)	4 (17%)	4 (17%)	1 (4%)
Never on URC	203	28 (14%)	57 (28%)	35 (17%)	83 (41%)

15. For each of the following statements, please indicate your level of agreement. It is important for junior faculty to have two pre-tenure reviews.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	228	175 (77%)	31 (14%)	16 (7%)	6 (3%)
Engineering	42	36 (86%)	2 (5%)	4 (10%)	0 (0%)
Humanities	72	48 (67%)	13 (18%)	7 (10%)	4 (6%)
Nat Sci & Math	48	43 (90%)	3 (6%)	2 (4%)	0 (0%)
Social Sciences	66	48 (73%)	13 (20%)	3 (5%)	2 (3%)
Untenured	86	59 (69%)	14 (16%)	9 (10%)	4 (5%)
Assoc Prof < 5 yrs	43	35 (81%)	5 (12%)	3 (7%)	0 (0%)
Assoc Prof > 5 yrs	47	36 (77%)	9 (19%)	2 (4%)	0 (0%)
Full Professor	51	44 (86%)	3 (6%)	2 (4%)	2 (4%)
Served on DRC	121	99 (82%)	14 (12%)	6 (5%)	2 (2%)
Never on DRC	105	75 (71%)	17 (16%)	10 (10%)	3 (3%)
Served on URC	24	22 (92%)	2 (8%)	0 (0%)	0 (0%)
Never on URC	204	153 (75%)	29 (14%)	16 (8%)	6 (3%)

16. For each of the following statements, please indicate your level of agreement. Currently expectations for tenure and promotion are consistent across programs and departments.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	228	7 (3%)	52 (23%)	115 (50%)	54 (24%)
Engineering	42	1 (2%)	12 (29%)	19 (45%)	10 (24%)
Humanities	72	2 (3%)	16 (22%)	36 (50%)	18 (25%)
Nat Sci & Math	48	1 (2%)	12 (25%)	20 (42%)	15 (31%)
Social Sciences	66	3 (5%)	12 (18%)	40 (61%)	11 (17%)
Untenured	86	0 (0%)	15 (17%)	45 (52%)	26 (30%)
Assoc Prof < 5 yrs	43	1 (2%)	12 (28%)	19 (44%)	11 (26%)
Assoc Prof > 5 yrs	47	2 (4%)	11 (23%)	25 (53%)	9 (19%)
Full Professor	51	4 (8%)	14 (27%)	25 (49%)	8 (16%)
Served on DRC	121	6 (5%)	30 (25%)	62 (51%)	23 (19%)
Never on DRC	105	1 (1%)	21 (20%)	52 (50%)	31 (30%)
Served on URC	24	4 (17%)	10 (42%)	10 (42%)	0 (0%)
Never on URC	204	3 (1%)	42 (21%)	105 (51%)	54 (26%)

17. For each of the following statements, please indicate your level of agreement. The retention and tenure review process in your department or program is clearly communicated.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	228	146 (64%)	47 (21%)	29 (13%)	6 (3%)
Engineering	42	23 (55%)	9 (21%)	9 (21%)	1 (2%)
Humanities	72	42 (58%)	16 (22%)	11 (15%)	3 (4%)
Nat Sci & Math	48	41 (85%)	5 (10%)	2 (4%)	0 (0%)
Social Sciences	66	40 (61%)	17 (26%)	7 (11%)	2 (3%)
Untenured	86	46 (53%)	22 (26%)	14 (16%)	4 (5%)
Assoc Prof < 5 yrs	43	27 (63%)	10 (23%)	6 (14%)	0 (0%)
Assoc Prof > 5 yrs	47	33 (70%)	9 (19%)	4 (9%)	1 (2%)
Full Professor	51	39 (76%)	6 (12%)	5 (10%)	1 (2%)
Served on DRC	121	87 (72%)	20 (17%)	12 (10%)	2 (2%)
Never on DRC	105	57 (54%)	27 (26%)	17 (16%)	4 (4%)
Served on URC	24	19 (79%)	3 (12%)	2 (8%)	0 (0%)
Never on URC	204	127 (62%)	44 (22%)	27 (13%)	6 (3%)

18. For each of the following statements, please indicate your level of agreement. The retention and tenure review process is clearly communicated at the university level.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	228	72 (32%)	93 (41%)	54 (24%)	9 (4%)
Engineering	42	15 (36%)	18 (43%)	8 (19%)	1 (2%)
Humanities	72	23 (32%)	26 (36%)	18 (25%)	5 (7%)
Nat Sci & Math	48	17 (35%)	21 (44%)	10 (21%)	0 (0%)
Social Sciences	66	17 (26%)	28 (42%)	18 (27%)	3 (5%)
Untenured	86	12 (14%)	41 (48%)	26 (30%)	7 (8%)
Assoc Prof < 5 yrs	43	11 (26%)	23 (53%)	9 (21%)	0 (0%)
Assoc Prof > 5 yrs	47	25 (53%)	13 (28%)	8 (17%)	1 (2%)
Full Professor	51	23 (45%)	16 (31%)	11 (22%)	1 (2%)
Served on DRC	121	53 (44%)	39 (32%)	27 (22%)	2 (2%)
Never on DRC	105	19 (18%)	52 (50%)	27 (26%)	7 (7%)
Served on URC	24	13 (54%)	8 (33%)	3 (12%)	0 (0%)
Never on URC	204	59 (29%)	85 (42%)	51 (25%)	9 (4%)



19. For each of the following statements, please indicate your level of agreement. The teaching standards and expectations for pre-tenure and tenure reviews are communicated clearly.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	228	74 (32%)	87 (38%)	60 (26%)	7 (3%)
Engineering	42	15 (36%)	17 (40%)	9 (21%)	1 (2%)
Humanities	72	27 (38%)	22 (31%)	19 (26%)	4 (6%)
Nat Sci & Math	48	14 (29%)	24 (50%)	10 (21%)	0 (0%)
Social Sciences	66	18 (27%)	24 (36%)	22 (33%)	2 (3%)
Untenured	86	16 (19%)	36 (42%)	29 (34%)	5 (6%)
Assoc Prof < 5 yrs	43	15 (35%)	16 (37%)	12 (28%)	0 (0%)
Assoc Prof > 5 yrs	47	21 (45%)	16 (34%)	9 (19%)	1 (2%)
Full Professor	51	22 (43%)	18 (35%)	10 (20%)	1 (2%)
Served on DRC	121	48 (40%)	45 (37%)	26 (21%)	2 (2%)
Never on DRC	105	26 (25%)	40 (38%)	34 (32%)	5 (5%)
Served on URC	24	12 (50%)	8 (33%)	4 (17%)	0 (0%)
Never on URC	204	62 (30%)	79 (39%)	56 (27%)	7 (3%)

20. For each of the following statements, please indicate your level of agreement. The scholarship standards and expectations for pre-tenure and tenure reviews are communicated clearly.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	228	37 (16%)	106 (46%)	79 (35%)	6 (3%)
Engineering	42	9 (21%)	19 (45%)	13 (31%)	1 (2%)
Humanities	72	13 (18%)	26 (36%)	30 (42%)	3 (4%)
Nat Sci & Math	48	9 (19%)	29 (60%)	10 (21%)	0 (0%)
Social Sciences	66	6 (9%)	32 (48%)	26 (39%)	2 (3%)
Untenured	86	4 (5%)	43 (50%)	35 (41%)	4 (5%)
Assoc Prof < 5 yrs	43	9 (21%)	17 (40%)	17 (40%)	0 (0%)
Assoc Prof > 5 yrs	47	10 (21%)	23 (49%)	13 (28%)	1 (2%)
Full Professor	51	14 (27%)	22 (43%)	14 (27%)	1 (2%)
Served on DRC	121	29 (24%)	54 (45%)	36 (30%)	2 (2%)
Never on DRC	105	8 (8%)	50 (48%)	43 (41%)	4 (4%)
Served on URC	24	9 (38%)	11 (46%)	4 (17%)	0 (0%)
Never on URC	204	28 (14%)	95 (47%)	75 (37%)	6 (3%)

21. For each of the following statements, please indicate your level of agreement. The service standards and expectations for pre-tenure and tenure reviews are communicated clearly.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	228	72 (32%)	84 (37%)	63 (28%)	9 (4%)
Engineering	42	11 (26%)	15 (36%)	13 (31%)	3 (7%)
Humanities	72	22 (31%)	18 (25%)	28 (39%)	4 (6%)
Nat Sci & Math	48	18 (38%)	23 (48%)	7 (15%)	0 (0%)
Social Sciences	66	21 (32%)	28 (42%)	15 (23%)	2 (3%)
Untenured	86	23 (27%)	31 (36%)	27 (31%)	5 (6%)
Assoc Prof < 5 yrs	43	15 (35%)	13 (30%)	15 (35%)	0 (0%)
Assoc Prof > 5 yrs	47	17 (36%)	18 (38%)	11 (23%)	1 (2%)
Full Professor	51	17 (33%)	21 (41%)	10 (20%)	3 (6%)
Served on DRC	121	40 (33%)	49 (40%)	28 (23%)	4 (3%)
Never on DRC	105	31 (30%)	35 (33%)	34 (32%)	5 (5%)
Served on URC	24	9 (38%)	10 (42%)	5 (21%)	0 (0%)
Never on URC	204	63 (31%)	74 (36%)	58 (28%)	9 (4%)

22. For each of the following statements, please indicate your level of agreement. Expectations for tenure and promotion should be consistent across departments and programs.

	Total	agree	neutral or mixed opinion	disagree
All	227	107 (47%)	77 (34%)	43 (19%)
Engineering	41	20 (49%)	14 (34%)	7 (17%)
Humanities	72	33 (46%)	21 (29%)	18 (25%)
Nat Sci & Math	48	27 (56%)	14 (29%)	7 (15%)
Social Sciences	66	27 (41%)	28 (42%)	11 (17%)
Untenured	86	35 (41%)	31 (36%)	20 (23%)
Assoc Prof < 5 yrs	43	22 (51%)	13 (30%)	8 (19%)
Assoc Prof > 5 yrs	47	25 (53%)	12 (26%)	10 (21%)
Full Professor	50	25 (50%)	20 (40%)	5 (10%)
Served on DRC	120	61 (51%)	39 (32%)	20 (17%)
Never on DRC	105	45 (43%)	37 (35%)	23 (22%)
Served on URC	24	13 (54%)	9 (38%)	2 (8%)
Never on URC	203	94 (46%)	68 (33%)	41 (20%)

23. For each of the following statements, please indicate your level of agreement. DRC/PRC documents should specify the number and prestige of publications expected for retention and tenure.

	Total	agree	neutral or mixed opinion	disagree
All	227	48 (21%)	76 (33%)	103 (45%)
Engineering	41	8 (20%)	16 (39%)	17 (41%)
Humanities	72	17 (24%)	24 (33%)	31 (43%)
Nat Sci & Math	48	8 (17%)	16 (33%)	24 (50%)
Social Sciences	66	15 (23%)	20 (30%)	31 (47%)
Untenured	86	28 (33%)	40 (47%)	18 (21%)
Assoc Prof < 5 yrs	43	8 (19%)	13 (30%)	22 (51%)
Assoc Prof > 5 yrs	47	5 (11%)	12 (26%)	30 (64%)
Full Professor	50	7 (14%)	11 (22%)	32 (64%)
Served on DRC	120	16 (13%)	30 (25%)	74 (62%)
Never on DRC	105	32 (30%)	45 (43%)	28 (27%)
Served on URC	24	0 (0%)	5 (21%)	19 (79%)
Never on URC	203	48 (24%)	71 (35%)	84 (41%)

24. For each of the following statements, please indicate your level of agreement. DRC/PRC documents should specify average ratings on teaching evaluations expected for retention and tenure.

	Total	agree	neutral or mixed opinion	disagree
All	226	55 (24%)	66 (29%)	105 (46%)
Engineering	41	10 (24%)	11 (27%)	20 (49%)
Humanities	72	20 (28%)	22 (31%)	30 (42%)
Nat Sci & Math	48	11 (23%)	14 (29%)	23 (48%)
Social Sciences	65	14 (22%)	19 (29%)	32 (49%)
Untenured	86	32 (37%)	34 (40%)	20 (23%)
Assoc Prof < 5 yrs	43	7 (16%)	16 (37%)	20 (47%)
Assoc Prof > 5 yrs	47	10 (21%)	9 (19%)	28 (60%)
Full Professor	49	6 (12%)	6 (12%)	37 (76%)
Served on DRC	119	20 (17%)	24 (20%)	75 (63%)
Never on DRC	105	34 (32%)	42 (40%)	29 (28%)
Served on URC	24	4 (17%)	5 (21%)	15 (62%)
Never on URC	202	51 (25%)	61 (30%)	90 (45%)

25. For each of the following statements, please indicate your level of agreement. DRC/PRC documents should specify the level of involvement in departmental and university service expected for retention and tenure.

	Total	agree	neutral or mixed opinion	disagree
All	227	129 (57%)	65 (29%)	33 (15%)
Engineering	41	25 (61%)	10 (24%)	6 (15%)
Humanities	72	39 (54%)	25 (35%)	8 (11%)
Nat Sci & Math	48	25 (52%)	15 (31%)	8 (17%)
Social Sciences	66	40 (61%)	15 (23%)	11 (17%)
Untenured	86	58 (67%)	22 (26%)	6 (7%)
Assoc Prof < 5 yrs	43	23 (53%)	18 (42%)	2 (5%)
Assoc Prof > 5 yrs	47	28 (60%)	11 (23%)	8 (17%)
Full Professor	50	19 (38%)	14 (28%)	17 (34%)
Served on DRC	120	60 (50%)	33 (28%)	27 (22%)
Never on DRC	105	67 (64%)	32 (30%)	6 (6%)
Served on URC	24	7 (29%)	8 (33%)	9 (38%)
Never on URC	203	122 (60%)	57 (28%)	24 (12%)

26. For each of the following statements, please indicate your level of agreement. The current system for evaluating teaching for retention and tenure is fair.

	Total	agree	neutral or mixed opinion	disagree
All	224	47 (21%)	100 (45%)	77 (34%)
Engineering	41	10 (24%)	21 (51%)	10 (24%)
Humanities	72	17 (24%)	28 (39%)	27 (38%)
Nat Sci & Math	46	8 (17%)	20 (43%)	18 (39%)
Social Sciences	65	12 (18%)	31 (48%)	22 (34%)
Untenured	84	8 (10%)	47 (56%)	29 (35%)
Assoc Prof < 5 yrs	43	8 (19%)	24 (56%)	11 (26%)
Assoc Prof > 5 yrs	47	14 (30%)	18 (38%)	15 (32%)
Full Professor	49	17 (35%)	11 (22%)	21 (43%)
Served on DRC	119	34 (29%)	43 (36%)	42 (35%)
Never on DRC	103	12 (12%)	56 (54%)	35 (34%)
Served on URC	24	12 (50%)	4 (17%)	8 (33%)
Never on URC	200	35 (18%)	96 (48%)	69 (34%)

27. For each of the following statements, please indicate your level of agreement. The current system for evaluating research for retention and tenure is fair.

	Total	agree	neutral or mixed opinion	disagree
All	225	69 (31%)	112 (50%)	44 (20%)
Engineering	41	15 (37%)	21 (51%)	5 (12%)
Humanities	72	17 (24%)	34 (47%)	21 (29%)
Nat Sci & Math	46	19 (41%)	22 (48%)	5 (11%)
Social Sciences	66	18 (27%)	35 (53%)	13 (20%)
Untenured	85	11 (13%)	54 (64%)	20 (24%)
Assoc Prof < 5 yrs	43	14 (33%)	22 (51%)	7 (16%)
Assoc Prof > 5 yrs	47	19 (40%)	21 (45%)	7 (15%)
Full Professor	49	25 (51%)	15 (31%)	9 (18%)
Served on DRC	119	51 (43%)	47 (39%)	21 (18%)
Never on DRC	104	17 (16%)	64 (62%)	23 (22%)
Served on URC	24	13 (54%)	7 (29%)	4 (17%)
Never on URC	201	56 (28%)	105 (52%)	40 (20%)

28. For each of the following statements, please indicate your level of agreement. The current system for evaluating faculty for promotion to full professor is fair.

	Total	agree	neutral or mixed opinion	disagree
All	219	41 (19%)	140 (64%)	38 (17%)
Engineering	40	10 (25%)	24 (60%)	6 (15%)
Humanities	69	13 (19%)	43 (62%)	13 (19%)
Nat Sci & Math	46	10 (22%)	31 (67%)	5 (11%)
Social Sciences	64	8 (12%)	42 (66%)	14 (22%)
Untenured	81	3 (4%)	65 (80%)	13 (16%)
Assoc Prof < 5 yrs	41	7 (17%)	29 (71%)	5 (12%)
Assoc Prof > 5 yrs	47	10 (21%)	28 (60%)	9 (19%)
Full Professor	49	21 (43%)	17 (35%)	11 (22%)
Served on DRC	119	34 (29%)	64 (54%)	21 (18%)
Never on DRC	98	5 (5%)	76 (78%)	17 (17%)
Served on URC	24	13 (54%)	9 (38%)	2 (8%)
Never on URC	195	28 (14%)	131 (67%)	36 (18%)

29. For each of the following statements, please indicate your level of agreement. If DRC/PRCs are doing their job, the URCs decision to retain or tenure someone should rarely diverge from the DRC/PRC recommendation.

	Total	agree	neutral or mixed opinion	disagree
All	223	170 (76%)	42 (19%)	11 (5%)
Engineering	41	31 (76%)	5 (12%)	5 (12%)
Humanities	69	47 (68%)	18 (26%)	4 (6%)
Nat Sci & Math	47	42 (89%)	5 (11%)	0 (0%)
Social Sciences	66	50 (76%)	14 (21%)	2 (3%)
Untenured	82	66 (80%)	15 (18%)	1 (1%)
Assoc Prof < 5 yrs	43	31 (72%)	11 (26%)	1 (2%)
Assoc Prof > 5 yrs	47	35 (74%)	8 (17%)	4 (9%)
Full Professor	50	37 (74%)	8 (16%)	5 (10%)
Served on DRC	120	92 (77%)	19 (16%)	9 (8%)
Never on DRC	101	76 (75%)	23 (23%)	2 (2%)
Served on URC	24	18 (75%)	5 (21%)	1 (4%)
Never on URC	199	152 (76%)	37 (19%)	10 (5%)

30. For each of the following statements, please indicate your level of agreement. DRC/PRCs take up too much of faculty time.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	227	47 (21%)	46 (20%)	65 (29%)	69 (30%)
Engineering	42	4 (10%)	9 (21%)	13 (31%)	16 (38%)
Humanities	71	22 (31%)	13 (18%)	18 (25%)	18 (25%)
Nat Sci & Math	48	5 (10%)	9 (19%)	16 (33%)	18 (38%)
Social Sciences	66	16 (24%)	15 (23%)	18 (27%)	17 (26%)
Untenured	85	9 (11%)	7 (8%)	7 (8%)	62 (73%)
Assoc Prof < 5 yrs	43	10 (23%)	17 (40%)	9 (21%)	7 (16%)
Assoc Prof > 5 yrs	47	15 (32%)	9 (19%)	23 (49%)	0 (0%)
Full Professor	51	13 (25%)	13 (25%)	25 (49%)	0 (0%)
Served on DRC	121	31 (26%)	35 (29%)	55 (45%)	0 (0%)
Never on DRC	104	16 (15%)	9 (9%)	10 (10%)	69 (66%)
Served on URC	24	6 (25%)	5 (21%)	13 (54%)	0 (0%)
Never on URC	203	41 (20%)	41 (20%)	52 (26%)	69 (34%)

31. For each of the following statements, please indicate your level of agreement. The workload of the URC is excessively heavy.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	228	85 (37%)	30 (13%)	14 (6%)	99 (43%)
Engineering	42	12 (29%)	6 (14%)	2 (5%)	22 (52%)
Humanities	72	26 (36%)	11 (15%)	5 (7%)	30 (42%)
Nat Sci & Math	48	23 (48%)	4 (8%)	3 (6%)	18 (38%)
Social Sciences	66	24 (36%)	9 (14%)	4 (6%)	29 (44%)
Untenured	86	17 (20%)	7 (8%)	1 (1%)	61 (71%)
Assoc Prof < 5 yrs	43	24 (56%)	4 (9%)	1 (2%)	14 (33%)
Assoc Prof > 5 yrs	47	19 (40%)	8 (17%)	5 (11%)	15 (32%)
Full Professor	51	25 (49%)	10 (20%)	7 (14%)	9 (18%)
Served on DRC	121	53 (44%)	23 (19%)	13 (11%)	32 (26%)
Never on DRC	105	30 (29%)	7 (7%)	1 (1%)	67 (64%)
Served on URC	24	14 (58%)	6 (25%)	4 (17%)	0 (0%)
Never on URC	204	71 (35%)	24 (12%)	10 (5%)	99 (49%)

32. For each of the following statements, please indicate your level of agreement. Standards for scholarship have increased in recent years.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	228	125 (55%)	34 (15%)	25 (11%)	44 (19%)
Engineering	42	16 (38%)	7 (17%)	9 (21%)	10 (24%)
Humanities	72	35 (49%)	14 (19%)	6 (8%)	17 (24%)
Nat Sci & Math	48	30 (62%)	6 (12%)	2 (4%)	10 (21%)
Social Sciences	66	44 (67%)	7 (11%)	8 (12%)	7 (11%)
Untenured	86	46 (53%)	8 (9%)	0 (0%)	32 (37%)
Assoc Prof < 5 yrs	43	27 (63%)	8 (19%)	4 (9%)	4 (9%)
Assoc Prof > 5 yrs	47	25 (53%)	9 (19%)	7 (15%)	6 (13%)
Full Professor	51	26 (51%)	9 (18%)	14 (27%)	2 (4%)
Served on DRC	121	68 (56%)	21 (17%)	22 (18%)	10 (8%)
Never on DRC	105	56 (53%)	12 (11%)	3 (3%)	34 (32%)
Served on URC	24	14 (58%)	5 (21%)	4 (17%)	1 (4%)
Never on URC	204	111 (54%)	29 (14%)	21 (10%)	43 (21%)

33. For each of the following statements, please indicate your level of agreement. Standards for teaching have increased in recent years.

	Total	agree	mixed opinion	disagree	unable to evaluate
All	228	63 (28%)	53 (23%)	50 (22%)	62 (27%)
Engineering	42	11 (26%)	10 (24%)	10 (24%)	11 (26%)
Humanities	72	20 (28%)	15 (21%)	13 (18%)	24 (33%)
Nat Sci & Math	48	13 (27%)	12 (25%)	10 (21%)	13 (27%)
Social Sciences	66	19 (29%)	16 (24%)	17 (26%)	14 (21%)
Untenured	86	18 (21%)	17 (20%)	9 (10%)	42 (49%)
Assoc Prof < 5 yrs	43	12 (28%)	10 (23%)	11 (26%)	10 (23%)
Assoc Prof > 5 yrs	47	14 (30%)	14 (30%)	13 (28%)	6 (13%)
Full Professor	51	19 (37%)	12 (24%)	17 (33%)	3 (6%)
Served on DRC	121	36 (30%)	31 (26%)	39 (32%)	15 (12%)
Never on DRC	105	27 (26%)	20 (19%)	11 (10%)	47 (45%)
Served on URC	24	8 (33%)	4 (17%)	10 (42%)	2 (8%)
Never on URC	204	55 (27%)	49 (24%)	40 (20%)	60 (29%)

34. For each of the following statements, please indicate your level of agreement. The President of the University should have the power to accept or reject the decision of the URC as to whether to retain, tenure or promote someone.

	Total	agree	neutral or mixed opinion	disagree
All	228	25 (11%)	36 (16%)	167 (73%)
Engineering	42	7 (17%)	8 (19%)	27 (64%)
Humanities	72	7 (10%)	14 (19%)	51 (71%)
Nat Sci & Math	48	4 (8%)	7 (15%)	37 (77%)
Social Sciences	66	7 (11%)	7 (11%)	52 (79%)
Untenured	86	11 (13%)	16 (19%)	59 (69%)
Assoc Prof < 5 yrs	43	6 (14%)	4 (9%)	33 (77%)
Assoc Prof > 5 yrs	47	4 (9%)	5 (11%)	38 (81%)
Full Professor	51	4 (8%)	10 (20%)	37 (73%)
Served on DRC	121	10 (8%)	18 (15%)	93 (77%)
Never on DRC	105	15 (14%)	18 (17%)	72 (69%)
Served on URC	24	3 (12%)	3 (12%)	18 (75%)
Never on URC	204	22 (11%)	33 (16%)	149 (73%)



35. For each of the following statements, please indicate your level of agreement. Expectations for scholarship should increase as a result of going to the 5-course load.

	Total	agree	neutral or mixed opinion	disagree
All	226	36 (16%)	60 (27%)	130 (58%)
Engineering	42	5 (12%)	9 (21%)	28 (67%)
Humanities	71	18 (25%)	17 (24%)	36 (51%)
Nat Sci & Math	48	3 (6%)	15 (31%)	30 (62%)
Social Sciences	65	10 (15%)	19 (29%)	36 (55%)
Untenured	84	13 (15%)	22 (26%)	49 (58%)
Assoc Prof < 5 yrs	43	7 (16%)	10 (23%)	26 (60%)
Assoc Prof > 5 yrs	47	5 (11%)	14 (30%)	28 (60%)
Full Professor	51	11 (22%)	14 (27%)	26 (51%)
Served on DRC	121	17 (14%)	35 (29%)	69 (57%)
Never on DRC	103	19 (18%)	24 (23%)	60 (58%)
Served on URC	24	3 (12%)	5 (21%)	16 (67%)
Never on URC	202	33 (16%)	55 (27%)	114 (56%)

36. For each of the following statements, please indicate your level of agreement. Scholarship expectations of new faculty should be increased over the current level.

	Total	agree	neutral or mixed opinion	disagree
All	228	27 (12%)	68 (30%)	133 (58%)
Engineering	42	6 (14%)	5 (12%)	31 (74%)
Humanities	72	11 (15%)	25 (35%)	36 (50%)
Nat Sci & Math	48	3 (6%)	18 (38%)	27 (56%)
Social Sciences	66	7 (11%)	20 (30%)	39 (59%)
Untenured	86	6 (7%)	27 (31%)	53 (62%)
Assoc Prof < 5 yrs	43	2 (5%)	19 (44%)	22 (51%)
Assoc Prof > 5 yrs	47	6 (13%)	7 (15%)	34 (72%)
Full Professor	51	13 (25%)	15 (29%)	23 (45%)
Served on DRC	121	18 (15%)	35 (29%)	68 (56%)
Never on DRC	105	9 (9%)	33 (31%)	63 (60%)
Served on URC	24	2 (8%)	5 (21%)	17 (71%)
Never on URC	204	25 (12%)	63 (31%)	116 (57%)

37. For each of the following statements, please indicate your level of agreement. Teaching expectations of new faculty should be increased over the current level.

	Total	agree	neutral or mixed opinion	disagree
All	227	18 (8%)	55 (24%)	154 (68%)
Engineering	42	4 (10%)	9 (21%)	29 (69%)
Humanities	71	6 (8%)	21 (30%)	44 (62%)
Nat Sci & Math	48	0 (0%)	11 (23%)	37 (77%)
Social Sciences	66	8 (12%)	14 (21%)	44 (67%)
Untenured	85	5 (6%)	29 (34%)	51 (60%)
Assoc Prof < 5 yrs	43	4 (9%)	12 (28%)	27 (63%)
Assoc Prof > 5 yrs	47	3 (6%)	7 (15%)	37 (79%)
Full Professor	51	6 (12%)	7 (14%)	38 (75%)
Served on DRC	121	10 (8%)	22 (18%)	89 (74%)
Never on DRC	104	7 (7%)	33 (32%)	64 (62%)
Served on URC	24	2 (8%)	1 (4%)	21 (88%)
Never on URC	203	16 (8%)	54 (27%)	133 (66%)

*Note:* For questions 38–41, the number reported is the average weight, and the  $\pm$  value is the standard deviation, which measures the typical spread in the responses.

38. How heavily should quality of teaching, scholarship and service be weighted in deciding whether or not to tenure someone? (Note: your responses should add up to 100%.)

	Total	Teaching Pct	Scholarship Pct	Service Pct
All	221	49 $\pm$ 10	39 $\pm$ 10	13 $\pm$ 7
Engineering	42	53 $\pm$ 10	34 $\pm$ 9	12 $\pm$ 7
Humanities	67	45 $\pm$ 11	42 $\pm$ 11	14 $\pm$ 8
Nat Sci & Math	47	50 $\pm$ 9	39 $\pm$ 8	11 $\pm$ 6
Social Sciences	65	49 $\pm$ 9	38 $\pm$ 9	13 $\pm$ 6
Untenured	83	50 $\pm$ 12	38 $\pm$ 10	13 $\pm$ 6
Assoc Prof < 5 yrs	41	49 $\pm$ 10	38 $\pm$ 10	13 $\pm$ 6
Assoc Prof > 5 yrs	46	48 $\pm$ 9	39 $\pm$ 9	13 $\pm$ 8
Full Professor	50	48 $\pm$ 9	41 $\pm$ 9	11 $\pm$ 6
Served on DRC	117	49 $\pm$ 9	39 $\pm$ 9	12 $\pm$ 7
Never on DRC	102	49 $\pm$ 12	39 $\pm$ 10	13 $\pm$ 7
Served on URC	23	49 $\pm$ 9	39 $\pm$ 8	12 $\pm$ 6
Never on URC	198	49 $\pm$ 10	39 $\pm$ 10	13 $\pm$ 7

39. In your opinion, how heavily are teaching, scholarship and service currently weighted in deciding whether or not to tenure someone? (Note: your responses should add up to 100%.)

	Total	Teaching Pct	Scholarship Pct	Service Pct
All	216	49 ± 13	42 ± 14	9 ± 9
Engineering	42	54 ± 13	36 ± 13	10 ± 10
Humanities	68	50 ± 15	40 ± 15	11 ± 10
Nat Sci & Math	45	51 ± 9	41 ± 9	8 ± 7
Social Sciences	61	45 ± 12	47 ± 13	8 ± 7
Untenured	79	50 ± 16	41 ± 16	10 ± 9
Assoc Prof < 5 yrs	41	49 ± 10	43 ± 12	9 ± 8
Assoc Prof > 5 yrs	46	46 ± 12	44 ± 13	10 ± 10
Full Professor	49	54 ± 10	38 ± 9	9 ± 7
Served on DRC	116	50 ± 11	42 ± 11	9 ± 8
Never on DRC	98	49 ± 15	41 ± 16	10 ± 9
Served on URC	22	48 ± 9	43 ± 8	9 ± 8
Never on URC	194	50 ± 14	41 ± 14	9 ± 9

40. How heavily should quality of teaching, scholarship and service be weighted in deciding whether or not to promote someone to full professor? (Note: your responses should add up to 100%.)

	Total	Teaching Pct	Scholarship Pct	Service Pct
All	212	43 ± 12	42 ± 14	16 ± 8
Engineering	38	47 ± 13	36 ± 13	17 ± 8
Humanities	65	38 ± 13	47 ± 16	17 ± 9
Nat Sci & Math	45	44 ± 11	42 ± 12	14 ± 6
Social Sciences	64	45 ± 11	41 ± 12	15 ± 7
Untenured	76	44 ± 13	41 ± 13	16 ± 8
Assoc Prof < 5 yrs	40	43 ± 12	41 ± 15	15 ± 8
Assoc Prof > 5 yrs	45	44 ± 11	41 ± 12	16 ± 8
Full Professor	50	41 ± 13	45 ± 15	15 ± 8
Served on DRC	117	43 ± 12	42 ± 14	15 ± 7
Never on DRC	93	43 ± 13	42 ± 14	16 ± 8
Served on URC	23	44 ± 11	41 ± 11	15 ± 9
Never on URC	189	43 ± 13	42 ± 14	16 ± 8

41. In your opinion, how heavily are teaching, scholarship and service currently weighted in deciding whether or not to promote someone to full professor? (Note: your responses should add up to 100%.)

	Total	Teaching Pct	Scholarship Pct	Service Pct
All	202	45 ± 13	41 ± 14	15 ± 11
Engineering	37	48 ± 12	39 ± 11	13 ± 10
Humanities	61	46 ± 15	38 ± 15	17 ± 12
Nat Sci & Math	44	44 ± 9	40 ± 10	17 ± 13
Social Sciences	60	41 ± 13	46 ± 15	13 ± 8
Untenured	73	46 ± 15	39 ± 14	16 ± 9
Assoc Prof < 5 yrs	37	42 ± 11	43 ± 14	15 ± 10
Assoc Prof > 5 yrs	43	41 ± 11	46 ± 13	14 ± 13
Full Professor	48	48 ± 11	39 ± 11	14 ± 12
Served on DRC	111	43 ± 11	43 ± 13	14 ± 12
Never on DRC	89	46 ± 15	39 ± 14	16 ± 10
Served on URC	21	43 ± 9	46 ± 11	12 ± 8
Never on URC	181	45 ± 13	41 ± 14	15 ± 11

42. Which body is the appropriate one to make the critical decision about whether someone is retained or tenured?

	Total	DRC/PRC	URC	Provost	President	unsure
All	226	90 (40%)	114 (50%)	3 (1%)	6 (3%)	13 (6%)
Engineering	42	11 (26%)	31 (74%)	0 (0%)	0 (0%)	0 (0%)
Humanities	71	28 (39%)	30 (42%)	2 (3%)	1 (1%)	10 (14%)
Nat Sci & Math	47	23 (49%)	18 (38%)	1 (2%)	3 (6%)	2 (4%)
Social Sciences	66	28 (42%)	35 (53%)	0 (0%)	2 (3%)	1 (2%)
Untenured	85	48 (56%)	26 (31%)	1 (1%)	2 (2%)	8 (9%)
Assoc Prof < 5 yrs	42	7 (17%)	27 (64%)	1 (2%)	4 (10%)	3 (7%)
Assoc Prof > 5 yrs	47	19 (40%)	26 (55%)	0 (0%)	0 (0%)	2 (4%)
Full Professor	51	15 (29%)	35 (69%)	1 (2%)	0 (0%)	0 (0%)
Served on DRC	121	39 (32%)	74 (61%)	1 (1%)	3 (2%)	4 (3%)
Never on DRC	103	51 (50%)	38 (37%)	2 (2%)	3 (3%)	9 (9%)
Served on URC	24	4 (17%)	19 (79%)	0 (0%)	0 (0%)	1 (4%)
Never on URC	202	86 (43%)	95 (47%)	3 (1%)	6 (3%)	12 (6%)

43. In recent years, the standards for tenure and promotion have been most influenced by:

	Total	URC	Senior Admin	Acad Depts	unsure
All	121	30 (25%)	40 (33%)	12 (10%)	39 (32%)
Engineering	28	5 (18%)	13 (46%)	2 (7%)	8 (29%)
Humanities	32	8 (25%)	9 (28%)	2 (6%)	13 (41%)
Nat Sci & Math	25	4 (16%)	7 (28%)	4 (16%)	10 (40%)
Social Sciences	36	13 (36%)	11 (31%)	4 (11%)	8 (22%)
Untenured	41	6 (15%)	13 (32%)	4 (10%)	18 (44%)
Assoc Prof < 5 yrs	14	3 (21%)	2 (14%)	1 (7%)	8 (57%)
Assoc Prof > 5 yrs	28	7 (25%)	8 (29%)	6 (21%)	7 (25%)
Full Professor	37	14 (38%)	16 (43%)	1 (3%)	6 (16%)
Served on DRC	72	23 (32%)	26 (36%)	7 (10%)	16 (22%)
Never on DRC	48	7 (15%)	13 (27%)	5 (10%)	23 (48%)
Served on URC	17	6 (35%)	5 (29%)	3 (18%)	3 (18%)
Never on URC	104	24 (23%)	35 (34%)	9 (9%)	36 (35%)

*Note:* This question appeared on the final page of the survey, along with the open-ended question. Evidently many respondents did not see this question at the top of the page.