

THE 2015 INSIDE HIGHER ED SURVEY OF College and University Faculty Workplace Engagement

A study by Gallup® and *Inside Higher Ed*

SCOTT JASCHIK & DOUG LEDERMAN

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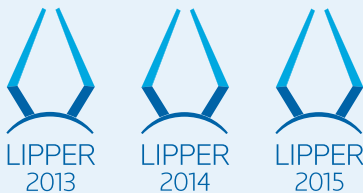
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FOREWORD

Inside Higher Ed and Gallup collaborated to measure employee engagement among college and university faculty members using Gallup's employee engagement, or Q¹², items. *Inside Higher Ed* supplemented these items with questions measuring satisfaction with certain aspects of jobs that are unique to faculty members.

Some of the questions the study addresses include:

- How do employee engagement levels compare among tenured versus nontenured faculty, part-time versus full-time faculty members, professors at private nonprofit versus public institutions, and by other demographic groups?
- On which specific areas of workplace engagement do faculty members with different traits differ?
- How does employee engagement among professors compare with that of employees in other industries?
- Do faculty members believe their careers provide academic freedom, job security, appropriate pay and respect from those in their local communities?

METHODOLOGY

The following report presents findings from a quantitative survey research study Gallup conducted on behalf of *Inside Higher Ed*.

Gallup education researchers and consultants developed the questionnaire in collaboration with Scott Jaschik and Doug Lederman from *Inside Higher Ed*.

The sample includes faculty from public, private and for-profit sectors, though the results represent few for-profit institutions. The sample excluded specialty colleges, namely Bible colleges and seminaries with a Carnegie Classification code of 24, and institutions with enrollment of fewer than 500 students. The survey is based on a sample of 21,399 faculty members drawn proportionately across public and private institutions.

Gallup conducted the surveys in English from Aug. 27-Sept. 11, 2015, contacting participants via email. Throughout the field period, Gallup sent email reminders to respondents who had not yet participated in the survey.

Gallup collected 2,175 Web surveys from faculty members for a response rate of 10 percent. Most faculty respondents (1,611) report that they work full time for their institution; 516 report that they are employed part time. Among the faculty members interviewed, roughly half are tenured (984) and half are not tenured (1,011). The nontenured group includes 230 faculty members who are on the tenure track and 781 who are not.

Data are not statistically adjusted (weighted). Because of survey nonresponse, the results from this sample represent the views of those who participated in the survey and cannot, with a high degree of confidence, be projected to the broader population of faculty and technology administrators.

The following report presents key findings of the survey. In some cases, reported frequencies may not add up to 100 percent as a result of rounding. The results exclude “don’t know” and “refused” responses.

DETAILED FINDINGS

EMPLOYEE ENGAGEMENT AMONG FACULTY MEMBERS

Gallup has statistically defined three types of workers in the global workforce, representing a continuum of engagement: engaged, not engaged and actively disengaged. Employee engagement is a measure of the extent to which employees are psychologically committed and emotionally connected to their roles as a result of having their performance-related needs met.

Over all, 34 percent of faculty members surveyed are engaged in their job, 52 percent are not engaged and 14 percent are actively disengaged. Engaged employees are more involved and enthusiastic about their work. They are loyal and productive. Those who are not engaged may be productive and satisfied with their jobs, but they are not intellectually or emotionally connected to their work and workplace. Actively disengaged employees are physically present at work but are emotionally disconnected. They are unhappy with their work, share their unhappiness with coworkers and can jeopardize the performance of their teams.

Consistent with expectations, full-time faculty members (34 percent) are more likely to be engaged in their jobs than are part-time faculty members (30 percent).

Employee Engagement by Faculty Employment Status			
	All Faculty Members	Full-Time Faculty Members	Part-Time Faculty Members
Gallup Employee Engagement Index			
% Engaged	34	34	30
% Not engaged	52	52	53
% Actively disengaged	14	14	17

Faculty members working at private institutions are more likely than those working at public institutions to be engaged, at 36 percent vs. 31 percent, respectively. Much of this difference is a result of higher engagement levels among faculty members at private baccalaureate institutions, among whom 39 percent are engaged. Engagement levels are similar among those teaching at private doctoral or master's institutions (32 percent), public doctoral or master's institutions (31 percent), public baccalaureate institutions (29 percent) and public associate institutions (32 percent).

EMPLOYEE ENGAGEMENT AMONG FACULTY MEMBERS (cont.)

Employee Engagement by Institution Type							
	Public			Private Nonprofit			
	All Public	All Private Nonprofit	Doctoral/Master's	Baccalaureate	Associate	Doctoral/Master's	Baccalaureate
Gallup Employee Engagement Index							
% Engaged	31	36	31	29	32	32	39
% Not engaged	52	52	52	55	51	55	51
% Actively disengaged	17	12	18	16	17	13	10

Faculty members employed by smaller institutions, as determined by student enrollment, tend to be more engaged than those working at larger institutions. Thirty-seven percent of faculty members teaching at institutions with fewer than 5,000 students are engaged, compared with 32 percent working at colleges with enrollments of 5,000 to 10,000 students and 29 percent working at institutions with a student body of 10,000 or more.

Faculty members at smaller institutions could have greater opportunity for student interactions with smaller class sizes, and might generally be able to focus more on teaching than faculty members could at larger research institutions. Instructors at smaller institutions may also feel that they have a greater voice in what goes on at the institutions because there likely are fewer faculty members and administrators than there would be at larger institutions.

EMPLOYEE ENGAGEMENT AMONG FACULTY MEMBERS (cont.)

Employee Engagement by Institution Size			
	Enrollment Fewer Than 5,000	Enrollment 5,000- 9,999	Enrollment 10,000+
Gallup Employee Engagement Index			
% Engaged	37	32	29
% Not engaged	51	50	54
% Actively disengaged	12	17	17

Faculty members teaching in professional schools tend to have higher engagement (36 percent) than those teaching in more traditional academic fields, such as natural sciences (33 percent), social sciences (32 percent) and humanities (31 percent).

Employee Engagement by Field of Instruction					
	Humanities	Social Sciences	Natural Sciences	Professional Schools	Another Field
Gallup Employee Engagement Index					
% Engaged	31	32	33	36	38
% Not engaged	52	53	53	50	51
% Actively disengaged	17	15	14	14	12

DETAILED FINDINGS

EMPLOYEE ENGAGEMENT BY TENURE TRACK STATUS

Major differences appear when exploring employee engagement by faculty members' status within the academic tenure system. Forty-five percent of "tenure track" faculty members are engaged at work. Nontenure track faculty are no more or less engaged than tenured faculty – 32 percent of each group is engaged in their jobs.

Employee Engagement by Tenure Track Status				
	All Faculty Members	Tenured Faculty Members	Tenure Track, Not Tenured	Nontenure Track
Gallup Employee Engagement Index				
% Engaged	34	32	45	32
% Not engaged	52	53	47	52
% Actively disengaged	14	15	8	16

What separates tenure-track faculty members from their peers is having someone at work who encourages their development and having had a conversation about their progress in the last six months. Slightly more than half of tenure-track instructors strongly agree that they have had these experiences, roughly twice as high as the percentage of tenured and nontenure track faculty members who strongly agree.

Faculty members and administrators may not see those developmental steps as necessary for faculty members who are already tenured or who do not hold a tenure-track position. Given those differences, it may be the case that once professors are tenured, their employee engagement is at serious risk of falling if their colleagues no longer view development of their jobs and career as an area needing attention.

Tenure-track faculty members are also much more likely than their peers to strongly agree that someone at work cares about them as a person and that they have opportunities at work to learn and grow.

Faculty engagement also varies by demographic characteristics – 36 percent of male faculty members and 32 percent of female faculty members are engaged in their work. This gender difference diverges from national trends; a 2013 Gallup study of the U.S. workforce indicated that women have slightly higher overall engagement than men.

Faculty members younger than 40 are most likely to be engaged, at 37 percent. Engagement is lowest among faculty members in their 40's (32 percent) and 50's (31 percent). Of faculty members aged 60 and older, 34 percent are engaged.

EMPLOYEE ENGAGEMENT BY TENURE TRACK STATUS (cont.)

Employee Engagement by Faculty Demographics						
	Gender		Age			
	Men	Women	Younger than 40	40-49	50-59	60+
Gallup Employee Engagement Index						
% Engaged	36	32	37	32	31	34
% Not engaged	52	51	52	52	52	52
% Actively disengaged	12	17	11	16	17	14

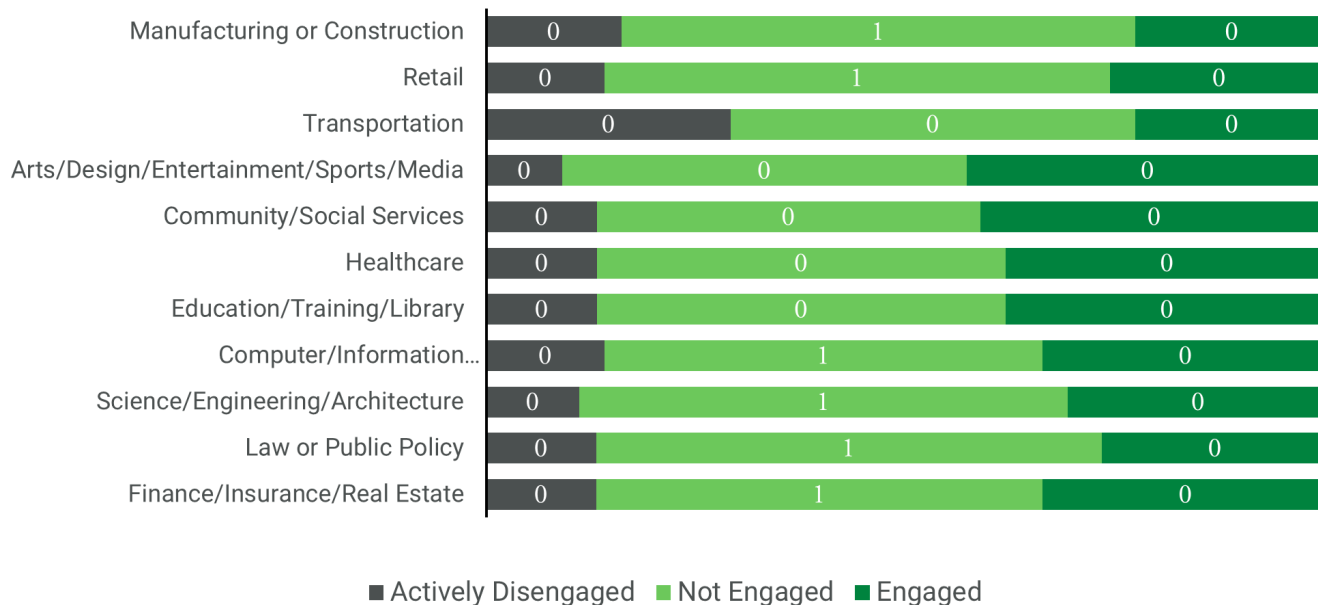
COMPARISONS WITH WORKERS IN OTHER INDUSTRIES

The 34 percent engagement score for college and university faculty members is about average when compared with other U.S. workers.

A 2014 Gallup study¹ that examined employee engagement in different industries allows for a more detailed comparison of faculty engagement levels with other workers' engagement levels. According to that study, faculty members' engagement exceeds that of workers in the following industries: manufacturing and construction (23 percent), retail (26 percent), transportation (23 percent), law or public policy (27 percent) and science/engineering/architecture (31 percent). It equals those in the computer/information systems/mathematics industry.

On average, faculty members are less engaged than those working in arts/design/entertainment/sports/media (43 percent), community and social services (41 percent), education/training/library (39 percent) and health care (38 percent).

Employee Engagement in Various Industries



In terms of the specific items that make up Gallup's employee engagement survey, faculty members surpass most other industries' workers in strongly agreeing that their colleagues are committed to doing quality work and that they have opportunities at work to learn and grow.²

Compared with workers in other industries, slightly more faculty members say they believe the mission of their institution makes them feel their job is important, have someone at work who cares about them as a person, and have a best friend at work.

Faculty members trail workers in most other industries in receiving recognition or praise for doing good work and in strongly agreeing there is someone at work who encourages their development.

¹ This analysis used a Gallup Panel Workforce survey of 13,008 U.S. workers that Gallup administered Dec. 2, 2014-Jan. 14, 2015.

² Gallup's Q12 items and Engagement Index construct are proprietary; only broad item-level results are reported.

ENGAGEMENT ITEM COMPARISONS BY FACULTY STATUS AND INSTITUTION TYPE

When looking at some of the items included in Gallup's Employee Engagement Index, faculty members, like employees in most industries, are most likely to strongly agree that they know what is expected of them at work. Just over half of professors surveyed strongly agree with this item, which is slightly less than workers nationally.

About 4 in 10 professors strongly agree that they have someone at work who cares about them as a person, have opportunities to learn and grow at work, and believe colleagues are committed to doing quality work. Faculty members are more likely to strongly agree with these items than workers across industries in the U.S.

Faculty members are least likely to strongly agree that they have received praise or recognition in the last seven days; only about 2 in 10 faculty members strongly agree with this item, somewhat lower than U.S. workers. About 2 in 10 also strongly agree that they have a best friend at work, slightly higher than workers nationally.

About one in four faculty members strongly agree that they have talked with someone about their progress in the last six months, which is lower than in most other industries.

Engagement levels of private baccalaureate faculty members surpass those at other types of institutions. Private baccalaureate faculty members score higher than their peers on nearly all of the Q¹² items, particularly knowing what is expected of them at work, saying their opinions at work count and having opportunities at work to learn and grow.

Faculty members at public associate degree institutions (community colleges) exceed those at four-year institutions in strongly agreeing that they have the opportunity to do what they do best every day and that the mission or purpose of their institution makes them feel their job is important.

INSIDE HIGHER ED ADDITIONAL FACULTY JOB SATISFACTION ITEMS

In addition to using Gallup's standard Q¹² items to measure employee engagement, the survey asked about 11 other topics related to faculty job satisfaction of special interest to *Inside Higher Ed*.

Of these, faculty members were most likely to strongly agree that they have academic freedom (42 percent), they feel respected for their career by people in their local area (41 percent) and their opinions seem to count in their department (40 percent). There was slightly less strong agreement that at least one administrator at their institution cares about them as a person (36 percent), that they feel more uncertain about the future of academe than they used to (35 percent) and that they have job security (35 percent).

Twenty-nine percent of faculty members strongly agree that they were well-trained for their position and 25 percent strongly agree that administrators at their institution are committed to doing quality work.

Faculty members were least likely to strongly agree that their opinions seemed to count at their college (17 percent), that they are compensated at an appropriate level (14 percent) and that the uncertain future of academe affects their ability to do their job well (8 percent).

The contrast in strong agreement that opinions count "in my department" (40 percent) and "at my college" (17 percent) is notable among all professors. Faculty members appear to believe they have more influence over what happens in their smaller, more immediate work environments than in the larger work community of which they are a part.

When faculty members are asked whether their opinions count "at work" using the standard Gallup wording (reported in the prior section), agreement falls in between at 3 in 10, suggesting some may be defining "work" as their departments and others as their colleges or universities.

Full-time faculty members are more likely than part-time faculty members to strongly agree that they have job security and that their opinions seem to count in their department.

INSIDE HIGHER ED ADDITIONAL FACULTY JOB SATISFACTION ITEMS (cont.)

Using a 5-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.

	All Faculty Members	Full-Time Faculty Members	Part-Time Faculty Members
I have academic freedom.			
% 5 Strongly agree	42	43	35
% 4	35	35	34
% 3	15	13	19
% 2	6	5	7
% 1 Strongly disagree	3	3	5
I feel respected for my career by friends, neighbors and others in my local area.			
% 5 Strongly agree	41	40	41
% 4	39	40	38
% 3	14	14	14
% 2	5	5	5
% 1 Strongly disagree	2	1	2
In my department, my opinions seem to count.			
% 5 Strongly agree	40	45	25
% 4	29	29	27
% 3	15	13	24
% 2	9	7	14
% 1 Strongly disagree	7	6	11
I can think of at least one administrator at my institution who seems to care about me as a person.			
% 5 Strongly agree	36	37	36
% 4	27	28	26
% 3	14	14	15
% 2	11	11	11
% 1 Strongly disagree	11	10	12
I feel more uncertain about the future of academe than I used to.			
% 5 Strongly agree	35	35	36
% 4	31	33	25
% 3	17	15	20
% 2	12	12	10
% 1 Strongly disagree	6	5	8
I have job security.			
% 5 Strongly agree	35	42	12
% 4	25	29	11
% 3	14	13	18
% 2	11	8	19
% 1 Strongly disagree	16	8	40

INSIDE HIGHER ED ADDITIONAL FACULTY JOB SATISFACTION ITEMS (cont.)

	All Faculty Members	Full-Time Faculty Members	Part-Time Faculty Members
I was well-trained for my duties as a faculty member at my institution.			
% 5 Strongly agree	29	28	31
% 4	32	33	28
% 3	23	24	23
% 2	12	12	12
% 1 Strongly disagree	5	4	6
Administrators at my institution are committed to doing quality work.			
% 5 Strongly agree	25	24	30
% 4	34	34	34
% 3	21	21	21
% 2	12	13	9
% 1 Strongly disagree	8	9	6
At my college, my opinions seem to count.			
% 5 Strongly agree	17	18	12
% 4	27	29	20
% 3	26	26	27
% 2	16	15	18
% 1 Strongly disagree	15	13	23
I am compensated at an appropriate level.			
% 5 Strongly agree	14	15	10
% 4	24	27	18
% 3	21	21	19
% 2	19	19	21
% 1 Strongly disagree	22	18	33
Concerns about the future of academe affect my ability to do my job well.			
% 5 Strongly agree	8	9	8
% 4	17	17	17
% 3	21	20	21
% 2	28	29	27
% 1 Strongly disagree	26	26	27

SATISFACTION WITH JOB ASPECTS BY TENURE TRACK STATUS

Not surprisingly, tenured faculty members (64 percent) greatly exceed nontenured faculty members in strongly agreeing that they have job security. Ten percent of tenure track, nontenured faculty members and 8 percent of nontenure track faculty strongly agree. Nontenure track faculty members believe they are much less secure in their jobs, as 35 percent strongly disagree they have job security.

Tenure track and nontenure track faculty members are similar in their beliefs about having academic freedom, as 31 percent of each group strongly agrees they do. Those figures compare with 53 percent strong agreement among tenured faculty.

Tenure track faculty members (44 percent) are similar to tenured faculty members (48 percent) in agreeing their opinions seem to count in their department; both groups far exceed nontenured faculty (29 percent) on this measure.

Most of the other items show only modest variation by faculty tenure status.

Using a 5-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.

	All Faculty Members	Tenured Faculty Members	Tenure Track, Not Tenured	Nontenure Track
I have academic freedom.				
% 5 Strongly agree	42	53	31	31
% 4	35	33	45	34
% 3	15	10	16	20
% 2	6	3	5	9
% 1 Strongly disagree	3	1	4	6
I feel respected for my career by friends, neighbors and others in my local area.				
% 5 Strongly agree	41	41	39	39
% 4	39	40	38	39
% 3	14	13	16	14
% 2	5	5	5	5
% 1 Strongly disagree	2	1	2	2
In my department, my opinions seem to count.				
% 5 Strongly agree	40	48	44	29
% 4	29	28	35	29
% 3	15	11	11	21
% 2	9	7	4	13
% 1 Strongly disagree	7	6	7	9
I can think of at least one administrator at my institution who seems to care about me as a person.				
% 5 Strongly agree	36	34	40	36
% 4	27	28	28	27
% 3	14	15	15	14
% 2	11	11	8	12
% 1 Strongly disagree	11	12	9	11

SATISFACTION WITH JOB ASPECTS BY TENURE TRACK STATUS (cont.)

	All Faculty Members	Tenured Faculty Members	Tenure Track, Not Tenured	Nontenure Track
I feel more uncertain about the future of academe than I used to.				
% 5 Strongly agree	35	39	28	34
% 4	31	33	35	29
% 3	17	13	16	20
% 2	12	11	16	11
% 1 Strongly disagree	6	5	5	7
I have job security.				
% 5 Strongly agree	35	64	10	8
% 4	25	25	37	18
% 3	14	6	28	19
% 2	11	3	14	20
% 1 Strongly disagree	16	2	10	35
I was well-trained for my duties as a faculty member at my institution.				
% 5 Strongly agree	29	30	25	27
% 4	32	32	35	31
% 3	23	24	25	23
% 2	12	10	12	14
% 1 Strongly disagree	5	3	4	6
Administrators at my institution are committed to doing quality work.				
% 5 Strongly agree	25	22	26	29
% 4	34	32	34	36
% 3	21	22	19	19
% 2	12	15	14	10
% 1 Strongly disagree	8	10	7	6
At my college, my opinions seem to count.				
% 5 Strongly agree	17	19	16	12
% 4	27	32	30	22
% 3	26	23	29	27
% 2	16	13	16	18
% 1 Strongly disagree	15	12	8	21

SATISFACTION WITH JOB ASPECTS BY TENURE TRACK STATUS (cont.)

	All Faculty Members	Tenured Faculty Members	Tenure Track, Not Tenured	Nontenure Track
I am compensated at an appropriate level.				
% 5 Strongly agree	14	17	13	10
% 4	24	28	27	20
% 3	21	21	19	21
% 2	19	18	20	21
% 1 Strongly disagree	22	16	21	29
Concerns about the future of academe affect my ability to do my job well.				
% 5 Strongly agree	8	8	8	9
% 4	17	16	17	18
% 3	21	21	18	21
% 2	28	29	31	26
% 1 Strongly disagree	26	25	26	26

SATISFACTION WITH JOB ASPECTS BY INSTITUTION TYPE

Faculty members at private nonprofit institutions exceed their peers at public institutions in believing they have job security. Forty-one percent of private college faculty members strongly agree they have job security, compared with 29 percent of public college and university faculty members.

Faculty members at private institutions are also more likely than faculty members at public ones to strongly agree that they have academic freedom (46 percent vs. 37 percent), that they feel respected for their career by those in their local area (44 percent vs. 36 percent) and that their opinions seem to count in their department (45 percent vs. 36 percent).

The differences in perceived academic freedom and feeling their opinions count are largely driven by private baccalaureate faculty members, who strongly agree with those items at especially high levels compared with instructors at other institution types.

The public-private differences in perceived job security are effects of strong agreement among private baccalaureate faculty (48 percent) and very low agreement among faculty at public associate institutions (18 percent).

SATISFACTION WITH JOB ASPECTS BY INSTITUTION TYPE (cont.)

Using a 5-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.

			Public			Private Nonprofit	
	All Public	All Private Nonprofit	Doctoral/Master's	Baccalaureate	Associate	Doctoral/Master's	Baccalaureate
I have academic freedom.							
% 5 Strongly agree	37	46	39	38	32	41	51
% 4	36	34	34	36	38	36	33
% 3	16	13	16	12	18	16	10
% 2	7	4	6	5	9	5	4
% 1 Strongly disagree	4	2	4	8	3	2	2
I feel respected for my career by friends, neighbors and others in my local area.							
% 5 Strongly agree	36	44	36	33	36	43	45
% 4	42	38	41	42	42	40	37
% 3	15	13	15	19	14	11	13
% 2	6	4	6	3	6	5	4
% 1 Strongly disagree	2	1	2	3	3	1	2
In my department, my opinions seem to count.							
% 5 Strongly agree	36	45	36	42	35	40	50
% 4	27	30	27	24	26	33	28
% 3	17	13	16	17	18	15	11
% 2	11	6	12	6	12	7	5
% 1 Strongly disagree	9	5	9	11	9	5	5
I can think of at least one administrator at my institution who seems to care about me as a person.							
% 5 Strongly agree	34	38	33	31	36	36	41
% 4	27	28	26	35	26	30	26
% 3	16	13	18	15	13	15	12
% 2	12	11	10	9	14	11	10
% 1 Strongly disagree	12	10	13	11	11	9	11
I feel more uncertain about the future of academe than I used to.							
% 5 Strongly agree	36	33	39	36	33	30	35
% 4	30	32	29	27	33	32	34
% 3	16	17	17	16	17	18	16
% 2	11	12	9	12	12	14	10
% 1 Strongly disagree	7	5	6	10	6	5	4

SATISFACTION WITH JOB ASPECTS BY INSTITUTION TYPE (cont.)

			Public			Private Nonprofit	
	All Public	All Private Nonprofit	Doctoral/ Master's	Baccalau- reate	Associate	Doctoral/ Master's	Baccalau- reate
I have job security.							
% 5 Strongly agree	29	41	38	30	18	34	48
% 4	29	21	25	33	32	22	21
% 3	13	14	11	13	16	17	11
% 2	12	9	12	11	13	10	9
% 1 Strongly disagree	16	14	14	14	21	17	11
I was well-trained for my duties as a faculty member at my institution.							
% 5 Strongly agree	29	28	29	33	28	25	29
% 4	31	32	32	29	30	35	31
% 3	23	24	22	18	24	24	24
% 2	12	12	12	13	12	11	13
% 1 Strongly disagree	5	4	5	8	6	5	3
Administrators at my institution are committed to doing quality work.							
% 5 Strongly agree	22	28	19	21	27	26	29
% 4	32	35	33	36	31	35	35
% 3	22	20	24	18	21	21	19
% 2	14	11	16	11	12	11	11
% 1 Strongly disagree	10	6	9	13	10	7	6
At my college, my opinions seem to count.							
% 5 Strongly agree	14	18	13	18	15	17	20
% 4	25	30	26	24	24	29	30
% 3	25	26	23	24	27	27	26
% 2	17	15	19	15	16	14	14
% 1 Strongly disagree	18	12	19	18	17	13	10
I am compensated at an appropriate level.							
% 5 Strongly agree	11	16	11	8	12	13	18
% 4	21	27	21	15	24	26	29
% 3	22	19	21	25	20	19	20
% 2	21	18	22	18	20	20	17
% 1 Strongly disagree	25	19	25	33	24	23	16
Concerns about the future of academe affect my ability to do my job well.							
% 5 Strongly agree	9	7	10	8	8	7	8
% 4	18	16	18	17	21	14	17
% 3	23	18	22	19	26	21	17
% 2	27	30	26	32	26	32	28
% 1 Strongly disagree	23	29	25	24	20	27	31

SATISFACTION WITH JOB ASPECTS BY INSTITUTION TYPE (cont.)

A statistical analysis of these 11 items against Gallup's Employee Engagement Index suggests that the strongest predictor of engagement is agreeing that one's opinions count in his or her department. The odds that those who strongly agree or agree with that statement will be engaged in their work are 4.9 times higher than for those who do not agree with the statement.

Having a caring administrator at their institution is also an important predictor of faculty engagement: The odds of those who strongly agree or agree with that statement to be engaged in their work are 2.9 times higher than those who do not agree with the statement.

Other important predictors of faculty engagement among these items are feeling respected for their career by those in their local community (odds to be engaged are 2.6 times higher) and perceiving their opinions count at their college (odds to be engaged are 2.0 times higher).

Importantly, job security bears no relationship to worker engagement among faculty members. Those who strongly agree or agree that they have job security are no more likely to be engaged at work than those who do not agree.

What is your age?	%
Younger than 30	2
30 to 39	17
40 to 49	24
50 to 59	26
60 to 69	27
70 and older	5

What is your gender?	%
Male	54
Female	46

How many years have you served as a faculty member at this institution?	%
Less than six months	1
Six months to less than three years	12
Three years to less than five years	11
Five years to less than 10 years	23
10 or more years	54

What is your current tenure status?	%
Tenured	49
Tenure track but not tenured	12
Nontenure track	39

Do you work part time or full time at your	%
Part Time	24
Full Time	76

INSTITUTION AND PERSONAL DEMOGRAPHICS (cont.)

Which of the following disciplines do you associate yourself with?	%
Humanities	28
Social sciences	20
Engineering	3
Computer and information sciences	4
Physical sciences	9
Biological sciences	8
Professional schools	12
Another field	16

Do you consider your institution to be a liberal arts institution?	%
Yes	66
No	34

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ABOUT THE Q¹²® EMPLOYEE ENGAGEMENT SURVEY

From over a decade of workplace research, Gallup has statistically identified 12 essential elements of workplace needs that are precisely worded and sequenced to determine the extent to which employees are psychologically committed and emotionally connected to their jobs. The Q¹² elements distinguish high-performing workgroups from the rest. These elements, measured by Gallup's Q¹² employee engagement survey, link to and can directly improve organizational outcomes. The strongest organizations know that developing an employee engagement strategy and connecting it to the achievement of organizational goals will help them be the best in their respective industries.

