



FACULTY WORK LIFE SURVEY

Your
workload

Your work
climate

Office and
research space

Hiring, tenure
and retention

Life outside
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thoughts



Welcome to the *Cornell Faculty Work Life Survey*. This survey has six sections. The first, and longest, section asks about the work that you do and your feelings about how well Cornell supports it. The remaining sections ask about the work environment within your department; office and research space; experiences with hiring and tenure; and how your life outside of Cornell meshes with your faculty responsibilities. The survey closes with a few demographic questions and the opportunity for you to provide comments concerning your experiences at Cornell.

Please be assured that your responses to the survey will be kept completely confidential and secured. Neither the Provost nor other faculty members nor senior administrators will have access to participants' identities or to individual-level data. Analyses will be based on aggregates and findings reported such that no individuals can be identified in the results. Our security and confidentiality protocols have been reviewed and approved by the University's Institutional Review Board for Human Participants.

Completion of the survey may take 25 to 30 minutes, depending on your circumstances. You do not have to complete the survey in one sitting; you may come back later by returning to this URL. While you are encouraged to complete the entire survey, you may leave blank any questions you do not wish to answer.

If you have concerns about the survey, you may address them to the researchers at irpsurvey@cornell.edu.

[Continue to Survey](#)



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Responsibilities

[satis] Overall, how satisfied are you being a faculty member at Cornell?

- Very dissatisfied
- Somewhat dissatisfied
- Neither satisfied nor dissatisfied
- Somewhat satisfied
- Very satisfied

[appt] Is your current appointment at Cornell formally apportioned by the terms of your contract, such as "50% research, 50% teaching" or some other configuration?

- Yes
- No
- Not sure

[SRI NOTE: Display following question if previous question [appt] answered 'Yes']

According to the formal terms of your appointment, how are your responsibilities apportioned across the following five domains? Please use percentages such that the figures sum to 100%.

- [appteach] teaching
- [apptresearch] research
- [apptext] extension
- [apptclinic] clinical
- [apptadmin] administrative

[workload] Overall, how would you rate the reasonableness of your workload?

- Much too light
- Too light
- About right
- Too heavy
- Much too heavy

[hrsweek] During an academic year, how many hours is your typical work week?

Several questions that follow refer to the 2009-10 academic year. Please consider the period from September 2009 through May 2010 as your point of reference.

Thinking across the 2009-10 academic year, please give us your best guess of how you apportioned your time at work across the following domains of activity. The figures you enter here may differ from the formal terms of your appointment. Please use percentages such that your figures sum to 100%.

Percent of your average work week spent on this

activity?

Teaching

[pctteach] Teaching (including preparing materials for class, lecturing, etc.)

[pctmeet] Meeting or communicating with students outside of class (office hours, advising, supervising research, writing letters of recommendation, etc.)

Research, Scholarship and Creativity

[pctres] Conducting research; disseminating research results in scholarly forums; or creating or performing artistic works

Public Engagement: Work that involves Cornell's external communities, *whether or not it is a formal part of your appointment.*

[pctout] Programs or activities that apply discipline-based research or expertise to external communities, including outreach or extension (e.g., educational programs, community development, public service)

[pctclin] Clinical work (including clinical teaching through service, patient care, rounds, consults)

Committee and Administrative Work

[pctadmin] Fulfilling administrative responsibilities/ committee work/ University service

Other Activities

[pctconsul] External paid consulting

[pctother] Other work-related activities [pctothertext] (Please describe):

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Teaching

[taught] During the 2009-10 academic year, did you teach or co-teach any credit courses at Cornell?

Yes No

[SRI NOTE: Display following questions if previous question [taught] answered 'Yes']

For each course that you taught or co-taught last year, please answer the following questions. Do not include the lab or discussion section of a course as a separate class. Do not include independent study, thesis research or non-credit instruction.

	Class A	Class B	Class C	Class D	Class E	Class F
Number of students enrolled	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Number of teaching assistants	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Number of lecture hours per week (If course was co-taught, please indicate your number of lecture hours):	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
If this course had a lab, please indicate your number of lab hours per week:	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Primary level of students: (Mark one per course):						
Undergraduate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Graduate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does this course include a service- or community-based learning component? (Mark one per course)						
Yes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is this course close to your research interests? (Mark one per course)						
Yes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[statistea] How satisfied are you with the resources Cornell provides to support your teaching?

Somewhat

Neither dissatisfied

Very dissatisfied



dissatisfied



nor satisfied



Somewhat satisfied



Very satisfied



Please rate your satisfaction with the following specific resources to support your teaching.

	Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied	Not applicable
[classspace] Classroom space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[tas] Access to teaching assistants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[innovation] Support for innovation in your teaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[assess] Support for assessing and improving student learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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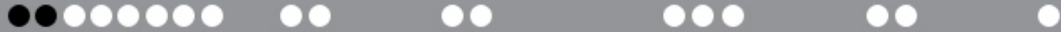
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Out-of-Class Contact with Students

During the 2009-10 academic year, how many of each of the following types of advisees did you have?

Advisee Type	Number
[augstud] Undergraduate students	<input type="text"/>
[agradstud] Graduate or professional students	<input type="text"/>
[apostdoc] Postdoctoral associates or fellows	<input type="text"/>
[ainfstud] Informal student advisees	<input type="text"/>

During the 2009-10 academic year, in which of the following roles were you involved with undergraduate students at Cornell? Mark all roles that apply.

- [advfacled] Advised or supervised undergraduate students working on a **faculty-led** research project
- [advstuled] Advised or supervised undergraduate students working on a **student-led** research project (e.g., Honors thesis or independent study)
- [supfield] Supervised undergraduates engaged in field-based or service learning projects
- [fir] Affiliated with a residential program (e.g., Faculty in Residence or Faculty Fellow, House Fellow or House Affiliate)
- [advisor] Affiliated with a student organization (e.g., served as advisor or board member for athletic team, fraternity or sorority, etc.)
- [otherrole] Other role(s) working with undergraduate students outside the classroom context [otherroletxt]

(please describe): _____

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[otherres] Other [otherrestxt] (please describe):



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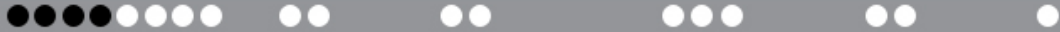
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Public Engagement

Public engagement refers to work with Cornell's external communities, defined broadly from local to global, which involves the transfer and application of university-based research or scholarship to address issues or problems of interest to those communities.

[publiceng] During the 2009-10 academic year, were you involved in public engagement programs or activities?

Yes No

[SRI NOTE: Display following questions if previous question [publiceng] answered 'Yes']

[publicresp] Was this involvement a formal part of your appointed responsibilities?

Yes No

During the 2009-10 academic year, in which of the following public engagement programs or activities were you involved? Mark all that apply.

- [expert] Providing expert commentary through public media (e.g., popular press, radio or TV, blogs)
- [speak] Speaking or performing before non-academic audiences (e.g., public policy forums, community groups)
- [create_] Creating publications, websites or artistic products for non-academic audiences (e.g., bulletins, articles in non-academic journals, music CDs)
- [training] Providing educational or training programs (e.g., workshops, field training, continuing education or summer programs, symposia, master classes)
- [apply] Developing or delivering programs or projects that apply research/scholarship to address community needs (e.g., public health or economic development projects)
- [otherpublic] Other forms of public engagement [otherpublictxt] **(please describe):**

[publicsat] How satisfied are you with the resources Cornell provides to support your public engagement work?

Very dissatisfied Somewhat dissatisfied Neither dissatisfied nor satisfied Somewhat satisfied Very satisfied

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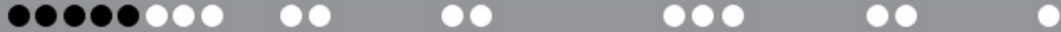
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[SRI NOTE: Display this page if respondent reported any % time spent on clinical work on page 1]

Clinical Work

Please answer the following questions regarding your clinical responsibilities in the 2009-10 academic year:

[onclinic] How many weeks were you on-clinic?

[clinichrs] When you were on-clinic, how many hours per week did you typically spend fulfilling your clinical responsibilities?

- less than 20
- 20-35
- 36-40
- 41-50
- more than 50

[clinicsat] How satisfied are you with the resources Cornell provides to support your clinical work?

- | | | | | |
|-----------------------|-----------------------|------------------------------------|-----------------------|-----------------------|
| Very dissatisfied | Somewhat dissatisfied | Neither dissatisfied nor satisfied | Somewhat satisfied | Very satisfied |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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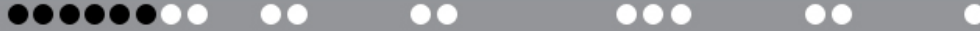
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Committee and Administrative Work

[depcomm,collcomm,unicomm,extcomm] Please indicate the number of committees, working groups, and task forces (formal and ad hoc) you served on within the last year, excluding thesis committees:

Committee Type	Number
[depcomm] Departmental/field committees	Select <input type="text"/>
[collcomm] College committees	Select <input type="text"/>
[unicomm] University-wide committees	Select <input type="text"/>
[extcomm] External committees or boards related to your discipline (e.g., accreditation; editor of a journal; officer of a professional association)	Select <input type="text"/>

Have you ever served in any of the following administrative capacities? If so, did you receive teaching relief in exchange for taking on this administrative responsibility? Mark all that apply.

	Served in administrative capacity?			Received teaching relief?		
	Never	Serving currently or served within the past five academic years	Served prior to the past five academic years	Yes	No	Not applicable
Chair of department/unit	<input type="checkbox"/> [chairnever]	<input type="checkbox"/> [chaircurr]	<input type="checkbox"/> [chairprior]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dean	<input type="checkbox"/> [deannever]	<input type="checkbox"/> [deancurr]	<input type="checkbox"/> [deanprior]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Associate or assistant dean	<input type="checkbox"/> [adeannever]	<input type="checkbox"/> [adeancurr]	<input type="checkbox"/> [adeanprior]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DGS	<input type="checkbox"/> [dirgradnever]	<input type="checkbox"/> [dirgradcurr]	<input type="checkbox"/> [dirgradprior]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DUS	<input type="checkbox"/> [dirugnever]	<input type="checkbox"/> [dirugcurr]	<input type="checkbox"/> [dirugprior]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[adminsats] How satisfied are you with the resources Cornell provides to support your administrative and University service?

Very dissatisfied Somewhat dissatisfied Neither dissatisfied nor satisfied Somewhat satisfied Very satisfied



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Overall

Please rate your satisfaction with the following aspects of your work at Cornell.

	Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied	Not applicable
[teach] Teaching responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[advising] Advising responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[public_] Public engagement responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[clinical] Clinical responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[committee] Committee and administrative responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate your satisfaction with the following resources to support your work at Cornell.

	Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied	Not applicable
[library] Library resources and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[librarysup] Library staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[clerical] Clerical and administrative staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[computer] Computer resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[compsup] Computing support staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[qualgrad] Quality of graduate students	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Not at all	Somewhat	Extensive	Not applicable
[teachresp] Teaching responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[advisresp] Advising responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[commresp] Committee and/or administrative responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[timing] Timing of departmental meetings and functions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[scholprod] Scholarly productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[secfund] Securing funding for research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[manres] Managing a research group or grant (e.g., finances, personnel)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[review] Review/promotion process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[reduction] Reduction of University-provided resources to support your work (e.g., reduced administrative support)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[deptpolitic] Departmental or campus politics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[subtled] Subtle discrimination (e.g., prejudice, racism, sexism)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[otherstress] Other aspect of your work [otherstresstxt] - please describe:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Please indicate your agreement or disagreement with the following statements: For items asking about "My chair/director/dean" please use the position to whom you directly report as your point of reference.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
[fairshare] My department/unit receives its fair share of University resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[chaircoll] My chair/director/dean creates a collegial and supportive environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[chairres] My chair/director/dean helps me obtain the resources I need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[voice] I have a voice in the decision-making that affects the direction of my department/unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[valueres] My colleagues value my research/scholarship.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[collabdept] I am satisfied with opportunities to collaborate with faculty in my primary department/unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[collabout] I am satisfied with opportunities to collaborate with faculty in other units at Cornell.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[interdisc] Interdisciplinary research is recognized and rewarded by my department/unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[navigate] I can navigate the unwritten rules concerning how one is to conduct oneself as a faculty member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[goodfit] My department/unit is a good fit for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[deptcomf] My department/unit is a place where individual faculty may comfortably raise personal and/or family responsibilities when scheduling departmental/unit obligations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[excluded] I feel excluded from an informal network in my department/unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[workhard] I have to work harder than some of my colleagues to be perceived as a legitimate scholar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[supwomen] My chair/director/dean is supportive of improving the climate and opportunities for faculty who are <u>women</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[supunder] My chair/director/dean is supportive of improving the climate and opportunities for faculty who are underrepresented minorities.

Please rate the climate of your department/unit on the following continua by clicking the appropriate number:

1

Cohesive
[cohesive]

2

3

4

5

Fragmented

1

Collegial
[collegial]

2

3

4

5

Contentious

1

**Seeks the
collective good**
[collective]

2

3

4

5

**Seeks individual
advantage**

In your professional career at Cornell, to what extent have you experienced bias or exclusion due to your gender, race or ethnicity, or other personal characteristic:

Not at all To some extent To a great extent

[biaslead] By leadership

[biascoll] By colleagues

[biasstu] By students

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Mentoring

[adment] While at Cornell, do you feel as though you have received adequate mentoring?

- Yes
- No

[forment] Does your unit have a formal mentoring program?

- Yes
- No
- I don't know

[SRI NOTE: Display the following question if the previous question [forment] answered 'Yes']

Have you participated in your unit's formal mentoring program? Mark all that apply.

- [servment] Yes, I have served as a mentor
- [beenment] Yes, I have been mentored
- [noment] No

[SRI NOTE: Display the following question if "Yes, I have been mentored" selected]

How helpful have you found the mentoring that you have received in the following areas?

	Very unhelpful	Somewhat unhelpful	Neither helpful nor unhelpful	Somewhat helpful	Very helpful	Not applicable
[devscholar] Developing your scholarship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[navpolicy] Navigating university policies and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[navpolitic] Navigating politics and personalities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied are you with opportunities for interacting informally with ...

	Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied
[interdept] Faculty in your <i>department</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[interuni] Faculty who <i>work in similar disciplines</i> across the university, including those from other colleges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[interentire] Faculty <i>across the entire university</i> , including those from other colleges and disciplines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[interugrad] <i>Undergraduate students</i> , outside of class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[intergrad] <i>Graduate/professional students</i> , outside of class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Office Space

[spacesat] Overall, how satisfied are you with the space allocation process within your department?

Very dissatisfied Somewhat dissatisfied Neither satisfied nor dissatisfied Somewhat satisfied Very satisfied

When faculty space is assigned in your department, how important do you think each of the following factors is in decision making?

	Not important at all	Somewhat important	Moderately important	Very important	I don't know
[spaceobj] Objective evaluation of space needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[spaceavail] Sheer availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[spacetime] Length of time at Cornell	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[spacerank] Rank	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[spacegrant] Research funding/grant amount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[spacepol] Political relationships within the department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[spaceoth] Other [spaceothtxt] (please describe): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[officecount] How many Cornell-provided offices do you have? Include only office space assigned for your personal use.

- 1
- 2
- 3
- 4 or more

If you have more than one office space, choose the one you consider to be your primary space as your reference for the following questions:

[officesat] Overall, how satisfied are you with your office space?

Very dissatisfied Somewhat dissatisfied Neither satisfied nor dissatisfied Somewhat satisfied Very satisfied

How satisfied are you with each of the following aspects of your office space?

	Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied	Not applicable
[offsize] Size of office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[offfurn] Furnishings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[offpriv] Privacy (i.e., security, noise protection)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[offbuild] Location within the building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[offcamp] Location on campus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[offmain] Maintenance (e.g., cleaning, repairs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[offcomm] Please use the following space to comment on these or other aspects of your office space.



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Research, Lab or Studio Space

[havelab] Do you have a research, lab or studio space assigned to you? Include space assigned to you for use by your students or staff.

- Yes; I have **sole** control over the use of this space.
- Yes; I have **shared** use or control of this space.
- No

[SRI NOTE: Display the following questions if the previous question [havelab] answered 'Yes']
If you have multiple research/lab/studio spaces, consider your total research/lab/studio space overall as you answer the following questions.

[labsat] Overall, how satisfied are you with your research, lab or studio space?

Very dissatisfied Somewhat dissatisfied Neither satisfied nor dissatisfied Somewhat satisfied Very satisfied

How satisfied are you with each of the following aspects of your research/lab/studio space?

	Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied	Not applicable
[labspace] Amount of space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[labfurn] Furnishings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[labtool] Equipment, tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[labpriv] Privacy (i.e., security, noise protection)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[labbuild] Location within the building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[labcamp] Location on campus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[labmain] Maintenance (e.g., cleaning, repairs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[labcont] My level of control over this space (e.g., access and availability)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Hiring

Please rate your satisfaction with the following aspects of your work at Cornell.

	Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied
[salary] Current salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[rank] Current rank	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[benefits] Benefits package	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Before signing your initial contract at Cornell, did you negotiate any of the following? Please mark one answer in each row.

	No, I did not negotiate	Yes, but my negotiation was largely unsuccessful	Yes, and my negotiation worked to my benefit
[negsalary] Base salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[neglab] Equipment/laboratory/research start-up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[negsummer] Summer salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[negteach] Reduction in teaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[negspouse] Spousal or family accommodation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[negother] Other [negothertxt] (please describe): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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[tenpublicapp] Public engagement activities (including extension and outreach)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[tenclinapp] Clinical work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[tenadminapp] Administrative and committee service for the University	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[relief] At any time since you started working at Cornell, have you received relief from teaching or other workload duties for personal reasons, including care giving for a child or parent, your own health concerns, or a family crisis?

- Yes, within the past year
- Yes, more than a year ago but within the past five years
- Yes, more than five years ago
- No

[SRI NOTE: Display the following question if the previous question [relief] answered 'Yes']
[reliefsupp] How supportive was your department/unit concerning your relief from teaching or other workload duties?

Very unsupportive	Somewhat unsupportive	Neither supportive nor unsupportive	Somewhat supportive	Very supportive
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[clock] At any time since you started working at Cornell, have you had your tenure clock slowed or stopped for personal reasons, including care giving for a child or parent, your own health concerns, or a family crisis?

- Yes, within the past year
- Yes, more than a year ago but within the past five years
- Yes, more than five years ago
- No

[SRI NOTE: Display the following question if the previous question [clock] answered 'Yes']
[clocksupp] How supportive was your department/unit concerning having your tenure clock stopped or slowed?

Very unsupportive	Somewhat unsupportive	Neither supportive nor unsupportive	Somewhat supportive	Very supportive
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Retention

[outoffer] In the last five years, while at Cornell, have you received a formal or informal outside job offer that you took to your department/unit chair/dean?

Yes No

[SRI NOTE: Display the following two(2) questions if the previous question [outoffer] answered 'Yes']

Has a formal or informal outside job offer resulted in adjustments to any of the following (Mark all that apply):

- [adjsal] Salary
- [adjcourse] Course load
- [adjadmin] Administrative responsibilities
- [adjtime] Leave time
- [adjsummer] Summer salary
- [adjtiming] Special timing of the tenure clock
- [adjequip] Equipment/laboratory/research start-up
- [adjspouse] Employment for spouse/partner
- [adjoth] Other [adjothtxt] (please describe):
- [adjnone] None

To what extent did the following factors contribute to your staying at Cornell?

	Not at all	To some extent	To a great extent	Not Applicable
[stayoffer] Cornell's counteroffer was equally or more attractive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[stayenv] My work environment here is superior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[stayassoc] My association with Cornell will better serve my career aspirations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[staymove] I did not want to move	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[stayspouse] My spouse/partner and/or children did not want to move	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[stayithaca] Ithaca and/or this region offer features that appeal to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[stayoth] Other [stayothtxt] (please describe): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[leave] In the next three years, how likely are you to leave Cornell?

Very unlikely Somewhat unlikely Neither likely nor unlikely Somewhat likely Very likely

To what extent, if at all, have you considered the following as reasons to leave?

	Not at all	To some extent	To a great extent	Not Applicable
[lvsal] To increase your salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvtenure] To improve your prospects for tenure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvcareer] To enhance your career in other ways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvsupp] To find a more supportive work environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvresearch] To increase your time to do research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvnonacad] To pursue a nonacademic job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lcastress] To reduce stress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvemploy] To improve the employment situation of your spouse/partner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvcol] To lower your cost of living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvretire] Retirement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvchild] Child-related issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvparent] To care for someone who is ill, disabled, aging, and/or in need of special services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvfinance] Concern about the financial future of your department/unit at Cornell	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvintellect] Concern about the intellectual direction of your department/unit at Cornell	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvsocial] To improve your social life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvmove] To relocate to another city or region for personal reasons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[lvother] Other [lvother] (please describe): <input style="width: 150px; height: 15px;" type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Relationship Status

[lifesat] Overall, how satisfied are you with your life outside Cornell?

Very dissatisfied Somewhat dissatisfied Neither dissatisfied nor satisfied Somewhat satisfied Very satisfied

[spouse] Do you have a spouse or domestic partner?

- Yes, I have a spouse
- Yes, I have a domestic partner
- No

[SRI NOTE: Show if 'Do you have a spouse or domestic partner' answered 'No']

Please indicate the extent to which you agree or disagree with the following statements.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
[inithaca] Being in Ithaca is an impediment to establishing personal relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[relation] It is difficult to have both a committed personal relationship and a successful academic career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[single] Cornell should offer more networking opportunities for single faculty members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[SRI NOTE: Show if 'Do you have a spouse or domestic partner' answered 'Yes']

[spouseemp] Which of the following best describes your spouse or partner's employment status?

- Working as a paid employee
- Self-employed, independent contractor or consultant
- Not employed and actively seeking employment
- Not employed and not actively seeking employment and (mark all that apply):

- [spousecare] Caring for dependents
- [spousestu] Enrolled as student in a degree program
- [spousenopay] Occupied with an unpaid internship or with volunteer activities
- [spouseretire] Retired
- [spouseoth] Other [spouseothtxt] (please describe):

[SRI NOTE: Show if 'spouse or partner enrolled as student in a degree program']

[spousestudy] Does your spouse/partner study at Cornell?

- Yes No

[SRI NOTE: Show if 'Partner employment status' answered 'working as paid employee']

[spouseacad] Is your spouse or partner employed in academia?

- No; employed outside academia
 Yes, as a faculty member
 Yes, as a postdoctoral fellow or research associate
 Yes, in an academic position other than faculty, post-doc or research associate
 Yes, but in a non-academic position

[SRI NOTE: Show if 'Is your spouse or partner employed in academia' answered 'Yes']

[spempinst] Does your spouse/partner work at Cornell?

- Yes No

[SRI NOTE: Show if 'Does your spouse/partner work at Cornell?' answered 'Yes']

[bothinst] How did it happen that you and your spouse/ domestic partner both came to be employed at Cornell? Please select the one response that comes closest to describing your situation.

- We became partners after we were both employed at Cornell
 My spouse/partner and I were recruited by Cornell as a couple
 I was recruited by Cornell and employment for my spouse/partner followed
 My spouse/partner was recruited by Cornell and employment for me followed

[SRI NOTE: Show if ' I was recruited by Cornell and employment...' in previous question selected]

[hpcornell] Which of the following best describes how your spouse/partner found employment at Cornell?

- To recruit me or keep me here, Cornell identified a position for my spouse/partner
 Cornell provided some job search assistance that helped my spouse/partner find a position
 Through his/her own efforts, my spouse/partner found employment at Cornell independently

[SRI NOTE: Show if ' My spouse/partner was recruited by Cornell and employment for me followed' in previous question selected]

[hicornell] Which of the following best describes how you found employment at Cornell?

- To recruit my spouse/partner or to keep my spouse/partner here, Cornell identified a position for me
 Cornell provided some job search assistance that helped me find a position
 Through my own efforts, I found employment at Cornell independently

[SRI NOTE: Show if 'Spouse/Partner employment status' answered 'Self-employed' or 'Not employed and actively seeking employment' OR if 'Is your spouse or partner employed in

academia' answered 'No' OR 'Does your spouse/partner work at Cornell?' answered 'No']
[helpjob] Have you ever sought help from Cornell in attempting to find employment for your spouse or partner?

- No
- Yes, Cornell helped my spouse/partner find suitable work
- Yes, but Cornell failed to help my spouse/partner find suitable work

[elaborate] Please elaborate if it would help us understand your situation:

[SRI NOTE: Show if 'Partner employment status' answered 'Working as a paid employee' or 'Self-employed']

[spousesat] How satisfied is your spouse/domestic partner with his/her employment situation?

- | | | | | | |
|-----------------------|-----------------------|------------------------------------|-----------------------|-----------------------|-----------------------|
| Very dissatisfied | Somewhat dissatisfied | Neither satisfied nor dissatisfied | Somewhat satisfied | Very satisfied | Don't know |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

[SRI NOTE: Show if 'working as a paid employee' and 'No; employed outside academia' selected; OR 'working as paid employee' and 'Is your spouse or partner employed in academia?' is 'YES' selected and 'Spouse/partner doesn't work at Cornell'; OR 'Self-employed, independent contractor or consultant' is selected]

[commute] Do you and your spouse/domestic partner have a commuting relationship, where one or both of you commute to another community (more than an hour away) for work, or where you live in different communities (more than an hour away) from one another?

- No, my spouse/ partner lives and works in the same community as I
- Yes, my spouse/partner and I live together, but one or both of us commutes or travels frequently to another community for work
- Yes, my spouse/partner and I live in separate communities at least part of the time

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Dependents

[totchild] How many children do you have in total?

[SRI NOTE: Show if respondent have 1 or more children, see above question [totchild]]

Do you have any children in the following age ranges? Mark all that apply.

- [childx0] 0-4 years
- [childx5] 5-12 years
- [childx13] 13-17 years
- [childx18] 18-23 years
- [childx24] 24 or older

[SRI NOTE: Show if respondent have 1 or more children, see first question [totchild]]

Are you currently using or in need of child care for a child/children under the age of 13?

Yes (Mark all that apply):

- [usecare] I am currently using child care for a child or children under the age of 13
- [searchcare] I am currently in search of child care

No (Mark the one best response):

- [anticipatecare] But I anticipate needing child care within the next five years
- [nochildcare] I don't need child care now or within the next five years

[SRI NOTE: Show if 'Yes, currently using or searching for child care' selected]

For what age child or children do you currently use or need child care? Mark all that apply.

- [use6] Six months of age or younger
- [use7] 7-11 months
- [use12] 12-17 months
- [use18] 18-23 months
- [use2y] 2-3 years
- [use4y] 4-5 years
- [use6y] 6-12 years (before or after school, school holidays)

[SRI NOTE: Show if 'Yes, currently using child care' selected]

What type of child care arrangement(s) do you currently use? Mark all that apply.

- [carecenter] Child care center
- [groupcare] Family or group day care
- [nanny] Nanny or au pair
- [informcare] Informal child care arrangements
- [schoolcare] School-age child care (before and after school care)

- [campcare] Summer camp
- [nursery] Nursery/Pre-school
- [prek] Pre-K (Public school sponsored) program
- [othercare] Other (please specify): [othercaretxt] **(please describe):** _____

[SRI NOTE: Show if 'Yes, currently using or searching for child care' selected]

Rate the following factors in terms of their importance to you in your selection of childcare provider:

	Not important	Somewhat important	Very important	Essential
[careloc] Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[carework] Care is available on days I need to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[carehrs] Availability of extended hours (e.g., past 5:30 pm)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[carepart] Availability of part-time options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[carecurr] Quality of the curriculum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[carefac] Quality of the facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[carestaff] Quality of the staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[careturn] Staff turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[carecost] Cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[caresafe] Safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[careother] Other [careothertext] (please describe): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[SRI NOTE: Show if 'Yes, currently using child care' selected]

[diffcare] How difficult has it been for you to find and/or secure child care for your child(ren)?

- Not at all difficult
- Moderately difficult
- Very difficult

[SRI NOTE: Show if 'Yes, currently using child care' selected]

[caresat] Overall, how satisfied are you with the quality of your current child care arrangements?

- Very dissatisfied Somewhat dissatisfied Neither dissatisfied nor satisfied Somewhat satisfied Very satisfied
-

[illcare] Are you currently caring for or managing care for an aging and/or ill parent, spouse, or other relative?

- Yes
- No, but I anticipate doing so within the next five years

No, and I do not anticipate doing so within the next five years

[SRI NOTE: Show if 'Yes' to above question 'Are you currently caring for or managing care for an aging and/or ill parent, spouse, or other relative?' selected]

[illive] Where are they living?

- In my home
- Independently (e.g., in their own home or an independent retirement community)
- In another relative's or caregiver's home
- In an assisted living facility, nursing home, or hospital
- Other [illthtxt] (please describe): _____

[SRI NOTE: Show if living "independently," "in another relative's or caregiver's home" or "in an assisted living facility" selected in question "Where are they living?"]

[illfar] How far away is that from your home?

- Less than 10 miles
- Between 10 and 100 miles
- Between 101 and 400 miles
- More than 400 miles and within the US
- Outside the US

[personill] If you, personally, needed assistance with activities of daily living because of illness or injury, would you need help arranging such assistance?

- No, I have family or friends who could assist me
- No, I would be able to arrange for services to assist me
- Yes, I would need help arranging assistance

Please indicate the extent to which each of the following aspects of your life outside Cornell has been a source of stress for you over the past twelve months.

	Not at all	Somewhat	Extensive	Not applicable
[house] Managing household responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[SRI NOTE: Show if respondent have 1 or more children, see first question [totchild] at top of the page]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[childcare] Child care				
[SRI NOTE: Show if 'Yes' to the question 'Are you currently caring for or managing care for an aging and/or ill parent, spouse, or other relative?' selected]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[careothers] Care of someone who is ill, disabled, aging, and/or in need of special services				
[health] Your health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[personfin] Personal finances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[retire] Planning for retirement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[ithaca] Ithaca as a place to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[othstress] Other [othstresstxt] (please describe):



[faclifesat] Overall, how satisfied are you with the ways in which your role as a faculty member at Cornell and your life outside of Cornell fit together?

- Very dissatisfied Somewhat dissatisfied Neither dissatisfied nor satisfied Somewhat satisfied Very satisfied
-

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[gender] What is your gender?

- Male
- Female
- Transgender
- Other

[sexorient] What is your sexual orientation?

- Straight/heterosexual
- Gay, lesbian or bisexual
- Queer
- Questioning
- Not specified

[hispanic] Are you Hispanic or Latino?

- Yes
- No

Regardless of your answer to the previous question, please check one or more of the following groups in which you consider yourself to be a member:

- [white] White
- [black] Black or African American
- [asian] Asian
- [amerind] American Indian or Alaska Native
- [native] Native Hawaiian or Other Pacific Islander

[again] All things considered, if you had to do it all over again, would you accept a position at Cornell?

- Definitely not
- Probably not
- Maybe
- Probably would
- Definitely would

[contrwork] What contributes most to the quality of your work life at Cornell?

[detrwork] What detracts most from the quality of your work life at Cornell?

[else_] Is there anything else we should understand about your experience at Cornell?

Thank you for your time and participation in this important study of faculty life at Cornell University.

As a reminder, all survey responses will be kept entirely confidential. The data gathered here will not be used in any way that would permit identification of you as an individual unless you select the following option:

[intouch] I would like to be put in touch with the Provost's office to discuss some of the issues touched on by this survey.

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Thank you for completing the *Faculty Work Life Survey*.

I am grateful that you took the time to have your experiences represented in this survey. Your responses will help us to meet key objectives of the strategic plan relating to faculty excellence. The data collected through this effort will be used to inform policy, planning and programs for faculty at Cornell in the coming years.

Best regards,

Kent Fuchs, Provost